

CITY OF AUBURN

WASHINGTON

2019-2020 BIENNIAL BUDGET

For Fiscal Years January 1, 2019 to December 31,
2019 and January 1, 2020 to December 31, 2020

Prepared by the Finance Department



Mayor Nancy Backus
Serving as Mayor since 2014
City Council 2004-2014

AUBURN CITY COUNCIL



Bill Peloza,
Deputy Mayor
Serving since 2004



Bob Baggett
Serving since 2016



Larry Brown
Serving since 2018



Claude DaCorsi
Serving since 2014



John Holman
Serving since 2012



Yolanda Trout-Manuel
Serving since 2014



Largo Wales
Serving since 2012

DEPARTMENT DIRECTORS

Administration Director
City Attorney
Community Development Director
Finance Director
Human Resources and Risk Management
Director Innovation and Technology Director
Parks, Arts and Recreation Director
Police Chief
Public Works Director

Dana Hinman
Steve Gross
Jeff Tate
Shelley
Coleman
Candis
Martinson
David Travis
Daryl Faber
Bill Pierson
Ingrid Gaub

AUBURN'S VISION FOR THE FUTURE:

Your Premier Community with Vibrant Opportunities

CITY OF AUBURN MISSION STATEMENT

To provide a service-oriented government that meets the needs of our residents, citizens and business community.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Auburn
Washington**

For the Biennium Beginning

January 1, 2017

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Auburn, Washington for its biennial budget for the fiscal year January 1, 2017 through December 31, 2018. 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 tool.

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

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Preface

Provides introductory information, including elected City officials, Auburn's vision and mission statements, the GFOA Distinguished Budget Award for the City's 2017-2018 biennial budget, a budget-in-brief, the table of contents, and the Mayor's transmittal letter.

1 Section I: Budget Summary

Summarizes the 2019-2020 biennial budget and provides comparisons to previous years' revenues and expenditures. Includes a reader's guide, City's financial structure, a discussion of the general fiscal environment and key issues affecting the budget, summary-level budget reports, and comparative budget summaries.

25 Section II: Process / Policies

Describes the City's organization, basis of budgeting; budget process, calendar, purpose and structure, components of the budget, budget policies, 2017-2018 City-wide goals and accomplishments and 2019-2020 City-wide goals, and the 2019-2020 budget strategy.

51 Section III: Financial Plan

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 - *Capital Project Funds*
 - *Enterprise Funds*
 - *Internal Service Funds*
 - *Fiduciary Funds*
 - *Permanent Fund*
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- * *Administration*
- * *Human Resources and Risk Management*
- * *Finance*
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- * *Community Development*
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- * *Police Department and SCORE*
- * *Parks, Arts and Recreation*
- * *Innovation and Technology*

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267 Section V: Budget Details

Includes tables, charts, and other information that provide supporting detail and explanation to the summary budget:

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- * *2020 Expenditures by Object – All Funds*
- * *Administrative Structure*
- * *Costs by Administrative Structure*
- * *Departmental Expenditures by Cost Center – General Fund*
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315 Section VII: Capital Planning, Programming, and Budget

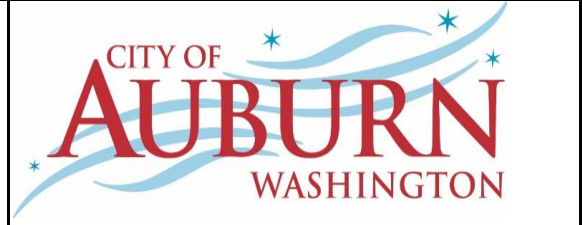
Summarizes the City's Capital Facilities Plan (CFP) showing capital projects budgeted for 2019 and 2020 along with the capital facilities plan for these projects in the following four years. Projects are listed in the following sections:

- * *Transportation projects*
- * *Water Utility projects*
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- C. *Ordinances*
- D. *Glossary of Terms and List of Acronyms*

2019 – 2020 Budget in Brief



Mission: To provide a service-oriented government that meets the needs of our residents, citizens, and business community.
Vision: Your Premier Community with Vibrant Opportunities
Core Values: Safety, Economy, Environment, Character, Diversity, and Service

City Goals:



SAFETY
 We will build and maintain an environment that promotes public safety and healthy lifestyle options.



CELEBRATE / LIVABLE COMMUNITY
 We will celebrate diversity and come together to teach, learn, and have fun. We will create and maintain high-quality neighborhoods, places, and spaces.



THRIVING LOCAL ECONOMY
 We will provide a diverse and vibrant local economy with opportunities for residents and businesses.



INFRASTRUCTURE
 We will balance natural resource protections, economic prosperity, and cultural vibrancy in order to build a thriving and long-lasting community.

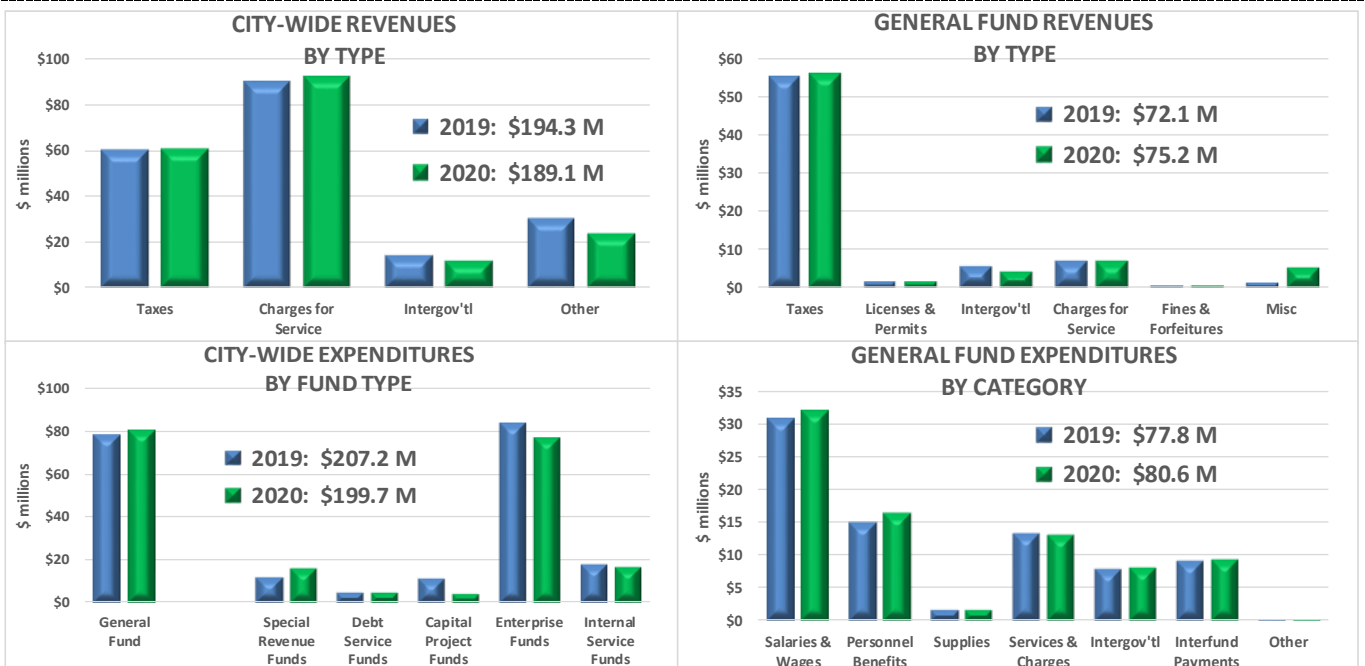


RESPONSIBLE GOVERNMENT
 We will be an efficient, transparent, dedicated, hardworking, ethical, approachable, and responsive city government.

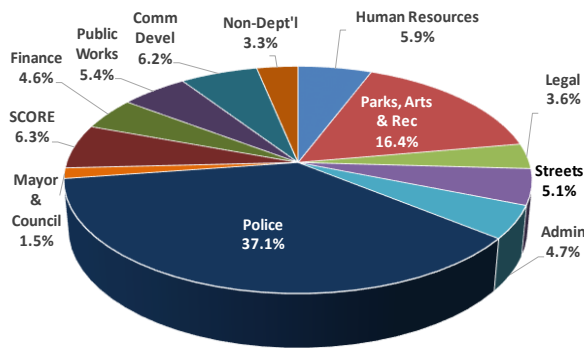
BUDGET HIGHLIGHTS:

Key issues affecting the 2019-2020 budget process include maintaining the City's ability to provide current levels of service, ensuring that all new programs were aligned with the Mayor's and Council's priorities, and providing adequate fund balances and reserves. Major budget highlights include:

- Sales tax revenue growth is projected to average 3.3% per year for the biennium.
- Property tax growth is limited to 1% plus new construction; all banked property tax has been levied.
- Losing two significant sources of General Fund revenue (annexation sales tax credits and streamlined sales tax mitigation payments).
- Demand for services – including public safety, human services, and transportation – is increasing faster than expected revenue growth.
- Salaries and benefits represent 60% of the General Fund budget. Overall, about 87% of General Fund expenditures are non-discretionary.
- Police labor contracts are up for renegotiation at the end of 2018, and the Teamsters' contract at the end of 2019.



GENERAL FUND EXPENDITURES BY DEPARTMENT:



WHERE YOUR 2018 SALES TAX DOLLAR GOES:



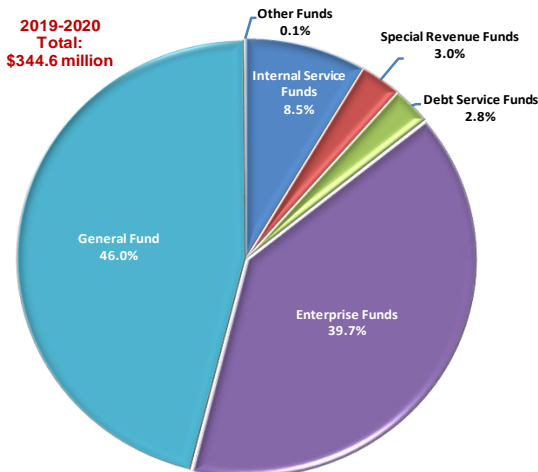
GENERAL FUND EXPENDITURES BY ACTIVITY:

Public Safety	48%
Transportation	5%
Culture & Recreation	16%
General Government	18%
Health & Human Services	1%
All Other	12%
Total	100%

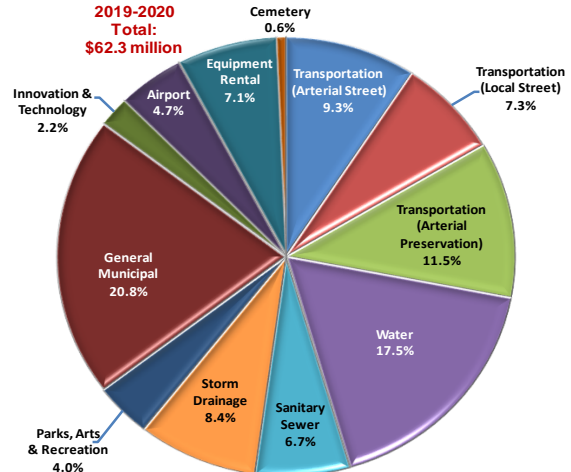
WHERE YOUR 2018 PROPERTY TAX DOLLAR GOES:



OPERATING BUDGET SUMMARY (2019-2020):



CAPITAL BUDGET SUMMARY (2019-2020):



Major Projects Planned for 2019-2020:

Street Projects

Local Street Improvement Program	\$ 4.5 M
Auburn Way N Preservation Phase 3	2.0 M
Auburn Way N Preservation Phase 2	1.6 M
A Street SE Preservation Program	1.6 M
Lea Hill Safe Routes to Schools	1.4 M
Lake Tapps Parkway ITS Expansion	1.1 M
SE 320th St / 116th Ave SE Roundabout	0.4 M
A Street Loop	0.4 M
Auburn Way S Poplar Curve Safety Improvements	0.3 M

Other Projects

Coal Creek Springs Transmission Main Replacement	\$ 2.1 M
Airport Runway Enhancements	1.8 M
Auburn Arts & Culture Center Renovation	1.5 M
Game Farm Park Improvements	1.2 M
Sewer Pipeline Repair & Replacement Program	1.1 M

SIGNIFICANT NEW PROGRAMS AND INITIATIVES:

Department	Program Title	Duration	2019 Cost	2020 Cost
Engineering	Annual Traffic Signal Replacement	ongoing	\$ 175,000	\$ 200,000
Engineering	City Street Light LED Retrofit	one-time	1,850,000	-
Engineering	Citywide ADA/Sidewalk Imprvmnts	ongoing	200,000	200,000
Facilities	City Hall Roof Replacement	one-time	-	350,000
Facilities	Citywide HVAC Upgrades	one-time	334,700	-
Mayor's Office	Homeless Response	ongoing	500,000	500,000
Various	New FTEs (5) – Net Cost	ongoing	384,000	367,000

ELECTED OFFICIALS:

Mayor	Nancy Backus
Deputy Mayor	Bob Baggett
Council Member	Largo Wales
Council Member	Claude DaCorsi
Council Member	Bill Pelosa
Council Member	Yolanda Trout-Manuel
Council Member	John Holman
Council Member	Larry Brown

For more details, the City of Auburn's preliminary 2019-2020 budget is posted on the City's website at: <http://www.auburnwa.gov/BiennialBudget>

February 15, 2019

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

Re: Transmittal of the 2019-2020 Biennial Budget

Dear Citizens of Auburn:

The City of Auburn's Biennial Budget for 2019-2020 is presented to you here. I believe a budget is a moral document that speaks beyond the numbers to reflect who we are. It is a reflection of our values as a community and guides the vision of our City. This is your document. It is a written plan for how our city will operate through the policies of the City Council and seeks to meet the needs of those that call Auburn home. The vision of your City Council is for Auburn to be a premier community with vibrant opportunities. Our mission is to provide a service-oriented government that meets the needs of our citizens and business community. This budget document should illuminate how that vision and mission can become a reality.

The blueprint for this budget continues to be guided by the following priorities:

- **One Auburn:** Celebrate Auburn's diverse cultures, religions and viewpoints by increasing community awareness and information, enhancing existing partnerships and creating new partnerships. Support existing and new programs, services and quality of life and employment opportunities for existing and returning Auburn veterans and their families. Work in closer coordination with citizens to recognize and support the identities and uniqueness of neighborhoods.
- **Improve City Streets:** Engage with Auburn residents and businesses on long-term funding and program solutions to help fix and improve Auburn's streets.
- **Disrupt the Status Quo of City Government:** Eliminate the "that's the way we always have done it" mentality and give City staff the responsibility, authority and accountability to innovate and create.
- **Increase Citizen Engagement:** Increase citizen awareness and involvement in city government, events and activities through greater use of technology, broader engagement and increased civic education opportunities.
- **Public Safety:** Continue investments in staff, technology, communication, education and other resources to ensure that citizens and businesses are protected and secure, that there is reduced criminal activity and that there is trust and shared responsibility for maintaining a safe community.
- **Business Support Services:** Increase the City's efforts to support, learn from and assist existing businesses to help make them and the community more successful. We have worked with businesses, citizens, the City Council, and City staff to create a 10-year Economic Development Strategic Plan that will guide policy decision-making and investment decisions and allow the City and community to better measure the City's economic performance.
- **Downtown Enhancement:** Continue the momentum for downtown revitalization by improving public spaces throughout. Work with the Auburn Downtown Association, property owners and businesses to help improve buildings and properties, market Downtown services, shopping and enhance Downtown's image in the community and the region.
- **Encourage Increased Local Spending:** Implement marketing and awareness programs to increase local spending and attract new and diverse businesses to create greater retail and service opportunities to reduce citizens' need to travel to other communities.

- **Marketing and Branding:** Rebrand and market Auburn to better reflect the community and increase positive perception among residents, businesses, regional governments and state and national stakeholders.
- **Imagine Auburn:** We have completed the Imagine Auburn comprehensive planning process and we are now implementing the strategies and actions to help realize the community's 20+ year vision.

Since 2009, economic conditions and legislative enactments have resulted in limitations in revenue growth. The result of these challenging economic conditions was a necessity to examine even closer our business model. The City of Auburn budget has seen cumulative losses totaling approximately \$64 million through legislative or initiative action such as the Streamlined Sales Tax, repeal of the motor vehicle excise tax and property tax limitations, actions which - whether intended or not - have resulted in a loss of revenue.

Through it all, the City has continued to deliver the high-quality array of services our citizens have come to expect. The basic economic formula remains the same. City (General Fund) income is divided approximately into thirds with property tax providing one third, sales tax a third, and utility taxes, fees and fines providing the remaining third.

State law limits growth in property tax revenue to 1.0% per year. Sales tax revenues are forecasted to increase modestly as the local, regional, and national economies continue to recover. Because of this, if income goes up less than cost of living expenses, then the City must watch all revenues and expenditures closely.

The good news is that new businesses are springing up all over the city and existing businesses are reporting a positive economic climate. We are hearing of expansion plans and steady growth consistently. We will continue our focus on economic development to grow this important part of our city. The addition of new business will have positive impacts on available revenue and the continued success of our many established businesses will continue to provide support for City services and public facilities in the coming years.

Auburn is the center of the largest industrial complex in the northwest and strategically sits in the middle of the major north-south and east-west routes of this region. This may prove an even greater asset to Auburn with the recent announcement that the Ports of Seattle and Tacoma will be joining forces to form the Seaport Alliance to further strengthen the competitive advantage of our region.

The City's General Fund continues to be budgeted conservatively. Following a steep decline in revenues during the 2009 recession, the City's revenue base has made a slow but steady return. Expenditure budgets are thoroughly reviewed each year to maintain levels of service needed by our citizens.

While it is anticipated that revenues and expenditures will continue to improve, with moderate increases over 2018, the City will still need to utilize reserves to balance the budget and to preserve vital and basic public services. 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. Programs in this budget are supported by offsetting revenue with few exceptions.

THE BUDGET PROCESS

The 2019-2020 budget is the culmination of a detailed process involving City staff, the public and the City Council. The City Council has established a citywide vision and goals as stated earlier and my office has specific areas of focus. Each department within the city used this vision to develop the capital and program areas of the 2019-2020 budget. Budget requests were developed jointly by department directors and myself and were presented for review to the City Council over several workshops.

I am proud of the work we put in together to develop this budget. City staff worked tirelessly to put forward a prioritized budget. City leadership sat together to reach consensus and develop efficiencies to further bring down costs and maintain or grow programs in a creative way. The City Council scoured the documents line-by-line and scrutinized every cost center to ensure that all dollars were being allocated to the best extent.

This work reflects the City's desire 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

Each year 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 2019-2020 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 Process/Policies (Section II) and by department in the Operating Budget (Section IV) of this document. Each department section contains key measures that best show the program performance of their particular area.

Budget organization is intended to focus the reader 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 2019-2020 fiscal plan, presenting budget amounts as well as staffing trends by department.

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 multi-year (2019-2022) 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 projected financial data, staffing and performance measures by department.

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

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

The **Capital Program (Section VII)** summarizes the City's Capital Facilities Plan. This section provides an overview of those projects budgeted in 2019 and 2020. For future plans in more detail, see the City's 2019-2024 Capital Facilities Plan, which is published as a separate document.

The **Appendices (Section VIII)** provide information on the City's position salary schedules, history, arts and culture, community demographics and statistics, copies of the operating and capital fund budget ordinances, and a glossary of terms and list of acronyms used in the budget document.

2019-2020 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 city streets, citizen engagement, public safety, economic development and an array of programs responding to community needs.

Our Fiscal Condition

The budget has been prepared with the objective of maintaining the City's financial condition and facilitating achievement of City 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 their systems.

Over the past several years, economic conditions have improved locally. Real estate activity and real property values have improved, retail sales have grown significantly, and the rate of unemployment in the city and King County is at pre-recessionary levels. In 2019, revenues are projected to grow modestly over 2018 levels, but at a reduced pace as the economic recovery continues to weaken. In 2020, revenues are projected to decline somewhat from 2019 levels due in large part to the loss of the annexation sales tax credit, which expired in mid-2018, the net impact of the phase-out of the State's streamlined sales tax mitigation payment and new Marketplace Fairness Act (internet sales tax) payments, and reduced federal grants for street projects.

At the same time, the City continues to support ongoing maintenance and replacement of its aging arterial and local street infrastructure. Major financing of the City's Arterial Street Program includes dedicating 1.0% of utility taxes toward arterial roadway improvements. In addition, the City has historically used sales taxes collected from new construction for the local street program, commonly referred to as the Save Our Streets (SOS) program. Beginning in 2019, this will be funded from Real Estate Excise Taxes (REET). During the 2019-2020 biennium, the City will evaluate additional means of financing city-wide transportation needs.

The budget for the water utility includes issuance of \$7.2 million of new revenue bonds in 2019 to support major capital improvement projects. Rate revenue for the water utility will be used to repay the bonds. No new revenue bonds are anticipated for the sewer or storm drainage utilities.

Should it be required, Mountain View Cemetery will receive some financial support during the 2019-2020 biennium from the cumulative reserve fund. To ensure the long-term maintenance and care of the cemetery, the City maintains a Cemetery Endowment Fund. This fund receives 15% of all lot, crypt and niche sales with proceeds legally restricted for the future maintenance and care of the cemetery. As of the end of 2020, the fund is expected to have a balance of approximately \$1.9 million.

Our economic projections for the City remain positive. New businesses continue to call Auburn home and the City's recent efforts to promote economic development and our designation as an Innovation Partnership Zone will help to solidify our economic standing. A number of recently-completed commercial and service industry projects contribute to an economic picture of ongoing development. These include the opening of Green River Aviation Center, development of Merrill Gardens market rate senior housing, the emergence of a new MultiCare call center, and the expansion of services, products, and employment at Orion Industries, all of which should have positive impacts on available revenue.

The City of Auburn is positioned to support continued economic growth. With its competitive advantages – central location, historic downtown, transportation linkages, access to labor, and a hard-working civic-

mindful community – Auburn’s economic future is strong. Over the last several years, remarkable progress has taken place throughout the community with gains in education, business, and property development. The newly adopted 10-year economic development strategic plan formalizes the City’s efforts to further cultivate growth in workforce development, quality of place, real estate market, products, tax base and retail. Auburn seeks to create an environment that supports businesses, developers and investors in a manner that benefits the citizens and lays the groundwork for sustainable revenue growth today, and for generations to come.

To ensure stability and continuing economic security, the City has maintained adequate reserves. In accordance with this strategy, the Cumulative Reserve Fund, which is used as the City’s savings and rainy day fund, is projected to have a balance of \$7.1 million by the end of 2020. The General Fund is projected to end 2020 with \$7.1 million in ending fund balance, or 8.75% of operating expenses, exceeding the reserves required by City policy. An additional \$6.3 million, or 7.75% of General Fund operating expenses, is projected for the City’s Cumulative Reserve Fund. Lastly, an insurance reserve of \$1.6 million is maintained to meet litigation claims and \$2.0 million is maintained for certain LEOFF 1 retired firefighters.

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 that 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.
11. Exploring all opportunities for additional services that can be supplied by the City for a fee that will result in 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 2019 budget allocates \$315,500,679 and the 2020 budget allocates \$297,361,591 among all budget functions and funds.

The General Fund budget for 2019 is \$90,183,028 and \$87,644,730 in 2020. For further detail on the City’s proposed 2019-2020 budget, please refer to the attached budget starting with Section I.

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 and has plans to revisit and revitalize it for Auburn’s future. Building a bridge to that

vision is our challenge – and continuing dialogue with Auburn’s citizens and businesses is a firm foundation for that bridge.

At the moment, we are emerging from an economic downturn and our city is poised for growth. We ensured that we could weather this storm and we have. We are financially strong, we have qualified and passionate staff at the ready and we have recently reorganized some of our most important customer service functions so that the business we do going forward is at the highest level.

The City is presenting a conservative, balanced budget that meets the 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 has some exciting opportunities ahead. We have the attention of those looking to locate their business in our city, as well as those looking to move their families here. The next few years will bring much change to our downtown, as well as to other areas within the city. Will there be some growing pains? Absolutely! Auburn is over 120 years old, and the one constant during that time has been change.

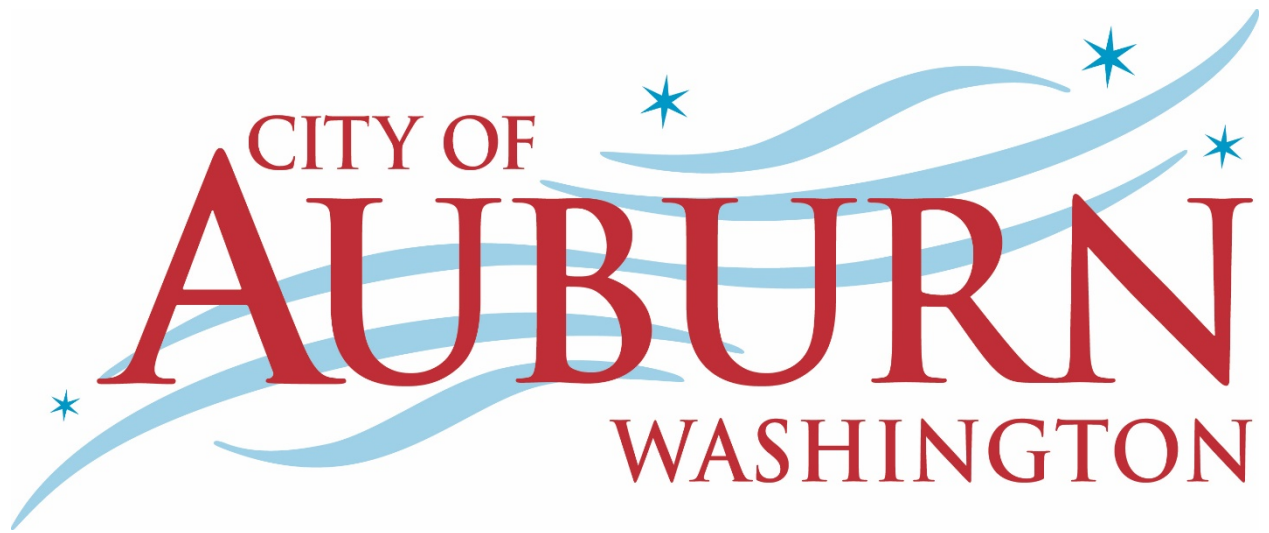
We have grown from a sleepy little town of 12,000 back in the late 1960s to a city of regional significance with approximately 80,615 people in 2018. Your city government is here to serve you and I am thrilled about the opportunities that lie in front of us!

The 2019-2020 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 on City services. Increases in programs must be managed carefully and brought on only as revenues become available. Every opportunity to increase revenue from sales taxes 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. We will always be stronger together than trying to make it on our own.

Sincerely,

A handwritten signature in black ink that reads "Nancy Backus". The signature is written in a cursive style with a large, looped initial "N".

Nancy Backus
Mayor



SECTION I: BUDGET SUMMARY

This section summarizes the 2019-2020 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 and continues with a summary of the City's financial structure and an overview of the City's general fiscal environment, including legislative measures affecting City revenue. The section then provides summarized budget data showing a breakdown of the General Fund and then all funds combined. The reader is encouraged to refer to the Operating Budget (Section IV) for a more detailed account of the departmental budgets. Also, an expanded explanation of revenue sources and trends can be found in the Financial Plan (Section III).

Reader's Guide

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

Budget Document Organization

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

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

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

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

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

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

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

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

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

Section VIII, Appendices – Includes employee salary schedules, "About Auburn" information, adopted Ordinances, and 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 in' or 'transfer out'.

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

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

Governmental Fund Types

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

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

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

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

Proprietary Fund Types

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

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

Other Fund Types

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

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

Department	Department designates a major unit of government services; e.g., Parks, Arts and Recreation.
Division	A division is a specific line of work performed by a department or fund, and is most often distinguished as a separate cost center within the fund or department. For example, Emergency Management is a division within the Administration Department and includes the costs of centralized City activities related to preparing for, responding to, and recovering from all types of disasters.
Object	The appropriation unit (object of expenditure) is the level of detail used in the budget to sort and summarize objects of expenditure according to the type of goods or services being purchased; e.g., salaries, supplies.

Summary of Financial Structure

Fund Number & Title	Responsibility	Budget Description
001 General Fund Revenues	Finance Director	General government activities
001 General Fund Operations		
Mayor & Council	Mayor	Mayor & Council costs
Administration	Administration Director	General government administration, Emergency Management, Economic Development, Community & Human Services
Human Resources	HR Director	General government employment, safety and court costs
Finance	Finance Director	General government finance costs
City Attorney	City Attorney	General government legal costs
Community Development	Comm. Development Director	Community development, building permits, and environmental services
Jail	Police Chief	SCORE jail costs
Police	Police Chief	Direct police department costs
Public Works	Public Works Director	General government engineering costs
Parks, Arts & Recreation	Parks Director	Park maintenance, golf course, 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	Funding for local street repairs
104 Hotel/Motel Tax	Administration Director	Lodging tax for promotion of tourism
105 Arterial Street Preservation	Public Works Director	Utility tax for arterial street preservation
117 Drug Forfeiture	Police Chief	Forfeited drug money used for drug enforcement
119 Housing/Comm'ty Development	Administration Director	Community Development Block Grants (CDBG)
120 Recreational Trails	Parks Director	Dedicated funds for recreational trails
121 Business Improvement Area	Administration 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
238 SCORE 2009 A&B Bond	Finance Director	Principal & Interest, 2009 bonds
249 LID Guarantee	Finance Director	Reserves for security of Local Improvement Districts (LID's)
275 LID #350	Finance Director	Principal & Interest, Local Improvement District
276 Golf / Cemetery 2016 Refunding	Finance Director	Principal & Interest, LTGO Bond Refunding
Capital Projects Funds		
321 Municipal Parks Construction	Parks Director	Capital projects at municipal parks
328 Capital Improvements	Finance Director	Capital improvements - Citywide projects
330 Local Revitalization	Finance Director	Capital improvements - downtown urban center
Enterprise Funds		
430 / 460 Water	Public Works Director	Operating and capital fund for water utility
431 / 461 Sewer	Public Works Director	Operating and capital fund for sewer utility
432 / 462 Storm Drainage	Public Works Director	Operating and capital fund for storm drainage utility
433 Sewer Metro	Public Works Director	Operating fund for King County metro sewer charge
434 Solid Waste	Finance Director	Operating fund for solid waste utility
435 / 465 Airport	Public Works Director	Operating and capital fund for municipal airport
436 / 466 Cemetery	Parks Director	Operating and capital fund for municipal cemetery
Internal Service Funds		
501 Insurance	Finance Director	Insurance reserves
503 Workers' Compensation	HR Director	Self insured workers' compensation
505 Facilities	Administration Director	Operating fund for facilities and property management
518 / 568 Innovation and Technology	IT & Administration Director	Operating and capital fund for information services & Multimedia
550 / 560 Equipment Rental	Public Works Director	Operating and capital fund for equipment rental
Fiduciary/Trust Funds		
611 Fire Pension	Finance Director	Pension fund for firemen's retirement system
Permanent Funds		
701 Cemetery Endowment Care	Finance Director	Long-term reserves for cemetery care and improvements

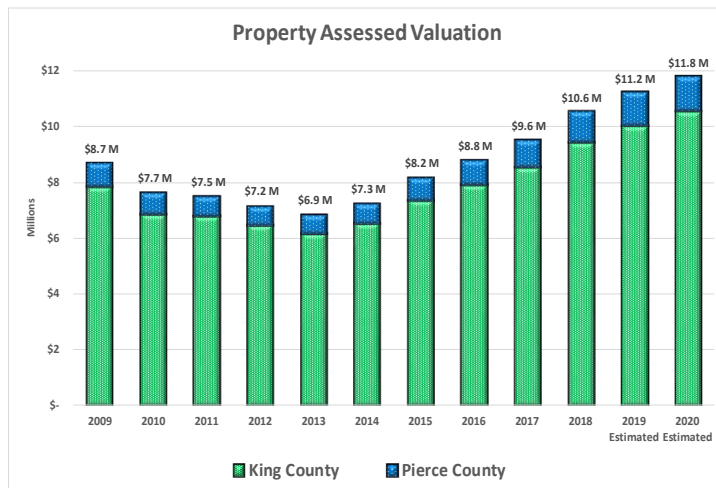
All funds are appropriated, see Ordinance No. 6693 and Ordinance No. 6694.

General Fiscal Environment

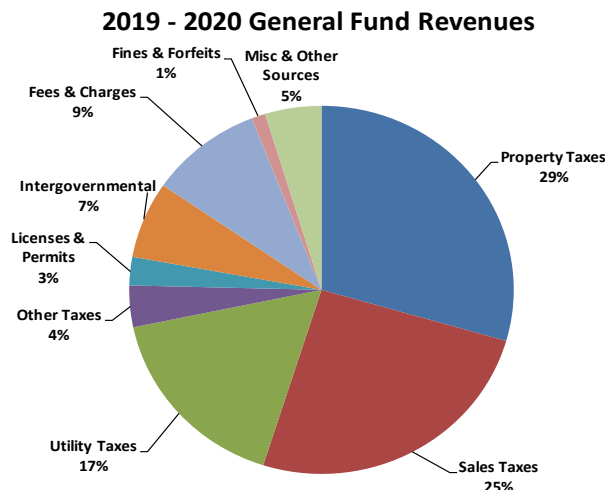
Effective budget and financial policies are developed gradually over a period of time in response to long-term fiscal and social-economic conditions. Accordingly, although this document responds to the City's financial policy, a strategic framework has been developed in response to multi-year fiscal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

General Fund

The General Fund is the City's largest fund and is used to account for the majority of City resources and services except those required by statute or to be accounted for in another fund. Approximately 75% of General Fund revenues are derived from taxes, including property taxes, sales taxes, utility taxes, and other taxes such as admissions and gaming taxes. The remainder of revenues is derived from sources such as business licenses, development related fees, intergovernmental payments such as liquor excise taxes and profit distributions from the State of Washington and fines from traffic violations. General Fund revenues are generally cyclical following the economic cycles of the surrounding region.



Over the past two years, economic conditions have continued to improve locally. Real property values, which had finally recovered to pre-recession levels by 2016, grew an additional 8.4% in 2017 to \$9.5 billion and will be over \$11 billion in 2019. Property tax receipts grew by 16.2% in 2017 largely due the use of banked taxing capacity; property tax receipts grew by an additional 2.1% in 2018. Retail sales continued to increase, by an average of 3.7% per year over 2016 levels, and the rate of unemployment in the County and City remains low. However, building permit revenues decreased by over 40% in 2017, reflecting reduced construction activity, and are expected to continue to decline by an additional 5.0% in 2018.



While general economic conditions in the region have improved, and the economic outlook for the City is generally positive, significant challenges to the City's overall financial condition remain. In particular, the City will need to address the loss of about \$2.0 million in annexation sales tax credits and the combined financial impacts of the phase-out of streamlined sales tax revenue distributions to cities and the uncertainty of sales tax receipts from out-of-state vendors under the new Marketplace Fairness Act. Meanwhile, the City continues to experience cost pressures, including increased demand for services such as public safety, transportation, and human services, which are increasing faster than budgeted revenue growth.

Through careful planning and past budget reductions, the City has been able to maintain current levels of general governmental services in the post-recession period without any further labor or cost reduction strategies. Nonetheless, although the City has seen significant private investments in the community, including development within several blocks in downtown that will serve as a catalyst for future redevelopment, the City remains cautious and continues to vigilantly monitor and control its expenses in order to live within the City's means. The 2019-2020 budget presents a viable solution for the short term. In the long term, however, if economic conditions do not continue to improve and/or the State further erodes the City's financial base through additional costs or by reducing revenues, the City will need to identify new

revenue sources and/or adopt more aggressive cost containment measures, possibly including reducing levels of service and staffing. The City will closely monitor developments in these areas and take corrective action in the interim, if necessary.

Past Legislative Actions

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

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

Legislation was passed to exempt the purchase and lease of manufacturing equipment from State and local sales taxes. The next year further legislation was enacted exempting sales taxes on research and development and on the retooling of manufacturing equipment. Estimated impact: reduction of \$1.0 million per year in 2019-2020.

Initiative 695 (1999)

In November 1999, the voters of Washington State approved Initiative 695, which repeals the State's long standing motor vehicle excise tax (MVET) and requires future voter approval of tax and fee increases proposed by State, county and local governments. The ruling was upheld on appeal at the Washington State Supreme Court. The loss of the MVET eliminated an average of \$750 million annually as a funding source for local governments, transit systems and State transportation projects. The loss of MVET revenues was approximately 2% of total General Fund revenues. During 2000, State funding was provided to assist in offsetting the revenue losses. The City of Auburn received approximately \$200,000 in 2001 and 2002. Early in 2003, the State discontinued this funding assistance. Estimated impact: reduction of \$1.0 million per year in 2019-2020.

Initiative 747 (2001)

I-747 limits property tax increases to the lesser of 1% or inflation unless the jurisdiction has "banked capacity", which provides that the levy limit is based on the highest amount that could have been levied since 1985-1986. 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 (again, unless the jurisdiction has banked capacity). Estimated impact: reduction of about \$1.0 million per year in 2019-2020.

Initiative 776 (2002)

The voters approved this initiative in the fall of 2002 to repeal the \$15 local option vehicle excise tax levied in King, Snohomish and Douglas counties. The voters of these counties initially approved this tax and there was argument whether a statewide vote could repeal a local voted tax. After several court cases and subsequent appeals, the State Supreme Court upheld the initiative. Estimated impact: reduction of about \$600,000 per year in 2019-2020.

Streamlined Sales and Use Tax (SST) (2003)

In 2003, the Legislature enacted Senate Bill 5783 to adopt several provisions of the Streamlined Sales and Use Tax Agreement. The agreement attempted to create a sales tax collection system that is uniform across all states. Washington State changed from a point of sale collection process to a point of delivery collection process in July 2008. Funding to mitigate the losses as a result of SST is currently being provided by the State, although this funding was temporarily reduced in 2012 in an effort to balance the State budget. Starting in January 2018 and continuing through September 2019, streamlined sales tax mitigation payments are being phased out; all distributions will cease as of October 1, 2019. Estimated impact: projected reductions for the biennium include \$0.2 million in 2019 and \$1.7 million in 2020. State legislators expect that new Marketplace Fairness Act (internet sales) tax revenues will replace – and eventually surpass – these payments (see below).

Marketplace Fairness Act (MFA) (2017)

In 2017, the State enacted EHB 2163, which has been labeled the Marketplace Fairness Act. This legislation is intended to capture the retail sales tax lost from internet sales. The new law took effect on January 1, 2018. The bill also phases out and eliminates the streamlined sales tax mitigation payments to local governments, as mentioned above, beginning in January 2018. Estimated impact: projected new revenues of \$0.2 million in 2019 and \$0.3 million in 2020.

Key Issues Affecting the 2019-2020 Budget Process

The key issues for 2019-2020 include maintaining the City's ability to provide current level of services in light of modest revenue growth and continuing increases in the cost of doing business and funding public safety, human services, and maintenance and replacement of our street transportation system within available resources.

As discussed earlier, growth in general City revenues is expected to remain modest. Property tax receipts are limited to a 1% annual increase plus new construction. This is, by itself, insufficient to cover increases in the costs of supporting existing staff's COLAs and benefits, most of which are contracted obligations that are increasing at a rate greater than current revenue growth.

Sales and use tax growth was favorable in 2018 and is projected to increase by about 4.8% per year in 2019 and 2020. We also anticipate sales tax on construction to maintain through biennium due to large projects permitted and in the review stage. The annexation sales tax credit to the City ended in mid-2018, which reduces sales tax receipts in 2019 and beyond. The net effect of the phase-out of streamlined sales tax mitigation payments and the new internet sales tax is a reduction of \$1.4 million in 2020.

While the City has managed to operate within its existing resources through past budget reductions and continued vigilance in monitoring daily spending, the cost of doing business continues to rise. Healthcare costs are expected to rise by 15% per year in 2019 and 2020, and dental, and vision costs are expected to increase by 5% per year over the same period. State of Washington pension contribution rates are expected to increase by 4.4% in 2019 and then remain constant in 2020.

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

The City has made significant progress with its Save Our Streets (SOS) program. Nonetheless, the roadwork improvements that remain represent the most difficult and expensive areas of the City's transportation system to rehabilitate as these roadways will likely require rebuilding. Since 2013, the SOS program has been funded from sales taxes collected on new construction. During the 2019-2020 biennium, this has been replaced with real estate excise tax (REET) revenues, and, in early 2019, the City will be evaluating alternative funding sources for these and other purposes. The City's Arterial Streets Preservation program will continue to be funded from 1.0% of utility taxes on public and private utilities.

Going forward, the City's Finance Department will closely monitor its financial condition. While the City has been able to avoid budget reductions or a reduction in workforce in the 2019-2020 budget, should the general economy fail to show sustained improvement in this time period, the City will likely be required to re-evaluate its financial position and to manage its remaining resources appropriately.

The Auburn Community

The City of Auburn is located in southern King County and northern Pierce County, the two most populous counties in the State. It is strategically located in relation to the labor and consumer markets of these two

metropolitan counties. The City serves approximately 80,615 people within its incorporated limits, and another 35,000 to 40,000 people who reside in the adjacent unincorporated area considered to be within the Auburn community. The City of Auburn was incorporated in 1891 and operates as a non-charter code city under the laws of the State. The City's total assessed valuation in 2018 was approximately \$10.6 billion.

For the 2019-2020 budget, the City's authorized FTEs total 450.6 in both 2019 and 2020 (on a full-time equivalency basis) providing a full-range of municipal services. These services include: police protection, parks, arts and recreation services, land use management and development regulation, street maintenance and construction, water services, sanitary sewage collection, storm drainage management, solid waste collection, a general aviation airport, a municipal cemetery, and a golf course. The City's water and sewage utilities also serve large areas of the adjacent unincorporated area.

Other local governmental services are provided by separate governmental entities serving the Auburn area, and these services are not included in Auburn's budget. The Auburn School District provides public educational services to the City. Green River College is located inside the City limits. King County provides solid waste disposal, public transportation, regional sewage treatment, property assessment and tax collection, some judicial services, public health services, and other county services to the City and its residents. The King County Housing Authority, for the most part, provides housing services. Sound Transit provides commuter rail service in the Puget Sound region, with a commuter rail/bus station located in the City of Auburn. The King County District Court provides municipal court and probation services. Fire prevention and control services were transferred from the City to the Valley Regional Fire Authority (VRFA) in 2007. The VRFA is a separate municipal corporation serving the cities of Auburn, Algona, and Pacific. The VRFA imposes its own property tax levy and fire benefit charge and is not included in the City's budget process except to fund residual pension and health care/disability liabilities.

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

Other Funds

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

Key issues and projects facing the City's proprietary funds in the 2019-2020 budget include:

- Continued infrastructure replacement for all three utilities in coordination with street and arterial improvements.
- Construction of the Coal Creek Springs rehabilitation project, including the replacement of the river crossing via a utility bridge.
- Continuing to improve overall stormwater system performance through citywide ditch maintenance and pond cleaning and rehabilitation programs to remove accumulated sediment and vegetation.
- Improving existing cemetery grounds and buildings in accordance with the cemetery master plan, and design work for the construction of a new outdoor mausoleum.
- Construction of airport runway enhancements to increase safety and utilization.

¹ Based upon 2017 sales tax collections

Overview of Summary Section

The tables and graphs on the following pages reflect summarized budget information for 2019 and 2020. The information presented here is intended for summary purposes only; for more detailed budget information, please refer to Sections IV through VII of this budget document as well as the Capital Facilities Plan.

Tables and Graphs in Order of Presentation

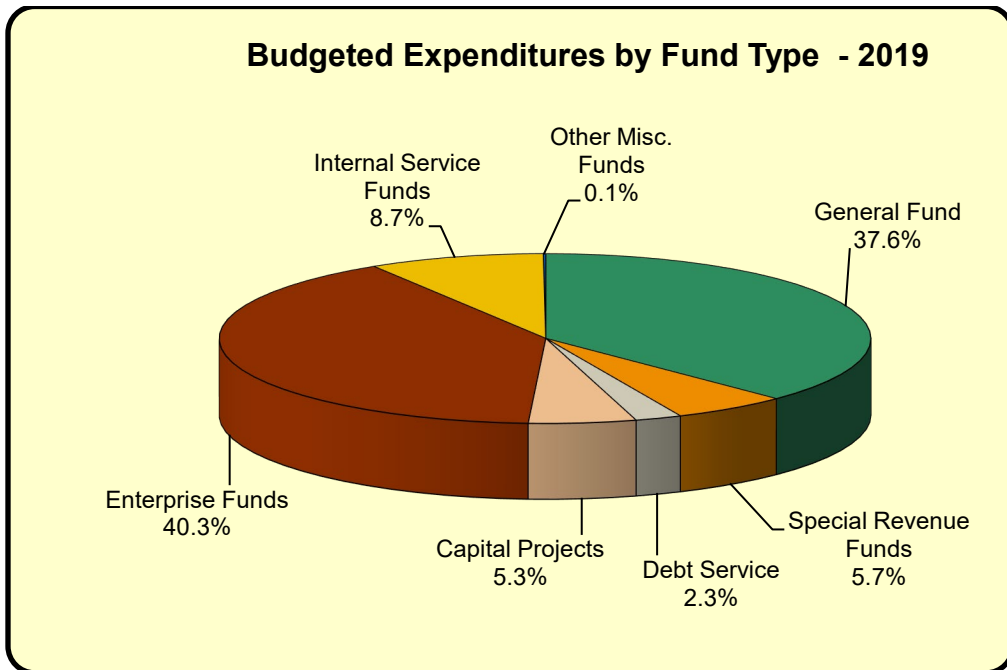
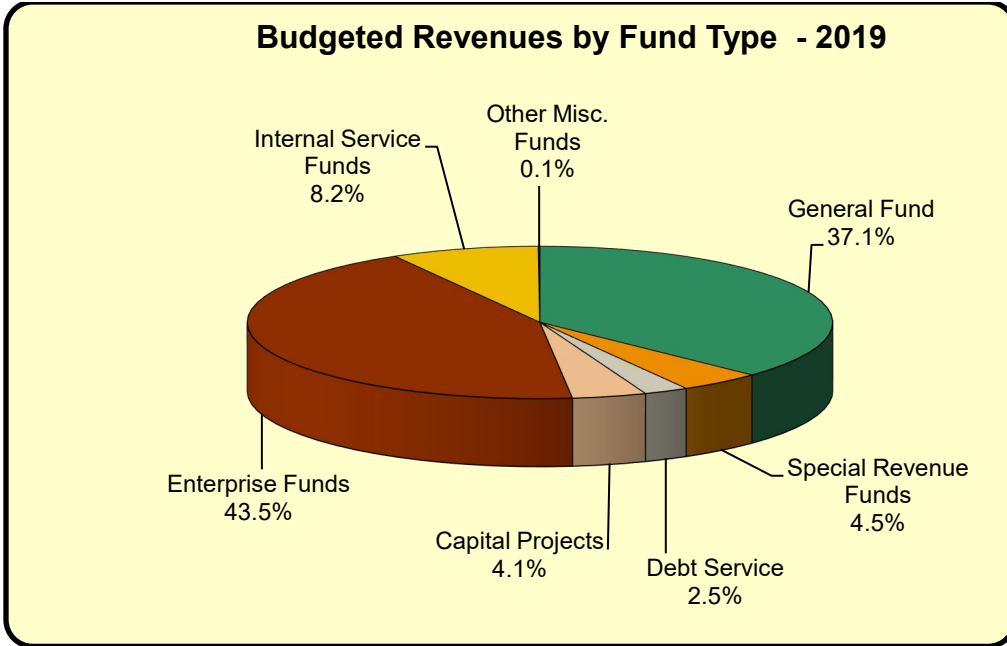
- 2019 Budget Summary – All Funds (Table)
- 2019 Summary of Notable Changes in Fund Balance (Table)
- 2019 Budgeted Revenues by Fund, % of Total (Graph)
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- Position Allocation by Funding, 2016-2020 (Table)
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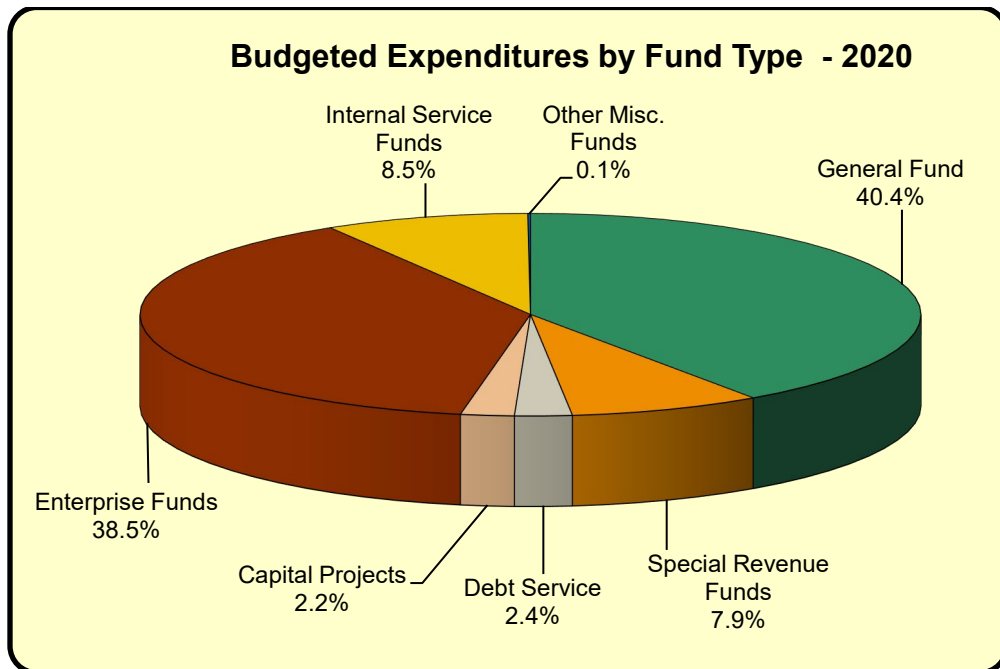
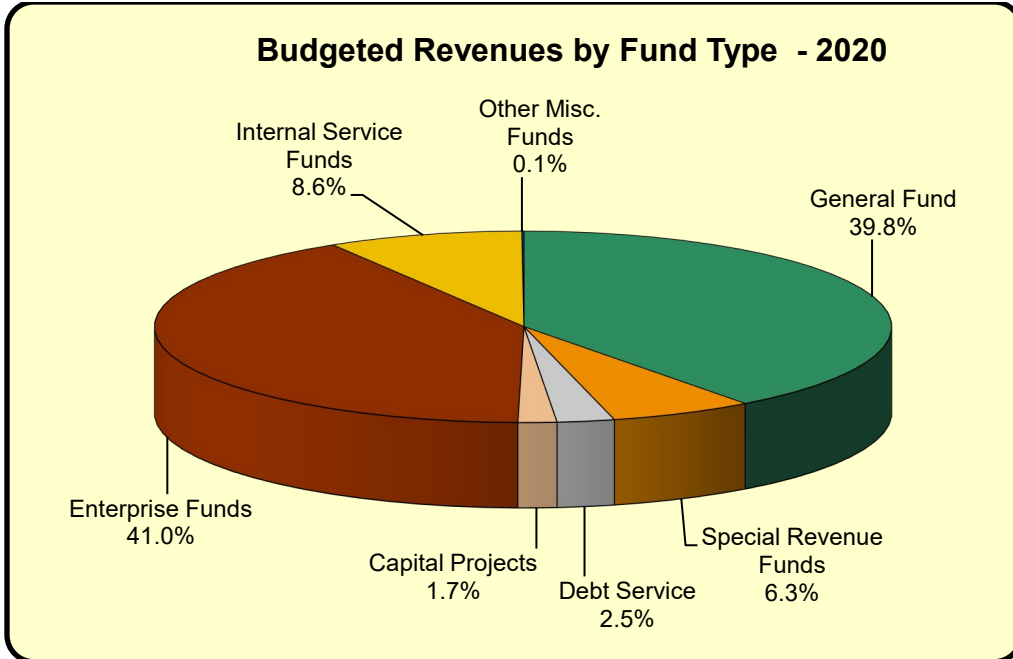
2019 Budget Summary – All Funds

Fund		Beginning Fund Balance	2019 Resources	2019 Expenditures	Ending Fund Balance	Change in Fund Balance	Note
GENERAL FUND		\$18,037,042	\$72,145,986	\$77,788,165	\$12,394,863	(\$5,642,179)	a
SPECIAL REVENUE FUNDS	Arterial Street	1,492,777	1,633,100	1,781,400	1,344,477	(148,300)	b
	Local Street	1,650,780	1,912,000	2,605,900	956,880	(693,900)	
	Hotel/Motel Tax	108,571	153,600	160,050	102,121	(6,450)	
	Arterial Street Preservation	1,582,337	2,959,320	3,172,240	1,369,417	(212,920)	
	Drug Forfeiture	376,497	155,000	298,037	233,460	(143,037)	
	Housing & Community Development	36,458	590,000	590,000	36,458	-	
	Recreational Trails	64,326	7,100	-	71,426	7,100	
	Business Improvement Area	109,473	55,200	90,000	74,673	(34,800)	
	Cumulative Reserve	10,124,312	180,200	142,200	10,162,312	38,000	
	Mitigation Fees	10,886,137	1,196,200	2,980,350	9,101,987	(1,784,150)	c
DEBT SERVICE	City Hall Annex 2010 A&B Bond	-	1,664,900	1,664,900	-	-	c
	Local Revitalization 2010 C&D Bond	11,396	590,300	589,800	11,896	500	
	LID #249	1,618	30	-	1,648	30	
	LID #350	8,709	7,350	7,400	8,659	(50)	
	Golf / Cemetery 2016 Refunding	-	374,100	374,100	-	-	
	SCORE 2009 A&B Bond	-	2,129,800	2,129,800	-	-	
CAPITAL PROJECTS	Municipal Park Construction	310,222	2,070,550	2,015,000	365,772	55,550	d
	Capital Improvements	10,404,627	5,775,300	8,500,550	7,679,377	(2,725,250)	
	Local Revitalization	380,500	104,000	484,500	-	(380,500)	
ENTERPRISE FUNDS	Water	3,925,185	24,715,900	20,946,751	7,694,334	3,769,149	f
	Sewer	15,477,840	9,838,900	10,738,563	14,578,177	(899,663)	g
	Sewer Metro	3,184,467	18,372,500	18,215,600	3,341,367	156,900	
	Storm Drainage	16,188,302	10,726,800	12,062,212	14,852,890	(1,335,412)	h
	Solid Waste	5,556,175	16,249,100	16,296,306	5,508,969	(47,206)	
	Airport	581,038	3,312,300	3,536,093	357,245	(223,793)	i
Cemetery	702,097	1,320,000	1,722,062	300,035	(402,062)	j	
INTERNAL SERVICE FUNDS	Insurance	1,928,070	21,000	180,600	1,768,470		(159,600)
	Workers' Compensation	2,128,988	1,171,200	818,115	2,482,073		353,085
	Facilities	1,412,874	3,532,500	3,894,563	1,050,811		(362,063)
	Innovation and Technology	3,743,501	6,429,110	7,306,940	2,865,671		(877,830)
	Equipment Rental	6,754,736	4,749,600	5,849,041	5,655,295	(1,099,441)	
FIDUCIARY FUNDS	Fire Pension	2,205,369	120,900	215,120	2,111,149	(94,220)	
PERMANENT FUNDS	Cemetery Endowment Care	1,817,409	45,000	33,000	1,829,409	12,000	
TOTAL		\$121,191,833	\$194,308,846	\$207,189,358	\$108,311,321	\$ (12,880,512)	
TOTAL BUDGET		\$315,500,679		\$315,500,679			

2019 Notable Changes in Fund Balance

Note	Fund	Change in Fund Balance	Explanation
a	General Fund	(\$5,642,179)	Revenues are decreasing due to loss of Streamlined Sales and Use Tax revenues and the expiration of the Annexation Sales Tax Credit, while expenditures are increasing – specifically due to COLAs and rising costs of healthcare and pensions.
b	Local Street	(693,900)	Revenues are limited to \$1.8 million in Real Estate Excise Taxes (REET) while capital projects are budgeted to be over \$2.5 million.
c	Mitigation Fees	(1,784,150)	Increasing transfers of Parks Impact Fees and Parks Mitigation Fees primarily for the Game Farm Park Improvements project, Auburn Arts & Culture Center, and the 104th Avenue Park development.
d	Capital Improvements	(2,725,250)	Increase of REET funded projects primarily for the City Street Light LED Retrofit project and a \$1.8 million transfer out to Fund 103 to fund the Local Street Improvement Program.
e	Local Revitalization	(380,500)	Use of remaining fund balance to fund the City Parking Lot Improvement project and the Auburn Arts & Culture Center Alleyway project.
f	Water	3,769,149	Budgeted issuance of \$7.2 million in revenue bonds to fund capital projects, not all of which will be completed in 2019.
g	Storm Drainage	(1,335,412)	Increase in capital projects funded by the Storm Drainage Fund, including the 2019 Local Street Reconstruction, the Pipeline Repair & Replacement program, and Auburn Way South 2nd - Main Street Storm Improvements.
h	Airport	(223,793)	Significant capital projects that are to be paid for by the Airport Fund, including the Runway Enhancement project, Airport Security Camera and Gate Upgrade project, Hangar Replacement project, and an environmental analysis for the area along the west side of the airport.
i	Cemetery	(402,062)	Increased interfund payments for service, as well as the funding of multiple capital construction projects including the Cemetery Road Improvement project, the Asphalt Overlay, and the Mausoleum.
j	Equipment Rental	(1,099,441)	Revenues and expenditures in this fund are variable, largely based on the replacement schedule of fleet vehicles and the amount of maintenance and fuel required during the biennium. Fund balance is depleted as these expenses occur, and recovered in the following biennium.





2020 Budget Summary – All Funds

Fund		Beginning Fund Balance	2020 Resources	2020 Expenditures	Ending Fund Balance	Change in Fund Balance	Note
GENERAL FUND		\$12,394,863	\$75,249,867	\$80,586,405	\$7,058,325	\$ (5,336,538)	a
SPECIAL REVENUE FUNDS	Arterial Street	1,344,477	3,694,600	3,995,900	1,043,177	(301,300)	
	Local Street	956,880	1,902,000	1,916,300	942,580	(14,300)	
	Hotel/Motel Tax	102,121	164,000	170,310	95,811	(6,310)	
	Arterial Street Preservation	1,369,417	3,832,640	3,967,840	1,234,217	(135,200)	
	Drug Forfeiture	233,460	152,000	310,956	74,504	(158,956)	
	Housing & Community Development	36,458	539,970	539,970	36,458	-	
	Recreational Trails	71,426	7,100	-	78,526	7,100	
	Business Improvement Area	74,673	55,200	90,000	39,873	(34,800)	
	Cumulative Reserve	10,162,312	197,800	4,100,000	6,260,112	(3,902,200)	b
	Mitigation Fees	9,101,987	1,306,700	741,600	9,667,087	565,100	
DEBT SERVICE	City Hall Annex 2010 A&B Bond	-	1,658,400	1,658,400	-	-	
	Local Revitalization 2010 C&D Bond	11,896	575,100	574,600	12,396	500	
	LID #249	1,648	40	-	1,688	40	
	LID #350	8,659	100	-	8,759	100	
	Golf / Cemetery 2016 Refunding	-	376,000	376,000	-	-	
	SCORE 2009 A&B Bond	-	2,117,000	2,117,000	-	-	
CAPITAL PROJECTS	Municipal Park Construction	365,772	590,100	470,000	485,872	120,100	
	Capital Improvements	7,679,377	2,605,200	3,944,300	6,340,277	(1,339,100)	c
	Local Revitalization	-	-	-	-	-	
ENTERPRISE FUNDS	Water	7,694,334	18,394,000	18,691,136	7,397,198	(297,136)	
	Sewer	14,578,177	10,145,200	9,042,448	15,680,929	1,102,752	d
	Sewer Metro	3,341,367	18,549,300	18,397,800	3,492,867	151,500	
	Storm Drainage	14,852,890	10,981,000	10,894,970	14,938,920	86,030	
	Solid Waste	5,508,969	16,351,600	16,684,052	5,176,517	(332,452)	e
	Airport	357,245	2,034,500	1,875,901	515,844	158,599	
	Cemetery	300,035	1,187,000	1,368,843	118,192	(181,843)	
INTERNAL SERVICE FUNDS	Insurance	1,768,470	23,100	180,600	1,610,970	(157,500)	
	Workers' Compensation	2,482,073	1,261,900	833,415	2,910,558	428,485	
	Facilities	1,050,811	4,034,500	4,115,862	969,449	(81,362)	
	Innovation and Technology	2,865,671	7,224,153	7,682,811	2,407,013	(458,658)	
	Equipment Rental	5,655,295	3,670,100	4,116,735	5,208,660	(446,635)	
FIDUCIARY FUNDS	Fire Pension	2,111,149	125,100	222,320	2,013,929	(97,220)	
PERMANENT FUNDS	Cemetery Endowment Care	1,829,409	45,000	-	1,874,409	45,000	
TOTAL		\$108,311,321	\$189,050,270	\$199,666,474	\$97,695,117	\$ (10,616,204)	
TOTAL BUDGET		\$297,361,591		\$297,361,591			

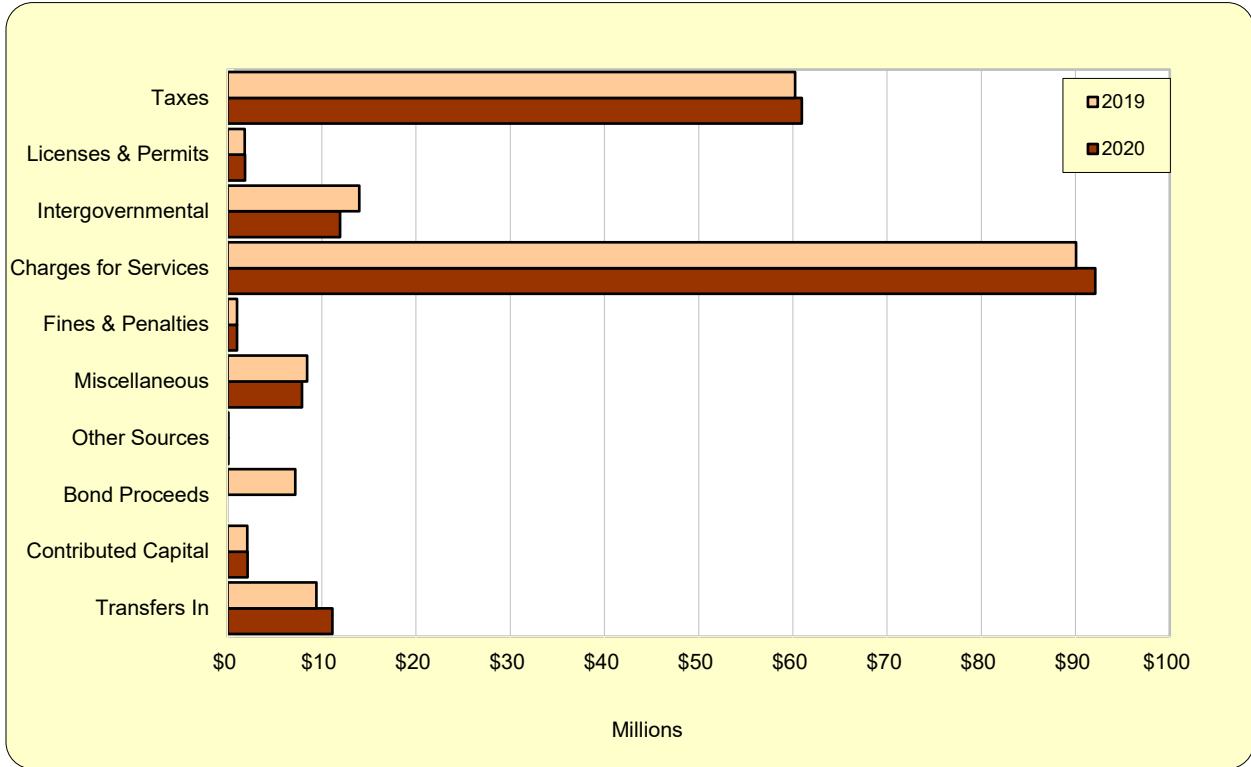
2020 Notable Changes in Fund Balance

Note Reference	Fund	Change in Fund Balance Amount	Comment
a	General Fund	(\$5,336,538)	Revenues are decreasing due to loss of Streamlined Sales and Use Tax revenues and the expiration of the Annexation Sales Tax Credit, while expenditures are increasing largely due to rising costs of healthcare and pensions.
b	Cumulative Reserve	(3,902,200)	One-time \$4.0 million budgeted transfer from the Cumulative Reserve Fund to the General Fund for cash flow purposes.
c	Capital Improvements	(1,339,100)	Use of Real Estate Excise Tax (REET) monies to fund projects primarily for the Local Streets Improvement program and roof replacements at the Justice Center and City Hall.
d	Sewer	1,102,752	Increased revenue for City sewer service. Fewer capital construction projects budgeted than the prior year.
e	Solid Waste	(332,452)	Anticipated increase in both contractor rates and garbage disposal fees, while the City of Auburn has not budgeted an increase in the rates charged to citizens for service.

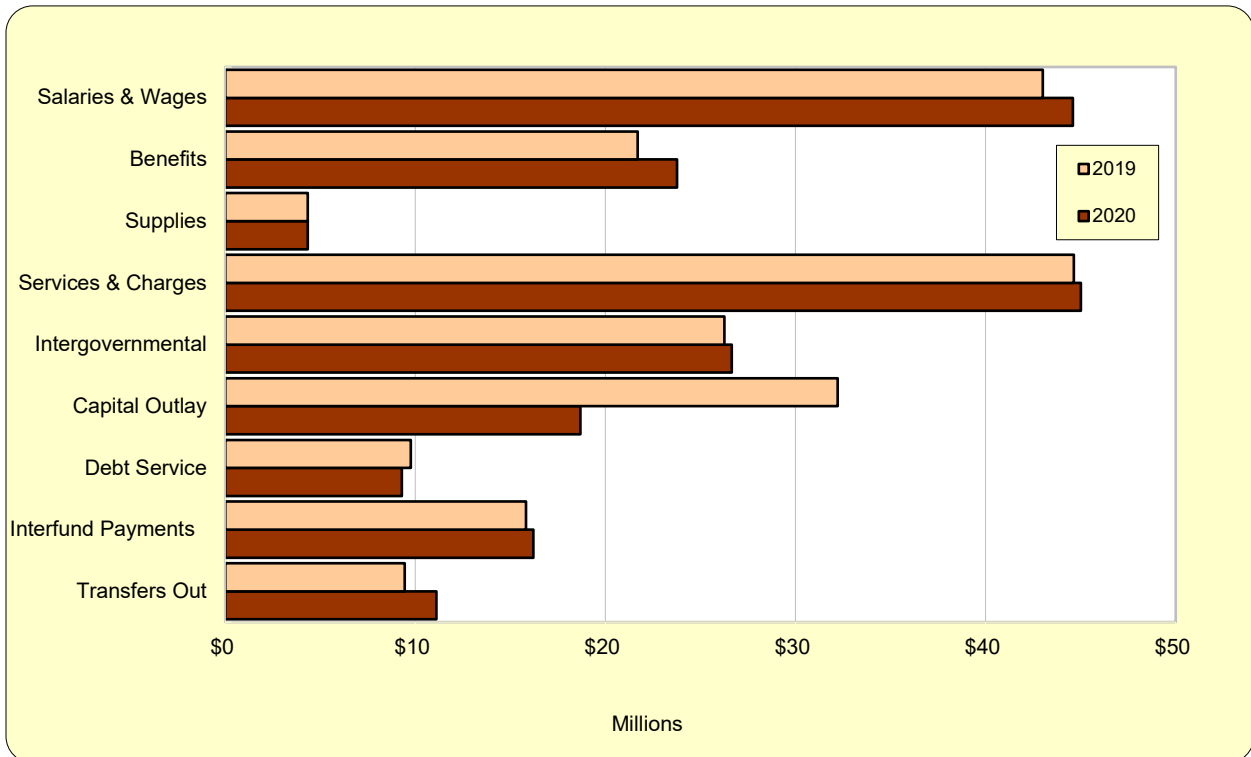
Comparative Budget Summary

	ALL FUNDS				
	2017 Actual	2018 Adj. Budget	2018 Estimated Actual	2019 Budget	2020 Budget
REVENUES					
Taxes	\$ 62,425,244	\$ 59,249,230	\$ 60,911,973	\$ 60,224,400	\$ 60,950,200
Licenses and Permits	1,906,796	2,419,950	1,889,180	1,837,900	1,838,800
Intergovernmental	16,611,786	17,163,508	16,117,412	13,963,398	11,937,998
Charges for Services	84,396,158	85,117,122	83,991,442	90,065,952	92,089,252
Fines and Penalties	992,404	940,300	1,098,500	990,500	994,800
Miscellaneous	8,663,093	7,102,415	8,029,811	8,453,630	7,915,940
Other Sources	3,235,366	373,900	285,873	75,000	75,000
Total Revenues	\$ 178,230,846	\$ 172,366,425	\$ 172,324,191	\$ 175,610,780	\$ 175,801,990
EXPENDITURES					
Salaries & Wages	\$ 38,404,765	\$ 42,156,241	\$ 40,434,721	\$ 43,015,736	\$ 44,596,793
Benefits	15,926,739	20,346,010	18,439,647	21,699,262	23,770,050
Supplies	3,580,926	4,292,664	3,828,000	4,333,202	4,344,152
Services & Charges	37,988,370	47,598,235	43,732,787	44,635,648	45,004,111
Intergovernmental	24,232,237	25,127,205	24,715,026	26,265,050	26,651,000
Capital Outlay	30,672,188	39,537,605	31,541,487	32,224,660	18,687,854
Debt Service	7,223,846	10,357,970	10,359,354	9,757,700	9,281,900
Interfund Payments for Services	13,318,075	13,439,506	13,446,506	15,820,634	16,214,834
Total Expenditures	\$ 171,347,146	\$ 202,855,436	\$ 186,497,528	\$ 197,751,892	\$ 188,550,694
OTHER FINANCING SOURCES (USES)					
PWTF Loan Proceeds	\$ 84,198	\$ 1,196,600	\$ 450,000	\$ -	\$ -
Bond Proceeds	-	2,500,000	-	7,178,300	-
Proceeds from Sale of Fixed Assets	19,112	-	-	-	-
Transfers In	12,437,454	19,966,075	17,702,122	9,437,466	11,115,780
Transfers Out	(12,437,454)	(19,966,075)	(17,702,122)	(9,437,466)	(11,115,780)
Prior Year Cash Adjustments	-	-	-	-	-
Net Change in Restricted Assets	(6,008,640)	-	-	-	-
Contributed Capital	4,363,568	2,450,000	1,450,000	2,082,300	2,132,500
Total Financing Sources (Uses)	\$ (1,541,762)	\$ 6,146,600	\$ 1,900,000	\$ 9,260,600	\$ 2,132,500
Net Change in Fund Balance	\$ 5,341,938	\$ (24,342,411)	\$ (12,273,337)	\$ (12,880,512)	\$ (10,616,204)
Fund Balances - Beginning	128,086,218	133,465,171	133,465,171	121,191,833	108,311,321
Fund Balances - Ending					
Designated	13,298,647	12,718,872	13,318,771	11,545,421	12,153,521
Undesignated	120,166,524	96,403,888	107,873,062	96,765,900	85,541,596
Total Fund Balances - Ending	\$ 133,465,171	\$ 109,122,760	\$ 121,191,833	\$ 108,311,321	\$ 97,695,117

2019 / 2020 Budgeted Revenue – All Funds



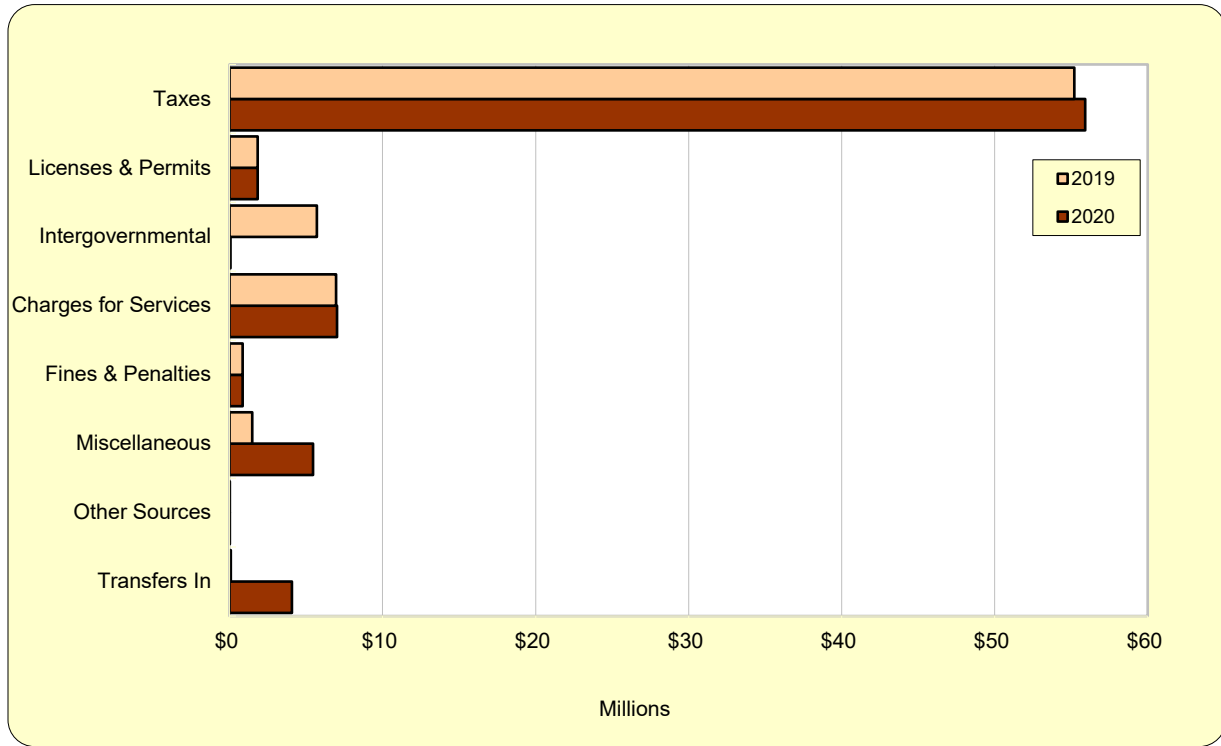
2019 / 2020 Budgeted Expenditures – All Funds



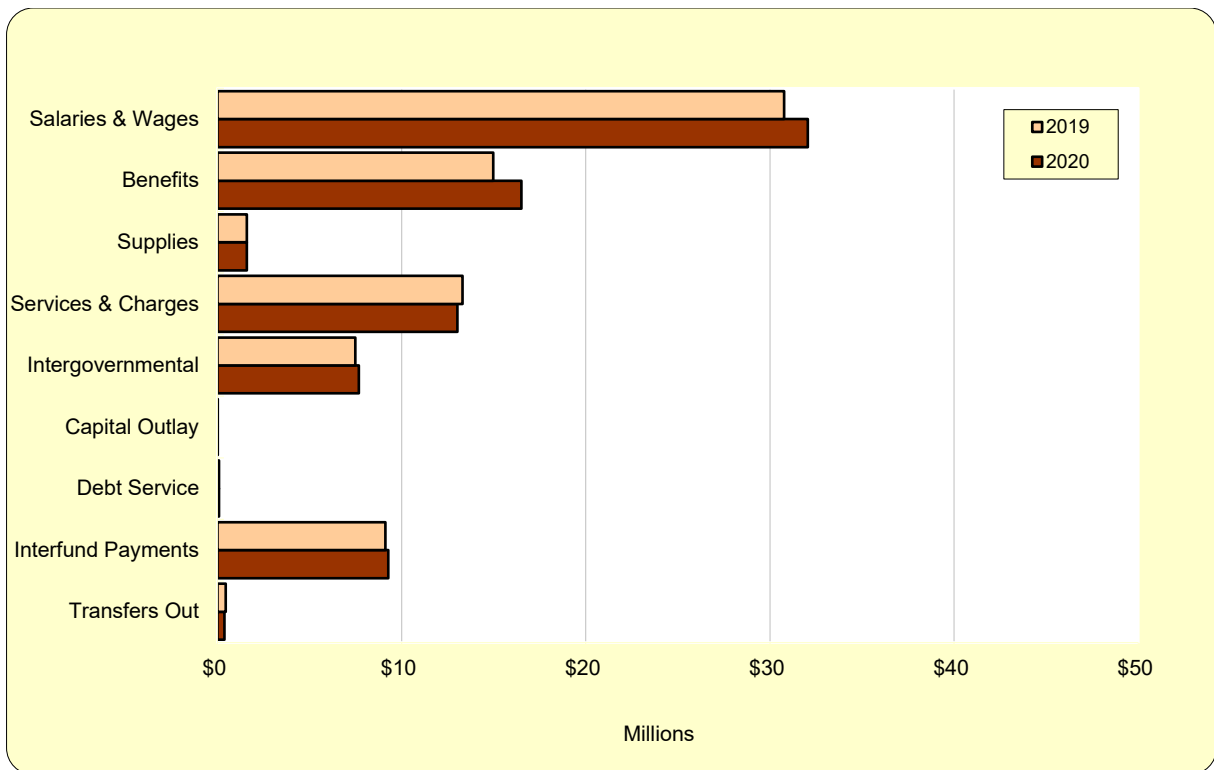
Comparative Budget Summary

	GENERAL FUND				
	2017 Actual	2018 Adj. Budget	2018 Estimated Actual	2019 Budget	2020 Budget
REVENUES					
Taxes:					
Property	\$ 20,837,874	\$ 21,281,000	\$ 21,281,000	\$ 21,550,000	\$ 21,900,000
Sales & Use	15,141,176	14,970,750	15,871,250	18,540,600	18,937,000
Utility	12,824,573	12,353,500	12,384,443	12,347,500	12,457,300
Other	4,819,943	3,855,080	4,010,280	2,765,400	2,611,800
Licenses and Permits	1,906,796	2,419,950	1,889,180	1,837,900	1,838,800
Intergovernmental	6,164,966	5,989,850	6,396,690	5,701,694	50,633
Charges for Services	4,354,041	4,243,080	4,322,980	6,952,280	7,030,580
Fines and Penalties	882,255	885,300	898,500	859,500	863,800
Miscellaneous	1,475,876	1,260,200	1,483,900	1,485,206	5,453,427
Total Revenues	\$ 68,407,499	\$ 67,258,710	\$ 68,538,223	\$ 72,040,080	\$ 71,143,340
EXPENDITURES					
Salaries & Wages	\$ 25,969,509	\$ 28,463,789	\$ 27,707,233	\$ 30,764,875	\$ 32,048,912
Personnel Benefits	10,681,590	13,262,763	12,158,487	14,982,183	16,505,153
Supplies	1,507,180	1,727,650	1,662,850	1,591,488	1,590,738
Services & Charges	11,004,549	14,900,368	13,099,122	13,302,059	13,029,669
Intergovernmental	6,044,670	6,367,455	6,244,490	7,480,550	7,669,800
Capital Outlay	29,905	115,118	115,000	10,000	10,000
Debt Service	78,168	77,699	77,699	79,400	79,400
Interfund Payments for Services	8,592,318	8,728,298	8,728,298	9,125,100	9,269,300
Total Expenditures	\$ 63,907,890	\$ 73,643,140	\$ 69,793,179	\$ 77,335,655	\$ 80,202,972
OTHER FINANCING SOURCES (USES)					
Insurance Recoveries	\$ 134,103	\$ 105,000	\$ 105,000	\$ 25,000	\$ 25,000
Proceeds from Sale of Fixed Assets	2,600	-	-	-	-
Transfers In					
T/I from Fund 104 for Tourism Grant / Donation	5,000	10,300	10,300	-	-
T/I from Fund 432 for Median Maintenance	74,000	74,000	74,000	74,000	74,000
T/I from Fund 518 (Multimedia) for Branding	-	60,000	60,000	-	-
T/I from Multiple Funds for Records Clerk Position	-	-	-	6,906	7,527
T/I from F122 for Fund Balance Replenishment	-	-	-	-	4,000,000
Transfers Out					
Library GO Bond Debt Service	(283,850)	(282,150)	(282,150)	-	-
Golf / Cemetery Debt Service	(374,615)	(554,367)	(554,367)	(374,100)	(376,000)
T/O to Cumulative Reserve	(1,000,000)	(1,500,000)	(1,500,000)	-	-
T/O to F328 for Capital Projects	(120,648)	-	-	-	-
T/O to F435 for Emergency Repairs at the Airport	(274,937)	-	-	-	-
T/O to F501 for Fund Balance Replenishment	(500,000)	-	-	-	-
T/O to F505 for Facility Upgrades	-	(211,100)	(211,100)	-	-
T/O to F518/F568 for IT Related Expenditures	(304,698)	(1,038,387)	(767,861)	(7,110)	(7,433)
T/O to F550/F560 for Purchase of Vehicles	(241,554)	(285,500)	(285,500)	(71,300)	-
Total Financing Sources (Uses)	\$ (2,884,599)	\$ (3,622,204)	\$ (3,351,678)	\$ (346,604)	\$ 3,723,094
Net Change in Fund Balance	\$ 1,615,009	\$ (10,006,634)	\$ (4,606,634)	\$ (5,642,179)	\$ (5,336,538)
Fund Balances - Beginning	\$ 21,028,666	\$ 22,643,676	\$ 22,643,676	\$ 18,037,042	\$ 12,394,863
Fund Balances - Ending	\$ 22,643,676	\$ 12,637,042	\$ 18,037,042	\$ 12,394,863	\$ 7,058,325

2019 / 2020 Budgeted Revenue – General Fund



2019 / 2020 Budgeted Expenditures – General Fund



Staffing Trends

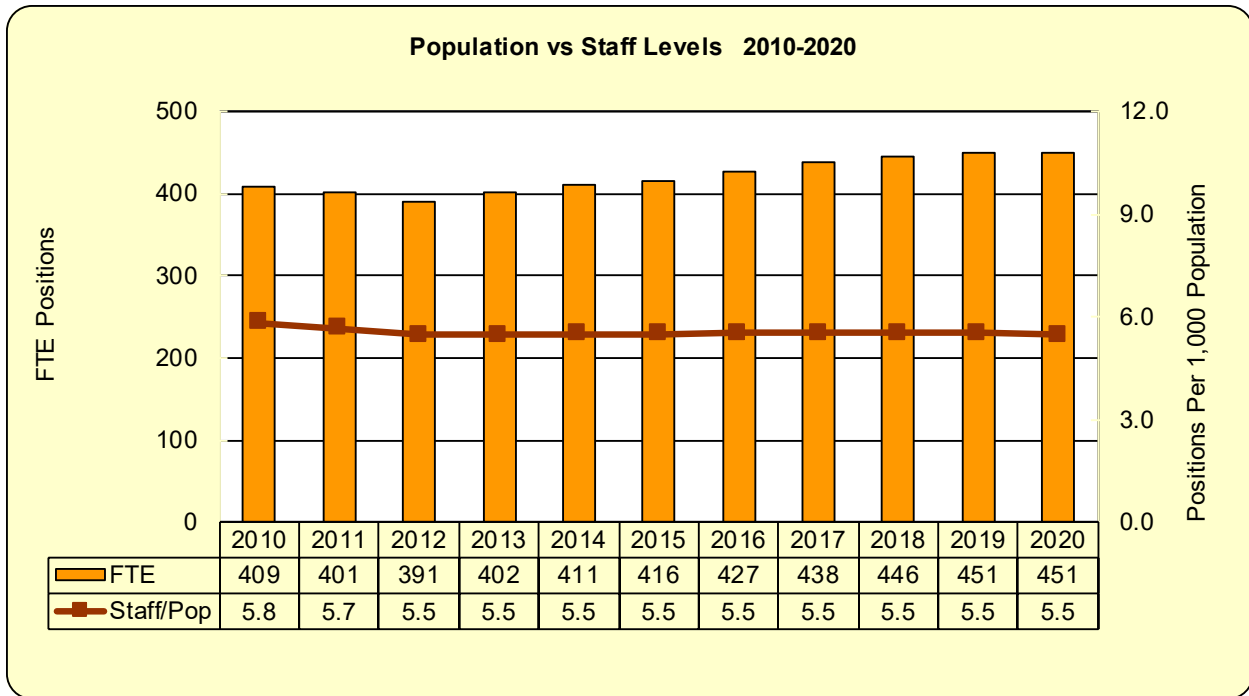
Citywide staffing between 2013 and 2018 increased at a moderate pace, with new staff positions added in each year. The increased staffing was a result of many factors relating to Citywide population growth and economic development. For example, increases in economic development activities necessitate having additional staff for permitting approval, additional police officers to ensure public safety for a growing population, and increased staffing to manage citywide utilities, including engineering, maintenance and extension of the infrastructure, and infrastructure inspections. According to the Office of Financial Management, the City of Auburn's population growth was approximately 2.5% and 2.1% in 2017 and 2018 respectively. Staffing growth during the 2017-2018 fiscal years closely mirrors the population growth in the City over the same period of time.

Five new FTEs (Full Time Equivalent) are authorized in the 2019-2020 Biennial Budget to support various City departments. One new FTE will be added to the Administration Department and will be fully funded by the Community Development Block Grant (CDBG) - the addition of this FTE will result in no incremental cost to the General Fund. This position is for a Housing Repair Technician who will be responsible for assisting low-to-moderate income Auburn residents with minor home repair services. The goal of hiring this FTE is to reduce the delivery time for residents in need - by not having to contract these services out to contractors who may not be able schedule the work in a timely manner.

The Legal Department will be adding an additional Records Clerk position in order to process the increased number of public records requests. The Streets Department will add an additional Maintenance Worker I position to perform asphalt repairs. This will reduce overall costs where the City will not have to use outside contractors to repair asphalt patches that are needed during normal water system repairs. The Facilities Department will add one Custodian position in order to replace the services that are currently contracted out. The Innovation and Technology Department will be adding a Systems Analyst position to support the Finance Department for data and system support related to the new Automated Meter Infrastructure (AMI) System, utility usage and billing, as well as numerous other systems.

Although citywide staffing increased in 2017 and 2018 and is expected to increase by 5 FTEs in the 2019-2020 biennium, the number of employees per 1,000 citizens has remained flat at about 5.5 FTEs per 1,000 citizens since 2012 and is projected to remain at that level through the end of the 2019-2020 biennial budget cycle.

The following page presents the current and past staffing based upon the home department of each FTE (Full Time Equivalent).



POSITION ALLOCATION BY DEPARTMENT						18-19	19-20
Department	2016	2017	2018	2019	2020	Changes	Changes
Mayor	3.00	3.00	3.00	3.00	3.00	0.00	0.00
Administration	10.00	11.00	12.00	13.00	13.00	1.00	0.00
Human Resources	9.00	8.00	8.00	8.00	8.00	0.00	0.00
Finance	22.00	22.00	22.00	22.00	22.00	0.00	0.00
Legal	14.00	15.00	15.00	16.00	16.00	1.00	0.00
Community Development	26.00	26.00	25.00	25.00	25.00	0.00	0.00
Police	131.00	138.00	140.00	140.00	140.00	0.00	0.00
Public Works - Engineering	53.00	54.00	55.00	55.00	55.00	0.00	0.00
Parks, Arts & Recreation	47.00	47.00	47.00	47.00	47.00	0.00	0.00
Public Works - Streets	19.00	20.00	20.00	21.00	21.00	1.00	0.00
Non Departmental	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sub-Total General Fund	334.00	344.00	347.00	350.00	350.00	3.00	0.00
Water	23.00	23.00	23.00	23.00	23.00	0.00	0.00
Sewer	10.00	10.00	10.00	10.00	10.00	0.00	0.00
Storm Drainage	10.00	10.00	12.00	12.00	12.00	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	3.00	3.00	3.00	0.00	0.00
Cemetery	6.00	6.00	6.00	6.00	6.00	0.00	0.00
Facilities	10.00	10.00	10.00	11.00	11.00	1.00	0.00
Multimedia	3.60	3.60	3.60	3.60	3.60	0.00	0.00
Innovation & Technology	16.00	17.00	17.00	18.00	18.00	1.00	0.00
Equip. Rental	12.00	12.00	12.00	12.00	12.00	0.00	0.00
Sub-Total Other Funds	92.60	93.60	98.60	100.60	100.60	2.00	0.00
TOTAL FTEs	426.60	437.60	445.60	450.60	450.60	5.00	0.00

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

Changes in the 2017-2020 Budget:**Mayor:**

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

Administration:

Effective in 2017, BA#2 (Budget Amendment) Ordinance No. 6656, an Administrative Assistant was added to the Administration Department. In 2018, effective in BA#4, Ordinance No. 6666, 1.0 additional FTE was added - an Economic Development Coordinator. The 2019-2020 Budget includes a Housing Repair Technician position to be added to the Administration Department (although funded by F119 – Community Development Block Grant). Note: Both the Multimedia and the Facilities FTEs report to the Director of Administration.

Human Resources:

Effective in November 2017, the Community Services Work Crew Leader position was reclassified as a Maintenance Worker I and moved to the Street Department; -1.0 FTE.

Finance:

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

Legal:

The 2017-2018 Budget included an additional City Prosecutor position. The 2019-2020 Budget includes an additional Records Clerk position.

Community Development:

In August 2018, the Community Development and Public Works Director position was transferred from the Community Development Department to the Engineering Department; -1.0 FTE. Additionally, in August 2018 the Assistant Director of Community Development was reclassified to Director of Community Development.

Police:

Per the 2017-2018 Budget, a total of 7.0 FTEs were approved via the Program Improvement Process. This included 6.0 FTEs effective in 2017 (to be partially funded by an increase in cable tax rates) and an additional Animal Control Officer in 2018. Effective in 2017, BA#1 Ordinance No. 6646, 1.0 Police Supernumerary position was added to backfill for the Police Officer who is on long-term loan to the Criminal Justice Training Commission (CJTC). Effective in 2018, BA#6 Ordinance No. 6684, 1.0 Police Officer position was added to backfill for the additional School Resource Officer that is dedicated to the Auburn School District.

Public Works - Engineering:

Per the Program Improvement Process, 1.0 FTE was added in the 2017-2018 Budget. This added position was for an additional Traffic Signal Technician. In August 2018, the Community Development and Public Works Director position was transferred from the Community Development Department to the Engineering Department; +1.0 FTE.

Parks, Arts and Recreation:

There were no changes in the authorized number of FTEs in the Parks, Arts and Recreation Department.

Public Works - Streets:

In November 2017, the Community Services Work Crew Leader position was reclassified as a Maintenance Worker I and moved to the Street Department from the Human Resources Department; +1.0 FTE. The 2019-2020 Budget includes an additional Maintenance Worker 1 in the Street Department.

Non-Departmental:

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

Water:

There were no changes in the authorized number of FTEs in the Water Fund.

Sewer:

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

Storm Drainage:

Effective in 2018 via BA#4, Ordinance No. 6666, two additional Maintenance Workers I were approved in order to be in compliance with the inspection, cleaning and repair requirements set forth by the Department of Ecology.

Solid Waste:

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

Airport:

Effective in 2018 via BA#6, Ordinance No. 6684, 3.0 FTEs were added to the Airport as the Airport will be managed in-house.

Cemetery:

There were no changes in the authorized number of FTEs in the Cemetery Fund.

Facilities:

The 2019-2020 Budget includes an additional Custodian position to be added to the Facilities Division.

Multimedia:

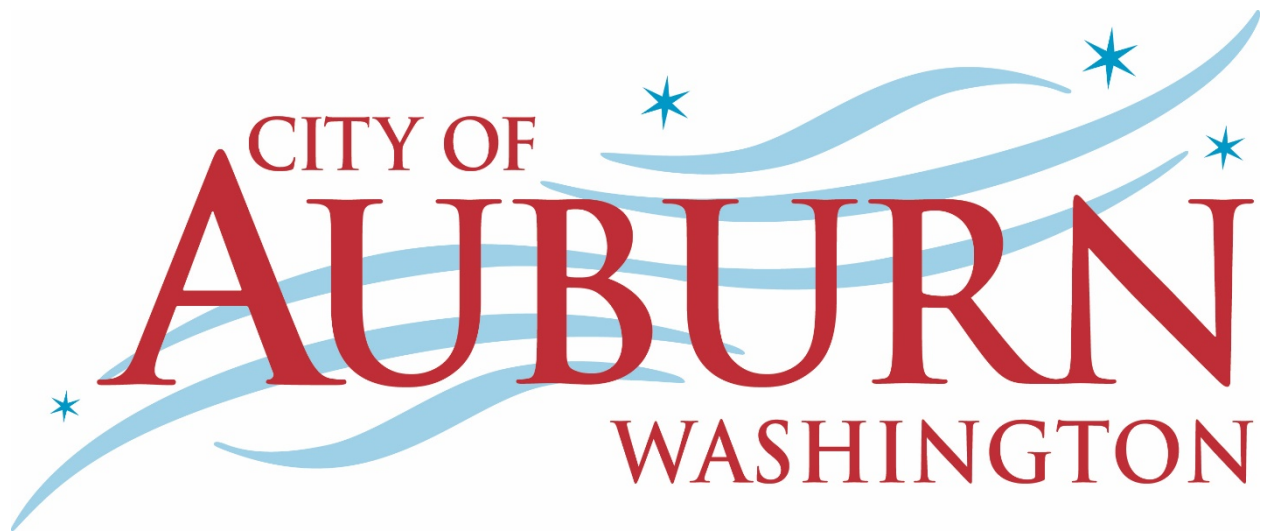
There were no changes in the authorized number of FTEs in the Multimedia Department.

Innovation and Technology:

The 2017-2018 Budget included an additional Network Engineer position. The 2019-2020 Budget includes an additional Systems Analyst position to support the Finance Department.

ER&R:

There were no changes in the authorized number of FTEs in the ER&R Fund.



SECTION II: PROCESS/POLICIES

Organization

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

Basis of Budgeting

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

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

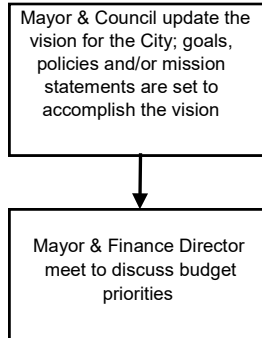
The concept of a two-year appropriation is straightforward. Rather than a twelve-month window during which the appropriated funds can be legally spent, a biennium provides for a twenty-four month window. The two-year budget provides an opportunity to widen the planning horizon and allow more long-term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

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

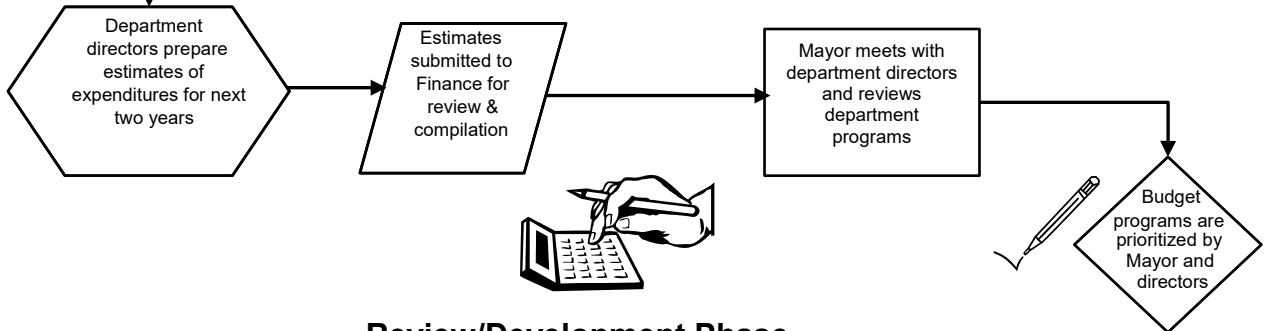
All governmental fund type budgets are prepared on the modified accrual basis of accounting in conformity with Generally Accepted Accounting Principles (GAAP). The budget for proprietary funds is prepared on an accrual basis, also in accordance with GAAP. The legal level of budgetary control where expenditures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

Steps in the Budget Process

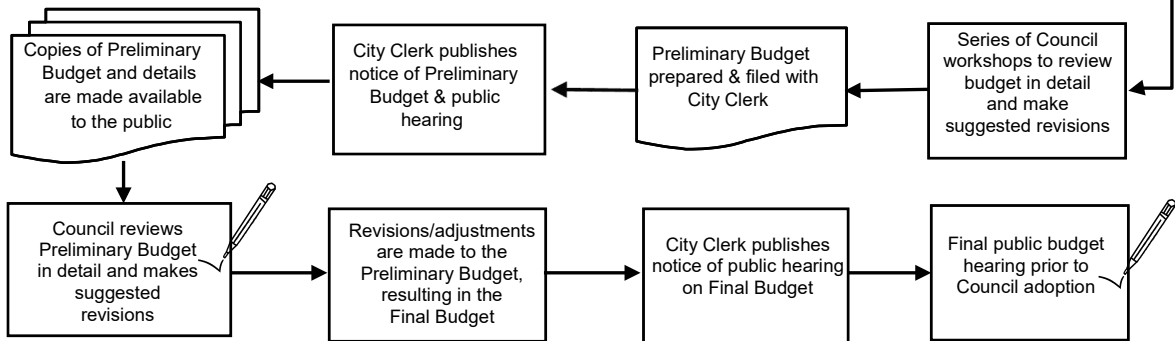
Policy/Strategy Phase



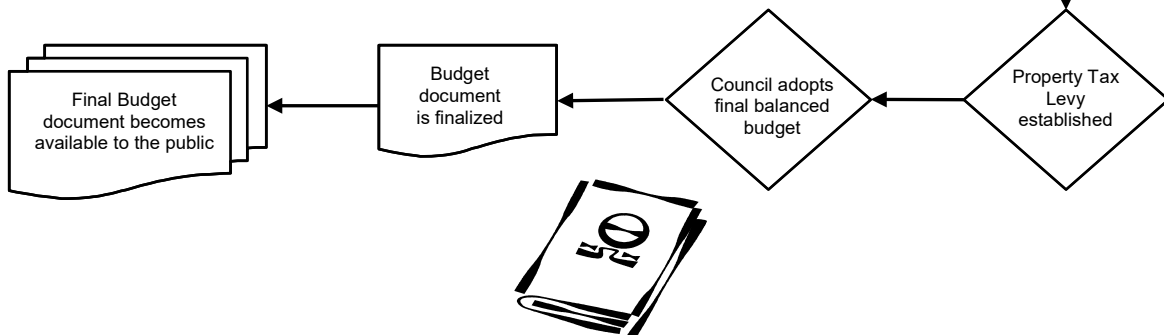
Needs Assessment Phase



Review/Development Phase



Adoption/Implementation Phase



2019-2020 Budget Calendar Budget Process	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2018												
Mayor and Finance Director meet to discuss budget priorities.			3/26-3/28									
Council budget retreat.			3/28-3/30									
Budget Training Presented by the Finance Department (3 Sessions).				4/12-4/19								
Budget instructions and forms are distributed to departments.				4/13								
Department Directors complete CFP worksheets and Decision Packages for IT, ER&R and Facilities.				4/16-5/18								
Department Directors complete remaining budget and documents and return to Finance.				4/16-5/25								
Finance Department creates preliminary budget review books.						5/29-7/6						
City Council Budget Workshop #1: Overview of 2019-20 Budget Process.					6/5							
Departments review budgets and goals with the Mayor and Directors.							7/9-7/27					
Departments budgets are adjusted based upon priorities.							7/23-7/27					
Finance department prepares preliminary revenue forecasts.							7/23-7/27					
City Council Budget Workshop #2: Overview of 2019-20 General Fund.								8/14				
City Council Budget Workshop #3: Overview of 2019-20 Proprietary and Capital Funds.								8/16				
City Council Budget Workshop #4: Overview of 2019-20 Proprietary and Capital Funds, continued.								8/28				
Revenue forecast is finalized.								9/3-9/7				
Preliminary budget is filed with the City Clerk, distributed to City Council and made available to the public.										10/15		
Hold public budget hearing #1 with revenue presentation.										10/15		
Public budget hearing #2.											11/5	
2019 Property tax levy is set by ordinance.											11/19	
Public budget hearing #3. Budget and CFP are adopted by ordinance.												12/3

2019-2020 Budget Calendar												
Budget Process	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2019												
Adopted budget published and distributed.			3/11									
Initial Budget Amendment is adopted by ordinance				4/1								
Mid year Budget Amendment is adopted by ordinance.						6/30						
Year-end Budget Amendment is adopted by ordinance.												12/4
2020 Property tax levy is set by ordinance.											11/18	
CFP Amendment and Mid-biennial budget modification are adopted by ordinance.											11/18	
2020												
Initial Budget Amendment is adopted by ordinance				4/6								
Mid year Budget Amendment is adopted by ordinance.							7/13					
2021 Property tax levy is set by ordinance.											11/23	
Year-end Budget Amendment is adopted by ordinance.											11/23	

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.

A Communications Medium

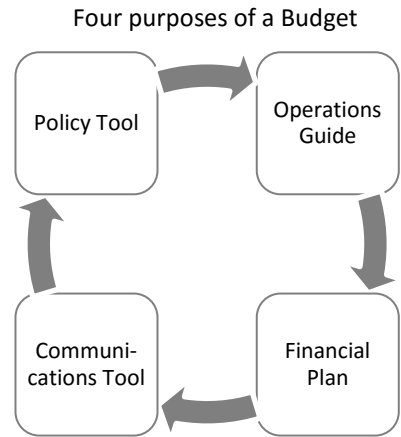
A budget cannot be effective unless it communicates. Since this budget has a diverse audience, it seeks to communicate at several levels and for several purposes. The budget seeks to communicate clear policy at a usable level of detail to City employees. It also seeks to communicate significant policy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

Budget Process

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

The budget process starts in early spring of each even numbered year with a review of current City Council and Mayoral goals as well as the previous year’s goals and objectives. Staffing, emerging topics and program priorities are reviewed with staff. Then, during late spring, departments develop their budgets and objectives that are described in the operating budget for the biennium. These objectives include capital projects scheduled for construction in the Capital Facilities Plan (CFP). Generally, most departments use a “bottom-up” approach to budgeting, with divisions or other administrative units developing their objectives along with identifying their fiscal requirements. These divisional budgets are then modified for integration into department objectives and budget proposal.

During the summer, these tentative budget proposals are submitted to the Mayor. At the same time the Finance Department develops a tentative revenue projection for the upcoming budget cycle. The Mayor and Finance Director along with each department director review the budget in detail as a group. On the basis of this process, the Mayor formulates his or her recommended budget for the following year. After the Mayor has reviewed the department proposals and formulated his/her budget, the departments present their budget proposals in detail to the Council during budget workshops. In October, 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.

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

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

Budget Structure

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

Budget and Accounting System

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

Preliminary Budget

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

Budget Ordinance

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

Final Budget

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

Programs

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

Components of the Budget

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

Operating Budget

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

Program Improvements

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

Capital Budget

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

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

Implementation, Monitoring and Amendment

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

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

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

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

BUDGET POLICIES

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

Policy Context of the Budget

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

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

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

CITY POLICY FRAMEWORK

Comprehensive Plan Implementation Program

Completed Actions (As of December 2018)

- Six Year Capital Facilities Plan Update
- Major Comprehensive Plan Update
- Comprehensive Transportation Plan Update including non-motorized plan
- Community Development Block Grant Consolidated Plan Update
- Water, Sewer, Storm Drainage Comprehensive Plan Update
- Parks, Arts and Recreation Plan Update

Scheduled Actions (2019-2020)

- Six Year Capital Facilities Plan Update

Funding Program

- Biennial City Budget
- Community Development Consolidated Plan
- Capital Facilities Plan

Budget Policy Development

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

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

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

General Financial Goals

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

Financial Management Policies

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

Guiding Principles

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

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

Organization

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

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

Section 1. Accounting and Financial/Budget Reporting Policies

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

A. Fund and Fund Reporting Structure

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.

B. Independent Evaluation

1. The State Auditor will annually perform a financial and compliance audit of the City's financial statements. Their opinions will be contained in the City's Comprehensive Annual Financial Report (CAFR), and the State Auditor's Report.
2. 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.

C. Budget Reporting

1. Revenues and expenditures for each City fund shall be balanced for each year of the biennium. Any adjustments to budgeted levels shall also be balanced between revenues and expenditures.
2. The adopted budget and subsequent amendments to the adopted budget for all funds shall be subject to appropriation that is expressly granted by Council ordinance.
3. Quarterly financial status reports will be prepared for City Council review. These reports will assess actual against budgeted revenue and expenditure performance, investment portfolio performance, and retail sales tax performance.

Section 2. Operating Budget Policies

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

A. General Management

1. The City budget is developed on a biennial (two-year) cycle, coinciding with the calendar year and starts each odd-numbered year (for example, the 2015-2016 budget is effective from January 1, 2015 through December 31, 2016). While the City budget is adopted for a two year period, appropriation of resources is made on an annual cycle.
2. Periodic adjustments to the City's biennial budget are necessary to recognize the receipt of unanticipated revenues and/or to modify spending plans. Adjustments to the City's budget will be collated and presented to the City Council for review and approval periodically. There will be generally three (3) adjustments to the budget annually:
 - a. The first adjustment occurs approximately within the first three months of each year and is intended to address unanticipated revenues, spending plan modifications, and carry forwards of unspent project/program budgets on capital projects still in process.
 - b. The second adjustment occurs approximately during the summer and is intended to recognize actual beginning fund balances as a result of completed financial statements for the previous year.
 - c. The final adjustment occurs approximately during the fourth quarter of each year and is intended to address adjustments to revenues and spending plans prior to the conclusion of the year.
 - d. Additional adjustments to the budget may be required as determined by the Finance Department.
3. The City should accept ongoing service obligations in new areas of programming only when an adequate on-going source of funding is available.
4. A forecast of revenues and expenditures will be prepared concurrent with the preparation of the City's biennial budget. The forecast will cover the six-year period, inclusive of the two years for the new biennial budget (for example, the 2015-2016 budget will include a six-year financial forecast covering the period 2015 through 2020).

B. Monitoring and Reporting

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

C. Use of One-Time Resources

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

D. Regional Social Service Funding

1. The City's role in social service funding shall continue to be supplemental (addressing special or unique local needs) to the basic responsibilities of regional agencies.
2. The City shall continue to advocate that the responsibility for funding basic social service needs rest with regional (or broader) agencies that have access to a broader basis of funding and can more appropriately address needs on a regional basis.

Section 3. Revenue Management Policies

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

A. General Management

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

3. Timely payment of taxes, fees and charges owed to the City is needed to ensure quality public services. The City should aggressively pursue all amounts due to the City.
4. Indirect administrative costs associated with the operation of funds should be identified and charged against the operation of those funds.

B. Revenue Diversification

1. The City will seek to maintain a diversified mix of revenue to provide for long-term stability and predictability.
2. The City will seek to avoid dependence on temporary or unstable revenues to fund mainstream municipal services.
3. The City should avoid dependence on Federal revenues to fund ongoing mainstream municipal services.

C. Fees and Charges

1. General Fund services should be supported by user fees to the extent appropriate for the character of the service and its user.
2. User fees and charges should be reviewed prior to the start of each biennial budgeting cycle to ensure adequate cost of service recovery.
3. Charges for services should be sufficient to recover the full cost of related services, including direct operating costs, and other costs such as capital and overhead costs.
4. Modifications to user fees require approval by Council.

D. Grants and Unpredictable Revenues

1. Grant funds or similar contractual revenue of a temporary nature will be budgeted only if they are committed at the time of the preliminary budget. Otherwise, separate appropriations will be made during the year as grants are awarded or contracts made.
2. Unpredictable revenues, such as those derived from the sale of surplus inventory, shall be treated as a one-time revenue and shall not be used to support ongoing expenses.

Section 4. Capital Facilities Plan Financial Management Policies

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

A. General Management

1. The City will develop a multi-year plan for capital improvements as required by the Growth Management Act of Washington State. The Capital Facilities Plan (CFP) will be updated annually and be financially constrained for the appropriated budget period.
2. For each capital project, the CFP shall include a description of the project, its need and anticipated benefit to the City, and the anticipated impact the project may have on the City's operating budget, such as additional operating and maintenance (O&M) costs and staffing.
3. For each capital project and for each year of the six-year planning period, the CFP shall include an estimate of the cost of construction, an estimate of the annual O&M impact, and anticipated sources of funding.
4. The CFP shall be prepared and submitted to the City Council as part the proposed biennial operating budget. The CFP shall be updated annually.
5. The burden for financing capital should be borne by the primary beneficiaries of the facility.
6. Long-term borrowing for capital facilities should be considered an appropriate method of financing large facilities that benefit more than one generation of users.

B. Cost of Private Development

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

C. Monitoring and Reporting

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

Section 5. Public Utility Operating and Capital Financial Management

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

A. General Management

1. Utility financial operations and capital spending plans will be prepared coincident with the City's biennial budget. The utility capital spending plans will be prepared consistent with the City's Comprehensive Plan and in consultation with City Council and the City's Planning Commission.
2. The Finance Department will prepare a six-year financial forecast evaluating the revenue requirements for each utility and determine the sufficiency of existing rates to finance forecasted operating and capital costs. The evaluation will include identifying any significant changes in services, customers, laws/regulations, and/or consumer behavior (such as water usage) that may affect utility expenses and revenues. Results of the six-year financial forecast will be reviewed with the City Council coincident with the Council's review of the six-year General Fund financial forecast.
3. Similar to the City's General Fund, one-time utility resources (such as grants and fund balance) should not be used to finance on-going utility expenses.
4. Enterprise funds shall be budgeted on a flexible basis, which allows activities to expand and contract in accordance with increased or decreased revenue earning activity.
5. The City will promote a local improvement district program for certain street, water, sewer, and storm drainage improvements. They will be funded with no protest covenants obtained from property owners whenever possible.
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.
7. Depreciation shall be accounted for, and should be used, as a measure of capital development needs in the utilities. As such, the first priority for the use of such funds should be in maintaining existing services. Costs incurred because of growth should be borne by new users, and extension of services to new users should be on the basis of an investment decision by which the capital expenses will be recouped through rate income from new users.

B. Utility Rate Management

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

Section 6. Debt Management Policies

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

A. General Management

1. The City will not use short-term or long-term debt to support ongoing operations.
2. Prior to the decision to issue general obligation debt, which is an obligation against the general taxing authority of the City, the feasibility of alternative methods of financing using special assessments, fees/charges, and special revenue debt should first be determined.
3. The City will work to maintain strong ratings on its debt including maintaining open communications with bond rating agencies concerning its financial condition.
4. General Obligation (GO) Bond debt should be scheduled for repayment based on the entire outstanding debt not just the individual issue; in a manner which seeks to reduce fluctuation in the total tax rate.
5. The City will strive to improve its bond ratings by improving its financial stability.
6. The City shall employ competent financial advisors and bond attorneys for all large bond issues.

B. Debt Capacity

1. Annual debt service should not exceed fifteen percent (15%) of operating revenues.
2. Total direct debt should not exceed two percent (2%) of the City's assessed value.
3. No more than sixty percent (60%) of the City's capital program should be debt financed.

C. Short-Term Debt

1. Short-term debt is defined as a period of three years or less. The City shall use short-term debt to meet temporary cash flow needs that are caused by a delay in receipting of anticipated revenues or for issuing long-term debt.
2. Interfund loans may be issued to meet short-term cash flow needs. Interfund loans will only be used when the recipient fund's revenue stream is anticipated to be sufficient to repay the loan.
3. Interfund loans must be repaid within the period of one year or as stated in the ordinance or resolution, and will bear interest based upon prevailing rates.
4. All interfund loans require Council approval in the form of an ordinance or resolution.
5. The City will not use short-term debt for current operations.

D. Long-Term Debt

1. Long-term debt is defined as exceeding three years. Long-term debt will only be used when pay-as-you-go financing of capital projects is not feasible. Long-term debt service payments will not exceed the expected life of a project. Long-term debt will be used to finance City needs that can be capitalized and depreciated.
2. Long-term debt can be refunded if the net present value (NPV) of savings is at least four percent (4%).
3. Self-supporting bonds (such as special assessment improvement districts) may only be used to finance improvements associated with the subject improvement districts.

E. Utility Revenue Debt Management

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

Section 7. Equipment Replacement

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

A. General Management

1. The City will maintain a comprehensive inventory of its physical assets including its useful life, original purchase date and cost, information on its general condition, and the estimated value of replacement.
2. The City will maintain a replacement schedule by physical asset indicating the replacement cost and its corresponding source of funding. The replacement schedule will be reviewed annually and budgeted as part of the City's biennial budgeting process.
3. The City will maintain its physical assets at a level adequate to protect the City's capital investment and minimize future maintenance and replacement costs and provide for the timely maintenance and orderly replacement of capital and equipment from current revenues or equipment reserve funds where possible.
4. Equipment reserve funds will be maintained at levels sufficient to meet scheduled equipment replacement and ensure public and employee safety and to prevent a deterioration in City assets.
5. Accounting and tracking of City assets are codified under Administrative Code Section 100-31.

Section 8. Cash / Investment Management

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

Section 9. Reserve Policies

Reserves and reserve management policies are an important and necessary part of any financial management plan. Reserves are established as a hedge against cash flow fluctuations that are expected to occur during the course of the year, to sustain the City during economic downturns, and to sustain City services in the event of unanticipated needs, catastrophic events or natural disasters. The following

policies provide definitions for the appropriate level of reserves and how these resources should be replenished in the event they are used.

A. General Management

1. General government funds should maintain adequate fund balances or working capital to meet unexpected contingencies.
2. The City will maintain a Cumulative Reserve Fund in an amount of at least 5% of General Government operating expenditures, with a target of 10%. Expenditures utilizing the Cumulative Reserve Fund are used for stabilization of general operations during counter-cyclical times to protect the City from unforeseen contingencies, to maintain one year of payments of general obligation debt service, and to provide for general governmental capital projects. Accumulation of reserves can be made from a variety of revenue sources and can include one-time revenues and year-end surpluses.
3. Minimum fund operating reserve balances will be maintained as follows:
 - a. The General Fund shall maintain at least 8% of total budgeted operating expenditures, with a target of 12%.
 - b. Each enterprise fund should maintain adequate fund balances or working capital to meet unexpected contingencies and cash flow needs. Each utility fund shall strive to ensure ongoing system integrity through reinvestment in the system. To mitigate impact to rates, the City will phase in system reinvestment over a 10-year period in equal 10% increments starting in 2012.
 - c. Other proprietary funds should maintain working capital balances of 10% to 20% of their budgeted operating, maintenance and capital expenditures.
 - d. Replacement reserves shall be established for equipment and computer software should the need continue beyond the estimated initial useful life, regardless of whether the equipment is acquired via lease, gift or purchase. Service charges paid by City departments to the appropriate Internal Service funds should include an amount to provide for replacements. Minimum reserves for these funds should be as follows:
 - i. Equipment Rental and Replacement:
Operating reserves of 30 days (excluding depreciation) and replacement reserves equal to three times depreciation.
 - ii. Innovation and Technology:
Operating reserves of 30 days (excluding depreciation) and replacement reserves equal to three times depreciation.
 - iii. Facilities:
Operating reserves of 30 days and repair and replacement reserves equal to 50% of one year of operations.
 - iv. Reserve balances of other funds shall be set through the budget process in an amount consistent with the purpose and nature of the fund.
 - e. Evaluation of reserve levels will be made in conjunction with the City's budget.

B. Utility Reserve Management

1. Each utility fund should maintain adequate fund balances/working capital to meet cash flow requirements and unexpected contingencies. The City shall maintain minimum working capital balances in these funds for operations and maintenance expenses (depreciation not included).
 - a. Water, 20 to 25%, approximately 75 to 90 days;
 - b. Sewer, Storm Drainage, and Solid Waste utility funds, 12 to 16%, approximately 45 to 60 days; and
 - c. King County Wastewater Treatment, \$360,000, approximately 3% of total operating expenses.

C. Summary of Reserve Policies

The following table summarizes reserve management policies by fund type:

Fund Balance / Working Capital Reserve Management Policies				
Fund	Reserve Requirement		Biennial Budget	
	Minimum	Target	2019	2020
General Fund	8%	12%	16.0%	8.75%
Cumulative Reserve Fund	5%	10%	13.0%	7.75%
Enterprise Funds				
Fund	Reserve Requirement		Biennial Budget	
	Minimum	Target	2019	2020
Water Fund (Operations)	20%	25%	35.8%	48.9%
Sewer Fund (Operations)	12%	16%	70.5%	91.9%
Storm Drainage Fund (Operations)	12%	16%	46.8%	64.8%
Sewer Metro Fund	\$360,000		18.3%	19.0%
Solid Waste Fund	12%	16%	33.8%	31.0%
Airport Fund (Operations)	10%	20%	18.5%	38.1%
Cemetery Fund (Operations)	10%	20%	19.4%	8.0%
Internal Service Funds				
Fund	Reserve Requirement		Biennial Budget	
	Operating Reserves	Replacement Reserves	2019	2020
Facilities Fund	8%	50% of annual repair and maintenance expenditures	Operations: 18.2% Capital: 50.0%	Operations: 12.9% Capital: 50.0%
Innovation & Technology Fund	8%	Three times depreciation	Oper: 8.0% Repl: 4.7X	Oper: 8.0% Repl: 3.4X
Equipment Rental & Replacement Fund	8%	Three times depreciation	Oper: 8.0% Repl: 4.3X	Oper: 8.0% Repl: 3.8X

D. Use and Replenishment

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

Section 10. Lines of Authority

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

A. General Management

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

Auburn's Vision for the Future

Auburn's vision sets the overall direction for the City, and as such, focuses City goals on strategies developed toward implementation of this vision. The 2019-2020 Biennial Budget allocates City resources through the development of departmental objectives. The department objectives are designed to implement the Citywide strategies which in turn work toward the Citywide goals. These goals are designed to implement the Vision adopted by Council. The strategies coordinated by this budget are developed by Council and administered by the Mayor.

In 2014, the City developed a vision for the Auburn of 2035. Discussions occurred in the community through the Imagine Auburn visioning process and also among City Council members. Many themes and messages surfaced about who we are and what we aspire to become. In the words of the City Council, Auburn in 2035 will be a "premier community with vibrant opportunities." Participants of Imagine Auburn added their ideas about what this meant to them. The vision that emerged – as modified by Council in June 2018 – is encapsulated in the following six value statements:

1. Safety: Building and maintaining an environment that promotes public safety and wellness.
2. Economy: Encouraging a diverse and thriving marketplace for consumers and businesses.
3. Environment: Stewarding our environment.
4. Character: Developing and preserving attractive and interesting places where people want to be.
5. Diversity: Celebrating our diverse cultures, heritage, and community.
6. Service: Providing transparent government service.

Identifying values and creating a description of what each value looks like, what it means, and how it will happen, establishes a basis for evaluating future City policies, regulations, actions, investments, budget priorities, grant-seeking priorities, and other community decisions. In addition, the six values underscore the entirety of the City's Comprehensive Plan and its implementation, which includes the development of capital improvement, transportation, and parks, recreation, and open space plans, and the implementation of regulations and standards. These values are the core of how we make choices.

The City's Comprehensive Plan, adopted in December 2015, includes a "core plan" describing each vision in terms of what it will look like [in 2035], what it means, and how it will happen. More details are available at: <http://www.auburnwa.gov/Assets/PCD/AuburnWA/Docs/Planning+Services/01-Core+Comprehensive+Plan.pdf>

**2017-2018 Citywide Goals and Accomplishments
and 2019-2020 Citywide Goals:**

**GOAL:
SAFETY**

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Implement the biennial Arterial Bicycle and Safety Improvements Program. 	<ul style="list-style-type: none"> Bike lanes were added to W Main Street and Boundary Blvd during 2017 and 2018. 	<ul style="list-style-type: none"> Continue to invest in bicycle and safety improvements on arterial streets.
<ul style="list-style-type: none"> Implement the annual Pedestrian Accessibility & Safety Program. 	<ul style="list-style-type: none"> Annual improvements to sidewalks and curb ramps were completed during 2017 and 2018. 	<ul style="list-style-type: none"> Continue to make improvements to existing pedestrian facilities and construct new pedestrian facilities as funding allows.
<ul style="list-style-type: none"> The Police Department will continue to enhance our efforts in the downtown area to address crime and other quality of life issues. A problem-solving approach, along with our relationships with residents and business owners, will combine to make this a success. 	<ul style="list-style-type: none"> Over the last two years, the Auburn Police Department has made the downtown core a priority. The Bicycle Unit is the primary deployment method when making a presence downtown and this unit has been increased to four officers. Bike Officers not only handle calls for service, but also are able to put a personal touch on enforcement efforts in the way of business owner relationships and getting to know the frequent offenders. 	<ul style="list-style-type: none"> Continued leadership training for Sergeants and Commanders is vitally important. Creating additional skills and abilities for leaders to learn the tasks of coaching, counseling and motivating officers is required. Leaders will continue to attend the 21st Century Leadership program that is conducted at the Criminal Justice Training Center.
<ul style="list-style-type: none"> The Police Department will continue to pursue the effort of sex offender contacts and will attempt to obtain grant funding in this area. 	<ul style="list-style-type: none"> The Auburn Police Department was again successful in obtaining sex offender grant funding for the purpose of monitoring and checking registered sex offenders (RSOs) in the City that amounted to over \$51,000. During the last two years, the department contacted 615 RSOs. Some of the total were RSOs that were checked on more than one time. Annual checks of the RSOs created 21 additional charges on the offenders for violation of the registration requirements. 	<ul style="list-style-type: none"> The Police Department will continue to pursue the effort of sex offender contacts and will attempt to obtain grant funding in this area.

**GOAL:
INFRASTRUCTURE**

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Support the City's traffic calming program through the placement of appropriate traffic calming measures as directed by Engineering Services. 	<ul style="list-style-type: none"> Installed multiple speed cushions at the direction of Engineering Services. This is an ongoing goal. 	<ul style="list-style-type: none"> Continue to provide ongoing support.
<ul style="list-style-type: none"> Continue the annual Pothole Patrol Program pavement repairs. 	<ul style="list-style-type: none"> The Street Division has completed 100% of pothole requests year to date. 	<ul style="list-style-type: none"> Increase frequency of patrols in order to address known areas with a high potential of failure.
<ul style="list-style-type: none"> Complete implementation of the Water Utility Meter & Billing System Improvements project. 	<ul style="list-style-type: none"> Completed. 	
<ul style="list-style-type: none"> Reduce the need to purchase water from Tacoma Water for normal daily demands and use this source for emergency and maintenance purposes only. 	<ul style="list-style-type: none"> Goal has been met as the City's own supply sources are back online and purchase from Tacoma has been reduced to only when needed for emergencies or major maintenance of City supplies. 	
<ul style="list-style-type: none"> Continue to improve overall storm drainage system performance by continuing the citywide ditch maintenance and pond cleaning and rehabilitation programs to remove accumulated sediment and vegetation. 	<ul style="list-style-type: none"> Continued storm pond rehabilitation, which was more efficient and productive using the mini excavator acquired in 2017. 	<ul style="list-style-type: none"> Develop and implement a citywide ditch maintenance, cleaning and rehabilitation program to remove accumulated sediment and vegetation.
<ul style="list-style-type: none"> Secure funding for and complete the design and construction of the Airport Runway Enhancement project. 	<ul style="list-style-type: none"> Completed the Environmental Assessment. Preliminary design was started in 2017. Construction is dependent on FAA funding approvals. 	<ul style="list-style-type: none"> Continue efforts to obtain FAA support for a full Runway Enhancement project as identified in the Master Plan.

