

**CITY OF AUBURN**

**WASHINGTON**

**2013-2014 BIENNIAL BUDGET**

For Fiscal Years January 1, 2013 to December 31, 2013  
and January 1, 2014 to December 31, 2014

January 1, 2013

Prepared by Department of Finance



## CITY OFFICIALS

**MAYOR**  
Pete Lewis

## CITY COUNCIL



Nancy Backus



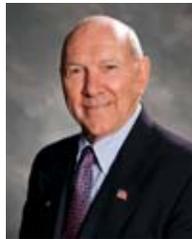
John Holman



Wayne Osborne



John Partridge



Bill Peloza



Largo Wales



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## DEPARTMENT DIRECTORS

Finance Director  
City Attorney  
Human Resources / Risk & Property Mgmt. Director  
Innovation and Technology Director  
Parks, Arts and Recreation Director  
Planning and Development Director  
Police Chief  
Public Works Director

Shelley Coleman  
Dan Heid  
Brenda Heineman  
Ron Tiedeman  
Daryl Faber  
Kevin Snyder  
Bob Lee  
Dennis Dowdy

### **AUBURN'S VISION FOR THE FUTURE:**

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

### **CITY OF AUBURN MISSION STATEMENT**

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Auburn  
Washington**

For the Biennium Beginning

**January 1, 2011**

*Linda C. Danson Jeffrey R. Emer*

President

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, 2011 through December 31, 2012. 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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January 1, 2013

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

**Re: Transmittal of the 2013-2014 Preliminary Biennial Budget**

Dear Citizens of Auburn:

It is with pleasure that I present the City of Auburn's Preliminary Biennial Budget for 2013-2014. The City budget serves several purposes: It is a policy guide which presents the values and vision of the City; it is an operations plan and shows how we plan to carry out this vision; and finally it is a communications tool that describes the overall vision of the Council and then allocates available City resources to a variety of community services and programs. Through the policies established by City Council, the City's budget anticipates the basic needs of the City and our citizens' overall quality of life. Information included herein presents a course of action that facilitates the City's continuing development as a responsible, efficient and effective government.

The City continues to experience both opportunity and challenge. The Great Recession of 2009 has required us to take a closer look at our business model. Legislative enactments have resulted in limitations in revenue growth. One of the more significant issues the City needs to address in the future is how to deal with the cumulative effects of Legislative actions and voter-approved initiatives that limit future growth in revenues. Through it all, the City has endeavored to maintain a positive development climate by living within its present resources and we have continued to deliver the high-quality array of services our citizens have come to demand. The basic economic formula remains the same. City income is divided approximately into thirds with property tax providing one third, sales tax a third, and fees and fines providing the remaining third. Because of voter approved measures, State law limits growth in property tax revenue to 1.0% per year. Sales tax revenues are forecasted to increase modestly as the region and the rest of the country slowly climb out of the deepest economic downturn since the Great Depression. Needless to say, if income goes up less than the cost of living expenses, then the City must watch all revenues and expenditures closely.

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

Auburn is the center of the largest industrial complex in the northwest and strategically sits in the middle of the major north-south, east-west routes of this region. We can be proud of our many accomplishments over the past several years, despite the challenges of the recession. We completed construction of the Promenade and renovated City Hall Plaza, both of which will serve as an anchor to the future redevelopment of our downtown economic core. The Auburn Activity Center was built at Les Gove Park, which serves as a stunning center point for the community to relax from the pressures of daily life.

In May, 2012 Auburn was identified by the Department of Commerce as one of only fifteen Innovation Partnership Zones (IPZ) in Washington State that will help Auburn businesses thrive through partnerships, research, and workforce development. New businesses are springing up all over the City. In July, Coastal Farm and Ranch opened a 124,000 square foot retail store at the Outlet Collection of Seattle (formerly known as the SuperMall of the Great Northwest). A new mixed use project is going in at the old Valley 6 Drive-In Theater, and the HCSA regional hospital laundry facility will be located in Auburn. Auburn was named a part of the 2012 South King County All American Cities by the National Civic League. Residents continue to positively cite 'atmosphere' and 'location' as the top two attributes of the City in the City's latest survey of the City and City government.

The City's General Fund continues to be budgeted conservatively. Following a steep decline in revenues following the 2009 recession, the City's revenue base is making 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 revenue and expenditures will have moderate increases over 2012, 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.

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

### **THE BUDGET PROCESS**

The 2013-2014 budget is the culmination of a detailed process involving both City staff and the City Council. Council has established the Citywide Vision and Goals. The departments used this vision to develop the capital and program areas of the 2013-2014 budget. Budget requests were developed jointly by Department Directors and the Mayor, and presented for review to the City Council over several workshops. The vision 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 2013-2014 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.

Organization of the budget 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 2013-2014 fiscal plan, presenting budget amounts as well as staffing trends by department.

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

The **Financial Plan (Section III)** outlines the budget as a financial plan, focusing on and analyzing the budget's financial data to describe how City operations will be financed and how fiscal resources will be allocated to different functions and services. This section presents an overall summary of both revenues and expenditures, including a discussion of General Fund revenue estimates and the basis of these estimates. Also included is a multi-year (2013-2018) 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.

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

**Program Improvements (Section VI)** discusses the 2013-2014 program improvements that are included in the budget.

The **Capital Program (Section VII)** summarizes the City's 2013-2014 Capital Facilities Plan. This section provides an overview of those projects budgeted in 2013 and 2014. For future plans in more detail, see the City's 2013-2018 Capital Facilities Plan published as a separate document.

## **2013-2014 BIENNIAL BUDGET CONSIDERATIONS**

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

### **Our Fiscal Condition**

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

While revenues are projected to grow modestly over 2013 with the pace slightly quickening in 2014 as the economic recovery is expected to strengthen, lingering threats to the economy remain – unemployment is stubbornly high here and across the country; a looming economic slowdown in China threatens world economies; and the uncertainty of the Presidential election and federal budget cuts from the sequestrations from earlier Congressional action continue to weigh on consumer and business confidence.

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 include dedicating 1.0% utility taxes toward arterial roadway improvements. In addition, the City earmarks sales taxes

collected from new construction for the Local Street program, commonly referred to as the Save Our Streets (SOS) program. This is estimated to total about \$1.5 million annually during the 2013-2014 biennium. The current practice of transferring \$2.0 million/yr of property taxes to the Local Street Fund will cease at the end of 2012. All property taxes starting in 2013 will be retained in the General Fund. At the end of 2013, approximately 16 miles of local streets require rehabilitation. However, these remaining miles represent the most difficult and most expensive as they will likely require rebuilding over several years. The cost for this effort outstrips current available resources. During the 2013-2014 biennium, the City will evaluate additional means of financing city-wide transportation needs.

The 2013 budget for the water and storm drainage utilities include issuance of new revenue bonds of approximately \$12.0 million to support major capital improvement projects. Rate revenue for the water and storm drainage utilities will be used to repay these new revenue bonds. No new revenue bonds are anticipated for the sewer utility.

The economic recession also significantly impacted the City's Golf Course and Cemetery. In 2012, the City Council created the new Golf Course Debt Service fund for the administration and payment of annual debt service associated with bond-funded construction of the Clubhouse in 2006. Funding for these debt service payments was from the General Fund in 2012 and will be from the Cumulative Reserve Fund in 2013 and 2014.

The Cemetery will receive some financial support during the 2013-14 biennium from the Cumulative Reserve fund, should it be required. The City will evaluate long-term solutions to resolving the Cemetery's financial needs during the biennium. 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 2012, the Endowment fund will have a fund balance of approximately \$1.5 million.

A number of commercial and service industry additions currently in progress, or in the planning stages, contribute to an economic picture of ongoing development. These include the new Trades Building and Student Life Building on the Green River Community College Campus; major improvements to the Outlet Collection of Seattle (formerly known as the Supermall); the Landmark Building in downtown Auburn; and the HCSA regional hospital laundry processing facility. The addition of these new businesses is anticipated to have positive impacts on available revenue.

Sales taxes for 2013 are projected at \$12.8 million before transfer of \$1.5 million in sales taxes collected on new construction to the Arterial Street Fund. Due to current economic conditions, a 1.0% annual growth rate in sales taxes, other than new construction, is expected in 2013, increasing to 2.0% starting in 2014 coinciding with a slow but gradual strengthening of the economic recovery.

As noted earlier, our longer-term 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 designation as an Innovation Partnership Zone will help to solidify our economic standing.

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 fund balance of \$4.1 million by the end of 2014. The General Fund is projected to end 2014 with \$4.4 million in ending fund balance, or 8.0% of operating expenses as required by City policy. Additionally, an insurance reserve of \$1.6 million is maintained to meet litigation claims and \$2.4 million is maintained for certain LEOFF 1 retired firefighters.

### **Significant Budget Measures and Initiatives**

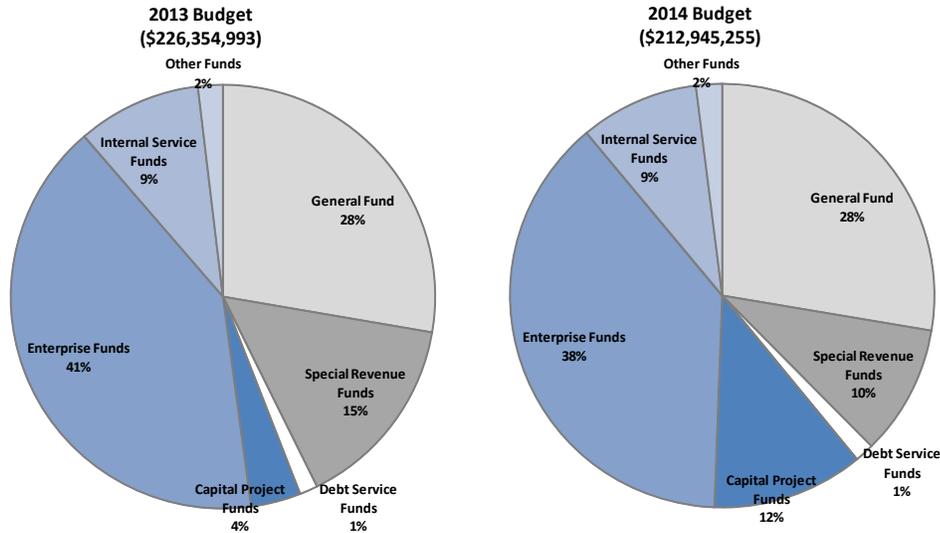
Careful financial planning and management allows the City to continue meeting its goals through implementation of a coordinated strategy by:

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 of Auburn.
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 2013 budget allocates \$226,354,993 and the 2014 budget allocates \$212,945,255 among all budget functions and funds.

The General Fund budget for 2013 is \$62,679,549 and \$58,864,112 in 2014. The following charts summarize the City's budget by fund. The increase in capital project funds in 2014 reflects a placeholder for construction of the Auburn Community Center. For further detail on this and the rest of the City's proposed 2013-14 budget, please refer to the enclosed budget starting with Section 1.



A strong financial position is not the only objective of responsible city government. The Council has developed the future vision of the City.

### VISION 2016

The goals set the overall direction for the City and priorities for program support and development. The 2013-2014 budget allocates the City's resources to achieve citywide goals. This program is facilitated by the budget and administered by the Mayor. As such, the goals set the direction of activity for the various departments throughout the year. A ten year plan called "Vision 2016" was developed by the Mayor and City Council during the 2006 Council Retreat. Overall goals to guide development and implementation of the 2013-2014 departmental objectives are presented as follows:

#### Encourage Economic Development

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

#### Improve Designated Urban Center

- Improve B Street Plaza
- Revitalize and redevelop urban center with extended areas
- Create medical/hospital zone

- Review zoning codes within Urban Center to allow increased development/density
- Continue efforts to make Auburn's Urban Center more pedestrian-friendly
- Improve and expand public parking opportunities

#### **Plan Future City Development**

- Complete Phase 2 Code Update and Development of a Master Plan Code
- Develop a site plan review process
- Complete Pierce County annexations

#### **Provide for Public Safety**

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

#### **Complete Public Works Projects**

- Complete I St. Corridor from 40th Street to 277th Street
- Pursue revenue sources to support bonding of Street Preservation
- Complete M St. Underpass
- Continue commitment to Save Our Streets (SOS) Program

#### **Actively Support Regional Transportation Improvements**

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

#### **Enhance Quality of Life**

- Continue to develop the resources of the Les Gove Community Campus including the Community Center, the Veterans and Human Services Center, and the creation of a truly centralized park concept
- Complete Green River Trail
- Restore Mill Creek
- Develop espresso/juice bar and possible bike/skate shop on Interurban Trail (seasonal concessions)
- Restore White Lake
- Proactively work with BNSF to encourage buffer zones at rail yard
- Build south end trail loop and horse trail
- Preserve former Carnegie Library and former Post Office
- Pursue opportunities for indoor and outdoor soccer facilities
- Complete connections from downtown to the Interurban and White River Trails
- Continue efforts to partner with, fund and enhance human services
- Encourage public art on downtown buildings
- Include the area on Auburn Way South from F Street to 12th Street in Les Gove Community Campus

### Encourage Sense of Community

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

### CLOSING COMMENTS

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

The 2013-2014 budget for the City of Auburn represents a balanced approach to planning for Auburn’s future. It continues a reasonable level of service while maintaining the financial integrity of the City. The increase in residential development and an increasing population are placing greater demands upon City services. Increases in programs must be managed carefully and brought on only as revenues become available. Every opportunity to increase revenue from sales tax must be explored and careful consideration given to each possibility. The City, businesses and individual citizens must work hand-in-hand for all of us to succeed.

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

Auburn is a special place to live, a home of over 70,700 people. Auburn is a city of partnerships and that also creates additional budget requirements. We deal with three executives, three councils and three administrations from King and Pierce Counties and the Muckleshoot Nation at a time when city finances across the state are strained. This is a challenge for all of us, and we will find solutions that make sense for Auburn by working together as we have always done.

Sincerely,



Peter B. Lewis

Mayor

## SECTION I: BUDGET SUMMARY

This section summarizes the 2013-2014 biennial budget and provides comparisons to previous years' revenues and expenditures. The section begins with a Readers Guide which provides the reader with the general layout of the budget document; continues with a summary of the City's financial structure and an overview of the City's General Fiscal environment including legislative measures affecting City revenue. This section continues with summarized budget data which shows a breakdown of the General Fund and then all funds combined. The reader is encouraged to refer to the Operating Budget, Section IV for a more detailed account of the departmental budgets. Also, an expanded explanation of revenue sources and trends can be found in the Financial Plan, Section III.

### Readers Guide

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

### Budget Document Organization

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

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

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

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

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

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

**Section V, Details** – Detailed information on city operations based on administrative, functional and financial structures 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 Ordinance, and a glossary of terms.

## Financial Structure of the City Budget

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

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

<b>Fund</b>	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.
<b>Department</b>	Department designates a major department of the City operations, e.g. Public Works and Parks, Arts and Recreation.
<b>Program</b>	A specific distinguishable line of work performed by the department, for the purpose of accomplishing a function for which government is responsible. For example, "Traffic Control" is included within the Street Funds.
<b>Object</b>	The appropriation unit (object of expenditure) is the level of detail used in the budget to sort and summarize objects of expenditure according to the type of goods or services being purchased, e.g., salaries, supplies.

## FUND DESCRIPTIONS

### Governmental Fund Types

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

**Special Revenue Funds** – Special Revenue Funds are used to account for revenues which are legally or administratively restricted for special purposes. These funds receive revenues from a variety of sources, including Federal and State grants, taxes, and service fees. These revenues are dedicated to carrying out the purposes of the individual special revenue fund. The City currently has ten (10) Special Revenue Funds. Examples of restricted revenues that must be spent on specific purposes are gas tax revenues, federal and state grants for transportation, community development block grants, forfeited drug funds, business improvement assessments, hotel/motel tax and mitigation fees.

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

**Capital Project Funds** – Capital Project Funds pay for major improvements and construction. Revenues for capital funds are derived from contributions from operating funds and bond proceeds. These revenues are usually dedicated to capital purposes and are not available to support operating costs. The City has two (2) Capital Project Funds: municipal parks construction and capital improvements fund.

**Permanent Funds** – These funds report resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the programs. The City has one (1) permanent fund, the Cemetery Endowed Care.

#### **Proprietary Fund Types**

**Enterprise Funds** – Enterprise Funds are used to account for operations that are financed and operated in a manner similar to business enterprises. They are established as fully self-supporting operations with revenues provided primarily from fees, charges, or contracts for services. The City maintains seven (7) Enterprise Funds to account for the operations of Water, Sewer, Storm Drainage, Solid Waste, Airport, Cemetery, and the Golf Course.

**Internal Service Funds** – Internal Service Funds are used to account for operations similar to those accounted for in Enterprise Funds, but these funds provide goods or services to other departments on a cost reimbursement basis. The City maintains four (4) Internal Service funds to account for innovation and technology, facilities, fleet management and self-insurance activities.

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

Summary of Financial Structure

Fund Number & Title	Responsibility	Budget Description
001 General Fund Revenues	Finance Director	General government activities
001 General Fund Operations Mayor & Council Human Resources Finance City Attorney Planning Jail Police Public Works Parks and Recreation Streets Non-Departmental	Mayor HR Director Finance Director City Attorney Planning Director Police Chief Police Chief Public Works Director Parks Director Public Works Director Finance Director	Mayor and Council costs General governmental employment/safety costs General governmental finance costs General governmental legal costs Planning/building permits SCORE jail costs Direct police department costs General governmental engineering costs Parks maintenance, recreation, arts and senior programs Street maintenance costs Citywide expenditures, fund transfers, fund balance and onetime expenditures
Special Revenue Funds 102 Arterial Street 103 Local Street 104 Hotel Motel Tax 105 Arterial Street Preservation 117 Drug Forfeiture 119 Housing/Community Develop. 120 Recreational Trails 121 Business Improvement Area 122 Cumulative Reserve 124 Mitigation Fees	Public Works Director Public Works Director Finance Director Public Works Director Police Chief Mayor Parks Director Planning Director Finance Director Finance Director	MVFT and grants for street capital construction projects Local street repairs Lodging for promotion of tourism 1.0% Utility tax for arterial street repairs Forfeited drug money used for drug enforcement Community Development Block Grant (CDBG) Dedicated funds for recreational trails Financial activity of the downtown area Governmental reserves Collection of mitigation and impact fees
Debt Service Funds 229 Library Bonds 230 City Hall Annex A/B Bonds 231 Local Revitalization C/D Bonds 249 LID Guarantee 250 LID #250 275 LID #350 417 Golf Course Debt	Finance Director Finance Director Finance Director Finance Director Finance Director Finance Director Finance Director	Principal and interest, 1998 bonds Principal and interest, 2010 bonds Principal and interest, 2010 bonds Reserves for security of LIDs Principal and interest, Local Improvement District Principal and interest, Local Improvement District Principal and interest, golf course general obligation debt
Capital Projects Funds 321 Municipal Parks 328 Capital Improvements	Parks Director Finance Director	Capital Projects at municipal parks Capital improvements – citywide projects
Enterprise Funds 430 Water 431 Sewer 432 Storm Drainage 434 Solid Waste 435 Airport 436 Cemetery 437 Golf Course	Public Works Director Public Works Director Public Works Director Finance Director Finance Director Parks Director Parks Director	Operating fund for water utility Operating fund for sewer utility Operating fund for storm drainage utility Operating fund for solid waste utility Operating fund for municipal airport Operating fund for municipal cemetery Operating fund for municipal golf course
Internal Service Funds 501 Insurance 505 Facilities 518 Innovation and Technology 550 Equipment Rental	Finance Director Public Works Director Innovation and Technology Director Public Works Director	Self insurance reserves Operating fund for facilities and property management Operating fund for technology and computing systems Operating fund for equipment rental
Fiduciary / Trust Funds 611 Fire Pension	Finance Director	Pension fund for firemen’s retirement system
Permanent Funds 701 Cemetery Endowment	Finance Director	Long-term reserves for cemetery operations

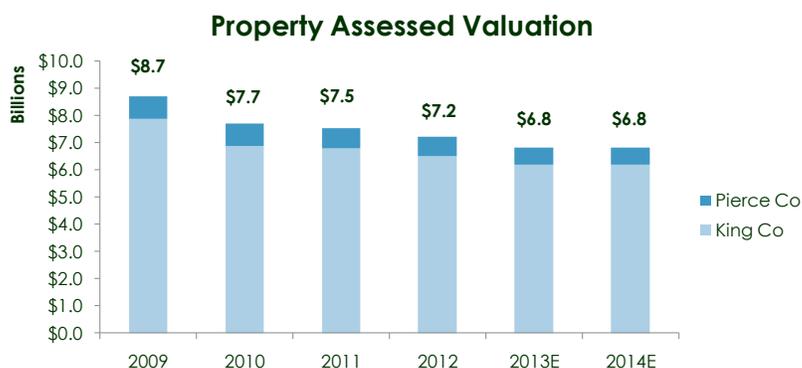
Note: As of the end of 2012, the 330 Local Revitalization Fund was closed as all activity related to the financing and construction of City Hall Plaza and the Promenade is complete. All funds are appropriated, see Ordinance No. 6432.

### General Fiscal Environment

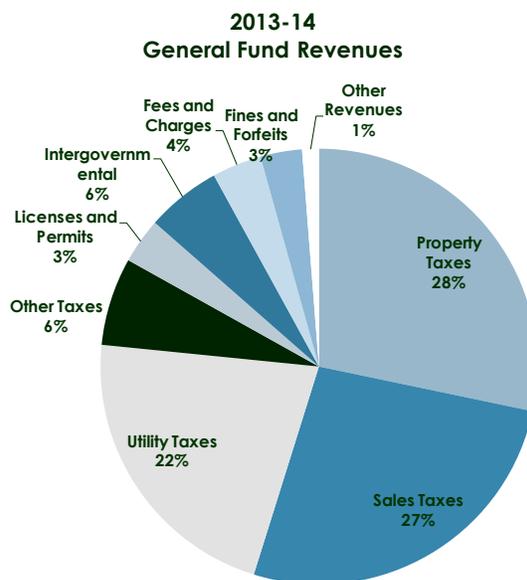
Effective budget and financial policies are developed gradually over a period of time in response to long-term fiscal and social-economic conditions. Accordingly, although this document responds to the City’s financial policy, a strategic framework has been developed in response to multi-year fiscal 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 80% 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 are 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.



Following the Great Recession, the City’s general revenues were significantly impacted. Sales taxes declined in 2009 to \$11.7 million, a level not seen since 1999. Property tax assessed valuations also declined and today remain below pre-2009 levels and are not expected to begin increasing again until after 2014.



The impact of the recession also significantly affected revenues available to pay for operations of the State of Washington. For example, historically low interest rates and the economic recession has resulted in an underfunding of the State’s pension system. As a result, in late 2012, the Washington State Pension Board increased the employer share of public pension rates for the Public Employee Retire System Plans 2 and 3. This decision, which increased City benefit expenses, came at an especially difficult time as local revenues have not yet recovered from the recession. As another example, the Washington State Legislature approved several pieces of legislation which suspended and reduced the amount of liquor profits and excise taxes distributed to the City and instead redirected these resources to the State’s budget.

While Auburn’s economy remains diversified, these administrative and legislative decisions, along with the continued weakness in general economic conditions, have greatly eroded the revenue base that is available to the City to fund delivery of local basic public services. Through careful planning and past budget reductions, the City’s 2013-2014 budget is able to maintain current levels of general governmental services without any further labor or cost reduction or tax increase strategies. While this budget presents a viable short-term solution, in the longer-term if economic conditions do not improve and/or the State further erodes the City’s financial base through additional costs or by reducing revenues, more aggressive cost

containment measures may be required including reducing levels of service and staffing. The City plans to closely monitor developments in these areas and take corrective action in the interim if necessary.

### **Past Legislative Action**

There have been several legislative actions at the state level that have permanently reduced sales 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.

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

### **Initiative 747 (2001)**

One of the largest losses to City revenue is due to I-747 which limits property tax increases to the lesser of 1% or inflation. I-747 was passed by Washington State voters in November of 2001. This measure was declared unconstitutional by the King County Superior court on June 13, 2006. In November 2007, the State Supreme Court decision was to overturn I-747. Following this decision, the Washington Legislature approved House Bill 2416 reinstating the provisions of I-747 retroactively to 2002, restoring the one percent limit on property tax increases.

### **Initiative 776 (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. The loss to the City street program is approximately \$450,000 annually.

### **Streamlined Sales and Use Tax (SST) (2008)**

In 2003, the Legislature enacted Senate Bill 5783 to adopt several provisions of the Streamlined Sales and Use Tax Agreement. The agreement attempts to create a Sales Tax collection system that is uniform across all States. Washington State changed from a point of sale collection process to a point of delivery collection process in July 2008. Funding to mitigate the losses as a result of SST is currently being provided by the State, although this funding was reduced in 2012 by 3.4% in an effort to balance the State budget.

### **Liquor State Shared Revenue Distributions (2012)**

In 2012, as a part of the State Legislature's strategy to balance the State budget, local distributions of liquor excise taxes and liquor profits were suspended/reduced. Specifically, liquor excise taxes were temporarily suspended for the period July 1, 2012 to June 30, 2013 and will be reinstated at approximately 65% of its original levels. Liquor profits were frozen at 2011 levels.

**Key Issues Affecting the 2013-2014 Budget Process**

The key issues for 2013-2014 include maintaining the City's ability to provide current level of services in light of modest revenue growth and continuing increases in the cost of doing business and funding our street transportation system through continued investment in maintenance and replacement within available resources.

As discussed earlier, the Great Recession has affected revenues throughout the City. Growth in general City revenues is expected to remain modest as consumers and businesses continue to hold back spending given continued concerns over the economy and jobs. Property valuations are expected to decline by 4.8% between 2012 and 2013 and remain flat through 2014. While the City has managed to operate within its existing resources through past budget reductions and continued vigilance in monitoring daily spending, the cost of doing business continue to rise. Health care costs are expected to rise 6.0% in 2013 and 10.0% in 2014 and State of Washington pension contribution rates are expected to rise in 2013 and 2014 as the State experiences a similar financial challenge.

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

While the City has made significant progress with its Save Our Streets program, the roadwork improvement that remain represents the most difficult and expensive areas of the City's transportation system to rehabilitate as these roadways will likely require rebuilding. Starting in 2013, the SOS program will be funded from sales taxes collected on new construction. During the 2013-14 biennium, the City will be evaluating alternative funding sources for these remaining segments of roadway rehabilitation. The City's Arterial Streets Preservation program will continue to be funded from 1.0% of utility taxes on public and private utilities.

Going forward, the City's Finance Department will closely monitor its financial condition. While the City has been able to avoid a budget reduction or a reduction in force in the 2013-14 budget, should the general economy fail to show sustained improvement by late 2013 or early 2014, 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 71,240 people within its incorporated limits, and another 25,000 to 30,000 people who reside in the adjacent unincorporated area considered to be within the Auburn community. The City of Auburn was incorporated in 1891 and operates as a non-charter code city under the laws of the State. The City's total assessed valuation in 2012 was \$6,909,168,076.

For the 2013-2014 budget, the City's authorized FTEs total 395.70 in 2013 and 390.70 in 2014 (on a full-time equivalency basis) providing a full-range of municipal services. These services include: police protection, parks, arts & recreation services, land use management and development regulation, street maintenance and construction, water services, sanitary sewage collection, storm drainage management, solid waste collection, a general aviation airport, a municipal cemetery, and a golf course. The City's water and sewage utilities also serve large areas of the adjacent unincorporated area. Starting November

2012, the City entered into a contract with King County District Court to provide municipal court and probation services. As a result of this agreement, the City eliminated its municipal and probation operations which encompassed 18 FTEs<sup>1</sup>.

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

Retailing has also become a significant factor in Auburn's economy. Sales Taxes represents the largest single source of revenue to the General Fund. Retail, automotive and services such as restaurants, engineering, and administrative services make up three-quarters of the City's sales tax base.<sup>2</sup> The Outlet Collection of Seattle (formerly known as the SuperMall of the Great Northwest) 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, golf course, and airport) over the past several years has been ensuring that these entities are self-sufficient and needed capital projects are accomplished.

Key issues facing the city's proprietary funds in the 2013-14 budget include:

- Implementation of a solid waste cost-of-service rate study scheduled to be completed in 2012;
- Preparation of a cost-of-service study for the City's water, sewer and storm drainage utilities in 2013;
- Identifying solutions to address continued annual operating losses of the Auburn Cemetery. The 2013-14 budget includes budgeted annual transfers of \$320,000 from the City's Cumulative Reserve Fund to assist with Cemetery Fund cash flow, if needed;
- Close monitoring of the financial performance of the Auburn Golf Course. Revenues for the Golf Course Fund was significantly impacted by the Great Recession as the number of rounds played declined to 2006 levels. While play activity has stabilized and is beginning to increase, close monitoring is warranted. In 2012 the City created the Golf Course Debt Service Fund, which will be used to account for the annual bond debt service payments. Funding of the annual debt service payments will be provided by the Cumulative Reserve Fund.

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<sup>1</sup> Includes Court, Probation and Municipal Court Judge

<sup>2</sup> Based upon 2011 sales tax collections

### Overview of Summary Section

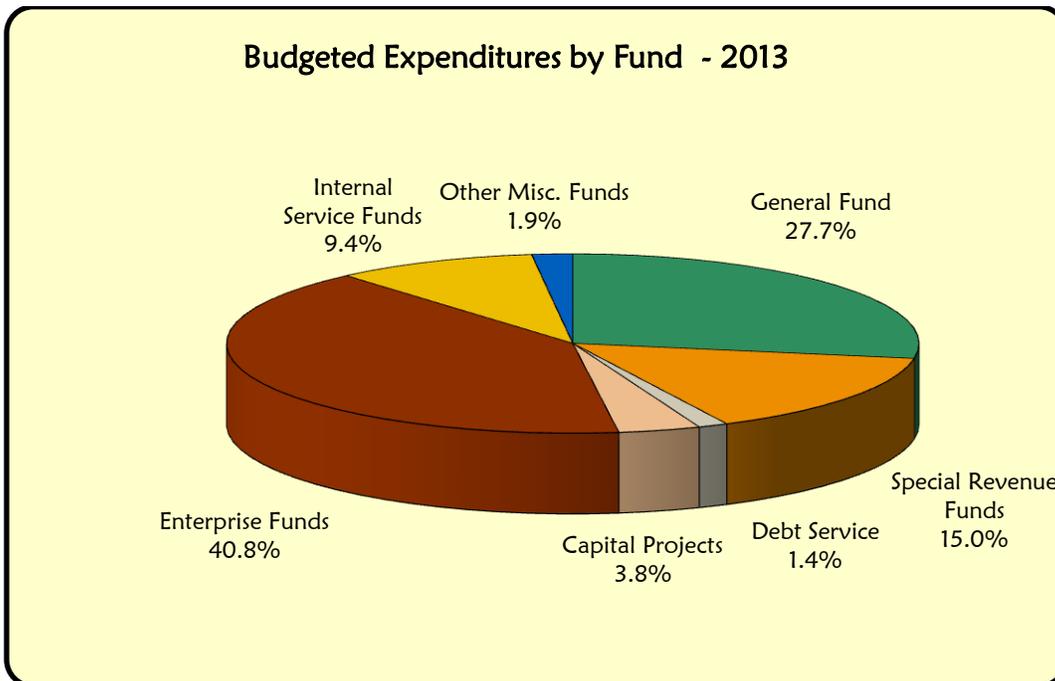
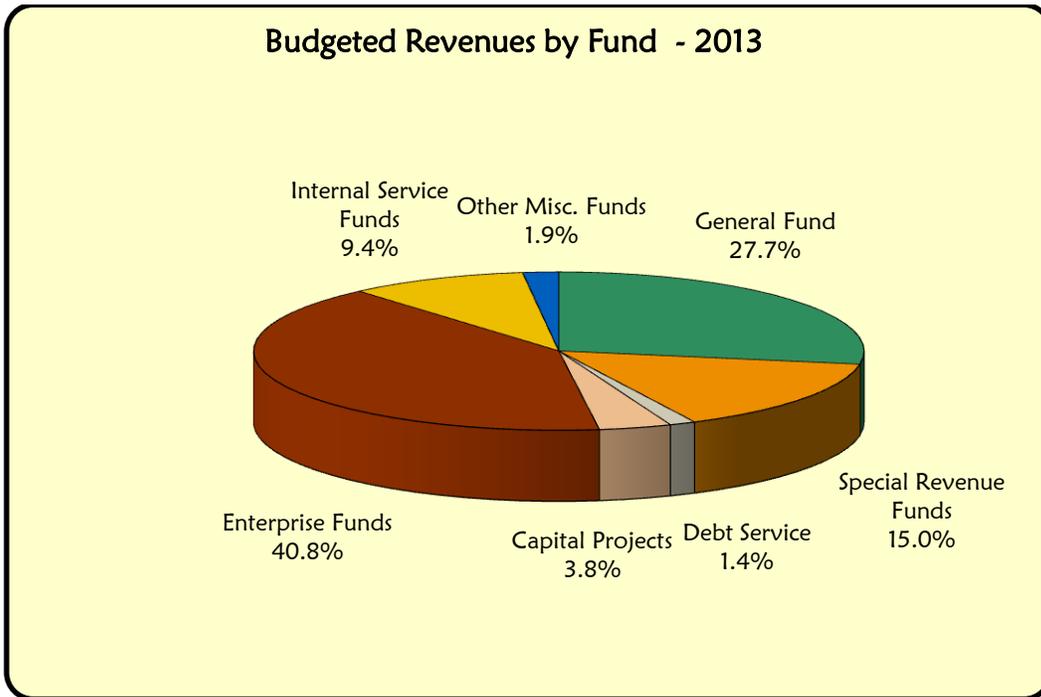
The tables and graphs on the following pages reflect summarized budget information for 2013 and 2014. Please keep in mind that the information presented here is intended for summary purposes only. For more detailed budget information, refer to Sections IV through VII of this budget document as well as the Capital Facilities Plan.

### Tables and Graphs in Order of Presentation

- 2013 Budget Summary, All Funds (Table)
- 2013 Budgeted Revenues & Expenditures by Fund, % of Total (Graph)
- 2014 Budget Summary, All Funds (Table)
- 2014 Budgeted Revenues & Expenditures by Fund, % of Total (Graph)
- Comparative Budget Summary, 2011-2014 – All Funds (Table)
- 2013 & 2014 Budgeted Revenue – All Funds (Graph)
- 2013 & 2014 Budgeted Expenditures – All Funds (Graph)
- Comparative Budget Summary, 2011-2014 – General Fund (Table)
- 2013 & 2014 Budgeted Revenue – General Fund (Graph)
- 2013 & 2014 Budgeted Expenditures – General Fund (Graph)
- Staffing Trend, 2004-2014 (Graph)
- Position Allocation by Funding Source, 2010-2014 (Table)
- Position Allocation by Department, 2010-2014 (Table)

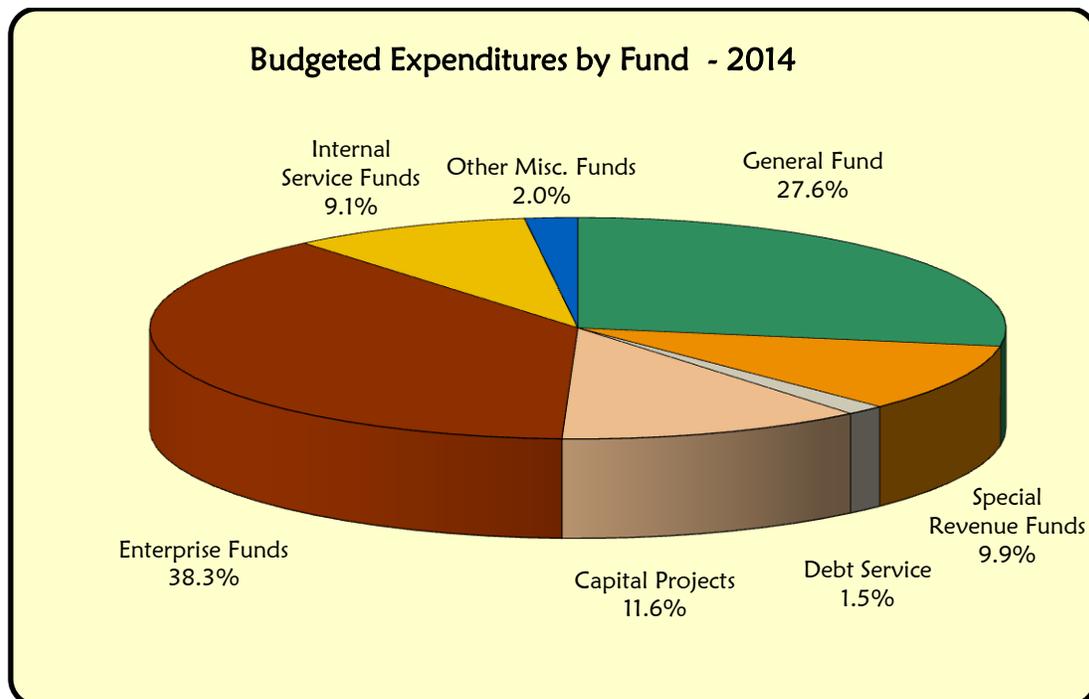
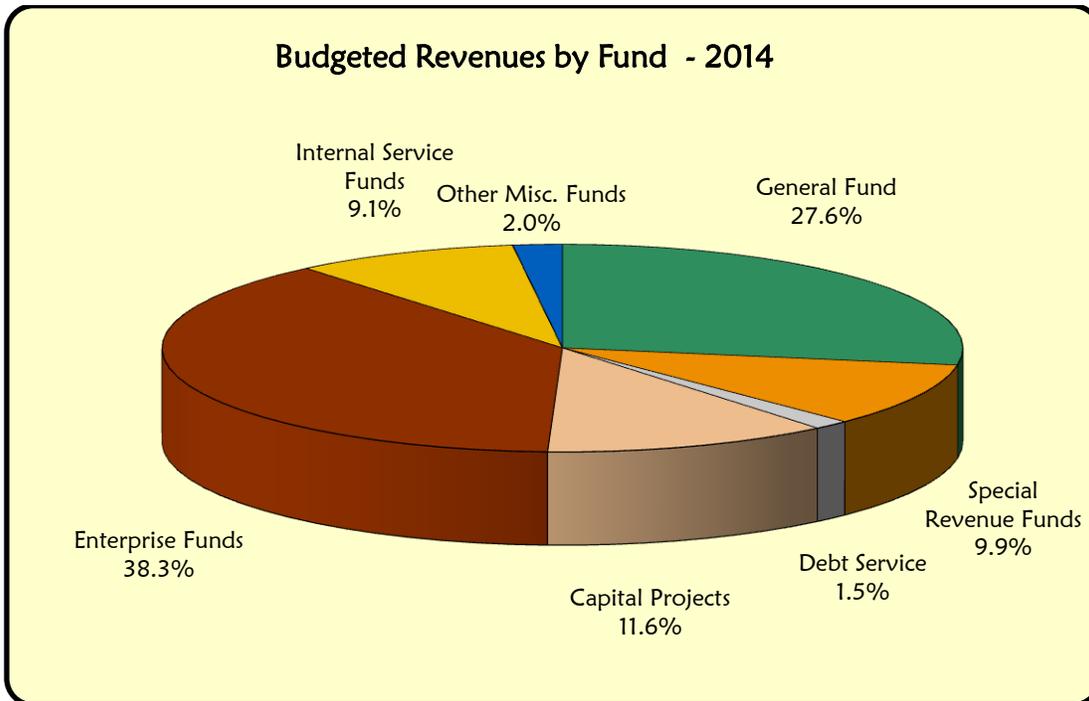
## 2013 BUDGET SUMMARY - ALL FUNDS

Fund		Beginning Fund Balance	2013 Resources	2013 Expenditures	Ending Fund Balance
GENERAL FUND		\$12,108,801	\$50,570,748	\$54,368,539	\$8,311,009
SPECIAL REVENUE FUNDS	Arterial Street	1,300,518	13,120,070	13,564,224	856,364
	Local Street	1,117,320	1,627,600	2,474,250	270,670
	Hotel/Motel Tax	91,931	79,250	85,000	86,181
	Arterial Street Preservation	1,654,369	2,561,488	2,630,920	1,584,937
	Drug Forfeiture	919,090	281,300	282,922	917,468
	Housing & Community Development	55,647	450,000	460,000	45,647
	Recreational Trails	22,451	7,120	0	29,571
	Business Improvement Area	21,640	55,040	55,000	21,680
	Cumulative Reserve	7,313,905	3,000	1,616,109	5,700,796
	Mitigation Fees	2,303,427	945,185	717,210	2,531,402
DEBT SERVICE	1998 Library Bond	46,054	280,600	280,300	46,354
	City Hall Annex 2010 A&B Bond	158	1,696,520	1,696,520	158
	Local Revitalization 2010 C&D Bond	100	594,470	594,370	200
	LID Guarantee	44,488	100	10,000	34,588
	LID #250	349	56,392	56,372	369
	LID #350	0	7,245	7,245	0
	Golf Course Debt Service	0	390,429	390,429	0
CAPITAL PROJECTS	Municipal Park Construction	613,497	1,216,770	1,505,000	325,267
	Capital Improvements	5,268,537	1,551,487	2,053,720	4,766,304
ENTERPRISE FUNDS	Water	2,983,426	23,051,704	19,416,148	6,618,982
	Sewer	8,899,265	20,903,571	22,226,119	7,576,717
	Storm Drainage	6,057,392	13,564,424	13,322,702	6,299,114
	Solid Waste	725,294	11,954,270	12,083,202	596,362
	Airport	727,073	724,880	907,801	544,152
	Cemetery	13,406	1,049,010	1,003,564	58,852
	Golf Course	105,984	1,505,680	1,520,530	91,134
INTERNAL SERVICE FUNDS	Insurance	1,984,779	2,000	204,300	1,782,479
	Facilities	973,149	3,590,100	3,591,246	972,003
	Innovation and Technology	2,038,367	5,199,614	5,316,411	1,921,570
	Equipment Rental	4,511,304	3,113,450	4,389,664	3,235,090
FIDUCIARY FUNDS	Fire Pension	2,590,285	73,000	180,499	2,482,786
PERMANENT FUNDS	Cemetery Endowment	1,499,220	137,251	1,547,220	89,251
TOTAL		\$65,991,225	\$160,363,768	\$168,557,536	\$57,797,457
TOTAL BUDGET		\$226,354,993		\$226,354,993	



**2014 BUDGET SUMMARY - ALL FUNDS**

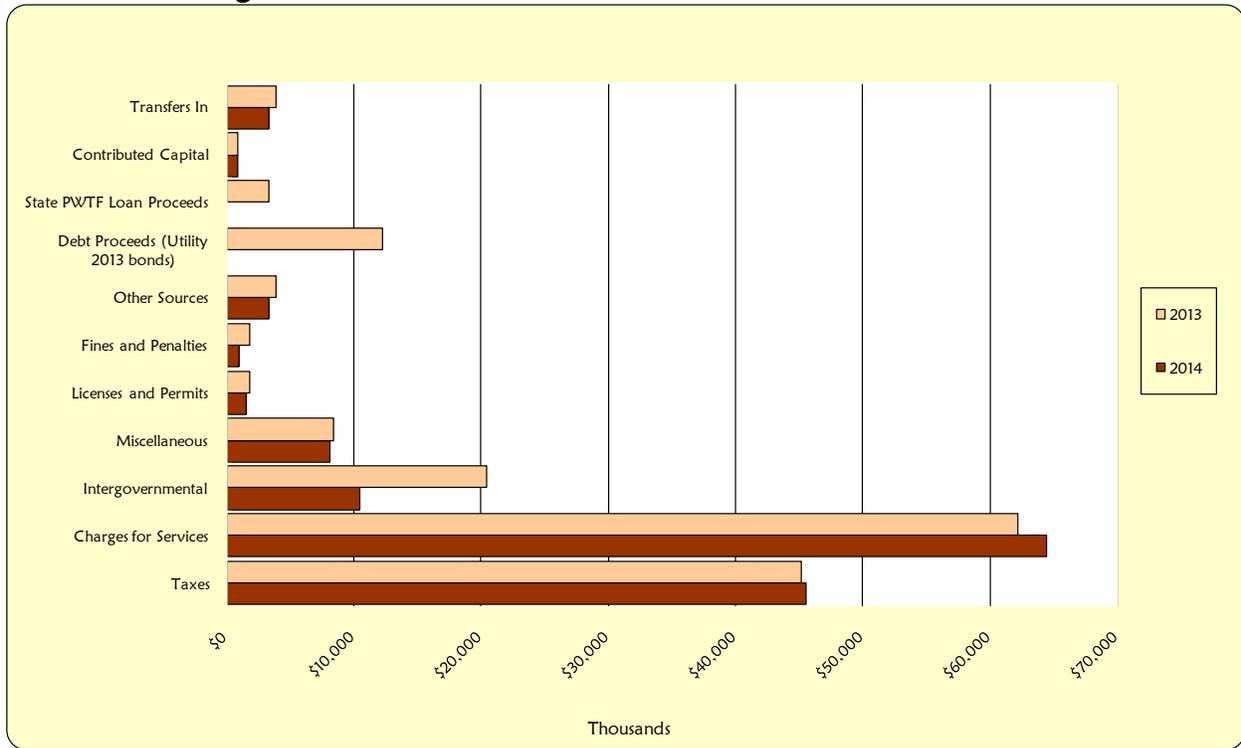
Fund		Beginning Fund Balance	2014 Resources	2014 Expenditures	Ending Fund Balance
GENERAL FUND		\$8,311,010	\$50,553,102	\$54,498,330	\$4,365,782
SPECIAL REVENUE FUNDS	Arterial Street	856,364	3,849,658	3,892,270	813,752
	Local Street	270,670	1,447,650	1,444,300	274,020
	Hotel/Motel Tax	86,181	79,250	85,000	80,431
	Arterial Street Preservation	1,584,937	2,042,723	2,000,000	1,627,660
	Drug Forfeiture	917,468	281,300	280,915	917,853
	Housing & Community Development	45,647	450,000	460,000	35,647
	Recreational Trails	29,571	7,120	0	36,691
	Business Improvement Area	21,680	55,040	55,000	21,720
	Cumulative Reserve	5,700,796	3,000	1,434,624	4,269,172
	Mitigation Fees	2,456,217	955,185	426,050	2,985,352
DEBT SERVICE	1998 Library Bond	46,354	284,000	283,700	46,654
	City Hall Annex 2010 A&B Bond	158	1,696,520	1,696,520	158
	Local Revitalization 2010 C&D Bond	200	598,320	598,220	300
	LID Guarantee	34,588	100	10,000	24,688
	LID #250	369	56,393	56,373	389
	LID #350	0	7,246	7,246	0
	Golf Course Debt Service	0	393,144	393,144	0
CAPITAL PROJECTS	Municipal Park Construction	325,267	18,171,700	18,436,000	60,967
	Capital Improvements	4,586,304	1,524,819	1,097,300	5,013,823
ENTERPRISE FUNDS	Water	6,618,981	13,562,749	16,516,114	3,665,616
	Sewer	7,576,717	21,558,701	21,863,847	7,271,571
	Storm Drainage	6,299,114	9,295,843	8,530,856	7,064,101
	Solid Waste	596,362	12,062,904	12,497,894	161,372
	Airport	544,152	808,380	867,903	484,629
	Cemetery	58,852	1,049,010	1,024,384	83,478
	Golf Course	91,134	1,521,430	1,537,577	74,987
INTERNAL SERVICE FUNDS	Insurance	1,782,479	2,000	204,400	1,580,079
	Facilities	972,003	3,432,500	3,447,704	956,799
	Innovation and Technology	1,921,570	4,990,126	5,137,179	1,774,517
	Equipment Rental	3,235,090	2,992,750	4,095,913	2,131,927
FIDUCIARY FUNDS	Fire Pension	2,482,786	73,000	180,860	2,374,926
PERMANENT FUNDS	Cemetery Endowment	1,547,220	139,351	1,595,220	91,351
<b>TOTAL</b>		<b>\$59,000,241</b>	<b>\$153,945,014</b>	<b>\$164,654,843</b>	<b>\$48,290,412</b>
<b>TOTAL BUDGET</b>		<b>\$212,945,255</b>		<b>\$212,945,255</b>	



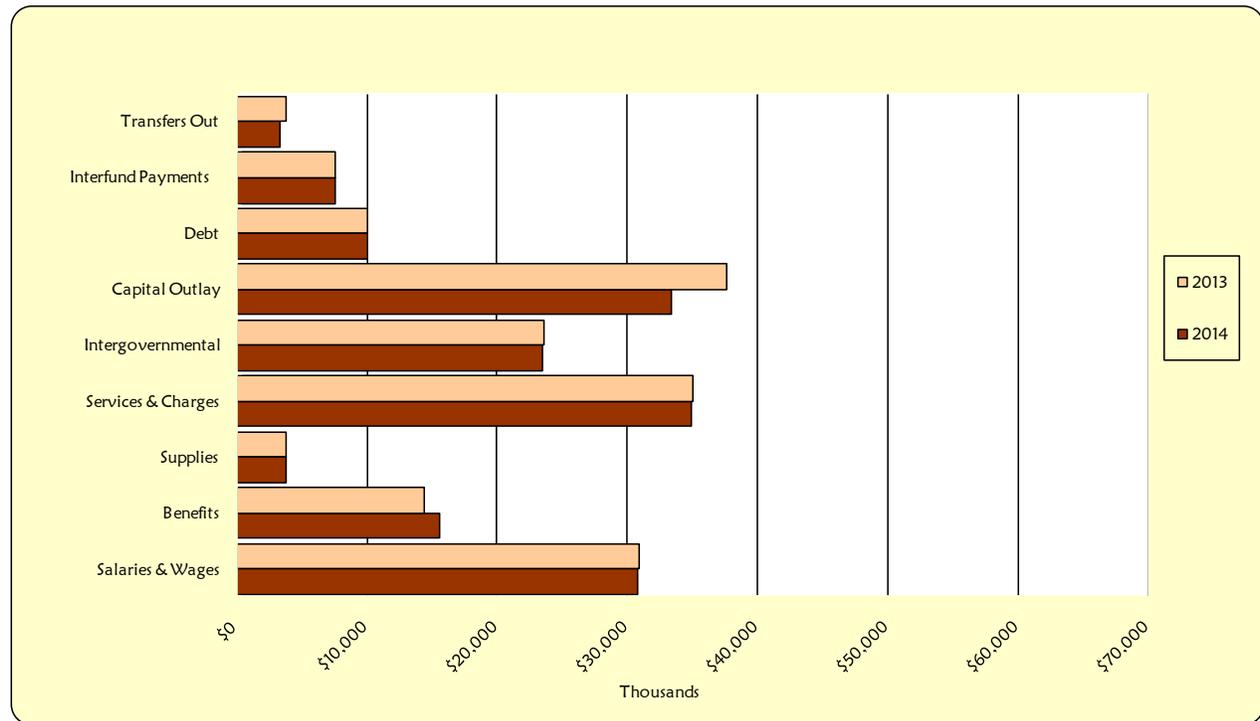
## Budget Summary

	ALL FUNDS				
	2011 Actual	2012 Adj. Budget	2012 Estimated Actual	2013 Budget	2014 Budget
<b>REVENUES</b>					
Taxes	\$44,886,451	\$44,025,815	\$44,882,375	\$45,194,271	\$45,562,598
Charges for Services	52,861,257	61,704,277	57,315,457	62,165,428	64,396,336
Intergovernmental	17,500,655	25,505,368	22,012,318	20,466,324	10,416,624
Miscellaneous	9,294,529	5,441,530	7,463,880	8,373,338	8,154,354
Licenses and Permits	1,769,516	1,129,000	1,603,700	1,838,484	1,555,247
Fines and Penalties	2,352,046	1,749,800	1,749,800	1,806,500	1,812,575
Other Sources	889,990	1,422,211	229,210	40,100	40,150
Total Revenues	129,554,444	140,978,001	135,256,740	139,884,445	131,937,884
<b>EXPENDITURES</b>					
Salaries & Wages	30,219,509	32,613,719	31,097,586	30,933,439	30,774,212
Benefits	12,254,149	15,702,479	14,313,480	14,440,897	15,648,701
Supplies	3,109,330	3,772,424	3,351,384	3,843,868	3,818,043
Services & Charges	26,763,081	33,309,860	31,031,141	35,080,306	34,891,498
Intergovernmental	28,223,377	26,767,300	25,512,315	23,597,351	23,523,292
Capital Outlay	34,692,526	77,340,339	52,735,449	37,693,074	33,410,310
Debt	5,444,654	7,650,720	7,650,720	10,045,816	10,110,091
Interfund Payments	2,609,357	1,420,990	2,211,190	7,526,425	7,580,782
Total Expenditures	143,315,983	198,577,831	167,903,265	163,161,176	159,756,929
<b>OTHER FINANCING SOURCES (USES)</b>					
Debt Proceeds (Water and Storm Drainage)	-	-	-	12,277,847	-
Utility 2013 bonds)	-	-	-	-	-
State PWTF Loan Proceeds (Water Utility)	-	-	-	3,325,000	-
Proceeds from Sale of Fixed Assets	1,329,713	-	-	-	-
Other (Community Center)	-	15,102,800	-	-	17,660,000
Transfers In	8,090,833	9,085,660	8,221,860	3,849,139	3,307,694
Transfers Out	(8,090,833)	(9,085,660)	(8,221,860)	(3,849,139)	(3,307,694)
Net Change in Restricted Assets	(16,272,575)	-	-	-	-
Contributed Capital	16,341,248	1,050,000	1,050,000	875,000	875,000
Total Financing Sources (Uses)	1,398,386	16,152,800	1,050,000	16,477,847	18,535,000
Net Change in Fund Balance	(12,363,153)	(41,447,030)	(31,596,525)	(6,798,884)	(9,284,045)
Fund Balances - Beginning	110,102,642	97,739,487	97,739,487	66,143,562	59,164,677
Fund Balances - Ending					
Designated	5,532,812	4,044,830	4,144,830	4,345,620	4,837,570
Undesignated	92,206,677	52,247,627	61,998,132	54,999,058	45,048,062
	\$97,739,489	\$56,292,457	\$66,142,962	\$59,344,678	\$49,880,632

2013 / 2014 Budgeted Revenue – All Funds

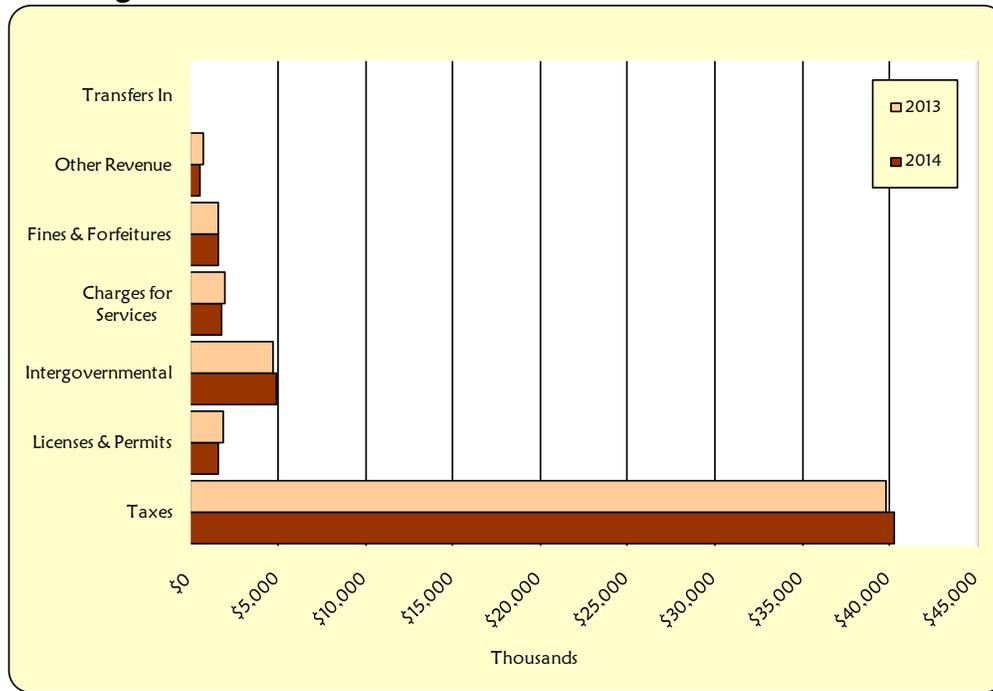


2013 / 2014 Budgeted Expenditures – All Funds

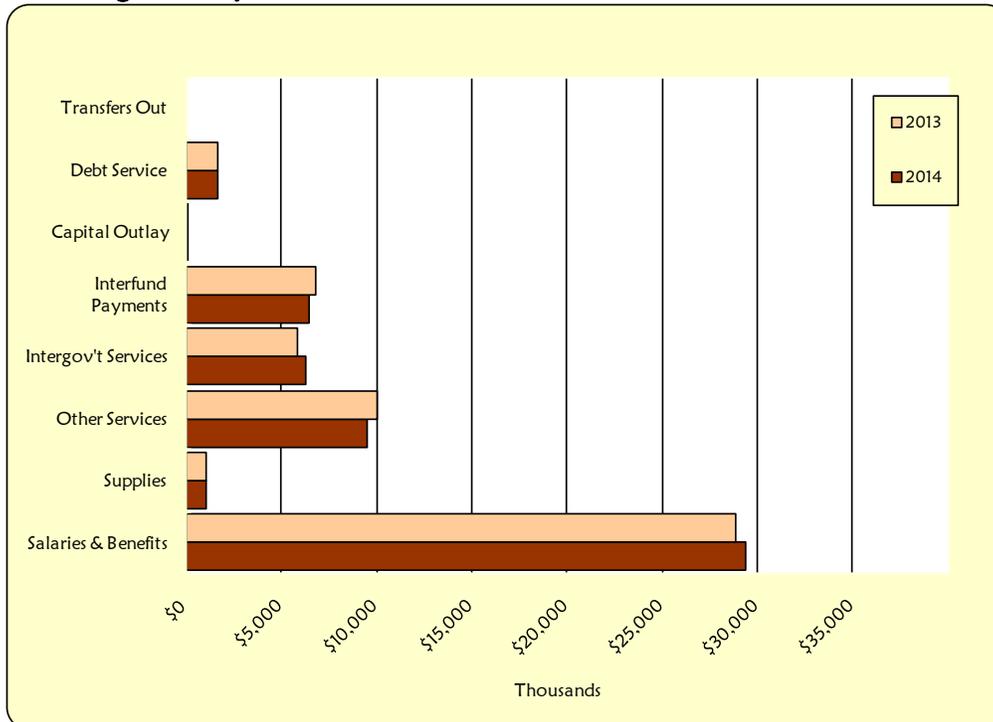


	2011	2012	2012	2013	2014
	Actual	Adj. Budget	Estimated Actual	Budget	Budget
<b>REVENUES</b>					
Taxes:					
Property	\$12,566,894	\$12,562,565	\$12,874,840	\$14,299,417	\$14,299,417
Sales & Use	12,818,411	12,267,000	12,279,000	11,280,869	11,548,552
Utility	9,808,578	10,392,020	10,412,600	10,889,911	11,111,813
Other	3,475,210	3,338,130	3,251,630	3,284,736	3,302,193
Licenses & Permits	1,769,516	1,129,000	1,603,700	1,838,484	1,555,247
Intergovernmental	5,416,572	5,700,833	5,700,773	4,751,784	4,879,076
Charges for Services	1,651,341	1,835,100	1,908,302	1,955,947	1,752,579
Fines & Forfeitures	1,940,326	1,499,800	1,499,800	1,556,500	1,562,575
Other Revenue	637,925	565,700	571,000	671,100	499,650
Total Revenues	50,084,773	49,290,148	50,101,645	50,528,748	50,511,102
<b>EXPENDITURES</b>					
Salaries & Wages	19,880,195	21,846,144	20,374,280	19,614,225	19,347,985
Personnel Benefits	7,989,149	10,577,229	9,188,230	9,263,611	10,036,728
Supplies	847,959	1,144,568	746,700	1,063,000	1,064,350
Services & Charges	7,932,685	9,463,201	8,453,930	10,076,828	9,519,557
Intergov't Services & Charges	6,703,076	4,351,550	4,017,855	5,873,712	6,335,098
Capital Outlay	55,031	70,470	127,120	5,000	5,000
Debt Service	242,854	1,313,500	1,313,500	1,637,651	1,636,050
Interfund Payments for Services	6,475,940	6,355,400	6,281,800	6,783,262	6,501,562
Total Expenditures	50,126,889	55,122,062	50,503,415	54,317,289	54,446,330
<b>OTHER FINANCING SOURCES (USES)</b>					
Insurance Recoveries	154,200	25,000	80,000	25,000	25,000
Transfers In					
Interfund loan from IT Fund and ERR Fund	1,000,000	-	-	-	-
Other Transfers In	78,439	17,000	17,000	17,000	17,000
Transfers Out					
Library GO Bond debt service	(286,200)	(286,900)	(286,900)	-	-
Traffic calming	-	-	-	-	-
Golf Course debt service	-	(392,100)	(392,100)	-	-
Golf Course admissions tax	(48,607)	(62,000)	(62,000)	(51,250)	(52,000)
AVHS Interior Tenant Improvements	-	(300,000)	(300,000)	-	-
Cable TV Franchise Fee	-	(75,000)	(75,000)	-	-
Interfund Loan to AEP Project	-	(6,000)	-	-	-
Interfund loan repayment to Info Tech	-	(104,250)	(104,250)	-	-
Interfund loan repayment to Equipment Rental	-	(104,250)	(104,250)	-	-
Transfer to Cumulative Reserve Fund	-	(2,500,000)	(2,500,000)	-	-
Total Financing Sources (Uses)	897,832	(3,788,500)	(3,727,500)	(9,250)	(10,000)
Net Change in Fund Balance	855,716	(9,620,414)	(4,129,270)	(3,797,791)	(3,945,228)
Fund Balances - Beginning	15,382,354	16,238,071	16,238,071	12,108,801	8,311,009
Fund Balances - Ending	\$16,238,070	\$6,617,657	\$12,108,801	\$8,311,010	\$4,365,782

**2013 / 2014 Budgeted Revenue – General Fund**



**2013 / 2014 Budgeted Expenditures – General Fund**



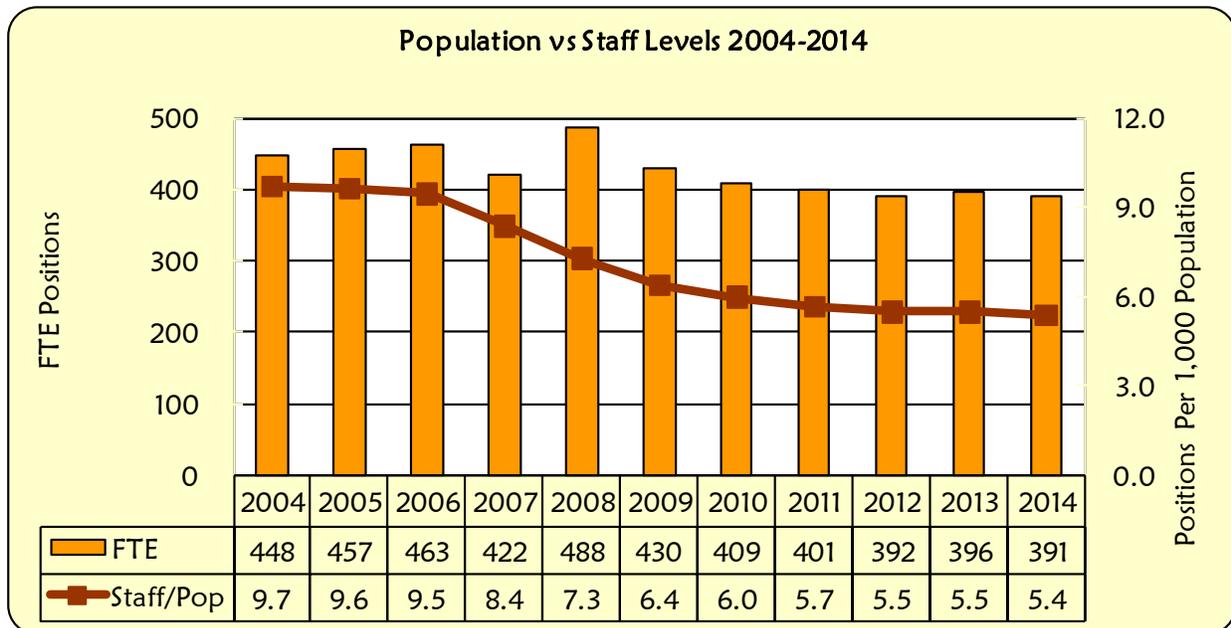
**Staffing Trends**

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

As can be seen, the City’s staffing had steadily increased from 2004 to 2008. This increase was due to continued development and increased population. In 2007, two events took place that affected the staffing levels in Auburn. First was the creation of the Valley Regional Fire Authority. When the Authority was created the Fire and EMS personnel became Valley Regional Fire Authority personnel. This resulted in a decrease of 82 personnel. The second event that took place at the end of 2007 was the annexations of Lea Hill and West Hill into the City of Auburn. As a direct result of the annexations, the City added a total of 56 positions in the 2008 budget. As the population of Auburn increases, so does the demand for additional staffing in areas directly affected. The two areas that are most affected are public safety and some administrative service functions. In public safety, increased staffing is needed not only to keep up with increased call demand, but also to maintain the City’s existing level of service in police. With the increase in population due to the annexations and the increase of police officers, comes the increased caseload for the court, having an impact on both the court and legal department. Of the 56 positions, 22 positions were for police officers and support staff, 4 staff positions were Court and 2 staff positions were Legal. In 2009, staffing was decreased as a direct result of the recession by eliminating vacant positions and two reductions in force one in May and one in December.

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

Effective November 2012, the City of Auburn eliminated its municipal court and probation operations. These services will continue under contract with the King County District Court (KCDC). This change eliminated 18.0 FTE’s. New staffing authorized in the 2013-2014 budget include 4.0 FTEs to support the Public Works Department and 1.0 FTE to support increased utility billing call volumes in the Finance Department related to the growing customer base. Funding for these new positions will be from Utility funds. In addition, one vacant maintenance position in the Cemetery will be eliminated. In 2014, 5.0 FTEs will be reduced in the Police Department following expiration of the federal Community Oriented Policing (COPS) grant at the end of 2013. The agreement requires the City to maintain these positions at its own cost for an additional year following expiration. As seen in the following graph, the number of employees per 1,000 citizens has declined in recent years. This is due in part to revenue restrictions, and to improved operations.



POSITION ALLOCATION BY FUNDING						12-13	13-14
Department	2010	2011	2012	2013	2014	Changes	Changes
Mayor	3.00	4.00	5.00	5.00	5.00	0.00	0.00
Human Resources	4.90	5.51	6.14	6.14	6.14	0.00	0.00
Municipal Court	17.20	18.13	0.42	0.42	0.42	0.00	0.00
Finance	7.85	8.85	8.89	8.89	8.89	0.00	0.00
Legal	11.69	11.70	11.70	11.70	11.70	0.00	0.00
Planning	25.82	26.12	27.10	27.10	27.10	0.00	0.00
Police	128.30	115.30	120.48	120.48	115.48	0.00	-5.00
Fire	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Emergency Medical Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00
PW Engineering	15.61	18.10	19.94	19.94	19.94	0.00	0.00
Parks, Arts & Rec.	33.01	34.61	34.51	34.51	34.51	0.00	0.00
PW Street	14.52	14.48	12.98	12.98	12.98	0.00	0.00
Non Departmental	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Sub-Total General Fund</b>	<b>261.90</b>	<b>256.80</b>	<b>247.16</b>	<b>247.16</b>	<b>242.16</b>	<b>0.00</b>	<b>-5.00</b>
Water	34.64	34.94	34.41	35.91	35.91	1.50	0.00
Sewer	23.87	24.25	24.33	25.75	25.75	1.42	0.00
Storm Drainage	27.23	27.49	28.84	30.57	30.57	1.73	0.00
Solid Waste	6.72	6.71	5.92	6.27	6.27	0.35	0.00
Airport	0.16	0.16	0.16	0.16	0.16	0.00	0.00
Cemetery	7.54	7.51	7.57	6.57	6.57	-1.00	0.00
Golf Course	8.45	8.42	8.50	8.50	8.50	0.00	0.00
Facilities	9.68	9.78	9.48	9.48	9.48	0.00	0.00
Innovation and Technology	16.50	16.50	17.60	17.60	17.60	0.00	0.00
Equip. Rental	5.16	5.55	6.65	6.65	6.65	0.00	0.00
Other Funds	6.75	2.59	1.09	1.09	1.09	0.00	0.00
<b>Sub-Total Other Funds</b>	<b>146.70</b>	<b>143.90</b>	<b>144.55</b>	<b>148.55</b>	<b>148.55</b>	<b>4.00</b>	<b>0.00</b>
<b>TOTAL FTE's</b>	<b>408.60</b>	<b>400.70</b>	<b>391.70</b>	<b>395.70</b>	<b>390.70</b>	<b>4.00</b>	<b>-5.00</b>

POSITION ALLOCATION BY DEPARTMENT						12-13	13-14
Department	2010	2011	2012	2013	2014	Changes	Changes
Mayor	9.50	9.60	7.00	7.00	7.00	0.00	0.00
Human Resources	6.50	7.00	8.00	8.00	8.00	0.00	0.00
Municipal Court	17.00	19.00	0.00	0.00	0.00	0.00	0.00
Finance	21.00	22.00	22.00	23.00	23.00	1.00	0.00
Legal	13.00	13.00	13.00	13.00	13.00	0.00	0.00
Planning	24.00	24.00	28.00	28.00	28.00	0.00	0.00
Police	130.60	117.60	121.60	120.00	115.00	-1.60	-5.00
PW Engineering	43.00	43.00	43.00	48.60	48.60	5.60	0.00
Parks, Arts & Rec.	35.00	35.50	35.50	35.50	35.50	0.00	0.00
PW Street	12.00	19.00	19.00	19.00	19.00	0.00	0.00
Non Departmental	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Sub-Total General Fund</b>	<b>311.60</b>	<b>309.70</b>	<b>297.10</b>	<b>302.10</b>	<b>297.10</b>	<b>5.00</b>	<b>-5.00</b>
Water	22.00	22.00	22.00	22.00	22.00	0.00	0.00
Sewer	11.00	12.00	12.00	12.00	12.00	0.00	0.00
Storm Drainage	17.00	10.00	10.00	10.00	10.00	0.00	0.00
Solid Waste	2.00	2.00	2.00	2.00	2.00	0.00	0.00
Airport	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Cemetery	7.00	7.00	7.00	6.00	6.00	-1.00	0.00
Golf Course	8.00	8.00	8.00	8.00	8.00	0.00	0.00
Facilities	10.00	10.00	9.00	9.00	9.00	0.00	0.00
Innovation & Technology	14.00	14.00	17.60	17.60	17.60	0.00	0.00
Equip. Rental	6.00	6.00	7.00	7.00	7.00	0.00	0.00
<b>Sub-Total Other Funds</b>	<b>97.00</b>	<b>91.00</b>	<b>94.60</b>	<b>93.60</b>	<b>93.60</b>	<b>-1.00</b>	<b>0.00</b>
<b>TOTAL FTE's</b>	<b>408.60</b>	<b>400.70</b>	<b>391.70</b>	<b>395.70</b>	<b>390.70</b>	<b>4.00</b>	<b>-5.00</b>

**Changes in 2011 through 2013 Budget:** (FTE – Full-Time Equivalent)

Does not include seven elected Council positions.