**GOAL:
THRIVING LOCAL ECONOMY**

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Reduce reliance on property tax by increasing the number of businesses in Auburn, therefore increasing sale tax revenues. 	<ul style="list-style-type: none"> In 2017-2018, Auburn added over 300 new businesses to strengthen Auburn's economic base. 	<ul style="list-style-type: none"> Auburn will continue to work on the strategic goals outlined in the 10 year Economic Development Plan to increase Auburn's sales tax base and foster a business-friendly environment.
<ul style="list-style-type: none"> Continue to increase market awareness of Auburn as a great place to live, work and do business. 	<ul style="list-style-type: none"> Auburn developed and has implemented a 10 year Economic Development Strategic Plan. 	
<ul style="list-style-type: none"> Enhance local spending opportunities by creating a 'Buy Local' program. 	<ul style="list-style-type: none"> Auburn has launched the Buy Local website connected to the business license database to create a searchable local business benefit. 	<ul style="list-style-type: none"> Continue supporting patronage and utilization of local businesses via the online database, marketing efforts and business retention and engagement.
<ul style="list-style-type: none"> Support and expand the development of the Innovation Partnership Zone. 	<ul style="list-style-type: none"> Ongoing: Creation and implementation of a small business incubator. Efforts to strengthen the IPZ Mayor's Task Force. 	<ul style="list-style-type: none"> 'Implement 'On-going; Short-Term; Mid-Term" strategies as outlined under "Delivery" within the 10-Year ED Strategic Plan.

**GOAL:
CELEBRATE / LIVABLE COMMUNITY**

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Continue work throughout the region to address poverty and homelessness in our community. 	<ul style="list-style-type: none"> Auburn has actively participated in local and regional homelessness prevention and crisis response. Opened the Ray of Hope Resource Center and Sundown overnight shelter in partnership with Valley Cities and the Auburn Food Bank. 	<ul style="list-style-type: none"> Address the root causes of homelessness identified in the One Table regional task force (affordable housing, behavioral health, child welfare, criminal justice and employment) and continue the crisis response for unsheltered individuals in Auburn.
<ul style="list-style-type: none"> Implement programs to celebrate One Auburn and the many diverse communities, populations, ethnicities and backgrounds represented. 	<ul style="list-style-type: none"> Working with diverse populations in Auburn around healthy living goals. Auburn passed an Inclusive City resolution in 2017 affirming that all are welcome in Auburn. 	<ul style="list-style-type: none"> Continue the community building activities within our culturally diverse groups in Auburn via health, safety and policy initiatives. Continue to build stronger programs to address behavioral health access to residents.
<ul style="list-style-type: none"> Work to develop short-term and long-term strategies to provide wraparound services to individuals and families experiencing homelessness. 	<ul style="list-style-type: none"> Auburn funds multiple human service providers that provide wraparound services to individuals and families experiencing homelessness. In order to access our county's housing resources, people experiencing homelessness must have an intake and assessment completed through one of the 5 county RAP sites. 	
<ul style="list-style-type: none"> Increase participation in adult fitness and wellness programs by 100% over 2016 participation. 	<p>Increased participation 67% in 2017 compared to 2016.</p>	<ul style="list-style-type: none"> Increase awareness and enrollment by 50% in Makers Space classes.
<ul style="list-style-type: none"> Continue to work with the Auburn School District to find ways to increase technology to benefit the community. 	<ul style="list-style-type: none"> In partnership, identified key areas for fiber expansion. Also, meet regularly on IT initiatives and partnerships. Also sit on the GRC IT advisory board. 	<ul style="list-style-type: none"> Continue to look for partnership opportunities.
<ul style="list-style-type: none"> Continue to expand wireless broadband services to low-income students. 	<ul style="list-style-type: none"> Finished two key areas by Game Farm park and Auburn High School. 	<ul style="list-style-type: none"> Pending council approval and budget, expand to key areas identified by the school district.
<ul style="list-style-type: none"> Initiate Remodel of Old Post Office into Auburn Arts & Culture Center in downtown Auburn. 	<ul style="list-style-type: none"> Applied for and received over \$300,000 in funding. Completed preliminary design. 	<ul style="list-style-type: none"> Construct Phase1 (upstairs) contingent on funding.

**GOAL:
RESPONSIBLE GOVERNMENT**

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Continue to create transparency and public engagement for residents to access their local government. 	<ul style="list-style-type: none"> Auburn has activated a robust Open Data portal and numerous initiatives to increase access and engagement: community picnics and the Civics Academy. 	<ul style="list-style-type: none"> Through staff training and platform improvements, Auburn will continue to increase transparency, efficiency, engagement and access to the City's data to show our accountability to residents.
<ul style="list-style-type: none"> In coordination with the Public Works Department, evaluate rate structure options for water and stormwater utility rates based on the results of the recently completed cost of service analyses. 	<ul style="list-style-type: none"> Performed a review of utility rates in conjunction with a cost of service study and rate design evaluation to be implemented effective January 1, 2019. 	
<ul style="list-style-type: none"> Prepare the 2016 and 2017 Comprehensive Annual Financial Reports (CAFRs) and submit documentation to the GFOA award program to receive the Certificate of Achievement for Excellence in Financial Reporting. 	<ul style="list-style-type: none"> Prepared the 2016 and 2017 Comprehensive Annual Financial Reports (CAFRs), submitted documentation to the GFOA award program, and received the Certificate of Achievement for Excellence in Financial Reporting. 	<ul style="list-style-type: none"> Prepare the 2018 and 2019 Comprehensive Annual Financial Reports (CAFRs) and submit documentation to the GFOA award program to receive the Certificate of Achievement for Excellence in Financial Reporting.
<ul style="list-style-type: none"> Work with other departments to identify non-archival paper records eligible for destruction after being imaged for inclusion in the Laserfiche Electronic Records Management System. 	<ul style="list-style-type: none"> Performed initial work to establish scanning standards for images. Continued to purge records eligible for destruction. 	<ul style="list-style-type: none"> Implement Laserfiche Records Management workflows for disposition authority numbers.
<ul style="list-style-type: none"> Launch a system that allows for electronic plan submittal, accommodates web-based payments, and that supports electronic permit approval and issuance. 	<ul style="list-style-type: none"> Acquired Bluebeam software and by the close of 2017 electronic submissions and review of civil engineering plans was complete. In 2018 the program was deployed in the areas of Building and Planning. 	<ul style="list-style-type: none"> Launch an updated permit software system that allows for the electronic submission of paperwork, electronic issuance/approval, and online payment and that allows 24/7 engagement with the City.
<ul style="list-style-type: none"> Continue to work with City staff to expand Auburn's OpenGov projects. 	<ul style="list-style-type: none"> Launched Socrata which includes features like budget, spending, capital projects, permits and much more. 	<ul style="list-style-type: none"> Continue to turn on more datasets and features. In addition, build "stories" that can present and share the data in a more user friendly manner.
<ul style="list-style-type: none"> Continue to look for federal, state, and private funding solutions that can be used to enhance technology use in the City for staff and residents. 	<ul style="list-style-type: none"> Found funding that allowed us to re-do the City's business license program with more robust, user-friendly application. 	<ul style="list-style-type: none"> Continue to find more funding for expansion, integration and efficiencies for the City.

2019-2020 Budget Strategy

The 2019-2020 budget will be implemented by a series of objectives regarding development of resources and their allocation to various competing demands.

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

Use of Budget Tools

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

Financial Measures

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

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

Baseline Budget

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

Capital Budget

The Capital Improvement Fund is used to accumulate funds to finance large projects that could not otherwise be done in one year from General Fund revenues. Projects include major improvements, acquisition of new municipal facilities, and downtown revitalization. The fund's expenditure budget is about \$9.2 million in 2019 and \$4.7 million in 2020, leaving a projected ending fund balance in 2020 of \$5.6 million for future projects identified in the Capital Facilities Plan.

General Fund Priorities

City General Fund revenues are forecasted conservatively but realistically. Increases in salary and benefits and in contractual services will be increased in accordance with union contracts. Revenue estimates are conservative and based on the 2017 actual and 2018 estimated revenues received. Costs may need to be reduced if revenue decreases from estimated amounts. The General Fund budget was developed under the following policy priorities:

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

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

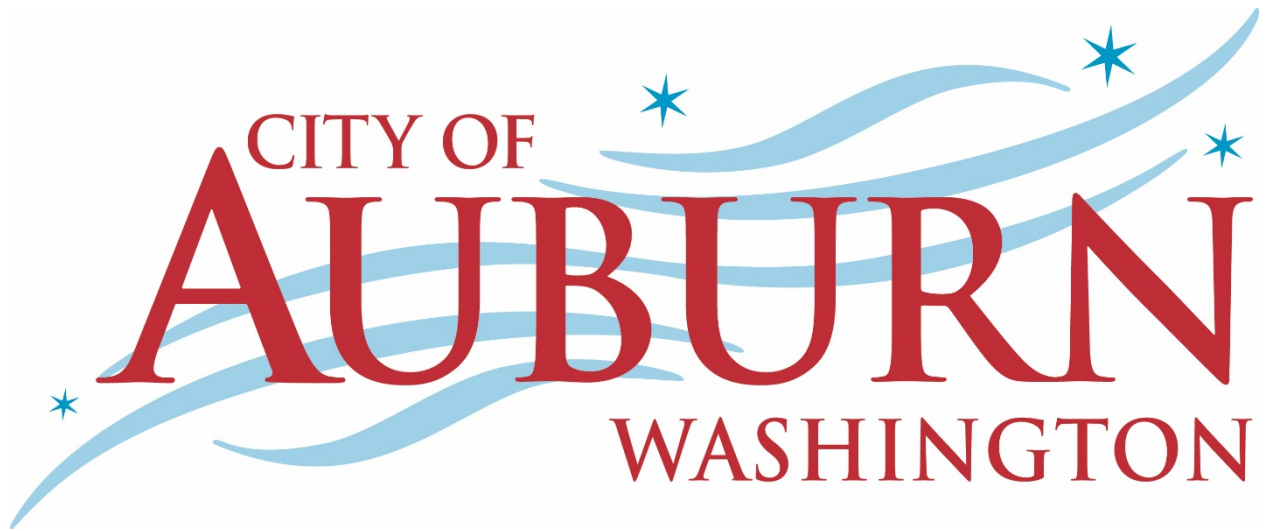
Proprietary Fund Priorities

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

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

Other Funds Budget Priorities

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



SECTION III: FINANCIAL PLAN

Introduction

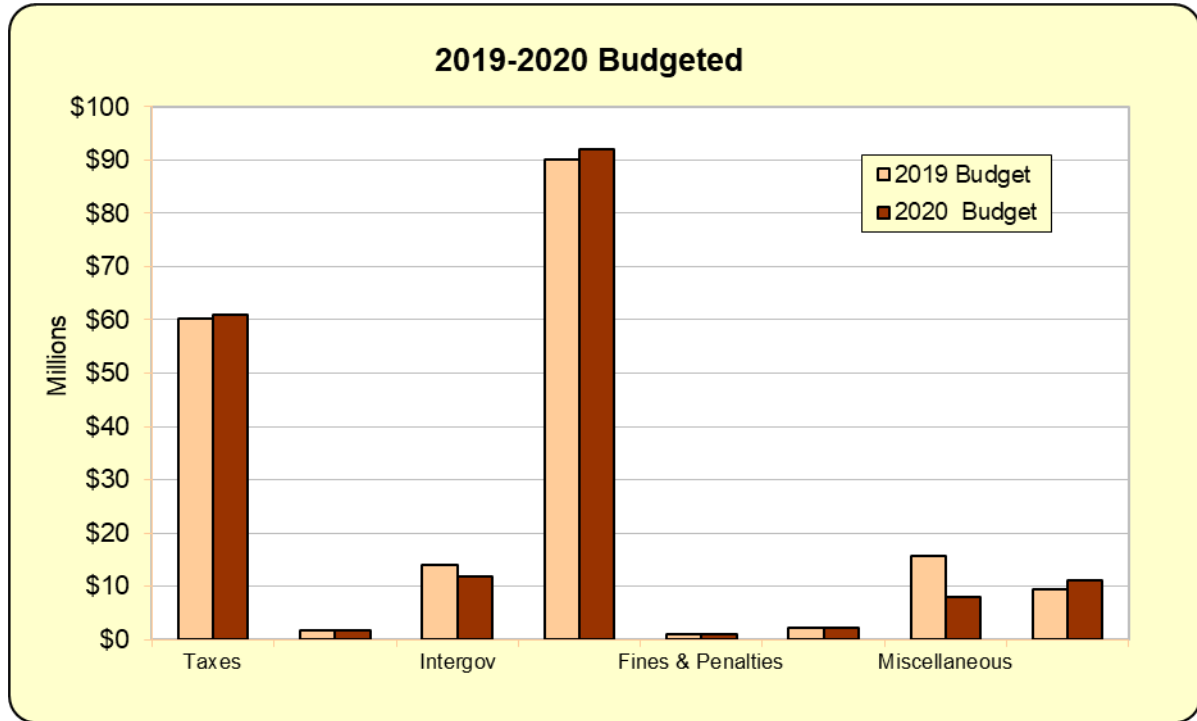
The National Advisory Council on State and Local Budgeting (NACSLB) endorses the forecasting of revenue and expenditures in their Recommended Budget Practices. This section of the budget provides a combined view of both past and anticipated future revenue and expenditures for all funds. A detailed revenue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

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

An important part of a financial plan is the City's Capital Improvement Program. While the projects affecting 2019-2020 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 2019-2020 Revenues by Source for All Funds

The graph below presents the total revenues that are anticipated to be available to support City programs during 2019 and 2020. The table shows the revenue by source of funds from 2017-2020. 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	2017 Actual	2018 Adj Budget	2018 Est Actual	2019 Budget	2020 Budget
Taxes	\$ 62,425,244	\$ 59,249,230	\$ 60,911,973	\$ 60,224,400	\$ 60,950,200
Licenses and Permits	1,906,796	2,419,950	1,889,180	1,837,900	1,838,800
Intergovernmental	16,611,786	17,163,508	16,117,412	13,963,398	11,937,998
Charges for Services	84,396,158	85,117,122	83,991,442	90,065,952	92,089,252
Fines and Penalties	992,404	940,300	1,098,500	990,500	994,800
Other Sources	7,702,244	4,020,500	2,185,873	2,157,300	2,207,500
Miscellaneous	8,663,093	9,602,415	8,029,811	15,631,930	7,915,940
Transfers In	12,437,454	19,966,075	17,702,122	9,437,466	11,115,780
Total Revenues & Other					
Financing Sources	195,135,179	198,479,100	191,926,313	194,308,846	189,050,270
Beginning Fund Balance	128,086,218	133,465,171	133,465,171	121,191,833	108,311,321
TOTAL AVAILABLE RESOURCES	\$ 323,221,396	\$ 331,944,271	\$ 325,391,483	\$ 315,500,679	\$ 297,361,591

Tax Revenue

The second largest revenue source for the City is taxes. Sources of tax revenue include property taxes, retail sales taxes, the annexation sales tax credit, utility taxes, admissions taxes, and gambling taxes. Tax revenue constitutes 31.0% of total expected revenue in 2019 and 32.2% in 2020. Almost all tax revenues are received in the General Fund to support the ongoing operations of the City. Effective in mid-2018, the annexation sales tax credit expired, resulting in a loss of approximately \$2.0 million annually. This revenue loss is being somewhat mitigated by a change effective this biennium budget. From 2013 through 2018, annual sales taxes collected from new construction activity was used to support the Save Our Streets (SOS) program in the Local Street Fund (Fund 103); effective this biennial budget, the sales tax on construction revenues will stay in the General Fund in order support on-going operations. The amount of sales taxes from new construction is estimated to total \$2.0 million in both 2019 and 2020. This biennial budget includes a budgeted transfer of \$1.8 million annually from the Capital Improvement Fund (Fund 328) to the Local Street Fund in order to continue to fund the SOS program.

In July 2008, Washington State moved from a source-based sales tax to a destination-based sales tax in order to join the national effort to standardize the way each state taxes goods. This effort, the Streamlined Sales and Use Tax Agreement (SST), led the State to adopt a system of mitigation payments designed to compensate jurisdictions within the State that would experience a net loss in sales and use tax collections as a result of this change. The City of Auburn has received mitigation payments of between \$1.5 million and \$2.0 million per year from 2009 through 2017, but this payment is scheduled to be phased out by September 2019. Beginning in 2018, the City receives Marketplace Fairness Act (MFA) tax payments for internet and other remote sales, which the State intends will replace and eventually exceed existing streamlined sales tax (SST) mitigation payments. The 2019 budget assumes \$0.2 million in new MFA receipts and the 2020 budget assumes \$0.3 million in new MFA receipts. Note that SST mitigation payments are shown in the intergovernmental revenues (see discussion below).

License and Permit Revenue

License and permit revenue is dependent on the economy as most of this revenue is comprised of building, electrical and plumbing permits from new construction activity. The 2019-2020 budget assumes continued expansion within the City, although at a moderate rate. If the economy stalls and growth does not occur as currently anticipated, this revenue source may need to be adjusted downward.

Intergovernmental Revenue

Intergovernmental revenue consists primarily of Federal, State and local grants and other governmental contributions. Intergovernmental revenue constitutes 7.2% of revenue in 2019 and 6.3% in 2020. The decline in revenue from 2018 to 2019 is due to Federal grants that are budgeted in 2018 for street projects that are to be completed in 2018, including the 22nd Street NE and I Street NE Intersection project that is anticipated to be partially funded by a Federal grant in the amount of \$1.0 million and the 15th Street NE/NW Preservation project that is anticipated to be partially funded by a \$750,000 Federal grant. The decline in revenue from 2019 to 2020 reflects the loss of the streamlined sales tax mitigation monies, as described above, which accounts for a nearly \$2.0 million annual loss to the City of Auburn. Revenues within this category are used to fund General Fund operations and are used to fund the construction of street projects and other capital projects, such as park improvements within the Municipal Parks Construction Fund.

Charges for Services

The single largest source of revenue for the City is charges for services, which include user fees for utility services, recreational, planning and building activities. This source represents 46.4% and 48.7% of total revenues in 2019 and 2020 respectively. The majority of these charges are collected in the enterprise funds for services provided as stand-alone business type activities. Service revenue also includes charges to other funds by internal service funds such as the Innovation and

Technology Fund and the Facilities Fund to recoup the cost of services provided to other City departments.

Fines and Penalties

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

Other Sources

This revenue source includes insurance recoveries, the sale of fixed assets, Public Works Trust Fund (PWTF) loans, and revenues from developers for capital system development in the Water, Sewer, and Storm Utility Funds. Budgeted revenues in the other sources revenue category in 2019 totals \$2.2 million and includes \$2.0 million in developer contributions for system development.

Miscellaneous

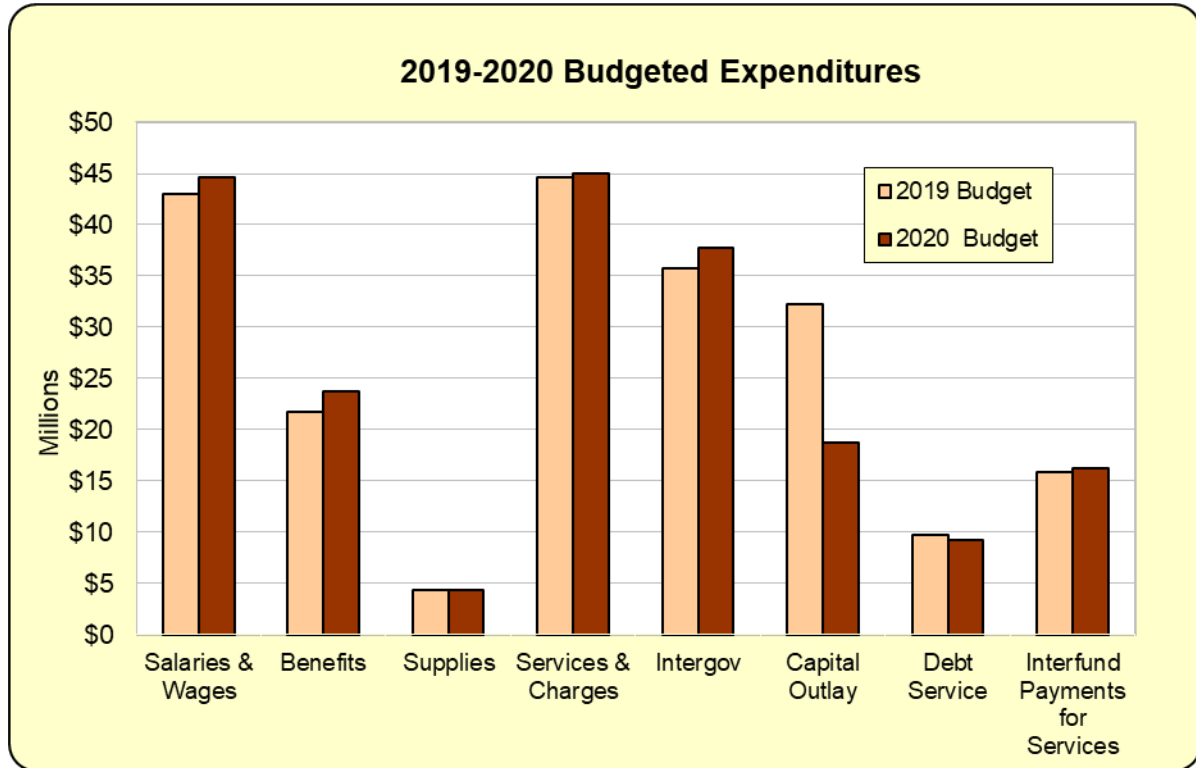
Miscellaneous revenue includes revenues from bond proceeds and interest, rents and leases, special assessments, contributions and donations, prior year cash adjustments, Equipment Rental internal service fund and Workers' Compensation internal service revenue. The Equipment Rental Fund holds City vehicles as an asset and collects annual costs from departments in order to provide for maintenance and replacement of these vehicles. The increase in revenues budgeted in 2019 is due to the anticipated financing proceeds of \$7.2 million in the Water Fund and the anticipated rebate from Puget Sound Energy in the amount of \$350,000 for the street light LED retrofit project.

Transfers In

This revenue source represents transfers between funds, and includes payments to other funds for debt service, capital construction projects and interfund loans. Transfers in 2018 are estimated to be \$17.7 million which includes a combination of one-time transfers between the enterprise funds' operating and the associated capital sub-funds, a \$3.9 million transfer for funding for various street projects, and \$2.3 million for projects in the Capital Improvement Funds. Transfers are budgeted at \$9.4 million in 2019 and \$11.1 million in 2020. Effective in 2019, the transfers in include \$1.8 million transfer in from the Capital Improvements Fund to the Local Street Fund (Fund 103) to support the Save Our Streets program. The 2020 budget includes a \$4.0 million transfer in to the General Fund from the Cumulative Reserve Fund to support operations.

Analysis of 2019-2020 Budgeted Expenditures for All Funds

The following graph presents the 2019 and 2020 budgeted expenditures of the City by major category.



Total Baseline Budget	2017 Actual	2018 Adj Budget	2018 Est Actual	2019 Budget	2020 Budget
Salaries & Wages	\$38,404,765	\$42,156,241	\$40,434,721	\$43,015,736	\$44,596,793
Benefits	15,926,739	20,346,010	18,439,647	21,699,262	23,770,050
Supplies	3,580,926	4,292,664	3,828,000	4,333,202	4,344,152
Services & Charges	37,988,370	47,598,235	43,732,787	44,635,648	45,004,111
Intergov	36,669,691	45,093,280	42,417,148	35,702,516	37,766,780
Capital Outlay	30,672,188	39,537,605	31,541,487	32,224,660	18,687,854
Debt Service	7,223,846	10,357,970	10,359,354	9,757,700	9,281,900
Interfund Payments for Services	13,318,075	13,439,506	13,446,506	15,820,634	16,214,834
Other Uses	6,008,640	-	-	-	-
Designated Fund Balance	13,298,647	12,718,872	13,318,771	11,545,421	12,153,521
Undesignated Fund Balance	120,129,509	96,403,888	107,873,062	96,765,900	85,541,596
ALL FUNDS TOTAL	\$323,221,396	\$331,944,271	\$325,391,483	\$315,500,679	\$297,361,591

Salaries and Benefits

Salaries and benefits are budgeted at approximately \$64.7 million in 2019 and \$68.4 million in 2020, and are in accordance with current labor agreements for 2019; there are no labor agreements in place yet for 2020. The 2019 budget includes an increase of five FTEs due to program improvements and service enhancements. Significant changes in benefits in 2019 and

2020 include anticipated increases in medical benefit costs (annual increases of 15.0%), increases in dental benefit costs (5.0% per year), and additional vision benefit costs (increases of 5.0% annually). The budget also includes increases in the Labor and Industries rates of 7.0% annually in both 2019 and 2020. Pension contribution rates for PERS Plan 2 and PERS Plan 3, which are set by the State of Washington, are expected to increase from 12.67% in 2018 to 13.23% in 2019 and remain constant in 2020.

Supplies

Citywide supplies are budgeted at \$4.3 million in both 2019 and 2020 and account for 2.1% of the City's biennial budget. Supplies include fuel, small tools and equipment, office and operating materials and inventory for resale. Examples of these expenditures include computers, supplies for facility, street, pump station and vehicle and equipment repairs, agricultural supplies used by the Parks, Arts and Recreation Department, and resale inventory sold at the Auburn Golf Course and Mountain View Cemetery.

Services and Charges

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

Intergovernmental Charges

Intergovernmental expenditures are budgeted at \$35.7 million in 2019 and \$37.8 million in 2020. These expenditures include transfers to other funds for debt service, capital construction, street project funding, and interfund loans. Transfers between funds are budgeted at \$9.4 million in 2019 and \$11.1 million in 2020. Other intergovernmental expenditures include the contractual costs for sewage treatment to King County, contractual costs for the South Correctional Entity (SCORE), payments to Valley Communications Center for 911 services, and payments to King County District Court for municipal court and probation services.

Capital Outlay

Capital projects budgeted in 2019 total \$32.2 million, or 15.6% of the citywide budget, and capital projects in 2020 total \$18.7 million, or 9.4% of the citywide budget. Most of the capital expenditures are budgeted in the enterprise funds, with the balance of capital expenditures primarily in the street funds and the capital projects funds. These categories fluctuate from year to year and are dependent on specific project needs as well as available funding from grants, loans, one-time revenues, and service fees. Examples of capital projects scheduled in 2019 and 2020 include the Coal Creek Springs Transmission Main Replacement project, the Runway Enhancement project at the Auburn Municipal Airport, the Street Light LED Replacement project, and the Lea Hill Safe Routes to School street project.

Interfund Payments for Services

Payments to the internal service funds are budgeted at approximately \$15.8 million in 2019 and \$16.2 million in 2020. These are charges paid for equipment repair and replacement as well as software, hardware, technology, and multimedia and facilities services. Internal services are provided by the City's Equipment Rental Fund, the Innovation and Technology Fund, the Insurance Fund, the Workers' Compensation Fund and the Facilities Fund to other City departments.

Effective in 2019, the City has changed the process for charging for services provided by General Fund support departments (Human Resources, Legal, and Finance) to other funds. Prior to 2019, support department labor costs (salaries and benefits) were directly charged to other funds. Effective this budget cycle, each employee will be fully budgeted in his/her home department and funds receiving support services will be assessed an interfund charge for those services, with offsetting revenues to the General Fund. Total budgeted charges for services for the three support departments are \$2.5 million in 2019 and \$2.7 million in 2020.

REVENUE ANALYSIS

GENERAL FUND

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

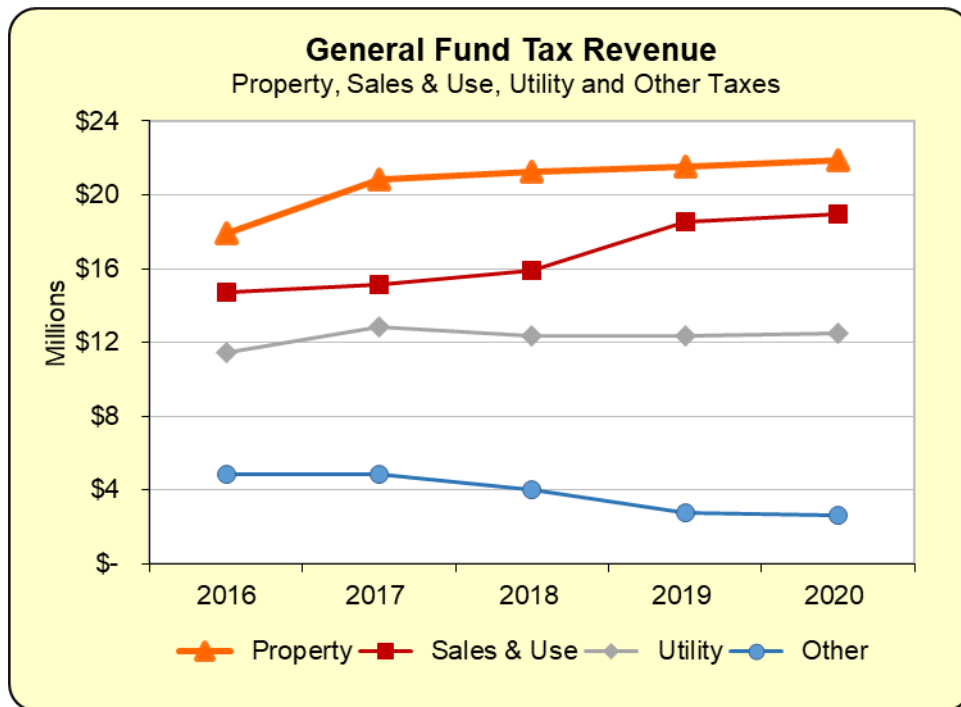
General Fund Revenue By Funding Source

	2016 Actual	2017 Actual	2018 Est Actual	2019 Budget	2020 Budget
Beginning Fund Balances:					
Designated/Reserved	144,825	216,739	691,915	691,915	691,915
Undesignated	19,421,941	20,811,927	21,951,761	17,345,127	11,702,948
Total Fund Balances	\$19,566,766	\$21,028,666	\$22,643,676	\$18,037,042	\$12,394,863
Taxes:					
Property	17,932,830	20,837,874	21,281,000	21,550,000	21,900,000
Sales & Use	14,743,855	15,141,176	15,871,250	18,540,600	18,937,000
Utility	11,447,270	12,824,573	12,384,443	12,347,500	12,457,300
Other	4,880,509	4,819,943	4,010,280	2,765,400	2,611,800
Licenses & Permits	2,984,425	1,906,796	1,889,180	1,837,900	1,838,800
Intergovernmental	5,853,491	6,243,966	6,540,990	5,782,600	4,132,160
Charges for Services	4,126,250	4,354,041	4,322,980	6,952,280	7,030,580
Fines & Penalties	905,921	882,255	898,500	859,500	863,800
Transfers In	215,177	79,000	144,300	80,906	4,081,527
Other Sources	121,935	136,703	105,000	25,000	25,000
Miscellaneous	1,163,774	1,396,876	1,339,600	1,404,300	1,371,900
Total General Fund	\$83,942,203	\$89,651,868	\$91,431,199	\$90,183,028	\$87,644,730

General Fund Tax Revenue

Current estimates indicate that the City will receive approximately \$53.5 million in tax revenue during 2018. Total revenues from taxes are anticipated to increase to an estimated \$55.2 million in 2019 and \$55.9 million in 2020. Voter-approved initiatives and State legislative budget cuts to local tax distributions have had a significant financial impact on the General Fund. In addition, the 10-year annexation sales tax credit revenue terminated in mid-2018, resulting in a loss of General Fund revenue in the amount of approximately \$2.0 million annually. To assist in offsetting the reduced tax revenues, effective in 2019, the revenues collected from sales tax on construction will stay in the General Fund, whereas they were previously diverted to the Local Street Fund for the Save Our Streets program (note – the program will continue but with funding from real estate excise tax revenues in the Capital Improvement Fund). This policy change results in an increase in budgeted General Fund sales and use tax of \$2.0 million annually. In addition, effective January 1, 2018, the State enacted EHB 2163, which has been labeled the Marketplace Fairness Act. This revenue is intended to capture the retail sales tax lost from internet sales. The estimated impact of this tax revenue is \$200,000 in 2019 and \$300,000 in 2020. Revenue budgeted for the biennium is

based on the assumption that the economy will continue to grow at a steady but moderate pace. If growth is slower than anticipated, budgeted revenues may have to be adjusted downward.



Property Taxes

Property taxes remain the largest single source of General Fund revenue for the City, constituting almost 30% of total General Fund revenues budgeted in 2019. 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 (unless the jurisdiction has “banked capacity”, which provides that the levy limit is based on the highest amount that could have been levied since 1985-1986). New construction, annexations and refund levies are additional. I-747 was declared unconstitutional by the King County Superior Court on June 13, 2006 and was overturned by a State Supreme Court decision in November 2007.

Following this decision, the Washington State Legislature approved House Bill 2416 reinstating the provisions of I-747 retroactively to 2002, thereby restoring the one percent limit on property tax increases (again, unless the jurisdiction has banked capacity). These legislative changes have significantly impacted the City as labor contracts have historically increased at an average rate of 3% while the City’s largest source of taxing authority that assists in the payment of those contracts is essentially limited to 1%. In 2010 through 2013, the City experienced four consecutive years of declining property valuation. However, in 2014 this trend reversed and the assessed valuation (AV) of property values increased by an average of 8% per year from 2014 through 2018. 2019 and 2020 property tax revenue estimates are based upon assumed increases in overall assessed value of 6.5% in 2019 and 5.0% in 2020.

Sales and Use Taxes

The sales tax rate in the City of Auburn is 10.0% on all retail sales. Within this, the net City tax rate is 0.84% after accounting for the share received by counties and a State administrative fee¹. Sales tax receipts have fluctuated in Auburn as about one-third of the City's retail sales activity are derived from new construction and auto sales, both of which are highly sensitive to economic conditions. From 2013 through 2018, annual sales taxes collected from new construction activity were used to support activities in the Local Street Fund (Fund 103). Effective this biennial budget, the sales tax on construction revenues will stay in the General Fund in order support operations. The amount of sales taxes from new construction is estimated to total \$2.0 million in both 2019 and 2020. Sales tax revenues are estimated at \$18.5 million in 2019 and \$18.9 million in 2020.

Utility Taxes

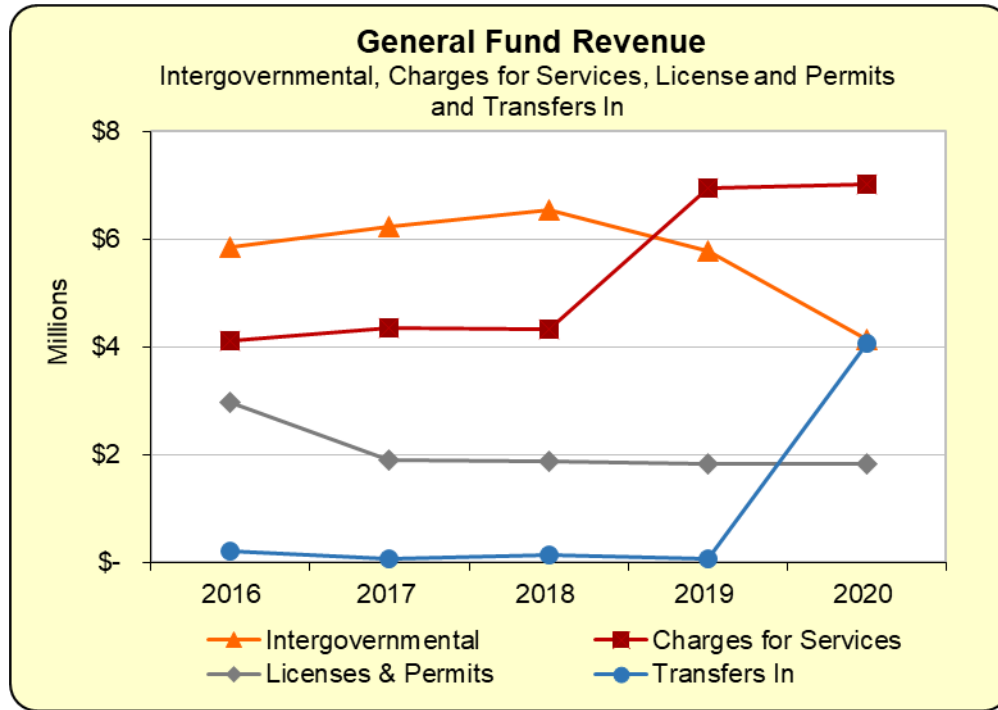
This category includes taxes applied to utilities providing services in the City, from both City-owned and private utilities. Utility taxes, as a whole, have been very stable from year-to-year. Interfund utility taxes are charged at 7.0% on the four major City utilities: Water, Sewer, Storm Drainage, and Solid Waste, of which 1.0% is dedicated to fund arterial street preservation. Other City utility taxes include a 6.0% tax assessed on telephone, cable utility, electric and natural gas providers, of which 1.0% of this tax is also dedicated to fund arterial street preservation.

Other Taxes

This category includes the annexation sales tax credit, criminal justice sales tax, gambling taxes and leasehold excise taxes. Tax revenues in the other taxes category make up 3.8% of General Fund revenues in 2019 and 3.5% in 2020. These revenues are budgeted at \$2.8 million in 2019 and \$2.6 million in 2020 and compare to a forecast of \$4.0 million in 2018. The year-over-year reduction in this revenue source from 2018 to 2019 is the result of the loss of the annexation sales tax credit of about \$2.0 million annually, that expired in mid-2018. The second largest tax source in this category is the criminal justice sales tax, which is budgeted at \$2.2 million annually in 2019 and 2020. Gambling taxes include a 2.0% tax on amusement games, 10.0% tax on punchboards and pull-tabs, and 4.0% on social card rooms.

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

Other General Fund Revenue



Intergovernmental

Various State-shared tax revenues, including streamlined sales tax, motor vehicle sales tax, liquor excise tax and liquor profits, Muckleshoot compact revenues and grant revenues dominate this category. The decline in revenues from 2019 to 2020 reflects the loss of the streamlined sales tax mitigation monies which accounts for nearly \$2.0 million annual loss of revenues to the City of Auburn. The City anticipates receiving \$850,000 annually from the Muckleshoot Indian Tribe for City services rendered, including police calls for service, court services, and street maintenance. Payment from the Tribe is based upon actual service delivery and is reconciled each year with Tribe management.

Charges for Services

This category consists of interfund revenues collected for support departments, user fees that are derived primarily from recreational fees paid by participants for programs provided by the City’s Parks, Arts and Recreation Department, reimbursement for off duty law enforcement services rendered, and plan check fees paid to the Community Development Department. Charges for services constitute approximately 9.6% of total General Fund revenue in 2019 and 9.3% of General Fund revenue in 2020.

Effective in 2019, the City has changed the process for charging for services provided by General Fund support departments (Human Resources, Legal, and Finance) to other funds. Prior to 2019, support department labor costs (salaries and benefits) were directly charged to other funds. Effective this budget cycle, each employee will be fully budgeted in his/her home department and funds receiving support services will be assessed an interfund charge for those services, with offsetting revenues to the General Fund. The budgeted charges for services for the three support departments are \$2.5 million in 2019 and \$2.7 million in 2020.

The charges for services category also includes revenues from recreational classes, league fees, and revenues collected from the senior citizen programs offered. Recreational fees typically

support about 20% of the costs of the related services. Included in this category are revenues associated with the Auburn Golf Course, which are budgeted at \$1.2 million in both 2019 and 2020. Plan check fees are derived from the review of proposed new construction and development activities. Plan checks are expected to decline during this biennial budget cycle due to a lack of supply of vacant subdivided residential land.

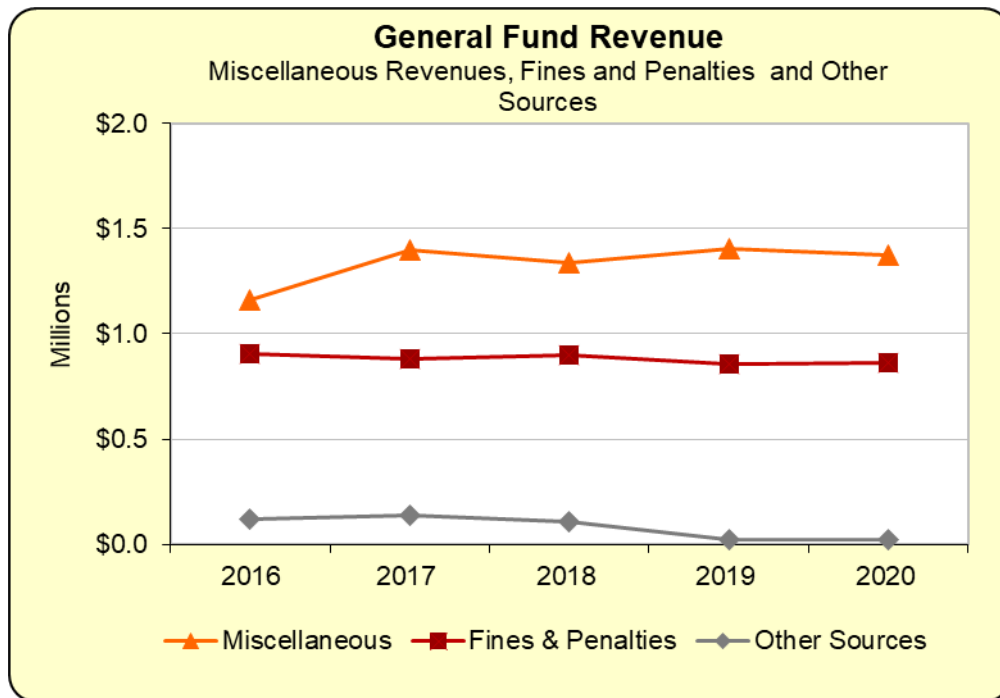
Licenses and Permits

License and permit activities are user fees that are derived from various regulatory activities of the City. Licenses and permits are projected to be approximately 2.5% of budgeted General Fund revenues in 2019 and 2020. 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. It is projected that 2019 and 2020 building permit revenues will decline slightly during this biennial budget cycle due to a lack of supply of vacant subdivided residential land. Building permit revenues in 2019 and 2020 are budgeted at just under \$1.1 million annually.

Other revenues in this category include business licenses, pet licensing, and plumbing and electrical permits. The City’s business license fee is a flat \$50.00 annually and revenues are projected to be \$210,000 in both 2019 and 2020. Pet license revenues are budgeted at \$180,000 in both 2019 and 2020.

Transfers In

Transfers in consist of transfers receipted into the General Fund in support of internal City operations and one-time transfers for the funding of operations. Budgeted transfers into the General Fund in 2019 total \$81,000 and \$4.1 million in 2020. The 2019 and 2020 budgeted transfers include transfers from the Storm Fund in both 2019 and 2020 for the reimbursement of costs associated with maintaining medians within the City. The 2020 budget also includes a one-time transfer of \$4.0 million from the Cumulative Reserve Fund to fund on-going operations in the General Fund.



Miscellaneous

Miscellaneous revenue consists primarily of facilities rentals, investment income, golf cart rental revenues, purchasing card rebate revenues, and contributions and donations. Facilities rental revenues are projected to remain stable at approximately \$460,000 in both 2019 and 2020 and golf cart rental revenues are budgeted at \$245,000 annually. Interest revenues are projected to increase due to improvement in interest rates.

Fines and Penalties

Fines and penalties consist mainly of traffic fines, parking infractions and criminal fines. As depicted in the graphic, fines and penalty revenues are fairly consistent and are projected to be 1.5% of General Fund revenues in 2019 and 2020.

Other Sources

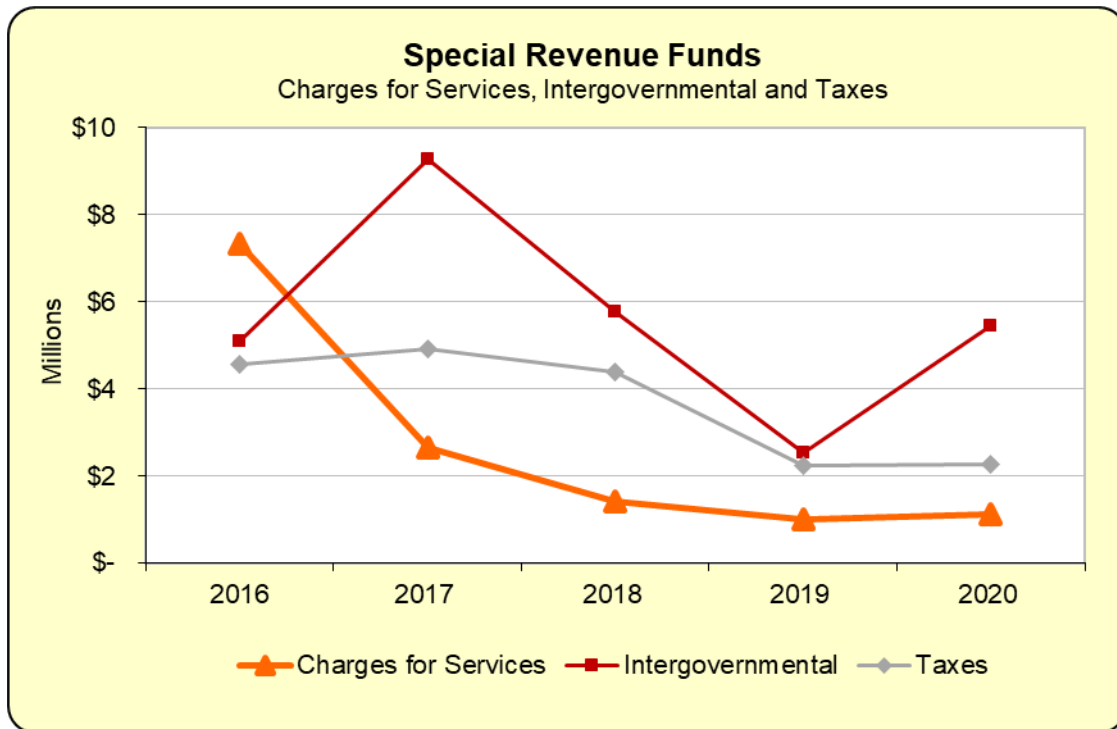
Other sources within this fund include insurance recoveries and the sale of fixed assets.

SPECIAL REVENUE FUNDS

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

**Special Revenue Funds
Revenue By Funding Source**

	2016 Actual	2017 Actual	2018 Est Actual	2019 Budget	2020 Budget
Beginning Fund Balances	21,051,048	28,941,511	29,600,718	26,431,668	23,453,211
Charges for Services	7,320,208	2,640,769	1,431,400	1,019,200	1,120,000
Intergovernmental	5,082,848	9,275,897	5,780,440	2,550,070	5,456,810
Taxes	4,561,629	4,906,279	4,380,000	2,240,900	2,264,100
Transfers In	3,427,603	3,344,525	5,849,318	2,445,350	2,411,600
Miscellaneous	737,608	987,255	552,900	455,200	468,500
Fines and Penalties	163,573	107,912	200,000	131,000	131,000
Licenses and Permits	20,700	-	-	-	-
Total Revenue	\$ 42,365,217	\$ 50,204,147	\$ 47,794,776	\$ 35,273,388	\$ 35,305,221



Charges for Services

Special Revenue Funds charges for services are derived mainly from the Mitigation Fee Fund. This revenue consists of mitigation fees paid by developers. These revenues in 2019-2020 are budgeted conservatively at \$1.0 million in 2019 and \$1.1 million in 2020.

Intergovernmental

Intergovernmental revenues are grants, entitlements, State-shared revenues and payments provided by one government to another. These include Federal, State and local grants and State entitlements.

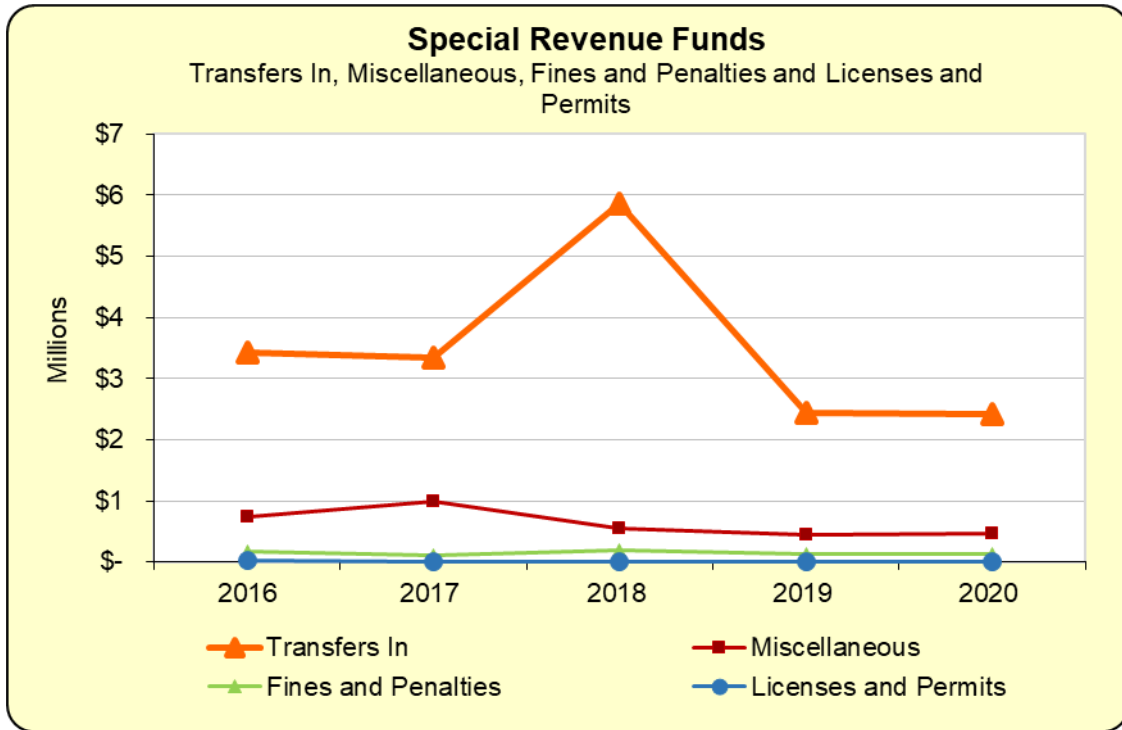
The majority of this funding is Federal grant monies for arterial street projects. Fluctuations from year-to-year for this source of revenue can be directly related to project activity since the majority of this revenue is received on a reimbursement basis. In 2017, the Arterial Street Fund received \$6.4 million in Federal and State grants for projects including the South 277th Street Corridor Improvement project and the Auburn Way South Corridor Improvement project. The Arterial Street Preservation Fund received \$1.6 million in Federal grant monies for projects including the Auburn Way North Preservation project and the Lake Tapps Parkway Preservation project. The reduced revenues reflected in the graphic between 2017 and 2019 is primarily due to the anticipated reduction in grant revenues in the street funds. A total of \$2.6 million is budgeted for intergovernmental revenues in 2019, with \$800,000 of that being a Federal grant for the A Street SE Preservation project. Of the \$5.5 million budgeted for intergovernmental revenues in 2020, \$1.8 million of that being a Federal grant for the Auburn Way North Preservation project (phase 2 and phase 3), and \$1.2 million being a Federal grant for the Lea Hill Safe Routes to School project.

Another revenue source in the intergovernmental category within the Special Revenue Funds is the Motor Vehicle Fuel Tax (MVFT). The City receives approximately \$1.8 million annually in MVFT monies. Of this, \$530,000 is deposited into the Arterial Street Fund and \$7,100 into the Recreation Trails Fund, with the remainder deposited into the General Fund. In 2015, the State Legislature passed the 15-year transportation package which includes additional monies to cities to fund transportation projects. The 2019-2020 budget projects an additional \$90,000 annually in revenues to the Arterial Street Fund for the multimodal transportation revenues.

Taxes

Tax revenue in the Special Revenue Funds is derived primarily from utility taxes and sales tax on construction, both of which are used to support the City's transportation programs. Current City policy directs 1.0% of the utility tax to the Arterial Street Preservation Fund. This revenue is budgeted at \$2.0 million in both 2019 and 2020. From 2013 through 2018, sales taxes collected from new construction projects had been deposited into the Local Street Fund in support of the City's Save Our Streets program. Effective in this biennial budget, all sales tax revenues will stay in the General Fund to support City operations; in order to continue funding for the Save Our Streets program, a total of \$1.8 million in real estate excise tax revenues will be transferred into the Local Street Fund in both 2019 and 2020.

Other taxes collected include the Business Improvement Assessment (BIA), which is a tax levied by the City on all businesses within the downtown core area. Retail businesses are levied \$0.15 per square foot and service businesses are levied \$0.15 per square foot, up to a maximum of one thousand square feet. These funds then provide the resources that enable the Auburn Downtown Association to promote the central business area. There are approximately 427,000 square feet of service businesses and 69,000 square feet of retail space assessed annually. The Hotel/Motel excise tax is another source of revenue for this group of funds. Levied at 1.0% of the charges for lodging at hotels, motels and campgrounds, these funds are used to offset the cost of tourism promotion.



Transfers In

This revenue source consists of transfers from other funds to the Special Revenue Funds. As noted above, effective this biennial budget cycle, the Save Our Streets (SOS) program will no longer be funded from sales taxes collected on new construction but will instead be funded with a \$1.8 million transfer in to the Local Street Fund from the Capital Improvements Fund using Real Estate Excise Tax (REET) revenues. Budgeted transfers in 2019 and 2020 are for the continued support of the arterial and local street projects identified in the Transportation Improvement Plan.

Miscellaneous

Miscellaneous revenue consists primarily of developer contributions and investment income and is budgeted conservatively in 2019 and 2020 at \$460,000 and \$470,000 respectively. 2017 included one-time developer contributions of \$700,000 for the South 277th Street Corridor Improvement project.

Fines and Penalties

Fines and penalties consist of confiscated property within the Drug Forfeiture Fund.

Licenses and Permits

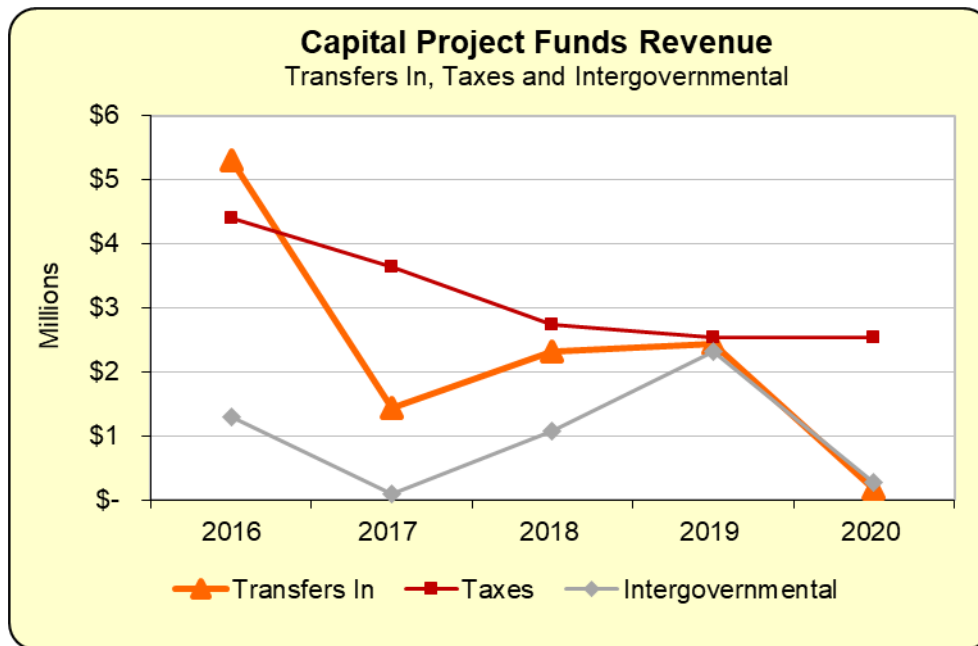
This revenue source consists of revenues generated from the right of way vacations within the Arterial Street Fund.

CAPITAL PROJECT FUNDS

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

**Capital Project Funds Revenue
By Funding Source**

	2016 Actual	2017 Actual	2018 Est Actual	2019 Budget	2020 Budget
Beginning Fund Balance	13,119,474	11,405,900	12,664,843	11,095,349	8,045,149
Transfers In	5,294,575	1,429,707	2,325,000	2,432,200	185,000
Taxes	4,396,729	3,635,540	2,735,000	2,530,000	2,530,000
Intergovernmental	1,288,587	105,847	1,075,588	2,320,000	280,000
Miscellaneous	102,329	168,684	219,981	660,150	191,800
Charges for Services	9,723	9,395	9,000	7,500	8,500
Other Sources	-	-	175,873	-	-
Total Revenue	\$24,211,417	\$16,755,073	\$19,205,285	\$19,045,199	\$11,240,449



Transfers In

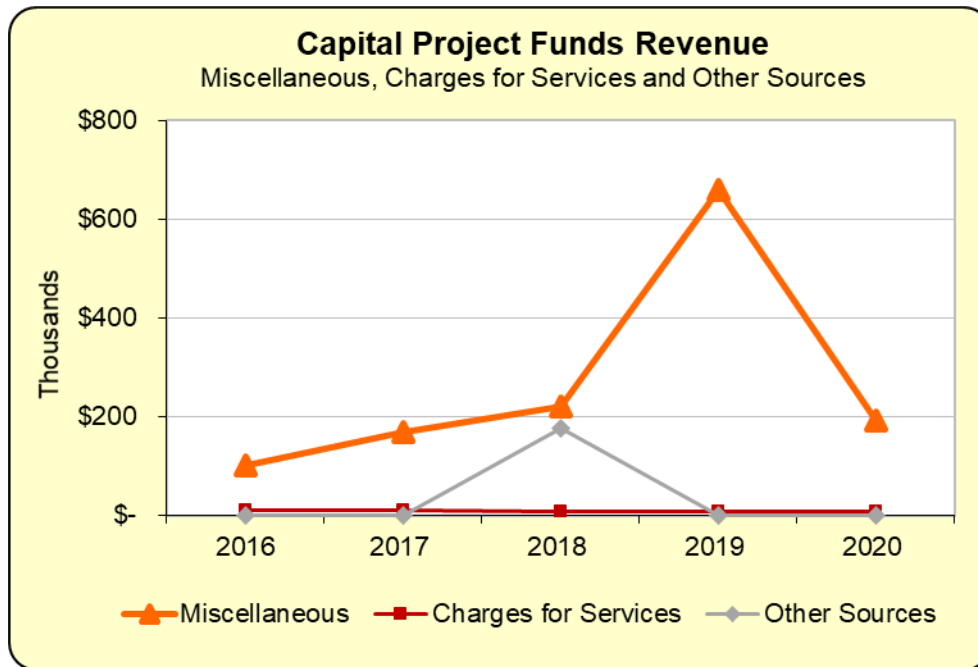
Transfers in consist of interfund operating transfers from other funds. These operating transfers are used to fund the capital projects to be determined by City Council. The budgeted transfers in 2019 and 2020 are \$2.4 million and \$185,000 respectively and primarily include transfers of funds from the Mitigation Fund to these capital funds for numerous capital improvements including improvements at Game Farm Park, improvements to the Auburn Arts and Culture Center, the 104th Avenue Park Development project and the spray park at Sunset Park.

Taxes

The tax revenue in the Capital Improvements Fund consist predominately of Real Estate Excise Tax (REET) revenues but also include tax revenues from King County to be used specifically for capital projects for park improvements. By State law, the City is authorized to levy real estate excise tax up to ½% on all real property sales transactions within the City. The City of Auburn levies the allowable amount. Revenues from this tax must be used for financing capital projects specified in the City’s Capital Facility Plan. REET revenues are divided into quarter percentages. Both the first and second ¼% may be used for streets, sidewalks, street lighting systems, traffic signals, bridges, domestic water systems, and storm and sanitary sewer systems. In addition, the first ¼% may be used to purchase park and recreational facilities, law enforcement facilities, fire protection facilities, trails, libraries, and administrative and judicial facilities. As depicted on the graphic above, capital project fund tax revenues in 2016 reached \$4.4 million, \$4.2 million of this being REET monies. Due to the surge in the local real estate market, REET revenues collected in 2016 and 2017 were strong. 2019 and 2020 REET revenues are budgeted to remain strong, although at a reduced rate compared to the prior few years as revenues are contingent upon real estate sales and the local economy.

Intergovernmental

This revenue source is primarily State, Federal and interlocal grant revenues. The Capital Improvement Fund anticipates the receipt of \$1.8 million in State and local grants for the Auburn Arts and Culture Center, the 104th Avenue Park Development project and the LED Street Light Retrofit project. The Municipal Park Construction Fund anticipates the receipt of \$480,000 in grant revenues in 2019 for improvements to Game Farm Park and for the purchase of additional property for the Mary Olson Farm.



Miscellaneous

Miscellaneous revenue includes interest earnings on fund resources and contributions or donations from developers or other organizations for community projects. The 2019 budget includes \$350,000 budgeted rebate from Puget Sound Energy for the City Streetlight LED Retrofit project.

Charges for Services

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

Other Sources

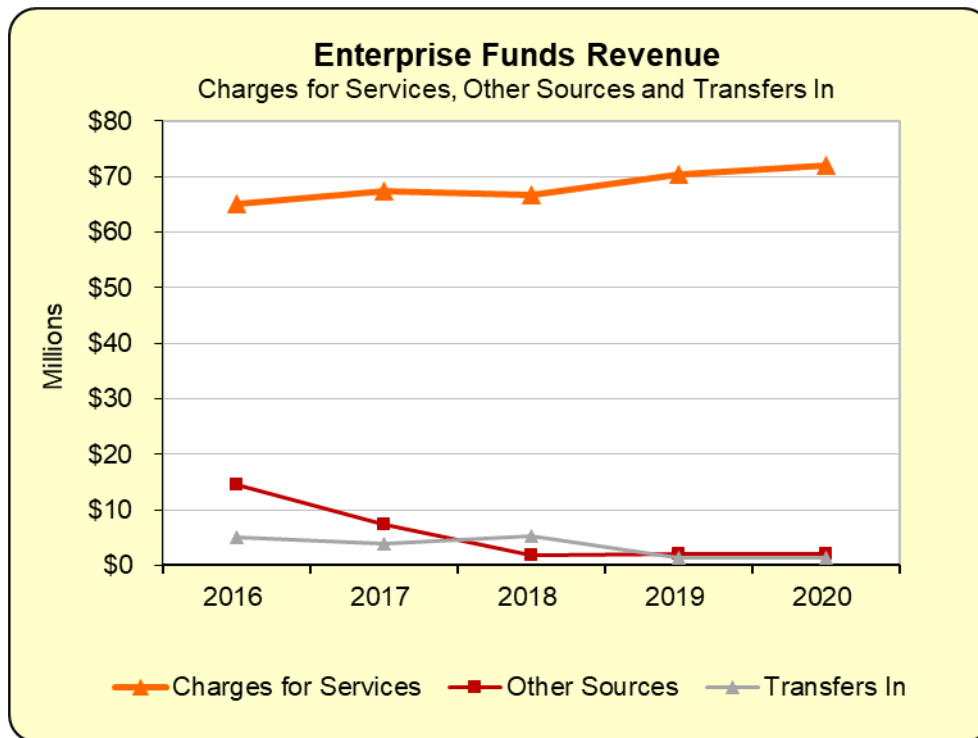
Other sources within the Capital Project Funds include insurance recoveries.

ENTERPRISE FUNDS

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

**Enterprise Funds
Revenue By Funding Source**

	2016 Actual	2017 Actual	2018 Est Actual	2019 Budget	2020 Budget
Beg. Working Capital	42,667,185	49,051,824	48,816,281	45,615,104	46,633,017
Charges for Services	64,965,768	67,417,759	66,678,700	70,445,300	71,914,800
Other Sources	14,461,287	7,389,086	1,900,000	2,082,300	2,132,500
Transfers In	5,150,000	3,874,937	5,238,600	1,394,400	1,350,000
Miscellaneous	1,176,403	1,381,559	1,105,800	8,401,200	1,250,500
Intergovernmental	959,541	424,225	1,589,463	2,212,300	994,800
Fines and Penalties	3,216	2,238	-	-	-
Total Revenue	\$129,383,400	\$129,541,629	\$125,328,844	\$130,150,604	\$124,275,617



Charges for Services

This revenue source represents fees charged by the City’s enterprise funds in return for public services. Over 75% of the City’s enterprise fund charges for service revenues are collected in the Water, Sewer and Storm utility funds; these are expected to total \$70.4 million in 2019 and \$72.0 million in 2020. Of those revenues, \$18.4 million in 2019 and \$18.5 million in 2020 represents pass-through charges in the Sewer Fund to pay King County for the treatment and disposal of the City of Auburn’s sewage.

Utility revenues are directly affected by growth factors and rate increases. The City normally reviews fees charged for utilities on an annual basis to ensure the fees charged cover the cost associated with providing the services. Effective in January 2019, the Water, Sewer and Storm Funds will implement rate increases of 3.4%, 2.4%, and 1.7% respectively.

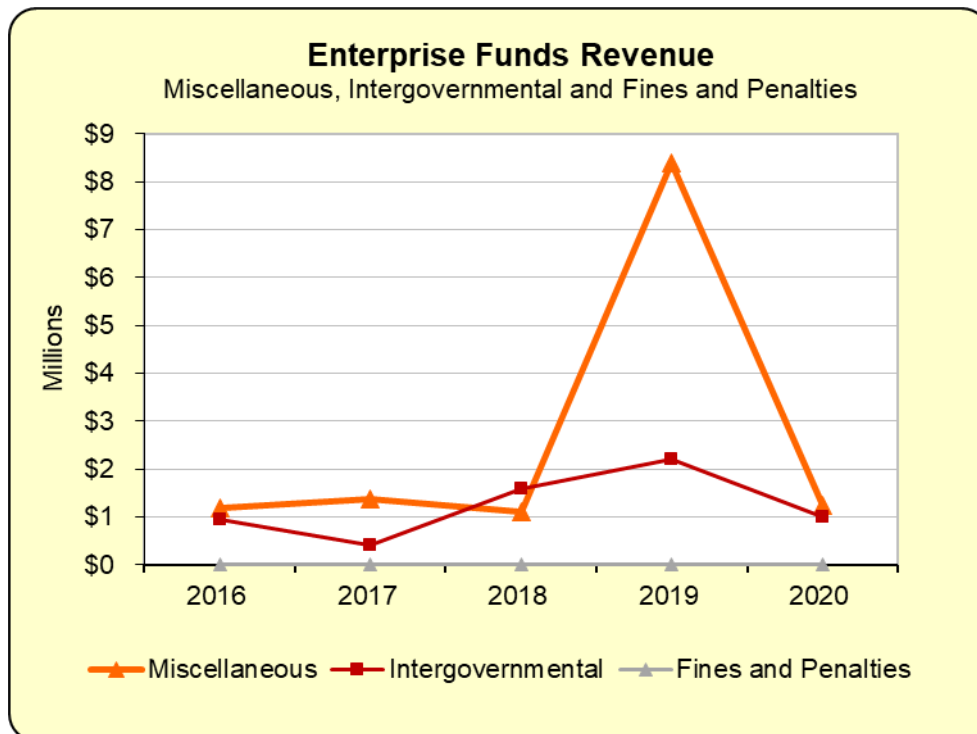
Solid waste collection is contracted through Waste Management Incorporated. Garbage rates are structured in a way that encourages participation in the recycling program. Charges for services at the Auburn Municipal Airport primarily related to fuel sales. Charges for services in the Cemetery Fund are for lot sales and retail sales for burial related products.

Other Sources

This revenue source represents resources available from system capital contributions from developers, the sale of fixed assets, and insurance recoveries. System capital contributions are paid by developers during the permitting process and are used for capital improvements. Other contributions include non-cash developer contributions as they build or improve system assets. System developer contributions have been significant in the recent past, and is budgeted at \$2.1 million in both 2019 and 2020.

Transfers In

This revenue source represents transfers from other funds. Transfers anticipated in 2018 total \$5.2 million, which is predominately the transfer in of resources from the enterprise operating sub-funds to the enterprise capital sub-funds. The 2019-2020 budget includes transfers in totaling \$1.4 million in both 2019 and 2020, also reflecting transferring funds from the operating fund portion of the utility funds to the capital portion of the utility funds.



Miscellaneous

Miscellaneous revenue includes financing proceeds to fund capital projects within the Enterprise Funds and interest earnings on fund resources. This category also includes airport property lease revenue, tie down and hangar rental revenues at the airport and changes in restricted assets. The 2019 budget includes \$7.2 million in anticipated revenues due to bond proceeds in the Water Fund.

Intergovernmental

This revenue primarily represents grant revenue. Intergovernmental revenues are budgeted at \$2.2 million in 2019 and \$1.0 million in 2020. The 2019 budget includes \$1.7 million in grant revenue anticipated in the Airport Fund for the Runway Enhancement project and includes \$525,000 in grant revenues in 2020 for the Runway Safety Area Improvement project and the West Side Fencing project at the airport.

Fines and Penalties

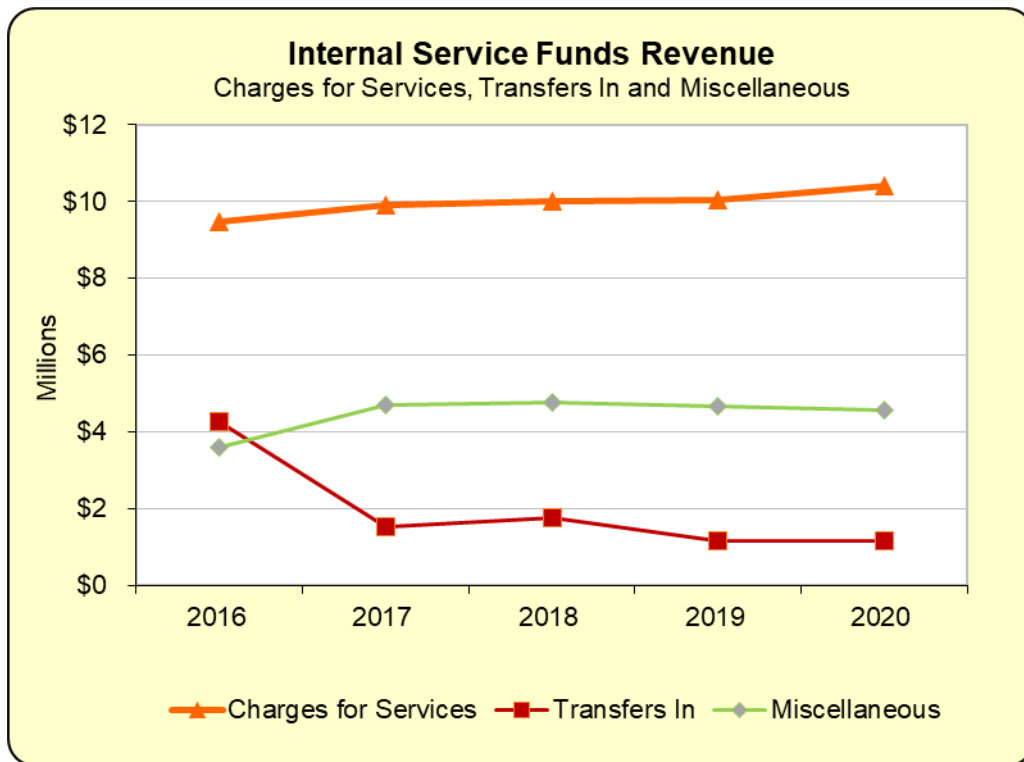
This revenue represents penalties assessed in the Water Fund for lost or damaged hydrant carts, which are used to access water from City fire hydrants.

INTERNAL SERVICE FUNDS

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

**Internal Service Funds
By Funding Source**

	2016 Actual	2017 Actual	2018 Est Actual	2019 Budget	2020 Budget
Beg. Working Capital	14,498,889	13,490,000	15,589,263	15,968,169	13,822,320
Charges for Services	9,465,533	9,923,102	10,020,331	10,034,400	10,408,700
Transfers In	4,271,623	1,511,700	1,763,400	1,162,810	1,173,653
Miscellaneous	3,581,816	4,684,087	4,767,068	4,656,200	4,581,400
Other Sources	160,716	176,456	5,000	50,000	50,000
Intergovernmental	-	-	49,000	-	-
Total Revenue	\$31,978,579	\$29,785,345	\$32,194,062	\$31,871,579	\$ 30,036,073



Charges for Services

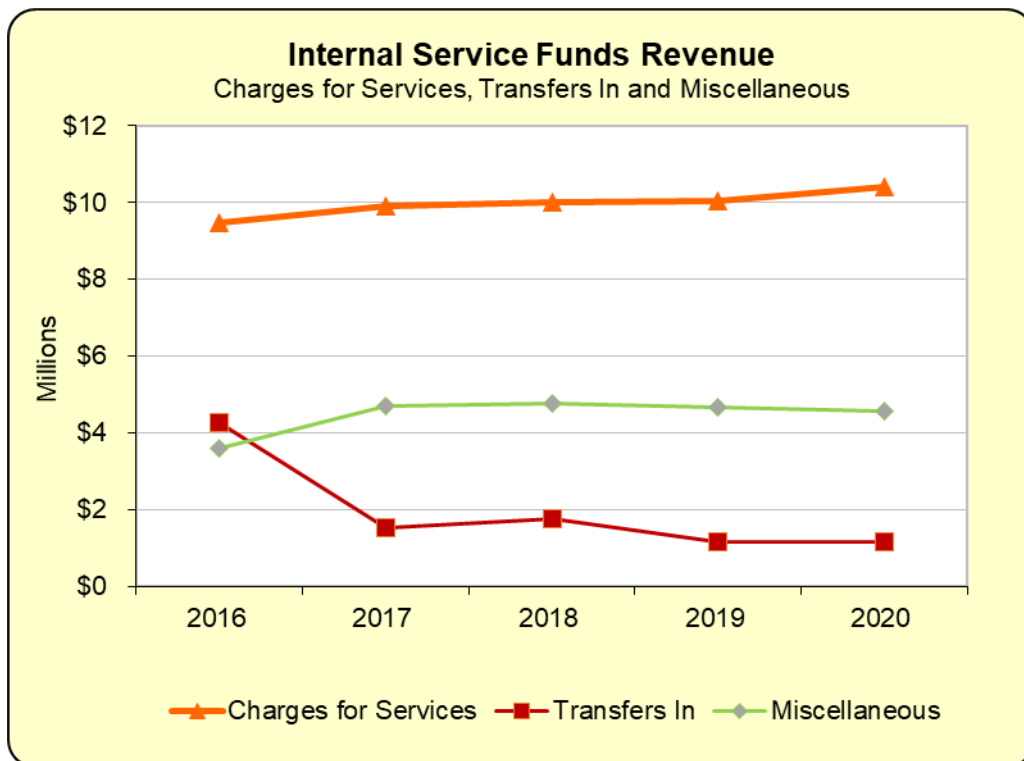
Approximately 60% of the revenue source for charges for services come from the Innovation and Technology (IT) Department and includes revenue generated in the IT Department for services rendered to the City of Pacific, Algona and Valley Regional Fire Authority. Each department is allocated a portion of the costs for IT and Multimedia services, Facilities, Equipment Rental fuel and vehicle replacement charges, which are then paid into the associated internal service fund.

Transfers In

This revenue source is for transfers from other funds or transfers from the operating sub-fund to the capital sub-fund. The 2019 and 2020 budget includes \$1.2 million annual transfer into the internal service funds. The 2019 budget includes a \$1.0 million transfer into the Equipment Rental Fund for capital projects including the enclosure of existing storage bays, adding an additional vehicle maintenance bay, and the replacement of the three underground fuel tanks. The 2020 budget includes a \$500,000 transfer from the IT Operating sub-fund to the IT Capital sub-fund for the replacement of equipment and wireless expansion as well as a \$500,000 transfer into the Facilities Fund from the Capital Improvements Fund (F328) for roof replacements at the City Hall building, the Auburn Arts and Culture Center building, and the Justice Center building.

Miscellaneous

Approximately 70% of the revenue source in the miscellaneous revenue category is in the Equipment Rental Fund, which charges departments for maintenance and replacement costs of City vehicles and other equipment. This revenue source also includes the charges for Workers' Compensation reimbursement, investment revenue, and property rental revenue within the Facilities Fund.



Other Sources

Other sources within the Internal Service Funds include insurance recoveries and the sale of fixed assets.

Intergovernmental

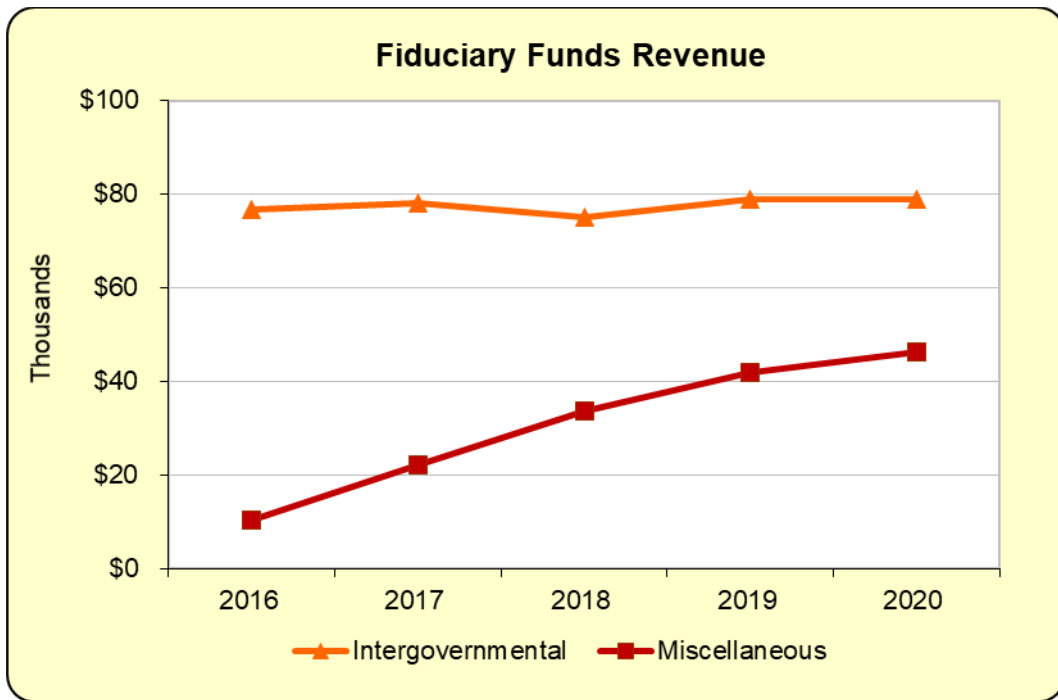
The primary revenue source in this category is grant revenue.

FIDUCIARY FUNDS

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

**Fiduciary Funds
By Funding Source**

	2016 Actual	2017 Actual	2018 Est Actual	2019 Budget	2020 Budget
Beginning Fund Balance	2,512,557	2,412,576	2,317,794	2,205,369	2,111,149
Intergovernmental	76,569	78,078	75,000	78,900	78,900
Miscellaneous	10,454	22,111	33,600	42,000	46,200
Total Revenue	\$ 2,599,580	\$ 2,512,765	\$ 2,426,394	\$ 2,326,269	\$ 2,236,249



Intergovernmental

This revenue consists of revenue from fire insurance premium tax. The City receives this revenue from the State in an allocation based on the number of retired firefighters who served the City.

Miscellaneous

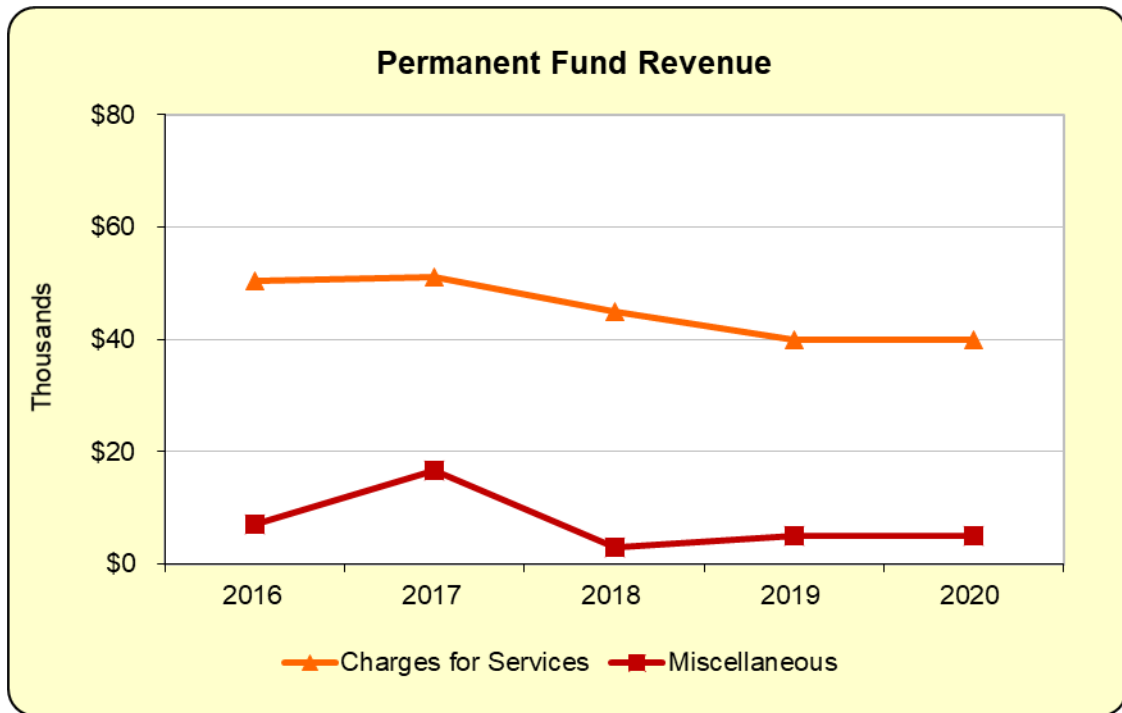
Miscellaneous revenue primarily consists of investment income on idle cash. With the interest rates rising at a nominal rate, 2019 and 2020 investment income is budgeted to increase accordingly.

PERMANENT FUND

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

**Permanent Fund
By Funding Source**

	2016 Actual	2017 Actual	2018 Est Actual	2019 Budget	2020 Budget
Beginning Fund Balance	1,686,280	1,743,809	1,811,509	1,817,409	1,829,409
Charges for Services	50,337	51,091	45,000	40,000	40,000
Miscellaneous	7,193	16,609	2,900	5,000	5,000
Total Revenue	\$1,743,809	\$1,811,509	\$1,859,409	\$1,862,409	\$1,874,409



Charges for Services

As provided by City ordinance, 10% of the sale of each grave, niche or crypt is collected for the future maintenance of the Cemetery.

Miscellaneous

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

General Fund Six-Year Forecast

The following table, graphic, and discussion presents the City's six-year forecast of General Fund revenues and expenditures. The purpose of the forecast is to highlight issues associated with financial policies and budgetary decisions. It is not intended to be a multi-year budget.

General Fund Six Year Revenue and Expenditure Forecast 2018 - 2024

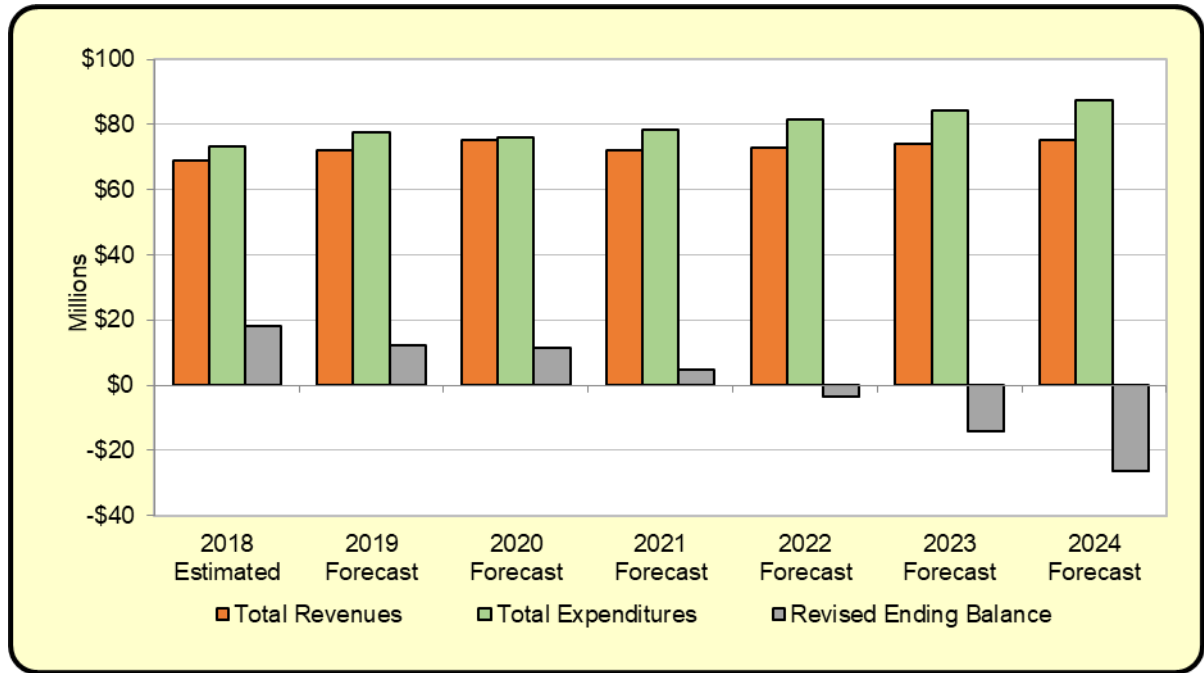
	2018 Estimated	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast
Taxes							
Property	\$ 21,281,000	\$ 21,550,000	\$ 21,900,000	\$ 22,631,000	\$ 23,097,000	\$ 23,569,000	\$ 24,052,000
Sales (1)	15,871,250	18,540,600	18,937,000	19,281,900	19,652,000	20,031,900	20,417,200
Utility	12,384,443	12,347,500	12,457,300	12,505,600	12,514,200	12,629,000	12,739,800
Other (2)	4,010,280	2,765,400	2,611,800	2,656,300	2,701,700	2,748,000	2,795,300
Licenses and Permits	1,889,180	1,837,900	1,838,800	1,886,500	1,889,200	1,891,900	1,894,600
Intergovernmental (3)	6,540,990	5,782,600	4,132,160	3,835,300	3,807,900	3,815,100	3,822,400
Fees and Charges (4)	4,322,980	6,952,280	7,030,580	6,950,480	7,067,880	7,189,080	7,314,180
Fines and Penalties	898,500	859,500	863,800	865,900	867,900	869,900	871,900
Other Sources (5)	249,300	105,906	4,106,527	99,000	99,000	99,000	99,000
Miscellaneous	1,339,600	1,404,300	1,371,900	1,220,900	1,100,200	1,108,800	1,117,500
Total Revenues	\$ 68,787,523	\$ 72,145,986	\$ 75,249,867	\$ 71,932,880	\$ 72,796,980	\$ 73,951,680	\$ 75,123,880
Expenditures							
Council and Mayor	\$ 1,332,443	\$ 1,150,079	\$ 1,184,746	\$ 1,221,715	\$ 1,259,927	\$ 1,299,428	\$ 1,340,265
Administration	3,311,597	3,693,134	3,761,081	3,708,536	3,817,877	3,930,681	4,047,068
Human Resources	3,916,885	4,506,052	4,789,415	4,923,501	5,061,573	5,203,759	5,350,192
Finance	1,521,321	3,533,140	3,729,078	3,861,573	3,999,122	4,141,934	4,290,224
City Attorney	2,376,788	2,795,950	2,934,072	3,032,573	3,134,641	3,240,417	3,350,047
Community Development	4,461,201	4,746,823	5,002,072	5,170,391	5,344,838	5,525,656	5,713,098
Jail - SCORE	3,998,000	5,001,000	5,001,000	5,251,050	5,513,603	5,789,283	6,078,747
Police	27,068,959	28,921,479	29,865,874	30,946,234	32,068,799	33,235,340	34,447,707
Public Works	3,770,772	4,031,925	4,433,811	4,588,402	4,748,809	4,915,269	5,088,028
Parks and Recreation	12,310,111	12,878,201	13,235,846	13,644,846	13,985,940	14,421,730	14,872,239
Street Department	3,845,102	4,041,472	3,987,177	4,110,219	4,237,392	4,368,851	4,504,754
Non-Departmental	5,480,978	2,488,910	2,662,233	2,624,979	2,702,328	2,782,642	2,866,044
Total Expenditures	\$ 73,394,157	\$ 77,788,165	\$ 80,586,405	\$ 83,084,018	\$ 85,874,850	\$ 88,854,989	\$ 91,948,413
Ending Balance	\$ 18,037,042	\$ 12,394,863	\$ 7,058,325	\$ 407,187	\$ (8,170,683)	\$ (18,573,992)	\$ (30,898,525)
Residual/Unused Budget	-	-	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000
Revised Ending Balance	\$ 18,037,042	\$ 12,394,863	\$ 11,558,325	\$ 4,907,187	\$ (3,670,683)	\$ (14,073,992)	\$ (26,398,525)

Key 2019-2024 Assumptions:

- Property Tax increase: 2019-2024: 1% statutory increase plus new construction.
- Retail Sales Tax growth: 2019-2024: 2% - 4% annual growth; includes Marketplace Fairness Act revenues.
- Sales Taxes on Construction (1): Revenue from construction sales tax will stay in the General Fund effective 2019 through 2024, and is anticipated to be approximately \$2.0M annually.
- Annexation Sales Tax Credit (2): This 10 year revenue stream sunset in 2018.
- Streamlined Sales Tax Mitigation (3): This revenue stream expires in 2019.
- Fees and Charges (4): Effective in 2019, this includes the recoupment of revenues from internal support departments for services rendered.
- Other Sources (5): Includes a \$4.0M transfer in from the Cumulative Reserve Fund in 2020.
- Salary and wage inflation: 2019-2020: per labor agreements; 2021-2024: 2% annual increase.
- Benefit inflation: 5% per year (2021-2024).
- General inflation: 2% per year.
- Population growth: 1% per year.

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

General Fund Forecast 2018-2024



Revenues are forecasted on the basis of future economic, demographic, and policy assumptions with little dependence on past trends. Expenditures are forecasted based on past trends modified by present and expected future conditions. Key assumptions and conclusions from this forecast are included below.

As discussed in Section 1, the General Fund is the City’s largest fund and is used to account for the majority of general City resources and services. Approximately 75% of General Fund revenues are derived from taxes including property taxes, sales taxes, utility taxes, and other taxes such as the annexation sales tax credit and gaming and admissions taxes. These taxes are sensitive to changes in general economic conditions as well as legislative changes that dictate how these revenues are determined and collected. This sensitivity is important because – should growth occur slower than anticipated – the adverse effect on fund balance may be greater than predicted.

Forecasted revenues assume property tax assessed valuations will increase by 6.5% from \$10.6 billion in 2018 to \$11.2 billion in 2019 and by 5.0% to \$11.8 billion in 2020. The City expects to increase the property tax levy in each year by the maximum allowable factor of 1% plus new construction.

Baseline sales tax revenues are forecasted to grow by 4.1% in 2019 and 2.4% in 2020. This includes the revenues anticipated from the passage of EHB 2163 (commonly referred to as the Marketplace Fairness Act), with the intent of capturing retail sales tax lost from internet sales. This forecast also includes the change in funding effective in 2019, where sales tax revenue on construction will stay in the General Fund; this is estimated to be \$2.0 million annually. The 2021-2024 forecast assumes a continued strengthening in the local economy, which is anticipated to increase the pace of annual sales tax growth of approximately 2.0% per year over the remainder of the forecast period.

While moderate revenue growth is expected, expenditures involving public safety and public services are expected to increase at a rate that outpaces revenue growth. Forecasted pressures on the cost of public service that are outside of the City’s control include State of Washington mandated pension contribution costs. Rates for the PERS 2 and PERS 3 public pension programs are expected to rise from the current 12.67% to 13.23% effective in 2019. Medical costs are

expected to increase by 15.0% annually in 2019 and 2020 and other healthcare costs are expected to increase by 5.0% annually over the same period.

Because departments typically underspend budgets each year and revenues usually exceed estimates, this forecast assumes residual unused budget and excess revenues are available and rolled forward to be utilized in the subsequent year. Historically the additional budget capacity has run around 5%; for purposes of this forecast, a fixed annual amount of \$4.5 million was used. The rate of additional budget capacity will likely be restrained going forward due to the cumulative effects of revenue limitations from legislative and voter approved mandates. The forecast assumes that any reductions in the level of under-expenditures will be offset by efficiencies gained through process improvements. However, the City's ability to realize budgetary savings in the future may be diminished as a result of these factors.

Based on these trends, the forecast shows the balance in the General Fund decreasing over the next several years and going negative in 2022 as the pace of revenue growth – in this forecast – fails to keep pace with the growth in expenditures. In reality, this will not occur: the Finance Department will continue to study revenue options and enhancements and other options to offset the increase in future expenditures and revenue losses. Again, this is a projection under a discrete set of assumptions, providing insight into the future possibilities so the City may prepare solutions to address the structural deficit prior to it actually occurring. The City goes to great lengths to ensure there are sufficient reserves to deploy in the event of an economic downturn and provide time to restructure the budget with as little disruption as possible to the services provided.

Long-Term Debt Obligations and Debt Capacity

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

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

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

General Obligation Bonds

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

The City debt obligations are well within the statutory limits for debt capacity. The following table summarizes the City's current debt obligations as compared with its legal debt limits as of December 31, 2017:

	With A Vote				Total Capacity
	Without A Vote 1.50%	General Purposes 1.00%	For Utilities 2.50%	For Parks or Open Space Development 2.50%	
Statutory Limit	\$ 158,387,259	\$ 105,591,506	\$ 263,978,765	\$ 263,978,765	\$ 791,936,295
Outstanding Indebtedness	(54,208,225)	-	-	-	(54,208,225)
Margin Available	<u>\$ 104,179,034</u>	<u>\$ 105,591,506</u>	<u>\$ 263,978,765</u>	<u>\$ 263,978,765</u>	<u>\$ 737,728,070</u>

Source: City of Auburn 2017 CAFR

In 2010, the City issued \$31,990,000 of general obligation bonds². The bonds were used for the following purposes: 1) refunding the remaining portion of the City's outstanding 1998 Library bonds; 2) to pay for downtown infrastructure improvements, which included utility relocation and upsizing, a promenade with open plazas, and a new street surface; and 3) to pay for a portion of the cost of acquiring certain condominium units to provide city office space near City Hall (in the City Hall Annex building). The balance of these bonds at the end of 2018 is \$23,555,000.

In 2016, the City issued \$3.87 million of general obligation bonds to perform an advance refunding of the remaining balance of two previous general obligation debt issues: \$3,270,000 of general obligation debt issued in 2006 for the design and construction of a new Golf Course clubhouse and improvements to the Cemetery³, and \$1,375,000 of general obligation debt issued in 2005 to pay for the construction cost of hangars at the Auburn Municipal Airport⁴. The balance of these bonds at the end of 2018 is \$2,631,471.

The South Correctional Entity (SCORE) was created under an Interlocal Agreement between the cities of Auburn, Burien, Federal Way, Renton, SeaTac, and Tukwila, and provides for correctional services for the detaining of arrestees and sentenced offenders. Under this agreement, the City is contracted to pay 31% of the debt service associated with a 2009 SCORE bond issue, over a 30-year period. The City of Auburn's balance at the end of 2018 is \$22,202,200.

No general obligation bonds were issued from 2017 through 2018, and no new general obligation bonds are anticipated in 2019 or 2020.

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

² LTGO 2010A – 2010D General Obligation Bonds

³ 2006 non-taxable and taxable General Obligation Bonds

⁴ 2005 refunding General Obligation Bonds

Revenue Bonds

The City has approximately \$25.5 million of principal in utility revenue bonds outstanding as of the end of 2018. The City is required to maintain a coverage ratio of 1.25 for the utility revenue bonds, whereby the net utility operating revenues will exceed 1.25 times the maximum annual utility revenue bond debt service cost. Actual debt service coverage through 2017 was 3.33 times the maximum. The annual debt service payment is paid from the utility user charges and system development fees.

In 2010, the City issued \$21,295,000 in revenue bonds used to construct or replace capital infrastructure in the Water, Sewer, and Storm utilities. In the Water utility, proceeds were used to buy wholesale water contracts, build a new reservoir, replace two booster pump stations, and replace water mains and other water system equipment. In the Sewer utility, bond proceeds were used to replace two pump stations, replace damaged sewer pipe, and upgrade pump station control systems. In the Storm utility, proceeds were used to replace a pump station, enlarge a flood control pond, and install new roadway drainage systems. At the end of 2018, the balance of the bonds is \$16,795,000.

In 2013, the City issued \$11,415,000 in revenue bonds for the Water and Storm utilities. In the Water utility, bond proceeds were used to improve a reservoir and two well sites, replace aged water mains, replace water mains crossing under the Burlington Northern & Santa Fe (BNSF) Railway's proposed third rail line, and to implement improvements to the utility billing system. In the Storm utility, proceeds were used to improve the storm drainage system to address potential flooding issues, and to encase or replace storm pipes crossing under BNSF's proposed third rail line. At year-end 2018, the balance of this bond is \$8,680,000.

In 2018, the City Council approved Ordinance No. 6690 which established a series of planned rate adjustments that were designed to fund utility financial obligations through 2022. The 2019 budget for the water utility also includes the issuance of \$7.2 million in revenue bonds to support capital repair and replacement projects.

Public Works Trust Fund & Drinking Water Loans

The City has six Utility Public Works Trust Fund Loans that have been used to fund water corrosion control, a reservoir protective coating project, the Auburn Way South sanitary sewer replacement, and Well 1 improvements. The balance of these six loans totals \$5,698,030 at the end of 2018. In 2016, the City was awarded a Drinking Water State Revolving Fund Loan to fund the Coal Creek Springs Transmission Main Replacement Project. This loan is drawn as expenses are incurred. The balance of this loan at the end of 2018 is \$81,769.

In addition, the City has two Street-related Public Works Trust Fund Loans that funded the M Street SE Underpass project and the Harvey Road NE & 8th Street NE Intersection Improvement project. The balance of these two loans as of the end of 2018 is \$3,494,669.

The City currently maintains a rating of AA with Standard & Poor's for its revenue bond debt.

Local Improvement District (LID) Bonds

The City has one Local Improvement District, LID #350. The balance of this bond at the end of 2018 is \$6,901.

The following debt payment schedule is for all outstanding debt as of December 31, 2017:

Year	General		Utility Revenue		LID Bonds		Total	
	Obligation Bonds		Bonds & PWTF Loans		Principal	Interest	Principal	Interest
	Principal	Interest	Principal	Interest				
2019	2,094,636	2,843,041	2,734,966	1,343,198	6,901	345	4,836,502	4,186,584
2020	1,969,766	2,755,227	2,612,597	1,272,380	-	-	4,582,363	4,027,607
2021	2,039,702	2,665,409	2,672,597	1,206,698	-	-	4,712,299	3,872,107
2022	2,109,908	2,564,978	2,505,512	1,118,027	-	-	4,615,420	3,683,004
2023	2,174,533	2,459,271	2,549,397	1,022,193	-	-	4,723,930	3,481,464
2024	2,251,667	2,346,815	2,619,397	923,074	-	-	4,871,064	3,269,889
2025	2,332,709	2,226,919	2,586,553	820,324	-	-	4,919,262	3,047,243
2026	2,040,300	2,102,271	2,656,553	714,283	-	-	4,696,853	2,816,553
2027	2,120,600	1,973,203	2,555,914	593,880	-	-	4,676,514	2,567,083
2028	2,212,450	1,839,048	2,645,914	469,375	-	-	4,858,364	2,308,424
2029	2,295,850	1,698,001	2,655,532	339,833	-	-	4,951,382	2,037,833
2030	2,393,900	1,550,430	2,750,532	205,535	-	-	5,144,432	1,755,965
2031	2,486,950	1,396,617	1,060,532	65,760	-	-	3,547,482	1,462,377
2032	2,598,100	1,235,416	1,090,532	34,796	-	-	3,688,632	1,270,212
2033	2,702,350	1,066,993	116,993	2,632	-	-	2,819,343	1,069,625
2034	2,813,150	891,815	116,993	2,340	-	-	2,930,143	894,155
2035	2,470,500	709,468	116,993	2,047	-	-	2,587,493	711,515
2036	2,570,950	547,974	116,993	1,755	-	-	2,687,943	549,729
2037	2,679,500	379,880	116,993	1,462	-	-	2,796,493	381,343
2038	2,791,150	204,671	116,993	1,170	-	-	2,908,143	205,841
2039	1,240,000	77,413	116,993	877	-	-	1,356,993	78,291
2040	-	-	116,993	585	-	-	116,993	585
2041	-	-	116,993	292	-	-	116,993	292
2042	-	-	-	-	-	-	-	-
Totals	\$ 48,388,671	\$ 33,534,858	\$ 34,749,468	\$ 10,142,517	\$ 6,901	\$ 345	\$ 83,145,039	\$ 43,677,720

Source: City of Auburn 2017 CAFR & Debt Service Schedules

General Fund Fiscal Capacity

The City uses a range of strategies to maintain its fiscal security. Several of the financial policies are based on this strategy. First, the City maintains fund balances sufficient to meet the General Fund cash flow needs and estimated employee retirement cash outs for the biennium. Including reserves held in the Cumulative Reserve Fund, this amounts to between 13% and 22% of General Fund expenditures. In good economic times, this fund balance can be budgeted higher than when the economy takes a turn for the worse. This balance serves as the first line of defense against a sudden and significant economic downturn. However, revenues are forecasted moderately. This not only provides protection from needing to rely on the fund balance, it has provided a higher fund balance than originally budgeted, augmenting reserves.

The City has a Cumulative Reserve Fund for two purposes. First, it allows the City to build funds for needed capital projects without having to rely exclusively on debt. Secondly, it provides long-term stability to City finances as a counter-cyclical balance. Money is put aside in good years (from higher than budgeted reserves), allowing the City a reserve to draw on in years of economic decline.

The City also maintains two special purpose reserve funds to adequately meet specific and significant potential contingencies: 1) an insurance fund to augment regular insurance coverage and to provide for independence and/or stability, and 2) a guarantee fund to adequately secure the City's LID program.

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

User Fees

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

B&O Tax

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

Business Licensing

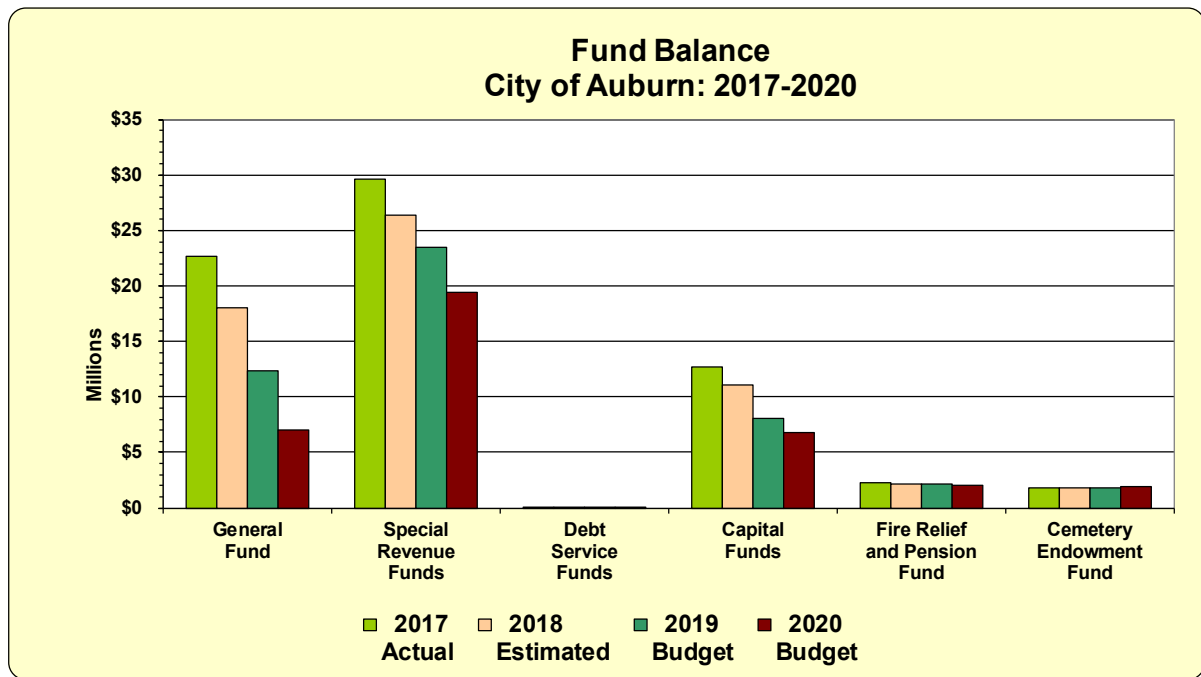
Some jurisdictions have used business licensing as a means of generating additional revenues. A very aggressive program could yield as much as \$750,000 per year.

Fund Balance Trends

Fund balance is the difference between assets and liabilities reported in a governmental fund. Fund balances are either designated (i.e., dedicated to a particular purpose) or undesignated (i.e., the remaining, un-appropriated balance of the fund after accounting for designated funds). Following are the fund balance trends for the City’s governmental, fiduciary and permanent funds from 2017 through 2020.

Fund Balance 2017 - 2020

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Fire Relief and Pension Fund	Cemetery Endowment Care Fund
Actual:						
2017	\$22,643,676	\$29,600,716	\$21,101	\$12,664,843	\$2,317,794	\$1,811,509
Estimated Actual:						
2018	18,037,042	26,431,668	21,723	11,095,349	2,205,369	1,817,409
Budget:						
2019	12,394,863	23,453,211	22,203	8,045,149	2,111,149	1,829,409
2020	7,058,325	19,472,345	22,843	6,826,149	2,013,929	1,874,409



The General Fund’s ending balance decreases significantly from the 2017 actual amount to 2020 budget as reserves are drawn down; this is largely because General Fund revenues have not kept pace with the increased costs of services, including public safety, transportation, and human services. However, since departments typically under spend budgets each year, the long-term General Fund forecast assumes residual budget is unused and rolled forward to be utilized in subsequent years. Therefore, we expect the General Fund to exceed its target reserve rate of 12% in 2019. In 2020, General Fund reserves are projected to end the year at about 8.75%, which is above the minimum reserve rate of 8% but below the target of 12%. Including reserves held in the Cumulative Reserve Fund, 2020 General Fund reserves are projected to be about 16.5% of General Fund expenditures, roughly mid-point between the target and minimum balance.

The sum of special revenue fund balances is projected to decrease between 2017 and 2018 due to relatively high levels of planned transportation project construction activity in 2018. Fund balances in the special revenue funds are expected to decrease further as this construction continues.

The capital projects fund balance is projected to decrease between 2017 and 2018, reflecting construction activity and transfers of Real Estate Excise Taxes (REET) for projects in other funds, including a \$2.2 million transfer to the Arterial Street Preservation Fund for street projects. This trend is expected to continue in 2019 and 2020 due to projects including the City Street Light LED Retrofit project as well as the transfer of REET dollars to fund the Local Street Improvement Program and other projects.

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

Working Capital

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

Since a City cannot make a profit, unlike private sector enterprises, expenses and revenues should balance. However, working capital might increase to accumulate funds for at least four purposes:

1. To provide cash flow for operations and maintenance.
2. To provide a cushion or a contingency for unforeseen needs and emergencies.
3. To provide adequate security for long-term debt.
4. To allow for a capital development program, including funding for future renewals and replacements, while minimizing the need for future borrowing.

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

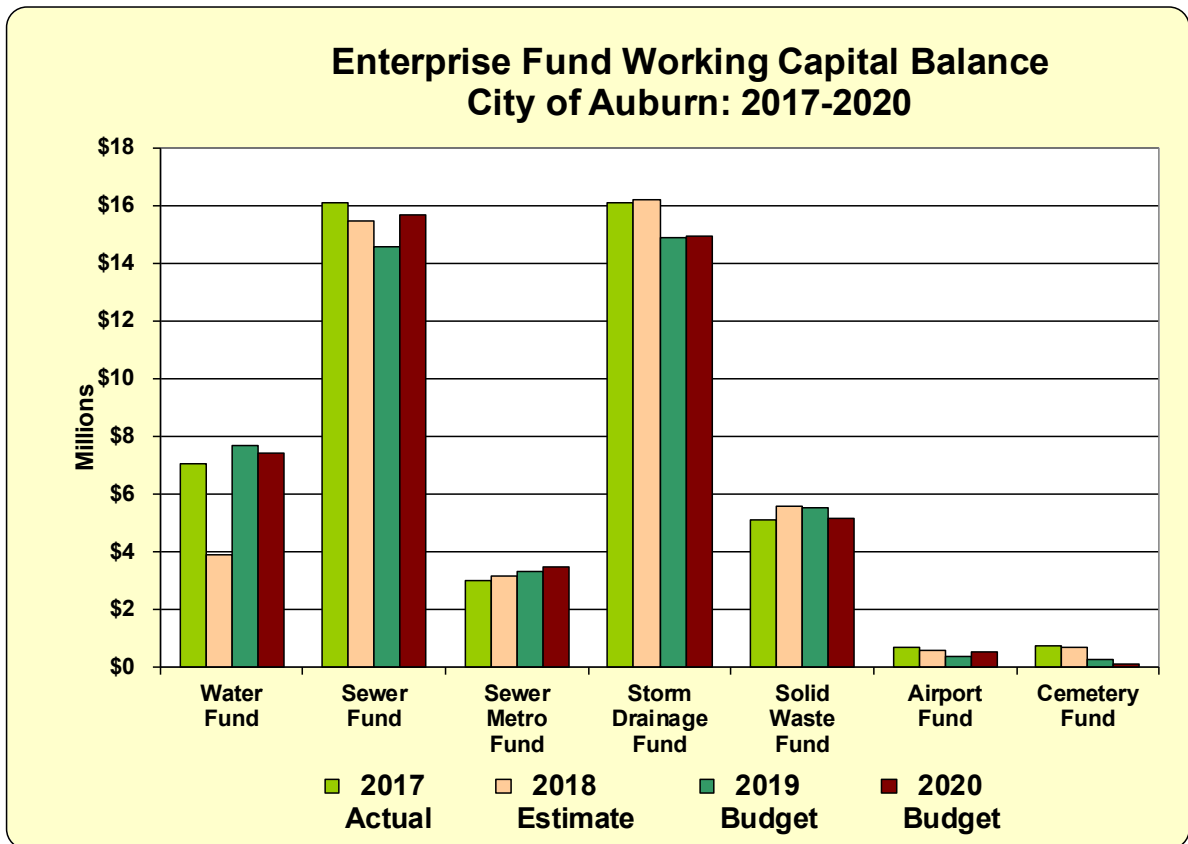
The Water Utility working capital balance is projected to decrease between 2017 and 2018, reflecting the completion of significant construction projects. Both the 2019 and 2020 budgets assume a 3.4% water rate increase effective the first of the year, which will help restore the fund balance to 2017 levels. Funding in the water utility also includes \$7.2 million in new debt funding in 2019 to help fund planned water system projects in 2019 and 2020, including the Coal Creek Springs Transmission Main Replacement.

The Sewer Utility working capital balance is projected to remain relatively constant over the 2017 to 2020 time frame as net income from operations and capital-related revenues are sufficient to cover construction activity during the period. The 2019-2020 budget includes 2.4% annual rate increases.

The Storm Drainage Utility working capital balance is projected to remain stable between 2017 and 2018 and then decrease slightly over the 2019 to 2020 time period due to relatively higher construction activity in 2019. The 2019-2020 budget includes 1.7% annual rate increases.

Working Capital
Enterprise Funds

	Water	Sewer	Sewer Metro	Storm Drainage	Solid Waste	Airport	Cemetery
Actual:							
2010	\$10,367,027	\$14,585,273	\$0	\$7,896,879	\$2,695,161	\$1,011,718	\$436,368
2011	9,715,479	10,751,024	-	5,758,187	1,399,901	937,942	316,498
2012	21,606,067	16,021,979	-	9,795,538	775,690	969,009	124,129
2013	14,189,404	12,952,797	1,826,811	15,762,939	1,504,560	801,284	261,934
2014	14,027,406	13,346,282	2,100,400	16,051,080	2,491,724	556,938	294,547
2015	9,261,201	12,862,859	2,358,518	13,814,969	3,477,387	516,605	375,647
2016	9,914,039	15,520,705	2,672,022	15,385,491	4,411,853	597,251	550,462
2017	7,059,982	16,076,568	3,033,467	16,105,005	5,083,854	683,580	773,825
Estimated Actual:							
2018	3,925,185	15,477,840	3,184,467	16,188,302	5,556,175	581,038	702,097
Budget:							
2019	7,694,334	14,578,177	3,341,367	14,852,890	5,508,969	357,245	300,035
2020	7,397,198	15,680,929	3,492,867	14,938,920	5,176,517	515,844	118,192



Note:
The Sewer Metro Fund was created in 2013.

Due to annual rate increases in 2013 and 2014, rates and other charges fully fund the Solid Waste utility's operating expenses and have allowed the City to increase working capital balances each year. Rates were last increased in 2014 and are not planned to increase in 2019 or 2020. Beginning in 2019, fund balance is expected to decline from a high of \$5.6 million in 2018 to \$5.2 million in 2020. In 2019, City staff will begin the process to issue a request for proposals for the next solid waste contract.

Since 2004, the City has contracted the Airport to an outside manager. In 2019, the City will take over this function and expects to hire full-time staff to manage and operate the Airport in late 2018. The Airport's fund balance fluctuates somewhat from year to year depending on construction activity but is expected to end 2020 at just over \$0.5 million.

In 2019 and 2020, revenues for the cemetery are expected to remain flat, with the fund operating somewhat in the red due to increasing salary and benefit costs as well as charges for water use. Additional annual transfers from the Cumulative Reserve Fund are budgeted in 2019 and 2020, if needed, to meet the cemetery's working capital needs. The working capital balance for the Cemetery Capital Fund is expected to decrease in 2019 due to repair and overlay of cemetery roads that are in poor condition.

As an internal service fund, the Facilities Fund charges departments to cover the full cost of operations and maintenance of city-owned and operated buildings. Working capital is expected to decrease each year as funds are transferred for debt service payments associated with the City Hall Annex.

Innovation and Technology also charges departments for services provided, covering its cost of operations and equipment purchases and replacement. Working capital is expected to decrease from 2018 to 2020 due to the cost of replacements and increased program costs.

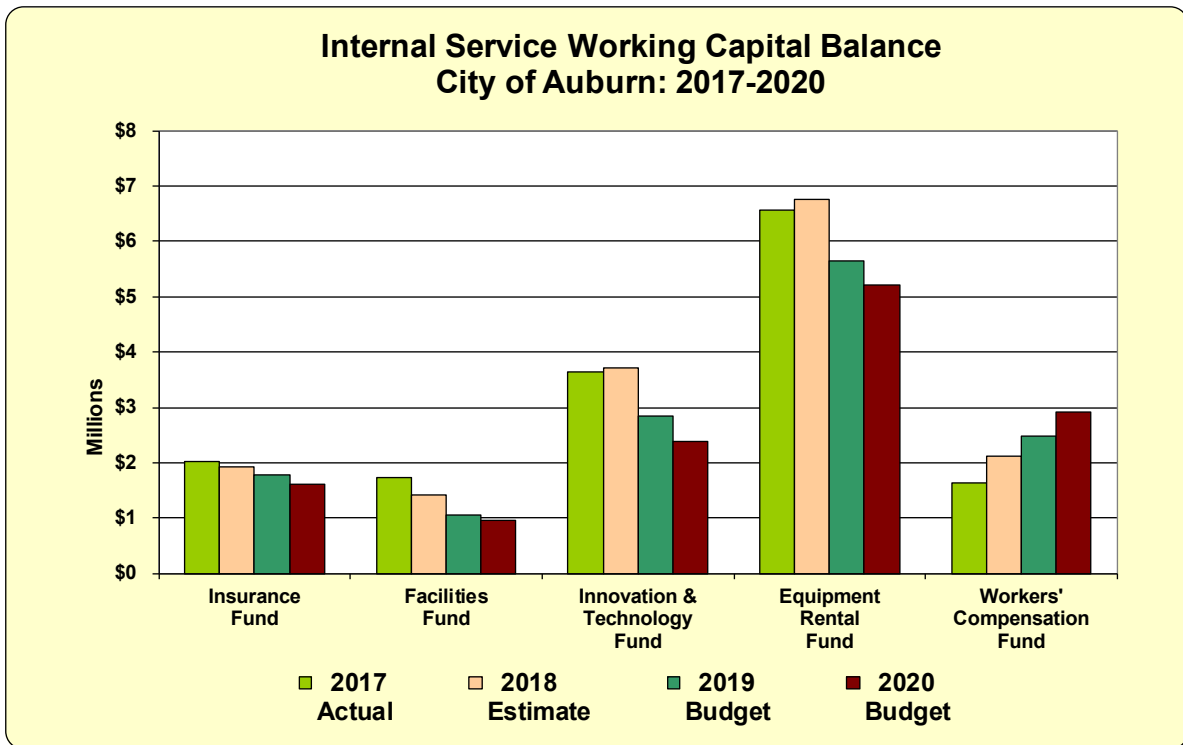
The Equipment Rental Fund working capital is projected to decrease between 2018 and 2020 as replacement funds are being used and construction occurs for capital projects.

The Workers' Compensation Fund was created in 2014, based on the City's decision to self-insure workers' compensation *in lieu* of State L&I insurance. The fund provides time loss and medical benefits for employees who are affected by an occupational injury or illness. Working capital in the fund has grown each year to provide ample reserves; the appropriate level of reserves will be determined in 2019 based on an actuarial study.

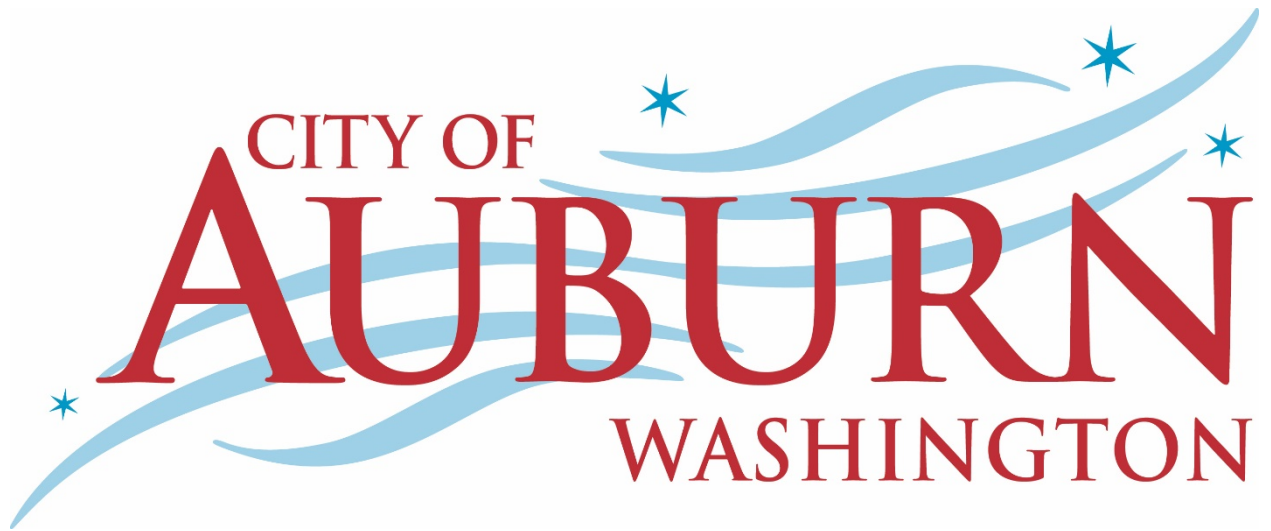
Working Capital

Internal Service Funds

	Insurance	Facilities	Innovation & Technology	Equipment Rental	Workers' Compensation
Actual:					
2010	\$2,481,572	\$0	\$2,932,485	\$6,104,142	\$0
2011	2,234,469	248,239	3,899,257	5,291,929	-
2012	2,366,832	714,944	3,949,793	5,826,195	-
2013	1,815,731	1,976,512	3,406,012	5,920,444	-
2014	1,654,057	2,194,912	3,543,327	5,844,690	-
2015	1,530,588	2,410,754	3,705,195	6,074,119	-
2016	1,385,685	1,853,016	3,384,289	5,769,642	1,097,368
2017	2,015,500	1,741,924	3,642,101	6,564,619	1,625,120
Estimated Actual:					
2018	1,928,070	1,412,874	3,743,501	6,754,736	2,128,988
Budget:					
2019	1,768,470	1,050,811	2,865,671	5,655,295	2,482,073
2020	1,610,970	969,449	2,407,013	5,208,660	2,910,558



Note:
The Workers' Compensation Fund was created in 2014.



SECTION IV: OPERATING BUDGET

Introduction

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

This section presents budget information according to the City's administrative structure beginning with the Mayor and City Council, followed by all funds for which each department director is responsible. For example, the Administration Department tab includes the budgets for general government administration, Emergency Management, Community & Human Services, and Economic Development in the General Fund as well as the Hotel/Motel Tax Fund (Special Revenue), Housing & Community Development Fund (Special Revenue), the Business Improvement Fund (Special Revenue), the Multimedia Fund, and the Facilities Fund.

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

Department Organizational Chart

Each organizational chart identifies the authorized staff positions in the 2019-2020 biennial budget. The charts specifically identify each division that reports to the department head. Each employee has a "home" department/division/fund, but may perform work for another department/division/fund. This system is intended to identify all authorized permanent staff positions.

Department or Division Mission Statement

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

Department Overview

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

Goals and Accomplishments

A summary of each department or divisions' goals for 2017 and 2018, progress made towards achieving those goals, and the goals that the department has set for 2019 and 2020.

Baseline Budget by Object

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

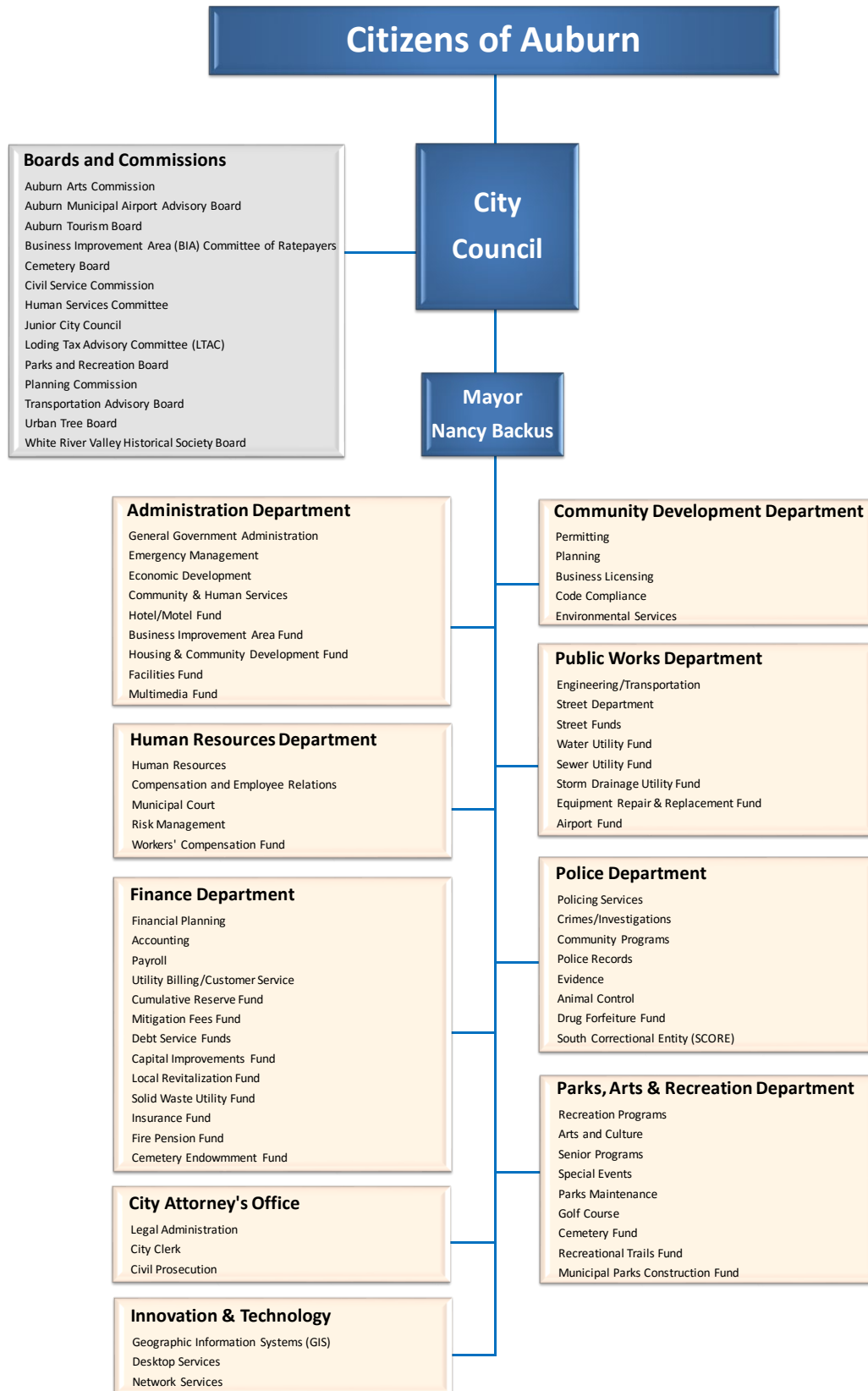
Department Employees

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

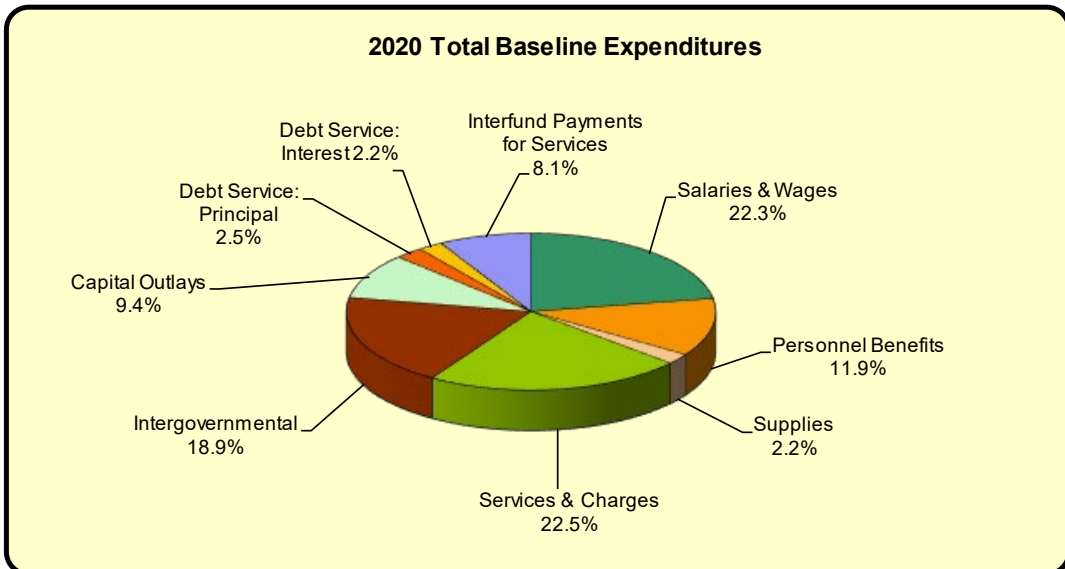
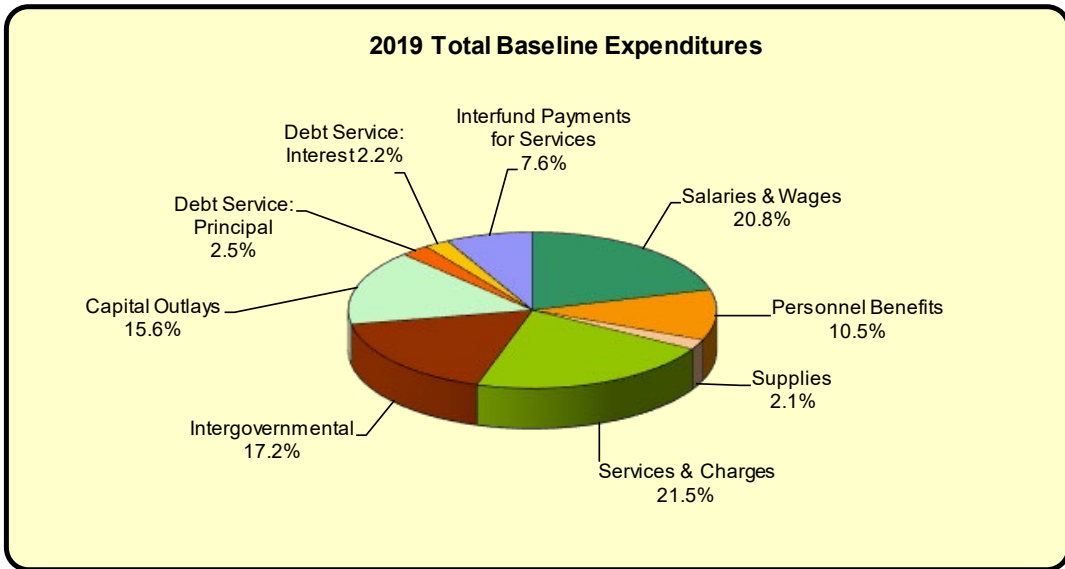
Performance Measures

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

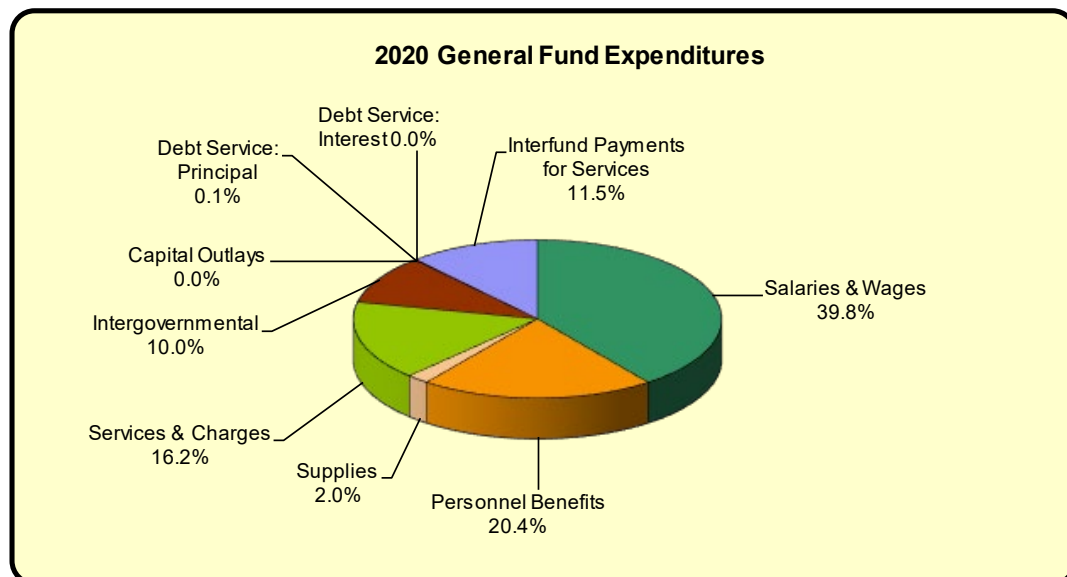
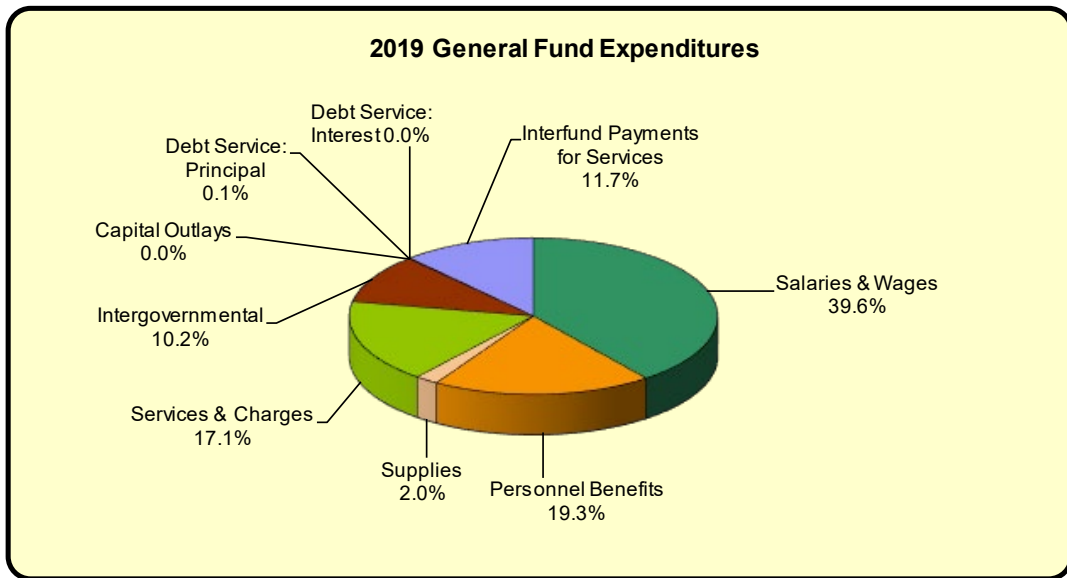
The overall organization of the City of Auburn is summarized in the following table:



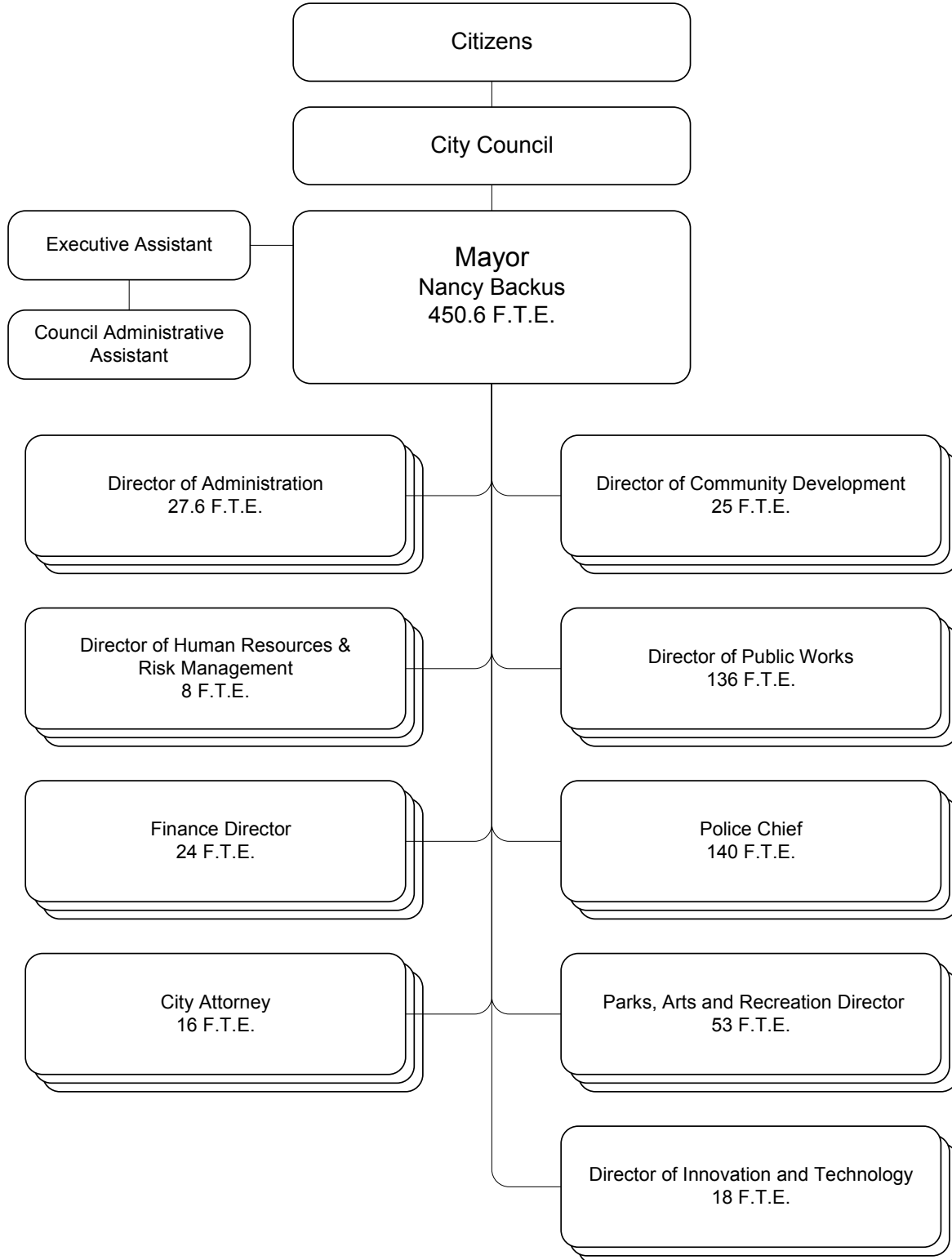
Total Baseline Budget	2017 Actual	2018 Adj Budget	2018 Est Actual	2019 Budget	2020 Budget
Salaries & Wages	\$38,404,765	\$42,156,241	\$40,434,721	\$43,015,736	\$44,596,793
Personnel Benefits	15,926,739	20,346,010	18,439,647	21,699,262	23,770,050
Supplies	3,580,926	4,292,664	3,828,000	4,333,202	4,344,152
Services & Charges	37,988,370	47,598,235	43,732,787	44,635,648	45,004,111
Intergovernmental	36,669,691	45,093,280	42,417,148	35,702,516	37,766,780
Capital Outlays	30,672,188	39,537,605	31,541,487	32,224,660	18,687,854
Debt Service: Principal	4,318,418	5,516,855	5,516,833	5,227,000	4,939,400
Debt Service: Interest	2,905,428	4,841,115	4,842,521	4,530,700	4,342,500
Interfund Payments for Services	13,318,075	13,439,506	13,446,506	15,820,634	16,214,834
Other Uses	6,008,640	-	-	-	-
Designated Fund Balance	13,298,647	12,718,872	13,318,771	11,545,421	12,153,521
Undesignated Fund Balance	120,129,509	96,403,888	107,873,062	96,765,900	85,541,596
ALL FUNDS TOTAL	\$323,221,396	\$331,944,271	\$325,391,483	\$315,500,679	\$297,361,591



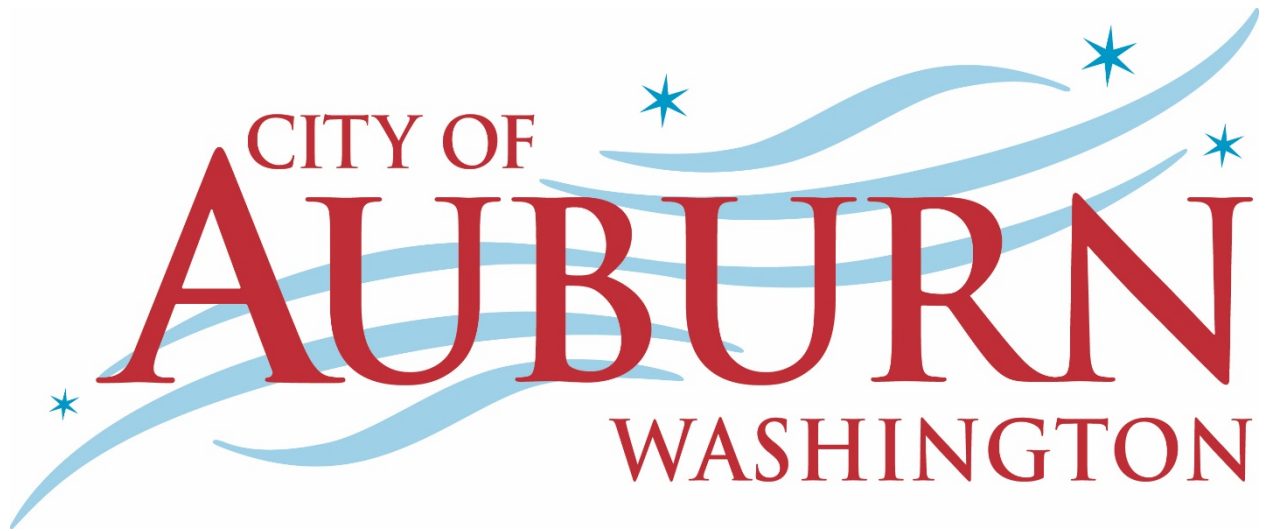
Total General Fund Budget	2017 Actual	2018 Adj Budget	2018 Est Actual	2019 Budget	2020 Budget
Salaries & Wages	\$25,969,509	\$28,943,489	\$27,707,233	\$30,764,875	\$32,048,912
Personnel Benefits	10,681,590	13,343,563	12,158,487	14,982,183	16,505,153
Supplies	1,507,180	1,751,350	1,662,850	1,591,488	1,590,738
Services & Charges	11,004,549	14,470,468	13,099,122	13,302,059	13,029,669
Intergovernmental	9,144,972	10,343,959	9,845,468	7,933,060	8,053,233
Capital Outlays	29,905	38,918	115,000	10,000	10,000
Debt Service: Principal	57,642	61,607	61,607	65,900	70,900
Debt Service: Interest	20,526	16,092	16,092	13,500	8,500
Interfund Payments for Services	8,592,318	8,728,298	8,728,298	9,125,100	9,269,300
Designated Fund Balance	225,464	691,915	691,915	691,915	691,915
Undesignated Fund Balance	22,418,212	11,955,127	17,345,127	11,702,948	6,366,410
GENERAL FUND TOTAL	\$89,651,868	\$90,344,786	\$91,431,199	\$90,183,028	\$87,644,730



Organizational Chart



F.T.E. = Full Time Equivalent



MAYOR AND CITY COUNCIL

Department Overview

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

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

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Continue work throughout the region to address poverty and homelessness in our community. 	<ul style="list-style-type: none"> Auburn has actively participated in local and regional homelessness prevention and crisis response. Opened the Ray of Hope Resource Center and Sundown overnight shelter in partnership with Valley Cities and the Auburn Food Bank. 	<ul style="list-style-type: none"> Address the root causes of homelessness identified in the One Table regional task force (affordable housing, behavioral health, child welfare, criminal justice and employment) and continue the crisis response for unsheltered individuals in Auburn.
<ul style="list-style-type: none"> Implement programs to celebrate One Auburn and the many diverse communities, populations, ethnicities and backgrounds represented. 	<ul style="list-style-type: none"> Working with diverse populations in Auburn around healthy living goals. Auburn passed an Inclusive City resolution in 2017 affirming that all are welcome in Auburn. 	<ul style="list-style-type: none"> Continue the community building activities within our culturally diverse groups in Auburn via health, safety and policy initiatives. Continue to build stronger programs to address behavioral health access to residents.
<ul style="list-style-type: none"> Increase joint planning and activities with the Muckleshoot Indian Tribe (MIT) and work toward shared economic development goals on Auburn Way South. 	<ul style="list-style-type: none"> Worked with the Muckleshoot Indian Tribe on the First Food Program. Continue to have regular meetings with City staff, Mayor, Council and tribal leaders to coordinate on numerous shared topics of interest. 	<ul style="list-style-type: none"> Continue to strengthen communication and partnerships with the Muckleshoot Indian Tribe on shared goals and foster a more engaged relationship with Pierce County partners.
<ul style="list-style-type: none"> Reduce reliance on property tax by increasing the number of businesses in Auburn, therefore increasing sale tax revenues. 	<ul style="list-style-type: none"> In 2017-2018, Auburn added over 300 new businesses to strengthen Auburn’s economic base. 	<ul style="list-style-type: none"> Auburn will continue to work on the strategic goals outlined in the 10 year Economic Development Plan to increase Auburn’s sales tax base and foster a business-friendly environment.

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Support development of underdeveloped properties in Auburn. 	<ul style="list-style-type: none"> Auburn has redeveloped many properties in the downtown core and development will continue as planned. 	<ul style="list-style-type: none"> The next area of focus will be Auburn Way South.
<ul style="list-style-type: none"> Continue to strengthen partnerships to maintain affordable housing stock. 	<ul style="list-style-type: none"> Auburn has worked locally and regionally to maintain and add affordable housing in Auburn. Auburn added 1,000 units of affordable housing in 2017-2018. 	<ul style="list-style-type: none"> Auburn will participate in South King County Regional Affordable Housing Coalition in order to maintain and possibly increase Auburn's affordable housing inventory.
<ul style="list-style-type: none"> Continue to increase market awareness of Auburn as a great place to live, work and do business. 	<ul style="list-style-type: none"> Auburn developed and has implemented a 10 year Economic Development Strategic Plan. 	
<ul style="list-style-type: none"> Continue to represent citizens of Auburn at the city, regional, state and federal level. 	<ul style="list-style-type: none"> Auburn maintains membership in AWC, NLC, SCA, PSRC and numerous committees to represent Auburn's interests. 	<ul style="list-style-type: none"> Auburn will maintain membership in AWC, NLC, SCA, PSRC and numerous committees to represent Auburn's interests as well as participation in regional coalitions to foster strong representation.
<ul style="list-style-type: none"> Continue to create transparency and public engagement for residents to access their local government. 	<ul style="list-style-type: none"> Auburn has activated a robust Open Data portal and numerous initiatives to increase access and engagement: community picnics and the Civics Academy. 	<ul style="list-style-type: none"> Through staff training and platform improvements, Auburn will continue to increase transparency, efficiency, engagement and access to the City's data to show our accountability to residents.
<ul style="list-style-type: none"> Enhance local spending opportunities by creating a 'Buy Local' program. 	<ul style="list-style-type: none"> Auburn has launched the Buy Local website connected to the business license database to create a searchable local business benefit. 	<ul style="list-style-type: none"> Continue supporting patronage and utilization of local businesses via the online database, marketing efforts and business retention and engagement.
<ul style="list-style-type: none"> Continue to support and invest in economic development opportunities throughout the City. 	<ul style="list-style-type: none"> Auburn's 10 year strategic plan for economic development calls for increased marketing, staff and resources. 	
<ul style="list-style-type: none"> Support and encourage the involvement of the Auburn Junior City Council. 	<ul style="list-style-type: none"> The Junior City Council continued their work to support and promote youth focused policies in Auburn. 	<ul style="list-style-type: none"> Continue to support and encourage the involvement of the Auburn Junior City Council.
<ul style="list-style-type: none"> Improve community health through partnerships created via the Blue Ribbon Committee for a Healthy Auburn. 	<ul style="list-style-type: none"> The Blue Ribbon committee developed the READY (Real Emergency Aid Depends on You) program, worked to increase free immunizations for school aged children, helped create the First Food Program with the Muckelshoot Indian Tribe, and developed several multicultural groups that are focused on healthy living. 	<ul style="list-style-type: none"> The Blue Ribbon Committee will expand their work in Auburn with a continued focus on behavioral health, veterans initiatives, healthy living choices for all ages and community programs.
		<ul style="list-style-type: none"> Support Veterans and their families by increasing available services in Auburn.

Department Budget

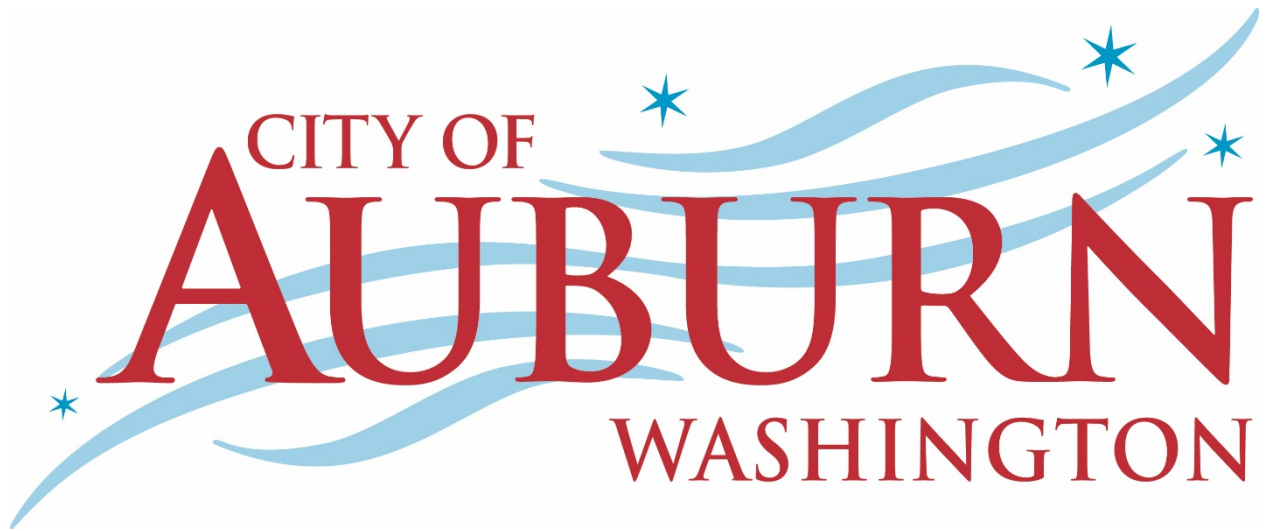
001.11 Council & Mayor	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Expenditures					
Salaries & Wages	538,813	602,934	602,934	472,432	486,908
Personnel Benefits	151,059	204,987	204,987	178,947	196,638
Supplies	29,557	20,000	20,000	22,200	22,200
Services & Charges	176,762	274,200	274,200	220,600	222,000
Intergovernmental	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	239,136	230,322	230,322	255,900	257,000
DEPARTMENT TOTAL	\$1,135,327	\$1,332,443	\$1,332,443	\$1,150,079	\$1,184,746

Department Employees

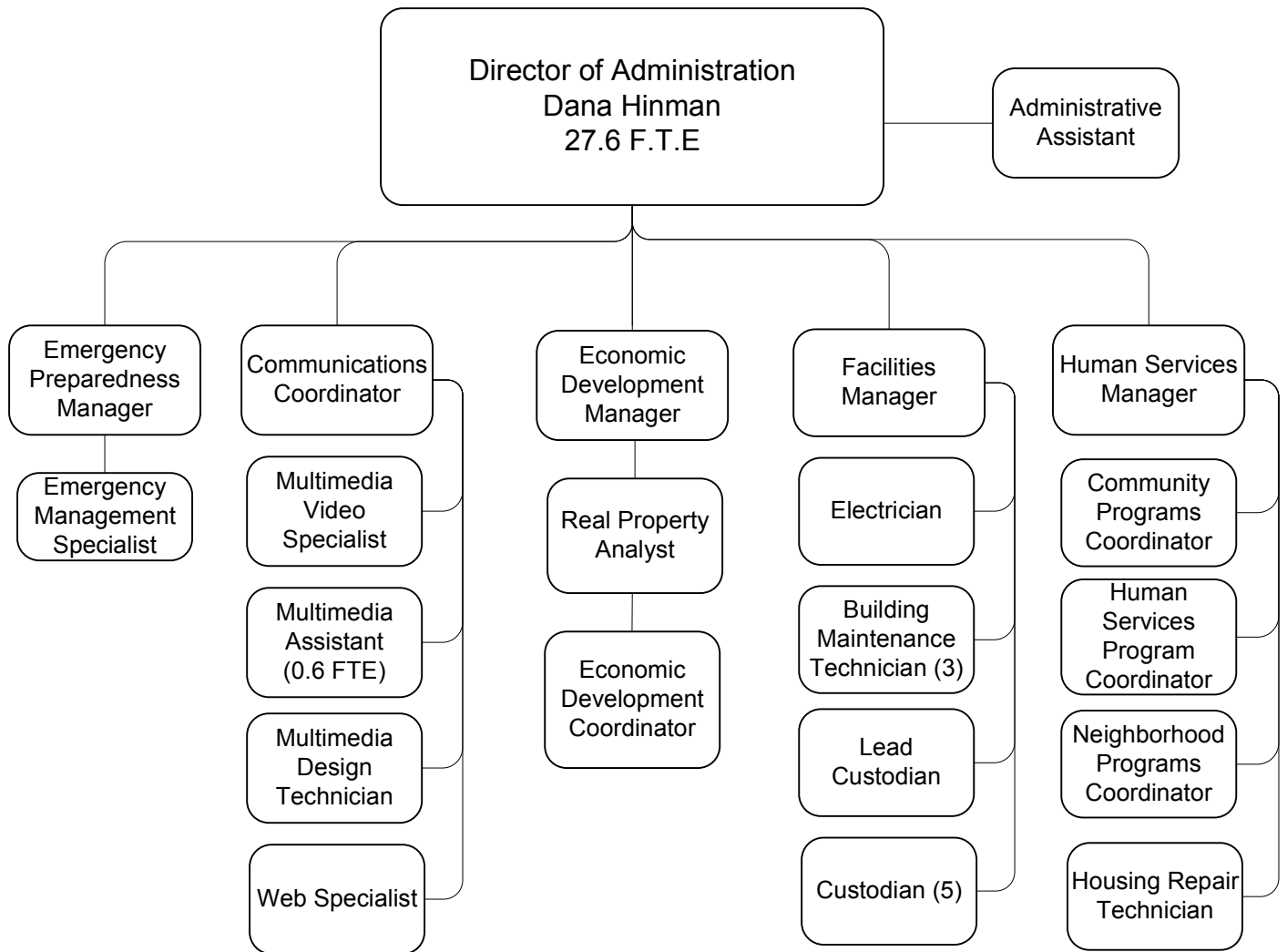
001 Council-Elected	2016	2017	2018	2019	2020
Councilmembers	7.00	7.00	7.00	7.00	7.00
TOTAL COUNCIL	7.00	7.00	7.00	7.00	7.00

001 Mayor FTEs	2016	2017	2018	2019	2020
Mayor-Elected	1.00	1.00	1.00	1.00	1.00
Mayor FTEs	2.00	2.00	2.00	2.00	2.00
TOTAL MAYOR / COUNCIL FTEs	3.00	3.00	3.00	3.00	3.00

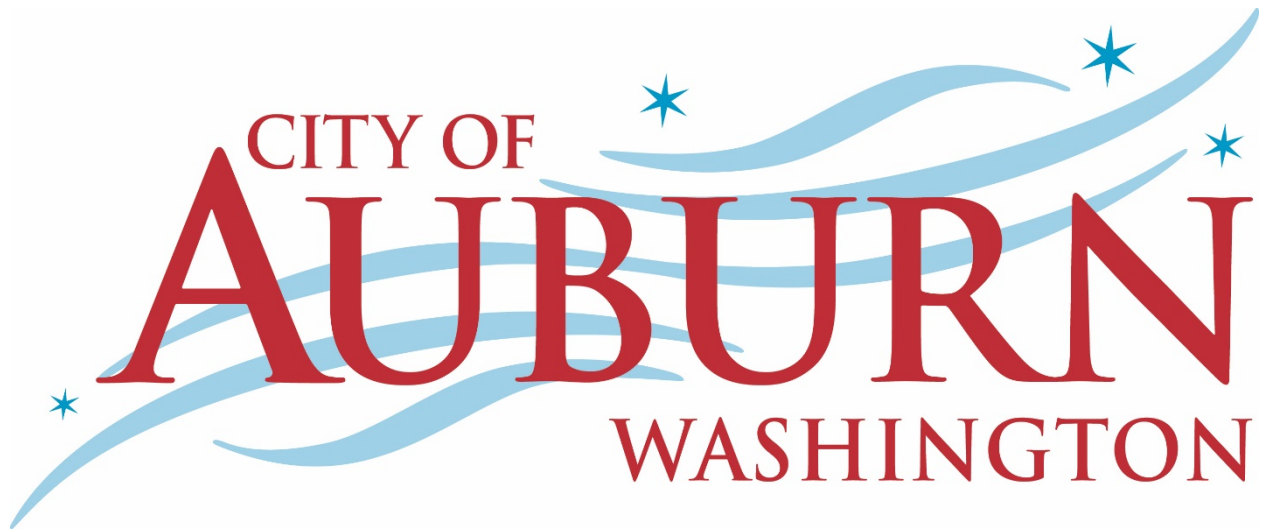
Full Time Equivalent (FTE)



Administration



F.T.E. = Full Time Equivalent



ADMINISTRATION DEPARTMENT

Mission Statement

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

Department Overview

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

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

Emergency Management Division

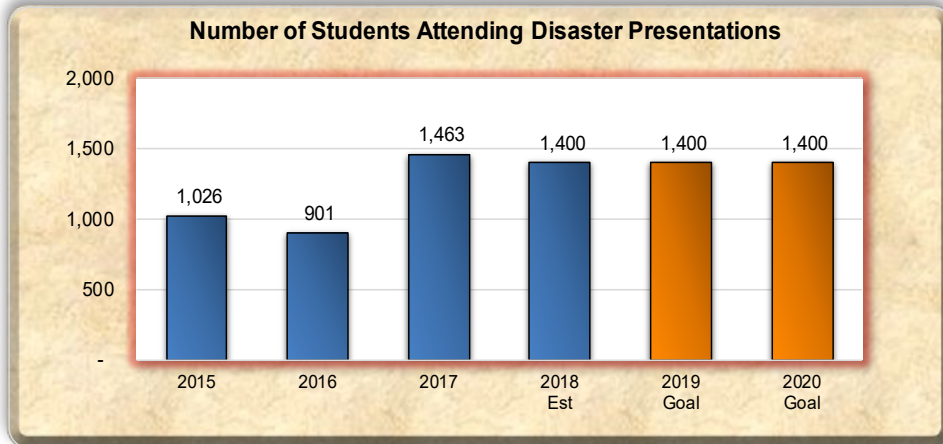
2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> • Provide targeted disaster preparedness information to Auburn residents, licensed businesses, and all private care facilities each year. 	<ul style="list-style-type: none"> • This ongoing goal has been met. We provide preparedness information in a variety of venues and methods to the public. 	<ul style="list-style-type: none"> • Provide targeted disaster preparedness information to Auburn residents, businesses, private care facilities each year.
<ul style="list-style-type: none"> • Continue Community Emergency Response Team (CERT) Training. 	<ul style="list-style-type: none"> • We met this goal by teaching at least three CERT classes per year. 	<ul style="list-style-type: none"> • Continue Community Emergency Response Team (CERT) training by providing at least 3 classes per year.
<ul style="list-style-type: none"> • Conduct review of the City staff identified as EOC personnel and consider the depth for each EOC position listed in the Comprehensive Emergency Management Plan (CEMP). 	<ul style="list-style-type: none"> • Completed. We periodically conduct this review of EOC staff to ensure that we have the right people assigned to EOC duties. Over the two year period as a result we've replaced or filled 12 positions in the EOC. 	<ul style="list-style-type: none"> • Fully implement WebEOC software for EOC and DOC usage during events and emergencies. This should be compatible, and backed up with, Active Operating Picture (AOP) software.

<p>2017-2018 Goals</p>	<p>Progress Towards 2017-2018 Goals</p>	<p>Major Goals for 2019-2020</p>
<ul style="list-style-type: none"> • Conduct at least 2 exercises or EOC training programs each year for all City staff identified as EOC personnel. 	<ul style="list-style-type: none"> • We achieve this each year with multiple training opportunities, and one large scale exercise annually, such as "Cascadia Rising." 	<ul style="list-style-type: none"> • Provide ongoing, section specific training for each of the EOC sections along with one exercise per year.
<ul style="list-style-type: none"> • Provide basic emergency management training for City elected officials and directors regarding how they can support an EOC activation, major incident, or event. 	<ul style="list-style-type: none"> • We provided one training session for elected officials and attempted to provide one for directors in 2017. Will continue to try and provide training for directors in 2018. 	<ul style="list-style-type: none"> • Replace aging EOC equipment that is key to EOC operations, many systems are reaching the end of their lifecycle and may fail at the wrong time.

PERFORMANCE MEASURES - EMERGENCY MANAGEMENT

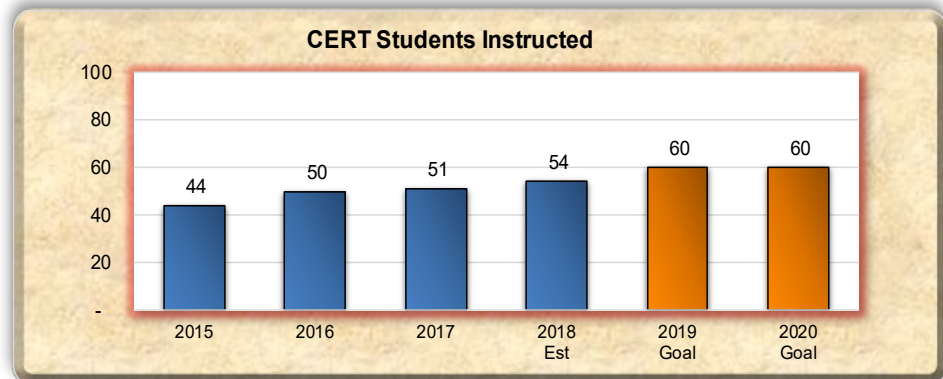
Disaster Presentations

The Emergency Management Division provides various presentations to many community groups including schools, homeowners associations, businesses, and others. The purpose of the presentations is to educate and motivate the public to understand the hazards faced in Auburn and the steps that can and should take to be ready for the impacts from them. The presentation varies from group to group, based on age and educational levels.



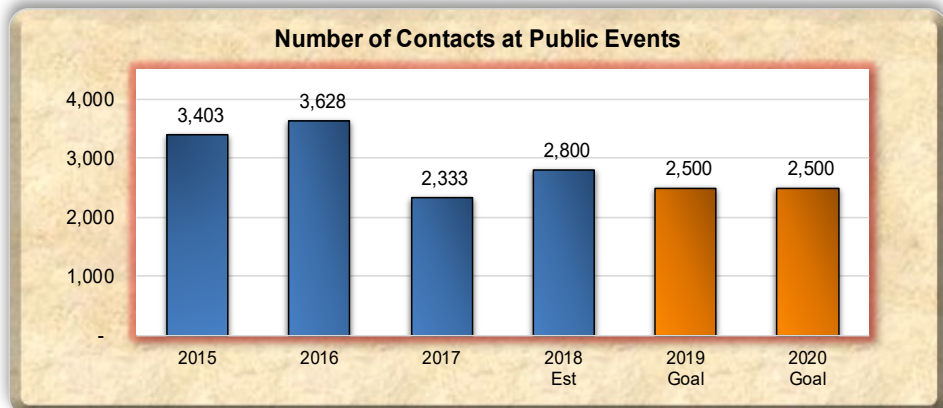
Number of Students Instructed Through CERT Program

The Community Emergency Response Team (CERT) is one of the premier programs in Auburn. Since its in 2006, approximately 800 residents have been taught about personal preparedness, first aid, search and rescue, and other skills. Each year, Emergency Management teach at least three classes, including one aimed at businesses that want their students to attend during work hours.



Number of Contacts With Public at Events

Emergency Management participates in as many public events as possible as a way to reach out directly to residents and businesses. Normally a booth is set up to engage the public in conversation, attempting to increase their knowledge and preparedness. According to the 2017 Living City Study by the University of Washington, this is among the best ways to reach residents.



Community & Human Services Divisions

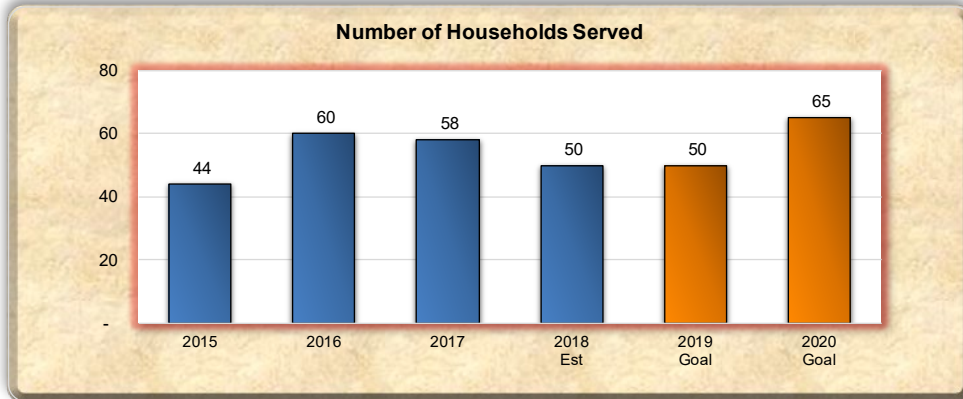
2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Continue to coordinate and improve the access of programs and services for veterans and their families who make Auburn and south King County their home. 	<ul style="list-style-type: none"> Veteran status screening question added to Housing Repair intake, improving referral efficiency for VSHSL funded programs. Community resource map created to support better resource referral for all Auburn residents. 	<ul style="list-style-type: none"> Streamline process for interpretation services. Update Community Resource brochure.
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Translation of Community Picnic postcard outreach materials into Spanish and offering of interpreter services at picnics. 	<ul style="list-style-type: none"> Utilize data resources to create more strategic communication plans. Continue to maintain and develop Auburn's Sister City program, focusing on business, educational and cultural exchanges.
<ul style="list-style-type: none"> Continue to develop a housing coalition to address and strategically plan for the transitional and affordable housing goals of the City in partnership with the King County Housing Authority. 	<ul style="list-style-type: none"> Auburn has taken a lead role in the effort to establish a housing coalition with SKC cities. This group will meet twice more in 2018 to decide whether to put forth an interlocal agreement to councils by the end of the year. 	<ul style="list-style-type: none"> Participate in and support creation of a South King County Housing Coalition.
<ul style="list-style-type: none"> Work with City Council to implement Specific, Measurable, Attainable, Relevant, and Time-bound (SMART) goals. 	<ul style="list-style-type: none"> The City Council developed three strategic goals: digital parity, living wage jobs and affordable housing. 	
<ul style="list-style-type: none"> Develop an integrated referral and communications source for human services in the City of Auburn. 	<ul style="list-style-type: none"> The human services components in Auburn have been centralized and are now more efficient. 	

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Work with all involved groups within Auburn to address the issue of homelessness and its impacts on the family structure, in addition to the support and representation of larger regional efforts. Work to develop a short-term diversion center to alleviate the burden of service on emergency responders (Police, Fire, etc.) and the hospital in addressing mental disability and substance abuse. 	<ul style="list-style-type: none"> Auburn has been involved in multiple regional efforts to address and prevent homelessness. Staff will be bringing the Auburn Task Force on Homelessness back together in June to share updates and progress towards Task Force goals, discuss the regional efforts at play, and ensure that groups working within Auburn on this issue are connected to each other. This effort was undertaken by the Valley Regional Fire Authority and is currently operational. 	<ul style="list-style-type: none"> Continue to engage in regional efforts to address and prevent homelessness.
<ul style="list-style-type: none"> Work to develop short-term and long-term strategies to provide wraparound services to individuals and families experiencing homelessness. 	<ul style="list-style-type: none"> Auburn funds multiple human service providers that provide wraparound services to individuals and families experiencing homelessness. In order to access our county's housing resources, people experiencing homelessness must have an intake and assessment completed through one of the 5 county Regional Access Point (RAP) sites. 	
<ul style="list-style-type: none"> Develop action plan based on Auburn Mayor's Task Force on Homelessness recommendations. 	<ul style="list-style-type: none"> Action plan was developed in 2016 and stakeholders are making progress on 75% of current plan. 	<ul style="list-style-type: none"> The City of Auburn will continue to work with stakeholders locally and in the region to address the issues.
<ul style="list-style-type: none"> Work to increase City staff engagement with neighborhoods through the use of email distribution lists, social media and neighborhood meetings. 	<ul style="list-style-type: none"> Civics Academy was created and grew (participants and staff involved) along with Community Picnics. More use of email distributions to share info and opportunities. 	<ul style="list-style-type: none"> Increase accessibility of Civics Academy potentially by recording, subtitling, etc. Work more closely with other departments on strategic outreach.

PERFORMANCE MEASURES - COMMUNITY AND HUMAN SERVICES

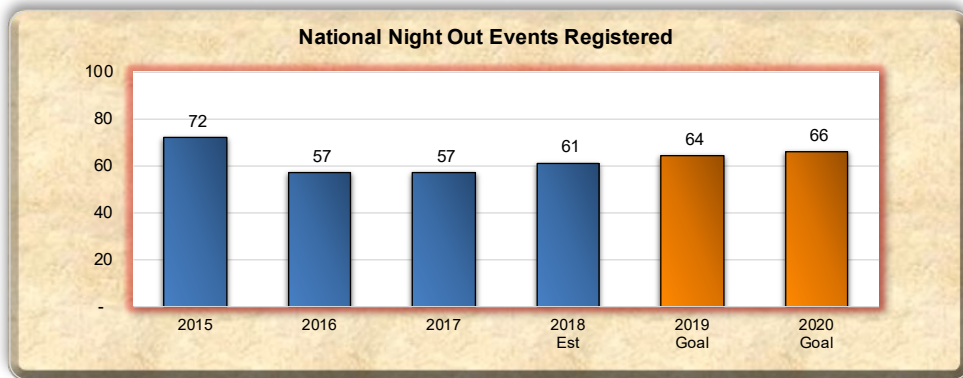
Housing Repair Services - Households Served

The City offers some eligible low-income residents grants for emergency home repairs. By providing these services, senior homeowners are better able to age in a safe home environment, and households who would not be able to afford the repairs otherwise are prevented from experiencing homelessness or displacement as a result of repair costs.



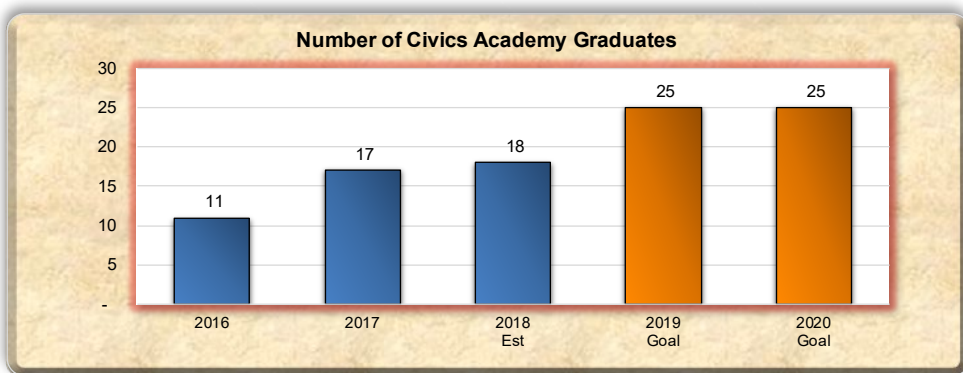
Number of National Night Out Events Registered

National Night Out is designed to heighten crime- and drug-prevention awareness; generate support for, and participation in, local anti-crime programs; and strengthen neighborhood spirit and police-community partnerships. In addition to connecting with neighbors, residents can connect with Auburn City staff, including Auburn Police Department staff, by requesting their presence upon registration of their neighborhood event.



Number of Graduates from the City of Auburn Civics Academy

Started in 2016, Civics Academy provides a look into the workings of the City and engages participants in a hands-on overview of city government. Over the course of the 11-week program, participants learn about how decisions are made, where funds are allocated, and gain an enhanced understanding of the organizational structure and operations of the various City departments.



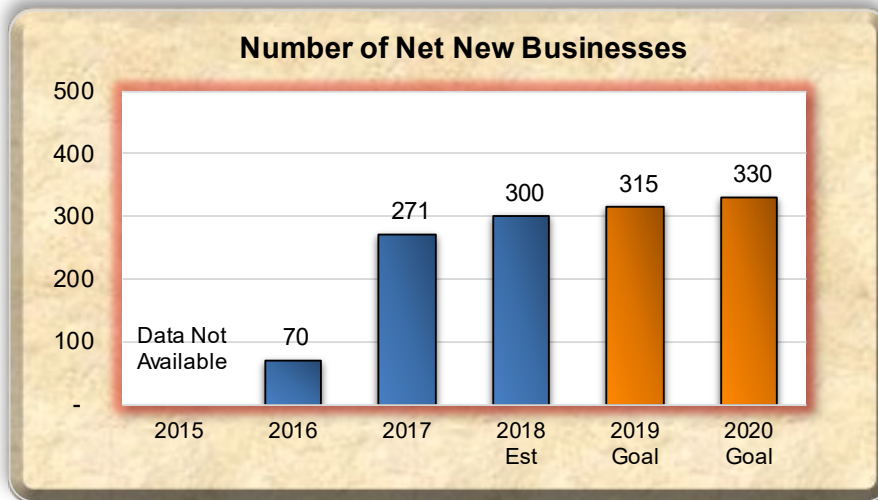
Economic Development Division

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Reaffirm target business sectors. 	<ul style="list-style-type: none"> Complete: Manufacturer, Distribution, Office, Retail. 	
<ul style="list-style-type: none"> New business development, relocation, and recruitment. 	<ul style="list-style-type: none"> Ongoing: Dave & Busters; Cascade Gasket; SpaceFlight Industries; Robertson Property Group; 2 mixed-use projects south of City Hall. 	<ul style="list-style-type: none"> Implement ongoing, short-term and mid-term strategies specific to business development, relocation and recruitment.
<ul style="list-style-type: none"> Business retention, expansion, and outreach. 	<ul style="list-style-type: none"> Ongoing: Mayor Business Visits; IPZ/Incubator Activities. 	<ul style="list-style-type: none"> Implement ongoing, short-term and mid-term strategies specific to business development/support.
<ul style="list-style-type: none"> Business assistance through education and training. 	<ul style="list-style-type: none"> Ongoing: Workshops via Business Incubator. 	<ul style="list-style-type: none"> Implement ongoing, short-term and mid-term strategies specific to business assistance.
<ul style="list-style-type: none"> Expand opportunities for networking and outreach to businesses. 	<ul style="list-style-type: none"> Ongoing: Continued partnership with Chamber for 3No Networking activities. 	<ul style="list-style-type: none"> Implement ongoing, short-term and mid-term strategies specific to business outreach and networking.
<ul style="list-style-type: none"> Develop workforce development partners. 	<ul style="list-style-type: none"> Ongoing: Green River; Skills; Orion; Cities & Schools program. 	<ul style="list-style-type: none"> Implement ongoing, short-term and mid-term strategies as outlined in the Economic Development Strategic Plan.
<ul style="list-style-type: none"> Establish sustainable branding and strong reputation of place by creating synergy within Auburn Area Chamber, Auburn Downtown Association, Auburn Tourism Board and Lodging Tax Advisory Board. 	<ul style="list-style-type: none"> Ongoing: All committees and boards are active and meeting regularly. 	<ul style="list-style-type: none"> Implement ongoing, short-term and mid-term strategies as outlined in the Economic Development Strategic Plan.
<ul style="list-style-type: none"> Implement goals as outlined in the Ten-Year Economic Development Strategic Plan. 	<ul style="list-style-type: none"> Ongoing: Year-one update presented to City Council March 2018. All strategies reported as on track. 	<ul style="list-style-type: none"> Implement ongoing, short-term and mid-term strategies as outlined in the Economic Development Strategic Plan.

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Support and expand the development of the Innovation Partnership Zone. 	<ul style="list-style-type: none"> Ongoing: Creation and implementation of a small business incubator. Efforts to strengthen the IPZ Mayor's Task Force. 	<ul style="list-style-type: none"> Implement ongoing, short-term and mid-term strategies as outlined in the Economic Development Strategic Plan.
<ul style="list-style-type: none"> Expand the role of tourism and real estate as part of the Economic Development Division. 	<ul style="list-style-type: none"> Complete: Hired Tourism Coordinator Sept 2016, Transitioned Real Estate Services from Facilities to Economic Development in April 2016 . 	
		<ul style="list-style-type: none"> Implement all ongoing, short-term and mid-term strategies as outlined under "Delivery, Product, Place, and Messaging" in the 10-Year Strategic Plan.
		<ul style="list-style-type: none"> Formalize Economic Development and Real Estate Staff roles and responsibilities, as well as policies and procedures. Structure Economic Development Department to provide the capacity to implement their strategic plan.

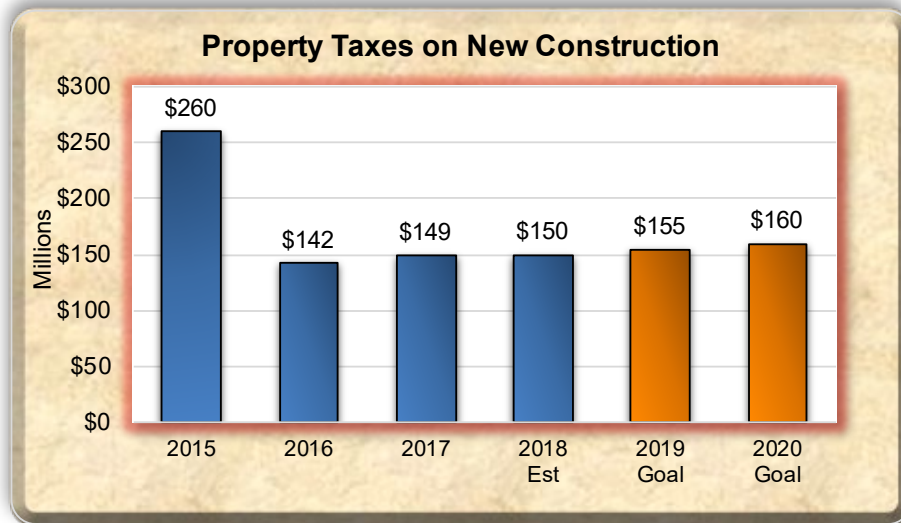
Number of Net New Businesses

Businesses are established in any particular city for a variety of reasons, to include cost, demand, location, availability and regulations. Conversely, businesses may shut down or relocate if these conditions are unfavorable. The number of net new businesses is an indicator of the overall desirability of the City as a location for business, and the City's ability to meet the requirements for business growth.



Property Taxes on New Construction

Property tax is a tax placed on each piece of property within the City. This revenue is used to support general governmental purposes. Property taxes on new construction are a measure of the City's economic growth and reflect new, stable sources of income for the City.



Department Budget

001.12 Administration Total	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Expenditures					
Salaries & Wages	695,037	794,285	767,288	935,194	981,303
Personnel Benefits	281,253	383,698	333,900	399,190	440,878
Supplies	22,731	29,500	25,000	34,000	34,000
Services & Charges	1,266,972	1,995,050	1,935,300	1,945,150	1,919,700
Intergovernmental	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	246,468	250,109	250,109	379,600	385,200
DEPARTMENT TOTAL	\$ 2,512,461	\$ 3,452,642	\$ 3,311,597	\$ 3,693,134	\$ 3,761,081

Department Employees

Administration FTEs	2016	2017	2018	2019	2020
Administration Department	10.00	11.00	12.00	13.00	13.00
Multimedia	3.60	3.60	3.60	3.60	3.60
Facilities	10.00	10.00	10.00	11.00	11.00
TOTAL ADMINISTRATION FTEs	23.60	24.60	25.60	27.60	27.60

Full Time Equivalent (FTE)

1.0 FTE - Effective in 2017 via Budget Amendment #2, Ordinance No. 6656, an Administrative Assistant position was added to the Administration Department in order to assist with clerical duties related to all divisions within the department.

1.0 FTE - Effective in 2018 via Budget Amendment #4, Ordinance No. 6666, an Economic Development Coordinator was added to the Administration Department in order to implement the strategies called out in the 10-year plan.

1.0 FTE - The 2019/2020 Budget includes an additional Custodian position to be added to the Facilities Division.

1.0 FTE - The 2019/2020 Budget includes a Housing Repair Technician position to be added to the Administration Department.

SPECIAL REVENUE FUNDS

Special revenue funds account for the proceeds of specific revenue sources whose expenditures are legally restricted. The Economic Development Division of the Administration Department is responsible for the budget in the Hotel/Motel Tax Fund.

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

Fund 119 – Housing & Community Development Fund accounts for the activity from federal Community Development Block Grant (CDBG) revenue.

Fund 121 – Business Improvement Area Fund (BIA).

Fund 104 – Hotel/Motel Tax Fund

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Continue to collect, monitor and distribute legally restricted revenue sources. 	<ul style="list-style-type: none"> Ongoing. 	<ul style="list-style-type: none"> Collect and distribute legally restricted revenue; monitor and manage committee approved budget annually.
<ul style="list-style-type: none"> Create stronger connections between Auburn's primary tourism assets and develop new assets to attract more visitors to Auburn. 	<ul style="list-style-type: none"> Ongoing. 	<ul style="list-style-type: none"> Continue with communication and messaging in-line with 10-Year Economic Development Strategic Plan.
<ul style="list-style-type: none"> Develop a stronger brand for Auburn and reinforce this with unified messages across organizations. 	<ul style="list-style-type: none"> Ongoing. 	<ul style="list-style-type: none"> Continue with branding and messaging in-line with 10-Year Economic Development Strategic Plan.

Fund Budget

104 Hotel Motel Tax	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Revenues					
Beginning Fund Balance	180,146	200,371	200,371	108,571	102,121
Hotel Motel Tax	124,486	113,300	125,000	150,000	160,000
Investment Income	1,738	400	3,000	3,600	4,000
Operating Transfers In	-	-	-	-	-
Total Revenues	\$ 306,371	\$ 314,071	\$ 328,371	\$ 262,171	\$ 266,121
Expenditures					
Salaries & Wages	35,340	38,625	38,625	47,500	48,925
Personnel Benefits	8,710	7,500	7,500	8,550	8,810
Supplies	-	2,800	2,800	3,000	3,200
Services & Charges	56,949	160,575	160,575	101,000	109,375
Intergovernmental Services	5,000	10,300	10,300	-	-
Ending Fund Balance	200,371	94,271	108,571	102,121	95,811
Total Expenditures	\$ 306,371	\$ 314,071	\$ 328,371	\$ 262,171	\$ 266,121

Fund 119 – Housing & Community Development Fund

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Support development of service enhancements for residents around the Les Gove Community Campus. 	<ul style="list-style-type: none"> The construction of the new ADA accessible restrooms at Les Gove Park will be completed in late spring of 2018. 	<ul style="list-style-type: none"> Support staff development and program efficiency by coordinating regional CDBG training with other South King County (SKC) entitlement cities.
<ul style="list-style-type: none"> Identify historic properties of interest in Auburn for preservation. 		
<ul style="list-style-type: none"> Expand economic development activity within CDBG scope of use. 	<ul style="list-style-type: none"> CDBG funds supported the Business Façade improvement program in 2017, with funds going to support the exterior renovation of 102 E. Main St. 	<ul style="list-style-type: none"> Increase accessibility and walkability of Auburn by supporting ADA sidewalk improvements with CDBG funds.
<ul style="list-style-type: none"> Form development group for property acquisition to ensure City transitional housing goals. 		<ul style="list-style-type: none"> Streamline Housing Repair program efficiency by instituting an in-house repair model similar to other South King County cities.

Fund Budget

119 Housing & Community Development	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Revenues					
Beginning Fund Balance	44,904	44,904	44,904	36,458	36,458
HCDA Grant	653,843	1,201,200	1,201,200	590,000	539,970
Miscellaneous Revenue	-	-	-	-	-
Total Revenues	\$ 698,747	\$ 1,246,104	\$ 1,246,104	\$ 626,458	\$ 576,428
Expenditures					
Salaries & Wages	70,434	82,606	82,606	106,374	149,209
Personnel Benefits	30,561	37,390	37,390	49,926	77,361
Supplies	-	-	-	6,300	800
Services & Charges	516,919	643,950	643,950	384,400	312,600
Intergovernmental	-	-	-	-	-
Capital Outlay	35,928	445,700	445,700	43,000	-
Ending Fund Balance	44,904	36,458	36,458	36,458	36,458
Total Expenditures	\$ 698,747	\$ 1,246,104	\$ 1,246,104	\$ 626,458	\$ 576,428

Fund 121 – Business Improvement Area Fund

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Hold meetings with BIA rate payers and the Mayor to establish desired outcomes. 	<ul style="list-style-type: none"> Complete. 	
<ul style="list-style-type: none"> Re-activate BIA Committee of Rate Payers; Establish goals, and re-draft ordinance. 	<ul style="list-style-type: none"> Complete - Ordinance No. 6658 passed in November 2017, and committee meetings held regularly. 	
		<ul style="list-style-type: none"> Complete Committee-approved budget.
		<ul style="list-style-type: none"> Establish an area-wide enhancement program.
		<ul style="list-style-type: none"> Re-establish a relationship with the Auburn Downtown Association.

Fund Budget

121 Business Improvement Area	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Revenues					
Beginning Fund Balance	58,472	94,473	94,473	109,473	74,673
Business Improvement Area	42,535	55,000	55,000	55,000	55,000
Investment Income	763	200	-	200	200
Total Revenues	\$ 101,770	\$ 149,673	\$ 149,473	\$ 164,673	\$ 129,873
Expenditures					
Supplies	143	4,200	-	1,000	1,000
Services & Charges	7,154	85,800	40,000	89,000	89,000
Ending Fund Balance	94,473	59,673	109,473	74,673	39,873
Total Expenditures	\$ 101,770	\$ 149,673	\$ 149,473	\$ 164,673	\$ 129,873

FACILITIES

Mission Statement

To provide all City departments and the public with a safe and clean environment, preserve City owned facilities, provide building support services to each department, and provide facility construction services.

Division Overview

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

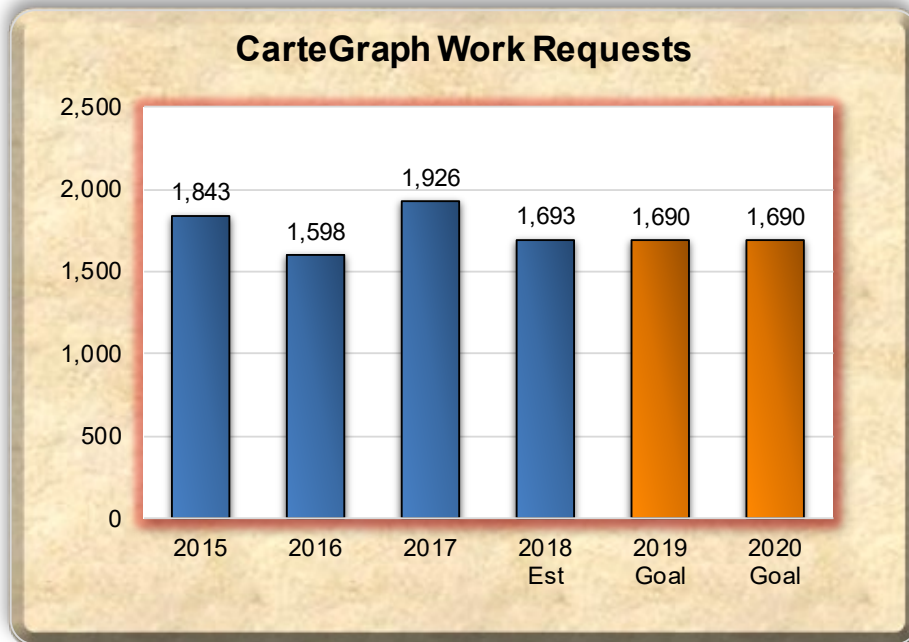
2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> City Hall exterior structural repairs. 	<ul style="list-style-type: none"> This project was deferred. 	
<ul style="list-style-type: none"> Roof replacement at the Maintenance and Operations building. 	<ul style="list-style-type: none"> This project was completed. 	
<ul style="list-style-type: none"> Replace carpet at the Maintenance and Operations building. 	<ul style="list-style-type: none"> This project was completed. 	
<ul style="list-style-type: none"> Replace windows at the Maintenance and Operations facility. 	<ul style="list-style-type: none"> This project was deferred. 	<ul style="list-style-type: none"> Replace windows at the Maintenance and Operations facility. This project was deferred in 2018 and is expected to be completed in 2019-2020.
<ul style="list-style-type: none"> Replace the generator at City Hall. 	<ul style="list-style-type: none"> This project was completed. 	
<ul style="list-style-type: none"> Screen and recoat wood floor at the Senior Center. 	<ul style="list-style-type: none"> This project was completed. 	<ul style="list-style-type: none"> Screen and recoat wood floor at the Senior Center.
<ul style="list-style-type: none"> Screen and recoat wood floor at the Activity Center. 	<ul style="list-style-type: none"> This project was completed. 	<ul style="list-style-type: none"> Screen and recoat wood floor at the Activity Center.
<ul style="list-style-type: none"> Continue energy conservation efforts. 	<ul style="list-style-type: none"> Ongoing. 	<ul style="list-style-type: none"> Continue energy conservation efforts.
<ul style="list-style-type: none"> Efficiently and effectively complete all project management activities to result in the successful construction, while completing them on time and within budget. 	<ul style="list-style-type: none"> Ongoing. 	<ul style="list-style-type: none"> Efficiently and effectively complete all project management activities to result in the successful construction, while completing them on time and within budget.
		<ul style="list-style-type: none"> Replace the kitchen floor and the wood floor at the Senior Center.
		<ul style="list-style-type: none"> Replace the roof at the Arts and Cultural building.
		<ul style="list-style-type: none"> Replace the roof at the Justice Center.

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
		<ul style="list-style-type: none"> • Replace the roof at the City Hall building.
		<ul style="list-style-type: none"> • Upgrade the HVAC building control system.
		<ul style="list-style-type: none"> • Interior paint at the Annex building.
		<ul style="list-style-type: none"> • Lighting replacement at the Teen Center.
		<ul style="list-style-type: none"> • Replace the siding at the Herr building.
		<ul style="list-style-type: none"> • Replace the front door at the Cemetery.
		<ul style="list-style-type: none"> • Paint the Equipment Rental shop at M&O (Maintenance and Operations building).

PERFORMANCE MEASURES - FACILITIES DIVISION

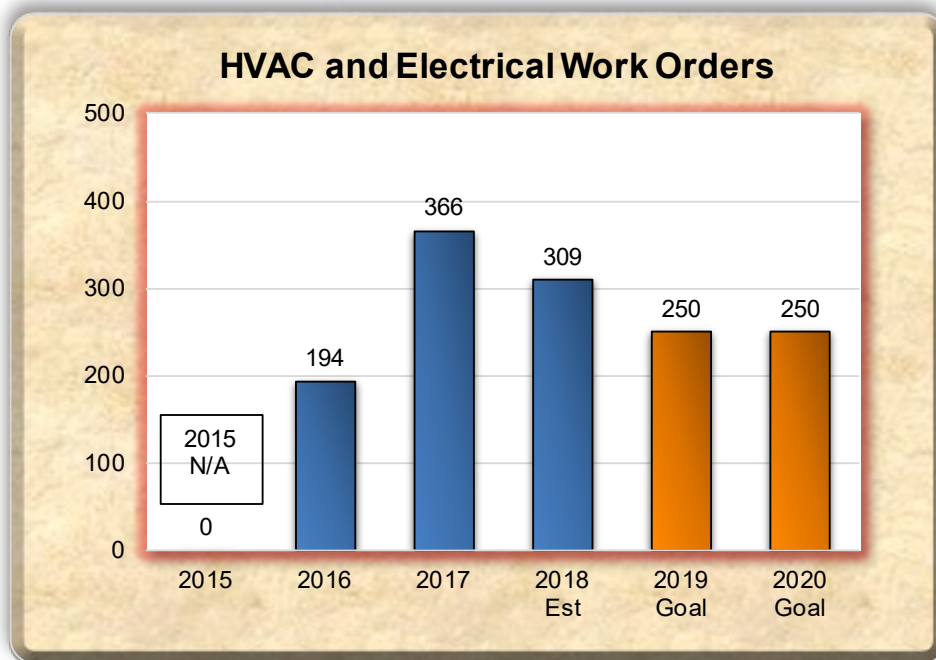
CarteGraph Work Requests

The Facilities Division provides 24/7 maintenance for City facilities. Requests are tracked through CarteGraph. With 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 and Electrical Work

The Facilities Division will make every possible effort to regulate HVAC and electrical work.



2019-2020 Working Capital Budget

505 Facilities	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
OPERATING FUND:					
OPERATING REVENUES					
348.920 Property Management Services	3,374,196	3,342,600	3,342,600	3,350,900	3,426,800
362.501 Rents & Leases	65,584	62,700	111,600	84,100	63,300
362.600 Housing Rents	4,800	4,800	2,400	-	-
334/337 Grants	-	49,900	49,000	-	-
361.110 Investment Income	19,817	8,800	30,000	24,600	23,200
397.100 Operating Transfers In	-	255,000	255,000	40,000	500,000
Other Miscellaneous Revenue	97,217	53,100	53,100	32,900	21,200
TOTAL OPERATING REVENUES	\$ 3,561,614	\$ 3,776,900	\$ 3,843,700	\$ 3,532,500	\$ 4,034,500
OPERATING EXPENDITURES					
524.000.10 Salaries & Wages	624,384	678,651	670,000	728,510	742,493
524.000.20 Benefits	304,964	383,710	372,000	424,233	462,789
524.000.30 Supplies	132,230	140,220	140,000	140,220	140,220
524.000.40 Other Service Charges	1,549,944	2,196,862	2,000,000	1,761,950	1,950,260
590.100.05 Net Increase in Restricted Assets	31,898	-	-	-	-
535.000.55 Operating Transfers Out	888,503	911,939	846,939	679,950	658,700
535.000.60 Capital	-	-	-	-	-
535.000.90 Interfund Payments for Service	140,784	143,811	143,811	159,700	161,400
TOTAL OPERATING EXPENDITURES	\$ 3,672,706	\$ 4,455,193	\$ 4,172,750	\$ 3,894,563	\$ 4,115,862
REVENUES LESS EXPENDITURES	\$ (111,092)	\$ (678,293)	\$ (329,050)	\$ (362,063)	\$ (81,362)
BEGINNING WORKING CAPITAL - January 1	1,853,016	1,741,924	1,741,924	1,412,874	1,050,811
ENDING WORKING CAPITAL - December 31	1,741,924	1,063,631	1,412,874	1,050,811	969,449
NET CHANGE IN WORKING CAPITAL (*)	\$ (111,092)	\$ (678,293)	\$ (329,050)	\$ (362,063)	\$ (81,362)

(*) Working Capital = Current Assets
minus Current Liabilities

Department Employees

505 Facilities FTEs	2016	2017	2018	2019	2020
Facilities FTEs*	10.00	10.00	10.00	11.00	11.00
TOTAL FACILITIES FTEs	10.00	10.00	10.00	11.00	11.00

Full Time Equivalent (FTE)

1.0 FTE - The 2019/2020 Budget includes an additional Custodian position to be added to the Facilities Division.

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

MULTIMEDIA DEPARTMENT

Department Overview

Multimedia oversees the City's media staff and programs, directs the efforts of the public relations/media relations and acts in the role of City spokesperson when needed; assists departments in public involvement using the City's information communication programs, and oversees the City's communications, marketing and public relations programs.

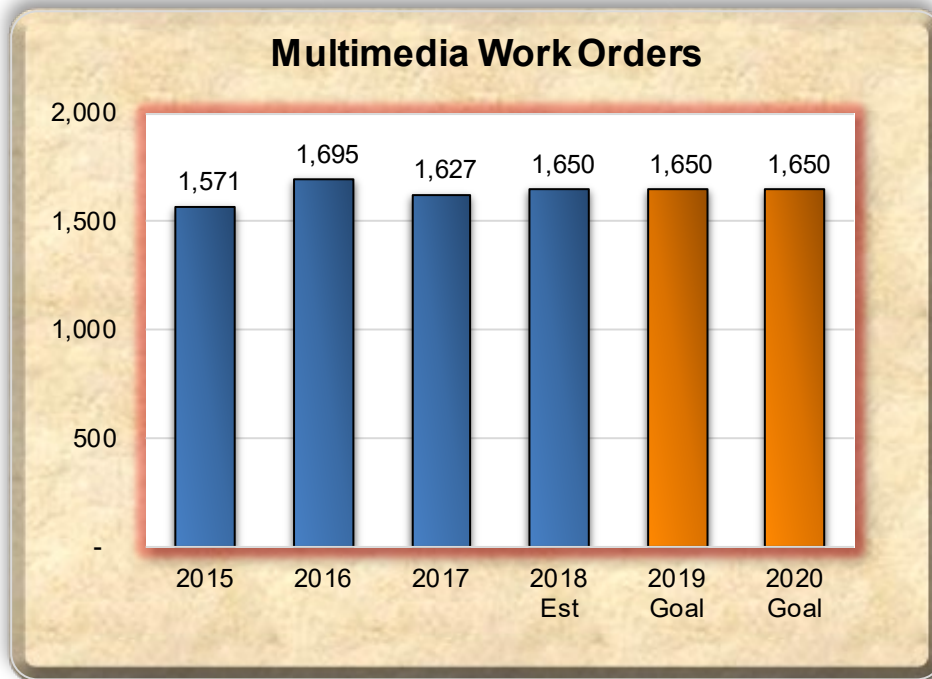
2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Lead the Mayor's efforts to rebrand and market Auburn to better reflect the community and increase positive perception among residents, businesses, regional governments, and State and national stakeholders. 	<ul style="list-style-type: none"> Created "Love Your City" campaign including incorporation of theme into the State of the City, citizen surveys, social media posting and media engagement to ask residents to reflect and share what they love about Auburn and to engage with the City in finding and creating new ways to "fall in love" with our community. 	<ul style="list-style-type: none"> Continue to incorporate the theme of "Love Your City" into City outreach and materials and work to develop it into a recognized initiative that the public engages with and contributes to.
<ul style="list-style-type: none"> Increase the use of non-traditional means to reach our audiences through technology and new media. 	<ul style="list-style-type: none"> Began use of Instagram, Snap Chat filters and Facebook Live to reach new, younger residents at little to no cost. 	<ul style="list-style-type: none"> Increase cross-promotion across social media platforms and departments.
<ul style="list-style-type: none"> Increase citizen awareness and involvement in City government events and activities through greater use of technology, broader engagement, and increased civic education opportunities. 	<ul style="list-style-type: none"> Instituted live streaming on Facebook and YouTube of key city events including the State of the City and Opioid Town Hall. Began "Survey Sunday" series on Facebook to gather citizen feedback about issues around the City. 	<ul style="list-style-type: none"> Increase use and cross-branding of Talk Auburn to further engage citizen feedback.
<ul style="list-style-type: none"> Enhance and improve internal communication to employees. 	<ul style="list-style-type: none"> We have redesigned the Team Auburn intranet to be more intuitive and inviting. Additionally, all-staff emails are added as announcements on the Team Auburn intranet homepage so they can be more easily accessed rather than digging through all previous emails. Increased use of GovDelivery emails to share important information about City events and happenings with all staff. Began emails to staff with link to new editions of Auburn Magazine to help share relevant information and help staff be a better resource to residents inquiring about subjects covered in the magazine. 	<ul style="list-style-type: none"> The new website software being hosted off site will allow for employees to access the intranet outside of work hours allowing them to work on benefit forms and updating other information on their own time.

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Champion the efforts of all departments to present Auburn in the best possible light. 	<ul style="list-style-type: none"> Began "Inside Your City" video series to highlight the work of individual employees throughout the City as well as the work and programs of individual departments to create greater buy-in and strengthen resident understanding and appreciation for the vast amount of work conducted by City employees. 	<ul style="list-style-type: none"> Continue to work to highlight the vast amount of work that is done on citizens' behalves while also emphasizing how much is done with public tax dollars.
<ul style="list-style-type: none"> Highlight more WatchAuburn YouTube channel videos by displaying them in the rotating images of the website's homepage. 	<ul style="list-style-type: none"> The new website design replaces the homepage slideshow with 6 news panels where YouTube videos can be emphasized as well as other announcements with out being hidden by other slides. 	<ul style="list-style-type: none"> Use website's RSS function to get more videos out to Facebook after featuring them on homepage of website.
<ul style="list-style-type: none"> Complete training and become proficient in the use of new studio switcher and drones. 	<ul style="list-style-type: none"> The Video Technician has achieved proficiency with new switcher and drones. Will continue to cross train design technical position for backup support. 	
		<ul style="list-style-type: none"> Update photo/video inventory of City parks, trails and facilities for use in marketing materials.
		<ul style="list-style-type: none"> Complete transition and organization of centralized City photo library.

PERFORMANCE MEASURES - MULTIMEDIA

Design & Printing Services

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



2019-2020 Working Capital Budget

518.00.518.780 Multimedia	2017	2018	2018	2019	2020
	Actual	Adjusted	Estimate	Budget	Budget
OPERATING FUND:					
OPERATING REVENUES					
348.801 Interfund Multimedia Charges	1,127,940	1,142,800	1,142,800	1,137,400	1,168,100
TOTAL OPERATING REVENUES	\$ 1,127,940	\$ 1,142,800	\$ 1,142,800	\$ 1,137,400	\$ 1,168,100
OPERATING EXPENDITURES					
518.780.10 Salaries & Wages	316,554	317,291	317,291	336,441	348,224
518.780.20 Benefits	75,424	163,106	163,106	186,870	205,996
518.780.30 Supplies	36,426	33,650	33,650	36,150	36,150
518.780.40 Other Service Charges	505,815	566,500	560,000	485,000	485,300
518.780.90 Interfund Payments for Service	85,956	86,242	86,242	92,300	92,600
TOTAL OPERATING EXPENDITURES	\$ 1,020,175	\$ 1,166,789	\$ 1,160,289	\$ 1,136,761	\$ 1,168,270
REVENUES LESS EXPENDITURES	\$ 107,765	\$ (23,989)	\$ (17,489)	\$ 639	\$ (170)
BEGINNING WORKING CAPITAL - January 1	15,000	122,765	122,765	105,276	105,915
ENDING WORKING CAPITAL - December 31	122,765	98,776	105,276	105,915	105,745
NET CHANGE IN WORKING CAPITAL (*)	\$ 107,765	\$ (23,989)	\$ (17,489)	\$ 639	\$ (170)

(*) Working Capital = Current Assets minus Current Liabilities

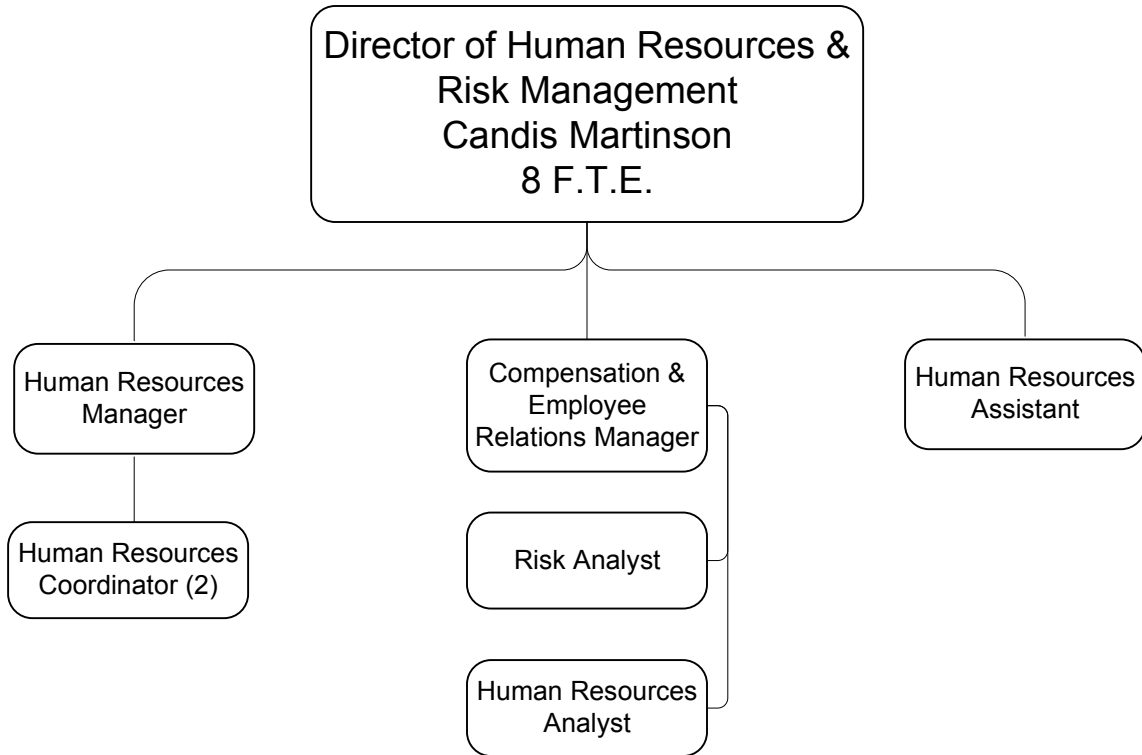
Department Employees

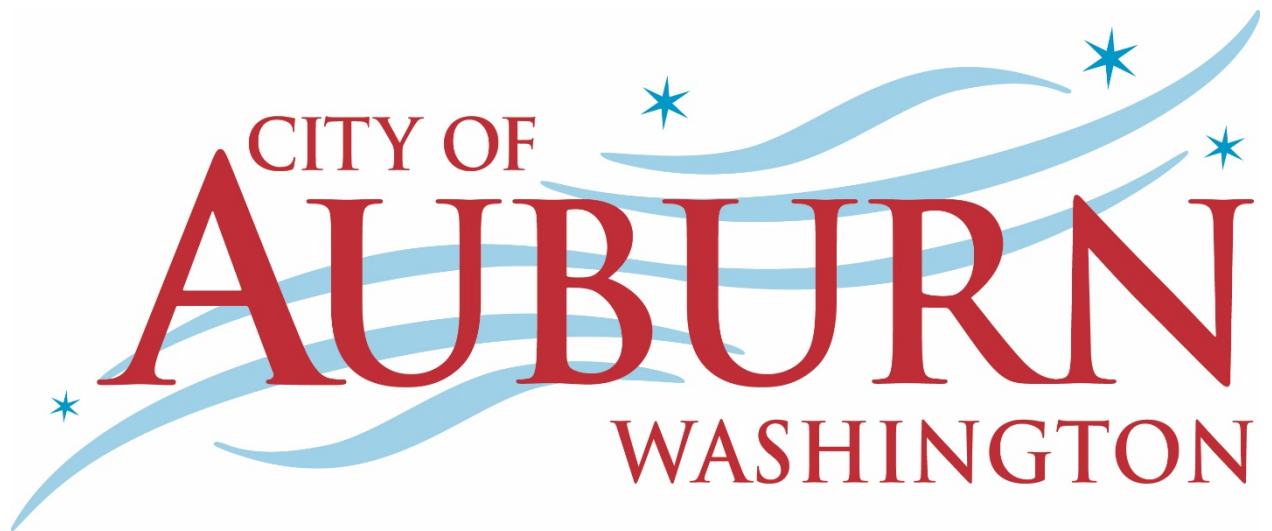
518 Multimedia FTEs	2016	2017	2018	2019	2020
Multimedia FTEs*	3.60	3.60	3.60	3.60	3.60
TOTAL IT FTEs	3.60	3.60	3.60	3.60	3.60

Full Time Equivalent (FTE)

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

Human Resources & Risk Management Department





HUMAN RESOURCES AND RISK MANAGEMENT DEPARTMENT

Mission Statement

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

Department Overview

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

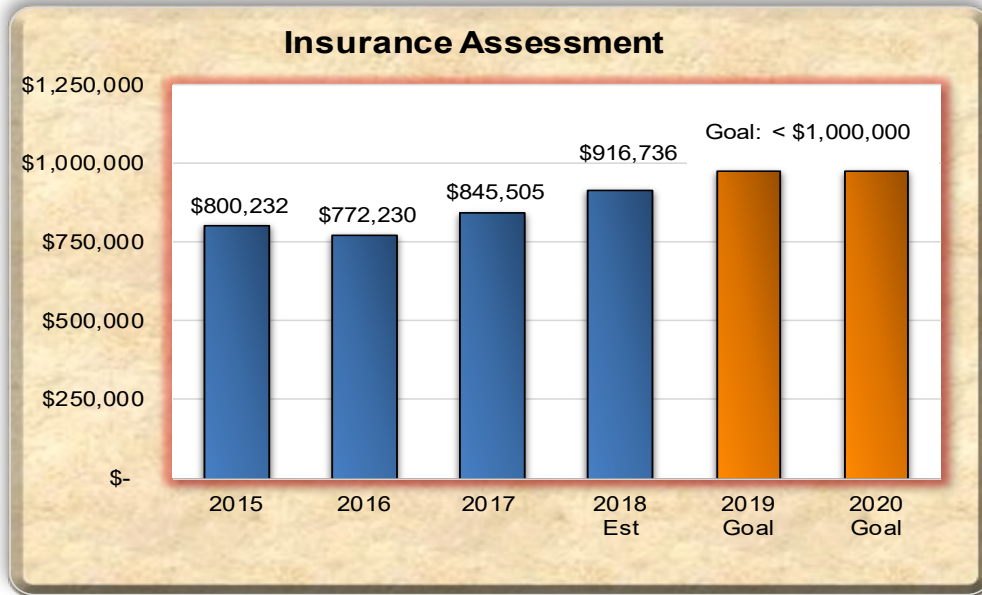
2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Negotiate Teamsters Collective Bargaining Agreement (CBA) in the best interests of the City and employees, as well as the reopener language for the four CBAs that had reopener language due to the Affordable Care Act. 	<ul style="list-style-type: none"> Successfully negotiated reopener language for the Police Officer, Sergeant, Commander, and Non-Commissioned CBAs in regards to provisions related to the Affordable Care Act. Successfully negotiated the Teamsters CBA. 	<ul style="list-style-type: none"> Negotiate Police Officer, Sergeant, Commander, and Non-Commissioned CBAs in the best interests of the City and employees.
<ul style="list-style-type: none"> Continue to develop the City's Wellness Program and receive the WellCity Award, which will provide a 2% reduction in healthcare premiums. 	<ul style="list-style-type: none"> The City received the WellCity Award in both 2017 and 2018, resulting in a 2% reduction in healthcare premiums. 	<ul style="list-style-type: none"> Continue to develop the City's Wellness Program and receive the WellCity Award, which will provide a 2% reduction in healthcare premiums.
<ul style="list-style-type: none"> Continue to explore healthcare options with the best coverage for employees while maintaining the most reasonable cost. 	<ul style="list-style-type: none"> Human Resources works closely with our benefit brokers to explore the City's options regarding quality coverage that is reasonably priced. 	<ul style="list-style-type: none"> Continue to explore healthcare options with the best coverage for employees while maintaining the most reasonable cost.
<ul style="list-style-type: none"> Continue efforts to recruit and retain qualified employees. 	<ul style="list-style-type: none"> For the 2017-2018 cycle, Human Resources is projecting to complete the processes for approximately 140 recruitments and promotions. 	<ul style="list-style-type: none"> Continue efforts to recruit and retain qualified employees.
<ul style="list-style-type: none"> Successfully renegotiate a successor agreement with the Public Defender to extend the current contract. 	<ul style="list-style-type: none"> Completed effective January 1, 2017. 	<ul style="list-style-type: none"> Successfully renegotiate a successor agreement with the Public Defender to extend the current contract.

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Provide citywide training on critical administrative policies and procedures. 	<ul style="list-style-type: none"> In 2017, Human Resources provided mandatory sexual harassment training for all City staff and supervisors. In 2018, Human Resources conducted mandatory policy training for staff and supervisors. 	<ul style="list-style-type: none"> Provide citywide training on critical administrative policies and procedures.
<ul style="list-style-type: none"> Continue to provide training on performance management as well as the City's Core Competency of Communication and Customer Service. 	<ul style="list-style-type: none"> Human Resources provided training on the performance management process, emphasizing the City's Core Competencies. 	<ul style="list-style-type: none"> Develop and implement supervisory and management trainings for City staff.
<ul style="list-style-type: none"> Continue to develop a Civil Service Diversity Outreach program to support the recruitment and development of a diverse and qualified pool of Police Officers. 	<ul style="list-style-type: none"> In August 2017, Human Resources officially launched the Civil Service Diversity Outreach program, which resulted in 67% of newly hired Police Officers coming from diverse backgrounds. 	<ul style="list-style-type: none"> Continue the Civil Service Diversity Outreach program to further support the recruitment and development of a diverse and qualified pool of Police Officers.
<ul style="list-style-type: none"> Implement the new 12-month onboarding process emphasizing the City's Core Values and Team Auburn approach. 	<ul style="list-style-type: none"> In 2017, Human Resources kicked off the new hire onboarding program, which was designed to assist new hires in understanding the City's Core Values and City processes. 	<ul style="list-style-type: none"> Continue to provide a 12-month onboarding process to emphasize the City's Core Values and Team Auburn approach.

PERFORMANCE MEASURES - HUMAN RESOURCES AND RISK MANAGEMENT DEPARTMENT

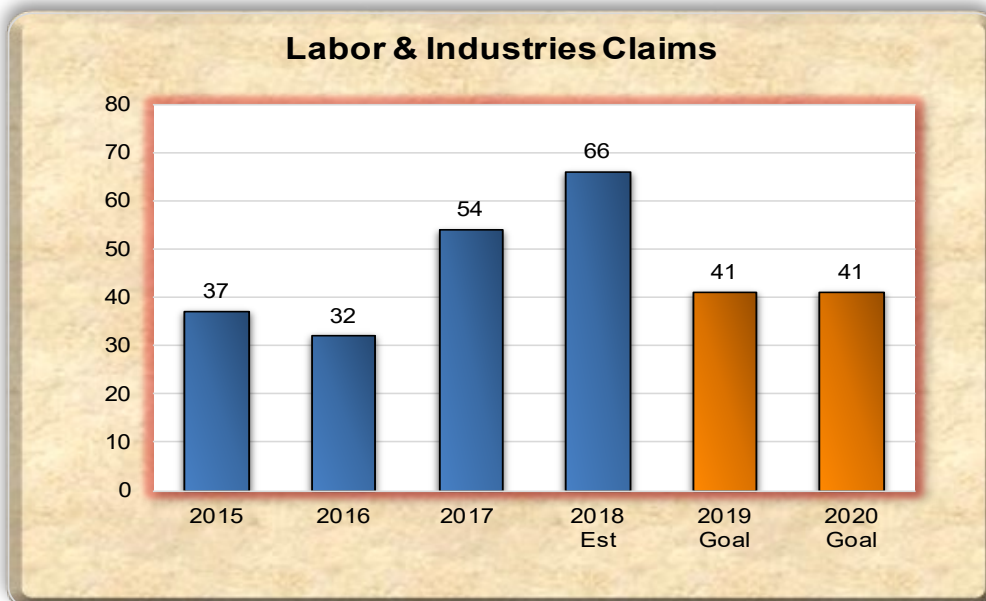
Insurance Assessment

Historically, the City’s liability insurance premium has been around \$1,000,000 annually. The City has implemented a number of measures to assist in reducing a claim’s total incurred costs thus reducing the City’s annual assessment. Over the last several years the City’s annual assessment has decreased and is now below \$1,000,000. The goal during the next biennium (2019-2020) is to maintain the assessment below \$1,000,000 annually.



L&I Claims

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



Department Budget

001.13 Human Resources	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Expenditures					
Salaries & Wages	584,171	565,847	560,000	803,482	840,290
Personnel Benefits	252,585	243,916	240,000	370,160	405,965
Supplies	4,640	9,300	6,000	9,300	9,300
Services & Charges	907,839	1,079,860	1,050,000	1,147,060	1,148,160
Intergovernmental	1,656,292	1,720,490	1,720,490	1,892,550	2,081,800
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	339,852	340,395	340,395	283,500	303,900
DEPARTMENT TOTAL	\$ 3,745,380	\$ 3,959,808	\$ 3,916,885	\$ 4,506,052	\$ 4,789,415

Department Employees

001 Human Resources FTEs	2016	2017	2018	2019	2020
Human Resources FTEs	9.00	8.00	8.00	8.00	8.00
TOTAL HUMAN RESOURCES FTEs	9.00	8.00	8.00	8.00	8.00

Full Time Equivalent (FTE)

In November 2017, the Community Services Work Crew Leader position was reclassified as a Maintenance Worker I and moved to the Street Department; -1.0 FTE.

WORKERS' COMPENSATION FUND

Mission Statement

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

Division Overview

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

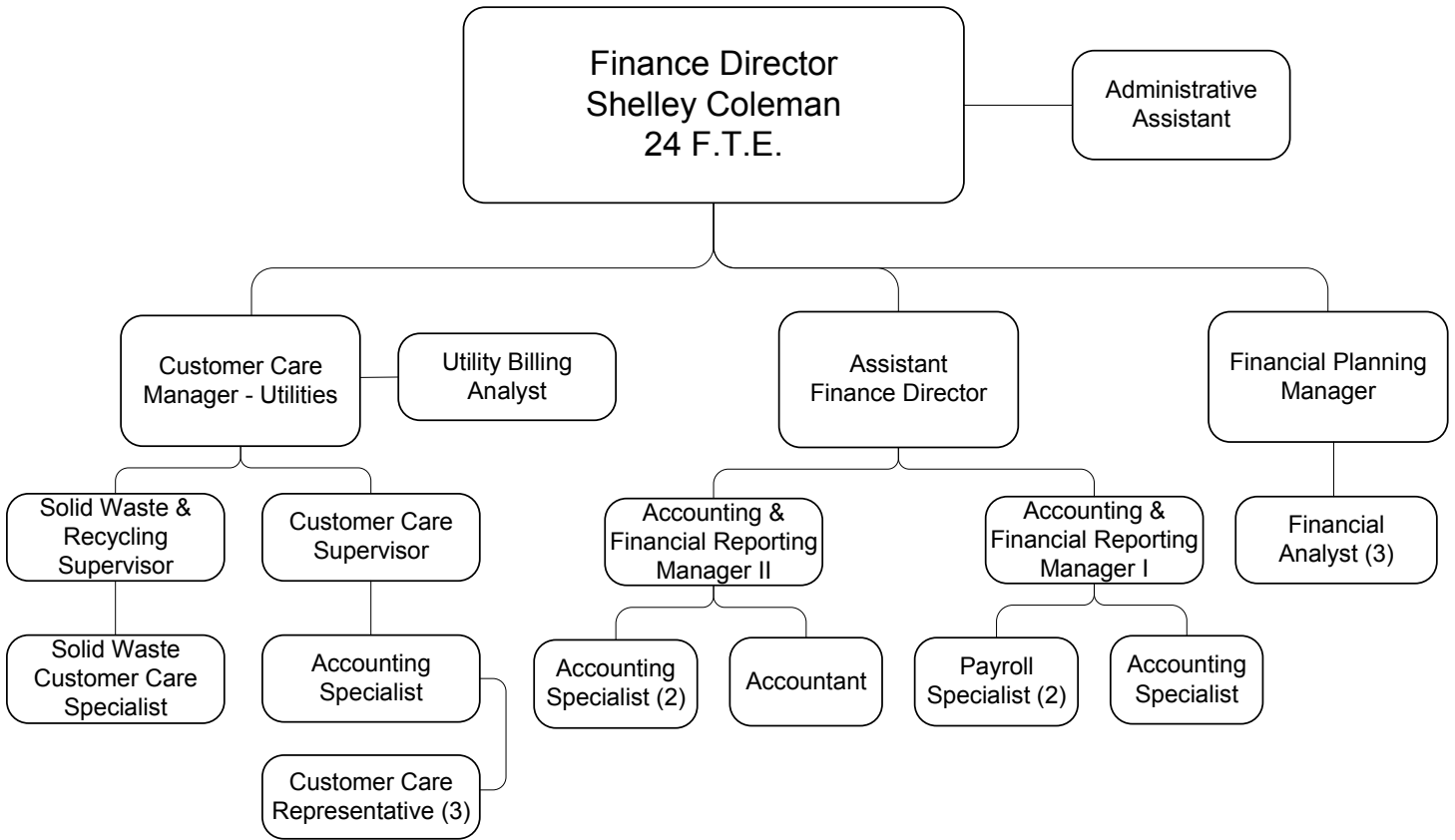
2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Fund rates based upon an actuarial review and analysis that will establish a fund reserve to allow the City to stabilize future rates consistent with inflationary measures. 	<ul style="list-style-type: none"> Funded rates based upon an actuarial review and analysis that established a fund reserve to allow the City to stabilize future rates consistent with inflationary measures. 	<ul style="list-style-type: none"> Continue to fund rates based upon an actuarial review and analysis that maintains the fund reserve to allow the City to stabilize future rates consistent with inflationary measures.
<ul style="list-style-type: none"> Continue to provide Workers' Compensation benefits to employees for new and existing claims. 	<ul style="list-style-type: none"> Provided Workers' Compensation benefits to employees for new and existing claims. 	<ul style="list-style-type: none"> Continue to provide Workers' Compensation benefits to employees for new and existing claims.

2019-2020 Working Capital Budget

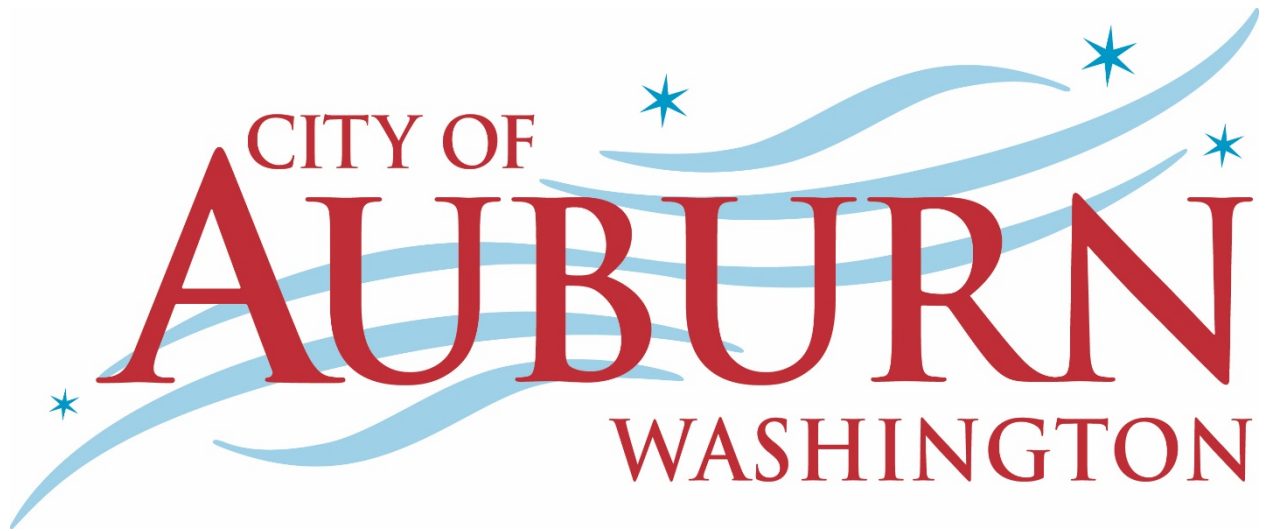
503 Workers' Compensation	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
OPERATING FUND:					
OPERATING REVENUES					
369.720 L&I Contributions - EE	41,838	39,400	43,000	45,200	47,500
369.730 L&I Contributions - ER	893,288	968,700	960,000	1,030,000	1,103,000
398.100 Insurance Recoveries	6,522	93,000	5,000	50,000	50,000
361.110 Investment Income	13,175	2,600	26,000	46,000	61,400
399.610 Other Revenue	293	-	-	-	-
TOTAL OPERATING REVENUES	\$ 955,116	\$ 1,103,700	\$ 1,034,000	\$ 1,171,200	\$ 1,261,900
OPERATING EXPENDITURES					
580.000.10 Salaries & Wages	73,291	80,132	80,132	-	-
580.000.20 Benefits	118,868	367,336	150,000	250,000	250,000
580.000.30 Supplies	-	-	-	-	-
580.000.40 Other Service Charges	231,601	415,215	300,000	448,315	455,315
580.000.50 Intergovernmental Services	-	-	-	-	-
590.100.05 Net Increase in Restricted Assets	3,605	-	-	-	-
535.000.90 Interfund Payments for Service	-	-	-	119,800	128,100
TOTAL OPERATING EXPENDITURES	\$ 427,364	\$ 862,683	\$ 530,132	\$ 818,115	\$ 833,415
REVENUES LESS EXPENDITURES	\$ 527,752	\$ 241,017	\$ 503,868	\$ 353,085	\$ 428,485
BEGINNING WORKING CAPITAL - January 1	1,097,368	1,625,120	1,625,120	2,128,988	2,482,073
ENDING WORKING CAPITAL - December 31	1,625,120	1,866,137	2,128,988	2,482,073	2,910,558
NET CHANGE IN WORKING CAPITAL (*)	\$ 527,752	\$ 241,017	\$ 503,868	\$ 353,085	\$ 428,485

**(*) Working Capital = Current
Assets minus Current Liabilities**

Finance Department



F.T.E. = Full Time Equivalent



FINANCE DEPARTMENT

Mission Statement

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

Department Overview

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

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> In coordination with the Public Works Department, evaluate rate structure options for water and stormwater utility rates based on the results of the recently completed cost of service analyses. 	<ul style="list-style-type: none"> Performed a review of utility rates in conjunction with a cost of service study and rate design evaluation to be implemented effective January 1, 2019. 	
<ul style="list-style-type: none"> Prepare the 2016 and 2017 Comprehensive Annual Financial Reports (CAFRs) and submit documentation to the GFOA award program to receive the Certificate of Achievement for Excellence in Financial Reporting. 	<ul style="list-style-type: none"> Prepared the 2016 and 2017 Comprehensive Annual Financial Reports (CAFRs), submitted documentation to the GFOA award program, and received the Certificate of Achievement for Excellence in Financial Reporting. Implemented Governmental Accounting Standards Board (GASB) pronouncements 72, 73, 76, 77, 79, and 82. 	<ul style="list-style-type: none"> Prepare the 2018 and 2019 Comprehensive Annual Financial Reports (CAFRs) and submit documentation to the GFOA award program to receive the Certificate of Achievement for Excellence in Financial Reporting. Implement emerging GASB pronouncements.
<ul style="list-style-type: none"> Complete the 2017-2018 final budget and submit documentation to the Government Finance Officers Association (GFOA) for the Distinguished Budget Presentation Award. 	<ul style="list-style-type: none"> Completed the 2017-2018 final budget, submitted documentation to Government Finance Officers Association (GFOA) and received the Distinguished Budget Presentation Award. 	<ul style="list-style-type: none"> Complete the 2019-2020 final budget and submit documentation to the Government Finance Officers Association (GFOA) for the Distinguished Budget Presentation Award.
<ul style="list-style-type: none"> Work with the Public Works Department to complete the implementation of an automated metering technology, generally referred to as the Water Utility Meter and Billing System Improvement project. 	<ul style="list-style-type: none"> 15,000 new AMI meters were installed or retrofitted. Completed January 2018. 	<ul style="list-style-type: none"> Implement new automated meter reading software to provide enhanced information and reporting for better customer service. Conversion and training for Sensus Analytics software.
<ul style="list-style-type: none"> Update the six-year Capital Facilities Plan as part of the Comprehensive Plan. 	<ul style="list-style-type: none"> Updated the six-year Capital Facilities Plan (CFP) as part of the Comprehensive Plan. 	<ul style="list-style-type: none"> Update the six-year Capital Facilities Plan as part of the Comprehensive Plan.
<ul style="list-style-type: none"> Work with the Washington State Auditor's Office for successful audit engagements. 	<ul style="list-style-type: none"> Worked with the Washington State Auditor's Office for successful audit engagement. 	<ul style="list-style-type: none"> Work with Washington State Auditor's Office for successful audit engagements.

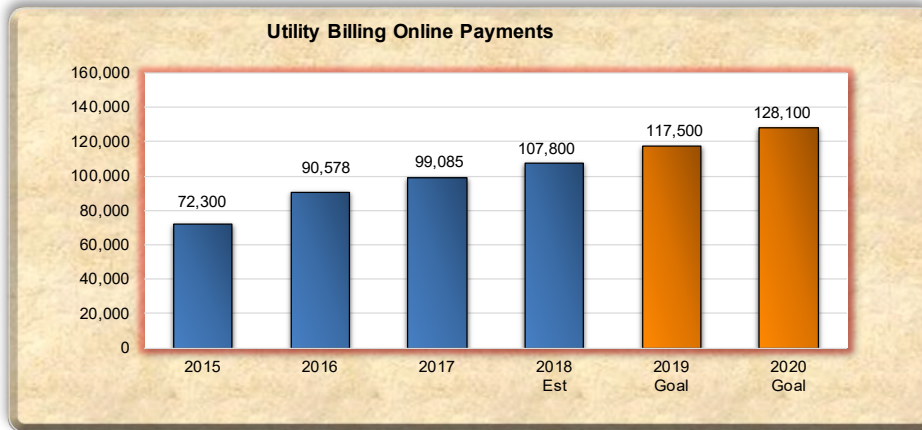
2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Work with utility customers to encourage increased usage of self-service payment options (online bill pay, interactive voice response phone payments, and recurring automatic payments). 	<ul style="list-style-type: none"> 2017 self service payments = 98,085. Goal for 2018 = 107,000. 	<ul style="list-style-type: none"> Change from bi-monthly water consumption billing to monthly consumption billing.
<ul style="list-style-type: none"> Issue Request for Bids (RFB) for contracted solid waste services and enter into a new contract for solid waste services. 	<ul style="list-style-type: none"> Issued Request for Bids; request was denied and direction was given to issue a Request for Proposal (RFP). 	<ul style="list-style-type: none"> Execute a contract extension with the current provider through 2021, issue a request for proposal, and select a vendor to begin providing contract solid waste services in 2021. This will bring the entire City under one contract.
<ul style="list-style-type: none"> Create and implement an online new customer application for utility customers. 	<ul style="list-style-type: none"> Completed in May 2018. 	
<ul style="list-style-type: none"> Create new utility bill and change printing vendor. 	<ul style="list-style-type: none"> Final revisions to the new utility bill are in process, using the same vendor due to cost savings. 	<ul style="list-style-type: none"> Redesign a new past-due statement.
<ul style="list-style-type: none"> Continue financing of utility capital projects as needed. 	<ul style="list-style-type: none"> Continued financing of utility capital projects as needed. 	<ul style="list-style-type: none"> Continue financing of capital projects as needed.
<ul style="list-style-type: none"> Continue to review and improve processes through lean strategies. 	<ul style="list-style-type: none"> Reviewed and improved processes through lean strategies, including: <ul style="list-style-type: none"> Researched and developed approach to replace position control for support departments. Identified planned enhancements to budget document and process. Researched and developed approach to multi-year capital budgeting. Entered into an agreement with Auburn Valley Humane Society to administer pet licensing. Completed a payroll process mapping exercise. Enhanced Accounts Receivable invoicing and collection enforcement process through information content sharing and active account management. In coordination with Innovation & Technology and the Parks, Arts and Recreation Department, implemented new Theater point of sale and ticketing system. 	<ul style="list-style-type: none"> Continue to review and improve processes through lean strategies, including: <ul style="list-style-type: none"> Implement new approach to position control, multi-year capital budgeting, and other enhancements with the adoption of the 2019-2020 budget. Include new "Budget-in-Brief" with statistics and other information. Continue to enhance format for quarterly report. Work to add higher-level summaries with highlights and associated graphics. Develop a Popular Annual Financial Report (PAFR).

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Implement electronic archiving of accounts payable records, cash receipts, and bank reconciliation; integrate with Eden when appropriate. 	<ul style="list-style-type: none"> On hold for future years. Technology to make this "lean" is not in place at this time. 	<ul style="list-style-type: none"> Expand to Accounts Payable and cash receiving transactions.
<ul style="list-style-type: none"> Review and revise current utility processes established in administrative policies and City code. 		<ul style="list-style-type: none"> Add tenants as a "bill to" rather than opening and closing tenant accounts.
<ul style="list-style-type: none"> Administer economic development incentives when exercised by developers. 	<ul style="list-style-type: none"> Administered economic development incentives when exercised by developers. 	<ul style="list-style-type: none"> Administer economic development incentives when exercised by developers.

PERFORMANCE MEASURES - FINANCE DEPARTMENT

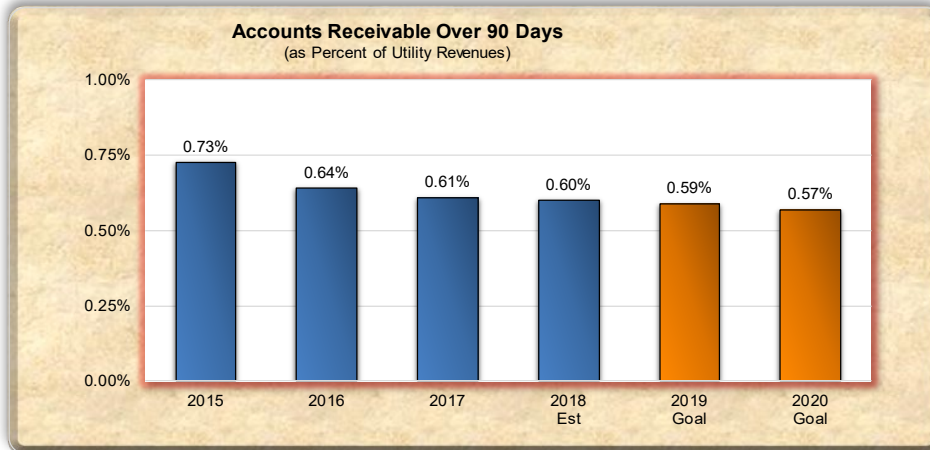
Utility Billing Online Payments

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



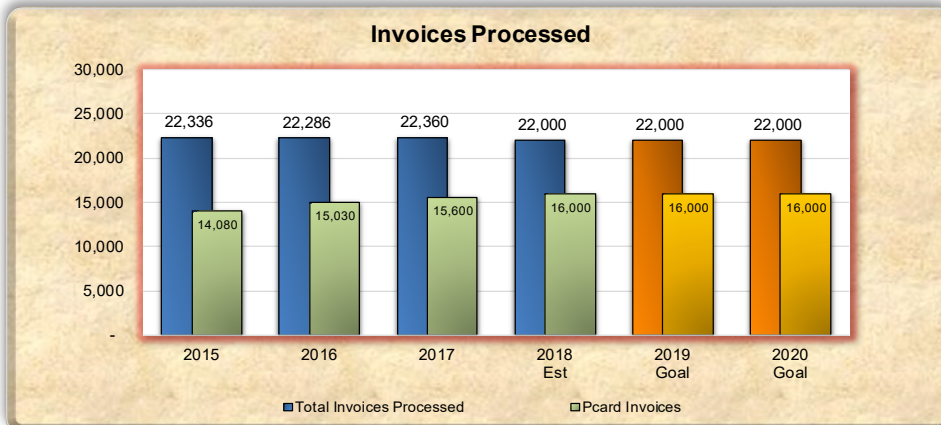
Utilities Accounts Receivable Over 90 Days as a Percent of Utility Revenue

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



Total Invoices Processed

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



Department Budget

001.14 Finance	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Expenditures					
Salaries & Wages	749,274	782,535	768,000	2,117,076	2,207,053
Personnel Benefits	321,212	383,805	360,000	1,028,234	1,129,300
Supplies	9,827	12,500	12,500	12,500	12,500
Services & Charges	177,279	206,070	200,000	186,230	190,925
Intergovernmental	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	176,196	180,821	180,821	189,100	189,300
DEPARTMENT TOTAL	\$ 1,433,788	\$ 1,565,731	\$ 1,521,321	\$ 3,533,140	\$ 3,729,078

Department Employees

001/434 Finance FTEs	2016	2017	2018	2019	2020
Finance FTEs	22.00	22.00	22.00	22.00	22.00
Solid Waste FTEs	2.00	2.00	2.00	2.00	2.00
TOTAL FINANCE FTEs	24.00	24.00	24.00	24.00	24.00

Full Time Equivalent (FTE)

NON-DEPARTMENTAL

Department Overview

Non-Departmental accounts are used to reflect the General Fund’s ending fund balance, prior year adjustments, the transfer of money between funds, and one-time transactions. Estimated costs for the General Fund portion of retiring employees are budgeted in this department as are Law Enforcement Officer and Fire Fighter (LEOFF 1) Other Post-Employment Benefit (OPEB) requirements and long-term debt payments.

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

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Continue to fund Law Enforcement Officer and Fire Fighter (LEOFF 1) retiree medical and long-term care expenditures. 	<ul style="list-style-type: none"> Continued to fund Law Enforcement Officer and Fire Fighter (LEOFF 1) retiree medical and long-term care expenditures. 	<ul style="list-style-type: none"> Continue to fund Law Enforcement Officer and Fire Fighter (LEOFF 1) retiree medical and long-term care expenditures.
<ul style="list-style-type: none"> Continue to fund retirement payouts. 	<ul style="list-style-type: none"> Continued to fund retirement payouts. 	<ul style="list-style-type: none"> Continue to fund retirement payouts.
<ul style="list-style-type: none"> Continue to provide funding for general Citywide services. 	<ul style="list-style-type: none"> Continued to provide funding for general Citywide services. 	<ul style="list-style-type: none"> Continue to provide funding for general Citywide services.
<ul style="list-style-type: none"> Continue to fund the City’s share of the Auburn Valley Humane Society (AVHS) operations. 	<ul style="list-style-type: none"> Continued to fund the City’s share of the Auburn Valley Humane Society (AVHS) operations. In 2018, the City entered into an agreement with the AVHS to administer the Pet Licensing Program. 	<ul style="list-style-type: none"> Continue to fund the City’s share of the Auburn Valley Humane Society (AVHS) operations and the Pet Licensing Program.
<ul style="list-style-type: none"> Fund debt payments for the Library, Golf Course, and Cemetery. 	<ul style="list-style-type: none"> Funded debt payments for the Library, Golf Course, and Cemetery. The outstanding debt associated with the Library reached final maturity in 2018. 	<ul style="list-style-type: none"> Fund debt payments for the Golf Course and Cemetery.
<ul style="list-style-type: none"> Provide funds for Citywide program improvements. 	<ul style="list-style-type: none"> Provided funds for Citywide program improvements. 	<ul style="list-style-type: none"> Provide funds for Citywide program improvements.

Department Budget

001.98 Non Departmental	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Expenditures					
Salaries & Wages	183,209	334,780	250,000	91,600	566,000
Personnel Benefits	567,077	1,235,019	880,000	1,256,800	1,302,100
Supplies	-	-	-	-	-
Services & Charges	477,586	1,437,040	750,000	688,000	410,700
Operating Transfers Out	3,100,302	3,976,504	3,600,978	452,510	383,433
Capital Outlay	-	-	-	-	-
Debt Service Principal	-	-	-	-	-
Debt Service Interest	-	-	-	-	-
Interfund Payments For Service	-	-	-	-	-
Designated Fund Balance	225,464	691,915	691,915	691,915	691,915
Undesignated Fund Balance	22,418,212	11,955,127	17,345,127	11,702,948	6,366,410
DEPARTMENT TOTAL	\$ 26,971,850	\$ 19,630,385	\$ 23,518,020	\$ 14,883,773	\$ 9,720,558

SPECIAL REVENUE FUNDS

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

- Fund 122 - The Cumulative Reserve Fund accumulates excess reserves for counter-cyclical purposes (“Rainy Day”) and capital purposes.
- Fund 124 - Mitigation Fees Fund accounts for fees paid by developers toward the cost of future improvements to City infrastructure, which are required to provide for additional demands generated by new development.

Fund 122 – Cumulative Reserve

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> • Continue to collect, monitor and distribute legally restricted revenue sources. 	<ul style="list-style-type: none"> • Continued to collect, monitor and distribute legally restricted revenue sources. 	<ul style="list-style-type: none"> • Continue to collect, monitor and distribute legally restricted revenue sources.
<ul style="list-style-type: none"> • Maintain Cumulative Reserve Fund to provide stability during economic downturns and for capital purposes. 	<ul style="list-style-type: none"> • Maintained Cumulative Reserve Fund to provide stability during economic downturns and for capital purposes. • Transferred cash reserves of \$2.5 million in 2017 and 2018 from the General Fund to the Cumulative Reserve Fund. • Transferred \$1.3 million from the Cumulative Reserve Fund to the Capital Improvement Fund in 2018 to fund Street Preservation projects. 	<ul style="list-style-type: none"> • Maintain Cumulative Reserve Fund to provide stability during economic downturns and for capital purposes.
		<ul style="list-style-type: none"> • Provide partial funding for the Downtown Arts and Culture Center renovation.
		<ul style="list-style-type: none"> • Provide funding to the Cemetery and the General Fund for cash flow needs.

Cumulative Reserve - Fund 122 Budget

122 Cumulative Reserve	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Revenues					
Beginning Fund Balance	8,709,937	9,799,312	9,799,312	10,124,312	10,162,312
Investment Income	89,374	20,500	125,000	180,200	197,800
Operating Transfers In	1,000,000	1,500,000	1,500,000	-	-
Total Revenues	\$ 9,799,312	\$ 11,319,812	\$ 11,424,312	\$ 10,304,512	\$ 10,360,112
Expenditures					
Operating Transfers Out*	-	1,592,200	1,300,000	142,200	4,100,000
Ending Fund Balance	9,799,312	9,727,612	10,124,312	10,162,312	6,260,112
Total Expenditures	\$ 9,799,312	\$ 11,319,812	\$ 11,424,312	\$ 10,304,512	\$ 10,360,112

Transfers Out Summary*	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
To Fund 436 - Cash Flow Needs	-	250,000	-	100,000	100,000
To Fund 328 - Street Preservation	-	1,300,000	1,300,000	-	-
To Fund 328 - Arts & Culture Center	-	42,200	-	42,200	-
To Gen Fund - Cash Flow Needs	-	-	-	-	4,000,000
Total Transfers Out	\$ -	\$ 1,592,200	\$ 1,300,000	\$ 142,200	\$ 4,100,000

Fund 124 – Mitigation Fees

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Administer use of mitigation fees to provide for City infrastructure improvements. 	<ul style="list-style-type: none"> Administered use of mitigation fees to provide for City infrastructure improvements. 	<ul style="list-style-type: none"> Administer use of mitigation fees to provide for City infrastructure improvements.
		<ul style="list-style-type: none"> Provide funding for major Parks projects such as the Downtown Arts and Culture Center, Les Gove Park Improvements and the 104th Avenue Master Plan.

Mitigation Fees Fund - Fund 124 Budget

124 Mitigation Fees	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Revenues					
Beginning Fund Balance - Designated	11,049,890	11,395,640	11,395,640	10,828,822	9,043,472
Beginning Fund Balance - Undesignated	44,615	56,115	56,115	57,315	58,515
Fire Impact Fees	181,528	100,000	150,000	100,000	100,000
Transportation Impact Fees	1,757,765	800,000	700,000	800,000	800,000
School Impact Admin Fees	8,396	12,000	1,200	1,200	2,000
Traffic Mitigation Fees	67,877	-	-	-	-
Parks Impact Fees	598,576	600,000	100,000	100,000	200,000
Investment Income	112,605	8,200	177,600	195,000	204,700
Transfers In	-	400,000	400,000	-	-
Total Revenues	\$ 13,821,251	\$ 13,371,955	\$ 12,980,555	\$ 12,082,337	\$ 10,408,687

Expenditures					
Intergovernmental Services	450,500	50,000	50,000	75,000	75,000
Operating Transfers Out*	1,918,997	2,995,917	2,044,418	2,905,350	666,600
Ending Fund Balance - Designated	11,407,140	10,269,923	10,828,822	9,043,472	9,606,572
Ending Fund Balance - Undesignated	44,615	56,115	57,315	58,515	60,515
Total Expenditures	\$ 13,821,251	\$ 13,371,955	\$ 12,980,555	\$ 12,082,337	\$ 10,408,687

Transfers Out Summary*	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
To Fund 102 - Impact Fees	1,701,654	1,498,517	1,272,018	545,350	511,600
To Fund 102 - Mitigation Fees	101,307	188,800	168,800	-	-
To Fund 102 - Fees In Lieu of Services	-	100,000	100,000	-	-
To Fund 321 - Park Impact Fees	106,000	1,155,000	450,000	1,055,000	150,000
To Fund 321 - Park Mitigation Fees	-	-	-	300,000	-
To Fund 328 - Parks Impact Fees	10,036	22,000	22,000	1,000,000	-
To Fund 328 - Wetland Mitigation Fees	-	31,600	31,600	5,000	5,000
Total Transfers Out	\$ 1,918,997	\$ 2,995,917	\$ 2,044,418	\$ 2,905,350	\$ 666,600

DEBT SERVICE FUNDS

Debt Service funds account for the payment of outstanding long-term general obligations of the City. The City has seven Debt Service Funds: the Library Bond Fund, City Hall Annex Bond Fund, the Local Revitalization Bond Fund, the SCORE Debt Service Fund, the Local Improvement District (LID) Guarantee Fund, the Local Improvement District (LID) 350 Fund, and the Golf/Cemetery Refunding Debt Fund. The City’s LID Guarantee Funds are 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 credit ratings by bond rating agencies such as Moody’s Investors Service.

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> • Make timely payment of principal and interest on outstanding debt issues. 	<ul style="list-style-type: none"> • Made timely payment of principal and interest on outstanding debt issues. 	<ul style="list-style-type: none"> • Make timely payment of principal and interest on outstanding debt issues.
<ul style="list-style-type: none"> • Continue accounting for existing LID funds including closing out funds for completed LIDs. 	<ul style="list-style-type: none"> • Continued accounting for existing LID funds including closing out funds for completed LIDs. 	<ul style="list-style-type: none"> • Continue accounting for existing LID funds including closing out funds for completed LIDs.