Positions listed below reflect changes made after the adoption of the 2011 budget.

**Mayor and Community Services:**

In 2011, 1.0 FTE - Council Secretary was added per Budget Amendment (BA) #1. 0.10 FTE was added in to increase Multimedia Part-Time Staff from 0.5 to 0.6 FTE in 2011. 1.0 FTE - Public Affairs/Marketing Manager was added in 2012 via BA#4. 1.0 FTE - Economic Development Manager was added in 2012 via BA#6. 2.6 FTE - moved from Communications/Multimedia to the Innovation and Technology (IT) Department in 2012. 2.0 FTE - moved from Community Services to Planning in 2012.

**Human Resources:** 0.5 FTE - Increased Community Service Work Crew Leader from 0.5 FTE to 1.0 FTE in 2011. 1.0 FTE - Employment Manager was added in 2012 via BA #8.

**Municipal Court:** 1.0 FTE - Probation Counselor was added in 2011 via BA#1. 1.0 FTE - Bailiff/Court Security Officer was added in 2011 via BA#4. 1.0 FTE - Reclassified Court Clerk position to Community Diversity Assistant and moved the FTE to the Planning Department in 2012. 18.0 FTE - Reduced Court FTE's to zero to reflect the Court being contracted out to King County in later part of 2012. 1.0 FTE - Reduced Judge FTE to reflect the Court being contracted out to King County in the later part of 2012.

**Finance:** 1.0 FTE - Added a Senior Accountant in 2011 via BA#4. 1.0 FTE - Council approved 1 Customer Service Representative for the 2013 Budget.

**Planning:** 1.0 FTE - Project/Construction Manager moved from Facilities to Planning in 2012. 2.0 FTE's - Human Services Specialist and the Neighborhood Services Manager moved from Mayor/Community Services to Planning in 2012. 1.0 FTE - moved from Court to Planning in 2012. (Position of Court Clerk was reclassified to Community Diversity Assistant).

**Police:** 13.0 FTE's - 2 Corrections Supervisors, 11 Corrections Officers are being eliminated in the 2011 budget as a result of the elimination of the City jail and formation of the multi-jurisdictional South Correctional Entity (SCORE). 3.0 FTE's - added 1 Police Secretary, 1 Supernumerary Police Officer and 1 Crime analyst in 2012. 1.0 FTE - Animal Control Officer added in 2012 to support Auburn Valley Humane Society. 1.6 FTE's - Moved Emergency Management FTE's from the Police Department to the Public Works Department effective 1/1/2013.

**Public Works/Engineering:** 1.6 FTE's Moved Emergency Management FTE's from Police to Public Works effective January 2013. 4.0 FTE's - Council approved 4 FTE's for 2013 budget: Construction Clerk, 2 Senior Project Engineers and 1 Assistant Project Engineer.

**Parks, Arts and Recreation:** 0.5 FTE - half time Curator of Collections was eliminated in 2011. 1.0 FTE - Added Senior Center Office Assistant in 2011 via BA#1.

**Street:** - Moved 7 FTE's from the Storm Division to the Street Division in 2011.

**Sewer:** 1.0 FTE - Added Maintenance Worker II in 2011.

**Storm:** Moved 7 FTE's to the Street Division in 2011.

**Cemetery:** 1.0 FTE - Reduced Cemetery FTE by 1.0 due to long time vacant position.

**Facilities:** 1.0 FTE - Project/Construction Manager moved from Facilities to Planning in 2012.

**Innovation and Technology:** 1.0 FTE - Added 1 Information Services Specialist in 2012 via BA#6. 2.6 FTE's - Moved Multimedia/Communications FTE's from Mayor's Office to Innovation and Technology in 2012.

**Equipment Rental:** 1.0 FTE - 1 Fleet Manager was added in 2012 via BA#6.

**Changes from the 2013 to 2014 Budget:** (FTE – Full-Time Equivalent)

**Police:** 5.0 FTE's - Reduce 5 Police FTE's in 2014 due to COPS grant terms expiration.



## 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. From 1998 to November 2012, the City has had an elected Judge. This position was elected at large and served a four-year term. Starting in November 2012, the City entered into a contract with King County District Court for provision of municipal court services. The Mayor develops and proposes the budget while the Council reviews and requests modifications, as it deems appropriate. The optional municipal code confers a limited form of “home rule” to those municipalities organized under its provisions.

### Basis of Budgeting

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

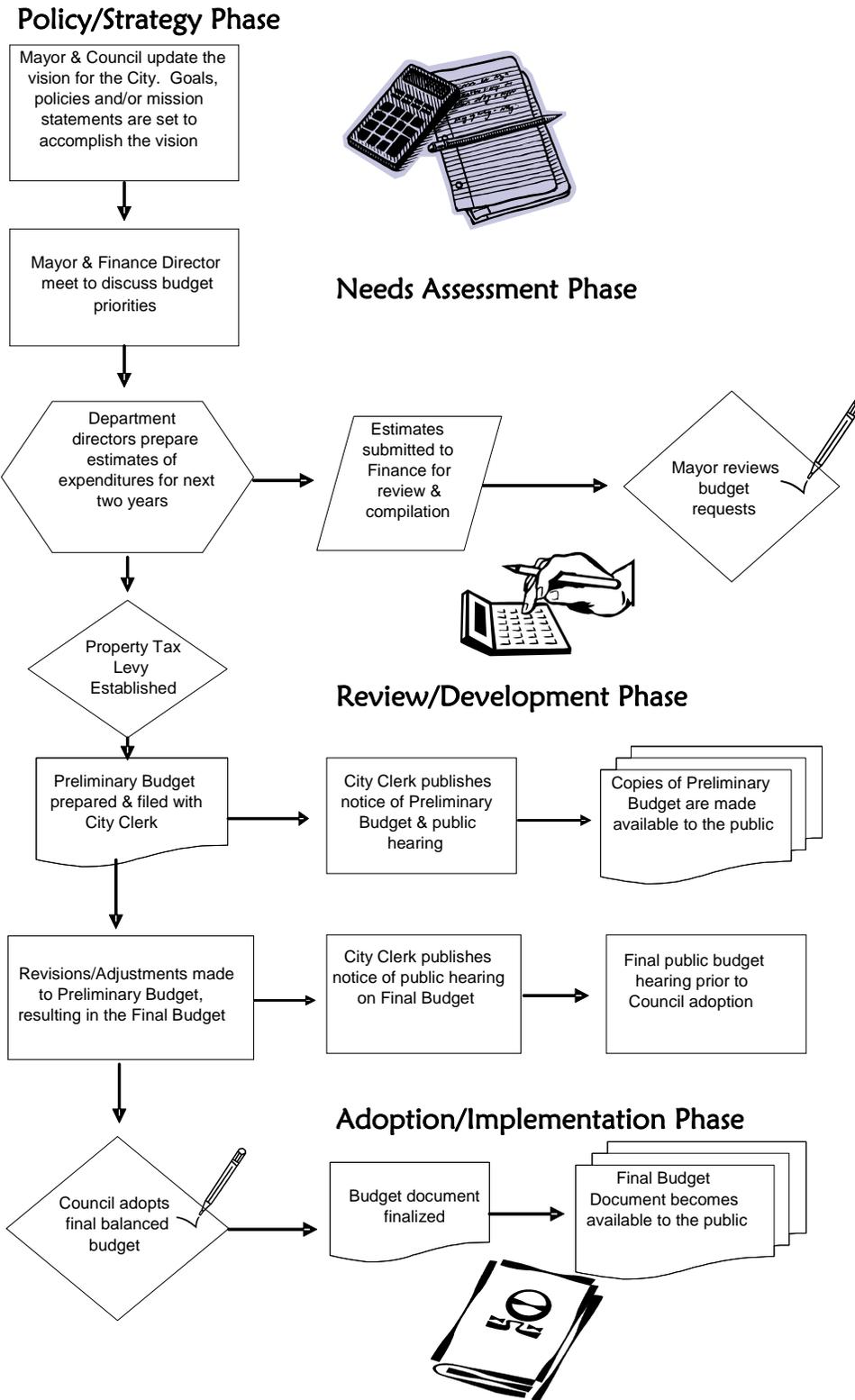
The most common reason for using a twenty-four month appropriation is the time savings in both the budget development and approval process. This is true of staff time invested in preparing the budget as well as the time Council spends during the approval and adoption phases. While it does take more time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

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

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



2013-2014 Budget Calendar	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>2012</b>										
Mayor and Council budget retreat to update the vision for the City.	Fall '11									
Mayor and Finance director meet to discuss budget priorities.			5/19							
Budget instructions and forms are distributed to departments.			5/25							
Department Directors complete budget and return to Finance.				6/25						
City Council Budget Workshop #1: Overview of 2013-14 Budget Process					7/10					
Departments review budgets, goals, and accomplishments with the Finance Director.					7/17-7/20					
Departments review budgets, goals, and accomplishments with the Mayor.					7/25-7/31					
Finance department prepares preliminary revenue forecasts.					7/27					
Department budgets are adjusted based on the Mayor's recommendations.						8/17				
City Council Budget Workshops #2: Overview of 2013-14 Proprietary and Capital Funds						8/23				
Notice of public budget hearing #1 is published.						8/29				
Revenue forecast is finalized.							9/4			
Preliminary CFP and SEPA check list to Planning (Planning Commission, SEPA, State Overview)							9/4			
City Council Budget Workshops #3: Overview of 2013-14 Proprietary and Capital Funds con't							9/13			
Hold public budget hearing #1 with revenue presentation.							9/17			
City Council Budget Workshop #4: Overview of 2013-14 General Fund, Special Revenue Funds							9/26			
Public notice of preliminary budget filing and of public hearing #2 is published.								10/19 & 26		
Preliminary budget is filed with the City Clerk, distributed to City Council and made available to the public.									11/02	
Public budget hearing #2.									11/19	
2012 Property tax levy is set by ordinance.									11/19	
Budget and CFP are adopted by ordinance.										12/03

<b>2013-2014 Budget Calendar</b>											
<b>Budget Process</b>	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
<b>2013</b>											
Mayor and Council budget retreat to update the vision for the City.	3/15										
Adopted budget published and distributed.	3/11										
Instruction packet for Mid-biennial review and modification distributed to Departments.					7/09						
Departments review budgets and prepare Budget modifications.					7/09-8/09						
Department Directors return budget modification requests to Finance.						8/12					
Departments review budget modifications with the Mayor.							8/29-9/06				
Preliminary CFP and SEPA check list to Planning (Planning Commission, SEPA, State Overview)							9/03				
Budget modifications adjusted based on Mayor's recommendations.							9/16				
Notice of public budget hearing #1 on proposed budget modification is published.							9/16				
Public budget hearing #1.								10/07			
Department budget modification requests are reviewed by Planning/Community Development & Municipal Services								10/14			
Department budget modification requests are reviewed by Finance & Public Works Committees.								10/21			
Proposed budget modification is filed with the City Clerk, distributed to City Council and made available to the public.								10/21			
Notice of public budget hearing #2 is published.									11/04		
Council/Mayor Work Session on budget recommendations.									11/21		
Public budget hearing #2 is held and 2013 Property tax levy is set by ordinance.									11/25		
CFP Amendment and Mid-biennial budget modification are adopted by ordinance.										12/02	
<b>2014</b>											
Mayor and Council budget retreat to update the vision for the City.	3/13										
Mid year Budget Amendment is adopted by ordinance.					7/22						
2014 Property tax levy is set by ordinance.									11/18		
Year-end Budget Amendment is adopted by ordinance.										12/02	

**Budget Purpose**

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

**A Policy Tool**

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

Four purposes of a Budget



**An Operations Guide**

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

**A Financial Plan**

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

**As a Communications Medium**

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

**Budget Process**

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

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

During the summer, these tentative budget proposals are submitted to the Mayor. At the same time the Finance Department develops a tentative revenue projection for the following budget cycle. The

Mayor and Finance Director along with each department director review the budget in detail. On the basis of this process, the Mayor formulates his recommended budget for the following year.

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

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

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

### **Budget Structure**

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

### **Budget and Accounting System**

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

### **Preliminary Budget**

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

### **Budget Ordinance**

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

### **Final Budget**

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

### **Programs**

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

## **Components of the Budget**

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

### **Operating Budget**

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

### **Program Improvements**

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

### **Capital Budget**

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

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

### **Capital Planning**

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

### **Implementation, Monitoring and Amendment**

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

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

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

The second type of budget amendment brings about a change in the total appropriation for a department or fund. Examples of these changes include but are not limited to the following: the acceptance of additional grant money, an adjustment to reflect increased revenues such as tax receipts, the appropriation of additional funding if expenditures are projected to exceed budgeted amounts,

and re-appropriation of monies from one fund to another when deemed necessary. These changes require council approval in the form of an ordinance. The status of the budget is comprehensively analyzed during the mid-biennial review and periodically through each year to identify any needed adjustments. All requests for amendments are first filed with the Finance Department.

## BUDGET POLICIES

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

### Policy Context of the Budget

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

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

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

### CITY POLICY FRAMEWORK

#### Comprehensive Plan Implementation Program

##### Completed Actions (As of December 2011)

Six Year Capital Facilities Plan Update  
 Comprehensive Plan Update  
 Water, Sewer, Storm Drainage Comprehensive Plan Update

##### Scheduled Actions (2013-2014)

Major Comprehensive Plan Update  
 Six Year Capital Facilities Plan Update  
 Comprehensive Transportation Plan Update including non-motorized plan  
 Parks, Arts and Recreation Plan Update

##### Funding Program

Biennial City Budget  
 Community Development Consolidated Plan  
 Capital Facilities Plan

### **Budget Policy Development**

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

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

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

### **Financial Management Policies**

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

### **Operating Policies**

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

### **Budgeting, Accounting, and Financial Reporting Policies**

1. In accordance with the Governmental Accounting Standards Board (GASB) the financial structure of the City shall be divided into tax-supported governmental funds (including a General Fund to support the governmental services of the City) and self-supporting proprietary funds established for non-governmental purposes. Proprietary funds shall include a series of enterprise funds, which shall be managed as business enterprises, completely supported by revenues derived by that enterprise.
2. The accounts of the City and its operating budget shall be maintained in accordance with the State Budgeting, Accounting, and Reporting System (BARS) code and shall provide current financial data on request.

3. The State Auditor will annually perform a financial and compliance audit of the City's financial statements. Their opinions will be contained in the City's Comprehensive Annual Financial Report (CAFR), and the State Auditor's Report.
4. As an additional independent confirmation of the quality of the City's financial reporting, the City will annually seek to obtain the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award. The Budget and CAFR will be presented in a way designed to communicate with citizens about the financial affairs of the City.
5. Enterprise funds shall be budgeted on a flexible basis, which allows activities to expand and contract in accordance with increased or decreased revenue earning activity.
6. The City should adjust utility and other enterprise fund rates in increments adequate to offset inflation and to maintain adequate working capital balance and equities.
7. Depreciation shall be accounted for, and should be used, as a measure of capital development needs in the utilities. As such, the first priority for the use of such funds should be in maintaining existing services. Costs incurred as a result of growth should be borne by new users, and extension of services to new users should be on the basis of an investment decision by which the capital expenses will be recouped by rate income from new users.

**Revenue Policies**

1. The City will seek to avoid dependence on temporary or unstable revenues to fund mainstream municipal services.
2. The City should avoid dependence on federal revenues to fund ongoing mainstream municipal services.
3. General Fund services should be supported by user fees to the extent appropriate for the character of the service and its user.
4. Grant funds or similar contractual revenue of a temporary nature will be budgeted only if they are committed at the time of the preliminary budget. Otherwise, separate appropriations will be made during the year as grants are awarded or contracts made.
5. Revenue estimates for budget purposes should be conservative yet realistic.

**Reserve Policies**

1. The City will maintain a Cumulative Reserve Fund to provide counter-cyclical balance, to protect the City from unforeseen contingencies and to allow an accumulation of resources to finance foreseeable general governmental capital projects.
2. The General Fund should maintain adequate fund balances or working capital to meet unexpected contingencies. The General Fund should maintain a minimum fund balance equal to 8.0% of operating expenses.
3. Each enterprise fund should maintain adequate fund balances or working capital to meet unexpected contingencies. A comprehensive revenue requirement analysis should be prepared for the water, sewer and storm drainage utilities every three to four years. The working capital of each utility fund should be monitored against the financial plan as set forth in this analysis. A \$1,000,000 minimum working capital balance will be maintained in each utility fund. Other enterprise funds should maintain working capital balances of 20% of their operating and capital expenses.

**Cash Management and Investment Policies**

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

**Capital Budget Policies**

1. The burden for financing capital should be borne by the primary beneficiaries of the facility.
2. Long-term borrowing for capital facilities should be considered an appropriate method of financing large facilities that benefit more than one generation of users.
3. The City will develop a multi-year plan for capital improvements as required by the Growth Management Act of Washington State. The Capital Facilities Plan will be updated annually and be financially constrained for the appropriated budget period.
4. The City will maintain its physical assets at a level adequate to protect the City's capital investment and minimize future maintenance and replacement costs. The budget will provide for the adequate maintenance and orderly replacement of capital and equipment from current revenues where possible.
5. The City will strive to rely on a strong local improvement district program for certain street, water, sewer, and storm drainage improvements. They will be funded with no protest covenants obtained from property owners whenever possible.
6. Enterprise fund working capital in excess of that needed for operations may be used for capital needs in order to conserve the debt capacity of those funds for major facility expansions to meet future needs.

**Debt Policies**

1. Long-term borrowing shall be confined to capital investments or similar projects with an extended life when it is not practical to be financed from current revenues. The City shall not use long-term debt to finance current operations.
2. Debt payments shall not extend beyond the estimated useful life of the project being financed.
3. The City shall work to maintain strong ratings on its debt including maintaining open communications with bond rating agencies concerning its financial condition.
4. With Council approval, interim financing of capital projects may be secured from the debt financing market place or from other funds through an interfund loan as appropriate in the circumstances.
5. The City may issue interfund loans when appropriate and consistent with a separately adopted City Council policy on the subject.
6. When issuing debt, the City shall strive to use special assessment, revenue or other self supporting bonds in lieu of general obligation bonds.
7. Long-term general obligation debt shall be utilized when necessary to acquire land or capital assets based upon a review of the ability of the City to meet future debt service requirements. The project to be financed should also be integrated with the City's longterm financial plan and Capital Investment Program.
8. General obligation bonds (voted) should be used when the related projects are of a benefit to the City as a whole. Every project proposed for financing through general obligation debt should be accompanied by a full analysis of the future operating and maintenance costs associated with the project.
9. Limited tax general obligation bond (non-voted): the City should avoid issuing general obligation (non-voted) debt beyond eighty percent (80%) of its general obligation debt capacity.
10. The City shall use refunding bonds where appropriate when cost savings can be achieved of at least 4% (NPV), restructuring its current outstanding debt and/or improving restrictive bond conditions.
11. The City's financial team for the issuance of debt shall consist of the Council, Mayor, Finance Director, applicable department management (related to the projects to be financed), City Legal Counsel, designated bond counsel, financial advisor and underwriter in order to effectively plan and fund the City's capital investment projects.
12. The City shall comply with IRS regulations concerning use of, and reinvestment of bond proceeds. The City shall monitor and comply with IRS regulations with regard to potential arbitrage earnings. If arbitrage earnings are believed to be above amounts provided by IRS regulations, the City will set aside earnings in order to pay the appropriate amount to the federal government as required by IRS regulation.

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

### **Auburn's Vision for the Future**

Auburn's vision sets the overall direction for the City, and as such, focuses City goals on strategies developed toward implementation of this vision. The 2013-2014 Budget allocates City's resources through the development of departmental objectives. The department objectives are designed to implement the Citywide strategies which in turn work toward the Citywide goals. These goals are designed to implement the Vision adopted by Council. The strategies coordinated by this budget are developed by Council and administered by the Mayor.

The City Council and Mayor set the direction in 2006 for the City by establishing Vision 2016 which looks ahead and envisions what the City should look like in 10 years. The 2013-2014 budget continues to implement the vision that the City Council and Mayor developed.

### **2013-2014 Citywide Goals and Strategies**

#### **I. Provide for Public Safety**

1. Continue to seek grant funding to support public safety enforcement activities. (Lead: Police)
2. Maintain patrol response times to under 4.0 minutes. (Lead: Police)
3. Continue to work with the Green River Community College to ensure the safety and security of students. (Lead: Police)
4. Collaborate internally and with surrounding cities to enforce and prevent copper wire theft. (Lead: Police and Public Works)
5. Continue exploring innovative ways to address public safety needs of the community. (Lead: All)

#### **II. Encourage a Sense of Community**

6. Continue providing support to the Housing Home Repair program. (Lead: Planning)
7. Continue to promote community outreach by involving citizens and business in their City Government. (Lead Departments: All)
8. Continue to promote stability in neighborhoods and the downtown area. (Lead Department: Planning)
9. Continue to promote pride in Auburn-"It's More Than You Imagined". (Lead Departments: All)
10. Continue to develop the resources of the Les Gove Community Campus including the Community Center, the Veterans and Human Services Center, and the creation of a truly centralized park concept. (Lead Department: Parks, Mayor's Office)
11. Continue the City's focus on providing great customer service – three C's: City Service; Customer Service and Care in Service. (Lead Departments: All)

#### **III. Encourage Economic Development**

12. Complete a major update to the City's Comprehensive Plan. (Lead: Planning and Public Works)
13. Continue marketing Auburn as the Regional Entertainment Center. (Lead Department: Planning, Mayor's Office - Economic Development)
14. Continue to support the City's economic development initiatives and programs. (Lead: Planning, Mayor's Office – Economic Development)

#### **IV. Improve Designated Urban Center**

15. Implement an annual downtown improvement project. (Lead: Planning; Public Works)

### **V. Complete Public Works Projects**

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

### **VI. Plan Future City Development**

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

### **VII. Actively Support Regional Transportation Improvements**

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

### **VI. Enhance Quality of Life**

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

## **2011 and 2012 Progress on Citywide Goals:**

### **I. Provide for Public Safety**

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

- Continued to seek sources of grant funding to support law enforcement efforts related to sex offender monitoring/investigations, auto theft prevention, and DUI (Driving Under the Influence)/seat-belt emphasis patrols.
- Initiated a gang coordination effort with neighboring cities that engages the Alive and Free program and area law enforcement agencies with prevention and intervention services

## **II. Encourage a Sense of Community**

- Completed Auburn / Pacific Trail phase 2.
- Initiated and provide resources for inclement weather sheltering serving Auburn residents in need of emergency assistance.
- Continued development of the Human Services one-stop center.
- Assisted in increasing the number of available transitional housing units available to domestic violence victims and crisis situations.
- Continued to create and develop neighborhood meetings or neighborhood block watches (80 neighborhoods to date are involved).
- Initiated and provided resources and support for the Olympic and Cascade Middle Schools Summer programming.
- Completed construction of the City's first elevated boardwalk trail at the Auburn Environmental Park.

## **III. Encourage Economic Development**

- Developed and adopted the City's Small Business Development Assistance Pilot Program.
- Completed A/B street corridor improvements.
- Promoted Citywide economic development activities.
- Established sister city relationships with cities in Japan, Korea, Italy and China.
- Received designation as an Innovation Partnership Zone (IPZ) by the State of Washington.
- Significant economic changes in the City included: Purchase of the Auburn Regional Medical Center by MultiCare; the first hospital for MultiCare in King County; \$35 million in renovation and rebranding the Supermall of the Great Northwest to The Outlet Collection of Seattle; the opening of Coastal Farm and Ranch, a 124,000 square foot store for livestock and gardening supplies; and the HCSA regional hospital laundry facility.
- Implemented of a fee deferral ordinance program to defer impact fees and system development charges and the construction sales tax refund program to promote economic development.

## **IV. Improve Designated Urban Center**

- Completed construction of the South Division Street Promenade.
- Implemented the Storefronts Program, an initiative to fill vacant downtown commercial spaces with temporary art installations.
- Implemented the design and started construction of the City's first outdoor sculpture gallery to be located in downtown Auburn.
- Completed replacements of downtown street lights.

## **V. Complete Public Works Projects**

- Obtained funding from the King County Flood Control District and completed the removal of the temporary flood control barriers along the Green River.
- Completed construction of the South Division Street Promenade Project and City Hall Plaza improvements.
- Continue commitment to the SOS (Save Our Streets) program.
- Completed the A Street NW Extension Project (A/B Corridor Phase 1).
- Completed the South Auburn ITS (Intelligent Transportation System) expansion project.
- Completed design and began construction of the M Street SE Underpass (grade separation) project.

- Completed pre-design for M Street SE and Auburn Way South intersection improvements.
- Continue to maintain the City's utility infrastructure network. Key projects included completed design and construction of the 132nd Ave SE intertie to Tacoma Pipeline 5; Ellingson Sewer Pump Station, Lakeland Water Reservoir #6, and the White River Storm Pump Station.
- Reached agreement with the Cascade Water Alliance and Puget Sound Energy on ownership transfer of the storm main that drains the Lake Tapps Parkway.
- Successfully negotiated a water supply agreement with Tacoma Public Utilities for the provision of a permanent source of water supply.

#### **VI. Plan Future City Development**

- In 2011, performed 1,459 building plan reviews and 7,289 building inspections.
- In 2011, assisted in the permitting, renovations and openings of new businesses in the City including the Pick Quick Restaurant, Coastal Farm and Ranch, La Quinta Inn, Chase Bank Lakeland, Panda Express, and Auburn Library renovation.
- In 2011, issued 217 new single family residential building permits and 38 commercial building permits, with a combined total valuation of \$55.5 million.

#### **VII. Actively Support Regional Transportation Improvements**

- Participated in a Washington State Department of Transportation study on options for extending State Route 167 to the Port of Tacoma.
- Worked with the Auburn Chamber to develop a proposed street bond for the April 2012 ballot.
- Participated in Regional Transportation Forums – SCATBD, RPEC, KCPEC, PSRC, PCTCC and RAMP on key projects.

#### **VI. Enhance Quality of Life**

- Increased on-line recreation registrations to 17%.
- Opened new Activity Center/Gymnasium at Les Gove Park.
- Initiated new activities at the Gymnasium including teen afterschool programs, indoor playground for toddlers, birthday party packages, and climbing wall activities.
- Named "Playful City USA" for the fourth consecutive year.
- Initiated new downtown community events including a concert services; ArtRageous festival and Community Art Walk.
- Improved opportunities for park recreation including resurfacing tennis courts, replacing playground equipment, and adding a practice wall to Game Farm Park and opening a off-leash area at Roegner Park.
- Provide for greater recreation opportunities at the Auburn Golf Course including expanding summer weekly league play and developing a summer weekly league for merchants and couples.
- Assisted in the development of Terry Home II, which provides care for low income, traumatic brain injury patients.
- Supported and provided employment and medical/dental services for low-income residents.
- Assisted in the develop of Veterans and Human Services Center.

#### **2013-2014 Budget Strategy**

The 2013-2014 Budget will be implemented by a series of objectives regarding development of resources and their allocation to various competing demands.

1. Avoid the addition of permanent staff positions, unless there is an offsetting revenue stream or reduction in current expenses to support the position, and reviewing replacement staff for essential need. Limiting new programs until economic conditions or revenue streams capable of supporting them are in place.
2. Conserve the fiscal capacity of the City to meet potential future needs.

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

### **Use of Budget Tools**

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

### **Financial Measures**

The City of Auburn budget places a high priority on maintaining the fiscal integrity of the City by managing reserves to counterbalance economic cycles while responding to emerging needs. 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 for both building revenues for major capital needs and to provide a counter-cyclical balance.

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

### **Baseline Budget**

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

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

### **Capital Budget**

The Capital Improvement Fund is used to accumulate funds to finance large projects that could not otherwise be done in one year from General Fund revenues. Projects include major improvements, acquisition of new municipal facilities, and Downtown Revitalization. The fund is budgeted for over \$2.1 million of expenditures in 2013. 2014 is budgeted for \$1.3 million in expenditures with an ending fund balance over \$5.0 million for future projects identified in the Capital Facilities Plan.

### **General Fund Priorities**

City General Fund revenues are forecasted conservatively but realistically because of anticipated voter approved initiatives. Increases in salary and benefits and in contractual services will be increased in accordance with union contracts. Revenue estimates are conservative and based on the 2011 actual and 2012 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; especially increases in prisoner custody.

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

### **Proprietary Fund Priorities**

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

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

### **Other Funds Budget Priorities**

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

## SECTION III: FINANCIAL PLAN

### Introduction

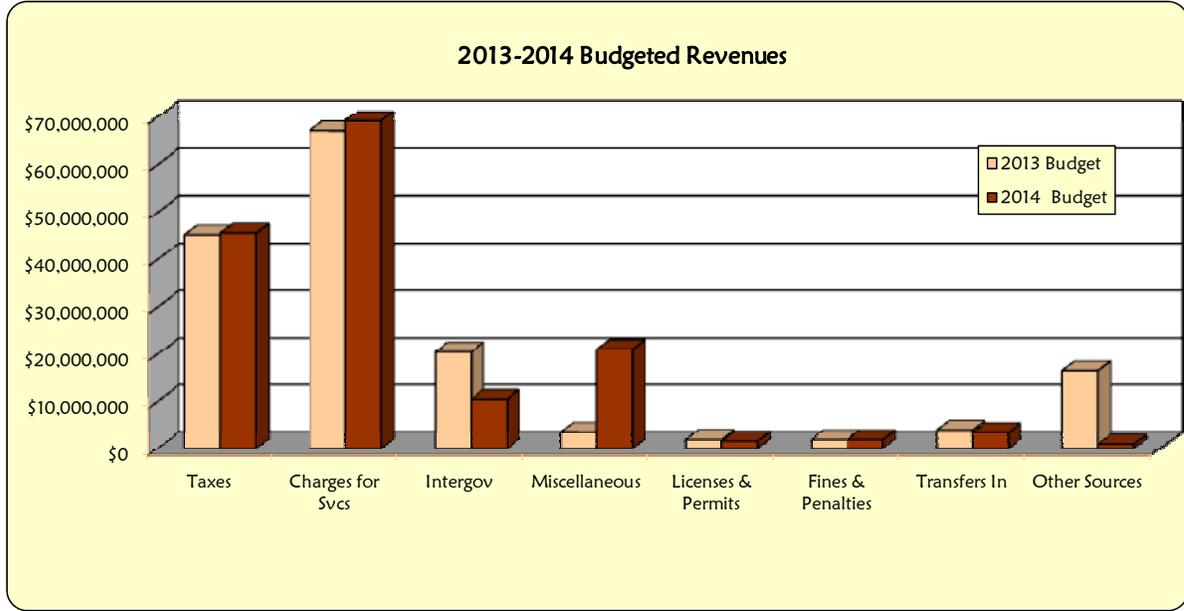
The National Advisory Council on State and Local Budgeting (NACSLB) endorses the forecasting of revenue and expenditures in their Recommended Budget Practices. This section of the budget provides a combined view of both past and anticipated future revenue and expenditures for all funds. A detailed revenue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

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

An important part of a financial plan is the City's Capital Improvement Program. While the projects affecting 2013-2014 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 2013-2014 Revenues by Source for All Funds

The graph below presents the total new revenues that are anticipated to be available to support City programs during 2013 and 2014. The table shows the revenue by source of funds from 2011-2014. 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	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
Taxes	\$44,886,451	\$44,025,815	\$44,882,375	\$45,194,271	\$45,562,598
Charges for Services	57,024,918	61,704,277	61,450,457	67,166,292	69,187,712
Intergovernmental	17,500,655	25,505,368	22,012,318	20,466,324	10,416,624
Miscellaneous	5,130,868	5,441,530	3,328,480	3,372,474	21,022,978
Licenses and Permits	1,769,516	1,129,000	1,603,700	1,838,484	1,555,247
Fines and Penalties	2,352,046	1,749,800	1,749,800	1,806,500	1,812,575
Transfers In	8,090,833	9,085,660	8,221,860	3,849,139	3,307,694
Other Sources	18,560,951	17,575,011	1,279,210	16,517,947	915,150
Total Revenues & Other					
Financing Sources	155,316,238	166,216,461	144,528,200	160,211,431	153,780,578
Beginning Fund Balance	110,102,642	97,739,487	97,739,487	66,143,562	59,164,677
<b>TOTAL AVAILABLE RESOURCES</b>	<b>\$265,418,880</b>	<b>\$ 263,955,948</b>	<b>\$ 242,267,687</b>	<b>\$226,354,993</b>	<b>\$212,945,255</b>

### Charges for Services

The largest source of revenue for the City is charges for services which include user fees for utility services, recreational, planning and building activities and represent 38.8% and 41.9% of total revenues in 2013 and 2014 respectively. The majority of these charges are collected in the enterprise funds for services provided as stand alone business type activities. Service revenue is also charged to other funds by internal service funds such as the Innovation and Technology fund and the Facilities fund to recoup the cost of services provided to other City departments.

**Tax Revenue**

The second largest revenue source comes from taxes. Sources of tax revenue include property taxes, retail sales taxes, utility taxes, admissions taxes, and gambling taxes. Tax revenue constitutes 28.2% of total new revenue in 2013 and 29.6% in 2014. Almost all tax revenues are received in the General Fund to support the ongoing operations of the City. Starting in 2013 annual sales taxes collected from new construction activity will be used to support activities in the Local Street Fund (fund 103). In 2013, the amount of sales taxes from new construction is estimated to total \$1.5 million in 2013 and \$1.3 million 2014. Prior to 2013, \$2.0 million in property taxes were used annually to support activities in the Local Street Fund with the remainder receipted into the General Fund. Starting in 2013, all revenue from property taxes will be retained in the General Fund.

**Intergovernmental Revenue**

Intergovernmental revenue is primarily Federal and State grants, along with other governmental contributions, and is 12.8% in 2013 and 6.8% in 2014 of new revenue. The reduction of revenue in 2014 is attributable to the completion of the M Street Construction Project. Revenues within this category are primarily used to fund the construction of street projects or other capital projects, such as park improvements, in the Municipal Park Construction fund.

**Miscellaneous Revenue**

Miscellaneous revenue includes interest, rents and leases, contributions and donations, and Equipment Rental Internal Service fund revenue. The Equipment Rental fund holds City vehicles as an asset and collects annual costs from departments in order to provide for maintenance and replacement of these vehicles. The 2014 budget includes \$17.7 million budgeted for construction of the Auburn Community Center. At this writing, specific funding sources has not yet been determined.

**License and Permit Revenue**

License and Permit revenue is dependent on the economy as most of this revenue is comprised of building permits and development fees from new construction activity. The 2013-2014 biennial budget includes known new development projects in 2013. These include new buildings on the Green River Community College campus, the Landmark building in downtown Auburn, major renovation at the Outlet Collection of Seattle (formerly known as the Supermall), and construction of the HCSA regional hospital laundry processing facility. A gradual and general improvement in new construction activity is expected, consistent with the slow but steady improvement in the local and regional economy. If the recovery in the economy stalls or occurs less quickly than currently anticipated, this revenue source may need to be adjusted downward.

**Fines and Penalties**

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

**Transfers In**

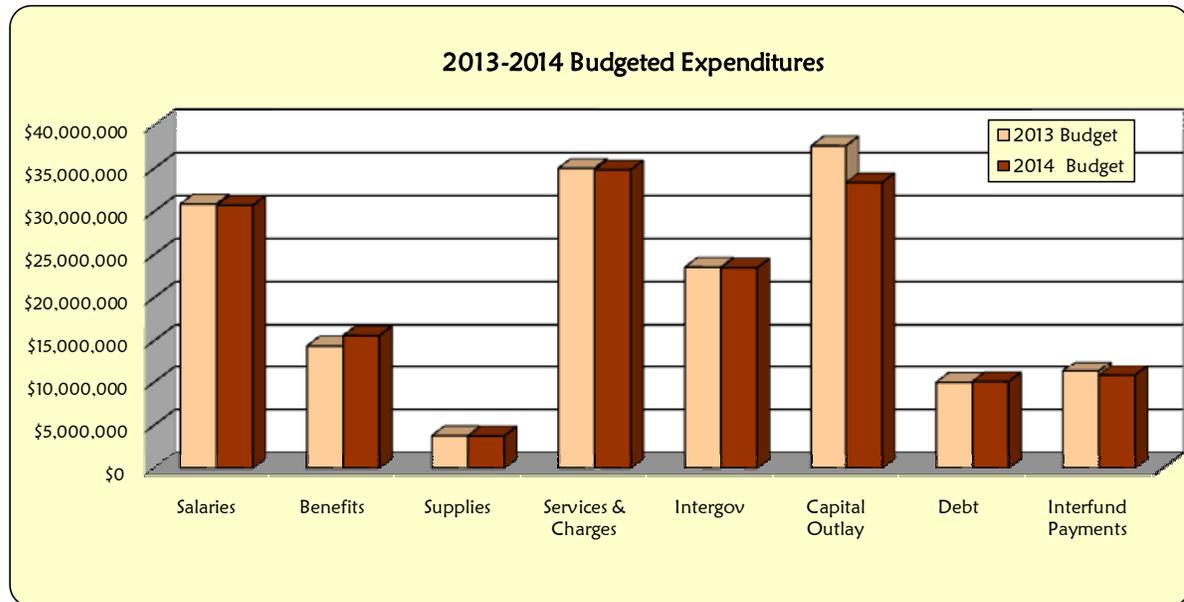
This revenue source is for transfers between funds are budgeted at \$3.8 million in 2013 and \$3.3 million in 2014. Transfers include payments to other funds for debt service, capital construction projects, grant matches and interfund loans. Transfers in 2013 reflect the timing of transfers from the Mitigation Fees fund for M Street and C Street transportation improvement projects in the Arterial Street Fund.

**Other Sources**

Other revenue sources accounts for 10.3% in 2013 and 0.6% in 2014. Revenues in 2013 include anticipated bond proceeds to fund construction of major projects in the water and storm drainage utilities.

### Analysis of 2013-2014 Budgeted Expenditures for All Funds

The following graph presents the 2013 and 2014 budgeted expenditures of the City by object.



Total Baseline Budget	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
Salaries	\$30,219,509	\$32,613,719	\$31,097,586	\$30,933,439	\$30,774,212
Benefits	12,254,149	15,702,479	14,313,480	14,440,897	15,648,701
Supplies	3,109,330	3,772,424	3,351,384	3,843,868	3,813,043
Services & Charges	26,763,081	33,309,860	31,031,141	35,080,306	34,891,498
Intergov	28,223,377	26,767,300	25,512,315	23,597,351	23,523,292
Capital Outlay	34,692,526	77,340,339	52,735,449	37,693,074	33,410,310
Debt	5,444,654	7,650,720	7,649,720	10,045,816	10,110,091
Interfund Payments	10,700,190	10,506,650	10,433,050	11,375,564	10,888,476
Other Uses	16,272,575	-	-	-	-
Designated Fund Balance	5,532,812	4,044,830	4,144,830	4,345,620	4,837,570
Undesignated Fund Balance	92,206,677	52,247,627	61,998,732	54,999,058	45,048,062
<b>ALL FUNDS TOTAL</b>	<b>\$265,418,880</b>	<b>\$263,955,948</b>	<b>\$242,267,687</b>	<b>\$226,354,993</b>	<b>\$212,945,255</b>

#### Salaries and Benefits

Salaries and Benefits are approximately \$45.4 million in 2013 and \$46.4 million in 2014. Significant changes in salaries include elimination of Municipal Court and Probation operations effective November 2012. These services will be provided under contract with the King County District Court (expenditure of which is included in Intergovernmental Charges). The 2014 budget includes elimination of 5.0 FTEs in the Police Department, reflecting expiration of the federal Community Oriented Policing (COPS) grant. Significant changes in benefits include anticipated increases in medical benefits (2013: +6.0%; 2014: +10.0%) and additional dental benefits (2014: +4%) as projected by the Association of Washington Cities. Pension contribution rates for PERS Plan 2 and PERS Plan 3, which are set by the State of Washington, are projected to increase from current 7.21% in 2012 to 9.03% in 2013 and 10.19% in 2014.

**Services and Charges**

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

**Intergovernmental Charges**

Transfers between funds are budgeted at \$23.6 million in 2013 and \$23.5 million in 2014. Transfers include payments to other funds for debt service, capital construction, and street project funding. Intergovernmental expenditures includes the contractual cost for the South Correctional Entity (SCORE), contractual payments to King County Metro for sewerage treatment services, and payment to King County District Court (KCDC) for municipal court and probation services. Payments to KCDC are estimated to begin in late 2013 (billing begins 12 months after November 2012 contract engagement) at a cost of \$269,000 and annualized cost of \$1.6 million in 2014.

**Capital Outlay**

Approximately \$37.7 million has been allocated for capital improvement and projects for 2013 and \$33.4 million in 2014. Most of the capital expenses are budgeted in the Utility Funds. The balances of capital expenditures are primarily in the Arterial and Local Street construction funds and the Parks Construction fund. These categories fluctuate from year to year and are dependent on available funding from grants, loans, one-time revenues, and service fees. Examples of capital projects scheduled in 2013-2014 include: new Lea Hill Park, replacing playground equipment at Brannan and Dykstra Park, M Street Underpass, Auburn Way South improvements, Well 1 improvements, Supervisory Control and Data Acquisition (SCADA) upgrades for all utilities, and reducing flooding on 30<sup>th</sup> Street NE.

**Interfund Payments**

Payments to the Internal Service Funds are budgeted at approximately \$11.4 million in 2013 and \$10.9 million in 2014. These are charges paid for equipment repair and replacement as well as software, hardware, technology, multimedia and facilities services. These are internal services provided by the City's Equipment Rental fund, Facilities fund and the Innovation and Technology fund to other City departments.

## REVENUE ANALYSIS

### GENERAL FUND

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

#### General Fund Revenue By Funding Source

	2010 Actual	2011 Actual	2012 Est Actual	2013 Budget	2014 Budget
Beginning Fund Balances:					
Designated/Reserved	1,072,425	1,735,725	300,825	342,183	342,183
Undesignated	12,165,427	13,646,629	15,937,246	11,766,618	7,968,827
<b>Total Fund Balances</b>	<b>\$13,237,852</b>	<b>\$15,382,354</b>	<b>\$16,238,071</b>	<b>\$12,108,801</b>	<b>\$8,311,010</b>
Taxes:					
Property	12,669,811	12,566,894	12,874,840	14,299,417	14,299,417
Sales & Use	12,583,152	12,818,411	12,279,000	11,280,869	11,548,552
Utility	9,699,460	9,808,578	10,412,600	10,889,911	11,111,813
Other	3,251,503	3,475,209	3,251,630	3,284,736	3,302,193
Licenses & Permits	1,311,916	1,769,516	1,603,700	1,838,484	1,555,247
Intergovernmental	6,210,032	5,416,572	5,700,773	4,751,784	4,879,076
Charges for Service	1,861,204	1,651,341	1,908,302	1,955,947	1,752,579
Fine & Forfeitures	2,472,411	1,940,326	1,499,800	1,556,500	1,562,575
Transfers In	1,501,913	1,078,439	17,000	193,000	17,000
Other Revenues	2,100,800	792,127	651,000	520,100	524,650
<b>Total General Fund</b>	<b>\$66,900,054</b>	<b>\$66,699,766</b>	<b>\$66,436,716</b>	<b>\$62,679,549</b>	<b>\$58,864,112</b>

#### General Fund Tax Revenue

Current estimates indicate that the City will receive approximately \$38.8 million in tax revenue during 2012. Total revenues from taxes are anticipated to increase in 2013 to an estimated \$39.8 million. It is expected that economic growth will continue to be as slow as it has been since the official end of the Great Recession in June 2009. While the housing market has improved, giving a much needed boost to consumer confidence, concerns over the uncertainty of the European debt crisis, an economic slowdown in Asia, and the Presidential elections and Congressional actions to address the "fiscal cliff" continue to weigh on consumer and business sentiment. Voter approved initiatives and State Legislative budget cuts to local tax distributions and State mandated increases to benefit rates have had a significant financial impact on General Fund revenue. Revenue budgeted for the next biennium is based on the assumption that the economy will continue to grow very slowly. If growth is even slower than anticipated, revenues may have to be adjusted downward.

#### Property Taxes

Property taxes remain the largest single source of General Fund revenue for the City and constitute 28.3% of total General Fund revenue budgeted for 2013. Over the past several years voters of the State of Washington have changed the property tax levying process through referenda and initiatives. Referendum 47, passed in 1997, changed the 106% limit to the lesser of six percent or

inflation. There was a provision, however, that with a finding of substantial need, a majority plus one vote of the city council could raise revenue to the 106% limit. In 2001, the citizens voted on and passed Initiative 747 (I-747), which limits the increase in property taxes to the lesser of 1% or inflation. New construction, annexations and refund levies are additional. I-747 was declared unconstitutional by the King County Superior court on June 13, 2006. In November 2007, the State Supreme Court decision was to overturn I-747. Following this decision, the Washington Legislature approved House Bill 2416 reinstating the provisions of I-747 retroactively to 2002, restoring the one percent limit on property tax increases. These legislative changes have significantly impacted the City as labor contracts have historically increased at an average rate of 3% while the City's largest source of taxing authority that assists in the payment of those contracts is limited to 1%. In 2013 City property taxes will be further limited as citywide assessed valuation has declined 4.4% to \$6.9 billion (from \$7.2 billion in 2012). The decline in assessed value will result in the City reaching its levy limit of \$2.10. As a result of this limitation, the City will realize a reduction in Property Tax revenue of an estimated \$450,000 in 2013.

### **Sales Tax**

The sales tax rate in the City of Auburn is 9.5% on all retail sales. Within this, the net City tax rate is .84%, after accounting for the share received by counties and a State administrative fee<sup>1</sup>. 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. In 2013 and 2014, sales taxes are estimated to total \$11.3 million and \$11.6 million, respectively. Effective January 1, 2013, sales taxes received from new construction will be transferred to the Local Street fund in support of the City's Save Our Streets (SOS) program. This is estimated to total \$1.5 million in 2013 and \$1.4 million in 2014.

### **Utility Taxes**

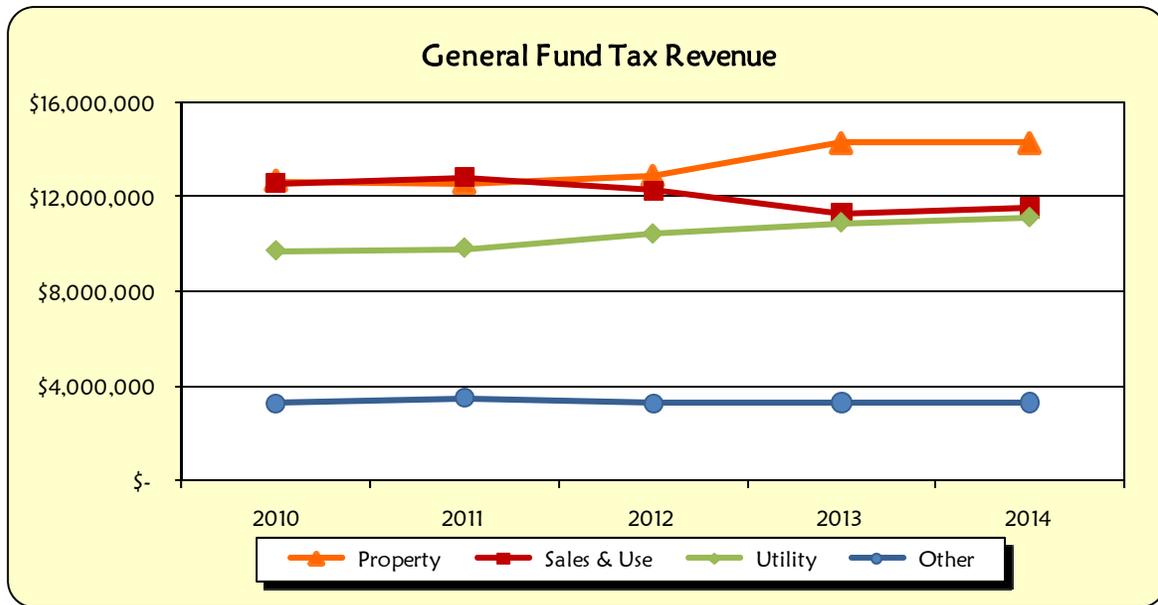
This category includes utility taxes, which are taxes applied to utilities providing services in the City, including City-owned and private utilities. Utility taxes, as a whole, have been considered to be very stable from year-to-year, not only in the amount received, but also in terms of consistent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

### **Other Taxes**

This category includes sales tax credit for annexation, criminal justice sales tax, admissions tax, leasehold excise tax and gambling taxes. Gambling taxes include a 2.0% tax on amusement games, 10% tax on punchboards and pull-tab's, and 4% on social card rooms. Tax revenues in this category are fairly consistent and make up 6.5% of General Fund Revenues in 2013 and 2014.

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



**Other General Fund Revenue**

**Licenses and Permits**

License and permit activities are user fees that are derived from various regulatory activities of the City. The bulk of this revenue is derived from building permit activities. Since this activity is dependent on new construction, it can fluctuate greatly depending on the economy, interest rates and available land. New construction has been strong for the past few years and is projected to continue to stay strong through the next biennium due to several large construction projects. Other revenues in this category include business licenses, plumbing and electrical permits, and pet licensing. The City’s business license fee is a flat \$50.00. Pet licensing revenue is a new source of revenue with transition to the Auburn Valley Humane Society (AVHS) for local animal control services. Pet license revenues are budgeted at \$96,000 in 2013 and \$240,000 in 2014, reflecting the transition of services from King County. Licenses and Permits are projected to be 3.6% of 2013 budgeted revenue.

**Intergovernmental**

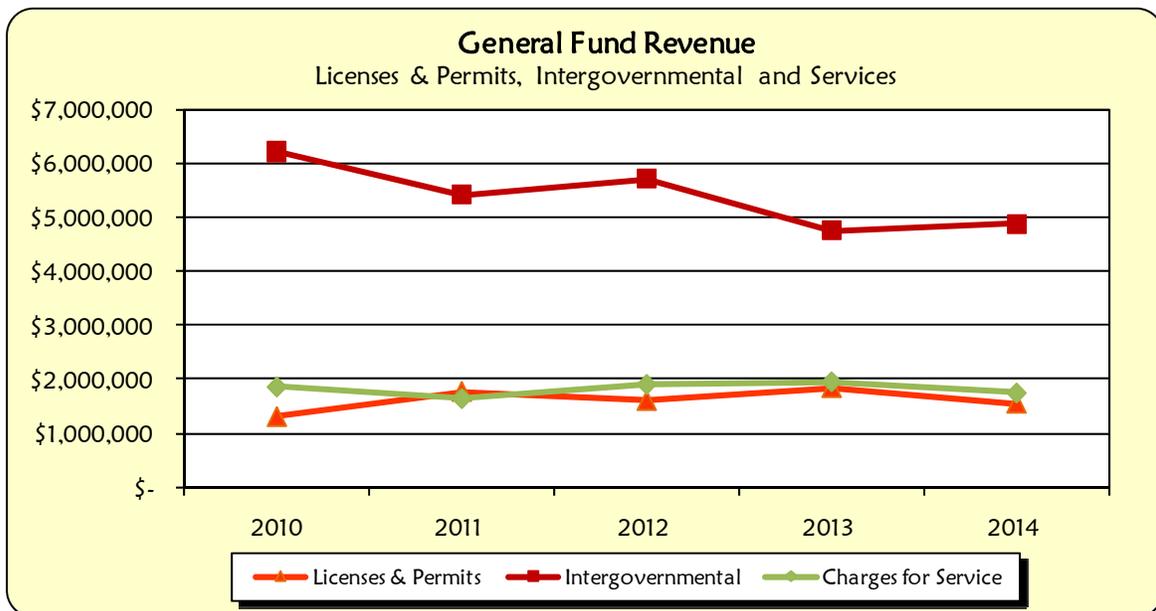
Various state-shared tax revenues, including streamlined sales tax, motor vehicle sales tax, liquor excise tax and liquor profits dominate this category. The 2012 Legislature, as a strategy to balance the State’s budget shortfall, significantly affected the City’s liquor excise taxes and profits. Liquor excise taxes were suspended for a 12 month period starting July 1, 2012 (\$320,000 one-time loss), with reinstatement at about 65% of original levels starting July 1, 2013 (\$130,000/yr permanent loss). Liquor profits were frozen at 2011 levels (\$40,000/yr permanent loss). The Legislature also reduced streamlined sales taxes by 3.4%, or a permanent loss of \$70,000/yr. Streamlined sales taxes was provided to cities starting in 2008 as a means to fully mitigate local losses as a result of the State’s change to a destination based sales tax model. Prior to this reduction, the City received approximately \$2.0 million annually from the State of Washington for this purpose.

Other major sources of revenue in this category include federal Community Oriented Policing (COPS) grants. Effective January 1, 2013, the City will no longer be eligible for the AARA COPS grant that included over \$400,000 in revenue over each of the past three years. These resources were used to support the funding of 5.0 FTEs in the Police Department. The City anticipates receiving \$700,000 annually from the Muckleshoot Indian Tribe for City services rendered, including

police calls for service, court services, and street maintenance. Payment to the Tribe is based upon actual service delivery and is reconciled each year with Tribe management.

**Charges for Services**

This category consists of user fees that are derived primarily from recreational fees paid by participants for programs provided by the City’s Parks Department and for plan check fees paid to the Planning Department. Revenue from recreational services tends to gradually increase with community growth and demand. Recreational fees support about 50% of the costs of the related services. Plan check fees are derived from the review of proposed new construction and development activities. Plan checks are likely to hold steady in 2013 as they follow new construction and permitting activity. Charges for services constitute 3.9% of total 2013 revenue.



**Fines and Forfeits**

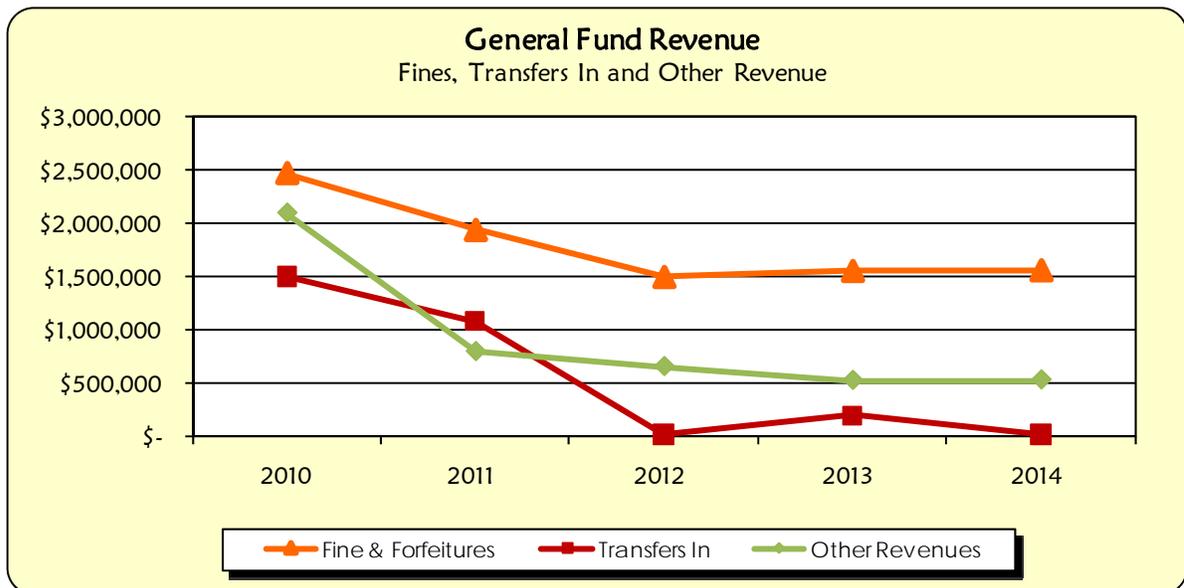
Fines and forfeits consist mainly of parking infractions, traffic fines, and fines derived from the City’s Redflex red-light enforcement program. Fines and forfeits are projected to be 3.1% of the total 2013 and 2014 budgeted revenue.

**Transfers In**

Transfers in consist of transfers receipted into the General Fund in support of internal City operations. Budgeted transfers into the General Fund for 2013 include \$176,000 from the Cumulative Reserve fund for Auburn Valley Humane Society (AVHS) startup costs.

**Other Revenues**

Other Revenue consists primarily of interest revenue, contributions and donations, insurance recoveries, and facilities rentals. Increase in revenue in 2010 reflects the refinancing of Valley Communications Center Public Development Authority bonds, which the City is contracted to pay 20% of the debt service for these 15-year bonds. Interest revenues are projected to decline in the next biennium due to lower interest rates. Facilities rental revenues are projected to remain stable at about \$270,000 in 2013 and 2014.

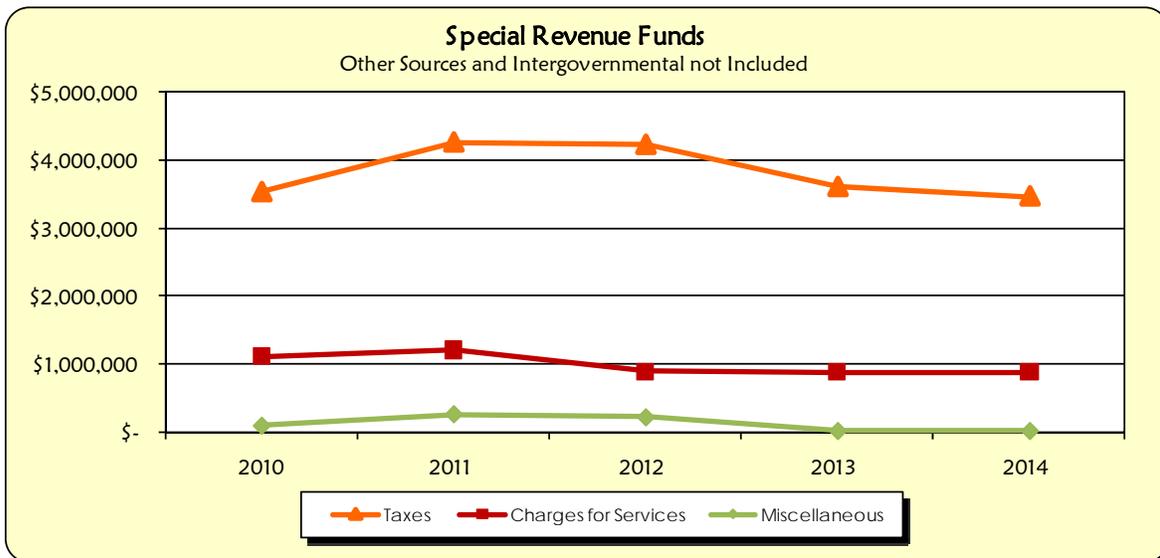


**SPECIAL REVENUE FUNDS**

The City has 10 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**

	2010 Actual	2011 Actual	2012 Est Actual	2013 Budget	2014 Budget
Beginning Fund Balances	15,168,615	15,471,478	15,075,493	14,865,483	12,044,716
Taxes	3,531,388	4,265,255	4,231,100	3,606,338	3,467,623
Intergovernmental	2,403,311	7,990,988	12,507,825	13,522,030	3,981,108
Charges for Services	1,115,947	1,211,178	889,100	884,100	884,100
Fines and Penalties	405,760	411,720	250,000	250,000	250,000
Miscellaneous	92,362	260,734	215,860	16,860	16,860
Other Sources	4,001,442	2,553,354	4,859,720	785,540	496,050
<b>Total Revenue</b>	<b>\$ 26,718,825</b>	<b>\$ 32,164,707</b>	<b>\$ 38,029,098</b>	<b>\$ 33,930,351</b>	<b>\$ 21,140,457</b>



**Taxes**

Revenue from taxes in the Special Revenue funds is derived primarily from utility taxes and sales taxes, both of which are used to support the City’s transportation program. Current City policy directs 1.0% of the utility tax to the Arterial Street Preservation Fund. This revenue is budgeted at \$2 million in both 2013 and 2014. Prior to 2013, the City dedicated \$2.0 million annually in property taxes to the Local Street Fund. Starting in 2013, all property taxes collected will be retained in the City’s General Fund and, instead, sales taxes collected from new construction projects will be deposited into the Local Street fund in support of the City’s Save Our Streets program. For the 2013 and 2014, this amount is estimated to be between \$1.4 to \$1.5 million. Another tax collected is the Business Improvement Assessment (BIA). The City levies a tax on all businesses within the downtown core area. Retail businesses are levied \$0.15 per square foot and service businesses are levied \$0.15 per square foot, up to a maximum of one thousand square feet. These funds then provide the resources that enable the Auburn Downtown Association to promote the central business area.

There are approximately 288,800 square feet of service businesses and 238,100 square feet of retail space assessed annually. The Hotel/Motel Excise Tax is another source of revenue for this group of funds. Levied at 1% of the charges for lodging at hotels, motels and campgrounds these funds are used to offset the cost of tourism promotion. Other taxes which support activities in Special Revenue funds include Motor Vehicle Fuel Tax (MVFT). The City receives approximately \$1.5 million annually in MVFT. Of this, \$530,000 is deposited into the Arterial Street Fund and \$7,100 into the Recreation Trails Fund. The remainder is deposited into the General Fund.

**Charges for Service**

Special Revenue funds charges for services is derived mainly from the Mitigation Fee fund. This revenue consists of miscellaneous service fees and mitigation fees paid by developers. 2013-2014 are budgeted conservatively as this revenue source fluctuates based on local economic conditions.

**Miscellaneous**

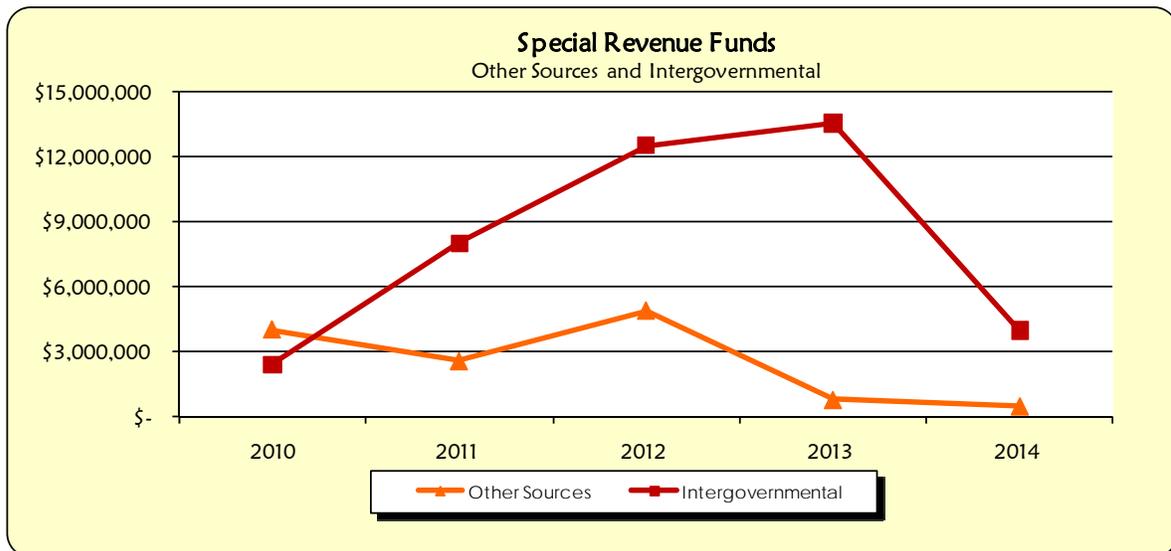
Miscellaneous revenue consists primarily of developer contributions and interest income which is budgeted conservatively in 2013 and 2014.

**Intergovernmental**

This funding source has traditionally been the largest of all categories in the Special Revenue Funds. Intergovernmental revenues are grants, entitlements, shared revenues and payments provided by one government to another. These funds include Federal, State and Local grants, state entitlements, and other contributions and donations. A majority of this funding is passed through the Washington State Department of Transportation (WSDOT) for Arterial Street projects. Fluctuations from year-to-year for this source of revenue can be directly related to project activity since a majority of this revenue is received on a reimbursement basis. The Arterial Street fund is anticipating approximately \$10.7 million of state and federal funding for 2013 and \$3.5 million from federal, state and local funding in 2014. Major projects include M Street SE Underpass, Auburn Way South Pedestrian Improvements (Dogwood to Fir), Auburn Way South Corridor Improvements (Fir to Hemlock), Auburn Way South (SR-164) Corridor Safety Improvements (Muckleshoot Plaza to Dogwood), among others.

**Other Sources**

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

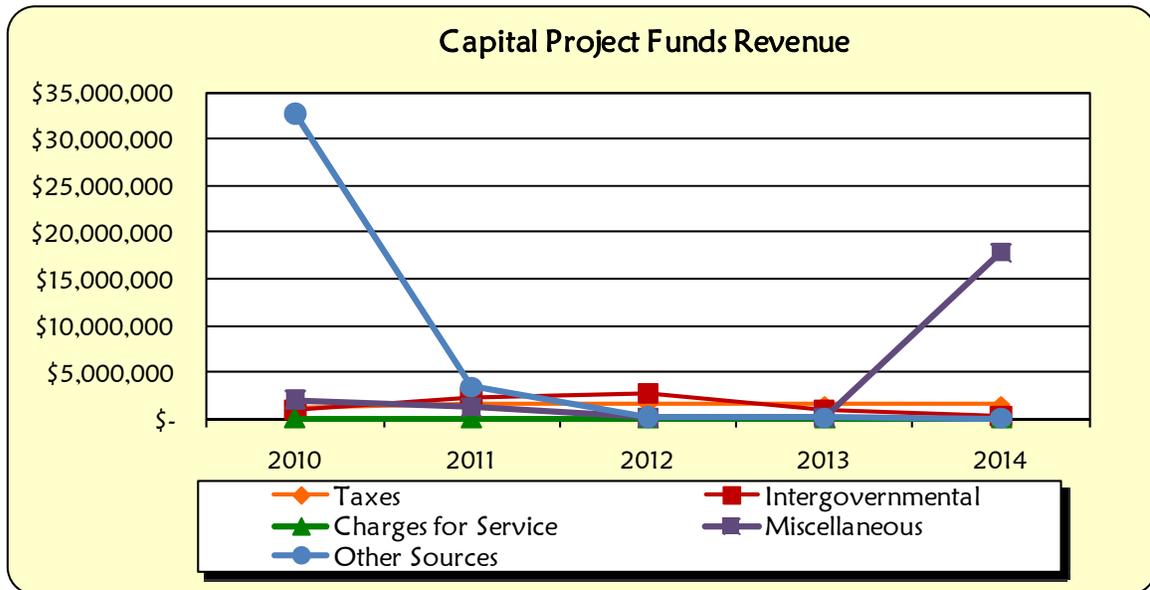


**CAPITAL PROJECT FUNDS**

The City maintains two capital project funds, the Municipal Park Construction Fund and the Capital Improvement Fund. Major non-proprietary capital acquisitions and construction are budgeted in these funds separately from operations. A third fund, the Local Revitalization fund was used to account for construction of the Promenade and City Hall Plaza. Construction of these projects are completed and the Local Revitalization fund is closed effective the end of 2012.

**Capital Project Funds Revenue  
By Funding Source**

	2010 Actual	2011 Actual	2012 Est Actual	2013 Budget	2014 Budget
Beginning Fund Balance	10,422,361	12,589,604	8,794,938	5,882,034	4,911,571
Taxes	1,193,876	1,603,599	1,520,000	1,520,000	1,520,000
Intergovernmental	1,014,869	2,222,054	2,681,120	976,070	336,000
Charges for Service	21,985	19,770	20,000	15,000	15,000
Miscellaneous	2,060,473	1,226,105	134,900	140,517	17,795,519
Other Sources	32,665,408	3,429,041	194,240	116,670	30,000
<b>Total Revenue</b>	<b>\$ 47,378,972</b>	<b>\$ 21,090,173</b>	<b>\$ 13,345,198</b>	<b>\$ 8,650,291</b>	<b>\$ 24,608,090</b>



**Taxes**

The City is authorized to levy Real Estate Excise Tax (REET) up to ½% on all real property sales transactions within the City. The City of Auburn levies the allowable ½%. Revenues from this tax must be used for financing capital facilities specified in the City's Capital Facility Plan. REET is divided into quarter percents. Both the first and second ¼% may be used for: streets, sidewalks, street lighting systems, traffic signals, bridges, domestic water systems, and storm and sanitary sewer systems. In addition, the first ¼% may be used to purchase park and recreational facilities, law enforcement facilities, fire protection facilities, trails, libraries, and administrative and judicial facilities. With the current downturn in the economy REET is budgeted conservatively and held steady from 2011 through 2014.

**Intergovernmental**

The parks construction fund anticipates the receipt of \$876,000 in grant revenue for 2013 to complete major park projects and \$336,000 in grant funding in 2014. These projects include the construction of Lea Hill Park, replace playgrounds at Brannan Park and Dykstra Park, and transform the Parks, Arts and Recreation Administration building into a Teen Center.

**Charges for Services**

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

**Miscellaneous**

Miscellaneous revenue includes interest earnings on idle fund resources and contributions or donations from developers or other organizations for community projects. The 2014 budget includes \$17.7 million to fund construction of the Auburn Community Center. At this time, specific sources of funding have not yet been identified. Investment income is budgeted conservatively from 2013 through 2014.

**Other Funding Sources**

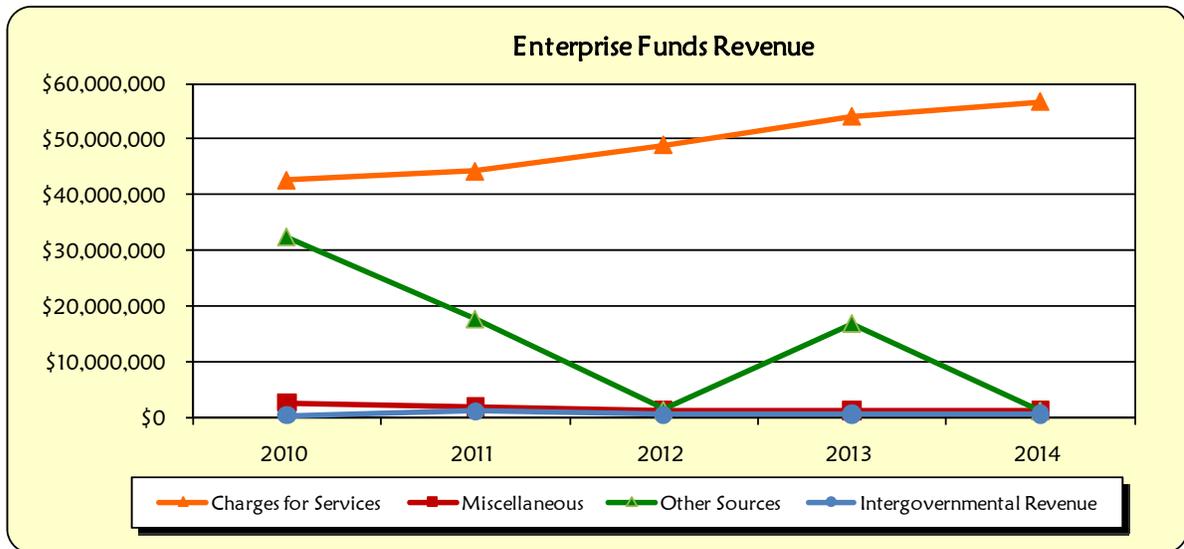
Other funding sources consist of interfund operating transfers in from other funds and bond proceeds. These transfers are used to fund the capital projects to be determined by Council. 2010 include \$22.7 million in bond proceeds for the purchase of the City Hall Annex and \$7.3 million in bond proceeds for the Local Revitalization project.

**ENTERPRISE FUNDS**

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

**Enterprise Funds  
Revenue By Funding Source**

	2010 Actual	2011 Actual	2012 Est Actual	2013 Budget	2014 Budget
Beg. Working Capital	29,724,738	49,296,167	40,588,376	19,511,840	21,785,312
Charges for Services	42,588,499	44,189,895	48,968,355	54,086,181	56,736,757
Other Sources	32,282,196	17,625,248	1,413,510	16,849,097	1,247,000
Miscellaneous	2,636,770	1,841,772	1,344,100	1,229,260	1,282,260
Intergovernmental	339,528	1,141,653	453,640	589,000	593,000
<b>Total Revenue</b>	<b>\$ 107,571,731</b>	<b>\$ 114,094,735</b>	<b>\$ 92,767,981</b>	<b>\$ 92,265,378</b>	<b>\$ 81,644,329</b>



**Charges for Services**

This revenue source represents fees charged by the City’s enterprise funds in return for a public service. Over 59% of the City’s enterprise fund charges for service revenue are collected in the sewer and solid waste funds. Approximately 65% of the sewer revenues are related to pass through charges from King County for Metro services, which is for the treatment and disposal of the City of Auburn’s sewage. Solid Waste collection is contracted through Waste Management Disposal Company. Garbage rates are structured in a way that encourages participation in the recycling program. The utility revenues are directly affected by growth factors and rate increases. The City normally reviews the fees charged for utilities on an annual basis to ensure the fees charged cover the costs associated with providing the services. All fees and charges are adopted through the public process of an ordinance. Other sources also include green fees, lessons, power cart rentals, restaurant, banquet space and pro-shop sales at the Auburn Golf Course. In 2012, debt service associated with bonds issued for renovating the clubhouse was moved to its own fund (Golf Debt Service Fund) and supported with transfers from the General Fund in 2012 and the Cumulative Reserve Fund in 2013 and 2014. Charges for services in the Cemetery fund are for lot sales and retail sales for burial related products. The economic downturn has affected the revenues projected for this fund in 2013 and 2014.

**Other Sources**

This revenue source represents the resources available from Public Works Trust Fund loans (PWTF), developer contributions and bond proceeds. System capital contributions are paid by the developer during the permitting process and are used for capital improvements. Other contributions include non cash developer contributions as they build or improve system assets. In 2010 other sources include \$12.0 million revenue bond proceeds in the Water fund, \$5.4 million revenue bond proceeds in the Sewer fund and \$4.5 million revenue bond proceeds in the Storm Drainage. In 2011, other sources include \$16.0 million in developer contributions. 2013 includes \$7.4 million in bond proceeds in the Water fund and \$4.9 million in bond proceeds in the Storm Drainage fund.

**Miscellaneous**

Airport property rentals make up 45% of the Enterprise funds miscellaneous revenue. Completion of new hangars, additional ground leases, new wash station, and improved marketing have increased revenue for the airport although this has been offset by a reduction in revenues due to the flight school being vacated in 2012. The other significant source of revenues are comprised of investment income earned on idle cash. This revenue source has decreased due to record low interest rates.

**Intergovernmental**

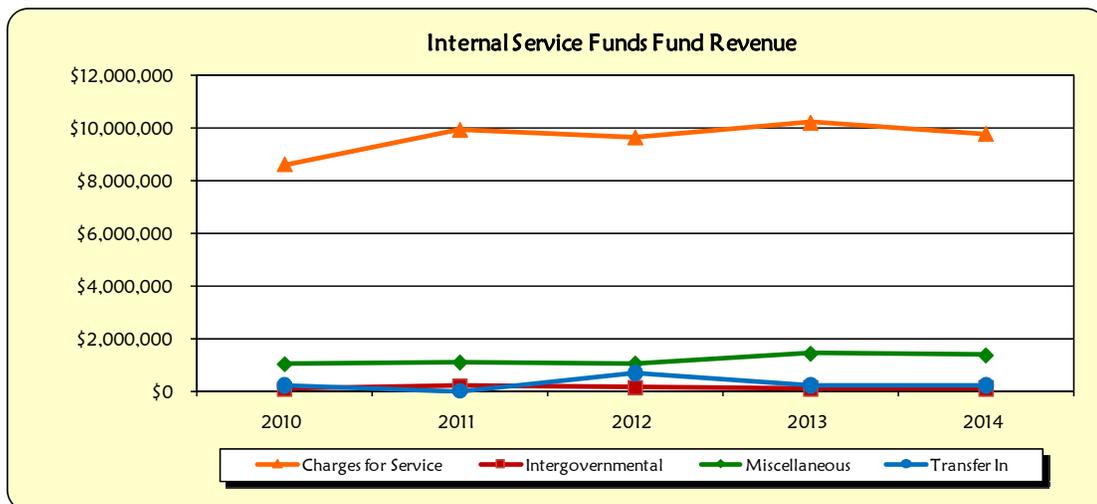
This revenue primarily represents grants received in the Storm Drainage, Solid Waste and Airport Funds. The Storm Drainage Fund is anticipating grants for the Mill Creek wetland restoration project as well as the Salmon Recovery restoration project. In addition, the Airport will receive a grant from the Federal Aviation Administration (FAA) for an update to the Airport Master Plan (AMP). Lastly, the Solid Waste Fund is expecting grants for education and outreach.

**INTERNAL SERVICE FUNDS**

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

**Internal Service Funds  
By Funding Source**

	2010 Actual	2011 Actual	2012 Est Actual	2013 Budget	2014 Budget
Beg. Working Capital	11,673,895	12,857,762	12,718,979	9,507,599	7,911,142
Charges for Service	8,586,631	9,907,705	9,614,700	10,177,064	9,751,276
Intergovernmental	77,985	191,951	131,560	90,000	90,000
Miscellaneous & Other	1,033,106	1,095,399	1,057,300	1,429,600	1,367,600
Transfer In	197,500	-	683,500	208,500	208,500
<b>Total Revenue</b>	<b>\$ 21,569,117</b>	<b>\$24,052,817</b>	<b>\$24,206,039</b>	<b>\$21,412,763</b>	<b>\$19,328,518</b>



**Charges for Service**

The primary revenue source for charges is from the Innovation and Technology Department (IT) and the Facilities Department. Each department is allocated a portion of the costs for IT/Multimedia services, Facilities and Equipment Rental fuel which is then paid into the Internal Service Fund.

**Intergovernmental**

The primary revenue source in this category is revenue generated from the IT department for services rendered to Pacific and Algona for Valley Regional Fire Authority (VRFA) and IT support.

**Miscellaneous & Other**

The Equipment Rental fund charges the departments for maintenance and replacement costs of City owned vehicles which is collected in the miscellaneous revenue category. This revenue source also includes interest revenue which has been budgeted conservatively with the decline in interest rates.

**Transfer In**

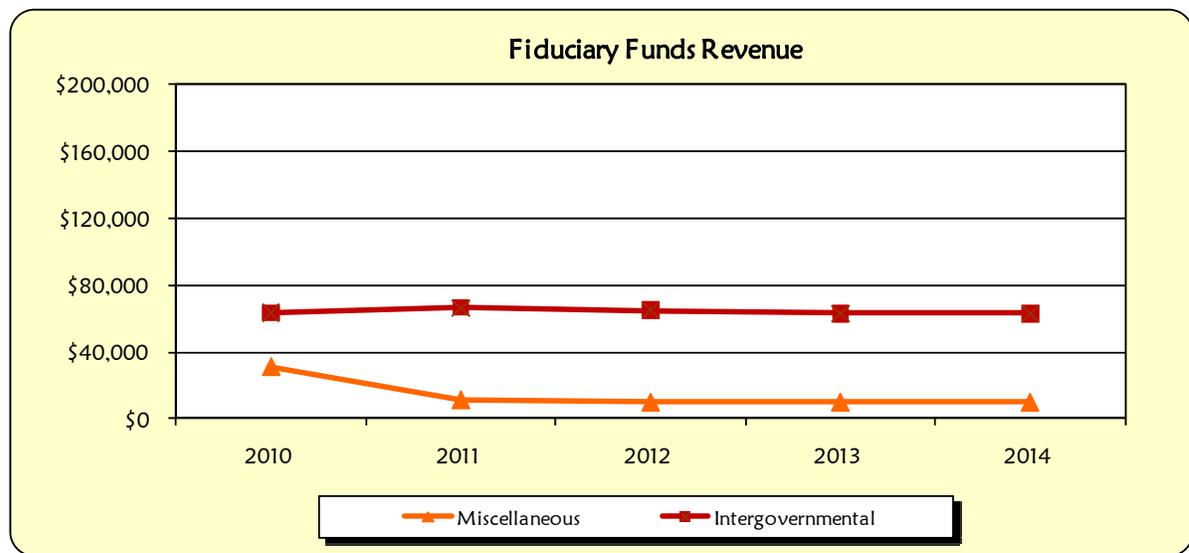
This revenue source is for transfers in from other funds. The 2013-2014 budget includes \$209,000 annual loan repayment to the IT Fund and Equipment Rental Fund.

**FIDUCIARY FUNDS**

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

**Fiduciary Funds  
By Funding Source**

	2010 Actual	2011 Actual	2012 Est Actual	2013 Budget	2014 Budget
Beginning Fund Balance	2,828,641	2,780,181	2,666,530	2,590,285	2,482,786
Miscellaneous	31,142	11,427	10,000	10,000	10,000
Intergovernmental	63,545	66,375	65,000	63,000	63,000
<b>Total Revenue</b>	<b>\$ 2,923,328</b>	<b>\$ 2,857,983</b>	<b>\$ 2,741,530</b>	<b>\$ 2,663,285</b>	<b>\$ 2,555,786</b>



**Miscellaneous Revenue**

Miscellaneous revenue primarily consists of investment income on idle cash. With the current decline in interest rates, 2013 and 2014 is budgeted conservatively.

**Intergovernmental**

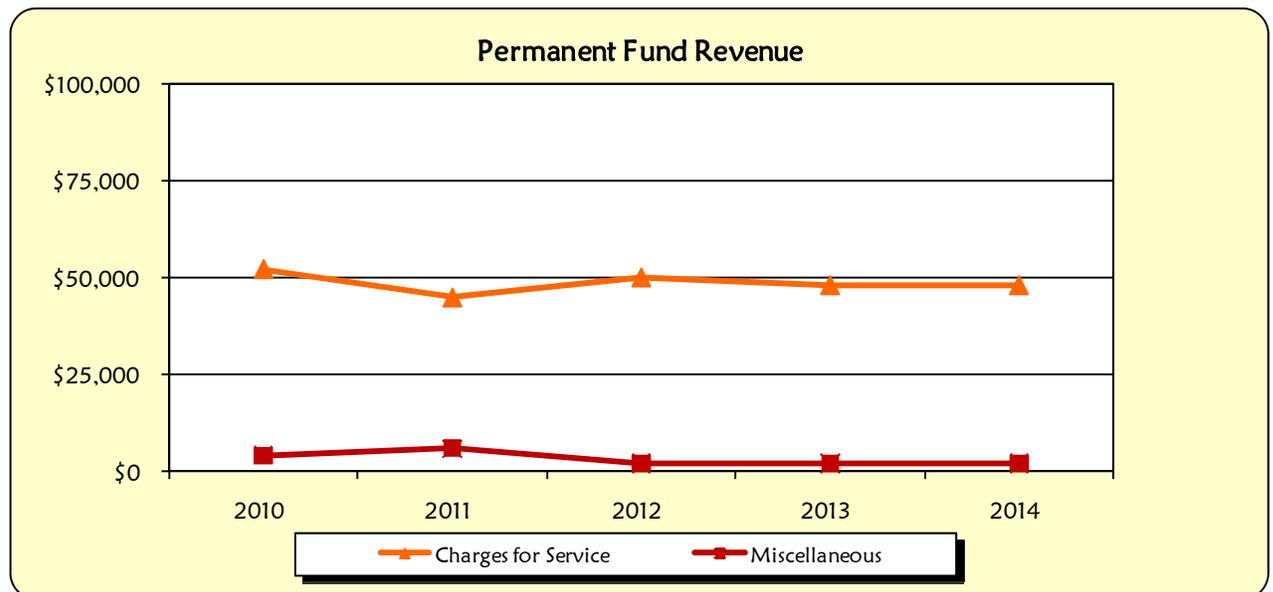
This revenue is from the fire insurance premium tax. The City receives this revenue from the State and it is allocated based on the number of firefighters serving the City.

**PERMANENT FUND**

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

**Permanent Fund  
By Funding Source**

	2010 Actual	2011 Actual	2012 Est Actual	2013 Budget	2014 Budget
Beginning Fund Balance	1,506,362	1,537,108	1,556,571	1,586,371	1,636,471
Charges for Service	52,156	44,829	50,000	48,000	48,000
Miscellaneous	4,194	5,934	2,100	2,100	2,100
<b>Total Revenue</b>	<b>\$1,562,712</b>	<b>\$1,587,871</b>	<b>\$1,608,671</b>	<b>\$1,636,471</b>	<b>\$1,686,571</b>



**Charges for Services**

15% of the sale of each lot, niche and crypt is collected for the future maintenance of the Cemetery as provided by City policy and State law.

**Miscellaneous**

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

### General Fund Six-Year Forecast

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

	2012 Estimated	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast
<b>Taxes</b>							
Property [a]	\$12,874,840	\$14,299,417	\$14,299,417	\$14,442,411	\$14,586,835	\$14,732,704	\$14,880,031
Sales [a]	12,279,000	11,280,869	11,548,552	11,779,523	12,015,113	12,255,416	12,500,524
Utility	10,412,600	10,889,911	11,111,813	11,229,378	11,350,882	11,474,579	11,563,872
Other	3,251,630	3,284,736	3,302,193	3,318,703	3,335,297	3,351,973	3,368,733
Licenses and Permits	1,603,700	1,838,484	1,555,247	1,577,307	1,599,792	1,622,713	1,646,076
Intergovernmental	5,700,773	4,751,784	4,879,076	4,930,048	4,981,910	5,034,678	5,088,369
Fees and Charges	1,908,302	1,955,947	1,752,579	1,771,244	1,790,173	1,809,371	1,828,843
Fines	1,499,800	1,556,500	1,562,575	1,568,682	1,574,822	1,580,993	1,587,198
Other	668,000	713,100	541,650	501,234	507,060	513,143	519,498
<b>Total Revenues</b>	<b>\$50,198,645</b>	<b>\$50,570,748</b>	<b>\$50,553,102</b>	<b>\$51,118,530</b>	<b>\$51,741,885</b>	<b>\$52,375,569</b>	<b>\$52,983,143</b>
<b>Expenditures</b>							
Council and Mayor	838,200	960,930	969,296	995,416	1,022,462	1,050,477	1,079,507
Human Resources [b]	3,892,800	2,121,750	3,494,561	3,590,725	3,689,904	3,792,212	3,897,763
Finance	1,140,490	1,287,232	1,317,251	1,356,143	1,396,566	1,438,596	1,482,312
City Attorney	1,639,300	1,728,391	1,763,737	1,815,031	1,868,267	1,923,537	1,980,940
Planning	4,717,005	4,961,298	5,026,147	5,165,188	5,309,284	5,458,672	5,613,601
Jail - SCORE	4,164,750	6,676,146	5,786,100	5,901,822	6,019,858	6,140,256	6,263,061
Police	18,686,370	19,434,846	19,326,455	19,884,577	20,464,152	21,066,227	21,691,905
Public works	2,530,900	2,646,999	2,694,615	2,772,184	2,852,722	2,936,372	3,023,287
Parks and Recreation	7,240,050	7,719,646	7,797,411	8,002,443	8,214,519	8,433,957	8,661,091
Street	3,015,050	3,263,864	3,289,135	3,375,144	3,464,028	3,555,910	3,650,922
Non-Departmental [c]	6,463,000	3,567,437	3,033,622	3,081,774	3,130,884	3,180,972	3,232,055
<b>Total Expenditures</b>	<b>\$54,327,914</b>	<b>\$54,368,539</b>	<b>\$54,498,329</b>	<b>\$55,940,447</b>	<b>\$57,432,647</b>	<b>\$58,977,188</b>	<b>\$60,576,445</b>
<b>Ending Balance</b>	<b>12,108,801</b>	<b>8,311,009</b>	<b>4,365,782</b>	<b>5,543,866</b>	<b>2,853,103</b>	<b>(748,515)</b>	<b>(5,341,818)</b>
Residual/Unused Budget	-	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
<b>Revised Ending Balance</b>	<b>\$12,108,801</b>	<b>\$11,311,009</b>	<b>\$10,365,782</b>	<b>\$8,543,866</b>	<b>\$5,853,103</b>	<b>\$2,251,485</b>	<b>(\$2,341,818)</b>

[a] Starting in 2013, the City ceased an annual transfer of \$2.0M/yr from property taxes to the Arterial Street Fund and will instead substitute this with Sales Taxes collected on construction activity. This category does not include Streamlined Sales Tax state distributions (this revenue is included under the Intergovernmental revenue category).

[b] Effective November 2012, the City began contracting with King County District Court for City municipal court and probation services. Budgeted expenses for municipal court and probation operations were eliminated in the 2013 budget and annual payments to King County for court services were included starting in late 2013.

[c] 2012 Non-Departmental expenses included a one-time transfer of \$2.5M to the Cumulative Reserve Fund to replenish the fund for historical interfund support.

#### **Key 2013-2018 Assumptions:**

Salary and wage inflation: step increases 2013-2014; 2.0%/yr 2015-2018

Benefit inflation: 6.0%/yr

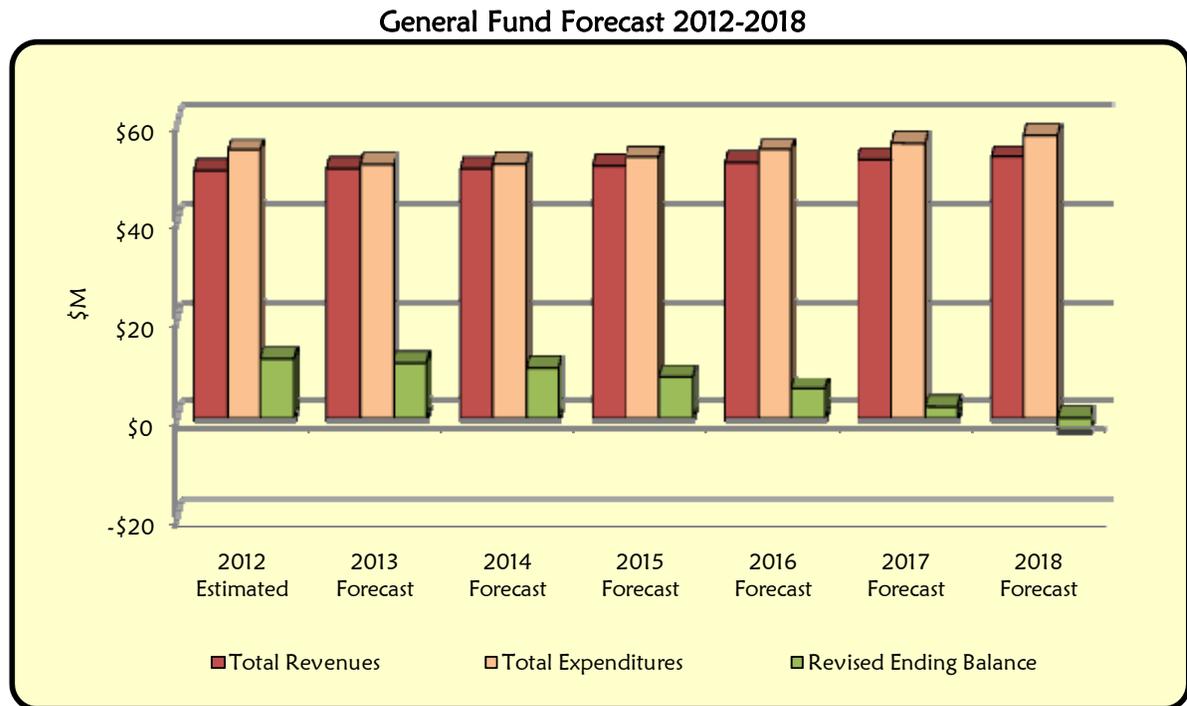
General inflation: 2.0%/yr

Population growth: 1.0%/yr

Property tax increase: 1.0%, plus new construction

Sales tax retail growth: 1.0-2.0%/yr

Sources of forecast assumptions: US Bureau of Labor Statistics; WA State Economic and Revenue Forecast Council; WA State Office of Financial Management; King County Office of Economic and Financial Analysis; City of Seattle Finance Department; Puget Sound Forecaster



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

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

The forecasted revenues assume property tax assessed valuations will decline by 4.8% from \$7.2 billion in 2012 to \$6.8 billion in 2013 and remain flat through 2014 before increasing by 1.0% annually through the remainder of the forecast period. Starting in 2013, the City is expected to reach its maximum property tax levy rate of \$2.10 per \$1,000 in assessed valuation due to the decline in property taxes. Under this scenario, the City would not be able to levy approximately \$450,000 in 2013.

Sales taxes are forecasted to grow by 1.0% in 2013 and assumes a gradual strengthening of the economic recovery, which is expected to increase the pace of annual sales tax growth to 2.0%/yr over the remainder of the forecast period.

General economic conditions: While the Great Recession officially ended in June 2009<sup>2</sup>, its effects on the national and local economy continue to be clearly felt today. City sales tax revenues, which account for 27% of General Fund revenues, is forecasted to grow by a modest 1.0% through 2013 and increasing to a 2.0% annual growth rate starting in 2014, coinciding with an expected slow but gradual improvement in the general economy.

While estimated revenue growth is expected to remain modest, expenditures involving public safety and public services are expected to increase at a rate that outpaces revenues 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 7.21% to 9.03% in mid-2013 and again to 10.19% in mid-2014. Health care costs are expected to rise 6.0% in 2013 and 10.0% in 2014, as projected by the Association of Washington Cities.

Although departmental expenses typically under spend budgets each year, the rate of under-expenditure will be restrained going forward due to the cumulative effects of revenue limitations from legislative and voter approved mandates and the prolonged effects of the Great Recession. While this forecast assumes residual budget is unused budget and rolled forward to be utilized in the subsequent year, the City's ability to realize budgetary savings in the future are expected to be diminished as a result of these factors.

Based on these trends, it is anticipated that the balance in the General Fund will decrease over the next few years to 6.4% of expenditures by 2016 as the pace of revenue growth will not be able to keep pace with growth in expenditures. The Finance Department will continue to study revenue options and enhancements to offset the decline in future revenues.

### **Long-Term Debt Obligations and Debt Capacity**

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

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

### **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

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<sup>2</sup> National Bureau of Economic Research

property. Up to 1.5% may be authorized by City Council without a vote and are referred to as Councilmanic Bonds; however, any indebtedness available without a vote is proportionately reduced by any indebtedness with a vote in excess of 1%. The City may also levy, with a vote of the people, up to 5% of taxable property value for utility or open space and park facilities purposes. Any excess will proportionately reduce the margin available for general purposes. Total general obligation debt cannot exceed 7.5% of the value of property. The City debt obligations are well within the statutory limits for debt capacity. The following chart summarizes the City's current debt obligations by type of debt and legal limit.

General Obligation Bond Debt  
(In Thousands)

	Without a Vote 1.5%	With a Vote 1.0%	Utility Purposes 2.5%	Open Space and Parks 2.5%	Total
Bonding Capacity	\$107,998	\$71,999	\$179,996	\$179,996	\$539,989
Bonds Outstanding	65,417	-	-	-	65,417
Net Capacity	\$42,581	\$71,999	\$179,996	\$179,996	\$474,572

Source: 2011 CAFR

In 2010, the City issued \$31,990,000 of general obligation bonds<sup>3</sup>. The bonds were used for the following purposes: 1) refunding all or a portion of the City's outstanding 1998 Library bonds; 2) to pay for downtown infrastructure improvements which includes utility relocation and upsizing, a promenade with open plazas, and a new street surface; and 3) to pay for a portion of the cost of acquisition of certain condominium units to provide city office space near City Hall (City Hall Annex).

The City issued \$5,160,000 of general obligation debt in 2006 to provide funds for the design and construction of a new Golf Course clubhouse and improvements at the Cemetery<sup>4</sup>.

The City has also issued \$1,655,000 in general obligation debt in 1999 to pay the construction cost of hangars at the Auburn Airport. In 2005 the City refunded \$1,375,000 of the 1999 general obligation bonds in order to lower the interest rate<sup>5</sup>.

The City, under contractual obligations, is also responsible for a share of debt service for the Valley Communications Center Development Authority (originally issued in 2000 and refinanced in 2010); a 2009 bond issue from the South Correction Entity (SCORE) Public Development Authority; and the 1998 bonds issued for the construction of the library.

The Valley Communications Center was established under an Interlocal Agreement between the cities of Renton, Kent, Auburn, Tukwila, and Federal Way. The Center, commonly referred to as Valley Com, provides consolidated emergency communications (dispatch) for police, fire and medical aid. The cost distribution to the participating cities is based upon calls for service. Under this agreement, the City of Auburn is contracted to pay approximately 20% of the Valley Com debt service over a 15-year period; the balance on this bond is \$848,000.

The South Correctional Entity (SCORE), created under an Interlocal Agreement between the cities of Auburn, Burien, Federal Way, Renton, SeaTac, and Tukwila, provides for correctional services for the detaining of arrestees and sentenced offenders. Under this agreement, the City is contracted to pay 31% of the SCORE debt service over a 30-year period; the balance on this bond is \$26.733 million.

<sup>3</sup> LTGO 2010A – 2010D General Obligation Bonds

<sup>4</sup> 2006 non-taxable and taxable General Obligation Bonds

<sup>5</sup> 2005 refunding General Obligation Bonds

No additional general obligation bonds were issued in 2011 and 2012. No new general obligations bonds are anticipated in 2013 and 2014.

The City currently has an Aa3 rating from Moody's and an AA rating from Standard & Poor's for its general obligation debt.

### **Revenue Bonds**

The City has approximately \$22.9 million of principal in utility revenue bonds outstanding that are being repaid by revenues from utility funds. This includes a \$1.6 million balance for 2005 refunding bonds and \$21.3 million balance for 2010 utility system bonds.

In 2005 the City refunded \$2,855,000 of the 1997 revenue bonds in order to lower the interest rate. The present value savings were \$154,607.

The proceeds from the 2010 bond sale were used to construct new or replace utility infrastructure. In the Water Utility the proceeds will be used to buy wholesale water contracts, build a new reservoir, replace two booster pump stations, and replace water mains and other water system equipment. In the Sewer Utility bond proceeds will be used to replace two pump stations, replace damaged sewer pipe, and upgrade pump station control systems. In the Storm Drainage Utility bond proceeds will be used to replace a pump station, enlarge a flood control pond, and install new roadway drainage systems. The above projects are detailed in the comprehensive plan for each respective utility.

The City has established a coverage ratio of 1.25 for the utility revenue bonds, where the net utility operating revenues will exceed 1.25 times the maximum annual utility revenue bond debt service cost. The annual debt service payment is paid from the utility user or system development fees. Moody's has rated the outstanding utility revenue bonds Aa2.

Issuance of new revenue bonds totaling approximately \$12.3 million is anticipated in 2013 to support planned capital projects in the water and stormwater utilities. In 2012, the City Council approved Ordinance 6401 which established a series of planned rate adjustments which were designed to fully fund utility financial obligations through 2017, including the issuance of revenue bonds to support capital repair and replacement projects.

The following debt payment schedule are for all outstanding debt including utility revenue bonds and LID bonds.

Year	General		Utility Revenue		LID Bonds		Total	
	Obligation Bonds		Bonds/ PWTF Loans		Principal	Interest	Principal	Interest
	Principal	Interest	Principal	Interest				
2013	2,073,650	3,495,405	1,689,213	1,266,854	36,540	27,078	3,762,863	4,762,259
2014	2,141,500	3,423,436	1,719,213	1,232,140	38,367	25,251	3,860,713	4,655,576
2015	2,211,900	3,336,192	1,749,213	1,194,737	40,285	23,333	3,961,113	4,530,929
2016	2,075,150	3,247,736	1,789,213	1,149,511	42,299	21,319	3,864,363	4,397,247
2017	2,159,950	3,159,462	1,834,213	1,102,760	44,414	19,204	3,994,163	4,262,222
2018	2,244,400	3,062,867	1,874,213	1,056,496	46,635	16,983	4,118,613	4,119,363
2019	2,046,100	2,969,259	1,924,213	1,003,283	48,967	14,651	3,970,313	3,972,542
2020	1,924,350	2,884,078	1,791,845	947,819	44,169	12,203	3,716,195	3,831,897
2021	1,989,150	2,804,060	1,841,845	891,930	46,378	9,995	3,830,995	3,695,990
2022	2,077,900	2,748,800	1,659,759	819,626	48,697	7,676	3,737,659	3,568,426
2023	2,152,350	2,688,264	1,678,645	745,909	51,131	5,241	3,830,995	3,434,173
2024	2,236,800	2,623,815	1,728,645	669,907	53,688	2,684	3,965,445	3,293,722
2025	2,324,350	2,553,480	1,670,801	591,074	-	-	3,995,151	3,144,554
2026	2,001,550	2,299,218	1,720,801	509,950	-	-	3,722,351	2,809,168
2027	2,080,300	2,238,207	1,605,383	415,265	-	-	3,685,683	2,653,472
2028	2,170,600	2,174,659	1,665,383	317,324	-	-	3,835,983	2,491,983
2029	2,252,450	2,108,477	1,650,000	215,545	-	-	3,902,450	2,324,022
2030	2,345,850	2,038,463	1,720,000	110,011	-	-	4,065,850	2,148,474
2031	2,438,900	1,719,130	-	-	-	-	2,438,900	1,719,130
2032	2,546,950	1,641,860	-	-	-	-	2,546,950	1,641,860
2033	2,648,100	1,561,308	-	-	-	-	2,648,100	1,561,308
2034	2,757,350	1,477,270	-	-	-	-	2,757,350	1,477,270
2035	2,413,150	1,039,997	-	-	-	-	2,413,150	1,039,997
2036	2,510,500	948,575	-	-	-	-	2,510,500	948,575
2037	2,615,950	853,257	-	-	-	-	2,615,950	853,257
2038	2,724,500	753,836	-	-	-	-	2,724,500	753,836
2039	2,841,150	650,109	-	-	-	-	2,841,150	650,109
Totals	\$ 62,004,850	\$ 60,501,220	\$ 31,312,598	\$ 14,240,141	\$ 541,569	\$ 185,620	\$ 93,317,448	\$ 74,741,361

Source: 2011 CAFR and City Debt Service records

General Obligation bonds include LTGO 2010A-D, 2005 Refunding bonds for improvements at the Auburn Airport; 2006 taxable and for improvements at the Auburn Golf Course and the Auburn Mountain View Cemetery; Valley Communications Public Development Authority; and SCORE Public Development Authority. Utility bonds include 2005 refunding bonds and 2010 bonds for general water, sewer, and storm drainage utility capital improvements. Utility Public Works Trust Fund loans include loans for water corrosion control, reservoir protective coating, and Auburn Way South sewer replacement. LID bonds include LID #250 and LID #350.

**General Fund Fiscal Capacity**

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

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

**User Fees**

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

**B&O Tax**

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

**Business Licensing**

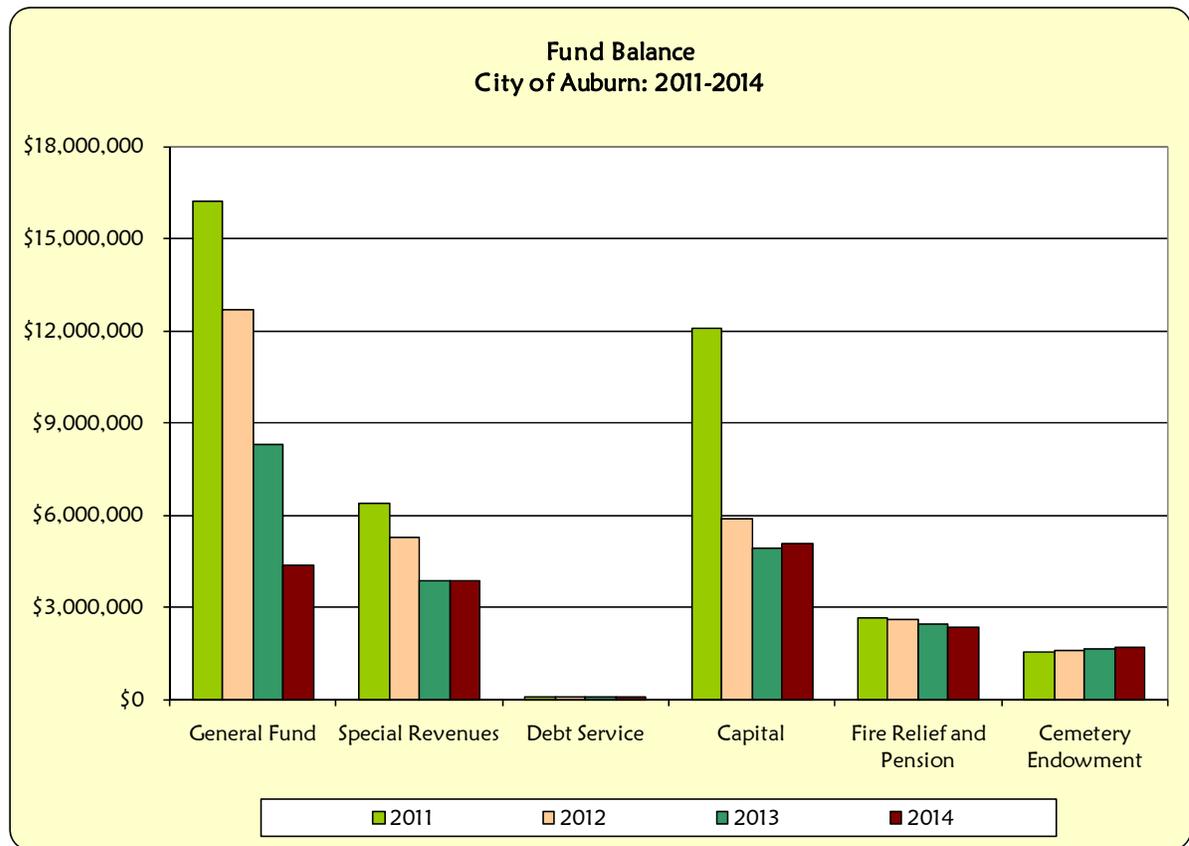
Some jurisdictions have used business licensing as a means of generating additional revenues. A very aggressive program could yield as much as \$750,000 per year.

### Fund Balance Trends

Following is the fund balance trend for the City’s governmental, fiduciary and permanent funds from 2011 through 2014.

#### Fund Balance 2011-2014

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Fire Relief and Pension Fund	Cemetery Endowment Fund
Actual:						
2011	\$16,238,069	\$6,378,546	\$100,629	\$12,066,850	\$2,666,530	\$1,556,571
Estimated Actual:						
2012	12,673,651	5,264,871	91,149	5,882,034	2,590,285	1,586,371
Budget:						
2013	8,311,009	3,867,903	81,669	4,911,571	2,482,786	1,636,471
2014	4,365,782	3,863,159	72,189	5,074,790	2,374,926	1,686,571



The General Fund’s ending balance decreases significantly from the 2011 actual amount to 2014 budget as reserves are drawn down as General Fund revenues have not kept pace with the increased costs of services, such as health care costs and rising pension costs.

Special Revenue fund balance decreases between 2011 actual and 2014 budget primarily due to scheduled transportation project construction activity in the Arterial Street and Local Street funds.

The Capital Projects fund balance decreases between 2011 actual and 2014 budget, reflecting the completion of construction activity for the Promenade and City Hall Plaza in 2011<sup>6</sup>.

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

### **Working Capital**

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

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

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

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

The Water Utility working capital balance decreased between 2011 and 2012, reflecting the spending of bond proceeds received in 2010 to finance an aggressive capital program. A rate study update was completed in early 2012, to fund forecasted operating and capital expenditures through 2017. The City Council agreed with the new financial plan. For the period 2013 through 2017, this rate update provided for annual 3.5% rate increases. The rate study update identified a need for a \$9.9 million revenue bond issuance in 2013.

The Sewer Utility working capital balance decreased between 2011 and 2012, reflecting the spending of bond proceeds received in 2010 to finance capital needs. A rate study update was completed in early 2012, to fund forecasted operating and capital expenditures through 2017. The City Council agreed with the new financial plan. The rate update provided for no further rate adjustments in 2013 and 2014 and annual 2.5% rate increases for 2015 through 2017. No new revenue bond issuances are anticipated over the 2013-2017 planning period.

The Storm Drainage Utility working capital balance decreased between 2011 and 2012, reflecting the spending of bond proceeds received in 2010 to finance capital needs. A rate study update was completed in early 2012, to fund forecasted operating and capital expenditures through 2017. The City Council agreed with the new financial plan. The rate update provided for annual 2.5% rate adjustments 2013 through 2017. The rate study update identified a need for a \$4.5 million revenue bond issuance in 2013.

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<sup>6</sup> These projects were accounted for in the Local Revitalization Fund (Fund #330) which was closed in 2012 following completion of construction in late 2011.

The City entered into a contract for garbage disposal services beginning November 2010. Rates are set to recover the cost of the service and encourage recycling efforts. Increasing costs in contracted services has caused a decrease in Solid Waste's working capital in recent years. In 2013 and 2014, the working capital balance is expected to decline, reflecting an increase in the tipping fee charged by King County. A rate study was completed in late 2012 to identify necessary rate increases which went into effect on January 1, 2013 to fully fund the utility's forecasted operating expenses.

The Airport entered into several long-term land leases in 2001 that has resulted in private development and increased revenue from the leases. Since 2004 the City has contracted the Airport to an outside manager. A slight decrease in working capital is projected in 2013 and 2014 for general airport security, repairs and maintenance and an update to its master plan.

The Cemetery completed construction the Mausoleum and Niche Wall project in 2007. Landscaping and irrigation improvements to the Cemetery are ongoing. Due to the Great Recession, Cemetery revenues were significantly affected requiring support from the City's Cumulative Reserve Fund in 2011 and 2012 to ensure sufficient working capital. In 2013 and 2014, revenues for the Cemetery are expected to remain flat, reflecting the continued weakness in general economic conditions. Additional annual transfers from the Cumulative Reserve Fund is budgeted in 2013 and 2014, if needed, to meet the Cemetery's working capital needs.

Revenue for the Auburn Golf Course was significantly affected by the Great Recession and an unseasonably wet season in 2010 and 2011. As a result, the Golf Course received an interfund loan from the Cumulative Reserve Fund in 2011 to support daily cash flow and working capital needs. The City Council created a new Auburn Golf Course Debt Service fund to account for the annual debt service payments related to bonds that were sold in 2006 to fund construction of the Club House. Funding for debt service payments in the new Golf Course Debt Service fund was made by way of an interfund transfer from the General Fund in 2012. For 2013 and 2014, payment will be made by means of an interfund transfer from the Cumulative Reserve fund.

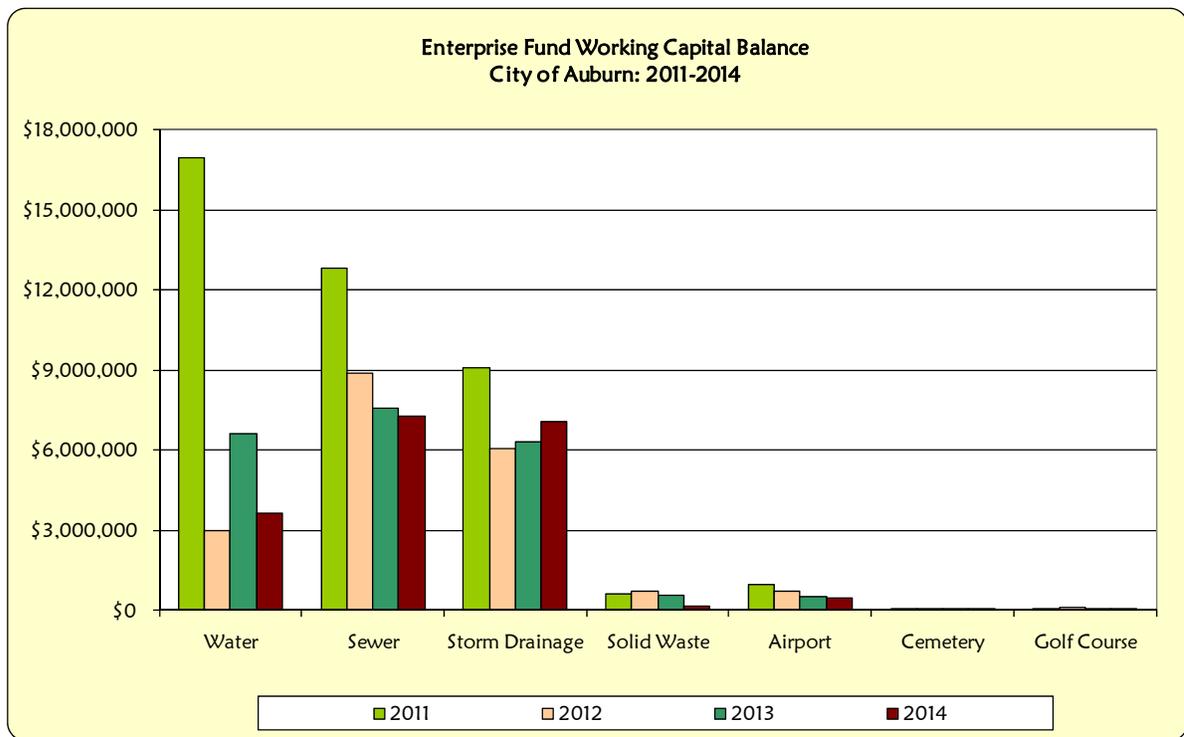
Equipment Rental fund working capital is projected to decrease in 2013 and 2014 as replacement funds are being used and construction occurs for its maintenance bay and fuel tank replacement capital projects.

Innovation and Technology became an Internal Service fund in 2005. Charges to departments cover the full cost of operations and replacement of equipment. Working capital is expected to decrease slightly in 2013 and 2014 as replacement funds are being used.

Facilities became an Internal Service fund in 2009. Charges to departments cover the full cost of operations and maintenance of city owned and operated buildings. Working capital is expected to remain stable as the fund continues providing scheduled services and maintenance to city buildings.

**Working Capital**  
Enterprise Funds

	Water	Sewer	Storm Drainage	Solid Waste	Airport	Cemetery	Golf Course
<b>Actual:</b>							
2004	\$8,554,976	\$11,903,336	\$5,111,165	\$3,289,301	\$334,315	\$425,945	\$90,114
2005	8,387,092	12,279,506	5,755,120	2,886,668	463,237	473,557	264,908
2006	9,623,966	12,399,324	6,744,361	2,746,031	644,590	609,812	204,408
2007	10,470,267	14,443,192	7,394,547	3,035,185	851,386	677,065	562,750
2008	10,367,027	14,585,273	7,896,879	2,695,161	1,011,718	436,368	367,286
2009	9,715,479	10,751,024	5,758,187	1,399,901	937,942	316,498	195,433
2010	21,606,067	16,021,979	9,795,538	775,690	969,009	124,129	3,752
2011	16,945,810	12,806,526	9,102,000	632,264	961,633	71,819	68,324
<b>Estimated Actual:</b>							
2012	2,983,426	8,899,265	6,057,392	725,294	727,073	13,406	105,984
<b>Budget:</b>							
2013	6,618,981	7,576,717	6,299,114	596,362	544,152	58,852	91,134
2014	3,665,615	7,271,571	7,064,101	161,372	484,629	83,478	74,987



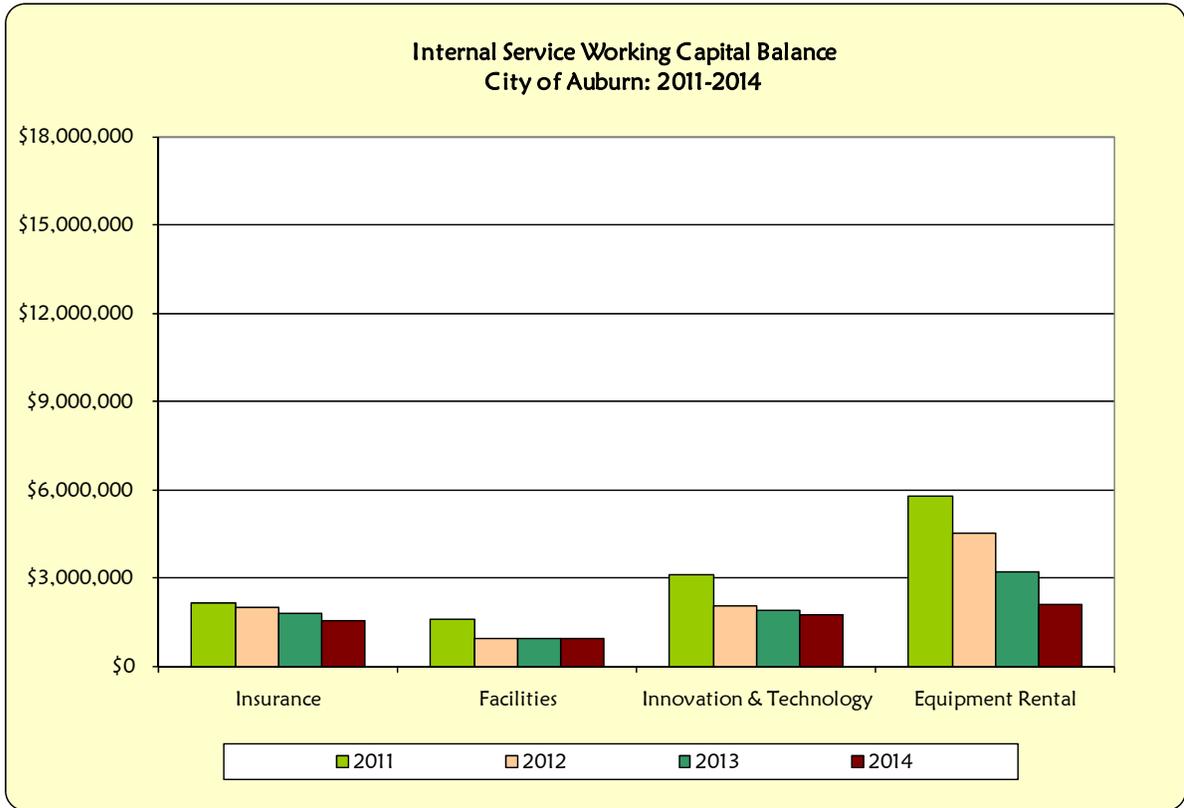
**Note:**

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

**Working Capital**

Internal Service Funds<sup>7</sup>

	Insurance	Facilities	Innovation & Technology	Equipment Rental
<b>Actual:</b>				
2004	\$2,693,180	-	-	\$4,508,076
2005	2,693,799	-	1,554,454	5,149,373
2006	2,742,617	-	2,479,575	5,863,063
2007	2,715,518	-	2,694,910	5,412,256
2008	2,481,572	-	2,932,485	6,104,142
2009	2,234,469	248,239	3,899,257	5,291,929
2010	2,366,832	714,944	3,949,793	5,826,195
2011	2,184,679	1,622,449	3,118,687	5,793,164
<b>Estimated Actual:</b>				
2012	1,984,779	973,149	2,038,367	4,511,304
<b>Budget:</b>				
2013	1,782,479	972,003	1,921,570	3,235,090
2014	1,580,079	956,799	1,774,517	2,131,927



<sup>7</sup> The Information Services fund was renamed to Innovation and Technology Fund in late 2012.



## SECTION IV: OPERATING BUDGET

### Introduction

This section of the budget details the City's baseline budget. As such, department or fund delineates a complete discussion of City operations. This section also takes a detailed look at departments and divisions by providing both quantitative and qualitative performance measures. This enhanced presentation is designed to focus more attention on the results and direction of City services rather than on line-item allocations.

The format of this section has been designed to present the information in an administrative structure beginning with the City Council and Mayor, followed by all funds for which each Department Director is responsible. For example, the Public Works Department will include budgets for Engineering and Street divisions in the General Fund as well as Transportation, Equipment Rental, and Utility Funds.

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

### Department Organizational Chart

Each organizational chart identifies the authorized staff positions in the 2013-2014 biennial budgets. The charts specifically identify each division that reports to the Department head. Each employee has a "home" department/division/fund, but may perform work for another department/division/fund. This system is intended to identify all authorized permanent staff positions.

### Department or Division Mission Statement

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

### Department Overview

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

### Accomplishments and Objectives

A summary of the progress each department or division made on their objectives during 2012, including general operations and obligation of the fund, and the objectives that the department will undertake in 2013-2014.

### Baseline Budget by Object

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

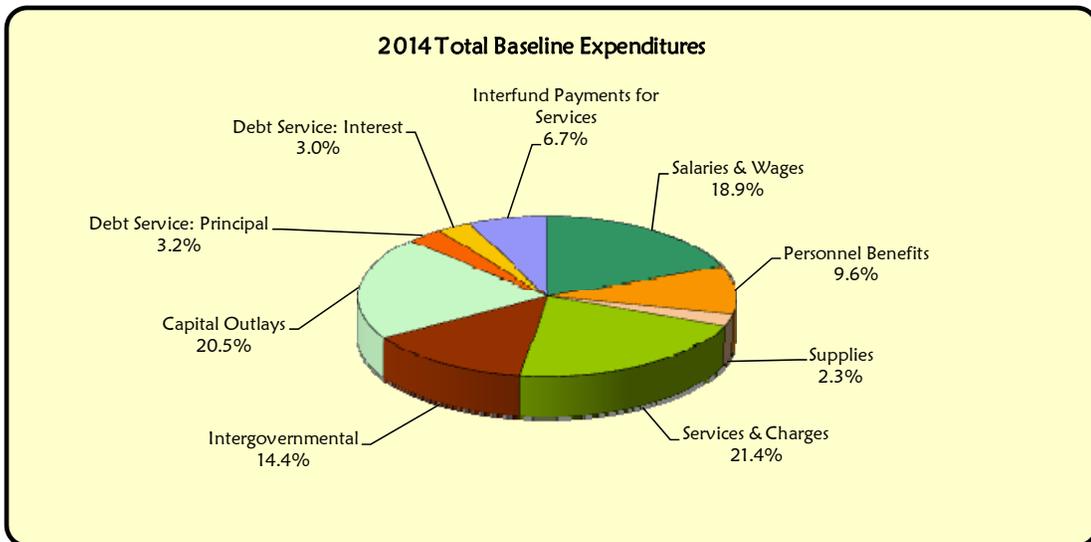
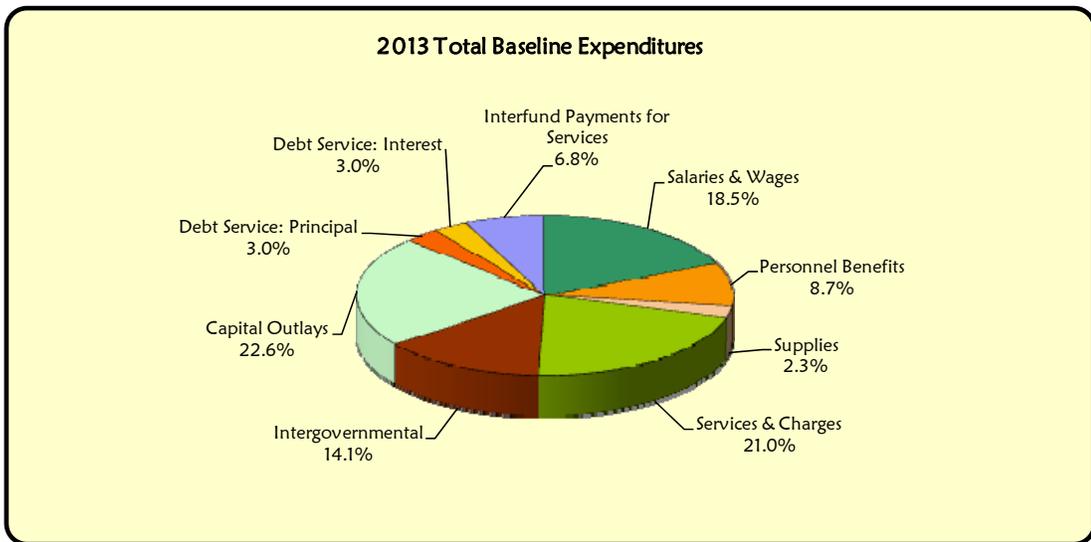
### Department Employees

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

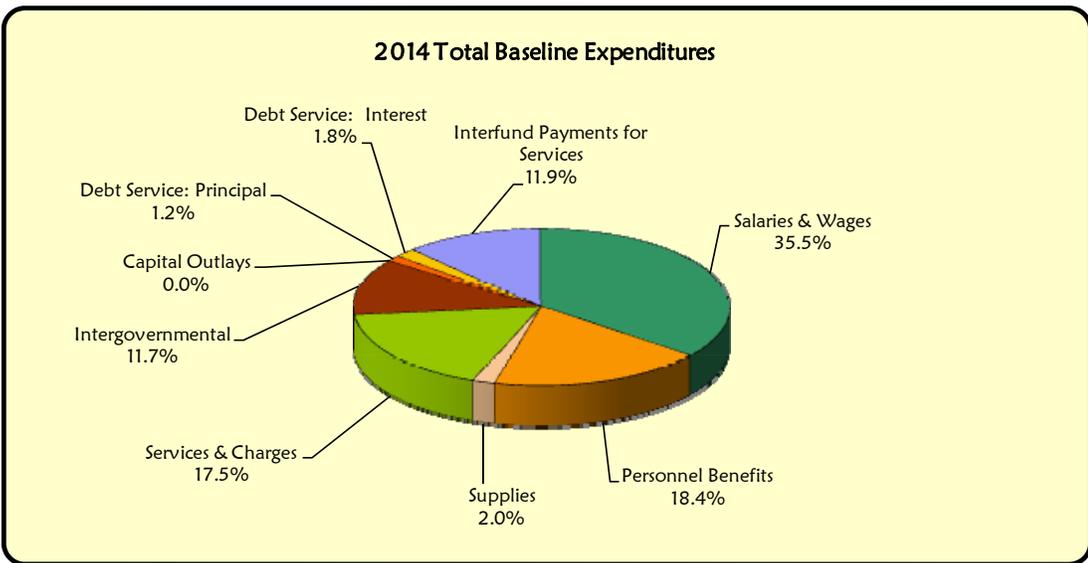
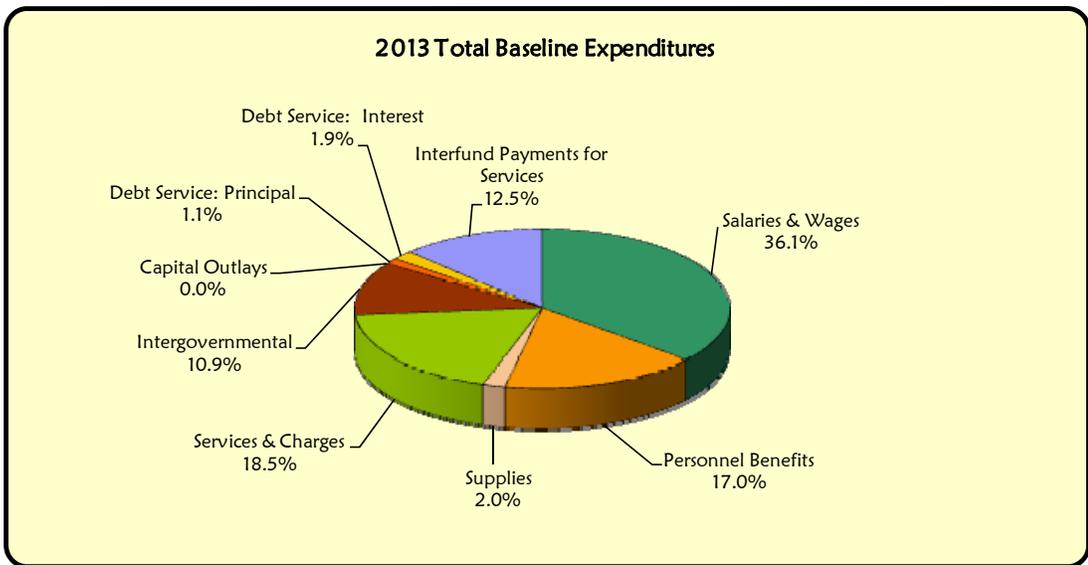
### Performance Measures

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

Total Baseline Budget	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
Salaries & Wages	\$30,219,509	\$32,613,719	\$31,097,586	\$30,933,439	\$30,774,212
Personnel Benefits	12,254,149	15,702,479	14,313,480	14,440,897	15,648,701
Supplies	3,109,330	3,772,424	3,351,384	3,843,868	3,813,043
Services & Charges	26,763,081	33,309,860	31,031,141	35,080,306	34,891,498
Intergovernmental	28,223,377	26,767,300	25,512,315	23,597,351	23,523,292
Capital Outlays	34,692,526	77,340,339	52,735,449	37,693,074	33,410,310
Debt Service: Principal	2,601,716	3,259,700	3,259,700	5,055,791	5,253,360
Debt Service: Interest	2,842,938	4,391,020	4,390,020	4,990,025	4,856,731
Interfund Payments for Services	10,700,190	10,506,650	10,433,050	11,375,564	10,888,476
Other Uses	16,272,575	-	-	-	-
Designated Fund Balance	5,532,812	4,044,830	4,144,830	4,345,620	4,837,570
Undesignated Fund Balance	92,206,677	52,247,627	61,998,732	54,999,058	45,048,062
<b>ALL FUNDS TOTAL</b>	<b>\$265,418,880</b>	<b>\$263,955,948</b>	<b>\$242,267,687</b>	<b>\$226,354,993</b>	<b>\$212,945,255</b>

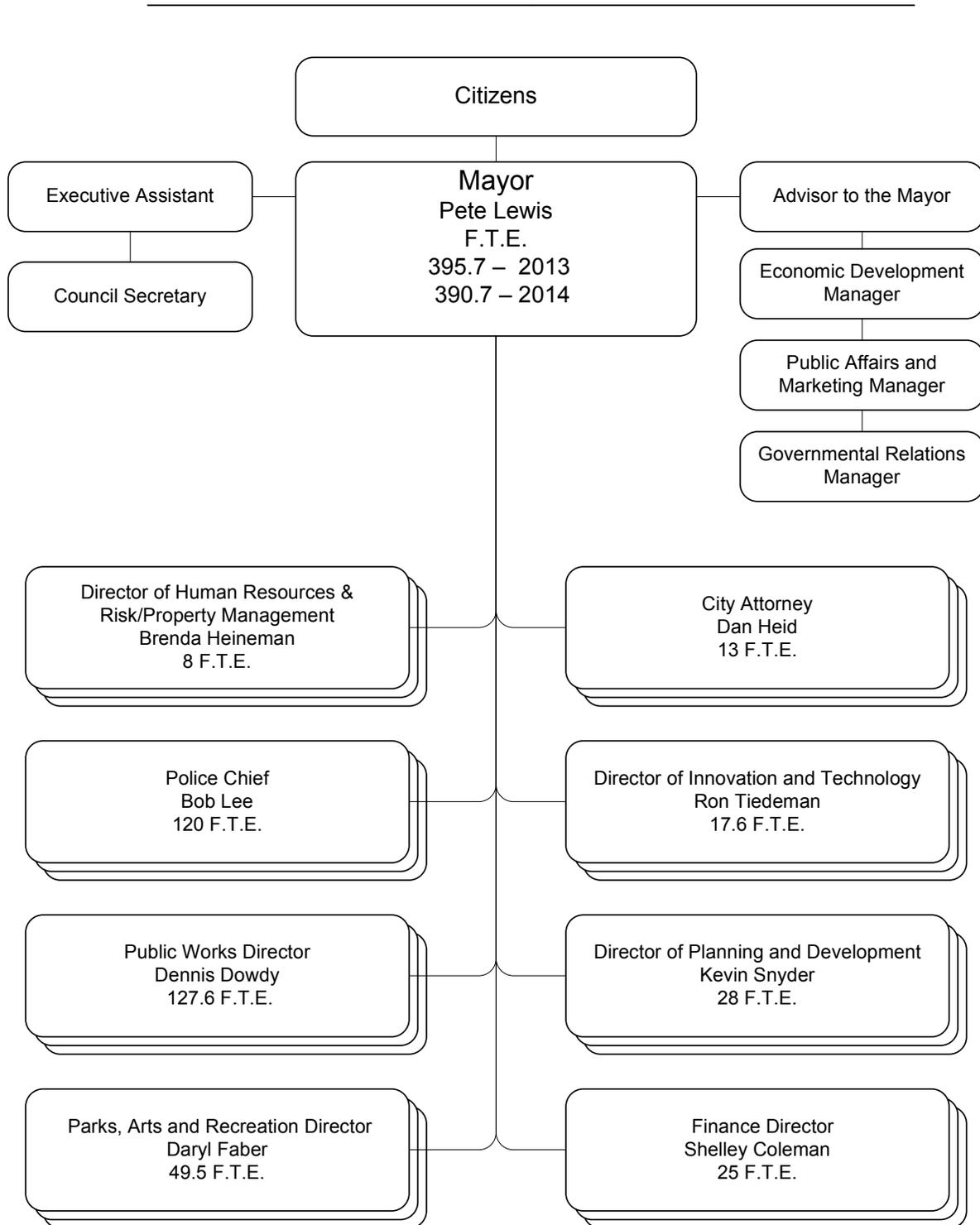


Total General Fund Budget	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
Salaries & Wages	\$19,880,195	\$21,852,244	\$20,374,280	\$19,614,225	\$19,347,985
Personnel Benefits	7,989,149	10,577,229	9,188,230	9,263,611	10,036,728
Supplies	847,959	1,132,300	746,700	1,063,000	1,064,350
Services & Charges	7,932,685	9,486,489	8,453,930	10,076,828	9,519,557
Intergovernmental	7,037,883	8,182,050	7,842,355	5,924,962	6,387,098
Capital Outlays	55,031	53,350	127,120	5,000	5,000
Debt Service: Principal	210,263	246,500	246,500	623,208	647,583
Debt Service: Interest	32,591	1,067,000	1,067,000	1,014,443	988,467
Interfund Payments for Services	6,475,940	6,355,400	6,281,800	6,783,262	6,501,562
Designated Fund Balance	300,825	342,183	342,183	342,183	342,183
Undesignated Fund Balance	15,937,246	6,275,474	11,766,618	7,968,827	4,023,599
<b>ALL FUNDS TOTAL</b>	<b>\$66,699,768</b>	<b>\$65,570,219</b>	<b>\$66,436,716</b>	<b>\$62,679,549</b>	<b>\$58,864,112</b>





# Organizational Chart



F.T.E. = Full Time Equivalent

## MAYOR AND CITY COUNCIL

### Department Overview

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

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

### 2011 & 2012 Accomplishments

- Worked with Council to implement a new forty year Vision of the City.
- Moved forward to begin implementing a community 'One Stop Shop' for Human Services.
- Added programs to celebrate Auburn's diversity.
- Increased joint planning and activities with the Muckleshoot Indian Tribe.
- Began planning for new bridges in our annexation areas with series of meetings.
- Worked in partnership with Auburn School District to increase our children's future potential.
- Opened Activity Center for teens in Les Gove Community Campus.
- Complete the Promenade Project in downtown.
- Began the work on the M Street Underpass.
- Completed the A/B Corridor for the first new north south route in recent history.
- Completed and began to implement recommendations for Urban Task Force.
- Completed and began to implement recommendations of Bicycle Task Force.
- Continued to enhance relationships focusing on Economic Development with: Green River Community College, Auburn Area Chamber of Commerce, Auburn Downtown Association, etc.
- Continued to support southeast cities to develop rail transit program to Transit Center.
- Strengthened partnerships in achieving strategic goals of Southend Area Coalition for Housing (SEARCH) to achieve affordable housing goals.
- Continued to increase market awareness of Auburn as a great place to do business.
- Represented citizens of Auburn on city, regional, state and federal level.

### 2013 & 2014 Objectives

- Initiate SMART (Specific, Measurable, Attainable, Relevant, and Time bound) goals for Council Committees and Departments.
- Review Airport Master Plan to plan for the future needs of the City.
- Add to the City's park and trail system.
- Continue work for a community One Stop Shop for Human Services.
- Implement programs to celebrate Auburn's diversity.
- Increase joint planning and activities with the Muckleshoot Indian Tribe.
- Work in partnership with Auburn School District to increase our children's future potential.
- Build a Community Center to the Les Gove Community Campus.
- Build a One Stop Shop for Veterans and Human Services.
- Reduce reliance on property tax by increasing business and its additional sales tax receipts.
- Sell at least two of the city's remaining four block downtown Catalyst project.

- Add new business development projects for downtown, 15<sup>th</sup> Streets North and South and North Auburn.
- Find funding solutions for Auburn's freight corridors.
- Complete the M Street Underpass.
- Continue to enhance relationships focusing on Economic Development with: Green River Community College, Auburn Area Chamber of Commerce, Auburn Downtown Association, etc.
- Create a Mayor's Round Table (monthly or quarterly) to bring business leaders from various industries together with city officials to improve business in Auburn.
- Add new kiosk and Amtrak stop at Transit Center.
- Continue to support southeast cities to develop rail transit program to Transit Center.
- Continue to strengthen partnerships in achieving strategic goals of SEARCH to achieve affordable housing goals.
- Create system reporting and accountability of churches, service clubs and partnering philanthropic investment in meeting local needs.
- Continue to increase market awareness of Auburn as a great place to do business.
- Continue to represent citizens of Auburn on city, regional, state and federal level.