FUND 229 BUDGET

229 Library Bond Refunding Debt	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Revenues					
Beginning Fund Balance	-	-	-	-	-
Investment Income	-	-	-	-	-
Operating Transfers In	283,850	282,150	282,150	-	-
Total Revenues	\$ 283,850	\$ 282,150	\$ 282,150	\$ -	\$ -
Expenditures					
Debt Service Principal	260,000	270,000	270,000	-	-
Debt Service Interest	23,850	12,150	12,150	-	-
Ending Fund Balance	-	-	-	-	-
Total Expenditures	\$ 283,850	\$ 282,150	\$ 282,150	\$ -	\$ -

FUND 230 BUDGET

230 City Hall Annex 2010 A&B Bond Debt	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Revenues					
Beginning Fund Balance	-	-	-	-	-
Investment Income	-	-	-	-	-
BAB Subsidy	366,582	356,242	356,242	349,000	341,000
Operating Transfers In	1,316,610	1,318,878	1,318,878	1,315,900	1,317,400
Total Revenues	\$ 1,683,191	\$ 1,675,120	\$ 1,675,120	\$ 1,664,900	\$ 1,658,400
Expenditures					
Debt Service Principal	560,000	575,000	575,000	590,000	610,000
Debt Service Interest	1,123,191	1,100,120	1,100,120	1,074,900	1,048,400
Ending Fund Balance	-	-	-	-	-
Total Expenditures	\$ 1,683,191	\$ 1,675,120	\$ 1,675,120	\$ 1,664,900	\$ 1,658,400

FUND 231 BUDGET

231 Local Revitalization 2010 C&D Bond Debt	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Revenues					
Beginning Fund Balance	-	11,396	11,396	11,396	11,896
LRF Sales Tax Credit	259,859	250,000	250,000	250,000	250,000
Investment Income	906	60	60	500	500
BAB Subsidy	117,192	113,426	113,426	108,000	104,000
Operating Transfers In	222,510	226,109	226,109	231,800	220,600
Total Revenues	\$ 600,467	\$ 600,991	\$ 600,991	\$ 601,696	\$ 586,996
Expenditures					
Debt Service Principal	230,000	240,000	240,000	245,000	255,000
Debt Service Interest	359,071	349,595	349,595	344,800	319,600
Ending Fund Balance	11,396	11,396	11,396	11,896	12,396
Total Expenditures	\$ 600,467	\$ 600,991	\$ 600,991	\$ 601,696	\$ 586,996

FUND 238 BUDGET

238 SCORE 2009 A&B Bond Debt	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Revenues					
Beginning Fund Balance	-	-	-	-	-
Investment Income	-	-	-	-	-
BAB Subsidy	-	427,335	427,335	452,600	440,400
Interlocal Grants - Host City	-	109,928	109,928	109,928	109,928
SCORE Contract Cities Revenue	-	1,484,031	1,484,031	1,567,272	1,566,672
Operating Transfers In	-	-	-	-	-
Total Revenues	\$ -	\$ 2,021,294	\$ 2,021,294	\$ 2,129,800	\$ 2,117,000
Expenditures					
Debt Service Principal	-	669,900	669,900	739,400	764,200
Debt Service Interest	-	1,351,394	1,351,394	1,390,400	1,352,800
Ending Fund Balance	-	-	-	-	-
Total Expenditures	\$ -	\$ 2,021,294	\$ 2,021,294	\$ 2,129,800	\$ 2,117,000

FUND 249 BUDGET

249 LID Guarantee	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Revenues					
Beginning Fund Balance	1,573	1,588	1,588	1,618	1,648
Investment Income	15	-	30	30	40
Operating Transfers In	-	-	-	-	-
Total Revenues	\$ 1,588	\$ 1,588	\$ 1,618	\$ 1,648	\$ 1,688
Expenditures					
Operating Transfers Out	-	-	-	-	-
Ending Fund Balance	1,588	1,588	1,618	1,648	1,688
Total Expenditures	\$ 1,588	\$ 1,588	\$ 1,618	\$ 1,648	\$ 1,688

FUND 275 BUDGET

275 LID #350	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Revenues					
Beginning Fund Balance	10,358	8,083	8,083	8,709	8,659
Investment Income	92	40	100	100	100
Special Assessment Principal	3,835	6,572	6,572	6,900	-
Special Assessment Interest & Penalties	1,044	1,200	1,200	350	-
Total Revenues	\$ 15,329	\$ 15,895	\$ 15,955	\$ 16,059	\$ 8,759
Expenditures					
Special Assessment Principal	6,259	6,572	6,572	7,000	-
Special Assessment Interest	987	674	674	400	-
Ending Fund Balance	8,083	8,649	8,709	8,659	8,759
Total Expenditures	\$ 15,329	\$ 15,895	\$ 15,955	\$ 16,059	\$ 8,759

FUND 276 BUDGET

276 Golf/Cemetery Refunding Debt Service	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Revenues					
Beginning Fund Balance	-	19	19	-	-
Investment Income	19	-	-	-	-
Operating Transfers In	374,615	554,367	554,367	374,100	376,000
Total Revenues	\$ 374,634	\$ 554,386	\$ 554,386	\$ 374,100	\$ 376,000
Expenditures					
Debt Service Principal	323,849	502,962	502,962	333,900	341,300
Debt Service Interest	50,766	51,405	51,424	40,200	34,700
Ending Fund Balance	19	19	-	-	-
Total Expenditures	\$ 374,634	\$ 554,386	\$ 554,386	\$ 374,100	\$ 376,000

CAPITAL IMPROVEMENT FUND

The Capital Improvement Fund (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.

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Transfer out Real Estate Excise Tax (REET) funds for debt service on Annex and Local Revitalization bonds. 	<ul style="list-style-type: none"> Transferred out Real Estate Excise Tax (REET 2) funds for debt service on the Annex and Local Revitalization bonds. 	<ul style="list-style-type: none"> Transfer out Real Estate Excise Tax (REET) funds for debt service on the Annex and Local Revitalization bonds.
<ul style="list-style-type: none"> Provide funding for transportation and sidewalk improvement programs. 	<ul style="list-style-type: none"> Provided funding for transportation and sidewalk improvement programs. 	<ul style="list-style-type: none"> Provide funding for transportation and sidewalk improvement programs, and facility improvements.
<ul style="list-style-type: none"> Provide funding for the Auburn Environmental Park Boardwalk phase 2 and the Wayfinding Program. 	<ul style="list-style-type: none"> The design phase the Auburn Environmental Park Boardwalk project is scheduled to start in the fall of 2021. The Wayfinding Program was cancelled. 	
<ul style="list-style-type: none"> Provide funding for the Game Farm Park Drainage Improvement project, funding for the Mary Olson Farm Watts property acquisition and the Lakeland Hills Nature area project. 	<ul style="list-style-type: none"> The Game Farm Drainage Improvement project is scheduled to begin late in 2018. The Lakeland Hills Nature Area project has been deferred to 2021, and will be funded with Park Impact fees through the Municipal Parks Construction Fund (Fund 321). 	<ul style="list-style-type: none"> The Mary Olson Farm Watts property acquisition has been deferred to 2019 and will be funded with Park Impact fees through the Municipal Parks Construction Fund (Fund 321).
<ul style="list-style-type: none"> Design and construct the Downtown Auburn Arts and Culture Center funded by state and interlocal grants. 	<ul style="list-style-type: none"> The historic window restoration is expected to be completed in 2018. 	<ul style="list-style-type: none"> Design will be completed in 2019 and the first phase of the renovation is scheduled to begin in 2019.
		<ul style="list-style-type: none"> Complete Master Plan and construct park improvements at 104th Avenue Park.
		<ul style="list-style-type: none"> Fund the Save Our Streets program from REET, replacing sales tax on construction.
		<ul style="list-style-type: none"> Fund citywide ADA and sidewalk improvements (REET 2).
		<ul style="list-style-type: none"> Fund annual traffic signal replacements and improvements (REET 2).
		<ul style="list-style-type: none"> Fund the Neighborhood Traffic Safety Program (REET 2).
		<ul style="list-style-type: none"> Fund citywide street lighting improvement (REET 2).
		<ul style="list-style-type: none"> Fund the Golf Course Fairway Drainage Improvement project (REET 2).

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
		<ul style="list-style-type: none"> • Fund the annual public art allocation (REET 2).
		<ul style="list-style-type: none"> • Provide partial funding for the Auburn Way South sidewalk project (REET 2).
		<ul style="list-style-type: none"> • Fund the street light LED retrofit project (REET 2).
		<ul style="list-style-type: none"> • Fund the roof replacements at the City Hall building, the Justice Center building and the Downtown Arts and Culture Center building.

FUND BUDGET

328 Capital Improvements	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Revenues					
Beginning Fund Balance	10,032,509	9,680,345	9,680,345	9,715,027	6,979,977
Assigned Fund Balance - Streets	-	1,591,500	1,591,500	689,600	699,400
REET 1	1,748,515	1,200,000	1,300,000	1,200,000	1,200,000
REET 2	1,748,515	1,200,000	1,300,000	1,200,000	1,200,000
Grants	30,847	1,479,500	782,488	1,840,000	80,000
Investment Income	102,542	21,285	101,285	131,100	120,200
Contributions & Donations	6,259	6,572	6,572	357,000	-
Miscellaneous Revenue	-	30,000	30,000	-	-
Other Revenue	-	25,900	25,873	-	-
Operating Transfers In	475,583	1,752,800	1,605,600	1,047,200	5,000
Total Revenues	\$ 14,144,771	\$ 16,987,902	\$ 16,423,663	\$ 16,179,927	\$ 10,284,577
Expenditures					
Council Chamber Remodel	35,288	-	-	-	-
City Hall Replacement Generator	145,380	-	-	-	-
HVAC Upgrade - Council Chambers	-	200,000	200,000	-	-
City Wetland Mitigation	-	31,600	31,600	5,000	5,000
Facilities Projects	-	-	-	228,600	125,000
Parks Projects	30,048	1,150,100	314,988	2,582,200	60,000
Public Works Projects	279,310	212,800	172,800	-	-
Transportation Projects - REET 2	359,045	1,532,300	1,532,300	2,975,000	595,000
Operating Transfers Out - REET 1	658,304	825,039	645,039	697,950	1,158,700
Operating Transfers Out - REET 2	1,255,949	895,509	895,509	261,800	250,600
Operating Transfers Out - REET 2 to F103	-	-	-	1,750,000	1,750,000
Operating Transfers Out - Other	109,600	2,226,800	2,226,800	-	-
Assigned Fund Balance - Streets	-	679,100	689,600	699,400	711,000
Ending Fund Balance	11,271,846	9,234,654	9,715,027	6,979,977	5,629,277
Total Expenditures	\$ 14,144,771	\$ 16,987,902	\$ 16,423,663	\$ 16,179,927	\$ 10,284,577

LOCAL REVITALIZATION FUND

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

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Complete the construction of the City Downtown Public Parking Lot Reconfiguration project. 	<ul style="list-style-type: none"> New catenary lighting and planters were added to the plaza. Completion of design and construction is delayed until the Heritage Building is addressed. 	<ul style="list-style-type: none"> Complete the construction phase of the Parking Lot Reconfiguration project.
		<ul style="list-style-type: none"> Complete improvements to City owned parking lots within the downtown area.
		<ul style="list-style-type: none"> Secure funding and complete the Downtown Auburn Arts and Culture Center Alleyway Project based on Livable Cities Year project.

FUND BUDGET

330 Local Revitalization	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Revenues					
Beginning Fund Balance	390,490	374,966	374,966	380,500	-
Investment Income	3,503	-	5,534	4,000	-
Contributions & Donations	-	-	-	100,000	-
Total Revenues	\$ 393,993	\$ 374,966	\$ 380,500	\$ 484,500	\$ -
Expenditures					
Salaries & Wages	226	-	-	-	-
Personnel Benefits	98	-	-	-	-
Capital Outlay	18,704	340,500	-	484,500	-
Ending Fund Balance	374,966	34,466	380,500	-	-
Total Expenditures	\$ 393,993	\$ 374,966	\$ 380,500	\$ 484,500	\$ -

SOLID WASTE UTILITY DIVISION

Mission Statement

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

Department Overview

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

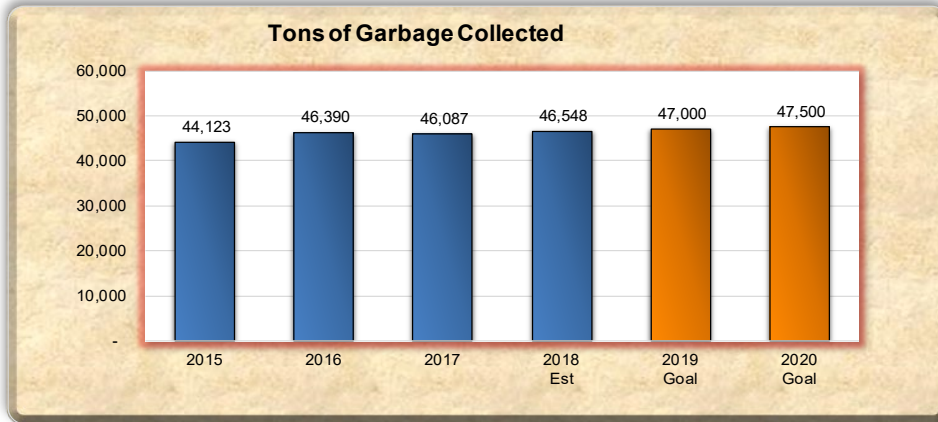
2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Increase the residential recycling and compostables diversion rate over 51%. 	<ul style="list-style-type: none"> Maintained residential recycling and compostables diversion rate over 51%. 	<ul style="list-style-type: none"> Increase the residential recycling and compostables diversion rate over 51%.
<ul style="list-style-type: none"> Increase the total City recycling and compostables diversion rate to 30% (excluding private vendor recycling and composting services). 	<ul style="list-style-type: none"> Maintained the total recycling and compostables diversion rate of 29% (excluding private vendor recycling and composting services). 	<ul style="list-style-type: none"> Increase the total City recycling and compostables diversion rate to 30% (excluding private vendor recycling and composting services).
<ul style="list-style-type: none"> Continue to provide citizens with access to recycling at most City facilities and parks. 	<ul style="list-style-type: none"> Continued to provide citizens with access to recycling at most City facilities and parks. Containers are emptied by Parks Maintenance and the Recology crew. 	<ul style="list-style-type: none"> Continue to provide citizens with access to recycling at most City facilities and parks.
<ul style="list-style-type: none"> Continue to maintain recycling at most City special events in conjunction with the Parks, Arts and Recreation Department. 	<ul style="list-style-type: none"> The Solid Waste Utility provided ClearStream recycle containers for use at City special events. 	<ul style="list-style-type: none"> Continue to maintain recycling at most City special events in conjunction with the Parks Department.
<ul style="list-style-type: none"> Continue to provide cooking oil collection, bulky item collection, Styrofoam collection, Christmas tree collection and two King County special collection events each year. 	<ul style="list-style-type: none"> Continued to provide cooking oil collection, bulky item collection, Styrofoam collection, Christmas tree collection and two King County special collection events each year. 	<ul style="list-style-type: none"> Continue to provide cooking oil collection, bulky item collection, Styrofoam collection, Christmas tree collection and two King County special collection events each year.
<ul style="list-style-type: none"> Reduce improper hazardous waste disposal by promoting the King County Hazardous Wastemobile. 	<ul style="list-style-type: none"> The use of the Auburn Wastemobile continues to increase. 	<ul style="list-style-type: none"> Reduce improper hazardous waste disposal by promoting the King County Hazardous Wastemobile.
<ul style="list-style-type: none"> Continue to work with both haulers to reduce contamination in recycling and compostable containers. 	<ul style="list-style-type: none"> Worked with solid waste contractors to tag customers with contaminated carts. 	<ul style="list-style-type: none"> Continue to work with solid waste contractors to reduce contamination in recycling and compostable containers.

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Continue to provide funding support for the Neighborhood Natural Yard Care Workshops. 	<ul style="list-style-type: none"> 2017 was the last year the City provided the Neighborhood Natural Yard Care Workshops. Funding is now going towards presentations in the Auburn schools. 	<ul style="list-style-type: none"> Program no longer offered.
<ul style="list-style-type: none"> Create and implement University of Washington Livable Cities Auburn School District Food Waste Reduction and Donation project in 2017. 	<ul style="list-style-type: none"> Created and implemented the University of Washington Livable Cities Auburn School District Food Waste Reduction and Donation project in 2017. 	
<ul style="list-style-type: none"> Create an outreach campaign to reduce illegal dumping in conjunction with other City departments. 	<ul style="list-style-type: none"> No action. Moved to 2019-2020. 	<ul style="list-style-type: none"> Create an outreach campaign to reduce illegal dumping in conjunction with other City departments.
<ul style="list-style-type: none"> Create a City Facility recycling collection program in conjunction with other City departments for batteries, other small hazardous waste materials, and office equipment. 	<ul style="list-style-type: none"> No action. Moved to 2019-2020. 	<ul style="list-style-type: none"> Create a City Facility recycling collection program in conjunction with other City departments for batteries, other small hazardous waste materials, and office equipment.
<ul style="list-style-type: none"> Collaborate with Environmental Services and other City departments to promote sustainability to City of Auburn employees and the residents of Auburn. 	<ul style="list-style-type: none"> Ongoing. 	<ul style="list-style-type: none"> Continue to collaborate with Environmental Services and other City departments to promote sustainability to City of Auburn employees and the residents of Auburn.
<ul style="list-style-type: none"> Implement the new 2018 Comprehensive Garbage, Recyclables, and Compostables Collection Contract. 	<ul style="list-style-type: none"> Completed two contract extensions bringing expiration date to September 30, 2021. 	<ul style="list-style-type: none"> Implement a request for proposal process for next solid waste contract.

PERFORMANCE MEASURES - SOLID WASTE FUND

Tons of Residential & Commercial Garbage Collected

The City of Auburn garbage tonnage continues to increase. New residential and multifamily housing is being built in multiple areas of the City and the economy is still improving which will keep tonnage slowly rising in 2019 and 2020. The totals include East Lea Hill and West Hill annexation areas.



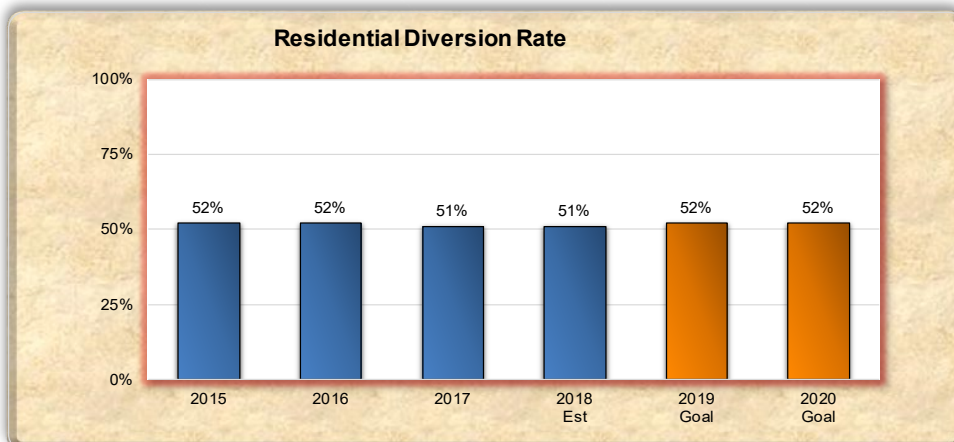
Tons of Recycling & Yard Waste Collected

The City of Auburn recycling tonnage continues to increase, but we may see tonnage hold steady due to increased efforts to reduce contamination as recycle commodity markets react to international import policy changes. While yard waste tonnage declined in 2017, recycling tonnage increased. With new housing developments continuing to be built, we should see small increases in collection tonnage of yard waste and recycling. The totals include the East Lea Hill and West Hill annexation areas.



Residential Diversion Rate

City of Auburn residents diverted approximately 51% of their waste from the landfill in 2017. The City anticipates residential diversion will stay stagnant which is in line with King County estimates. Diversion rates are based on weight and manufacturers continue to use less material to make their products (i.e. water bottles). This gives the impression that less materials are being recycled when in reality it is just that the recycled materials weigh less. The totals include the East Lea Hill and West Hill annexation areas.



2019-2020 Working Capital Budget

434 Solid Waste	2017	2018	2018	2019	2020
	Actual	Adjusted Budget	Estimate	Budget	Budget
OPERATING FUND:					
OPERATING REVENUES					
343.750/751 Garbage Service	12,393,425	12,777,100	12,476,600	13,226,900	13,290,900
343.752 Yard Waste	1,149,127	1,139,400	1,191,000	1,228,800	1,239,100
343.780/790 Excise Tax & Utility Tax	1,064,406	1,146,800	1,064,600	1,119,600	1,125,400
343.770 Household Hazardous Waste	366,065	367,050	370,500	386,400	399,900
343.760 Late Penalties	106,909	125,000	105,000	110,000	110,000
361.110 Investment Income	41,712	9,000	80,000	88,800	97,700
334 & 337 Grants	94,654	88,600	88,600	88,600	88,600
369-399 Miscellaneous Revenue	(6,884)	-	-	-	-
TOTAL OPERATING REVENUES	\$15,209,414	\$15,652,950	\$15,376,300	\$16,249,100	\$16,351,600
OPERATING EXPENDITURES					
537.000.10 Salaries & Wages	326,131	339,207	336,500	-	-
537.000.20 Benefits	122,167	159,496	154,200	-	-
537.000.30 Supplies	5,520	33,400	8,000	53,400	53,400
537.000.40 Other Service Charges	13,589,413	14,556,795	13,920,500	15,222,675	15,565,575
537.000.50 Intergovernmental Services	366,065	367,050	370,500	408,231	422,777
590.100.05 Net Increase in Restricted Assets	16,529	-	-	-	-
535.000.90 Interfund Payments for Service	111,588	114,279	114,279	612,000	642,300
TOTAL OPERATING EXPENDITURES	\$14,537,413	\$15,570,227	\$14,903,979	\$16,296,306	\$16,684,052
REVENUES LESS EXPENDITURES	\$ 672,002	\$ 82,723	\$ 472,321	\$ (47,206)	\$ (332,452)
BEGINNING WORKING CAPITAL - January 1	4,411,853	5,083,854	5,083,854	5,556,175	5,508,969
ENDING WORKING CAPITAL - December 31	5,083,854	5,166,577	5,556,175	5,508,969	5,176,517
NET CHANGE IN WORKING CAPITAL (*)	\$ 672,002	\$ 82,723	\$ 472,321	\$ (47,206)	\$ (332,452)

(*) Working Capital = Current Assets minus Current Liabilities

Department Employees

434 Solid Waste FTEs	2016	2017	2018	2019	2020
Solid Waste FTEs*	2.00	2.00	2.00	2.00	2.00
TOTAL SOLID WASTE FTEs	2.00	2.00	2.00	2.00	2.00

Full Time Equivalent (FTE)

*These FTEs are previously reported in the Finance Department.

INSURANCE

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

<p>2017-2018 Goals</p>	<p>Progress Towards 2017-2018 Goals</p>	<p>Major Goals for 2019-2020</p>
<ul style="list-style-type: none"> • Continue to evaluate cost saving measures while maintaining quality insurance coverage. 	<ul style="list-style-type: none"> • Evaluated cost saving measures while maintaining quality insurance coverage. 	<ul style="list-style-type: none"> • Continue to evaluate cost saving measures while maintaining quality insurance coverage.
<ul style="list-style-type: none"> • Continue to maintain adequate reserves to meet uninsured costs. 	<ul style="list-style-type: none"> • Continued to maintain adequate reserves to meet uninsured costs. 	<ul style="list-style-type: none"> • Continue to maintain adequate reserves to meet uninsured costs.
<ul style="list-style-type: none"> • Continue to evaluate policies and procedures to help control loss issues. 	<ul style="list-style-type: none"> • Evaluated policies and procedures to help control loss issues. 	<ul style="list-style-type: none"> • Continue to evaluate policies and procedures to help control loss issues.

2019-2020 Working Capital Budget

501 Insurance	2017	2018	2018	2019	2020
	Actual	Adjusted Budget	Estimate	Budget	Budget
OPERATING FUND:					
OPERATING REVENUES					
397.100 Operating Transfers In	670,715	-	-	-	-
361.110 Investment Income	11,646	1,500	16,800	21,000	23,100
TOTAL OPERATING REVENUES	\$ 682,361	\$ 1,500	\$ 16,800	\$ 21,000	\$ 23,100
OPERATING EXPENDITURES					
517.000.10 Salaries & Wages	-	-	-	-	-
517.000.20 Benefits	54,502	237,000	100,000	175,000	175,000
517.000.30 Supplies	-	-	-	-	-
517.000.40 Other Service Charges	(1,956)	4,230	4,230	5,600	5,600
517.000.50 Intergovernmental Services	-	-	-	-	-
TOTAL OPERATING EXPENDITURES	\$ 52,546	\$ 241,230	\$ 104,230	\$ 180,600	\$ 180,600
REVENUES LESS EXPENDITURES	\$ 629,816	\$ (239,730)	\$ (87,430)	\$ (159,600)	\$ (157,500)
BEGINNING WORKING CAPITAL - January 1	1,385,685	2,015,500	2,015,500	1,928,070	1,768,470
ENDING WORKING CAPITAL - December 31	2,015,500	1,775,770	1,928,070	1,768,470	1,610,970
NET CHANGE IN WORKING CAPITAL (*)	\$ 629,816	\$ (239,730)	\$ (87,430)	\$ (159,600)	\$ (157,500)

**(*) Working Capital = Current
Assets minus Current Liabilities**

FIDUCIARY FUNDS

Fiduciary funds are used to report assets held in a trustee or agency capacity for others and cannot be used to support the City's own programs. The City has two fiduciary funds:

Fund 611 – Fire 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.

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Continue to provide pension benefits to eligible firefighters. 	<ul style="list-style-type: none"> Continued to provide pension benefits to eligible firefighters. 	<ul style="list-style-type: none"> Continue to provide pension benefits to eligible firefighters.
<ul style="list-style-type: none"> Maximize interest earnings to support the Fire Pension Fund. 	<ul style="list-style-type: none"> Maximized interest earnings to support the Fire Pension Fund. 	<ul style="list-style-type: none"> Maximize interest earnings to support the Fire Pension Fund.
<ul style="list-style-type: none"> Provide accountability for custodial funds. 	<ul style="list-style-type: none"> Provided accountability for custodial funds. 	<ul style="list-style-type: none"> Provide accountability for custodial funds.

FUND BUDGET

611 Fire Pension	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Revenues					
Beginning Fund Balance	2,412,576	2,317,794	2,317,794	2,205,369	2,111,149
Fire Insurance Prevention Tax	78,078	75,000	75,000	78,900	78,900
Investment Income	22,111	9,000	33,600	42,000	46,200
Operating Transfers In	-	-	-	-	-
Total Revenues	\$ 2,512,765	\$ 2,401,794	\$ 2,426,394	\$ 2,326,269	\$ 2,236,249
Expenditures					
Salaries & Wages	191,111	209,485	209,485	192,220	198,520
Personnel Benefits	3,861	4,540	4,540	-	-
Services & Charges	-	7,000	7,000	7,000	7,000
Interfund Payments for Services	-	-	-	15,900	16,800
Ending Fund Balance	2,317,794	2,180,769	2,205,369	2,111,149	2,013,929
Total Expenditures	\$ 2,512,765	\$ 2,401,794	\$ 2,426,394	\$ 2,326,269	\$ 2,236,249

PERMANENT FUNDS

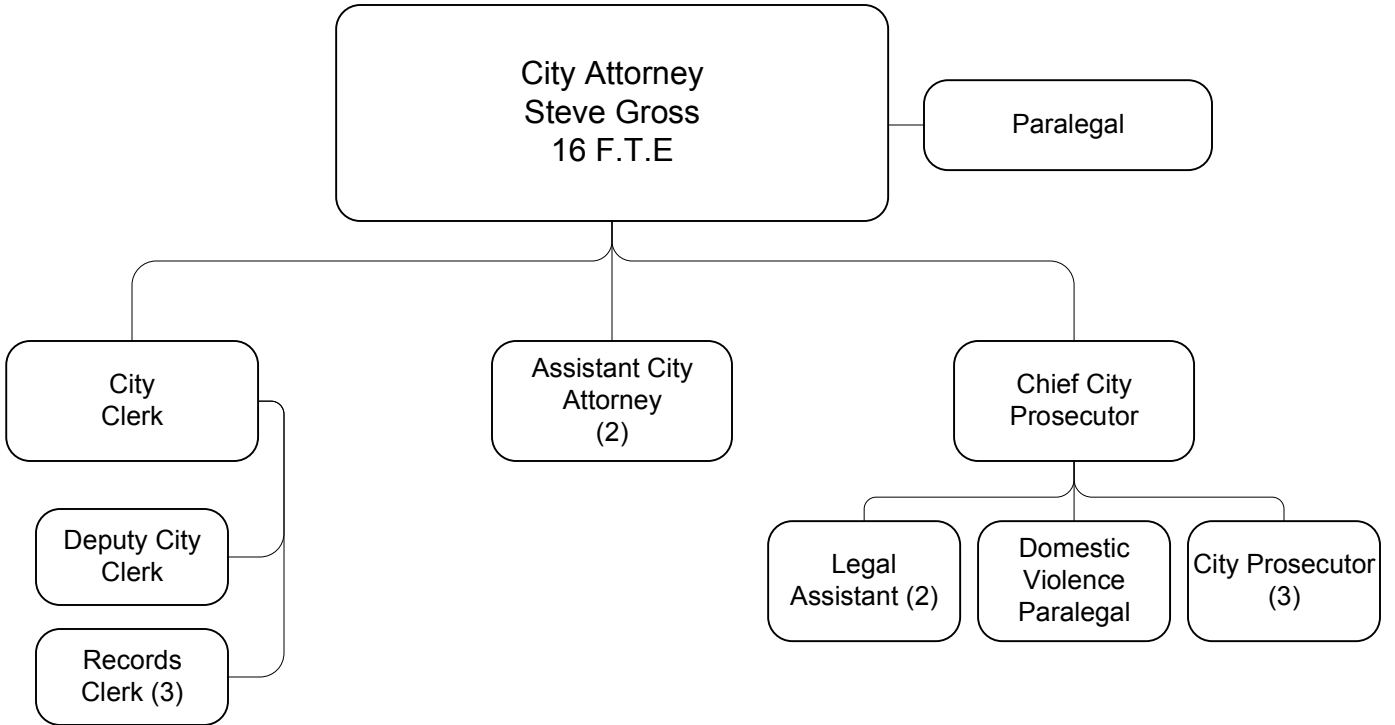
Permanent funds are used to report resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the City's programs. The City has one permanent fund: Fund 701 - Cemetery Endowment Care Fund, which accounts for non-expendable investments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

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> • Provide accountability for resources held in trust by the City. 	<ul style="list-style-type: none"> • Provided accountability for resources held in trust by the City. 	<ul style="list-style-type: none"> • Provide accountability for resources held in trust by the City.
<ul style="list-style-type: none"> • Continue to maximize interest earnings. 	<ul style="list-style-type: none"> • Continued to maximize interest earnings. 	<ul style="list-style-type: none"> • Continue to maximize interest earnings.
		<ul style="list-style-type: none"> • Provide partial funding for the Cemetery Road Improvement project.

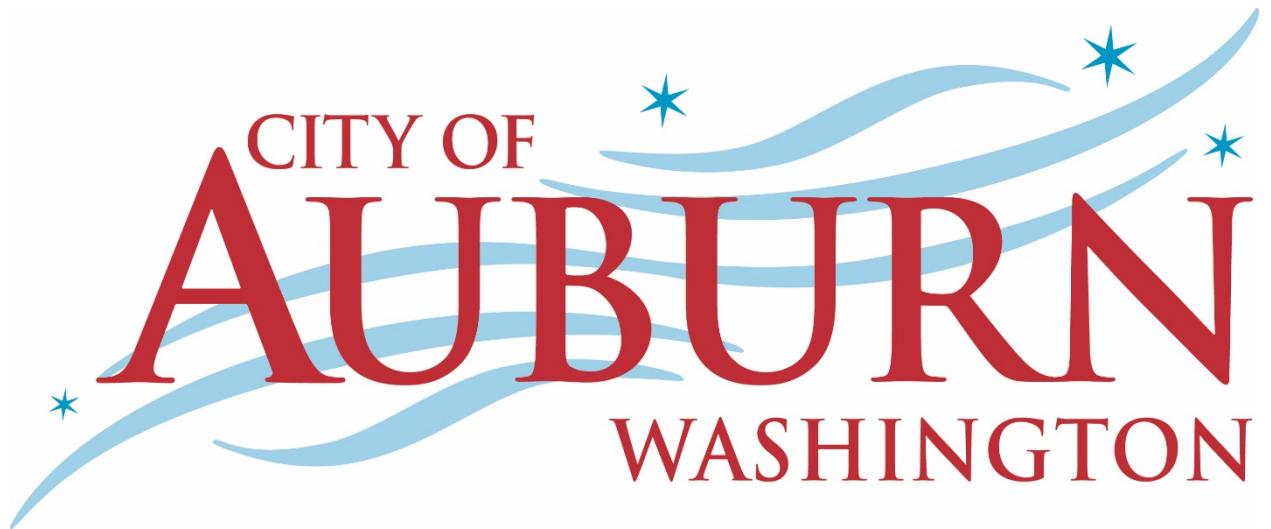
FUND BUDGET

701 Cemetery Endowment	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Revenues					
Beginning Fund Balance - Designated	1,666,043	1,717,134	1,717,134	1,798,034	1,810,034
Beginning Fund Balance - Undesignated	77,766	94,375	94,375	19,375	19,375
Lot Sales	51,091	37,000	45,000	40,000	40,000
Investment Income	16,609	2,900	2,900	5,000	5,000
Total Revenues	\$ 1,811,509	\$ 1,851,409	\$ 1,859,409	\$ 1,862,409	\$ 1,874,409
Expenditures					
Operating Transfers Out	-	75,000	42,000	33,000	-
Ending Fund Balance - Designated	1,666,043	1,757,034	1,798,034	1,810,034	1,855,034
Ending Fund Balance - Undesignated	145,466	19,375	19,375	19,375	19,375
Total Expenditures	\$ 1,811,509	\$ 1,851,409	\$ 1,859,409	\$ 1,862,409	\$ 1,874,409

Legal Department



F.T.E. = Full Time Equivalent



LEGAL DEPARTMENT

Mission Statement

The mission of the Legal Department is to provide accurate and timely legal advice and information to the City, represent the City in all civil and criminal litigation, and provide timely and accurate customer service.

Department Overview

This department consists of the Civil Division, the Prosecution Division, and the City Clerk’s Office. The Civil Division represents the City in all civil litigation. It prepares ordinances, resolutions, petitions, contracts, leases, easements, deeds, notices and other legal documents, and provides pragmatic, impartial, and timely legal advice to the City.

The Prosecution Division prosecutes misdemeanor and gross misdemeanor criminal cases in the King County District Court.

The City Clerk’s Office is responsible for codifying ordinances, preparing City Council and other board and commission agendas and minutes, and attending Council and other committee meetings. The City Clerk’s Office monitors various legal matters; acts as a central repository for all municipal records; processes claims for damages, requests for public records and public information, and passport applications.

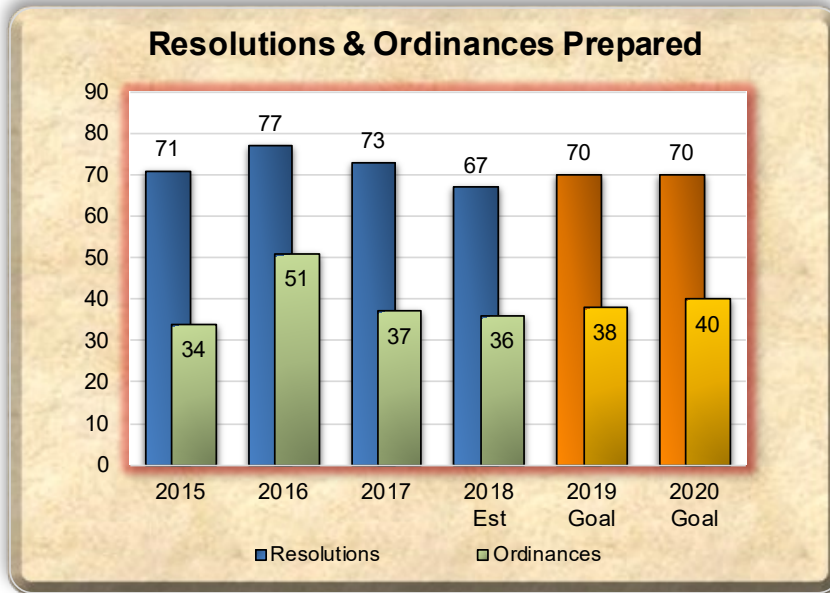
2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Work with other departments to identify non-archival paper records eligible for destruction after being imaged for inclusion in the Laserfiche Electronic Records Management System. 	<ul style="list-style-type: none"> Performed initial work to establish scanning standards for images. Continued to purge records eligible for destruction. 	<ul style="list-style-type: none"> Implement Laserfiche Records Management workflows for disposition authority numbers.
<ul style="list-style-type: none"> Develop and refine prosecution strategies, including standard dispositional recommendations, to approach cases in the District Court and to enhance prosecution effectiveness. 	<ul style="list-style-type: none"> Ongoing. Monthly court meetings. 	<ul style="list-style-type: none"> Continue to develop and refine prosecution strategies, including standard dispositional recommendations, to approach cases in the District Court and to enhance prosecution effectiveness.
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Ongoing. Forged relationships with domestic violence community advocates and service providers. 	<ul style="list-style-type: none"> Continue to forge relationships with domestic violence community advocates and service providers.
<ul style="list-style-type: none"> Work with the Mayor, City Council and City departments to proactively develop recommended language for updating and amending ordinances and City code sections. 	<ul style="list-style-type: none"> Ongoing. Each new ordinance and amendment to the City code includes a review of the existing language and language to be included for legal sufficiency. 	<ul style="list-style-type: none"> Review and revise templates as necessary.

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Continue to work with the Mayor and City staff, as well as the regional and State participants, to develop strategies for legislative bills to enhance the ability of Auburn and other cities in the State to carry out their municipal responsibilities. 	<ul style="list-style-type: none"> Ongoing. We participate in Washington State Association for Municipal Attorneys (WSAMA) legislative committee activities and work with the Association of Washington Cities (AWC) to review and evaluate proposed legislation. 	<ul style="list-style-type: none"> Ongoing.
<ul style="list-style-type: none"> Continue to 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. 	<ul style="list-style-type: none"> Ongoing. Meet with court, public defender and internally to discuss strategies and alternatives. 	<ul style="list-style-type: none"> Ongoing.
<ul style="list-style-type: none"> Work with the IT Department (Innovation and Technology) and other departments of the City to facilitate convenient access to ordinances, resolutions and other public records via the City's website. 	<ul style="list-style-type: none"> Worked with the IT Department to ensure implementation of scheduled upgrades to Laserfiche records management software. 	<ul style="list-style-type: none"> Work with the IT Department and other departments of the City to facilitate convenient access to ordinances, resolutions and other public records via the City's website.

PERFORMANCE MEASURES - LEGAL DEPARTMENT

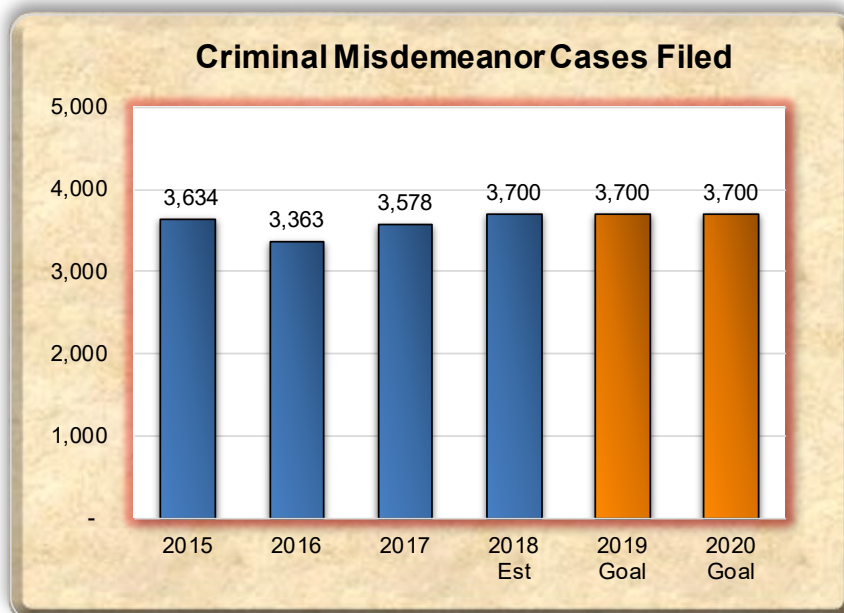
Resolutions & Ordinances Prepared

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



Criminal Misdemeanor Cases

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



Department Budget

001.15 Legal	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Expenditures					
Salaries & Wages	1,084,802	1,232,685	1,232,685	1,457,541	1,522,531
Personnel Benefits	419,263	497,172	490,000	640,529	701,451
Supplies	6,120	13,800	13,800	13,800	13,800
Services & Charges	115,876	138,590	130,000	137,580	139,590
Intergovernmental	231,175	156,000	150,000	173,500	173,500
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	364,248	360,303	360,303	373,000	383,200
DEPARTMENT TOTAL	\$2,221,484	\$2,398,550	\$2,376,788	\$2,795,950	\$2,934,072

Department Employees

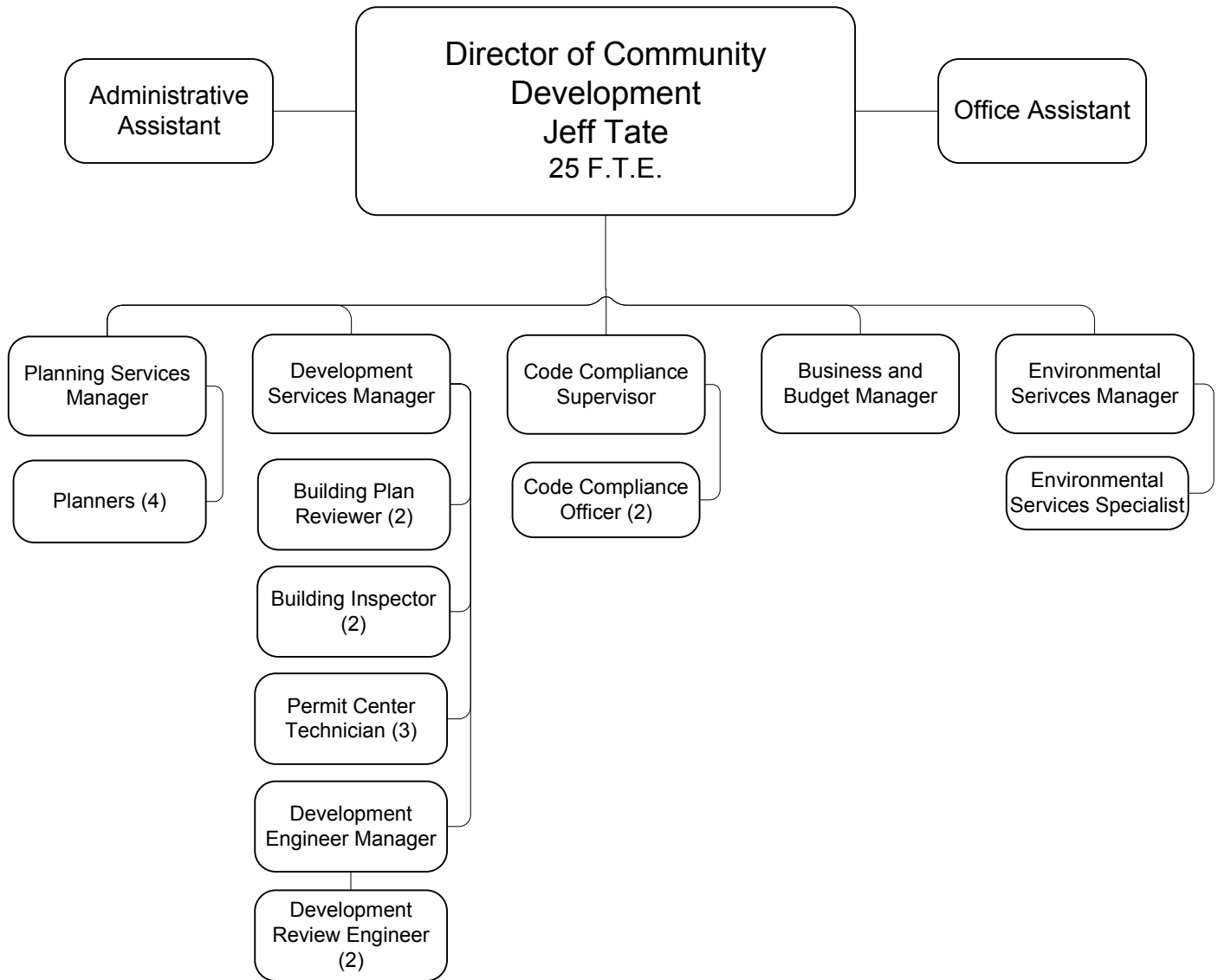
001 Legal FTEs	2016	2017	2018	2019	2020
Legal FTEs	14.00	15.00	15.00	16.00	16.00
TOTAL LEGAL FTEs	14.00	15.00	15.00	16.00	16.00

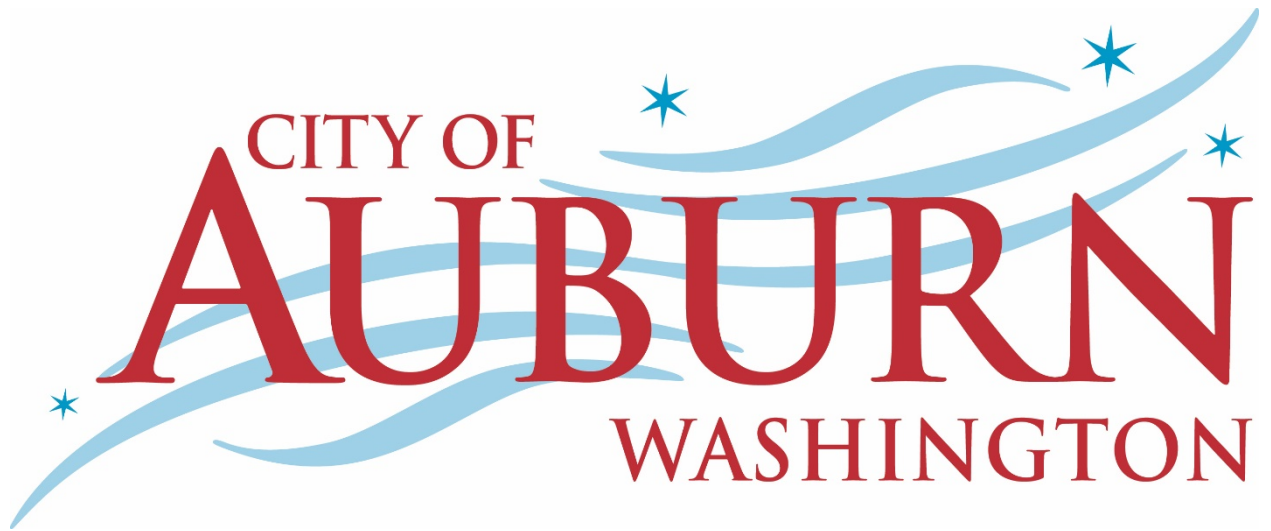
Full Time Equivalent (FTE)

1.0 FTE - The 2017/2018 Budget included an additional City Prosecutor position.

1.0 FTE - The 2019/2020 Budget includes an additional Records Clerk position.

Community Development Department





COMMUNITY DEVELOPMENT SERVICES DEPARTMENT

Mission Statement

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

Service Area Overview

Community Development Services is responsible for the following:

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

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> • Department-wide implementation of lean. 	<ul style="list-style-type: none"> • Process improvements include the address notification procedure, issuance of certificate's of occupancy, business licensing, permitting checklists, implementation of electronic review, and inspection scheduling. 	
<ul style="list-style-type: none"> • Update of Title 5 (Business Licenses). 	<ul style="list-style-type: none"> • Delayed to 2019. 	

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Enhanced marketing efforts for the City's animal licensing program. 	<ul style="list-style-type: none"> Animal Licensing Services were transferred over to Auburn Valley Humane Society. 	
<ul style="list-style-type: none"> Coordination of a significant upgrade to the City's permit tracking software inclusive of migration to the cloud. 	<ul style="list-style-type: none"> The City and the vendor will enter into a contract in 2018. A significant portion of the upgrade will occur in 2018 and will be completed in 2019. 	
<ul style="list-style-type: none"> Implementation of the Airport Strategic Business Plan. 	<ul style="list-style-type: none"> Completed the following items: Wayfinding, Partial Temporary Jet A Fuel, Long Term Rate Study, Competitive Market Analysis, Annual Tenant Survey, review of Capital Program, etc. 	<ul style="list-style-type: none"> Moved to Airport.
		<ul style="list-style-type: none"> Increase awareness of City Council adopted values and identify opportunities to ensure that they are included in broader City decision making.
		<ul style="list-style-type: none"> Modify City Code so that it accurately reflects authority of department or position in decision making and accurately reflects department name and structure.
<ul style="list-style-type: none"> Provide continuous, timely, efficient, and high quality land use, building, and engineering approval processes that meet or exceed clients' expectations. 	<ul style="list-style-type: none"> In 2018, implemented 22 specific customer service enhancements. 	<ul style="list-style-type: none"> Provide continuous, timely, efficient, and high quality land use, building, and engineering approval processes that meet or exceed clients' expectations.
<ul style="list-style-type: none"> Continue providing support to the Housing Home Repair program. 	<ul style="list-style-type: none"> Building staff provides home consultations to more than 100 homeowners annually. 	<ul style="list-style-type: none"> Continue providing support to the Housing Home Repair program.
<ul style="list-style-type: none"> Launch a system that allows for electronic plan submittal, accommodates web-based payments, and that supports electronic permit approval and issuance. 	<ul style="list-style-type: none"> Acquired Bluebeam software and by the close of 2017 electronic submissions and review of civil engineering plans was complete. In 2018 the program was deployed in the areas of Building and Planning. 	<ul style="list-style-type: none"> Launch an updated permit software system that allows for the electronic submission of paperwork, electronic issuance/approval, and online payment and that allows 24/7 engagement with the City.
<ul style="list-style-type: none"> Deploy strategies that educate and enforce goals and standards along designated Impression Corridors and Gateways. 	<ul style="list-style-type: none"> Code Enforcement has launched a proactive outreach and enforcement program focused on impression corridors aimed primarily at vegetation, signage, and building appearance. 	

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Implement an overhauled civil plan review process. 	<ul style="list-style-type: none"> Development Engineering overhauled all civil development packets and launched electronic plan review. Engineering Services updated engineering design standards. 	
<ul style="list-style-type: none"> Expand efforts to further embrace and utilize adopted Comprehensive Plan values and value-based decision making. 	<ul style="list-style-type: none"> Adopted values have been added to PowerPoint presentations, affixed to many of the public walls within City buildings, and are referenced in developing the Citywide budget. 	
<ul style="list-style-type: none"> Implement updated development regulations. 	<ul style="list-style-type: none"> Revised the methodology for calculating density, created a new open space zone, eliminated the Environmental Park zone, and created of administrative procedures for approving final plats. 	
<ul style="list-style-type: none"> Implement elements of Main Street Urban Design Plan. 	<ul style="list-style-type: none"> The Main Street Urban Design Plan was completed in 2017. 	<ul style="list-style-type: none"> Identify funding options for implementation of the Plan.
<ul style="list-style-type: none"> Develop and implement the Auburn Way South Corridor Improvement Plan. 	<ul style="list-style-type: none"> Coordinated with Economic Development to invest in an AWS Corridor Improvement Plan that includes areas of marketing, enforcement, outreach and investments. 	<ul style="list-style-type: none"> Implement Auburn Way South corridor enhancements and strategies.
<ul style="list-style-type: none"> Identify specific population and employment targets for downtown Auburn and its designation as a Regional Growth Center in Puget Sound Regional Council Vision 2040. 	<ul style="list-style-type: none"> Delayed to 2019 in order to ensure that the effort is consistent with PSRC's Vision2050. 	
<ul style="list-style-type: none"> Develop a citywide wayfinding plan with strategies and actions directed at both non-motorized and vehicle modes. 	<ul style="list-style-type: none"> This goal was deprioritized. 	

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Transition floodplain permitting functions and environmental mitigation and monitoring responsibilities from Environmental Services to Community Development. 	<ul style="list-style-type: none"> Fully transitioned, with assigned leads from Planning, Development Engineering and Building. Three employees have earned the certification of Certified Floodplain Manager. 	<ul style="list-style-type: none"> Create structure and clarity around the City's floodplain management program. Update the City's floodplain development regulations.
<ul style="list-style-type: none"> Support the efforts to implement the adopted City 10-year Economic Development Strategic Plan. 	<ul style="list-style-type: none"> There are 27 areas of the Plan that are specifically assigned to the Department. Community Development and Economic Development are in the process of prioritizing actions. 	<ul style="list-style-type: none"> Align City land use regulation and policy with the City's long range financial interests. Distribute funding that supports downtown businesses to improve the appearance of their buildings and property.
<ul style="list-style-type: none"> Deploy electronic meeting check-in software and hardware within the Customer Service Center. 	<ul style="list-style-type: none"> Delayed due to cost and IT priorities. 	
<ul style="list-style-type: none"> Support staff training needs that ensure permit technicians, building plan reviewers, building inspectors, engineers, code enforcement and management staff are current with all required certifications. 	<ul style="list-style-type: none"> Staff continue to become experts in more fields. Training and certifications have been gained for CPTED, noise monitoring, floodplain management, ICC, erosion control, traffic safety, and permit software administration. 	
<ul style="list-style-type: none"> Initiate additional outreach, coordination and enforcement actions directed at businesses, apartments, and rental housing that are violating City Code. 	<ul style="list-style-type: none"> Code Enforcement developed and launched the Safe Auburn For Every Resident (SAFER) multifamily program which has resulted in more than 150 property managers becoming credentialed that represent more than 400 multifamily properties. 	<ul style="list-style-type: none"> Identify strategies and action items that promote housing preservation, healthy housing, and attainable housing.
		<ul style="list-style-type: none"> Identify strategies and action items that promote broader access and availability to healthier food options and healthier lifestyles.
		<ul style="list-style-type: none"> Work towards incorporating City business licensing into the Washington State licensing program.

ENVIRONMENTAL SERVICES

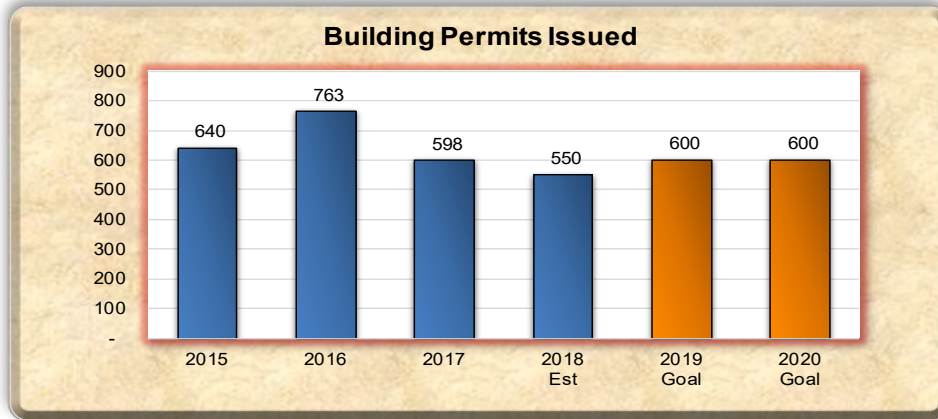
The Environmental Services Program is a stand-alone programmatic service within the Community Development Department. The Environmental Services Program provides program-level support to City departments on a wide range of sustainability issues, oversees current and future City environmental assets,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

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Update the City's 2010 Greenhouse Gas Inventory. 	<ul style="list-style-type: none"> The Greenhouse Gas Inventory was updated in 2017. 	
<ul style="list-style-type: none"> Create and begin to implement a climate action plan for the City. 	<ul style="list-style-type: none"> The Climate Action Plan will be complete in 2018. 	
<ul style="list-style-type: none"> Complete the comprehensive inventory of environmental assets within the City. 	<ul style="list-style-type: none"> More than 50% of the City's assets have been mapped and data input into GIS. 	<ul style="list-style-type: none"> Complete the inventory of environmental assets.
<ul style="list-style-type: none"> Continue providing high quality environmental and sustainability education and outreach. 	<ul style="list-style-type: none"> Environmental Services continues to provide daily education as well as visits to local schools, arranging community restoration projects, and delivering information and announcements to the community via social media. 	<ul style="list-style-type: none"> Continue providing high quality environmental and sustainability education and outreach. Develop and deploy sustainability initiatives such as creation of a Comprehensive Plan Sustainability Element.

PERFORMANCE MEASURES - COMMUNITY DEVELOPMENT

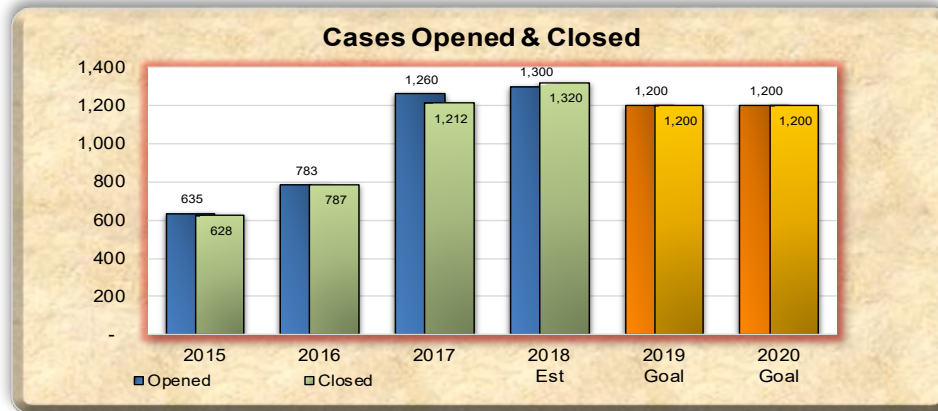
Number of Building Permits Issued

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



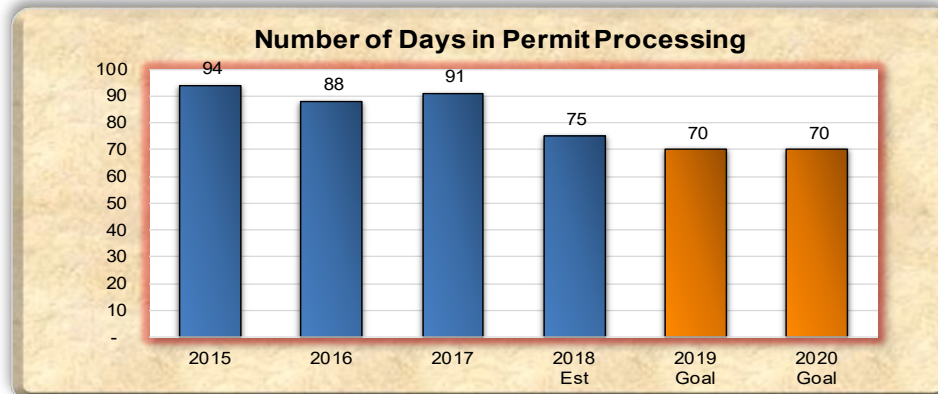
Code Enforcement - Cases Opened & Closed

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



Efficient Processing of Project Permits

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



Department Budget

001.17 Community Development	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Expenditures					
Salaries & Wages	2,140,299	2,299,618	2,212,100	2,316,523	2,423,914
Personnel Benefits	929,873	1,015,956	950,000	1,133,440	1,245,888
Supplies	9,295	22,250	22,250	22,250	22,250
Services & Charges	418,828	761,650	550,000	538,510	542,520
Intergovernmental	167,332	156,000	156,000	178,000	178,000
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	560,304	570,851	570,851	558,100	589,500
DEPARTMENT TOTAL	\$ 4,225,931	\$ 4,826,325	\$ 4,461,201	\$ 4,746,823	\$ 5,002,072

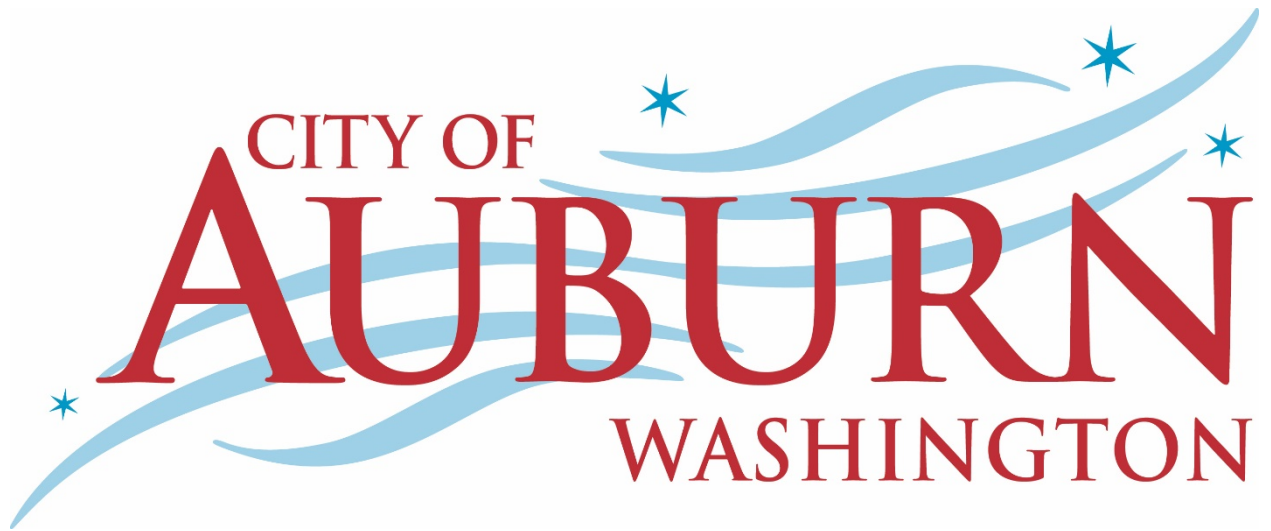
Department Employees

001 Community Development FTEs	2016	2017	2018	2019	2020
Community Development FTEs	26.00	26.00	25.00	25.00	25.00
TOTAL COMMUNITY DEVELOPMENT FTEs	26.00	26.00	25.00	25.00	25.00

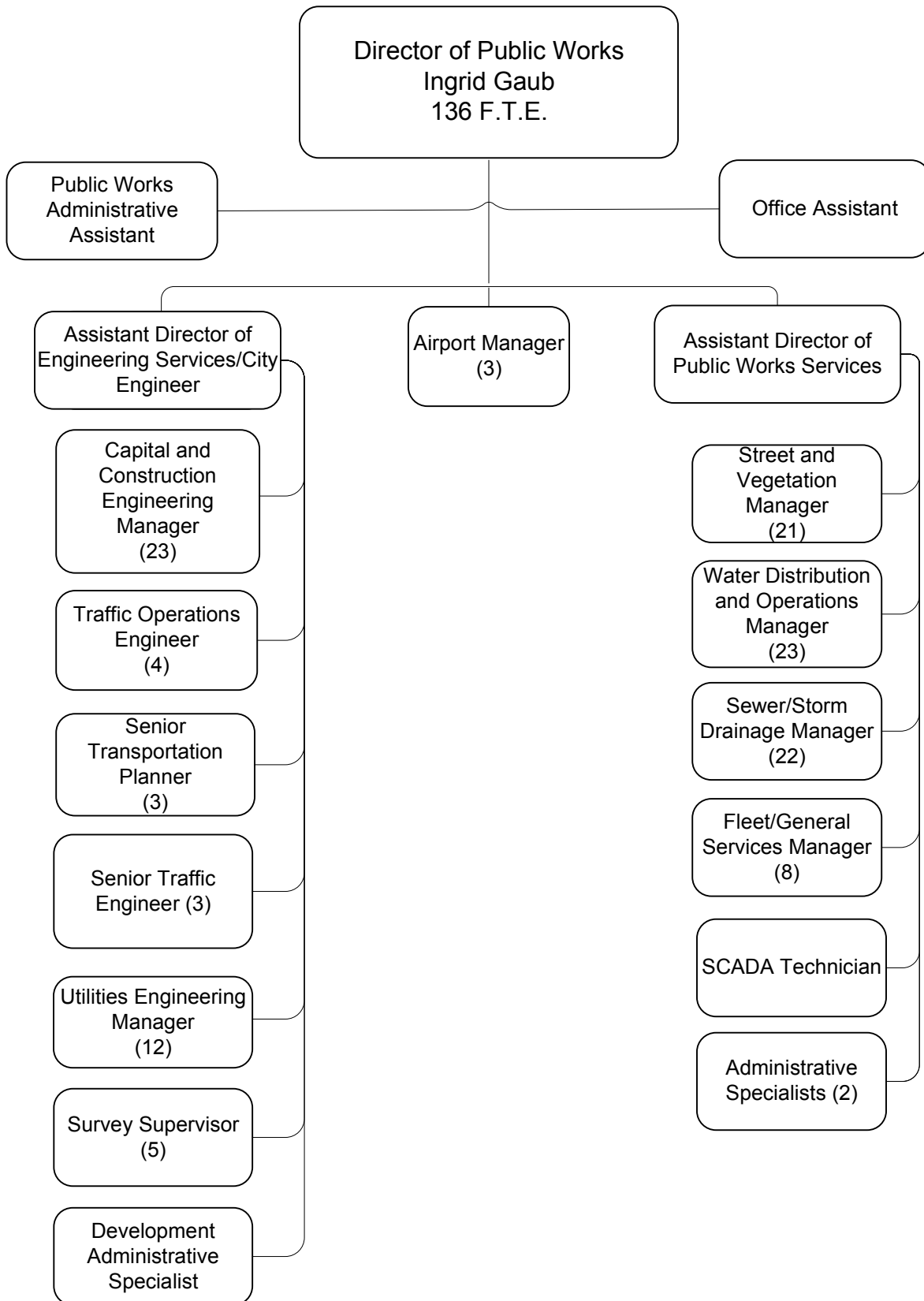
Full Time Equivalent (FTE)

In August 2018, the Community Development and Public Works Director position was transferred from the Community Development Department to the Engineering Department, -1.0 FTE.

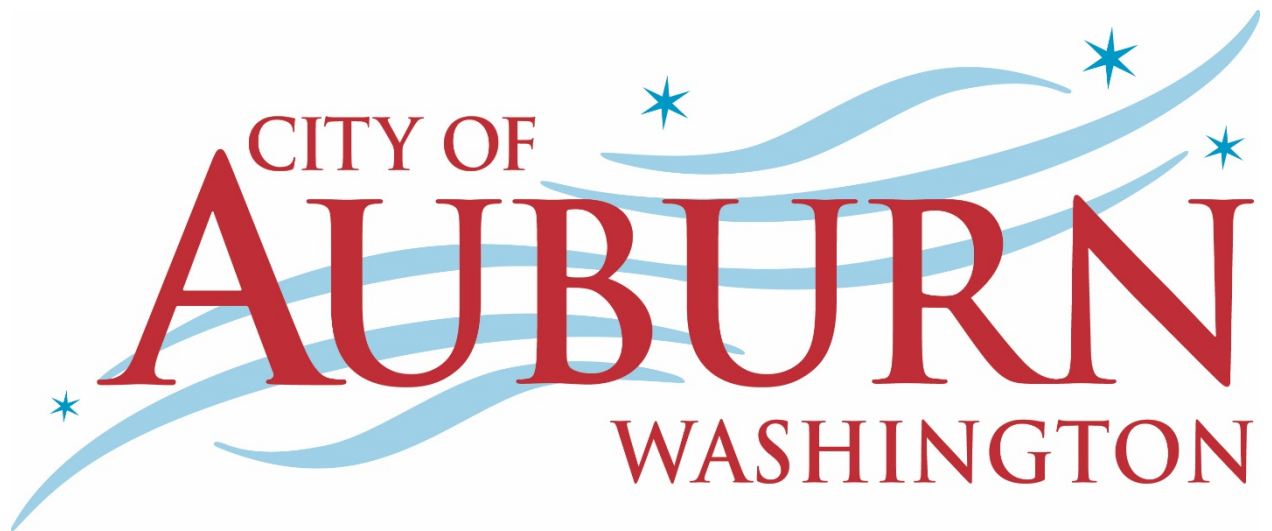
In August 2018, the Assistant Director of Community Development was reclassified to Director of Community Development.



Public Works Department



F.T.E. = Full-Time Equivalent



PUBLIC WORKS DEPARTMENT

Mission Statement

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

Service Area Overview

Public Works includes the General Fund divisions Engineering and Streets; the Special Revenue funds Arterial Street Improvement (102), Local Street Preservation (103), and Arterial Street Preservation (105); and the Enterprise funds: Water (430 & 460), Sanitary Sewer (431, 433, & 461), Storm Drainage (432 & 462), Airport (435 & 465) and Equipment Rental (550 & 560). The department is functionally divided into the Administrative, General Engineering Services, Transportation Planning & Management, and Utility Planning & Management sections located in the Customer Service Center.

The service area is responsible for several specific areas and duties, including:

- Review, approval, and management of the construction of capital improvements for streets and utilities constructed by new development for public dedication and ownership;
- Management of the City’s public works capital improvement program for design, right-of-way (ROW) acquisition, construction, and operations and maintenance of the City’s infrastructure including utilities, public streets, and the airport.
- Design, survey, and construction management services, and property and right of way records management;
- Administering standards for all City-owned utility and street infrastructure improvements for development and land use throughout the City; and
- Managing short- and long-term planning and assisting with operations for City-owned utilities (water, sewer, and storm drainage) and associated real property assets.

ENGINEERING SERVICES

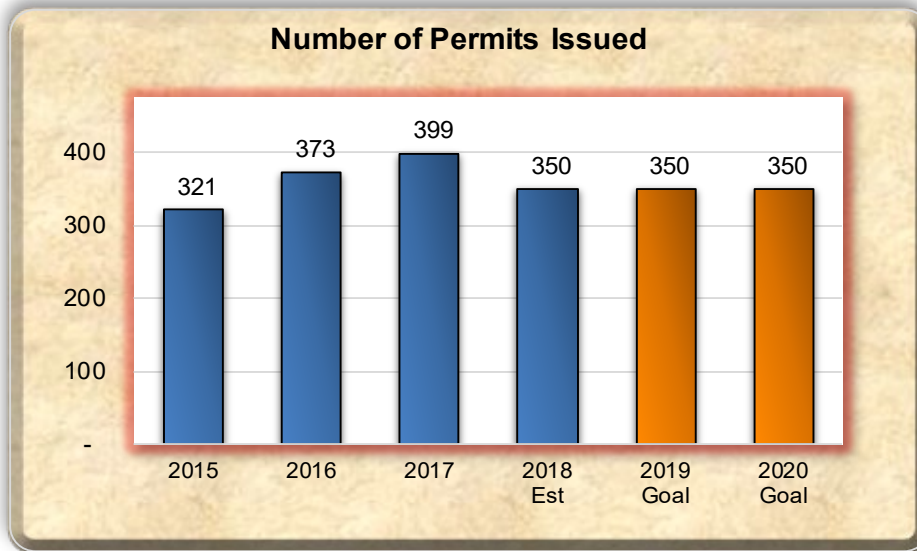
2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> • Continue to pursue at state and regional levels new revenue sources for the City’s arterial street preservation. 	<ul style="list-style-type: none"> • Participated in the Regional Transportation Strategy Initiative, and in the T2040 Update through PSRC including the Maintenance & Preservation Taskforce. 	<ul style="list-style-type: none"> • Continue to pursue at state and regional levels new revenue sources for the City’s arterial street preservation. This may potentially include a User Fee, Street Maintenance Utility, or other options being considered regionally.
<ul style="list-style-type: none"> • Participate in regional transportation forums – SCATBd, RPEC, KCPEC, PSRC, PCTCC and RAMP on key projects. 	<ul style="list-style-type: none"> • Participated in all Regional Transportation Meetings including the Regional Transit Committee (RTC). 	<ul style="list-style-type: none"> • Participate in regional transportation forums – SCATBd, RPEC, KCPEC, PSRC, PCTCC, RTC, and RAMP on key projects.
<ul style="list-style-type: none"> • Complete the annual updates to the 6-year Transportation Improvement Plan. 	<ul style="list-style-type: none"> • Completed in June 2017 and anticipated to be completed in Summer 2018. 	<ul style="list-style-type: none"> • Complete the annual updates to the 6-year Transportation Improvement Plan.

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Continue to advocate for legislative authorization of a Street Maintenance Utility. 	<ul style="list-style-type: none"> Ongoing. Participated in various regional forums regarding funding for street preservation. 	
<ul style="list-style-type: none"> Continue to coordinate with adjacent water purveyors on potential future beneficial water supply options. 	<ul style="list-style-type: none"> Ongoing. 	
<ul style="list-style-type: none"> Continue to work with new developments on funding options for key transportation improvements. 	<ul style="list-style-type: none"> Ongoing. 	
<ul style="list-style-type: none"> Work with the City of Pacific to complete a corporate boundary line adjustment along the A Street SE Corridor for public safety and continuity of responsibility. 	<ul style="list-style-type: none"> Coordination with City of Pacific is anticipated to begin in 2018 with completion in the 2019-2020 budget cycle. 	<ul style="list-style-type: none"> Work with the City of Pacific to complete a corporate boundary line adjustment along the A Street SE Corridor for public safety and continuity of responsibility.
<ul style="list-style-type: none"> Continue to apply for grants to help fund projects programmed in the 6-year Transportation Improvement Plan. 	<ul style="list-style-type: none"> Applied for numerous grants in 2017 and 2018. Received \$8M and will potentially receive other awards later in 2018. 	<ul style="list-style-type: none"> Continue to apply for grants to help fund projects programmed in the 6-year Transportation Improvement Plan.
<ul style="list-style-type: none"> Continue to work with other departments to promote economic development opportunities. 	<ul style="list-style-type: none"> Ongoing. 	<ul style="list-style-type: none"> Continue to work with other departments to promote economic development opportunities.
<ul style="list-style-type: none"> Work with Finance to complete a rate study for the water, sewer and storm drainage systems for implementation by 2018. 	<ul style="list-style-type: none"> Rate Study is underway and anticipated to be completed in late 2018. 	
<ul style="list-style-type: none"> Improve efforts to maintain local streets in fair-to-good condition by crack sealing and increased grind and patch operations to prolong the life of the street and postpone the need for overlays. 	<ul style="list-style-type: none"> Efforts continued through 2017 and 2018 with several projects having some form of preservation completed. 	<ul style="list-style-type: none"> Improve efforts to maintain all streets in fair-to-good condition by crack sealing, grind and patch operations, overlays, and re-builds to prolong the life of all streets. Maintain an average Pavement Condition Index Rating of 70.
<ul style="list-style-type: none"> Refresh striping on public roads and continue to refresh thermoplastic pavement markings and legends as needed. 	<ul style="list-style-type: none"> Completed striping on all streets and completed thermoplastic pavement marking refresh as needed. 	<ul style="list-style-type: none"> Refresh striping on public roads and continue to refresh thermoplastic pavement markings and legends as needed.

PERFORMANCE MEASURES - ENGINEERING

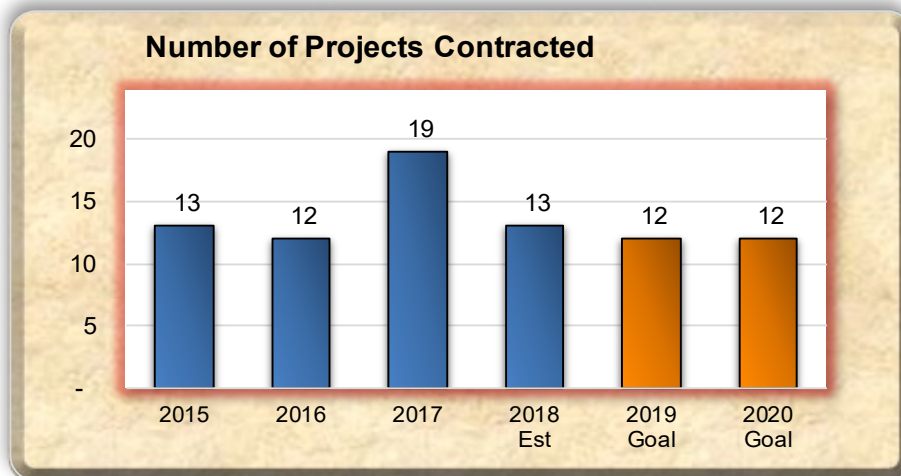
Number of Construction Permits Issued

This performance measure shows the number of construction permits submitted, reviewed for conformance with applicable standards, approved and issued by the City. Construction permits are issued for work within the public Right-of-Way typically performed by franchise utilities. The level of permit activity is an indicator of current economic trends, demands for services from telecommunication, power and gas utilities and can indicate investment in aging infrastructure.



Number of Public Work Projects Contracted

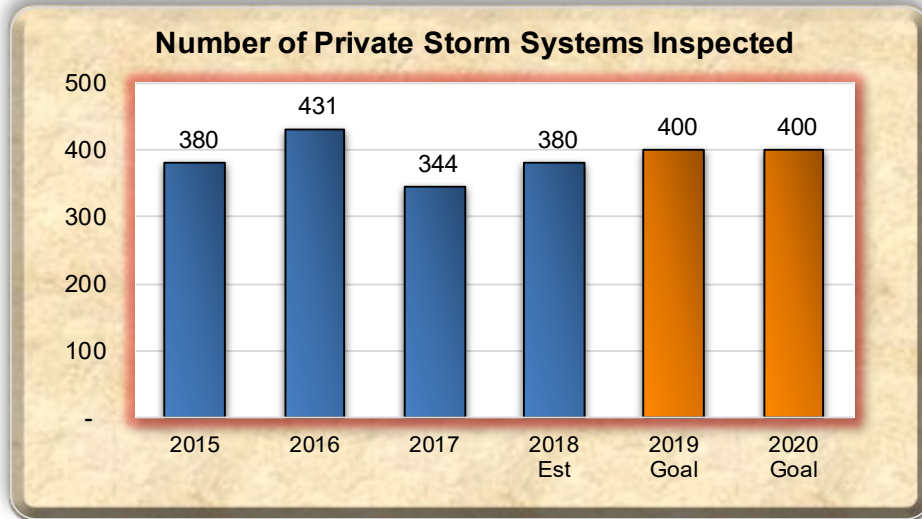
This performance measure indicates the level of commitment by the City to improving its public infrastructure and investment within the City. It can also indicate the level of construction activity occurring within the public right-of-way.



PERFORMANCE MEASURES - ENGINEERING

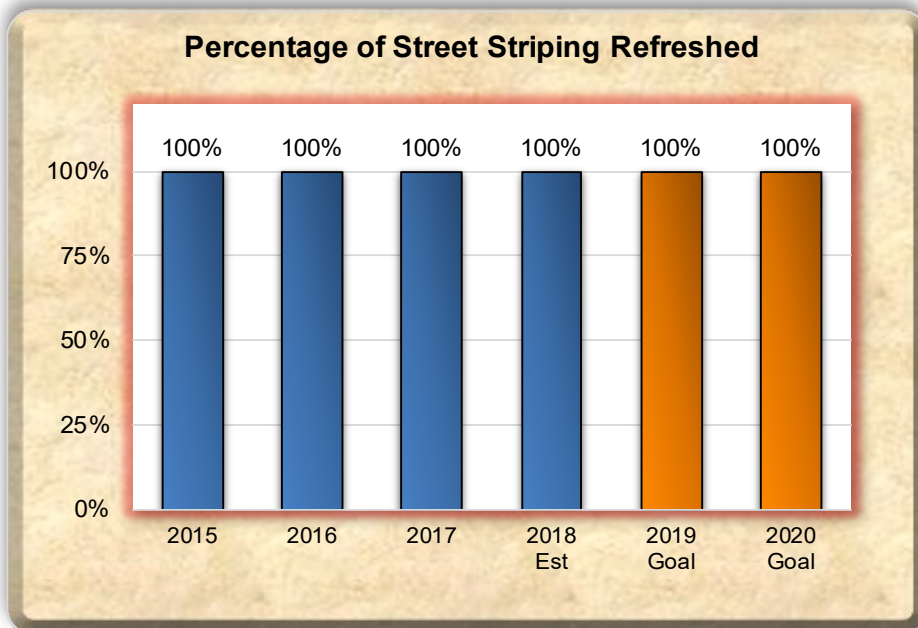
Number of Private Storm Systems Inspected

The City is required by its National Pollutant Discharge Elimination System Phase 2 permit to complete inspections on private storm systems on an annual basis. This performance measure indicates the extent that these inspection are completed each year as it relates to the City's regulatory permit compliance.



Percentage of Street Striping Refreshed

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



Department Budget

001.32 Engineering	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Expenditures					
Salaries & Wages	1,578,255	1,989,726	1,937,726	2,135,339	2,352,965
Personnel Benefits	694,281	1,021,360	980,000	1,105,811	1,279,221
Supplies	17,342	24,450	24,450	24,300	23,050
Services & Charges	223,102	383,475	383,475	302,275	303,775
Intergovernmental	3,452	15,000	15,000	15,000	15,000
Capital Outlay	19,955	-	-	-	-
Interfund Payments For Service	422,520	430,121	430,121	449,200	459,800
DEPARTMENT TOTAL	\$ 2,958,908	\$ 3,864,132	\$ 3,770,772	\$ 4,031,925	\$ 4,433,811

Department Employees

001 Public Works - Engineering FTEs	2016	2017	2018	2019	2020
Engineering FTEs	53.00	54.00	55.00	55.00	55.00
TOTAL ENGINEERING FTEs	53.00	54.00	55.00	55.00	55.00

Full Time Equivalent (FTE)

1.0 FTE - The 2017/2018 Budget included an additional Traffic Signal Technician to be added to the Engineering Department in 2017.

In August 2018, the Community Development and Public Works Director position was transferred from the Community Development Department to the Engineering Department; + 1.0 FTE.

STREETS DIVISION

Mission Statement

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

Department Overview

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

The Streets Division has over 245 centerline miles of roadways to maintain. Some of the key maintenance duties include pavement patching, crack sealing, snow and ice removal, alley and shoulder grading, sidewalk maintenance and repair, street lighting, signs, and traffic markings.

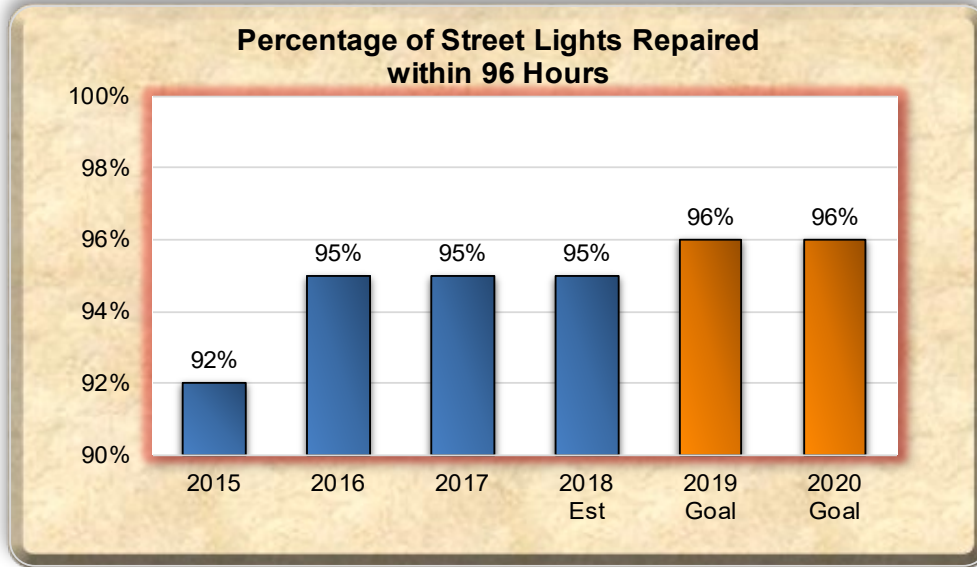
2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Continue to implement a street sign inventory and minimum reflectivity level maintenance program through the use of approved methods, including the use of a retroreflectometer. 	<ul style="list-style-type: none"> The City's goal is to inspect 100% of regulatory/warning signs twice yearly for reflectivity. Our current progress is at 50% year to date. 	<ul style="list-style-type: none"> The City's goal is to inspect 100% of regulatory/warning signs twice yearly for reflectivity.
<ul style="list-style-type: none"> Implement an in-house sidewalk maintenance/repair program to improve pedestrian safety throughout the City. 	<ul style="list-style-type: none"> M&O is in the process of ordering equipment and establishing a list of sidewalks that are in need of repair. 	<ul style="list-style-type: none"> Utilize new equipment to address safety issues in a more cost effective and timely manner.
<ul style="list-style-type: none"> Continue to support the implementation of the City’s traffic calming program through the placement of “speed cushions” or other appropriate traffic calming measures as directed by Engineering Services. 	<ul style="list-style-type: none"> Installed multiple speed cushions at the direction of Engineering Services. This is an ongoing goal. 	<ul style="list-style-type: none"> Continue to provide ongoing support.
<ul style="list-style-type: none"> Continue to update inventory of new street light systems. 	<ul style="list-style-type: none"> Ongoing. 	<ul style="list-style-type: none"> Continue to update inventory of new street light systems.
<ul style="list-style-type: none"> Continue implementing annual Pothole Patrol program pavement repairs. 	<ul style="list-style-type: none"> The Street Division has completed 100% of pothole requests year to date. 	<ul style="list-style-type: none"> Increase frequency of pothole patrol in order to address known areas with a high potential of failure.

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Continue citywide repair or replacement of damaged and worn street signs. 	<ul style="list-style-type: none"> The Street Division has completed approximately 500 street sign related tasks in 2017 and 2018. 	<ul style="list-style-type: none"> Continue ongoing repair or replacement of damaged and worn street signs.
<ul style="list-style-type: none"> Continue making guardrail repairs and other roadside safety improvements. 		
	<ul style="list-style-type: none"> The Street Division purchased and used approximately 340 tons of asphalt and an additional 132 tons of cold mix in 2017. 	<ul style="list-style-type: none"> Continue to increase grind and patch operations to postpone the need for total road surface replacement.

PERFORMANCE MEASURES - STREET DEPARTMENT

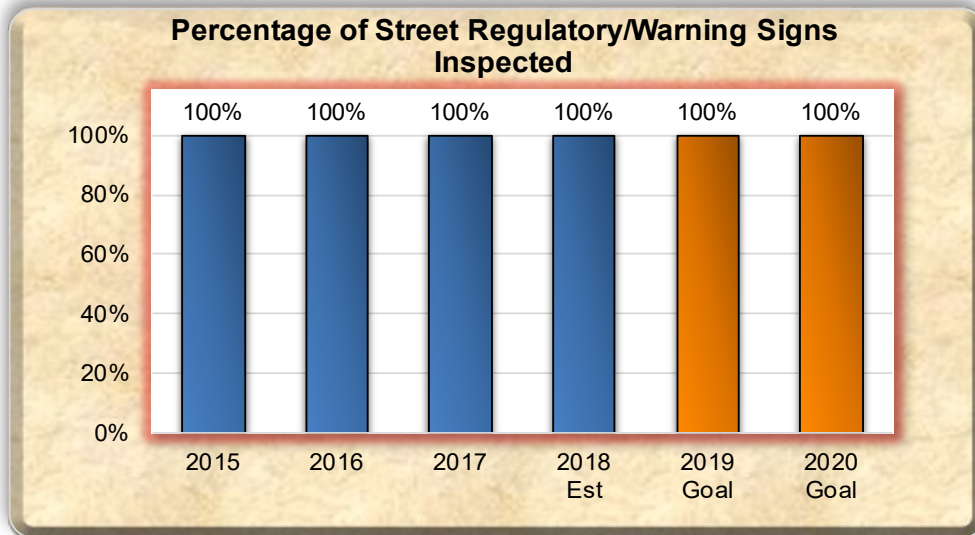
Street Lights Repaired within 96 Hours

The City is responsible for the maintenance of most of the streetlights in the City (some areas of the City are maintained by Puget Sound Energy). The City's goal is to have all street lights repaired within 96 hours of being notified to ensure safety and convenience for the public (this does not include light poles damaged in traffic accidents).



Street Sign Reflectivity

The City is responsible for the maintenance of Street Signs. Street Signs are checked for minimum reflectivity both in spring and fall. The retroreflectivity of an existing sign is assessed by a trained sign inspector conducting a visual inspection from a moving vehicle during nighttime conditions. Signs that are visually identified by the inspector to have retroreflectivity below the minimum levels are put on a list to be replaced.



Department Budget

001.42 Streets	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Expenditures					
Salaries & Wages	970,372	1,123,095	1,000,000	1,113,341	1,119,563
Personnel Benefits	521,711	651,007	580,000	655,092	710,575
Supplies	169,457	230,300	230,300	216,300	216,300
Services & Charges	1,117,078	1,126,147	1,126,147	1,202,439	1,067,539
Intergovernmental	191,547	200,000	200,000	200,000	200,000
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	703,289	708,655	708,655	654,300	673,200
DEPARTMENT TOTAL	\$ 3,673,454	\$ 4,039,204	\$ 3,845,102	\$ 4,041,472	\$ 3,987,177

Department Employees

001 Street FTEs	2016	2017	2018	2019	2020
Street FTEs	19.00	20.00	20.00	21.00	21.00
TOTAL STREET FTEs	19.00	20.00	20.00	21.00	21.00

Full Time Equivalent (FTE)

In November 2017, the Community Services Work Crew Leader position was reclassified as a Maintenance Worker I and moved to the Street Department from the Human Resources Department; +1.0 FTE.

1.0 FTE - The 2019/2020 Budget includes an additional Maintenance Worker I in the Street Department.

SPECIAL REVENUE FUNDS

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

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

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

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

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Continue to fund Lakeland Hills to Transit Center Shuttle and Community Circulator Services. 	<ul style="list-style-type: none"> Agreement for Service executed through February 2020. 	<ul style="list-style-type: none"> Continue to fund Lakeland Hills to Transit Center Shuttle and Community Circulator Services and look for other opportunities.
<ul style="list-style-type: none"> Complete annual improvements under the Save our Streets Program. 	<ul style="list-style-type: none"> Completed annual projects in 2017 and 2018. 	<ul style="list-style-type: none"> Continue Annual Street Preservation Improvements on both Local and Arterial/Collector Streets through identified funding, maintenance, and grant funding where applicable.
<ul style="list-style-type: none"> Implement the annual Arterial Preservation Program. 	<ul style="list-style-type: none"> Completed annual projects in 2017 and 2018. 	
<ul style="list-style-type: none"> Implement the biennial Arterial Bicycle and Safety Improvements Program. 	<ul style="list-style-type: none"> Bike lanes were added to W Main Street and Boundary Blvd during 2017 and 2018. 	<ul style="list-style-type: none"> Continue to invest in bicycle and safety improvements on arterial streets.
<ul style="list-style-type: none"> Implement the annual Pedestrian Accessibility & Safety Program. 	<ul style="list-style-type: none"> Annual improvements to sidewalks and curb ramps were completed during 2017 and 2018. 	<ul style="list-style-type: none"> Continue to make improvements to existing pedestrian facilities and construct new pedestrian facilities as funding allows.
<ul style="list-style-type: none"> Implement the annual Traffic Signal Improvements Program. 	<ul style="list-style-type: none"> Annual improvements were completed in 2017 and 2018. 	<ul style="list-style-type: none"> Continue to invest in maintenance and upgrades to existing traffic signal infrastructure.
<ul style="list-style-type: none"> Complete various programmed preliminary studies. <ul style="list-style-type: none"> o Auburn Way South Corridor (Hemlock to Academy) o Lea Hill Road Corridor (R St NE to SE 124th St) o Kersey Way SE Corridor o A Street SE Corridor 	<ul style="list-style-type: none"> The Lea Hill Road Corridor study was started in 2018. Preliminary scoping of the Auburn Way Corridor was completed. Studies for Kersey Way and A Street SE have been delayed until 2019. 	<ul style="list-style-type: none"> Complete various programmed preliminary engineering studies for roadway corridors.

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> • Complete construction on various capital projects. <ul style="list-style-type: none"> o South 277th St Widening Project (Auburn Way North to L St NE) o Auburn Way South (SR-164) Corridor Safety Improvements (Muckleshoot Plaza to Dogwood) o F St. SE Non-Motorized Improvements o I St. NE & 22nd Street NE Intersection Safety Improvements o 37th Street SE & A Street SE Intersection Safety Improvements o ITS Dynamic Message Sign Improvement o B St. NW Reconstruction Project o Downtown Traffic Signal Upgrade o Lake Tapps Parkway ITS Improvements o Auburn Way North Preservation (22nd to 45th) o Auburn Way South & 12th St. SE Intersection Improvements 	<ul style="list-style-type: none"> • Completed Construction of: <ul style="list-style-type: none"> o South 277th St Widening Project o Auburn Way South (SR-164) Corridor Safety Improvements o I St. NE & 22nd Street NE Intersection Safety Improvements o 37th Street SE & A Street SE Intersection Safety Improvements o ITS Dynamic Message Sign Improvement (first two locations) o B St. NW Reconstruction Project o Downtown Traffic Signal upgrades completed the C Street and West Main Street Upgrade project o Auburn Way North Preservation (22nd to 45th) o Auburn Way South & 12th St. SE Intersection Improvements <p>Lake Tapps Parkway ITS was delayed due to funding delays by PSRC.</p> <p>Construction of the F Street SE Non-Motorized improvements was delayed due to lack of construction funding.</p>	
<ul style="list-style-type: none"> • Begin design on various capital projects. <ul style="list-style-type: none"> o Auburn Way North & 1st St NE Signal Improvements o M St NE (E Main to 4th St NE) o SE 320th Street Corridor Improvements o Riverwalk Drive Non-Motorized Improvements o Lea Hill Corridor Improvements o West Valley Highway Corridor Projects 	<ul style="list-style-type: none"> • Several projects have begun design and are awaiting the potential grant funding to proceed. 	<ul style="list-style-type: none"> • Continue to develop and refine projects for scope and estimated costs to better position these projects for potential grant funding opportunities.
<ul style="list-style-type: none"> • Continue to support the Auburn Downtown Association to promote the central business area. 	<ul style="list-style-type: none"> • Ongoing. 	
		<ul style="list-style-type: none"> • Continue to Implement Dynamic Message Signs within the City for better communication with drivers.
		<ul style="list-style-type: none"> • Complete the Lake Tapps Parkway ITS Expansion Project.

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
		<ul style="list-style-type: none"> • Begin Design and Construction of a Roundabout at the 320th and 116th intersection on Lea Hill if grant application is successful.
		<ul style="list-style-type: none"> • Coordinate with Sound Transit on the Auburn Access Improvement Projects and potentially partner on the completion of City projects that may mitigate the Sound Transit project impacts.
		<ul style="list-style-type: none"> • Complete design and begin construction on the Lea Hill Safe Walking Route project if grant application is successful.

Fund Budget

102 Arterial Streets	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Revenues					
Beginning Fund Balance	2,655,913	2,584,136	2,584,136	1,492,777	1,344,477
Federal Grants	3,654,905	2,247,600	2,247,100	439,450	2,156,200
State Grants	2,777,756	176,500	176,500	-	-
State Entitlements (Motor Vehicle Fuel Tax)	611,016	585,000	620,000	620,000	620,000
Other Transportation Fees	-	466,200	466,200	-	-
Other Governmental Agencies	-	-	-	-	380,000
Investment Income	11,173	2,600	32,600	28,300	26,800
Developer Contributions	709,221	-	122,500	-	-
Public Works Trust Fund Loans	-	-	-	-	-
Miscellaneous Revenue	-	-	-	-	-
Operating Transfers In	1,999,610	1,833,417	1,586,918	545,350	511,600
Total Revenues	\$ 12,419,595	\$ 7,895,453	\$ 7,835,954	\$ 3,125,877	\$ 5,039,077
Expenditures					
Salaries & Wages	429,196	393,571	393,571	94,300	283,600
Personnel Benefits	189,214	157,429	157,429	37,700	113,400
Services & Charges	365,566	405,200	400,000	400,000	400,000
Capital Outlay	8,558,269	5,408,300	5,047,498	963,000	2,911,200
Interfund Payments For Service	76,680	78,859	78,859	78,100	80,100
Debt Service Principal	197,376	197,376	197,376	197,400	197,400
Debt Service Interest	12,135	11,442	12,829	10,900	10,200
Transfer Out	7,024	95,615	55,615	-	-
Ending Fund Balance	2,584,136	1,147,661	1,492,777	1,344,477	1,043,177
Total Expenditures	\$ 12,419,595	\$ 7,895,453	\$ 7,835,954	\$ 3,125,877	\$ 5,039,077

FUND BUDGET

103 Local Streets	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Revenues					
Beginning Fund Balance	2,424,728	2,943,350	2,943,350	1,650,780	956,880
Sales Tax On Construction	2,632,107	1,750,000	2,100,000	-	-
Investment Income	32,475	9,100	49,000	12,000	2,000
Miscellaneous Revenue	-	-	-	-	-
Transfer In from REET2	-	-	-	1,750,000	1,750,000
Operating Transfers In (W/S/SWM Utility)	150,000	150,000	150,000	150,000	150,000
Total Revenues	\$ 5,239,309	\$ 4,852,450	\$ 5,242,350	\$ 3,562,780	\$ 2,858,880
Expenditures					
Salaries & Wages	90,353	106,788	106,788	164,274	112,870
Personnel Benefits	33,972	42,029	42,029	67,342	49,521
Supplies	-	-	-	-	-
Services & Charges	23,703	700	700	40,700	700
Capital Outlay	2,130,190	3,429,298	3,429,298	2,318,384	1,737,609
Interfund Payments For Service	11,916	12,239	12,239	15,200	15,600
Transfer Out	5,826	516	516	-	-
Ending Fund Balance	2,943,350	1,260,880	1,650,780	956,880	942,580
Total Expenditures	\$ 5,239,309	\$ 4,852,450	\$ 5,242,350	\$ 3,562,780	\$ 2,858,880

FUND BUDGET

105 Arterial Street Preservation	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Revenues					
Beginning Fund Balance	3,269,631	2,039,837	2,039,837	1,582,337	1,369,417
Utility Taxes	2,107,151	2,095,600	2,100,000	2,035,900	2,049,100
Federal Grants	1,557,947	1,511,840	1,511,840	893,620	1,753,640
Investment Income	25,483	4,900	35,200	29,800	29,900
Miscellaneous Revenue	-	-	-	-	-
Operating Transfers In	194,915	2,212,400	2,212,400	-	-
Total Revenues	\$ 7,155,127	\$ 7,864,577	\$ 7,899,277	\$ 4,541,657	\$ 5,202,057
Expenditures					
Salaries & Wages	272,834	160,714	160,714	172,100	218,600
Personnel Benefits	118,622	64,286	64,286	68,900	87,400
Supplies	-	-	-	-	-
Services & Charges	-	150,000	150,000	165,000	150,000
Capital Outlay	4,672,058	6,582,840	5,895,840	2,766,240	3,511,840
Interfund Payments For Service	-	-	-	-	-
Transfer Out	51,776	46,100	46,100	-	-
Ending Fund Balance	2,039,837	860,637	1,582,337	1,369,417	1,234,217
Total Expenditures	\$ 7,155,127	\$ 7,864,577	\$ 7,899,277	\$ 4,541,657	\$ 5,202,057

WATER UTILITY

Mission Statement

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

Department Overview

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

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Utilize Cartegraph as a work order management system and continue to develop Standard Operating Procedures (SOPs) for updating databases in CarteGraph and Geographic Information Systems (GIS) and Springbrook. 	<ul style="list-style-type: none"> Goal has been met; Cartegraph is used to generate service orders for work to be performed, and is used to update new or modified assets, which are automatically uploaded to GIS. 	
<ul style="list-style-type: none"> Complete construction of the West Hill Springs Improvements project. 	<ul style="list-style-type: none"> Completed. 	
<ul style="list-style-type: none"> Complete design and construction of the Lea Hill Pressure Reducing Valve Station Improvements project. 	<ul style="list-style-type: none"> Completed. 	
<ul style="list-style-type: none"> Complete design and construction of the Fulmer Well Field Improvements project. 	<ul style="list-style-type: none"> Completed. 	
<ul style="list-style-type: none"> Complete design and construction of the Coal Creek Springs Transmission Main Replacement project. 	<ul style="list-style-type: none"> Design is underway. Project was delayed due to delay in allocation of State funds by the legislature. 	<ul style="list-style-type: none"> Complete construction of the Coal Creek Springs Transmission Main Replacement project.
<ul style="list-style-type: none"> Complete implementation of the Water Utility Meter & Billing System Improvements project. 	<ul style="list-style-type: none"> Completed. 	
<ul style="list-style-type: none"> Initiate pre-design of the Coal Creek Springs Rehabilitation project. 	<ul style="list-style-type: none"> Project has been deferred to 2022 due to lack of available funding and the fact that sufficient water supply sources are currently available to meet projected needs. 	
<ul style="list-style-type: none"> Initiate design of the Green River Pump Station Emergency Power project. 	<ul style="list-style-type: none"> Design is underway. 	<ul style="list-style-type: none"> Complete construction of the Green River Emergency Power project.

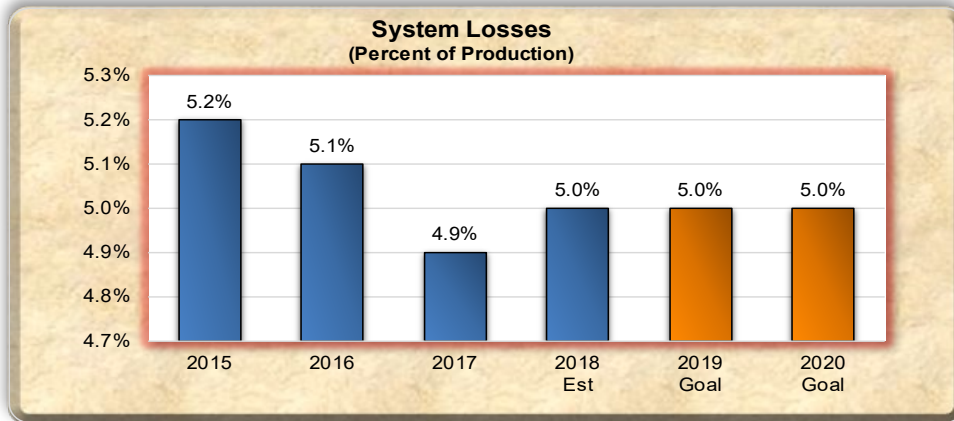
2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Initiate pre-design of the Algona Well 1 Decommissioning project. 	<ul style="list-style-type: none"> Project has been deferred to 2019 until evaluation of water rights and procedures for transfer of water rights is completed. 	<ul style="list-style-type: none"> Evaluate water rights transfer requirements and determine next steps for the rights obtained from Algona.
<ul style="list-style-type: none"> Continue Unidirectional Flushing program in the Valley service area. 	<ul style="list-style-type: none"> Completed. 	<ul style="list-style-type: none"> Continue Unidirectional Flushing program in the Academy and Lakeland Hills service areas.
<ul style="list-style-type: none"> Reduce the need to purchase water from Tacoma Water for normal daily demands and use this source for emergency and maintenance purposes only. 	<ul style="list-style-type: none"> Goal has been met as the City's own supply sources are back on line and purchase from Tacoma has been reduced to only when needed for emergencies or major maintenance of one or more City supplies. 	
<ul style="list-style-type: none"> Continue to upgrade the asset management databases through records evaluation and field investigation. 	<ul style="list-style-type: none"> Ongoing. 	<ul style="list-style-type: none"> Continue to upgrade the asset management databases through records evaluation and field investigation.
<ul style="list-style-type: none"> Continue to replace undersized pipes for fire flow improvements and pipes in poor condition in conjunction with transportation and utility projects. 	<ul style="list-style-type: none"> Ongoing. 	<ul style="list-style-type: none"> Continue to replace undersized pipes for fire flow improvements and pipes in poor condition in conjunction with transportation and utility projects.
<ul style="list-style-type: none"> Prepare for new water quality requirements. 	<ul style="list-style-type: none"> Attended quarterly DOH meetings and monthly WWUC meetings. 	<ul style="list-style-type: none"> As new regulations are promulgated, develop plans for compliance.
<ul style="list-style-type: none"> Continue to review properties with the Finance and Innovation & Technology departments to assure each developed property connected to the water system is billed for water, and that the status of use is accurately reflected as the occupancy status changes to address issues such as foreclosure, fire, etc. 	<ul style="list-style-type: none"> Ongoing. 	<ul style="list-style-type: none"> Continue to review properties with the Finance and Innovation & Technology departments to assure each developed property connected to the water system is billed for water, and that the status of use is accurately reflected as the occupancy status changes to address issues such as foreclosure, fire, etc.
<ul style="list-style-type: none"> The water conservation program's goal is to reduce water use by 1% per year from current usage levels until the conservation goal is reached in 2019. 	<ul style="list-style-type: none"> Ongoing. 	<ul style="list-style-type: none"> The water conservation program's goal is to reduce water use by 1% per year from current usage levels until the conservation goal is reached, which is expected in 2022.
		<ul style="list-style-type: none"> Continue monitoring system losses and fix leaks when found to meet the 10% limit mandated by the State Department of Health.

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
		<ul style="list-style-type: none"> • Complete design and construction of Meter Vault Replacement project.
		<ul style="list-style-type: none"> • Initiate design and complete construction of the Academy Pump Station #1 Replacement project.
		<ul style="list-style-type: none"> • Initiate Lead Service Line Replacement program.
		<ul style="list-style-type: none"> • Initiate Deduct Meter Replacement program.
		<ul style="list-style-type: none"> • Initiate an air/vacuum release valve inspection and maintenance program.

PERFORMANCE MEASURES - WATER FUND

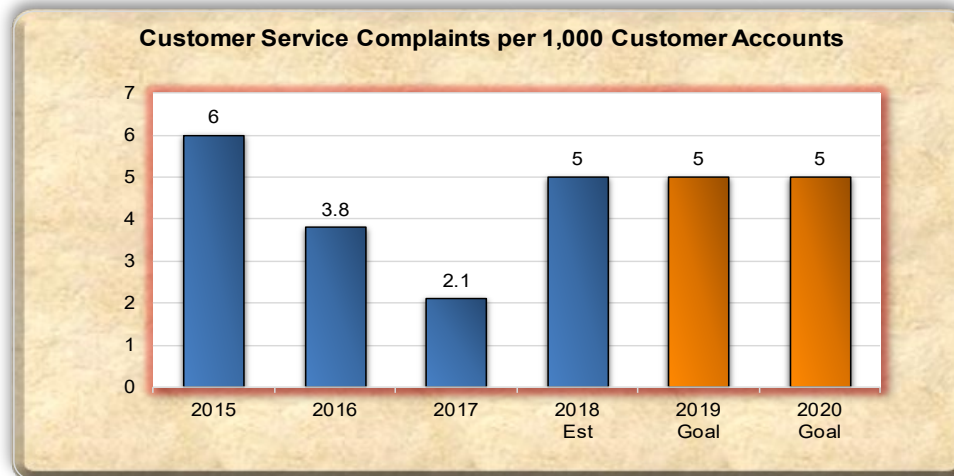
System Losses

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.



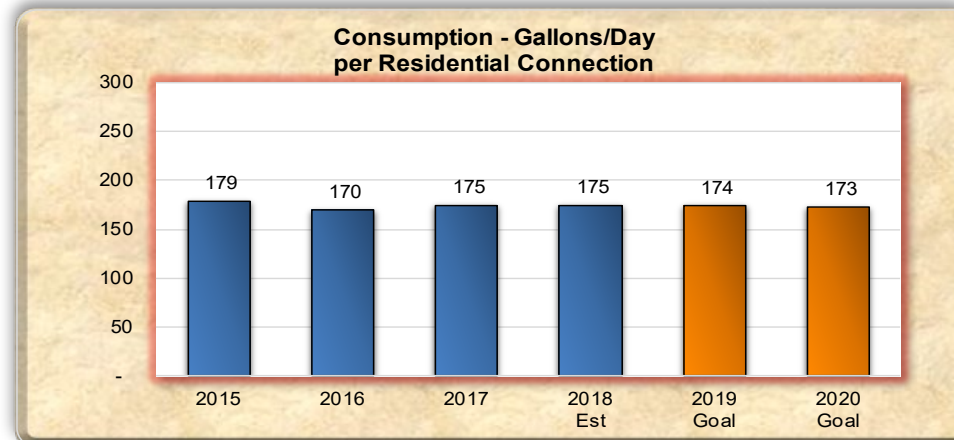
Customer Service Complaints per 1,000 Customer Accounts

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 customer accounts.



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.



2019-2020 Working Capital

City of Auburn					
430 Water (includes 460 Water - Capital)	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
OPERATING FUND:					
OPERATING REVENUES					
343.400 Water Sales	14,577,618	15,021,500	14,800,000	15,285,500	15,930,800
343.401-900 Other Charges for Service	205,292	181,931	195,000	187,000	187,000
361.110 Interest Earnings	82,223	10,000	10,000	20,000	20,000
Other Miscellaneous Revenue	1,834,446	1,415,624	649,000	186,000	186,000
TOTAL OPERATING REVENUES	\$ 16,699,579	\$ 16,629,055	\$ 15,654,000	\$ 15,678,500	\$ 16,323,800
OPERATING EXPENDITURES					
534.000.10 Salaries & Wages	2,622,309	2,799,131	2,600,000	2,472,136	2,536,353
534.000.20 Benefits	1,035,698	1,416,014	1,250,000	1,335,528	1,463,058
534.000.30 Supplies	292,742	334,244	320,000	364,244	364,244
534.000.40 Other Service Charges	3,038,869	5,285,350	4,500,000	4,355,849	4,445,767
534.000.50 Intergovernmental Services	-	-	-	-	-
597.100.55 Operating Transfers Out to Capital Subfund	2,500,000	2,600,000	2,800,000	811,400	1,000,000
597.100.55 Other Operating Transfers Out	143,946	1,475,891	1,475,891	353,291	76,642
590.100.75 Debt Service Principal	1,495,844	1,760,291	1,760,291	1,775,400	1,638,200
534.000.83 Debt Service Interest	703,321	1,313,575	1,313,575	1,092,600	1,040,500
590.100.05 Net Increase in Restricted Assets	5,846,725	-	-	-	-
534.000.90 Interfund Payments for Service	1,422,819	1,422,040	1,422,040	1,773,617	1,844,067
TOTAL OPERATING EXPENDITURES	\$ 19,102,273	\$ 18,406,536	\$ 17,441,797	\$ 14,334,065	\$ 14,408,831
REVENUES LESS EXPENDITURES	\$ (2,402,694)	\$ (1,777,481)	\$ (1,787,797)	\$ 1,344,435	\$ 1,914,969
BEGINNING WORKING CAPITAL - January 1	7,977,666	5,574,972	5,574,972	3,787,175	5,131,610
ENDING WORKING CAPITAL - December 31	5,574,972	3,797,491	3,787,175	5,131,610	7,046,579
NET CHANGE IN WORKING CAPITAL (*)	\$ (2,402,694)	\$ (1,777,481)	\$ (1,787,797)	\$ 1,344,435	\$ 1,914,969
CAPITAL FUND:					
CAPITAL REVENUES					
334.018 Improvements Other Than Bldg.	3,195	21,800	21,800	100,000	100,000
333.970 Repairs & Maintenance	19,172	130,800	130,800	-	-
361.110 Building	22,342	-	10,000	10,000	10,000
396.101 Cash	597,556	1,250,000	250,000	937,700	960,200
382.200 Capital Outlay	-	2,500,000	-	7,178,300	-
391.800 Debt Service Principal	84,198	-	-	-	-
397.100 Operating Transfers in from Operations	2,500,000	2,600,000	2,800,000	811,400	1,000,000
397.100 Other Operating Transfers In	-	1,396,600	1,196,600	-	-
396/399 Other Revenues	579,200	-	-	-	-
TOTAL CAPITAL REVENUES	\$ 3,805,664	\$ 7,899,200	\$ 4,409,200	\$ 9,037,400	\$ 2,070,200
CAPITAL EXPENDITURES					
590.100.10 Salaries & Wages	167,840	307,857	200,000	424,300	353,600
590.100.20 Benefits	76,798	123,143	90,000	169,700	141,400
590.100.40 Professional Services	22,670	-	-	300	400
590.100.6 Construction Projects	7,341,086	6,650,786	5,416,200	5,968,386	3,736,905
590.100.05 Net Change in Restricted Assets	(3,401,367)	-	-	-	-
590.100.55 Operating Transfers Out	50,000	50,000	50,000	50,000	50,000
TOTAL CAPITAL EXPENDITURES	\$ 4,257,027	\$ 7,131,786	\$ 5,756,200	\$ 6,612,686	\$ 4,282,305
BEGINNING WORKING CAPITAL - January 1	1,936,373	1,485,010	1,485,010	138,010	2,562,724
ENDING WORKING CAPITAL - December 31	1,485,010	2,252,424	138,010	2,562,724	350,619
NET CHANGE IN WORKING CAPITAL (*)	\$ (451,363)	\$ 767,414	\$ (1,347,000)	\$ 2,424,714	\$ (2,212,105)
Total Change in Working Capital	\$ (2,854,057)	\$ (1,010,067)	\$ (3,134,797)	\$ 3,769,149	\$ (297,136)

(*) Working Capital = Current Assets
minus Current Liabilities

Department Employees

430 Water FTEs	2016	2017	2018	2019	2020
Water FTEs	23.00	23.00	23.00	23.00	23.00
TOTAL WATER FTEs	23.00	23.00	23.00	23.00	23.00

Full Time Equivalent (FTE)

SEWER UTILITY

Mission Statement

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

Department Overview

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

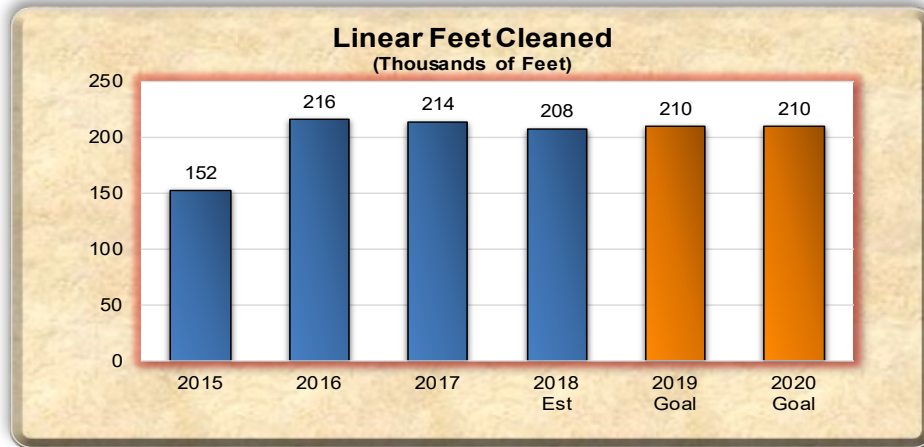
2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Increase the completeness and accuracy of the sewer utility assets through records review, inspection, and use of Utility GIS Inventory Technicians. 	<ul style="list-style-type: none"> Ongoing - Developed operating procedures for updating asset information through Cartegraph and ArcGIS. 	<ul style="list-style-type: none"> Verify/update installation date, record drawing reference, and materials for 75% of the system's sewer manholes and sewer mains.
<ul style="list-style-type: none"> Work with Innovation & Technology to coordinate the use of the Cartegraph and Pipelogix asset management tools. 	<ul style="list-style-type: none"> Pipelogix will be replaced along with the replacement of the CCTV inspection system therefore this goal was obsolete. 	<ul style="list-style-type: none"> Work with Innovation & Technology to coordinate the use of the Cartegraph, GIS, and Wincan asset management tools.
<ul style="list-style-type: none"> Evaluate the City's current vector decant operations to determine the cost effectiveness of our current and alternative procedures. 	<ul style="list-style-type: none"> Project was deferred to 2021 due to the need to incorporate the Maintenance and Operations Master Planning. 	
<ul style="list-style-type: none"> Begin design of sewer pump station improvements in anticipation of construction in 2019. 	<ul style="list-style-type: none"> Initiated Pump Station Electrical Improvements which is anticipated to be completed in 2019. 	<ul style="list-style-type: none"> Complete Pump Station Electrical Improvements project.
<ul style="list-style-type: none"> Assess the condition of the City's inverted siphons, especially at the river crossings. 	<ul style="list-style-type: none"> Ongoing; assessment will be completed in 2018 following flow monitoring to quantify the sewage flows that will determine the best mode of assessment. 	
<ul style="list-style-type: none"> Assess the condition of the City's larger diameter lines. 	<ul style="list-style-type: none"> Project deferred to 2019 due availability of resources. 	<ul style="list-style-type: none"> Assess the condition of the City's larger diameter lines.
<ul style="list-style-type: none"> Complete transfer of the monitoring, alarming, and data acquisition tasks for the 22nd Street and R Street sewer pump stations to the City's new Supervisory Control and Data Acquisition (SCADA) and telemetry system. 	<ul style="list-style-type: none"> Completed. 	

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Engage in regular preventive maintenance activities. 	<ul style="list-style-type: none"> Ongoing. 	
		<ul style="list-style-type: none"> Begin Infiltration/Inflow (I/I) study to more precisely identify sources of I/I within Auburn's system.
		<ul style="list-style-type: none"> Participate in King County Wastewater Treatment Division's regional I/I reduction efforts.
		<ul style="list-style-type: none"> Complete design and construction of 2019 Sewer Repair and Rehabilitation Project.
		<ul style="list-style-type: none"> Continue to review service properties with Finance and the Innovation & Technology department to assure each developed property connected to the system has a sewer billing account in Springbrook.
		<ul style="list-style-type: none"> Complete pre-design work for 22nd Street Pump Station Replacement in 2022.

PERFORMANCE MEASURES - SEWER FUND

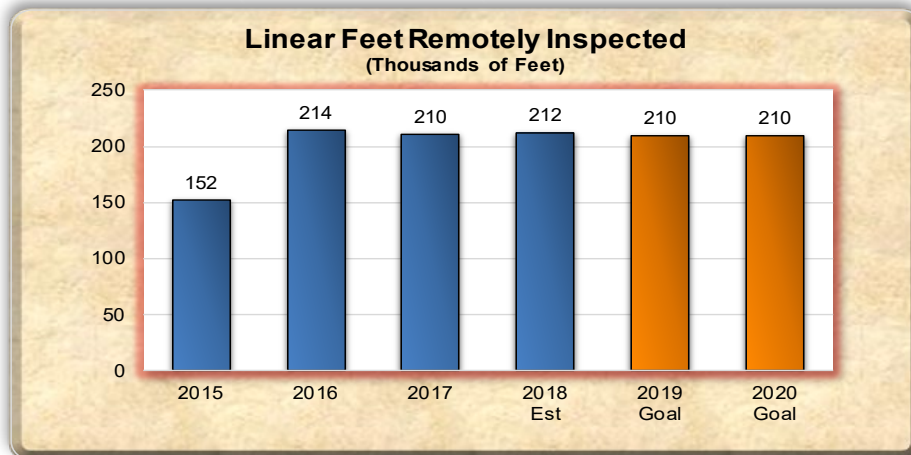
Linear Feet of Sanitary Sewer Pipe Cleaned

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



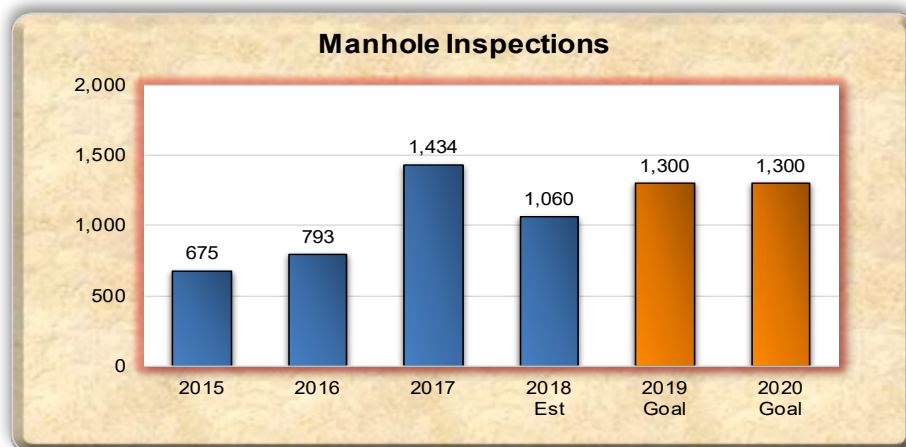
Linear Feet of Sanitary Sewer Remotely Inspected

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.



2019-2020 Working Capital Budget

City of Auburn 431 Sewer (includes 461 Sewer - Capital)	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
OPERATING FUND:					
OPERATING REVENUES					
343.400 City Sewer Service	8,469,025	8,001,700	8,000,000	8,869,200	9,160,700
343.401-900 Other Charges for Service	194,609	140,400	120,000	145,000	145,000
361.110 Interest Earnings	33,522	20,000	20,000	20,000	20,000
Other Miscellaneous Revenue	600,830	75,570	75,570	70,000	69,000
TOTAL OPERATING REVENUES	\$ 9,297,986	\$ 8,237,670	\$ 8,215,570	\$ 9,104,200	\$ 9,394,700
OPERATING EXPENDITURES					
535.000.10 Salaries & Wages	1,713,165	1,808,531	1,808,531	1,478,205	1,517,511
535.000.20 Benefits	718,710	906,551	906,551	783,349	854,856
535.000.30 Supplies	84,090	136,550	130,000	164,550	164,550
535.000.40 Other Service Charges	2,601,800	3,070,471	2,600,000	2,902,650	2,955,850
535.000.50 Intergovernmental Services	3,663	9,500	9,500	9,500	9,500
597.100.55 Operating Transfers Out to Capital Subfund	800,000	-	-	-	-
597.100.55 Other Operating Transfers Out	112,905	253,020	253,020	303,592	24,614
590.100.75 Debt Service Principal	550,947	550,947	550,947	563,400	575,700
535.100.83 Debt Service Interest	258,270	264,928	264,928	245,500	231,600
590.100.05 Net Increase in Restricted Assets	613,790	-	-	-	-
535.000.90 Interfund Payments for Service	1,041,678	1,034,321	1,034,321	1,391,917	1,443,267
TOTAL OPERATING EXPENDITURES	\$ 8,499,020	\$ 8,034,819	\$ 7,557,798	\$ 7,842,663	\$ 7,777,448
REVENUES LESS EXPENDITURES	\$ 798,966	\$ 202,851	\$ 657,772	\$ 1,261,537	\$ 1,617,252
BEGINNING WORKING CAPITAL - January 1	2,810,410	3,609,377	3,609,377	4,267,149	5,528,686
ENDING WORKING CAPITAL - December 31	3,609,377	3,812,228	4,267,149	5,528,686	7,145,938
NET CHANGE IN WORKING CAPITAL (*)	\$ 798,966	\$ 202,851	\$ 657,772	\$ 1,261,537	\$ 1,617,252
CAPITAL FUND:					
CAPITAL REVENUES					
361.110 Golf Restaurant - Power Distribution	120,323	-	-	80,000	80,000
396.101 Insurance Recovery - Capital Assets	450,023	600,000	600,000	654,700	670,500
397.100 Operating Transfers in from Operations	800,000	-	-	-	-
397.100 Other Operating Transfers In	-	-	-	-	-
396.102 Operating Transfer/In	423,757	-	-	-	-
396/399 Other Revenues	22,500	-	-	-	-
TOTAL CAPITAL REVENUES	\$ 1,816,602	\$ 600,000	\$ 600,000	\$ 734,700	\$ 750,500
CAPITAL EXPENDITURES					
590.100.10 Salaries & Wages	50,178	87,857	87,857	182,900	78,600
590.100.20 Benefits	23,579	35,143	35,143	73,100	31,400
590.100.40 Professional Services	8,397	-	-	1,900	2,000
590.100.60 Construction Projects	1,512,348	2,132,300	1,583,500	2,588,000	1,103,000
590.100.05 Net Change in Restricted Assets	415,205	-	-	-	-
597.100.55 Operating Transfers Out	50,000	150,000	150,000	50,000	50,000
TOTAL CAPITAL EXPENDITURES	\$ 2,059,706	\$ 2,405,300	\$ 1,856,500	\$ 2,895,900	\$ 1,265,000
BEGINNING WORKING CAPITAL - January 1	12,710,295	12,467,191	12,467,191	11,210,691	9,049,491
ENDING WORKING CAPITAL - December 31	12,467,191	10,661,891	11,210,691	9,049,491	8,534,991
NET CHANGE IN WORKING CAPITAL (*)	\$ (243,104)	\$ (1,805,300)	\$ (1,256,500)	\$ (2,161,200)	\$ (514,500)
Total Change in Working Capital	\$ 555,862	\$ (1,602,449)	\$ (598,728)	\$ (899,663)	\$ 1,102,752

(*) Working Capital = Current Assets minus Current Liabilities

Department Employees

431 Sewer FTEs	2016	2017	2018	2019	2020
Sewer FTEs	10.00	10.00	10.00	10.00	10.00
TOTAL SEWER FTEs	10.00	10.00	10.00	10.00	10.00

Full Time Equivalent (FTE)

STORM UTILITY

Mission Statement

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

Department Overview

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

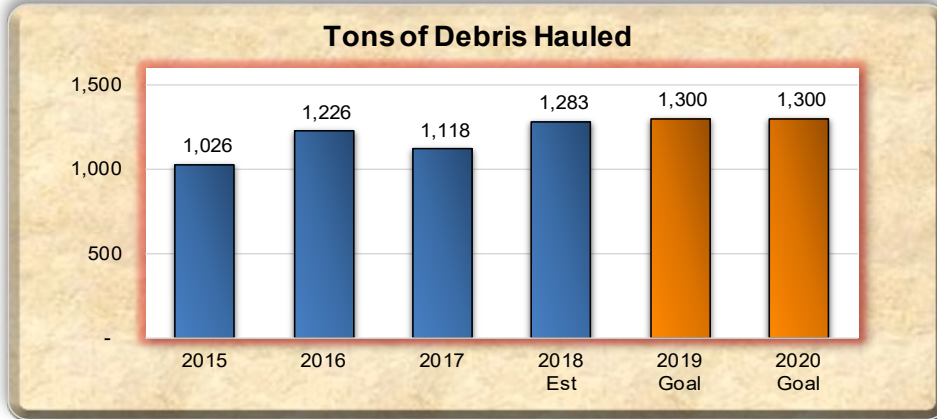
2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Continue to improve utility records and system maps for asset management by performing records evaluation and field investigations. 	<ul style="list-style-type: none"> Performed records evaluation and field investigations utilizing Global Positioning Satellite (GPS) equipment and remote camera system. 	
<ul style="list-style-type: none"> Continue the storm drainage inventory process and utility records thereby improving the overall management of City storm assets. 	<ul style="list-style-type: none"> Updated and improved the storm drainage inventory Standard Operating Procedures (SOP) to reflect current practices. Continued inventory. Improved efficiency of private storm facility inspections with storm facility tracking software. 	<ul style="list-style-type: none"> Complete the storm drainage inventory process and utility records by performing records evaluation and field investigations, thereby improving the overall management of City storm assets.
<ul style="list-style-type: none"> Continue to improve overall system performance by continuing the citywide ditch maintenance and pond cleaning and rehabilitation programs to remove accumulated sediment and vegetation. 	<ul style="list-style-type: none"> Continued pond rehabilitation, which was more efficient and productive using the mini excavator acquired in 2017. 	<ul style="list-style-type: none"> Develop and implement a citywide ditch maintenance, cleaning and rehabilitation program to remove accumulated sediment and vegetation.
<ul style="list-style-type: none"> Maintain compliance with our catch basin inspection and cleaning program as mandated by the NPDES Phase II Permit. 	<ul style="list-style-type: none"> Compliance requirements were met in 2017 and are anticipated to be met in 2018. 	<ul style="list-style-type: none"> Maintain compliance with our catch basin inspection and cleaning program as mandated by the NPDES Phase II Permit.
<ul style="list-style-type: none"> Provide ongoing spill response and detection of illicit storm system connections and discharges as required by the NPDES Phase II permit. 	<ul style="list-style-type: none"> Ongoing. Responded to all notices of spills and/or illicit discharge received by the City. 	<ul style="list-style-type: none"> Provide ongoing spill response and detection of illicit storm system connections and discharges as required by the NPDES Phase II permit.