**Department Budget**

001/11 Council/Mayor	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
Salaries & Wages	388,358	412,520	395,000	477,476	479,246
Personnel Benefits	104,237	134,170	120,000	154,154	168,350
Supplies	4,803	16,700	16,700	16,700	16,700
Services & Charges	79,545	109,900	109,900	105,700	105,800
Intergovernmental	-	-	-	-	-
Capital Outlays	-	-	-	-	-
Interfund Payments for Services	216,229	196,600	196,600	206,900	199,200
<b>DEPARTMENT TOTAL</b>	<b>\$793,172</b>	<b>\$869,890</b>	<b>\$838,200</b>	<b>\$960,930</b>	<b>\$969,296</b>

**Department Employees**

001 Council-Elected	2010	2011	2012	2013	2014
Councilmember	7.00	7.00	7.00	7.00	7.00
<b>TOTAL COUNCIL</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

001 Mayor FTE's	2010	2011	2012	2013	2014
Mayor-Elected	1.00	1.00	1.00	1.00	1.00
Mayor FTE's	2.00	2.00	4.00	4.00	4.00
Community Services FTE's	4.00	4.00	2.00	2.00	2.00
Communication FTE's	2.50	2.60	0.00	0.00	0.00
<b>TOTAL MAYOR FTE's</b>	<b>9.50</b>	<b>9.60</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

Full Time Equivalent (FTE)

**SPECIAL REVENUE FUNDS**

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

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

**2011 & 2012 Accomplishments**

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

**2013 & 2014 Objectives**

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

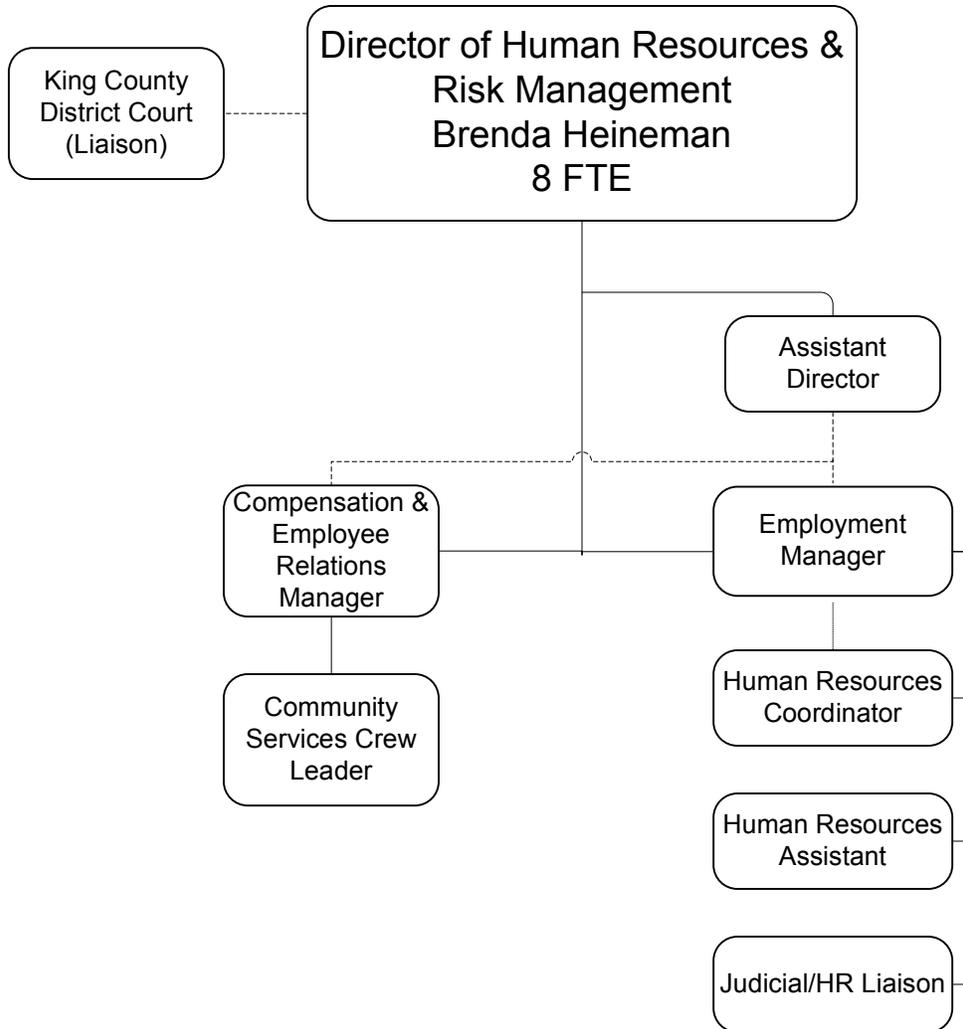
### Special Revenue Funds

119 Housing & Community Development	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
<b>Revenue</b>					
Beginning Fund Balance	43,299	43,397	43,397	55,647	45,647
HCDA Grant	590,745	480,500	450,000	450,000	450,000
HCDA Banked funds	-	-	-	-	-
CDBG-ARRA	68,533	-	-	-	-
Miscellaneous Revenue	-	-	-	-	-
<b>Total Revenue</b>	<b>\$702,577</b>	<b>\$523,897</b>	<b>\$493,397</b>	<b>\$505,647</b>	<b>\$495,647</b>
<b>Expenditures</b>					
Salaries & Wages	92,141	89,210	69,210	88,889	88,889
Personnel Benefits	22,703	29,840	29,840	31,111	31,111
Services & Charges	134,567	122,000	99,500	100,000	100,000
Capital Outlays	409,769	239,200	239,200	240,000	240,000
Undesignated Fund Balance	43,397	43,647	55,647	45,647	35,647
<b>Total Expenditures</b>	<b>\$702,577</b>	<b>\$523,897</b>	<b>\$493,397</b>	<b>\$505,647</b>	<b>\$495,647</b>



# Human Resources & Risk Management Department

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## 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, administers the compensation system, makes recommendations in employee compensation (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, and 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, develops, implements and ensures compliance with the City's safety program.

### 2011 & 2012 Accomplishments

- Developed and presented a Citywide orientation for all City employees focusing on internal customer service (service among co-workers).
- Presented to the City Council and Mayor an alternative, partially self-insured medical program in which the City will be able to better manage its medical costs and insurance premiums.
- Efficiently and effectively transitioned non-commissioned corrections officers pay, work conditions and benefits to the new South Corrections Entity (SCORE).
- Implemented an insurance review program that resulted in a reduction of liability and reduced losses resulting in a reduction of approximately \$125,000 in insurance premiums to our insurance carrier, Washington Cities Insurance Authority.
- Initiated on-line court payments.
- Implemented Veterans' court calendar.
- Completed the Activity Center.
- Received Diamond Award for special achievement for "Innovation of Using Compressed Work Week Solutions" in meeting Commute Trip Reduction goals.
- Negotiated and implemented five collective bargaining agreements through 2012.
- Efficiently and effectively completed all project management activities that resulted in successful reduction in energy consumption in City facilities.
- Researched and recommended future animal care and control services upon expiration of the agreement with King County.
- Facilitated transition of judicial services from Auburn Municipal Court to King County District Court.

### 2013 & 2014 Objectives

- Negotiate five collective bargaining agreements in the best interests of the City and employees for 2013 and 2014.
- Continue to promote excellent customer service and community service through the 3-C's training for all employees.
- Work in conjunction with the City Council committee to maintain the City's top 20 participation ranking in the National League of Cities prescription drug discount program.
- Implement a City Wellness Program and receive a 'WellCity' award from the Association of Washington Cities (AWC) to qualify the City for a 2% reduction in health care premiums.
- Work with City Council committees to implement SMART (Specific, Measurable, Attainable, Relevant and Time-bound) goals.

- Establish a web-based orientation program that allows new employees to review benefit information prior to the hire date.
- Develop and implement a partially self-insured employee medical benefits plan.
- Review and update all Administrative Policies and Procedures.
- Restructure the City's recruitment process to include new interview question banks that relate to job specifications.
- Transmit City investigation reports and claims to Washington Cities Insurance Authority (WCIA) within two weeks of claim filing.
- Reduce the City's five-year total liability losses by 10% from the previous five-year losses.
- Develop and submit the City's accident prevention program to Labor and Industries (L&I) for self-insured approval.
- Enroll the City into the Department of Labor and Industries "Stay at Work Program" to receive reimbursement for utilizing a Modified Duty/Return-To-Work Program for work-related injuries and illnesses.

**Department Budget**

001/13 Human Resources	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
Salaries & Wages	1,691,392	1,822,841	1,698,110	602,533	613,112
Personnel Benefits	631,415	804,293	683,690	231,861	253,961
Supplies	17,294	20,220	11,300	4,300	4,300
Services & Charges	1,047,885	1,243,670	1,049,300	718,490	727,990
Intergovernmental	-	-	-	268,566	1,611,398
Capital Outlays	-	-	-	-	-
Interfund Payments for Services	480,604	450,400	450,400	296,000	283,800
<b>DEPARTMENT TOTAL</b>	<b>\$3,868,589</b>	<b>\$4,341,424</b>	<b>\$3,892,800</b>	<b>\$2,121,750</b>	<b>\$3,494,561</b>

**Department Employees**

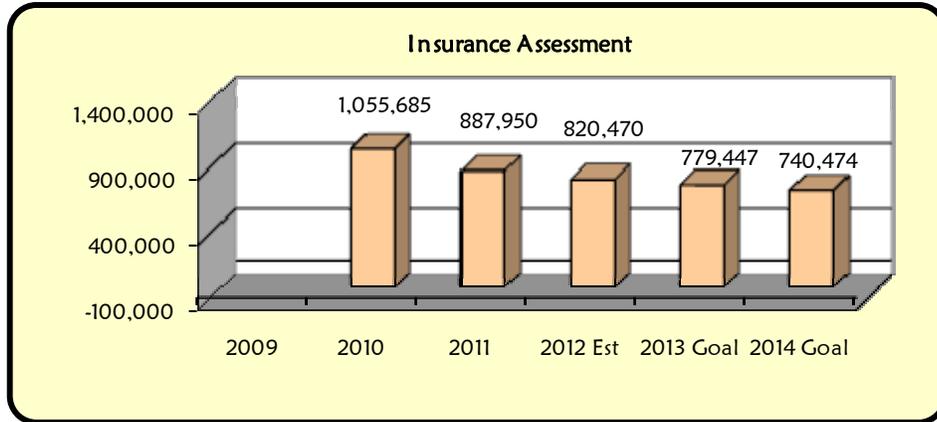
001 Human Resources FTE's	2010	2011	2012	2013	2014
Judge-Elected	1.00	1.00	0.00	0.00	0.00
Human Resources FTE's	6.50	7.00	8.00	8.00	8.00
Court/Probation FTE's*	17.00	19.00	0.00	0.00	0.00
<b>TOTAL HUMAN RESOURCES FTE's</b>	<b>24.50</b>	<b>27.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

Full Time Equivalent (FTE)

## PERFORMANCE MEASURES - HUMAN RESOURCES AND RISK MANAGEMENT DEPARTMENT

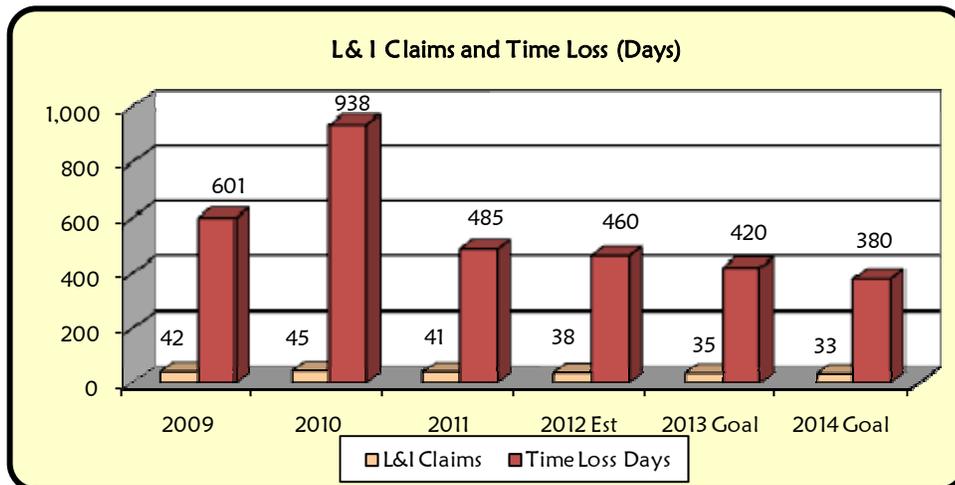
### Insurance Assessment

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 three years the City’s annual assessment has decreased by over \$200,000 annually. Over the next two years (2013-2014) the goal is to reduce that assessment by an additional \$100,000 annually.



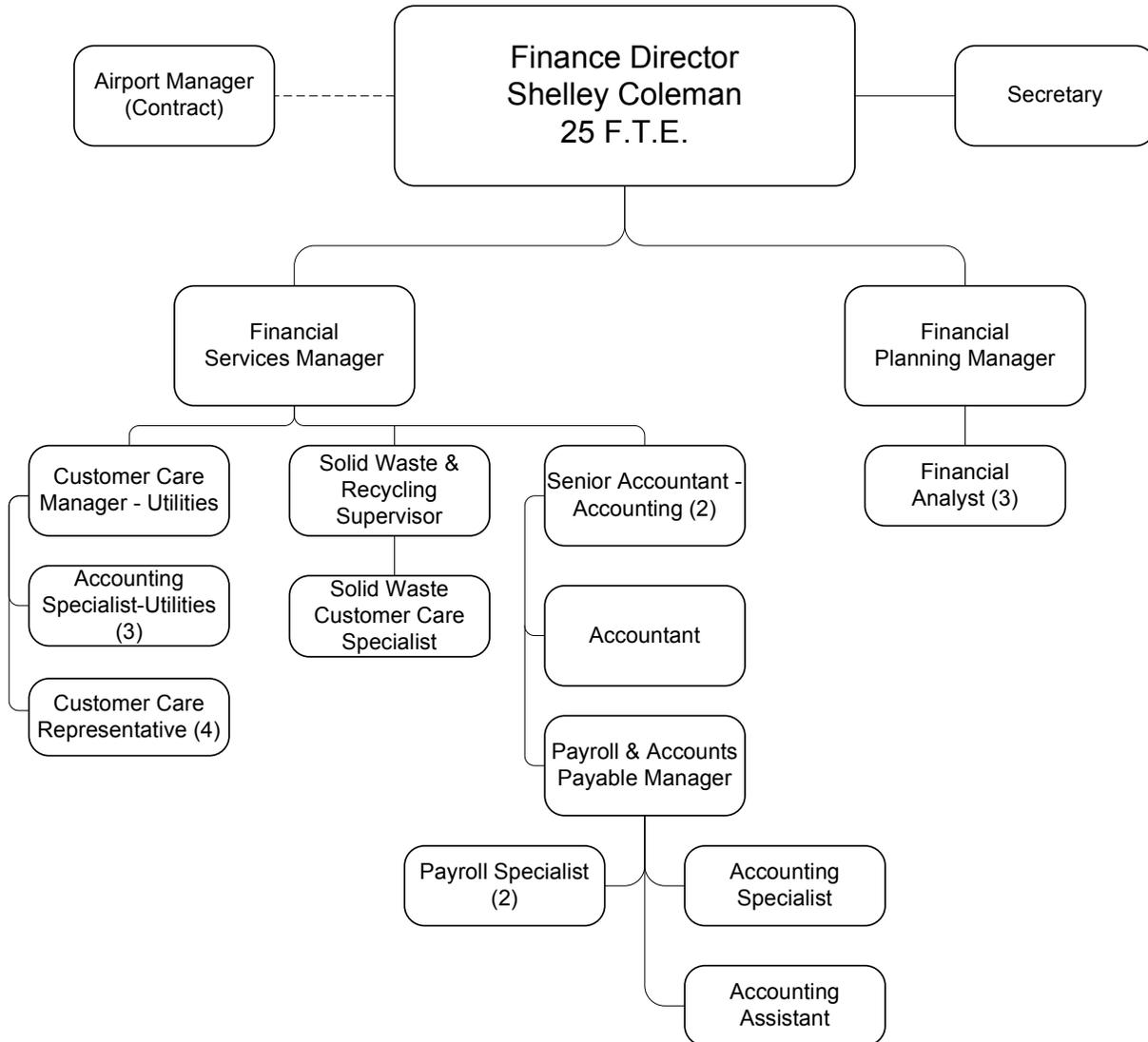
### L&I Claims and Time Loss (Days)

Labor and Industries (L&I) workers’ compensation claims cost the City hundreds of thousands of dollars a year. The primary driver of workers’ compensation claims are time loss total disability payments for injured workers. The City has taken aggressive steps toward minimizing injuries and returning injured workers back to work as quickly as possible. Studies have shown that the quicker an injured worker returns to work the greater the chances that worker has toward making a full recovery and thus mitigating the loss exposures (cost) associated with the injury. By aggressively pursuing early return to work options the City has significantly reduced the annual time loss days and workers’ compensation premium.



# Finance Department

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F.T.E. = Full Time Equivalent

## FINANCE DEPARTMENT

### Mission Statement

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

### Department Overview

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

### 2011 & 2012 Accomplishments

- Completed the 2011-2012 Final Budget and submitted documentation to Government Finance Officers Association (GFOA) for the Distinguished Budget Presentation award.
- Prepared the 2011 and 2012 Comprehensive Annual Financial Reports (CAFR's). Submitted documentation to the GFOA award program to receive the Certificate of Achievement for Excellence in Financial Reporting.
- Updated the six-year Capital Facilities Plan as part of the Comprehensive Plan.
- Continued to track performance measures to improve efficiency and effectiveness in providing customer service.
- Prepared and submitted the Local Revitalization Sales Tax Credit application to the State of Washington.
- Prepared and submitted the Annexation Sales Tax report to the State of Washington.
- Prepared monthly financial report providing year-to-date detail on city-wide revenues and summarizing the City revenues and expenditures.
- Administered Federal Aviation Administration (FAA) grant for new Airport Taxiway & Runway Lighting System.
- Implemented Governmental Accounting Standards Board (GASB) 54, which promulgated rules for Fund Balance reclassification.
- Worked with State Auditor's office for successful audit engagement.
- Continue implementing workflow business process between Maintenance and Operations (M&O) and Finance through the implementation of CarteGraph.
- Prepared an update to the 2009 rate study for the Water, Sewer and Storm Drainage Utilities.
- Negotiated a new seven year waste management contract. This included upgrading services to a cart based waste collection program, compressed natural gas (CNG) trucks and construction of a retail CNG station.
- Implemented on-line employee self service.
- Worked with the South Correctional Entity (SCORE) on marketing plan on new facility.
- Updated the OPM Committee business processes. The OPM Committee is an internal citywide committee comprised of key staff, whose purpose is to coordinate the application for, and administration of, monetary awards (such as grants) for city capital and operating programs.
- Worked with the City's Economic Development unit on specific projects.
- Prepared Accounts Payable system for procurement card purchasing.

**2013 & 2014 Objectives**

- Complete the 2013-2014 Final Budget and submit documentation to GFOA for the Distinguished Budget Presentation award.
- Prepare the 2013 and 2014 Comprehensive Annual Financial Reports (CAFR's). Submit documentation to the GFOA award program to receive the Certificate of Achievement for Excellence in Financial Reporting.
- Work with City Council committees to implement SMART (Specific, Measurable, Attainable, Relevant and Time-bound) goals.
- Update the six-year Capital Facilities Plan as part of the Comprehensive Plan.
- Update and expand the 2011 Revenue Manuals.
- Streamline purchasing using procurement cards.
- Work with State Auditor's office for successful audit engagement.
- Upgrade Utility Billing Software from version 6.05 to version 7 with the Innovation and Technology (IT) Department.
- Work with Utility customers to convert more accounts to online bill pay service.
- Implement Tyler Output Processor.
- Update the Airport Master Plan.
- Implement electronic payroll time entry system.
- Implement Laserfiche integration.
- Issue 2013 Water and Storm Drainage water utility revenue bonds for capital project construction, as identified in the utility rate study update.
- In coordination with the Public Works Department, facilitate preparation of a cost of service utility rate study for the water utility.
- Review solid waste rates.

**Department Budget**

001/14 Finance	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
Salaries & Wages	599,303	612,080	583,820	650,412	656,163
Personnel Benefits	229,539	277,110	269,470	287,020	313,688
Supplies	8,840	11,000	13,000	11,000	11,000
Services & Charges	114,249	174,900	113,700	162,300	163,800
Intergovernmental	-	-	-	-	-
Capital Outlays	-	-	-	-	-
Interfund Payments for Services	165,996	160,500	160,500	176,500	172,600
<b>DEPARTMENT TOTAL</b>	<b>\$1,117,926</b>	<b>\$1,235,590</b>	<b>\$1,140,490</b>	<b>\$1,287,232</b>	<b>\$1,317,251</b>

**Department Employees**

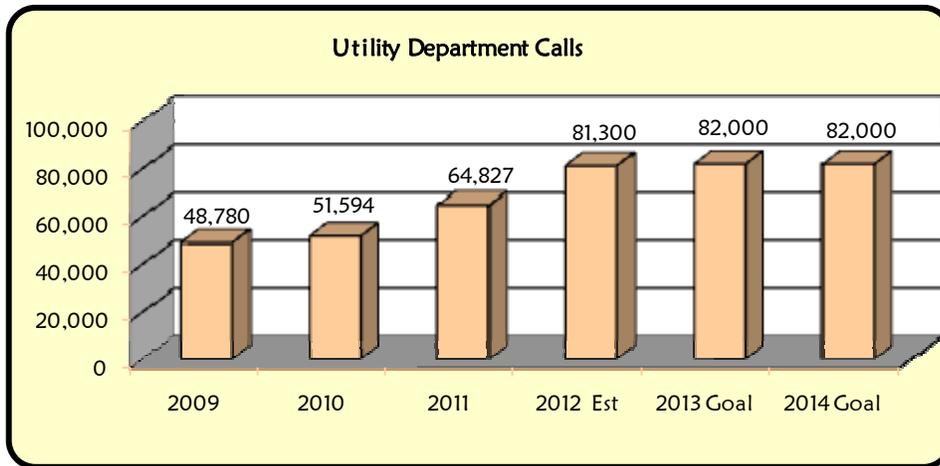
001/434 Finance FTE's	2010	2011	2012	2013	2014
Finance FTE's	21.00	22.00	22.00	23.00	23.00
Solid Waste FTE's	2.00	2.00	2.00	2.00	2.00
<b>TOTAL FINANCE FTE's</b>	<b>23.00</b>	<b>24.00</b>	<b>24.00</b>	<b>25.00</b>	<b>25.00</b>

Full Time Equivalent (FTE)

### PERFORMANCE MEASURES – FINANCE DEPARTMENT

#### Total Utility Department Calls

The Utility Billing Department tracks the incoming and outgoing phone activity for the department through the Cisco call center software. Using this information, management can determine both individual and overall department performance, the billing cycle relationship compared to peak hours or days in a month, and staff time spent on telephone calls. The Cisco call center software was implemented in 2010. In 2007, the City changed to monthly billing in July which resulted in an increase in the number of phone calls. The 2008 annexation of Lea Hill and West Hill increased the number of phone calls. The 2011 Lea Hill and West Hill solid waste transition and the 2012 Pierce County solid waste transition have resulted in a significant increase in the number of phone calls. The department goal is to maintain the same level of efficiency and to minimize the number of calls as technology improves and customer utilization of web based services such as Online Bill Pay and Webcheck Escrow Services are increased. This technology is currently in place and the staff will continue to promote these services by informing and educating our customers.



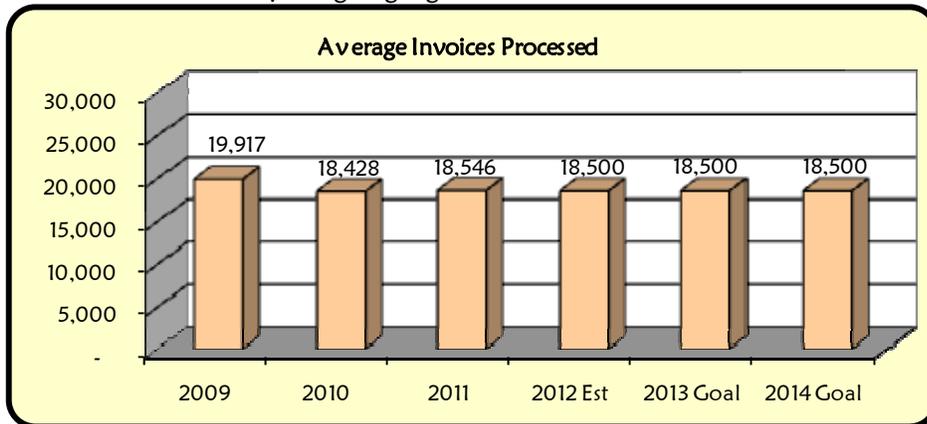
### Days Sales Outstanding

“Days Sales Outstanding” is the City’s average collection period, which is now based on a 25 day billing cycle, for all its utilities. This reflects the change to a monthly billing cycle which was implemented in July 2007. It is an important financial indicator because it shows the age, in terms of days, of an organization’s accounts receivable and the average time it takes to turn receivables into cash. It provides insight into the changes that occur within the City’s receivable balance. The City experienced a slight upswing in the number of day’s outstanding, beginning in 2009, due to the economic conditions.



### Average Invoices Processed

This statistic is used to track the productivity of the accounts payable employees, and to insure staffing is at proper levels to meet the City's ongoing legal disbursement commitments.



## NON-DEPARTMENTAL

### Department Overview

Non-Departmental accounts are used to reflect the General Fund's ending fund balance, prior year adjustments, the transfer of money between funds, and one-time transactions. Estimated costs for retiring employees are budgeted in this department.

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

### 2011 & 2012 Accomplishments

- Continued to fund Law Enforcement Officer and Fire Fighter (LEOFF) retiree medical and long-term care expenses.
- Continued to fund retirement payoffs.
- Continued to provide funding for general citywide services.
- Funded debt payments for Valley Communications and the Library.

### 2013 & 2014 Objectives

- Continue to fund LEOFF retiree medical and long-term care expenses.
- Continue to fund retirement payoffs.
- Continue to provide funding for general citywide services.
- Continue to support Neighborhood Improvement Program.
- Fund debt payment for Valley Communications and the Library.

**Department Budget**

001/98 Non-Departmental	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
Salaries & Wages	148,120	615,700	100,000	203,149	152,840
Personnel Benefits	1,015,965	1,680,200	1,614,800	1,317,378	1,448,968
Supplies	-	-	-	-	-
Services & Charges	452,394	527,900	390,800	1,995,660	1,379,814
Intergovernmental	334,807	3,830,500	4,024,500	51,250	52,000
Capital Outlays	44,493	43,350	100,000	-	-
Debt Service: Principal	171,790	201,000	201,000	-	-
Debt Service: Interest	-	31,900	31,900	-	-
Interfund Payments for Services	-	-	-	-	-
Designated Fund Balance	300,825	342,183	342,183	342,183	342,183
Undesignated Fund Balance	15,937,246	6,275,474	11,766,618	7,968,827	4,023,599
<b>DEPARTMENT TOTAL</b>	<b>\$18,405,640</b>	<b>\$13,548,207</b>	<b>\$18,571,801</b>	<b>\$11,878,447</b>	<b>\$7,399,404</b>

**Department Employees**

001/98 Non-Departmental FTE's	2010	2011	2012	2013	2014
Non-Departmental FTE's	0.00	0.00	0.00	0.00	0.00
<b>TOTAL NONDEPARTMENTAL FTE's</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

Full Time Equivalent (FTE)

## **SPECIAL REVENUE FUNDS**

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

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

### **2011 & 2012 Accomplishments**

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

### **2013 & 2014 Objectives**

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

### Special Revenue Funds

104 Hotel Motel Tax	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
<b>Revenue</b>					
Beginning Fund Balance	97,851	97,731	97,731	91,931	86,181
Hotel Motel Tax	65,058	70,000	70,000	70,000	70,000
Services & Charges	22,617	9,100	9,100	9,100	9,100
Investment Income	175	300	100	150	150
Transfers In	-	-	-	-	-
<b>Total Revenue</b>	<b>\$185,701</b>	<b>\$177,131</b>	<b>\$176,931</b>	<b>\$171,181</b>	<b>\$165,431</b>
<b>Expenditures</b>					
Services & Charges	87,970	85,000	85,000	85,000	85,000
Undesignated Fund Balance	97,731	92,131	91,931	86,181	80,431
<b>Total Expenditures</b>	<b>\$185,701</b>	<b>\$177,131</b>	<b>\$176,931</b>	<b>\$171,181</b>	<b>\$165,431</b>

122 Cumulative Reserve	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
<b>Revenue</b>					
Beginning Fund Balance	5,732,032	5,037,425	5,037,425	7,313,905	5,700,796
Investment Income	28,738	24,000	3,000	3,000	3,000
Transfer In	-	2,500,000	2,500,000	-	-
<b>Total Revenue</b>	<b>\$5,760,770</b>	<b>\$7,561,425</b>	<b>\$7,540,425</b>	<b>\$7,316,905</b>	<b>\$5,703,796</b>
<b>Expenditures</b>					
Transfer Out (a)	723,345	226,520	226,520	1,375,229	1,205,344
Debt Service Principal - Valley Com	-	-	-	215,000	212,000
Debt Service Interest - Valley Com	-	-	-	25,880	17,280
Undesignated Fund Balance	5,037,425	7,334,905	7,313,905	5,700,796	4,269,172
<b>Total Expenditures</b>	<b>\$5,760,770</b>	<b>\$7,561,425</b>	<b>\$7,540,425</b>	<b>\$7,316,905</b>	<b>\$5,703,796</b>

(a) Transfer Out Summary	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
AVHS Startup Costs Per Agreement	-	-	-	176,000	-
Library Bond	-	-	-	280,300	283,700
Interfund Loan Repayment IT Fund (2016 last pymt)	-	-	-	104,250	104,250
Interfund Loan Repayment Equip. Rental Fund (2016 last pymt)	-	-	-	104,250	104,250
Golf Course Debt Service Payments	400,000	-	-	390,429	393,144
Cemetery Cash Flow Needs	200,000	200,000	200,000	320,000	320,000
Auburn Environmental Park	123,345	26,520	26,520	-	-
<b>Total</b>	<b>\$723,345</b>	<b>\$226,520</b>	<b>\$226,520</b>	<b>\$1,375,229</b>	<b>\$1,205,344</b>

### Special Revenue Funds

124 Mitigation Fees	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
<b>Revenue</b>					
Designated Beginning Fund Balance	4,336,836	3,782,767	3,782,767	2,303,427	2,456,217
Undesignated Beginning Fund Balance	-	55,385	55,385	65,185	75,185
Fire Impact Fees	64,014	50,000	50,000	50,000	50,000
Transportation Impact Fees	826,263	800,000	800,000	800,000	800,000
Truck Impact Fees	421	5,000	5,000	-	-
School Impact Admin Fees	17,260	5,000	5,000	5,000	5,000
Lakeland Fire Mitigation Fees	80,171	-	-	-	-
Traffic Mitigation Fees	170,000	-	-	-	-
Parks Impact Fees	30,432	20,000	20,000	20,000	20,000
Interest Income	8,207	22,000	4,800	5,000	5,000
<b>Total Revenue</b>	<b>\$5,533,604</b>	<b>\$4,740,152</b>	<b>\$4,722,952</b>	<b>\$3,248,612</b>	<b>\$3,411,402</b>
<b>Expenditures</b>					
Intergovernmental	262,300	50,000	50,000	50,000	50,000
Transfer Out (a)	1,433,152	2,404,340	2,304,340	667,210	376,050
Designated Fund Balance	3,782,767	2,203,427	2,303,427	2,456,217	2,900,167
Undesignated Fund Balance	55,385	82,385	65,185	75,185	85,185
<b>Total Expenditures</b>	<b>\$5,533,604</b>	<b>\$4,740,152</b>	<b>\$4,722,952</b>	<b>\$3,248,612</b>	<b>\$3,411,402</b>

(a) Transfers Out Summary	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
To Fund 102 - Impact Fees	1,327,304	2,219,720	2,169,720	210,540	346,050
To Fund 102 - Mitigation Fees	105,470	-	-	350,000	-
To Fund 321 - Parks Impact Fees	-	150,000	100,000	50,000	-
To Fund 328 - Traffic Impact Fees	378	34,620	34,620	25,000	25,000
To Fund 328 - Wetland Mitigation Fees	-	-	-	31,670	5,000
<b>Total Operating Transfers Out</b>	<b>\$1,433,152</b>	<b>\$2,404,340</b>	<b>\$2,304,340</b>	<b>\$667,210</b>	<b>\$376,050</b>

## **DEBT SERVICE FUNDS**

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

### **2011 & 2012 Accomplishments**

- Made timely payment of principal and interest on outstanding debt issues.
- Continued accounting for existing LID funds including closing out funds for completed LIDs.
- Coordinated new LIDs with other City departments.
- Established new Debt Service funds for LID 350, and for bonds issued related to the City Hall Annex and Local Revitalization.
- Established the Golf Debt Service fund in 2012. This debt incurred as a result of improvements and upgrades made to the Auburn Golf Course.

### **2013 & 2014 Objectives**

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

**Debt Service Funds**

<b>229 1998 GO Library Bond Debt</b>	<b>2011 Actual</b>	<b>2012 Adj Budget</b>	<b>2012 Est Actual</b>	<b>2013 Budget</b>	<b>2014 Budget</b>
<b>Revenue</b>					
Beginning Fund Balance	46,058	45,754	45,754	46,054	46,354
Investment Income	321	1,200	300	300	300
Transfer In	286,200	286,900	286,900	280,300	283,700
<b>Total Revenue</b>	<b>\$332,579</b>	<b>\$333,854</b>	<b>\$332,954</b>	<b>\$326,654</b>	<b>\$330,354</b>
<b>Expenditures</b>					
Services & Charges	625	-	-	-	-
Debt Service Principal	215,000	220,000	220,000	220,000	230,000
Debt Service Interest	71,200	66,900	66,900	60,300	53,700
Undesignated Fund Balance	45,754	46,954	46,054	46,354	46,654
<b>Total Expenditures</b>	<b>\$332,579</b>	<b>\$333,854</b>	<b>\$332,954</b>	<b>\$326,654</b>	<b>\$330,354</b>

<b>230 City Hall Annex 2010 A&amp;B Bond Debt</b>	<b>2011 Actual</b>	<b>2012 Adj Budget</b>	<b>2012 Est Actual</b>	<b>2013 Budget</b>	<b>2014 Budget</b>
<b>Revenue</b>					
Beginning Fund Balance	104	158	158	158	158
Investment Income	-	-	-	-	-
Bond B Subsidy	406,321	406,300	406,300	406,320	406,320
Transfer In	1,289,300	1,289,800	1,289,800	1,290,200	1,290,200
<b>Total Revenue</b>	<b>\$1,695,725</b>	<b>\$1,696,258</b>	<b>\$1,696,258</b>	<b>\$1,696,678</b>	<b>\$1,696,678</b>
<b>Expenditures</b>					
Debt Service Principal	475,000	485,000	485,000	500,000	515,000
Debt Service Interest	1,220,567	1,211,100	1,211,100	1,196,520	1,181,520
Undesignated Fund Balance	158	158	158	158	158
<b>Total Expenditures</b>	<b>\$1,695,725</b>	<b>\$1,696,258</b>	<b>\$1,696,258</b>	<b>\$1,696,678</b>	<b>\$1,696,678</b>

**Debt Service Funds**

<b>231 Local Revitalization 2010 C&amp;D Bond Debt</b>	<b>2011 Actual</b>	<b>2012 Adj Budget</b>	<b>2012 Est Actual</b>	<b>2013 Budget</b>	<b>2014 Budget</b>
<b>Revenue</b>					
Beginning Fund Balance	76,401	-	-	100	200
LRF Sales Tax Credit	282,129	250,000	250,000	250,000	250,000
Investment Income	316	200	100	100	100
Bond D Subsidy	131,116	131,100	131,100	131,120	131,120
Transfer In	104,305	214,300	214,300	213,250	217,100
<b>Total Revenue</b>	<b>\$594,267</b>	<b>\$595,600</b>	<b>\$595,500</b>	<b>\$594,570</b>	<b>\$598,520</b>
<b>Expenditures</b>					
Debt Service Principal	195,000	200,000	200,000	205,000	215,000
Debt Service Interest	399,267	395,400	395,400	389,370	383,220
Undesignated Fund Balance	-	200	100	200	300
<b>Total Expenditures</b>	<b>\$594,267</b>	<b>\$595,600</b>	<b>\$595,500</b>	<b>\$594,570</b>	<b>\$598,520</b>
<b>249 LID Guarantee</b>					
	<b>2011 Actual</b>	<b>2012 Adj Budget</b>	<b>2012 Est Actual</b>	<b>2013 Budget</b>	<b>2014 Budget</b>
<b>Revenue</b>					
Beginning Fund Balance	64,287	54,388	54,388	44,488	34,588
Investment Income	101	500	100	100	100
Transfer In	-	-	-	-	-
<b>Total Revenue</b>	<b>\$64,388</b>	<b>\$54,888</b>	<b>\$54,488</b>	<b>\$44,588</b>	<b>\$34,688</b>
<b>Expenditures</b>					
Transfer Out	10,000	10,000	10,000	10,000	10,000
Debt Service Interest	-	1,000	-	-	-
Undesignated Fund Balance	54,388	43,888	44,488	34,588	24,688
<b>Total Expenditures</b>	<b>\$64,388</b>	<b>\$54,888</b>	<b>\$54,488</b>	<b>\$44,588</b>	<b>\$34,688</b>

**Debt Service Funds**

250 LID #250	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
<b>Revenue</b>					
Beginning Fund Balance	308	329	329	349	369
Investment Income	21	100	20	20	20
Special Assessment Interest & Penalties	27,901	26,500	26,500	24,982	23,413
Special Assessment Principal	28,472	29,000	29,000	31,390	32,960
<b>Total Revenue</b>	<b>\$56,702</b>	<b>\$55,929</b>	<b>\$55,849</b>	<b>\$56,741</b>	<b>\$56,762</b>
<b>Expenditures</b>					
Special Assessment Principal	28,472	29,000	29,000	31,390	32,960
Special Assessment Interest	27,901	26,500	26,500	24,982	23,413
Undesignated Fund Balance	329	429	349	369	389
<b>Total Expenditures</b>	<b>\$56,702</b>	<b>\$55,929</b>	<b>\$55,849</b>	<b>\$56,741</b>	<b>\$56,762</b>
<b>275 LID #350</b>					
	<b>2011 Actual</b>	<b>2012 Adj Budget</b>	<b>2012 Est Actual</b>	<b>2013 Budget</b>	<b>2014 Budget</b>
<b>Revenue</b>					
Beginning Fund Balance	830	-	-	-	-
Investment Income	3	-	-	-	-
Special Assessment Interest & Penalties	1,636	2,300	2,300	2,096	1,839
Special Assessment Principal	4,500	4,900	4,900	5,149	5,407
<b>Total Revenue</b>	<b>\$6,969</b>	<b>\$7,200</b>	<b>\$7,200</b>	<b>\$7,245</b>	<b>\$7,246</b>
<b>Expenditures</b>					
Special Assessment Principal	4,394	4,900	4,900	5,149	5,407
Special Assessment Interest	2,575	2,300	2,300	2,096	1,839
Undesignated Fund Balance	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$6,969</b>	<b>\$7,200</b>	<b>\$7,200</b>	<b>\$7,245</b>	<b>\$7,246</b>

### Debt Service Funds

417 Golf Course Debt Service	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
<b>Revenue</b>					
Beginning Fund Balance	-	-	-	-	-
Investment Income	-	-	-	-	-
Transfer In	-	392,100	392,100	390,429	393,144
<b>Total Revenue</b>	<b>\$0</b>	<b>\$392,100</b>	<b>\$392,100</b>	<b>\$390,429</b>	<b>\$393,144</b>
<b>Expenditures</b>					
Debt Service Principal	-	215,000	215,000	225,000	240,000
Debt Service Interest	-	177,100	177,100	165,429	153,144
Undesignated Fund Balance	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$392,100</b>	<b>\$392,100</b>	<b>\$390,429</b>	<b>\$393,144</b>

## **CAPITAL IMPROVEMENT FUND**

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

### **2011 & 2012 Accomplishments**

- Maintained accounting for Downtown Revitalization Program.
- Transferred out Real Estate Excise Tax (REET2) funds to support Local and Arterial Streets programs and transferred REET1 funds for debt services on Annex bonds.
- Provided funding for traffic and sidewalk programs.
- Continued to provide funding for facility improvements.

### **2013 & 2014 Objectives**

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

### Capital Projects Fund

328 Capital Improvement Projects	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
<b>Revenue</b>					
Beginning Fund Balance	7,124,925	6,164,487	6,164,487	5,268,537	4,586,304
REET 1	743,582	700,000	700,000	700,000	700,000
REET 2	743,582	700,000	700,000	700,000	700,000
State Grant	-	-	-	-	-
Investment Income	58,622	93,800	60,000	58,278	56,452
Contributions & Donations	32,866	33,900	33,900	36,539	38,367
Interfund Loan	-	-	-	-	-
Sales of Fixed Assets	1,329,713	-	-	-	-
Other Financing Sources	-	-	-	-	-
Transfer In	378	34,620	34,620	56,670	30,000
<b>Total Revenue</b>	<b>\$10,033,668</b>	<b>\$7,726,807</b>	<b>\$7,693,007</b>	<b>\$6,820,024</b>	<b>\$6,111,123</b>
<b>Expenditures</b>					
Planning & Parks Capital Outlay (1)	2,140	64,620	64,620	86,670	60,000
City Hall HVAC -REET1	-	626,500	375,900	250,600	-
City Hall Remodel Phase 1 & 2	-	539,060	539,060	588,000	-
Traffic Calming & Sidewalk Imp.	33,519	265,000	265,000	20,000	-
Traffic Signal Imp. & Equip. - REET2	124,232	220,790	220,790	175,000	175,000
Mohawks Plastics - REET2	15,000	-	-	-	-
Unrestricted Transfer Out	382,000	50,000	-	-	-
REET 1 Transfer Out (2)	2,237,405	1,323,900	644,800	645,200	645,200
REET 2 Transfer Out (3)	1,074,885	389,300	314,300	288,250	217,100
Undesignated Fund Balance	6,164,487	4,247,637	5,268,537	4,766,304	5,013,823
<b>Total Expenditures</b>	<b>\$10,033,668</b>	<b>\$7,726,807</b>	<b>\$7,693,007</b>	<b>\$6,820,024</b>	<b>\$6,111,123</b>

## LOCAL REVITALIZATION FUND

Local Revitalization Fund 330 accounts for the City Hall Plaza and the Downtown Promenade project. Funding was established by Senate Bill 5045 and designated the City of Auburn as a demonstration project. Local Revitalization Funding, through the state, provides the City with \$250,000 for 25 years to construct infrastructure projects within the designated revitalization boundary. The financing is a credit against the state's portion of sales/use tax. The goal of Local Revitalization Funding is to stimulate economic growth and future development through the infrastructure improvements. This fund was closed following completion of construction in 2012.

### 2011 & 2012 Accomplishments

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

### 2013 & 2014 Objectives

- None. Construction of the City Hall Plaza and Promenade is completed.

### Local Revitalization Fund

330 Local Revitalization Fund	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
<b>Revenue</b>					
Beginning Fund Balance	5,117,596	1,845,684	1,845,684	-	-
Grants	1,809,975	846,880	846,880	-	-
Investment Income	6,814	-	-	-	-
Contributions and Donations	-	-	-	-	-
Proceeds of Long Term Debt	-	-	-	-	-
Sales of Fixed Assets	-	-	-	-	-
Transfer In	382,000	-	-	-	-
<b>Total Revenue</b>	<b>\$7,316,385</b>	<b>\$2,692,564</b>	<b>\$2,692,564</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenditures</b>					
Salaries & Wages	232,780	33,400	33,400	-	-
Personnel Benefits	78,292	11,700	11,700	-	-
Supplies	-	-	-	-	-
Services & Charges	3,000	-	-	-	-
Intergovernmental	-	-	-	-	-
Capital Outlays	5,156,629	2,647,464	2,647,464	-	-
Debt Service: Principal	-	-	-	-	-
Debt Service: Interest	-	-	-	-	-
Interfund Payments for Services	-	-	-	-	-
Ending Fund Balance	1,845,684	-	-	-	-
<b>Total Expenditures</b>	<b>\$7,316,385</b>	<b>\$2,692,564</b>	<b>\$2,692,564</b>	<b>\$0</b>	<b>\$0</b>

## SOLID WASTE UTILITY DIVISION

### Mission Statement

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

### Department Overview

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

### 2011 & 2012 Accomplishments

- Implemented a new comprehensive solid waste contract with Waste Management on October 1, 2011.
- Coordinated the addition of approximately 3,500 residential garbage customers from the Southwest Lea Hill, West Hill, and Pierce County areas.
- Coordinated the collection of 919 tons of yard debris after the January 2012 storm.
- Maintained the residential recycling rate (including yard waste) at 50% by volume.
- Measured the participation rate in residential recycling and increased to an average of 91%.
- Promoted the "Multifamily Recycling Program" and increased multifamily complexes to 89% recycling participation.
- Increased the total diversion rate to 28%.
- Worked with the Auburn School District and gave recycling and solid waste presentations to students and continued Puget Sound Energy's (PSE) "Powerful Choices" presentations to all Auburn middle schools.
- Provided Natural Yard Care Workshops to the West Hill and Lakeland Hills neighborhoods.
- Continued to promote reuse by sponsoring an annual "Community Yard Sale" event.
- Continued to promote the "Food Scrap Recycling Program" to residential homes.
- Continued to provide citizens with recycling ability at all City facilities and parks.
- Continued food scrap recycling at most City facilities.
- Provided recycling at all City special events in conjunction with the Parks Department.

### 2013 & 2014 Objectives

- Continue to measure the residential recycling rate and maintain a rate over 50%.
- Increase the total diversion rate to 30%.
- Continue to provide citizens with recycling ability at all City facilities and parks.
- Continue to maintain recycling at all City special events and all parks in conjunction with the Parks Department.
- Reduce the rise in garbage collected by promoting waste reduction and recycling.

### Solid Waste Fund – 434 2013-2014 Working Capital Budget

Item	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget	
<b>Operating Budget</b>						
<b>Operating Revenue</b>						
343.750	Garbage Service	8,664,423	9,639,499	9,641,599	10,677,433	10,776,150
343.770	Household Haz. Waste	283,240	400,000	370,000	400,000	404,000
343.780 & 90	Refuse, City, Excise Tax	707,056	755,661	753,561	788,437	794,354
	<b>Total Operating Revenue</b>	<b>9,654,719</b>	<b>10,795,160</b>	<b>10,765,160</b>	<b>11,865,870</b>	<b>11,974,504</b>
<b>Operating Expense</b>						
537.000.10	Salaries and Wages	(413,514)	(434,055)	(434,055)	(391,672)	(396,074)
537.000.20	Personnel Benefits	(170,363)	(203,320)	(203,320)	(189,340)	(207,133)
537.000.30	Supplies	(47,878)	(55,374)	(55,374)	(44,400)	(50,000)
537.000.40	Services & Charges	(1,057,402)	(1,180,961)	(1,268,961)	(1,241,195)	(1,245,725)
537.000.40	Waste Management Fees	(7,778,809)	(8,410,450)	(8,410,450)	(9,633,000)	(10,015,000)
537.000.50	Intergovernmental	(284,162)	(400,000)	(282,000)	(400,000)	(404,000)
537.000.90	Interfund Payments for Services	(186,996)	(184,500)	(184,500)	(183,595)	(179,962)
537.000.00	Depreciation & Amortization	(18,819)	(21,000)	(21,000)	(19,400)	(20,000)
	<b>Total Operating Expenses</b>	<b>(9,957,943)</b>	<b>(10,889,660)</b>	<b>(10,859,660)</b>	<b>(12,102,602)</b>	<b>(12,517,894)</b>
	<b>Operating Income (Loss)</b>	<b>(303,224)</b>	<b>(94,500)</b>	<b>(94,500)</b>	<b>(236,732)</b>	<b>(543,390)</b>
<b>Non Operating Revenue (Exp)</b>						
361.110	Investment Income	592	300	300	400	400
337.000	Grants	139,504	166,230	166,230	88,000	88,000
537.800.80	Interest Expense	-	-	-	-	-
	<b>Total Non Oper. Rev (Exp)</b>	<b>140,096</b>	<b>166,530</b>	<b>166,530</b>	<b>88,400</b>	<b>88,400</b>
	<b>Net Income (Loss)</b>	<b>(163,128)</b>	<b>72,030</b>	<b>72,030</b>	<b>(148,332)</b>	<b>(454,990)</b>
<b>Add/Deduct Items Not Affecting Working Capital (W/C)</b>						
535.801.00	Depreciation & Amortization	18,819	21,000	21,000	19,400	20,000
	<b>Net W/C From Operations</b>	<b>(144,309)</b>	<b>93,030</b>	<b>93,030</b>	<b>(128,932)</b>	<b>(434,990)</b>
<b>Other Resources and Uses Budget</b>						
<b>Resources Other Than Operations</b>						
397.100	Transfer In	-	-	-	-	-
399.000	Other Sources	882	-	-	-	-
	<b>Total Resources</b>	<b>882</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Uses Other Than Operations</b>						
590.100.*	Other Uses	-	-	-	-	-
597.100.55	Transfer Out	-	-	-	-	-
590.100.64	Inc in Fixed Assets-Equipment	-	-	-	-	-
	<b>Total Uses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Net Change in W/C</b>	<b>(143,427)</b>	<b>93,030</b>	<b>93,030</b>	<b>(128,932)</b>	<b>(434,990)</b>
	<b>Beginning W/C 1/1</b>	<b>775,691</b>	<b>632,264</b>	<b>632,264</b>	<b>725,294</b>	<b>596,362</b>
	<b>Ending W/C 12/31</b>	<b>632,264</b>	<b>725,294</b>	<b>725,294</b>	<b>596,362</b>	<b>161,372</b>
	<b>Net Change in W/C</b>	<b>\$ (143,427)</b>	<b>\$ 93,030</b>	<b>\$ 93,030</b>	<b>\$ (128,932)</b>	<b>\$ (434,990)</b>

In early 2013, a Budget Amendment will recognize the rate increase passed by Council via Ordinance 6438.

**Department Employees**

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	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
434 Solid Waste FTE's					
Solid Waste FTE's	2.00	2.00	2.00	2.00	2.00
<b>TOTAL SOLID WASTE FTE's</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

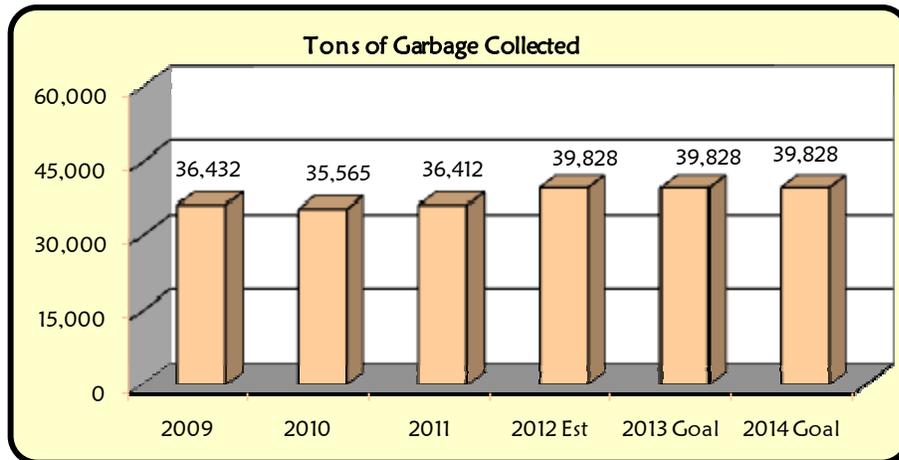
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Full Time Equivalent (FTE)

**PERFORMANCE MEASURES – SOLID WASTE FUND**

**Tons of Residential & Commercial Garbage Collected**

The City of Auburn garbage tonnage is increasing due to the addition of the Pierce County portion of Auburn in March 2012. The slow economy and continued recycling will keep tonnage steady in 2013 and 2014. The totals include East Lea Hill and West Hill annexation areas.



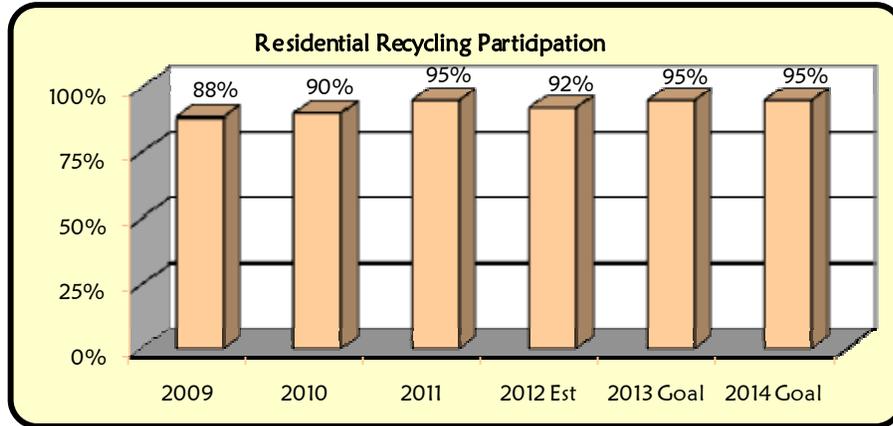
**Tons of Recycling & Yard Waste Collected**

City of Auburn recycling and yard waste tonnage increased sharply in 2012 due to the addition of the Pierce County portion of Auburn. We anticipate a steady increase in recycling for 2013-2014 by promoting "All-in-One" and "Food Scrap" recycling opportunities for residents. The totals include the East Lea Hill and West Hill annexation areas.



### Residential Recycling Participation Percentage

The residential recycling participation rates do not include the areas services by Allied Waste Services because solid waste service isn't mandatory and recycling is not included in the garbage rates. The participation is lower in 2012 than in 2011, but the City of Auburn is currently focusing on outreach to residential customers, so we should see an increase in 2013.



## AIRPORT FUND

### Vision

To identify, analyze, develop and implement, value added Airport systems solutions and services.

### Mission

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

### Department Overview

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

### 2011 & 2012 Accomplishments

- Continued implementation of the Airport Business Master Plan.
- Continued to campaign concerning the value of the Airport to citizens and surrounding area.
- Continue to advertise regionally to promote the use of the Auburn Airport as an alternative to Boeing, Renton and Tacoma.
- Continued to pursue State and Federal grant opportunities for continued airport development and improvements.
- Replaced obsolete fuel dispenser on east side pump.
- Began process of Federal Aviation Administration (FAA) Airport Master Plan update.
- Completed Airport Storm Water Drainage inventory (as built) to assist in future development opportunities.
- Completed roofing project for City hangars rows 9 and 10 with single seam roofing system over the existing roof.
- Investigated opportunities for fuel vendors, branded or unbranded aviation fuels.
- Continued to promote Jet fuel installation.
- Repaired, replaced and/or upgraded runway edge lighting system.
- Repaired, replaced and/or upgraded runway reil end identification lighting system.
- Crack sealed the entire runway, entire taxiway, north airport apron, center airport apron, hangar rows 5-8 taxiway. Completed over 27,000 linear feet.
- Completed conversion of one hangar to Department of Ecology (DOE) compliant aircraft washing area.
- Created a private label Aviation Fuel Discount Program.
- Main line storm drain cleanout (between runway and taxiway) and repaired drain pipes under the taxiways for better drainage.
- Design and published new updated website for the Airport (July/August 2012).

### 2013 & 2014 Objectives

- Complete the Airport Master Plan.
- Establish program with FAA and/or local investment in land opportunities adjacent to the Airport.
- Continue to promote Request for Proposal (RFP) for aeronautical business development at the Airport.
- Apply to FAA for replacement of obsolete Visual Approach Slope Indicator (VASI) with new FAA approved Precision Approach Path Indicator (PAPI) Systems.
- Upgrade and replace limited and obsolete airport security access system.
- Complete perimeter fencing of west side of Airport.

- Continue crack sealing of airport apron areas.
- Remove trees on the west side of the airport which have grown to heights that penetrate runway Safety Area.

**Airport Fund – 435**  
**2013-2014 Working Capital Budget**

Item	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
<b>Operating Budget</b>					
<b>Operating Revenue</b>					
341.930 Airport Security Service	15,530	13,500	13,500	15,000	15,000
344.604 Flowage Fee	10,454	10,380	10,380	10,380	10,380
362.501 Property Leases	210,035	205,000	205,000	150,000	203,000
362.502 Tie Down & Hangar Rent	380,252	402,000	402,000	380,000	380,000
362.503 Fuel Facility Rent	18,000	18,000	18,000	18,000	18,000
<b>Total Operating Revenue</b>	<b>634,271</b>	<b>648,880</b>	<b>648,880</b>	<b>573,380</b>	<b>626,380</b>
<b>Operating Expense</b>					
546.000.10 Salaries and Wages	(19,013)	(19,340)	(19,340)	(19,141)	(19,213)
546.000.20 Personnel Benefits	(5,138)	(5,310)	(5,310)	(6,565)	(7,175)
546.000.30 Supplies	0	(2,000)	(2,000)	(2,000)	(2,000)
546.000.40 Services & Charges	(495,511)	(724,400)	(724,400)	(453,820)	(466,840)
546.000.90 Interfund Payments for Services	-	-	-	-	-
546.800.01 Depreciation & Amortization	(393,078)	(218,000)	(218,000)	(404,700)	(416,800)
<b>Total Operating Expenses</b>	<b>(912,740)</b>	<b>(969,050)</b>	<b>(969,050)</b>	<b>(886,226)</b>	<b>(912,028)</b>
<b>Operating Income (Loss)</b>	<b>(278,469)</b>	<b>(320,170)</b>	<b>(320,170)</b>	<b>(312,846)</b>	<b>(285,648)</b>
<b>Non Operating Revenue (Exp)</b>					
361.110 Investment Income	2,131	3,000	3,000	1,500	1,500
369.900 Miscellaneous Revenue (Expense)	30,235	500	500	500	500
395.100 Gain/Loss Sale of Fixed Assets	-	-	-	-	-
546.100.80 Debt Service Interest	(62,218)	(58,800)	(58,800)	(46,275)	(41,675)
<b>Total Non Oper. Rev (Exp)</b>	<b>(29,852)</b>	<b>(55,300)</b>	<b>(55,300)</b>	<b>(44,275)</b>	<b>(39,675)</b>
<b>Net Income (Loss)</b>	<b>(308,321)</b>	<b>(375,470)</b>	<b>(375,470)</b>	<b>(357,121)</b>	<b>(325,323)</b>
<b>Add/Deduct Items Not Affecting Working Capital (W/C)</b>					
535.801.00 Depreciation & Amortization	393,078	218,000	218,000	404,700	416,800
<b>Net W/C From Operations</b>	<b>84,757</b>	<b>(157,470)</b>	<b>(157,470)</b>	<b>47,579</b>	<b>91,477</b>
<b>Other Resources and Uses Budget</b>					
<b>Resources Other Than Operations</b>					
333.201 Federal Aviation Grant	325,810	287,410	287,410	149,500	180,000
334.*** State Grant	8,352	2,230	-	-	-
399.000 Other Sources	(6,143)	-	-	-	-
<b>Total Resources</b>	<b>328,019</b>	<b>289,640</b>	<b>287,410</b>	<b>149,500</b>	<b>180,000</b>
<b>Uses Other Than Operations</b>					
590.100.05 Net Change in Restricted Assets	8,300	-	-	-	-
590.100.11 Inc in Fixed Assets-Benefits	-	-	-	-	-
590.100.21 Inc in Fixed Assets-Salaries	-	-	-	-	-
590.100.65 Inc in Fixed Assets-Construction	(328,452)	(492,820)	(259,500)	(265,000)	(206,000)
590.100.70 Debt Service Principal	(100,000)	(105,000)	(105,000)	(115,000)	(125,000)
<b>Total Uses</b>	<b>(420,152)</b>	<b>(597,820)</b>	<b>(364,500)</b>	<b>(380,000)</b>	<b>(331,000)</b>
<b>Net Change in W/C</b>	<b>(7,376)</b>	<b>(465,650)</b>	<b>(234,560)</b>	<b>(182,921)</b>	<b>(59,523)</b>
<b>Beginning W/C 1/1</b>	<b>969,009</b>	<b>961,633</b>	<b>961,633</b>	<b>727,073</b>	<b>544,152</b>
<b>Ending W/C 12/31</b>	<b>961,633</b>	<b>495,983</b>	<b>727,073</b>	<b>544,152</b>	<b>484,629</b>
<b>Net Change in W/C</b>	<b>\$ (7,376)</b>	<b>\$ (465,650)</b>	<b>\$ (234,560)</b>	<b>\$ (182,921)</b>	<b>\$ (59,523)</b>

## **INSURANCE**

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

In recent years, there has been a rapid increase in insurance premiums coupled with the decrease in coverage that has caused the City to continually re-evaluate its insurance program. The City currently meets its insurance needs by participating in the Washington Cities Insurance Authority's Insurance Pool (WCIA). From 1994 through 2009 no contributions have been made to this fund since interest earnings have been sufficient to cover the annual cost of operations. In 2010, interfund transfers were made to the insurance fund to offset increased unemployment insurance claims.

### **2011 & 2012 Accomplishments**

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

### **2013 & 2014 Objectives**

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

**Insurance Fund – 501**  
**2013-2014 Working Capital Budget**

Item	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
<b>Operating Budget</b>					
<b>Operating Revenue</b>					
361.110 Investment Income	3,221	3,800	3,800	2,000	2,000
397.100 Miscellaneous Revenue	-	-	-	-	-
Transfer In	-	-	-	-	-
<b>Total Operating Revenue</b>	<u>3,221</u>	<u>3,800</u>	<u>3,800</u>	<u>2,000</u>	<u>2,000</u>
<b>Operating Expense</b>					
517.700.20 Personnel Benefits	(181,397)	(200,000)	(200,000)	(200,000)	(200,000)
517.700.40 Services & Charges	(3,977)	(3,700)	(3,700)	(4,300)	(4,400)
<b>Total Operating Expenses</b>	<u>(185,374)</u>	<u>(203,700)</u>	<u>(203,700)</u>	<u>(204,300)</u>	<u>(204,400)</u>
<b>Operating Income (Loss)</b>	<u>(182,153)</u>	<u>(199,900)</u>	<u>(199,900)</u>	<u>(202,300)</u>	<u>(202,400)</u>
<b>Net Change in W/C</b>	<u>(182,153)</u>	<u>(199,900)</u>	<u>(199,900)</u>	<u>(202,300)</u>	<u>(202,400)</u>
<b>Beginning W/C 1/1</b>	<u>2,366,832</u>	<u>2,184,679</u>	<u>2,184,679</u>	<u>1,984,779</u>	<u>1,782,479</u>
<b>Ending W/C 12/31</b>	<u>2,184,679</u>	<u>1,984,779</u>	<u>1,984,779</u>	<u>1,782,479</u>	<u>1,580,079</u>
<b>Net Change in W/C</b>	<u>\$ (182,153)</u>	<u>\$ (199,900)</u>	<u>\$ (199,900)</u>	<u>\$ (202,300)</u>	<u>\$ (202,400)</u>

## FIDUCIARY FUNDS

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

### 2011 & 2012 Accomplishments

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

### 2013 & 2014 Objectives

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

**Fiduciary Fund**

<b>611 Fire Pension</b>	<b>2011 Actual</b>	<b>2012 Adj Budget</b>	<b>2012 Est Actual</b>	<b>2013 Budget</b>	<b>2014 Budget</b>
<b>Revenue</b>					
Beginning Fund Balance	2,780,181	2,666,530	2,666,530	2,590,285	2,482,786
Fire Insurance Prevention Tax	66,375	65,000	63,205	63,000	63,000
Investment Income	9,907	25,000	10,000	10,000	10,000
Unrealized Gain (Loss) On Invest.	1,520	-	-	-	-
<b>Total Revenue</b>	<b>\$2,857,983</b>	<b>\$2,756,530</b>	<b>\$2,739,735</b>	<b>\$2,663,285</b>	<b>\$2,555,786</b>
<b>Expenditures</b>					
Salaries & Wages	179,944	140,640	140,640	173,499	173,580
Personnel Benefits	3,659	4,810	4,810	3,000	3,280
Services & Charges	7,850	4,000	4,000	4,000	4,000
Undesignated Fund Balance	2,666,530	2,607,080	2,590,285	2,482,786	2,374,926
<b>Total Expenditures</b>	<b>\$2,857,983</b>	<b>\$2,756,530</b>	<b>\$2,739,735</b>	<b>\$2,663,285</b>	<b>\$2,555,786</b>

## PERMANENT FUNDS

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

### 2011 & 2012 Accomplishments

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

### 2013 & 2014 Objectives

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

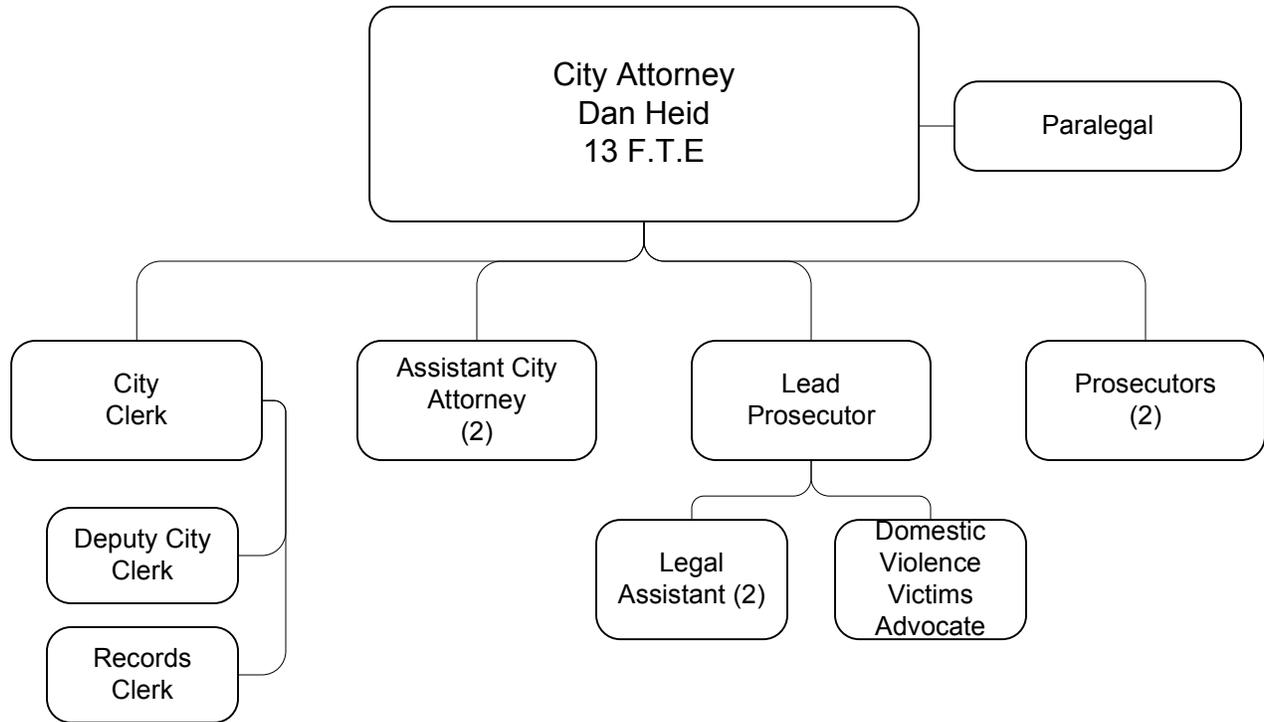
**Permanent Fund**

701 Cemetery Endowment	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
<b>Revenue</b>					
Reserved Fund Balance	1,404,391	1,449,220	1,449,220	1,499,220	1,547,220
Unreserved Fund Balance	132,717	107,351	107,351	87,151	89,251
Diverted Cemetery Revenue	44,829	50,000	50,000	48,000	48,000
Interest Income	5,934	4,700	2,100	2,100	2,100
<b>Total Revenue</b>	<b>\$1,587,871</b>	<b>\$1,611,271</b>	<b>\$1,608,671</b>	<b>\$1,636,471</b>	<b>\$1,686,571</b>
<b>Expenditures</b>					
Operating Transfers Out	31,300	22,300	22,300	-	-
Reserved Fund Balance	1,449,220	1,499,220	1,499,220	1,547,220	1,595,220
Unreserved Fund Balance	107,351	89,751	87,151	89,251	91,351
<b>Total Expenditures</b>	<b>\$1,587,871</b>	<b>\$1,611,271</b>	<b>\$1,608,671</b>	<b>\$1,636,471</b>	<b>\$1,686,571</b>



# Legal Department

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F.T.E. = Full Time Equivalent

## LEGAL DEPARTMENT

### Mission Statement

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

### Department Overview

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

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

### 2011 & 2012 Accomplishments

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

**2013 & 2014 Objectives**

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

**Department Budget**

001/15 Legal	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
Salaries & Wages	889,152	902,750	895,150	891,406	900,763
Personnel Benefits	297,997	345,500	331,750	332,185	363,174
Supplies	5,677	11,200	6,500	11,200	11,200
Services & Charges	75,558	113,150	80,000	118,600	118,700
Intergovernmental	93,567	137,200	137,200	149,200	149,200
Capital Outlays	-	-	-	-	-
Interfund Payments for Services	192,780	189,700	188,700	225,800	220,700
<b>DEPARTMENT TOTAL</b>	<b>\$1,554,731</b>	<b>\$1,699,500</b>	<b>\$1,639,300</b>	<b>\$1,728,391</b>	<b>\$1,763,737</b>

**Department Employees**

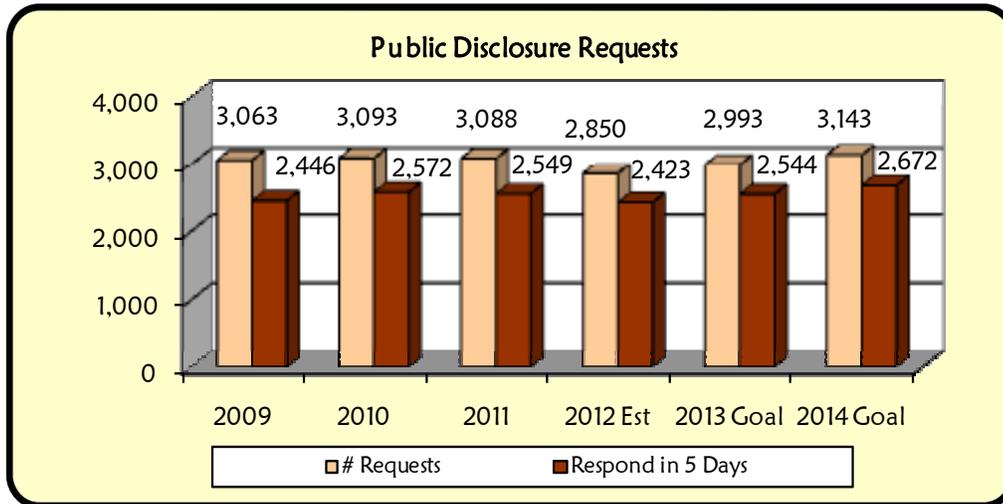
001 Legal FTE's	2010	2011	2012	2013	2014
Legal FTE's	13.00	13.00	13.00	13.00	13.00
<b>TOTAL LEGAL FTE's</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>

Full Time Equivalent (FTE)

## PERFORMANCE MEASURES – LEGAL DEPARTMENT

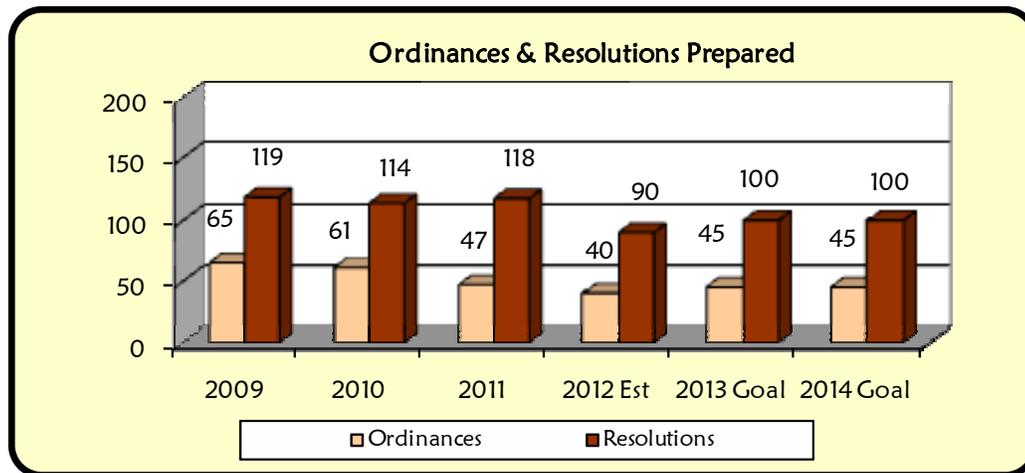
### Public Disclosure Requests - Responded to Within 5 Business Days

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



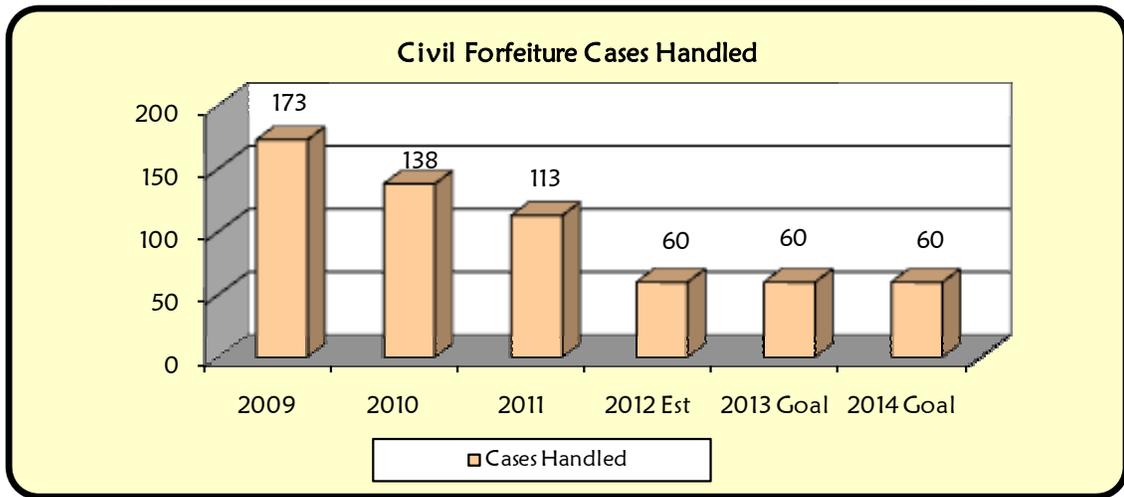
### Ordinances & Resolutions Prepared

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



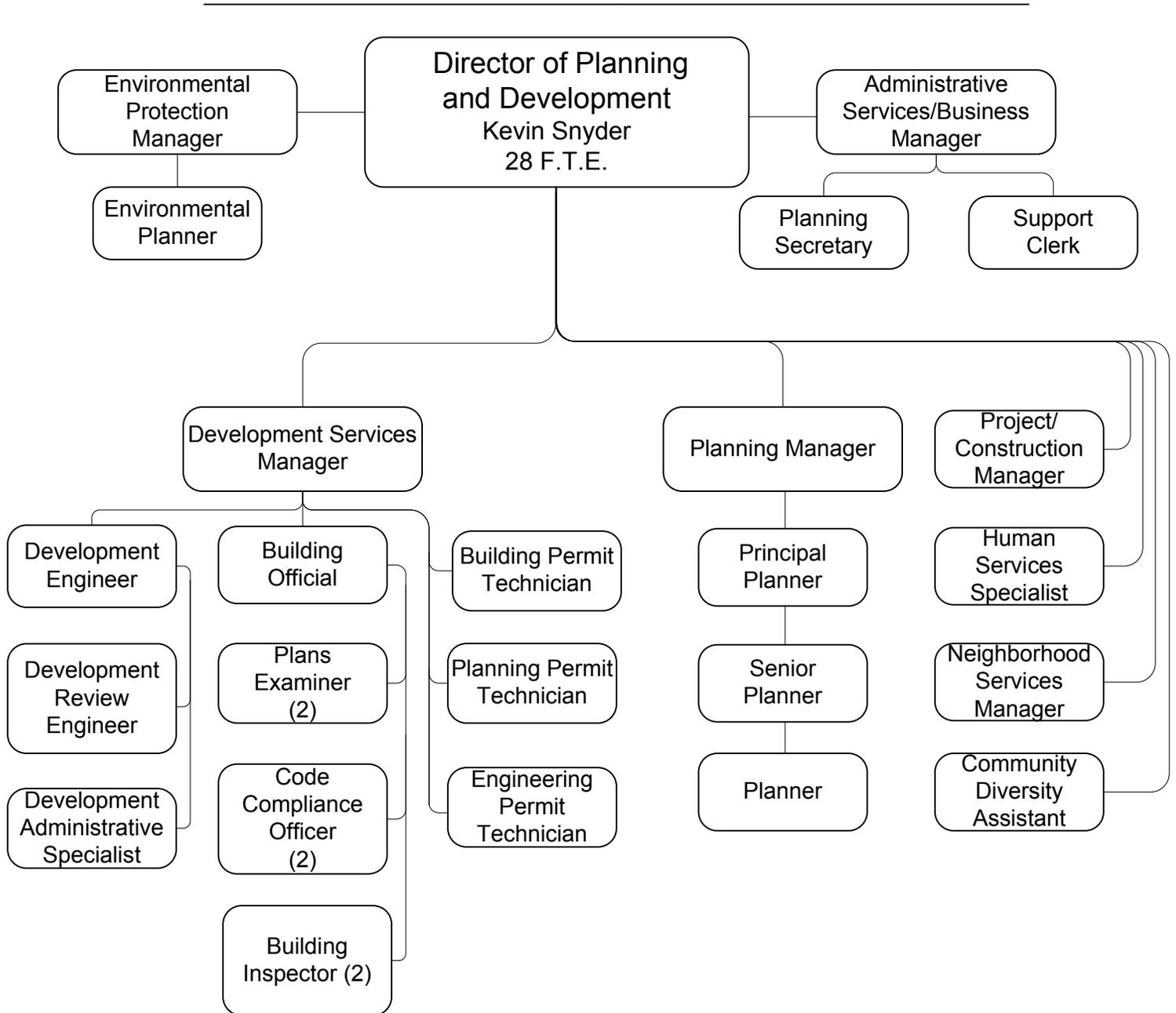
### Civil Forfeiture Cases

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





# Planning & Development Department



## PLANNING AND DEVELOPMENT DEPARTMENT

### Mission Statement

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

### Department Overview

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

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

### 2011 & 2012 Accomplishments

- During 2011 and 2012, assisted in the permitting, renovations and openings of Pick Quick Restaurant, Coastal Farm and Ranch, La Quinta Inn, Chase Bank Lakeland, Panda Express, Auburn Library renovation, Terry Homes II, Hospital Central Services Association, Four Lakes Apartments in Lakeland, Big Foot Java, AutoZone (2), O'Reilly Auto Parts, Auburn Valley Humane Society, Boeing, Gildo Rey Elementary, Auburn Chevrolet, Tommy Bahama worldwide distribution center, Albertsons, Volt and Multi-Care Cancer Center.
- In 2011, assisted in the multi-departmental development and implementation of the fee deferral ordinance program to defer impact fees and system development charges and the construction sales tax refund program to promote economic development.
- In 2011, in conjunction with the Parks, Arts and Recreation Department implemented the Storefronts Auburn program to fill vacant downtown commercial space with temporary art installations, artists in residence and commercial art businesses.
- In 2012, in conjunction with the Parks, Arts and Recreation Department implemented the design effort for the City's first Outdoor Sculpture Galley in downtown Auburn.
- In 2011, in coordination with the Public Works Department completed construction on the City Hall Plaza and Plaza Park projects.

- In 2011, completed the Master Plan Code Amendment and the Phase 2, Group 1 Code Amendments.
- In 2011, achieved a 99% renewal rate for City business licenses.
- In 2011, in coordination with the Innovation and Technology Department, launched eTrackit web based permit service resulting in the processing of 36 permits.
- In 2011, issued 217 new single-family residential building permits with a total construction valuation of \$44,464,208 and 38 commercial building permits with a total construction valuation of \$10,904,441.
- In 2011, performed 1,459 building plan reviews for residential and commercial development and 7,289 building inspections averaging 30 inspections per day.
- In 2011, provided customer service via in-person discussions, phone calls and electronic mail messages to 20,239 clients.
- In 2011, opened 714 code compliance cases and closed out 690 code compliance cases.
- In 2011, conducted 820 land use reviews, completed 168 engineering reviews, facilitated 17 Pre-Construction Meetings and 21 Pre-Application Conferences, conducted 73 sign permit reviews, issued 250 pet licenses and 127 parking permits.
- In 2011, approved 4 preliminary plats totaling 86 lots and 3 final plats totaling 148 lots.
- In 2012, approved 2 final plats totaling 85 lots. In 2012, completed construction and opening of the City's first elevated boardwalk trail at the Auburn Environmental Park.
- In 2012, completed in partnership with the Public Works Department the construction and opening of the South Division Street Promenade.
- In 2012, coordinated the development and adoption with the Mayor's Office of the City's Small Business Development Assistance Pilot Program.

### **2013 & 2014 Objectives**

- Coordinate the adoption of the 2012 International Building Codes.
- Complete design and construction of Mill Creek, Wetland 5K reach in partnership with the Army Corps of Engineers.
- Work with City Council committees to implement SMART (Specific, Measurable, Attainable, Relevant and Time-bound) goals.
- Construct Fenster Levee Setback Phase 2B and restoration and development elements in the Auburn Environmental Park.
- Design and construct Jovita Heights "fee in lieu of" wetland mitigation project.
- Design and construct the Phase 2 extension of the Wetland Boardwalk Trail at the Auburn Environmental Park.
- Update the Auburn Environmental Park Master Plan.
- Implement National Flood Insurance Program Community Rating System program (transferred from Public Works).
- Work with City Council on climate action planning and policy development.
- Provide continuous, timely, efficient and high quality land use, building and engineering approval processes that meet or exceed clients' expectations.
- Implement an annual Downtown Improvement Project in coordination with the Public Works Department.
- Establish quantitative and qualitative performance measures for all department services and functions.
- Continue providing the City of Algona with building plan review and inspection services.
- Continue providing the City of Enumclaw with building plan review and inspection services.
- Continue providing support to the Housing Home Repair program.
- Continue support of the City's Economic Development initiatives and programs.
- Participate in multi-department efforts to implement electronic permit processing.
- Complete major update to the City's Comprehensive Plan.
- Continue improvements in the provision of building review and inspection services.

- Implement work flow efficiencies for improved code enforcement response times and reduce open case files.

**Department Budget**

<b>001.17.524 and 001.17.558 Planning &amp; Development</b>	<b>2011 Actual</b>	<b>2012 Adj Budget</b>	<b>2012 Est Actual</b>	<b>2013 Budget</b>	<b>2014 Budget</b>
Salaries & Wages	1,882,206	1,907,050	1,820,000	1,859,953	1,893,862
Personnel Benefits	618,832	735,520	700,000	732,244	802,035
Supplies	12,096	33,200	20,000	19,000	19,000
Services & Charges	388,918	506,850	415,000	492,700	461,500
Intergovernmental	297,113	169,000	248,805	122,000	122,000
Capital Outlays	-	-	-	-	-
Interfund Payments for Services	547,272	532,000	532,000	543,000	525,100
<b>DEPARTMENT TOTAL</b>	<b>\$3,746,437</b>	<b>\$3,883,620</b>	<b>\$3,735,805</b>	<b>\$3,768,897</b>	<b>\$3,823,497</b>

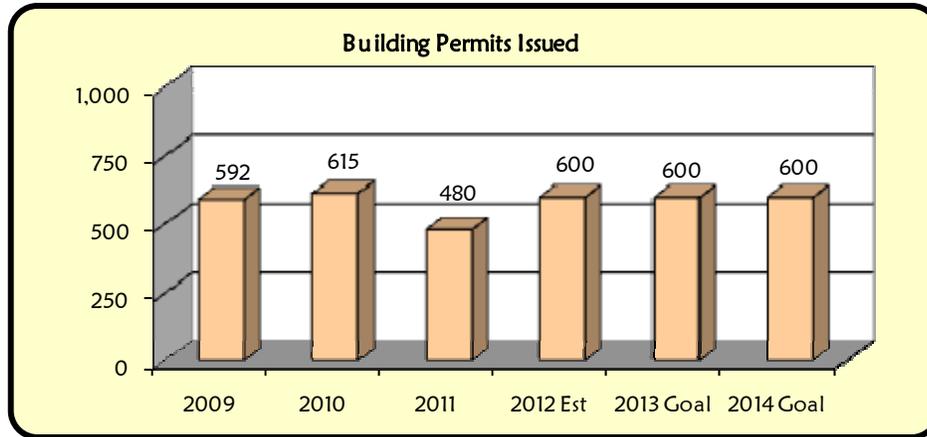
**Department Employees**

<b>001 Planning &amp; Development FTE's</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Planning & Development FTE's	24.00	24.00	25.00	25.00	25.00
Community & Human Services FTE's	0.00	0.00	3.00	3.00	3.00
<b>TOTAL PLANNING FTE's</b>	<b>24.00</b>	<b>24.00</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>

## PERFORMANCE MEASURES – PLANNING AND DEVELOPMENT

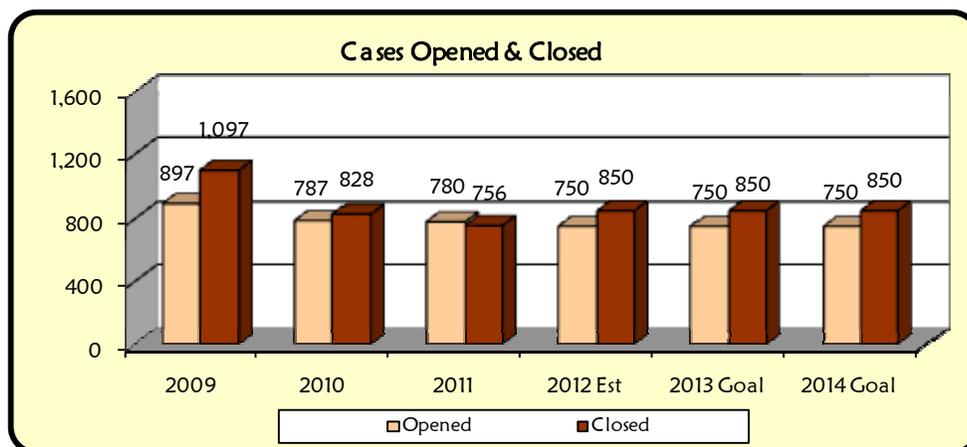
### Number of Building Permits Issued

This performance measure shows the number of building permit applications submitted and 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 valuations.



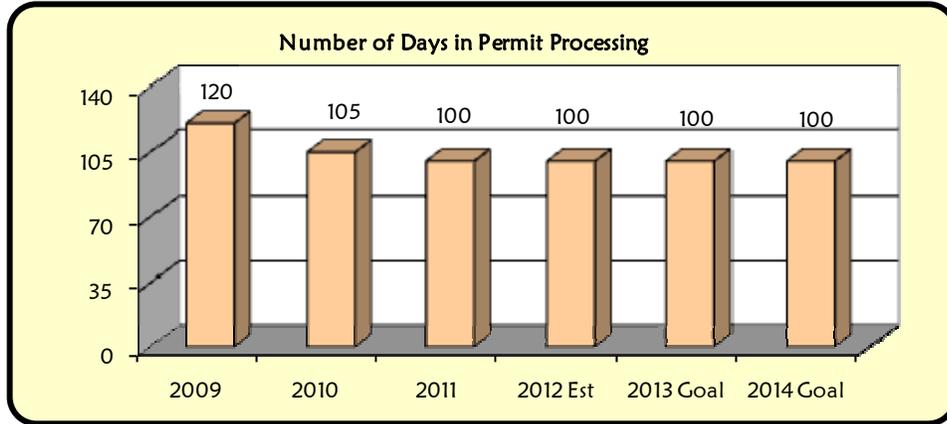
### Code Enforcement – Cases Opened and Closed

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.



## COMMUNITY SERVICES DIVISION

### Mission Statement

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

### Division Overview

Community Services is responsible for the following city efforts:

#### Housing & Human Services

Community Development Block Grant program (HUD)  
Neighborhood Matching Grant Program  
Housing Repair program  
Graffiti Abatement program  
Emergency Housing program  
Human Services Committee

#### Neighborhoods

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

#### Diversity

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

#### Promotion & Marketing

Pet Licensing  
Auburn Golf Course  
Mountainview Cemetery

#### Economic Development

### 2011 & 2012 Accomplishments

- Initiated and provide resources for Inclement Weather Sheltering serving Auburn residents in need of emergency assistance.
- Initiated Gang Coordination effort (Valley Cities) that engages the Alive & Free Program and area law enforcement agencies with prevention and intervention services.
- Initiated and provided resources and support for the Olympic and Cascade Middle Schools summer programming.
- 10 Neighborhood Matching Grants issued.
- Over 150 participants in Healthy Cooking on a Tight Budget program.
- Created in Auburn International Festival held in conjunction with Auburn Days.
- Creation and distribution of Emergency Assistance brochure listing community-wide resources.
- October 2011 Sister City trip to Korea & Japan where a new Friendship Exchange Agreement was signed with Pyeongchang, Korea (hosts of the 2018 Winter Olympics) and a Memorandum of Understanding was signed between Tamba, Japan, Auburn and Kent.

- Letter of Intent signed to establish a Friendship Exchange relationship with Guanghan, China, in the Sichuan Province.
- Letter of Intent sent to Mayor of Mola di Bari, Italy, to establish a Sister City relationship.
- 2011 had a significant increase in local business including the addition to the local economy of 180 new businesses and 1,209 new jobs.
- Led the formation of the “Auburn Center for Emergent Business”, an Economic Development Model where the adaption of warehouse districts to include mixed-use, market-affordable technology clusters is encouraged. This “Innovation Partnership Zone” will build on its existing industry clusters and knowledge-based jobs through the introduction of research and workforce development activities.
- Provided housing repair funds to assist over 100 low-income homeowners with emergency and minor repairs to their homes.
- Promoted continuous community outreach by involving citizens and business in their City government.
- Continued development of the strategy and logistics of the Human Services One-Stop Center.
- Assisted in increasing the number of available transitional housing units available to domestic violence victims and crisis situations.
- Continued developing master list of community contacts, including points of contact for all Auburn Homeowner Associations (HOA), Block Watches, neighborhood groups, ethnic populations and faith communities.
- To date, over 80 neighborhoods in Auburn have had either a neighborhood meeting or Block Watch meeting, or both.

### **2013 & 2014 Objectives**

- Continue to find ways to reach out to Auburn’s diverse communities and involve them in the community at large, i.e. development of a cultural connections program.
- Continue to develop a housing coalition to address and strategically plan for the transitional and affordable housing goals of the City.
- Work with City Council committees to implement Specific, Measurable, Attainable, Relevant, and Time-bound (SMART) goals.
- Continue support and development of the Veterans and Human Services One-Stop Center.
- Develop an integrated referral and communications source for human services in the City of Auburn.
- Improve the availability of emergency housing for crisis situations of residents.
- Work to develop a short-term diversion center to alleviate the burden of service on emergency responders (Police, Fire, etc.) and the hospital in addressing mental disability and substance abuse.

**Department Budget**

<b>001.17.557 &amp; 001.17.562 Community &amp; Human Services</b>	<b>2011 Actual</b>	<b>2012 2012</b>	<b>2012 Est Actual</b>	<b>2013 Budget</b>	<b>2014 Budget</b>
Salaries & Wages	199,001	223,040	200,000	230,531	234,139
Personnel Benefits	56,008	109,520	57,000	117,370	130,411
Supplies	1,406	9,000	3,500	6,500	6,500
Services & Charges	549,095	663,050	563,200	672,900	672,900
Intergovernmental	-	-	-	-	-
Capital Outlays	-	-	-	-	-
Interfund Payments for Services	168,996	157,500	157,500	165,100	158,700
<b>DEPARTMENT TOTAL</b>	<b>\$974,505</b>	<b>\$1,162,110</b>	<b>\$981,200</b>	<b>\$1,192,401</b>	<b>\$1,202,650</b>

**Department Employees**

<b>001 Planning &amp; Development FTE's</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Planning & Development FTE's	24.00	24.00	25.00	25.00	25.00
Community & Human Services FTE's	0.00	0.00	3.00	3.00	3.00
<b>TOTAL PLANNING FTE's</b>	<b>24.00</b>	<b>24.00</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>

## **SPECIAL REVENUE FUNDS**

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

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

### **2011 & 2012 Accomplishments**

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

### **2013 & 2014 Objectives**

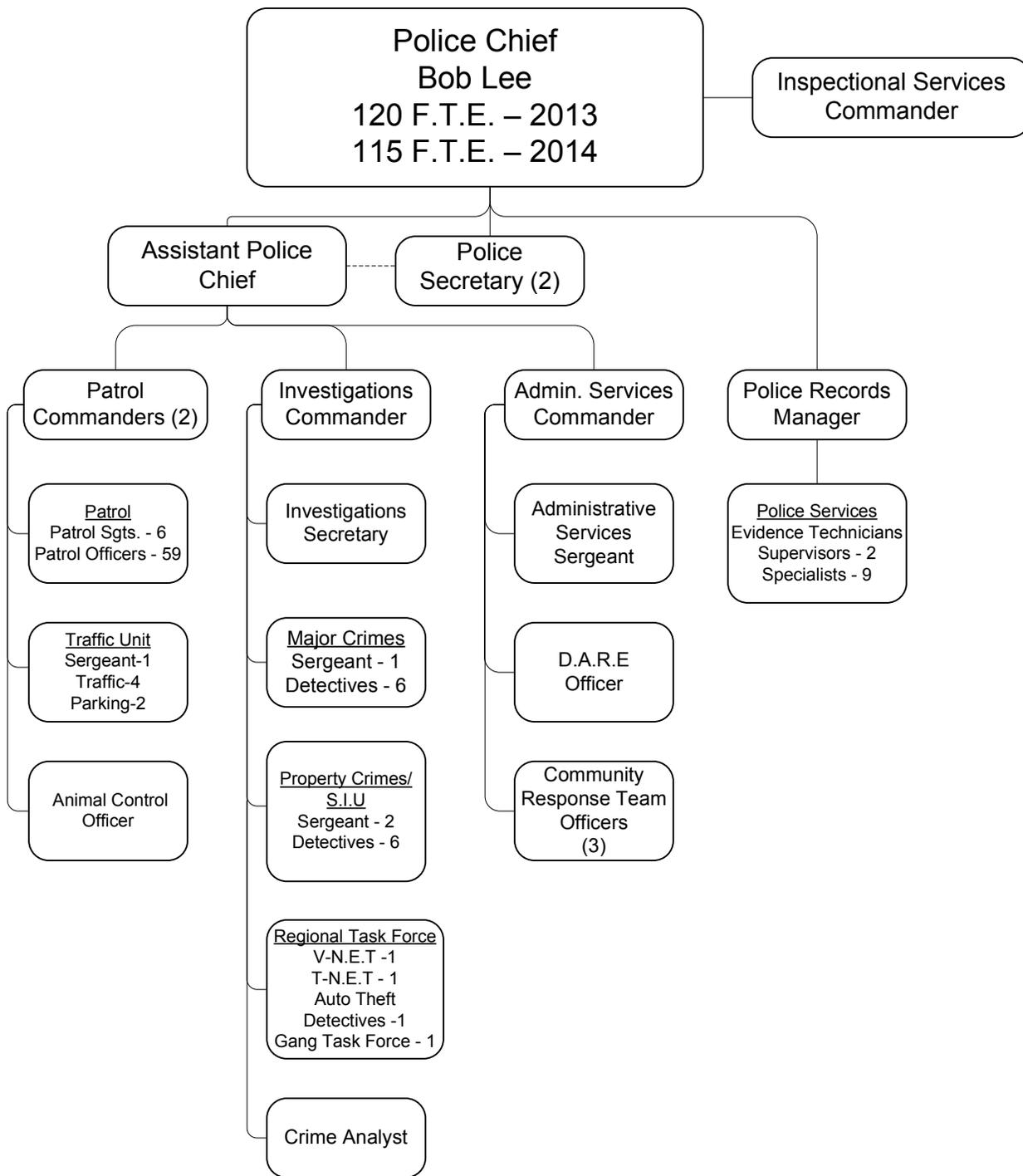
- Continue to support the Auburn Downtown Association to promote the central business area.

### Special Revenue Funds

121 Business Improvement Area	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
<b>Revenue</b>					
Beginning Fund Balance	44,817	21,600	21,600	21,640	21,680
Business Improvement Assessment	58,678	54,000	54,000	55,000	55,000
Investment Income	70	100	40	40	40
<b>Total Revenue</b>	<b>\$103,565</b>	<b>\$75,700</b>	<b>\$75,640</b>	<b>\$76,680</b>	<b>\$76,720</b>
<b>Expenditures</b>					
Supplies	9,216	8,000	8,000	8,000	8,000
Services & Charges	72,749	46,000	46,000	47,000	47,000
Undesignated Fund Balance	21,600	21,700	21,640	21,680	21,720
<b>Total Expenditures</b>	<b>\$103,565</b>	<b>\$75,700</b>	<b>\$75,640</b>	<b>\$76,680</b>	<b>\$76,720</b>



# Police Department



F.T.E. = Full-Time Equivalent

**SOUTH CORRECTIONAL ENTITY (SCORE)**

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

**2011 & 2012 Accomplishments**

- Continued to track start up costs and on-going operations expenses.
- Start up costs were paid off in full in Sept 2011.
- A daily snapshot of in-custody billables are delivered twice a day for financial tracking.
- Finance Directors assisted SCORE with developing a model for marketing bed rentals to other agencies.

**2013 & 2014 Objectives**

- Market additional bed space to non-member agencies to offset costs to member cities.
- Reduce Average Daily Population (ADP) of Auburn inmates through alternative programs and judicial oversight.

**Department Budget**

001/20 Jail- SCORE	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
Salaries & Wages	-	-	-	-	-
Personnel Benefits	-	-	-	-	-
Supplies	-	-	-	-	-
Services & Charges	-	-	-	-	-
Intergovernmental	6,130,267	3,755,350	3,155,350	5,112,446	4,224,000
Capital Outlays	-	-	-	-	-
Debt Service: Principal	-	-	-	577,100	598,850
Debt Service: Interest	-	1,009,400	1,009,400	986,600	963,250
Interfund Payments for Services	-	-	-	-	-
<b>DEPARTMENT TOTAL</b>	<b>\$6,130,267</b>	<b>\$4,764,750</b>	<b>\$4,164,750</b>	<b>\$6,676,146</b>	<b>\$5,786,100</b>

## **POLICE DEPARTMENT**

### **Vision**

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

### **Mission Statement**

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

### **2011 & 2012 Accomplishments**

- Provided professional Police Services to Six Reporting Districts. All six districts staffed 24/7; Officers are responsible for community concerns that are identified in their assigned district. These issues are worked collaboratively with Community Response Team (CRT) Officers to maximize the effectiveness of the department's response to the community concerns.
- Continued to support Red Light Enforcement and School Speed Zone Enforcement by officers continuing to monitor and approve or reject violations. Photo enforcement was not expanded, however Traffic Officers used "traffic complaints" through the city web site to identify community traffic concerns. In turn, enforcement was immediately used to confirm and identify safety issues via information obtained from Auburn citizens.
- Implemented SECTOR and trained officers in the use of the computer technology in order to complete traffic infractions in a more efficient and easy to manage system. Infractions issued by officers are kept in a data base that is routed directly through the court system.
- Provided training to potential supervisors via the Criminal Justice Training Center as well as in-house training in the areas of Use of Force, Tactical Response, Internal Investigations and Risk Management.
- Continued aggressive Driving Under the Influence (DUI) enforcement through DUI enforcement grants obtained from the State of Washington Traffic Safety Commission. DUI arrests have increased 10% since 2010.
- Maintained a response time for Priority Calls for service of 3.9 minutes in 2011 and 4 minutes in 2012.
- Continued to receive grant funding each year for the purpose of monitoring and investigating Fail to Register cases on registered sex offenders. During the years of 2011 and 2012, 25 emphases were conducted to monitor and track sex offenders in the city of Auburn.
- Continued to secure grant funding annually for DUI and seatbelt emphasis patrols. 186 hours of DUI enforcement was conducted in 2012 with an additional 18 hours of seatbelt enforcement patrols.
- Continued to secure grants annually dedicated to Auto Theft Prevention. This grant currently funds one officer assigned to a Regional Auto Theft (RAT) task force.

### **2013 & 2014 Objectives**

- Improve traffic safety by increasing DUI enforcement emphasis patrols and seek grant funding to fund the patrols.
- Secure grant funding for 2013 and 2014 Registered Sex Offender program.
- Work with City Council committees to implement SMART (Specific, Measurable, Attainable, Relevant, and Time-bound) goals.
- Secure grant funding for the 2013 and 2014 Auto Theft Prevention Program.
- Maintain patrol response time for Priority One calls to under four minutes.
- Continue to address safety concerns for students at Green River Community College.
- Using Crime Analysis, develop a directed patrol program that targets Hot Spots identified through crime reporting and mapping.

- Continue a pursuit of technological advances that increase efficiencies within the police department.
- Increase training opportunities for commissioned officers to improve investigative techniques and skill levels.

**Department Budget**

001/21 Police	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
Salaries & Wages	9,537,127	10,412,143	9,863,890	9,836,348	9,536,689
Personnel Benefits	3,258,758	4,262,116	3,389,780	4,006,008	4,285,701
Supplies	171,477	224,650	167,000	224,200	224,200
Services & Charges	2,858,899	2,891,499	3,041,000	2,907,990	2,934,265
Intergovernmental	18,904	16,500	16,500	16,500	16,500
Capital Outlays	-	-	-	-	-
Interfund Payments for Services	2,302,509	2,280,800	2,208,200	2,443,800	2,329,100
<b>DEPARTMENT TOTAL</b>	<b>\$18,147,673</b>	<b>\$20,087,708</b>	<b>\$18,686,370</b>	<b>\$19,434,846</b>	<b>\$19,326,455</b>

**Department Employees**

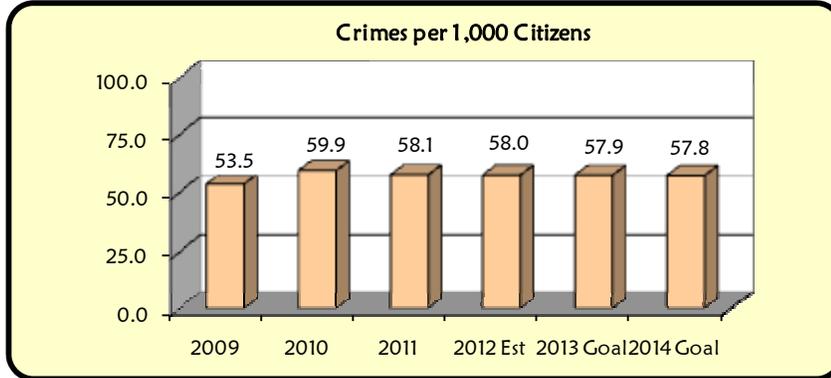
001 Police FTE's	2010	2011	2012	2013	2014
Police FTE's	130.60	117.60	121.60	120.00	115.00
<b>TOTAL POLICE FTE's</b>	<b>130.60</b>	<b>117.60</b>	<b>121.60</b>	<b>120.00</b>	<b>115.00</b>

Full Time Equivalent (FTE)

### PERFORMANCE MEASURES - POLICE DEPARTMENT

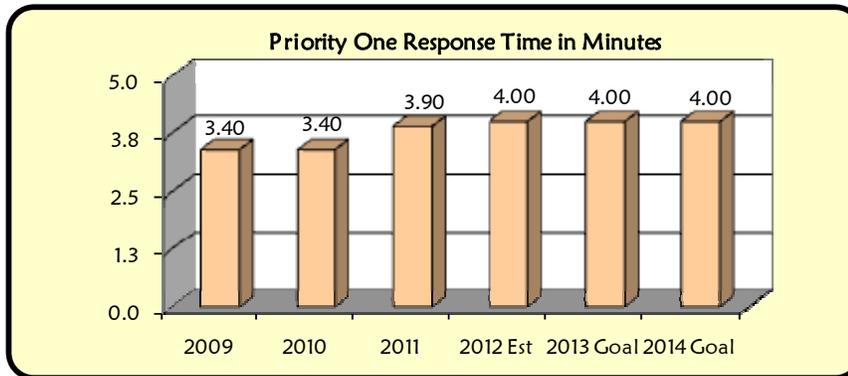
#### Auburn Crime Rankings

The 2011 Washington Association of Sheriffs & Police Chiefs (WASPC) annual report showed 3% reduction in Part 1 & Part 2 crimes from 2010. The Auburn Police Department's goal is to continue the current trend of reductions in Part 1 & 2 crimes into 2013 & 2014.



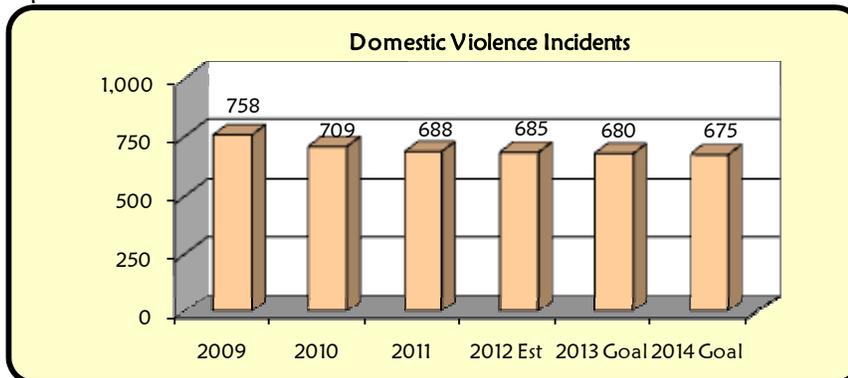
#### Priority One Response Time in Minutes

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. From 2009 to 2011 we realized a 9.2% reduction in domestic violence related offenses. We will continue to work with victims of domestic violence so that they feel comfortable in reporting these often unreported acts of violence.



## 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.

### 2011 & 2012 Accomplishments

- Replaced the existing evidence van with a new fully equipped evidence/processing vehicle. The new van arrived on schedule and was placed into service in December 2011. The Innovation and Technology (IT) department installed printers and made technology connections. The unit is stored indoors at GSA.
- Continued to provide a detective position to the Tahoma Drug Enforcement Agency (DEA) Task Force and the Seattle/VNET Task Force-We have been able to maintain both positions. In 2011, Tahoma Narcotics Enforcement Team (TNET) arrested 113 suspects, confiscated 245 pounds of various drugs; 1,915 pills and received \$925,320.87 in State Seizures and \$176,952.69 in Federal Seizures in forfeited assets.
- In 2011, Valley Narcotics Enforcement Team (VNET) arrested 68 suspects, confiscated 494 pounds of various drugs; 107,293 pills and received \$1,078,128.68 in State & \$60,031.01 in Federal forfeited assets.
- Through May 2012, TNET arrested 36 suspects, confiscated 160 pounds of various drugs; 2,315 pills and received \$219,465.90 in forfeited assets.
- Through March 2012, VNET arrested 27 suspects, confiscated 9 pounds of various drugs; 59,583 pills and received \$6,740.57 in State & \$0.00 in Federal in forfeited assets.
- Increased the number of arrests for drug sales by 5%.
  - 2010: 101 cases resulting in 172 arrests.
  - 2011: 60 cases resulting in 100 arrests.
  - 2012: (as of 6/5/2012) 17 cases resulting in 22 arrests.
  - If our current trend continues for 2012 we will not meet the 2011 arrests.
- The on-line Narcotic Activity Reporting System (NARS) has been a successful tool. We continued to investigate tips from the public. In 2011 there were 93 NARS complaints. Of those 93 complaints, 49 generated police reports and investigations with at least 8 arrests. So far in 2012 we have had 25 NARS complaints resulting in 4 cases/investigations. Of those 4 cases, one was a medical marijuana grow. One lead to marijuana grown in an industrial area that produced 170 pounds of marijuana. The third investigation resulted in an arrest of a 16 year old Auburn High student who was selling marijuana to several high school students.
- Continue to train and educate patrol officers in authorizing search warrants related to drug related traffic stops. A majority of the drug related warrants on vehicles have been done by the Special Investigations Unit (SIU). This is usually due to the crimes being felonies and bound by time constraints. Patrol officers write warrants for cases that do not have a person in custody and therefore are not bound by the time constraints. The officers that are writing the warrants are doing so because they have received training by SIU or former SIU Detectives.

### 2013 & 2014 Objectives

- Continue to provide a detective position to the Tahoma DEA Task Force and the Seattle/VNET Task Force.
- Increase the number of arrests for drug sales by 5%. We anticipate full SIU staffing in 2013 & 2014.

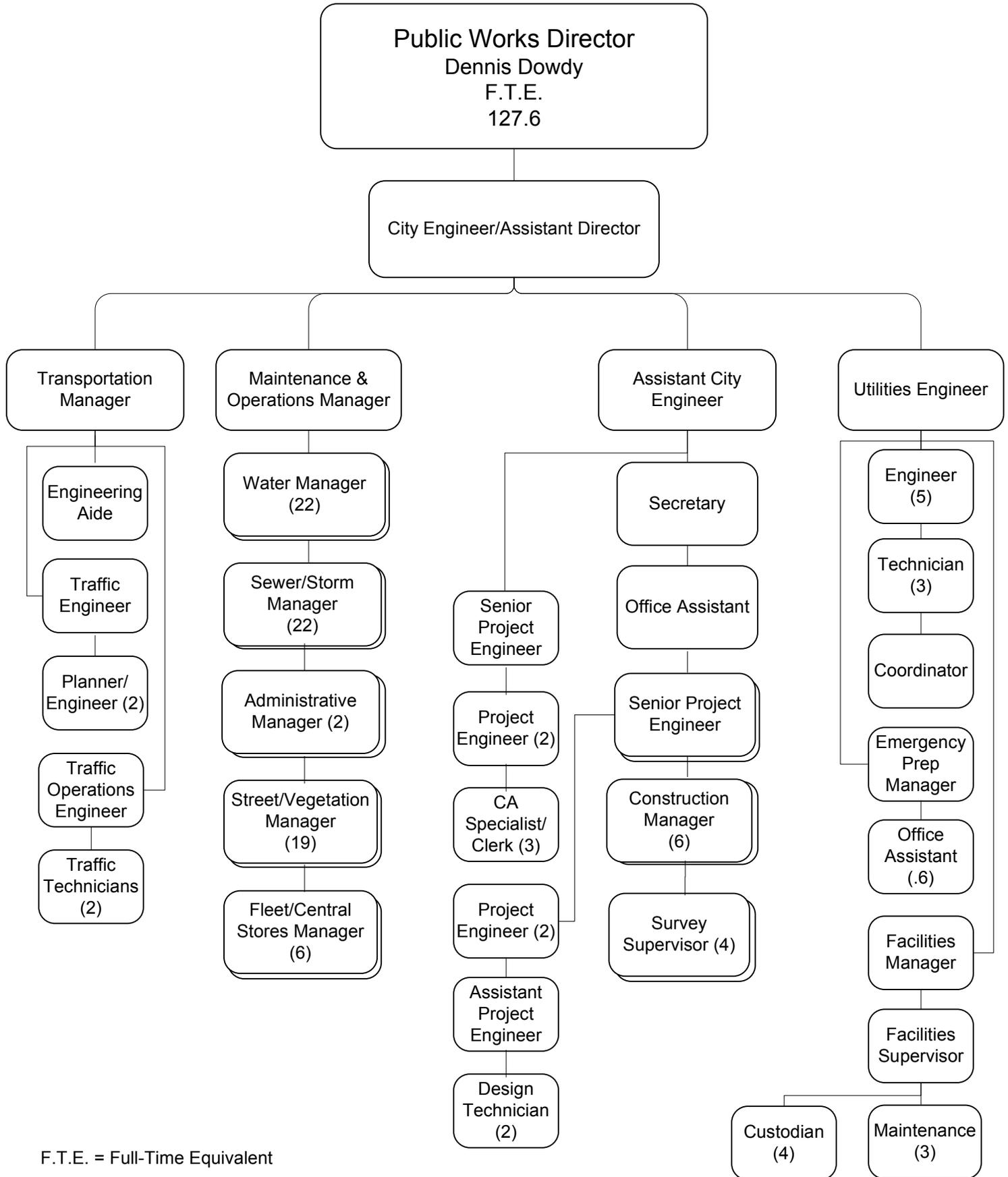
- Continue to investigate public tips regarding drug activity via NARS (Narcotic Activity Reporting System). The investigations will be a joint effort by SIU, CRT and the UDST (Uniformed Drug Suppression Team).
- Update technology equipment in the Special Weapons and Tactics (SWAT) vehicle.

**SPECIAL REVENUE FUND**

117 Drug Forfeiture	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
<b>Revenue</b>					
Beginning Fund Balance	926,180	948,620	948,620	919,090	917,468
Intergovernmental (TNET)	57,590	46,100	46,100	30,000	30,000
Investment Income	1,971	2,600	2,600	1,300	1,300
Confiscated/Forfeited Property	411,720	250,000	250,000	250,000	250,000
<b>Total Revenue</b>	<b>\$1,397,461</b>	<b>\$1,247,320</b>	<b>\$1,247,320</b>	<b>\$1,200,390</b>	<b>\$1,198,768</b>
<b>Expenditures</b>					
Salaries & Wages	102,097	99,970	99,970	98,443	99,626
Personnel Benefits	32,444	34,460	34,460	36,579	40,389
Supplies	6,262	17,000	17,000	17,000	17,000
Services & Charges	34,164	128,850	128,850	108,900	108,900
Intergovernmental	-	-	-	-	-
Capital Outlay	165,261	-	-	-	-
Interfund Payments for Services	108,613	47,950	47,950	22,000	15,000
Undesignated Fund Balance	948,620	919,090	919,090	917,468	917,853
<b>Total Expenditures</b>	<b>\$1,397,461</b>	<b>\$1,247,320</b>	<b>\$1,247,320</b>	<b>\$1,200,390</b>	<b>\$1,198,768</b>



# Public Works Department



F.T.E. = Full-Time Equivalent

## PUBLIC WORKS DEPARTMENT

### Mission Statement

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

### Department Overview

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

### 2011 & 2012 Accomplishments

- Participated in the Washington State Department of Transportation (WSDOT) study of the options for extending State Route 167 to Port of Tacoma.
- Entered into a water supply agreement with Tacoma Public Utility for permanent supply.
- Participated in quarterly management meeting of the King County Flood Control District Advisory Board (KCFCD) to affect policy making to the city's benefit.
- Obtained funding support from KCFCD to remove levee sandbags that were installed in response to the Howard Hanson emergency.
- Continued working with Legal and Finance on options to serve utilities to MIT (Muckleshoot Indian Tribe) Trust lands for new development.
- Began implementation and conformity with the City's Phase II Storm Drainage permit.
- Reached agreement with Cascade Water Alliance and Puget Sound Energy (PSE) on ownership transfer of the Storm Main that drains the Lake Tapps Parkway.
- Worked with the Legal department to negotiate and settle Boeing claim for Water Meter back payments and replacement of meter & vault.
- Worked with Legal & Planning on swap of properties with WSDOT to gain additional AEP properties.
- Worked with PSE, the Innovation and Technology (IT) department and Finance to obtain a more detailed description and mapping of City and PSE owned streetlights.
- Worked with other departments on land swap negotiations with KCFCD for the Reddington Levee project.
- Continued to pursue all options to fully utilize existing water rights and secure firm supply.
- Continued to coordinate with the City of Kent on the annexation/de-annexation of boundary ROW's for public safety and continuity of responsibility.
- Coordinated with Sound Transit on plans for the BNSF Third Rail project and its potential impacts to the City.
- Educated Auburn Chamber Board on the needs of our arterial system for preservation.

- Participated in Regional Transportation Forums – SCATBD, RPEC, KCPEC, PSRC, PCTCC and RAMP on key projects.
- Worked with Finance and Auburn Chamber to develop a proposed Street Bond for the April 2012 ballot measure.
- Created a model rate structure for Street Maintenance Utility, presented at APWA and testified before Legislature.
- Completed annual updates to the Six Year Transportation Improvement Plan.
- Completed annual updates to the Comprehensive Transportation Plan.
- Secured over \$14 million in grants and loans to help fund projects programmed in our 6 year Transportation Improvement Plan.
- Completed Citywide traffic counts and saved data to Laserfiche and Geographic Information Systems (GIS).
- Completed Citywide traffic signal as-built inventory and saved data to Laserfiche and GIS.
- Provided technical support and coordination with other departments as necessary to help promote new economic development.
- Worked with the Planning and Legal departments to review and monitor the Washington State Department of Health (WSDOH) and the Washington Department of Ecology (WSDOE) plans for Boeing site cleanup.
- Provided design, survey, and construction management services to other departments as needed to complete improvement projects.
- Received Greenroad's Bronze Certification for the South Division Street Promenade Project.
- Received the 2012 Washington Aggregates and Concrete Association Award for Concrete Paving on the South Division Street Promenade Project.

### **2013 & 2014 Objectives**

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

**Department Budget**

001/32 Engineering	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
Salaries & Wages	1,148,270	1,233,350	1,225,000	1,250,467	1,246,781
Personnel Benefits	422,956	568,270	450,000	520,670	575,350
Supplies	21,265	25,650	20,000	25,650	25,650
Services & Charges	130,548	390,200	300,000	304,900	323,600
Intergovernmental	2,070	13,500	-	5,000	12,000
Capital Outlays	-	-	-	-	-
Interfund Payments for Services	532,444	535,900	535,900	386,780	351,100
<b>DEPARTMENT TOTAL</b>	<b>\$2,257,553</b>	<b>\$2,766,870</b>	<b>\$2,530,900</b>	<b>\$2,493,467</b>	<b>\$2,534,481</b>

**Department Employees**

001 Public Works FTE's	2010	2011	2012	2013	2014
Engineering FTE's	43.00	43.00	43.00	47.00	47.00
Facilities FTE's			9.00	9.00	9.00
Emergency Management				1.60	1.60
<b>TOTAL PUBLIC WORKS FTE's</b>	<b>43.00</b>	<b>43.00</b>	<b>52.00</b>	<b>57.60</b>	<b>57.60</b>

Full Time Equivalent (FTE)

## **STREET DIVISION**

### **Mission Statement**

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

### **Department Overview**

The transportation system is managed by both the Street Division and the Transportation Section of the Engineering Division.

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

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

### **2011 & 2012 Accomplishments**

- Continued to maintain local streets in fair to good condition by crack sealing to increase the life of the street and postpone the need for more expensive overlays and rebuilds.
- Refreshed all striping on public roads and continued to refresh thermoplastic pavement markings and legends as needed.
- Continued to support the implementation of the City's traffic calming program.
- Worked with Puget Sound Energy (PSE) and the Innovation and Technology (IT) department to update inventory of street light system in newly annexed areas.
- Continued to implement annual Pothole Patrol program pavement repairs.
- Completed ongoing Citywide repairs or replacement of damaged and worn street signs.
- Continued making guardrail repairs and other roadside safety improvements.
- Performed Citywide roadside vegetation management.

### **2013 & 2014 Objectives**

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

**Department Budget**

001/42 Street	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
Salaries & Wages	694,700	848,280	764,100	771,978	785,123
Personnel Benefits	344,025	462,440	373,650	418,387	455,673
Supplies	146,233	243,640	131,000	230,300	230,300
Services & Charges	893,075	1,219,000	1,010,100	1,084,858	1,088,658
Intergovernmental	161,156	260,000	260,000	200,000	200,000
Capital Outlays	10,538	-	-	-	-
Interfund Payments for Services	464,486	476,200	476,200	558,341	529,381
<b>DEPARTMENT TOTAL</b>	<b>\$2,714,212</b>	<b>\$3,509,560</b>	<b>\$3,015,050</b>	<b>\$3,263,864</b>	<b>\$3,289,135</b>

**Department Employees**

001 Public Works-Street FTE's	2010	2011	2012	2013	2014
Street FTE's	12.00	19.00	19.00	19.00	19.00
<b>TOTAL STREET FTE's</b>	<b>12.00</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>

Full Time Equivalent (FTE)

## SPECIAL REVENUE FUNDS

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

Fund 102 - Arterial Street Fund accounts for gas tax receipts that are restricted to arterial streets, as well as other funding sources for street capital construction projects.

Fund 103 - Local Street Fund created in 2005, budgets revenue from Sales Taxes on Construction for Local Street repair.\*

Fund 105 - Arterial Street Preservation Fund accounts for a 1% utility tax increase that was adopted by Council in 2008 restricted for Arterial Street repairs.

### 2011 & 2012 Accomplishments

- Completed annual improvements under the Save our Streets Program.
- Completed annual improvements under the Arterial Street Preservation Program.
- Completed all remaining bridge load rating calculations.
- Continued implementation of the Annual Bridge Maintenance Project.
- Completed construction on the following capital projects:
  - South Division Street Promenade project
  - A Street NW Extension project (A/B Corridor Phase 1)
  - South Auburn ITS Expansion project
  - West Valley Highway Improvements (SR18 to West Main Street)
  - Auburn/Pacific Trail Phase 2
  - 37<sup>th</sup> and R Street Pedestrian Connector
  - 8<sup>th</sup> and R Street NE Signal Improvements
  - 4<sup>th</sup> and F Street SE signal Improvements
  - Downtown Street Lighting Replacements
  - 2011/2012 Sidewalk Repair and Replacements
- Completed design, permitting and property acquisition of the M Street SE Underpass (Grade Separation) Project and began construction in 2012.
- Continued to fund Lakeland Hills and Community Circulator Shuttle programs.
- Completed pre-design for M St SE and Auburn Way South Intersection Improvements.
- Continued the south 277<sup>th</sup> Project Wetland Mitigation Monitoring Program.
- Completed preliminary scoping for the south 277<sup>th</sup> St Widening Project (AWN to Green River Bridge).

### 2013 & 2014 Objectives

- Continue to fund Lakeland Hills and Community Circulator Shuttle programs.
- Implement the annual Save our Streets Program.
- Implement the annual Arterial Preservation Program.
- Continue the annual Bridge Maintenance Program.
- Implement the Citywide Arterial Bicycle and Safety Improvements Program.
- Implement the biennial Pedestrian Crossing Improvement Program.
- Complete various programmed preliminary studies.

- Complete construction on the following capital projects:
  - M Street SE Underpass Project
  - Auburn Way South Pedestrian Improvements (Dogwood to Fir)
  - Auburn Way South Corridor Improvements (Fir to Hemlock)
  - Auburn Way South (SR-164) Corridor Safety Improvements (Muckleshoot Plaza to Dogwood)
  - Lea Hill Safe Routes to Schools Improvements
  - Citywide Traffic Signal Safety Project
- Begin Design on the following capital projects:
  - 1) Auburn Way North & 1<sup>st</sup> Street NE Signal Improvements
  - 2) South 277<sup>th</sup> Street Widening Project (AWN to Green River Bridge)
  - 3) 124<sup>th</sup> Avenue SE Corridor Improvements
- Continue south 277<sup>th</sup> Project Wetland Mitigation Monitoring Program.

\*Note: Effective in the 2013 budget cycle, Sales Tax Revenue from construction is going to Local Street repair. Prior to the 2013 budget, \$2 million per year was transferred from Property Tax Revenue to Local Street repair.

### Special Revenue Funds

102 Arterial Street	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
<b>Revenue</b>					
Beginning Fund Balance	1,767,344	1,783,698	1,783,698	1,300,518	856,364
Federal Grants	4,887,903	2,498,760	2,135,340	2,188,750	2,811,108
State Grants	1,775,577	8,310,510	6,067,450	6,247,375	160,000
State Entitlements (MVFT)	530,000	530,000	530,000	530,000	530,000
Other Governmental Agency	80,640	2,644,100	2,270,851	1,715,790	-
Investment Income	1,730	4,000	2,000	2,500	2,500
Developer Contributions	209,080	257,530	198,440	-	-
Intergovernmental PWTF	-	1,008,115	1,008,084	1,800,115	-
Miscellaneous Revenue	3,803	-	-	-	-
Transfer In	2,403,354	2,344,720	2,209,720	635,540	346,050
<b>Total Revenue</b>	<b>\$11,659,431</b>	<b>\$19,381,433</b>	<b>\$16,205,583</b>	<b>\$14,420,588</b>	<b>\$4,706,022</b>
<b>Expenditures</b>					
Salaries & Wages	281,268	315,800	315,800	451,307	465,353
Personnel Benefits	106,361	110,500	110,500	157,957	162,873
Services & Charges	227,765	220,000	220,000	240,000	240,000
Capital Outlays	9,120,630	17,825,785	14,121,165	12,518,106	2,757,882
Interfund Payments for Services	52,092	50,300	50,300	71,400	70,200
Debt Service Principal	80,383	80,400	80,400	113,983	176,063
Debt Service Interest	7,234	6,900	6,900	11,471	19,899
Undesignated Fund Balance	1,783,698	771,748	1,300,518	856,364	813,752
<b>Total Expenditures</b>	<b>\$11,659,431</b>	<b>\$19,381,433</b>	<b>\$16,205,583</b>	<b>\$14,420,588</b>	<b>\$4,706,022</b>

### Special Revenue Funds

103 Local Street	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
<b>Revenue</b>					
Beginning Fund Balance	2,062,575	1,985,080	1,985,080	1,117,320	270,670
Property Taxes	2,000,000	2,000,000	2,000,000	-	-
Sales Taxes on Construction	-	-	-	1,474,250	1,294,300
Investment Income	4,567	5,000	3,350	3,350	3,350
Contributions & Donations	-	-	-	-	-
Bond Proceeds	-	-	-	-	-
Transfer In (W/S/SWM Utility)	150,000	150,000	150,000	150,000	150,000
<b>Total Revenue</b>	<b>\$4,217,142</b>	<b>\$4,140,080</b>	<b>\$4,138,430</b>	<b>\$2,744,920</b>	<b>\$1,718,320</b>
<b>Expenditures</b>					
Salaries & Wages	77,345	76,600	76,600	79,460	82,240
Personnel Benefits	19,609	21,430	21,430	22,246	25,332
Supplies	-	500	500	-	-
Services & Charges	267	2,300	2,300	300	300
Capital Outlays	2,122,637	2,908,580	2,908,580	2,345,444	1,323,028
Debt Service	-	-	-	-	-
Interfund Payments for Services	12,204	11,700	11,700	26,800	13,400
Undesignated Fund Balance	1,985,080	1,118,970	1,117,320	270,670	274,020
<b>Total Expenditures</b>	<b>\$4,217,142</b>	<b>\$4,140,080</b>	<b>\$4,138,430</b>	<b>\$2,744,920</b>	<b>\$1,718,320</b>

**Special Revenue Funds**

105 Arterial Street Preserva	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
<b>Revenue</b>					
Beginning Fund Balance	452,350	1,304,369	1,304,369	1,654,369	1,584,937
Interfund Utility Taxes	2,134,419	1,500,000	2,100,000	1,999,988	2,041,223
Federal Grants	-	-	-	560,000	-
State Funds	-	-	-	-	-
Investment Income	2,366	1,500	1,500	1,500	1,500
Bond Proceeds	-	-	-	-	-
Miscellaneous Revenue	-	-	-	-	-
Transfer In	-	-	-	-	-
<b>Total Revenue</b>	<b>\$2,589,135</b>	<b>\$2,805,869</b>	<b>\$3,405,869</b>	<b>\$4,215,857</b>	<b>\$3,627,660</b>
<b>Expenditures</b>					
Salaries & Wages	26,892	22,000	22,000	41,660	42,979
Personnel Benefits	7,075	7,700	7,700	14,580	15,042
Supplies & Minor Equipment	-	-	-	-	-
Services & Charges	-	2,000	2,000	-	-
Capital Outlays	1,250,799	1,719,800	1,719,800	2,563,760	1,941,979
Interfund Payments for Services	-	-	-	10,920	-
Debt Service Principal	-	-	-	-	-
Debt Service Interest	-	-	-	-	-
Undesignated Fund Balance	1,304,369	1,054,369	1,654,369	1,584,937	1,627,660
<b>Total Expenditures</b>	<b>\$2,589,135</b>	<b>\$2,805,869</b>	<b>\$3,405,869</b>	<b>\$4,215,857</b>	<b>\$3,627,660</b>

## WATER UTILITY DIVISION

### Mission Statement

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

### Department Overview

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

### 2011 & 2012 Accomplishments

- Completed the utility revenue and expense analysis.
- Completed design and construction of the 132<sup>nd</sup> Ave SE Intertie to Tacoma Pipeline 5.
- Completed construction of the 2009 AC Water main Replacement project.
- Completed design and construction of the Lakeland Hills Reservoir 6 project.
- Started construction of the Academy Booster Pump Station project.
- Negotiated and executed an agreement to purchase water from Tacoma Public Utilities.
- Completed construction of the Lakeland Hills Booster Pump Station project.
- Started construction of the Well 1 Improvements project.
- Started construction of the Supervisory Control and Data Acquisition (SCADA) Upgrade project.
- Initiated design of the Well 4 Power and Chlorination project.
- Initiated design of the Valley AC Main Replacement project.
- Initiated the Facilities Evaluation Study.
- Initiated the Water Utility Meter & Billing System Improvements study.
- Initiated Phase 1A (evaluation and analysis) of the Fulmer Well field Improvements project.
- Continued to implement conservation initiatives.
- Continued to replace undersized pipes for fire flow improvements and pipes in poor condition in conjunction with transportation and utility projects.
- Continued monitoring system losses and fixing leaks when found.

### 2013 & 2014 Objectives

- Utilize CarteGraph as a work order management system and continue to develop Standard Operating Procedures (SOP) for updating databases in CarteGraph and Geographic Information Systems (GIS) and Springbrook.
- Complete construction of the Well 1 Improvements project.
- Complete construction of SCADA Upgrades project.
- Complete construction of the Academy Booster Pump Station project.
- Complete design and construction of the Valley AC Main Replacement project.
- Complete design and construction of the Well 4 Power and Chlorination project.
- Complete design and construction of the Green River Pump Station Emergency Power project.
- Complete design and construction of the Well 7 Emergency Power project.
- Complete design and construction the Lakeland Hills Reservoir 5 improvements.
- Complete the Facilities Evaluation Study.
- Complete the Water Utility Meter & Billing System Improvements study and initiate construction of improvements.
- Continue to upgrade the asset management databases through records evaluation and field investigation.
- Continue to replace undersized pipes for fire flow improvements and pipes in poor condition in conjunction with transportation and utility projects.

- Prepare for new water quality requirements.
- Continue to review properties with the Finance and Innovation and Technology (IT) departments to assure each developed property connected to the water system is billed for water and that the status of use is accurately reflected as the occupancy status changes to address issues such as foreclosure, fire, meth house, etc.
- Prepare in 2013 a comprehensive cost-of-service study to evaluate the need, if any, for changes to the City's water rate structure.

**Water Fund – 430 2013-2014 Working Capital Budget**

Item	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
<b>Operating Budget</b>					
<b>Operating Revenue</b>					
343.400 Water Sales	8,904,449	10,008,187	10,008,187	11,633,722	12,871,725
343.431 Unmetered Water Sales	14,167	33,500	33,500	15,000	15,000
343.433 Water Application	90,214	91,900	91,900	60,000	60,000
343.440 Payback Admin Fee	-	-	-	30,000	30,000
362.500 Rents & Leases	-	-	-	50,000	50,000
<b>Total Operating Revenue</b>	<b>9,008,830</b>	<b>10,133,587</b>	<b>10,133,587</b>	<b>11,788,722</b>	<b>13,026,725</b>
<b>Operating Expense</b>					
534.000.10 Salaries and Wages	(2,025,117)	(2,249,810)	(2,244,480)	(2,270,874)	(2,291,314)
534.000.20 Personnel Benefits	(813,008)	(1,085,750)	(1,085,750)	(1,055,497)	(1,156,423)
534.000.30 Supplies	(239,487)	(336,770)	(321,300)	(294,593)	(301,672)
534.000.40 Services & Charges	(2,360,139)	(3,911,510)	(3,897,510)	(4,399,925)	(4,616,625)
534.000.50 Intergovernmental	-	-	-	-	-
534.000.90 Interfund Payments for Services	(1,019,045)	(1,031,100)	(1,031,100)	(1,144,929)	(1,110,589)
534.000.00 Depreciation & Amortization	(2,080,667)	(2,117,000)	(2,117,000)	(2,284,800)	(2,399,000)
<b>Total Operating Expenses</b>	<b>(8,537,463)</b>	<b>(10,731,940)</b>	<b>(10,697,140)</b>	<b>(11,450,618)</b>	<b>(11,875,623)</b>
<b>Operating Income (Loss)</b>	<b>471,367</b>	<b>(598,353)</b>	<b>(563,553)</b>	<b>338,104</b>	<b>1,151,102</b>
<b>Non Operating Revenue (Exp)</b>					
361.110 Investment Income	56,418	61,000	61,000	47,000	47,000
333.97 Contributions	-	34,800	-	-	-
369.900 Miscellaneous Revenue (Expense)	841,545	215,500	215,500	169,024	169,024
534.100.80 Debt Service Interest	(424,275)	(702,320)	(702,320)	(683,335)	(659,010)
534.100.80 Debt Service Interest - New Debt	-	-	-	(470,673)	(455,352)
<b>Total Non Oper. Rev (Exp)</b>	<b>473,688</b>	<b>(391,020)</b>	<b>(425,820)</b>	<b>(937,984)</b>	<b>(898,338)</b>
<b>Net Income (Loss)</b>	<b>945,055</b>	<b>(989,373)</b>	<b>(989,373)</b>	<b>(599,880)</b>	<b>252,764</b>
<b>Add/Deduct Items Not Affecting Working Capital (W/C)</b>					
535.801.00 Depreciation & Amortization	2,080,667	2,117,000	2,117,000	2,284,800	2,399,000
<b>Net W/C From Operations</b>	<b>3,025,722</b>	<b>1,127,627</b>	<b>1,127,627</b>	<b>1,684,920</b>	<b>2,651,764</b>
<b>Other Resources and Uses Budget</b>					
<b>Resources Other Than Operations</b>					
337.069 Interlocal Grants	-	-	-	-	-
396.101 Contributed Cap-Sys Devel.	283,462	450,000	450,000	320,000	320,000
396.102 Contributed Cap-Area Assmts	-	-	-	-	-
396.104 Contributed Cap-Outside Devel.	2,175,187	-	-	-	-
382.200 Bond Proceeds - Revenue Bonds	-	-	-	7,401,957	-
391.800 Public Works Trust Fund Loan	-	-	-	3,325,000	-
397.100 Transfer In	-	-	-	-	-
399.500 Net Change in Restricted Assets	6,604	-	-	-	-
399.000 Other Sources	(18,715)	-	-	-	-
<b>Total Resources</b>	<b>2,446,538</b>	<b>450,000</b>	<b>450,000</b>	<b>11,046,957</b>	<b>320,000</b>
<b>Uses Other Than Operations</b>					
590.100.00 Other Uses	(2,888,055)	-	-	-	-
590.100.11 Inc in Fixed Assets-Salaries/Wages	(182,373)	(154,700)	(154,700)	(209,550)	(215,960)
590.100.21 Inc in Fixed Assets-Benefits	(67,120)	(54,200)	(54,200)	(73,342)	(75,586)
597.100.55 Transfer Out	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
590.100.63 Inc in Fixed Assets-Improvements	(157,060)	-	-	-	-
590.100.64 Inc in Fixed Assets-Equipment	(91,582)	(127,500)	(127,500)	-	-
590.100.65 Inc in Fixed Assets-Construction	(6,035,059)	(14,529,700)	(14,492,310)	(7,407,108)	(4,192,604)
590.100.70 Debt Service Principal	(661,268)	(661,300)	(661,300)	(1,356,321)	(1,390,979)
<b>Total Uses</b>	<b>(10,132,517)</b>	<b>(15,577,400)</b>	<b>(15,540,010)</b>	<b>(9,096,321)</b>	<b>(5,925,129)</b>
<b>Net Change in W/C</b>	<b>(4,660,258)</b>	<b>(13,999,774)</b>	<b>(13,962,384)</b>	<b>3,635,555</b>	<b>(2,953,366)</b>
<b>Beginning W/C 1/1</b>	<b>21,606,068</b>	<b>16,945,810</b>	<b>16,945,810</b>	<b>2,983,426</b>	<b>6,618,981</b>
<b>Ending W/C 12/31</b>	<b>16,945,810</b>	<b>2,946,036</b>	<b>2,983,426</b>	<b>6,618,981</b>	<b>3,665,615</b>
<b>Net Change in W/C</b>	<b>\$ (4,660,258)</b>	<b>\$ (13,999,774)</b>	<b>\$ (13,962,384)</b>	<b>\$ 3,635,555</b>	<b>\$ (2,953,366)</b>

**Department Employees**

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	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
430 Water FTE's					
Water FTE's	22.00	22.00	22.00	22.00	22.00
<b>TOTAL WATER FTE's</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>

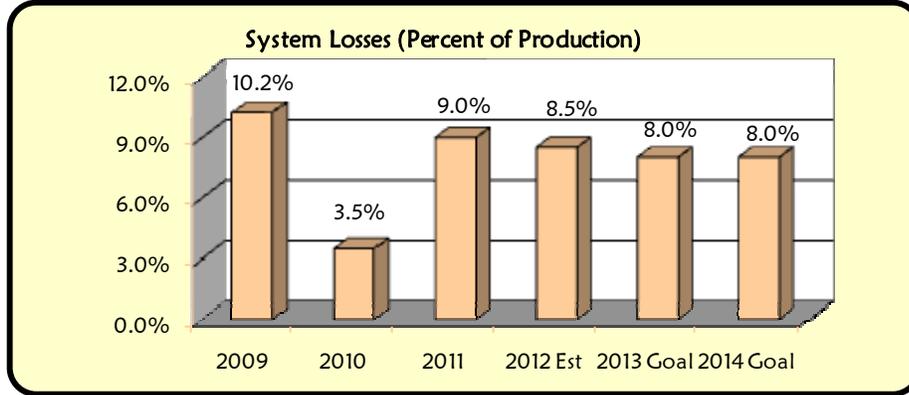
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Full Time Equivalent (FTE)

**PERFORMANCE MEASURES – WATER FUND**

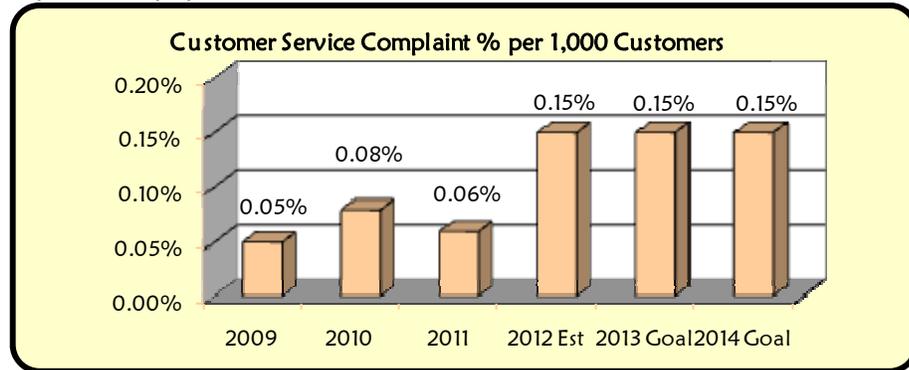
**System Losses**

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



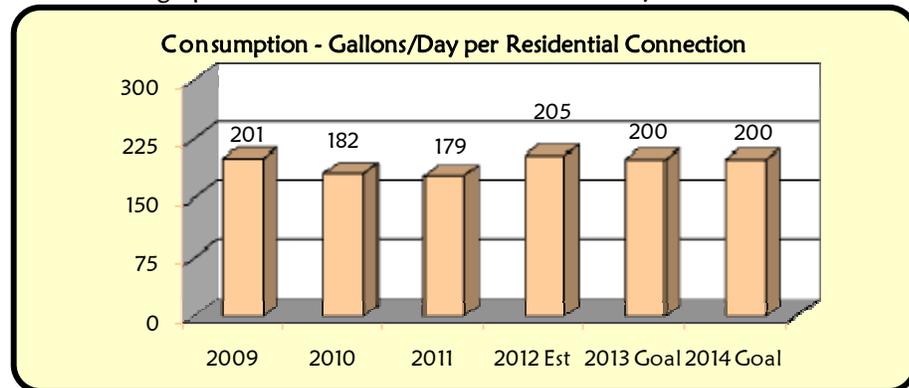
**Customer Service Complaints per 1,000 Population**

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



**Residential Consumption**

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



## SANITARY SEWER UTILITY DIVISION

### Mission Statement

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

### Department Overview

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

### 2011 & 2012 Accomplishments

- Completed the Rainier Shadows and White Mountain Trails Pump Station decommissioning project.
- Completed the replacement of the Ellington Pump Station.
- Completed the replacement of the Dogwood Pump Station.
- Completed to upgrade the asset management databases through records evaluation and field investigation.
- Completed the biennial repair and replacement project.
- Incorporated two new pump stations into the City's collection system.
- Updated City code related to the use of sewer meters and worked with businesses to bring them into compliance.
- Added permanent backup power to the Riverside Pump Station.
- Transferred the monitoring, alarming, and data acquisition tasks for a majority of the sewer pump stations to the City's new Supervisory Control and Data Acquisition (SCADA) and telemetry system.
- Engaged in regular preventative maintenance activities.

### 2013 & 2014 Objectives

- Add backup power to four additional pump stations.
- Continue to upgrade the asset management databases through records evaluation and field investigation.
- Complete a manhole ring and cover replacement project.
- Complete a new biennial repair and replacement project.
- Upgrade the wet wells at several sewer pump stations to enable more effective access and maintenance.
- Decommission the 'D' street pump station.
- Review all City properties with Finance and the IT department to assure each developed property connected to the system has a sewer billing in Springbrook.
- Enhance utility business practices and policies to insure consistent revenue collection for the sewer utility.
- Engage in regular preventive maintenance activities.