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Fully implement the use of Cartography as a work order management system and complete the development of Standard Operating Procedures (SOPs) for updating databases for Cartography and the Geographic Information System (GIS) to allow for engineering and maintenance staff to edit and track operations of the existing storm infrastructure. 	<ul style="list-style-type: none"> Fully implemented Cartography as a work order management system and completed the Standard Operating Procedures for updating Cartography and the Geographic Information System (GIS) databases. 	
<ul style="list-style-type: none"> Continue to replace and/or install new storm drainage conveyance capacity improvements in conjunction with the arterial and local street improvement projects. 	<ul style="list-style-type: none"> Ongoing. 	<ul style="list-style-type: none"> Replace and/or install new storm drainage conveyance capacity improvements in conjunction with the arterial and local street improvement projects.
<ul style="list-style-type: none"> Continue to implement and manage the City's West Nile Virus abatement program at the City's constructed stormwater ponds. 	<ul style="list-style-type: none"> Ongoing. 	<ul style="list-style-type: none"> Implement and manage the City's West Nile Virus abatement program at the City's constructed stormwater ponds.
<ul style="list-style-type: none"> Participate in future TMDL reporting as required by the Washington State Department of Ecology (WSDOE) and the Environmental Protection Agency (EPA). 	<ul style="list-style-type: none"> Ongoing. Draft new NPDES permit for the next 5-year permit cycle will be issued summer 2018, and any Total Maximum Daily Loading (TMDL) requirements will be incorporated into the storm program. 	
<ul style="list-style-type: none"> Update the Municipal Airport Stormwater Pollution Prevention Plan and continue to provide support to maintain Industrial Stormwater General Permit compliance. 	<ul style="list-style-type: none"> Completed. 	
<ul style="list-style-type: none"> Continue to manage the City's capital project wetland mitigation site monitoring program. 	<ul style="list-style-type: none"> Ongoing. 	<ul style="list-style-type: none"> Manage the City's capital project wetland mitigation site monitoring program.
<ul style="list-style-type: none"> Manage and implement a public education and outreach program to provide illicit discharge spill kits to targeted businesses throughout the City. 	<ul style="list-style-type: none"> Continued to conduct a public education and outreach program to provide spill kits to targeted businesses throughout the City. Evaluated children's education element of the City's program and adopted new outreach efforts which include using professional educators to teach stormwater presentations in Auburn schools. 	<ul style="list-style-type: none"> Manage and implement an ongoing public education and outreach program to targeted audiences to comply with the NPDES permit.

PERFORMANCE MEASURES - STORM DRAINAGE FUND

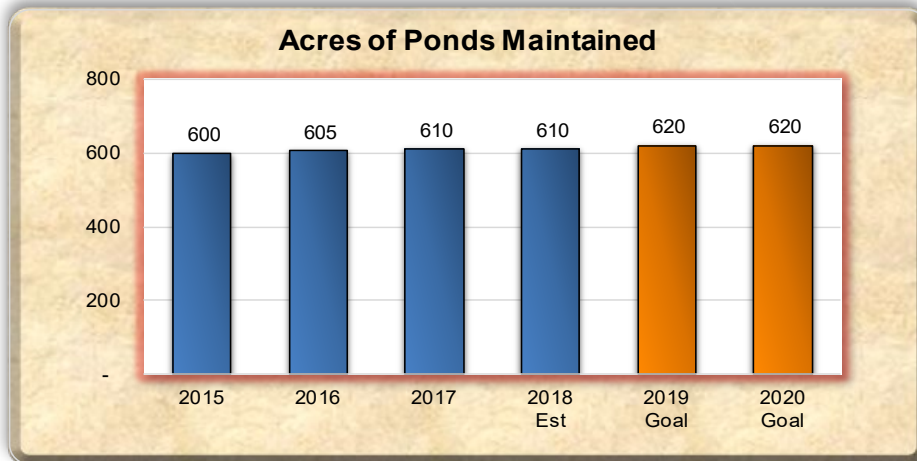
Tons of Debris Hauled

Increase is due to NPDES requirements to inspect and clean, as necessary, all catch basins within the City during the permit cycle period. The 2019 and 2020 goals are based on the annual average required to meet NPDES permit conditions.



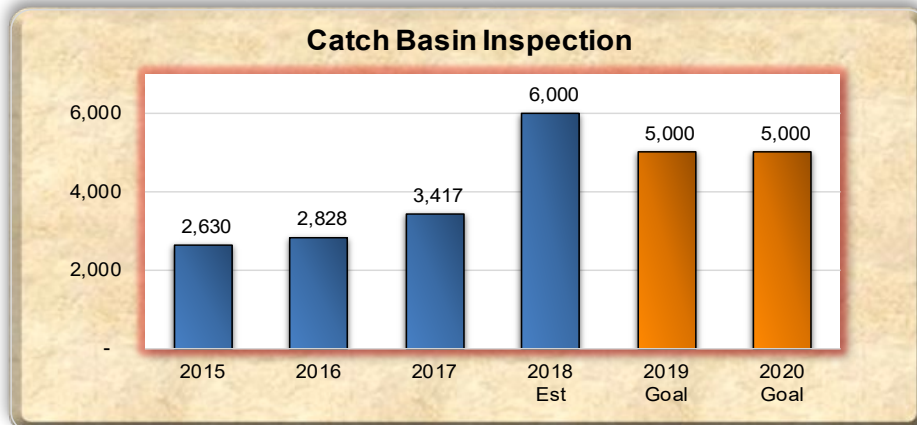
Acres of Storm Drainage Ponds Maintained

This performance measure reflects the reprioritization of storm work forces to meet NPDES requirements for mowing to facilitate inspection and maintenance of public storm ponds during the permit cycle, including vegetation removal as needed.



Catch Basin Inspection

The NPDES permit requires the inspection of all catch basins within the City during a permit cycle period. The 2019 and 2020 goals are based on the anticipated annual average required to meet permit conditions.



2019-2020 Working Capital Budget

City of Auburn						
432 Storm Drainage (includes 462 Storm Drainage - Capital)		2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
OPERATING FUND:						
OPERATING REVENUES						
343.400	Storm Service Charge	9,606,312	9,086,300	9,250,000	9,960,900	10,203,200
343.401-900	Other Charges for Service	171,790	156,376	155,000	125,000	125,000
361.110	Interest Earnings	26,219	15,000	15,000	15,000	15,000
Other	Miscellaneous Revenue	861,577	63,226	63,226	56,000	56,000
TOTAL OPERATING REVENUES		\$ 10,665,898	\$ 9,320,902	\$ 9,483,226	\$ 10,156,900	\$ 10,399,200
OPERATING EXPENDITURES						
535.000.10	Salaries & Wages	2,549,112	2,716,743	2,700,000	2,511,990	2,582,837
535.000.20	Benefits	1,076,031	1,396,377	1,350,000	1,329,580	1,451,369
535.000.30	Supplies	59,561	94,550	80,000	84,550	84,550
535.000.40	Other Service Charges	1,560,688	1,847,779	1,700,000	1,895,900	1,928,700
535.000.50	Intergovernmental Services	62,848	83,000	83,000	98,200	99,200
597.100.55	Operating Transfers Out to Capital Subfund	300,000	1,200,000	1,200,000	-	-
597.100.55	Other Operating Transfers Out	216,122	369,192	200,000	377,592	98,614
590.100.72	Debt Service Principal	425,578	425,578	425,578	438,000	452,500
535.100.83	Debt Service Interest	328,972	350,697	350,697	311,100	294,600
590.100.05	Net Increase in Restricted Assets	1,739,820	-	-	-	-
535.000.90	Interfund Payments for Service	1,442,839	1,444,254	1,444,254	1,818,400	1,838,700
TOTAL OPERATING EXPENDITURES		\$ 9,761,573	\$ 9,928,170	\$ 9,533,529	\$ 8,865,312	\$ 8,831,070
REVENUES LESS EXPENDITURES		\$ 904,325	\$ (607,268)	\$ (50,303)	\$ 1,291,588	\$ 1,568,130
BEGINNING WORKING CAPITAL - January 1		2,005,792	2,910,117	2,910,117	2,859,814	4,151,402
ENDING WORKING CAPITAL - December 31		2,910,117	2,302,849	2,859,814	4,151,402	5,719,532
NET CHANGE IN WORKING CAPITAL (*)		\$ 904,325	\$ (607,268)	\$ (50,303)	\$ 1,291,588	\$ 1,568,130
CAPITAL FUND:						
CAPITAL REVENUES						
361.110	Other Improvements	125,514	-	100,000	80,000	80,000
396.101	Accounts Payable	817,846	600,000	600,000	489,900	501,800
396.104	Vouchers Payable	1,495,187	-	-	-	-
382.200	Pension Contributions-Def Outflows	-	-	-	-	-
397.100	Operating Transfers in from Operations	300,000	1,200,000	1,200,000	-	-
397.100	Other Operating Transfers In	-	-	-	-	-
377.020	Interlocal Grants	-	210,000	210,000	-	-
TOTAL CAPITAL REVENUES		\$ 2,738,547	\$ 2,010,000	\$ 2,110,000	\$ 569,900	\$ 581,800
CAPITAL EXPENDITURES						
590.100.10	Salaries & Wages	164,370	95,714	95,714	202,900	130,000
590.100.20	Benefits	73,756	38,286	38,286	81,100	52,000
590.100.40	Professional Services	13,986	-	-	1,900	2,000
590.100.60	Construction Projects	1,820,561	3,192,300	1,692,400	2,861,000	1,829,900
590.100.05	Net Change in Restricted Assets	694,686	-	-	-	-
590.100.55	Operating Transfers Out	156,000	150,000	150,000	50,000	50,000
TOTAL CAPITAL EXPENDITURES		\$ 2,923,359	\$ 3,476,300	\$ 1,976,400	\$ 3,196,900	\$ 2,063,900
BEGINNING WORKING CAPITAL - January 1		13,379,700	13,194,888	13,194,888	13,328,488	10,701,488
ENDING WORKING CAPITAL - December 31		13,194,888	11,728,588	13,328,488	10,701,488	9,219,388
NET CHANGE IN WORKING CAPITAL (*)		\$ (184,812)	\$ (1,466,300)	\$ 133,600	\$ (2,627,000)	\$ (1,482,100)
Total Change in Working Capital		\$ 719,514	\$ (2,073,568)	\$ 83,297	\$ (1,335,412)	\$ 86,030

(*) Working Capital = Current Assets
minus Current Liabilities

Department Employees

432 Storm FTEs	2016	2017	2018	2019	2020
Storm FTEs	10.00	10.00	12.00	12.00	12.00
TOTAL STORM FTEs	10.00	10.00	12.00	12.00	12.00

Full Time Equivalent (FTE)

2.0 FTEs - Effective in 2018 via Budget Amendment #4, Ordinance No. 6666, two additional Maintenance Workers I were approved in order to be in compliance with the inspection, cleaning and repair requirements set forth by the Department of Ecology.

SEWER METRO UTILITY

Department Overview

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

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Continue to prepare the Quarterly Report of Sewerage Customers in a timely manner. 	<ul style="list-style-type: none"> Completed. 	<ul style="list-style-type: none"> Continue to prepare the Quarterly Report of Sewerage Customers in a timely manner.
<ul style="list-style-type: none"> Continue to identify new accounts that require special setup for accurate reporting to King County. 	<ul style="list-style-type: none"> Ongoing. 	<ul style="list-style-type: none"> Continue to identify new accounts that require special setup for accurate reporting to King County.

2019-2020 Working Capital Budget

City of Auburn					
433 Sewer Metro	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
OPERATING FUND:					
OPERATING REVENUES					
343.501-531 Metro Service Charge	17,001,085	17,439,923	17,000,000	17,620,000	17,796,800
343.532 Metro Industrial Charge	704,776	750,000	750,000	750,000	750,000
361.110 Interest Earnings	10,721	1,000	1,000	2,500	2,500
TOTAL OPERATING REVENUES	\$ 17,716,583	\$ 18,190,923	\$ 17,751,000	\$ 18,372,500	\$ 18,549,300
OPERATING EXPENDITURES					
535.000.10 Salaries & Wages	-	-	-	-	-
535.000.20 Benefits	-	-	-	-	-
535.000.30 Supplies	-	-	-	-	-
535.801.49 Other Service Charges	147	-	-	200	200
535.800.51 Intergovernmental Services	17,354,991	18,250,200	17,600,000	18,215,400	18,397,600
535.000.70 Debt Service Principal	-	-	-	-	-
535.000.80 Debt Service Interest	-	-	-	-	-
535.000.90 Interfund Operating Rentals & Supplies	-	-	-	-	-
TOTAL OPERATING EXPENDITURES	\$ 17,355,137	\$ 18,250,200	\$ 17,600,000	\$ 18,215,600	\$ 18,397,800
REVENUES LESS EXPENDITURES	\$ 361,445	\$ (59,277)	\$ 151,000	\$ 156,900	\$ 151,500
BEGINNING WORKING CAPITAL - January 1	2,672,022	3,033,467	3,033,467	3,184,467	3,341,367
ENDING WORKING CAPITAL - December 31	3,033,467	2,974,190	3,184,467	3,341,367	3,492,867
NET CHANGE IN WORKING CAPITAL (*)	\$ 361,445	\$ (59,277)	\$ 151,000	\$ 156,900	\$ 151,500

(*) Working Capital = Current Assets
minus Current Liabilities

AIRPORT FUND

Vision

Provide our community superior aviation facilities, custom solutions, and continued and sustainable economic development as judged by our customers and community.

Mission

Our Mission is to:

- Be a gateway to Auburn and the Puget Sound Region.
- Promote aviation at the Airport and within the community.
- Provide a high level of operational excellence.
- Be environmentally and economically responsible.
- Provide safe and secure aviation facilities.

Department Overview

The Auburn Municipal 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 condominium-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. Between 2004 and 2018, the daily operations and management of the Airport was through a contract with a private firm. In 2019, the management of the Airport will move from a contracted service to being managed by City resources. The operations and management of the Airport includes aircraft tie-downs, hangars and facility leases, daily management, maintenance, and operation of the fuel facility, compliance with all appropriate regulations, tenant relations, marketing, grounds maintenance, facility maintenance, and capital program management.

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> • Evaluate the need for additional hangar retrofit to closed hangars. 	<ul style="list-style-type: none"> • Completed a Facility Condition Assessment in 2018 to identify deficiencies. 	
<ul style="list-style-type: none"> • Promote Request for Proposal for aeronautical business development at the Airport. 	<ul style="list-style-type: none"> • Ongoing. 	<ul style="list-style-type: none"> • Promote Business Development within the Airport and surrounding the Airport consistent with the Master Plan and the Market Assessment.
<ul style="list-style-type: none"> • Apply to the Federal Aviation Administration (FAA) for replacement of obsolete Visual Approach Slope Indicator (VASI) with new FAA-approved Precision Approach Path Indicator (PAPI) Systems. 	<ul style="list-style-type: none"> • Project has been delayed due to the funding needs for the Airport Runway Enhancement Project and is beyond 2020. 	

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Secure funding for and complete the design and construction of the Runway Enhancement project. 	<ul style="list-style-type: none"> Completed the Environmental Assessment. Preliminary design was started in 2017. Construction is dependent on FAA funding approvals. 	<ul style="list-style-type: none"> Continue efforts to obtain FAA support for a full Runway Enhancement project as identified in the Master Plan.
<ul style="list-style-type: none"> Continue efforts to support Jet A fuel sales at the Airport. 	<ul style="list-style-type: none"> Temporary Jet A fuel has been addressed for Cascade Helicopter. 	<ul style="list-style-type: none"> Prepare a Jet A Fuel Plan for Airport Management to facilitate.
<ul style="list-style-type: none"> Complete annual repairs and maintenance as needed. 	<ul style="list-style-type: none"> Completed. 	
<ul style="list-style-type: none"> Maintain compliance with the Airport's Industrial Storm Water Permit requirements. 	<ul style="list-style-type: none"> Permit requirements and reporting were completed as required. 	<ul style="list-style-type: none"> Maintain compliance with the Airport's Industrial Storm Water Permit requirements.
		<ul style="list-style-type: none"> Implement new Airport Management Strategy.
		<ul style="list-style-type: none"> Continue implementation of the tasks identified in the Airport Strategic Business Plan.
		<ul style="list-style-type: none"> Develop a Facility Maintenance Program and funding options to begin implementation within the budget period.

2019-2020 Working Capital Budget

435 Airport (includes 465 Airport - Capital)	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
OPERATING FUND:					
OPERATING REVENUES					
341.930 Airport Security Service	35,460	35,000	35,000	35,000	35,000
344.602 100LL Aviation Fuel Sales	-	-	-	280,000	300,000
344.604 Flowage Fee	35,290	28,000	35,000	30,000	30,000
362.501 Property Leases	246,910	244,000	250,000	258,300	265,500
362.502 Tie Down & Hangar Rent	557,130	536,300	590,000	602,400	614,400
361.110 Investment Income	6,451	2,500	11,000	6,900	7,800
369-399 Miscellaneous Revenue	18,592	3,000	3,000	6,000	6,100
TOTAL OPERATING REVENUES	\$ 899,833	\$ 848,800	\$ 924,000	\$ 1,218,600	\$ 1,258,800
OPERATING EXPENDITURES					
546.000.10 Salaries & Wages	-	49,200	49,200	207,803	221,143
546.000.20 Benefits	(3,519)	33,700	33,700	149,490	166,958
546.000.30 Supplies	435	2,500	2,500	202,200	214,000
546.000.40 Other Service Charges	482,003	588,550	588,550	173,800	154,700
546.000.50 Intergovernmental Services	-	5,000	5,000	360,000	250,000
546.000.75 Debt Service Principal	210,923	215,100	215,100	228,600	12,200
546.000.81 Debt Service Interest	20,759	16,425	16,425	3,700	100
590.100.05 Net Increase in Restricted Assets	1,870	-	-	-	-
546.000.90 Interfund Payments for Service	1,404	1,500	1,500	70,000	78,800
TOTAL OPERATING EXPENDITURES	\$ 713,874	\$ 911,975	\$ 911,975	\$ 1,395,593	\$ 1,097,901
REVENUES LESS EXPENDITURES	\$ 185,959	\$ (63,175)	\$ 12,025	\$ (176,993)	\$ 160,899
BEGINNING WORKING CAPITAL - January 1	236,649	422,608	422,608	434,633	257,640
ENDING WORKING CAPITAL - December 31	422,608	359,433	434,633	257,640	418,539
NET CHANGE IN WORKING CAPITAL (*)	\$ 185,959	\$ (63,175)	\$ 12,025	\$ (176,993)	\$ 160,899
CAPITAL FUND:					
CAPITAL REVENUES					
361.110 Other Fin Sources Control	3,378	-	3,000	2,000	500
331/334 Federal and State Grants	20,161	830,467	830,467	1,741,700	525,200
397.100 Operating Transfers In	274,937	-	-	350,000	250,000
TOTAL CAPITAL REVENUES	\$ 298,476	\$ 830,467	\$ 833,467	\$ 2,093,700	\$ 775,700
CAPITAL EXPENDITURES					
590.100.10 Salaries & Wages	-	106,429	17,500	4,300	4,300
590.100.20 Benefits	-	42,571	7,000	1,700	1,700
590.100.40 Professional Services	46	-	-	100	100
590.100.60 Construction Projects	398,059	829,034	923,534	2,097,400	746,900
590.100.55 Operating Transfers Out	-	-	-	37,000	25,000
TOTAL CAPITAL EXPENDITURES	\$ 398,106	\$ 978,034	\$ 948,034	\$ 2,140,500	\$ 778,000
BEGINNING WORKING CAPITAL - January 1	360,602	260,972	260,972	146,405	99,605
ENDING WORKING CAPITAL - December 31	260,972	113,405	146,405	99,605	97,305
NET CHANGE IN WORKING CAPITAL (*)	\$ (99,630)	\$ (147,567)	\$ (114,567)	\$ (46,800)	\$ (2,300)
Total Change in Working Capital	\$ 86,329	\$ (210,742)	\$ (102,542)	\$ (223,793)	\$ 158,599

(*) Working Capital = Current Assets minus Current Liabilities

Department Employees

435 Airport FTEs	2016	2017	2018	2019	2020
Airport FTEs	0.00	0.00	3.00	3.00	3.00
TOTAL AIRPORT FTEs	0.00	0.00	3.00	3.00	3.00

Full Time Equivalent (FTE)

3.0 FTEs - Effective in 2018 via Budget Amendment #6, Ordinance No. 6684, 3.0 FTEs were approved to be added to the Airport as the Airport will be managed in-house.

EQUIPMENT RENTAL

Mission Statement

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

Department Overview

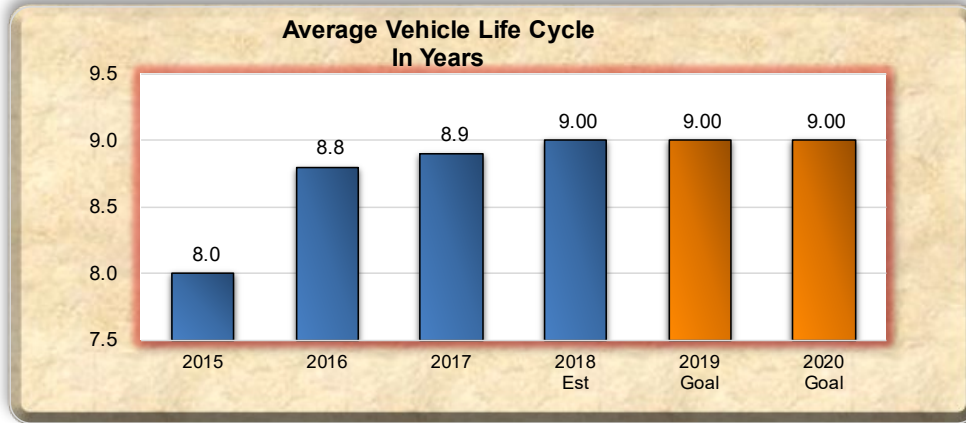
Equipment Rental is responsible for the maintenance, servicing, acquisition, and disposition of the City's vehicle and equipment fleet. Central Stores is a component of Equipment Rental and is responsible for procuring, storing, and distributing supplies and material for many City operations. Central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

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Investigate fuel systems for replacement in next budget cycle. 	<ul style="list-style-type: none"> Progress has been made, given the complexity of this project it will continue into 2019 and 2020. 	<ul style="list-style-type: none"> Investigate fuel systems for replacement in next budget cycle.
<ul style="list-style-type: none"> Continue to improve fleet fuel economy using new technologies and policies. 	<ul style="list-style-type: none"> Progress has been made and some fuel consumption savings have been noted with the monitoring of idle times, this is ongoing. 	<ul style="list-style-type: none"> Continue to improve fleet fuel economy using new technologies and policies.
<ul style="list-style-type: none"> Investigate alternative fuel options, such as propane and electric/gasoline hybrid vehicles for fleet fuel efficiency. 	<ul style="list-style-type: none"> Equipment Rental is working towards implementing 4 electric vehicles as pool vehicles in 2019, and continuing to research to implement renewable diesel. 	<ul style="list-style-type: none"> Implement 4 electric vehicles as pool vehicles, and implement the use of renewable diesel.
<ul style="list-style-type: none"> Utilize customer service surveys and alternative feedback measures from customers to continue to improve overall level of service. 	<ul style="list-style-type: none"> Progress has been made towards this goal, and should be completed by the end of 2018. 	
<ul style="list-style-type: none"> Expedite Equipment Rental and Central Stores remodel project. 	<ul style="list-style-type: none"> Minor progress has been made; this will be ongoing. 	<ul style="list-style-type: none"> Expedite Equipment Rental and Central Stores remodel project.
<ul style="list-style-type: none"> Develop interactive vehicle replacement schedules for a better customer experience. 	<ul style="list-style-type: none"> This goal is complete. 	
		<ul style="list-style-type: none"> Become a Certified Blue Shield Repair Facility.
		<ul style="list-style-type: none"> Perform all Ford warranty and recall work in house.

PERFORMANCE MEASURES - EQUIPMENT RENTAL FUND

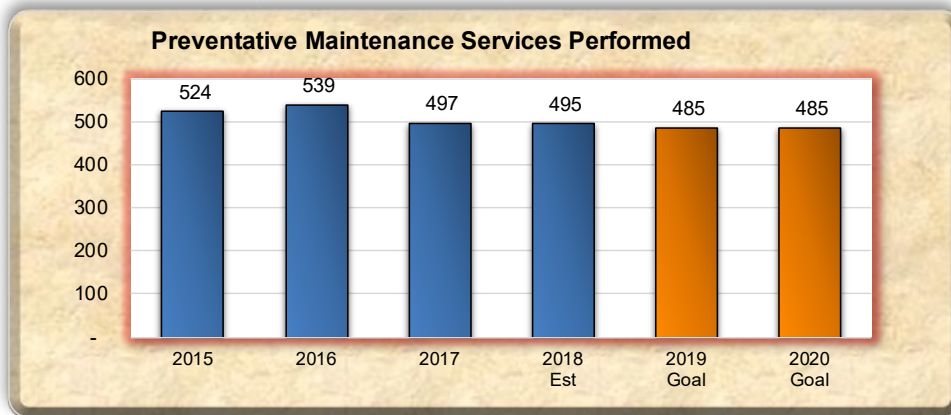
Vehicle Life Cycle Averages

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



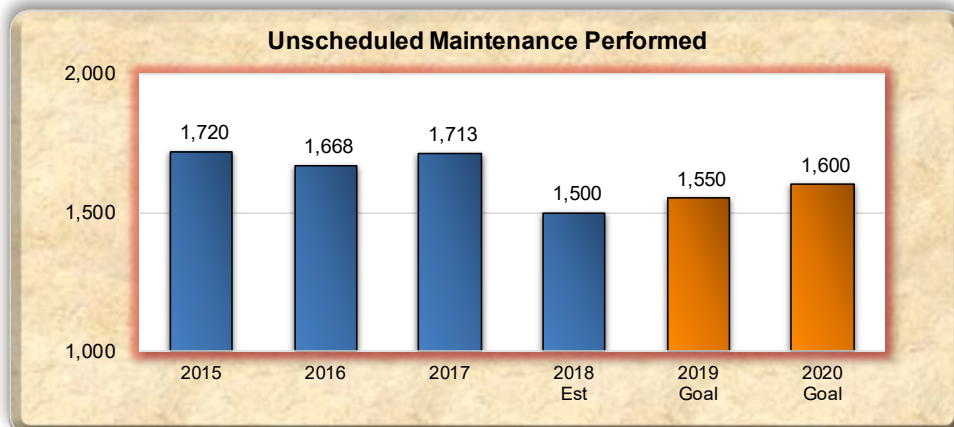
Number of Preventative Maintenance Services Performed

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



Number of Additional Maintenance Performed during Preventative Maintenance Services

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



2019-2020 Working Capital Budget

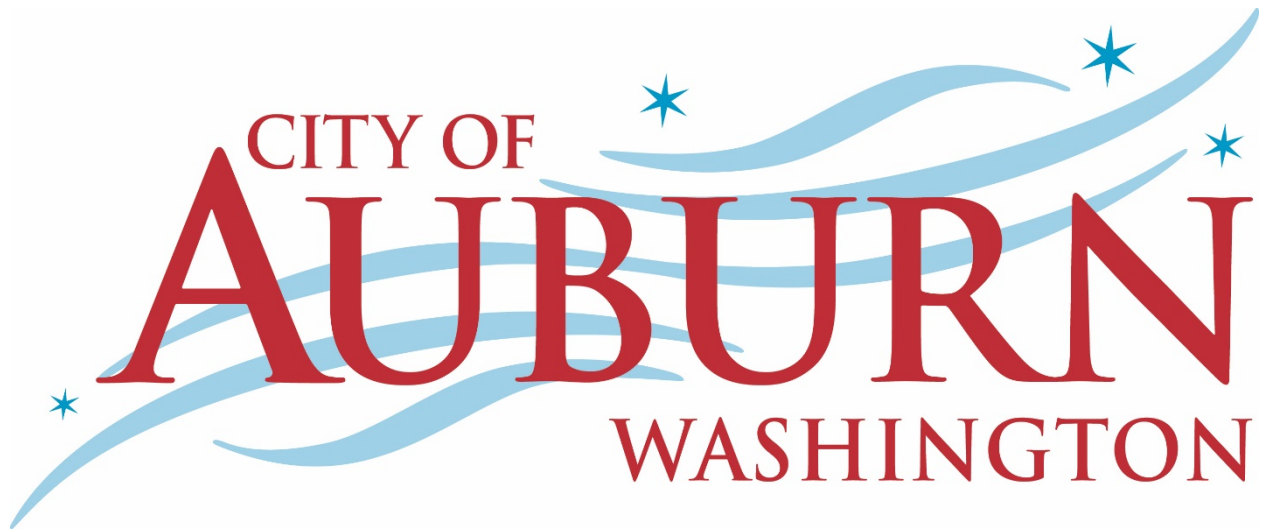
550 Equipment Rental (includes 560 Equipment Rental - Capital)	2017	2018	2018	2019	2020
	Actual	Adjusted Budget	Estimate	Budget	Budget
OPERATING FUND:					
OPERATING REVENUES					
348.500 Contributed Capital	483,163	465,700	465,700	414,400	414,400
365.100 Balancing Account	1,798,704	1,794,625	1,794,625	1,593,206	1,661,095
361.110 Non-Op Int Revenue	27,787	-	-	-	-
397.100 Increase-Deferred Credit	100,000	150,000	150,000	-	-
391.504 Other Financing Sources	-	-	-	-	-
Other Miscellaneous Revenue	100,034	-	-	-	-
TOTAL OPERATING REVENUES	\$ 2,509,688	\$ 2,410,325	\$ 2,410,325	\$ 2,007,606	\$ 2,075,495
OPERATING EXPENDITURES					
548.000.10 Salaries & Wages	581,087	628,983	615,000	604,034	614,179
548.000.20 Benefits	265,087	331,116	315,000	324,807	352,556
548.000.30 Supplies	754,487	1,081,000	800,000	987,400	987,400
548.000.40 Other Service Charges	417,524	435,180	435,180	493,050	504,100
590.100.75 Debt Service Principal	37,016	41,500	41,500	43,000	22,000
548.100.83 Debt Service Interest	3,581	2,618	2,618	2,700	1,500
548.000.90 Interfund Payments for Service	231,447	220,212	220,212	291,600	304,000
590.100.05 Net Increase in Restricted Assets	(105,094)	-	-	-	-
TOTAL OPERATING EXPENDITURES	\$ 2,185,133	\$ 2,740,609	\$ 2,429,510	\$ 2,746,591	\$ 2,785,735
REVENUES LESS EXPENDITURES	\$ 324,556	\$ (330,284)	\$ (19,185)	\$ (738,985)	\$ (710,240)
BEGINNING WORKING CAPITAL - January 1	2,749,240	3,110,811	3,110,811	3,091,626	2,352,641
ENDING WORKING CAPITAL - December 31	3,073,796	2,780,527	3,091,626	2,352,641	1,642,401
NET CHANGE IN WORKING CAPITAL (*)	\$ 324,556	\$ (330,284)	\$ (19,185)	\$ (738,985)	\$ (710,240)
CAPITAL FUND:					
CAPITAL REVENUES					
361.110 Interest Revenue	30,156	-	20,000	-	-
365.110 Vehicle Replacement Revenue	1,703,628	1,703,631	1,703,631	1,771,194	1,569,605
397.100 Operating Transfers In	372,032	1,035,858	203,600	970,800	25,000
TOTAL CAPITAL REVENUES	\$ 2,105,816	\$ 2,739,489	\$ 1,927,231	\$ 2,741,994	\$ 1,594,605
CAPITAL EXPENDITURES					
590.100.75 Capital Lease - Principal	-	22	-	-	-
590.100.40 Professional Services	413	-	-	500	500
590.100.64 Increase In Fixed Assets - Equipment	1,662,097	1,720,929	1,615,929	2,013,950	1,330,500
590.100.65 Increase In Fixed Assets - Construction	9,900	800,100	102,000	1,088,000	-
597.100.55 Operating Transfers Out	-	-	-	-	-
TOTAL CAPITAL EXPENDITURES	\$ 1,672,410	\$ 2,521,051	\$ 1,717,929	\$ 3,102,450	\$ 1,331,000
BEGINNING WORKING CAPITAL - January 1	3,020,402	3,453,808	3,453,808	3,663,110	3,302,654
ENDING WORKING CAPITAL - December 31	3,453,808	3,672,246	3,663,110	3,302,654	3,566,259
NET CHANGE IN WORKING CAPITAL (*)	\$ 433,406	\$ 218,438	\$ 209,302	\$ (360,456)	\$ 263,605
Total Change in Working Capital	\$ 757,961	\$ (111,846)	\$ 190,117	\$ (1,099,441)	\$ (446,635)

(*) Working Capital = Current Assets
minus Current Liabilities

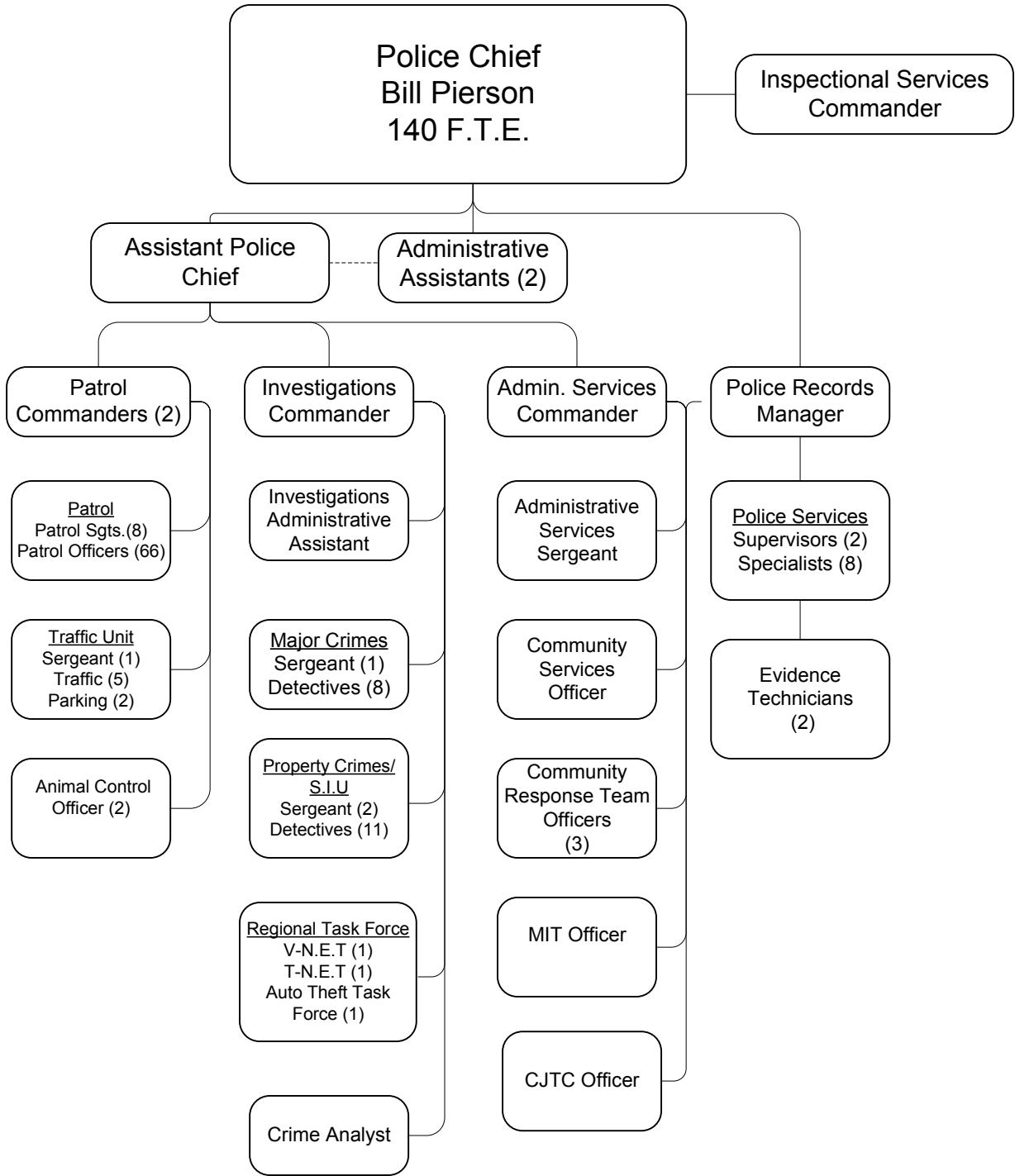
Department Employees

550 Equipment Rental FTEs	2016	2017	2018	2019	2020
Equipment Rental FTEs	12.00	12.00	12.00	12.00	12.00
TOTAL EQUIPMENT RENTAL FTEs	12.00	12.00	12.00	12.00	12.00

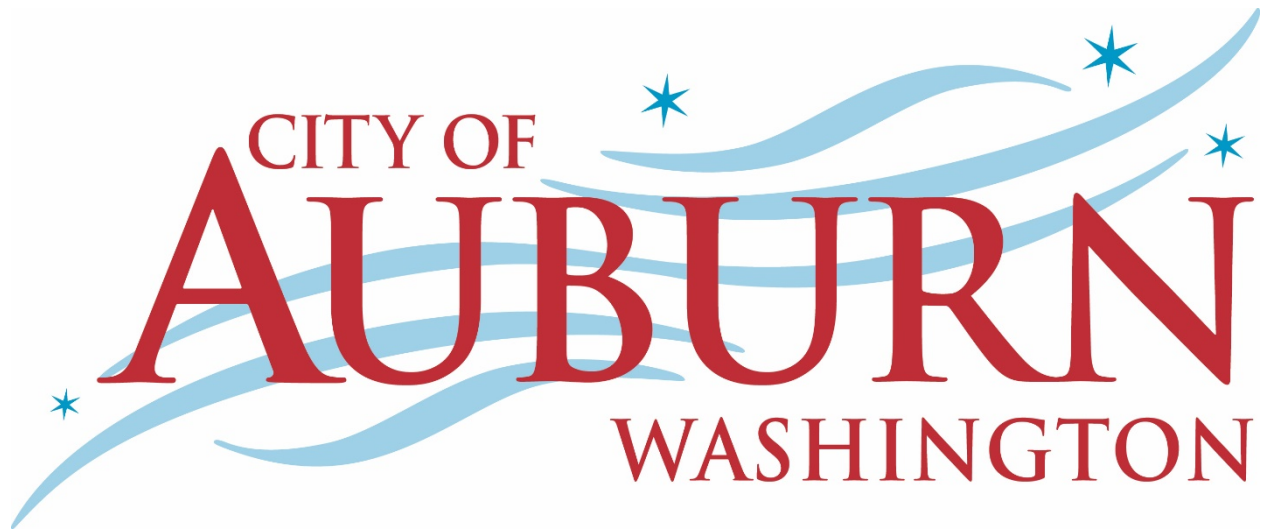
Full Time Equivalent (FTE)



Police Department



F.T.E. = Full-Time Equivalent



POLICE DEPARTMENT

Vision

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

Mission Statement

To provide professional law enforcement services to our community.

<p>2017-2018 Goals</p>	<p>Progress Towards 2017-2018 Goals</p>	<p>Major Goals for 2019-2020</p>
<ul style="list-style-type: none"> The Police Department will continue to enhance our efforts in the downtown area to address crime and other quality of life issues. A problem-solving approach, along with our relationships with residents and business owners, will combine to make this a success. 	<ul style="list-style-type: none"> Over the last two years, the Auburn Police Department has made the downtown core a priority. The Bicycle Unit is the primary deployment method when making a presence downtown and this unit has increased to four officers. Bike Officers not only handle calls for service, but also are able to put a personal touch on enforcement efforts in the way of business owner relationships and getting to know the frequent offenders. 	<ul style="list-style-type: none"> Continued leadership training for Sergeants and Commanders is vitally important. Creating additional skills and abilities for leaders to learn the tasks of coaching, counseling and motivating officers is required. Leaders will continue to attend the 21st Century Leadership program that is conducted at the Criminal Justice Training Center.
<ul style="list-style-type: none"> Les Gove Park continues to offer several services and experiences to all of the citizens of Auburn. The new Youth/Teen Center was completed in 2016 and the Auburn Police Department continues to be involved with youth programs that foster a healthy relationship with teens in the area. Mentoring and coaching from Auburn officers is part of the department's values of Courage, Honor, Integrity and Professionalism. Additionally, the feeling of safety throughout the park is something that the Police Department will always be striving for through addressing crime and adherence to City ordinances that relate to park rules and regulations. 	<ul style="list-style-type: none"> The Les Gove Park Campus has become a real city gem and used by hundreds of Auburn Citizens each year. Part of making the park a desirable destination is creating a feeling of safety for its users. The Auburn Police Department has also made this part of the City a priority with regard to police presence and enforcement efforts. Once again, the Bicycle Unit spends an enormous amount of time at the park and has made several arrests for minor crimes as well as contacted hundreds of persons either using the park legitimately or involved in unwelcomed activity. 	
<ul style="list-style-type: none"> The Auburn Police Department will continue to seek grant funding from the Washington State Department of Transportation to conduct additional Driving Under the Influence (DUI) emphasis patrols. 	<ul style="list-style-type: none"> The Auburn Police Department was successful in obtaining Washington State Grant Funding to increase our efforts in Driving Under the Influence (DUI) enforcement. This last year, the department received \$8,400 in funding and deployed officer in excess 95 hours. Additionally, 163 traffic stops were conducted where two drivers were arrested and over 90 infractions issued. 	<ul style="list-style-type: none"> The Auburn Police Department will continue to seek grant funding from the Washington State Department of Transportation to conduct additional Drive Under the Influence (DUI) emphasis patrols.

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> The Police Department will continue to pursue the effort of sex offender contacts and will attempt to obtain grant funding in this area. 	<ul style="list-style-type: none"> The Auburn Police Department was again successful in obtaining sex offender grant funding for the purpose of monitoring and checking registered sex offenders (RSOs) in the City that amounted to over \$51,000. During the last two years, the department contacted 615 RSOs. Some of the total were RSOs that were checked on more than one time. Annual checks of the RSOs created 21 additional charges on the offenders for violation of the registration requirements. 	<ul style="list-style-type: none"> The Police Department will continue to pursue the effort of sex offender contacts and will attempt to obtain grant funding in this area.
<ul style="list-style-type: none"> A position in the Innovation and Technology (IT) Department was recently reclassified to conduct research and development of new law enforcement-specific technology. In 2017 and 2018, the Police Department will seek improvements utilizing technology in the areas of, but not limited to: license plate readers, video cameras, evidence management systems and crime scene technology. 	<ul style="list-style-type: none"> The new IT employee participated in evidence room management software research, E-ticketing for parking enforcement, body worn cameras and installation of an additional license plate reader in patrol vehicles. 	<ul style="list-style-type: none"> In order to improve our crime fighting efforts and establish deployment methods, the department will continue to rely upon data driven policing to reduce crime and establish a feeling of safety throughout the community.
<ul style="list-style-type: none"> In order to improve and sustain the Auburn Police Department's trust and transparency with the citizens they serve, Division Commanders will be assigned as liaisons for specific identified minority groups within the City. Their mission will be to create a working and trusting relationship with the formal and informal leaders within these groups to address issues and concerns. Acting as a conduit, the Division Commander will provide information and answer questions and concerns about the operation of the Police Department. 	<ul style="list-style-type: none"> The Police Department's efforts to reach out to the community in an effort to partner for the purposes of reducing crime and improving the quality of life in the city is always improving. Our Command Staff has reached out to minority communities in an effort to be transparent and identify resources to assist each other. Command Staff has participated in most civic groups in the City and the relationships that are fostered are of high importance. 	<ul style="list-style-type: none"> Community outreach and transparency will continue in the 2019/2020 budget cycle.

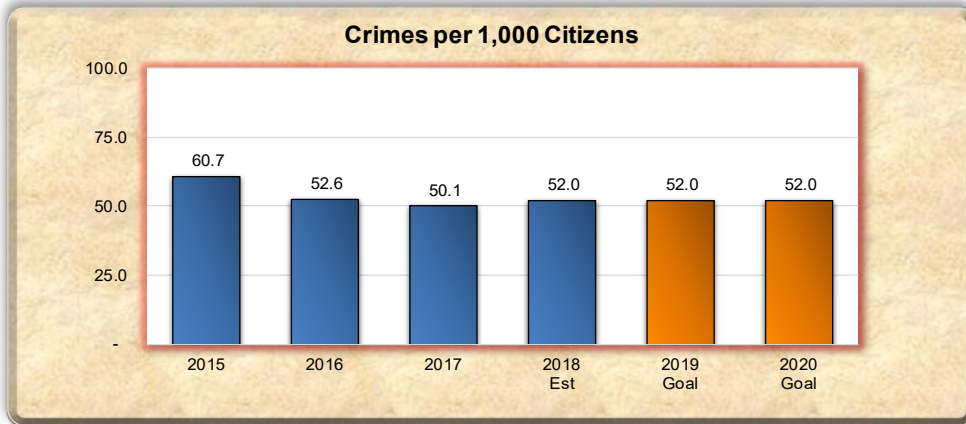
<p>2017-2018 Goals</p>	<p>Progress Towards 2017-2018 Goals</p>	<p>Major Goals for 2019-2020</p>
<ul style="list-style-type: none"> • Crime analysis is a vital part of the Auburn Police Department. Constantly upgrading and improving our efforts to collect data and utilizing the information to deploy personnel and combat criminal activity is required. The Police Department will continue to improve and find new innovative ways to use crime data to address crime in Auburn. 	<ul style="list-style-type: none"> • The last two years have witnessed extensive use of the Crime Analyst Office. Over the last two years, regional partners that include the valley Police Departments, King County Prosecutor’s Office and Federal Law Enforcement have collaborated in an effort to combat violent crime and crimes involving firearms. Part of that effort is the integration of Crime Analyst from the region to include the Auburn Police Department Crime Analyst. Our Analyst is one of the primary sources of information and dissemination of that information. Additionally, the Analyst compiles and distributes crime data and analytical work to Auburn Officers and Detectives. Such data includes probable cause to arrest bulletins, crime occurrence and probability data and sharing of outside agency crime bulletins. 	<ul style="list-style-type: none"> • Crime analysis is a vital part of the Auburn Police Department. The Auburn Police Department is constantly upgrading and improving our efforts to collect data and utilize the information to deploy personnel and combat criminal activity. The Police Department will continue to improve and find new innovative ways to use crime data to address crime in Auburn.
<ul style="list-style-type: none"> • The Police Department has an excellent working relationship with several landlords and rental property owners. Although we have not made connections with all of them, the annual landlord trainings seem to glean a healthy turnout to learn new ideas and meet the officers in their areas. The Police Department will build on this effort and attempt to hold more trainings throughout each year to reach a broader base of landlords and rental property owners. 	<ul style="list-style-type: none"> • The Auburn Police Department has conducted over five property owner and rental property ownership training. This training is vital to establishing relationships as well as educating owners and property owners regarding the property owner tenant act. 	<ul style="list-style-type: none"> • Landlord and rental property training will continue in the 2019/2020 budget cycle.
<ul style="list-style-type: none"> • The City has developed community picnics to serve as venues for existing community meetings that were held in specific neighborhoods. Community picnics are to be held throughout the summer months of each year and are based in the same areas of police patrol districts. The Auburn Police Department will play a major role in these picnics utilizing our Community Response Team member, Community Programs, District Patrol Sergeants and Sector Commanders. 	<ul style="list-style-type: none"> • Since January of 2017, the Auburn Police Department staff has participated in yearly community picnics. Typically, the Chief, Assistant Chief, one Commander and the Community Response team will attend these meetings. Direction is given to staff to introduce themselves and solicit questions regarding neighborhood issues and crime data. These picnics have served the department well as it allows community engagement outside the confines of calls for service or investigating criminal matters. 	<ul style="list-style-type: none"> • The Police Department will continue its efforts to demonstrate transparency and relationships with the public. We will establish this by improved attendance at all community picnics, citizens academies and landlord / rental ownership training.

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
		<ul style="list-style-type: none"> In 2020, the Auburn Police Department will again be applying for Washington State Accreditation. The 150 best practices, as established by the Washington Association of Sheriffs and Police Chiefs, will be measured and proven to receive the coveted status.
		<ul style="list-style-type: none"> The Auburn Police Department has been housed in its current facility for 14 years. Since 2004, we have increased our employee count by 38 employees, most of which are commissioned officers. This creates a substantial need for meeting room space, locker room space, parking, evidence storage and finally office space. The department will assist with a space study to determine the future needs of the Police Department that may include a new public safety building.

PERFORMANCE MEASURES - POLICE DEPARTMENT

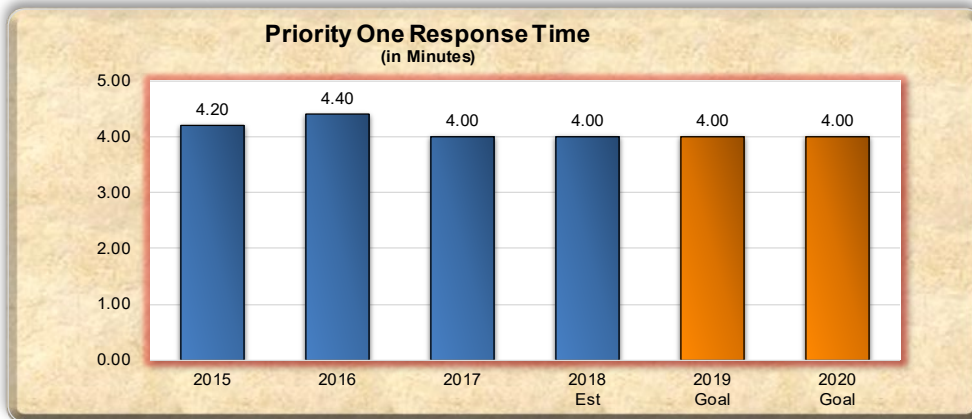
Auburn Crime Rankings

In 2018, there is an expected decrease in crimes of approximately 14% when compared to the crime rate in 2015. The Auburn Police Department always strives to keep crimes to under a 2% increase.



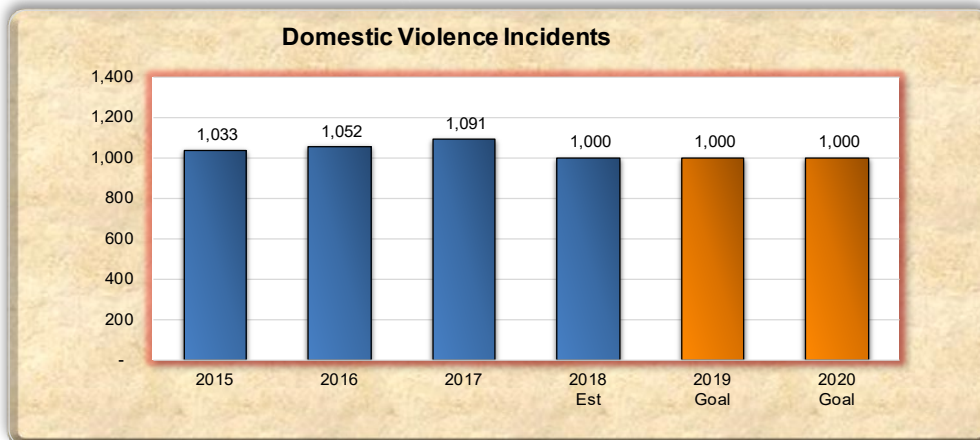
Priority One Response Time in Minutes

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



Domestic Violence Incidents

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



Department Budget

001.21 Police	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Expenditures					
Salaries & Wages	13,107,372	14,760,477	13,900,000	14,751,068	14,884,378
Personnel Benefits	4,728,766	5,736,409	5,460,000	6,146,286	6,856,366
Supplies	311,520	383,300	320,000	315,800	316,300
Services & Charges	3,866,772	4,469,932	4,400,000	4,461,325	4,590,530
Intergovernmental	-	20,500	5,000	20,500	20,500
Capital Outlay	-	118	-	-	-
Interfund Payments For Service	2,932,795	2,983,959	2,983,959	3,226,500	3,197,800
DEPARTMENT TOTAL	\$24,947,225	\$28,354,695	\$27,068,959	\$28,921,479	\$29,865,874

Department Employees

001 Police FTEs	2016	2017	2018	2019	2020
Police FTEs	131.00	138.00	140.00	140.00	140.00
TOTAL POLICE FTEs	131.00	138.00	140.00	140.00	140.00

Full Time Equivalent (FTE)

6.0 FTEs - The 2017/2018 Budget included the addition of 6 additional Police Officers effective in 2017, which was partially funded by COPS grant monies and an increase in cable taxes.

1.0 FTE - Effective in 2017, via Budget Amendment #1 Ordinance No. 6646, 1.0 Police Supernumerary position was added to backfill for the Police Officer who is on loan to the Criminal Justice Training Commission (CJTC).

1.0 FTE - The 2017/2018 Budget included the addition of an additional Animal Control Officer effective in 2018.

1.0 FTE - Effective in 2018 via Budget Amendment #6, Ordinance No. 6684, 1.0 Police Officer position was approved in order to backfill for the additional School Resource Officer that is dedicated to the Auburn School District.

SOUTH CORRECTIONAL ENTITY (SCORE)

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

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Continue to expand and improve efforts to reduce costs to member cities by entering contracts for the housing of inmates from outside agencies. 	<ul style="list-style-type: none"> SCORE entered or amended contracts with 27 agencies in 2017 and 16 agencies in 2018. 	<ul style="list-style-type: none"> As future contracts expire in 2019/2020, SCORE will continue to offer amended contracts or enter into new contracts that are in the best interest of the owner agencies.
<ul style="list-style-type: none"> SCORE will be working on efforts to begin replacement of critical infrastructure that has become outdated or is at the end of its life cycle. 	<ul style="list-style-type: none"> Upgraded critical infrastructure, including control systems that were nearing end of life. 	
<ul style="list-style-type: none"> After determining space allocation, a remodel will occur in the front lobby to allow for expanded administrative space. 	<ul style="list-style-type: none"> Remodeled unused lobby space for administrative work area. 	
<ul style="list-style-type: none"> SCORE will begin to research and identify an electronic management system. 	<ul style="list-style-type: none"> SCORE has implemented GovQA for public records dissemination and is in the process of implementing a new payroll software called Executime. 	
	<ul style="list-style-type: none"> Expanded outreach and programming with community service providers to provide transition services for inmates at release. 	
	<ul style="list-style-type: none"> Earned reaccreditation by the National Commission on Correctional Health Care (NCCHC). 	
		<ul style="list-style-type: none"> Negotiate new Collective Bargaining Agreement (CBA) with represented staff.
		<ul style="list-style-type: none"> Transition to new leadership team after retirement of the Executive Director.
		<ul style="list-style-type: none"> Complete the PREA (Prison Rape Elimination Act) audit which is a three year process with the next audit due in August of 2019.
		<ul style="list-style-type: none"> Earn reaccreditation from the Washington Association of Sheriffs and Police Chiefs.

Department Budget

001.20 SCORE	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Expenditures					
Salaries & Wages	-	-	-	-	-
Personnel Benefits	-	-	-	-	-
Supplies	-	-	-	-	-
Services & Charges	-	-	-	-	-
Intergovernmental	3,794,872	4,099,465	3,998,000	5,001,000	5,001,000
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	-	-	-	-	-
DEPARTMENT TOTAL	\$ 3,794,872	\$ 4,099,465	\$ 3,998,000	\$ 5,001,000	\$ 5,001,000

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.

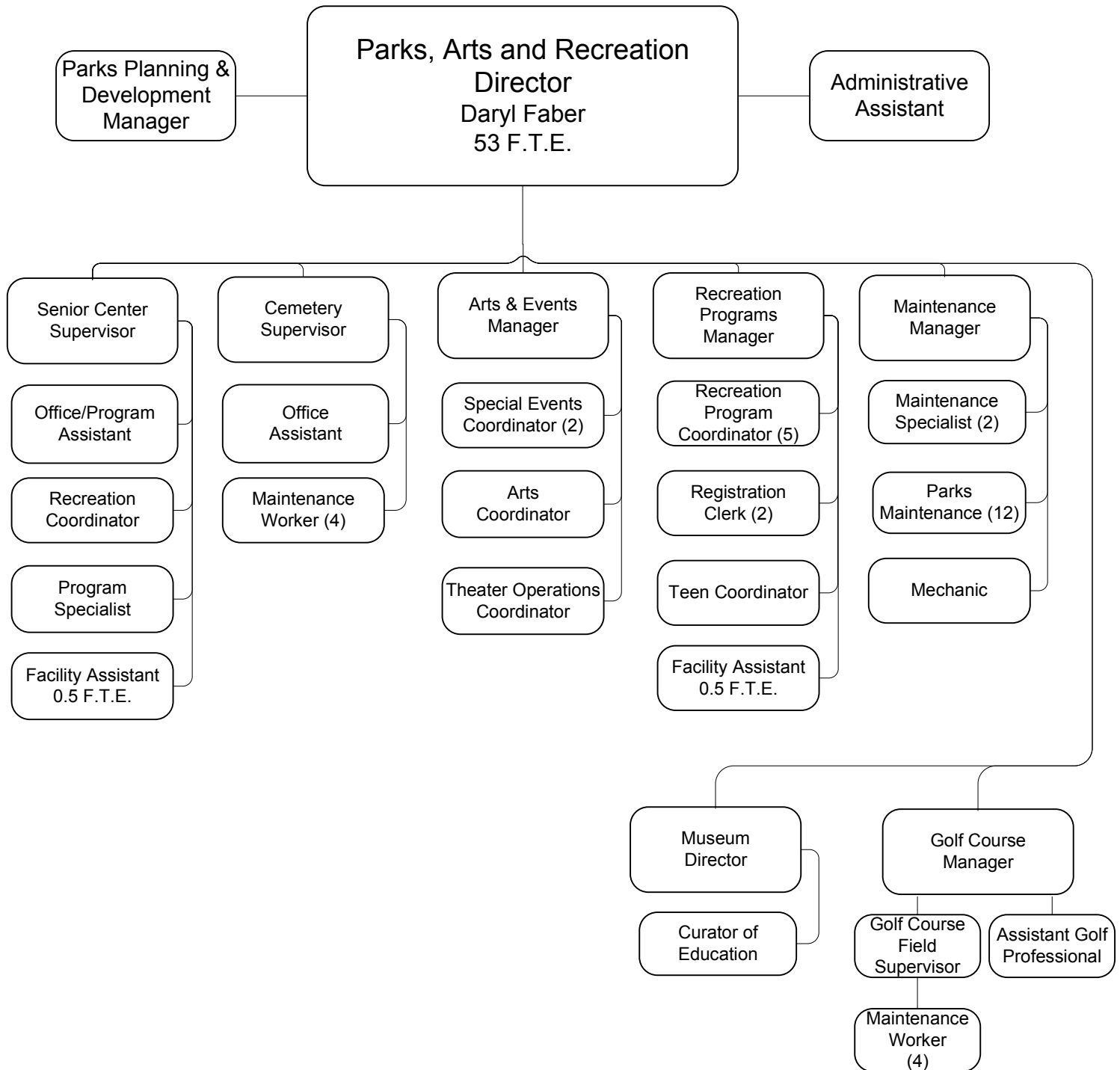
Fund 117 - The Drug Forfeiture Fund accounts for drug money that has been forfeited. The expenditure of funds is restricted to drug enforcement activity.

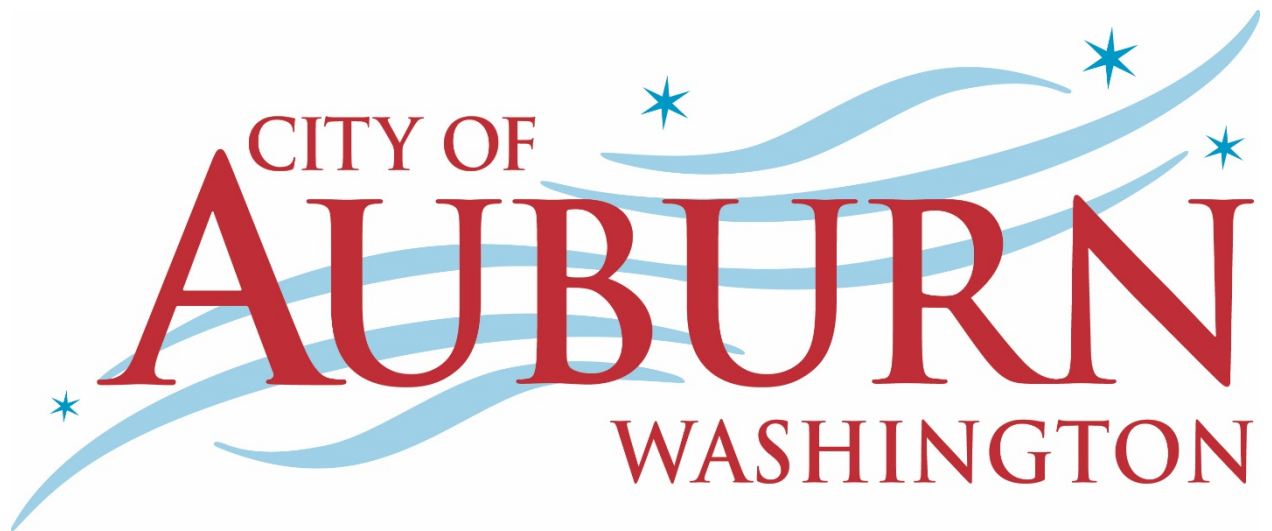
2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Continue providing a detective position to the Tahoma DEA (Drug Enforcement Agency) and Seattle HIDTA (High Intensity Drug Trafficking Area) / VNET (Valley Narcotics Enforcement Team) task forces. 	<ul style="list-style-type: none"> The Auburn Police Department supplied one detective to the Seattle HIDTA on a half time basis. The purpose of this task force is to provide regional support to bank robbery investigations. The Tahoma Narcotics Enforcement Team (TNET) is a Drug Enforcement Administration (DEA) task force in Tacoma. The Auburn Police Department continued its support to TNET by maintaining one Narcotics Detective. 	<ul style="list-style-type: none"> Continue providing support to the Tahoma Narcotics Enforcement Team in Tacoma by providing one detective to assist in regional narcotics investigations.
<ul style="list-style-type: none"> Provide training and stability for the Special Investigations Unit (SIU) Narcotics Detectives. Currently, the two Narcotics Detectives assigned to SIU have very little experience due to rotational assignments. We will strive to provide them with appropriate advanced training to give them the confidence to safely deal with this type of illicit behavior. 	<ul style="list-style-type: none"> During this period the Auburn Police Department Special Investigations Unit increased in size and scope. Due to an increase in gang activity, a Pro-Active Unit was formed, consisting of three detectives. This team has made a significant impact on the streets, focusing on gang activity as well as felony crime trends. All SIU detectives received job appropriate training. 	<ul style="list-style-type: none"> Continue providing support to the Valley Narcotics Enforcement Team in Federal Way by providing one detective to assist in regional narcotics investigations.
<ul style="list-style-type: none"> Continue to investigate tips regarding drug activity via NARS (Narcotic Activity Reporting System). 	<ul style="list-style-type: none"> The Auburn Police Department continues to investigate narcotics related complaints that are produced through NARS tips. 	<ul style="list-style-type: none"> Maintain Pro-Active investigative support to Investigations and Patrol with detectives in order to efficiently combat gang activity and street crimes.

SPECIAL REVENUE FUND

117 Drug Forfeiture Fund	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Revenues					
Beginning Fund Balance	453,452	385,054	385,054	376,497	233,460
Intergovernmental	13,230	17,000	17,000	-	-
Charges for Services	26,628	14,000	14,000	18,000	18,000
Investment Income	3,918	1,100	3,000	6,000	3,000
Miscellaneous Revenue	-	-	5,000	-	-
Confiscated & Forfeited Property	107,912	55,000	200,000	131,000	131,000
Total Revenues	\$ 605,140	\$ 472,154	\$ 624,054	\$ 531,497	\$ 385,460
Expenditures					
Salaries & Wages	119,063	122,057	117,057	121,528	121,528
Personnel Benefits	35,335	53,364	38,000	45,109	49,728
Supplies	28,864	25,500	25,500	50,000	58,200
Services & Charges	31,070	71,000	60,000	71,000	71,000
Intergovernmental	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	5,754	-	7,000	10,400	10,500
Ending Fund Balance	385,054	200,233	376,497	233,460	74,504
Total Expenditures	\$ 605,140	\$ 472,154	\$ 624,054	\$ 531,497	\$ 385,460

Parks, Arts and Recreation Department





PARKS, ARTS AND RECREATION DEPARTMENT

Mission Statement

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

Department Overview

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

Arts & Events Division

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Continue to refine sponsor opportunities and solicit sponsorships for major special events. 	<ul style="list-style-type: none"> Created a partnership with Talk Radio 570 KVI, KOMO News Radio and KOMO 4 as the in-kind media sponsor for the Veterans Day Parade. Developed new sponsor relationships for major special events and continued on-going sponsor relations with returning sponsors. 	<ul style="list-style-type: none"> Continue to refine sponsor opportunities and seek sponsorships for major special events.
<ul style="list-style-type: none"> Continue to work with community partners on joint programming for arts and events. 	<ul style="list-style-type: none"> Transitioned the Auburn International Farmers Market to a temporary location in Les Gove Park (2018) and implemented the acceptance of Fresh Bucks at the Market (2017). Worked with Solid Rock Cruiser to host three Summer Cruise-In's at Les Gove Park at the old Big Daddy's site. Launched a series of new art educational classes. Worked with Artist Trust to host several artist related workshops. Continued work with area art non-profits to collaborate on programming. 	<ul style="list-style-type: none"> Continue to work with community partners on joint programming for arts and events.

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Continue to diversify performing arts offerings and build a broad audience base for performing arts programs. 	<ul style="list-style-type: none"> Transitioned performing arts ticketing system to ArtsPeople, making it easier to purchase and print tickets on-line. Added Auburn Community Players holiday production and continue to program the Auburn Ave Theater with a variety of tribute shows, comedy, kid-related shows, and full-scale musical productions. 	<ul style="list-style-type: none"> Work toward determining next steps for Auburn Avenue Theater operations. Current lease expires on 12/31/2021.
<ul style="list-style-type: none"> Develop a comprehensive plan for the creation of an Auburn Arts & Culture Center within the Old Post Office building. 	<ul style="list-style-type: none"> Applied for and received \$325,000 in grant funding (5 separate grants) for Phase 1 renovations of the Auburn Arts & Culture Center. Completed restoration of exterior windows at the Arts & Culture Center in accordance with National Historic Landmark guidelines to maintain the historical look of the exterior of the building. Activated the building during spring and fall downtown Art Walks to generate momentum. 	<ul style="list-style-type: none"> Renovate the Historic downtown Post Office into a new Arts & Culture Center Development; develop a comprehensive operations plan for the building.

Golf Course Division

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Increase men's & ladies' club memberships by 5% and participation in club events by 10%. 	<ul style="list-style-type: none"> Complete 	<ul style="list-style-type: none"> Continue course drainage improvements with sanding program, aerification, and surface water removal to improve playability during shoulder seasons.
<ul style="list-style-type: none"> Increase general public & league play by 5%, outside tournament play by 5%, and winter play by 10%. 	<ul style="list-style-type: none"> Complete 	<ul style="list-style-type: none"> Develop golf course turf nursery to produce green and tee sod for course improvement projects.
<ul style="list-style-type: none"> Develop additional marketing opportunities and golf menu specials with Bogey's Restaurant. 	<ul style="list-style-type: none"> Complete 	<ul style="list-style-type: none"> Expand golf course usage by offering "foot golf" and "glow ball" events to generate additional revenues.
<ul style="list-style-type: none"> Increase merchandise sales and cart rental revenue by 5%. 	<ul style="list-style-type: none"> In Progress 	<ul style="list-style-type: none"> Promote the course to local charities for golf marathon events during semi annual aerifications.

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Expand email database by 5%. 	<ul style="list-style-type: none"> Complete 	<ul style="list-style-type: none"> Improve guest experience by offering Golf Genius live scoring software for tournaments and leagues.
<ul style="list-style-type: none"> Expand social media marketing with Costco, Golf Now, and The Golf Channel. 	<ul style="list-style-type: none"> Complete 	<ul style="list-style-type: none"> Promote the golf course to local area golfers by hosting Pro Amateur event for the Western Washington PGA chapter.
<ul style="list-style-type: none"> Continue to better utilize golf course tee times – offering text message, email, and Facebook specials during slow times. 	<ul style="list-style-type: none"> Complete 	
<ul style="list-style-type: none"> Expand Customer Appreciation tournament series to include a major northwest amateur event each year. 	<ul style="list-style-type: none"> In Progress 	
<ul style="list-style-type: none"> Expand the junior program to include participation in PGA Junior League Golf. 	<ul style="list-style-type: none"> Complete 	
<ul style="list-style-type: none"> Rebuild the First and Tenth greens and their surrounds. 	<ul style="list-style-type: none"> 1st Green Complete, 10th Green in progress 	
<ul style="list-style-type: none"> Replace the chemical storage building. 	<ul style="list-style-type: none"> In Progress 	

Senior Activity Center Division

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Identify new in-house programs/activities for participants who visit the center daily but are not engaging in currently offered programs/activities. 	<ul style="list-style-type: none"> We added a weekly lecture series “Look Who’s Talking.” Forty-two lectures were offered in 2017 with an average of 20 people attending, Topics change weekly. The series is so popular, that it has been continued in 2018. 	<ul style="list-style-type: none"> Apply for funding through the King County Veterans, Senior, and Human Services levy for a Social Worker to be housed at the Senior Center part or full time. The funds are available between 2019-2023.
<ul style="list-style-type: none"> Increase programming for minority populations by 5%. 	<ul style="list-style-type: none"> Collaborated with Sea Mar to offer a program focused on providing social and nutritional services, outreach, interpretation and translation for all Latino seniors residing in the City of Auburn and surrounding areas. In 2018, will apply for funding from King County Veterans, Seniors, and Human Services Levy. If received, will hold a series of diversity, bullying, inclusion lectures. 	<ul style="list-style-type: none"> Apply for funding through the King County Veterans, Senior, and Human Services levy to be used to increase programs for diverse populations by an additional 5%.

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Develop new senior fitness and arts programs to be offered at the Community and Events Center during the day. 	<ul style="list-style-type: none"> Senior fitness classes are held at the Community Center, with the exception of a class for frailer participants. Seniors now have access to a variety of offerings monthly in fitness classes and the Fitness Room. Senior memberships make up 82% of total fitness memberships. <p>Staff has worked with Rec staff to encourage senior center participants to visit the Makers Room. Arts staff have come over to the center to explain what is available and to invite seniors to participate.</p>	<ul style="list-style-type: none"> To develop a data system to better capture numbers of participants in different population categories. This information is needed to apply for specific funding opportunities.
<ul style="list-style-type: none"> Continue to refine sponsor opportunities and solicit sponsorships for special events. 	<ul style="list-style-type: none"> Updated sponsorship marketing materials and distributed to local businesses involved in serving seniors. 	<ul style="list-style-type: none"> Follow up with all current and past sponsors to secure 75% of our sponsorship packages.
<ul style="list-style-type: none"> Work as a member of the Blue Ribbon Committee of Auburn to explore partnership and funding opportunities to bring behavioral health programs to the participants of the Senior Center. 	<ul style="list-style-type: none"> Senior Center staff serve on the Blue Ribbon Committee and on the Behavioral and Mental Health Sub-Committee. New programs at the Center in 2017 included a 14-week program in collaboration with Multicare, GRC Nursing and Occupational Therapy students and a 6-week healthy cooking class taught by dieticians. Showed the R.E.A.D.Y. program to the Senior Center Advisory Council and facilitated the program being featured at the 2017 Washington Association of Senior Centers Conference. 	<ul style="list-style-type: none"> Continue working with Blue Ribbon Committee and other agencies to provide additional programs that will impact the overall health of Auburn residents, age 50 plus.

Recreation Division

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Increase participation in adult fitness and wellness programs by 100% over 2016 participation. 	<p>Increased participation 67% in 2017 compared to 2016.</p>	<ul style="list-style-type: none"> Increase awareness and enrollment by 50% in Makers Space classes.
<ul style="list-style-type: none"> Sell an average of 200 fitness memberships monthly. 	<ul style="list-style-type: none"> Accomplished. In 2017 we had 319 monthly fitness memberships and YTD in 2018 we have sold 267 monthly memberships. 	<ul style="list-style-type: none"> Increase use of the Child Care room to a level that it is at least 80% self-sustaining.

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Increase percentage of total registrations made online to 50%. 	<ul style="list-style-type: none"> 2017: 31% of registrations were made on-line generating 50% of our total revenue. 2018 YTD: 46% of registrations were made on-line generating 71% of our total revenue. 	<ul style="list-style-type: none"> Increase percentage of total registrations made online to 60%.
<ul style="list-style-type: none"> Average 75 teens participating each day at The Rec teen center. 	<ul style="list-style-type: none"> Accomplished. Averaging 90 teens per day at the REC Teen Center. 	<ul style="list-style-type: none"> Secure grant funding or other sources to support the Rec Riders program.
<ul style="list-style-type: none"> Increase participation in youth athletic programs by 10%. 	<ul style="list-style-type: none"> In 2017 we had 1,640 youth athletic registrations which was a 10% decrease compared to 2016. YTD 2018 we have registered 914 youths. 	<ul style="list-style-type: none"> Secure grant funding or other sources to support the operation of the REC Teen Center.
<ul style="list-style-type: none"> Promote a healthy Auburn community with an AmeriCorps position in 2017 to coordinate healthy cooking classes. 	<ul style="list-style-type: none"> Accomplished. We had in 2017 and have in 2018 an AmeriCorp Volunteer administering health and wellness programs. 	<ul style="list-style-type: none"> Increase the percentage of facility rental revenue by 10%.

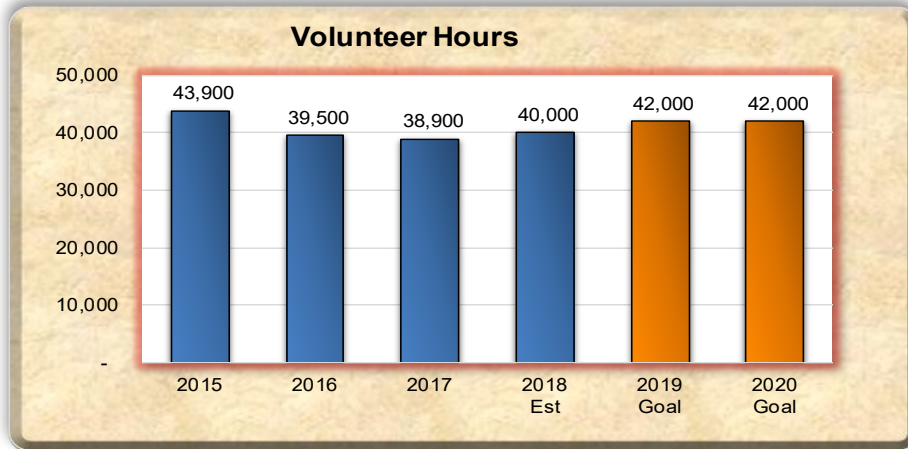
White River Valley Museum and Mary Olson Farm Division

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Using grant funding, renovate the museum lobby to improve safety and visibility. 	<ul style="list-style-type: none"> Complete. 	<ul style="list-style-type: none"> Build pathways and restore grave markers at Pioneer Cemetery.
<ul style="list-style-type: none"> Seek grant funding to renovate the museum garage into a classroom. 	<ul style="list-style-type: none"> Grant fully funded, work to begin in late 2018. 	<ul style="list-style-type: none"> Complete renovation of garage into classroom.
<ul style="list-style-type: none"> Review an additional 10% of the artifact collection and remove items of poor quality or duplicates. 	<ul style="list-style-type: none"> Complete. 	<ul style="list-style-type: none"> Review an additional 10% of the artifact collection and remove items of poor quality or duplicates.

PERFORMANCE MEASURES - PARKS, ARTS & RECREATION DEPARTMENT

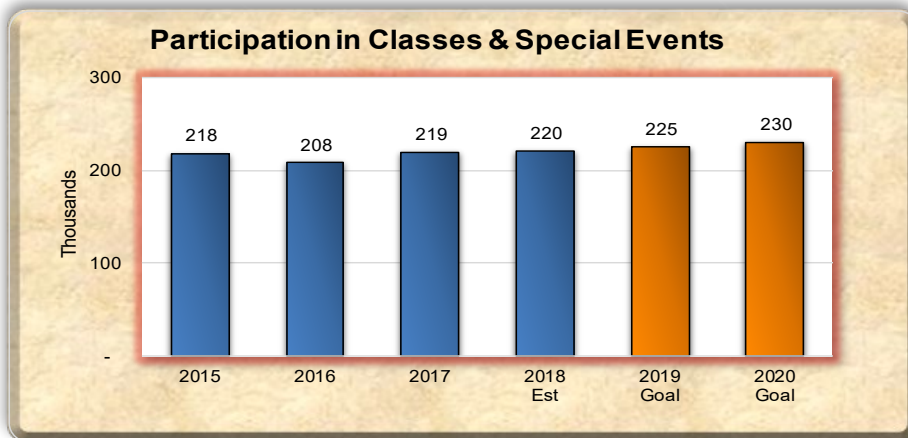
Volunteer Hours

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



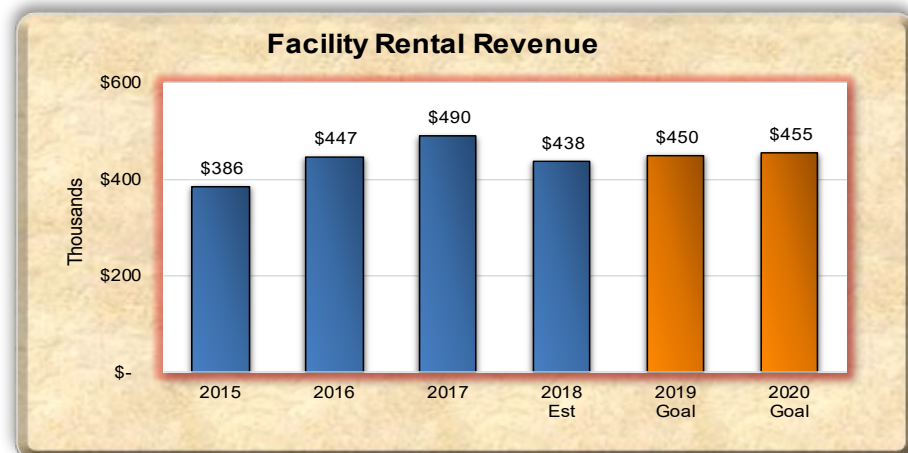
Classes & Special Events - Number of Participants

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



Facility Rentals

The Auburn Community & Events Center continues to exhibit growth in its usage and revenue with weddings, reunions, corporate events and parties. In 2018 we are experiencing a slight decrease in overall Facility Rental Revenue due to the closure of the Les Gove multi-purpose building for the first half of the year and the closure of the Isaac Evans Picnic Shelter due to damage.



PERFORMANCE MEASURES - GOLF COURSE

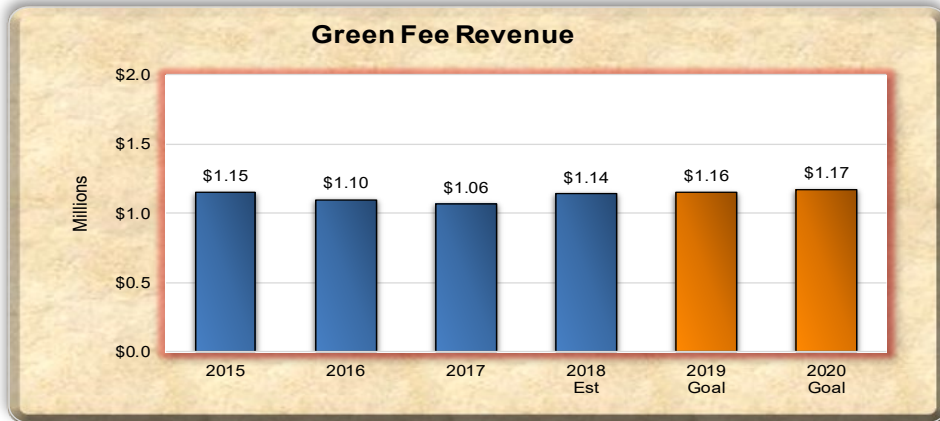
Operating Revenue

Total operating revenue is the quickest way to measure the performance of the golf course from year to year. Economic conditions and weather have a significant effect on facility revenues in the golf industry. Improved economic conditions, combined with average weather, should allow for modest increases of rounds played and course revenues over the next budget cycle.



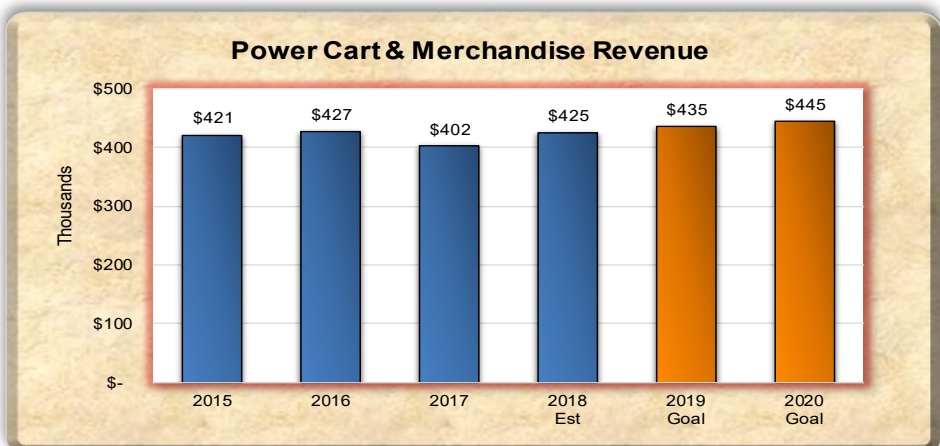
Green Fee Revenue

2017 had a very wet spring which had a negative impact on rounds played and course revenues. 2018 has had more of an average spring season allowing revenues to increase significantly year over year. Assuming average weather, and some small rate increases, green fee revenues should show modest growth throughout the next budget cycle.



Power Cart & Merchandise Revenue

Power Cart Rentals and Merchandise Sales are closely tied to the number of rounds played, which is closely tied to weather. During years with average or better weather, rounds played and revenues are solid. During years with below average weather, rounds and revenues are weaker. 2018 has been an average to slightly above average season through July. Assuming average weather, cart and merchandise revenues should continue to advance throughout the next budget cycle.



Department Budget

001.33 Parks	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Expenditures					
Salaries & Wages	4,337,905	4,457,507	4,476,500	4,571,279	4,664,007
Personnel Benefits	1,814,511	1,970,234	1,679,600	2,067,694	2,236,771
Supplies	926,691	1,005,950	988,550	921,038	921,038
Services & Charges	2,256,454	2,598,454	2,300,000	2,472,890	2,494,230
Intergovernmental	-	-	-	-	-
Capital Outlay	9,950	38,800	115,000	10,000	10,000
Debt Service Principal	57,642	61,607	61,607	65,900	70,900
Debt Service Interest	20,526	16,092	16,092	13,500	8,500
Interfund Payments For Service	2,607,510	2,672,762	2,672,762	2,755,900	2,830,400
DEPARTMENT TOTAL	\$ 12,031,189	\$ 12,821,406	\$ 12,310,111	\$ 12,878,201	\$ 13,235,846

Department Employees

001 Parks, Arts and Recreation	2016	2017	2018	2019	2020
Parks FTEs	40.00	40.00	40.00	40.00	40.00
Golf FTEs	7.00	7.00	7.00	7.00	7.00
TOTAL PARKS, ARTS & RECREATION FTEs	47.00	47.00	47.00	47.00	47.00

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, which accounts for gas tax revenues, with funds restricted for use in trail improvement projects.

<p>2017-2018 Goals</p>	<p>Progress Towards 2017-2018 Goals</p>	<p>Major Goals for 2019-2020</p>
<ul style="list-style-type: none"> • Accumulate funds to provide for future trail improvements. 	<ul style="list-style-type: none"> • Continued accumulations of funds. 	<ul style="list-style-type: none"> • Accumulate and utilize funds if approved on Reddington Levy trail or other trail.

FUND BUDGET

120 Recreation Trails	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Revenues					
Beginning Fund Balance	49,822	57,526	57,526	64,326	71,426
Motor Vehicle Fuel Tax	7,200	7,200	6,800	7,000	7,000
Investment Income	504	140	-	100	100
Total Revenues	\$ 57,526	\$ 64,866	\$ 64,326	\$ 71,426	\$ 78,526
Expenditures					
Operating Transfers Out	-	-	-	-	-
Ending Fund Balance	57,526	64,866	64,326	71,426	78,526
Total Expenditures	\$ 57,526	\$ 64,866	\$ 64,326	\$ 71,426	\$ 78,526

MUNICIPAL PARKS CONSTRUCTION

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

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Develop master plan for 104th Avenue property along the Green River, Lakeland Hills Nature Area, and newly acquired property in the southwest portion of Game Farm Park to include renovated parks maintenance shop. 	<ul style="list-style-type: none"> Completed preliminary design. Applied for grants to implement development. 	<ul style="list-style-type: none"> Construct new park, based on grant funding.
<ul style="list-style-type: none"> Construct KOMPAN mini soccer field (funded) and upgrade dirt infield at Brannan Field #1 to synthetic field turf (Recreation and Conservation Office grant pending). 	<ul style="list-style-type: none"> Completed Kompan Mini Soccer Field. Received grant funding for turf field. 	<ul style="list-style-type: none"> Complete construction of synthetic turf Infield.
<ul style="list-style-type: none"> Acquire Watts property at Mary Olson Farm. 	<ul style="list-style-type: none"> On hold 	<ul style="list-style-type: none"> Acquisition if willing seller.
<ul style="list-style-type: none"> Initiate Remodel of Old Post Office into Auburn Arts & Culture Center in downtown Auburn. 	<ul style="list-style-type: none"> Applied for and received over \$300,000 in funding. Completed preliminary design. 	<ul style="list-style-type: none"> Construct Phase1 (upstairs) contingent on funding.
<ul style="list-style-type: none"> Continue improvements at Les Gove Park: construct new restroom facility, close Deals Way, lighted crescent, turf improvements, add new section of trail. 	<ul style="list-style-type: none"> Completed Lighted Crescent and Restroom Facility. 	<ul style="list-style-type: none"> Complete Pathway repairs and missing links.
<ul style="list-style-type: none"> Construct play area at Sunset Park. 	<ul style="list-style-type: none"> Postponed 	<ul style="list-style-type: none"> Construct pending additional funding.
<ul style="list-style-type: none"> Replace playgrounds at Roegner Park and Lakeland Hills Park. 	<ul style="list-style-type: none"> Completed 	
<ul style="list-style-type: none"> Improve interior lighting at Game Farm Park. 	<ul style="list-style-type: none"> Delayed 	<ul style="list-style-type: none"> Improve area near maintenance building.
<ul style="list-style-type: none"> Construct walking path at Rotary Park. 	<ul style="list-style-type: none"> Completed 	
		<ul style="list-style-type: none"> Complete synthetic turf replacement project at Game Farm Park.
		<ul style="list-style-type: none"> Complete parking lot improvements at Brannan Park and Les Gove south lot.

FUND BUDGET

321 Municipal Park Construction	2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
Revenues					
Beginning Fund Balance	982,900	1,018,032	1,018,032	310,222	365,772
Property Taxes (Prop 2 Levy)	138,510	125,000	135,000	130,000	130,000
Federal Grants	-	-	-	-	-
State Grants	-	747,300	218,100	200,000	150,000
Interlocal Grants	75,000	200,000	75,000	280,000	50,000
Recreational Classes	9,395	11,000	9,000	7,500	8,500
Investment Income	11,351	500	10,500	6,200	8,300
Rentals & Leases	45,030	46,090	46,090	61,850	63,300
Contributions & Donations	-	220,000	20,000	-	-
Miscellaneous Revenue	-	150,000	150,000	-	-
Operating Transfers In	954,124	1,424,400	719,400	1,385,000	180,000
Total Revenues	\$ 2,216,309	\$ 3,942,322	\$ 2,401,122	\$ 2,380,772	\$ 955,872
Expenditures					
Salaries & Wages	49,406	-	-	-	-
Personnel Benefits	22,793	-	-	-	-
Services & Charges	-	10,000	10,000	10,000	10,000
Capital Outlay	1,126,079	3,665,100	2,080,900	2,005,000	460,000
Ending Fund Balance	1,018,032	267,222	310,222	365,772	485,872
Total Expenditures	\$ 2,216,309	\$ 3,942,322	\$ 2,401,122	\$ 2,380,772	\$ 955,872

CEMETERY

Mission

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

To fulfill this mission we will:

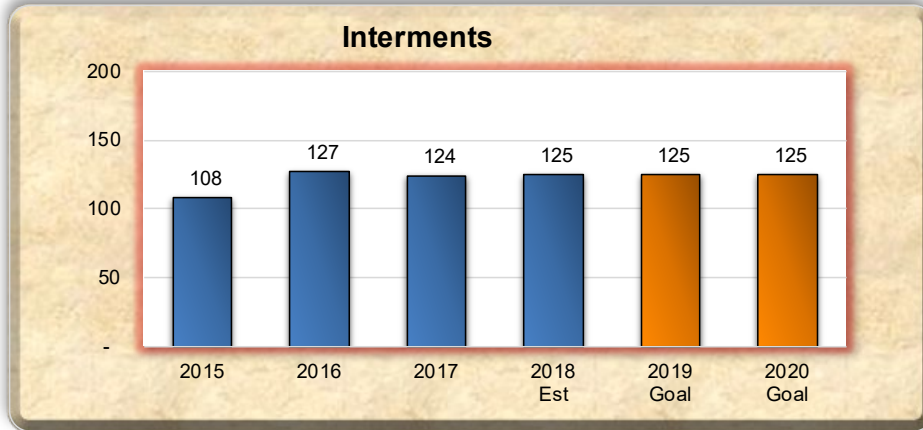
- Be attentive by listening and understanding.
- Be respectful by being courteous, prompt, and caring.
- Be professional by creating and maintaining beautiful grounds.
- Be thorough in documenting records.
- Be dedicated to protecting the faith and trust the community has placed in us.

2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> • Improve existing cemetery grounds and buildings in accordance with Cemetery Master Plan. 	<ul style="list-style-type: none"> • Completed new roof repair on mausoleum and lower shop. Completed new Memory Heights addition. 	<ul style="list-style-type: none"> • Complete Phase 1 of asphalt overlay of roads
<ul style="list-style-type: none"> • Provide quality support services to bereaved families, public, and death care service providers. 	<ul style="list-style-type: none"> • Ongoing improvements being made to ensure top quality service and experience. 	<ul style="list-style-type: none"> • Work on the construction of new open-air 96-crypt mausoleum.
<ul style="list-style-type: none"> • Explore financing options for construction of a new outdoor mausoleum. 	<ul style="list-style-type: none"> • Ongoing. 	<ul style="list-style-type: none"> • Work with MWII's on a comprehensive plan to train temporary employees at the start of their hire.

PERFORMANCE MEASURES - CEMETERY FUND

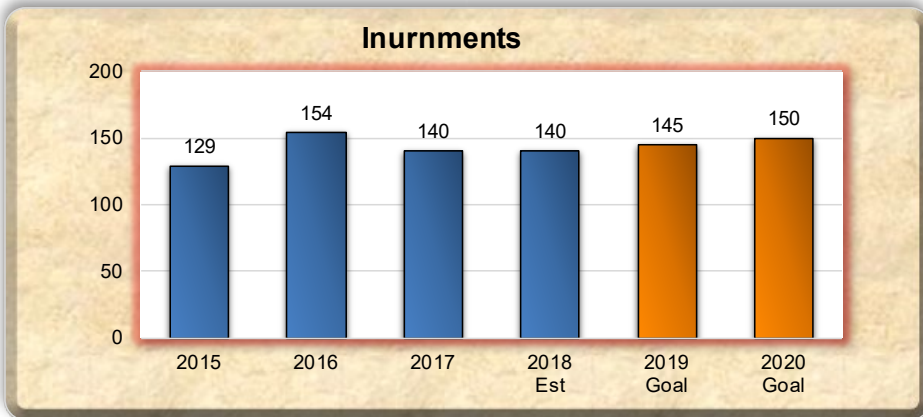
Interments

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



Inurnments

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



Revenue From Lot Sales

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



2019 – 2020 Working Capital Budget

City of Auburn						
436 Cemetery (includes 466 Cemetery - Capital)		2017	2018	2018	2019	2020
		Actual	Adjusted Budget	Estimate	Budget	Budget
OPERATING FUND:						
OPERATING REVENUES						
343.601	Settings	54,321	46,000	50,000	50,000	50,000
343.602	Openings & Closings	284,078	212,000	240,000	240,000	240,000
343.603	Recordings	15,700	14,000	14,000	14,000	14,000
343.604	Liners	125,850	87,000	100,000	100,000	100,000
343.607	Vases	29,145	22,000	25,000	25,000	25,000
343.609	Lot Sales	521,689	350,000	450,000	425,000	425,000
343.610	Vault Installation	19,765	17,000	12,000	17,000	17,000
343.611	Other	22,840	15,000	20,000	15,000	15,000
343.612	Marker Sales	263,182	170,000	200,000	200,000	200,000
361.110	Investment Income	4,323	800	800	1,000	1,000
397.100	Operating Transfers In	-	250,000	-	100,000	100,000
369.400-900	Miscellaneous Revenue	(2,075)	-	-	-	-
TOTAL OPERATING REVENUES		\$ 1,338,819	\$ 1,183,800	\$ 1,111,800	\$ 1,187,000	\$ 1,187,000
OPERATING EXPENDITURES						
536.000.10	Salaries & Wages	470,184	490,917	490,917	464,932	473,697
536.000.20	Benefits	225,937	277,863	265,000	269,930	294,946
536.000.30	Supplies	208,702	221,700	221,700	221,700	221,700
536.000.40	Other Service Charges	142,549	157,980	157,980	151,500	157,400
597.100.55	Operating Transfers Out	400	1,033	1,033	100,000	-
536.000.90	Interfund Payments for Service	47,832	48,898	48,898	155,900	196,000
590.100.05	Other Uses	22,256	-	-	-	-
TOTAL OPERATING EXPENDITURES		\$ 1,117,860	\$ 1,198,391	\$ 1,185,528	\$ 1,363,962	1,343,743
REVENUES LESS EXPENDITURES		\$ 220,959	\$ (14,591)	\$ (73,728)	\$ (176,962)	\$ (156,743)
BEGINNING WORKING CAPITAL - January 1		293,829	514,788	514,788	441,060	264,098
ENDING WORKING CAPITAL - December 31		514,788	500,197	441,060	264,098	107,355
NET CHANGE IN WORKING CAPITAL (*)		\$ 220,959	\$ (14,591)	\$ (73,728)	\$ (176,962)	\$ (156,743)
CAPITAL FUND:						
CAPITAL REVENUES						
361.110	Investment Income	2,404	-	2,000	-	-
397.100	Operating Transfers In	-	75,000	42,000	133,000	-
396/399	Other Revenues	-	-	-	-	-
TOTAL CAPITAL REVENUES		\$ 2,404	\$ 75,000	\$ 44,000	\$ 133,000	\$ -
CAPITAL EXPENDITURES						
590.100.41	Professional Services	-	-	-	100	100
590.100.64	Increase In Fixed Assets - Equipment	-	12,000	-	-	-
590.100.65	Construction Projects	-	63,000	42,000	358,000	25,000
590.100.55	Operating Transfers Out	-	-	-	-	-
TOTAL CAPITAL EXPENDITURES		\$ -	\$ 75,000	\$ 42,000	\$ 358,100	25,100
BEGINNING WORKING CAPITAL - January 1		256,633	259,037	259,037	261,037	35,937
ENDING WORKING CAPITAL - December 31		259,037	259,037	261,037	35,937	10,837
NET CHANGE IN WORKING CAPITAL (*)		\$ 2,404	\$ -	\$ 2,000	\$ (225,100)	\$ (25,100)
Total Change in Working Capital		\$ 223,363	\$ (14,591)	\$ (71,728)	\$ (402,062)	\$ (181,843)

(*) Working Capital = Current Assets
minus Current Liabilities

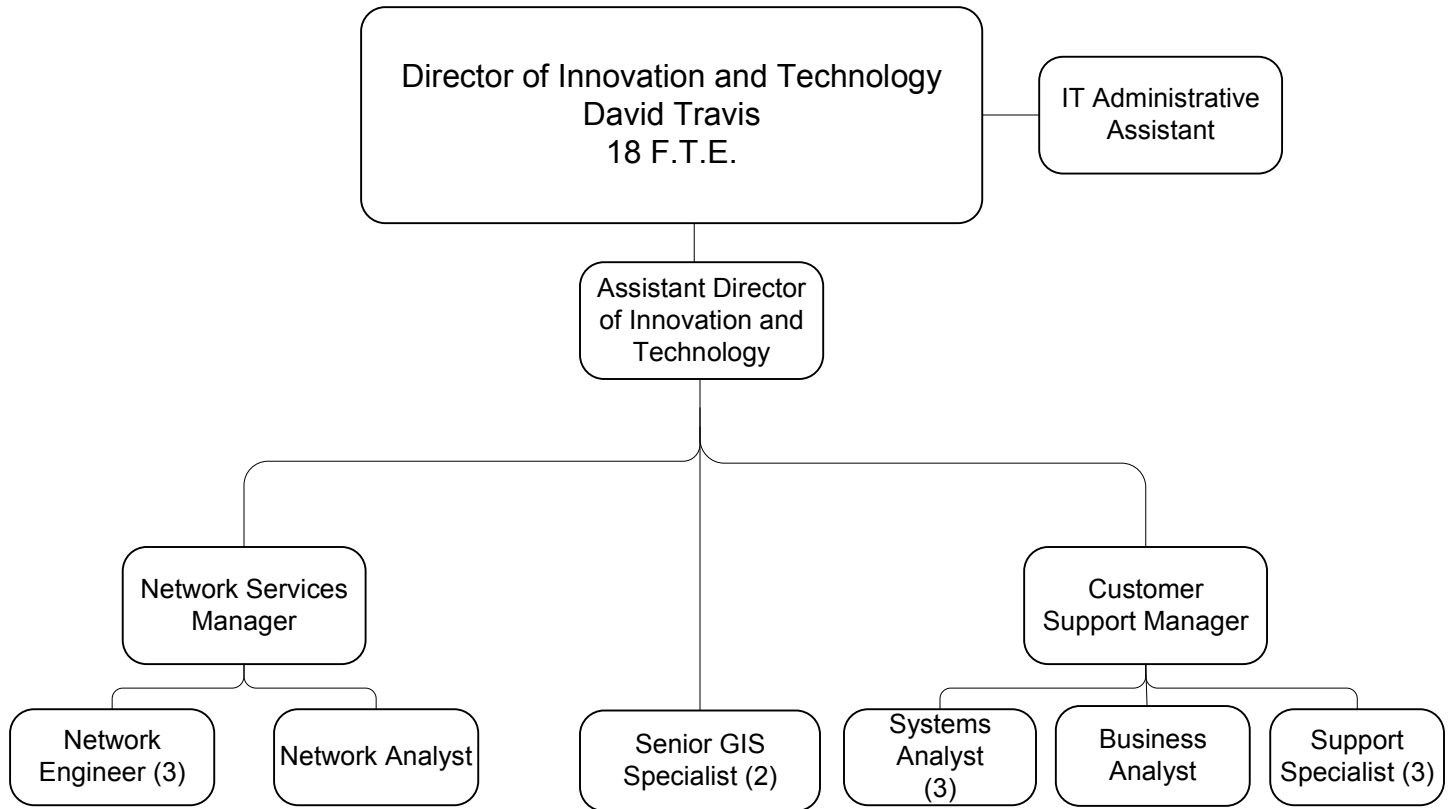
Department Employees

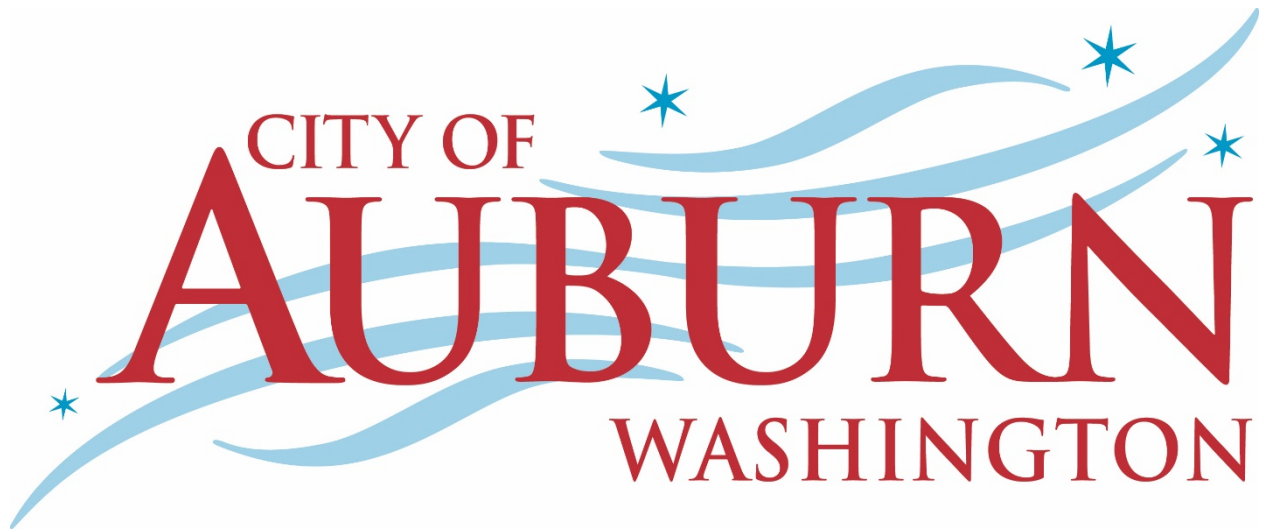
436 Cemetery FTEs	2016	2017	2018	2019	2020
Cemetery FTEs*	6.00	6.00	6.00	6.00	6.00
TOTAL CEMETERY FTEs	6.00	6.00	6.00	6.00	6.00

Full Time Equivalent (FTE)

*These FTEs are previously reported in the Parks, Arts and Recreation Department.

Innovation and Technology Department





INNOVATION AND TECHNOLOGY

Mission Statement

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

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

Department Overview

The Innovation and Technology Department (IT) oversees all technology for the City and is comprised of three functional divisions: Geographic Information Systems (GIS), Desktop services and Network services, which includes applications, servers, computers, network devices, printers, phones and storage services. The department also supports and negotiates with vendors and telecommunications services and leases. The department manages and administers support to over 430 City staff, providing technical support for all departments within the City including the Executive branch, provides direct support for software and hardware technology for over 150 software applications, 3,000 hardware devices on multiple software platforms, and at 12 City locations. The department also provides various levels of contracted remote and onsite technical services and support for the Cities of Algona and Pacific as well as Valley Regional Fire Service GIS services, on a cost recovery basis. Auburn's IT Department is also a Board member for the Community Connectivity Consortium, a regional group of cities and counties formed to develop a high speed fiber optic communication and data backbone that circles Lake Washington and connects the cities on a shared high speed network.

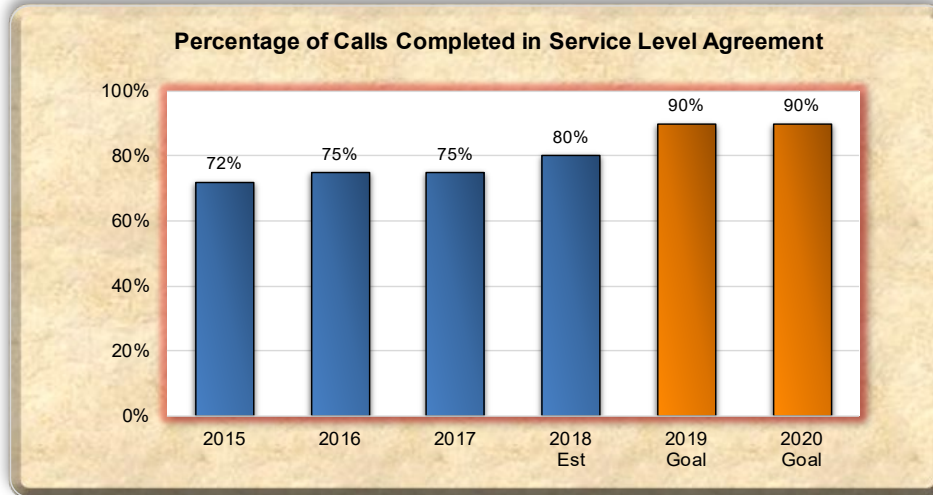
2017-2018 Goals	Progress Towards 2017-2018 Goals	Major Goals for 2019-2020
<ul style="list-style-type: none"> Expand eGovernment services through online and internal citizen technology engagement. 	<ul style="list-style-type: none"> Launched an integrated mobile Auburn smart app that eliminated standalone tools and consolidate features for citizens 	<ul style="list-style-type: none"> Continue to look at enhanced features and further integrations.
<ul style="list-style-type: none"> Increase staff access, knowledge, and skills in the utilization of technology. 	<ul style="list-style-type: none"> Not only setup professional improvement plans for IT staff, but also setup quarterly IT training for all staff. In addition, launched tools like KnowBe4 and Lynda.com for specific training needs. 	<ul style="list-style-type: none"> There is no end date for this. We will continue to build on the progress we've made.
<ul style="list-style-type: none"> Continue to work with City staff to expand Auburn's OpenGov projects. 	<ul style="list-style-type: none"> Launched Socrata which includes features like budget, spending, capital projects, permits and much more. 	<ul style="list-style-type: none"> Continue to turn on more datasets and features. In addition, build "stories" that can present and share the data in a more user friendly manner.

<p>2017-2018 Goals</p>	<p>Progress Towards 2017-2018 Goals</p>	<p>Major Goals for 2019-2020</p>
<ul style="list-style-type: none"> Provide for the public good by advancing development and access to new technologies and information including fiber, wireless, and economic 	<ul style="list-style-type: none"> Finished several expansion projects that not only increased our internal footprint to key locations, but it also enabled Access Auburn to citizens. 	<ul style="list-style-type: none"> Continue to find key areas that provide expansion, redundancy and faster speeds.
<ul style="list-style-type: none"> Continue to expand fiber connectivity both in the City of Auburn and regionally to increase the economic development and continuity of our City and provide cost-saving benefits. 	<ul style="list-style-type: none"> Finished key areas like golf course, parks admin, Sabey and many others. These not only save reoccurring circuit costs, but allow for higher speeds, redundancy and Access Auburn for citizens. 	<ul style="list-style-type: none"> Continue to find key areas that provide expansion, redundancy and faster speeds.
<ul style="list-style-type: none"> Continue to look for federal, state, and private funding solutions that can be used to enhance technology use in the City for staff and residents. 	<ul style="list-style-type: none"> Found funding that allowed us to re-do the City's business license program with more robust, user-friendly application. 	<ul style="list-style-type: none"> Continue to find more funding for expansion, integration and efficiencies for the City.
<ul style="list-style-type: none"> Continue to work with the Auburn School District to find ways to increase technology to benefit the community. 	<ul style="list-style-type: none"> In partnership, identified key areas for fiber expansion. Also, meet regularly on IT initiatives and partnerships. Also sit on the GRC IT advisory board. 	<ul style="list-style-type: none"> Continue to look for partnership opportunities.
<ul style="list-style-type: none"> Continue to expand wireless broadband services to low-income students. 	<ul style="list-style-type: none"> Finished two key areas by Game Farm park and Auburn High School. 	<ul style="list-style-type: none"> Pending council approval and budget, expand to key areas identified by the school district.
<ul style="list-style-type: none"> Continue to gain efficiencies through the use of technology. 	<ul style="list-style-type: none"> Through new applications, integrated applications, process improvements and more, IT was able to help save thousands in yearly maintenance costs and provide staff training on technology and modified processes. All of these lead to efficiencies. 	<ul style="list-style-type: none"> Continue this never ending project. We are always looking to implement value-adding solutions to gain efficiencies and savings.
<ul style="list-style-type: none"> Work to integrate applications (especially GIS) for predicative analysis. 	<ul style="list-style-type: none"> Finished the eGIS AOP for pre, during and post emergency situations. Finished Spillman for location based data. 	<ul style="list-style-type: none"> Continue to find standalone applications and applications that share similar business process for integration.
<ul style="list-style-type: none"> Continue development of Smarter Cities strategic vision. 	<ul style="list-style-type: none"> We have developed a strategy and a plan moving forward. At this point we have documented everything the City has that falls under Internet of Things (IoT) and are working towards a pilot project with street lights. 	<ul style="list-style-type: none"> Continue to find value-adding, cost-efficient projects that meet our Internet of Things (IoT) strategy.