### Sewer Utility – 431 2013-2014 Working Capital Budget

Item	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
<b>Operating Budget</b>					
<b>Operating Revenue</b>					
343.500 City Sewer Service Revenue	4,133,260	5,232,069	5,232,069	6,576,301	7,231,431
343.530 Metro Service Revenue	12,533,889	13,485,400	13,485,400	14,000,000	14,000,000
<b>Total Operating Revenue</b>	<b>16,667,149</b>	<b>18,717,469</b>	<b>18,717,469</b>	<b>20,576,301</b>	<b>21,231,431</b>
<b>Operating Expense</b>					
535.000.10 Salaries and Wages	(1,381,807)	(1,513,310)	(1,504,910)	(1,579,781)	(1,589,005)
535.000.20 Personnel Benefits	(587,681)	(739,320)	(739,320)	(760,526)	(831,408)
535.000.30 Supplies	(67,671)	(113,670)	(103,800)	(131,467)	(130,300)
535.000.40 Services & Charges	(1,791,142)	(2,020,150)	(2,008,900)	(2,240,825)	(2,305,125)
535.000.50 Metro Service Payments	(12,820,546)	(13,493,390)	(13,493,390)	(14,009,500)	(14,009,500)
535.000.90 Interfund Payments for Services	(756,169)	(759,000)	(759,000)	(1,017,733)	(974,280)
535.000.00 Depreciation & Amortization	(1,603,211)	(1,378,000)	(1,378,000)	(1,853,400)	(1,946,100)
<b>Total Operating Expenses</b>	<b>(19,008,227)</b>	<b>(20,016,840)</b>	<b>(19,987,320)</b>	<b>(21,593,232)</b>	<b>(21,785,718)</b>
<b>Operating Income (Loss)</b>	<b>(2,341,078)</b>	<b>(1,299,371)</b>	<b>(1,269,851)</b>	<b>(1,016,931)</b>	<b>(554,287)</b>
<b>Non Operating Revenue (Exp)</b>					
361.110 Investment Income	20,756	33,000	33,000	11,700	11,700
379.100 MIT Contributions	670,000	-	-	-	-
333.97 Contributions	-	29,520	-	-	-
369.900 Miscellaneous Revenue (Expense)	173,646	75,600	75,600	75,570	75,570
535.100.80 Debt Service Interest	(157,636)	(304,200)	(304,200)	(298,180)	(292,439)
<b>Total Non Oper. Rev (Exp)</b>	<b>706,766</b>	<b>(166,080)</b>	<b>(195,600)</b>	<b>(210,910)</b>	<b>(205,169)</b>
<b>Net Income (Loss)</b>	<b>(1,634,312)</b>	<b>(1,465,451)</b>	<b>(1,465,451)</b>	<b>(1,227,841)</b>	<b>(759,456)</b>
<b>Add/Deduct Items Not Affecting Working Capital (W/C)</b>					
535.801.00 Depreciation & Amortization	1,603,211	1,378,000	1,378,000	1,853,400	1,946,100
<b>Net W/C From Operations</b>	<b>(31,101)</b>	<b>(87,451)</b>	<b>(87,451)</b>	<b>625,559</b>	<b>1,186,644</b>
<b>Other Resources and Uses Budget</b>					
<b>Resources Other Than Operations</b>					
382.200 Revenue Bond Proceeds	-	-	-	-	-
396.101 Contributed Cap-Sys Devel.	7,317,296	350,000	350,000	240,000	240,000
396.102 Contributed Cap-Area Assessments	11,956	-	-	-	-
396.104 Contributed Cap-Outside Devel.	-	-	-	-	-
397.100 Transfer In	-	-	-	-	-
399.500 Increase in Restricted Net Assets	136,089	-	-	-	-
399.000 Other Sources	64,696	-	-	-	-
<b>Total Resources</b>	<b>7,530,037</b>	<b>350,000</b>	<b>350,000</b>	<b>240,000</b>	<b>240,000</b>
<b>Uses Other Than Operations</b>					
590.100.05 Other Uses	(7,505,311)	-	-	-	-
590.100.11 Inc in Fixed Assets-Salaries/Wages	(104,500)	(153,600)	(153,600)	(193,399)	(199,323)
590.100.21 Inc in Fixed Assets-Benefits	(39,220)	(53,800)	(53,800)	(67,689)	(69,763)
597.100.55 Transfer Out	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
590.100.63 Inc in Fixed Assets-Improvements	-	-	-	-	-
590.100.64 Inc in Fixed Assets-Equipment	(30,367)	-	-	-	-
590.100.65 Inc in Fixed Assets-Construction	(2,696,729)	(3,624,110)	(3,624,110)	(1,443,912)	(975,914)
590.100.66 Inc in Fixed Assets-Capital Lease	-	-	-	-	-
590.100.78 Debt Service Principal	(288,262)	(288,300)	(288,300)	(433,107)	(436,790)
<b>Total Uses</b>	<b>(10,714,389)</b>	<b>(4,169,810)</b>	<b>(4,169,810)</b>	<b>(2,188,107)</b>	<b>(1,731,790)</b>
<b>Net Change in W/C</b>	<b>(3,215,453)</b>	<b>(3,907,261)</b>	<b>(3,907,261)</b>	<b>(1,322,548)</b>	<b>(305,146)</b>
<b>Beginning W/C 1/1</b>	<b>16,021,979</b>	<b>12,806,526</b>	<b>12,806,526</b>	<b>8,899,265</b>	<b>7,576,717</b>
<b>Ending W/C 12/31</b>	<b>12,806,526</b>	<b>8,899,265</b>	<b>8,899,265</b>	<b>7,576,717</b>	<b>7,271,571</b>
<b>Net Change in W/C</b>	<b>\$ (3,215,453)</b>	<b>\$ (3,907,261)</b>	<b>\$ (3,907,261)</b>	<b>\$ (1,322,548)</b>	<b>\$ (305,146)</b>

**Department Employees**

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431 Sewer FTE's	2010	2011	2012	2013	2014
Sewer FTE's	11.00	12.00	12.00	12.00	12.00
<b>TOTAL SEWER FTE's</b>	<b>11.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>

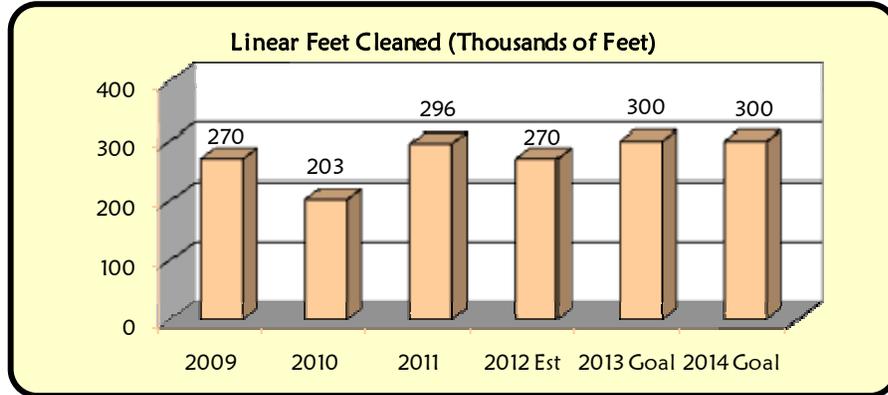
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Full Time Equivalent (FTE)

**PERFORMANCE MEASURES – SEWER FUND**

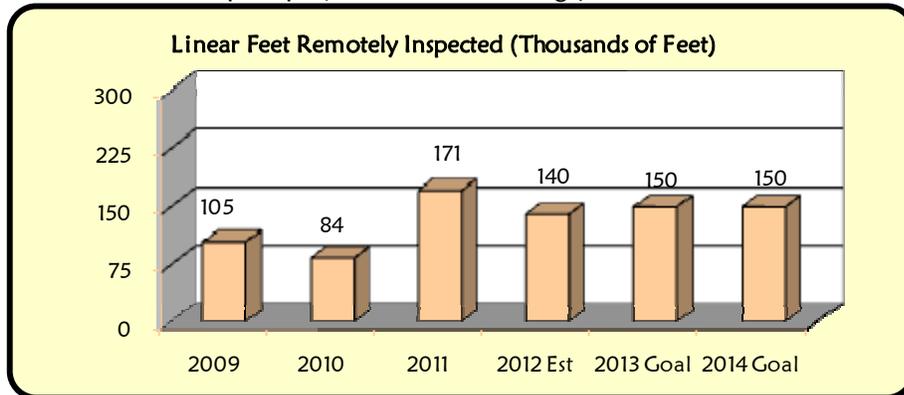
**Linear Feet of Sanitary Sewer Pipe Cleaned**

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



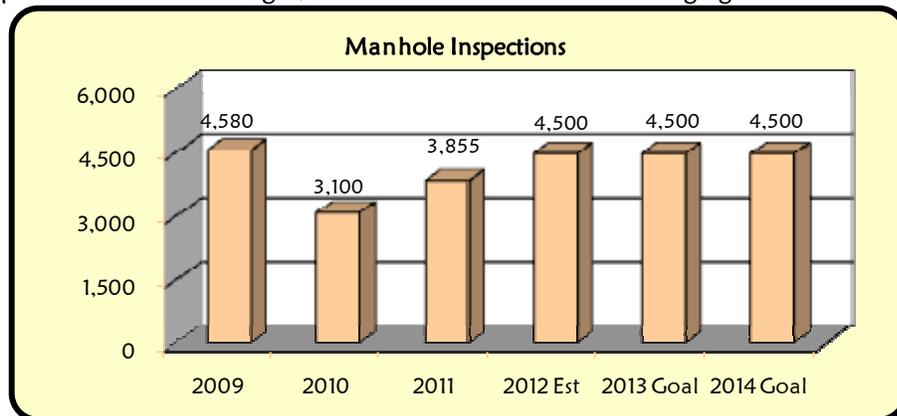
**Linear Feet of Sanitary Sewer Remotely Inspected**

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



**Manhole Inspections**

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



## STORM DRAINAGE UTILITY DIVISION

### Mission Statement

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

### Department Overview

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

### 2011 & 2012 Accomplishments

- Continued compliance with the National Pollution Discharge Elimination System (NPDES) Phase II permit elements including participating in public education events, inspection of public and private facilities, enforcement of maintenance standards, responding to illicit discharges and annual reporting to Department of Ecology.
- Completed construction of the upgrades to the White River storm pump station.
- Began the storm water flow monitoring at key points in drainage system.
- Implemented the use of CarteGraph as a work order management system and continued to develop SOP's for updating databases for CarteGraph and Geographic Information System (GIS) to allow for engineering and maintenance staff to edit and track operations of the existing storm infrastructure.
- Two Utility staff members completed the Low Impact Development Technical Training Program and received certificates of completion.
- Installed Supervisory Control and Data Acquisition (SCADA) equipment and communication upgrades at storm facilities.
- Coordinated with various street projects to improve drainage systems.
- Began to upgrade the asset management databases through records evaluation and field investigation to create a risk assessment model, hydraulic model and infrastructure map for City use.
- Responded to the potential flooding risk due to Howard Hanson Dam issues and Flood Control District coordination.
- Engage in regular preventive maintenance activities such as adding on-site pump station power generation, rebuilding the ice damaged netting at the Auburn Airport, initiated City wide ditch maintenance program and a storm video pipe assessment program.
- Actively participated in the cooperate with the Washington State University Integrated Design Experience (IDeX) project in the Auburn Environmental Park District Area.
- Began monitoring storm water discharges to the White River as part of the Puyallup River Watershed Fecal Coliform Total Maximum Daily Load (TMDL) as required by the Washington State Department of Ecology (WSDOE) and the Environmental Protection Agency (EPA).
- Initiated design of 30<sup>th</sup> Street NE Area Flooding Project - Phase I relieve flooding in vicinity of the Auburn Municipal Airport and surrounding areas.

**2013 & 2014 Objectives**

- Review and revise City code to require Low Impact Development (LID) techniques as mandated by the NPDES Permit.
- Reduce flooding at the BNRR underpass by completing Phase 2 of the AWS conveyance improvement.
- Replace and/or install new storm drainage conveyance improvements in conjunction with the Arterial Street and Local Street Improvement projects.
- Improve utility records and system maps by performing records evaluation and field investigations.
- Improve system performance by continuing the City wide ditch maintenance program and a storm video pipe assessment program.
- Reduce flooding at the Auburn Municipal Airport and surrounding areas by completing Phase 1 of the 30<sup>th</sup> Street NE Area Flooding Project.
- Determine sources of fecal coliform contamination in the Mill Pond/Lakeland Hills basin by completing storm water monitoring as required by the Puyallup River Watershed Fecal Coliform Total Maximum Daily Load (TMDL).
- Update the Comprehensive Storm water Drainage Plan to comply with state law.
- Provide ongoing spill response and detection of illicit storm system connections and discharges as required by the NPDES permit.
- Complete the Mill Creek Basin Plan and establish reduced flow control requirements in downtown areas of the City.

### Storm Drainage Utility – 432 2013-2014 Working Capital Budget

Item	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
<b>Operating Budget</b>					
<b>Operating Revenue</b>					
343.830 Storm Drainage Services	6,751,576	7,208,942	7,208,942	7,888,108	8,521,917
343.833 Storm Application Fees	67,390	20,400	100,000	60,000	60,000
343.840 Late Penalties	119,409	-	100,000	-	-
<b>Total Operating Revenue</b>	<b>6,938,375</b>	<b>7,229,342</b>	<b>7,408,942</b>	<b>7,948,108</b>	<b>8,581,917</b>
<b>Operating Expense</b>					
535.000.10 Salaries and Wages	(1,795,675)	(1,815,110)	(1,812,970)	(2,041,794)	(2,055,927)
535.000.20 Personnel Benefits	(759,568)	(887,270)	(887,270)	(928,930)	(1,016,682)
535.000.30 Supplies	(50,957)	(141,490)	(141,300)	(96,917)	(83,300)
535.000.40 Services & Charges	(1,332,302)	(2,611,510)	(1,383,000)	(1,651,684)	(1,644,665)
535.000.50 Intergovernmental	(77,899)	(26,000)	(26,000)	(60,000)	(62,000)
535.000.90 Interfund Payments for Services	(1,301,054)	(1,330,900)	(1,330,900)	(1,345,025)	(1,276,483)
535.000.60 Other Expenses	(21,822)	-	-	-	-
535.000.00 Depreciation & Amortization	(1,278,402)	(1,095,000)	(1,095,000)	(1,487,700)	(1,562,100)
<b>Total Operating Expenses</b>	<b>(6,617,679)</b>	<b>(7,907,280)</b>	<b>(6,676,440)</b>	<b>(7,612,050)</b>	<b>(7,701,157)</b>
<b>Operating Income (Loss)</b>	<b>320,696</b>	<b>(677,938)</b>	<b>732,502</b>	<b>336,058</b>	<b>880,760</b>
<b>Non Operating Revenue (Exp)</b>					
361.110 Investment Income	20,866	33,000	33,000	10,700	10,700
333.97 Contributions	-	30,840	-	-	-
369.900 Miscellaneous Revenue (Expense)	300,176	63,200	63,200	63,226	63,226
535.100.80 Debt Service Interest	(134,342)	(256,200)	(256,200)	(459,219)	(444,621)
<b>Total Non Oper. Rev (Exp)</b>	<b>186,700</b>	<b>(129,160)</b>	<b>(160,000)</b>	<b>(385,293)</b>	<b>(370,695)</b>
<b>Net Income (Loss)</b>	<b>507,396</b>	<b>(807,098)</b>	<b>572,502</b>	<b>(49,235)</b>	<b>510,065</b>
<b>Add/Deduct Items Not Affecting Working Capital (W/C)</b>					
535.801.00 Depreciation & Amortization	1,278,402	1,095,000	1,095,000	1,487,700	1,562,100
<b>Net W/C From Operations</b>	<b>1,785,798</b>	<b>287,902</b>	<b>1,667,502</b>	<b>1,438,465</b>	<b>2,072,165</b>
<b>Other Resources and Uses Budget</b>					
<b>Resources Other Than Operations</b>					
333.114 Indirect Federal Grant	-	-	-	-	200,000
334.027 State Grant	-	-	-	226,500	-
337.0** Interlocal Grant	-	-	-	125,000	125,000
337.02 Contributions-Other Government	-	1,200,000	-	-	-
396.101 Contributed Cap-Sys Devel.	6,178,765	250,000	250,000	315,000	315,000
396.102 Contributed Cap-Area Assessments	15,078	-	-	-	-
337.020 Contributed Cap-Other Govts	211,441	-	-	-	-
382.200 Bond Proceeds - Revenue Bonds	-	-	-	4,875,890	-
399.500 Inc in Restricted Assets	834	-	-	-	-
399.610 Inc in Compensated Absences	11,769	-	-	-	-
<b>Total Resources</b>	<b>6,417,887</b>	<b>1,450,000</b>	<b>250,000</b>	<b>5,542,390</b>	<b>640,000</b>
<b>Uses Other Than Operations</b>					
590.100.05 Net Change in Restricted Assets	(5,842,637)	-	-	-	-
590.100.11 Inc in Fixed Assets-Salaries/Wages	(102,642)	(156,400)	(156,400)	(199,930)	(206,050)
590.100.21 Inc in Fixed Assets-Benefits	(40,185)	(54,700)	(54,700)	(69,976)	(72,117)
597.100.55 Transfer Out	(96,800)	(76,800)	(76,800)	(60,000)	(50,000)
590.100.65 Inc in Fixed Assets-Construction	(2,735,659)	(6,232,910)	(4,594,910)	(6,041,594)	(1,237,433)
590.100.70 Debt Service Principal	(79,300)	(79,300)	(79,300)	(367,633)	(381,578)
<b>Total Uses</b>	<b>(8,897,223)</b>	<b>(6,600,110)</b>	<b>(4,962,110)</b>	<b>(6,739,133)</b>	<b>(1,947,178)</b>
<b>Net Change in W/C</b>	<b>(693,538)</b>	<b>(4,862,208)</b>	<b>(3,044,608)</b>	<b>241,722</b>	<b>764,987</b>
<b>Beginning W/C 1/1</b>	<b>9,795,538</b>	<b>9,102,000</b>	<b>9,102,000</b>	<b>6,057,392</b>	<b>6,299,114</b>
<b>Ending W/C 12/31</b>	<b>9,102,000</b>	<b>4,239,792</b>	<b>6,057,392</b>	<b>6,299,114</b>	<b>7,064,101</b>
<b>Net Change in W/C</b>	<b>\$ (693,538)</b>	<b>\$ (4,862,208)</b>	<b>\$ (3,044,608)</b>	<b>\$ 241,722</b>	<b>\$ 764,987</b>

**Department Employees**

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	2010	2011	2012	2013	2014
432 Storm FTE's					
Storm FTE's	17.00	10.00	10.00	10.00	10.00
<b>TOTAL STORM FTE's</b>	<b>17.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>

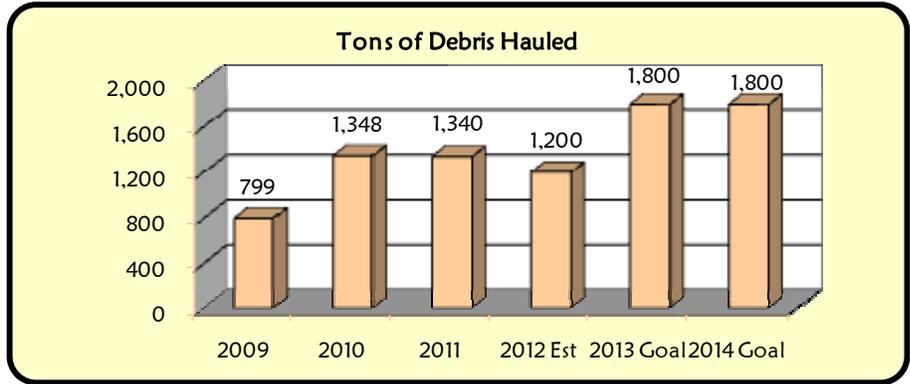
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Full Time Equivalent (FTE)

### PERFORMANCE MEASURES – STORM DRAINAGE FUND

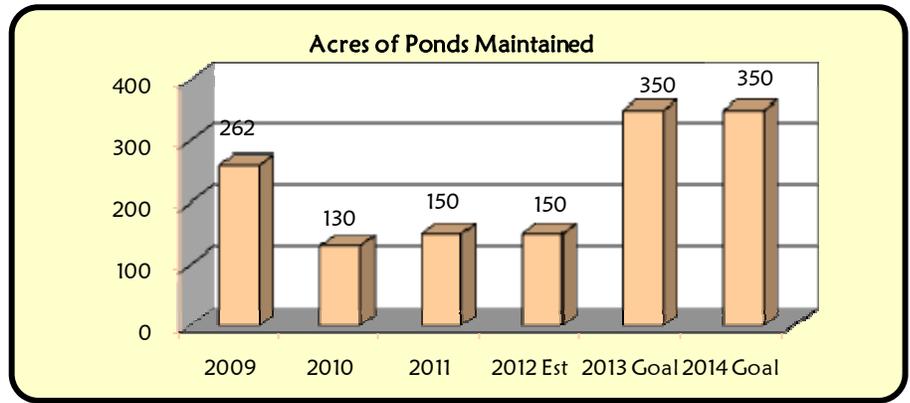
#### Tons of Debris Hauled

Initial projected increase due to NPDES requirements to inspect and clean, as necessary, all catch basins within the City during the permit cycle period. The 2013 and 2014 goal is based on the annual average required to meet permit conditions.



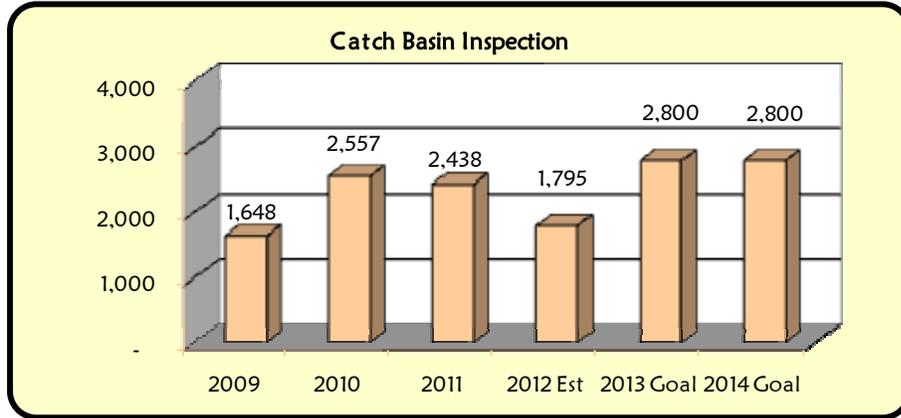
#### Acres of Storm Drainage Ponds Maintained

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



### Catch Basin Inspection

The NPDES permit requires the inspection of all catch basins within the City during a permit cycle period. An increase in inspections is anticipated as the City completes additional inventory work to locate and document more catch basins. The 2013 and 2014 goal is based on the anticipated annual average required to meet permit conditions.



## EQUIPMENT RENTAL DIVISION

### Mission Statement

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

### Department Overview

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

### 2011 & 2012 Accomplishments

- Replaced City's aging fueling system with a new computerized system that integrates with CarteGraph.
- Completed developing new specifications and selection in conjunction with the Police department on new Police vehicles.
- Completed full implementation of CarteGraph for Fleet and Central Stores.
- Continuing to expand idle reduction ideas Citywide.
- Continuing converting vehicle emergency lighting to LED to reduce fuel usage.

### 2012 & 2013 Objectives

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

**Equipment Rental Fund – 550**  
**2013-2014 Working Capital Budget**

Item	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
<b>Operating Budget</b>					
<b>Operating Revenue</b>					
348.100 Fuel Sales	638,151	635,500	635,500	749,900	749,900
365.100 Interfund Equipment Rental	981,684	1,030,800	1,030,800	1,415,500	1,353,500
365.400 Interfund Building Rental	-	-	-	-	-
<b>Total Operating Revenue</b>	<b>1,619,835</b>	<b>1,666,300</b>	<b>1,666,300</b>	<b>2,165,400</b>	<b>2,103,400</b>
<b>Operating Expense</b>					
548.000.10 Salaries and Wages	(379,229)	(467,610)	(467,610)	(475,587)	(479,201)
548.000.20 Personnel Benefits	(144,601)	(200,360)	(200,360)	(217,297)	(236,042)
548.000.30 Supplies	(891,839)	(997,910)	(996,200)	(1,161,000)	(1,170,000)
548.000.40 Services & Charges	(442,648)	(547,900)	(547,900)	(557,900)	(567,100)
548.000.51 Intergovernmental Services	-	-	-	-	-
548.000.90 Interfund Payments for Services	(233,861)	(213,700)	(213,700)	(247,500)	(247,100)
548.680.01 Depreciation & Amortization	(809,984)	(1,042,000)	(1,042,000)	(876,100)	(919,900)
<b>Total Operating Expenses</b>	<b>(2,902,162)</b>	<b>(3,469,480)</b>	<b>(3,467,770)</b>	<b>(3,535,384)</b>	<b>(3,619,343)</b>
<b>Operating Income (Loss)</b>	<b>(1,282,327)</b>	<b>(1,803,180)</b>	<b>(1,801,470)</b>	<b>(1,369,984)</b>	<b>(1,515,943)</b>
<b>Non Operating Revenue (Exp)</b>					
361.100 Investment Income	28,618	10,000	10,000	5,100	5,100
333.970 Contributions	-	1,710	-	-	-
369.900 Miscellaneous Revenue (Expense)	49,239	-	-	-	-
395.900 Gain on Sale of Fixed Assets	(6,316)	-	-	-	-
<b>Total Non Oper. Rev (Exp)</b>	<b>71,541</b>	<b>11,710</b>	<b>10,000</b>	<b>5,100</b>	<b>5,100</b>
<b>Net Income (Loss)</b>	<b>(1,210,786)</b>	<b>(1,791,470)</b>	<b>(1,791,470)</b>	<b>(1,364,884)</b>	<b>(1,510,843)</b>
<b>Add/Deduct Items Not Affecting Working Capital (W/C)</b>					
548.100.01 Depreciation & Amortization	809,984	1,042,000	1,042,000	876,100	919,900
<b>Net W/C From Operations</b>	<b>(400,802)</b>	<b>(749,470)</b>	<b>(749,470)</b>	<b>(488,784)</b>	<b>(590,943)</b>
<b>Other Resources and Uses Budget</b>					
<b>Resources Other Than Operations</b>					
365.110 Vehicle Replacement Revenue	1,231,200	1,292,700	1,292,700	838,700	780,000
365.600 Inc. in Contributions-Other funds	10,538	-	-	-	-
397.100 Transfer In	-	104,250	104,250	104,250	104,250
399.000 Other Sources	3,421	-	-	-	-
<b>Total Resources</b>	<b>1,245,159</b>	<b>1,396,950</b>	<b>1,396,950</b>	<b>942,950</b>	<b>884,250</b>
<b>Uses Other Than Operations</b>					
590.100.* Other Uses	34,722	-	-	-	-
597.100.55 Transfer Out	(507,000)	(7,000)	(7,000)	(7,000)	(7,000)
590.100.64 Inc in Fixed Assets-Equipment	(399,657)	(1,822,340)	(1,822,340)	(1,303,380)	(789,470)
590.100.65 Inc in Fixed Assets-Construction	(5,451)	(444,920)	(100,000)	(420,000)	(600,000)
<b>Total Uses</b>	<b>(877,386)</b>	<b>(2,274,260)</b>	<b>(1,929,340)</b>	<b>(1,730,380)</b>	<b>(1,396,470)</b>
<b>Net Change in W/C</b>	<b>(33,029)</b>	<b>(1,626,780)</b>	<b>(1,281,860)</b>	<b>(1,276,214)</b>	<b>(1,103,163)</b>
<b>Beginning W/C 1/1</b>	<b>5,826,193</b>	<b>5,793,164</b>	<b>5,793,164</b>	<b>4,511,304</b>	<b>3,235,090</b>
<b>Ending W/C 12/31</b>	<b>5,793,164</b>	<b>4,166,384</b>	<b>4,511,304</b>	<b>3,235,090</b>	<b>2,131,927</b>
<b>Net Change in W/C</b>	<b>\$ (33,029)</b>	<b>\$ (1,626,780)</b>	<b>\$ (1,281,860)</b>	<b>\$ (1,276,214)</b>	<b>\$ (1,103,163)</b>

**Department Employees**

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550 Equipment Rental FTE's	2010	2011	2012	2013	2014
Equipment Rental FTE's	6.00	6.00	7.00	7.00	7.00
<b>TOTAL EQUIPMENT RENTAL FTE's</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

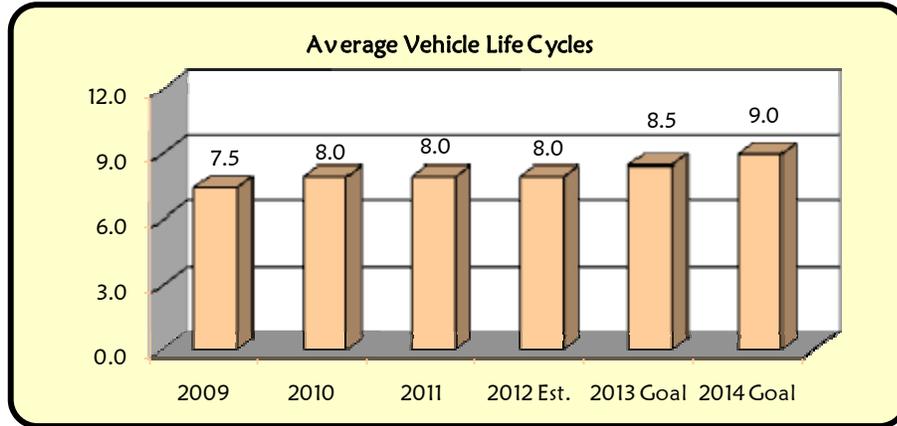
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Full Time Equivalent (FTE)

### PERFORMANCE MEASURES – EQUIPMENT RENTAL FUND

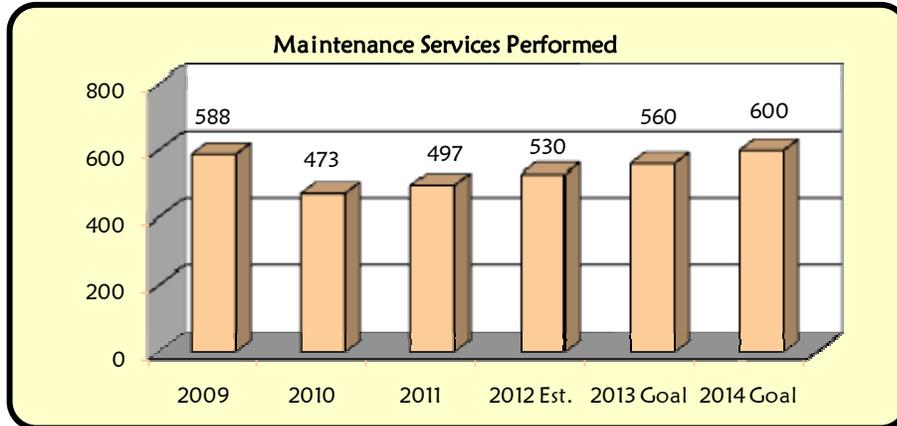
#### Vehicle Life Cycle Averages

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



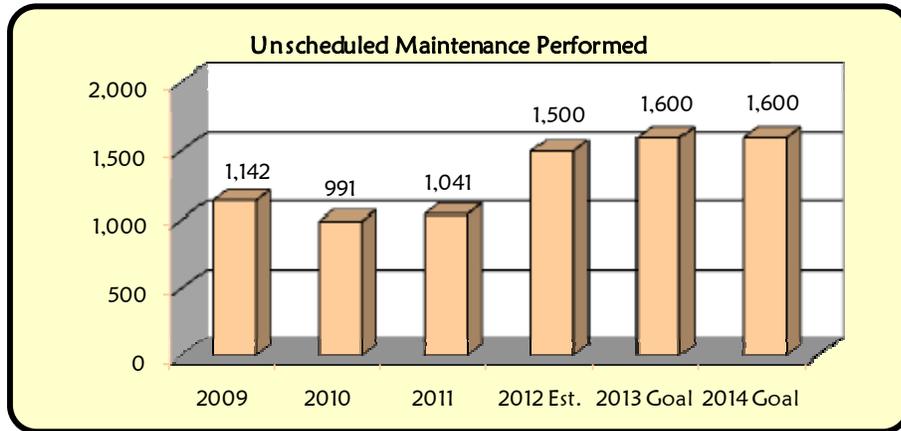
#### Number of Preventative Maintenance Services Performed

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



**Number of 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.



## FACILITIES DIVISION

### Mission Statement

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

### Division Overview

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

### 2011 & 2012 Accomplishments

- Energy conservation projects: Heating Ventilation and Air Conditioning (HVAC) energy efficient upgrades at the Justice Center.
- Abate and demolish the structures at the Jacobson Tree Farm and the Fields property.
- Completion of the Activity Center.
- Completion of the Airport Runway Lights.
- Completion of the electrical upgrade project at the Airport.
- Installed new ventilation fan and ducts at the Evidence Building.
- Remodel/update of restrooms at Maintenance and Operations (M&O).
- Exterior pressure washing of the Justice Center.
- Carpet replacement at the Parks Recreation Administration Building (PRAB).

### 2013 & 2014 Objectives

- Replace roof at the M&O building.
- Continue energy conservation efforts.
- Replace carpet at the Senior Center.
- Replace carpet at the Justice Center.
- Efficiently and effectively complete all project management activities resulting in successful construction, within budget and on time.
- Phase 2 of the City Hall Remodel.
- Construction of the Community Center.
- Decommission of well at 4910 "A" Street.

**Facilities Fund – 505**  
**2013-2014 Working Capital Budget**

Item	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
<b>Operating Budget</b>					
<b>Operating Revenue</b>					
348.920 Property Management Services	3,774,163	3,437,100	3,437,100	3,489,800	3,332,200
362.501 Rents Leases	56,370	78,600	78,600	72,000	72,000
362.600 Housing Rents	44,360	35,800	35,800	25,800	25,800
<b>Total Operating Revenue</b>	<b>3,874,893</b>	<b>3,551,500</b>	<b>3,551,500</b>	<b>3,587,600</b>	<b>3,430,000</b>
<b>Operating Expense</b>					
548.000.10 Salaries and Wages	(658,848)	(658,370)	(658,370)	(621,117)	(621,117)
548.000.20 Personnel Benefits	(267,114)	(317,980)	(317,980)	(290,568)	(314,836)
548.000.30 Supplies	(78,869)	(123,930)	(117,510)	(115,353)	(114,821)
548.000.40 Services & Charges	(1,295,127)	(1,789,030)	(1,744,030)	(1,800,008)	(1,633,430)
548.000.50 Intergovernmental	-	(5,700)	(5,700)	-	-
548.000.90 Interfund Payments for Services	(90,396)	(93,000)	(93,000)	(119,200)	(118,500)
590.100.60 Other Expenses	-	(1,020,910)	(1,020,910)	-	-
548.000.00 Depreciation & Amortization	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>(2,390,354)</b>	<b>(4,008,920)</b>	<b>(3,957,500)</b>	<b>(2,946,246)</b>	<b>(2,802,704)</b>
<b>Operating Income (Loss)</b>	<b>1,484,539</b>	<b>(457,420)</b>	<b>(406,000)</b>	<b>641,354</b>	<b>627,296</b>
<b>Non Operating Revenue (Exp)</b>					
361.110 Investment Income	2,663	1,700	1,700	2,500	2,500
333.97 Contributions	-	6,420	-	-	-
369.900 Miscellaneous Revenue (Expense)	22,023	-	-	-	-
395.900 Gain on Sale of Fixed Assets	-	-	-	-	-
<b>Total Non Oper. Rev (Exp)</b>	<b>24,686</b>	<b>8,120</b>	<b>1,700</b>	<b>2,500</b>	<b>2,500</b>
<b>Net Income (Loss)</b>	<b>1,509,225</b>	<b>(449,300)</b>	<b>(404,300)</b>	<b>643,854</b>	<b>629,796</b>
<b>Add/Deduct Items Not Affecting Working Capital (W/C)</b>					
548.100.01 Depreciation & Amortization	-	-	-	-	-
590.100.83 Debt Service Interest	-	-	-	-	-
<b>Net W/C From Operations</b>	<b>1,509,225</b>	<b>(449,300)</b>	<b>(404,300)</b>	<b>643,854</b>	<b>629,796</b>
<b>Other Resources and Uses Budget</b>					
<b>Resources Other Than Operations</b>					
397.100 Transfer In	-	400,000	400,000	-	-
399.000 Other Sources	44,780	-	-	-	-
<b>Total Resources</b>	<b>44,780</b>	<b>400,000</b>	<b>400,000</b>	<b>-</b>	<b>-</b>
<b>Uses Other Than Operations</b>					
590.100. Other Uses	(1,800)	-	-	-	-
597.100.55 Transfer Out	(644,700)	(645,000)	(645,000)	(645,000)	(645,000)
<b>Total Uses</b>	<b>(646,500)</b>	<b>(645,000)</b>	<b>(645,000)</b>	<b>(645,000)</b>	<b>(645,000)</b>
<b>Net Change in W/C</b>	<b>907,505</b>	<b>(694,300)</b>	<b>(649,300)</b>	<b>(1,146)</b>	<b>(15,204)</b>
<b>Beginning W/C 1/1</b>	<b>714,944</b>	<b>1,622,449</b>	<b>1,622,449</b>	<b>973,149</b>	<b>972,003</b>
<b>Ending W/C 12/31</b>	<b>1,622,449</b>	<b>928,149</b>	<b>973,149</b>	<b>972,003</b>	<b>956,799</b>
<b>Net Change in W/C</b>	<b>\$ 907,505</b>	<b>\$ (694,300)</b>	<b>\$ (649,300)</b>	<b>\$ (1,146)</b>	<b>\$ (15,204)</b>

**Department Employees**

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505 Facilities FTE's	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Facilities/Property Management FTE's	10.00	10.00	9.00	9.00	9.00
<b>TOTAL FACILTIES FTE's</b>	<b>10.00</b>	<b>10.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

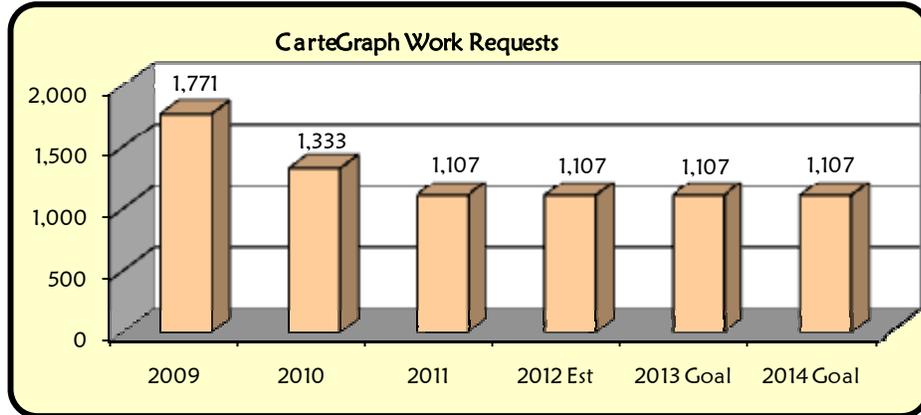
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Full Time Equivalent (FTE)

### PERFORMANCE MEASURES – FACILITIES DEPARTMENT

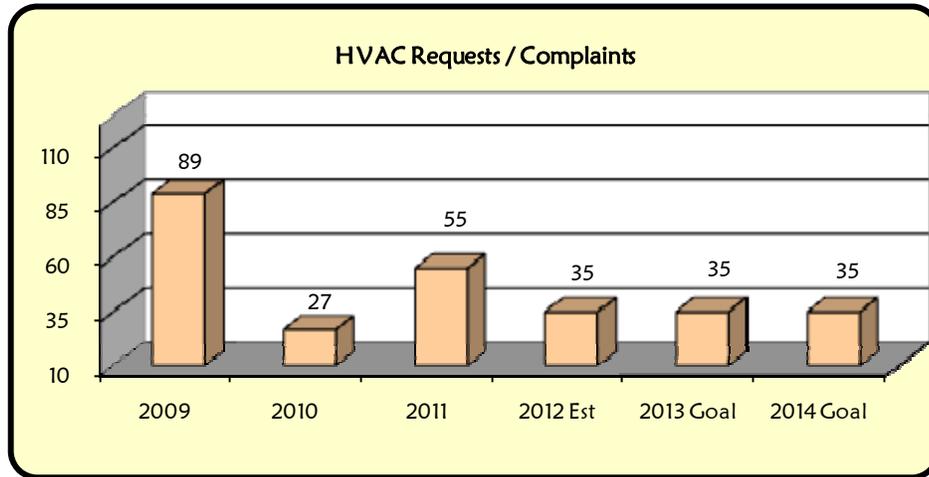
#### CarteGraph Work Requests

Facilities Maintenance provides 24/7 maintenance for City facilities. Requests are tracked through CarteGraph. 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 Requests / Complaints

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



## EMERGENCY MANAGEMENT

### Mission Statement

The mission of the Emergency Management Division is to partner with the community in order to prepare for, mitigate against, respond to, and recover from all types of disasters, both natural and technological.

### Division Overview

The Emergency Management Division is responsible for full-cycle emergency management services within the City, including mitigation, preparedness, response, and recovery. These services are provided to both internal and external customers via trainings, exercises, classes, and plans, as well as real-time response and recovery activities. The Division is directly responsible for maintaining the Comprehensive Emergency Management Plan (CEMP), the Hazard Mitigation Plan, and the Disaster Recovery Plan, as well as managing the City's StormReady certification process. The division manages Emergency Operations Center readiness and activations, as well as the disaster recovery and the Federal Emergency Management Agency (FEMA) reimbursement process for Presidential Disaster Declarations. The Division manages a robust public education and volunteer program, which includes the Community Emergency Response Team (CERT) and its continuing education program, as well as the Emergency Communications Team. The division is overseen by the Emergency Preparedness Manager, who also serves as both the City's National Incident Management System (NIMS) Compliance Officer and Primary Applicant Agent. The Division activity participates in regional emergency management activities, collaboration with outside agencies and jurisdictions to accomplish regional goals.

### 2011 & 2012 Accomplishments

- Managed \$4.7 million in grant applications, including FEMA disaster reimbursements.
- Held the annual Disaster Fair each year.
- Conducted 9 Community Emergency Response Team (CERT) classes, graduating 200 people.
- Participated in a regional Integrated Emergency Management Course (IEMC), with all City departments.
- Managed 13,000 hours of donated volunteer time.
- Reached 13,000 individual residents through public education activities and events.
- Worked with Wesley Homes Lea Hill retirement community to form their own disaster response plan and team, which earned them King County Executive Constantine's Community Preparedness Award for 2012.
- Actively participated in multiple King County Regional Emergency Management working groups, including Regional Disaster Planning Workgroup, Vulnerable Populations Workgroup, Public Education Workgroup, Mass Care Workgroup, and the Citizen Corps Council Workgroup.

### 2013 & 2014 Objectives

- Provide targeted disaster preparedness information to 7,000 Auburn residents, ten percent of all licensed businesses, and all private care facilities each year.
- Conduct a complete update to the Comprehensive Emergency Management Plan.
- Conduct basic Emergency Operation Center (EOC) training for all City Staff identified as EOC personnel.
- Continue Community Emergency Response Team training for citizen volunteers.
- Identify new sources of grant funding in order to maintain current Division programs.
- Design and implement a Building Inspection Support Team and an EOC Support Team to be utilized as needed, including appropriate training and credentialing.
- Facilitate the Division's seventh and eighth annual Disaster Fair.

- Partner with the Auburn Valley Humane Society to offer pet preparedness information to the public, as well as pet sheltering during and after disaster events.

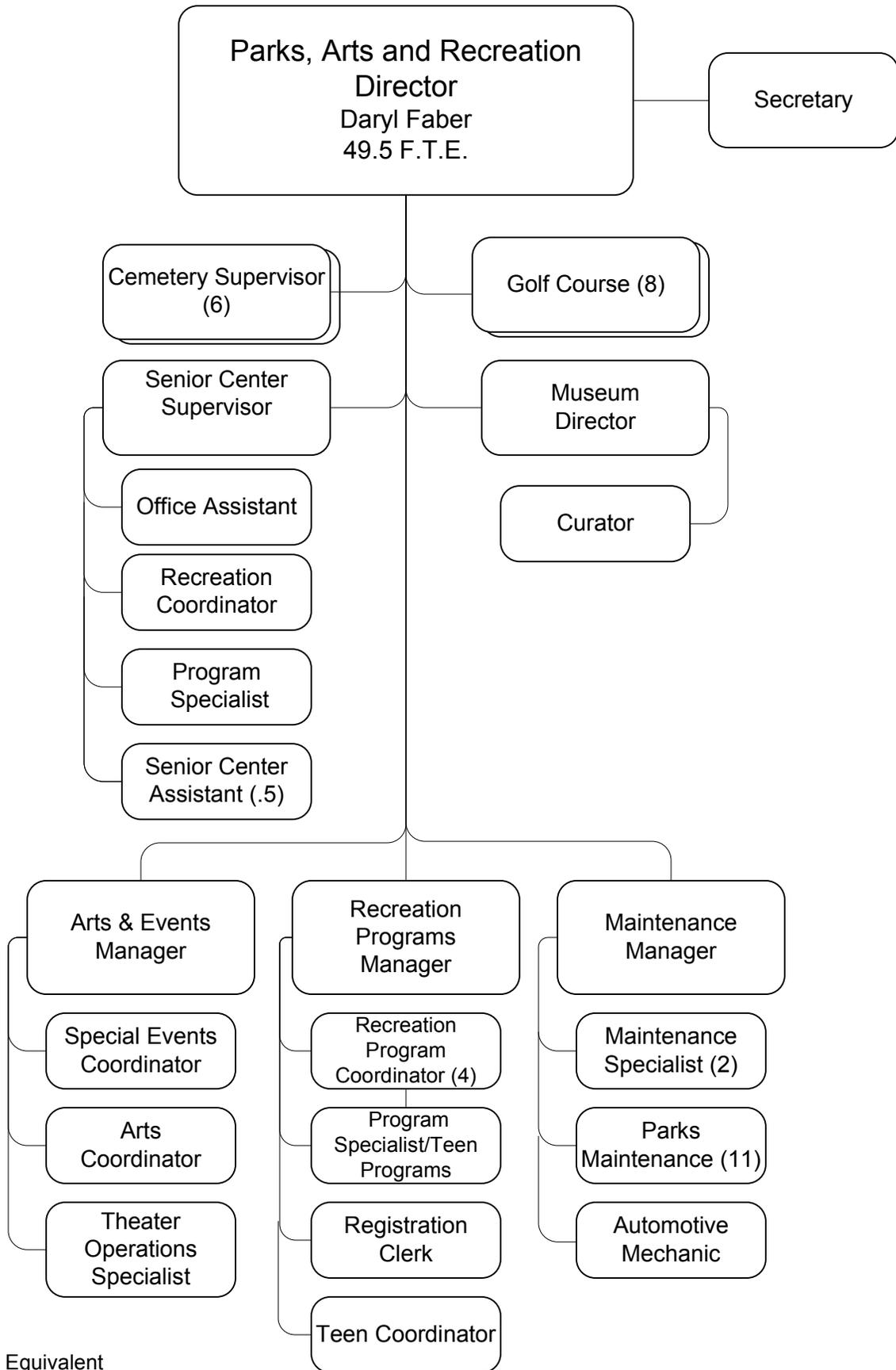
**Department Budget**

<b>001/32.525 Emergency Management</b>	<b>2011 Actual</b>	<b>2012 Adj Budget</b>	<b>2012 Est Actual</b>	<b>2013 Budget</b>	<b>2014 Budget</b>
Salaries & Wages	62,444	97,243	75,000	31,623	31,865
Personnel Benefits	16,705	22,916	20,000	11,809	13,569
Supplies	11,864	14,000	10,000	12,000	12,000
Services & Charges	78,391	46,949	25,000	21,800	29,000
Intergovernmental	-	-	-	-	-
Capital Outlays	-	-	-	-	-
Interfund Payments for Services	96,252	75,900	75,900	76,300	73,700
<b>DEPARTMENT TOTAL</b>	<b>\$265,656</b>	<b>\$257,008</b>	<b>\$205,900</b>	<b>\$153,532</b>	<b>\$160,134</b>



# Parks, Arts and Recreation Department

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## PARKS, ARTS AND RECREATION DEPARTMENT

### Mission Statement

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

### Department Overview

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

### 2011 & 2012 Accomplishments

- Increased on-line recreation registrations to 17%.
- Opened new Activity Center/Gymnasium at Les Gove Park and initiated new activities at the Gymnasium including teen afterschool program, Indoor Playground for toddlers, Birthday Party Packages, Climbing Wall opportunities, expanded youth and adult sport opportunities, and open gymnasium hours.
- Expanded Community Garden Program to second site and expanded wheelchair accessible plots.
- Added two new public art pieces to the City's collection - *Civic Lanterns* at City Hall Plaza and *Auburn Valley Topography* at the Gymnasium at Les Gove Park.
- Initiated new downtown concert series and storefront studio program; moved ArtRageous festival to downtown Auburn and combined with community Art Walk.
- Expanded Petpalooza festival adding a traveling petting zoo, animal entertainment zone, and crazy animal races.
- Expanded programming of the Auburn Avenue Theater adding two community theater productions and several different film series.
- Named "Playful City USA" for fourth consecutive year.
- Secured over \$5,000 in sponsorships for the Auburn Senior Activity Center.
- Received "Tree City USA" status for the 7<sup>th</sup> consecutive year.

### 2013 & 2014 Objectives

- Increase marketing of on-line recreation registration option.
- Work with City Council committees to implement SMART (Specific, Measurable, Attainable, Relevant and Time-bound) goals.
- Continue to grow the new afterschool intramural program.
- Increase the number of sponsorships for youth sports programs.
- Expand the youth and adult athletic programs in the gymnasium.
- Initiate Outdoor Sculpture Gallery in downtown Auburn.
- Continue to seek funding and opportunities to create mural program along the rail corridor.
- Refine sponsor opportunities and continue to solicit sponsorships for major special events.
- Continue to diversify performing art offerings and build a broad audience base for performing art programs.
- Increase marketing efforts of rental facilities, including the Senior Center Millennium Rooms.
- Provide oversight of proposed Community Center related to programming and cost of operation.
- Increase Median and Right of Way (ROW) maintenance standards as determined by budget allocation.

**Department Budget**

001/33 Parks, Arts & Recreation	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
Salaries & Wages	2,702,566	2,862,490	2,829,210	2,808,349	2,817,402
Personnel Benefits	1,009,419	1,198,090	1,198,090	1,134,525	1,225,848
Supplies	458,869	537,040	357,700	502,150	503,500
Services & Charges	1,342,520	1,646,370	1,380,930	1,490,930	1,513,530
Intergovernmental	-	-	-	-	-
Capital Outlays	-	10,000	27,120	5,000	5,000
Debt Service: Principal	38,473	45,500	45,500	46,108	48,733
Debt Service: Interest	32,591	25,700	25,700	27,843	25,217
Interfund Payments for Services	1,404,624	1,375,800	1,375,800	1,704,741	1,658,181
<b>DEPARTMENT TOTAL</b>	<b>\$6,989,063</b>	<b>\$7,700,990</b>	<b>\$7,240,050</b>	<b>\$7,719,646</b>	<b>\$7,797,411</b>

**Department Employees**

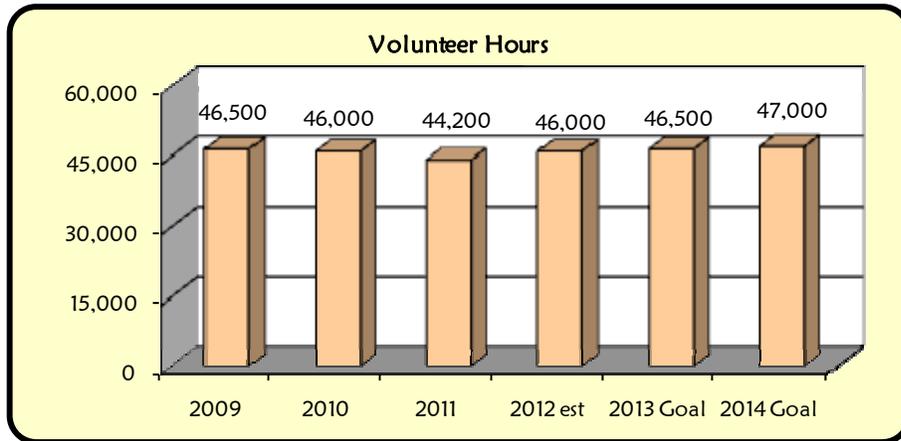
001 Parks, Arts and Recreation	2010	2011	2012	2013	2014
Parks FTE's	35.00	35.50	35.50	35.50	35.50
<b>TOTAL PARKS, ART &amp; RECREATION FTE's</b>	<b>35.00</b>	<b>35.50</b>	<b>35.50</b>	<b>35.50</b>	<b>35.50</b>

Full Time Equivalent (FTE)

### PERFORMANCE MEASURES – PARKS, ARTS & RECREATION DEPARTMENT

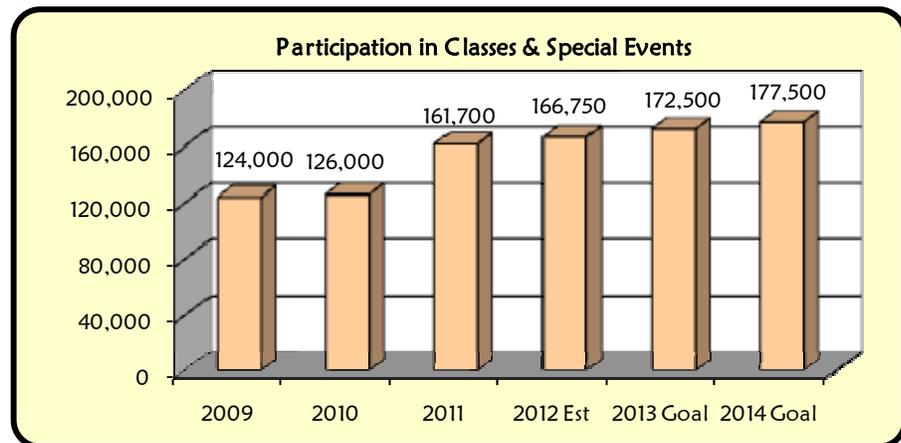
#### Volunteer Hours

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



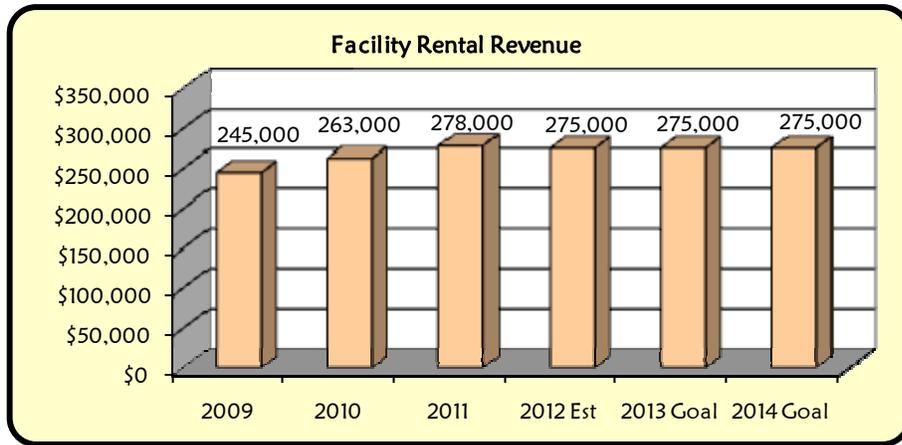
#### Classes & Special Events – Number of Participants

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



**Facility Rentals**

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



## **SPECIAL REVENUE FUNDS**

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

Fund 120 - Recreation Trails fund accounts for gas tax funds restricted to trail improvements.

### **2011 & 2012 Accomplishments**

- Accounted for Motor Vehicle Fuel Tax (MVFT) funds to pay for future trail improvements.
- Completed southerly portion of White River Trail.

### **2013 & 2014 Objectives**

- Accumulate funds to provide for trail improvements.

### Special Revenue Fund

120 Recreational Trails	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
<b>Revenue</b>					
Beginning Fund Balance	8,194	15,321	15,321	22,451	29,571
Investment Income	27	100	30	20	20
Motor Vehicle Fuel Tax (MVFT)	7,100	7,100	7,100	7,100	7,100
<b>Total Revenue</b>	<b>\$15,321</b>	<b>\$22,521</b>	<b>\$22,451</b>	<b>\$29,571</b>	<b>\$36,691</b>
<b>Expenditures</b>					
Transfer Out	-	-	-	-	-
Undesignated Fund Balance	15,321	22,521	22,451	29,571	36,691
<b>Total Expenditures</b>	<b>\$15,321</b>	<b>\$22,521</b>	<b>\$22,451</b>	<b>\$29,571</b>	<b>\$36,691</b>

## MUNICIPAL PARK CONSTRUCTION FUND

The Parks Capital Improvement Fund-321 accumulates a portion of adult recreation fees for capital improvements at city parks. The Parks, Arts & Recreation department is responsible for the budget in this fund.

### 2011 & 2012 Accomplishments

- Completed construction of new Gymnasium and Climbing Wall at Les Gove Park.
- Finalized land swap with Green River Community College to create new Lea Hill Park and prepared Master Plan for the new park.
- Resurfaced tennis courts and added practice wall to Game Farm Park and resurfaced Pickle Ball court to Game Farm Park.
- Replaced playground equipment and updated plazas at Game Farm Park.
- Completed Roegner Park off-leash dog area.
- Revitalized Shaughnessy Park with new playground, picnic area, and other refurbished sport amenities.
- Purchased West Hill lake property for future park development.
- Completed bandstand/shelter at Discovery Playground.

### 2013 & 2014 Objectives

- Complete construction of new Lea Hill Park.
- Finalize funding package for Les Gove Community and transform Parks, Arts and Recreation Administration building into Teen Center.
- Expand off leash dog area program.
- Complete 6-year Parks & Recreation Open Space Plan.
- Replace playgrounds at Brannan Park and Dykstra Park.
- Continue to develop the resources of the Les Gove Community Campus to include a community center, thereby creating a truly centralized park concept.

### Capital Projects Fund

321 Municipal Park Construction	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
<b>Revenue</b>					
Beginning Fund Balance	347,083	784,767	784,767	613,497	325,267
Property Taxes (Prop 2 Levy)	116,435	120,000	120,000	120,000	120,000
Federal Grants	83,200	297,710	59,620	392,560	124,190
State Grants	70,165	137,210	55,030	194,090	115,840
Interlocal Grants	188,500	375,000	389,800	289,420	95,970
Intergovernmental Service (GRCC)	70,214	1,429,790	1,329,790	100,000	-
Recreational Classes	19,770	25,000	20,000	15,000	15,000
Investment Income	687	2,000	1,000	700	700
Rentals & Leases	39,966	38,000	40,000	40,000	40,000
Contributions & Donations	1,087,150	50,000	-	-	17,660,000
New Market Tax Credit	-	5,102,800	-	-	-
HUD 108 Loan	-	2,000,000	-	-	-
Proceeds from Sale (QALICB)	-	8,000,000	-	-	-
Miscellaneous Revenue	-	1,878,100	-	5,000	-
Transfer In	1,716,950	888,420	159,620	60,000	-
<b>Total Revenue</b>	<b>\$3,740,120</b>	<b>\$21,128,797</b>	<b>\$2,959,627</b>	<b>\$1,830,267</b>	<b>\$18,496,967</b>
<b>Expenditures</b>					
Capital Outlays	2,955,353	20,689,130	2,326,130	1,485,000	18,416,000
Other Services & Charges	-	20,000	20,000	20,000	20,000
Debt Service Principal	-	-	-	-	-
Debt Service Interest	-	-	-	-	-
Undesignated Fund Balance	784,767	419,667	613,497	325,267	60,967
<b>Total Expenditures</b>	<b>\$3,740,120</b>	<b>\$21,128,797</b>	<b>\$2,959,627</b>	<b>\$1,830,267</b>	<b>\$18,496,967</b>

## **CEMETERY DIVISION**

### **Mission**

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

To fulfill this we will:

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

### **2011 & 2012 Accomplishments**

- Completed development of an additional 70 graves in Memory Meadow.
- Completed phase II of ForestWalk including two niche banks, a water feature, and pond.
- New roof on front office.
- Installed new landscape in Child's Place.

### **2013 & 2014 Objectives**

- Improve revenue from property sales through improved marketing plan.
- Minor repairs and painting of the maintenance shop.
- Foster community events at the cemetery.
- Reduce reliance on fund support from General Fund or Cumulative Reserve Fund.

**Cemetery Fund – 436**  
**2013-2014 Working Capital Budget**

Item	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
<b>Operating Budget</b>					
<b>Operating Revenue</b>					
343.601	Settings	44,345	47,900	47,900	45,000
343.602	Openings and Closings	211,457	221,500	180,235	210,000
343.603	Recordings	9,210	8,200	11,316	9,000
343.604	Liners	89,810	80,300	65,761	65,000
343.605	Resale Settings	-	-	-	-
343.607	Vases	14,091	26,300	15,275	16,000
343.609	Lot Sales/Niches	252,510	339,900	254,237	260,000
343.610	Vault Installation	15,147	16,500	12,830	15,000
343.611	Other	10,357	8,800	8,856	8,800
343.612	Marker Sales	104,957	169,900	151,407	100,000
343.620	Interest/Penalties	1,421	-	-	-
	<b>Total Operating Revenue</b>	<b>753,304</b>	<b>919,300</b>	<b>747,817</b>	<b>728,800</b>
<b>Operating Expense</b>					
536.000.10	Salaries & Wages	(463,602)	(467,730)	(465,430)	(433,035)
536.000.20	Personnel Benefits	(211,074)	(235,860)	(235,860)	(213,142)
536.000.30	Supplies	(170,988)	(175,450)	(175,000)	(191,300)
536.000.40	Services & Charges	(52,570)	(79,500)	(66,600)	(77,620)
536.000.90	Interfund Payments for Services	(57,812)	(66,100)	(66,100)	(56,200)
536.000.00	Depreciation & Amortization	(58,000)	(58,000)	(58,000)	(60,600)
	<b>Total Operating Expenses</b>	<b>(1,014,046)</b>	<b>(1,082,640)</b>	<b>(1,066,990)</b>	<b>(1,031,897)</b>
	<b>Operating Income (Loss)</b>	<b>(260,742)</b>	<b>(163,340)</b>	<b>(319,173)</b>	<b>(325,717)</b>
<b>Non Operating Revenue (Exp)</b>					
361.110	Investment Income	114	1,000	200	210
333.97	Contributions	-	1,250	-	-
369.900	Miscellaneous Revenue (Expense)	30	-	-	-
536.100.81	Debt Service Interest	(21,773)	(22,300)	(22,300)	(22,267)
	<b>Total Non Oper. Rev (Exp)</b>	<b>(21,629)</b>	<b>(20,050)</b>	<b>(22,100)</b>	<b>(22,057)</b>
	<b>Net Income (Loss)</b>	<b>(282,371)</b>	<b>(183,390)</b>	<b>(341,273)</b>	<b>(347,774)</b>
<b>Add/Deduct Items Not Affecting Working Capital (W/C)</b>					
536.000.01	Depreciation & Amortization	58,000	58,000	58,000	60,600
	<b>Net W/C From Operations</b>	<b>(224,371)</b>	<b>(125,390)</b>	<b>(283,273)</b>	<b>(264,554)</b>
<b>Other Resources and Uses Budget</b>					
<b>Resources Other Than Operations</b>					
397.100	Transfer In	231,300	222,300	222,300	320,000
399.000	Other Sources	5,660	12,560	12,560	-
	<b>Total Resources</b>	<b>236,960</b>	<b>234,860</b>	<b>234,860</b>	<b>320,000</b>
<b>Uses Other Than Operations</b>					
590.100.05	Net Change in Restricted Assets	(491)	-	-	-
590.100.61	Inc in Fixed Assets-Land	-	-	-	-
590.100.64	Inc in Fixed Assets-Equipment	(9,487)	-	-	-
590.100.65	Inc in Fixed Assets-Construction	(54,920)	(10,000)	(10,000)	(10,000)
590.100.71	Debt Service Principal	-	-	-	-
	<b>Total Uses</b>	<b>(64,898)</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>(10,000)</b>
	<b>Net Change in W/C</b>	<b>(52,309)</b>	<b>99,470</b>	<b>(58,413)</b>	<b>45,446</b>
	<b>Beginning W/C 1/1</b>	<b>124,128</b>	<b>71,819</b>	<b>71,819</b>	<b>13,406</b>
	<b>Ending W/C 12/31</b>	<b>71,819</b>	<b>171,289</b>	<b>13,406</b>	<b>58,852</b>
	<b>Net Change in W/C</b>	<b>\$ (52,309)</b>	<b>\$ 99,470</b>	<b>\$ (58,413)</b>	<b>\$ 45,446</b>

**Department Employees**

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	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
436 Cemetery FTE's					
Cemetery FTE's	7.00	7.00	7.00	6.00	6.00
<b>TOTAL CEMETERY FTE's</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>

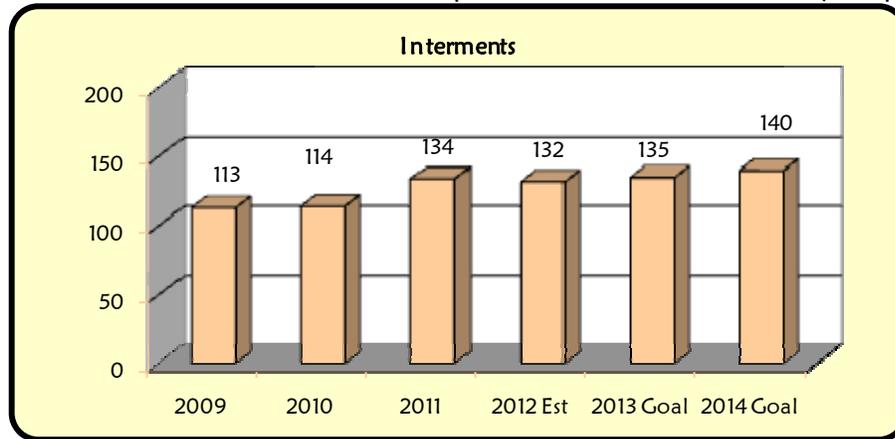
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Full Time Equivalent (FTE)

**PERFORMANCE MEASURES – CEMETERY FUND**

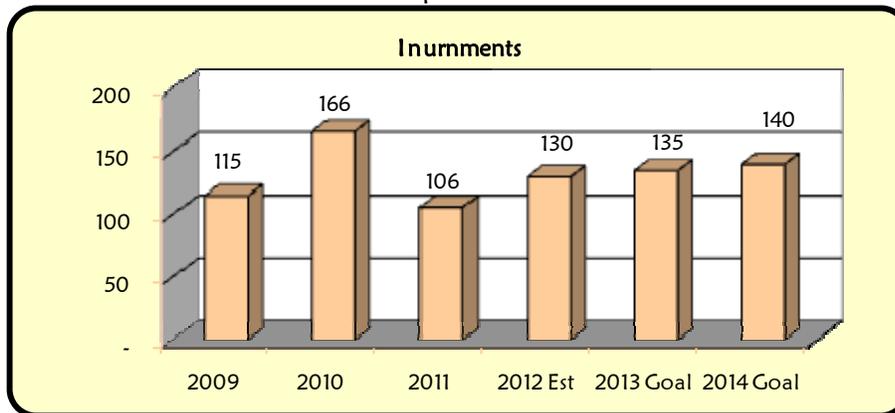
**Interments**

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.



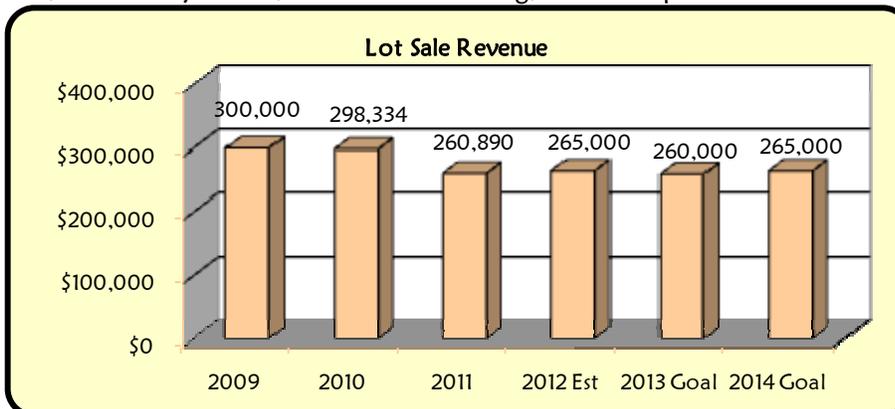
**Inurnments**

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.



## GOLF COURSE DIVISION

### Mission Statement

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

### Department Overview

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

### 2011 & 2012 Accomplishments

- Continue drainage improvements to holes 1, 2, & 10.
- Continued to grow e-mail database by 10%.
- Developed a text message program to better communicate with our customers.
- Developed a facebook page for the golf course to better communicate with customers.
- Increased men's club membership by 10%.
- Increased outside tournament play.
- Increased merchandise sales revenue by 5%.
- Increased participation in our customer appreciation events by 10%.
- Developed a large amateur golfing event at the course.
- Developed a summer weekly merchant's league for players.
- Developed a summer weekly couple's league for 60 players.
- Developed and expanded a summer weekly league for approximately 60 beginner golfers.
- Developed and implemented an e-mail marketing program for 2011/2012.
- Developed a web based pro shop for online sales of merchandise and gift cards.
- Developed an integrated website for club membership and tournament online registrations.

### 2013 & 2014 Objectives

- Replace all railroad ties with a curbing for safety.
- Install drainage for bunkers on holes #6, 15, & 17.
- Develop surface drainage on hole #15 near the green.
- Continue to update and replace 1968 irrigation system on holes #1, 2, 3, 4, & 5.
- Install irrigation central computer and connect all communication wire circuits.
- Increase marketing opportunities with Copper Falls Restaurant.
- Replace cart path from hole #15 (upper tee box) to bottom of the hill.
- Increase men's & ladies club membership and participation in club events by 10%.
- Increase general public & league play by 10%.
- Increase outside tournament play by 10%.
- Increase winter play by 10%.
- Increase merchandise sales revenue by 10%.
- Increase cart rental revenue by 10%.
- Increase the participation and number of tournaments organized by the Auburn Golf Course (AGC) staff for AGC members as well as other players from the local area.
- Continue to develop and expand e-mail marketing and social media advertising.
- Better utilize golf course tee times by offering text message, e-mail, or facebook specials during slow times.
- Develop a sponsorship program for local businesses to increase revenues and support AGC tournament program.

**Golf Fund – 437**  
**2013-2014 Working Capital Budget**

Item	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
<b>Operating Budget</b>					
<b>Operating Revenue</b>					
347.300	Green Fees	972,153	1,191,500	1,000,000	1,040,000
347.600	Lessons	1,920	8,000	1,500	1,500
347.910	Pro Shop Sales	147,738	187,700	150,000	156,500
347.920	Restaurant & Lounge	19,721	53,600	20,000	20,000
362.100	Power Cart Rental	207,873	285,400	215,000	215,000
362.400	Banquet Space	17,230	28,900	15,000	15,000
362.801	Concessions	-	3,200	3,200	-
	<b>Total Operating Revenue</b>	<b>1,366,634</b>	<b>1,758,300</b>	<b>1,404,700</b>	<b>1,448,000</b>
<b>Operating Expense</b>					
576.600.10	Salaries and Wages	(552,000)	(560,350)	(560,350)	(606,939)
576.600.20	Personnel Benefits	(253,265)	(293,540)	(293,540)	(276,106)
576.600.30	Supplies	(240,493)	(271,870)	(271,870)	(291,000)
576.600.40	Services & Charges	(168,869)	(208,530)	(208,530)	(181,600)
576.600.90	Interfund Payments for Services	(176,604)	(162,000)	(162,000)	(164,500)
576.600.00	Depreciation & Amortization	(321,642)	(341,000)	(341,000)	(325,000)
	<b>Total Operating Expenses</b>	<b>(1,712,873)</b>	<b>(1,837,290)</b>	<b>(1,837,290)</b>	<b>(1,871,992)</b>
	<b>Operating Income (Loss)</b>	<b>(346,239)</b>	<b>(78,990)</b>	<b>(432,590)</b>	<b>(423,992)</b>
<b>Non Operating Revenue (Exp)</b>					
361.110	Investment Income	820	600	600	430
369.400	Miscellaneous Revenue (Expense)	22,208	-	-	21,000
395.900	Gain on Sale of Fixed Assets	-	-	-	-
576.600.80	Debt Service Interest	(190,963)	-	-	-
	Debt Service Interest - Interfund Loan	-	-	-	(385)
	<b>Total Non Oper. Rev (Exp)</b>	<b>(167,935)</b>	<b>600</b>	<b>600</b>	<b>21,045</b>
	<b>Net Income (Loss)</b>	<b>(514,174)</b>	<b>(78,390)</b>	<b>(431,990)</b>	<b>(391,100)</b>
<b>Add/Deduct Items Not Affecting Working Capital (W/C)</b>					
534.801.01	Depreciation & Amortization	321,642	341,000	341,000	325,000
	<b>Net W/C From Operations</b>	<b>(192,532)</b>	<b>262,610</b>	<b>(90,990)</b>	<b>(66,100)</b>
<b>Other Resources and Uses Budget</b>					
<b>Resources Other Than Operations</b>					
347.301	Reserved for Capital	-	-	-	-
382.200	GO Bond Proceeds	-	-	-	-
397.100	Transfer In	448,607	62,000	62,000	51,250
399.600	Other Sources	4,687	66,650	66,650	-
	<b>Total Resources</b>	<b>453,294</b>	<b>128,650</b>	<b>128,650</b>	<b>51,250</b>
<b>Uses Other Than Operations</b>					
590.100.00	Net Change in Restricted Assets	68,182	-	-	-
590.100.00	Inc in Fixed Assets- Benefits	-	-	-	-
590.100.64	Inc in Fixed Assets-Equipment	-	-	-	-
590.100.65	Inc in Fixed Assets-Construction	-	-	-	-
590.100.70	Debt Service Principal	(264,374)	-	-	-
	<b>Total Uses</b>	<b>(196,192)</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Net Change in W/C</b>	<b>64,570</b>	<b>391,260</b>	<b>37,660</b>	<b>(14,850)</b>
	<b>Beginning W/C 1/1</b>	<b>3,754</b>	<b>68,324</b>	<b>68,324</b>	<b>105,984</b>
	<b>Ending W/C 12/31</b>	<b>68,324</b>	<b>459,584</b>	<b>105,984</b>	<b>91,134</b>
	<b>Net Change in W/C</b>	<b>\$ 64,570</b>	<b>\$ 391,260</b>	<b>\$ 37,660</b>	<b>\$ (14,850)</b>

**Department Employees**

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	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
437 Golf Course FTE's					
Golf Course FTE's	8.00	8.00	8.00	8.00	8.00
<b>TOTAL GOLF COURSE FTE's</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

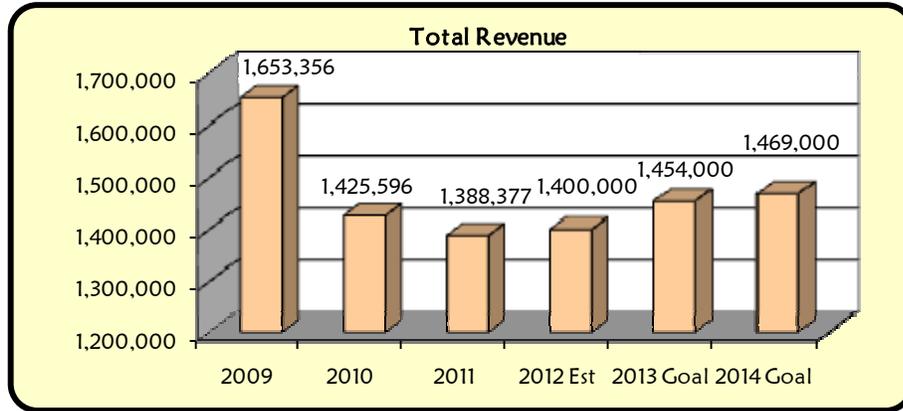
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Full Time Equivalent (FTE)

**PERFORMANCE MEASURES – GOLF COURSE FUND**

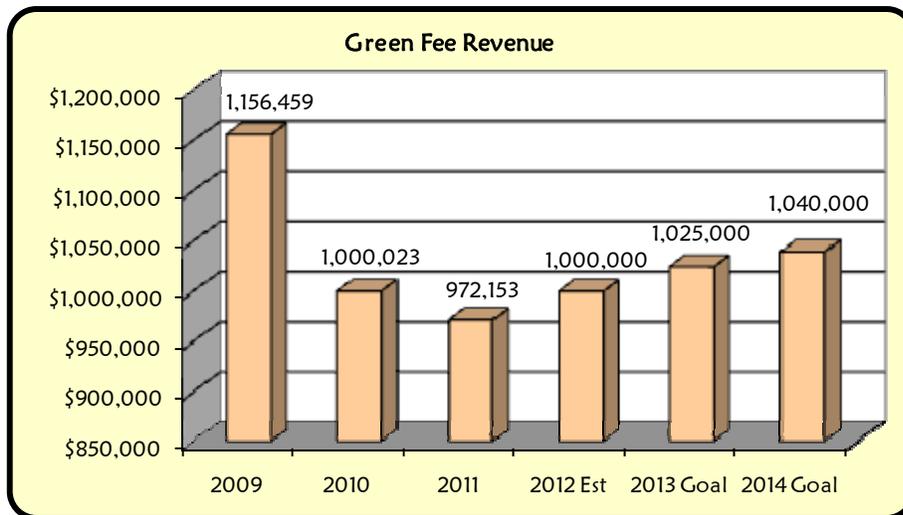
**Operating Revenue**

Total operating revenue is the quickest way to measure the performance of the golf course from year to year. Over the past four years, weak economic conditions have had a major impact on the golf industry revenues. As a whole, golf industry revenues are down by 20 percent over pre-recession levels. In the northwest, the difficult economic conditions have been combined with below average weather to further impact revenues. Beginning in June of 2011, western Washington returned to more of an average weather pattern, and golf revenues increased for 10 of the next 12 months over the previous year.



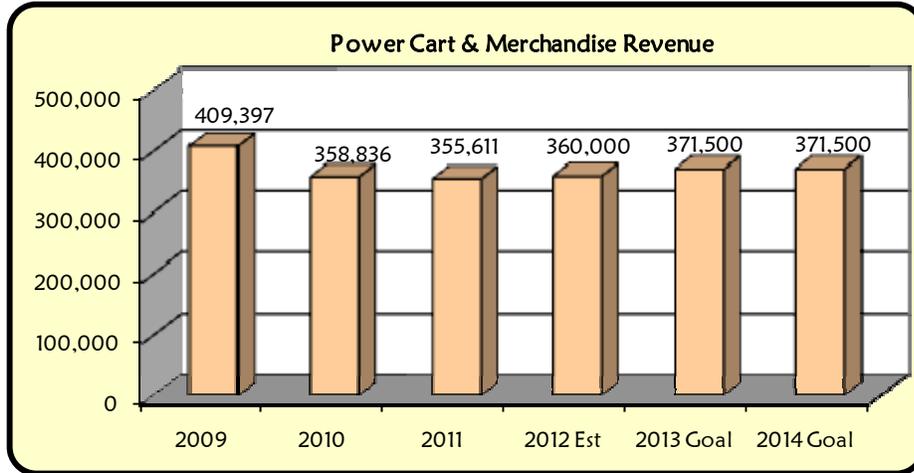
**Green Fee Revenue**

Green Fees make up roughly 70 percent of golf course revenues. Green fees increased significantly in 2007 and 2008 due to a strong economy, above average weather temperatures, and the opening of the new clubhouse. Starting in fall of 2009 through the spring of 2011, below average weather and weak economy had a significant impact on green fee revenues. Beginning in June of 2011, green fee revenues began to increase as a result of a more average weather pattern.



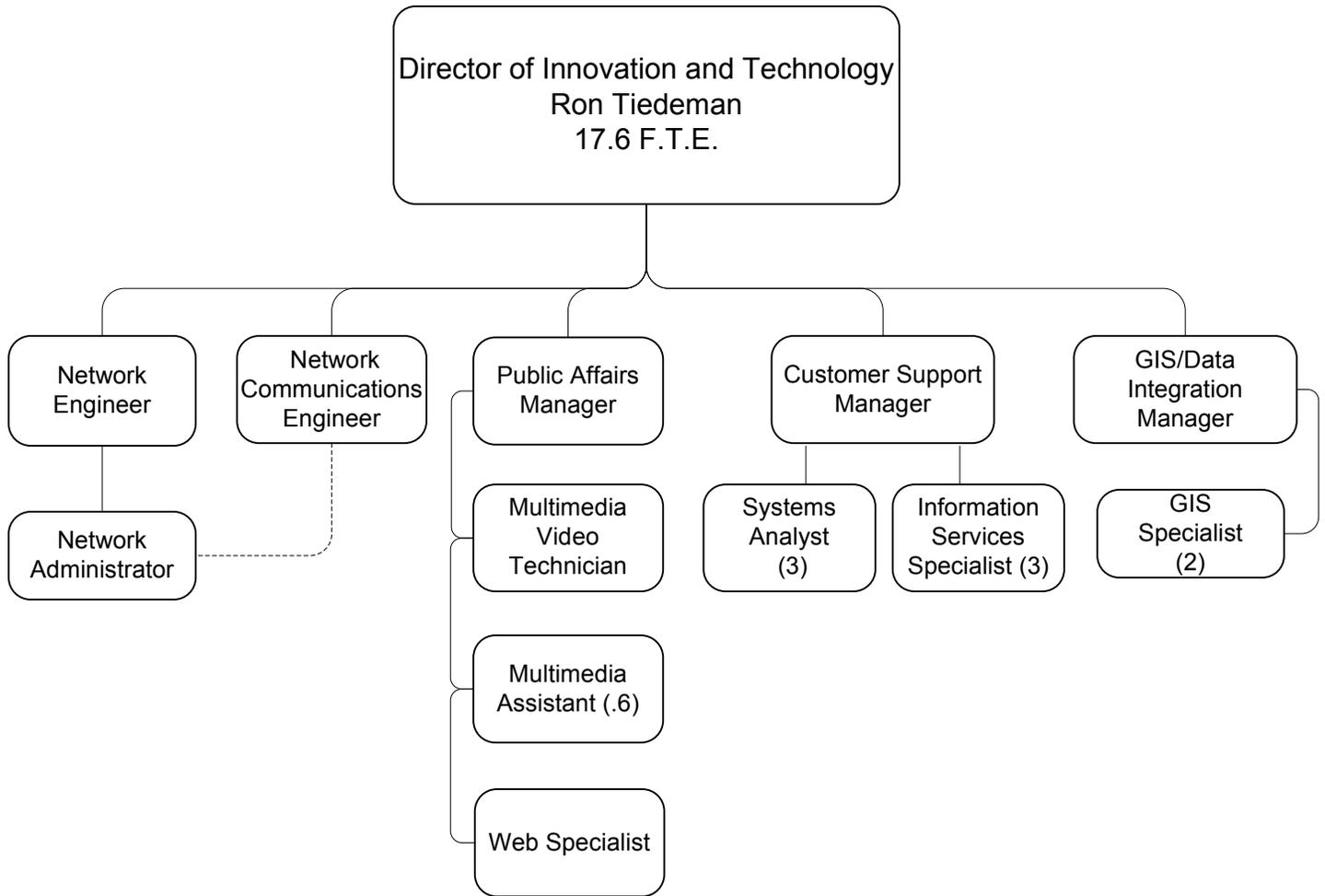
**Power Cart & Merchandise Revenue**

Power Cart Rentals and Merchandise Sales make up roughly 25 percent of golf course revenues. As rounds played decreased from 2009 to 2011, power cart and merchandise revenues decreased as well. Rounds have been increasing since June of 2011. As a result, cart rentals and merchandise sales are projected to increase in 2012. Average weather and moderate economy should allow these revenues to increase throughout the upcoming budget cycle.





# Innovation and Technology Department



## INNOVATION AND TECHNOLOGY

### Mission Statement

The Innovation and Technology department is the City of Auburn's enterprise wide technology services organization which provides solutions that empower our business partners across all City departments. The Innovation and Technology (IT) departments' primary day-to-day responsibility is to ensure that the network, desktop computers, email systems, and applications that support the business of City government are continuously available and operating effectively. Innovation and Technology also provides Geographic Information Services and Web services to City staff, citizens, and customers. The Innovation and Technology Department embraces its responsibility to help manage costs through difficult financial times by working with staff throughout the City to use existing technology to be more efficient and provide better customer service to our citizens.

### Department Overview

The Innovation and Technology department oversees all technology for the City. This includes computers, telephones, software applications, video conferencing systems, technology in our police and field maintenance vehicles, Geographic Information Systems (GIS), web services and City communications systems. The IT Director also coordinates grant activities for the City. The Innovation and Technology department also provides technical support for the Cities of Algona and Pacific on a cost recovery basis.

### 2011 & 2012 Accomplishments

- Continued to expand the Valley Cities Network completing the connection to Valley Communications with grant funding.
- Worked with the School District and other regional partners to increase partnerships on technology to benefit the community.
- Continued to expand the Intelligent Transportation System and City Wireless Systems.
- Supported technology improvements in the downtown redesign.
- Continued to maintain, upgrade and enhance City technology to maintain an efficient and productive work environment that improves staffs ability to deliver excellent customer service.
- Continued to look for Federal, State and Private funding solutions to enhance City projects and programs (Other People's Money).
- Supported Auburn Public Safety systems to communicate with Valley Communications 911 System conversion to new technology.
- Supported transition of Auburn Jail to the South Correction Entity (SCORE) facility including researching, recommending and implementing data sharing between Auburn Courts and Public Safety and the SCORE facility. This included processes such as paperless bookings, video arraignment, file sharing and other daily operational issues.
- Continued to build the City fiber network completing the north to south backbone for the city fiber network.
- Enhanced security throughout the City by expanding video security systems to over 140 sites.
- Worked on behalf of the City and Valley Cities as board member of Community Connectivity Consortium.
- Completed the update of aerial photography for GIS requirements through an interlocal agreement with King County which significantly reduced the cost of project.

### 2013 & 2014 Objectives

- To expand eGovernment services.
- To increase staff access, knowledge and skills in the utilization of technology.
- Work with City Council committees to implement SMART (Specific, Measurable, Attainable, Relevant and Time-bound) goals.

- To provide for the public good by advancing development and access to new technologies and information.
- To continue to expand fiber connectivity in the City of Auburn and regionally to increase the economic development of our City.
- To continue to look for Federal, State and Private funding solutions that can be used to enhance technology use in the City.
- To continue to work with the School District to find ways to increase technology to benefit the community.

## COMMUNICATION AND MULTIMEDIA

### Division Overview

The Communications and Multimedia division is responsible for providing and managing proactive, consistent, and effective two-way information sharing programs. The goal of these programs is to enhance communications through meaningful interaction between the City Council, the City, and community members, as well as inter-departmentally.

This division produces, manages and oversees the City's communications programs, using the City intranet and website, social media, city publications, news releases, production of the City newsletter, community radio station and Government Access Television (GATV) to disseminate information to Mayor, Council, and City response teams, as appropriate; organizes and monitors information provided to or sought by news media or other organizations.

Manages the City's media staff (to include department Public Information Officers) and program to provide useful and accurate information regarding City business, programs and services; 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. Supervises routine website maintenance to keep material up-to-date. Responsible for GATV program content, scheduling, filming and editing.

Conducts interviews and gathers/researches information to provide accurate background data from which documents, articles, publications, etc. are written. Creates correspondence, reports, forms, fliers, procedures, presentations, brochures, and marketing materials.

### 2010 & 2011 Accomplishments

- Completed over 1,500 work orders in 2010 & 2011 (about 3,100 work orders overall). Work orders consist of desktop publishing, design services, printing services and video services for all City departments.
- Increased usage and citizen interaction on social media platforms. Current usage as of July 2012 is:
  - Twitter:
    - o [City of Auburn: @auburnupdates](#) (1,026 followers)
    - o [White River Valley Museum:@wrvmuseum](#) (336 followers)
  - Facebook:
    - o [City of Auburn](#) (877 followers)
    - o [City of Auburn Emergency Management](#) (155 followers)
    - o [Auburn International Farmers Market](#) (819 followers)
    - o [City of Auburn Adult Sports Leagues](#) (45 followers)
    - o [Auburn's Petpalooza](#) (615 members)
    - o [White River Valley Museum & Mary Olson Farm](#) (185 followers)
    - o [Auburn Senior Activity Center](#) (58 followers)
    - o [Auburn Parks, Arts & Recreation Teen Programs](#) (25 followers)
    - o [Auburn Arts and Events](#) (346 followers)
    - o [Auburn Golf Course](#) (222 followers)
  - You Tube:
    - o [Watch Auburn](#) (31 subscribers, 31,460 video views)
  - Blogs:
    - o [More Than You Imagined](#) (Auburn Tourism Board)
- Produced over 200 videos for use on the City's government access television channel and distributed on the branded YouTube channel "Watch Auburn." Video projects range from coverage of City Council meetings, special event coverage and original productions to highlight City programs or public service announcements for public education and safety.
- Collaborated with state and county organizations for video content to program the television channel.

- Wrote, edited, collaborated and disseminated over 200 press releases each year. Press announcements will range from event promotion, public safety issues, and critical information for Auburn citizens in relation to construction projects, emergency messages or city awards and recognition.
- Increased use of GovDelivery broadcast email service. This service currently has over 23,000 subscribers in over 20 different topic areas ranging from regular news updates, emergency alerts, targeted lists for economic development, parks programs, mayor's update, seniors, neighborhood programs and bid results.
- Oversaw the yearly citizen survey with consultant (Elway Research).
- Provided public education for elections and ballot measures.
- Provide internal communications regarding City-related information.

**2013 & 2014 Objectives**

- Continue to provide increased accessibility to the City of Auburn government to residents of Auburn and the region.
- Provide timely, effective and relevant public education in important service areas and public safety.
- Continue to support the education and outreach goals of City departments with professional, timely and relevant communications tools.
- Develop a City-wide social media strategy to leverage these important tools to increase public information availability to our citizens.
- Increase awareness of City programs through use of all mediums of broadcast: print, web and broadcast.

### Innovation and Technology Fund – 518 2013-2014 Working Capital Budget

Item	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget	
<b>Operating Budget</b>						
<b>Operating Revenue</b>						
348.800	Interfund Operating Charges	3,293,402	3,250,400	3,250,400	4,101,064	3,885,676
348.801	Interfund Communications Charges	870,259	884,600	884,600	899,800	905,700
348.810	Interfund Equipment Replacement	-	-	-	-	-
338.190	Intergovernmental Service	54,911	73,820	73,820	90,000	90,000
	<b>Total Operating Revenue</b>	<u>4,218,572</u>	<u>4,208,820</u>	<u>4,208,820</u>	<u>5,090,864</u>	<u>4,881,376</u>
<b>Operating Expense</b>						
518.000.10	Salaries and Wages	(1,268,526)	(1,333,470)	(1,333,470)	(1,343,137)	(1,353,230)
518.000.20	Personnel Benefits	(455,123)	(573,400)	(573,400)	(562,835)	(614,598)
518.000.30	Supplies	(457,711)	(396,160)	(394,830)	(427,838)	(384,800)
518.000.40	Services & Charges	(1,482,942)	(1,705,580)	(1,705,580)	(2,156,401)	(2,016,151)
518.000.90	Interfund Payments for Services	(319,800)	(294,000)	(294,000)	(301,700)	(288,400)
518.000.00	Depreciation & Amortization	(466,653)	(498,000)	(498,000)	(599,900)	(587,900)
	<b>Total Operating Expenses</b>	<u>(4,450,755)</u>	<u>(4,800,610)</u>	<u>(4,799,280)</u>	<u>(5,391,811)</u>	<u>(5,245,079)</u>
	<b>Operating Income (Loss)</b>	<u>(232,183)</u>	<u>(591,790)</u>	<u>(590,460)</u>	<u>(300,947)</u>	<u>(363,703)</u>
<b>Non Operating Revenue (Exp)</b>						
361.110	Investment Income	7,421	11,000	11,000	4,500	4,500
333.97	Contributions	-	1,330	-	-	-
369.900	Miscellaneous Revenue (Expense)	530	-	-	-	-
	<b>Total Non Oper. Rev (Exp)</b>	<u>7,951</u>	<u>12,330</u>	<u>11,000</u>	<u>4,500</u>	<u>4,500</u>
	<b>Net Income (Loss)</b>	<u>(224,232)</u>	<u>(579,460)</u>	<u>(579,460)</u>	<u>(296,447)</u>	<u>(359,203)</u>
<b>Add/Deduct Items Not Affecting Working Capital (W/C)</b>						
518.801.00	Depreciation & Amortization	466,653	498,000	498,000	599,900	587,900
	<b>Net W/C From Operations</b>	<u>242,421</u>	<u>(81,460)</u>	<u>(81,460)</u>	<u>303,453</u>	<u>228,697</u>
<b>Other Resources and Uses Budget</b>						
<b>Resources Other Than Operations</b>						
331.167	Direct Federal Grant	92,260	57,740	57,740	-	-
397.100	Transfer In	-	179,250	179,250	104,250	104,250
399.000	Other Sources	71,316	-	-	-	-
	<b>Total Resources</b>	<u>163,576</u>	<u>236,990</u>	<u>236,990</u>	<u>104,250</u>	<u>104,250</u>
<b>Uses Other Than Operations</b>						
590.100.05	Net Change in Restricted Assets	-	-	-	-	-
597.100.55	Operating Transfers Out	(500,000)	-	-	-	-
590.100.64	Inc in Fixed Assets-Equipment	(587,596)	(1,178,110)	(1,178,110)	(524,500)	(480,000)
590.100.65	Inc in Fixed Assets-Construction	(149,507)	(57,740)	(57,740)	-	-
	<b>Total Uses</b>	<u>(1,237,103)</u>	<u>(1,235,850)</u>	<u>(1,235,850)</u>	<u>(524,500)</u>	<u>(480,000)</u>
	<b>Net Change in W/C</b>	<u>(831,106)</u>	<u>(1,080,320)</u>	<u>(1,080,320)</u>	<u>(116,797)</u>	<u>(147,053)</u>
	<b>Beginning W/C 1/1</b>	<u>3,949,794</u>	<u>3,118,687</u>	<u>3,118,687</u>	<u>2,038,367</u>	<u>1,921,570</u>
	<b>Ending W/C 12/31</b>	<u>3,118,687</u>	<u>2,038,367</u>	<u>2,038,367</u>	<u>1,921,570</u>	<u>1,774,517</u>
	<b>Net Change in W/C</b>	<u>\$ (831,106)</u>	<u>\$ (1,080,320)</u>	<u>\$ (1,080,320)</u>	<u>\$ (116,797)</u>	<u>\$ (147,053)</u>

**Department Employees**

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	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
518 Innovation and Technology Department FTE's					
Innovation and Technology Department FTE's	14.00	14.00	17.60	17.60	17.60
<b>TOTAL INNOVATION AND TECHNOLOGY FTE's</b>	<b>14.00</b>	<b>14.00</b>	<b>17.60</b>	<b>17.60</b>	<b>17.60</b>

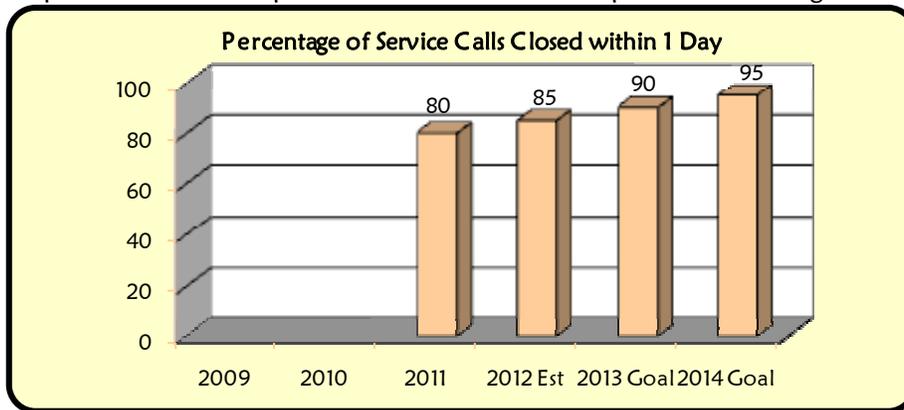
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Full Time Equivalent (FTE)

**PERFORMANCE MEASURES – INNOVATION AND TECHNOLOGY DEPARTMENT**

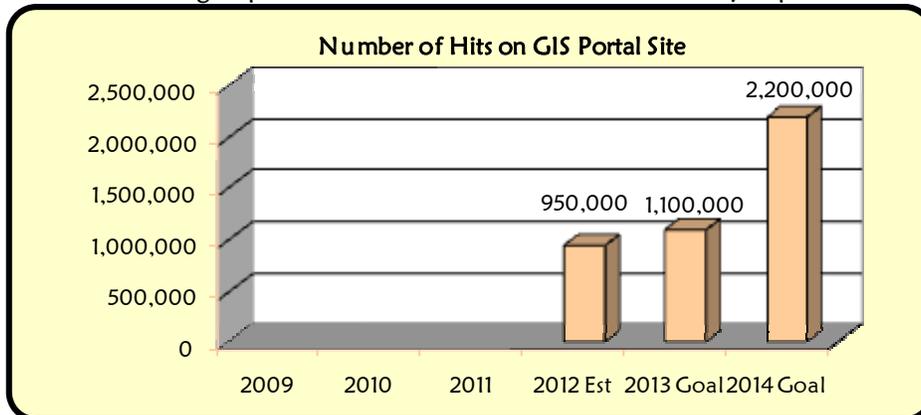
**Customer Service Management**

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



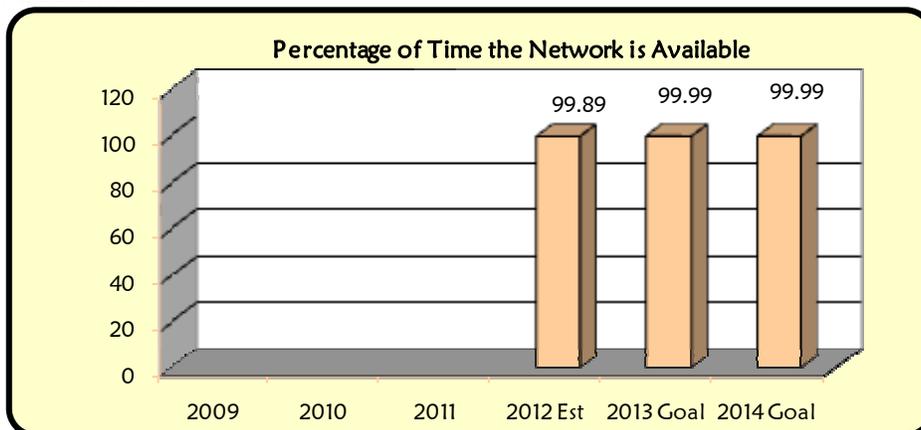
**Enterprise Geospatial Information Services (eGIS)**

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 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.





## 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

- 2013 Budgeted Revenue by Type, All Funds (Table)
- 2013 Budgeted Expenditures by Object, All Funds (Table)
- 2014 Budgeted Revenue by Type, All Funds (Table)
- 2014 Budgeted Expenditures by Object, All Funds (Table)
- Relationship between Fund and City Structure (Table)
- 2013 & 2014 – Budgeted Expenditures by Administrative Structure (Table)
- 2013 & 2014 – Budgeted General Fund Expenditures by Cost Center (Graph)
- 2013 & 2014 – Budgeted General Fund Expenditures by Cost Center (Table)
- 2013 & 2014 – Budgeted Interfund Transfers (Table)

All funds are appropriated, see Ordinance No. 6432.

**2013 REVENUE BY TYPE - ALL FUNDS**

Fund		Taxes	Licenses & Permits	Intergov't	Charges for Services	Fines & Forfeitures
GENERAL FUND		\$ 39,754,933	\$ 1,838,484	\$ 4,751,784	\$ 1,955,947	\$ 1,556,500
SPECIAL REVENUE FUNDS	Arterial Street	-	-	12,482,030	-	-
	Local Street	1,474,250	-	-	-	-
	Hotel/Motel Tax	70,000	-	-	9,100	-
	Arterial Street Preservation	1,999,988	-	560,000	-	-
	Drug Forfeiture	-	-	30,000	-	250,000
	Housing & Community Development	-	-	450,000	-	-
	Recreational Trails	7,100	-	-	-	-
	Business Improvement Area	55,000	-	-	-	-
	Cumulative Reserve	-	-	-	-	-
	Mitigation Fees	-	-	-	875,000	-
DEBT SERVICE	1998 Library Bond	-	-	-	-	-
	City Hall Annex 2010 A&B Bond	-	-	406,320	-	-
	Local Revitalization 2010 C&D Bond	250,000	-	131,120	-	-
	LID Guarantee	-	-	-	-	-
	LID #250	-	-	-	-	-
	LID #350	-	-	-	-	-
	Golf Debt Service	-	-	-	-	-
CAPITAL PROJECTS	Municipal Park Construction	120,000	-	976,070	15,000	-
	Capital Improvements	1,400,000	-	-	-	-
ENTERPRISE FUNDS	Water	-	-	-	11,738,722	-
	Sewer	-	-	-	20,576,301	-
	Storm Drainage	-	-	351,500	7,948,108	-
	Solid Waste	-	-	88,000	11,865,870	-
	Airport	-	-	149,500	25,380	-
	Cemetery	-	-	-	728,800	-
	Golf Course	-	-	-	1,203,000	-
INTERNAL SERVICE FUNDS	Insurance	-	-	-	-	-
	Facilities	-	-	-	3,587,600	-
	Innovation & Technology	-	-	90,000	5,000,864	-
	Equipment Rental	-	-	-	1,588,600	-
FIDUCIARY FUNDS	Fire Pension	63,000	-	-	-	-
PERMANENT FUNDS	Cemetery Endowment	-	-	-	48,000	-
<b>TOTAL BUDGET</b>		\$ 45,194,271	\$ 1,838,484	\$ 20,466,324	\$ 67,166,292	\$ 1,806,500

**2013 REVENUE BY TYPE - ALL FUNDS (continued)**

Fund		Other Revenue	Interfund Transfers	Other Financing Sources	Beginning Fund Balance	Total Resources
GENERAL FUND		\$ 495,015	\$ 193,085	\$ 25,000	\$ 12,108,801	\$ 62,679,549
SPECIAL REVENUE FUNDS	Arterial Street	2,500	635,540	-	1,300,518	\$ 14,420,588
	Local Street	3,350	150,000	-	1,117,320	\$ 2,744,920
	Hotel/Motel Tax	150	-	-	91,931	\$ 171,181
	Arterial Street Preservation	1,500	-	-	1,654,369	\$ 4,215,857
	Drug Forfeiture	1,300	-	-	919,090	\$ 1,200,390
	Housing & Community Development	-	-	-	55,647	\$ 505,647
	Recreational Trails	20	-	-	22,451	\$ 29,571
	Business Improvement Area	40	-	-	21,640	\$ 76,680
	Cumulative Reserve	3,000	-	-	7,313,905	\$ 7,316,905
	Mitigation Fees	5,000	-	-	2,368,612	\$ 3,248,612
	DEBT SERVICE	1998 Library Bond	300	280,300	-	46,054
City Hall Annex 2010 A&B Bond		-	1,290,200	-	158	\$ 1,696,678
Local Revitalization 2010 C&D Bond		100	213,250	-	100	\$ 594,570
LID Guarantee		100	-	-	44,488	\$ 44,588
LID #250		56,392	-	-	349	\$ 56,741
LID #350		7,245	-	-	-	\$ 7,245
Golf Debt Service		-	390,429	-	-	\$ 390,429
CAPITAL PROJECTS	Municipal Park Construction	45,700	60,000	-	613,497	\$ 1,830,267
	Capital Improvements	94,817	56,670	-	5,268,537	\$ 6,820,024
ENTERPRISE FUNDS	Water	266,024	-	11,046,957	2,983,426	\$ 26,035,129
	Sewer	87,270	-	240,000	8,899,265	\$ 29,802,836
	Storm Drainage	73,926	-	5,190,890	6,057,392	\$ 19,621,816
	Solid Waste	400	-	-	725,294	\$ 12,679,564
	Airport	550,000	-	-	727,073	\$ 1,451,953
	Cemetery	210	320,000	-	13,406	\$ 1,062,416
	Golf Course	251,430	51,250	-	105,984	\$ 1,611,664
INTERNAL SERVICE FUNDS	Insurance	2,000	-	-	1,984,779	\$ 1,986,779
	Facilities	2,500	-	-	973,149	\$ 4,563,249
	Innovation & Technology	4,500	104,250	-	2,038,367	\$ 7,237,981
	Equipment Rental	1,420,600	104,250	-	4,511,304	\$ 7,624,754
FIDUCIARY FUNDS	Fire Pension	10,000	-	-	2,590,285	\$ 2,663,285
PERMANENT FUNDS	Cemetery Endowment	2,100	-	-	1,586,371	\$ 1,636,471
<b>TOTAL BUDGET</b>		<b>\$ 3,387,489</b>	<b>\$ 3,849,224</b>	<b>\$ 16,502,847</b>	<b>\$ 66,143,562</b>	<b>\$ 226,354,993</b>

**2013 EXPENDITURE BY OBJECT - ALL FUNDS**

Fund		(10 & 20) Personnel	(30) Supplies	(40) Services	(50) Intergov't	(60) Capital
GENERAL FUND		\$ 28,877,836	\$ 1,063,000	\$ 10,076,828	\$ 5,924,962	\$ 5,000
SPECIAL REVENUE FUNDS	Arterial Street	609,264	-	240,000	-	12,518,106
	Local Street	101,706	-	300	-	2,345,444
	Hotel/Motel Tax	-	-	85,000	-	-
	Arterial Street Preservation	56,240	-	-	-	2,563,760
	Drug Forfeiture	135,022	17,000	108,900	-	-
	Housing & Community Development	120,000	-	100,000	-	240,000
	Recreational Trails	-	-	-	-	-
	Business Improvement Area	-	8,000	47,000	-	-
	Cumulative Reserve	-	-	-	-	-
	Mitigation Fees	-	-	-	50,000	-
DEBT SERVICE	1998 Library Bond	-	-	-	-	-
	City Hall Annex 2010 A&B Bond	-	-	-	-	-
	Local Revitalization 2010 C&D Bond	-	-	-	-	-
	LID Guarantee	-	-	-	-	-
	LID #250	-	-	-	-	-
	LID #350	-	-	-	-	-
	Golf Debt Service	-	-	-	-	-
CAPITAL PROJECTS	Municipal Park Construction	-	-	20,000	-	1,485,000
	Capital Improvements	-	-	-	-	1,120,270
ENTERPRISE FUNDS	Water	3,609,263	294,593	4,399,925	50,000	7,407,108
	Sewer	2,601,395	131,467	2,240,825	14,059,500	1,443,912
	Storm Drainage	3,240,630	96,917	1,651,684	120,000	6,041,594
	Solid Waste	581,012	44,400	10,874,195	400,000	-
	Airport	25,706	2,000	453,820	-	265,000
	Cemetery	646,177	191,300	77,620	-	10,000
	Golf Course	883,045	291,000	181,600	-	-
INTERNAL SERVICE FUNDS	Insurance	200,000	-	4,300	-	-
	Facilities	911,685	115,353	1,800,008	-	-
	Innovation & Technology	1,905,972	427,838	2,156,401	-	524,500
	Equipment Rental	692,884	1,161,000	557,900	7,000	1,723,380
FIDUCIARY FUNDS	Fire Pension	176,499	-	4,000	-	-
PERMANENT FUNDS	Cemetery Endowment	-	-	-	-	-
<b>TOTAL BUDGET</b>		\$ 45,374,336	\$ 3,843,868	\$ 35,080,306	\$ 20,611,462	\$ 37,693,074

**2013 EXPENDITURE BY OBJECT - ALL FUNDS (continued)**

Fund		(70 & 80) Debt Service	(90) Interfund Srv.	Interfund Transfers	Ending Fund Balance	Total Budget
GENERAL FUND		\$ 1,637,651	\$ 6,783,262	\$ -	\$ 8,311,010	\$ 62,679,549
SPECIAL REVENUE FUNDS	Arterial Street	125,454	71,400	-	856,364	\$ 14,420,588
	Local Street	-	26,800	-	270,670	\$ 2,744,920
	Hotel/Motel Tax	-	-	-	86,181	\$ 171,181
	Arterial Street Preservation	-	10,920	-	1,584,937	\$ 4,215,857
	Drug Forfeiture	-	22,000	-	917,468	\$ 1,200,390
	Housing & Community Development	-	-	-	45,647	\$ 505,647
	Recreational Trails	-	-	-	29,571	\$ 29,571
	Business Improvement Area	-	-	-	21,680	\$ 76,680
	Cumulative Reserve	240,880	-	1,375,229	5,700,796	\$ 7,316,905
	Mitigation Fees	-	-	667,210	2,531,402	\$ 3,248,612
DEBT SERVICE	1998 Library Bond	280,300	-	-	46,354	\$ 326,654
	City Hall Annex 2010 A&B Bond	1,696,520	-	-	158	\$ 1,696,678
	Local Revitalization 2010 C&D Bond	594,370	-	-	200	\$ 594,570
	LID Guarantee	-	-	10,000	34,588	\$ 44,588
	LID #250	56,372	-	-	369	\$ 56,741
	LID #350	7,245	-	-	-	\$ 7,245
	Golf Debt Service	390,429	-	-	-	\$ 390,429
CAPITAL PROJECTS	Municipal Park Construction	-	-	-	325,267	\$ 1,830,267
	Capital Improvements	-	-	933,450	4,766,304	\$ 6,820,024
ENTERPRISE FUNDS	Water	2,510,329	1,144,929	-	6,618,982	\$ 26,035,129
	Sewer	731,287	1,017,733	-	7,576,717	\$ 29,802,836
	Storm Drainage	826,852	1,345,025	-	6,299,114	\$ 19,621,816
	Solid Waste	-	183,595	-	596,362	\$ 12,679,564
	Airport	161,275	-	-	544,152	\$ 1,451,953
	Cemetery	22,267	56,200	-	58,852	\$ 1,062,416
	Golf Course	385	164,500	-	91,134	\$ 1,611,664
INTERNAL SERVICE FUNDS	Insurance	-	-	-	1,782,479	\$ 1,986,779
	Facilities	119,200	-	645,000	972,003	\$ 4,563,249
	Innovation & Technology	-	301,700	-	1,921,570	\$ 7,237,981
	Equipment Rental	247,500	-	-	3,235,090	\$ 7,624,754
FIDUCIARY FUNDS	Fire Pension	-	-	-	2,482,786	\$ 2,663,285
PERMANENT FUNDS	Cemetery Endowment	-	-	-	1,636,471	\$ 1,636,471
<b>TOTAL BUDGET</b>		\$ 9,648,316	\$ 11,128,064	\$ 3,630,889	\$ 59,344,678	\$ 226,354,993

**2014 REVENUE BY TYPE - ALL FUNDS**

Fund		Taxes	Licenses & Permits	Intergov't	Charges for Services	Fines & Forfeitures
GENERAL FUND		\$ 40,261,975	\$ 1,555,247	\$ 4,879,076	\$ 1,752,579	\$ 1,562,575
SPECIAL REVENUE FUNDS	Arterial Street	-	-	3,501,108	-	-
	Local Street	1,294,300	-	-	-	-
	Hotel/Motel Tax	70,000	-	-	9,100	-
	Arterial Street Preservation	2,041,223	-	-	-	-
	Drug Forfeiture	-	-	30,000	-	250,000
	Housing & Community Development	-	-	450,000	-	-
	Recreational Trails	7,100	-	-	-	-
	Business Improvement Area	55,000	-	-	-	-
	Cumulative Reserve	-	-	-	-	-
	Mitigation Fees	-	-	-	875,000	-
DEBT SERVICE	1998 Library Bond	-	-	-	-	-
	City Hall Annex 2010 A&B Bond	-	-	406,320	-	-
	Local Revitalization 2010 C&D Bond	250,000	-	131,120	-	-
	LID Guarantee	-	-	-	-	-
	LID #250	-	-	-	-	-
	LID #350	-	-	-	-	-
	Golf Debt Service	-	-	-	-	-
CAPITAL PROJECTS	Municipal Park Construction	120,000	-	336,000	15,000	-
	Capital Improvements	1,400,000	-	-	-	-
ENTERPRISE FUNDS	Water	-	-	-	12,976,725	-
	Sewer	-	-	-	21,231,431	-
	Storm Drainage	-	-	325,000	8,581,917	-
	Solid Waste	-	-	88,000	11,974,504	-
	Airport	-	-	180,000	25,380	-
	Cemetery	-	-	-	728,800	-
	Golf Course	-	-	-	1,218,000	-
INTERNAL SERVICE FUNDS	Insurance	-	-	-	-	-
	Facilities	-	-	-	3,430,000	-
	Innovation & Technology	-	-	90,000	4,791,376	-
	Equipment Rental	-	-	-	1,529,900	-
FIDUCIARY FUNDS	Fire Pension	63,000	-	-	-	-
PERMANENT FUNDS	Cemetery Endowment	-	-	-	48,000	-
<b>TOTAL BUDGET</b>		\$ 45,562,598	\$ 1,555,247	\$ 10,416,624	\$ 69,187,712	\$ 1,812,575

2014 REVENUE BY TYPE - ALL FUNDS (continued)

Fund		Other Revenue	Interfund Transfers	Other Financing Sources	Beginning Fund Balance	Total Resources
GENERAL FUND		\$ 499,650	\$ 17,000	\$ 25,000	\$ 8,311,010	\$ 58,864,112
SPECIAL REVENUE FUNDS	Arterial Street	2,500	346,050	-	856,364	\$ 4,706,022
	Local Street	3,350	150,000	-	270,670	\$ 1,718,320
	Hotel/Motel Tax	150	-	-	86,181	\$ 165,431
	Arterial Street Preservation	1,500	-	-	1,584,937	\$ 3,627,660
	Drug Forfeiture	1,300	-	-	917,468	\$ 1,198,768
	Housing & Community Development	-	-	-	45,647	\$ 495,647
	Recreational Trails	20	-	-	29,571	\$ 36,691
	Business Improvement Area	40	-	-	21,680	\$ 76,720
	Cumulative Reserve	3,000	-	-	5,700,796	\$ 5,703,796
	Mitigation Fees	5,000	-	-	2,531,402	\$ 3,411,402
	DEBT SERVICE	1998 Library Bond	300	283,700	-	46,354
City Hall Annex 2010 A&B Bond		-	1,290,200	-	158	\$ 1,696,678
Local Revitalization 2010 C&D Bond		100	217,100	-	200	\$ 598,520
LID Guarantee		100	-	-	34,588	\$ 34,688
LID #250		56,393	-	-	369	\$ 56,762
LID #350		7,246	-	-	-	\$ 7,246
Golf Debt Service		-	393,144	-	-	\$ 393,144
CAPITAL PROJECTS	Municipal Park Construction	17,700,700	-	-	325,267	\$ 18,496,967
	Capital Improvements	94,819	30,000	-	4,586,304	\$ 6,111,123
ENTERPRISE FUNDS	Water	266,024	-	320,000	6,618,981	\$ 20,181,730
	Sewer	87,270	-	240,000	7,576,717	\$ 29,135,418
	Storm Drainage	73,926	-	315,000	6,299,114	\$ 15,594,957
	Solid Waste	400	-	-	596,362	\$ 12,659,266
	Airport	603,000	-	-	544,152	\$ 1,352,532
	Cemetery	210	320,000	-	58,852	\$ 1,107,862
	Golf Course	251,430	52,000	-	91,134	\$ 1,612,564
INTERNAL SERVICE FUNDS	Insurance	2,000	-	-	1,782,479	\$ 1,784,479
	Facilities	2,500	-	-	972,003	\$ 4,404,503
	Innovation & Technology	4,500	104,250	-	1,921,570	\$ 6,911,696
	Equipment Rental	1,358,600	104,250	-	3,235,090	\$ 6,227,840
FIDUCIARY FUNDS	Fire Pension	10,000	-	-	2,482,786	\$ 2,555,786
PERMANENT FUNDS	Cemetery Endowment	2,100	-	-	1,636,471	\$ 1,686,571
<b>TOTAL BUDGET</b>		\$ 21,038,128	\$ 3,307,694	\$ 900,000	\$ 59,164,677	\$ 212,945,255

**2014 EXPENDITURE BY OBJECT - ALL FUNDS**

Fund		(10 & 20) Personnel	(30) Supplies	(40) Services	(50) Intergov't	(60) Capital
GENERAL FUND		\$ 29,384,713	\$ 1,064,350	\$ 9,519,557	\$ 6,387,098	\$ 5,000
SPECIAL REVENUE FUNDS	Arterial Street	628,226	-	240,000	-	2,757,882
	Local Street	107,572	-	300	-	1,323,028
	Hotel/Motel Tax	-	-	85,000	-	-
	Arterial Street Preservation	58,021	-	-	-	1,941,979
	Drug Forfeiture	140,015	17,000	108,900	-	-
	Housing & Community Development	120,000	-	100,000	-	240,000
	Recreational Trails	-	-	-	-	-
	Business Improvement Area	-	8,000	47,000	-	-
	Cumulative Reserve	-	-	-	-	-
	Mitigation Fees	-	-	-	50,000	-
DEBT SERVICE	1998 Library Bond	-	-	-	-	-
	City Hall Annex 2010 A&B Bond	-	-	-	-	-
	Local Revitalization 2010 C&D Bond	-	-	-	-	-
	LID Guarantee	-	-	-	-	-
	LID #250	-	-	-	-	-
	LID #350	-	-	-	-	-
	Golf Debt Service	-	-	-	-	-
CAPITAL PROJECTS	Municipal Park Construction	-	-	20,000	-	18,416,000
	Capital Improvements	-	-	-	-	235,000
ENTERPRISE FUNDS	Water	3,739,283	301,672	4,616,625	50,000	4,192,604
	Sewer	2,689,499	130,300	2,305,125	14,059,500	975,914
	Storm Drainage	3,350,776	83,300	1,644,665	112,000	1,237,433
	Solid Waste	603,207	50,000	11,260,725	404,000	-
	Airport	26,388	2,000	466,840	-	206,000
	Cemetery	668,387	191,300	78,030	-	10,000
	Golf Course	910,942	295,500	173,650	-	-
INTERNAL SERVICE FUNDS	Insurance	200,000	-	4,400	-	-
	Facilities	935,953	114,821	1,633,430	-	-
	Innovation & Technology	1,967,828	384,800	2,016,151	-	480,000
	Equipment Rental	715,243	1,170,000	567,100	7,000	1,389,470
FIDUCIARY FUNDS	Fire Pension	176,860	-	4,000	-	-
PERMANENT FUNDS	Cemetery Endowment	-	-	-	-	-
<b>TOTAL BUDGET</b>		\$ 46,422,913	\$ 3,813,043	\$ 34,891,498	\$ 21,069,598	\$ 33,410,310

**2014 EXPENDITURE BY OBJECT - ALL FUNDS (continued)**

Fund		(70 & 80) Debt Service	(90) Interfund Srv.	Interfund Transfers	Ending Fund Balance	Total Budget
GENERAL FUND		\$ 1,636,050	\$ 6,501,562	\$ -	\$ 4,365,782	\$ 58,864,112
SPECIAL REVENUE FUNDS	Arterial Street	195,962	70,200	-	813,752	\$ 4,706,022
	Local Street	-	13,400	-	274,020	\$ 1,718,320
	Hotel/Motel Tax	-	-	-	80,431	\$ 165,431
	Arterial Street Preservation	-	-	-	1,627,660	\$ 3,627,660
	Drug Forfeiture	-	15,000	-	917,853	\$ 1,198,768
	Housing & Community Development	-	-	-	35,647	\$ 495,647
	Recreational Trails	-	-	-	36,691	\$ 36,691
	Business Improvement Area	-	-	-	21,720	\$ 76,720
	Cumulative Reserve	229,280	-	1,205,344	4,269,172	\$ 5,703,796
	Mitigation Fees	-	-	376,050	2,985,352	\$ 3,411,402
DEBT SERVICE	1998 Library Bond	283,700	-	-	46,654	\$ 330,354
	City Hall Annex 2010 A&B Bond	1,696,520	-	-	158	\$ 1,696,678
	Local Revitalization 2010 C&D Bond	598,220	-	-	300	\$ 598,520
	LID Guarantee	-	-	10,000	24,688	\$ 34,688
	LID #250	56,373	-	-	389	\$ 56,762
	LID #350	7,246	-	-	-	\$ 7,246
	Golf Debt Service	393,144	-	-	-	\$ 393,144
CAPITAL PROJECTS	Municipal Park Construction	-	-	-	60,967	\$ 18,496,967
	Capital Improvements	-	-	862,300	5,013,823	\$ 6,111,123
ENTERPRISE FUNDS	Water	2,505,341	1,110,589	-	3,665,616	\$ 20,181,730
	Sewer	729,229	974,280	-	7,271,571	\$ 29,135,418
	Storm Drainage	826,199	1,276,483	-	7,064,101	\$ 15,594,957
	Solid Waste	-	179,962	-	161,372	\$ 12,659,266
	Airport	166,675	-	-	484,629	\$ 1,352,532
	Cemetery	22,267	54,400	-	83,478	\$ 1,107,862
	Golf Course	385	157,100	-	74,987	\$ 1,612,564
INTERNAL SERVICE FUNDS	Insurance	-	-	-	1,580,079	\$ 1,784,479
	Facilities	118,500	-	645,000	956,799	\$ 4,404,503
	Innovation & Technology	-	288,400	-	1,774,517	\$ 6,911,696
	Equipment Rental	-	247,100	-	2,131,927	\$ 6,227,840
FIDUCIARY FUNDS	Fire Pension	-	-	-	2,374,926	\$ 2,555,786
PERMANENT FUNDS	Cemetery Endowment	-	-	-	1,686,571	\$ 1,686,571
<b>TOTAL BUDGET</b>		\$ 9,465,091	\$ 10,888,476	\$ 3,098,694	\$ 49,885,632	\$ 212,945,255

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

**Relationship between Fund and City Structure**

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

## Costs by Administrative Structure

Perhaps the most common way of viewing the organization of the City is by administrative structure. 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 the City to be managed consistently. For example, it is more efficient for the accounts of the City to be handled centrally where trained staff can be provided. Likewise, it is more efficient to share engineering skills than for each utility to have separate engineering staff.

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

### Administrative or Support Departments:

**Mayor and Council:** Provides overall administration to the entire City. Also includes expenditures related to the operation of the City Council. The Housing and Community Development division provides human services grants for local non-profit agencies, neighborhood outreach, and cultural diversity programs. This division also administers the City's Community Development Block Grant.

**Human Resources:** This department provides centralized personnel services to all City departments, administers the Auburn Municipal Court, and provides risk management services throughout the City. Human Resources also include the Civil Service Division, which applies to Police and Fire services.

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

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

**Innovation & Technology:** Provides oversight for all technology and media production for the City.

### Line Departments:

**Planning and Development:** Planning and Development provides City wide land use planning and environmental protection. The Permitting and Inspections division is also centralized in the Planning department.

**Public Safety:** Provides all police services and Auburn jail services.

**Public Works:** Includes engineering, utilities, equipment rental, and streets. Property Management oversight is also provided.

**Parks, Arts and Recreation:** Provides recreational services and maintains park facilities. Parks includes providing senior citizen services and the management of the Cemetery and Golf Course.

## COSTS BY ADMINISTRATIVE STRUCTURE

	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
<b>MAYOR &amp; COUNCIL:</b>					
Mayor and Council	\$ 793,172	\$ 869,890	\$ 838,200	\$ 960,930	\$ 969,296
Housing and Community Development	659,180	437,750	437,750	460,000	460,000
	1,452,352	1,307,640	1,275,950	1,420,930	1,429,296
<b>HUMAN RESOURCES DIRECTOR:</b>					
Human Resources	3,868,590	4,341,424	3,892,800	2,121,750	3,494,561
	3,868,590	4,341,424	3,892,800	2,121,750	3,494,561
<b>FINANCE DIRECTOR:</b>					
Finance	1,117,927	1,235,590	1,140,490	1,287,232	1,317,251
Non-Departmental	2,167,566	7,124,550	6,463,000	3,567,437	3,033,622
Hotel/Motel Tax	87,970	85,000	85,000	85,000	85,000
Cumulative Reserve	723,345	226,520	226,520	1,616,109	1,434,624
Mitigation Fees	1,695,452	2,454,340	2,354,340	717,210	426,050
Debt Service Funds	2,650,001	3,044,200	3,043,200	3,035,236	3,045,203
Capital Improvements	3,869,181	3,614,170	2,424,470	2,053,720	1,097,300
Local Revitalization	5,470,701	2,692,564	2,692,564	-	-
Solid Waste	9,939,124	10,838,660	10,838,660	12,083,202	12,497,894
Airport	1,016,475	1,407,670	1,174,350	907,801	867,903
Insurance	185,374	203,700	203,700	204,300	204,400
Fire Pension	191,453	149,450	149,450	180,499	180,860
Cemetery Endowment	31,300	22,300	22,300	-	-
	29,145,869	33,098,714	30,818,044	25,737,746	24,190,107
<b>CITY ATTORNEY:</b>					
Legal	1,554,731	1,699,500	1,639,300	1,728,391	1,763,737
	1,554,731	1,699,500	1,639,300	1,728,391	1,763,737
<b>PLANNING DIRECTOR:</b>					
Planning	4,720,942	5,043,980	4,717,005	4,961,298	5,026,147
Business Improvement Area	81,965	54,000	54,000	55,000	55,000
	4,802,907	5,097,980	4,771,005	5,016,298	5,081,147
<b>POLICE CHIEF:</b>					
Jail	6,130,267	4,764,750	4,164,750	6,676,146	5,786,100
Police	18,147,674	20,682,698	18,686,370	19,434,846	19,326,455
Drug Forfeiture	448,841	328,230	328,230	282,922	280,915
	24,726,782	25,775,678	23,179,350	26,393,914	25,393,470
<b>PUBLIC WORKS DIRECTOR:</b>					
Public Works	2,257,553	2,718,870	2,530,900	2,646,999	2,694,615
Streets	2,714,213	3,415,280	3,015,050	3,263,864	3,289,135
Arterial Street	9,875,733	17,188,570	14,905,065	13,564,224	3,892,270
Local Street	2,232,062	3,021,110	3,021,110	2,474,250	1,444,300
Arterial Street Preservation	1,284,766	1,751,500	1,751,500	2,630,920	2,000,000
Water	17,013,588	24,024,861	24,822,471	19,416,147	16,516,114
Sewer	28,277,041	23,083,331	23,083,330	22,226,119	21,863,847
Storm Drainage	14,370,842	12,437,750	10,799,750	13,322,702	8,530,856
Facilities	3,036,854	4,602,500	4,602,500	3,591,246	3,447,704
Equipment Rental	3,010,602	4,700,030	4,355,110	4,389,664	4,095,913
	84,073,254	96,943,802	92,886,786	87,526,135	67,774,754
<b>PARKS DIRECTOR:</b>					
Parks, Arts, & Recreation	6,989,062	7,598,230	7,240,050	7,719,646	7,797,411
Recreational Trails	-	-	-	-	-
Municipal Parks	2,955,353	20,709,130	2,346,130	1,505,000	18,436,000
Cemetery	1,042,718	1,055,690	1,041,290	1,003,564	1,024,384
Golf Course	1,846,569	1,496,290	1,496,290	1,520,530	1,537,577
	12,833,702	30,859,340	12,123,760	11,748,740	28,795,372
<b>INNOVATION &amp; TECHNOLOGY DIRECTOR:</b>					
Innovation and Technology	5,221,205	5,537,130	5,537,130	5,316,411	5,137,179
	5,221,205	5,537,130	5,537,130	5,316,411	5,137,179
<b>RESERVES:</b>					
General Fund	16,238,071	5,824,057	12,108,801	8,311,010	4,365,782
Special Revenue Funds	15,075,393	13,676,893	14,865,483	12,044,716	11,062,298
Debt Service Funds	100,629	91,629	91,149	81,669	72,189
Capital Funds	8,794,938	4,732,304	5,882,034	5,091,571	5,074,790
Enterprise Funds	-	-	-	-	-
Utilities	39,486,601	17,645,387	18,665,377	21,091,175	18,162,660
Airport	961,633	495,983	727,073	544,152	484,629
Cemetery	71,819	171,289	13,406	58,852	83,478
Golf Course	68,324	459,584	105,984	91,134	74,987
Internal Service Funds	12,718,979	9,162,679	9,507,599	7,911,142	6,443,322
Fiduciary Funds	2,666,530	2,607,080	2,590,285	2,482,786	2,374,926
Permanent Funds	1,556,571	1,588,971	1,586,371	1,636,471	1,686,571
	97,739,488	56,455,856	66,143,562	59,344,678	49,885,632
<b>TOTAL ALL FUNDS</b>	<b>\$ 265,418,880</b>	<b>\$ 261,117,064</b>	<b>\$ 242,267,687</b>	<b>\$ 226,354,993</b>	<b>\$ 212,945,255</b>

### Departmental Expenditures by Cost Center: General Fund

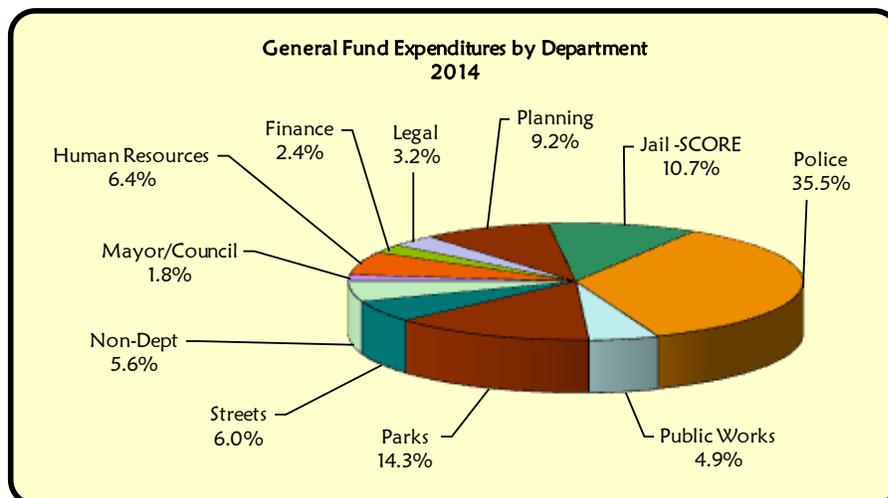
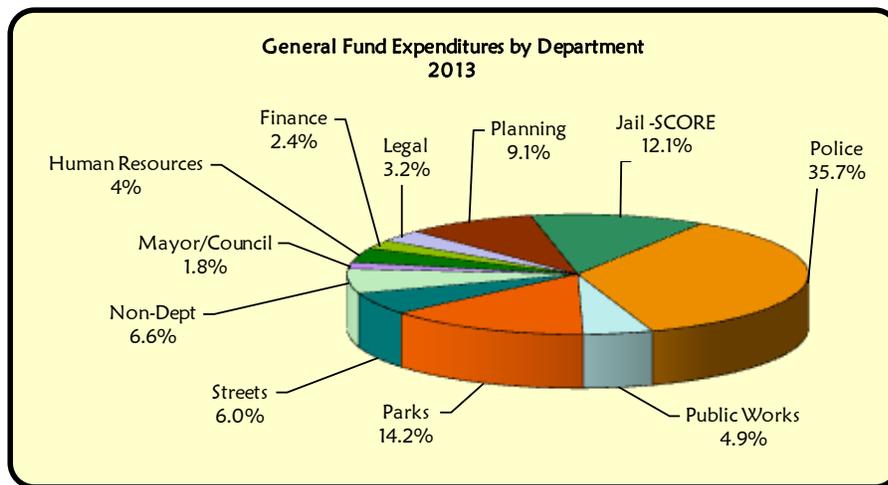
The next table presents a summary of General Fund expenditures by cost center. A cost center identifies specific activities within an administrative unit of the City. Since these cost centers correspond to specific programs operated by the City, this page summarizes the program budgets of the General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

In 2013, the total public safety budget, which includes Police, Jail, Court, Probation and Civil Service, is 49.2% of the General Fund. Police services are 35.7% of the General Fund, of which the largest police program is operations. Jail services are 12.1% of the total General Fund, while Municipal Court, Probation and Civil Services are 1.4%.

Parks, Arts, and Recreation account for 14.2% of the General Fund, with 7.8% dedicated to Recreation and Park Facilities, and 1.6% to Senior Services.

The remainder of the General Fund is dispersed among a variety of services. Approximately 6.0% is allocated for street maintenance, 4.9% for public works, and 9.1% for planning, building code administration, and permitting.

The pie charts below depict General Fund expenditures for 2013 and 2014 by department.



## GENERAL FUND BUDGET BY COST CENTER

	2011 Actual	2012 Adj Budget	2012 Est Actual	2013 Budget	2014 Budget
<b>MAYOR &amp; COUNCIL:</b>					
City Council	\$ 291,079	\$ 342,360	\$ 320,300	\$ 328,194	\$ 329,145
Mayor	502,093	527,530	517,900	632,736	640,151
	793,172	869,890	838,200	960,930	969,296
<b>HUMAN RESOURCES:</b>					
Municipal Court <sup>1</sup>	1,753,590	1,914,180	1,711,300	547,938	1,881,999
Probation <sup>1</sup>	1,314,948	1,485,080	1,365,000	1,556	1,589
Personnel & Administration	757,615	875,764	750,100	1,493,147	1,521,183
Civil Service Commission	42,437	66,400	66,400	79,109	89,790
	3,868,590	4,341,424	3,892,800	2,121,750	3,494,561
<b>FINANCE:</b>					
Administration	235,521	292,490	233,290	335,211	344,656
Budgeting, Accounting, & Audit	882,406	943,100	907,200	952,021	972,595
	1,117,927	1,235,590	1,140,490	1,287,232	1,317,251
<b>LEGAL:</b>					
City Clerk	436,184	508,920	502,970	510,180	518,710
Administration	520,874	564,230	531,330	603,045	608,776
Prosecution & Criminal	597,673	626,350	605,000	615,166	636,251
	1,554,731	1,699,500	1,639,300	1,728,391	1,763,737
<b>PLANNING:</b>					
Building & Permits	1,624,504	1,829,420	1,732,500	1,861,593	1,903,638
Animal Control <sup>2</sup>	228,316	84,200	130,805	50,000	50,000
Community Services	357,788	380,250	330,100	453,643	464,871
Administration	1,893,617	1,970,000	1,872,500	1,857,304	1,869,859
Human Services	616,717	780,110	651,100	738,758	737,779
	4,720,942	5,043,980	4,717,005	4,961,298	5,026,147
<b>JAIL (SCORE):</b>					
Jail	6,130,267	4,764,750	4,164,750	6,676,146	5,786,100
	6,130,267	4,764,750	4,164,750	6,676,146	5,786,100
<b>POLICE:</b>					
Administration	3,945,343	4,372,080	4,206,500	4,551,451	4,486,868
Patrol & Operations	10,090,780	11,604,500	10,162,300	10,668,005	10,484,113
Investigations	2,371,998	2,695,950	2,477,000	2,491,260	2,576,371
Community Programs	557,498	667,500	566,000	678,350	700,741
Records	906,765	1,028,670	1,008,670	995,780	1,028,362
Jail	9,634	60,000	60,000	50,000	50,000
	17,882,018	20,428,700	18,480,470	19,434,846	19,326,455
<b>PUBLIC WORKS:</b>					
Emergency Management <sup>3</sup>	265,656	253,998	205,900	153,532	160,134
Engineering	2,257,553	2,718,870	2,530,900	2,493,467	2,534,481
	2,523,209	2,972,868	2,736,800	2,646,999	2,694,615
<b>PARKS, ARTS, &amp; RECREATION:</b>					
Cultural Arts	431,254	467,590	453,940	518,198	524,643
Special Events	276,970	336,420	336,420	341,098	346,786
Administration	677,345	750,080	747,480	919,114	910,663
Senior Center	779,145	837,950	791,100	866,498	872,447
Recreation	1,725,933	2,007,470	1,693,270	1,832,333	1,869,192
Theater	448,451	496,690	496,690	513,668	513,486
Museum	317,246	341,990	343,990	316,396	322,488
Parks Facilities	2,332,718	2,360,040	2,377,160	2,412,341	2,437,706
	6,989,062	7,598,230	7,240,050	7,719,646	7,797,411
<b>STREETS:</b>					
Maintenance & Operations	2,339,580	2,983,130	2,582,900	2,792,909	2,814,098
Administration	374,633	432,150	432,150	470,955	475,037
	2,714,213	3,415,280	3,015,050	3,263,864	3,289,135
<b>NON-DEPARTMENTAL:</b>					
Transfers & Miscellaneous	2,167,566	7,124,550	6,463,000	3,567,437	3,033,622
Ending Fund Balance	16,238,071	5,824,057	12,108,801	8,311,010	4,365,782
	18,405,637	12,948,607	18,571,801	11,878,447	7,399,404
<b>TOTAL GENERAL FUND</b>	<b>\$ 66,699,768</b>	<b>\$ 65,318,819</b>	<b>\$ 66,436,716</b>	<b>\$ 62,679,549</b>	<b>\$ 58,864,112</b>

<sup>1</sup> Municipal Court and Probation services contracted to King County District Court effective November, 2012. Contract payments to King County begin November 2013.

<sup>2</sup> Animal Control Division added under Planning in 2011.

<sup>3</sup> Emergency Management Division moved from Police to Public Works in 2012.

### Citywide Interfund Operating Transfers

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

Fund No	Fund Name	2013		2014		Description
		Transfer Out	Transfer In	Transfer Out	Transfer In	
505	Facilities	\$ (645,000)	\$ -	\$ (645,000)	\$ -	Transfer rent collected from utilities in 505 to fund debt service in 230
230	City Hall Annex Debt Service	-	645,000	-	645,000	
328	Capital Improvements	(645,200)	-	(645,200)	-	Transfer of REET 1 money in 328 to pay for debt service in 230
230	City Hall Annex Debt Service	-	645,200	-	645,200	
328	Capital Improvements	(213,250)	-	(217,100)	-	Transfer of REET 2 money in 328 to pay for debt service in 231
231	Local Revitalization Debt Srv.	-	213,250	-	217,100	
122	Cumulative Reserve	(390,429)	-	(393,144)	-	Transfer from Cumulative Reserve Fund to pay for debt service in 417
417	Golf Course Debt Service	-	390,429	-	393,144	
001	Non-Departmental	(51,250)	-	(52,000)	-	Transfer from General Fund to return golf admission tax to 437
437	Golf Course	-	51,250	-	52,000	
249	LID Guarantee	(10,000)	-	(10,000)	-	Transfer from 249 to General Fund to pay for LID Administration
001	General Fund	-	10,000	-	10,000	
430	Water	(50,000)	-	(50,000)	-	Transfer from 430/431/432 to 103 to pay for utility trenching done by streets
431	Sewer	(50,000)	-	(50,000)	-	
432	Storm	(50,000)	-	(50,000)	-	
103	Local Streets	-	150,000	-	150,000	
122	Cumulative Reserve	(280,300)	-	(283,700)	-	Transfer from 122 to 229 to pay for Library debt service.
229	1998 Library Debt Service	-	280,300	-	283,700	
550	Equipment Rental	(7,000)	-	(7,000)	-	Transfer from ER&R to General Fund to pay for grounds maintenance
001	General Fund	-	7,000	-	7,000	
122	Cumulative Reserve	(104,250)	-	(104,250)	-	Transfer from 122 to 518 to make 2nd and 3rd loan payments from the GF.
518	Information Services	-	104,250	-	104,250	
122	Cumulative Reserve	(104,250)	-	(104,250)	-	Transfer from 122 to 550 to make 2nd and 3rd loan payments from the GF.
550	Equipment Rental	-	104,250	-	104,250	
122	Cumulative Reserve	(320,000)	-	(320,000)	-	Transfer from 122 to 436 to support Cemetery cash flow needs (if needed).
436	Cemetery	-	320,000	-	320,000	
122	Cumulative Reserve	(176,000)	-	-	-	Transfer from 122 to General Fund for AVHS startup costs
001	General Fund	-	176,000	-	-	
124	Mitigation Fees	(25,000)	-	(25,000)	-	Transfer from 124 to 102 for C207A0 - A Street NW, Phase 1
102	Arterial Street	-	25,000	-	25,000	
124	Mitigation Fees	(38,640)	-	(109,550)	-	Transfer from 124 to 102 for C201A0 - M Street Underpass
102	Arterial Street	-	38,640	-	109,550	
124	Mitigation Fees	(86,900)	-	(86,500)	-	Transfer from 124 to 102 for CP0611 - Harvey Rd & 8th St NE
102	Arterial Street	-	86,900	-	86,500	
124	Mitigation Fees	(10,000)	-	-	-	Transfer from 124 to 102 for CP1104 - 8th St NE U-Turn Improvements
102	Arterial Street	-	10,000	-	-	
124	Mitigation Fees	(50,000)	-	(25,000)	-	Transfer from 124 to 102 for TIP #40 - 124th Ave SE Corridor Imp.
102	Arterial Street	-	50,000	-	25,000	
124	Mitigation Fees	(25,000)	-	(25,000)	-	Transfer from 124 to 328 for CP0767 - Mohawks Plastics
328	Capital Improvements	-	25,000	-	25,000	
124	Mitigation Fees	-	-	(50,000)	-	Transfer from 124 to 102 for TIP #11 - M Street NE (E Main St to 4th St NE)
102	Arterial Street	-	-	-	50,000	
124	Mitigation Fees	-	-	(50,000)	-	Transfer from 124 to 102 for TIP #41 - 124th Ave SE Corridor Imp., Phase 2
102	Arterial Street	-	-	-	50,000	
124	Mitigation Fees	(150,000)	-	-	-	Transfer from 124 to 102 for TIP #20 - AWS & M St SE Inter.
102	Arterial Street	-	150,000	-	-	
124	Mitigation Fees	(150,000)	-	-	-	Transfer from 124 to 102 for TIP #21 - C Street NW & West Main St.
102	Arterial Street	-	150,000	-	-	
124	Mitigation Fees	(50,000)	-	-	-	Transfer from 124 to 102 for TIP #54 - Kersey Way Study
102	Arterial Street	-	50,000	-	-	
124	Mitigation Fees	(50,000)	-	-	-	Transfer from 124 to 321 for Misc. Park Improvements
321	Municipal Parks	-	50,000	-	-	
124	Mitigation Fees	(31,670)	-	(5,000)	-	Transfer from 124 to 328 for Jovita Heights Wetland Mitigation
328	Capital Improvements	-	31,670	-	5,000	
328	Capital Improvements	(75,000)	-	-	-	Transfer from 328 to 102 for CP1104 - 8th St NE U-Turn Improvements
102	Arterial Street	-	75,000	-	-	
432	Storm	(10,000)	-	-	-	Transfer from 432 to 321 for CP1016 - Fenster Levee Setback
321	Municipal Parks	-	10,000	-	-	
Total Transfers		\$ (3,849,139)	\$ 3,849,139	\$ (3,307,694)	\$ 3,307,694	



**SECTION VI: PROGRAM IMPROVEMENTS BY CITY DEPARTMENTS**

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

**Program Title**

The name of the improvement as proposed by the department.