PERFORMANCE MEASURES - INNOVATION AND TECHNOLOGY

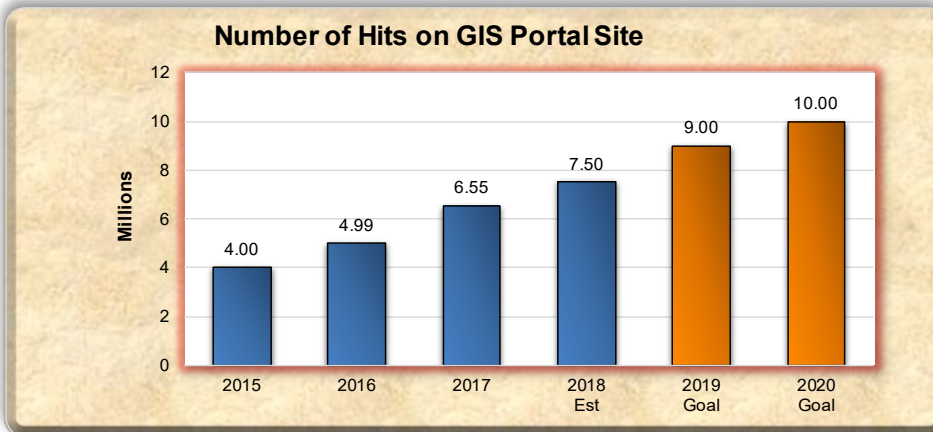
Customer Service Management

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



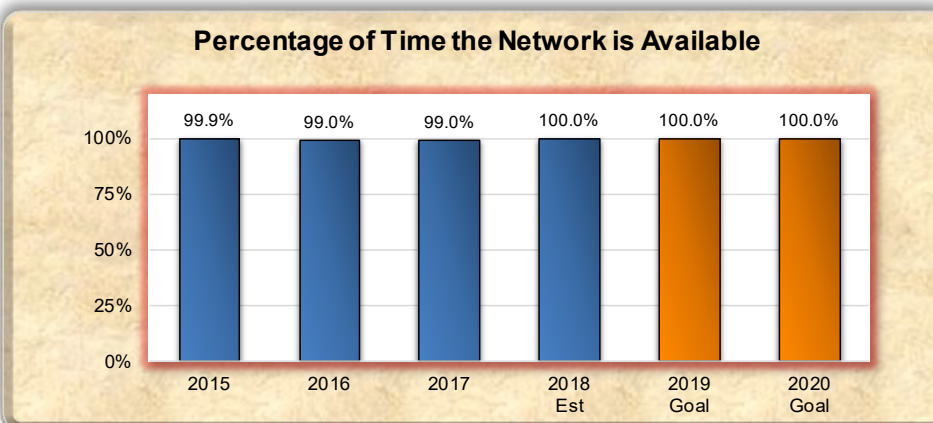
Enterprise Geospatial Information Services (eGIS)

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



Enterprise Network Services

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



Department Budget

City of Auburn						
518 Innovation & Technology (includes 568 IT - Capital)		2017 Actual	2018 Adjusted Budget	2018 Estimate	2019 Budget	2020 Budget
OPERATING FUND:						
OPERATING REVENUES						
348.800	Interfund Operating Charges	4,845,780	4,989,231	4,989,231	5,051,700	5,319,400
341.800	Intergovernmental Services	92,023	80,000	80,000	80,000	80,000
361.110	Investment Income	14,170	5,500	5,500	8,000	8,000
397.110	Operating Transfers In	280,383	1,032,496	922,500	152,010	148,653
399.610	Miscellaneous Revenue	12,886	-	-	-	-
TOTAL OPERATING REVENUES		\$ 5,245,243	\$ 6,107,227	\$ 5,997,231	\$ 5,291,710	\$ 5,556,053
OPERATING EXPENDITURES						
518.880.10	Salaries & Wages	1,500,640	1,592,263	1,550,000	1,734,114	1,811,692
518.880.20	Benefits	626,269	724,497	700,000	885,165	974,649
518.880.30	Supplies	470,546	431,000	401,000	427,000	424,000
518.880.40	Other Service Charges	1,818,288	2,468,630	2,395,000	2,163,900	2,210,600
597.100.55	Operating Transfer Out	400	60,500	60,500	-	500,000
590.100.05	Net Increase in Restricted Assets	91,701	-	-	-	-
518.880.90	Interfund Payments for Service	105,060	104,553	104,553	90,700	93,300
TOTAL OPERATING EXPENDITURES		\$ 4,612,905	\$ 5,381,443	\$ 5,211,053	\$ 5,300,879	\$ 6,014,241
REVENUES LESS EXPENDITURES		632,338	\$ 725,784	\$ 786,178	\$ (9,169)	\$ (458,188)
BEGINNING WORKING CAPITAL - January 1		1,049,713	1,682,051	1,682,050	2,468,228	2,459,059
ENDING WORKING CAPITAL - December 31		1,682,050	2,407,835	2,468,228	2,459,059	2,000,871
NET CHANGE IN WORKING CAPITAL (*)		\$ 632,338	\$ 725,784	\$ 786,178	\$ (9,169)	\$ (458,188)
CAPITAL FUND:						
CAPITAL REVENUES						
361.110	Investment Income	18,996	-	412	-	-
397.110	Operating Transfer In	88,570	172,300	232,300	-	500,000
TOTAL CAPITAL REVENUES		\$ 107,566	\$ 172,300	\$ 232,712	\$ -	\$ 500,000
CAPITAL EXPENDITURES						
590.100.10	Salaries & Wages	1,983	-	-	-	-
590.100.20	Benefits	728	-	-	-	-
590.100.41	Professional Services	263	-	-	300	300
597.100.55	Operating Transfers Out	55,900	-	-	-	-
590.100.60	Capital Projects & Equipment	530,983	1,099,700	900,000	869,000	500,000
TOTAL CAPITAL EXPENDITURES		\$ 589,857	\$ 1,099,700	\$ 900,000	\$ 869,300	\$ 500,300
BEGINNING WORKING CAPITAL - January 1		2,319,577	1,837,285	1,837,285	1,169,997	300,697
ENDING WORKING CAPITAL - December 31		1,837,285	909,885	1,169,997	300,697	300,397
NET CHANGE IN WORKING CAPITAL (*)		\$ (482,291)	\$ (927,400)	\$ (667,288)	\$ (869,300)	\$ (300)
Total Change in Working Capital		\$ 150,046	\$ (201,616)	\$ 118,890	\$ (878,469)	\$ (458,488)

(*) Working Capital = Current Assets
minus Current Liabilities

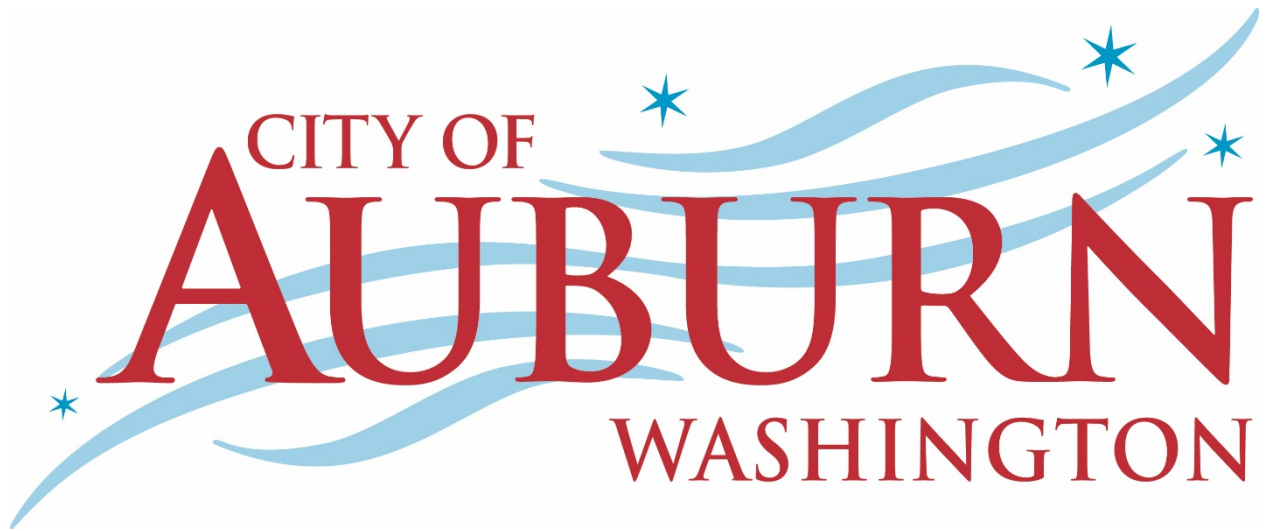
Department Employees

518 Innovation and Technology Department FTEs	2016	2017	2018	2019	2020
Innovation and Technology Department FTEs	16.00	17.00	17.00	18.00	18.00
TOTAL IT FTEs	16.00	17.00	17.00	18.00	18.00

Full Time Equivalent (FTE)

1.0 FTE - The 2017/2018 Budget included an additional Network Engineer position.

1.0 FTE - The 2019/2020 Budget includes a Business Analyst position to support the Finance Department.



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

- 2019 Budgeted Revenue by Type, All Funds (Table)
- 2019 Budgeted Expenditures by Object, All Funds (Table)
- 2020 Budgeted Revenue by Type, All Funds (Table)
- 2020 Budgeted Expenditures by Object, All Funds (Table)
- Relationship between Fund and City Structure (Table)
- 2019 & 2020 – Budgeted Expenditures by Administrative Structure (Table)
- 2019 – Budgeted General Fund Expenditures by Department (Graph)
- 2020 – Budgeted General Fund Expenditures by Department (Graph)
- 2019 & 2020 – Budgeted General Fund Expenditures by Cost Center (Table)
- 2019 & 2020 – Budgeted Interfund Operating Transfers (Table)

2019 Budgeted Revenue by Type, All Funds

Fund		Taxes	Licenses & Permits	Intergov't	Charges for Services	Fines & Forfeitures
GENERAL FUND		\$ 55,203,500	\$ 1,837,900	\$ 5,782,600	\$ 6,952,280	\$ 859,500
SPECIAL REVENUE FUNDS	Arterial Street	-	-	1,059,450	-	-
	Local Street	-	-	-	-	-
	Hotel/Motel Tax	150,000	-	-	-	-
	Arterial Street Preservation	2,035,900	-	893,620	-	-
	Drug Forfeiture	-	-	-	18,000	131,000
	Housing & Community Development	-	-	590,000	-	-
	Recreational Trails	-	-	7,000	-	-
	Business Improvement Area	55,000	-	-	-	-
	Cumulative Reserve	-	-	-	-	-
	Mitigation Fees	-	-	-	1,001,200	-
DEBT SERVICE	1998 Library Bond	-	-	-	-	-
	City Hall Annex 2010 A&B Bond	-	-	349,000	-	-
	Local Revitalization 2010 C&D Bond	250,000	-	108,000	-	-
	SCORE Debt Service	-	-	562,528	1,567,272	-
	LID Guarantee	-	-	-	-	-
	LID #350	-	-	-	-	-
	Golf / Cemetery 2016 Refunding	-	-	-	-	-
CAPITAL PROJECT	Municipal Parks Construction	130,000	-	480,000	7,500	-
	Capital Improvements	2,400,000	-	1,840,000	-	-
	Local Revitalization	-	-	-	-	-
ENTERPRISE FUNDS	Water	-	-	256,000	15,472,500	-
	Sewer	-	-	70,000	9,014,200	-
	Sewer Metro	-	-	-	18,370,000	-
	Storm Drainage	-	-	56,000	10,085,900	-
	Solid Waste	-	-	88,600	16,071,700	-
	Airport	-	-	1,741,700	345,000	-
	Cemetery	-	-	-	1,086,000	-
INTERNAL SERVICE FUNDS	Insurance	-	-	-	-	-
	Workers' Compensation	-	-	-	-	-
	Facilities	-	-	-	3,350,900	-
	Innovation & Technology	-	-	-	6,269,100	-
	Equipment Rental	-	-	-	414,400	-
FIDUCIARY FUNDS	Fire Pension	-	-	78,900	-	-
PERMANENT FUNDS	Cemetery Endowment Care	-	-	-	40,000	-
TOTAL BUDGET		\$ 60,224,400	\$ 1,837,900	\$ 13,963,398	\$ 90,065,952	\$ 990,500

2019 Budgeted Revenue by Type, All Funds (continued)

Fund		Other Revenue	Interfund Transfers	Other Financing Sources	Beginning Fund Balance	Total Resources
GENERAL FUND		\$ 1,404,300	\$ 80,906	\$ 25,000	\$ 18,037,042	\$ 90,183,028
SPECIAL REVENUE FUNDS	Arterial Street	28,300	545,350	-	1,492,777	3,125,877
	Local Street	12,000	1,900,000	-	1,650,780	3,562,780
	Hotel/Motel Tax	3,600	-	-	108,571	262,171
	Arterial Street Preservation	29,800	-	-	1,582,337	4,541,657
	Drug Forfeiture	6,000	-	-	376,497	531,497
	Housing & Community Development	-	-	-	36,458	626,458
	Recreational Trails	100	-	-	64,326	71,426
	Business Improvement Area	200	-	-	109,473	164,673
	Cumulative Reserve	180,200	-	-	10,124,312	10,304,512
	Mitigation Fees	195,000	-	-	10,886,137	12,082,337
	DEBT SERVICE	1998 Library Bond	-	-	-	-
City Hall Annex 2010 A&B Bond		-	1,315,900	-	-	1,664,900
Local Revitalization 2010 C&D Bond		500	231,800	-	11,396	601,696
SCORE Debt Service		-	-	-	-	2,129,800
LID Guarantee		30	-	-	1,618	1,648
LID #350		7,350	-	-	8,709	16,059
Golf / Cemetery 2016 Refunding		-	374,100	-	-	374,100
CAPITAL PROJECT	Municipal Parks Construction	68,050	1,385,000	-	310,222	2,380,772
	Capital Improvements	488,100	1,047,200	-	10,404,627	16,179,927
	Local Revitalization	104,000	-	-	380,500	484,500
ENTERPRISE FUNDS	Water	7,238,300	811,400	937,700	3,925,185	28,641,085
	Sewer	100,000	-	654,700	15,477,840	25,316,740
	Sewer Metro	2,500	-	-	3,184,467	21,556,967
	Storm Drainage	95,000	-	489,900	16,188,302	26,915,102
	Solid Waste	88,800	-	-	5,556,175	21,805,275
	Airport	875,600	350,000	-	581,038	3,893,338
	Cemetery	1,000	233,000	-	702,097	2,022,097
INTERNAL SERVICE FUNDS	Insurance	21,000	-	-	1,928,070	1,949,070
	Workers' Compensation	1,121,200	-	50,000	2,128,988	3,300,188
	Facilities	141,600	40,000	-	1,412,874	4,945,374
	Innovation & Technology	8,000	152,010	-	3,743,501	10,172,611
	Equipment Rental	3,364,400	970,800	-	6,754,736	11,504,336
FIDUCIARY FUNDS	Fire Pension	42,000	-	-	2,205,369	2,326,269
PERMANENT FUNDS	Cemetery Endowment Care	5,000	-	-	1,817,409	1,862,409
TOTAL BUDGET		\$ 15,631,930	\$ 9,437,466	\$ 2,157,300	\$ 121,191,833	\$ 315,500,679

2019 Budgeted Expenditures by Object, All Funds

Fund		(10 & 20) Personnel	(30) Supplies	(40) Services	(50) Intergov't	(60) Capital
GENERAL FUND		\$ 45,747,058	\$ 1,591,488	\$ 13,302,059	\$ 7,480,550	\$ 10,000
SPECIAL REVENUE FUNDS	Arterial Street	132,000	-	400,000	-	963,000
	Local Street	231,616	-	40,700	-	2,318,384
	Hotel/Motel Tax	56,050	3,000	101,000	-	-
	Arterial Street Preservation	241,000	-	165,000	-	2,766,240
	Drug Forfeiture	166,637	50,000	71,000	-	-
	Housing & Community Development	156,300	6,300	384,400	-	43,000
	Recreational Trails	-	-	-	-	-
	Business Improvement Area	-	1,000	89,000	-	-
	Cumulative Reserve	-	-	-	-	-
	Mitigation Fees	-	-	-	75,000	-
DEBT SERVICE	1998 Library Bond	-	-	-	-	-
	City Hall Annex 2010 A&B Bond	-	-	-	-	-
	Local Revitalization 2010 C&D Bond	-	-	-	-	-
	SCORE Debt Service	-	-	-	-	-
	LID Guarantee	-	-	-	-	-
	LID #350	-	-	-	-	-
	Golf / Cemetery 2016 Refunding	-	-	-	-	-
CAPITAL PROJECT	Municipal Parks Construction	-	-	10,000	-	2,005,000
	Capital Improvements	-	-	-	-	5,790,800
	Local Revitalization	-	-	-	-	484,500
ENTERPRISE FUNDS	Water	4,401,664	364,244	4,356,149	-	5,968,386
	Sewer	2,517,554	164,550	2,904,550	9,500	2,588,000
	Sewer Metro	-	-	200	18,215,400	-
	Storm Drainage	4,125,570	84,550	1,897,800	98,200	2,861,000
	Solid Waste	-	53,400	15,222,675	386,400	-
	Airport	363,293	202,200	173,900	-	2,097,400
	Cemetery	734,862	221,700	151,600	-	358,000
INTERNAL SERVICE FUNDS	Insurance	175,000	-	5,600	-	-
	Workers' Compensation	250,000	-	448,315	-	-
	Facilities	1,152,743	140,220	1,761,950	-	-
	Innovation & Technology	3,142,590	463,150	2,649,200	-	869,000
	Equipment Rental	928,841	987,400	493,550	-	3,101,950
FIDUCIARY FUNDS						
	Fire Pension	192,220	-	7,000	-	-
PERMANENT FUNDS						
	Cemetery Endowment Care	-	-	-	-	-
TOTAL BUDGET		\$ 64,714,998	\$ 4,333,202	\$ 44,635,648	\$ 26,265,050	\$ 32,224,660

2019 Budgeted Expenditures by Object, All Funds (continued)

Fund		(70 & 80) Debt Service	(90) Interfund Srv.	Interfund Transfers	Ending Fund Balance	Total Budget
GENERAL FUND		\$ 79,400	\$ 9,125,100	\$ 452,510	\$ 12,394,863	\$ 90,183,028
SPECIAL REVENUE FUNDS	Arterial Street	208,300	78,100	-	1,344,477	3,125,877
	Local Street	-	15,200	-	956,880	3,562,780
	Hotel/Motel Tax	-	-	-	102,121	262,171
	Arterial Street Preservation	-	-	-	1,369,417	4,541,657
	Drug Forfeiture	-	10,400	-	233,460	531,497
	Housing & Community Development	-	-	-	36,458	626,458
	Recreational Trails	-	-	-	71,426	71,426
	Business Improvement Area	-	-	-	74,673	164,673
	Cumulative Reserve	-	-	142,200	10,162,312	10,304,512
	Mitigation Fees	-	-	2,905,350	9,101,987	12,082,337
	DEBT SERVICE	1998 Library Bond	-	-	-	-
City Hall Annex 2010 A&B Bond		1,664,900	-	-	-	1,664,900
Local Revitalization 2010 C&D Bond		589,800	-	-	11,896	601,696
SCORE Debt Service		2,129,800	-	-	-	2,129,800
LID Guarantee		-	-	-	1,648	1,648
LID #350		7,400	-	-	8,659	16,059
Golf / Cemetery 2016 Refunding		374,100	-	-	-	374,100
CAPITAL PROJECT	Municipal Parks Construction	-	-	-	365,772	2,380,772
	Capital Improvements	-	-	2,709,750	7,679,377	16,179,927
	Local Revitalization	-	-	-	-	484,500
ENTERPRISE FUNDS	Water	2,868,000	1,773,617	1,214,691	7,694,334	28,641,085
	Sewer	808,900	1,391,917	353,592	14,578,177	25,316,740
	Sewer Metro	-	-	-	3,341,367	21,556,967
	Storm Drainage	749,100	1,818,400	427,592	14,852,890	26,915,102
	Solid Waste	-	612,000	21,831	5,508,969	21,805,275
	Airport	232,300	70,000	397,000	357,245	3,893,338
	Cemetery	-	155,900	100,000	300,035	2,022,097
INTERNAL SERVICE FUNDS	Insurance	-	-	-	1,768,470	1,949,070
	Workers' Compensation	-	119,800	-	2,482,073	3,300,188
	Facilities	-	159,700	679,950	1,050,811	4,945,374
	Innovation & Technology	-	183,000	-	2,865,671	10,172,611
	Equipment Rental	45,700	291,600	-	5,655,295	11,504,336
FIDUCIARY FUNDS	Fire Pension	-	15,900	-	2,111,149	2,326,269
PERMANENT FUNDS	Cemetery Endowment Care	-	-	33,000	1,829,409	1,862,409
TOTAL BUDGET		\$ 9,757,700	\$ 15,820,634	\$ 9,437,466	\$ 108,311,321	\$ 315,500,679

2020 Budgeted Revenue by Type, All Funds

Fund		Taxes	Licenses & Permits	Intergov't	Charges for Services	Fines & Forfeitures
GENERAL FUND		\$ 55,906,100	\$ 1,838,800	\$ 4,132,160	\$ 7,030,580	\$ 863,800
SPECIAL REVENUE FUNDS	Arterial Street	-	-	3,156,200	-	-
	Local Street	-	-	-	-	-
	Hotel/Motel Tax	160,000	-	-	-	-
	Arterial Street Preservation	2,049,100	-	1,753,640	-	-
	Drug Forfeiture	-	-	-	18,000	131,000
	Housing & Community Development	-	-	539,970	-	-
	Recreational Trails	-	-	7,000	-	-
	Business Improvement Area	55,000	-	-	-	-
	Cumulative Reserve	-	-	-	-	-
	Mitigation Fees	-	-	-	1,102,000	-
	DEBT SERVICE	1998 Library Bond	-	-	-	-
City Hall Annex 2010 A&B Bond		-	-	341,000	-	-
Local Revitalization 2010 C&D Bond		250,000	-	104,000	-	-
SCORE Debt Service		-	-	550,328	1,566,672	-
LID Guarantee		-	-	-	-	-
LID #350		-	-	-	-	-
Golf / Cemetery 2016 Refunding		-	-	-	-	-
CAPITAL PROJECT	Municipal Parks Construction	130,000	-	200,000	8,500	-
	Capital Improvements	2,400,000	-	80,000	-	-
	Local Revitalization	-	-	-	-	-
ENTERPRISE FUNDS	Water	-	-	256,000	16,117,800	-
	Sewer	-	-	69,000	9,305,700	-
	Sewer Metro	-	-	-	18,546,800	-
	Storm Drainage	-	-	56,000	10,328,200	-
	Solid Waste	-	-	88,600	16,165,300	-
	Airport	-	-	525,200	365,000	-
	Cemetery	-	-	-	1,086,000	-
INTERNAL SERVICE FUNDS	Insurance	-	-	-	-	-
	Workers' Compensation	-	-	-	-	-
	Facilities	-	-	-	3,426,800	-
	Innovation & Technology	-	-	-	6,567,500	-
	Equipment Rental	-	-	-	414,400	-
FIDUCIARY FUNDS	Fire Pension	-	-	78,900	-	-
	Cemetery Endowment Care	-	-	-	40,000	-
TOTAL BUDGET		\$ 60,950,200	\$ 1,838,800	\$ 11,937,998	\$ 92,089,252	\$ 994,800

2020 Budgeted Revenue by Type, All Funds (continued)

Fund		Other Revenue	Interfund Transfers	Other Financing Sources	Beginning Fund Balance	Total Resources
GENERAL FUND		\$ 1,371,900	\$ 4,081,527	\$ 25,000	\$ 12,394,863	\$ 87,644,730
SPECIAL REVENUE FUNDS	Arterial Street	26,800	511,600	-	1,344,477	5,039,077
	Local Street	2,000	1,900,000	-	956,880	2,858,880
	Hotel/Motel Tax	4,000	-	-	102,121	266,121
	Arterial Street Preservation	29,900	-	-	1,369,417	5,202,057
	Drug Forfeiture	3,000	-	-	233,460	385,460
	Housing & Community Development	-	-	-	36,458	576,428
	Recreational Trails	100	-	-	71,426	78,526
	Business Improvement Area	200	-	-	74,673	129,873
	Cumulative Reserve	197,800	-	-	10,162,312	10,360,112
	Mitigation Fees	204,700	-	-	9,101,987	10,408,687
	DEBT SERVICE	1998 Library Bond	-	-	-	-
City Hall Annex 2010 A&B Bond		-	1,317,400	-	-	1,658,400
Local Revitalization 2010 C&D Bond		500	220,600	-	11,896	586,996
SCORE Debt Service		-	-	-	-	2,117,000
LID Guarantee		40	-	-	1,648	1,688
LID #350		100	-	-	8,659	8,759
Golf / Cemetery 2016 Refunding		-	376,000	-	-	376,000
CAPITAL PROJECT	Municipal Parks Construction	71,600	180,000	-	365,772	955,872
	Capital Improvements	120,200	5,000	-	7,679,377	10,284,577
	Local Revitalization	-	-	-	-	-
ENTERPRISE FUNDS	Water	60,000	1,000,000	960,200	7,694,334	26,088,334
	Sewer	100,000	-	670,500	14,578,177	24,723,377
	Sewer Metro	2,500	-	-	3,341,367	21,890,667
	Storm Drainage	95,000	-	501,800	14,852,890	25,833,890
	Solid Waste	97,700	-	-	5,508,969	21,860,569
	Airport	894,300	250,000	-	357,245	2,391,745
	Cemetery	1,000	100,000	-	300,035	1,487,035
INTERNAL SERVICE FUNDS	Insurance	23,100	-	-	1,768,470	1,791,570
	Workers' Compensation	1,211,900	-	50,000	2,482,073	3,743,973
	Facilities	107,700	500,000	-	1,050,811	5,085,311
	Innovation & Technology	8,000	648,653	-	2,865,671	10,089,824
	Equipment Rental	3,230,700	25,000	-	5,655,295	9,325,395
FIDUCIARY FUNDS	Fire Pension	46,200	-	-	2,111,149	2,236,249
PERMANENT FUNDS	Cemetery Endowment Care	5,000	-	-	1,829,409	1,874,409
TOTAL BUDGET		\$ 7,915,940	\$ 11,115,780	\$ 2,207,500	\$ 108,311,321	\$ 297,361,591

2020 Budgeted Expenditures by Object, All Funds

Fund		(10 & 20) Personnel	(30) Supplies	(40) Services	(50) Intergov't	(60) Capital
GENERAL FUND		\$ 48,554,065	\$ 1,590,738	\$ 13,029,669	\$ 7,669,800	\$ 10,000
SPECIAL REVENUE FUNDS	Arterial Street	397,000	-	400,000	-	2,911,200
	Local Street	162,391	-	700	-	1,737,609
	Hotel/Motel Tax	57,735	3,200	109,375	-	-
	Arterial Street Preservation	306,000	-	150,000	-	3,511,840
	Drug Forfeiture	171,256	58,200	71,000	-	-
	Housing & Community Development	226,570	800	312,600	-	-
	Recreational Trails	-	-	-	-	-
	Business Improvement Area	-	1,000	89,000	-	-
	Cumulative Reserve	-	-	-	-	-
	Mitigation Fees	-	-	-	75,000	-
	DEBT SERVICE	1998 Library Bond	-	-	-	-
City Hall Annex 2010 A&B Bond		-	-	-	-	-
Local Revitalization 2010 C&D Bond		-	-	-	-	-
SCORE Debt Service		-	-	-	-	-
LID Guarantee		-	-	-	-	-
LID #350		-	-	-	-	-
Golf / Cemetery 2016 Refunding		-	-	-	-	-
CAPITAL PROJECTS	Municipal Parks Construction	-	-	10,000	-	460,000
	Capital Improvements	-	-	-	-	785,000
	Local Revitalization	-	-	-	-	-
ENTERPRISE FUNDS	Water	4,494,411	364,244	4,446,167	-	3,736,905
	Sewer	2,482,367	164,550	2,957,850	9,500	1,103,000
	Sewer Metro	-	-	200	18,397,600	-
	Storm Drainage	4,216,206	84,550	1,930,700	99,200	1,829,900
	Solid Waste	-	53,400	15,565,575	399,900	-
	Airport	394,101	214,000	154,800	-	746,900
	Cemetery	768,643	221,700	157,500	-	25,000
INTERNAL SERVICE FUNDS	Insurance	175,000	-	5,600	-	-
	Workers' Compensation	250,000	-	455,315	-	-
	Facilities	1,205,282	140,220	1,950,260	-	-
	Innovation & Technology	3,340,561	460,150	2,696,200	-	500,000
	Equipment Rental	966,735	987,400	504,600	-	1,330,500
FIDUCIARY FUNDS						
	Fire Pension	198,520	-	7,000	-	-
PERMANENT FUNDS						
	Cemetery Endowment Care	-	-	-	-	-
TOTAL BUDGET		\$ 68,366,843	\$ 4,344,152	\$ 45,004,111	\$ 26,651,000	\$ 18,687,854

2020 Budgeted Expenditures by Object, All Funds (continued)

Fund		(70 & 80) Debt Service	(90) Interfund Srv.	Interfund Transfers	Ending Fund Balance	Total Budget
GENERAL FUND		\$ 79,400	\$ 9,269,300	\$ 383,433	\$ 7,058,325	\$ 87,644,730
SPECIAL REVENUE FUNDS	Arterial Street	207,600	80,100	-	1,043,177	5,039,077
	Local Street	-	15,600	-	942,580	2,858,880
	Hotel/Motel Tax	-	-	-	95,811	266,121
	Arterial Street Preservation	-	-	-	1,234,217	5,202,057
	Drug Forfeiture	-	10,500	-	74,504	385,460
	Housing & Community Development	-	-	-	36,458	576,428
	Recreational Trails	-	-	-	78,526	78,526
	Business Improvement Area	-	-	-	39,873	129,873
	Cumulative Reserve	-	-	4,100,000	6,260,112	10,360,112
	Mitigation Fees	-	-	666,600	9,667,087	10,408,687
	DEBT SERVICE	1998 Library Bond	-	-	-	-
City Hall Annex 2010 A&B Bond		1,658,400	-	-	-	1,658,400
Local Revitalization 2010 C&D Bond		574,600	-	-	12,396	586,996
SCORE Debt Service		2,117,000	-	-	-	2,117,000
LID Guarantee		-	-	-	1,688	1,688
LID #350		-	-	-	8,759	8,759
Golf / Cemetery 2016 Refunding		376,000	-	-	-	376,000
CAPITAL PROJECT	Municipal Parks Construction	-	-	-	485,872	955,872
	Capital Improvements	-	-	3,159,300	6,340,277	10,284,577
	Local Revitalization	-	-	-	-	-
ENTERPRISE FUNDS	Water	2,678,700	1,844,067	1,126,642	7,397,198	26,088,334
	Sewer	807,300	1,443,267	74,614	15,680,929	24,723,377
	Sewer Metro	-	-	-	3,492,867	21,890,667
	Storm Drainage	747,100	1,838,700	148,614	14,938,920	25,833,890
	Solid Waste	-	642,300	22,877	5,176,517	21,860,569
	Airport	12,300	78,800	275,000	515,844	2,391,745
	Cemetery	-	196,000	-	118,192	1,487,035
INTERNAL SERVICE FUNDS	Insurance	-	-	-	1,610,970	1,791,570
	Workers' Compensation	-	128,100	-	2,910,558	3,743,973
	Facilities	-	161,400	658,700	969,449	5,085,311
	Innovation & Technology	-	185,900	500,000	2,407,013	10,089,824
	Equipment Rental	23,500	304,000	-	5,208,660	9,325,395
FIDUCIARY FUNDS	Fire Pension	-	16,800	-	2,013,929	2,236,249
PERMANENT FUNDS	Cemetery Endowment Care	-	-	-	1,874,409	1,874,409
TOTAL BUDGET		\$ 9,281,900	\$ 16,214,834	\$ 11,115,780	\$ 97,695,117	\$ 297,361,591

Relationship between Fund and City Structure

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

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

Budgeted Expenditures by Administrative Structure

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

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

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

Administrative or Support Departments:

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

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

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

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

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

Community Development The Community Development Department provides citywide land use planning and environmental protection, environmental services, permitting, and inspection services.

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

Public Works: The Public Works Department includes Engineering Services; Water, Sewer, and Storm utilities; Equipment Rental; Airport; and Streets.

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

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

Budgeted Expenditures by Administrative Structure

	2017 Actual	2018 Adj Budget	2018 Est Actual	2019 Budget	2020 Budget
MAYOR & COUNCIL:					
Mayor and Council	\$ 1,135,327	\$ 1,332,443	\$ 1,332,443	\$ 1,150,079	\$ 1,184,746
	1,135,327	1,332,443	1,332,443	1,150,079	1,184,746
ADMINISTRATION DIRECTOR:					
Administration	2,512,461	3,452,642	3,311,597	3,693,134	3,761,081
Hotel/Motel Tax	105,999	219,800	219,800	160,050	170,310
Housing & Community Development	653,843	1,209,646	1,209,646	590,000	539,970
Business Improvement Area	7,297	90,000	40,000	90,000	90,000
Facilities	3,672,706	4,455,193	4,172,750	3,894,563	4,115,862
Multimedia	1,020,175	1,166,789	1,160,289	1,136,761	1,168,270
	7,972,481	10,594,070	10,114,082	9,564,508	9,845,493
HUMAN RESOURCES DIRECTOR:					
Human Resources	3,745,380	3,959,808	3,916,885	4,506,052	4,789,415
Worker's Compensation	427,364	862,683	530,132	818,115	833,415
	4,172,744	4,822,491	4,447,017	5,324,167	5,622,830
FINANCE DIRECTOR:					
Finance	1,433,788	1,565,731	1,521,321	3,533,140	3,729,078
Non-Departmental	4,328,174	6,983,343	6,172,893	2,488,910	2,662,233
Cumulative Reserve	-	1,592,200	1,592,200	142,200	4,100,000
Mitigation Fees	2,369,497	3,045,917	2,094,418	2,980,350	741,600
Debt Service Funds	2,937,972	5,129,772	2,574,824	4,766,000	4,726,000
Capital Improvements	2,872,925	7,074,148	6,019,036	8,500,550	3,944,300
Local Revitalization	19,027	340,500	-	484,500	-
Solid Waste	14,537,413	15,570,227	14,903,979	16,296,306	16,684,052
Insurance	52,546	241,230	104,230	180,600	180,600
Fire Pension	194,972	221,025	221,025	215,120	222,320
Cemetery Endowment Care	-	75,000	42,000	33,000	-
	28,746,313	41,839,093	35,245,926	39,620,676	36,990,183
CITY ATTORNEY:					
Legal	2,221,484	2,398,550	2,376,788	2,795,950	2,934,072
	2,221,484	2,398,550	2,376,788	2,795,950	2,934,072
COMMUNITY DEV. DIRECTOR					
Community Development	4,225,931	4,826,325	4,461,201	4,746,823	5,002,072
	4,225,931	4,826,325	4,461,201	4,746,823	5,002,072
PUBLIC WORKS DIRECTOR					
Engineering	2,958,908	3,864,132	3,770,772	4,031,925	4,433,811
Streets	3,673,454	4,039,204	3,845,102	4,041,472	3,987,177
Arterial Street	9,835,459	6,747,792	6,343,177	1,781,400	3,995,900
Local Street	2,295,960	3,591,570	3,591,570	2,605,900	1,916,300
Arterial Street Preservation	5,115,291	7,003,940	6,316,940	3,172,240	3,967,840
Water	23,359,300	25,538,322	23,197,997	20,946,751	18,691,136
Sewer	10,558,726	10,440,119	9,414,298	10,738,563	9,042,448
Storm Drainage	12,684,932	13,404,470	11,509,929	12,062,212	10,894,970
Sewer Metro	17,355,137	18,250,200	17,600,000	18,215,600	18,397,800
Airport	1,111,980	1,890,009	1,860,009	3,536,093	1,875,901
Equipment Rental	3,820,527	5,261,660	4,147,439	5,849,041	4,116,735
	92,769,674	100,031,418	91,597,233	86,981,197	81,320,018
POLICE CHIEF:					
SCORE (jail)	3,794,872	4,099,465	3,998,000	5,001,000	5,001,000
Police	24,947,225	28,354,695	27,068,959	28,921,479	29,865,874
Drug Forfeiture	220,086	271,921	247,557	298,037	310,956
	28,962,183	32,726,081	31,314,516	34,220,516	35,177,830
PARKS DIRECTOR:					
Parks, Arts & Recreation	12,031,189	12,821,406	12,310,111	12,878,201	13,235,846
Recreational Trails	-	-	-	-	-
Municipal Parks	1,198,277	3,675,100	2,090,900	2,015,000	470,000
Cemetery	1,117,860	1,273,391	1,227,528	1,722,062	1,368,843
	14,347,326	17,769,897	15,628,539	16,615,263	15,074,689
INNOVATION & TECHNOLOGY DIRECTOR:					
Innovation and Technology	5,202,762	6,481,143	6,111,053	6,170,179	6,514,541
	5,202,762	6,481,143	6,111,053	6,170,179	6,514,541
RESERVES:					
General Fund	22,643,676	12,647,042	18,037,042	12,394,863	7,058,325
Special Revenue Funds	29,600,716	23,778,329	26,431,668	23,453,211	19,472,345
Debt Service Funds	21,086	21,652	21,723	22,203	22,843
Capital Funds	12,664,843	10,215,442	11,095,349	8,045,149	6,826,149
Enterprise Funds	-	-	-	-	-
Utilities	47,358,877	42,696,238	44,331,969	45,975,737	46,686,431
Airport	683,580	472,838	581,038	357,245	515,844
Cemetery	773,825	759,234	702,097	300,035	118,192
Internal Service Funds	15,589,264	14,574,807	15,968,169	13,822,320	13,106,650
Fiduciary Funds	2,317,794	2,180,769	2,205,369	2,111,149	2,013,929
Permanent Funds	1,811,509	1,776,409	1,817,409	1,829,409	1,874,409
	133,465,171	109,122,760	121,191,833	108,311,321	97,695,117
TOTAL ALL FUNDS	\$ 323,221,396	\$ 331,944,271	\$ 323,820,631	\$ 315,500,679	\$ 297,361,591

Budgeted General Fund Expenditures by Department & Cost Center

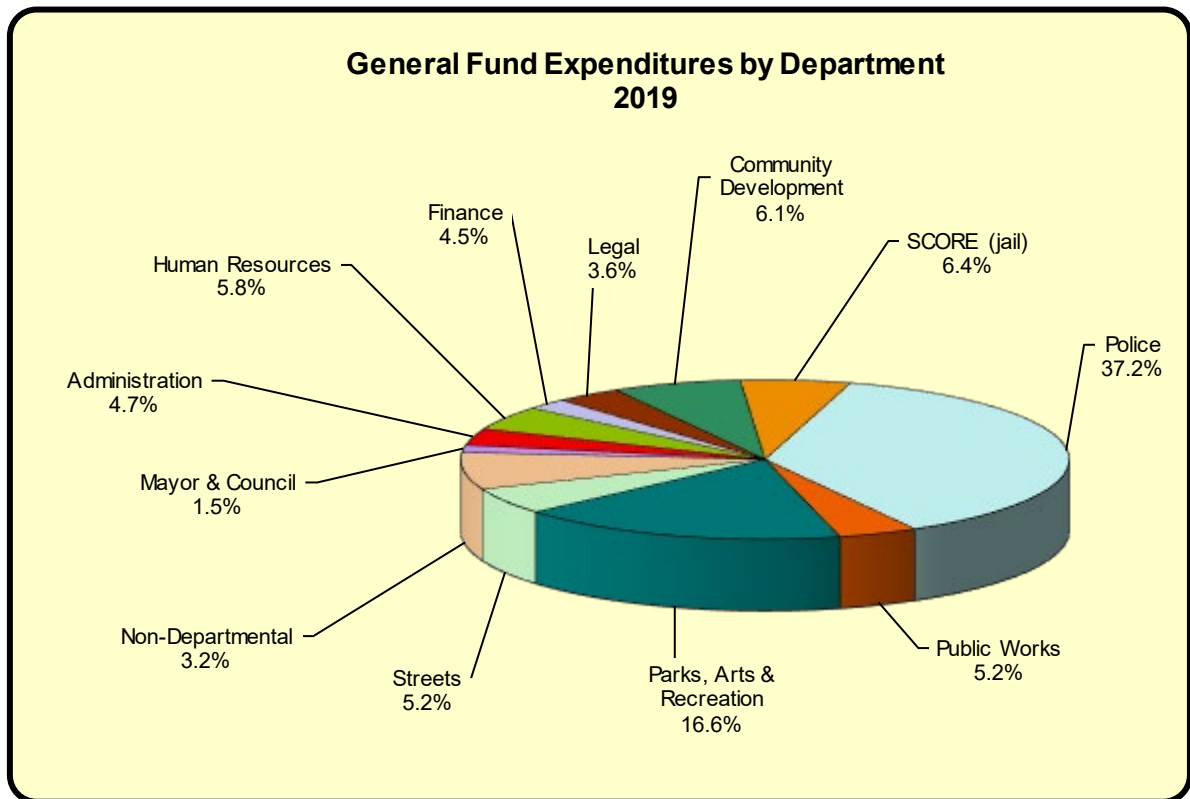
The next table presents a summary of General Fund expenditures by cost center. A cost center identifies specific activities within an administrative unit of the City. Since these cost centers correspond to specific programs operated by the City, this page summarizes the program budgets of the General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

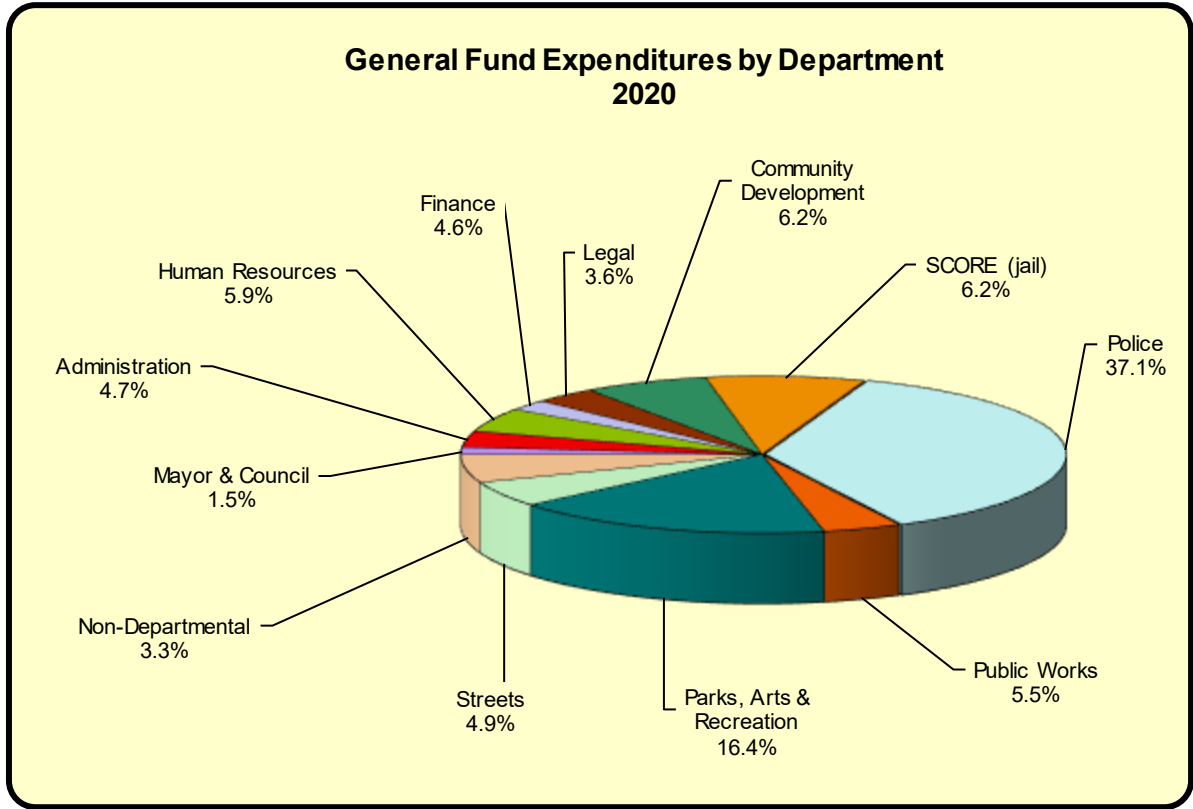
In 2019, the total public safety budget, which includes Police, Jail, Municipal Court, Probation, and Civil Service, is 47.5% of the total General Fund. Police services make up 37.2% of the General Fund; the largest police program being Patrol & Operations. Jail services at the South Correctional Entity (SCORE) account for 6.4%, while Municipal Court, Probation, and Civil Services total 3.9%.

Parks, Arts and Recreation accounts for 16.6% of the General Fund, with 7.5% dedicated to recreation and park facilities, and 1.3% to senior services.

The balance of the General Fund budget supports a variety of services – 5.2% has been allocated to street maintenance; 5.2% to Public Works and engineering services; 6.1% to Community Development services which include permitting, land use planning, and building code administration; and the remaining 19.5% is made up of general government services such as Legal, Finance, and Administration.

The pie charts below and on the next page depict General Fund expenditures for 2019 and 2020 by department.





Budgeted General Fund Expenditures by Cost Center

	2017 Actual	2018 Adj Budget	2018 Est Actual	2019 Budget	2020 Budget
MAYOR & COUNCIL:					
City Council	\$ 438,626	\$ 463,998	\$ 463,998	\$ 477,143	\$ 490,848
Mayor	696,701	868,445	868,445	672,936	693,898
	1,135,327	1,332,443	1,332,443	1,150,079	1,184,746
ADMINISTRATION:					
Administration	597,634	611,596	615,306	800,911	824,378
Emergency Management	225,196	252,760	236,477	267,334	276,107
Community Services	423,652	480,480	470,480	506,231	510,853
Economic Development	612,099	1,099,458	1,013,500	1,005,566	1,034,362
Human Services	653,879	1,008,348	975,834	1,113,092	1,115,381
	2,512,461	3,452,642	3,311,597	3,693,134	3,761,081
HUMAN RESOURCES:					
Municipal Court	2,465,944	2,644,145	2,601,222	2,879,221	3,079,211
Personnel & Administration	1,153,147	1,168,329	1,168,329	1,451,096	1,527,480
Civil Service Commission	120,251	127,334	127,334	155,735	162,724
Wellness	6,037	20,000	20,000	20,000	20,000
	3,745,380	3,959,808	3,916,885	4,506,052	4,789,415
FINANCE:					
Administration	402,575	448,409	448,409	627,540	653,510
Budgeting & Accounting	1,031,213	1,117,322	1,072,912	2,001,287	2,109,775
Finance - Utilities ¹	-	-	-	904,313	965,793
	1,433,788	1,565,731	1,521,321	3,533,140	3,729,078
LEGAL:					
City Clerk	773,425	765,992	765,992	904,678	945,823
Administration	768,509	796,186	796,186	987,256	1,029,151
Prosecution & Criminal	679,550	836,372	814,610	904,016	959,098
	2,221,484	2,398,550	2,376,788	2,795,950	2,934,072
COMMUNITY DEVELOPMENT:					
Pet Licensing ²	6,677	-	-	-	-
Building & Permits	2,116,702	2,228,331	2,228,331	2,409,522	2,547,260
Administration	1,705,208	1,822,001	1,822,001	783,547	822,283
Environmental Services	241,356	405,793	100,000	406,879	427,850
Planning	155,988	370,200	310,869	1,146,875	1,204,679
	4,225,931	4,826,325	4,461,201	4,746,823	5,002,072
SCORE (JAIL):					
SCORE	3,794,872	4,099,465	3,998,000	5,001,000	5,001,000
	3,794,872	4,099,465	3,998,000	5,001,000	5,001,000
POLICE:					
Administration	6,196,518	6,885,691	6,557,691	7,077,409	7,357,485
Patrol & Operations	12,791,722	14,345,467	13,624,167	14,534,893	14,920,742
Investigations	3,477,151	4,201,193	4,026,193	4,370,455	4,535,114
Community Programs	1,191,289	1,356,037	1,319,601	1,337,996	1,387,200
Records	1,196,177	1,307,789	1,307,789	1,350,668	1,403,554
Jail	-	20,000	20,000	20,000	20,000
Animal Control	94,368	238,517	213,517	230,058	241,779
	\$ 24,947,225	\$ 28,354,695	\$ 27,068,959	\$ 28,921,479	\$ 29,865,874

Budgeted General Fund Expenditures by Cost Center (continued)

	2017 Actual	2018 Adj Budget	2018 Est Actual	2019 Budget	2020 Budget
PUBLIC WORKS:					
Engineering	\$ 2,958,908	\$ 3,864,132	\$ 3,822,772	\$ 4,031,925	\$ 4,433,811
	2,958,908	3,864,132	3,822,772	4,031,925	4,433,811
PARKS, ARTS & RECREATION:					
Cultural Arts	538,380	631,166	525,566	530,079	545,952
Special Events	581,330	611,367	611,367	656,122	682,647
Administration	1,487,020	1,531,708	1,524,148	1,560,211	1,633,647
Senior Center	878,568	1,039,930	1,002,897	1,007,230	1,023,125
Recreation Administration & Programs	2,377,151	2,571,025	2,488,626	2,396,972	2,509,217
Parks Facilities Rentals ³	-	-	-	126,700	132,600
Theater	613,220	642,887	625,097	710,225	726,494
Museum	483,286	494,262	494,262	502,070	523,887
Parks Facilities	3,347,500	3,411,784	3,213,380	3,415,036	3,447,741
Golf Maintenance & Operations	808,965	930,215	889,506	936,128	955,107
Golf Finance Administration	373,326	379,614	379,614	426,788	420,354
Golf Pro Shop	542,443	577,448	577,448	610,640	635,075
	12,031,189	12,821,406	12,331,911	12,878,201	13,235,846
STREETS:					
Maintenance & Operations	3,095,310	3,410,702	3,287,607	3,432,907	3,336,994
Administration	578,144	628,502	557,495	608,565	650,183
	3,673,454	4,039,204	3,845,102	4,041,472	3,987,177
NON-DEPARTMENTAL:					
Transfers & Miscellaneous	4,328,174	6,983,343	5,480,978	2,488,910	2,662,233
Ending Fund Balance	22,643,676	12,647,042	18,037,042	12,394,863	7,058,325
	26,971,850	19,630,385	23,518,020	14,883,773	9,720,558
TOTAL GENERAL FUND	\$ 89,651,868	\$ 90,344,786	\$ 91,504,999	\$ 90,183,028	\$ 87,644,730

¹ The Finance - Utilities cost center was created in 2018 to identify administrative costs for Finance utility personnel.

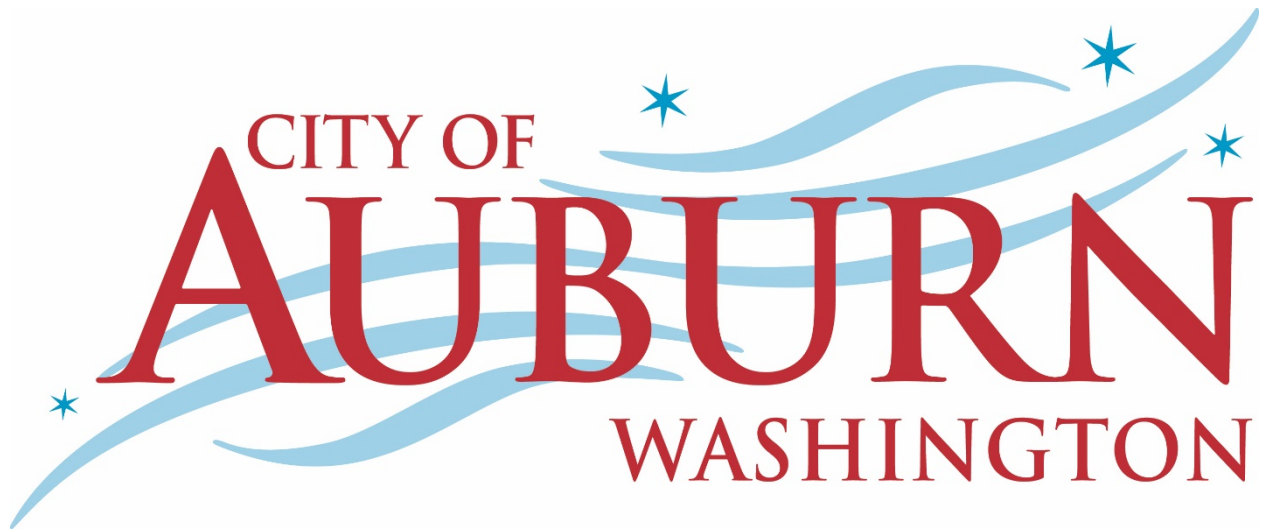
² The Pet Licensing function is budgeted in Non-Departmental beginning in 2018.

³ The Parks Facilities Rentals cost center was created in 2018 to identify expenditures related to facility rentals.

Budgeted Interfund Operating Transfers

The next table presents a summary of transfers between funds for items such as payment of debt service and transfers in support of capital construction projects.

Fund	Fund Name	2019		2020	
		Transfers Out	Transfers In	Transfers Out	Transfers In
001	GENERAL	\$ 452,510	\$ 80,906	383,433	\$ 4,081,527
102	ARTERIAL STREET	-	545,350	-	511,600
103	LOCAL STREET FUND	-	1,900,000	-	1,900,000
122	CUMULATIVE RESERVE FUND	142,200	-	4,100,000	-
124	MITIGATION FEES	2,905,350	-	666,600	-
230	2010A&B ANNEX DEBT SERVICE	-	1,315,900	-	1,317,400
231	2010C&D LOCAL REVITALIZATION	-	231,800	-	220,600
276	2016 COMBINED REFUNDING 2005/2006ALTO	-	374,100	-	376,000
321	MUNICIPAL PARK CONSTRUCTION	-	1,385,000	-	180,000
328	CAPITAL IMPROVEMENT PROJECTS	2,709,750	1,047,200	3,159,300	5,000
430	WATER UTILITY	1,164,691	-	1,076,642	-
431	SEWER UTILITY	303,592	-	24,614	-
432	STORM DRAINAGE UTILITY	377,592	-	98,614	-
434	SOLID WASTE	21,831	-	22,877	-
435	AIRPORT	360,000	-	250,000	-
436	CEMETERY	100,000	100,000	-	100,000
460	WATER CAPITAL PROJECTS	50,000	811,400	50,000	1,000,000
461	SEWER CAPITAL PROJECTS	50,000	-	50,000	-
462	STORM DRAINAGE CAPITAL PROJECTS	50,000	-	50,000	-
465	AIRPORT CAPITAL PROJECTS	37,000	350,000	25,000	250,000
466	CEMETERY CAPITAL PROJECTS	-	133,000	-	-
505	FACILITIES	679,950	40,000	658,700	500,000
518	INNOVATION AND TECHNOLOGY	-	152,010	500,000	148,653
560	EQUIPMENT RENTAL CAPITAL PROJECTS	-	970,800	-	25,000
568	IT CAPITAL PROJECTS	-	-	-	500,000
701	CEMETERY ENDOWED CARE FUND	33,000	-	-	-
Total		\$ 9,437,466	\$ 9,437,466	\$ 11,115,780	\$ 11,115,780



SECTION VI: PROGRAM IMPROVEMENTS BY CITY DEPARTMENTS

This section of the budget presents in detail, the program improvements that have been recommended by the Mayor and City Council during budget deliberations. Each program improvement consists of the following:

Program Title

The name of the improvement as proposed by the department.

Contact Person

The director of the department requesting the improvement.

Duration

Indicates whether the budget for the proposed improvement will end after 2019-2020 (one-time) or will continue indefinitely (ongoing).

2019 Cost

Estimated cost by the department to implement the program improvement in 2019.

2020 Cost

Estimated cost by the department to implement the program improvement in 2020.

Department Name

The department requesting the improvement.

Funding Source

Indicates the fund(s) that have been budgeted to pay for the improvement.

Description of Improvement

A brief summary of the program improvement.

Alternatives

This portion of the proposal describes potential alternatives to the proposed program to assist in evaluating the proposal's merits.

Advantages of Approval

The advantages of the proposal relative to the alternatives.

Implications of Denial

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

Cost of Improvement

Shows the budget for the proposal for each budget year by major expenditure element as well as the category of fund(s) that will pay for the proposal.

2019-2020 Program Improvements by Department

The following table summarizes the program improvements that have been included in the 2019-2020 budget. The recommended levels of funding are indicated under the Total Costs columns.

PROGRAM IMPROVEMENTS						
Page	Request	Department	FTEs	Title	Costs Net of Revenue	
					2019	2020
287	AIR.0001	Airport	3.0	Airport Management	\$ 31,493	\$ 16,901
288	ASD.0012	Administration		Marketing and Branding Campaign	50,000	50,000
289	ASD.0014	Administration		Port of Seattle Grant Matching Funds	47,500	47,500
290	ASD.0017	Administration	1.0	Housing Repair Program Delivery Shift	-	-
291	CEM.0005	Cemetery		Asphalt Overlay	300,000	-
292	CEM.0006	Cemetery		Mausoleum	25,000	25,000
293	ENG.0020	Engineering		Pavement Condition Rating Data Update	80,000	-
294	ENG.0021	Engineering		Auburn Way South Sidewalk (REET 2)	-	15,000
295	ENG.0022	Engineering		Citywide ADA & Sidewalk Improvements (REET 2)	200,000	200,000
296	ENG.0023	Engineering		Annual Traffic Signal Replace and Improv. (REET 2)	175,000	200,000
297	ENG.0024	Engineering		Neighborhood Traffic Safety Program (REET 2)	50,000	50,000
298	ENG.0025	Engineering		Citywide Street Lighting Improvements (REET 2)	50,000	50,000
299	ENG.0026	Engineering		City Street Light LED Retrofit (REET 2)	1,850,000	(140,000)
300	ERR.0008	Equipment Rents		M&O/Police/CH Master Planning (REET 1)	125,000	125,000
301	FAC.0017	Facilities		Arts & Cultural Roof Replacement (REET 1)	-	50,000
302	FAC.0019	Facilities		Justice Center Roof Replacement (REET 1)	-	200,000
303	FAC.0020	Facilities		City Hall Roof Replacement (REET 1)	-	350,000
304	FAC.0022	Facilities		JACE 4 Upgrade - Citywide	334,689	-
305	FAC.0025	Facilities	1.0	Custodian - FTE	3,116	10,277
306	FAC.0026	Facilities		Lighting/Painting/Siding (Incl. REET 1)	100,900	-
307	FIN.0015	Finance	1.0	Business Analyst	137,010	153,653
308	FIN.0016	Finance		Garage Painting (REET)	103,600	-
309	GLF.0035	Golf Course		Fairway Drainage Improvement (REET 2)	30,000	30,000
310	GLF.0036	Golf Course		New HR 600 Rotary Mower Golf Course	71,300	-
311	LGL.0005	Legal	1.0	Records Clerk FTE	106,253	115,804
312	MAY.0003	Mayor		Homeless Response	500,000	500,000
313	PRK.0051	Parks, Arts & Re		Public Art Annual Allocation (REET 2)	-	60,000
314	WTR.0003	Water	1.0	MW-I CDL Water	-	-
TOTAL			8.0		\$ 4,370,861	\$ 2,109,135

REQUEST FOR PROGRAM IMPROVEMENT

AIR.0001

Program Title: Airport Management		Contact Person: Ingrid Gaub	Duration: Ongoing
2019 Cost: \$ 31,493	2020 Cost: \$ 16,901	Department Name: Public Works	Funding Source: Airport

Description of Improvement:
The City's contract with the Airport Management Group (AMG) for airport management and operations expires December 31, 2018. AMG does not intend to submit a proposal for continued management of the airport. This program improvement is to modify the Airport budget to accommodate the inclusion of airport management, including sales of aviation fuel, by City staff instead of through a private contract management firm. Fuel operations are currently managed by a contract management firm, so the costs and revenues related to aviation fuel have been incorporated into this program improvement. It is estimated that one-time expenditures for this program improvement are \$55,200 in 2019 and \$25,000 in 2020.

Alternatives:
The alternative is to solicit for a new firm to provide airport management by contract. There is limited interest by firms that can complete this work.

Advantages of Approval:
Moving the Airport Management to in-house staff will provide the following: 1) A slight increase in revenues to the Airport due to the current practice of profit sharing on aviation fuel sales at the Airport. 2) More direct communication and coordination for operation and maintenance of the Airport. 3) More public transparency in how Airport funds are being spent. Bringing this work in house also opens up considerable resources through the City's other departments such as fleet management, Information Technology, Facilities maintenance, and Multimedia support for marketing.

Implications of Denial:
If the decision package is not implemented, the City will need to solicit for contract management and obtain a new contract firm by 12/31/18 as the Airport cannot operate without management, and the ability to close the Airport is not a viable option with the Federal Aviation Administration.

2019 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	280,000
Other Funds	-
Total Revenue:	\$ 280,000
Expenditures:	
Wages	207,803
Benefits	149,490
Supplies	191,500
Minor Equipment	13,200
Professional Services	(389,000)
Other Services & Charges	16,500
Repairs & Maintenance	15,000
Machinery & Equipment	37,000
Other	70,000
Total Cost:	\$ 311,493
Net Cost	\$ 31,493

2020 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	300,000
Other Funds	-
Total Revenue:	\$ 300,000
Expenditures:	
Wages	221,143
Benefits	166,958
Supplies	211,500
Minor Equipment	-
Professional Services	(413,000)
Other Services & Charges	11,500
Repairs & Maintenance	15,000
Machinery & Equipment	25,000
Other	78,800
Total Cost:	\$ 316,901
Net Cost	\$ 16,901

REQUEST FOR PROGRAM IMPROVEMENT

ASD.0012

Program Title: Marketing and Branding Campaign		Contact Person: Dana Hinman	Duration: One-Time
2019 Cost: \$ 50,000	2020 Cost: \$ 50,000	Department Name: Administration	Funding Source: General Fund

Description of Improvement:
On November 10th, 2016, Resolution # 5256 was passed adopting the City of Auburn's 10-year Economic Development Strategic Plan. The plan's intention is to provide a guideline for the City's economic development activities over the next decade. It was agreed that the work would take discipline and direction, leadership and collaboration, and patience and perseverance across the City and its multiple partners. The plan highlights tasks specific to "messaging," with a stated need for a stronger branding community-wide.

This request of \$50,000 per year is to fund a city-wide Branding and Marketing campaign.

Alternatives:
N/A

Advantages of Approval:
Funds from the approval of this decision package would go towards a structured television, radio, print and digital media ad campaign and support "messaging" strategies (4.1-4.6.6) as outlined in the 10-year strategic plan. This will have a positive impact on economic development, Auburn tourism and the City by increasing the City's tax base.

Implications of Denial:
By denial of this request, there would be inadequate funds to implement strategic goals as outlined in the 10-Year Strategic Plan.

2019 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	50,000
Repairs & Maintenance	-
Machinery & Equipment	-
Other	-
Total Cost:	\$ 50,000
Net Cost	\$ 50,000

2020 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	50,000
Repairs & Maintenance	-
Machinery & Equipment	-
Other	-
Total Cost:	\$ 50,000
Net Cost	\$ 50,000

REQUEST FOR PROGRAM IMPROVEMENT

ASD.0014

Program Title: Port of Seattle Grant Matching Funds		Contact Person: Dana Hinman	Duration: One-Time
2019 Cost: \$ 47,500	2020 Cost: \$ 47,500	Department Name: Administration	Funding Source: General Fund

Description of Improvement:
If the City's grant application is approved, Auburn would receive \$65,000 for eligible economic development activities. Per the terms of the grant, the City would need to match funding of \$22,500 each year. This request is for \$47,500 for 2019 and 2020 to match funds to enhance and support the buy-local program that was established during the first two rounds of executed partnership agreements with the Port of Seattle. An additional \$25,000 is requested for each of year for database updates, continued development and ongoing maintenance of www.BuyLocalAuburn.com, City of Auburn business license renewal system, analytic data capturing, reporting, and further promote businesses within the City and region.

Alternatives:
N/A

Advantages of Approval:
Approval of this decision package will allow the City of Auburn to apply for Port of Seattle partnership grant funds. These funds will go directly to promoting economic development activities within the City to increase business recruitment, small business development, industry retention, expansion assistance, job creation, and to maintain the operations of the Small Business Incubator.

Implications of Denial:
If this request is not approved, the City of Auburn will not be able to submit for the Port of Seattle Partnership Grant funds.

2019 Cost of Improvement	
Revenues:	
General Fund	65,000
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ 65,000
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	30,000
Other Services & Charges	82,500
Repairs & Maintenance	-
Machinery & Equipment	-
Other	-
Total Cost:	\$ 112,500
Net Cost	\$ 47,500

2020 Cost of Improvement	
Revenues:	
General Fund	65,000
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ 65,000
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	30,000
Other Services & Charges	82,500
Repairs & Maintenance	-
Machinery & Equipment	-
Other	-
Total Cost:	\$ 112,500
Net Cost	\$ 47,500

REQUEST FOR PROGRAM IMPROVEMENT

ASD.0017

Program Title: Housing Repair Program Delivery Shift		Contact Person: Dana Hinman	Duration: Ongoing
2019 Cost: \$ -	2020 Cost: \$ -	Department Name: Administration	Funding Source: Housing and Community Development

Description of Improvement:
The City's Minor Home Repair Program uses only outside contractors to deliver services to low- and moderate- income Auburn residents. This results in costs being driven by contractor rates and a significant delay in service delivery. We would like to hire an internal Housing Repair Technician to be able to carry out a large proportion of the home repair services that we offer. The current wait time for our program is roughly 10 months. In neighboring SKC cities that utilize an in-house technician model, the wait time is between 3-5 weeks. This request includes 1.0 FTE Housing Repair Technician, to be hired in mid-2019, costs for IT equipment to support them, and the purchase of a housing repair van. All of these costs will be offset by revenue from our CDBG grant.

Alternatives:
Continue to run program as-is. Due to increasing construction costs, this will result in fewer households served over time. Additionally, we will continue to have extensive wait times for community members in need of this service.

Advantages of Approval:
A change in our service delivery model will result in shorter program wait times, the ability to serve more households each year, and greater flexibility to send out staff to Auburn residents facing urgent repair situations. The program can continue to be funded with CDGB, resulting in no net impact on the City's General Fund.

Implications of Denial:
Low- and moderate-income Auburn residents with minor home repair needs will continue to experience long wait times when accessing our program. Residents with a presenting repair issue that is minor may experience worsening housing conditions as the issue deteriorates in the months it takes our program to respond. Our program's efficiency will be dictated in part by the regional housing and construction market.

2019 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	-
Total Cost:	\$ -
Net Cost	\$ -

2020 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	-
Total Cost:	\$ -
Net Cost	\$ -

REQUEST FOR PROGRAM IMPROVEMENT

CEM.0005

Program Title: Asphalt Overlay		Contact Person: Daryl Faber	Duration: One-Time
2019 Cost: \$ 300,000	2020 Cost: \$ -	Department Name: Parks, Arts & Recreation	Funding Source: Cemetery

Description of Improvement:
Overlay and seal internal cemetery roads.

Alternatives:
Patch areas that are in the poorest condition.

Advantages of Approval:
This work will ensure the long-term road condition remains acceptable. These roads have never been overlaid or sealed and are in very poor condition.

Implications of Denial:
If denied, the road condition will continue to decline.

2019 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	300,000
Total Cost:	\$ 300,000
Net Cost	\$ 300,000

2020 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	-
Total Cost:	\$ -
Net Cost	\$ -

REQUEST FOR PROGRAM IMPROVEMENT

CEM.0006

Program Title: Mausoleum		Contact Person: Daryl Faber	Duration: One-Time
2019 Cost: \$ 25,000	2020 Cost: \$ 25,000	Department Name: Parks, Arts & Recreation	Funding Source: Cemetery

Description of Improvement:
Design a 96-crypt mausoleum for the above-ground interment option. The public has expressed a desire to have this option available as the current mausoleum is at capacity.

Alternatives:
The current mausoleum is at full capacity. If not approved, ground burials will continue to be the only option.

Advantages of Approval:
Increased options for interments. Revenues will increase based on increased options and capacity.

Implications of Denial:
Construction of the mausoleum will provide for 96 crypts. This will provide an approximate 20-year capacity.

2019 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	25,000
Total Cost:	\$ 25,000
Net Cost	\$ 25,000

2020 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	25,000
Total Cost:	\$ 25,000
Net Cost	\$ 25,000

REQUEST FOR PROGRAM IMPROVEMENT

ENG.0020

Program Title: Pavement Condition Rating Data Update		Contact Person: Ingrid Gaub	Duration: One-Time
2019 Cost: \$ 80,000	2020 Cost: \$ -	Department Name: Public Works	Funding Source: Local Street & Arterial Street Preservation

Description of Improvement:
To continue long-term preservation of the City's local and arterial/collect street network, the collection of actual pavement condition data is needed. This is intended to be completed once every 2-3 years and the City last completed a pavement condition rating survey in 2017. This proposal is to fund the next pavement rating data update in 2019. The information is used for several purposes including: 1) to refine the pavement condition database modeling and projections for the amount of funding needed over time to successfully maintain our streets at an average Pavement Condition Index (PCI) of 70, 2) to identify potential streets for preservation projects, 3) to track pavement conditions for each street segment in the city, and 4) to forecast preservation program budget needs in the future.

Alternatives:
Rely on the current data until another study can be funded.

Advantages of Approval:
Having updated data on a regular schedule provides more data points within the modeling system and allows a more accurate determination of which streets need to be programmed for preservation or replacement and when, and allows for a longer term plan for how to fund and accomplish the work based on the needs of the system.

Implications of Denial:
Not having current data means that the City may not be aware of streets that are degrading faster than usual and therefore need to be improved earlier to maintain the street network in a cost effective and timely manner.

2019 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	80,000
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	-
Total Cost:	\$ 80,000
Net Cost	\$ 80,000

2020 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	-
Total Cost:	\$ -
Net Cost	\$ -

REQUEST FOR PROGRAM IMPROVEMENT

ENG.0021

Program Title: Auburn Way South Sidewalk (REET 2)		Contact Person: Ingrid Gaub	Duration: One-Time
2019 Cost: \$ -	2020 Cost: \$ 15,000	Department Name: Public Works	Funding Source: Capital Improvement Projects

Description of Improvement:
The project will construct sidewalk along the south side of Auburn Way S. The existing sidewalk currently ends at the intersection with Howard Road and restarts to the west of the intersection with Muckleshoot Plaza. The sidewalk gap extends for approximately 1,700 feet. This request is for \$15,000 in 2020 to match a potential grant of \$80,000 that has been applied for in 2018.

Alternatives:
The project would not be constructed and, if awarded, grant funds would be returned.

Advantages of Approval:
This project completes a missing gap of sidewalk on a heavily congested roadway that currently requires pedestrians to either walk within a narrow shoulder or to climb over guardrail and walk along the top of a steep slope. The project would address a safety concern and an accessibility issue along the corridor.

Implications of Denial:
Leave the existing condition as-is until funding becomes available.

2019 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	-
Total Cost:	\$ -
Net Cost	\$ -

2020 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	15,000
Total Cost:	\$ 15,000
Net Cost	\$ 15,000

REQUEST FOR PROGRAM IMPROVEMENT

ENG.0022

Program Title: Citywide ADA & Sidewalk Improvements (REET 2)		Contact Person: Ingrid Gaub	Duration: Ongoing
2019 Cost: \$ 200,000	2020 Cost: \$ 200,000	Department Name: Public Works	Funding Source: Capital Improvement Projects

Description of Improvement:
This project funds citywide accessibility improvements to the public right-of-way sidewalk system including adding/upgrading curb ramps, removing barriers to access, and completing accessibility gaps. Improvements are programmed annually based on the criteria adopted in the City's Public Right-of-Way Accessibility Transition Plan. This project has been included in the Capital Facilities Plan with past budgets at \$200,000 per year, and is an annual project.

Alternatives:
Not completing these sidewalk and accessibility improvements within the City.

Advantages of Approval:
Funding this project using REET funds provides a funding source for completion of improvements to the City's sidewalk network and addresses accessibility needs. This allows more of the limited street funding to be used to complete capacity and roadway improvements.

Implications of Denial:
Not having a program such as this to complete sidewalk and accessibility improvements increases the City's liability exposure to claims and increases the potential for a review by the Department of Justice.

2019 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	200,000
Total Cost:	\$ 200,000
Net Cost	\$ 200,000

2020 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	200,000
Total Cost:	\$ 200,000
Net Cost	\$ 200,000

REQUEST FOR PROGRAM IMPROVEMENT

ENG.0023

Program Title: Annual Traffic Signal Replace and Improv. (REET 2)		Contact Person: Ingrid Gaub	Duration: Ongoing
2019 Cost: \$ 175,000	2020 Cost: \$ 200,000	Department Name: Public Works	Funding Source: Capital Improvement Projects

Description of Improvement:
This project funds end-of-life capital replacement for traffic signal and Intelligent Transportation System equipment including cabinets, video detection cameras, field network devices, traffic cameras, battery backup components, and other related equipment for the approximately 90 traffic signals and devices within the City. This project also funds minor safety improvements, operations improvements, and Accessible Pedestrian Signal Improvements based on the criteria adopted in the City's Public Right-of-Way Accessibility Transition Plan. This is an annual project to keep existing signals operating until such time that full replacement is necessary.

Alternatives:
To not complete the necessary upgrades and replacement of equipment as they reach the end of their life.

Advantages of Approval:
This keeps the City's signals functioning and allows for replacement of components within the signal systems as they are damaged, wear out, or become obsolete.

Implications of Denial:
Not having these funds will mean the components are not upgraded or replaced when necessary, leading to more issues with signal operations and impacts on traffic operations within the City.

2019 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	175,000
Total Cost:	\$ 175,000
Net Cost	\$ 175,000

2020 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	200,000
Total Cost:	\$ 200,000
Net Cost	\$ 200,000

REQUEST FOR PROGRAM IMPROVEMENT

ENG.0024

Program Title: Neighborhood Traffic Safety Program (REET 2)		Contact Person: Ingrid Gaub	Duration: Ongoing
2019 Cost: \$ 50,000	2020 Cost: \$ 50,000	Department Name: Public Works	Funding Source: Capital Improvement Projects

Description of Improvement:
This project will implement neighborhood traffic calming strategies including street lighting, speed cushions, signage, speed radar signs, mini roundabouts, chicanes, traffic circles, and other approved traffic calming devices. Projects will be selected annually based on neighborhood meetings, public surveys, and engineering studies.

Alternatives:
Not completing the traffic studies and improvements to address neighborhood traffic calming or safety concerns.

Advantages of Approval:
This program was previously funded by Red Light Photo Enforcement revenues but has been funded from REET since the termination of Red Light Photo Enforcement program. This program provides a source of funds to address issues that are brought to the City by individuals and neighborhoods concerning speeding, cut-through traffic, sight distance, and other safety concerns. The program allows the implementation of improvements to address these concerns.

Implications of Denial:
Reduction in the amount of improvements completed and potentially the effectiveness of traffic calming and safety improvements within neighborhoods as these improvements would need to be completed using other street funding typically allocated to capacity and arterial roadway improvements.

2019 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	50,000
Total Cost:	\$ 50,000
Net Cost	\$ 50,000

2020 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	50,000
Total Cost:	\$ 50,000
Net Cost	\$ 50,000

REQUEST FOR PROGRAM IMPROVEMENT

ENG.0025

Program Title: Citywide Street Lighting Improvements (REET 2)		Contact Person: Ingrid Gaub	Duration: Ongoing
2019 Cost: \$ 50,000	2020 Cost: \$ 50,000	Department Name: Public Works	Funding Source: Capital Improvement Projects

Description of Improvement:
This project will fund street lighting improvements in neighborhoods without existing infrastructure and includes retrofitting existing lights to LED standards as appropriate. Projects will be selected from a prioritized list developed with neighborhood input.

Alternatives:
Continue funding limited street light improvements for safety issues only from the Neighborhood Traffic Safety Program if funding allows.

Advantages of Approval:
Having a separate fund for street light improvements allows the City to address complaints related to safety and visibility within neighborhoods through either additional lighting by Puget Sound Energy or, where funding allows, installation of new City street lighting. The program also provides funds for retrofitting existing lights to the City's LED standard lighting which is especially important when new lights are added to an area with some existing lighting due to the differences between the older high pressure sodium lighting and LED lighting.

Implications of Denial:
Not completing lighting improvements beyond those necessary to address a safety issue as other funding allows.

2019 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	50,000
Total Cost:	\$ 50,000
Net Cost	\$ 50,000

2020 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	50,000
Total Cost:	\$ 50,000
Net Cost	\$ 50,000

REQUEST FOR PROGRAM IMPROVEMENT

ENG.0026

Program Title: City Street Light LED Retrofit (REET 2)		Contact Person: Ingrid Gaub	Duration: Ongoing
2019 Cost: \$ 1,850,000	2020 Cost: \$ (140,000)	Department Name: Public Works	Funding Source: Capital Improvement Projects

Description of Improvement:
This request is to fund an LED retrofit program of all City owned standard (non-LED) street lights to take advantage of grant and rebate opportunities while they still exist.

Alternatives:
The alternative is to not retrofit the existing lights to be LED and continue paying increasing power costs and continued maintenance and replacement costs of the high pressure sodium lamps and parts to keep them operating.

Advantages of Approval:
Retrofitting to LED lights results in significant reductions in costs to operate and maintain the City's street lights and improves lighting uniformity and visibility. The program would utilize the Washington State Department of Enterprise Systems (DES) Energy program. The overall project cost estimate is \$2,500,000 with an expected grant of \$300,000 and PSE rebates of a minimum of \$350,000. Annual power consumption savings are conservatively estimated to be \$150,000 and operations and maintenance costs are expected to decrease by approximately \$40,000 a year.

Implications of Denial:
If this request isn't funded, City street lights will continue to be maintained and will eventually no longer be supported by the manufacturer. This will make replacement parts and lamps more expensive and harder to find, which will ultimately increase the amount of time it takes to repair and replace lights. Grant awards from the Department of Commerce have continued to decrease and are expected to eventually disappear. By not funding this project in 2019, it is likely that grant funding and rebates when the program is eventually implemented would be reduced or unavailable.

2019 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	650,000
Total Revenue:	\$ 650,000
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	2,500,000
Total Cost:	\$ 2,500,000
Net Cost	\$ 1,850,000

2020 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	(120,000)
Repairs & Maintenance	(20,000)
Machinery & Equipment	-
Other	-
Total Cost:	\$ (140,000)
Net Cost	\$ (140,000)

REQUEST FOR PROGRAM IMPROVEMENT

ERR.0008

Program Title: M&O/Police/CH Master Planning (REET 1)		Contact Person: Randy Bailey	Duration: One-Time
2019 Cost: \$ 125,000	2020 Cost: \$ 125,000	Department Name: Equipment Rental	Funding Source: Capital Improvement Projects

Description of Improvement:
 Planning effort for future M&O, Police, and City Hall needs including land usage and building needs for the next 20 years. This will be funded by REET 1.

Alternatives:
None.

Advantages of Approval:
 This would give us the ability to appropriately plan logistical and financial future needs for the M&O, Police, and City Hall facilities. This planning effort would allow us to schedule and plan the cost for needed improvements instead of doing multiple individual program improvements.

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

2019 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	125,000
Total Cost:	\$ 125,000
Net Cost	\$ 125,000

2020 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	125,000
Total Cost:	\$ 125,000
Net Cost	\$ 125,000

**REQUEST FOR PROGRAM IMPROVEMENT
FAC.0017**

Program Title: Arts & Cultural Roof Replacement (REET 1)		Contact Person: Dana Hinman	Duration: One-Time
2019 Cost: \$ -	2020 Cost: \$ 50,000	Department Name: Administration	Funding Source: Capital Improvement Projects

Description of Improvement:
Roof is at the end-of-life and needs replacement.

Alternatives:
Defer to next budget cycle.

Advantages of Approval:
Protect City assets from potential water damage caused by leaks.

Implications of Denial:
Increase in cost for replacement and potential restoration of interior if water damage occurs from leaks.

2019 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	-
Total Cost:	\$ -
Net Cost	\$ -

2020 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	50,000
Machinery & Equipment	-
Other	-
Total Cost:	\$ 50,000
Net Cost	\$ 50,000

REQUEST FOR PROGRAM IMPROVEMENT

FAC.0019

Program Title: Justice Center Roof Replacement (REET 1)		Contact Person: Dana Hinman	Duration: One-Time
2019 Cost: \$ -	2020 Cost: \$ 200,000	Department Name: Administration	Funding Source: Capital Improvement Projects & Facilities

Description of Improvement:
The roof is at the end of its life and is need of replacement. The Justice Center Roof Replacement Project is funded 50% REET 1 and 50% Facilities fund balance.

Alternatives:
Continue to chase leaks and patch as needed.
Defer to next budget cycle.

Advantages of Approval:
Protect City assets from potential water damage caused by leaks.

Implications of Denial:
Increase in cost for replacement and potential restoration of interior if water damage occurs from leaks.

2019 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	-
Total Cost:	\$ -
Net Cost	\$ -

2020 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	200,000
Machinery & Equipment	-
Other	-
Total Cost:	\$ 200,000
Net Cost	\$ 200,000

**REQUEST FOR PROGRAM IMPROVEMENT
FAC.0020**

Program Title: City Hall Roof Replacement (REET 1)		Contact Person: Dana Hinman	Duration: One-Time
2019 Cost: \$ -	2020 Cost: \$ 350,000	Department Name: Administration	Funding Source: Capital Improvement Projects

Description of Improvement:
Roof is at the end-of-life and needs replacement.

Alternatives:
Continue to chase leaks and patch as needed.
Defer to next budget cycle.

Advantages of Approval:
Protect City assets from potential water damage caused by leaks.

Implications of Denial:
Increase in cost for replacement and potential restoration of interior if water damage occurs from leaks

2019 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	-
Total Cost:	\$ -
Net Cost	\$ -

2020 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	350,000
Machinery & Equipment	-
Other	-
Total Cost:	\$ 350,000
Net Cost	\$ 350,000

REQUEST FOR PROGRAM IMPROVEMENT

FAC.0022

Program Title: JACE 4 Upgrade - Citywide		Contact Person: Dana Hinman	Duration: One-Time
2019 Cost: \$ 334,689	2020 Cost: \$ -	Department Name: Administration	Funding Source: Facilities

Description of Improvement:
The HVAC controls in each of the City's buildings are at their end of life and are need of replacement. The vendor who supports our equipment is unable to find replacement parts and has told us that we need to replace the building controls soon. This project is fully funded by Facilities fund balance.

Alternatives:
Currently there is no alternative.

Advantages of Approval:
We will be able to manage our HVAC with a central management for all City buildings. No longer will staff have to learn the software for each building as they were installed as independent solutions. The solution is more secure and resolves security issues identified by our IT department.

Implications of Denial:
Declining this request, the City runs the risk of not providing heating and cooling to City buildings when they fail when the vendor is not able to find replacement parts for our old equipment.

2019 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	334,689
Machinery & Equipment	-
Other	-
Total Cost:	\$ 334,689
Net Cost	\$ 334,689

2020 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	-
Total Cost:	\$ -
Net Cost	\$ -

REQUEST FOR PROGRAM IMPROVEMENT

FAC.0025

Program Title: Custodian - FTE		Contact Person: Dana Hinman	Duration: Ongoing
2019 Cost: \$ 3,116	2020 Cost: \$ 10,277	Department Name: Administration	Funding Source: Facilities

Description of Improvement:
Custodial services at the following buildings are currently contracted out: Theater, Cemetery, Lea Hill Substation, Outlet Collection Substation, Golf Course, event cleaning at Les Gove Multi-purpose Building and William C. Warren Building, Community Center and Senior Center. It is estimated that the contract custodial spends 15-20 hours per week in City facilities. Hiring an FTE and canceling the contracted services would provide the City with better control and 40 hours of service per week. This would allow for coverage of the above listed facilities and vacation/other coverage for current custodial staff. The cost provided to hire an FTE would be covered by the budgeted amount for contracted services and would have an incremental budget impact of approximately \$3,116 for 2019.

Alternatives:
None.

Advantages of Approval:
Better control or service received and more productivity.

Implications of Denial:
If this position is denied, Maintenance Techs will continue to respond when time allows and cleaning will fall on staff who occupy the buildings when Facilities is not able to respond. The current custodial staff will be stretched thin with the additional coverage during their evening shift. We will continue to pay more for less.

2019 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	43,260
Benefits	33,621
Supplies	-
Minor Equipment	-
Professional Services	(73,765)
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	-
Total Cost:	\$ 3,116
Net Cost	\$ 3,116

2020 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	46,180
Benefits	37,862
Supplies	-
Minor Equipment	-
Professional Services	(73,765)
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	-
Total Cost:	\$ 10,277
Net Cost	\$ 10,277

REQUEST FOR PROGRAM IMPROVEMENT

FAC.0026

Program Title: Lighting/Painting/Siding (Incl. REET 1)		Contact Person: Dana Hinman	Duration: One-Time
2019 Cost: \$ 100,900	2020 Cost: \$ -	Department Name: Administration	Funding Source: Facilities, Capital Improvement Projects

Description of Improvement:
Annex Interior painting Project, \$45,900 in 2019 budget. Funded from Facilities fund balance.

Teen Center/Rec - Lighting Replacement, \$15,000 in 2019 budget. Funded from Facilities fund balance.

Herr Warehouse Siding Replacement, \$40,000 in 2019 budget. Funded from REET 1.

Alternatives:
Projects would be deferred to the next budget cycle.

Advantages of Approval:
Annex Interior Painting Project - Potential lower cost to complete in 2019. This project is mostly cosmetic in nature.
Teen Center/Rec - Lighting Replacement - More cost-effective lighting with lower bulb replacement.
Herr Warehouse Siding Replacement - Protect the building from further damage. The siding on this building is beyond its life and has a lot of rot.

Implications of Denial:
Annex Interior Painting Project - None.
Teen Center/Rec - Lighting Replacement - Continue to replace bulbs as needed.
Herr Warehouse Siding Replacement - Potential further damage which would result in an increased cost. This project should be considered a higher priority.

2019 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	100,900
Machinery & Equipment	-
Other	-
Total Cost:	\$ 100,900
Net Cost	\$ 100,900

2020 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	-
Total Cost:	\$ -
Net Cost	\$ -

REQUEST FOR PROGRAM IMPROVEMENT

FIN.0015

Program Title: Business Analyst, Finance Department		Contact Person: Shelley Coleman	Duration: Ongoing
2019 Cost: \$ 137,010	2020 Cost: \$ 153,653	Department Name: Finance	Funding Source: General Fund, Water, Sewer, Storm, Solid Waste

Description of Improvement:
IT Systems Analyst with specialized focus on Finance-related issues and providing proactive IT support. This position would be responsible for having in-depth knowledge of and ongoing maintenance of assigned Finance Department software including: Springbrook, Eden, and Sensus as well as their related third-party software integration applications (including data sync files between Springbrook and Sensus, IVR, Selectron, AFTS (lockbox and bill printing); WebCheck (closing bill estimates); and the Waste Management billing file. This position would conduct regular day-to-day communication, review software, demonstrate a deeper understanding of business operations, and work with end users to tailor these systems to fit the organization's needs.

Alternatives:
The alternative is the status quo, which is limited support by IT generalists who don't necessarily have the detailed technical knowledge specific to utility billing, AMI, and other Finance-related activities and tools.

Advantages of Approval:
On-call support by an individual who fully understands Finance systems and needs. This would allow Finance to use these systems to their fullest capacity.

Implications of Denial:
Finance would continue with existing IT support and would continue to experience delays on IT-related Finance projects and system needs. There currently is no global IT understanding of all the systems interfacing with Springbrook. The City has \$60+ million in annual billing that could be held up due to billing system malfunctions that can and have occurred in the past. There are also specific timelines established in RCWs and the City could be held liable for closing utility bills due to billing system malfunctions.

2019 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	85,076
Benefits	51,934
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	-
Total Cost:	\$ 137,010
Net Cost	\$ 137,010

2020 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	90,695
Benefits	57,958
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	5,000
Repairs & Maintenance	-
Machinery & Equipment	-
Other	-
Total Cost:	\$ 153,653
Net Cost	\$ 153,653

REQUEST FOR PROGRAM IMPROVEMENT

FIN.0016

Program Title: Garage Painting (REET 1)		Contact Person: Shelley Coleman	Duration: One-Time
2019 Cost: \$ 103,600	2020 Cost: \$ -	Department Name: Finance	Funding Source: Capital Improvement Projects

Description of Improvement:
The painting will provide an elastic coating which should slow down the appearance of cracks forming in the walls.

Alternatives:
#N/A

Advantages of Approval:
The painting will provide an elastic coating which should slow down the appearance of cracks forming in the walls.

Implications of Denial:
Increased appearance of cracks forming in the walls.

2019 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	103,600
Total Cost:	\$ 103,600
Net Cost	\$ 103,600

2020 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	-
Total Cost:	\$ -
Net Cost	\$ -

REQUEST FOR PROGRAM IMPROVEMENT

GLF.0035

Program Title: Fairway Drainage Improvement (REET 2)		Contact Person: Daryl Faber	Duration: Ongoing
2019 Cost: \$ 30,000	2020 Cost: \$ 30,000	Department Name: Parks, Arts & Recreation	Funding Source: Capital Improvement Projects

Description of Improvement:
The object of this project is to sand topdress the lower property of the golf course in order to firm up conditions. This will help promote firmer conditions and help the year round playability of the golf course. The sand will be applied with a three yard topdressing machine (which we have). Sand will be applied bi/weekly at a tenth to a quarter inch of sand on these areas. These areas will start to show improvement once you achieve four inches.

With the sand topdressing and the deep tine aerator we will see improvements.

Alternatives:
Do nothing--fairways will continue to decline and playabilty will be subpar. Customers would complain and not return until the summer conditions have arrived. The staff would continue to only manage these areas when weather permits.

Advantages of Approval:
The surfaces of these fairways will become firm and playable year round. The staff would be able to keep these areas up better with the improved quality.

Implications of Denial:
The golf holes would continue to receive complaints from the golfers. At times these holes are nearly unplayable. These holes would continue to be difficult to maintain during the winter months.

2019 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	30,000
Total Cost:	\$ 30,000
Net Cost	\$ 30,000

2020 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	30,000
Total Cost:	\$ 30,000
Net Cost	\$ 30,000

REQUEST FOR PROGRAM IMPROVEMENT

GLF.0036

Program Title: New HR 600 Rotary Mower Golf Course		Contact Person: Daryl Faber	Duration: One-Time
2019 Cost: \$ 71,300	2020 Cost: \$ -	Department Name: Parks, Arts & Recreation	Funding Source: General Fund

Description of Improvement:
The object of this package is to purchase a new HR 600 Rotary Rough Mower for the golf course. This mower would be used 25 - 35 hours a week and be one of the most important pieces in our equipment fleet. This is a big rough mower that is eleven feet wide.

Alternatives:
At this time there are no alternatives. We would continue to use the current aging machine.

Advantages of Approval:
The new mower would mow a little quicker and even have a better cut. This in return will give better conditions to the customers. Also we would gain a warranty for a few years with the new purchase.

Implications of Denial:
We would have to continue to use the aging rough mower. This would almost guarantee to have a cost of repairs at the current pace of use. Also, when repairs are being made, it means the machine is down and getting the rough mowed to current standards becomes difficult and can make unhappy customers.

2019 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	71,300
Other	-
Total Cost:	\$ 71,300
Net Cost	\$ 71,300

2020 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	-
Total Cost:	\$ -
Net Cost	\$ -

REQUEST FOR PROGRAM IMPROVEMENT

LGL.0005

Program Title: Records Clerk FTE		Contact Person: Steve Gross	Duration: Ongoing
2019 Cost: \$ 106,253	2020 Cost: \$ 115,804	Department Name: Legal	Funding Source: General Fund, Water, Sewer, Storm, Solid Waste

Description of Improvement:
Add one Full-time Records Clerk. Primary duties will be responding to public records requests, processing passport applications, accepting payments for records requests, traffic school, passports, Dangerous (and Potentially Dangerous) dog registrations, and providing customer service at the front counter both in person and on the phone. Additional duties will be to assist the Clerk and Deputy Clerk in processing contracts, records management, and other clerical duties.

Alternatives:
#N/A

Advantages of Approval:
This FTE will allow the other records clerks to focus on public records requests, file maintenance and contract management with fewer interruptions. It will also allow the City Clerk and Deputy City Clerk to perform their primary functions of Council and advisory board meeting and agenda coordination, preparation of minutes, records maintenance, and department training. This will result in departments being able to find records more easily, and will free up both physical and virtual file space.

Implications of Denial:
Records requests have become more complex, with requestors asking for "any and all" records without limiting factors. This requires clerks to spend more time identifying files that may be responsive. Currently, the City Clerk and the Deputy City Clerk each spend between 24-30 hours per week on records requests (as opposed to just supervising and spot-checking the records clerks). If the new position is not approved, we will have to discuss elimination of non-mandatory services. Or, the Clerk's Office will have to train department staff to process routine requests for records.

2019 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	59,999
Benefits	46,254
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	-
Total Cost:	\$ 106,253
Net Cost	\$ 106,253

2020 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	63,962
Benefits	51,842
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	-
Total Cost:	\$ 115,804
Net Cost	\$ 115,804

REQUEST FOR PROGRAM IMPROVEMENT

MAY.0003

Program Title: Homeless Response		Contact Person: Dana Hinman	Duration: Ongoing
2019 Cost: \$ 500,000	2020 Cost: \$ 500,000	Department Name: Administration	Funding Source: General Fund

Description of Improvement:
Auburn is experiencing a homelessness crisis along with the rest of the region. In 2017 we were able to partner with two non-profit organizations to open a day resource center and an overnight shelter with wrap-around services to address the need. We are requesting continued funding for the existing services as well as additional funding to expand the services required to address this crisis. The overall funding request is \$500,000 per year for the upcoming budget cycle.

Alternatives:
#N/A

Advantages of Approval:
The impacts will be felt significantly in many departments including Community Services, Community Development, Economic Development and Police. There has been ongoing coordination and work that involves encampment clean up, code enforcement and police enforcement. The homelessness crisis impacts all departments in some way. Our efforts to date to support the opening of the Ray of Hope Resource Center and Sundowner overnight shelter, behavioral health resources and other services have provided visible success and a decrease in the Point In Time Count for 2018.

Implications of Denial:
The homelessness crisis will only continue to worsen if we are not able to adequately continue and expand the crisis response and also address the upstream flow of homelessness by investing in prevention strategies in regards to affordable housing, eviction reduction, behavioral health services and at-risk youth programs.

2019 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	500,000
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	-
Total Cost:	\$ 500,000
Net Cost	\$ 500,000

2020 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	500,000
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	-
Total Cost:	\$ 500,000
Net Cost	\$ 500,000

REQUEST FOR PROGRAM IMPROVEMENT

PRK.0051

Program Title: Public Art Annual Allocation (REET 2)		Contact Person: Daryl Faber	Duration: Ongoing
2019 Cost: \$ -	2020 Cost: \$ 60,000	Department Name: Parks, Arts & Recreation	Funding Source: Capital Improvement Projects

Description of Improvement:
As part of the budget process in 2012, the Auburn City Council implemented a \$30,000 annual allocation to public art in the Capital Improvement Projects budget, Fund 328. The source of funds since 2013 has been REET funds.

As part of the 2019-2020 budget process, all programs utilizing REET Funds needs to be part of a program improvement.

Alternatives:
#N/A

Advantages of Approval:
The yearly allocation for public art allows projects to take place outside of the Art in Public Places Program (Resolution No. 4546) that was originally implemented in 1988 and ties public art funding to the construction of new public facilities over \$3 million dollars. In recent years, there have been very few new public facilities built by the City.

Implications of Denial:
Under Resolution No. 4546, public art is identified as a crucial element of public health and welfare; and that public art fosters economic development, revitalize urban areas and improve the overall business climate and sense of community. Without the annual allocation of funding; the City will only be adding public art when new public facilities are built that qualify under Resolution No. 4546.

2019 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	-
Total Cost:	\$ -
Net Cost	\$ -

2020 Cost of Improvement	
Revenues:	
General Fund	-
Proprietary Funds	-
Other Funds	-
Total Revenue:	\$ -
Expenditures:	
Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	60,000
Total Cost:	\$ 60,000
Net Cost	\$ 60,000

REQUEST FOR PROGRAM IMPROVEMENT

WTR.0003

Program Title: MW-I CDL Water		Contact Person: Ingrid Gaub	Duration: Ongoing
2019 Cost: \$ -	2020 Cost: \$ -	Department Name: Public Works	Funding Source: Water

Description of Improvement:
Add a Maintenance Worker-I CDL to work with Street Division to do Asphalt Repairs. This work will reduce the cost of repairs and have more control over the scheduling and timing of the repairs, which will benefit the public by not having to wait as long for permanent repairs. The funding for this position will come from 430.00.534.800.48 which has been \$160,000. We will move wages for this position to 430.00.534.800.11

Alternatives:
#N/A

Advantages of Approval:
Will allow the Water fund to reduce cost through using existing forces to repair asphalt patches. These patches are created during normal water system repairs. The fund currently budgets \$160,000 per year to hire contractors to do this work.

Implications of Denial:
Continue to use contractors to do this work at a higher cost to the City.

2019 Cost of Improvement	
Revenues:	
General Fund	
Proprietary Funds	
Other Funds	
Total Revenue:	_____
Expenditures:	
Wages	53,636
Benefits	35,745
Supplies	
Minor Equipment	
Professional Services	
Other Services & Charges	
Repairs & Maintenance	(89,381)
Machinery & Equipment	
Other	
Total Cost:	\$ -
Net Cost	\$ -

2020 Cost of Improvement	
Revenues:	
General Fund	
Proprietary Funds	
Other Funds	
Total Revenue:	_____
Expenditures:	
Wages	55,246
Benefits	36,817
Supplies	
Minor Equipment	
Professional Services	
Other Services & Charges	
Repairs & Maintenance	(92,063)
Machinery & Equipment	
Other	
Total Cost:	\$ -
Net Cost	\$ -

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 2019-2020 budgets for capital outlays, which are expenditures resulting in the acquisition of or addition to existing capital assets. Capital assets are defined as land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.

The City of Auburn maintains a comprehensive six-year Capital Facilities Plan (CFP) that 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 2019 and 2020 along with the capital facilities plan for these projects in the following four years. Projects are listed in the following seven sections: Transportation projects, Water Utility projects, Sanitary Sewer projects, Storm Drainage projects, Parks, Arts and Recreation projects, General Municipal projects and Community Improvements, and Other Proprietary Fund projects. Each section includes a map highlighting the general location of significant projects, a brief discussion of each of the projects budgeted for 2019 and 2020 and a six-year summary of projects showing the cost and funding source. The section also includes a table showing the estimated impacts of capital projects on future operating expenses (if applicable), and two graphs – one showing a comparison of revenue sources for 2019 vs. 2020, and another showing the projected six-year expenditure level.

For more detail, reference should be made to the Capital Facilities Plan (2019 – 2024) that is printed as a separate document. It contains an executive summary along with three chapters. Chapter 1 explains the purpose of the CFP, statutory requirements, and methodology. Chapter 2 outlines the Goals and Policies related to the provision of capital facilities. Chapter 3 outlines the proposed capital projects, which include the financing plan and reconciliation of project capacity to level of service (LOS) standards. Following the financing plan are individual worksheets showing the project detail. For reconciliation purposes, it is important to note that in many instances the total project cost will include amounts allocated for salaries, benefits and interfund charges. Each worksheet, in addition to the project financing, includes a project description, progress summary, and the estimated impact on future operating budgets once the project is completed, if applicable. These estimates of future impacts were developed by the individual project managers based on the project- and location-specific nature of the impacts and not on generic formulas.

2019 / 2020 Capital Budget:

The following tables and graph summarize the capital facility expenditures and corresponding funding sources in the 2019-2020 budget.

CAPITAL PROJECTS SUMMARY

2019

FUNDING SOURCES - 2019	Fund	Federal	State	Local	REET	Other	Total
	Balance	Sources	Sources	Sources		Sources	Sources By Fund
Transportation Projects	\$ 2,082,120	\$ 1,333,070	\$ -	\$ -	\$ 1,750,000	\$ 1,695,350	\$ 6,860,540
Water Projects	3,950,986	-	100,000	-	-	2,511,400	6,562,386
Sewer Projects	2,844,000	-	-	-	-	-	2,844,000
Storm Drainage Projects	3,145,000	-	-	-	-	-	3,145,000
Parks and Recreation Projects	75,000	-	200,000	280,000	30,000	1,420,000	2,005,000
General Municipal Projects and Community Improvements	669,500	-	1,365,000	475,000	3,483,350	2,300,200	8,293,050
Other Proprietary Fund Projects	686,700	1,650,000	91,700	-	-	33,000	2,461,400
Total Funding by Source	\$ 13,453,306	\$ 2,983,070	\$ 1,756,700	\$ 755,000	\$ 5,263,350	\$ 7,959,950	\$ 32,171,376

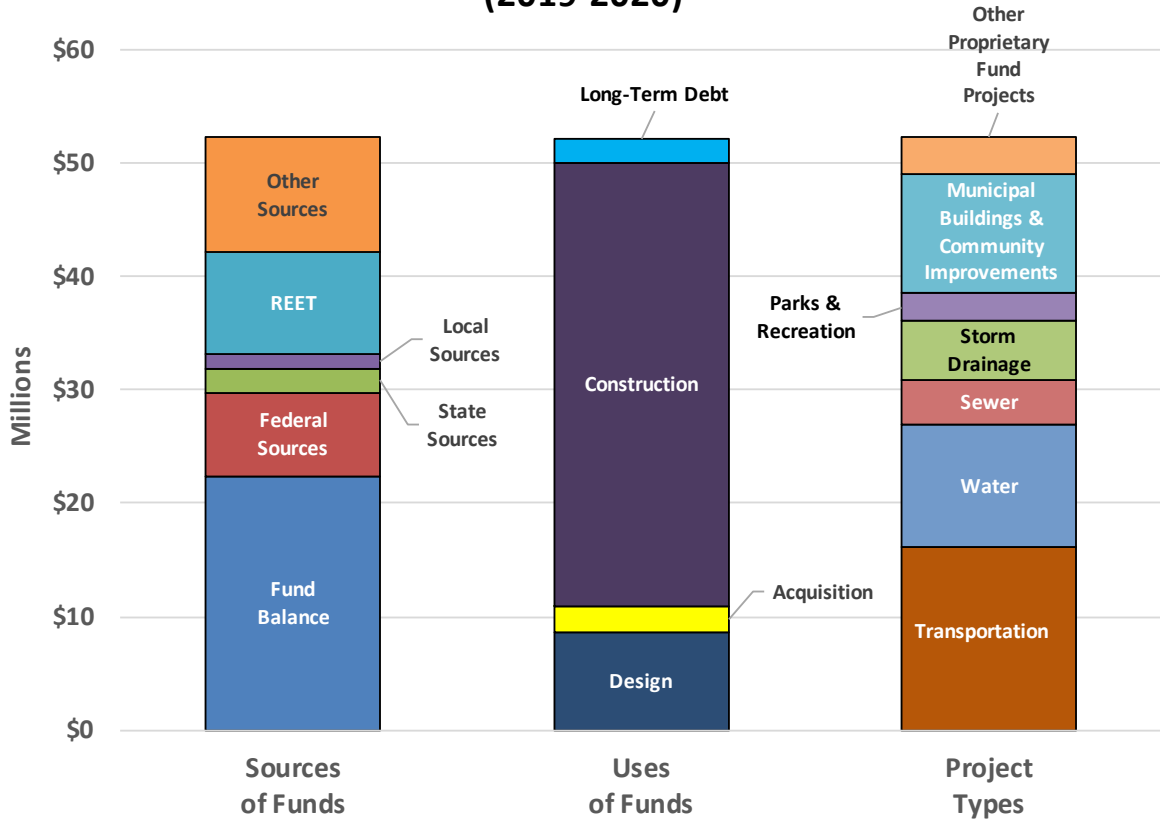
EXPENDITURES - 2019	Design	Right of Way	Acquisition	Environmental & Monitoring	Construction	Long Term Debt	Total Expenditures
	Transportation Projects	\$ 1,807,440	\$ -	\$ -	\$ 35,000	\$ 4,809,800	\$ 208,300
Water Projects	673,000	-	252,586	-	5,636,800	-	6,562,386
Sewer Projects	862,000	-	-	-	1,982,000	-	2,844,000
Storm Drainage Projects	17,000	-	-	-	3,128,000	-	3,145,000
Parks and Recreation Projects	70,000	-	280,000	-	1,655,000	-	2,005,000
General Municipal Projects and Community Improvements	505,000	-	-	5,000	6,893,300	889,750	8,293,050
Other Proprietary Fund Projects	155,500	-	-	-	2,305,900	-	2,461,400
Total Capital Expenditures	\$ 4,089,940	\$ -	\$ 532,586	\$ 40,000	\$ 26,410,800	\$ 1,098,050	\$ 32,171,376

2020

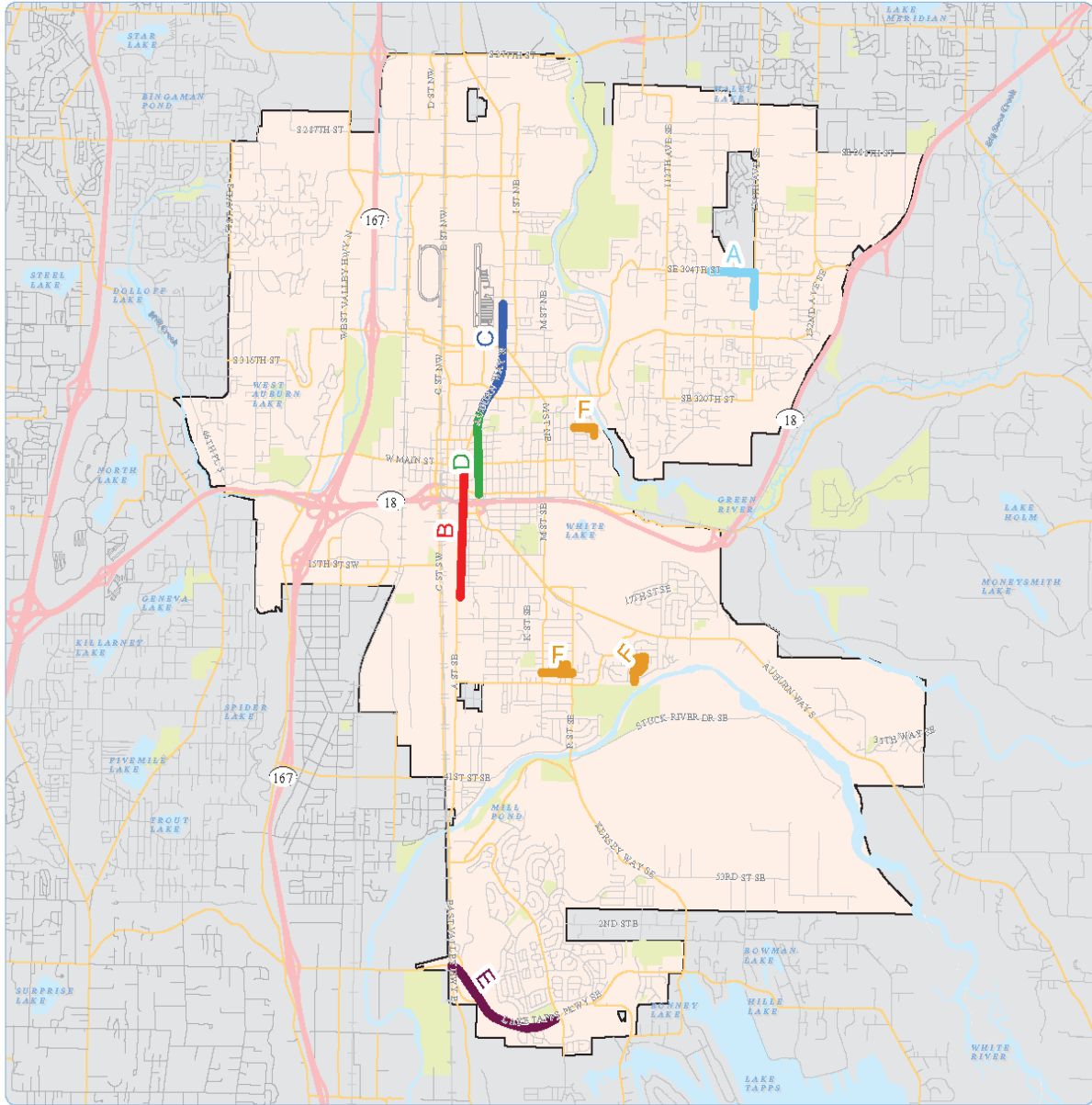
FUNDING SOURCES - 2020	Fund	Federal	State	Local	REET	Other	Total
	Balance	Sources	Sources	Sources		Sources	Funding By Fund
Transportation Projects	\$ 2,332,200	\$ 3,909,840	\$ -	\$ 380,000	\$ 1,750,000	\$ 861,600	\$ 9,233,640
Water Projects	3,096,905	-	100,000	-	-	1,035,000	4,231,905
Sewer Projects	1,213,000	-	-	-	-	-	1,213,000
Storm Drainage Projects	2,011,900	-	-	-	-	-	2,011,900
Parks and Recreation Projects	50,000	-	150,000	50,000	30,000	180,000	460,000
General Municipal Projects and Community Improvements	-	-	80,000	-	2,079,300	5,000	2,164,300
Other Proprietary Fund Projects	252,700	497,600	27,600	-	-	-	777,900
Total Funding by Source	\$ 8,956,705	\$ 4,407,440	\$ 357,600	\$ 430,000	\$ 3,859,300	\$ 2,081,600	\$ 20,092,645

EXPENDITURES - 2020	Design	Right of Way	Acquisition	Environmental & Monitoring	Construction	Long Term Debt	Total Expenditures
	Transportation Projects	\$ 1,267,000	\$ 30,000	\$ -	\$ 35,000	\$ 7,694,040	\$ 207,600
Water Projects	741,000	-	934,805	-	2,556,100	-	4,231,905
Sewer Projects	921,000	20,000	-	-	272,000	-	1,213,000
Storm Drainage Projects	897,900	-	750,000	-	364,000	-	2,011,900
Parks and Recreation Projects	157,500	-	30,000	-	272,500	-	460,000
General Municipal Projects and Community Improvements	280,000	-	-	5,000	1,000,000	879,300	2,164,300
Other Proprietary Fund Projects	275,300	-	-	-	502,600	-	777,900
Total Capital Expenditures	\$ 4,539,700	\$ 50,000	\$ 1,714,805	\$ 40,000	\$ 12,661,240	\$ 1,086,900	\$ 20,092,645

Capital Projects Summary (2019-2020)



Transportation Projects 2019-2020



A) Lea Hill Safe Routes to Schools	F) 2019 Save our Streets Program	0 0.5 1 2 Miles
B) A St SE Preservation	City of Auburn	
C) Auburn Way N Preservation Phase 2	Parks	Printed On: 3/14/2018 Map ID: 6046
D) Auburn Way N Preservation Phase 3	Water Features	
E) Lake Tapps ITS Expansion		<p>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>

Transportation Projects

Twenty-four capital projects totaling \$6,860,540 are budgeted for 2019 and nineteen capital projects totaling \$9,233,640 are budgeted for 2020. The significant projects include the following:

- The Lea Hill Safe Routes to Schools project (\$20,000 in 2019 and \$1,420,000 in 2020) will design and construct non-motorized improvements along SE 340th St from Hazelwood Elementary School to 124th Avenue SE and continuing south to Lea Hill Elementary School. The project will include sidewalk construction along with ADA compliant curb ramps, driveway aprons and retaining walls associated with the new sidewalks. **(See Map – “A”)**
- The A St SE Preservation project (\$1,564,800 in 2019) will grind and overlay A St SE between E Main St and 17th St SE, remove unused driveways and upgrade all curb ramps and pedestrian signals to meet ADA requirements. **(See Map – “B”)**
- The Auburn Way North Preservation Phase 2 project (\$120,000 in 2019 and \$1,508,000 in 2020) will grind and overlay Auburn Way North from 8th Street NE to 4th Street SE, remove unused driveways and upgrade all curb ramps and pedestrian signals to meet ADA requirements. **(See Map – “C”)**
- The Auburn Way North Preservation Phase 3 project (\$222,400 in 2019 and \$1,727,840 in 2020) will grind and overlay Auburn Way North from 8th Street NE to 22nd Street NE, remove unused driveways and upgrade all curb ramps and pedestrian signals to meet ADA requirements. **(See Map – “D”)**
- The Lake Tapps Parkway ITS Expansion project (\$105,000 in 2019 and \$900,000 in 2020) will fund the design, coordination, permitting and construction of a new Intelligent Transportation System (ITS) infrastructure along Lake Tapps Parkway from Lakeland Hills Way to East Valley Highway. **(See Map – “E”)**
- The “Save our Streets” (SOS) Program (\$2,550,000 in 2019 and \$1,900,000 in 2020) will consist of a number of different contracts focused on the preservation of local (unclassified) streets within the City. These contracts will include work such as crack sealing, asphalt patching, pre-leveling, and asphalt overlays and roadway reconstruction. **(See Map – “F”)**
- The Annual Arterial Street Preservation Program (\$500,000 in 2017 and \$900,000 in 2018) will consist of regular pavement maintenance and/or rehabilitation of various classified streets citywide that may include a combination of overlays, rebuilds, and spot repairs.

22nd Street NE and I Street NE Intersection improvement completed in 2018 converting a 4-way stop controlled intersection to a modern roundabout.



2019 - 2020 Transportation Projects

Title	Project #	2019 Budget	2020 Budget	TIP #	Page
A Street Loop	asbd32	-	350,000	R-4	321
A Street NW - Phase 1 (3rd St NW to 14th St NW)	c207a0	25,000	25,000	S-1	321
A Street SE & Lakeland Hills Way SE Int. Safety & Capacity Imp.	asbd15	50,000	-	S-3	321
A Street SE Safety Improvements Study	cp1110	55,000	-	S-5	322
Auburn Way S (SR-164) Poplar Curve Safety Improvements	asbd33	55,000	213,200	R-15	322
Citywide Arterial Bicycle & Safety Improvements	asbd07	100,000	-	N-3	322
Citywide Pedestrian Accessibility and Safety Program	asbd08	100,000	100,000	N-1	323
Downtown Transit Center Access Improvements	asbd28	-	125,000	N-6	323
Harvey Rd NE/8th St NE	cp0611	84,500	84,100	I-5	323
ITS Dynamic Message Signs	asbd16	20,000	125,000	I-3	324
Kersey Way SE Corridor Study	asbd11	20,000	-	S-4	324
Lake Tapps Parkway ITS Expansion	cp1618	105,000	900,000	I-6	324
Lea Hill Safe Routes to Schools	asbd31	20,000	1,420,000	N-11	325
M Street NE (E Main St to 4th St NE)	asbd12	50,000	-	R-7	325
M Street SE & 29th Street SE Intersection Safety Imp.	asbd21	50,000	-	I-9	325
M Street Underpass	c201a0	123,800	123,500	R-3	326
R Street SE & 21st Street SE Intersection Safety Imp.	asbd22	75,000	-	I-10	326
S 272nd/277th St Corridor Capacity & Non-Motorized Trail Imp.	cp1821	20,000	20,000	S-2	326
SE 320th Street/116th Avenue SE Roundabout	asbd29	325,000	30,000	I-7	327
West Valley Highway Imp. (15th St NW to W Main St)	asbd13	25,000	-	R-14	327
Subtotal Arterial Street Projects		1,303,300	3,515,800		
<u>Local Street Improvement Program</u>	spbd02	<u>2,550,000</u>	<u>1,900,000</u>	P-2	327
Subtotal Local Street Projects		2,550,000	1,900,000		
A St SE Preservation (E Main St to 17th St SE)	cp1819	1,564,800	-	P-9	328
Arterial Crack Seal Program	spbd03	100,000	100,000	P-3	328
Arterial Street Preservation Program	spbd01	1,000,000	200,000	P-1	328
Auburn Way N Preservation Phase 2 (8th St NE to 22nd St NE)	spbd04	120,000	1,508,000	P-7	329
Auburn Way N Preservation Phase 3 (4th St SE to 8th St NE)	spbd05	222,440	1,727,840	P-8	329
C Street SW Preservation (W Main St to GSA Signal)	spbd06	-	182,000	P-11	329
Lakeland Hill Way Preservation (57th Drive SE to Lake Tapps Pkwy)	spbd07	-	100,000	P-12	330
Subtotal Arterial Street Preservation Projects		3,007,240	3,817,840		
Total Transportation Projects		6,860,540	9,233,640		

Project Name: A Street Loop								
Project No: asbd32 (TIP# R-4)		Capacity Project: YES			Anticipated Year of Completion:		2021	
The project will design and construct a new one-way (eastbound) roadway connection between A street SW and A Street SE. The new intersection with A street SE will allow an unsignalized right-turn movement onto southbound A street SE, providing an alternative to the intersection of 2nd/3rd Street SE and A Street SE. The roadway will be constructed as a complete street to accommodate non-motorized road users.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Arterial Street Fund (Fund 102)								-
Federal (Grants)								-
Local			280,000	1,080,000				1,360,000
Other (Traffic Impact Fees)			70,000	270,000				340,000
Other								-
Subtotal	-	-	350,000	1,350,000		-	-	1,700,000
Capital Costs:								
Design			350,000					350,000
Right of Way								-
Construction				1,350,000				1,350,000
Subtotal	-	-	350,000	1,350,000	-	-	-	1,700,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$1,500								

Project Name: A Street NW, Phase 1 (3rd St NW to 14th St NW)								
Project No: c207a0 (TIP# S-1)		Capacity Project: YES			Anticipated Year of Completion:		2022	
Constructed a new multi-lane arterial from 3rd Street NW to 14th Street NW completing a missing link along the corridor. This project improves mobility and was tied to corridor development. The project length was approximately three-quarters of a mile. Construction was completed in 2013 and major plantings were made in 2015 as part of the wetland monitoring that is required to continue until 2023.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Arterial Street Fund (Fund 102)	64,999							-
Federal (Grants)	6,562,702							-
State	-							-
Other (Traffic Impact Fees)	1,318,996	25,000	25,000	25,000	25,000			100,000
Other Sources	383,381							-
Subtotal	8,330,078	25,000	25,000	25,000	25,000	-	-	100,000
Capital Costs:								
Design	1,591,160	10,000	10,000	10,000	10,000			40,000
Right of Way	821,341							-
Environmental	1,020,751	15,000	15,000	15,000	15,000			60,000
Construction	4,896,826							-
Subtotal	8,330,078	25,000	25,000	25,000	25,000	-	-	100,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: A Street SE & Lakeland Hills Way SE Intersection Safety & Capacity Imp.								
Project No: asbd15 (TIP# S-3)		Capacity Project: YES			Anticipated Year of Completion:		2019	
This project will study traffic operations, safety, and prepare a preliminary design for intersection improvements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Arterial Street Fund (Fund 102)								-
Federal (Grants)								-
State								-
Other (Traffic Impact Fees)		50,000						50,000
REET								-
Other Sources								-
Subtotal	-	50,000	-	-	-	-	-	50,000
Capital Costs:								
Design		50,000						50,000
Right of Way								-
Construction								-
Subtotal	-	50,000	-	-	-	-	-	50,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: A Street SE Safety Improvements Study								
Project No: cp1110 (TIP# S-5)		Capacity Project: YES			Anticipated Year of Completion:		2019	
Study the A Street SE corridor between 6th Street SE and Lakeland Hills Way SE including 41st St SE from D St SE to C St SE. The study will review the safety and access needs of the traveling public and the adjacent properties.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Arterial Street Fund (Fund 102)	1,230	55,000						55,000
Federal (Grants)								-
State								-
Other (Traffic Mitigation Fees)								-
REET								-
Other Sources								-
Subtotal	1,230	55,000	-	-	-	-	-	55,000
Capital Costs:								
Design	1,230	55,000						55,000
Right of Way								-
Construction								-
Subtotal	1,230	55,000	-	-	-	-	-	55,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Auburn Way S (SR-164) Poplar Curve Safety Improvements								
Project No: asbd33 (TIP# R-15)		Capacity Project: NO			Anticipated Year of Completion:		2020	
This project will complete design and construct safety improvements at the curve along Auburn Way S in the vicinity of the intersection with Poplar Street. The improvements would include, illumination, electronic curve ahead warning signage, a high-friction surface treatment for the pavement, guardrail and driveway improvements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Arterial Street Fund (Fund 102)		5,500						5,500
Federal (Grants)		49,500	213,200					262,700
State								-
Other (Traffic Mitigation Fees)								-
REET								-
Other Sources								-
Subtotal	-	55,000	213,200	-	-	-	-	268,200
Capital Costs:								
Design		55,000						55,000
Right of Way								-
Construction			213,200					213,200
Subtotal	-	55,000	213,200	-	-	-	-	268,200
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Citywide Arterial Bicycle & Safety Improvements								
Project No: asbd07 (TIP# N -3)		Capacity Project: NO			Anticipated Year of Completion:		Beyond 2024	
This is a bi-annual program to fund bicycle and safety improvements on classified roadways. Projects are prioritized annually based upon field studies and community feedback.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Arterial Street Fund (Fund 102)		100,000		100,000		100,000		300,000
Federal (Grants)								-
State								-
Local								-
REET								-
Other Sources								-
Subtotal	-	100,000	-	100,000	-	100,000	-	300,000
Capital Costs:								
Design		10,000		10,000		10,000		30,000
Right of Way								-
Construction		90,000		90,000		90,000		270,000
Subtotal	-	100,000	-	100,000	-	100,000	-	300,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Citywide Pedestrian Accessibility and Safety Program								
Project No: asbd08, cp1712, cp1816 (TIP# N - 1)		Capacity Project: NO		Anticipated Year of Completion:			Beyond 2024	
This is an annual program to fund pedestrian access and safety improvement projects at locations throughout the City. Projects are prioritized annually based on pedestrian demands, existing deficiencies, and citizen requests.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Arterial Street Fund (Fund 102)	98,371	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Federal (Grants)								-
State								-
Local								-
REET								-
Other Sources								-
Subtotal	98,371	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Capital Costs:								
Design	25,547	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Right of Way								-
Construction	72,824	90,000	90,000	90,000	90,000	90,000	90,000	540,000
Subtotal	98,371	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Downtown Transit Center Access Improvements								
Project No: asbd28 (TIP# N -6)		Capacity Project: NO		Anticipated Year of Completion:			2020	
This project will modify channelization and curb radii to improve turning radii for transit vehicles at the northeast corner of A St SW & 2nd St SW.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Arterial Street Fund (Fund 102)			25,000					25,000
Federal (Grants)								-
Local			100,000					100,000
Other (Traffic Impact Fees)								-
REET								-
Other Sources								-
Subtotal	-	-	125,000	-	-	-	-	125,000
Capital Costs:								
Design			15,000					15,000
Right of Way								-
Construction			110,000					110,000
Subtotal	-	-	125,000	-	-	-	-	125,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): Minimal								

Project Name: Harvey Rd. & 8th St. NE Intersection Improvements								
Project No: cp0611 (TIP# I-5)		Capacity Project: YES		Anticipated Year of Completion:			Beyond 2024	
Project was completed in 2010. Ongoing budget is for Public Works Trust Fund Loan debt payments scheduled through 2028.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Arterial Street Fund (Fund 102)								-
Federal (Grants)								-
PWTF	1,527,300							-
Other (Traffic Impact Fees)	981,279	84,500	84,100	83,598	83,196	82,794	82,392	500,580
Other (Other Funds)								-
Subtotal	2,508,579	84,500	84,100	83,598	83,196	82,794	82,392	500,580
Capital Costs:								
Design	327,500							-
Right of Way	200,400							-
Construction	1,203,900							-
Long Term Debt	776,779	84,500	84,100	83,598	83,196	82,794	82,392	500,580
Subtotal	2,508,579	84,500	84,100	83,598	83,196	82,794	82,392	500,580
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: ITS Dynamic Message Signs								
Project No: asbd16_cp1701 (TIP# I-3)		Capacity Project: NO		Anticipated Year of Completion:			2023	
This project funds the design and construction of Dynamic Message Signs at various locations throughout the City. Dynamic message signs are an important Intelligent Transportation System (ITS) tool for providing information to roadway users. Priority locations for sign placement are based on the Comprehensive Transportation Plan ITS map and include Auburn Way N, Auburn Way S, W Valley Highway, E Valley Highway and Lea Hill Road.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Arterial Street Fund (Fund 102)	95,178	20,000	125,000	-	20,000	125,000		290,000
Federal (Grants)								-
State								-
Other (Traffic Mitigation Fees)								-
REET	100,000							-
Other Sources	-							-
Subtotal	195,178	20,000	125,000	-	20,000	125,000	-	290,000
Capital Costs:								
Design	72,633	20,000	-	-	20,000			40,000
Right of Way								-
Construction	122,545	-	125,000	-	-	125,000		250,000
Subtotal	195,178	20,000	125,000	-	20,000	125,000	-	290,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$6,000								

Project Name: Kersey Way SE Corridor Study								
Project No: asbd16_cp1701 (TIP# S-4)		Capacity Project: YES		Anticipated Year of Completion:			2019	
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	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Arterial Street Fund (Fund 102)								-
Federal (Grants)								-
State								-
Other (Traffic Impact Fees)		20,000						20,000
REET								-
Other Sources	-							-
Subtotal	-	20,000	-	-	-	-	-	20,000
Capital Costs:								
Design		20,000						20,000
Right of Way								-
Construction								-
Subtotal	-	20,000	-	-	-	-	-	20,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Lake Tapps Parkway ITS Expansion								
Project No: cp1618 (TIP# I-6)		Capacity Project: YES		Anticipated Year of Completion:			2020	
The project funds the design, coordination, permitting, and construction of new Intelligent Transportation System (ITS) infrastructure along Lake Tapps Parkway from Lakeland Hills Way to East Valley Highway, and along East Valley Highway to Lakeland Hills Way. The proposed ITS infrastructure includes conduit, fiber, VMS signage, cameras, network communication upgrades, and weather stations along the route.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Arterial Street Fund (Fund 102)								-
Federal (Grants)		82,950	711,000					793,950
State								-
Other (Traffic Impact Fees)	4,051	22,050	189,000					211,050
REET								-
Other Sources								-
Subtotal	4,051	105,000	900,000	-	-	-	-	1,005,000
Capital Costs:								
Design	4,051	105,000						105,000
Right of Way								-
Construction			900,000					900,000
Subtotal	4,051	105,000	900,000	-	-	-	-	1,005,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$5,000								

Project Name: Lea Hill Safe Routes to Schools								
Project No: asbd31 (TIP# N -11)		Capacity Project: YES		Anticipated Year of Completion:			2021	
The project will design and construct non-motorized improvements along SE 304th St from Hazelwood Elementary School extending east to 124th Ave SE and continuing south along 124th Ave SE to Lea Hill Elementary School. The project will complete multiple gaps in the existing non-motorized network. The project will include sidewalk construction along with ADA compliant curb ramps, driveway aprons and retaining walls associated with the new sidewalks.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Arterial Street Fund (Fund 102)		3,000	213,000	58,050				274,050
Federal (Grants)		17,000	1,207,000	328,950				1,552,950
State								-
Other (Traffic Impact Fees)								-
REET								-
Other Sources								-
Subtotal	-	20,000	1,420,000	387,000	-	-	-	1,827,000
Capital Costs:								
Design		20,000	70,000					90,000
Right of Way								-
Construction			1,350,000	387,000				1,737,000
Subtotal	-	20,000	1,420,000	387,000	-	-	-	1,827,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: M Street NE (E. Main St. to 4th St. NE)								
Project No: asbd12 (TIP# R -7)		Capacity Project: YES		Anticipated Year of Completion:			2022	
This project will construct a four-lane street section on M St NE between south of E Main St and 4th St NE.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Arterial Street Fund (Fund 102)								-
Federal (Grants)								-
State								-
Other (Traffic Impact Fees)		50,000	-	350,000	1,250,000			1,650,000
Other Sources								-
Subtotal	-	50,000	-	350,000	1,250,000	-	-	1,650,000
Capital Costs:								
Design		50,000	-	350,000				400,000
Right of Way					100,000			100,000
Construction		-	-	-	1,150,000			1,150,000
Subtotal	-	50,000	-	350,000	1,250,000	-	-	1,650,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$5,000								

Project Name: M Street SE & 29th Street SE Intersection Safety Improvements								
Project No: asbd21 (TIP# I -9)		Capacity Project: YES		Anticipated Year of Completion:			2022	
This project will construct a four-lane street section on M St NE between south of E Main St and 4th St NE.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Arterial Street Fund (Fund 102)								-
Federal (Grants)		-	-	-	500,000			500,000
State								-
Other (Traffic Impact Fees)		50,000	-	-	100,000			150,000
Other Sources								-
Subtotal	-	50,000	-	-	600,000	-	-	650,000
Capital Costs:								
Design		50,000	-	-	-			50,000
Right of Way								-
Construction		-	-	-	600,000			600,000
Subtotal	-	50,000	-	-	600,000	-	-	650,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$5,000								

Project Name: M Street Underpass (3rd St SE to 8th St SE)								
Project No: c201a0 (TIP# R -3)		Capacity Project: YES		Anticipated Year of Completion:			Beyond 2024	
Construction of a grade separated railroad crossing of M St SE at the BNSF Stampede Pass tracks. Project was completed in 2014; ongoing budget is for Public Works Trust Fund Loan debt payment scheduled through 2041.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Arterial Street Fund (Fund 102)	-							-
Federal (Grants)	862,016							-
State	8,834,297							-
Other (Traffic Impact Fees)	4,805,708	123,800	123,500	123,135	122,843	122,550	122,258	738,086
Other (Traffic Mitigation Fees)	660,000							-
REET	1,140,001							-
PWTF	3,284,857							-
Other (Other Agencies)	3,126,104							-
Subtotal	22,712,983	123,800	123,500	123,135	122,843	122,550	122,258	738,086
Capital Costs:								
Design	2,688,924							-
Right of Way	3,358,443							-
Construction	16,021,908							-
Long Term Debt	643,708	123,800	123,500	123,135	122,843	122,550	122,258	738,086
Subtotal	22,712,983	123,800	123,500	123,135	122,843	122,550	122,258	738,086
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: R Street SE & 21st Street SE Intersection Safety Improvements								
Project No: asbd22 (TIP# I-10)		Capacity Project: YES		Anticipated Year of Completion:			2022	
This project includes the design and construction of intersection safety improvements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Arterial Street Fund (Fund 102)								-
Federal (Grants)					700,000			700,000
State								-
Other (Traffic Impact Fees)		75,000	-	-	100,000			175,000
REET								-
Other								-
Subtotal	-	75,000	-	-	800,000	-	-	875,000
Capital Costs:								
Design		75,000						75,000
Right of Way								-
Construction					800,000			800,000
Subtotal	-	75,000	-	-	800,000	-	-	875,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$5,000								

Project Name: S 272nd/277th St Corridor Capacity & Non-Motorized Trail Improvements								
Project No: cp1821 (TIP# S -2)		Capacity Project: NO		Anticipated Year of Completion:			Beyond 2024	
This project will complete the environmental monitoring requirements related to the S 277th St corridor widening project between Auburn Way North and I St NE.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Arterial Street Fund (Fund 102)								-
Federal (Grants)								-
State								-
Other (Traffic Impact Fees)	20,000	20,000	20,000	20,000	20,000	20,000	20,000	120,000
Other								-
Subtotal	20,000	20,000	20,000	20,000	20,000	20,000	20,000	120,000
Capital Costs:								
Design								-
Environmental	20,000	20,000	20,000	20,000	20,000	20,000	20,000	120,000
Construction								-
Subtotal	20,000	20,000	20,000	20,000	20,000	20,000	20,000	120,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: SE 320th Street/116th Avenue SE Roundabout								
Project No: asbd29 (TIP# I-7)		Capacity Project: YES			Anticipated Year of Completion:		2022	
This project will fund the design, right-of-way acquisition, and construction of a modern roundabout at the SE 320th Street intersection with 116th Avenue SE. The intersection currently has stop control on the 116th Avenue SE approaches.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Arterial Street Fund (Fund 102)		35,000	5,000					40,000
Federal (Grants)		290,000	25,000	1,370,000				1,685,000
State								-
Other (Traffic Impact Fees)								-
Other								-
Subtotal	-	325,000	30,000	1,370,000	-	-	-	1,725,000
Capital Costs:								
Design		325,000						325,000
Right of Way			30,000					30,000
Construction				1,370,000				1,370,000
Subtotal	-	325,000	30,000	1,370,000	-	-	-	1,725,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$1,000								

Project Name: West Valley Highway Improvements (15th Street NW to W Main Street)								
Project No: asbd13 (TIP# R-14)		Capacity Project: YES			Anticipated Year of Completion:		2024	
This project scope includes pavement rehabilitation and re-channelization, roadway widening, bicycle lanes, pedestrian facilities, roadway lighting, required storm system improvements, and Intelligent Transportation System improvements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Arterial Street Fund (Fund 102)					-	-	-	-
Federal (Grants)						480,000	2,400,000	2,880,000
Other (Traffic Impact Fees)		25,000	-	100,000	-	120,000	600,000	845,000
Other Sources								-
Subtotal	-	25,000	-	100,000	-	600,000	3,000,000	3,725,000
Capital Costs:								
Design		25,000		100,000		600,000		725,000
Right of Way								-
Construction							3,000,000	3,000,000
Subtotal	-	25,000	-	100,000	-	600,000	3,000,000	3,725,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$5,000								

Project Name: Local Street Improvement Program								
Project No: various (TIP# P-2)		Capacity Project: NO			Anticipated Year of Completion:		Beyond 2024	
The program preserves Local(unclassified) streets. The work includes crack sealing, asphalt patching, pre-leveling, asphalt overlays and roadway reconstruction. From 2013 through 2018 this program was funded by sales tax on construction; beginning in 2019, funding will be from Real Estate Excise Tax (REET).								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	3 Years	2019	2020	2021	2022	2023	2024	Total
Local Street Fund (Fund 103)	1,108,115	650,000						650,000
Sales Tax on Const. (Fund 103)	5,904,900							-
REET		1,750,000	1,750,000					3,500,000
To Be Determined				1,500,000	1,500,000	1,500,000	1,500,000	6,000,000
Other (Other Funds)	450,000	150,000	150,000	150,000	150,000	150,000	150,000	900,000
Subtotal	7,463,015	2,550,000	1,900,000	1,650,000	1,650,000	1,650,000	1,650,000	11,050,000
Capital Costs:								
Design	914,171	525,000	500,000	425,000	400,000	425,000	400,000	2,675,000
Right of Way								-
Construction	6,548,844	2,025,000	1,400,000	1,225,000	1,250,000	1,225,000	1,250,000	8,375,000
Subtotal	7,463,015	2,550,000	1,900,000	1,650,000	1,650,000	1,650,000	1,650,000	11,050,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: A St SE Preservation (E Main St to 17th St SE)								
Project No: cp1819 (TIP# P -9)		Capacity Project: NO		Anticipated Year of Completion:			2019	
This project will grind and overlay A St SE between E Main St and 17th St SE, remove unused driveways, and upgrade all curb ramps and pedestrian signals to meet ADA requirements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Street Preservation (Fund 105)	99,400	782,400						782,400
Federal (Grants)	99,400	782,400						782,400
Utility Tax (Fund 105)								-
Other Sources								-
Subtotal	198,800	1,564,800	-	-	-	-	-	1,564,800
Capital Costs:								
Design	198,800							-
Right of Way								-
Construction		1,564,800						1,564,800
Subtotal	198,800	1,564,800	-	-	-	-	-	1,564,800
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Annual Arterial Crack Seal Program								
Project No: varies annually, spbd03 (TIP# P -3)		Capacity Project: NO		Anticipated Year of Completion:			Beyond 2024	
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	2019-2024
Funding Sources:	3 Years	2019	2020	2021	2022	2023	2024	Total
Street Preservation (Fund 105)	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Property Tax (Fund 103)								-
Federal (Grants)	100,000							-
Utility Tax (Fund 105)								-
Other Sources								-
Subtotal	200,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Capital Costs:								
Design	15,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Right of Way								-
Construction	185,000	90,000	90,000	90,000	90,000	90,000	90,000	540,000
Subtotal	200,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Annual Arterial Street Preservation								
Project No: varies annually, spbd01 (TIP# P -1)		Capacity Project: NO		Anticipated Year of Completion:			Beyond 2024	
Implement regular pavement maintenance and/or rehabilitation of various classified streets citywide. These projects may include overlays, rebuilds, spot repairs, or a combination of these. This program is funded through a 1% utility tax that was adopted by Council in 2008.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	3 Years	2019	2020	2021	2022	2023	2024	Total
Street Preservation (Fund 105)								-
Property Tax (Fund 103)								-
Utility Tax (Fund 105)	4,192,575	1,000,000	200,000	1,000,000	1,475,000	1,100,000	1,550,000	6,325,000
REET	1,212,400							-
Other Sources	1,593,275							-
Subtotal	6,998,250	1,000,000	200,000	1,000,000	1,475,000	1,100,000	1,550,000	6,325,000
Capital Costs:								
Design	593,572	50,000	20,000	50,000	60,000	50,000	60,000	290,000
Right of Way								-
Construction	6,404,678	950,000	180,000	950,000	1,415,000	1,050,000	1,490,000	6,035,000
Subtotal	6,998,250	1,000,000	200,000	1,000,000	1,475,000	1,100,000	1,550,000	6,325,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Auburn Way N Preservation Phase 2 (8th St NE to 22nd St NE)								
Project No: spbd04 (TIP# P-7)		Capacity Project: NO		Anticipated Year of Completion:			2020	
This project will grind and overlay Auburn Way N from 8th Street NE to 22nd Street NE, remove unused driveways, and upgrade all curb ramps and pedestrian signals to meet ADA requirements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Street Preservation (Fund 105)	-	120,000	618,280					738,280
Federal (Grants)			889,720					889,720
Utility Tax (Fund 105)								-
Other Sources								-
Subtotal	-	120,000	1,508,000	-	-	-	-	1,628,000
Capital Costs:								
Design		120,000						120,000
Right of Way								-
Construction			1,508,000					1,508,000
Subtotal	-	120,000	1,508,000	-	-	-	-	1,628,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Auburn Way N Preservation Phase 3 (4th St SE to 8th St NE)								
Project No: spbd05 (TIP# P-8)		Capacity Project: NO		Anticipated Year of Completion:			2020	
This project will grind and overlay Auburn Way N from approximately 8th Street NE to approximately 4th St SE, remove unused driveways, and upgrade all curb ramps and pedestrian signals to meet ADA requirements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Street Preservation (Fund 105)	-	111,220	863,920					975,140
Federal (Grants)		111,220	863,920					975,140
Utility Tax (Fund 105)								-
Other Sources								-
Subtotal	-	222,440	1,727,840	-	-	-	-	1,950,280
Capital Costs:								
Design		222,440						222,440
Right of Way								-
Construction			1,727,840					1,727,840
Subtotal	-	222,440	1,727,840	-	-	-	-	1,950,280
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

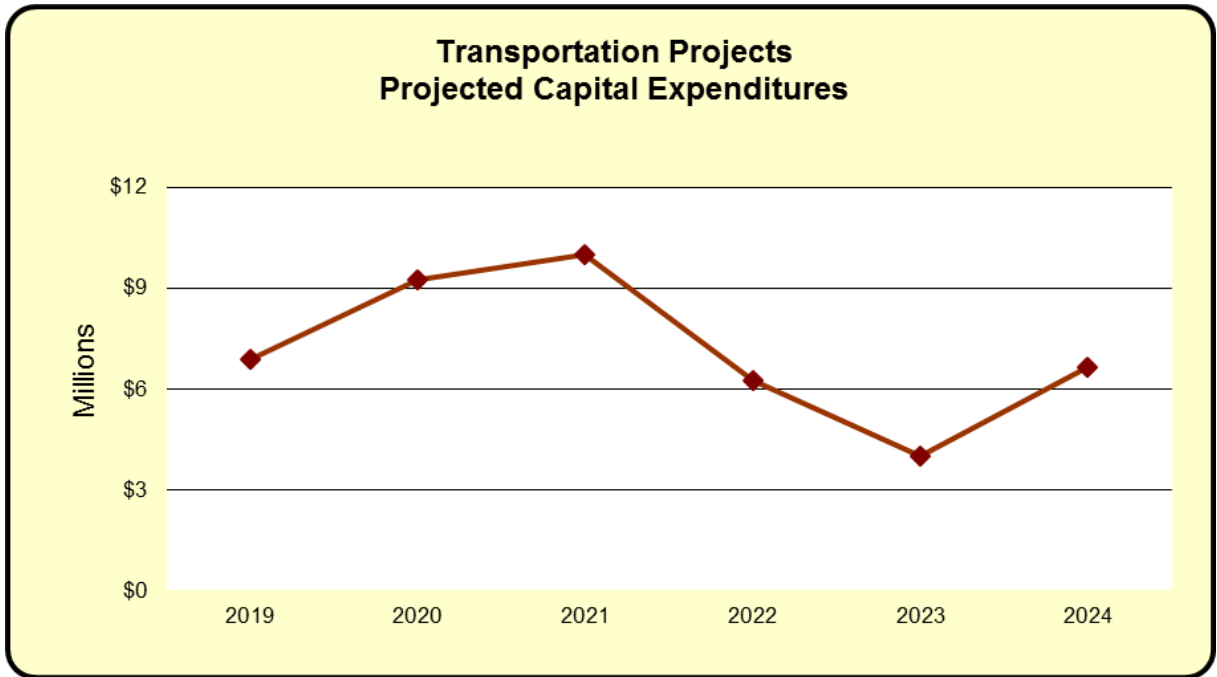
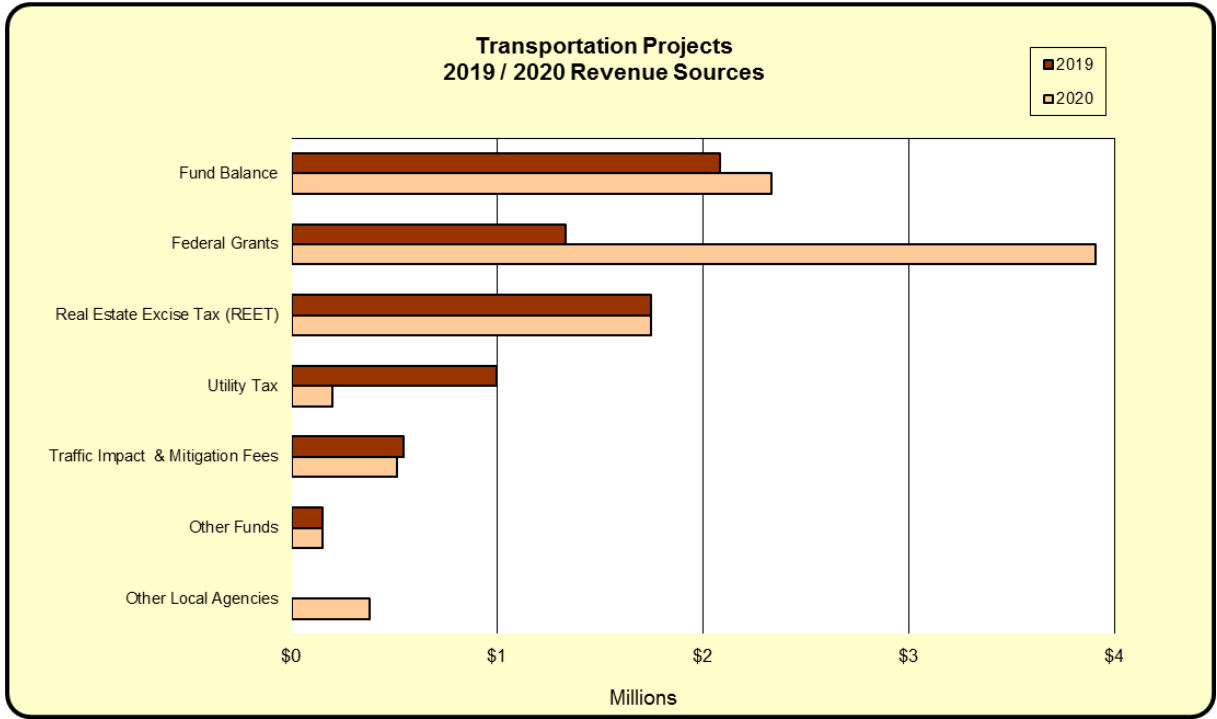
Project Name: C Street SW Preservation (W Main St to GSA Signal)								
Project No: spbd06 (TIP# P-11)		Capacity Project: NO		Anticipated Year of Completion:			2021	
The project will grind and overlay C Street SW from W Main Street to the GSA signal (approximately 2,000 feet to the south of 15th Street SW). The project also includes ADA upgrades to curb ramps and pedestrian push buttons, and replacement of vehicle detection loops.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Street Preservation (Fund 105)			182,000	871,500				1,053,500
Federal (Grants)				1,254,000				1,254,000
Utility Tax (Fund 105)								-
Other Sources								-
Subtotal	-	-	182,000	2,125,500	-	-	-	2,307,500
Capital Costs:								
Design			182,000					182,000
Right of Way								-
Construction				2,125,500				2,125,500
Subtotal	-	-	182,000	2,125,500	-	-	-	2,307,500
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Lakeland Hill Way Preservation (57th Drive SE to Lake Tapps Pkwy)								
Project No: spbd07 (TIP# P-12)			Capacity Project: NO			Anticipated Year of Completion: 2021		
The project will grind, patch, and overlay Lakeland Hills Way from 57th Drive SE to Lake Tapps Pkwy. The project also includes ADA upgrades to curb ramps and replacement of vehicle detection loops.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Street Preservation (Fund 105)			100,000	352,000				452,000
Federal (Grants)				748,000				748,000
Utility Tax (Fund 105)								-
REET								-
Subtotal	-	-	100,000	1,100,000	-	-	-	1,200,000
Capital Costs:								
Design			100,000					100,000
Right of Way								-
Construction				1,100,000				1,100,000
Subtotal	-	-	100,000	1,100,000	-	-	-	1,200,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

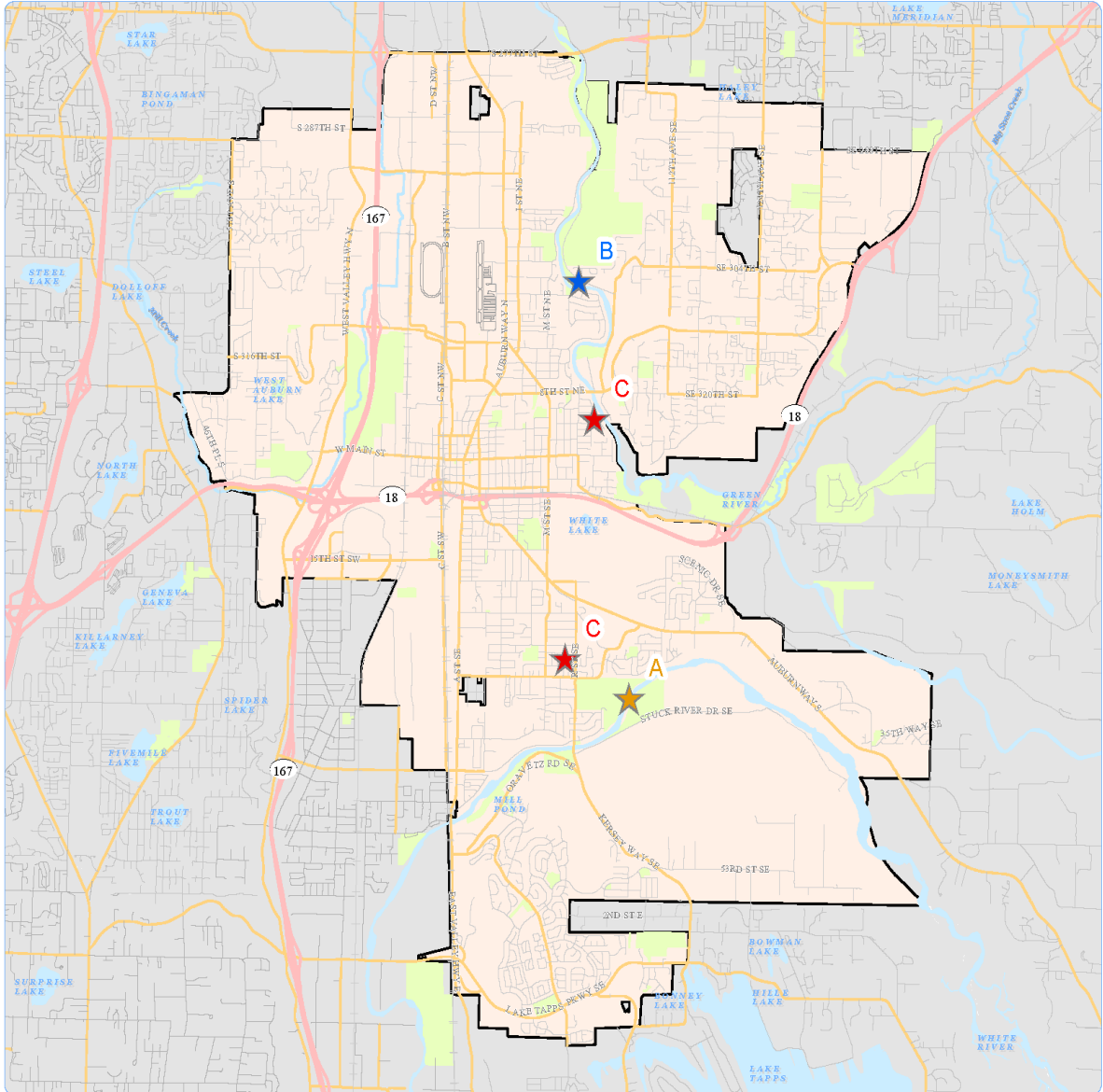
TOTAL CAPITAL COSTS and FUNDING SOURCES - TRANSPORTATION								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Arterial Street Fund (Fund 102)	259,778	318,500	468,000	258,050	120,000	325,000	100,000	1,589,550
Local Street Fund (Fund 103)	1,108,115	650,000	-	-	-	-	-	650,000
Street Preservation (Fund 105)	199,400	1,113,620	1,864,200	1,323,500	100,000	100,000	100,000	4,601,320
Federal (Grants)	7,624,118	1,333,070	3,909,840	3,700,950	1,200,000	480,000	2,400,000	13,023,860
State	8,834,297	-	-	-	-	-	-	-
Local	-	-	380,000	1,080,000	-	-	-	1,460,000
REET	2,452,401	1,750,000	1,750,000	-	-	-	-	3,500,000
PWTFL	4,812,157	-	-	-	-	-	-	-
Sales Tax on Const. (Fund 103)	5,904,900	-	-	-	-	-	-	-
Utility Tax (Fund 105)	4,192,575	1,000,000	200,000	1,000,000	1,475,000	1,100,000	1,550,000	6,325,000
Other (Other Funds)	450,000	150,000	150,000	150,000	150,000	150,000	150,000	900,000
Other (Other Agencies)	3,126,104	-	-	-	-	-	-	-
Other (Traffic Mitigation Fees)	660,000	-	-	-	-	-	-	-
Other (Traffic Impact Fees)	7,130,034	545,350	511,600	971,733	1,701,039	345,344	824,650	4,899,716
Other Sources	1,976,656	-	-	-	-	-	-	-
To Be Determined	-	-	-	1,500,000	1,500,000	1,500,000	1,500,000	6,000,000
Total	48,730,535	6,860,540	9,233,640	9,984,233	6,246,039	4,000,344	6,624,650	42,949,446
Capital Costs:								
Design	6,432,588	1,807,440	1,267,000	965,000	510,000	1,105,000	480,000	6,134,440
Right of Way	4,380,184	-	30,000	-	100,000	-	-	130,000
Environmental	1,040,751	35,000	35,000	35,000	35,000	20,000	20,000	180,000
Construction	35,456,525	4,809,800	7,694,040	8,777,500	5,395,000	2,670,000	5,920,000	35,266,340
Long Term Debt	1,420,487	208,300	207,600	206,733	206,039	205,344	204,650	1,238,666
Total	48,730,535	6,860,540	9,233,640	9,984,233	6,246,039	4,000,344	6,624,650	42,949,446

Summary of Impacts of 2019 -2020 Capital Projects on Future Operating Expenses

Transportation Projects	2020	2021	2022	2023	2024	2025	6 Year Total
A Street Loop	\$ -	\$ -	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 6,000
ITS Dynamic Message Signs	-	-	-	-	6,000	6,000	12,000
Lake Tapps Parkway ITS Expansion	-	5,000	5,000	5,000	5,000	5,000	25,000
M Street NE (E. Main St. to 4th St. NE)	-	-	-	5,000	5,000	5,000	15,000
M Street SE & 29th Street SE Intersection Safety Imp.	-	-	-	5,000	5,000	5,000	15,000
R Street SE & 21st Street SE Intersection Safety Imp.	-	-	-	5,000	5,000	5,000	15,000
SE 320th Street/116th Avenue SE Roundabout	-	-	-	1,000	1,000	1,000	3,000
West Valley Highway Improvements	-	-	-	-	-	5,000	5,000
Total Transportation Projects	\$ -	\$ 5,000	\$ 6,500	\$ 22,500	\$ 28,500	\$ 33,500	\$ 96,000



Water Utility Projects 2019-2020



★ A) Coal Creek Springs Transmission Main Replacement

City of Auburn

0 0.5 1 2 Miles

★ B) Green River Pump Station Emergency Power

Parks

Printed On: 9/11/2019
Map ID: 6046

★ C) 2019 Street Utility Improvements

Water Features



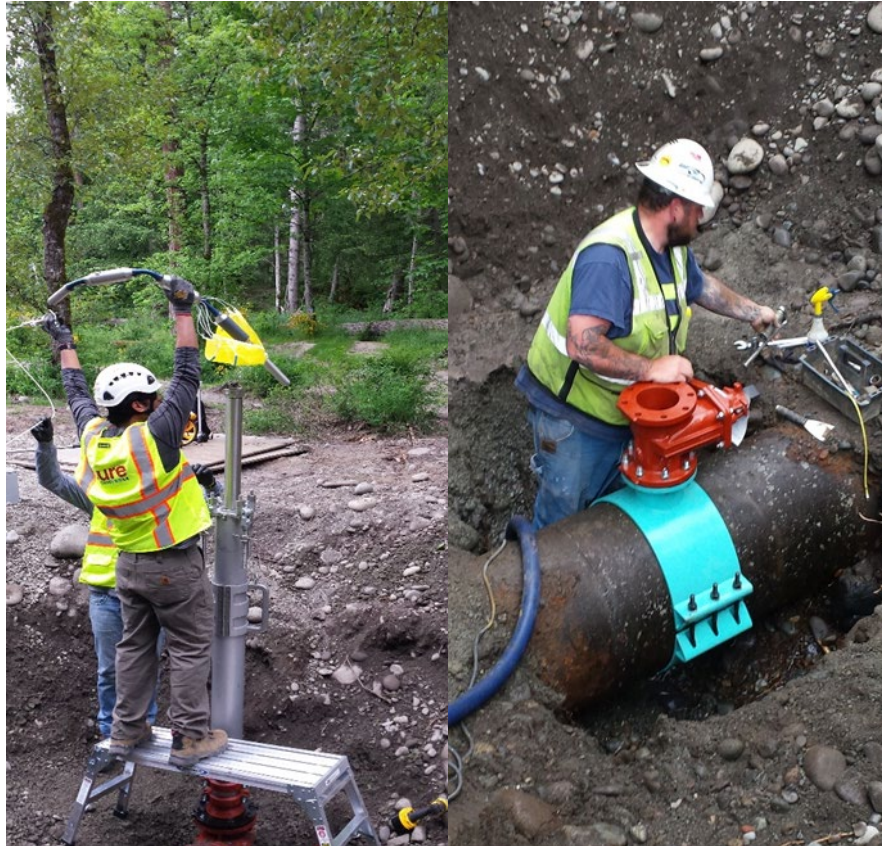
Information shown is for general reference purposes only and does not necessarily represent exact geographic or cartographic data as mapped. The City of Auburn makes no warranty as to its accuracy.

Water Utility Projects

Sixteen capital projects totaling \$6,562,386 are budgeted for 2019 and thirteen capital projects totaling \$4,231,905 are budgeted for 2020. The significant projects include the following:

- The Coal Creek Springs Transmission Main Replacement (\$2,096,500 in 2019) will provide full replacement of the transmission main crossing the White River via a utility bridge. **(See Map – “A” and photos below)**
- Green River Pump Station Emergency Power project (\$1,035,000 in 2019) will fund the construction of facility improvements to house an emergency generator and accompanying electrical equipment. **(See Map – “B”)**
- The Street Utility Improvements project will fund water main improvements in coordination with the Local Street Preservation Program and general arterial street improvements. **(See Map – “C” for locations of the 2019 utility improvements)**
- The Annual Distribution System Improvements Program (\$300,000 in 2019 and \$1,000,000 in 2020) will fund capacity-related improvements to the water distribution system to address low pressures during peak hour demand and fire flows.

Pipe investigation work for the Coal Creek Springs transmission replacement project.



2019 -2020 Water Fund Projects

Title	Project #	2019 Budget	2020 Budget	Page
Algona Well 1 Decommissioning	wabd08	50,000	-	335
Annual Distribution System Improvements Program	wabd09	300,000	1,000,000	335
Cascade Water Alliance Water Purchase	wabd06	252,586	934,805	335
Coal Creek Springs Rehabilitation	wabd07	50,000	-	336
Coal Creek Springs Transmission Main Replacement	cp1603	2,096,500	-	336
Deduct Meter Replacement Program	wabd19	250,000	250,000	336
Evaluation of Lea Hill Pump Station	wabd18	-	98,000	337
F Street SE Non-Motorized Improvements	cp1416	-	82,000	337
Green River Pump Station Emergency Power	cp1802	1,035,000	-	337
Lea Hill AC Main Replacement	wabd20	-	235,000	338
Lead Service Line Replacement	wabd21	150,000	150,000	338
Meter Vault Replacement	cp1807	1,000,000	-	338
Pipeline Asset Management Study	wabd17	57,000	59,000	339
Reservoir 1 Seismic Control Valve	cp1709	10,000		339
Reservoir Repair and Replacements	wabd12	50,000	50,000	339
Reservoir Seismic Rehabilitation	wabd16	86,000	-	340
Street Utility Improvements	wabd01	1,000,000	1,000,000	340
Water Repair & Replacements	wabd02	-	300,000	340
Water Resources Protection Program	wabd23	25,300	26,100	341
Well 4 Pump Improvements	wabd22	-	47,000	341
Well Inspection and Redevelopment Program	wabd11	150,000	-	341
Total Water Fund Projects		6,562,386	4,231,905	

Project Name: Algona Well 1 Decommissioning								
Project No: wabd08		Capacity Project: YES			Anticipated Year of Completion: 2023			
The Algona well has been temporarily abandoned and all related facilities removed. This project will have the well properly decommissioned by a State of Washington-licensed well driller, once the water rights have been transferred to an alternate source.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Water Fund		50,000				50,000		100,000
Bond Proceeds								-
State Grants								-
Local								-
Other (PWTF loan)								-
Subtotal	-	50,000	-	-	-	50,000	-	100,000
Capital Costs:								
Design		50,000				50,000		100,000
Right of Way								-
Construction								-
Subtotal	-	50,000	-	-	-	50,000	-	100,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Annual Distribution System Improvements Program								
Project No: wabd09		Capacity Project: YES			Anticipated Year of Completion: Beyond 2024			
Program to fund capacity-related improvements to the water distribution system to address low pressures during peak hour demand and fire flows. Design is expected to be completed in one year, followed by construction of those improvements in the subsequent year								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Water Fund	1,000,000	300,000	1,000,000	300,000	1,000,000	300,000	1,000,000	3,900,000
Bond Proceeds								-
State Grants								-
Local								-
Other								-
Subtotal	1,000,000	300,000	1,000,000	300,000	1,000,000	300,000	1,000,000	3,900,000
Capital Costs:								
Design		300,000		300,000		300,000		900,000
Right of Way								-
Construction	1,000,000		1,000,000		1,000,000		1,000,000	3,000,000
Subtotal	1,000,000	300,000	1,000,000	300,000	1,000,000	300,000	1,000,000	3,900,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Cascade Water Alliance Water Purchase								
Project No: wabd06		Capacity Project: YES			Anticipated Year of Completion: Beyond 2024			
Financing to purchase water from adjacent purveyors to meet projected demand based on agreements with Cascade Water Alliance. Council approved the agreements for permanent and reserve wholesale supply in September 2013. A new agreement with Tacoma was executed in 2014. Budget reflects purchase of permanent supply - payments of \$934,805 will continue from 2020 through 2029. Reserve supply will not be purchased and is not included.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Water Fund	505,172	252,586	934,805	934,805	934,805	934,805	934,805	4,926,611
Bond Proceeds								-
State Grants								-
Local								-
Other								-
Subtotal	505,172	252,586	934,805	934,805	934,805	934,805	934,805	4,926,611
Capital Costs:								
Water Supply Purchase	505,172	252,586	934,805	934,805	934,805	934,805	934,805	4,926,611
Right of Way								-
Construction								-
Subtotal	505,172	252,586	934,805	934,805	934,805	934,805	934,805	4,926,611
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Coal Creek Springs Rehabilitation								
Project No: wabd07		Capacity Project: YES			Anticipated Year of Completion: 2024			
Rehabilitation of the Coal Creek Springs middle collector will improve capacity of the springs resulting in greater utilization of the water right.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Water Fund		50,000			1,000,000	2,553,000	789,000	4,392,000
Bond Proceeds								-
State Grants								-
Local								-
Other								-
Subtotal	-	50,000	-	-	1,000,000	2,553,000	789,000	4,392,000
Capital Costs:								
Design		50,000						50,000
Right of Way								-
Construction					1,000,000	2,553,000	789,000	4,342,000
Subtotal	-	50,000	-	-	1,000,000	2,553,000	789,000	4,392,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Coal Creek Springs Transmission Main Replacement								
Project No: cp1603		Capacity Project: NO			Anticipated Year of Completion: 2022			
The facilities evaluation study conducted in 2013-2014 found a suspected leak on the 24" steel transmission main crossing the White River. The approximate location was determined, but further investigation is required to assess the degree and magnitude of the potential leak. This project will provide for full replacement of the river crossing via a utility bridge. This option eliminates the deep blow-off and allows more flexibility for expansion. A future project would rehabilitate the existing crossing for redundancy.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Water Fund	64,921	1,285,100		90,000	410,000			1,785,100
Bond Proceeds								-
State Grants								-
Local								-
DWSRF Loan	528,600	811,400						811,400
Subtotal	593,521	2,096,500	-	90,000	410,000	-	-	2,596,500
Capital Costs:								
Design	593,521			90,000				90,000
Right of Way								-
Construction		2,096,500			410,000			2,506,500
Subtotal	593,521	2,096,500	-	90,000	410,000	-	-	2,596,500
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Deduct Meter Replacement Program								
Project No: wabd19		Capacity Project: NO			Anticipated Year of Completion: 2022			
Approximately 200 non-single family irrigation meters within the water system are connected to the customer's supply line on the customer side of the domestic meter, instead of being directly connected to the water main. Since sewer charges for non-single family customers are based on the domestic water meter reading and irrigation water does not use the sewer system, customers ask to have the irrigation use deducted from their overall domestic use for sewer billing purposes. Thus, irrigation meters installed after the domestic meter are referred to as "deduct meters". To improve the billing process, increase staff efficiencies and eliminate manual calculations in the billing process this project will re-install the irrigation meters to directly connect to the main. Deduct meters will be converted to irrigation meters to more equitably bill water usage.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Water Fund		250,000	250,000	250,000	250,000			1,000,000
Bond Proceeds								-
State Grants								-
Local								-
Other								-
Subtotal	-	250,000	250,000	250,000	250,000	-	-	1,000,000
Capital Costs:								
Design								-
Right of Way								-
Construction		250,000	250,000	250,000	250,000			1,000,000
Subtotal	-	250,000	250,000	250,000	250,000	-	-	1,000,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Evaluation of Lea Hill Pump Station								
Project No: wabd18		Capacity Project: NO			Anticipated Year of Completion: 2020			
Lea Hill pump station will be evaluated to determine if it should be decommissioned or reconstructed to provide redundant pumped supply to the Lea Hill area. If the Green River Pump Station is out of service for maintenance, a redundant pump station would avoid the need to purchase more expensive regional surface water through the 132nd Interlie.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Water Fund			98,000					98,000
Bond Proceeds								-
State Grants								-
Local								-
Other								-
Subtotal	-	-	98,000	-	-	-	-	98,000
Capital Costs:								
Design			18,000					18,000
Right of Way								-
Construction			80,000					80,000
Subtotal	-	-	98,000	-	-	-	-	98,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: F Street SE Non-Motorized Improvements								
Project No: cp1416		Capacity Project: NO			Anticipated Year of Completion: 2021			
Water main improvements constructed in conjunction with F Street SE street improvements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Water Fund	30,000		82,000	302,000				384,000
Bond Proceeds								-
State Grants								-
Local								-
Other								-
Subtotal	30,000	-	82,000	302,000	-	-	-	384,000
Capital Costs:								
Design	30,000		82,000					82,000
Right of Way								-
Construction				302,000				302,000
Subtotal	30,000	-	82,000	302,000	-	-	-	384,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Green River Pump Station Emergency Power								
Project No: cp1802		Capacity Project: NO			Anticipated Year of Completion: 2019			
Construction of facility improvements to house an emergency generator and associated electrical equipment.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Water Fund	190,000	135,000						135,000
Bond Proceeds		900,000						900,000
State								-
Local								-
Other								-
Subtotal	190,000	1,035,000	-	-	-	-	-	1,035,000
Capital Costs:								
Design	190,000	130,000						130,000
Right of Way								-
Construction		905,000		-				905,000
Subtotal	190,000	1,035,000	-	-	-	-	-	1,035,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$600								

Project Name: Lea Hill AC Main Replacement								
Project No: wabd20		Capacity Project: NO		Anticipated Year of Completion: 2021				
Distribution system repair and replacement project required for meeting peak demands and reducing system losses. Project will replace asbestos cement (AC) water main in the Lea Hill service area.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Water Fund			-	754,700				754,700
Bond Proceeds			235,000	2,258,300				2,493,300
State Grants								-
Local								-
Other								-
Subtotal	-	-	235,000	3,013,000	-	-	-	3,248,000
Capital Costs:								
Design			235,000					235,000
Right of Way								-
Construction				3,013,000				3,013,000
Subtotal	-	-	235,000	3,013,000	-	-	-	3,248,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Lead Service Line Replacement								
Project No: wabd20		Capacity Project: NO		Anticipated Year of Completion: Beyond 2024				
The City has approximately 1000 service lines with a lead goose-neck connection at the main. State and Federal agencies are planning a 15 year period for utilities to remove all lead service lines.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Water Fund		50,000	50,000	50,000	50,000	50,000	50,000	300,000
Bond Proceeds								-
State Grants		100,000	100,000	130,000	135,000	140,000	145,000	750,000
Local								-
Other								-
Subtotal	-	150,000	150,000	180,000	185,000	190,000	195,000	1,050,000
Capital Costs:								
Design								-
Right of Way								-
Construction		150,000	150,000	180,000	185,000	190,000	195,000	1,050,000
Subtotal	-	150,000	150,000	180,000	185,000	190,000	195,000	1,050,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Meter Vault Replacement								
Project No: cp1807		Capacity Project: NO		Anticipated Year of Completion: 2019				
Large meter vaults at Washington Elementary School, Cascade Middle School (2 vaults), Forest Ridge Townhomes, Green River Estates, and Neely Station have lids that are unsafe and vaults that are in need of repair. Project will replace the vaults and upgrade piping as needed.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Water Fund	100,000	1,000,000						1,000,000
Bond Proceeds								-
State Grants								-
Local								-
Other								-
Subtotal	100,000	1,000,000	-	-	-	-	-	1,000,000
Capital Costs:								
Design	100,000	-						-
Right of Way								-
Construction		1,000,000						1,000,000
Subtotal	100,000	1,000,000	-	-	-	-	-	1,000,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Pipeline Asset Management Study								
Project No: wabd17		Capacity Project: NO		Anticipated Year of Completion: 2020				
Pipeline asset management study will identify the remaining useful life of water mains in the system, prioritize pipe replacements, and develop replacement costs to phase in the replacements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Water Fund		57,000	59,000					116,000
Bond Proceeds								-
State Grants								-
Local								-
Other								-
Subtotal	-	57,000	59,000	-	-	-	-	116,000
Capital Costs:								
Design		57,000	59,000					116,000
Right of Way								-
Construction								-
Subtotal	-	57,000	59,000	-	-	-	-	116,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Reservoir 1 Seismic Control Valve								
Project No: cp1709		Capacity Project: NO		Anticipated Year of Completion: 2019				
This project will install a seismic control valve at the City's largest reservoir, Reservoir 1, to prevent water from escaping from the reservoir in case of an earthquake.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Water Fund	325,000	10,000						10,000
Federal Grants	150,005							-
State Grants	24,995							-
Local								-
Other								-
Subtotal	500,000	10,000	-	-	-	-	-	10,000
Capital Costs:								
Design	25,600							-
Right of Way								-
Construction	474,400	10,000						10,000
Subtotal	500,000	10,000	-	-	-	-	-	10,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Reservoir Repair and Replacements								
Project No: wabd12		Capacity Project: NO		Anticipated Year of Completion: Beyond 2023				
General reservoir maintenance and minor improvements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Water Fund	100,000	50,000	50,000	50,000	164,000	566,000	-	880,000
Bond Proceeds								-
State Grants								-
Local								-
Other								-
Subtotal	100,000	50,000	50,000	50,000	164,000	566,000	-	880,000
Capital Costs:								
Design					164,000			164,000
Right of Way								-
Construction	100,000	50,000	50,000	50,000	-	566,000		716,000
Subtotal	100,000	50,000	50,000	50,000	164,000	566,000	-	880,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Reservoir Seismic Rehabilitation								
Project No: wabd16		Capacity Project: NO		Anticipated Year of Completion: 2023				
Install seismic control valves on outlet piping of Reservoirs 2, 4A, 4B, 8A, and 8B. This project will include a study (2019) to identify work to be completed at each site, and to further define project costs at each site. A grant was received for Reservoir 1 and a separate project was established, removing \$25,000 from these costs. Costs for the remaining reservoirs will be updated based on the Reservoir 1 project.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Water Fund		86,000		241,000		262,000		589,000
Bond Proceeds								-
State Grants								-
Local								-
Other								-
Subtotal	-	86,000	-	241,000	-	262,000	-	589,000
Capital Costs:								
Design		86,000		61,000		65,000		212,000
Right of Way								-
Construction				180,000		197,000		377,000
Subtotal	-	86,000	-	241,000	-	262,000	-	589,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Street Utility Improvements								
Project No: wabd01		Capacity Project: NO		Anticipated Year of Completion: Beyond 2024				
Water main improvements in coordination with the Local Street Preservation Program and general arterial street improvements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	3 Years	2019	2020	2021	2022	2023	2024	Total
Water Fund	1,712,589	200,000	200,000	1,000,000	1,000,000	1,000,000	1,000,000	4,400,000
Bond Proceeds		800,000	800,000					1,600,000
State Grants								-
Local								-
Other								-
Subtotal	1,712,589	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
Capital Costs:								
Design								-
Right of Way								-
Construction	1,712,589	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
Subtotal	1,712,589	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Water Repair & Replacements								
Project No: wabd02		Capacity Project: NO		Anticipated Year of Completion: Beyond 2024				
Program to fund distribution system repair and replacement projects required for meeting peak demands and reducing system losses. Projects will be coordinated with the Local Street Program and other utility projects.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Water Fund	300,000		300,000	1,000,000	300,000	1,000,000	300,000	2,900,000
Bond Proceeds								-
State Grants								-
Local								-
Other								-
Subtotal	300,000	-	300,000	1,000,000	300,000	1,000,000	300,000	2,900,000
Capital Costs:								
Design	300,000		300,000		300,000		300,000	900,000
Right of Way								-
Construction	-			1,000,000		1,000,000		2,000,000
Subtotal	300,000	-	300,000	1,000,000	300,000	1,000,000	300,000	2,900,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Water Resources Protection Program (Wellhead Protection)								
Project No: wabd23		Capacity Project: NO		Anticipated Year of Completion: Beyond 2024				
Annual funding for implementing strategies identified in the Wellhead Protection Plan. Although some tasks will be performed as part of the water operations budget, other tasks will require consultants with expertise in review and investigation of contaminant sites and other environmental databases, development of spill response plans, and leaking underground storage tanks.								
	Prior Years	Budget 2019	Budget 2020	Estimate 2021	Estimate 2022	Estimate 2023	Estimate 2024	2019-2024 Total
Funding Sources:								
Water Fund		25,300	26,100	26,800	27,700	28,500	29,400	163,800
Bond Proceeds								-
State Grants								-
Local								-
Other								-
Subtotal	-	25,300	26,100	26,800	27,700	28,500	29,400	163,800
Capital Costs:								
Design								-
Right of Way								-
Construction		25,300	26,100	26,800	27,700	28,500	29,400	163,800
Subtotal	-	25,300	26,100	26,800	27,700	28,500	29,400	163,800
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

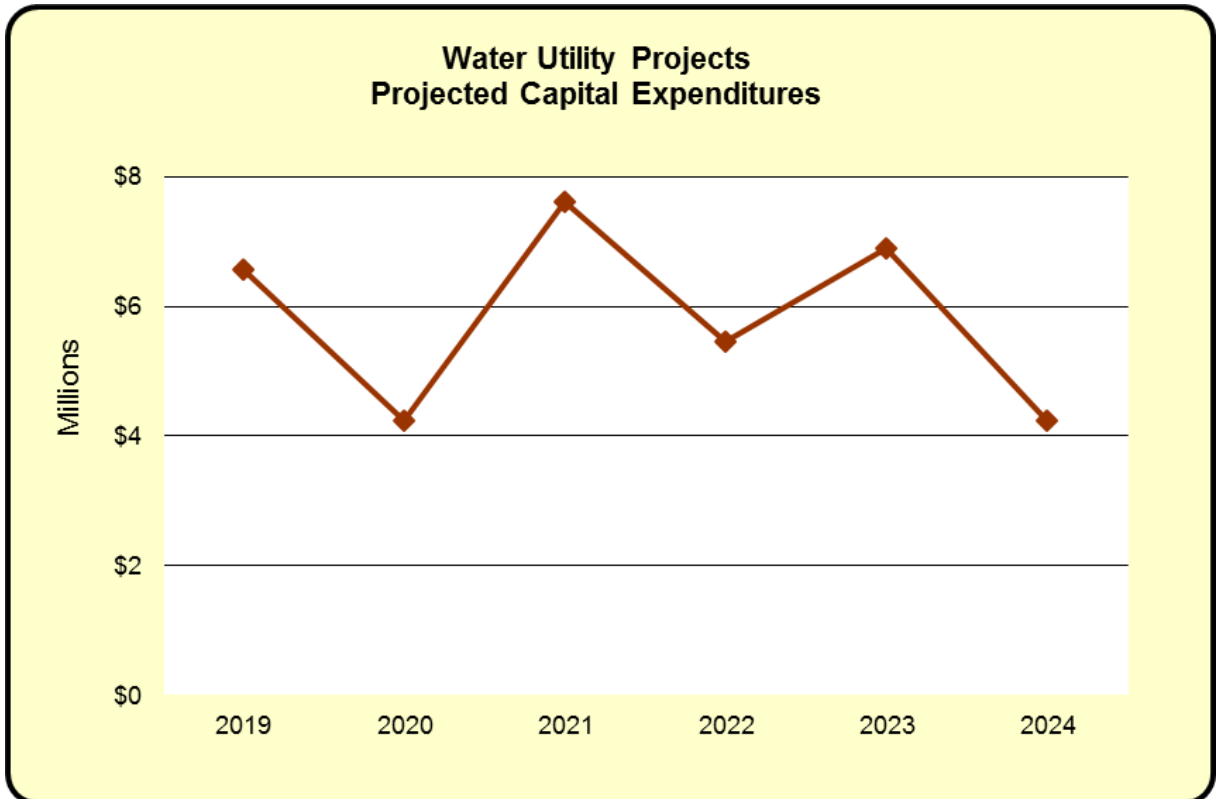
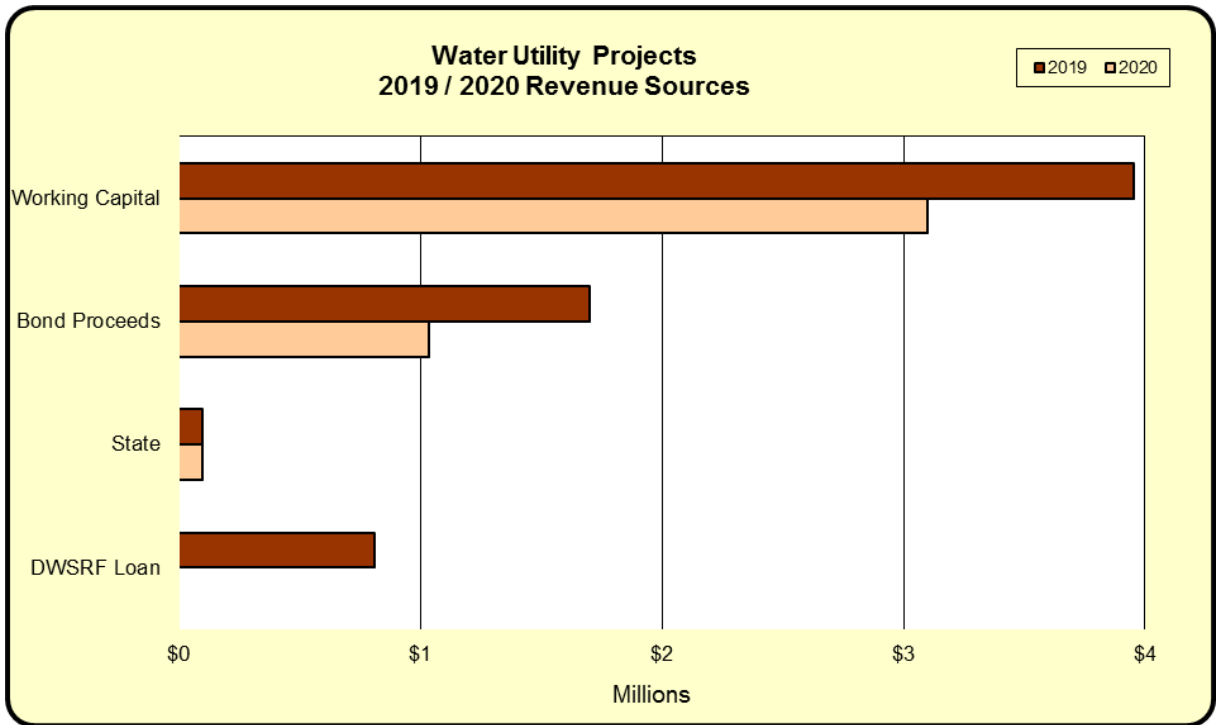
Project Name: Well 4 Pump Improvements								
Project No: wabd22		Capacity Project: NO		Anticipated Year of Completion: 2021				
This project was identified in the Facilities Evaluation Study, and will include an electrical retrofit and replacement of aging pump check valve.								
	Prior Years	Budget 2019	Budget 2020	Estimate 2021	Estimate 2022	Estimate 2023	Estimate 2024	2019-2024 Total
Funding Sources:								
Water Fund			47,000	225,000				272,000
Bond Proceeds								-
State Grants								-
Local								-
Other								-
Subtotal	-	-	47,000	225,000	-	-	-	272,000
Capital Costs:								
Design			47,000					47,000
Right of Way								-
Construction				225,000				225,000
Subtotal	-	-	47,000	225,000	-	-	-	272,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Well Inspection and Redevelopment Program								
Project No: wabd11		Capacity Project: NO		Anticipated Year of Completion: 2022				
Program for inspection and redevelopment of supply wells and springs necessary to ensure production at maximum capacity for efficient utilization.								
	Prior Years	Budget 2019	Budget 2020	Estimate 2021	Estimate 2022	Estimate 2023	Estimate 2024	2019-2024 Total
Funding Sources:								
Water Fund		150,000			185,000			335,000
Bond Proceeds								-
State Grants								-
Local								-
Other								-
Subtotal	-	150,000	-	-	185,000	-	-	335,000
Capital Costs:								
Design								-
Right of Way								-
Construction		150,000	-	-	185,000	-	-	335,000
Subtotal	-	150,000	-	-	185,000	-	-	335,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

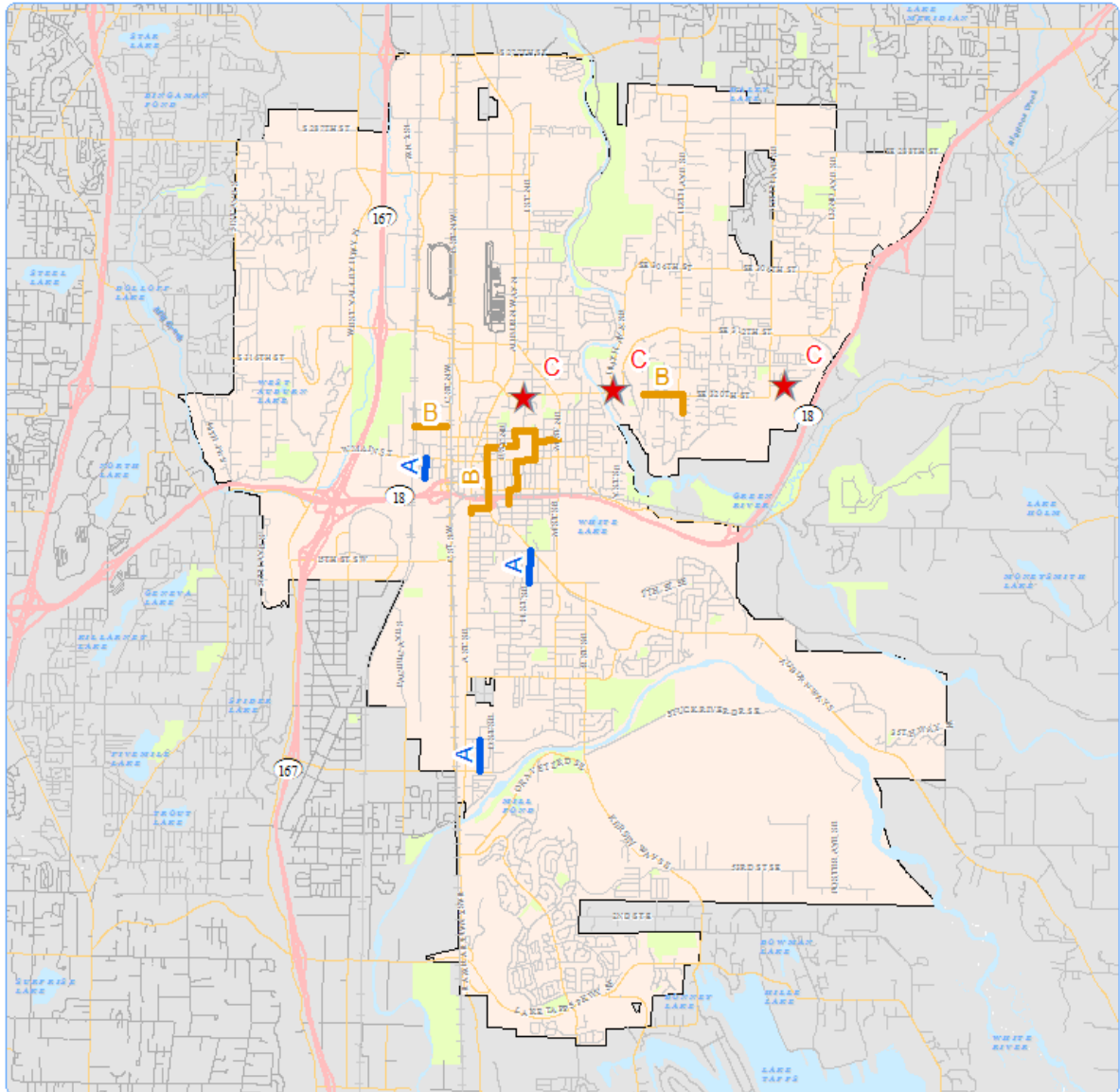
TOTAL CAPITAL COSTS and FUNDING SOURCES - WATER								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Water Fund	4,327,682	3,950,986	3,096,905	5,224,305	5,321,505	6,744,305	4,103,205	28,441,211
Bond Proceeds	-	1,700,000	1,035,000	2,258,300	-	-	-	4,993,300
Federal Grants	150,005	-	-	-	-	-	-	-
State Grants	24,995	100,000	100,000	130,000	135,000	140,000	145,000	750,000
Local	-	-	-	-	-	-	-	-
DWSRF Loan	528,600	811,400	-	-	-	-	-	811,400
Other	-	-	-	-	-	-	-	-
Total	5,031,282	6,562,386	4,231,905	7,612,605	5,456,505	6,884,305	4,248,205	34,995,911
Capital Costs:								
Design	1,239,121	673,000	741,000	451,000	464,000	415,000	300,000	3,044,000
Water Supply Purchase	505,172	252,586	934,805	934,805	934,805	934,805	934,805	4,926,611
Right of Way	-	-	-	-	-	-	-	-
Construction	3,286,989	5,636,800	2,556,100	6,226,800	4,057,700	5,534,500	3,013,400	27,025,300
Total	5,031,282	6,562,386	4,231,905	7,612,605	5,456,505	6,884,305	4,248,205	34,995,911

Summary of Impacts of 2019 -2020 Capital Projects on Future Operating Expenses

Water Fund Projects	2020	2021	2022	2023	2024	2025	6 Year Total
Green River Pump Station Emergency Power	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 3,600
Total Water Fund Projects	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 3,600



Sanitary Sewer Utility Projects 2019-2020



A) 2019 Sewer Repair and Replacement (Project includes many sites throughout the City. Three sites are shown on this map)	City of Auburn	
B) Large Diameter Pipe Assessment (Project includes many sites throughout the City. Three sites are shown on this map)	Parks	
C) Pump Station Electrical Improvements (Project includes many sites throughout the City. Three sites are shown on this map)	Water Features	

Printed On: 5/17/2018
Map ID: 0046

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

Sanitary Sewer Projects

Six capital projects totaling \$2,844,000 are budgeted for 2019 and six capital projects totaling \$1,213,000 are budgeted for 2019. The significant projects include the following:

- The 2019 Sewer Repair and Replacement project (\$1,500,000 in 2019) will repair and/or replace existing sewer lines at 21 different sites throughout the City. **(Map – “A” shows three of sites)**
- The Large Diameter Pipe Assessment project (\$455,000 in 2019) will clean and internally inspect all pipe owned by the City that is larger than 18 inches in diameter. **(Map – “B” shows three of the sites)**
- Pump Station Electrical Improvements project (\$455,000 in 2019) will provide funding for electrical systems additions and modification to increase employee safety as well as operational efficiency. **(Map – “C” shows three of the sites)**
- The Street Utility Improvements project (\$200,000 in both 2019 and 2020) will replace sewer lines in coordination with the Local Street Preservation program and the Arterial Street Preservation program.

2019 -2020 Sewer Fund Projects

Title	Project #	2019 Budget	2020 Budget	Page
2019 Sewer Repair and Replacement	cp1805	1,500,000	-	347
22nd Street Pump Station Replacement	sebd13	-	65,000	347
Comprehensive Sewer Plan Update	sebd12	-	410,000	347
Inflow and Infiltration Study	sebd11	154,000	158,000	348
Large Diameter Pipe Assessment	sebd07	455,000	-	348
Manhole Ring and Cover Replacement	sebd04	80,000	80,000	348
Pump Station Electrical Improvements	cp1812	455,000	-	349
Sanitary Sewer Repair & Replacement/System Imp. Program	sebd01	-	300,000	349
Street Utility Improvements	sebd02	200,000	200,000	349
Total Sewer Fund Projects		2,844,000	1,213,000	

Project Name: 2019 Sewer Repair and Replacement								
Project No: cp1805			Capacity Project: NO			Anticipated Year of Completion: 2019		
Repair and/or replace existing aging sewer lines at 21 different sites throughout the City.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Sewer Fund	300,000	1,500,000						1,500,000
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	300,000	1,500,000	-	-	-	-	-	1,500,000
Capital Costs:								
Design	300,000	150,000						150,000
Right of Way								-
Construction		1,350,000						1,350,000
Subtotal	300,000	1,500,000	-	-	-	-	-	1,500,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: 22nd Street Pump Station Replacement								
Project No: sebd13			Capacity Project: NO			Anticipated Year of Completion: 2022		
The 22nd Street Pump Station was constructed in 1967. The dry well has shown some signs of corrosion, and the mechanical systems are reaching the end of their useful life. The initial phase of this project will examine the alternatives of rehabilitating the station, replacing major components, or replacing the entire station. The proposed funding assumes a complete replacement, and will be adjusted pending the alternatives analysis.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Sewer Fund			65,000	450,000	2,900,000			3,415,000
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	-	65,000	450,000	2,900,000	-	-	3,415,000
Capital Costs:								
Design			65,000	450,000	230,000			745,000
Right of Way								-
Construction					2,670,000			2,670,000
Subtotal	-	-	65,000	450,000	2,900,000	-	-	3,415,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Comprehensive Sewer Plan Update								
Project No: sebd12			Capacity Project: NO			Anticipated Year of Completion: 2020		
Prepare an update to the City's Sewer Comprehensive Plan to include an update to the hydraulic model and an update to the Capital Improvement Plan.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Sewer Fund			410,000					410,000
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	-	410,000	-	-	-	-	410,000
Capital Costs:								
Design	-		410,000					410,000
Right of Way								-
Construction								-
Subtotal	-	-	410,000	-	-	-	-	410,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Inflow and Infiltration Study								
Project No: sebd11		Capacity Project: NO			Anticipated Year of Completion: 2023			
This project would assess portions of the City Sewer Service Area for infiltration/inflow (I/I) values, since excessive localized I/I can also be an indicator of poor sewer main and side sewer condition and could contribute to capacity issues in the future. This project would monitor flow in the collection system over 5 years. This data will then be used to help identify repair and replacement needs and for modeling purposes and I/I assessment in future updates to the Comprehensive Sewer Plan.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Sewer Fund		154,000	158,000	163,000	167,000	172,000		814,000
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	154,000	158,000	163,000	167,000	172,000	-	814,000
Capital Costs:								
Design	-	154,000	158,000	163,000	167,000	172,000		814,000
Right of Way								-
Construction								-
Subtotal	-	154,000	158,000	163,000	167,000	172,000	-	814,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Large Diameter Pipe Assessment								
Project No: sebd07		Capacity Project: NO			Anticipated Year of Completion: 2019			
City staff is not equipped to efficiently clean and inspect sewer pipes with a diameter larger than 18 inches. This project would clean and internally inspect all pipe owned by the City that is larger than 18 inches in diameter. This is approximately 39,300 feet, ranging in diameter from 20 inches up to 36 inches.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Sewer Fund		455,000						455,000
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	455,000	-	-	-	-	-	455,000
Capital Costs:								
Design		455,000						455,000
Right of Way								-
Construction								-
Subtotal	-	455,000	-	-	-	-	-	455,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

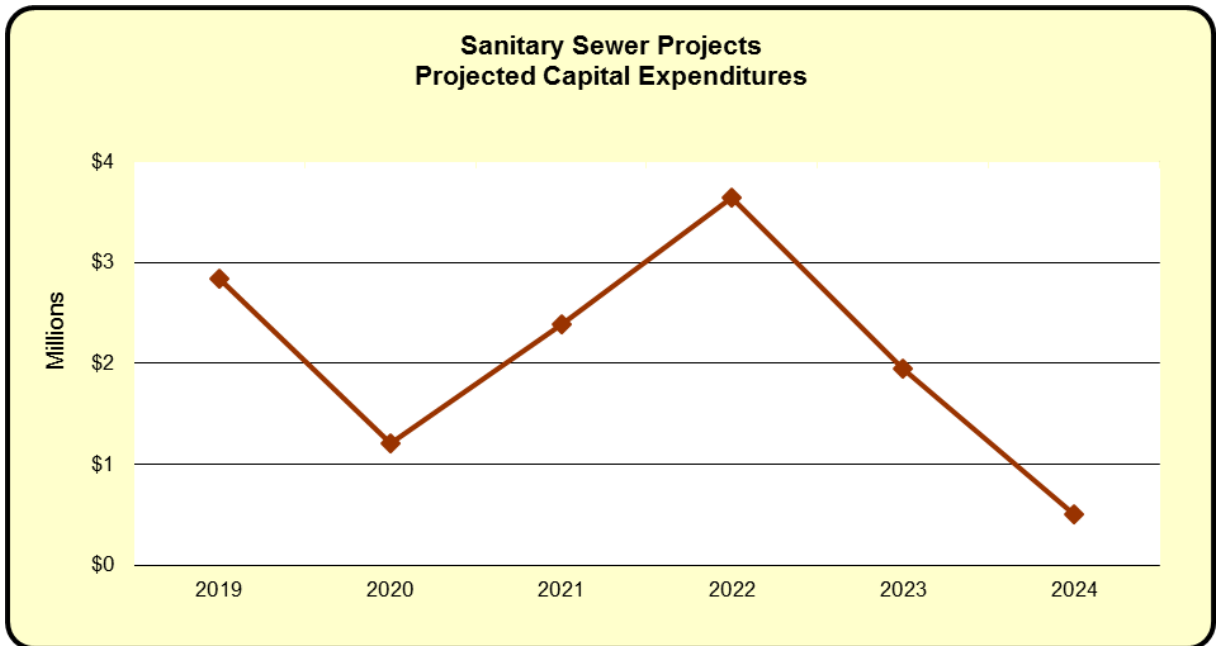
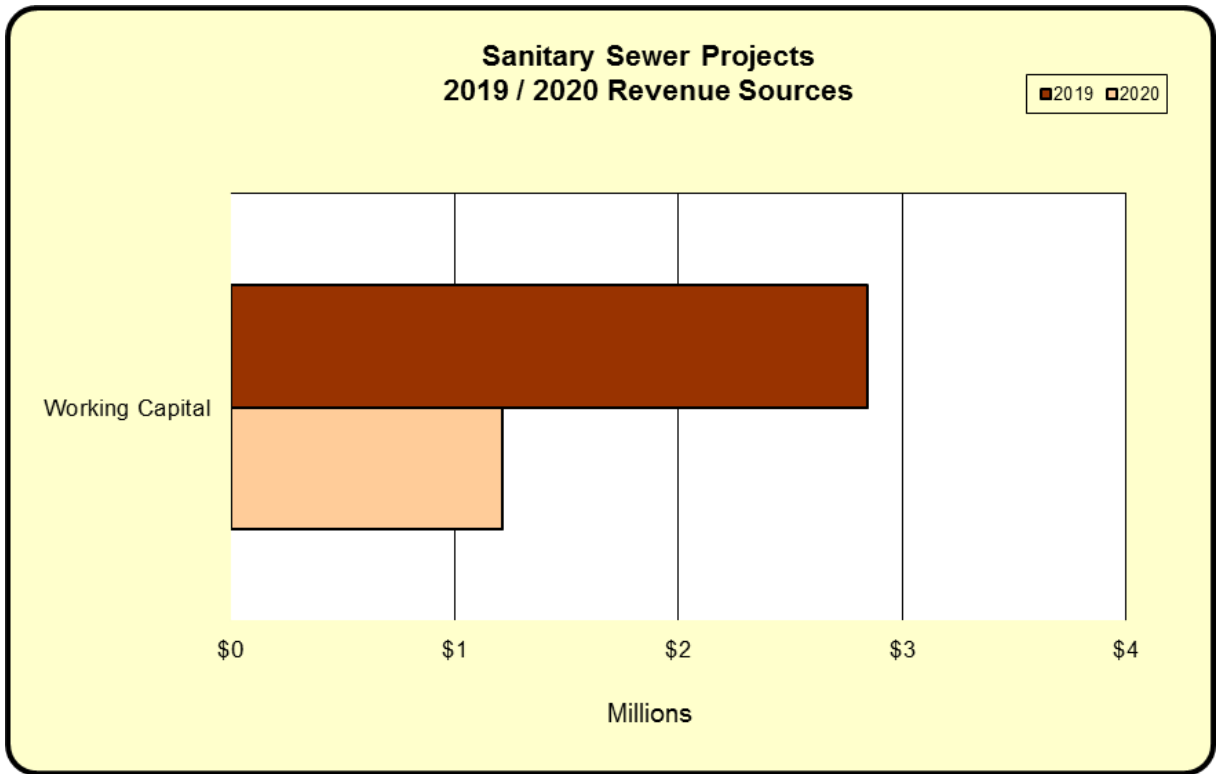
Project Name: Manhole Ring and Cover Replacement								
Project No: sebd04		Capacity Project: NO			Anticipated Year of Completion: Beyond 2023			
As manholes and roads age and their condition deteriorates, access covers and the rings in which they sit can become loose and/or misoriented, and can become a road hazard requiring maintenance staff attention and increasing the City's liability. This annual project will replace approximately 50 sewer manhole rings and covers to maintain access to the sewer system and to decrease the likelihood of the manholes becoming road hazards. Some of these replacements may be in conjunction with other City capital projects.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Sewer Fund	-	80,000	80,000	80,000	80,000	80,000		400,000
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	80,000	80,000	80,000	80,000	80,000	-	400,000
Capital Costs:								
Design	-	8,000	8,000	8,000	8,000	8,000		40,000
Right of Way								-
Construction	-	72,000	72,000	72,000	72,000	72,000		360,000
Subtotal	-	80,000	80,000	80,000	80,000	80,000	-	400,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): This project could decrease the future operating budget by reducing the need for staff to respond to loose manholes or lids.								

Project Name: Pump Station Electrical Improvements								
Project No: cp1812		Capacity Project: NO			Anticipated Year of Completion: 2019			
The Pump Station Condition Assessment (2016) identified a number of improvements to be made to the electrical systems at the City's sewer pump stations. The additions and modifications are intended to increase employee safety as well as operational efficiency. They include adding dry well control panel disconnects, bringing intrinsically safe wiring up to code, organizing, labelling, and dressing out control panel boxes at 5 stations (8th Street, Valley Meadows, Rainer Ridge, Riverside, and Peasley Ridge), adding dry well HMI computer screens, creating uniform as-built wiring diagrams for each station, as well as several other modifications identified for specific stations.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Sewer Fund	141,000	455,000						455,000
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	141,000	455,000	-	-	-	-	-	455,000
Capital Costs:								
Design	50,000	65,000						65,000
Right of Way								-
Construction	91,000	390,000						390,000
Subtotal	141,000	455,000	-	-	-	-	-	455,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

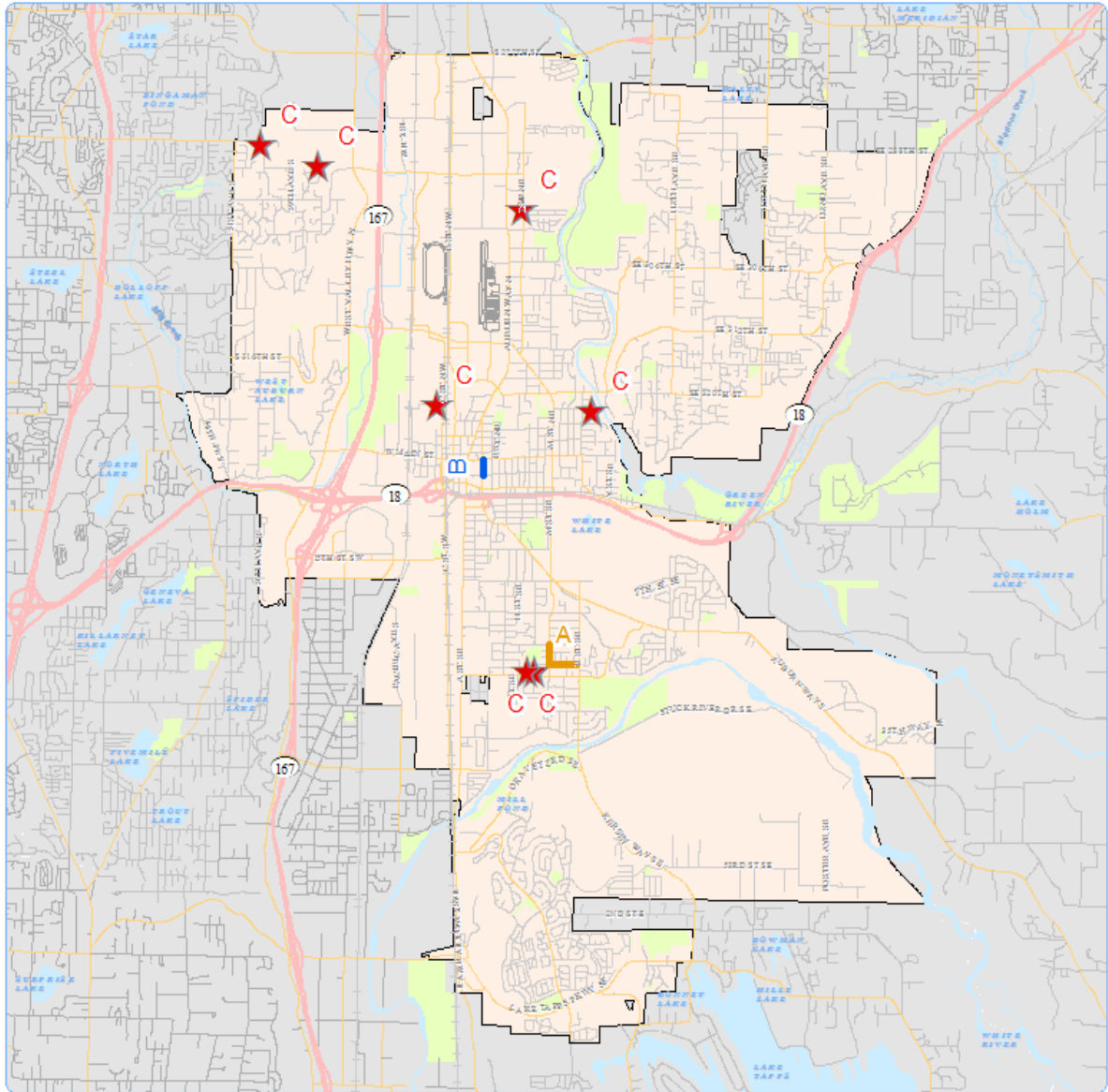
Project Name: Sanitary Sewer Repair & Replacement								
Project No: sebd01		Capacity Project: NO			Anticipated Year of Completion: Beyond 2024			
Repair and replace broken sewer mains and other facilities. These lines will be identified through television inspection and routine cleaning. This particular program includes proposed projects which do not have an approved Project Management Plan, or are not associated with the Save Our Streets or other transportation improvements. Anticipated projects include bi-annual, stand-alone, repair and replacement projects for sewer lines which are broken, misaligned, "bellied" or otherwise require an inordinate amount of maintenance effort or present a risk of backup or trench failure, and facilities which generate consistent odor complaints. Additionally, system improvements which enhance the ability to maintain service are included here.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Sewer Fund			300,000	1,500,000	300,000	1,500,000	300,000	3,900,000
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	-	300,000	1,500,000	300,000	1,500,000	300,000	3,900,000
Capital Costs:								
Design			250,000	150,000	250,000	150,000	250,000	1,050,000
Right of Way			20,000		20,000		20,000	60,000
Construction			30,000	1,350,000	30,000	1,350,000	30,000	2,790,000
Subtotal	-	-	300,000	1,500,000	300,000	1,500,000	300,000	3,900,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): This should decrease the operating budget by correcting the problems that require operation staffs attention.								

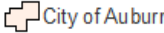
Project Name: Street Utility Improvements								
Project No: sebd02		Capacity Project: NO			Anticipated Year of Completion: Beyond 2024			
Sewer line replacement in coordination with the Local street Preservation Program and Arterial Preservation Program improvements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	3 Years	2019	2020	2021	2022	2023	2024	Total
Sewer Fund	433,680	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	433,680	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Capital Costs:								
Design	63,680	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Right of Way								-
Construction	370,000	170,000	170,000	170,000	170,000	170,000	170,000	1,020,000
Subtotal	433,680	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								


TOTAL CAPITAL COSTS and FUNDING SOURCES - SEWER								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Sewer Fund	874,680	2,844,000	1,213,000	2,393,000	3,647,000	1,952,000	500,000	12,549,000
Federal	-	-	-	-	-	-	-	-
State	-	-	-	-	-	-	-	-
Local	-	-	-	-	-	-	-	-
REET	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	874,680	2,844,000	1,213,000	2,393,000	3,647,000	1,952,000	500,000	12,549,000
Capital Costs:								
Design	413,680	862,000	921,000	801,000	685,000	360,000	280,000	3,909,000
Right of Way	-	-	20,000	-	20,000	-	20,000	60,000
Construction	461,000	1,982,000	272,000	1,592,000	2,942,000	1,592,000	200,000	8,580,000
Total	874,680	2,844,000	1,213,000	2,393,000	3,647,000	1,952,000	500,000	12,549,000




Storm Drainage Utility Projects 2019-2020



A) 2019 Local Street Reconstruction  City of Auburn

B) Auburn Way S 2nd-Main Street Storm Improvements  Parks

C) Pipeline Repair & Replacement Program  Water Features

0 0.5 1 2 Miles

Printed On: 2/19/2019
Map ID: 0048

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

Seven capital projects totaling \$3,145,000 are budgeted for 2019 and eight capital projects totaling \$2,011,900 are budgeted for 2020. The most significant projects are as follows:

- The 2019 Local Street Reconstruction project (\$1,117,000 in 2019) will fund storm drainage improvements to support the local street project. **(See Map – “A”)**
- The Auburn Way South 2nd –Main St. Storm Improvements project (\$750,000 in 2019) will improve existing drainage conditions for the SR-18 and Burlington Northern Railroad undercrossing. **(See Map – “B”)**
- The Pipeline Repair and Replacement Program (\$1,000,000 in 2019 and \$100,000 in 2020) will include projects identified as those requiring replacement of existing infrastructure. These projects support street repairs and other utility replacement programs requiring coordination. **(See Map – “C”)**

Construction of the new storm line built on M St SE between 23rd and 25th St SE as part of a prior year's Pipeline Repair and Replacement program.



2019 -2020 Storm Fund Projects

Title	Project #	2019 Budget	2020 Budget	Page
2019 Local Street Reconstruction	cp1726	1,117,000	-	355
23rd Street SE Storm Improvement	sdbd17	-	171,000	355
37th St. NW Storm Improvement	cp1724	10,000	-	355
Academy Drive, SE 312th St. SE, & D St. SE Storm Imp.	cp1312	10,000	-	356
Auburn Way South 2nd - Main Street Storm Improvements	sdbd15	750,000	-	356
Comprehensive Storm Drainage Plan Update	sdbd16	-	351,000	356
Hillside Drainage Assessment	sdbd07	158,000	176,000	357
Pipeline Repair & Replacement Program	sdbd03	1,000,000	100,000	357
Riverwalk Drive SE Non-Motorized Improvements	sdbd14	-	62,900	357
S. 330th St. & 46th Pl. S. Storm Improvement	sdbd13	-	85,000	358
Street Utility Improvements	sdbd04	100,000	100,000	358
Vegetation Sorting Facility	sdbd12	-	966,000	358
Total Storm Fund Projects		3,145,000	2,011,900	

Project Name: 2019 Local Street Reconstruction								
Project No: cp1726		Capacity Project: NO			Anticipated Year of Completion: 2019			
Storm drainage conveyance improvements for 28th St. SE and M St. SE needed to support the local street project. The new drainage improvements will allow for the elimination of a drywell system that does not meet storm requirements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-24
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Storm Drainage Fund	35,000	1,117,000						1,117,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	35,000	1,117,000	-	-	-	-	-	1,117,000
Capital Costs:								
Design	35,000	17,000						17,000
Right of Way								-
Construction		1,100,000						1,100,000
Subtotal	35,000	1,117,000	-	-	-	-	-	1,117,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: 23rd Street SE Storm Improvement								
Project No: sdbd17		Capacity Project: NO			Anticipated Year of Completion: 2121			
This project will improve existing drainage conditions in vicinity of 23rd St. SE & K St. SE. The project includes installation of a new 15-inch line along K St. SE from 23rd St. SE to 21st St. SE to alleviate flooding associated with the pedestrian entrance to Terminal Park Elementary School and installation of new 12-18-inch line along 23rd St. SE from F St. SE to K St. SE.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-24
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Storm Drainage Fund			171,000	587,000				758,000
Bond Proceeds								-
Federal								-
State								-
Local								-
Other								-
Subtotal	-	-	171,000	587,000	-	-	-	758,000
Capital Costs:								
Design			171,000					171,000
Right of Way								-
Construction				587,000				587,000
Subtotal	-	-	171,000	587,000	-	-	-	758,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost):								

Project Name: 37th St. NW Storm Improvement								
Project No: cp1724		Capacity Project: YES			Anticipated Year of Completion: 2019			
This project will increase existing pipes to provide additional capacity to alleviate current periodic flooding conditions in the vicinity of "I" St. NW. This will also provide relief to the flooding experienced on the Interurban Bike Trail.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-24
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Storm Drainage Fund	81,016	10,000						10,000
Bond Proceeds								-
State								-
Local	210,000							-
REET								-
Other								-
Subtotal	291,016	10,000	-	-	-	-	-	10,000
Capital Costs:								
Design	82,016							-
Right of Way								-
Construction	209,000	10,000						10,000
Subtotal	291,016	10,000	-	-	-	-	-	10,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Academy Drive, SE 312th St. SE, & D St. SE Storm Improvements								
Project No: cp1312		Capacity Project: NO			Anticipated Year of Completion: 2019			
Project replaces existing storm system infrastructure. Funding is from the 2015-2016 Pipeline Repair and Replacement Program. Project includes pipeline replacement in Academy Drive, a new pipeline within 312th St. SE to provide a "missing link", and the extension of a pipeline to the Velvet Square storm pond to allow the pond to be abandoned.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-24
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Storm Drainage Fund	720,592	10,000						10,000
Bond Proceeds								-
Federal								-
State								-
Local								-
Other								-
Subtotal	720,592	10,000	-	-	-	-	-	10,000
Capital Costs:								
Design	78,170							-
Right of Way	-							-
Construction	642,422	10,000						10,000
Subtotal	720,592	10,000	-	-	-	-	-	10,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Auburn Way South 2nd - Main Street Storm Improvements								
Project No: sdbd15		Capacity Project: NO			Anticipated Year of Completion: 2019			
Improve existing drainage conditions for the SR-18 & Burlington Northern Railroad undercrossing. The project includes replacing approximately 30 feet of adverse slope 30 inch pipe with new 36 inch pipe, and extend the existing 12 inch force main from the AWS storm pump station approximately 420 feet to the north. The project also includes a device to ensure the pump station does not recycle flow during periods of heavy rainfall.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-24
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Storm Drainage Fund	125,000	750,000						750,000
Bond Proceeds								-
Federal								-
State								-
Local								-
Other								-
Subtotal	125,000	750,000	-	-	-	-	-	750,000
Capital Costs:								
Design	125,000		-					-
Right of Way								-
Construction		750,000						750,000
Subtotal	125,000	750,000	-	-	-	-	-	750,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost):								

Project Name: Comprehensive Storm Drainage Plan Update								
Project No: sdbd16		Capacity Project: NO			Anticipated Year of Completion: 2020			
Update the Comprehensive Storm Drainage Plan to be consistent with the City's overall Comprehensive Plan update as required by the State of Washington.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-24
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Storm Drainage Fund			351,000					351,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	-	351,000	-	-	-	-	351,000
Capital Costs:								
Design			351,000					351,000
Right of Way								-
Construction								-
Subtotal	-	-	351,000	-	-	-	-	351,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Hillside Drainage Assessment								
Project No: sdbd07		Capacity Project: NO			Anticipated Year of Completion: 2020			
The existing drainage system includes pipes that discharge over hillsides. While inventory, mapping and initial inspections are currently being completed by City staff, additional detailed inspections may be required by consultants to provide geotechnical and/or slope stability analysis or specialized pipe inspections to fully define deficiencies.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-24
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Storm Drainage Fund		158,000	176,000					334,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	158,000	176,000	-	-	-	-	334,000
Capital Costs:								
Design								-
Right of Way								-
Construction		158,000	176,000					334,000
Subtotal	-	158,000	176,000	-	-	-	-	334,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Pipeline Repair & Replacement Program								
Project No: sdbd03		Capacity Project: NO			Anticipated Year of Completion: Beyond 2024			
This program provides funding for projects involving replacement of existing infrastructure. These projects support street repairs and other utility replacement programs, requiring coordination. Typically, design for repair and replacement projects is completed in one year, followed by construction the following year.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-24
Funding Sources:	3 Years	2019	2020	2021	2022	2023	2024	Total
Storm Drainage Fund	385,466	1,000,000	100,000	1,000,000	100,000	1,000,000	100,000	3,300,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other (Other Agency)								-
Subtotal	385,466	1,000,000	100,000	1,000,000	100,000	1,000,000	100,000	3,300,000
Capital Costs:								
Design	100,000		100,000		100,000		100,000	300,000
Right of Way								-
Construction	285,466	1,000,000		1,000,000		1,000,000		3,000,000
Subtotal	385,466	1,000,000	100,000	1,000,000	100,000	1,000,000	100,000	3,300,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): Repair and replacement of aging infrastructure should reduce operating costs.								

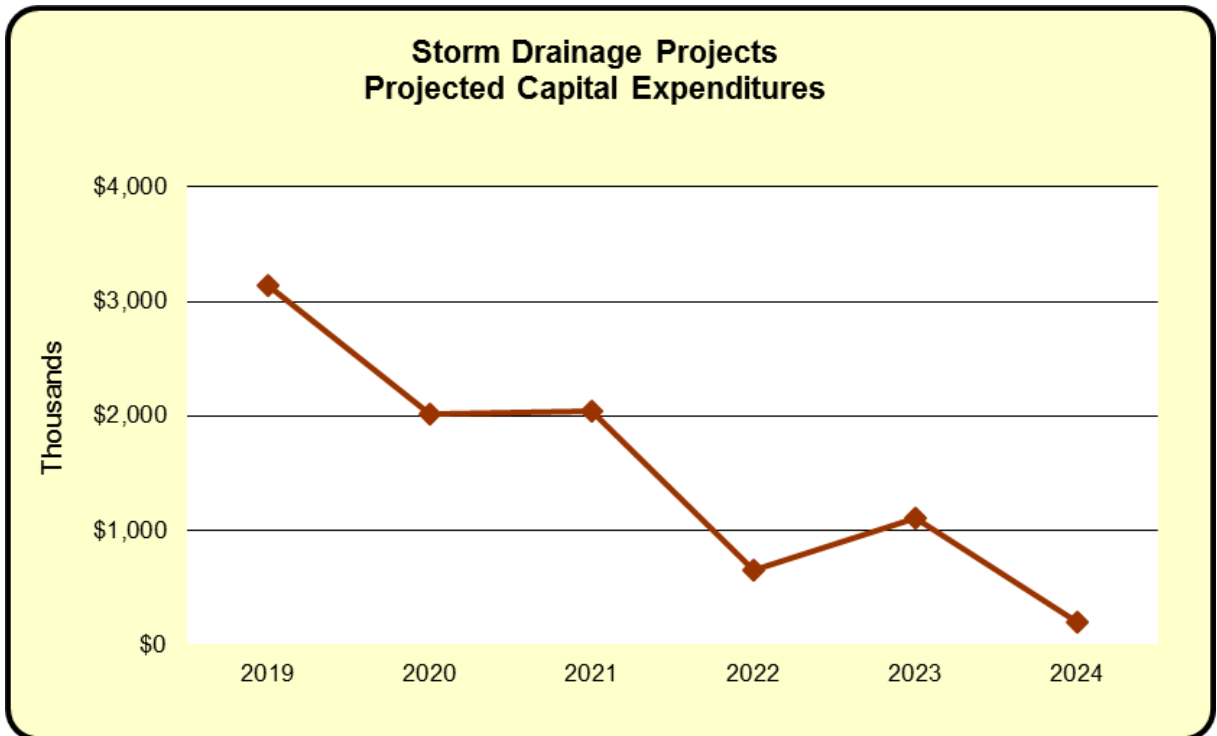
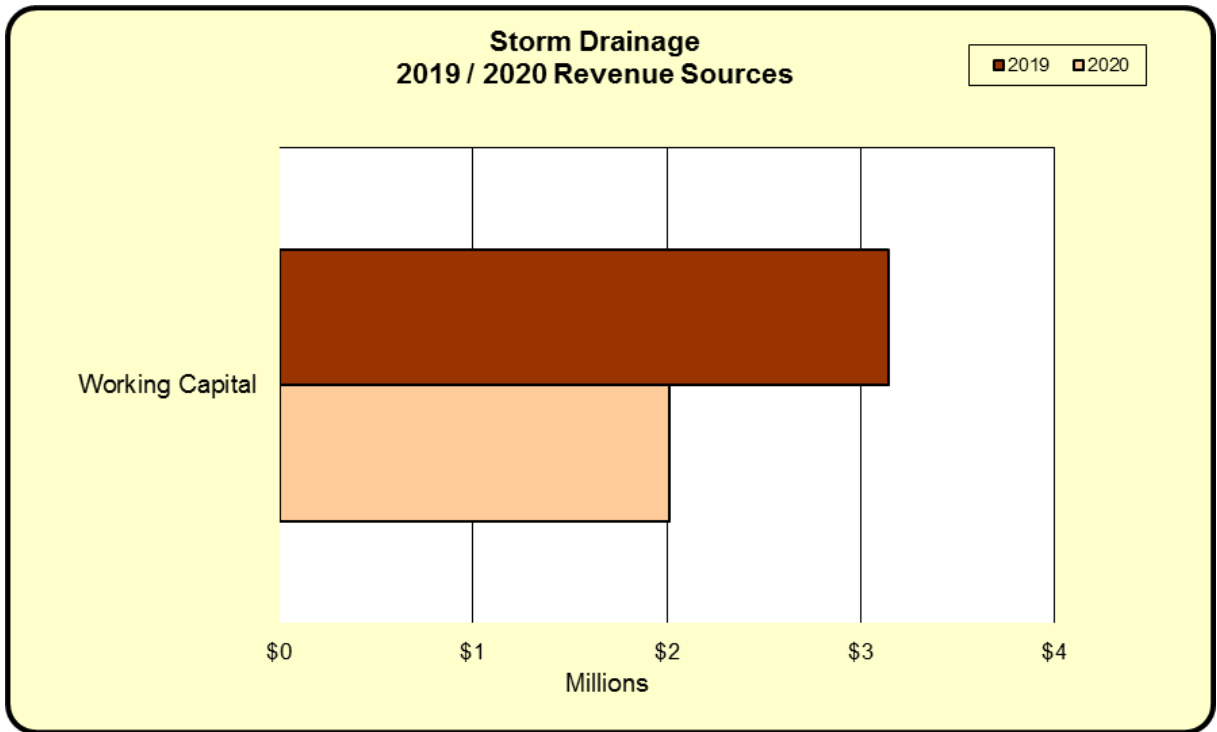
Project Name: Riverwalk Drive SE Non-Motorized Improvements								
Project No: sdbd14		Capacity Project: NO			Anticipated Year of Completion: 2022			
As part of a non-motorized improvement project along Riverwalk Drive SE between Howard Road and Auburn Way South, construct large diameter storm piping to replace existing ditch, and expand Riverwalk ponds to accommodate increased capacity.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-24
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Storm Drainage Fund			62,900	62,900	454,000			579,800
Bond Proceeds								-
Federal								-
State								-
Local								-
Other								-
Subtotal	-	-	62,900	62,900	454,000	-	-	579,800
Capital Costs:								
Design			62,900	62,900				125,800
Right of Way								-
Construction					454,000			454,000
Subtotal	-	-	62,900	62,900	454,000	-	-	579,800
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): Maintenance costs should decrease as a result of this project.								

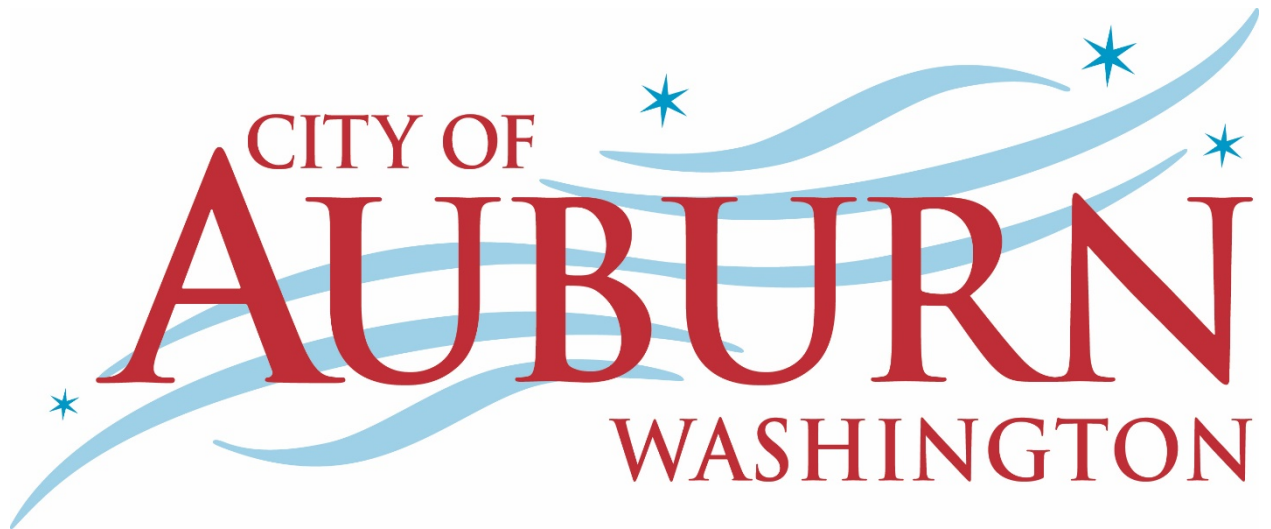
Project Name: S. 330th St. & 46th Pl. S. Storm Improvement								
Project No: sdbd13		Capacity Project: NO			Anticipated Year of Completion: 2121			
Improve existing drainage conditions for the West Hill annexation areas. This project includes improvements near 330th St. and 46th Pl. S. where public storm drainage currently discharges within a large open ditch. The improvement will re-route the drainage within the right-of-way to the existing outfall.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-24
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Storm Drainage Fund			85,000	294,000				379,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	-	85,000	294,000	-	-	-	379,000
Capital Costs:								
Design			85,000					85,000
Right of Way								-
Construction				294,000				294,000
Subtotal	-	-	85,000	294,000	-	-	-	379,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Street Utility Improvements								
Project No: sdbd04		Capacity Project: NO			Anticipated Year of Completion: Beyond 2022			
Storm drainage conveyance improvements in coordination with Arterial Preservation and Local Street Preservation improvements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-24
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Storm Drainage Fund	158,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	158,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Capital Costs:								
Design	5,000							-
Right of Way								-
Construction	153,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Subtotal	158,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

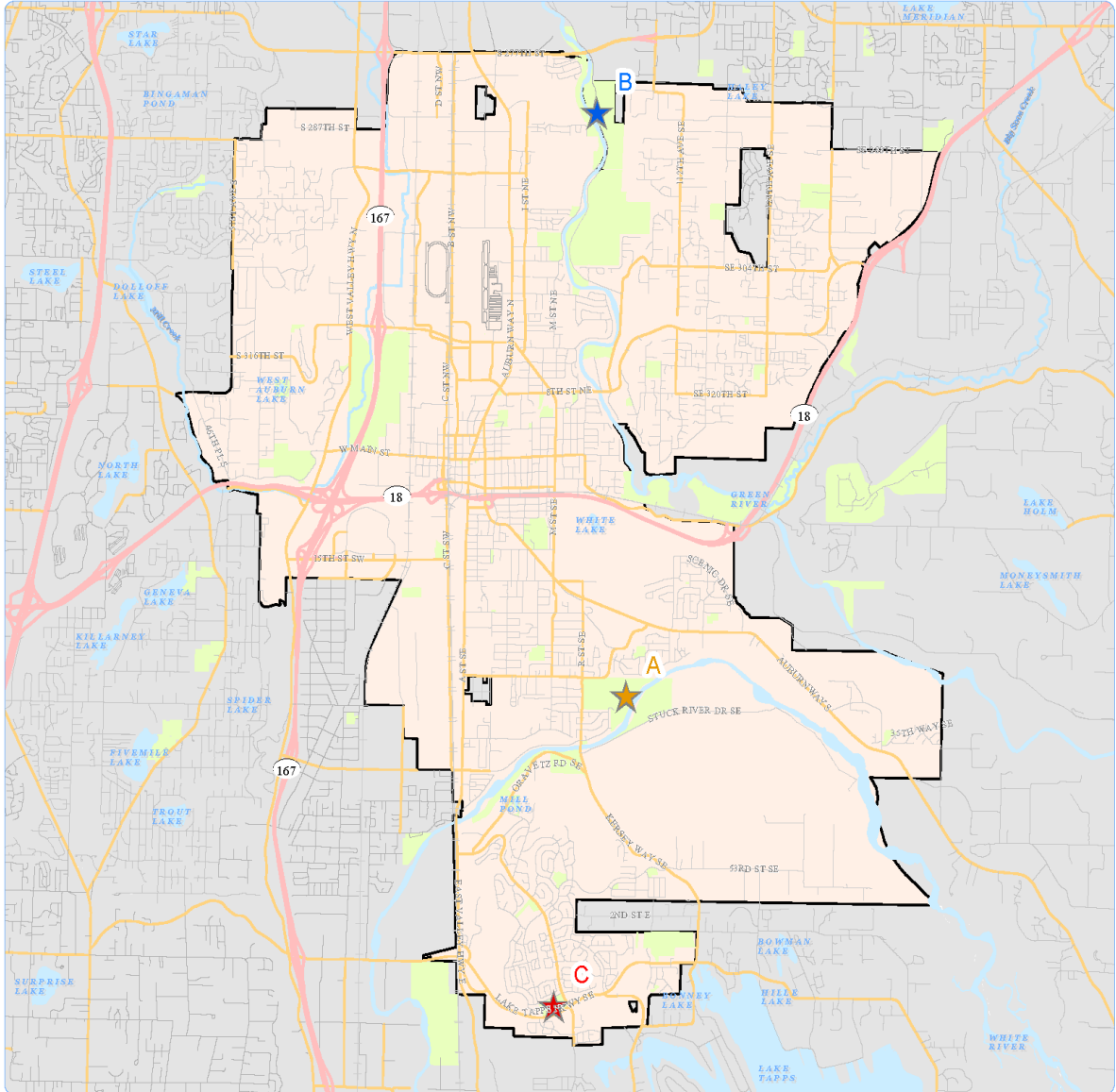
Project Name: Vegetation Sorting Facility								
Project No: sdbd12		Capacity Project: NO			Anticipated Year of Completion: 2020			
Evaluation to determine benefits and costs of acquiring property to use as a vegetation sorting facility prior to disposal or reuse of materials from storm drainage maintenance activities (e.g., pond and ditch cleaning). In addition, evaluate potential for use by other City departments and by neighboring jurisdictions as a regional facility. If evaluation shows a reasonable benefit/cost ratio, budget includes property acquisition and site improvements to construct the vegetation sorting facility.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-24
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Storm Drainage Fund			966,000					966,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	-	966,000	-	-	-	-	966,000
Capital Costs:								
Design			128,000					128,000
Acquisition			750,000					750,000
Construction			88,000					88,000
Subtotal	-	-	966,000	-	-	-	-	966,000
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	2019-24
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Storm Drainage Fund	1,505,074	3,145,000	2,011,900	2,043,900	654,000	1,100,000	200,000	9,154,800
Bond Proceeds	-	-	-	-	-	-	-	-
Federal	-	-	-	-	-	-	-	-
State	-	-	-	-	-	-	-	-
Local	210,000	-	-	-	-	-	-	-
REET	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	1,715,074	3,145,000	2,011,900	2,043,900	654,000	1,100,000	200,000	9,154,800
Capital Costs:								
Design	425,186	17,000	897,900	62,900	100,000	-	100,000	1,177,800
Right of Way	-	-	-	-	-	-	-	-
Acquisition	-	-	750,000	-	-	-	-	750,000
Construction	1,289,888	3,128,000	364,000	1,981,000	554,000	1,100,000	100,000	7,227,000
Total	1,715,074	3,145,000	2,011,900	2,043,900	654,000	1,100,000	200,000	9,154,800



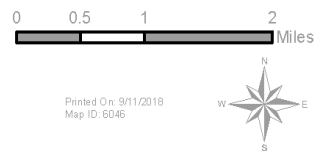


Parks, Arts and Recreation Projects 2019-2020



-  A) Game Farm Park Improvements
-  B) Mary Olson Farm -Watts Property Acquisition
-  C) Sunset Park Improvements

-  City of Auburn
-  Parks
-  Water Features



Printed On: 9/11/2018
Map ID: 6046

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Parks, Arts and Recreation Projects

Eleven projects totaling \$2,005,000 are budgeted for 2019 and six capital projects totaling \$460,000 are budgeted for 2020.

The most significant projects include following:

- The Game Farm Park Improvements project (\$1,200,000 in 2019) will improve interior lighting and pathways and provide access from the newly acquired property on southwest corner of the park. The project will also replace synthetic turf on two full sized soccer fields **(See Map – “A”)**
- The Mary Olson Farm –Watts Property Acquisition project (\$250,000 in 2019) will acquire approximately 16 acres of property located east of the Mary Olson Farm. The purpose of the acquisition is to create interpretive and educational opportunities in an area that has historical significance. **(See Map – “B”)**
- The Sunset Park project (\$200,000 in 2019) will expand the playground area to include a spray park and additional play activities. **(See Map – “C”)**



The Les Gove Park Improvements Project that is scheduled for completion in 2019 includes the transformation of a road through the park into a lighted plaza area.



2019 -2020 Municipal Parks Fund Projects

Title	Project #	2019 Budget	2020 Budget	Page
Auburndale Park	gpb01	-	100,000	365
BPA Trail on Lea Hill	gpb23	-	150,000	365
Brannan Park Synthetic Infield	cp1817	60,000	-	365
Cameron Park	gpb24	55,000	-	366
Fairway Drainage Improvement	gpb19	30,000	30,000	366
Gaines Park	gpb09	35,000	-	366
Game Farm Park Improvements	gpb08	1,200,000	-	367
Lea Hill Mini Soccer Field Turf Replacement	gpb26	-	50,000	367
Les Gove Park Improvements	cp1605	25,000	-	367
Mary Olson Farm - Watts Property Acquisition	gpb13	250,000	-	368
Miscellaneous Parks Improvements	gpb03	100,000	100,000	368
Park Acquisitions/Development	gpb04	30,000	30,000	368
Sunset Park Improvements	gpb06	200,000	-	369
West Hill Lake Property Development	cp1801	20,000	-	369
Total Municipal Parks Fund Projects		2,005,000	460,000	

Project Name: Auburndale Park								
Project No: gpb01		Capacity Project: YES			Anticipated Year of Completion: 2020			
Develop a Master Plan for the Park, install an irrigation system, new play structure and improve signage. Create an entrance to the park from the east via 110th Ave SE to allow access from the adjacent neighborhoods. Construct new section of trail in the western portion of park.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local								-
Other (Park Impact Fee)			100,000					100,000
Other (Contribution)								-
Subtotal	-	-	100,000	-	-	-	-	100,000
Capital Costs:								
Design			5,000					5,000
Right of Way								-
Construction			95,000					95,000
Subtotal	-	-	100,000	-	-	-	-	100,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$5,000								

Project Name: BPA Trail on Lea Hill								
Project No: gpb023		Capacity Project: YES			Anticipated Year of Completion: 2020			
Develop a feasibility study related to constructability of a pedestrian trail linking the Jacobsen Tree Farm site to the west end of Lea Hill. This trail would follow the alignment of the Bonneville Power Administration (BPA) transmission lines from 132nd to 108th Ave SE. Construction would be in phases based on constructability.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Municipal Parks Constr. Fund								-
Federal								-
State			150,000					150,000
Local								-
REET 2								-
Other (Contribution)								-
Subtotal	-	-	150,000	-	-	-	-	150,000
Capital Costs:								
Design		-	150,000					150,000
Right of Way								-
Construction			-					-
Subtotal	-	-	150,000	-	-	-	-	150,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Brannan Park Synthetic Infield								
Project No: cp1817		Capacity Project: YES			Anticipated Year of Completion: 2019			
Upgrade the existing dirt infield to synthetic turf to increase playability during inclement weather. The Parks Department submitted an application for a Youth Sports Facilities Grant (YAF) from the State Recreation and Conservation Office (RCO) in May 2016 for the synthetic infield. In addition, a King County Youth Athletic Facilities Grant application was submitted to cover City matching funds for the YAF grant. Additional improvements to the park include replacing the degraded concrete curbing around the perimeter of the parking lot.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Municipal Parks Constr. Fund	48,100							-
Federal								-
State	218,100							-
Local	75,000							-
Other (KC Prop 2)								-
Other (Park Impact Fee)	75,000	60,000						60,000
Other (Contributions)	20,000							-
Subtotal	436,200	60,000	-	-	-	-	-	60,000
Capital Costs:								
Design								-
Right of Way								-
Construction	436,200	60,000						60,000
Subtotal	436,200	60,000	-	-	-	-	-	60,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Cameron Park								
Project No: gpb24		Capacity Project: NO		Anticipated Year of Completion: 2019				
This project will improve the pedestrian trail and add landscape and fencing to serve as buffer to the neighborhood and play structure. This project is identified in the Parks Improvement Plan.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local		55,000						55,000
REET 2								-
Other (Park Impact Fee)								-
Subtotal	-	55,000	-	-	-	-	-	55,000
Capital Costs:								
Design		5,000						5,000
Right of Way								-
Construction		50,000						50,000
Subtotal	-	55,000	-	-	-	-	-	55,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Fairway Drainage Improvement								
Project No: gpb19		Capacity Project: NO		Anticipated Year of Completion: Beyond 2024				
Apply top dressing sand to the first five fairways in order to firm up these landing areas so that the holes are playable year round. Sand will be applied with a three yard topdressing machine. Sand will be applied bi/weekly at a tenth of an inch of sand throughout the fairways. Fairways will start to show improvements once four inches of sand are applied.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local								-
REET 2		30,000	30,000	30,000	30,000	30,000	30,000	180,000
Other (Park Impact Fee)								-
Subtotal	-	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Capital Costs:								
Design								-
Right of Way								-
Construction		30,000	30,000	30,000	30,000	30,000	30,000	180,000
Subtotal	-	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Gaines Park								
Project No: gpb09		Capacity Project: NO		Anticipated Year of Completion: 2019				
Develop Horticulture Plan for the Park as indicated in the Parks Improvement Plan and repair boardwalk.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local								-
Other (KC Prop 2)		35,000						35,000
Other (Park Impact Fee)								-
Subtotal	-	35,000	-	-	-	-	-	35,000
Capital Costs:								
Design		10,000						10,000
Right of Way								-
Construction		25,000						25,000
Subtotal	-	35,000	-	-	-	-	-	35,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Game Farm Park Improvements								
Project No: cp1720, gpbd08		Capacity Project: YES		Anticipated Year of Completion: 2019				
Improve interior lighting and pathways and provide access from the newly acquired property on southwest corner of the park. The project will also replace synthetic turf on two full sized soccer fields.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Municipal Parks Constr. Fund								-
Federal								-
State		200,000						200,000
Local		100,000						100,000
Other (Park Impact Fee)	20,000	600,000						600,000
Other (Park Mitigation Fee)		300,000						300,000
REET 2	20,000							-
Subtotal	40,000	1,200,000	-	-	-	-	-	1,200,000
Capital Costs:								
Design		40,000						40,000
Right of Way								-
Construction	40,000	1,160,000						1,160,000
Subtotal	40,000	1,200,000	-	-	-	-	-	1,200,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Lea Hill Mini Soccer Field Turf Replacement								
Project No: gpbd26		Capacity Project: NO		Anticipated Year of Completion: 2020				
Replace synthetic turf in the Kompan mini soccer field. Based on heavy use of this facility surface replacement is expected to be needed at approximate 5 year intervals.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local			50,000					50,000
REET 2								-
Other (Park Impact Fee)								-
Subtotal	-	-	50,000	-	-	-	-	50,000
Capital Costs:								
Design			2,500					2,500
Right of Way								-
Construction			47,500					47,500
Subtotal	-	-	50,000	-	-	-	-	50,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Les Gove Park Improvements								
Project No: cp1605		Capacity Project: YES		Anticipated Year of Completion: 2019				
Based on completed Les Gove Master Plan, design and implement recommendations that will increase user safety, encourage public use and community connectivity.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	5227
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Municipal Parks Constr. Fund	323,900	25,000						25,000
Federal								-
State								-
Local	370,560							-
Other (KC Prop 2)	330,000							-
Other (Parks Impact Fee)								-
Subtotal	1,024,460	25,000	-	-	-	-	-	25,000
Capital Costs:								
Design	13,586							-
Property Acquisition								-
Construction	1,010,874	25,000						25,000
Subtotal	1,024,460	25,000	-	-	-	-	-	25,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$5,000								

Project Name: Mary Olson Farm - Watts Property Acquisition								
Project No: gpbdb13		Capacity Project: YES			Anticipated Year of Completion: 2019			
Acquire approximately 16 acres in the southern portion of tax parcel which is located east of the Mary Olson Farm property. The purpose of the acquisition is to create interpretive and educational opportunities in a plateau area that has historical significance within the steep forested ravine. The area was once a gathering place for Native Americans preparing to embark on fishing expeditions. The City was recently awarded a King County Conservation Futures grant to acquire the property.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local		125,000						125,000
Other (Park Impact Fee)		125,000						125,000
Other (KC Prop 2)								-
Subtotal	-	250,000	-	-	-	-	-	250,000
Capital Costs:								
Design								-
Property Acquisition		250,000						250,000
Construction								-
Subtotal	-	250,000	-	-	-	-	-	250,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Miscellaneous Parks Improvements								
Project No: gpbdb03		Capacity Project: YES			Anticipated Year of Completion: Beyond 2024			
Minor park improvements including shelters, roofs, playgrounds, irrigation and restrooms.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	3 Years	2019	2020	2021	2022	2023	2024	Total
Municipal Parks Constr. Fund	155,937	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Federal								-
State								-
Local								-
REET 2								-
Other (Park Impact Fee)	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Subtotal	205,937	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Capital Costs:								
Design								-
Right of Way								-
Construction	205,937	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Subtotal	205,937	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Park Acquisitions/Development								
Project No: gpbdb04		Capacity Project: YES			Anticipated Year of Completion: Beyond 2024			
Land acquisitions to occur based on demand and deficiencies including parks, open space, trails and corridors.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	3 Years	2019	2020	2021	2022	2023	2024	Total
Municipal Parks Constr. Fund								-
Federal								-
State								-
Other (KC Prop 2)	21,400	30,000	30,000	50,000	125,000	125,000	125,000	485,000
REET 1								-
Other -Park Impact Fee								-
Subtotal	21,400	30,000	30,000	50,000	125,000	125,000	125,000	485,000
Capital Costs:								
Design								-
Property Acquisition	21,400	30,000	30,000	50,000	125,000	125,000	125,000	485,000
Construction	-							-
Subtotal	21,400	30,000	30,000	50,000	125,000	125,000	125,000	485,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

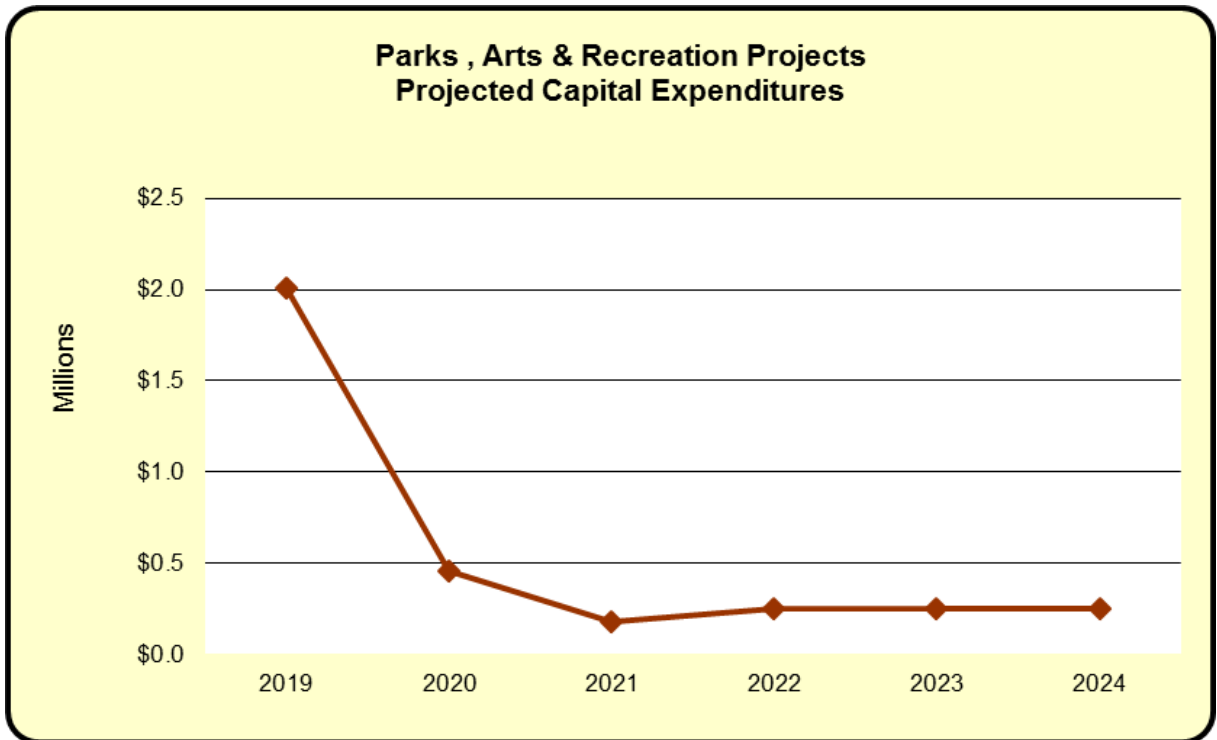
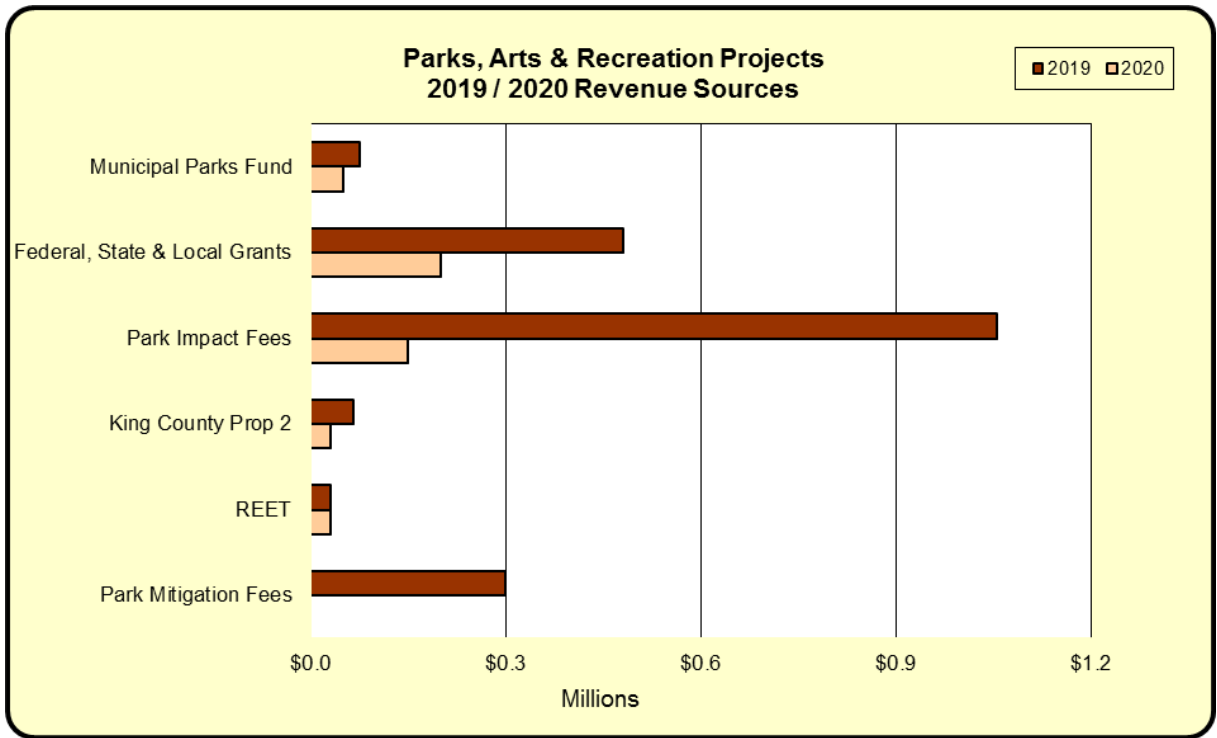
Project Name: Sunset Park								
Project No: gpbd06		Capacity Project: YES			Anticipated Year of Completion: 2019			
Expand playground area to include spray park and additional play activities. Coordinate improvements with service club and Lakeland Hills Homeowners Association.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local								-
Other (Park Impact Fee)		200,000						200,000
Other (Contribution)								-
Subtotal	-	200,000	-	-	-	-	-	200,000
Capital Costs:								
Design		15,000						15,000
Right of Way								-
Construction		185,000						185,000
Subtotal	-	200,000	-	-	-	-	-	200,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$10,000								

Project Name: West Hill Lake Property Development								
Project No: cp1801		Capacity Project: YES			Anticipated Year of Completion: 2019			
Install and construct park improvements identified in the 2013 Master Plan for the park. Park improvements include trail development, installation of picnic tables and benches, parking improvements, and invasive species removal.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local								-
Other (Park Impact Fee)	80,000	20,000						20,000
Other (Contribution)								-
Subtotal	80,000	20,000	-	-	-	-	-	20,000
Capital Costs:								
Design								-
Right of Way								-
Construction	80,000	20,000						20,000
Subtotal	80,000	20,000	-	-	-	-	-	20,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$5,000								

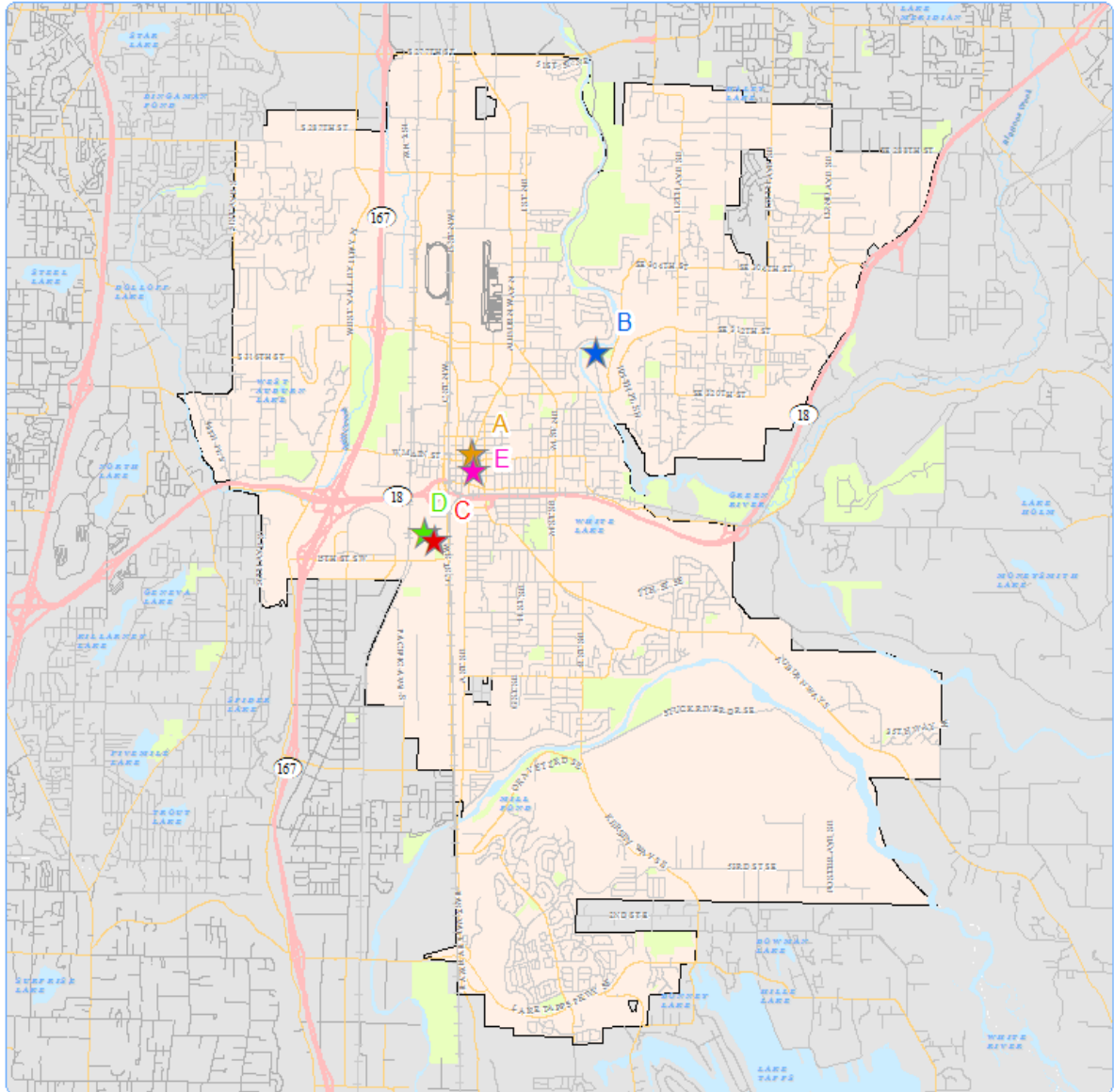
TOTAL CAPITAL COSTS and FUNDING SOURCES - MUNICIPAL PARKS								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Municipal Parks Constr. Fund	527,937	75,000	50,000	50,000	50,000	50,000	50,000	325,000
Federal	-	-	-	-	-	-	-	-
Local	445,560	280,000	50,000	-	-	-	-	330,000
State	218,100	200,000	150,000	-	-	-	-	350,000
Other (Park Impact Fee)	225,000	1,055,000	150,000	50,000	50,000	50,000	50,000	1,405,000
Other (KC Prop 2)	351,400	65,000	30,000	50,000	125,000	125,000	125,000	520,000
Other (Park Mitigation Fee)	-	300,000	-	-	-	-	-	300,000
REET 2	20,000	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Other (Contributions)	20,000	-	-	-	-	-	-	-
Total	1,807,997	2,005,000	460,000	180,000	255,000	255,000	255,000	3,410,000
Capital Costs:								
Design	13,586	70,000	157,500	-	-	-	-	227,500
Property Acquisition	21,400	280,000	30,000	50,000	125,000	125,000	125,000	735,000
Right of Way	-	-	-	-	-	-	-	-
Construction	1,773,011	1,655,000	272,500	130,000	130,000	130,000	130,000	2,447,500
Total	1,807,997	2,005,000	460,000	180,000	255,000	255,000	255,000	3,410,000

Summary of Impacts of 2019 -2020 Capital Projects on Future Operating Expenses

Parks, Arts and Recreation Projects	2020	2021	2022	2023	2024	2025	6 Year Total
Auburndale Park	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
Les Gove Park Improvements	5,000	5,000	5,000	5,000	5,000	5,000	30,000
Sunset Park	10,000	10,000	10,000	10,000	10,000	10,000	60,000
West Hill Lake Property Development	5,000	5,000	5,000	5,000	5,000	5,000	30,000
Total Parks, Arts and Recreation Projects	\$ 20,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 145,000



General Municipal and Community Improvement Projects 2019-2020



★ A) Auburn Arts & Culture Center

★ B) 104th Ave. Park Development

★ C) Equipment Rental Vehicle Maintenance Bay

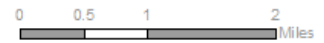
★ D) M&O Fuel Tank Replacement

★ E) City Downtown Public Parking Lot Reconfiguration

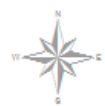
City of Auburn

Parks

Water Features



Printed On: 8/24/2015
Map ID: 8546



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General Municipal and Community Improvement Projects

Twenty General Municipal and Community Improvement projects totaling \$8,293,050 are budgeted in 2019 and twelve projects totaling \$2,164,300 are budgeted for 2020. Major projects include the following:

- The Auburn Arts and Culture Center Project (\$1,517,200 in 2019) will fund renovation of the property and building located at Auburn Avenue to create a dedicated Art Center in the downtown area. This project would increase access to the arts for all Auburn residents and visitors. **(See Map – “A”)**
- The 104th Avenue Park Development Project (\$1,065,000 in 2019) will complete the Master Plan and fund park improvements including parking, trails, restroom and playground. **(See Map – “B”)**
- Annual Traffic Signal Replacement & Improvements (\$175,000 in 2019 and \$200,000 2020) will fund replacement for traffic signal and Intelligent Transportation System equipment. This project will also fund minor safety improvements, operations improvements and Accessible Pedestrian Signal improvements.
- The City Street Light LED Retrofit project (\$2,500,000 in 2019) will replace all existing City owned (non-LED) streetlights. New light fixtures and retrofits will replace aging light fixtures to improve lighting uniformity and visibility.
- The City Hall Annex Debt Service (\$657,950 in 2019 and \$658,700 in 2020) for GO Bonds issued for the City Hall Annex Building.
- The Citywide ADA & Sidewalk Improvements Project (\$200,000 in both 2019 and 2020) will fund citywide accessibility improvements to the public right-of way sidewalk system including adding/upgrading curb ramps, removing barriers to access and completing gaps.
- Construction of a Vehicle Maintenance Bay (\$448,000 in 2019) for heavy equipment and large vehicles to improve efficiency and the ability to perform inspections and maintenance on more than one large vehicle at a time. **(See Map – “C”)**
- The M&O Fuel Tank Replacement Project (\$320,000 in 2019) will replace three 10,000-gallon underground tanks that were installed in 1989 with new above ground tanks. This project will provide future costs savings to the City due to reduced maintenance and inspections costs. **(See Map – “D”)**
- Local Revitalization Debt Service (\$231,800 in 2019 and \$220,600 in 2020) for GO Bonds issued for the Downtown Promenade Improvements.
- The City Downtown Public Parking Lot Reconfiguration Project (\$234,500 in 2019) will reconfigure the City owned public parking lot between Safeway and Main Street to address pedestrian and vehicular circulation. **(See Map – “E”)**

2019 -2020 General Municipal & Community Improvement Projects

Title	Project #	2019 Budget	2020 Budget	Page
104th Ave. Park Development	cp1619	1,065,000	-	375
Annual Traffic Signal Replacement & Improvements	gcbsd07	175,000	200,000	375
Auburn Arts and Culture Center Alleyway	lrbd03	200,000	-	375
Auburn Arts & Culture Center Renovation	cp1612	1,517,200	-	376
Auburn Way South (SR-164) - Southside Sidewalk Imp.	gcbsd10	-	95,000	376
Central Parking Garage Improvement	gcbsd13	103,600	-	376
City Downtown Public Parking Lot Reconfiguration	cp1616	234,500	-	377
City Facilities Maintenance Projects	gcbsd12	40,000	150,000	377
City Hall Annex -Debt Service	N/A	657,950	658,700	377
City Hall Roof Replacement	gcbsd11	-	350,000	378
City Owned Parking Lot Improvements	lrbd04	50,000	-	378
City Street Light LED Retrofit	gcbsd11	2,500,000	-	378
City Wetland Mitigation Projects	cp1315	5,000	5,000	379
Citywide ADA & Sidewalk Improvements	gcbsd01	200,000	200,000	379
Citywide Street Lighting Improvements	gcbsd09	50,000	50,000	379
Equipment Rental Vehicle Maintenance Bay	cp1223	448,000	-	380
Local Revitalization -Debt Service	N/A	231,800	220,600	380
M&O Fuel Tank Replacement	erbd01	320,000	-	380
M&O Lunchroom Expansion	erbd02	140,000	-	381
M&O, Police and City Hall Facility Master Plan	gcbsd14	125,000	125,000	381
M&O Vehicle Storage Bay Improvements	cp0711	180,000	-	381
Neighborhood Traffic Safety Program	gcbsd06	50,000	50,000	382
Public Art	gcbsd05	-	60,000	382
Total Municipal & Community Improvement Projects		8,293,050	2,164,300	

Project Name: 104th Ave Park Development								
Project No: cp1619		Capacity Project: YES			Anticipated Year of Completion:		2019	
Complete Master Plan and construct park improvements identified in the Master Plan. Anticipated improvements include parking, trails, restroom, and playground. Work associated with permit approvals is also included in the budget.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Capital Improvement Fund 328								-
Federal								-
State		565,000						565,000
Local								-
Park Impact Fees	32,036	500,000						
REET	2,424							-
Subtotal	34,460	1,065,000	-	-	-	-	-	565,000
Capital Costs:								
Design	34,460	75,000						75,000
Right of Way								-
Construction		990,000						990,000
Subtotal	34,460	1,065,000	-	-	-	-	-	1,065,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$12,500								

Project Name: Annual Traffic Signal Replacement & Improvements								
Project No: various, gcbd07		Capacity Project: NO			Anticipated Year of Completion:		Beyond 2024	
This project funds end of life capital replacement for traffic signal and Intelligent Transportation System equipment including cabinets, video detection cameras, field network devices, traffic cameras, battery backup components, and other related equipment. This project also funds minor safety improvements, operations improvements, and Accessible Pedestrian Signal Improvements based on the criteria adopted in the City's Public Right-of-Way Accessibility Transition Plan.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	3 Years	2019	2020	2021	2022	2023	2024	Total
Capital Improvement Fund 328								-
Federal								-
State								-
Local								-
REET	491,913	175,000	200,000	200,000	200,000	200,000	200,000	1,175,000
Other								-
Subtotal	491,913	175,000	200,000	200,000	200,000	200,000	200,000	1,175,000
Capital Costs:								
Design	44,074	25,000	25,000	25,000	25,000	25,000	25,000	150,000
Right of Way								-
Construction	447,839	150,000	175,000	175,000	175,000	175,000	175,000	1,025,000
Subtotal	491,913	175,000	200,000	200,000	200,000	200,000	200,000	1,175,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Auburn Arts and Culture Center Alleyway								
Project No: lrbd03		Capacity Project: NO			Anticipated Year of Completion:		2019	
Construct improvements based on the Auburn Alleyway Project Master Plan prepared through the Livable Cities Year project with the University of Washington. Proposed improvements are associated with turning the alley between the Auburn Ave. Theater and the Arts and Culture Center into a plaza area.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Local Revitalization Fund 330	-	100,000						100,000
Federal								-
State								-
Local								-
REET								-
Contributions		100,000						100,000
Subtotal	-	200,000	-	-	-	-	-	200,000
Capital Costs:								
Design		20,000						20,000
Right of Way								-
Construction		180,000						180,000
Subtotal	-	200,000	-	-	-	-	-	200,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Auburn Arts & Culture Center Renovation								
Project No: cp1612		Capacity Project: YES			Anticipated Year of Completion:		2021	
Renovation to the property and building located at 20 Auburn Avenue (100 Auburn Avenue) Building for the creation of an Arts & Culture Center in downtown Auburn. The renovation of this building will allow increased access to the arts for all of Auburn residents and visitors. Having a dedicated Art Center alongside the Auburn Avenue Theater performing arts series has the potential to transform Auburn into an arts tourism destination within the South Puget Sound. This project is a high priority for the City of Auburn and the purchase of this important building was completed in 2016.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Local Revitalization Fund 330								-
Federal								-
State		500,000						500,000
Local	150,000	475,000						475,000
Park Impact Fees		500,000		500,000				1,000,000
REET								-
Other-Cumulative Reserve Fund		42,200						42,200
Subtotal	150,000	1,517,200	-	500,000	-	-	-	2,017,200
Capital Costs:								
Design	9,903	200,000						200,000
Right of Way								-
Construction	140,097	1,317,200		500,000				1,817,200
Subtotal	150,000	1,517,200	-	500,000	-	-	-	2,017,200
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$95,000								

Project Name: Auburn Way South (SR-164) - Southside Sidewalk Improvements								
Project No: various, qcbd10		Capacity Project: YES			Anticipated Year of Completion:		2021	
The project will construct missing sidewalk along the south side of Auburn Way S. The existing sidewalk currently ends at the intersection with Howard Road and restarts to the west of the intersection with Muckleshoot Plaza. The sidewalk gap extends for approximately 1,700 feet.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Capital Improvement Fund 328								-
Federal								-
State			80,000	525,300				605,300
Local								-
REET			15,000	92,700				107,700
Other								-
Subtotal	-	-	95,000	618,000	-	-	-	713,000
Capital Costs:								
Design			95,000					95,000
Right of Way								-
Construction				618,000				618,000
Subtotal	-	-	95,000	618,000	-	-	-	713,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Central Parking Garage Improvement								
Project No: various, qcbd13		Capacity Project: NO			Anticipated Year of Completion:		2019	
This project will improve the central parking garage by painting an elastic coating that will minimize cracks forming in the walls.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Capital Improvement Fund 328								-
Federal								-
State								-
Local								-
REET		103,600						103,600
Other								-
Subtotal	-	103,600	-	-	-	-	-	103,600
Capital Costs:								
Design								-
Right of Way								-
Construction		103,600						103,600
Subtotal	-	103,600	-	-	-	-	-	103,600
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: City Downtown Public Parking Lot Reconfiguration								
Project No: cp1616		Capacity Project: NO			Anticipated Year of Completion:		2019	
Reconfigure the City owned public parking lot between Safeway and Main Street to address pedestrian and vehicular circulation; remove existing landscaping to allow more flexibility in the parking lot redesign; explore whether more parking stalls can be added to the lot to aid in providing additional customer parking within Downtown Auburn; and resurface the parking lot.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Local Revitalization Fund 330	17,329	234,500						234,500
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	17,329	234,500	-	-	-	-	-	234,500
Capital Costs:								
Design								-
Right of Way								-
Construction	17,329	234,500						234,500
Subtotal	17,329	234,500	-	-	-	-	-	234,500
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: City Facilities Maintenance Projects								
Project No: gcbd12		Capacity Project: NO			Anticipated Year of Completion:		2020	
This project will provide REET funding to replace the Auburn Arts & Culture Center roof, the Justice Center roof and siding at the Herr Building.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Local Revitalization Fund 330								-
Federal								-
State								-
Local								-
REET	-	40,000	150,000					190,000
Other								-
Subtotal	-	40,000	150,000	-	-	-	-	190,000
Capital Costs:								
Design								-
Right of Way								-
Construction		40,000	150,000					190,000
Subtotal	-	40,000	150,000	-	-	-	-	190,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: City Hall Annex Debt Service								
Project No: cpxxxx		Capacity Project: NO			Anticipated Year of Completion:		Beyond 2024	
To pay debt service costs on General Obligation bonds issued for the City Hall Annex.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	3 Years	2019	2020	2021	2022	2023	2024	Total
Capital Improvement Fund 328								-
Federal								-
State								-
Local								-
REET	1,961,169	657,950	658,700	656,600	657,950	656,350	656,850	3,944,400
Other								-
Subtotal	1,961,169	657,950	658,700	656,600	657,950	656,350	656,850	3,944,400
Capital Costs:								
Design								-
Right of Way								-
Long-Term Debt Service	1,961,169	657,950	658,700	656,600	657,950	656,350	656,850	3,944,400
Subtotal	1,961,169	657,950	658,700	656,600	657,950	656,350	656,850	3,944,400
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: City Hall Roof Replacement								
Project No: gcbd11		Capacity Project: NO		Anticipated Year of Completion: 2020				
This project will replace the existing roof at City Hall.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Equipment Rental Fund 560								-
Federal								-
State								-
Local								-
REET			350,000					350,000
Other								-
Subtotal	-	-	350,000	-	-	-	-	350,000
Capital Costs:								
Design								-
Right of Way								-
Construction			350,000					350,000
Subtotal	-	-	350,000	-	-	-	-	350,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: City Owned Parking Lot Improvements								
Project No: various, lrb04		Capacity Project: NO		Anticipated Year of Completion: 2019				
The City owns and operates six improved, surface-level asphalt parking lots located downtown. The parking lots are used for a variety of permit, free 3-hour and employee parking. Maintenance on these lots has been performed primarily only on an emergency basis. As a result the condition of the lots show signs of deterioration and disrepair. This project will fund needed improvements for City owned parking lots within the downtown area.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Local Revitalization Fund 330		50,000						50,000
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	50,000	-	-	-	-	-	50,000
Capital Costs:								
Design								-
Right of Way								-
Construction		50,000						50,000
Subtotal	-	50,000	-	-	-	-	-	50,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: City Street Light LED Retrofit								
Project No: gcbd11		Capacity Project: NO		Anticipated Year of Completion: 2019				
This project will fund an LED retrofit program for all existing City owned (non LED) street lights. New Light fixtures and retrofits will replace our aging light fixtures with 10 year warranted fixtures with long life LEDs and will improve lighting uniformity and visibility and is in accordance with the City's current design standards for new street lighting. The scope also includes street light control options for remote management of the City owned street lights. The project will utilize an approved energy service company(ESCO) management team.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Capital Improvement Fund 328								-
Federal								-
State		300,000						300,000
Local								-
REET		1,850,000						1,850,000
Contributions		350,000						350,000
Subtotal	-	2,500,000	-	-	-	-	-	2,500,000
Capital Costs:								
Design								-
Right of Way								-
Construction		2,500,000						2,500,000
Subtotal	-	2,500,000	-	-	-	-	-	2,500,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): Annual savings in power usage will be anticipated to be \$130,000 per year. Additional maintenance savings will be realized in the reduction of materials for light replacement and is estimated to be \$20,000 per year.								

Project Name: City Wetland Mitigation Projects								
Project No: cp1315		Capacity Project: NO		Anticipated Year of Completion:			Beyond 2024	
This project designs and constructs off-site wetland mitigation in the Auburn Environmental Park for participating development projects as approved through the City's development review process. Design, construction, monitoring, and maintenance of the mitigation is funded through wetland mitigation fees collected by the City.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Federal								-
State								-
Local								-
REET								-
Other -Wetland Mitigation	38,569	5,000	5,000	5,000	5,000	5,000	5,000	30,000
Subtotal	38,569	5,000	5,000	5,000	5,000	5,000	5,000	30,000
Capital Costs:								
Design	10,000							-
Monitoring	1,868	5,000	5,000	5,000	5,000	5,000	5,000	30,000
Construction	26,701							-
Subtotal	38,569	5,000	5,000	5,000	5,000	5,000	5,000	30,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Citywide ADA & Sidewalk Improvements								
Project No: various, gcbd01		Capacity Project: NO		Anticipated Year of Completion:			Beyond 2024	
This project funds citywide accessibility improvements to the public right-of-way sidewalk system including adding/upgrading curb ramps, removing barriers to access and completing gaps. Improvements are programmed annually based on the criteria adopted in the City's Public Right-of-Way Accessibility Transition Plan.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Capital Improvement Fund 328								-
Federal								-
State								-
Local								-
REET	268,467	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Other								-
Subtotal	268,467	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Capital Costs:								
Design	20,000	20,000	20,000	20,000	20,000	20,000	20,000	120,000
Right of Way								-
Construction	248,467	180,000	180,000	180,000	180,000	180,000	180,000	1,080,000
Subtotal	268,467	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Citywide Street Lighting Improvements								
Project No: gcbd09		Capacity Project: NO		Anticipated Year of Completion:			Beyond 2024	
This project will fund street lighting improvements in neighborhoods without existing infrastructure and include retrofitting existing lights to LED Standards as appropriate. Projects will be selected from prioritized list developed with neighborhood input.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Capital Improvement Fund 328								-
Federal								-
State								-
Local								-
REET	7,319	50,000	50,000	100,000	100,000	100,000	100,000	500,000
Other								-
Subtotal	7,319	50,000	50,000	100,000	100,000	100,000	100,000	500,000
Capital Costs:								
Design		10,000	10,000	20,000	20,000	20,000	20,000	100,000
Right of Way								-
Construction	7,319	40,000	40,000	80,000	80,000	80,000	80,000	400,000
Subtotal	7,319	50,000	50,000	100,000	100,000	100,000	100,000	500,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Equipment Rental Vehicle Maintenance Bay								
Project No: cp1223		Capacity Project: NO			Anticipated Year of Completion:		2019	
Build additional vehicle bay at Equipment Rental shop for heavy equipment and large vehicles to improve efficiency and remove choke points. Adding a large vehicle bay with a large vehicle lift will enable us to perform inspections and maintenance on more than one large vehicle at a time, this becomes extremely important during emergency operations such as snow and ice events. The City currently has 2.5 maintenance bays, this project will add one more maintenance bay for a total of 3.5 bays.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Equipment Rental Fund 560	-	117,500						117,500
Federal								-
State								-
Local								-
REET								-
Other (Water, Sewer & Storm Funds)	22,000	330,500						330,500
Subtotal	22,000	448,000	-	-	-	-	-	448,000
Capital Costs:								
Design	22,000							-
Right of Way								-
Construction		448,000						448,000
Subtotal	22,000	448,000	-	-	-	-	-	448,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Local Revitalization								
Project No: cpxxx		Capacity Project: NO			Anticipated Year of Completion:		Beyond 2024	
To pay debt service costs on 2010 General Obligation bonds issued for the Downtown Promenade improvements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	3 Years	2019	2020	2021	2022	2023	2024	Total
Federal								-
State								-
Local								-
REET	680,330	231,800	220,600	224,900	223,600	221,900	219,800	1,342,600
Other								-
Subtotal	680,330	231,800	220,600	224,900	223,600	221,900	219,800	1,342,600
Capital Costs:								
Design								-
Right of Way								-
Long-Term Debt Service	680,330	231,800	220,600	224,900	223,600	221,900	219,800	1,342,600
Subtotal	680,330	231,800	220,600	224,900	223,600	221,900	219,800	1,342,600
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: M & O Fuel Tank Replacement								
Project No: erbd01		Capacity Project: NO			Anticipated Year of Completion:		2019	
Replace three 10,000 gallon underground tanks with new above ground tanks. The existing tanks were installed in 1989 and are single wall fiberglass tanks. It will be a benefit to the City to have the tanks above ground in the future due to the reduced maintenance and inspection cost.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Equipment Rental Fund 560		80,000						80,000
Federal								-
State								-
Local								-
REET								-
Other (Water, Sewer & Storm Funds)		240,000						240,000
Subtotal	-	320,000	-	-	-	-	-	320,000
Capital Costs:								
Design		25,000						25,000
Right of Way								-
Construction		295,000						295,000
Subtotal	-	320,000	-	-	-	-	-	320,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): This project should reduce the operating budget due to lower maintenance and inspection costs.								

Project Name: M & O Lunchroom Expansion								
Project No: erbd02		Capacity Project: NO			Anticipated Year of Completion:		2019	
Expansion of the current lunchroom by redesigning the area to accommodate All-Staff meetings, provide for a training facility, lunch room and also serve as the Department Operations Center (DOC) during an emergency event. In addition, the design will include sliding doors which will allow the area to serve two purposes at once, for example, one half of the room being used as a DOC and the other half open to employees to use as a lunch/break room.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Equipment Rental Fund 560		37,500						37,500
Federal								-
State								-
Local								-
REET								-
Other (Water, Sewer & Storm funds)	10,000	102,500						102,500
Subtotal	10,000	140,000	-	-	-	-	-	140,000
Capital Costs:								
Design	10,000							-
Right of Way								-
Construction		140,000						140,000
Subtotal	10,000	140,000	-	-	-	-	-	140,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Maintenance & Operations, Police and City Hall Facility Master Plan								
Project No: gcbd14		Capacity Project: YES			Anticipated Year of Completion:		2020	
Planning effort for future Maintenance & Operations, Police and City Hall needs including land usage and building needs for the next 20 years.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Equipment Rental Fund 560								-
Federal								-
State								-
Local								-
REET		125,000	125,000					250,000
Other (Water, Sewer & Storm funds)								-
Subtotal	-	125,000	125,000	-	-	-	-	250,000
Capital Costs:								
Design		125,000	125,000					250,000
Right of Way								-
Construction								-
Subtotal	-	125,000	125,000	-	-	-	-	250,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: M&O Vehicle Storage Bay Improvements								
Project No: cp0711		Capacity Project: NO			Anticipated Year of Completion:		2018	
Enclose the 8 existing bays to provide necessary weather protection for street sweepers, vacators, 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	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Equipment Rental Fund 560	5,451	50,000						50,000
Federal								-
State								-
Local								-
REET								-
Other (Water, Sewer & Storm Funds)	20,000	130,000						130,000
Subtotal	25,451	180,000	-	-	-	-	-	180,000
Capital Costs:								
Design	20,000							-
Right of Way								-
Construction	5,451	180,000						180,000
Subtotal	25,451	180,000	-	-	-	-	-	180,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

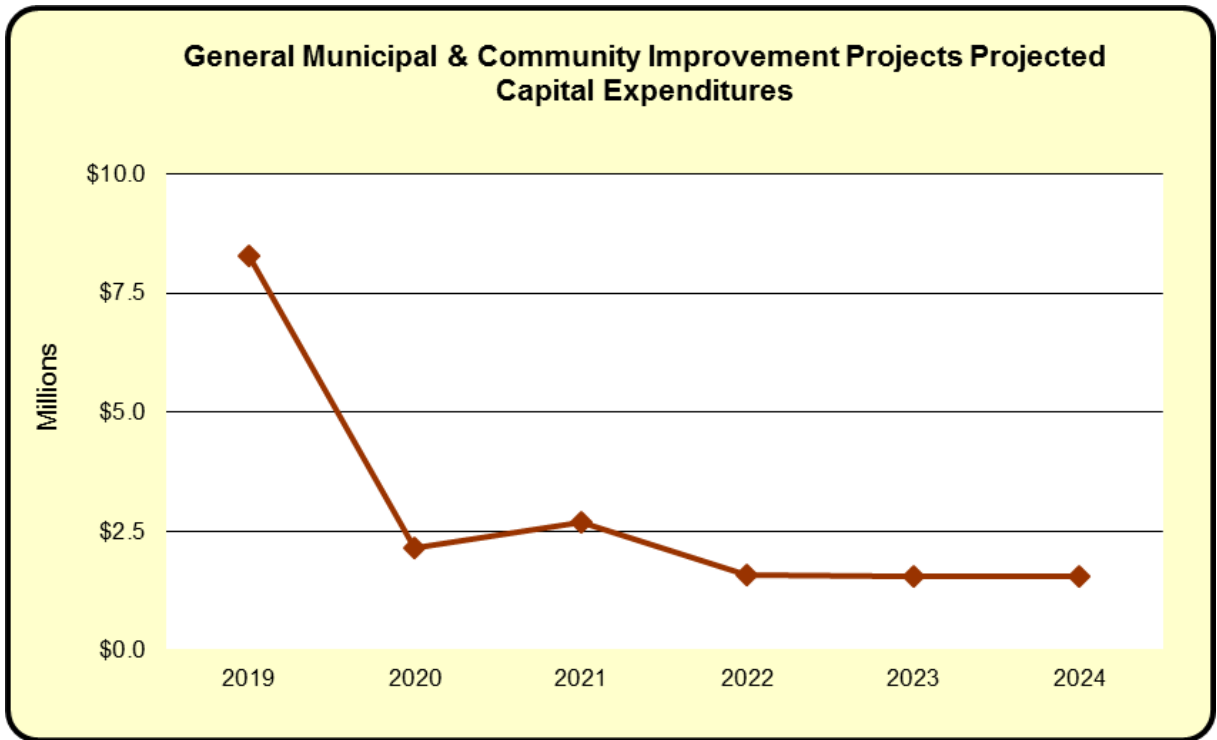
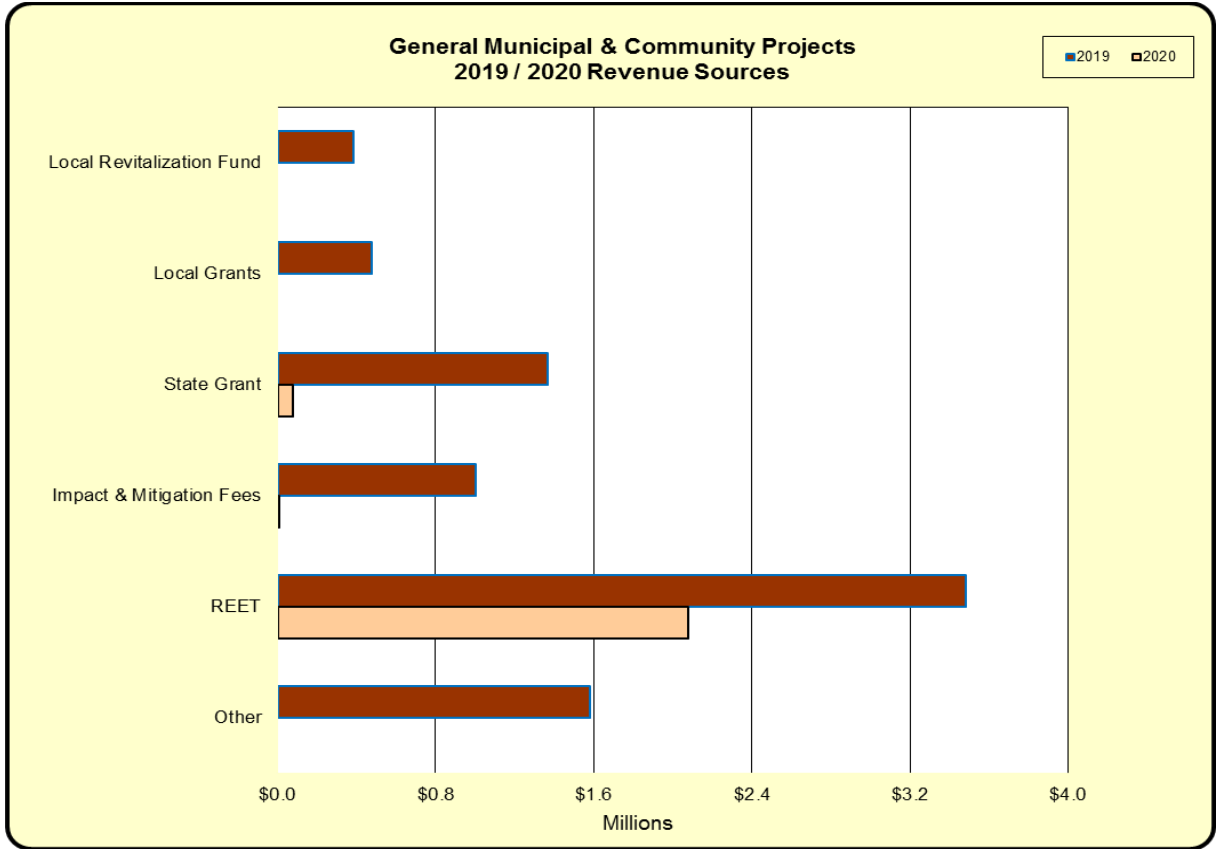
Project Name: Neighborhood Traffic Safety Program								
Project No: gcbd06		Capacity Project: NO		Anticipated Year of Completion:		Beyond 2024		
This project will implement neighborhood traffic calming strategies including street lighting, speed cushions, signage, speed radar signs, mini roundabouts, chicanes, traffic circles, and other approved traffic calming devices. Projects will be selected annually based on neighborhood meetings, public surveys, and engineering studies.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Capital Improvement Fund 328								-
Federal								-
State								-
Local								-
REET	262,475	50,000	50,000	150,000	150,000	150,000	150,000	700,000
Other (Traffic Impact)								-
Subtotal	262,475	50,000	50,000	150,000	150,000	150,000	150,000	700,000
Capital Costs:								
Design	15,000	5,000	5,000	15,000	15,000	15,000	15,000	70,000
Right of Way								-
Construction	247,475	45,000	45,000	135,000	135,000	135,000	135,000	630,000
Subtotal	262,475	50,000	50,000	150,000	150,000	150,000	150,000	700,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

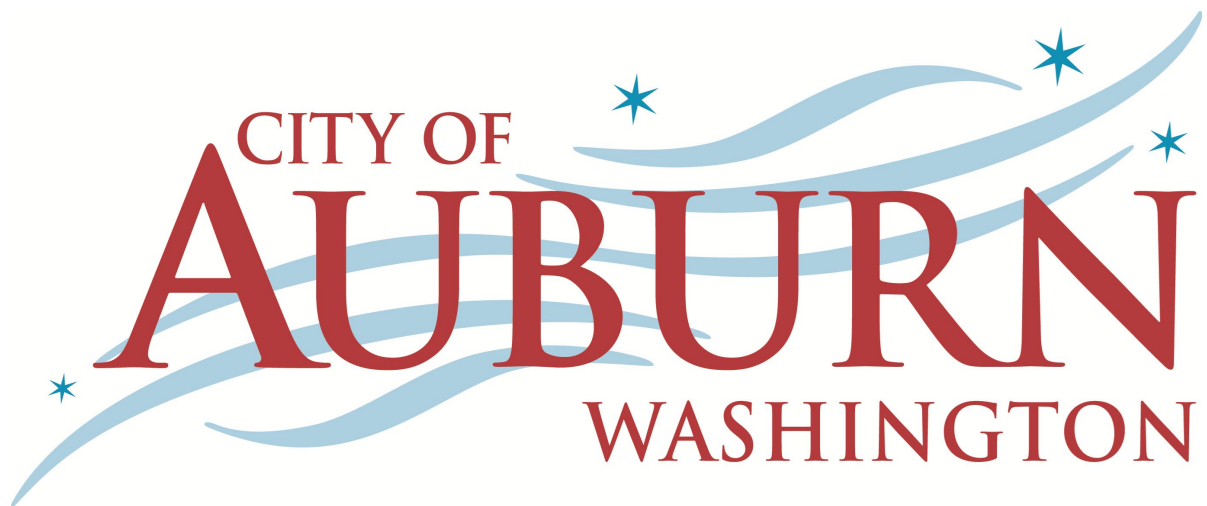
Project Name: Public Art								
Project No: gcbd05		Capacity Project: NO		Anticipated Year of Completion:		Beyond 2024		
The City designates \$30,000 annually toward the purchase of public art, for placement at various locations throughout the City.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	2 Years	2019	2020	2021	2022	2023	2024	Total
Capital Improvement Fund 328	48,000							-
Federal								-
State								-
Local								-
REET	115,000	-	60,000	30,000	30,000	30,000	30,000	180,000
Other								-
Subtotal	163,000	-	60,000	30,000	30,000	30,000	30,000	180,000
Capital Costs:								
Design								-
Right of Way								-
Construction	163,000	-	60,000	30,000	30,000	30,000	30,000	180,000
Subtotal	163,000	-	60,000	30,000	30,000	30,000	30,000	180,000
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	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Capital Improvement Fund 328	48,000	-	-	-	-	-	-	-
Equipment Rental Fund 560	5,451	285,000	-	-	-	-	-	285,000
Local Revitalization Fund 330	17,329	384,500	-	-	-	-	-	384,500
Federal	-	-	-	-	-	-	-	-
State	-	1,365,000	80,000	525,300	-	-	-	1,970,300
Local	150,000	475,000	-	-	-	-	-	475,000
Park Impact Fees	32,036	1,000,000	-	500,000	-	-	-	1,500,000
REET	3,789,097	3,483,350	2,079,300	1,654,200	1,561,550	1,558,250	1,556,650	11,893,300
Contributions	-	450,000	-	-	-	-	-	450,000
Other-Cumulative Reserve Fund	-	42,200	-	-	-	-	-	42,200
Other -Wetland Mitigation	38,569	5,000	5,000	5,000	5,000	5,000	5,000	30,000
Other (Water, Sewer & Storm Funds)	52,000	803,000	-	-	-	-	-	803,000
Total	4,132,482	8,293,050	2,164,300	2,684,500	1,566,550	1,563,250	1,561,650	17,833,300
Capital Costs:								
Design	185,437	505,000	280,000	80,000	80,000	80,000	80,000	1,105,000
Right of Way	-	-	-	-	-	-	-	-
Construction	1,303,678	6,893,300	1,000,000	1,718,000	600,000	600,000	600,000	11,411,300
Monitoring	1,868	5,000	5,000	5,000	5,000	5,000	5,000	30,000
Long-Term Debt Service	2,641,499	889,750	879,300	881,500	881,550	878,250	876,650	5,287,000
Total	4,132,482	8,293,050	2,164,300	2,684,500	1,566,550	1,563,250	1,561,650	17,833,300

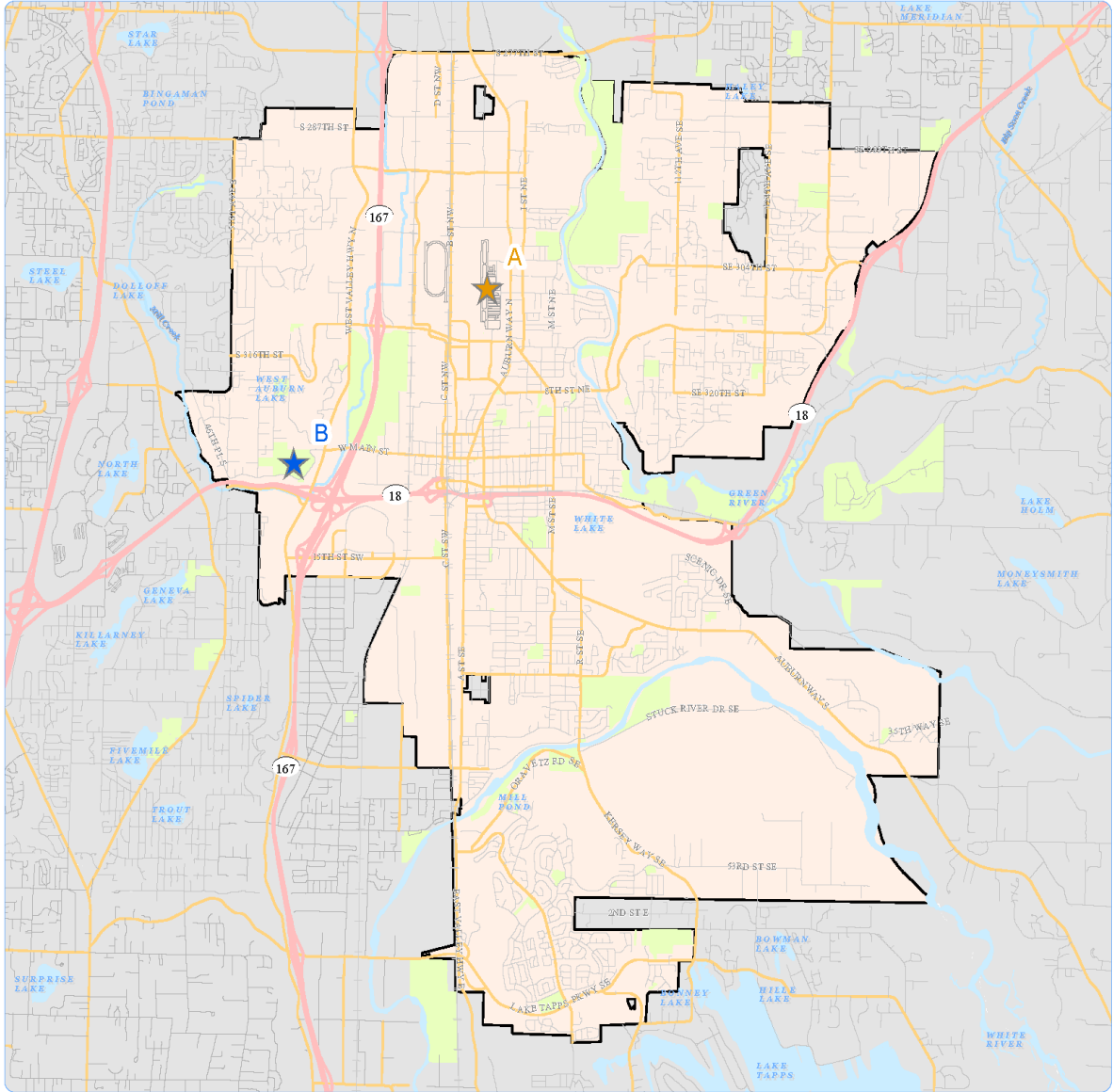
Summary of Impacts of 2019 -2020 Capital Projects on Future Operating Expenses

General Municipal & Community Imp. Projects	2020	2021	2022	2023	2024	2025	6 Year Total
104th Ave Park Development	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 75,000
Auburn Arts & Culture Center Renovation	-	-	95,000	5,000	5,000	5,000	110,000
City Street Light LED Retrofit (Savings)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(900,000)
Total General Municipal & Community Imp. Projects	\$ (137,500)	\$ (137,500)	\$ (42,500)	\$ (132,500)	\$ (132,500)	\$ (132,500)	\$ (715,000)





Other Proprietary Projects 2019-2020



★ A) Airport Projects

⊕ City of Auburn

0 0.5 1 2 Miles

★ B) Cemetery Projects

■ Parks

Printed On: 9/11/2018
Map ID: 6046

☁ Water Features



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

Other Proprietary Fund Projects

Airport Fund: (See Map – “A”)

Five capital projects totaling \$2,103,400 are budgeted for 2019 and five capital project totaling \$752,900 are budgeted for 2020 in the Airport fund.

The Airport Projects includes the following:

- The Runway Enhancement Project (\$1,833,400 in 2019) will provide funding the enhancement of Runway 16/34 per the Airport Layout Plan and the Master Plan Update for increased safety and utilization.
- The Jet Fueling Facility Project (\$50,000 in 2020) will design and construct a permanent 12,000-gallon fuel tank for Jet A service at the Airport in 2020 and 2021.
- Runway Safety Area Improvements (\$500,000 in 2020) will complete improvements to property purchased from the Park and Ride to meet FAA requirements at the airport.
- The Annual Repair and Replacement of Airport Facilities Project (\$100,000 in 2019 and \$100,000 in 2020) will provide funding for completing various capital repairs at the Airport.

Cemetery Fund: (See Map – “B”)

Two capital projects totaling \$358,000 are budgeted for 2019 and one capital project totaling \$25,000 is budgeted for 2020 in the Cemetery fund.

- The Cemetery Road Improvements project (\$333,000 in 2019) will repair and overlay cemetery roads that are in poor condition.
- The Mausoleum Building project (\$25,000 in 2019 and \$25,000 in 2020) will fund the design phase of a 96-crypt mausoleum.

The Runway Enhancement project that is scheduled for construction in 2019 will extend the length of runway 16/34 for increased safety and utilization.



2019 -2020 Other Proprietary Fund Projects

Title	Project #	2019 Budget	2020 Budget	Page
Airport Security Camera & Gate Access Upgrades	apbd07	70,000	-	389
Annual Repair and Maintenance of Airport Facilities	apbd05	100,000	100,000	389
Hangar Replacement Program	apbd10	50,000	50,000	389
Jet A Fueling Facility	apbd04	-	50,000	390
Runway Enhancements	cp1516	1,833,400	-	390
Runway Safety Area Improvements	apbd08	-	500,000	390
West Side Fencing	apbd09	-	52,900	391
West Side Preliminary Environmental Permitting	apbd11	50,000	-	391
Subtotal Airport Fund Projects		2,103,400	752,900	
Cemetery Road Improvements	cmbd01	333,000	-	391
Mausoleum Building	cmbd02	25,000	25,000	392
Subtotal Cemetery Fund Projects		358,000	25,000	
Total Other Proprietary Fund Projects		2,461,400	777,900	

Project Name: Airport Security Camera & Gate Access Upgrades								
Project No: apbd07		Capacity Project: NO		Anticipated Year of Completion: 2019				
Increased security identified by the Federal Aviation Administration and the Transportation Security Administration for Airport control access gates (both vehicle and personnel). This project will install security cameras and replace the obsolete gate operator access control units. The proposed system will include cards and keypad operation with both inbound and outbound tracking of the authorized tenant/guest. Personnel gates will also have the same system.								
	Prior Years	Budget 2019	Budget 2020	Estimate 2021	Estimate 2022	Estimate 2023	Estimate 2024	2019-2024 Total
Funding Sources:								
Airport Fund		70,000						70,000
Federal								-
State								-
Local								-
Bond Revenue								-
Other -Public/Private Partnership								-
Subtotal	-	70,000	-	-	-	-	-	70,000
Capital Costs:								
Design		10,500						10,500
Environmental Assessment								-
Construction		59,500						59,500
Subtotal	-	70,000	-	-	-	-	-	70,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$2,000								

Project Name: Annual Repair and Replacement of Airport Facilities								
Project No: apbd05		Capacity Project: NO		Anticipated Year of Completion: Beyond 2024				
Due to the current conditions of the Facilities at the Airport, this program provides for necessary maintenance and repair work such as slab sealing, roof replacement, hangar beam replacement, painting, electrical repairs, etc. for buildings identified in the 2018 Facility Condition Assessment as being in "Fair" to "Good" condition. Repair and maintenance of these facilities will help prolong the service life of these buildings.								
	Prior Years	Budget 2019	Budget 2020	Estimate 2021	Estimate 2022	Estimate 2023	Estimate 2024	2019-2024 Total
Funding Sources:								
Airport Fund	37,000	100,000	100,000	100,000	250,000	500,000	100,000	1,150,000
Federal								-
State								-
Local								-
Bond Revenue								-
Other -Public/Private Partnership								-
Subtotal	37,000	100,000	100,000	100,000	250,000	500,000	100,000	1,150,000
Capital Costs:								
Design		20,000	20,000	20,000	50,000	100,000	20,000	230,000
Right of Way								-
Construction	37,000	80,000	80,000	80,000	200,000	400,000	80,000	920,000
Subtotal	37,000	100,000	100,000	100,000	250,000	500,000	100,000	1,150,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): This project will decrease the need for more costly repairs and maintenance on older buildings.								

Project Name: Hangar Replacement Program								
Project No: apbd10		Capacity Project: NO		Anticipated Year of Completion: Beyond 2024				
Due to the current conditions of the hangar facilities at the Airport, this program will replace hangar facilities as they reach the end of their service life. A Facility Condition Assessment was completed in 2018 which determined several hangar buildings were nearing the end of their service life. For planning purposes, it is assumed that the hangar replacements may occur over up to 3 separate design and construction phases.								
	Prior Years	Budget 2019	Budget 2020	Estimate 2021	Estimate 2022	Estimate 2023	Estimate 2024	2019-2024 Total
Funding Sources:								
Airport Fund		50,000	50,000		75,000	75,000		250,000
Federal								-
State								-
Local								-
Bond Revenue				2,750,000				2,750,000
Other -Public/Private Partnership							3,000,000	3,000,000
Subtotal	-	50,000	50,000	2,750,000	75,000	75,000	3,000,000	6,000,000
Capital Costs:								
Design		50,000	50,000		75,000	75,000		250,000
Right of Way								-
Construction				2,750,000			3,000,000	5,750,000
Subtotal	-	50,000	50,000	2,750,000	75,000	75,000	3,000,000	6,000,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): This project will decrease the need for more costly repairs and maintenance on older buildings.								

Project Name: Jet A Fueling Facility								
Project No: apbd04		Capacity Project: NO		Anticipated Year of Completion: 2021				
Construct any necessary site improvements to accommodate a temporary 2,200 gallon fueling truck for Jet A fuel on site in 2018. Design and Construct a permanent 12,000 gallon Fuel Tank for Jet A service at Airport in 2020 and 2021 after the runway extension is complete and demand for Jet A fuel is established.								
	Prior Years	Budget 2019	Budget 2020	Estimate 2021	Estimate 2022	Estimate 2023	Estimate 2024	2019-2024 Total
Funding Sources:								
Airport Fund		-	50,000					50,000
Federal								-
State								-
Local								-
Bond Revenue								-
Other -Public/Private Partnership				350,000				350,000
Subtotal	-	-	50,000	350,000	-	-	-	400,000
Capital Costs:								
Design			50,000					50,000
Right of Way								-
Construction				350,000				350,000
Subtotal	-	-	50,000	350,000	-	-	-	400,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$5,000/month to be offset by fuel sale revenues								

Project Name: Runway Enhancements								
Project No: cp1516		Capacity Project: NO		Anticipated Year of Completion: 2019				
Enhance Runway 16/34 per Airport Layout Plan & Master Plan Update for increased safety and utilization. This also includes the As-built AGIS Survey that is required following the runway construction.								
	Prior Years	Budget 2019	Budget 2020	Estimate 2021	Estimate 2022	Estimate 2023	Estimate 2024	2019-2024 Total
Funding Sources:								
Airport Fund	32,585	91,700						91,700
Federal	515,019	1,650,000						1,650,000
State	28,861	91,700						91,700
Local								-
Bond Revenue								-
Other -Public/Private Partnership								-
Subtotal	576,465	1,833,400	-	-	-	-	-	1,833,400
Capital Costs:								
Design	337,547							-
Environmental Assessment	238,918							-
Construction	-	1,833,400						1,833,400
Subtotal	576,465	1,833,400	-	-	-	-	-	1,833,400
Anticipated Impact on Future Operating Budgets: \$0								

Project Name: Runway Safety Area Improvements								
Project No: apbd08		Capacity Project: NO		Anticipated Year of Completion: 2020				
This project will complete necessary improvements to the property purchased from the Park and Ride to be in compliance with the FAA requirements for the Runway Safety Area.								
	Prior Years	Budget 2019	Budget 2020	Estimate 2021	Estimate 2022	Estimate 2023	Estimate 2024	2019-2024 Total
Funding Sources:								
Airport Fund			25,000					25,000
Federal			450,000					450,000
State			25,000					25,000
Local								-
Bond Revenue								-
Other -Public/Private Partnership								-
Subtotal	-	-	500,000	-	-	-	-	500,000
Capital Costs:								
Design			125,000					125,000
Environmental Assessment								-
Construction			375,000					375,000
Subtotal	-	-	500,000	-	-	-	-	500,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: West Side Fencing								
Project No: apbd09		Capacity Project: NO		Anticipated Year of Completion: 2020				
Install fence on west side of property to complete perimeter security fencing and help control wildlife on the airport.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Airport Fund			2,700					2,700
Federal			47,600					47,600
State			2,600					2,600
Local								-
Bond Revenue								-
Other -Public/Private Partnership								-
Subtotal	-	-	52,900	-	-	-	-	52,900
Capital Costs:								
Design			5,300					5,300
Environmental Assessment			-					-
Construction			47,600					47,600
Subtotal	-	-	52,900	-	-	-	-	52,900
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: West Side Preliminary Environmental Permitting								
Project No: apbd11		Capacity Project: NO		Anticipated Year of Completion: 2019				
This project will conduct an analysis of the expected environmental permitting requirements associated with the potential development of the undeveloped areas along the west side of the airport.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Airport Fund		50,000						50,000
Federal								-
State								-
Local								-
Bond Revenue								-
Other -Public/Private Partnership								-
Subtotal	-	50,000	-	-	-	-	-	50,000
Capital Costs:								
Design		50,000						50,000
Environmental Assessment								-
Construction								-
Subtotal	-	50,000	-	-	-	-	-	50,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

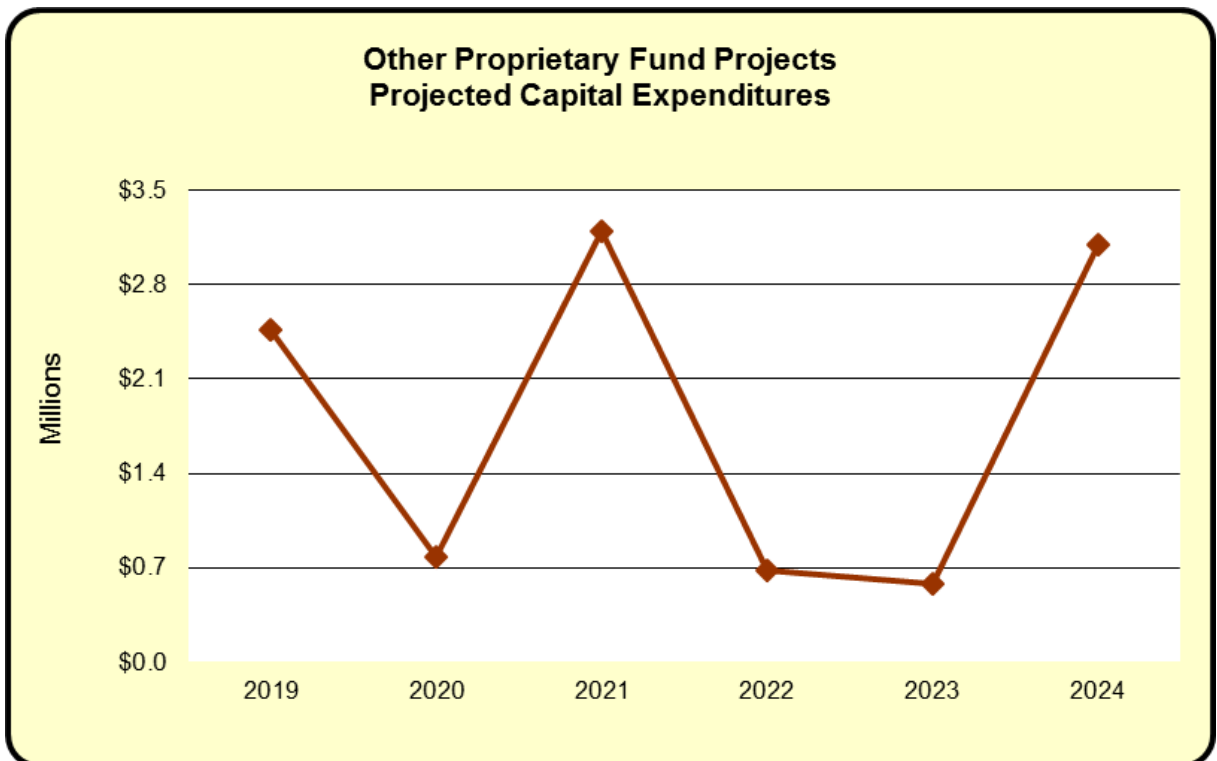
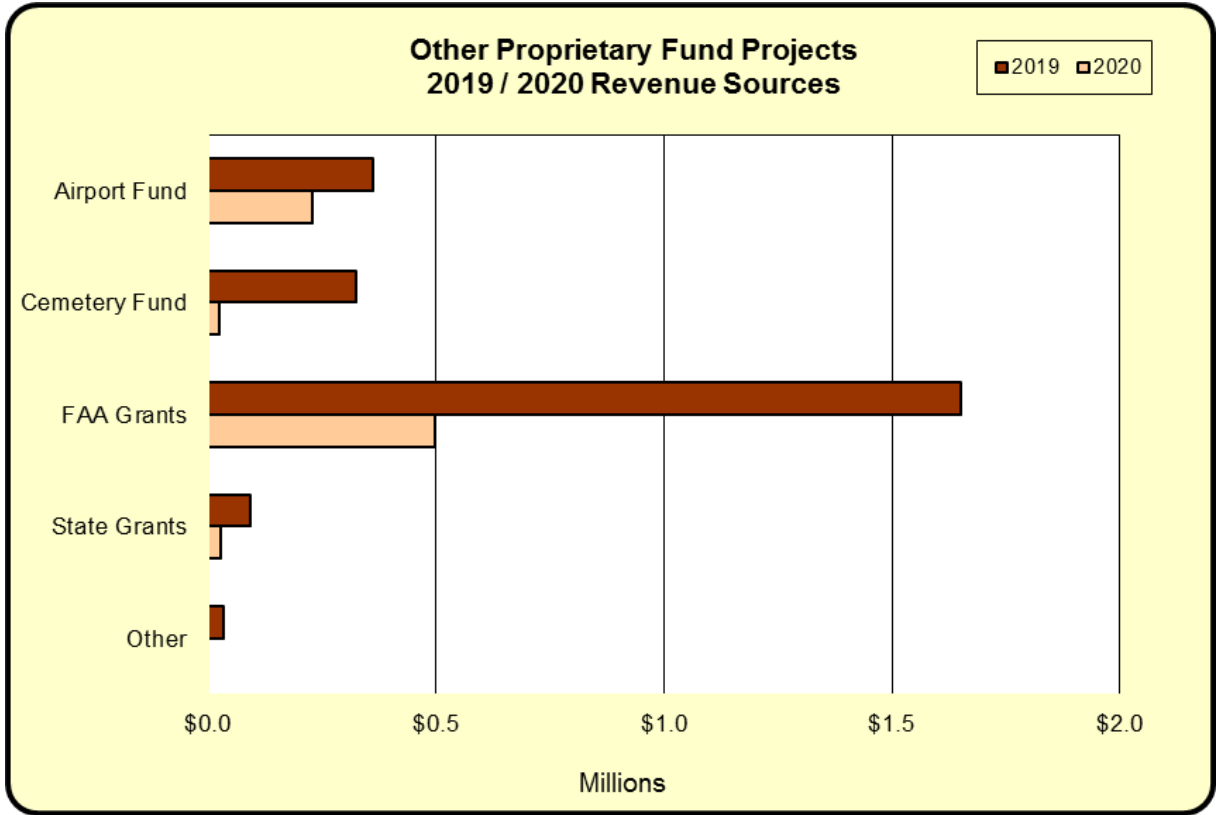
Project Name: Cemetery Road Improvements								
Project No: cmbd01		Capacity Project: NO		Anticipated Year of Completion: 2019				
Repair and overlay cemetery roads that are in poor condition.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Cemetery Fund		300,000						300,000
Federal								-
State								-
Local								-
Bond Revenue								-
Cemetery Endowed Care Fund	30,000	33,000						33,000
Subtotal	30,000	333,000	-	-	-	-	-	333,000
Capital Costs:								
Design								-
Environmental Assessment								-
Construction	30,000	333,000						333,000
Subtotal	30,000	333,000	-	-	-	-	-	333,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

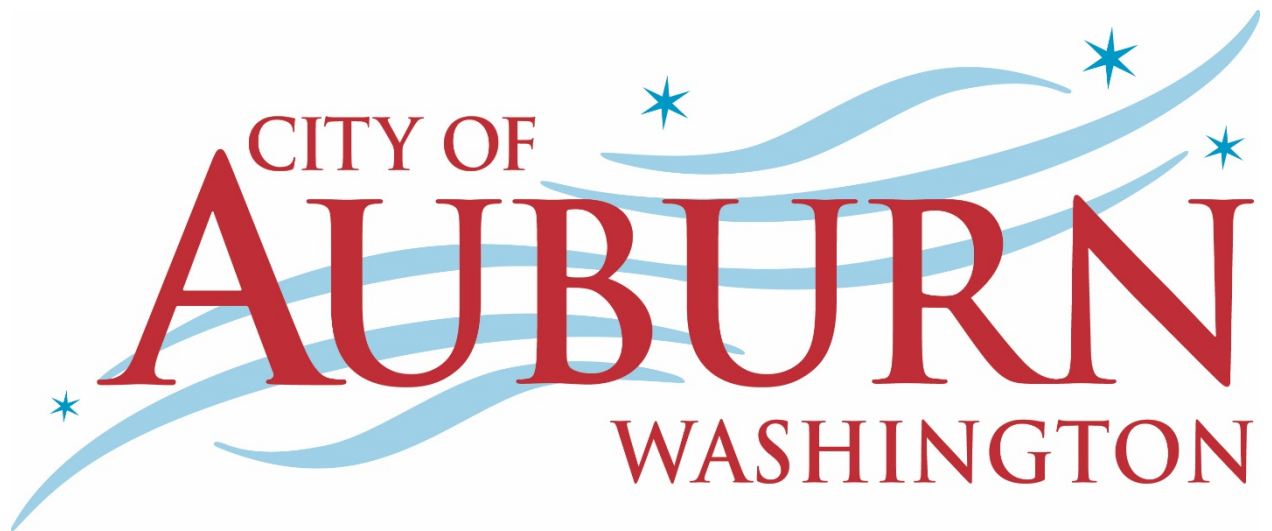
Project Name: Mausoleum Building								
Project No: cmbd02			Capacity Project: YES			Anticipated Year of Completion: 2022		
This project will design and construct a 96 crypt mausoleum for above ground internment option. The public has expressed desire to have this option available as the current mausoleum is at capacity.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Cemetery Fund		25,000	25,000		355,000			405,000
Federal								-
State								-
Local								-
Bond Revenue								-
Cemetery Endowed Care Fund								-
Subtotal	-	25,000	25,000	-	355,000	-	-	405,000
Capital Costs:								
Design		25,000	25,000		-			50,000
Environmental Assessment								-
Construction					355,000			355,000
Subtotal	-	25,000	25,000	-	355,000	-	-	405,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

TOTAL CAPITAL COSTS and FUNDING SOURCES - OTHER PROPRIETARY FUNDS								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2019-2024
Funding Sources:	Years	2019	2020	2021	2022	2023	2024	Total
Airport Fund	69,585	361,700	227,700	100,000	325,000	575,000	100,000	1,689,400
Cemetery Fund	-	325,000	25,000	-	355,000	-	-	705,000
Federal	515,019	1,650,000	497,600	-	-	-	-	2,147,600
State	28,861	91,700	27,600	-	-	-	-	119,300
Local	-	-	-	-	-	-	-	-
Bond Revenue	-	-	-	2,750,000	-	-	-	2,750,000
Cemetery Endowed Care Fund	30,000	33,000	-	-	-	-	-	33,000
Other -Public/Private Partnership	-	-	-	350,000	-	-	3,000,000	3,350,000
Total	643,465	2,461,400	777,900	3,200,000	680,000	575,000	3,100,000	10,794,300
Capital Costs:								
Design	337,547	155,500	275,300	20,000	125,000	175,000	20,000	770,800
Environmental Assessment	238,918	-	-	-	-	-	-	-
Right of Way	-	-	-	-	-	-	-	-
Construction	67,000	2,305,900	502,600	3,180,000	555,000	400,000	3,080,000	10,023,500
Total	643,465	2,461,400	777,900	3,200,000	680,000	575,000	3,100,000	10,794,300

Summary of Impacts of 2019 -2020 Capital Projects on Future Operating Expenses

Other Proprietary Projects	2020	2021	2022	2023	2024	2025	6 Year Total
Airport Security Camera & Gate Access Upgrades	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 12,000
							-
Total Other Proprietary Projects	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 12,000





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	\$156,973.44
Deputy Mayor	N/A	\$20,574.96
Council Members	N/A	\$15,431.16

Department Directors		
	Minimum	Maximum
Administration Director	\$140,429.52	\$172,623.60
City Attorney	\$140,429.52	\$172,623.60
Community Development Director	\$140,429.52	\$172,623.60
Finance Director	\$140,429.52	\$172,623.60
Human Resources/Risk Management Director	\$140,429.52	\$172,623.60
Innovation & Technology Director	\$140,429.52	\$172,623.60
Parks, Arts, & Recreation Director	\$140,429.52	\$172,623.60
Police Chief	N/A	\$181,415.52
Public Works Director	\$140,429.52	\$172,623.60

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 Police Chief are included with all of the City's unaffiliated positions later in this appendix.

Commanders		
	Minimum	Maximum
Police Commander	N/A	\$138,045.36
Contract Period: January 2019 - December 2021.		

Commissioned		
	Minimum	Maximum
Police Officer	\$66,934.80	\$84,642.24
Police Sergeant	N/A	\$99,488.64
Contract Period: January 2016 - December 2018.		

NOTE: The salary ranges for commissioned officers had not yet been determined as of the date that the final budget document was published; therefore, the figures show in this category represent 2018 salary levels.

Non-Commissioned		
	Minimum	Maximum
Animal Control Officer	\$58,875.12	\$69,926.16
Evidence/Identification Technician	\$53,112.48	\$65,527.20
Parking Control Attendant	\$44,743.44	\$56,367.36
Police Services Specialist	\$47,772.24	\$60,181.68
Police Services Supervisor	\$56,372.64	\$69,550.08
Contract Period: January 2019 - December 2021.		

POSITION SALARY SCHEDULE**Teamsters**

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.

Teamsters		
	Minimum	Maximum
Building Technician	\$58,699.20	\$77,243.76
Custodian	\$42,840.00	\$50,499.12
Custodian Lead	\$47,858.40	\$56,412.12
Electrician	\$60,994.80	\$80,265.36
M&O Mechanic	\$64,059.36	\$73,383.84
Maintenance Specialist	\$64,746.96	\$74,171.28
Maintenance Worker I	\$50,104.56	\$61,341.36
Maintenance Worker I (CDL)	\$51,106.56	\$62,568.24
Maintenance Worker II	\$59,226.00	\$68,204.40
Maintenance Worker II (CDL)	\$60,410.64	\$69,568.56
Parks Mechanic	\$62,827.20	\$71,972.64
Contract Period: January 2017 - December 2019.		

POSITION SALARY SCHEDULE

Non-Affiliated Employees		
	Minimum	Maximum
Accountant	\$70,648.32	\$86,843.04
Accounting & Financial Reporting Manager I	\$82,371.60	\$101,254.08
Accounting & Financial Reporting Manager II	\$95,791.44	\$117,752.88
Accounting Specialist	\$57,724.56	\$70,959.60
Administrative Specialist - M&O	\$52,284.72	\$64,272.72
Airport Manager	\$89,007.36	\$109,410.96
Airport Operations Assistant	\$52,284.72	\$64,272.72
Arts & Events Manager	\$82,371.60	\$101,254.08
Arts Coordinator	\$70,648.32	\$86,843.04
Assistant Chief of Police	N/A	\$164,352.72
Assistant City Attorney	\$109,923.36	\$135,124.80
Assistant Director of Engineering Services/City Engineer	\$126,655.68	\$155,692.56
Assistant Director of Finance	\$126,655.68	\$155,692.56
Assistant Director of Innovation & Technology	\$126,655.68	\$155,692.56
Assistant Director of Public Works Services	\$126,655.68	\$155,692.56
Assistant Golf Professional	\$63,761.04	\$78,415.44
Associate Engineer	\$82,371.60	\$101,254.08
Business License Program Manager	\$79,972.32	\$98,304.96
Building Inspector	\$70,648.32	\$86,843.04
Capitol & Construction Engineering Manager	\$109,923.36	\$135,124.80
Cemetery Supervisor	\$76,732.56	\$94,325.04
Chief City Prosecutor	\$95,791.44	\$117,752.88
City Clerk	\$89,007.36	\$109,410.96
City Prosecutor	\$82,371.60	\$101,254.08
Civil Engineer - Utilities	\$85,666.08	\$105,304.80
Code Compliance Officer	\$70,648.32	\$86,843.04
Code Compliance Supervisor	\$76,732.56	\$94,325.04
Communications Manager	\$82,371.60	\$101,254.08
Compensation & Employee Relations Manager	\$109,923.36	\$135,124.80
Construction Inspector	\$70,648.32	\$86,843.04
Construction Manager	\$82,371.60	\$101,254.08
Contract Administration Specialist	\$57,724.56	\$70,959.60
Contract Administration Specialist Supervisor	\$76,732.56	\$94,325.04
Crime Analyst	\$70,648.32	\$86,843.04
Curator of Education	\$63,761.04	\$78,415.44
Customer Care Manager - Utilities	\$95,791.44	\$117,752.88
Customer Care Representative - Utilities	\$48,437.76	\$59,266.32
Customer Care Supervisor	\$76,732.56	\$94,325.04
Customer Support Manager	\$85,666.08	\$105,304.80
Department Administrative Assistant	\$57,724.56	\$70,959.60
Deputy City Clerk	\$63,761.04	\$78,415.44
Design Technician Supervisor	\$82,371.60	\$101,254.08
Development Administration Specialist	\$57,724.56	\$70,959.60
Development Engineer Manager	\$97,707.12	\$120,107.76

POSITION SALARY SCHEDULE

Non-Affiliated Employees (cont.)		
Development Review Engineer	\$85,666.08	\$105,304.80
Development Services Manager	\$109,923.36	\$135,124.80
Domestic Violence Paralegal	\$63,761.04	\$78,415.44
Economic Development Coordinator	\$70,648.32	\$86,843.04
Economic Development Manager	\$95,791.44	\$117,752.88
Emergency Management Specialist	\$57,724.56	\$70,959.60
Emergency Manager	\$76,732.56	\$94,325.04
Engineering Design Technician	\$76,732.56	\$94,325.04
Engineering Survey Technician	\$66,310.80	\$81,514.32
Executive Assistant to the Mayor	\$76,732.56	\$94,325.04
Facilities Manager	\$89,007.36	\$109,410.96
Facility Assistant	\$43,800.96	\$53,358.96
Field Supervisor	\$76,732.56	\$94,325.04
Financial Analyst	\$76,732.56	\$94,325.04
Financial Planning Manager	\$109,923.36	\$135,124.80
Fleet/General Services Manager	\$89,007.36	\$109,410.96
GIS Inventory Technician	\$57,724.56	\$70,959.60
Golf Course Manager	\$82,371.60	\$101,254.08
Human Resources Analyst	\$76,732.56	\$94,325.04
Human Resources Assistant	\$57,724.56	\$70,959.60
Human Resources Coordinator	\$70,648.32	\$86,843.04
Human Resources Manager	\$95,791.44	\$117,752.88
Human Services Manager	\$82,371.60	\$101,254.08
Human Services Program Coordinator	\$70,648.32	\$86,843.04
IT Support Specialist	\$66,310.80	\$81,514.32
IT Business Analyst	\$76,732.56	\$94,325.04
Lead Permit Technician	\$66,310.80	\$81,514.32
Legal Assistant	\$57,724.56	\$70,959.60
Multimedia Assistant (.6 FTE)	\$26,280.58	\$32,015.38
Multimedia Design Technician	\$66,310.80	\$81,514.32
Multimedia Video Specialist	\$70,648.32	\$86,843.04
Museum Director	\$82,371.60	\$101,254.08
Network Analyst	\$76,732.56	\$94,325.04
Network Engineer	\$82,371.60	\$101,254.08
Network Services Manager	\$89,007.36	\$109,410.96
Office Assistant	\$48,437.76	\$59,266.32
Paralegal	\$63,761.04	\$78,415.44
Parks Maintenance Manager	\$89,007.36	\$109,410.96
Parks Planning & Development Manager	\$82,371.60	\$101,254.08
Payroll Specialist	\$57,724.56	\$70,959.60
Permit Technician	\$57,724.56	\$70,959.60
Planner	\$70,648.32	\$86,843.04
Planner II	\$76,732.56	\$94,325.04
Planning Services Manager	\$95,791.44	\$117,752.88
Plans Examiner	\$76,732.56	\$94,325.04
Police Records Manager	\$82,371.60	\$101,254.08

POSITION SALARY SCHEDULE

Non-Affiliated Employees (cont.)		
Program Specialist	\$57,724.56	\$70,959.60
Project Engineer	\$97,707.12	\$120,107.76
Project Survey Technician	\$76,732.56	\$94,325.04
Project Surveyor	\$82,371.60	\$101,254.08
Real Property Analyst	\$76,732.56	\$94,325.04
Records Clerk	\$52,284.72	\$64,272.72
Recreation Manager	\$82,371.60	\$101,254.08
Recreation Program Coordinator	\$70,648.32	\$86,843.04
Registration Clerk/Office Assistant	\$48,437.76	\$59,266.32
Right-of-Way Specialist	\$70,648.32	\$86,843.04
SCADA Technician	\$66,310.80	\$81,514.32
Senior Center Supervisor	\$76,732.56	\$94,325.04
Senior Construction Coordinator	\$76,732.56	\$94,325.04
Senior GIS & Database Specialist	\$70,648.32	\$86,843.04
Senior Planner	\$82,371.60	\$101,254.08
Senior Project Engineer	\$104,667.60	\$128,662.32
Senior Traffic Engineer	\$104,667.60	\$128,662.32
Senior Transportation Planner	\$89,007.36	\$109,410.96
Sewer Utility Engineer	\$97,707.12	\$120,107.76
Solid Waste & Recycling Supervisor	\$76,732.56	\$94,325.04
Solid Waste Customer Care Specialist	\$57,724.56	\$70,959.60
Special Events Coordinator	\$70,648.32	\$86,843.04
Storm Drainage Technician	\$70,648.32	\$86,843.04
Storm Drainage Utility Engineer	\$97,707.12	\$120,107.76
Storm/Sewer Manager	\$89,007.36	\$109,410.96
Stormwater Management Inspector	\$70,648.32	\$86,843.04
Street/Vegetation Manager	\$89,007.36	\$109,410.96
Survey Party Chief	\$70,648.32	\$86,843.04
Survey Supervisor	\$89,007.36	\$109,410.96
Sustainability Coordinator	\$70,648.32	\$86,843.04
Systems Analyst	\$76,732.56	\$94,325.04
Teen Coordinator	\$70,648.32	\$86,843.04
Theater Operations Coordinator	\$70,648.32	\$86,843.04
Traffic Engineer	\$97,707.12	\$120,107.76
Traffic Operations Engineer	\$97,707.12	\$120,107.76
Traffic Operations Supervisor	\$82,371.60	\$101,254.08
Traffic Signal Technician	\$70,648.32	\$86,843.04
Transportation Planner	\$85,666.08	\$105,304.80
Utility Billing Analyst	\$76,732.56	\$94,325.04
Utility Engineering Manager	\$109,923.36	\$135,124.80
Utility Technician	\$57,724.56	\$70,959.60
Water Division Manager	\$89,007.36	\$109,410.96
Water Quality Program Coordinator	\$82,371.60	\$101,254.08
Water Resources Technician	\$70,648.32	\$86,843.04
Water Utility Engineer	\$97,707.12	\$120,107.76
Web Specialist	\$70,648.32	\$86,843.04

APPENDIX B

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.



Property of White River Valley Museum, Auburn

Auburn Hardware Store, 1915, White River Valley Museum

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 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 "supermall" 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 in 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 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 the 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 practices. 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 the 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 over 30 developed parks of various sizes for the whole family to enjoy. There are two golf courses in Auburn: the Auburn Golf Course and Washington National Golf Club.

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 nearly 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 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. The Sounder Train has nine morning trains and two evening trains traveling from Auburn into Seattle and back.

Sense of Community in Historic Downtown

Come enjoy 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 Programs

The City of Auburn offers various arts and education programs including a growing public art collection, the City Hall Gallery, the Cheryl Sallee Gallery at the Senior Activity Center, the Community and Event Center Gallery. Featuring emerging regional artists, an Outdoor Sculpture Gallery, 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. For more information visit www.auburnwa.gov/arts.

Auburn Symphony Orchestra

Auburn's Symphony Orchestra is made up of more than 60 professional musicians, and has received wide press coverage for its superb performances. The Auburn Symphony Orchestra is currently performing under the direction of Wesley Schulz following the retirement of internationally renowned founding conductor Stewart Kershaw. For more information visit www.auburnsymphony.org.

Auburn Performing Arts Center

The Auburn Performing Arts Center, a venue conveniently located in downtown Auburn, reopened in October 2015 after undergoing a remodel in conjunction with construction of the new Auburn High School. Owned and subsidized by Auburn School District No. 408, the Performing Arts Center features a 935-seat theater, and is the home of the BRAVO! Performing Arts series, the Auburn Symphony Orchestra, the Pacific Ballroom Dance Company, and the Miss Auburn Scholarship Pageant, among other attractions. For more information visit www.auburn.wednet.edu.

Auburn Avenue Theater

The City of Auburn currently leases the Auburn Avenue Theater and since 2007 has been operating the venue as a popular performing arts space featuring a variety of entertainment options including theatrical performances, children's shows, comedy nights, dance, music and more, right in the heart of downtown. For a full list of performances at the Auburn Avenue Theater, visit www.auburnwa.gov/arts.

White River Valley Museum

The White River Valley Museum is operated as 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 has worked with the City of Auburn to restore Mary Olson Farm, the most intact 1880s family farm in King County. It operates as a living history and environmental learning site. The Farm is a King County Landmark and in the National Register of Historic Places. Significant features include an 1897 barn, a 1902 farmhouse and four runs of salmon 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, 12-4pm
and every first Thursday, 6-8pm.

Call 253 288-7433 or visit www.wrvmuseum.org.

Teen Late Night

Call 253-931-3043 for dates, times and locations.

BRAVO Performing Arts Series

September - July

Auburn Performing Arts Center and Auburn Ave. Theater

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.

Parent's Night Out

Les Gove Gymnasium, 5-10pm

For children ages 5-10.

Call 253-931-3043 for specific dates.

Auburn Symphony Orchestra

Call 253-887-7777 for concert information.

SPRING & FALL

King County Residential Special Recycling Event

Held March/April and September/October

Ilaklo Elementary School

Open to households within Auburn who are served by
Waste Management or Republic Services.

For information call 253-931-3038 (option #2) or visit
upcoming events at www.auburnwa.gov/solidwaste.

JANUARY

Miss Auburn Scholarship Show

www.missauburn.org

Largest local program of Miss America in the U.S.

FEBRUARY

Daddy Daughter Date Night

Auburn Community and Event Center

Call 253-931-3043 for dates and times.

MARCH

Auburn Senior Activity Center Rummage Sale

Call 253-931-3016 for more information.

APRIL

Mountain View Cemetery Sunrise Service

Easter morning

Call 253-931-3028 for more information.

Auburn's Clean Sweep

A perfect opportunity to give back to your community.

Call 253-931-3043 for more information.

Ladies & Lil' Gents

Auburn Community and Event Center

Call 253-931-3043 for more information.

Annual Residential Bulky Item Collection

April/May

Items collected curbside.

A once-a-year opportunity for single-family, duplex
and mobile home park residents to clean house and
get rid of such bulky items as appliances, outdoor
items, furniture, and lawn equipment.

For more information call 253-931-3038 (option #2) or
visit www.auburnwa.gov/solidwaste under upcoming
events.

MAY

Kent-Auburn Tamba Sister City Dinner & Auction

May 11 at the Auburn Community & Event Center

Annual fundraiser for the Sister City Committee.

Call 206-818-9316 for more information.

Auburn's Memorial Day Service

Mountain View Cemetery

Call 253-931-3028 for time and more information.

Dog Trot Fun Run

Annual pet-friendly 3K/5K fun run that kicks off
Petpalooza.

Call 253-931-3043 for dates, times and information.

Petpalooza

Auburn's award-winning pet-friendly event.

JUNE**Auburn Farmers Market**

Sundays, June-September
10am-3pm, Les Gove Park

A cornucopia of fresh vegetables, fruits, flowers and other products.

Call 253-931-3043 or visit

www.auburnfarmersmarket.org for more information.

Community Picnics

Free opportunity that brings City staff out into the community to engage with residents. Organized by Neighborhood Programs.

Call 253-876-1988 for date, time and information.

City of Auburn Residential Community Yard Sale

For more information Call 253-931-3038 (option #2)

or visit www.auburnwa.gov/solidwaste under

Upcoming Events.

Senior Fishing Pond

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, time and information.

KIDSDAY

Les Gove Park

Day after last day of school for Auburn School District.

Children's summer kickoff celebration which includes entertainment, information fair, arts and crafts, and other fun activities.

Call 253-931-3043 for date, time and more information.

Mary Olson Farm

June – August

Open for free Saturdays and Sundays 12pm-5pm

Call 253-288-7433 or visit wvmuseum.org for 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 live entertainment on two stages, 17+ inflatable rides, pony rides, an antique/classic car show, bingo, craft vendors, Food Court and more!

Soundbites

City Hall Plaza Park

Auburn's newest concert series – a lively, eclectic music series certain to quench your ears and appetite!

Summer Fun in Auburn's Parks

July–August

Call 253-931-3043 for more details.

- Kids SummerStage, Les Gove Park, Wednesdays at 12pm.
- Hooked on History Kids Program, Free, White River Valley Museum, Wednesdays 10:30-11:30am. 253-288-7433
- Summer Sounds & Cinema, various parks, Fridays, music begins at 7pm, movie at dusk.

AUGUST**NATIONAL NIGHT OUT**

Held throughout the City of Auburn; First Tuesday of the month.

Designed to encourage neighbors to gather together to show they are united against crime, connecting with each other and City staff.

Call 253-876-1988 for more information.

AUBURNFEST

Held the second Saturday in August; Les Gove Park. Featuring over 80 vendors, two entertainment stages, a beer garden, literary showcase, hands-on art activities, a Friday night 5k, parade, a Sunday cruise in and more.

Call 253-951-3043 for more information.

SEPTEMBER**Hops & Crops Festival**

Mary Olson Farm

Call 253-288-7433 for more information.

OCTOBER**S'more Than You Imagined**

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 educational programs at the White River Valley Museum.

For more information call 253-288-7433 or visit www.wrvmuseum.org.

Halloween Harvest Festival & Les Gove Park Trunk-or-Treat

Les Gove Park; The REC; Auburn Community & Event Center

Come out and celebrate with games and activities at and trunk or treat at Les Gove Park.

Call 253-931-3043 for more information.

NOVEMBER**Auburn's Veterans Observance & Parade**

Main Street

Auburn's annual Veterans parade is one of the largest sanctioned Veterans Day parades 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 Street; City Hall Plaza & B Street Plaza
253-931-3043

A fun-filled parade celebrating the holidays. Parade on Main Street, immediately followed by a tree lighting at City Hall.

Breakfast with Santa

Auburn Community and Event Center
Join Santa and his elves for breakfast and special holiday entertainment.
Call 253-931-3043 for registration information.

Auburn Senior Activity Center Holiday Dinner

Call 253-931-3016

Toy Drive

November - December
Donation boxes at Auburn City Hall and various locations around Auburn. Gift giving for the disadvantaged and disabled in the community.
Call 253-804-3101 for more information.

Mountain View Cemetery Tree of Remembrance

December 1 - 30
Call 253-931-3028 for more information.

Holiday Snack & Craft

Washington Elementary
Bring the family for hot cocoa & holiday crafts!
Call 253-931-3043 for more information.

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 & Risk Management	253-931-3040
Innovation & Technology	253-804-5078
Parks, Arts and Recreation	253-931-3043
Community Development	253-931-3090
Public Works	253-931-3010

Public Safety:

Fire Department (Valley Regional Fire Authority)	253-288-5800
King County District Court – South Division, Auburn	206-205-9200
Police Department	253-931-3080
South Correctional Entity (SCORE)	206-257-6200

City Resources:

Auburn Golf Course	253-833-2350
Auburn Municipal Airport	253-333-6821
Auburn Senior Activity Center	253-931-3016
Mountain View Cemetery	253-931-3028
White River Valley Museum	253-288-7433

Community Resources:

Animal Control	253-931-3062
Auburn Chamber of Commerce	253-833-0700
Auburn Downtown Association	253-939-3982
Auburn School District	253-931-4900
Auburn Valley Humane Society	253-249-7849
Drivers' Licensing, Federal Way	253-661-5001
Employment Security Department, WorkSource	253-804-1177
Food Bank	253-833-8925
General Services Administration	253-931-7000
King County Superior Court, Kent	206-205-2501
King County Tax Assessor	206-296-7300
Language Line Solutions	800-752-6096
Pet Licensing	253-876-1997
Pierce County Tax Assessor	253-798-6111
Post Office	253-333-1377
Puget Sound Energy	888-225-5773
Waste Management (Residential)	253-931-3038
The Outlet Collection - Seattle	253-833-9500
Voter Registration, King County	206-296-8683
Voter Registration, Pierce County	253-798-8683

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.

2018 INFORMATION

Date of Incorporation	June 13, 1891
Form of Government	Mayor-Council
Type of Government	Non-Charter Code City
Population	80,615
Rank in Size - Washington State	15th
Assessed Valuation	\$10,559,151,000
Area	30.2 Square Miles
Auburn Median Age	34.9
Registered Voters	39,714
Miles of Streets	247 Miles

FIRE PROTECTION

Number of Stations	6*
Number of Commissioned Fire Fighting Personnel	107
Number of Non-Commissioned Personnel	14
Total Number of Personnel and Firefighters	121
Fire Responses	386
Emergency Medical Service Responses	9,652
All Other Responses	2,614
Total Number of Responses	12,652

*Beginning January 1, 2007, the Valley Regional Fire Authority began providing fire protection services for the Cities of Auburn, Algona and Pacific. There are six stations in total; five in Auburn (although one is a training station), and one in Pacific.

POLICE PROTECTION

Number of Stations/Precincts	3
Number of Commissioned Police Personnel	112
Number of Non-Commissioned Personnel	28
Total Number of Officers and Personnel	140
Number of Calls for Service - 2018	96,883

2019 Utility Rates: Reduced rates for low-income senior citizens and disabled persons available.

WATER SERVICE

Basic Service Charge	\$16.65/Month
Commodity Rate:	
0-7	\$3.30/ccf
7.01-15	\$4.03/ccf
15.01-9999	\$4.58/ccf
Total Water Customers - January 2019	14,769
Gallons of Water Produced - 2018 Statistic	2,282,785,910
Gallons of Water Purchased - 2018 Statistic	0
Average Daily Consumption - 2018 Statistic	6.84 Million Gallons
Miles of Water Main	347 Miles

SEWER	
City Sewer - Single Family Residence	\$25.17/Month
Metro Sewer - Single Family Residence	\$45.33/Month
Total Sanitary Sewer Customers - January 2019	15,904
Sanitary Sewer Lines	227 Miles
STORM DRAINAGE	
Single Family Residence	\$19.51/Month
Total Storm Drainage Customers - January 2019	18,301
Storm Lines	362 Miles
SOLID WASTE (Contracted Services)	
1 can (35 gal)/week, curbside	\$16.11/Month
Number of Residential Accounts - January 2019	17,523
BUSINESS LICENSES	
Fee per Year	\$50
Business Licenses Issued - 2018 Statistic	3,894
VALUE OF BUILDING PERMITS ISSUED IN 2018	\$71,264,134
PARKS, ARTS AND RECREATION	
Developed Park Acreage	291
Total Park Acreage	986
Number of Developed Parks	33
Number of Cemetery Placements	263
Number of Rounds Played (Golf Course)	50,720
Athletic Teams	312
Recreation Activities	3,498
Senior Center Visits	32,464
Cultural Arts & Major Special Events	211
Audience Served by Cultural Arts & Major Special Events	144,462
Museum Audience Served	15,153
MAJOR EMPLOYERS (number of employees)	
The Boeing Company	5,700
Muckleshoot Tribal Enterprises	3,494
The Outlet Collection	3,150
Auburn School District	2,513
Multicare Auburn Medical Center	1,638
Green River College	1,202
Emerald Downs Racetrack	1,150
Safeway Distribution Center	825
Skills, Inc.	610
Zones, Inc.	551

GENERAL DEMOGRAPHICS	
Persons 19 years and younger	28.8%
Persons 20 - 34 years	21.4%
Persons 35 - 54 years	26.3%
Persons 55 years and older	23.5%
Male	48.8%
Female	51.2%
Median Household Income (City of Auburn)	
City of Auburn	\$64,400
Washington State	\$66,174
SALES TAX RATE:	
Washington State	6.50%
King County	0.25%
Regional Transit Authority	1.40%
Metro	0.90%
City of Auburn	0.85%
Criminal Justice	0.10%
TOTAL SALES TAX RATE	10.00%
OTHER CITY TAXES AND TAX RATES:	
Natural Gas Utility Tax*	6.00%
Brokered Natural Gas	6.00%
Electric Utility Tax*	6.00%
Telephone Utility Tax*	6.00%
Cable Television Utility Tax*	6.00%
Cable Television Franchise Tax	5.00%
Solid Waste Utility Tax*	7.00%
Water Utility Tax*	7.00%
Sewer Utility Tax*	7.00%
Storm Drainage Utility Tax*	7.00%
Gambling Taxes**	
Amusement Games**	2.00%
Bingo**	5.00%
Card Rooms***	4.00%
Punch Board and Pull Tabs**	10.00%

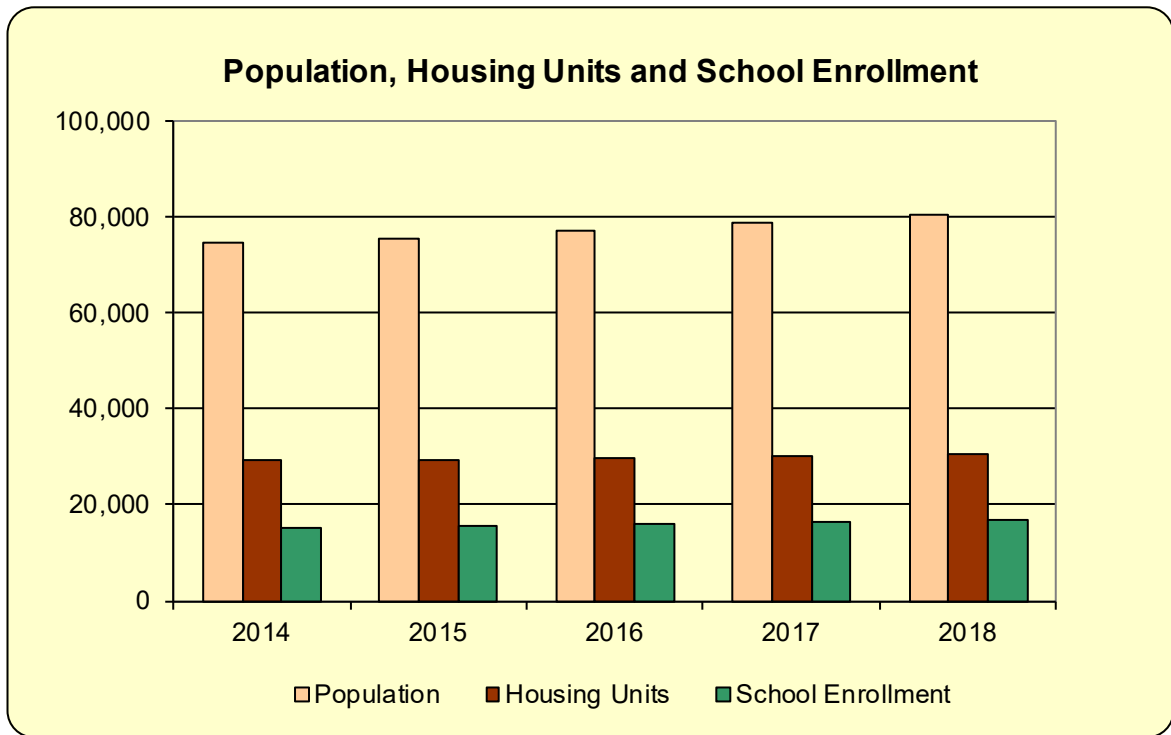
* Includes 1.0% allocated to the Arterial Street Preservation Fund (Fund 105) for improvements.

** Applied on gross receipts net of the amount awarded as prizes.

*** Applied on gross receipts.

Sources of information:

City of Auburn GIS, Finance, Community Deveopment, Fire, Police, Parks, Arts and Recreation Department, US Bureau of Labor Statistics, King and Pierce County Elections Office, State of Washington Department of Revenue, and Washington State Office of Financial Management.

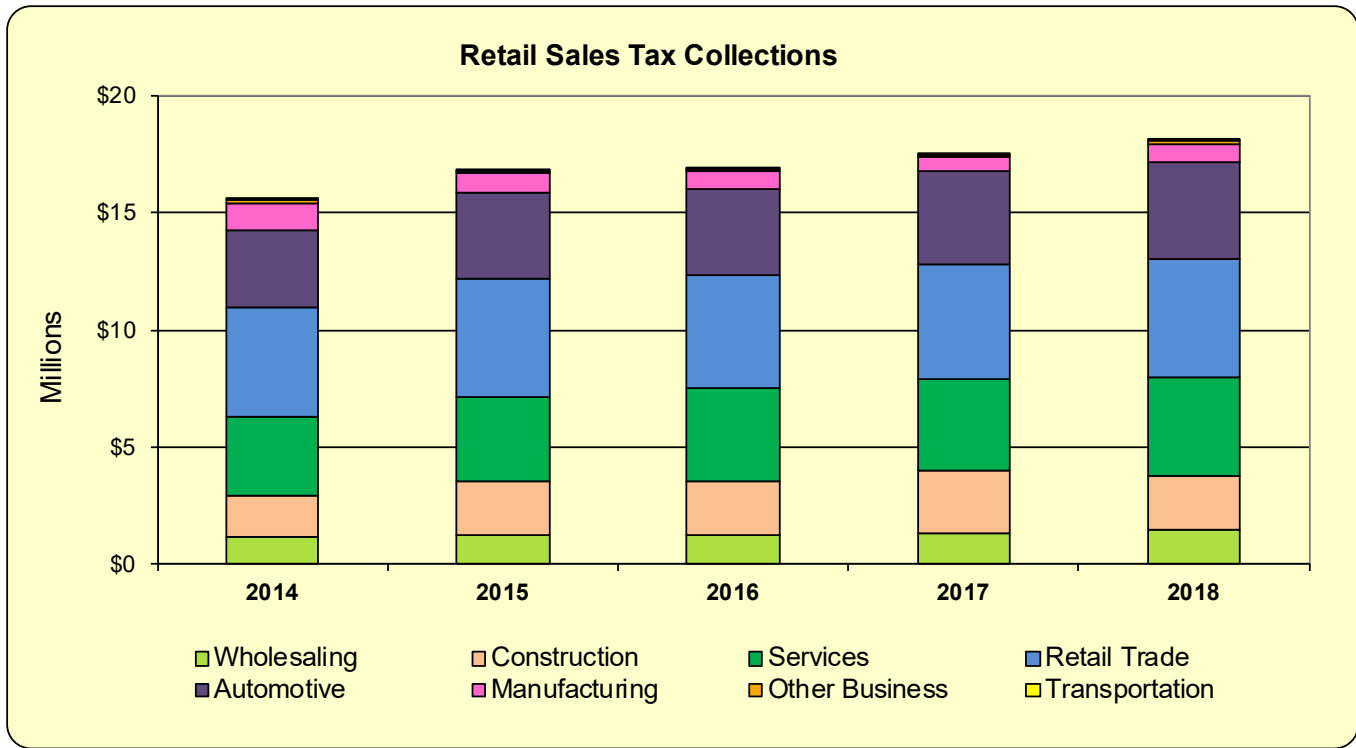


Population, Housing and School Enrollment Trends

	2014	2015	2016	2017	2018
School Enrollment (1)	15,277	15,663	15,945	16,525	16,705
Rate of Unemployment (2)	5.3%	4.9%	4.6%	4.7%	4.6%
Population (3)	74,630	75,545	77,060	78,960	80,615
Housing Units (3)					
One Unit	15,804	16,042	16,167	16,373	16,616
Two or More	10,841	10,847	10,854	11,110	11,417
Mobile Home or Special	2,631	2,637	2,630	2,675	2,659
Total Housing Units	29,276	29,526	29,651	30,158	30,692

Sources:

- (1) Auburn School District No. 408 - CAFR
- (2) U.S. Department of Labor Statistics
- (3) WA State Office of Financial Management

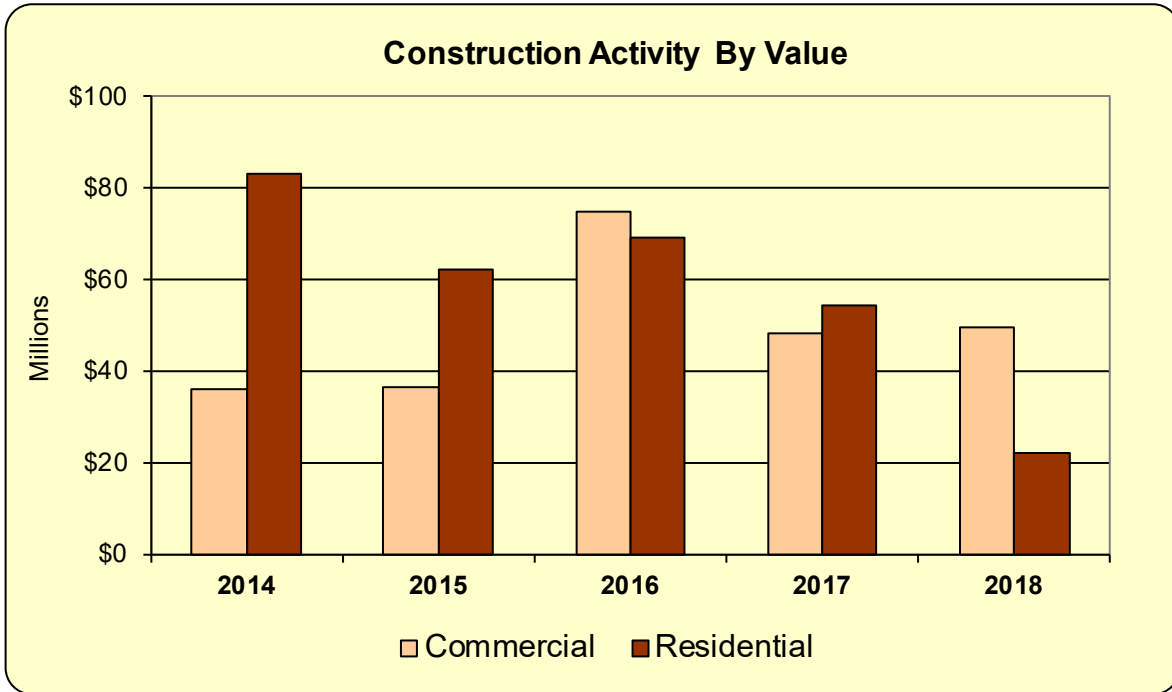


Sales Tax Collections by Sector (in Thousands)

	2014	2015	2016	2017	2018
Retail Trade					
Apparel	\$1,009	\$1,080	\$1,136	\$1,119	\$1,170
Auto & Gas	3,309	3,707	3,659	3,972	4,122
Building Material	502	590	579	580	576
Food Stores	353	368	397	369	388
Non-Store Retailers	382	394	321	370	267
Furniture & Electronics	491	549	406	408	439
General Merchandise	955	988	1,018	993	870
Miscellaneous Retail Trade	988	1,020	995	1,032	1,330
Retail Trade	\$ 7,989	\$ 8,695	\$ 8,512	\$ 8,843	\$ 9,163
Services	3,322	3,646	3,970	3,912	4,229
Construction	1,754	2,297	2,292	2,632	2,310
Manufacturing	1,163	862	761	678	754
Transportation	71	66	99	89	120
Wholesaling	1,205	1,229	1,265	1,363	1,469
Other Business	120	72	67	65	154
Grand Total	\$ 15,623	\$ 16,866	\$ 16,967	\$ 17,582	\$ 18,198

Source:

City of Auburn Finance Department
Actual receipts, January through December

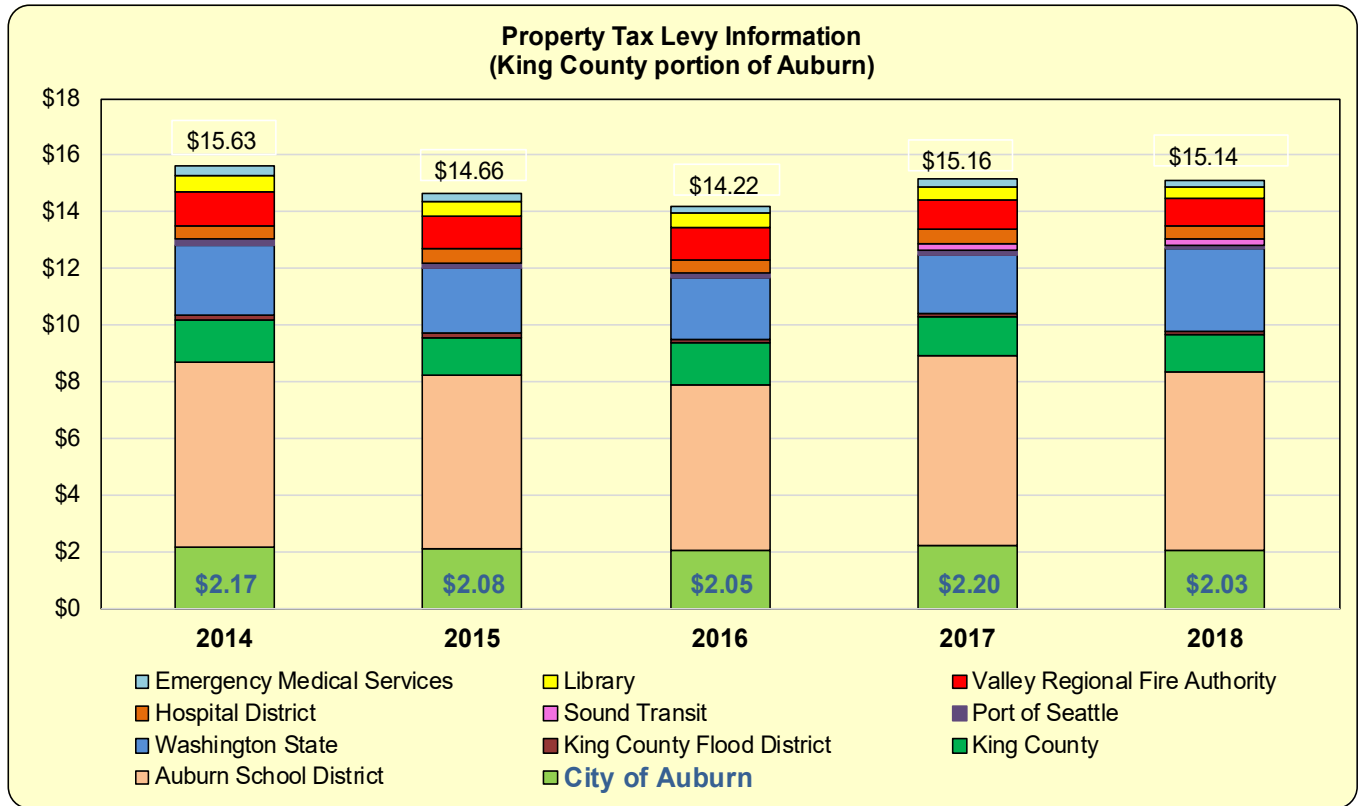


Building Permits and Construction Values

Year	Commercial Building		Residential Building	
	Permits	Value	Permits	Value
2014	64	\$35,785,902	374	\$83,006,914
2015	52	\$36,289,295	253	\$62,042,816
2016	79	\$74,887,013	242	\$68,997,098
2017	37	\$48,156,851	178	\$54,131,549
2018	31	\$49,295,117	108	\$21,969,017

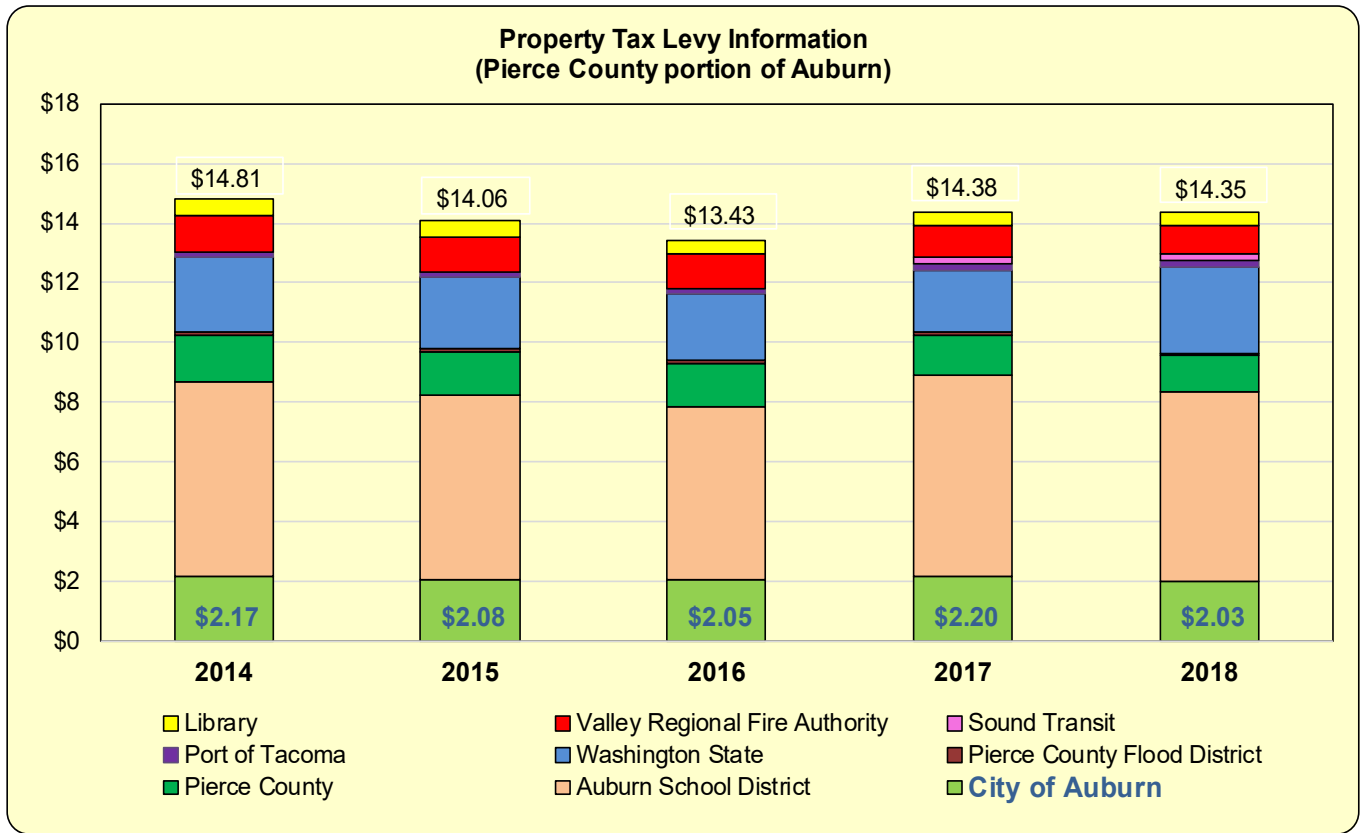
Source:

City of Auburn Community Development Department
Data represents new construction only



Property Tax Levy						Change	
	2014	2015	2016	2017	2018	\$	%
City of Auburn	\$ 2.17	\$ 2.08	\$ 2.05	\$ 2.20	\$ 2.03	(0.16)	-7%
Auburn School District	6.50	6.14	5.83	6.74	6.30	(0.44)	-7%
King County	1.52	1.35	1.48	1.38	1.33	(0.06)	-4%
King County Flood District	0.15	0.14	0.13	0.12	0.11	(0.01)	-9%
Washington State	2.47	2.29	2.17	2.03	2.92	0.89	44%
Port of Seattle	0.22	0.19	0.17	0.15	0.14	(0.02)	-12%
Sound Transit	0.00	0.00	0.00	0.25	0.23	(0.02)	-9%
Hospital District	0.50	0.50	0.50	0.50	0.46	(0.04)	-9%
Valley Regional Fire Authority	1.20	1.18	1.13	1.07	0.98	(0.09)	-8%
Library	0.56	0.50	0.48	0.45	0.41	(0.04)	-9%
Emergency Medical Services	0.34	0.30	0.28	0.26	0.24	(0.02)	-9%
Total Levy Rate	\$ 15.63	\$ 14.66	\$ 14.22	\$ 15.16	\$ 15.14	(0.02)	0%
Auburn % to Total Levy	13.87%	14.19%	14.40%	14.49%	13.43%		

Demographic Information (King & Pierce County)						Change	
	2014	2015	2016	2017	2018		%
Assessed Valuation (in 000's)	\$ 7,422,169	\$ 8,366,653	\$ 8,967,119	\$ 9,721,877	10,559,151	\$ 837,274	12%
Average Homeowner Assessed Value	\$ 193,000	\$ 242,000	\$ 254,000	\$ 277,000	\$ 304,000	\$ 27,000	15%
City Tax on an Average Home	\$ 418	\$ 504	\$ 520	\$ 608	\$ 618	\$ 9	2%
Population	74,630	75,545	77,060	78,960	80,615	1,655	2%
School Enrollment	15,277	15,663	15,945	15,466	15,999	533	4%
CPI-W/Seattle, Annual growth rate	2.4%	2.5%	2.5%	2.6%	2.7%	0.1%	3%
IPD/Implicit Price Deflator	1.1%	1.1%	1.1%	1.1%	1.1%	0.0%	2%



Property Tax Levy						Change	
	2014	2015	2016	2017	2018	\$	%
City of Auburn	\$ 2.17	\$ 2.08	\$ 2.05	\$ 2.20	\$ 2.03	\$ (0.16)	-7%
Auburn School District	6.50	6.14	5.83	6.74	6.30	\$ (0.44)	-7%
Pierce County	1.56	1.48	1.43	1.33	1.23	\$ (0.11)	-8%
Pierce County Flood District	0.10	0.10	0.10	0.09	0.08	\$ (0.01)	-10%
Washington State	2.53	2.39	2.23	2.07	2.91	\$ 0.84	41%
Port of Tacoma	0.18	0.18	0.18	0.18	0.18	\$ (0.00)	0%
Sound Transit	0.00	0.00	0.00	0.25	0.23	\$ (0.02)	-9%
Valley Regional Fire Authority	1.20	1.18	1.13	1.07	0.98	\$ (0.09)	-8%
Library	0.56	0.50	0.48	0.45	0.41	\$ (0.04)	-9%
Total Levy Rate	\$ 14.81	\$ 14.06	\$ 13.43	\$ 14.38	\$ 14.35	\$ (0.03)	0%
Auburn % to Total Levy	14.64%	14.80%	15.24%	15.27%	14.16%		

Demographic Information (King & Pierce County)						Change	
	2014	2015	2016	2017	2018		%
Assessed Valuation (in 000's)	\$ 7,422,169	\$ 8,366,653	\$ 8,967,119	\$ 9,721,877	\$ 10,559,151	\$ 837,274	12%
Average Homeowner Assessed Value	\$ 193,000	\$ 242,000	\$ 254,000	\$ 277,000	\$ 304,000	\$ 27,000	15%
City Tax on an Average Home	\$ 418	\$ 504	\$ 520	\$ 608	\$ 618	\$ 9	2%
Population	74,630	75,545	77,060	78,960	80,615	1,655	2%
School Enrollment	15,277	15,663	15,945	15,466	15,999	533	4%
CPI-W/Seattle, Annual growth rate	2.4%	2.5%	2.5%	2.6%	2.7%	0.1%	3%
IPD/Implicit Price Deflator	1.1%	1.1%	1.1%	1.1%	1.1%	0.0%	2%



APPENDIX C

AGENDA BILL APPROVAL FORM

Agenda Subject: Ordinance No. 6693		Date: October 10, 2018
Department: Finance	Attachments: 2019-2020 Preliminary Operating Budget; Ordinance No. 6693 and Schedule A	Budget Impact: \$239,996,734 – 2019 \$240,695,727 – 2020
Administrative Recommendation: City Council to introduce and adopt Ordinance No. 6693, establishing the City's operating budget for 2019-2020.		

Background Summary:

Budget Process: In April, the City began the process of developing the budget for the 2019-2020 biennium. This included budget workshops as follows:

- June 5: Fund and budget process overview (workshop #1)
- August 14: Street Capital and Enterprise Funds (workshop #2)
- August 16: General, Proprietary, Capital and Special Revenue Funds (workshop #3)
- August 28: General, Proprietary, Capital and Special Revenue Funds (workshop #4)

During these presentations and workshops, Council provided input and policy guidance to staff.

2019-2020 Preliminary Budget: A copy of the 2019-2020 Preliminary Budget was filed with the City Clerk, distributed to Council, and made available to the public on October 15, 2018.

Capital Budget: Council will adopt the City's 2019-2020 biennial capital budget separately, with the approval of Ordinance No. 6694.

Ordinance No. 6693: Council's approval of Ordinance No. 6693 will establish the City's 2019-2020 biennial operating budget. As the operating budget has been reviewed by Council during the budget workshops, adoption of Ordinance 6621 is scheduled as follows:

- October 15: First public hearing.
- November 5: Second public hearing
- December 3: Council adoption.

Staff recommends Council approval of Ordinance No. 6693.

	Staff: Coleman
Meeting Date: October 15, 2018	Item Number:

ORDINANCE NO. 6693

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF AUBURN, WASHINGTON, ADOPTING THE 2019-2020 BIENNIAL OPERATING BUDGET FOR THE CITY OF AUBURN, WASHINGTON

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

Section 1. As required by Chapter 35A.34 RCW, the Mayor of the City of Auburn has completed and placed on file with the City Clerk of the City of Auburn a preliminary biennial operating budget for 2019-2020. Notice was published, as required by law, stating that: a) the Mayor had completed and placed the preliminary operating budget on file; b) a copy would be provided at the office of the City Clerk to any taxpayer who requested a copy; c) the City Council of the City of Auburn would meet on December 3, 2018 at 7:00 p.m. in the Council Chambers of Auburn City Hall, 25 West Main Street, Auburn, Washington for the purpose of fixing the budget and any taxpayer might appear at such time and be heard for or against any part of the budget; d) the Mayor provided a suitable number of copies of the detailed preliminary operating budget to meet the reasonable demands of taxpayers; e) The Mayor and the City Council met at the time and place designated in the notice and all taxpayers of the City were given full opportunity to be heard for or against the budget; f) the City Council has conducted public hearings on October 15, 2018, November 5, 2018, and December 3, 2018 to consider this preliminary operating budget; g) at the meeting held by the City Council on the December 3, 2018 the City Council considered modifications of the proposed operating budget and approved the 2019-2020 biennial

budget for the City of Auburn as adopted by this Ordinance as shown on Schedule A.

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

Section 3. Severability. The provisions of this ordinance are declared to be separate and severable. The invalidity of any clause, sentence, paragraph, subdivision, section or portion of this ordinance, or the invalidity of the application thereof to any person or circumstance shall not affect the validity of the remainder of this ordinance, or the validity of its application to other persons or circumstances.

Section 4. Effective Date. This Ordinance shall take effect and be in force five (5) days from and after its passage, approval and publication as provided by law.

INTRODUCED: DEC 03 2018

PASSED: DEC 03 2018

APPROVED: DEC 03 2018



NANCY BACKUS, MAYOR

ATTEST:



Shawn Campbell, MMC, City Clerk

APPROVED AS TO FORM:



Steven L. Gross, City Attorney

PUBLISHED: 12.10.2013 Seattle Times

Schedule A

2019 OPERATING FUNDS BUDGET SUMMARY

Fund		Beginning Fund Balance	2019 Resources	2019 Expenditures	Ending Fund Balance
GENERAL FUND		\$18,037,042	\$72,145,986	\$77,788,165	\$12,394,863
SPECIAL REVENUE FUNDS	Hotel/Motel Tax	108,571	153,600	160,050	102,121
	Drug Forfeiture	376,497	155,000	298,037	233,460
	Housing & Community Development	36,458	590,000	590,000	36,458
	Business Improvement Area	109,473	55,200	90,000	74,673
	Cumulative Reserve	10,124,312	180,200	142,200	10,162,312
DEBT SERVICE	City Hall Annex 2010 A&B Bond	-	1,664,900	1,664,900	-
	Local Revitalization 2010 C&D Bond	11,396	590,300	589,800	11,896
	LID #249	1,618	30	-	1,648
	LID #350	8,709	7,350	7,400	8,659
	Golf / Cemetery 2016 Refunding	-	374,100	374,100	-
	SCORE 2009 A&B Bond	-	2,129,800	2,129,800	-
ENTERPRISE FUNDS	Water	3,787,175	15,678,500	14,334,065	5,131,610
	Sewer	4,267,149	9,104,200	7,842,663	5,528,686
	Sewer Metro	3,184,467	18,372,500	18,215,600	3,341,367
	Storm Drainage	2,859,814	10,156,900	8,865,312	4,151,402
	Solid Waste	5,556,175	16,249,100	16,296,306	5,508,969
	Airport	434,633	1,218,600	1,395,593	257,640
	Cemetery	441,060	1,187,000	1,363,962	264,098
INTERNAL SERVICE FUNDS	Insurance	1,928,070	21,000	180,600	1,768,470
	Workers' Compensation	2,128,988	1,171,200	818,115	2,482,073
	Facilities	1,412,874	3,532,500	3,894,563	1,050,811
	Innovation and Technology	2,573,504	6,429,110	6,437,640	2,564,974
	Equipment Rental	3,091,626	2,007,606	2,746,591	2,352,641
FIDUCIARY FUNDS	Fire Pension	2,205,369	120,900	215,120	2,111,149
PERMANENT FUNDS	Cemetery Endowment Care	1,817,409	45,000	33,000	1,829,409
TOTAL OPERATING BUDGET		\$64,502,389	\$163,340,582	\$166,473,582	\$61,369,389
TOTAL OPERATING BUDGET		\$227,842,971		\$227,842,971	

Schedule A

2020 OPERATING FUNDS BUDGET SUMMARY

Fund		Beginning Fund Balance	2020 Resources	2020 Expenditures	Ending Fund Balance
GENERAL FUND		\$12,394,863	\$75,249,867	\$80,586,405	\$7,058,325
SPECIAL REVENUE FUNDS	Hotel/Motel Tax	102,121	164,000	170,310	95,811
	Drug Forfeiture	233,460	152,000	310,956	74,504
	Housing & Community Development	36,458	539,970	539,970	36,458
	Business Improvement Area	74,673	55,200	90,000	39,873
	Cumulative Reserve	10,162,312	197,800	4,100,000	6,260,112
DEBT SERVICE	City Hall Annex 2010 A&B Bond	-	1,658,400	1,658,400	-
	Local Revitalization 2010 C&D Bond	11,896	575,100	574,600	12,396
	LID #249	1,648	40	-	1,688
	LID #350	8,659	100	-	8,759
	Golf / Cemetery 2016 Refunding	-	376,000	376,000	-
	SCORE 2009 A&B Bond	-	2,117,000	2,117,000	-
ENTERPRISE FUNDS	Water	5,131,610	16,323,800	14,408,831	7,046,579
	Sewer	5,528,686	9,394,700	7,777,448	7,145,938
	Sewer Metro	3,341,367	18,549,300	18,397,800	3,492,867
	Storm Drainage	4,151,402	10,399,200	8,831,070	5,719,532
	Solid Waste	5,508,969	16,351,600	16,684,052	5,176,517
	Airport	257,640	1,258,800	1,097,901	418,539
	Cemetery	264,098	1,187,000	1,343,743	107,355
INTERNAL SERVICE FUNDS	Insurance	1,768,470	23,100	180,600	1,610,970
	Workers' Compensation	2,482,073	1,261,900	833,415	2,910,558
	Facilities	1,050,811	4,034,500	4,115,862	969,449
	Innovation and Technology	2,564,974	6,724,153	7,182,511	2,106,616
	Equipment Rental	2,352,641	2,075,495	2,785,735	1,642,401
FIDUCIARY FUNDS	Fire Pension	2,111,149	125,100	222,320	2,013,929
PERMANENT FUNDS	Cemetery Endowment Care	1,829,409	45,000	-	1,874,409
TOTAL OPERATING BUDGET		\$61,369,389	\$168,839,125	\$174,384,929	\$55,823,585
TOTAL OPERATING BUDGET		\$230,208,514		\$230,208,514	



AGENDA BILL APPROVAL FORM

Agenda Subject: Ordinance No. 6694		Date: October 10, 2018
Department: Finance	Attachments: 2019-2020 Preliminary Capital Budget; Ordinance No. 6694 and Schedule A	Budget Impact: \$75,503,945 – 2019 \$56,665,864 – 2020
Administrative Recommendation: City Council to introduce and adopt Ordinance No. 6694, establishing the City's capital budget for 2019-2020.		

Background Summary:

Budget Process: In April, the City began the process of developing the budget for the 2019-2020 biennium. This included budget workshops as follows:

- June 5: Fund and budget process overview (workshop #1)
- August 14: Street Capital and Enterprise Funds (workshop #2)
- August 16: General, Proprietary, Capital and Special Revenue Funds (workshop #3)
- August 28: General, Proprietary, Capital and Special Revenue Funds (workshop #4)

During these presentations and workshops, Council provided input and policy guidance to staff.

2019-2020 Preliminary Budget: A copy of the 2019-2020 Preliminary Budget was filed with the City Clerk, distributed to Council, and made available to the public on October 15, 2018.

Operating Budget: Council will adopt the City's 2019-2020 biennial operating budget separately, with the approval of Ordinance No. 6693.

Ordinance No. 6694: Council's approval of Ordinance No. 6693 will establish the City's 2019-2020 biennial capital budget. As the capital budget has been reviewed by Council during the budget workshops, adoption of Ordinance 6694 is scheduled as follows:

- October 15: First public hearing.
- November 5: Second public hearing
- December 3: Council adoption.

Staff recommends Council approval of Ordinance No. 6694.

	Staff: Coleman
Meeting Date: October 15, 2018	Item Number:

ORDINANCE NO. 6694

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF AUBURN, WASHINGTON, ADOPTING THE 2019-2020 BIENNIAL CAPITAL BUDGET FOR THE CITY OF AUBURN, WASHINGTON

WHEREAS, in Ordinance No. 6682, the City Council created Chapter 3.06 of the Auburn City Code to repurpose special capital funds and establish a multi-year capital budgeting process.

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

Section 1. As required by Chapter 35A.34 RCW, the Mayor of the City of Auburn has completed and placed on file with the City Clerk of the City of Auburn a preliminary biennial capital budget for 2019-2020. Notice was published, as required by law, stating that: a) the Mayor had completed and placed the preliminary capital budget on file; b) a copy would be provided at the office of the City Clerk to any taxpayer who would requested a copy; c), the City Council of the City of Auburn would meet on December 3, 2018 at 7:00 p.m. in the Council Chambers of Auburn City Hall, 25 West Main Street, Auburn, Washington for the purpose of fixing the budget and any taxpayer might appear at such time and be heard for or against any part of the budget; d) the Mayor provided a suitable number of copies of the detailed preliminary capital budget to meet the reasonable demands of taxpayers; e) the Mayor and the City Council met at the time and place designated in the notice and all taxpayers of the City of Auburn were given full opportunity to be heard for or against the budget; f) the City Council has conducted public hearings on October 15, 2018, November 5, 2018, and December 3, 2018 to consider this preliminary capital budget; g) at the

meeting held by the City Council on the December 3, 2018 the City Council considered modifications of the proposed capital budget and approved the 2019-2020 biennial budget for the City of Auburn as adopted by this Ordinance as shown on Schedule A.

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

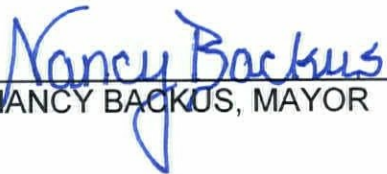
Section 3. Severability. The provisions of this ordinance are declared to be separate and severable. The invalidity of any clause, sentence, paragraph, subdivision, section or portion of this ordinance, or the invalidity of the application thereof to any person or circumstance shall not affect the validity of the remainder of this ordinance, or the validity of its application to other persons or circumstances.

Section 4. Effective Date. This Ordinance shall take effect and be in force five (5) days from and after its passage, approval and publication as provided by law.

INTRODUCED: DEC 03 2018

PASSED: DEC 03 2018

APPROVED: DEC 03 2018




NANCY BACKUS, MAYOR

ATTEST:



Shawn Campbell, MMC, City Clerk

APPROVED AS TO FORM:



Steven L. Gross, City Attorney

PUBLISHED: 12/10/2018 - Seattle Times

Schedule A

2019 CAPITAL FUNDS BUDGET SUMMARY

Fund		Beginning Fund Balance	2019 Resources	2019 Expenditures	Ending Fund Balance
SPECIAL REVENUE FUNDS	Arterial Street	\$1,492,777	\$1,633,100	\$1,781,400	\$1,344,477
	Local Street	1,650,780	1,912,000	2,605,900	956,880
	Arterial Street Preservation	1,582,337	2,959,320	3,172,240	1,369,417
	Recreational Trails	64,326	7,100	-	71,426
	Mitigation Fees	10,886,137	1,196,200	2,980,350	9,101,987
CAPITAL PROJECTS	Municipal Park Construction	310,222	2,070,550	2,015,000	365,772
	Capital Improvements	10,404,627	5,775,300	8,500,550	7,679,377
	Local Revitalization	380,500	104,000	484,500	-
ENTERPRISE FUNDS	Water	138,010	9,037,400	6,612,686	2,562,724
	Sewer	11,210,691	734,700	2,895,900	9,049,491
	Storm Drainage	13,328,488	569,900	3,196,900	10,701,488
	Airport	146,405	2,093,700	2,140,500	99,605
	Cemetery	261,037	133,000	358,100	35,937
INTERNAL SERVICE FUNDS	Innovation and Technology	1,169,997	-	869,300	300,697
	Equipment Rental	3,663,110	2,741,994	3,102,450	3,302,654
TOTAL CAPITAL BUDGET		\$56,689,444	\$30,968,264	\$40,715,776	\$46,941,932
TOTAL CAPITAL BUDGET		\$87,657,708		\$87,657,708	

Schedule A

2020 CAPITAL FUNDS BUDGET SUMMARY

Fund		Beginning Fund Balance	2020 Resources	2020 Expenditures	Ending Fund Balance
SPECIAL REVENUE FUNDS	Arterial Street	\$1,344,477	\$3,694,600	\$3,995,900	\$1,043,177
	Local Street	956,880	1,902,000	1,916,300	942,580
	Arterial Street Preservation	1,369,417	3,832,640	3,967,840	1,234,217
	Recreational Trails	71,426	7,100	-	78,526
	Mitigation Fees	9,101,987	1,306,700	741,600	9,667,087
CAPITAL PROJECTS	Municipal Park Construction	365,772	590,100	470,000	485,872
	Capital Improvements	7,679,377	2,605,200	3,944,300	6,340,277
	Local Revitalization	-	-	-	-
ENTERPRISE FUNDS	Water	2,562,724	2,070,200	4,282,305	350,619
	Sewer	9,049,491	750,500	1,265,000	8,534,991
	Storm Drainage	10,701,488	581,800	2,063,900	9,219,388
	Airport	99,605	775,700	778,000	97,305
	Cemetery	35,937	-	25,100	10,837
INTERNAL SERVICE FUNDS	Innovation and Technology	300,697	500,000	500,300	300,397
	Equipment Rental	3,302,654	1,594,605	1,331,000	3,566,259
TOTAL CAPITAL BUDGET		\$46,941,932	\$20,211,145	\$25,281,545	\$41,871,532
TOTAL CAPITAL BUDGET		\$67,153,077		\$67,153,077	

APPENDIX D

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 (Budgeting, Accounting and Reporting System) manual.

Account

A record of additions, deletions, and balances of individual assets, liabilities, equity, revenues and expenditures.

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 expenditures related to the operation of the Council.
- Administration: Provides centralized facilities maintenance to all City departments.
- Human Resources and Risk Management: Provides centralized personnel services to all City services.
- Finance: Provides centralized financial services to all City departments. Also provides a variety of other central administrative services including customer service, printing, data processing, and billing of City utilities.
- Legal: Provides centralized legal services to all City departments.
- Innovation and Technology: Provides technology services to all City departments.

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 (AV)

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 authorized previously in earlier budgets.

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

A legal document that provides City officials with the authority to incur obligations and pay expenses, allocating resources among departments and funds to reflect Council priorities and policies.

Budget Amendment

The method used to make revisions to the adopted budget. Adjustments are made via ordinances 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 life 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 Projects Funds

A type of fund which accounts for financial resources that are restricted, committed or assigned to expenditures for the acquisition and construction of major capital facilities (other than those financed by proprietary funds or in trust funds for individuals, private organizations or other governments).

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.

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 a specific organizational unit. In Auburn, it refers to ten such units: Mayor and Council, Administration Department, Human Resources and Risk Management Department, Finance Department, Legal Department, Community Development Department, Public Works Department, Police Department, Parks, Arts and Recreation Department, and the Innovation and Technology Department. A department may be composed of one or more organizational units referred to as a division.

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 expenditure during a particular period.

Division

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

Enterprise Funds

A type of proprietary fund involving activities that are operated in a manner similar to private businesses. In Auburn, the Enterprise Funds account for the City's utilities (which includes water, sewer, sewer metro, storm drainage and solid waste), the cemetery, and the airport.

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.

Fiduciary Fund

A fund that accounts for assets held by the City as a trustee.

Full Time Equivalent (FTE) Position

Refers to budgeted employee positions based on the number of hours for each position. A full-time position is 1.0 FTE and represents 2,080 hours per year and a .50 position represents 1,040 hours per year.

Fund

A self-balancing group of accounts that includes both revenues and expenditures.

Fund Balance

The difference between assets and liabilities reported in a governmental fund. Fund balances are either designated (funds that have been dedicated to a particular purpose) or undesignated (the remaining un-appropriated balance of the fund after accounting for the designated funds).

General Fund

A specific governmental fund that accounts for tax-supported activities of the City and other types of activities not elsewhere accounted for. In the City budget, this fund is divided into departments.

Generally Accepted Accounting Principles (GAAP)

Standards used for accounting and reporting for both private industry and governments.

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 for the activities of the City that is of a governmental character, as distinguished from activities that are of a business character.

Indirect Charges or Cost Allocation

Refers to the process of accounting costs between funds and is usually applied to determining the costs of administrative services provided to departments.

Inside Levy

The dedication of a portion of the regular property tax levy to retire Councilmanic 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 following funds: Equipment Rental, Innovation and Technology, Facilities, Workers' Compensation and Insurance.

Line Departments

Line departments are those that provide services directly to the public and consist of the following departments: These departments include:

- Administration Department: Includes several divisions including Economic Development, Emergency Management, and Community and Human Services.
- Community Development: Includes several divisions or services including Planning and Development and Environmental Services.
- Finance: In addition to the administrative and support function noted previously, also oversees the Solid Waste Division.
- Parks, Arts and Recreation: Provides recreational and senior services, maintains park facilities, and manages the cemetery and golf course.
- Police: Provides all police services and animal control services.
- Public Works: Includes several divisions including engineering, streets, maintenance and operations, the airport, and the Water, Sewer, and Storm Drainage Funds.

Local Improvement District (LID)

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.

Marketplace Fairness Act (MFA)

The marketplace fairness legislation, known as Marketplace Fairness Act, was effective as of January 1, 2018 via Engrossed House Bill (EHB) 2163. This law requires remote sellers, marketplace facilitators, are referrers that meet certain statutory criteria to collect and remit sales or use tax and comply with certain reporting requirements. This legislation is intended to capture the retail sales tax lost from internet sales.

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 preceding the Distinguished Budget Presentation Award and the Table of Contents in the Biennial 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 unmatured 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 personnel benefits, supplies, and services.

Permanent Fund

A fund whose resources are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the fund's programs.

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 that 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 Fund

A type of governmental fund that accounts for the proceeds of specific revenue sources that is legally restricted for expenditures.

Sub-Fund

An accounting method used to account for different aspects of a legal fund on the general ledger. This is used for managerial purposes and roll-up these funds for financial reporting purposes. The City of Auburn uses this tool for separating out the operating and capital portions of proprietary funds.

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

ACC - Auburn City Code
ADA - Americans with Disabilities Act
AEP - Auburn Environmental Park
AMI - Automated Meter Infrastructure system
AOP - Active Operating Picture
AV - Assessed Value or Assessed Valuation
AVHS - Auburn Valley Humane Society
AWC - Association of Washington Cities
AWN - Auburn Way North
AWS - Auburn Way South
BA - Budget Amendment
BAB - Build America Bonds
BARS - Budgeting, Accounting & Reporting System
BIA - Business Improvement Area
BNSF - Burlington Northern Santa Fe Corporation (railroad)
CAFR - Comprehensive Annual Financial Report
CBA - Collective Bargaining Agreement
CCTV - Closed-Circuit Television
CDBG - Community Development Block Grant
CDL - Commercial Drivers License
CEMP - Comprehensive Emergency Management Plan
CERT - Community Emergency Response Team
CFP - Capital Facilities Plan
CH - City Hall
CJTC - Criminal Justice Training Commission
COA - City of Auburn
COLA - Cost-of-Living Adjustment
CPI - Consumer Price Index
CPTED - Crime Prevention Through Environmental Design
DEA - Drug Enforcement Agency
DES - Department of Enterprise Systems
DOC - Department Operations Center
DOE - Department of Ecology
DOH - Washington Department of Health
DWSRF - Drinking Water State Revolving Fund
ED - Economic Development
EHS - Engrossed House Bill
EIS - Environmental Impact Study
EOC - Emergency Operations Center
EPA - Environmental Protection Agency
ER&R - Equipment Rental and Replacement Fund, also known as Equipment Rental Fund
ER - Equipment Rental Fund also known as Equipment Rental and Replacement Fund (ER&R)
FAA - Federal Aviation Administration
FTE - Full-Time Equivalent position
GAAP - Generally Accepted Accounting Principles
GASB - Government Accounting Standards Board
GDP - Gross Domestic Product
GFOA - Governmental Finance Officers Association
GIS - Geographic Information System
GMA - Growth Management Act
GO - General Obligation (bond debt)
GPS - Global Positioning System
GRC - Green River College
GSA - General Services Administration

HIDTA - High Intensity Drug Trafficking Areas
HMI - Human Machine Interface
HR - Human Resources
HVAC - Heating, Ventilation and Air Conditioning
ICC - International Code Council
IPZ - Innovative Partnership Zone
IT - Innovation and Technology
ITS - Intelligent Transportation Systems
IVR - Interactive Voice Response
KC - King County
KCDC - King County District Court
KCPEC - King County Project Evaluation Committee
L&I - Labor & Industries
LED - Light Emitting Diode (street signals/street lights)
LEOFF - Washington's Law Enforcement Officers' and Fire Fighters' Retirement System
LID - Local Improvement District
LOS - Level of Service
LRF - Local Revitalization Financing
LTAC - Lodging Tax Advisory Committee
M&O - Maintenance and Operations
MFA - Marketplace Fairness Act
MIT - Muckleshoot Indian Tribe
MVFT - Motor Vehicle Fuel Tax
MWII - Maintenance Worker (level) II
NACSLB - National Advisory Council on State and Local Budgeting
NLC - National League of Cities
NPDES - National Pollution Discharge Elimination System
NPV - Net Present Value
O&M - Operating and Maintenance
OPEB - Other Post-Employment Benefits
PAFR - Popular Annual Financial Report
PCI - Pavement Condition Index
PCTCC - Pierce County Transportation Coordinating Committee
PD - Police Department
PERS - Washington's Public Employees' Retirement System
PSE - Puget Sound Energy
PSRC - Puget Sound Regional Council
PWTF - Public Works Trust Fund
RAMP - Regional Access Mobility Partnership (Pierce County)
RAP - Regional Access Point (sites)
RCO - Recreation and Conservation Office
RCW - Revised Code of Washington
READY - Real Emergency Aid Depends on You
REET - Real Estate Excise Tax
RFB - Request for Bid
RFP - Request for Proposal
ROW - Right of Way
RPEC - Regional Project Evaluation Committee (see PSRC)
RTC - Regional Transit Committee
RTID - Regional Transportation Improvement District
SAFER - Safe Auburn For Every Resident
SCA - Sound Cities Association
SCADA - Supervisory Control and Data Acquisition
SCATBd - South County Area Transportation Board
SCORE - South Correctional Entity
SEPA - State Environmental Policy Act

SIU - Special Investigations Unit
SKC - South King County
SLA - Service Level Agreement
SMART - Specific, Measurable, Attainable, Relevant and Time-bound
SOP - Standard Operating Procedures
SOS - Save Our Streets program
SST - Streamlined Sales and Use Tax
SWAT - Special Weapons and Tactics
TAB - Transportation Advisory Board
TADA - The Auburn Downtown Association
TIP - Transportation Improvement Program
TMDL - Total Maximum Daily Loading
TNET - Tahoma Narcotics Enforcement Team
UTGO - Unlimited Tax General Obligation bonds
VMS - Variable Message Signs
VNET - Valley Narcotics Enforcement Team
VRFA - Valley Regional Fire Authority
WASPC - Washington Association of Sheriffs and Police Chiefs
WATPA - Washington Auto Theft Prevention Agency
WRIA - Water Resources Inventory Area
WSDOE - Washington State Department of Ecology
WSDOT - Washington State Department of Transportation
WWUC - Washington Water Utility Council

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