**Contact Person**

The individual who requested the improvement and who might also be responsible for the improvement's implementation.

**For Year**

Indicates which year or years the improvement will be implemented into the budget.

**2013 Cost**

Estimated cost by the department to implement the program improvement in 2013.

**2014 Cost**

Estimated cost by the department to implement the program improvement in 2014.

**Department Name**

The Department of the Contact person who requested the improvement.

**Funding Source**

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

**Description of Improvement**

A brief summary of the program improvement.

**Alternatives**

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

**Advantages of Approval**

The advantages of the proposal relative to the alternatives.

**Implications of Denial**

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

**Cost of Improvement**

Shows the budget for the proposal by line item as well as the fund name or type that will fund the proposal.

**Conclusion**

This last section is filled in after the budget is approved with the manner in which the proposal was approved.

**2013-2014 Program Improvements by Department**

The following table summarizes the program improvements that have been included in the 2013-2014 budget. The recommended levels of funding are indicated under the Costs columns.

<b>PROGRAM IMPROVEMENTS</b>					
<b>No.</b>	<b>Department</b>	<b>FTE</b>	<b>New Program Title (Request ID)</b>	<b>2013 Costs</b>	<b>2014 Costs</b>
<b>GENERAL FUND</b>					
1	Planning & Public Wks		Comprehensive Plan Major Update (PLN.0004)	\$ 100,000	\$ 85,000
2	Planning		National Flood Ins. Program/CRA Coordination (PLN.0007)	10,000	10,000
3	Planning		Restoration Site Maintenance (PLN.0008)	20,000	20,000
4	Police		Speech Recognition Software (POL.0011)	50,000	5,000
5	Police		State & Federal Police Software Security Compliance (IS.0017)	25,000	2,500
6	Parks & Streets		Automatic Vehicle Location for City Fleet (IS.0022)	17,882	7,762
7	Public Works		Mobile LiDAR Field Asset Collection (IS.0014)	28,080	-
<b>GENERAL FUND TOTAL</b>		<b>0.00</b>		<b>\$ 250,962</b>	<b>\$ 130,262</b>
<b>OTHER FUNDS</b>					
6	Utilities		Automatic Vehicle Location for City Fleet (IS.0022)	\$ 50,582	\$ 27,164
7	Local Street		Mobile LiDAR Field Asset Collection (IS.0014)	13,000	-
7	Arterial Street Preservation		Mobile LiDAR Field Asset Collection (IS.0014)	10,920	-
7	Information Services		Mobile LiDAR Field Asset Collection (IS.0014)	20,000	-
8	Utilities	1.00	Customer Service Representative (FIN.0007)	89,599	88,984
9	Utilities	1.00	Construction Clerk (ENG.0005)	84,399	88,234
10	Utilities	1.00	Senior Project Engineer (ENG.0006)	145,355	152,189
11	Utilities	1.00	Senior Project Engineer (ENG.0007)	148,855	152,189
12	Utilities	1.00	Assistant Project Engineer (ENG.0008)	124,821	130,663
13	Drug Forfeiture		Forensic Cell Phone Equipment (POL.0010)	10,000	3,000
14	Water & Storm Drainage		Utilities Support Vehicle (WTR.0002)	30,000	8,000
15	Sewer & Storm Drainage		Remote, All-Terrain Sewer & Storm Jetting Machine (SWR.0004)	50,000	10,000
<b>OTHER FUNDS TOTAL</b>		<b>5.00</b>		<b>\$ 777,531</b>	<b>\$ 660,423</b>
<b>TOTAL ALL FUNDS</b>		<b>5.00</b>		<b>\$1,028,493</b>	<b>\$ 790,685</b>

**REQUEST FOR PROGRAM IMPROVEMENT**

**No. 1**

<b>Program Title:</b> Comprehensive Plan Major Update		<b>Contact Person:</b> Elizabeth Chamberlain	<b>For Year:</b> 2013 & 2014
<b>2013 Cost:</b> \$75,000 Planning \$25,000 Public Works	<b>2014 Cost:</b> \$35,000 Planning \$50,000 Public Works	<b>Department Name:</b> Planning & Public Works	<b>Funding Source:</b> General Fund

**Description of Improvement:**  
The City is required to complete a major update of its comprehensive plans every seven years beginning in 2004. The State Legislature has twice extended that deadline which now stands at June 30, 2015, then every eight years after. Included in this major update will be review of the City's land use designations, densities, policies for future growth and accommodation of growth, housing policies, and economic development strategies. A necessity of population growth and increased densities is that we also review assumptions for water, sewer, storm, and transportation comprehensive plans - all of which are directly linked to the City's overall Comprehensive Plan and vision for the next twenty years.

**Alternatives:**  
None.

**Advantages of Approval:**  
With consultant support, the City will be able to meet its required deadline to update its Comprehensive Plan, three Utility Comprehensive Plans, and its Transportation Comprehensive Plan.

**Implications of Denial:**  
Failure to meet this deadline will mean that the City's Comprehensive Plan and Transportation Plan will both be considered non-compliant with the Growth Management Act which will jeopardize future transportation funding as well as other State grants that require compliant plans. Transportation funding in particular, requires that a jurisdiction have a transportation plan that is certified by PSRC.

2013 Cost of Improvement	
<b>Revenues:</b>	
General Fund	100,000
Proprietary Funds	
Other Funds	
<b>Total Revenue:</b>	<u>\$ 100,000</u>
<b>Expenditures:</b>	
Wages	
Benefits	
Supplies	
Minor Equipment	
Professional Services	100,000
Other Services & Charges	
Repairs & Maintenance	
Machinery & Equipment	
Other	
<b>Total Cost:</b>	<u>\$ 100,000</u>

2014 Cost of Improvement	
<b>Revenues:</b>	
General Fund	85,000
Proprietary Funds	
Other Funds	
<b>Total Revenue:</b>	<u>\$ 85,000</u>
<b>Expenditures:</b>	
Wages	
Benefits	
Supplies	
Minor Equipment	
Professional Services	85,000
Other Services & Charges	
Repairs & Maintenance	
Machinery & Equipment	
Other	
<b>Total Cost:</b>	<u>\$ 85,000</u>

**Conclusion:**

**REQUEST FOR PROGRAM IMPROVEMENT**

**No. 2**

<b>Program Title:</b> National Flood Insurance Program/CRA Coordination		<b>Contact Person:</b> Darcie Hanson	<b>For Year:</b> 2013 & 2014
<b>2013 Cost:</b> \$10,000	<b>2014 Cost:</b> \$10,000	<b>Department Name:</b> Planning	<b>Funding Source:</b> General Fund

**Description of Improvement:**  
 The City of Auburn participates in the National Flood Insurance Program (NFIP) which allows owners of property within the City to obtain federally-backed flood insurance. As part of its participation in the NFIP, the City also participates in the Community Rating System (CRS), a voluntary point-based program that provides for lower flood insurance premiums in flood hazard areas if the community engages in certain flood-risk reduction activities. Since 2008, Auburn has maintained a rating of "5", resulting in a 25% discount in flood insurance premiums in the City. Proposed funding provides for CRS public outreach and flood protection information activities which are required in order for the City to maintain its CRS rating, as well as contract engineering services that may be needed in order to comply with NFIP minimum requirements for land use/development regulation in flood hazard areas.

**Alternatives:**  
 The City must comply with the minimum federal requirements of NFIP in order to participate in the program. Participation in CRS is voluntary and the level of that participation is discretionary. The City can choose to increase, maintain, or decrease its level of CRS flood risk reduction activities.

**Advantages of Approval:**  
 This proposal is to provide funding for technical support as required to meet NFIP minimum requirements and to conduct CRS activities which are required in order to maintain the City's current CRS rating. This in turn provides for decreased flood insurance costs for residential and commercial property owners.

**Implications of Denial:**  
 If the City does not meet NFIP requirements, it will no longer be able to participate in the National Flood Insurance Program and federally-backed flood insurance would not be available to property owners. If the City decreases its CRS activities, its rating may be lowered, resulting in higher flood insurance rates for property owners.

2013 Cost of Improvement	
<b>Revenues:</b>	
General Fund	10,000
Proprietary Funds	
Other Funds	
<b>Total Revenue:</b>	<u>\$ 10,000</u>
<b>Expenditures:</b>	
Wages	
Benefits	
Supplies	
Minor Equipment	
Professional Services	
Other Services & Charges	10,000
Repairs & Maintenance	
Machinery & Equipment	
Other	
<b>Total Cost:</b>	<u>\$ 10,000</u>

2014 Cost of Improvement	
<b>Revenues:</b>	
General Fund	10,000
Proprietary Funds	
Other Funds	
<b>Total Revenue:</b>	<u>\$ 10,000</u>
<b>Expenditures:</b>	
Wages	
Benefits	
Supplies	
Minor Equipment	
Professional Services	
Other Services & Charges	10,000
Repairs & Maintenance	
Machinery & Equipment	
Other	
<b>Total Cost:</b>	<u>\$ 10,000</u>

**Conclusion:**

**REQUEST FOR PROGRAM IMPROVEMENT**

**No. 3**

<b>Program Title:</b> Restoration Site Maintenance		<b>Contact Person:</b> Darcie Hanson	<b>For Year:</b> 2013 & 2014
<b>2013 Cost:</b> \$20,000	<b>2014 Cost:</b> \$20,000	<b>Department Name:</b> Planning	<b>Funding Source:</b> General Fund

**Description of Improvement:**  
 The City owns nearly 100 acres of certified compensatory environmental mitigation sites and completed grant-funded restoration sites. Currently, there is no program or funding mechanism in place to provide for monitoring and maintenance of these areas. This program would establish funding to provide for natural area maintenance activities as required, including invasive weed control, litter/dumping removal, maintenance and repair of fencing/gates/signage, and management of nuisance wildlife. This proposal does not include sites in the Auburn Environmental Park (AEP) which are addressed separately as part of the program improvement for operation and maintenance of the AEP.

**Alternatives:**  
 The City can choose not to monitor or maintain mitigation/restoration sites once they have been completed. Doing so would be inconsistent with permit requirements and funding conditions for both state/federal agency-required mitigation sites and grant-funded restoration sites.

**Advantages of Approval:**  
 This program would allow the City to meet its grant and permit maintenance obligations for these sites, as well as provide for proactive management and maintenance of City natural resource investments. Further, it would help to provide early identification and responsive correction action for problems such as noxious weeds, illegal dumping, and adverse increases in water levels due to beaver dams.

**Implications of Denial:**  
 The City would be inconsistent with the terms of its prior years' grant agreements and state/federal environmental permits requiring monitoring and maintenance. As a result, grantor agencies may be unwilling to award future grants to the City, and state and federal agencies could exert more control over and/or require the City to perform corrective measures for these sites. Problems may go undetected for a longer period of time and require greater cost and effort to resolve.

2013 Cost of Improvement	
<b>Revenues:</b>	
General Fund	20,000
Proprietary Funds	
Other Funds	
<b>Total Revenue:</b>	<u>\$ 20,000</u>
<b>Expenditures:</b>	
Wages	
Benefits	
Supplies	
Minor Equipment	
Professional Services	
Other Services & Charges	20,000
Repairs & Maintenance	
Machinery & Equipment	
Other	
<b>Total Cost:</b>	<u>\$ 20,000</u>

2014 Cost of Improvement	
<b>Revenues:</b>	
General Fund	20,000
Proprietary Funds	
Other Funds	
<b>Total Revenue:</b>	<u>\$ 20,000</u>
<b>Expenditures:</b>	
Wages	
Benefits	
Supplies	
Minor Equipment	
Professional Services	
Other Services & Charges	20,000
Repairs & Maintenance	
Machinery & Equipment	
Other	
<b>Total Cost:</b>	<u>\$ 20,000</u>

**Conclusion:**

**REQUEST FOR PROGRAM IMPROVEMENT**

No. 4

<b>Program Title:</b> Speech Recognition Software		<b>Contact Person:</b> Chief Lee	<b>For Year:</b> 2013 & 2014
<b>2013 Cost:</b> \$50,000	<b>2014 Cost:</b> \$5,000	<b>Department Name:</b> Police	<b>Funding Source:</b> General Fund

**Description of Improvement:**  
Purchase and install 100 copies of Dragon Naturally Speaking speech recognition software in order to make the preparation of police reports and other documents more efficient, accurate, and complete.

**Alternatives:**  
Continue to type or handwrite reports and other documents.

**Advantages of Approval:**  
The software is estimated to work up to three times faster than manual typing and deliver up to 99% accuracy. This would improve the quality of reports as well as free up staff time for other duties.

**Implications of Denial:**  
Continue to type or handwrite reports and other documents.

2013 Cost of Improvement	
<b>Revenues:</b>	
General Fund	50,000
Proprietary Funds	
Other Funds	
<b>Total Revenue:</b>	<u>\$ 50,000</u>
<b>Expenditures:</b>	
Wages	
Benefits	
Supplies	
Minor Equipment	
Professional Services	
Other Services & Charges	50,000
Repairs & Maintenance	
Machinery & Equipment	
Other	
<b>Total Cost:</b>	<u>\$ 50,000</u>

2014 Cost of Improvement	
<b>Revenues:</b>	
General Fund	5,000
Proprietary Funds	
Other Funds	
<b>Total Revenue:</b>	<u>\$ 5,000</u>
<b>Expenditures:</b>	
Wages	
Benefits	
Supplies	
Minor Equipment	
Professional Services	
Other Services & Charges	
Repairs & Maintenance	5,000
Machinery & Equipment	
Other	
<b>Total Cost:</b>	<u>\$ 5,000</u>

**Conclusion:**

**REQUEST FOR PROGRAM IMPROVEMENT**

**No. 5**

<b>Program Title:</b> State & Federal Police Software Security Compliance		<b>Contact Person:</b> Reba Stowe	<b>For Year:</b> 2013 & 2014
<b>2013 Cost:</b> \$25,000	<b>2014 Cost:</b> \$2,500	<b>Department Name:</b> Innovation & Technology	<b>Funding Source:</b> General Fund

<p><b>Description of Improvement:</b> The State of Washington and the FBI are requiring all public safety agencies to use two-factor security authentication when signing into criminal justice information systems such as the Auburn Police Department's Spillman Records Management System. Two-factor authentication is a security process in which the user provides two or more means of identification, one of them typically being a physical token such as a card or a USB device, and the other usually being something that is memorized such as a security code or password. The two factors are sometimes spoken of as something you have and something you know. A common example of two-factor authentication would be the use of a bank/debit card - the card itself is the physical item and your personal identification number (PIN) is the memorized data that goes with it.</p>
<p><b>Alternatives:</b> Police personnel would have to make personal contact the WA State Patrol and prove identity in order to request and receive information. This would severely deteriorate service levels in the Department as a whole and the Police Records division in particular.</p>
<p><b>Advantages of Approval:</b> The advantage of complying with this mandate is that Police personnel will be able to continue the current method of querying and retrieving information electronically, a much faster and more secure process.</p>
<p><b>Implications of Denial:</b> The State of Washington, in upholding criminal justice authentication requirements, would shut down the Police Department's electronic access. This would require additional staffing to request information via personal contact with the State which would then be manually entered into the Spillman Police Records Management System which creates State and federally-mandated criminal justice reports and statistics.</p>

<b>2013 Cost of Improvement</b>	
<b>Revenues:</b>	
General Fund	25,000
Proprietary Funds	
Other Funds	
<b>Total Revenue:</b>	<u>\$ 25,000</u>
<b>Expenditures:</b>	
Wages	
Benefits	
Supplies	
Minor Equipment	
Professional Services	
Other Services & Charges	25,000
Repairs & Maintenance	
Machinery & Equipment	
Other	
<b>Total Cost:</b>	<u>\$ 25,000</u>

<b>2014 Cost of Improvement</b>	
<b>Revenues:</b>	
General Fund	2,500
Proprietary Funds	
Other Funds	
<b>Total Revenue:</b>	<u>\$ 2,500</u>
<b>Expenditures:</b>	
Wages	
Benefits	
Supplies	
Minor Equipment	
Professional Services	
Other Services & Charges	
Repairs & Maintenance	2,500
Machinery & Equipment	
Other	
<b>Total Cost:</b>	<u>\$ 2,500</u>

<b>Conclusion:</b>
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**REQUEST FOR PROGRAM IMPROVEMENT**

**No. 6**

<b>Program Title:</b> Automatic Vehicle Location for City Fleet		<b>Contact Person:</b> Reba Stowe	<b>For Year:</b> 2013 & 2014
<b>2013 Cost:</b> \$68,464	<b>2014 Cost:</b> \$34,926	<b>Department Name:</b> Innovation & Technology	<b>Funding Source:</b> General Fund & Utility Funds

**Description of Improvement:**  
Implementation of an Automatic Vehicle Locator (AVL) solution to be used on selected City vehicles in order to increase efficiencies in business operations and reduce operating expenses. The AVL consists of a Global Positioning System (GPS) device to be installed in City vehicles, allowing each vehicle's location to be tracked and mapped for use within the City. This data would keep employees safe, allow for efficient routing, and enable snowplow route reporting. In addition, the GPS device would track key information that can be used in preventative vehicle maintenance.

**Alternatives:**  
The City would continue to manually track vehicle information which is inefficient and inconsistent.

**Advantages of Approval:**  
The data available through the use of this technology would allow the City to save money by implementing cost-saving strategies, make fleet preventative maintenance more efficient, and support day-to-day operations as well as FEMA reporting requirements. Numerous Return On Investment (ROI) measures would be available such as: closest vehicle dispatch (especially useful in an emergency), current and historical locations of service vehicles, public awareness of where service vehicles have been (i.e. snowplows), cost-saving programs and awards (i.e. idle time, miles traveled, speeding, fuel use, and carbon footprint), consistent and accurate FEMA data reporting, and Geo Fencing which alerts stakeholders when a vehicle enters or leaves a restricted area.

**Implications of Denial:**  
Without the ability to track a vehicle current and/or historical location, the City would lose the ability to utilize that data in its cost-saving efforts. Public safety could be affected when information regarding plowed snow routes is not readily available online. Staff time would continue to be used to enter data metrics that could be automated.

2013 Cost of Improvement	
<b>Revenues:</b>	
General Fund	17,882
Utility Funds	50,582
Other Funds	
<b>Total Revenue:</b>	<b>\$ 68,464</b>
<b>Expenditures:</b>	
Wages	
Benefits	
Supplies	
Minor Equipment	18,538
Professional Services	15,000
Other Services & Charges	32,426
Repairs & Maintenance	2,500
Machinery & Equipment	
Other	
<b>Total Cost:</b>	<b>\$ 68,464</b>

2014 Cost of Improvement	
<b>Revenues:</b>	
General Fund	7,762
Utility Funds	27,164
Other Funds	
<b>Total Revenue:</b>	<b>\$ 34,926</b>
<b>Expenditures:</b>	
Wages	
Benefits	
Supplies	
Minor Equipment	
Professional Services	
Other Services & Charges	32,426
Repairs & Maintenance	2,500
Machinery & Equipment	
Other	
<b>Total Cost:</b>	<b>\$ 34,926</b>

**Conclusion:**

**REQUEST FOR PROGRAM IMPROVEMENT**

**No. 7**

<b>Program Title:</b> Mobile LiDAR Field Asset Collection		<b>Contact Person:</b> Reba Stowe	<b>For Year:</b> 2013
<b>2013 Cost:</b> \$72,000	<b>2014 Cost:</b> \$0	<b>Department Name:</b> Innovation & Technology	<b>Funding Source:</b> General Fund, Funds 103 & 105

<p><b>Description of Improvement:</b> Use mobile Light Detection &amp; Ranging (LiDAR) technology to inventory and evaluate the condition of above-ground City assets (such as pavement, street signs, sidewalks, etc.) in order to integrate that data into GIS and CarteGraph. Data would be collected onboard a vehicle that would drive every City street capturing above-ground features and would include high-definition still images and video. Once linked to GIS and CarteGraph, the data would be available for viewing by the entire City. LiDAR is an optical sensing technology that can measure the distance to a target, or other properties of that target, by illuminating it, most commonly, with light pulses from a laser. For example, when driving over pavement, video would be captured as well as LiDAR data which would render a 3D report of the pavement's condition showing crack patterns and depth.</p>
<p><b>Alternatives:</b> Continue using current methods for the collection of data which includes the manual field verification and collection of data by City staff. The City would also have to continue relying upon older software technologies which are currently being used to store pavement condition data.</p>
<p><b>Advantages of Approval:</b> Within two months, data on all designated above-ground assets could be collected, processed, reviewed, and integrated into City technologies. The data collected would be extremely accurate and used to proactively fix problems in the field, allowing staff the ability to make data-driven decisions that would meet state and federal requirements. In addition, the data collected in CarteGraph can be used to create budget scenarios for the Save Our Streets Program and Council.</p>
<p><b>Implications of Denial:</b> The City would have to continue using incomplete and out-of-date information to inform its Public Works projects and decision-making. Staff would continue to perform visual inspections which inevitably result in a subjective evaluation.</p>

<b>2013 Cost of Improvement</b>	
<b>Revenues:</b>	
General Fund	28,080
Internal Service Funds	20,000
Other Funds	23,920
<b>Total Revenue:</b>	<b>\$ 72,000</b>
<b>Expenditures:</b>	
Wages	
Benefits	
Supplies	
Minor Equipment	
Professional Services	72,000
Other Services & Charges	
Repairs & Maintenance	
Machinery & Equipment	
Other	
<b>Total Cost:</b>	<b>\$ 72,000</b>

<b>2014 Cost of Improvement</b>	
<b>Revenues:</b>	
General Fund	
Internal Service Funds	
Other Funds	
<b>Total Revenue:</b>	<b>\$ -</b>
<b>Expenditures:</b>	
Wages	
Benefits	
Supplies	
Minor Equipment	
Professional Services	
Other Services & Charges	
Repairs & Maintenance	
Machinery & Equipment	
Other	
<b>Total Cost:</b>	<b>\$ -</b>

<b>Conclusion:</b>
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**REQUEST FOR PROGRAM IMPROVEMENT**

**No. 8**

<b>Program Title:</b> Customer Service Representative (1.0 FTE)		<b>Contact Person:</b> Martin Chaw	<b>For Year:</b> 2013 & 2014
<b>2013 Cost:</b> \$89,599	<b>2014 Cost:</b> \$88,984	<b>Department Name:</b> Finance	<b>Funding Source:</b> Utility Funds

**Description of Improvement:**  
 The Finance Department is requesting an additional position be added to the Utilities section of the Finance Department. Between 2009 and 2012, staff has decreased by 2.0 FTEs, phone calls to the utilities have increased by 66%, staff is generating 7,000 more utility billing statements per year, and nearly 4,000 new Solid Waste customers have been added. The department's Accounting Specialists, which provide over-flow and backup phone coverage to the Customer Care Representatives, have seen an average 250% increase in the number of phone calls that they answer. This request will fund 1.0 FTE, a desktop computer workstation, a Class receipt printer, and miscellaneous licenses and support. Budgeted at Grade/Step N02/4.

**Alternatives:**  
 Do not hire additional staff and allow increased workload to be addressed with the existing staff configuration.

**Advantages of Approval:**  
 Improved staff efficiency and customer service.

**Implications of Denial:**  
 If this request is not funded, the workload per FTE is expected to continue to increase. This will result in longer hold times for customers, an increase in abandoned calls, and longer lines at the customer service counter.

2013 Cost of Improvement	
<b>Revenues:</b>	
General Fund	
Utility Funds	89,599
Other Funds	
<b>Total Revenue:</b>	<u>\$ 89,599</u>
<b>Expenditures:</b>	
Wages	44,168
Benefits	37,731
Supplies	
Minor Equipment	7,700
Professional Services	
Other Services & Charges	
Repairs & Maintenance	
Machinery & Equipment	
Other	
<b>Total Cost:</b>	<u>\$ 89,599</u>

2014 Cost of Improvement	
<b>Revenues:</b>	
General Fund	
Utility Funds	88,984
Other Funds	
<b>Total Revenue:</b>	<u>\$ 88,984</u>
<b>Expenditures:</b>	
Wages	45,669
Benefits	42,565
Supplies	
Minor Equipment	
Professional Services	
Other Services & Charges	
Repairs & Maintenance	750
Machinery & Equipment	
Other	
<b>Total Cost:</b>	<u>\$ 88,984</u>

**Conclusion:**

**REQUEST FOR PROGRAM IMPROVEMENT**

**No. 9**

<b>Program Title:</b> Construction Clerk (1.0 FTE)		<b>Contact Person:</b> Ingrid Gaub	<b>For Year:</b> 2013 & 2014
<b>2013 Cost:</b> \$84,399	<b>2014 Cost:</b> \$88,234	<b>Department Name:</b> Public Works	<b>Funding Source:</b> Utility Funds

**Description of Improvement:**  
 This position will provide support to the Public Works Department in the administration of capital construction projects. This position is necessary to manage the large volume of records associated with payments to consultants and contractors and will ensure that accurate records are in place and available for State audit. Budgeted at Grade/Step N02/4.

**Alternatives:**  
 Continue to employ contract or temporary staff to perform this work so that the City's contract records are maintained and available for State audit. The other alternative is to reduce the number of projects that are actively worked on each year.

**Advantages of Approval:**  
 This position will provide much-needed administrative-level, capital project support to the Construction Inspection, Project Management, and Contract Administration divisions, allowing the City to meet state and federally-mandated documentation requirements. A permanent staff member would provide continuity as well as consistent and accurate documentation, without the learning curve and training requirements of maintaining temporary staff.

**Implications of Denial:**  
 Without this position, the total number of projects that can be completed in any given year will be limited in order to ensure that the City is able to continue meeting state and federally-mandated documentation requirements on capital projects. We would continue to rely upon temporary staff to perform this sensitive administrative work.

<b>2013 Cost of Improvement</b>	
<b>Revenues:</b>	
General Fund	
Utility Funds	84,399
Other Funds	
<b>Total Revenue:</b>	<u>\$ 84,399</u>
<b>Expenditures:</b>	
Wages	44,168
Benefits	37,731
Supplies	
Minor Equipment	2,500
Professional Services	
Other Services & Charges	
Repairs & Maintenance	
Machinery & Equipment	
Other	
<b>Total Cost:</b>	<u>\$ 84,399</u>

<b>2014 Cost of Improvement</b>	
<b>Revenues:</b>	
General Fund	
Utility Funds	88,234
Other Funds	
<b>Total Revenue:</b>	<u>\$ 88,234</u>
<b>Expenditures:</b>	
Wages	45,669
Benefits	42,565
Supplies	
Minor Equipment	
Professional Services	
Other Services & Charges	
Repairs & Maintenance	
Machinery & Equipment	
Other	
<b>Total Cost:</b>	<u>\$ 88,234</u>

**Conclusion:**

**REQUEST FOR PROGRAM IMPROVEMENT**

**No. 10**

<b>Program Title:</b> Senior Project Engineer (1.0 FTE)		<b>Contact Person:</b> Ingrid Gaub	<b>For Year:</b> 2013 & 2014
<b>2013 Cost:</b> \$145,355	<b>2014 Cost:</b> \$152,189	<b>Department Name:</b> Public Works	<b>Funding Source:</b> Utility Funds

**Description of Improvement:**  
 This position within the Public Works Department will provide oversight of project management staff working on a variety of capital projects as well as be tasked with complete project management of assigned capital projects. This position will allow the department to increase its total number of active projects and allow for more of the budgeted project workload to be completed. Budgeted at Grade/Step NOJ/4.

**Alternatives:**  
 Defer certain capital projects to future years or reduce the total capital project workload to accommodate current resource levels.

**Advantages of Approval:**  
 This position will provide additional resources for the management of capital projects, allowing the planned capital project workload as shown in the 2012-2017 Capital Facilities Plan to be met. This position will also strengthen the City's technical skills and resources, allowing the City to be more competitive in obtaining state and federal grants. In addition, this position will improve the City's capacity for managing multi-discipline projects.

**Implications of Denial:**  
 Without this position, certain capital projects will need to be deferred to future years and the City's ability to meet grant implementation timelines could be impacted.

<b>2013 Cost of Improvement</b>	
<b>Revenues:</b>	
General Fund	
Utility Funds	145,355
Other Funds	
<b>Total Revenue:</b>	<b>\$ 145,355</b>
<b>Expenditures:</b>	
Wages	95,791
Benefits	47,064
Supplies	
Minor Equipment	2,500
Professional Services	
Other Services & Charges	
Repairs & Maintenance	
Machinery & Equipment	
Other	
<b>Total Cost:</b>	<b>\$ 145,355</b>

<b>2014 Cost of Improvement</b>	
<b>Revenues:</b>	
General Fund	
Utility Funds	152,189
Other Funds	
<b>Total Revenue:</b>	<b>\$ 152,189</b>
<b>Expenditures:</b>	
Wages	99,144
Benefits	53,045
Supplies	
Minor Equipment	
Professional Services	
Other Services & Charges	
Repairs & Maintenance	
Machinery & Equipment	
Other	
<b>Total Cost:</b>	<b>\$ 152,189</b>

**Conclusion:**

**REQUEST FOR PROGRAM IMPROVEMENT**

**No. 11**

<b>Program Title:</b> Senior Project Engineer (1.0 FTE)		<b>Contact Person:</b> Ingrid Gaub	<b>For Year:</b> 2013 & 2014
<b>2013 Cost:</b> \$148,855	<b>2014 Cost:</b> \$152,189	<b>Department Name:</b> Public Works	<b>Funding Source:</b> Utility Funds

<p><b>Description of Improvement:</b> This position within the Public Works Department will provide oversight of project management staff working on a variety of capital projects as well as be tasked with complete project management of assigned capital projects. This position will allow the department to increase its total number of active projects and allow for more of the budgeted project workload to be completed. Budgeted at Grade/Step NOJ/4.</p>
<p><b>Alternatives:</b> Defer certain capital projects to future years or reduce the total capital project workload to accommodate current resource levels.</p>
<p><b>Advantages of Approval:</b> This position will provide additional resources for the management of capital projects, allowing the planned capital project workload as shown in the 2012-2017 Capital Facilities Plan to be met. This position will also strengthen the City's technical skills and resources, allowing the City to be more competitive in obtaining state and federal grants. In addition, this position will improve the City's capacity for managing multi-discipline projects.</p>
<p><b>Implications of Denial:</b> Without this position, certain capital projects will need to be deferred to future years and the City's ability to meet grant implementation timelines could be impacted.</p>

<b>2013 Cost of Improvement</b>	
<b>Revenues:</b>	
General Fund	
Utility Funds	148,855
Other Funds	
<b>Total Revenue:</b>	<u>\$ 148,855</u>
<b>Expenditures:</b>	
Wages	95,791
Benefits	47,064
Supplies	3,500
Minor Equipment	2,500
Professional Services	
Other Services & Charges	
Repairs & Maintenance	
Machinery & Equipment	
Other	
<b>Total Cost:</b>	<u>\$ 148,855</u>

<b>2014 Cost of Improvement</b>	
<b>Revenues:</b>	
General Fund	
Utility Funds	152,189
Other Funds	
<b>Total Revenue:</b>	<u>\$ 152,189</u>
<b>Expenditures:</b>	
Wages	99,144
Benefits	53,045
Supplies	
Minor Equipment	
Professional Services	
Other Services & Charges	
Repairs & Maintenance	
Machinery & Equipment	
Other	
<b>Total Cost:</b>	<u>\$ 152,189</u>

<b>Conclusion:</b>
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**REQUEST FOR PROGRAM IMPROVEMENT**

**No. 12**

<b>Program Title:</b> Assistant Project Engineer (1.0 FTE)		<b>Contact Person:</b> Ingrid Gaub	<b>For Year:</b> 2013 & 2014
<b>2013 Cost:</b> \$124,821	<b>2014 Cost:</b> \$130,663	<b>Department Name:</b> Public Works	<b>Funding Source:</b> Utility Funds

**Description of Improvement:**  
 This position within the Public Works Department will provide technical and project management assistance for a variety of capital projects. This position will allow the department to increase its total number of active projects and allow for more of the budgeted project workload to be completed. Budgeted at Grade/Step NOG/4.

**Alternatives:**  
 Defer certain capital projects to future years or reduce the total capital project workload to accommodate current resource levels.

**Advantages of Approval:**  
 This position will provide additional resources for the management of capital projects, allowing the planned capital project workload as shown in the 2012-2017 Capital Facilities Plan to be met. This position will also strengthen the City's technical skills and resources, allowing the City to be more competitive in obtaining state and federal grants. In addition, this position will improve the City's capacity for managing multi-discipline projects.

**Implications of Denial:**  
 Without this position, certain capital projects will need to be deferred to future years and the City's ability to meet grant implementation timelines could be impacted.

<b>2013 Cost of Improvement</b>	
<b>Revenues:</b>	
General Fund	
Utility Funds	124,821
Other Funds	
<b>Total Revenue:</b>	<b>\$ 124,821</b>
<b>Expenditures:</b>	
Wages	78,401
Benefits	43,920
Supplies	
Minor Equipment	2,500
Professional Services	
Other Services & Charges	
Repairs & Maintenance	
Machinery & Equipment	
Other	
<b>Total Cost:</b>	<b>\$ 124,821</b>

<b>2014 Cost of Improvement</b>	
<b>Revenues:</b>	
General Fund	
Utility Funds	130,663
Other Funds	
<b>Total Revenue:</b>	<b>\$ 130,663</b>
<b>Expenditures:</b>	
Wages	81,145
Benefits	49,518
Supplies	
Minor Equipment	
Professional Services	
Other Services & Charges	
Repairs & Maintenance	
Machinery & Equipment	
Other	
<b>Total Cost:</b>	<b>\$ 130,663</b>

**Conclusion:**

**REQUEST FOR PROGRAM IMPROVEMENT**

No. 13

<b>Program Title:</b> Forensic Cell Phone Equipment		<b>Contact Person:</b> Reba Stowe	<b>For Year:</b> 2013 & 2014
<b>2013 Cost:</b> \$10,000	<b>2014 Cost:</b> \$3,000	<b>Department Name:</b> Innovation & Technology	<b>Funding Source:</b> Drug Forfeiture Fund

**Description of Improvement:**  
This device would allow the City's Police Department to forensically analyze various types of mobile devices including cell phones, iPads, and iPhones. It allows for the extraction of all data from a mobile device including existing, hidden, or deleted phone data such as call history, text messages, emails, chats, media files, geotags, and passwords.

**Alternatives:**  
Continue sending devices to a third-party agency for analysis. The delay in doing this can last several weeks to several months depending upon their case load.

**Advantages of Approval:**  
The City's Police Department will have the ability to analyze devices at their headquarters and obtain the results very quickly. Obtaining the information quickly is vital for all three detective divisions as an increasing number of subjects rely on their mobile devices throughout their daily activities.

**Implications of Denial:**  
Continue sending devices to a third-party agency and experience delays.

2013 Cost of Improvement	
<b>Revenues:</b>	
General Fund	
Proprietary Funds	
Other Funds	10,000
<b>Total Revenue:</b>	<u>\$ 10,000</u>
<b>Expenditures:</b>	
Wages	
Benefits	
Supplies	
Minor Equipment	
Professional Services	
Other Services & Charges	
Repairs & Maintenance	
Machinery & Equipment	10,000
Other	
<b>Total Cost:</b>	<u>\$ 10,000</u>

2014 Cost of Improvement	
<b>Revenues:</b>	
General Fund	
Proprietary Funds	
Other Funds	3,000
<b>Total Revenue:</b>	<u>\$ 3,000</u>
<b>Expenditures:</b>	
Wages	
Benefits	
Supplies	
Minor Equipment	
Professional Services	
Other Services & Charges	
Repairs & Maintenance	3,000
Machinery & Equipment	
Other	
<b>Total Cost:</b>	<u>\$ 3,000</u>

**Conclusion:**

**REQUEST FOR PROGRAM IMPROVEMENT**

No. 14

<b>Program Title:</b> Utilities Support Vehicle		<b>Contact Person:</b> Tim Carlaw	<b>For Year:</b> 2013 & 2014
<b>2013 Cost:</b> \$30,000	<b>2014 Cost:</b> \$8,000	<b>Department Name:</b> Storm Drainage	<b>Funding Source:</b> Water & Storm

**Description of Improvement:**  
A dedicated vehicle to support storm water inspections, groundwater monitoring, water quality sampling, stream flow monitoring, spill response, and other activities. Performing these tasks requires travel to sites throughout the City and the transportation of large amounts of equipment such as sample containers, ice chests, sample collection poles, data loggers, hand tools, and a computer. City staff is currently using a ten-year-old pool vehicle made unreliable by ongoing electrical problems.

**Alternatives:**  
Continue to use pool vehicles when they are available. In using this alternative, we run into the problem of storing equipment in the vehicle. We are not able to preload or store government equipment and supplies in a pool vehicle because of the need for accountability and security. Trying to carry sufficient supplies and equipment in a pool vehicle also cuts down on its passenger carrying capacity.

**Advantages of Approval:**  
Overall productivity would be increased by staff having the flexibility to schedule field activities any time throughout their work day and not just when a pool vehicle is available. Consistent access to a vehicle would also improve staff's ability to quickly respond to spills.

**Implications of Denial:**  
Without a dedicated vehicle, staff will continue to experience difficulty completing their monitoring and inspection activities which are time-based with permit limits for completion such as monthly, quarterly, or annually.

2013 Cost of Improvement	
<b>Revenues:</b>	
General Fund	
Utility Funds	30,000
Other Funds	
<b>Total Revenue:</b>	<u>\$ 30,000</u>
<b>Expenditures:</b>	
Wages	
Benefits	
Supplies	
Minor Equipment	
Professional Services	
Other Services & Charges	
Repairs & Maintenance	
Machinery & Equipment	30,000
Other	
<b>Total Cost:</b>	<u>\$ 30,000</u>

2014 Cost of Improvement	
<b>Revenues:</b>	
General Fund	
Utility Funds	8,000
Other Funds	
<b>Total Revenue:</b>	<u>\$ 8,000</u>
<b>Expenditures:</b>	
Wages	
Benefits	
Supplies	2,000
Minor Equipment	2,000
Professional Services	
Other Services & Charges	
Repairs & Maintenance	4,000
Machinery & Equipment	
Other	
<b>Total Cost:</b>	<u>\$ 8,000</u>

**Conclusion:**

**REQUEST FOR PROGRAM IMPROVEMENT**

No. 15

<b>Program Title:</b> Remote, All-Terrain Sewer & Storm Jetting Machine		<b>Contact Person:</b> Bob Elwell	<b>For Year:</b> 2013 & 2014
<b>2013 Cost:</b> \$50,000	<b>2014 Cost:</b> \$10,000	<b>Department Name:</b> Sewer	<b>Funding Source:</b> Sewer & Storm Funds

<p><b>Description of Improvement:</b> This machine will be used for cleaning sewer and storm pipe in easements with limited access. The City has thousands of feet of sewer and storm pipe in easements that staff cannot maintain with the large, heavy equipment currently in inventory. The majority of these lines were constructed in conjunction with the development in areas recently annexed from King County. At the time of development, the County did not require adequate access for the City's large equipment so the City has been relying upon third-party vendors to maintain these lines. This machine is designed for all-terrain use in wetlands, wooded areas, narrow alleys, and uneven surfaces, and would be capable of performing line cleaning in all of the City's rough terrain and narrow easements.</p>
<p><b>Alternatives:</b> Rely upon a third-party vendor to perform this work at an annual cost of \$50,000-100,000 because the City cannot maintain its sewer and storm pipes with existing equipment.</p>
<p><b>Advantages of Approval:</b> Staff will be able to clean and maintain sewer and storm pipe in limited-access areas and be better equipped to respond to emergency call-outs in those areas. Annual savings of \$50,000-100,000 will result from not having to outsource this kind of work.</p>
<p><b>Implications of Denial:</b> The City will be reliant upon third-party vendors to perform this kind of maintenance and emergency response work.</p>

<b>2013 Cost of Improvement</b>	
<b>Revenues:</b>	
General Fund	
Utility Funds	50,000
Other Funds	
<b>Total Revenue:</b>	<u>\$ 50,000</u>
<b>Expenditures:</b>	
Wages	
Benefits	
Supplies	
Minor Equipment	
Professional Services	
Other Services & Charges	
Repairs & Maintenance	
Machinery & Equipment	50,000
Other	
<b>Total Cost:</b>	<u>\$ 50,000</u>

<b>2014 Cost of Improvement</b>	
<b>Revenues:</b>	
General Fund	
Utility Funds	10,000
Other Funds	
<b>Total Revenue:</b>	<u>\$ 10,000</u>
<b>Expenditures:</b>	
Wages	
Benefits	
Supplies	2,500
Minor Equipment	2,500
Professional Services	
Other Services & Charges	
Repairs & Maintenance	5,000
Machinery & Equipment	
Other	
<b>Total Cost:</b>	<u>\$ 10,000</u>

<b>Conclusion:</b>
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## **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 2013-2014 budgets for capital outlays, which are expenditures resulting in the acquisition of or addition to existing capital assets. Capital assets are defined as land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.

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

This section of the budget summarizes the Capital Facilities Plan (CFP) showing capital projects budgeted for 2013 and 2014 along with the capital facilities plan for these projects in the following four years. Projects are listed in the following seven sections: Transportation projects, Water Utility projects, Sanitary Sewer projects, Storm Drainage projects, Parks and Recreation projects, General Municipal projects, Community Improvements, and Other Proprietary Fund projects. Each section includes a map highlighting the general location of significant projects, a brief discussion of the projects budgeted for 2013 and 2014, a six-year summary of projects showing the cost and funding source, and two graphs – one showing a comparison of revenue sources for 2013 vs. 2014, and another showing the projected six-year expenditure level.

For more detail, reference should be made to the Capital Facilities Plan (2013 – 2018) that is printed as a separate document. It contains an executive summary along with three chapters. Chapter One explains the purpose of the CFP, statutory requirements, and methodology. Chapter Two outlines the Goals and Policies related to the provision of capital facilities. Chapter Three outlines the proposed capital projects, which include the financing plan and reconciliation of project capacity to level of service (LOS) standards. Following the financing plan are individual worksheets showing the project detail. For reconciliation purposes, it is important to note that in many instances the total project cost will include amounts allocated for salaries, benefits and interfund charges. Each worksheet, in addition to the project financing, includes a project description, progress summary, and impact on future operating budgets once the project is completed.

**2013 / 2014 Capital Budget:**

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

**CAPITAL PROJECTS SUMMARY**

**2013**

<b>FUNDING SOURCES - 2013</b> (in thousands)	Fund Balance	Federal Sources	State Sources	Local Sources	REET	Other Sources	Total Sources By Fund
Transportation Projects	\$ 2,075	\$ 6,415	\$ 2,583	\$ -	\$ 75	\$ 7,200	\$ 18,348
Water Projects	1,005	-	-	-	-	6,685	7,690
Sewer Projects	1,705	-	-	-	-	-	1,705
Storm Drainage Projects	1,625	352	-	-	-	4,335	6,312
Parks and Recreation Projects	190	527	194	289	-	285	1,485
General Municipal Projects and Community Improvements	1,208	-	-	-	1,314	57	2,579
Other Proprietary Fund Projects	126	149	-	-	-	-	275
<b>Total Funding by Source</b>	<b>\$ 7,934</b>	<b>\$ 7,443</b>	<b>\$ 2,777</b>	<b>\$ 289</b>	<b>\$ 1,389</b>	<b>\$ 18,562</b>	<b>\$ 38,394</b>

<b>EXPENDITURES - 2013</b>	
Transportation Projects	\$ 18,348
Water Projects	7,690
Sewer Projects	1,705
Storm Drainage Projects	6,312
Parks and Recreation Projects	1,485
General Municipal Projects and Community Improvements	2,579
Other Proprietary Fund Projects	275
<b>Total Capital Projects</b>	<b>\$ 38,394</b>

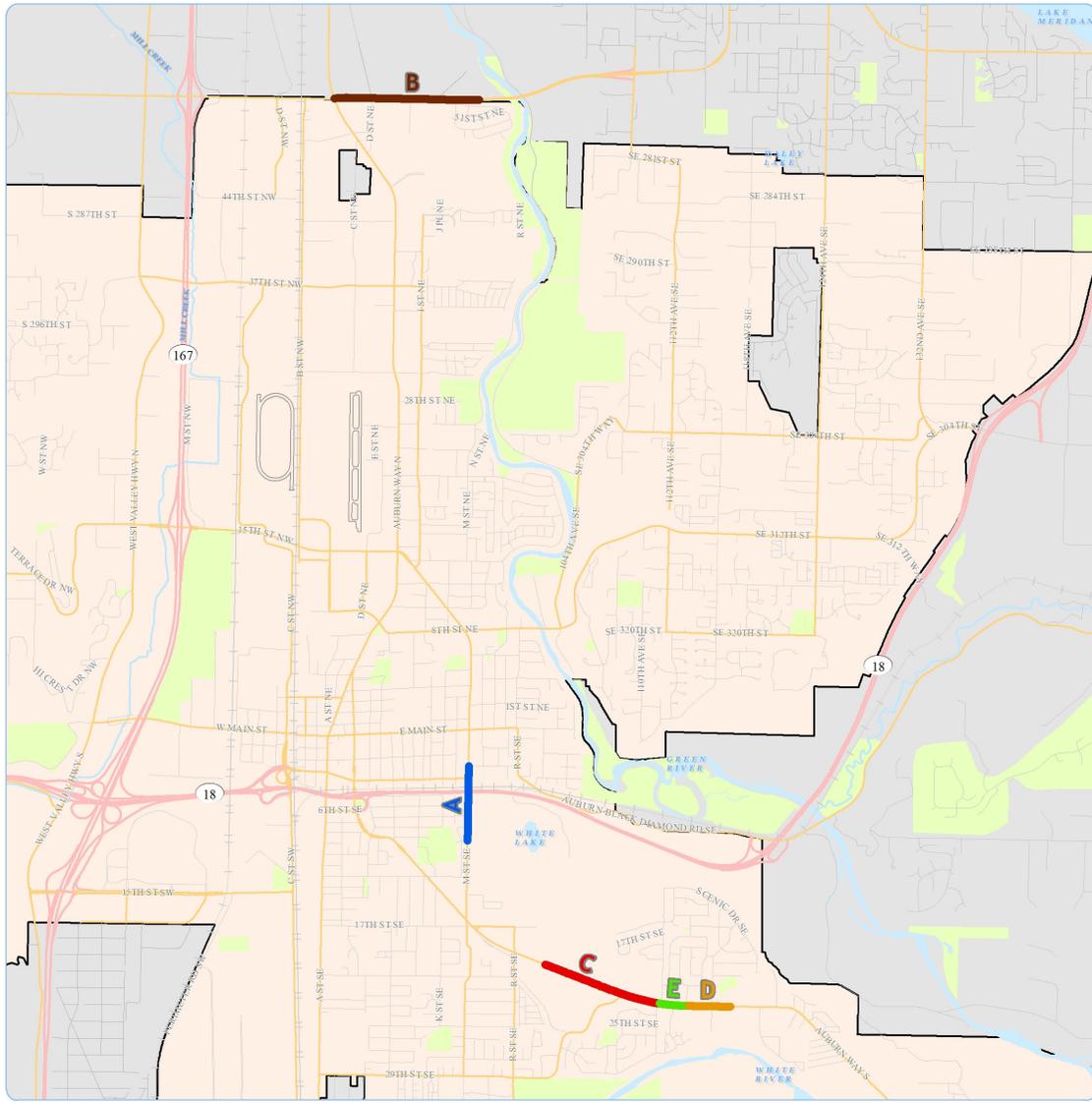
**2014**

<b>FUNDING SOURCES - 2014</b> (in thousands)	Fund Balance	Federal Sources	State Sources	Local Sources	REET	Other Sources	Total Funding By Fund
Transportation Projects	\$ 765	\$ 2,811	\$ 160	\$ -	\$ -	\$ 3,291	\$ 7,027
Water Projects	1,940	-	-	-	-	2,544	4,484
Sewer Projects	1,245	-	-	-	-	-	1,245
Storm Drainage Projects	1,191	-	325	-	-	-	1,516
Parks and Recreation Projects	300	124	116	96	-	17,780	18,416
General Municipal Projects and Community Improvements	600	-	-	-	1,067	30	1,697
Other Proprietary Fund Projects	36	180	-	-	-	-	216
<b>Total Funding by Source</b>	<b>\$ 6,077</b>	<b>\$ 3,115</b>	<b>\$ 601</b>	<b>\$ 96</b>	<b>\$ 1,067</b>	<b>\$ 23,645</b>	<b>\$ 34,601</b>

<b>EXPENDITURES - 2014</b>	
Transportation Projects	\$ 7,027
Water Projects	4,484
Sewer Projects	1,245
Storm Drainage Projects	1,516
Parks and Recreation Projects	18,416
General Municipal Projects and Community Improvements	1,697
Other Proprietary Fund Projects	216
<b>Total Capital Projects</b>	<b>\$ 34,601</b>



### Transportation Projects 2013-2014



 A - M Street Underpass	 City of Auburn	
 B - South 277th Auburn Way North to Green River Bridge	 Parks	
 C - Auburn Way South (SR164) Corridor Safety Improvements	 Water Features	Printed On: 10/11/2012 Map ID: 4124  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.
 D - Auburn Way South Corridor Improvements, Fir Street SE to Hemlock Street SE		
 E - Auburn Way South Pedestrian Improvements, Dogwood Street SE to Fir Street SE		

## Transportation Projects

Twenty-eight capital projects totaling \$18,347,160 are budgeted for 2013 and seventeen capital projects totaling \$7,026,458 are budgeted for 2014. The significant projects include the following:

- The “M” Street Underpass Project (\$6,752,640 in 2013 and \$109,550 in 2014) will construct a grade separation railroad crossing of “M” Street SE at the BNSF Stampede Pass. **(See Map – “A”)**
- The South 277<sup>th</sup> Auburn Way North to Green River Bridge Project (\$1,024,300 in 2013 and \$153,000 in 2014) includes preliminary engineering, design, right of way acquisition and construction of major widening on S. 277th St, including the addition of three lanes, one westbound and two eastbound, a Class 1 trail, storm improvements. The project length is nine-tenths of a mile. **(See Map – “B”)**
- Auburn Way South (SR-164) Corridor Safety Improvements (\$250,000 in 2013 and \$2,083,108 in 2014) will improve access management, provide u-turns, upgrade transit stops and street lighting, widen to accommodate turn lanes, pedestrians and bicycles, upgrade pavement markings, install pedestrian signals and audible pedestrian push buttons, and upgrade traffic signals to change the phasing and to improve the visibility of the signal heads. **(See Map – “C”)**
- The Auburn Way South Corridor Improvement, Fir St. SE to Hemlock St. SE project (\$2,331,950 in 2013) will widen Auburn Way South between Fir St SE and Hemlock St. SE to five lanes with curb, gutter, sidewalks, illumination and storm improvements. A new traffic signal will also be constructed at Hemlock Street SE and connect to Auburn’s Intelligent Transportation System. **(See Map – “D”)**
- The Auburn Way South Pedestrian Improvements. Project (\$748,830 in 2013) will construct pedestrian improvements along Auburn Way South between Dogwood St SE and Fir St SE that are consistent with WSDOT’s SR-164 Route Development Plan. This project includes sidewalk improvements, access management, a mid-block pedestrian crossing, construction of a u-turn wedge at Fir St SE and street lighting. **(See Map – “E”)**
- The Citywide Traffic Signals Safety Improvements Project (\$405,000 in 2013) will improve traffic signal phasing and timing, improve visibility of traffic signals heads, and install countdown pedestrian signal displays and ADA pedestrian pushbuttons.
- The “Save our Streets” (SOS) Program (\$2,474,250 in 2013 and \$1,444,300 in 2014) will consist of a number of different contracts focused on the preservation of local streets (unclassified streets) within the City. These contracts will include work such as crack sealing, asphalt patching, pre-leveling, and thin asphalt overlays.
- The Annual Arterial Street Preservation Program (\$2,620,000 in 2013 and \$2,000,000 in 2014) will consist of regular pavement maintenance and/or rehabilitation of various classified streets citywide that may include overlays, rebuilds, spot repairs, or a combination of these. The program will also implement regular maintenance of various classified streets by sealing newly formed cracks

<b>Project Name: A Street NW, Phase 1 (3rd St NW to 14th St NW)</b>								
Project No: c207a0 (TIP#1)			Capacity Project: YES			Anticipated Year of Completion: 2012		
Construct a multi-lane arterial from 3rd St. NW to 14th St. NW. This project will improve mobility and is tied to corridor development. It is consistent with the Comprehensive Plan and contributes to the completion of a north/south arterial corridor. The project length is approximately three-quarters of a mile. The City purchased ROW from the northern property owner. If the property develops, some or a portion of those funds may be reimbursed to the City (total cost was \$251,000).								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Arterial Street Fund	277							-
Federal (Grants)	6,581							-
State	-							-
Traffic Impact Fees	925	25	25	350	25	25	25	475
REET								-
Other Sources	408							-
<b>Subtotal</b>	<b>8,191</b>	<b>25</b>	<b>25</b>	<b>350</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>475</b>
<b>Capital Costs:</b>								
Design	1,667	10	10	50	10	10	10	100
Right of Way	1,072							-
Construction	5,452	15	15	300	15	15	15	375
<b>Subtotal</b>	<b>8,191</b>	<b>25</b>	<b>25</b>	<b>350</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>475</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$25,830</b>								

<b>Project Name: Auburn Way South Pedestrian Improvements, Phase 1</b>								
Project No: cp1118 (TIP#2)			Capacity Project: NO			Anticipated Year of Completion: 2013		
This project will construct pedestrian improvements along Auburn Way South between Dogwood St SE and Fir St SE that are consistent with WSDOT's SR-164 Route Development Plan. This project includes sidewalk improvements, access management, a mid-block pedestrian crossing, construction of a u-turn wedge at Fir St SE and street lighting.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Arterial Street Fund	56	44						44
Federal (Grants)	100							-
State	36	705						705
Traffic Impact Fees								-
REET								-
Other Sources								-
<b>Subtotal</b>	<b>192</b>	<b>749</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>749</b>
<b>Capital Costs:</b>								
Design	182	50						50
Right of Way	10							-
Construction		699						699
<b>Subtotal</b>	<b>192</b>	<b>749</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>749</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: M Street Grade Separation (3rd St SE to 8th St SE)</b>								
Project No: c201a0 (TIP#5)			Capacity Project: YES			Anticipated Year of Completion: 2013		
Construction of a grade separated railroad crossing of M St SE at the BNSF Stampede Pass tracks.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Arterial Street Fund	150							-
Federal (Grants)	872	3,665						3,665
State	4,791							-
Traffic Impact Fees	4,357	39	110	109	109	108	108	583
Traffic Mitigation Fees	660							-
REET	1,140							-
PWFT	1,008	1,800						1,800
Other (Other Agencies)	2,366	1,249						1,249
<b>Subtotal</b>	<b>15,344</b>	<b>6,753</b>	<b>110</b>	<b>109</b>	<b>109</b>	<b>108</b>	<b>108</b>	<b>7,297</b>
<b>Capital Costs:</b>								
Design	2,675							-
Right of Way	3,359							-
Construction	9,311	6,714						6,714
Long Term Debt	-	39	110	109	109	108	108	583
<b>Subtotal</b>	<b>15,344</b>	<b>6,753</b>	<b>110</b>	<b>109</b>	<b>109</b>	<b>108</b>	<b>108</b>	<b>7,297</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$21,827</b>								

<b>Project Name: South 277th (AWN to Green River Bridge)</b>								
Project No: c222a0 (TIP#6)			Capacity Project: YES			Anticipated Year of Completion: 2015		
This project includes preliminary engineering, design, right of way acquisition and construction of major widening on S. 277th Street, including the addition of three lanes, one westbound and two eastbound, a Class 1 trail, and storm improvements. The project length is nine-tenths of a mile.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Arterial Street Fund	122	156						156
Federal (Grants)		868	153	3,879				4,900
State								-
Traffic Impact Fees				291				291
REET								-
Other								-
<b>Subtotal</b>	<b>122</b>	<b>1,024</b>	<b>153</b>	<b>4,170</b>				<b>5,347</b>
<b>Capital Costs:</b>								
Design	122	1,007	153					1,160
Right of Way		17						17
Construction				4,170				4,170
<b>Subtotal</b>	<b>122</b>	<b>1,024</b>	<b>153</b>	<b>4,170</b>				<b>5,347</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$27,250</b>								

<b>Project Name: M Street NE (E. Main St. to 4th St. NE)</b>								
Project No: cpxxxx (TIP#11)			Capacity Project: YES			Anticipated Year of Completion: 2016		
This project will construct a complete 4 lane street section on M St NE between E Main St and 4th St NE.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Arterial Street Fund	-	-	-	-	-	-	-	-
Federal (Grants)				225	1,000			1,225
State								-
Traffic Impact Fees			50	50	150			250
REET								-
Other Sources								-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>275</b>	<b>1,150</b>			<b>1,475</b>
<b>Capital Costs:</b>								
Design			50	75				125
Right of Way				200				200
Construction					1,150			1,150
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>275</b>	<b>1,150</b>			<b>1,475</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$1,500</b>								

<b>Project Name: Harvey Rd. &amp; 8th St. NE Intersection Improvements</b>								
Project No: cp0611 (TIP#17)			Capacity Project: YES			Anticipated Year of Completion: Beyond 2018		
Project was completed in 2010. Ongoing budget is for PWTFL debt payments.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Arterial Street Fund	-	-	-	-	-	-	-	-
Federal (Grants)								-
PWFT	1,527							-
Traffic Impact Fees	467	87	87	86	86	85	85	516
REET								-
Other (Other Funds)								-
<b>Subtotal</b>	<b>1,994</b>	<b>87</b>	<b>87</b>	<b>86</b>	<b>86</b>	<b>85</b>	<b>85</b>	<b>516</b>
<b>Capital Costs:</b>								
Design	328							-
Right of Way	200							-
Construction	1,204							-
Long Term Debt	262	87	87	86	86	85	85	516
<b>Subtotal</b>	<b>1,994</b>	<b>87</b>	<b>87</b>	<b>86</b>	<b>86</b>	<b>85</b>	<b>85</b>	<b>516</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: 8th Street NE and SE 104th St Intersection Improvements</b>								
Project No: cp1104 (TIP#18)		Capacity Project: YES			Anticipated Year of Completion: 2013			
This project includes the design, right of way acquisition and construction of intersection improvements that will consist of a traffic signal with eastbound u-turn capacity.								
	Prior Years	Budget 2013	Budget 2014	Estimate 2015	Estimate 2016	Estimate 2017	Estimate 2018	2013-18 Total
<b>Funding Sources:</b>								
Arterial Street Fund	9	148	-	-	-	-	-	148
Federal (Grants)	100							-
PWFT								-
Traffic Impact Fees	40	10						10
REET		75						75
Other Sources								-
<b>Subtotal</b>	<b>149</b>	<b>233</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>233</b>
<b>Capital Costs:</b>								
Design	117							-
Right of Way	32							-
Construction		233						233
<b>Subtotal</b>	<b>149</b>	<b>233</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>233</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$6,600</b>								

<b>Project Name: Auburn Way North / 1st St NE Signal Improvements</b>								
Project No: cpxxxx (TIP#19)		Capacity Project: NO			Anticipated Year of Completion: 2016			
This project will construct a new complete traffic signal with controller cabinet and battery backup along with necessary intersection improvements.								
	Prior Years	Budget 2013	Budget 2014	Estimate 2015	Estimate 2016	Estimate 2017	Estimate 2018	2013-18 Total
<b>Funding Sources:</b>								
Arterial Street Fund	-	-	50	-	125	-	-	175
Federal (Grants)					425			425
PWFT								-
Traffic Impact Fees								-
REET								-
Other Sources								-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>-</b>	<b>550</b>	<b>-</b>	<b>-</b>	<b>600</b>
<b>Capital Costs:</b>								
Design			50					50
Right of Way					100			100
Construction					450			450
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>-</b>	<b>550</b>	<b>-</b>	<b>-</b>	<b>600</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Auburn Way South and M St SE Intersection Improvements</b>								
Project No: cpxxxx (TIP#20)		Capacity Project: YES			Anticipated Year of Completion: 2014			
This Project is the first phase of improvements for this intersection. Scope includes construction of a new westbound to northbound right turn pocket, improved turning radius at corner, realignment of westbound 17th St SE's approach to Auburn Way South, lighting improvements, related traffic signal modifications and right of way acquisition.								
	Prior Years	Budget 2013	Budget 2014	Estimate 2015	Estimate 2016	Estimate 2017	Estimate 2018	2013-18 Total
<b>Funding Sources:</b>								
Arterial Street Fund	100							-
Federal (Grants)			450					450
State								-
Traffic Mitigation Fees		150						150
Other Sources								-
<b>Subtotal</b>	<b>100</b>	<b>150</b>	<b>450</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>600</b>
<b>Capital Costs:</b>								
Design	100	50						50
Right of Way		100						100
Construction			450					450
<b>Subtotal</b>	<b>100</b>	<b>150</b>	<b>450</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>600</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: C street NW and West Main Street</b>								
Project No: cpxxxx (TIP#21)		Capacity Project: NO			Anticipated Year of Completion: 2013			
Construct new decorative monopole type traffic signal to include protected left turn phases for C St traffic. This would also provide additional safety related to the railroad pre-emption. Future improvements to this intersection may include widening for additional turn lanes.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Arterial Street Fund								-
Federal (Grants)								-
State								-
Traffic Mitigation		150						150
REET								-
Other (Other Agencies)								-
<b>Subtotal</b>	<b>-</b>	<b>150</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150</b>
<b>Capital Costs:</b>								
Design		50						50
Right of Way								-
Construction		100						100
<b>Subtotal</b>	<b>-</b>	<b>150</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: 41st Street SE and A Street SE Access Management Study</b>								
Project No: cpxxxx (TIP#27)		Capacity Project: NO			Anticipated Year of Completion: 2013			
Study the area from 37th St SE to the White River on A St SE including 41st St SE from D St SE to C St SE. The study should review the safety and access needs of the traveling public and the adjacent properties.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Arterial Street Fund	1	9						9
Federal (Grants)								-
State								-
Traffic Mitigation								-
REET								-
Other Sources								-
<b>Subtotal</b>	<b>1</b>	<b>9</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9</b>
<b>Capital Costs:</b>								
Design	1	9						9
Right of Way								-
Construction								-
<b>Subtotal</b>	<b>1</b>	<b>9</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Annual Bridge Preservation Project</b>								
Project No: cpxxxx (TIP#28)		Capacity Project: NO			Anticipated Year of Completion: Beyond 2018			
This is an annual level of effort project used to fund bridge improvements as identified by the city's annual bridge inspection program.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Arterial Street Fund	-	50	50	50	50	50	50	300
Federal (Grants)								-
State								-
Traffic Mitigation								-
REET								-
Other Sources								-
<b>Subtotal</b>	<b>-</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>300</b>
<b>Capital Costs:</b>								
Design								-
Right of Way								-
Construction		50	50	50	50	50	50	300
<b>Subtotal</b>	<b>-</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>300</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: South 277th Wetland Mitigation</b>								
Project No: c410a0 (TIP#29)		Capacity Project: NO			Anticipated Year of Completion: 2014			
Wetland mitigation for the 277th St Grade Separation project.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2013-18
Funding Sources:	Years	2013	2014	2015	2016	2017	2018	Total
Arterial Street Fund	269	25	25					50
Federal (Grants)								-
State								-
Traffic Mitigation								-
REET								-
Other Sources								-
<b>Subtotal</b>	<b>269</b>	<b>25</b>	<b>25</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50</b>
Capital Costs:								
Design	100	10	10					20
Right of Way								-
Construction	169	15	15					30
<b>Subtotal</b>	<b>269</b>	<b>25</b>	<b>25</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Citywide Pedestrian Crossing Program</b>								
Project No: cpxxxx (TIP#30)		Capacity Project: NO			Anticipated Year of Completion: Beyond 2018			
This is a bi-annual level of effort project used to fund small pedestrian safety studies and improvement projects. This project provides for pedestrian safety studies and improvements at various locations citywide. Projects are prioritized annually based on safety issues and pedestrian demands.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2013-18
Funding Sources:	Years	2013	2014	2015	2016	2017	2018	Total
Arterial Street Fund	-	100		100		100		300
Federal (Grants)								-
State								-
Local								-
REET								-
Other Sources								-
<b>Subtotal</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>300</b>
Capital Costs:								
Design		10		10		10		30
Right of Way								-
Construction		90		90		90		270
<b>Subtotal</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>300</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Citywide Arterial Bicycle &amp; Safety Improvements</b>								
Project No: cpxxxx (TIP#31)		Capacity Project: NO			Anticipated Year of Completion: Beyond 2018			
This is an annual level of effort project focused on funding bicycle and safety improvements on classified roadways. Projects are prioritized annually based upon field studies. Project was previously called "Citywide Roadway Safety Infrastructure Improvements."								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2013-18
Funding Sources:	Years	2013	2014	2015	2016	2017	2018	Total
Arterial Street Fund	-	100	100	100	100	100	100	600
Federal (Grants)								-
State								-
Local								-
REET								-
Other Sources								-
<b>Subtotal</b>	<b>-</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>600</b>
Capital Costs:								
Design		10	10	10	10	10	10	60
Right of Way								-
Construction		90	90	90	90	90	90	540
<b>Subtotal</b>	<b>-</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>600</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: 37th &amp; B St NW Railroad Crossing Safety Improvements</b>								
Project No: cpxxxx (TIP#38)		Capacity Project: NO			Anticipated Year of Completion: 2013			
This project will fund the design, coordination, permitting and construction of improvements at the 37th St NW BNSF Railroad crossing. Improvements include construction of a pre-signal for eastbound traffic and related signal modifications at B St NW, advanced railroad pre-emption, and traffic monitoring cameras.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Arterial Street Fund	-	-						-
Federal (Grants)		308						308
State								-
Traffic Impact Fees								-
REET								-
Other Sources								-
<b>Subtotal</b>	<b>-</b>	<b>308</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>308</b>
<b>Capital Costs:</b>								
Design		44						44
Right of Way		5						5
Construction		259						259
<b>Subtotal</b>	<b>-</b>	<b>308</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>308</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$5,000</b>								

<b>Project Name: 124th Ave SE Corridor Improvements, Phase 1</b>								
Project No: cpxxxx (TIP#40)		Capacity Project: YES			Anticipated Year of Completion: 2015			
This project will fund the design, right of way acquisition, and construction of a 4-lane section with bicycle and pedestrian facilities on 124th Ave SE between SE 318th St and SE 312th St.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Arterial Street Fund	-	-	-	-	-	-	-	-
Federal (Grants)			125	1,565				1,690
State								-
Traffic Impact Fees		50	25	185				260
REET								-
Other Sources								-
<b>Subtotal</b>	<b>-</b>	<b>50</b>	<b>150</b>	<b>1,750</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,950</b>
<b>Capital Costs:</b>								
Design		50	150					200
Right of Way				250				250
Construction				1,500				1,500
<b>Subtotal</b>	<b>-</b>	<b>50</b>	<b>150</b>	<b>1,750</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,950</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: 124th Ave SE Corridor Improvements Phase 2</b>								
Project No: cpxxxx (TIP#41)		Capacity Project: YES			Anticipated Year of Completion: 2016			
This project will fund the design, right of way acquisition, and construction of improvements to the signalized intersection of SE 312th St and 124th Ave SE. Improvements include adding bike lanes, dual westbound left turn lanes, dual southbound thru lanes, northbound right turn pocket, ITS and pedestrian safety improvements.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Arterial Street Fund	-	-	-	-	-	-	-	-
Federal (Grants)				150	865			1,015
State								-
Traffic Impact Fees			50	50	135			235
REET								-
Other Sources								-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>200</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>1,250</b>
<b>Capital Costs:</b>								
Design			50	100				150
Right of Way				100				100
Construction					1,000			1,000
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>200</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>1,250</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Auburn Way South (SR-164) Corridor Safety Improvements</b>								
Project No: cpxxxx (TIP#43)			Capacity Project: YES		Anticipated Year of Completion: 2014			
This project will improve access management, provide u-turns, upgrade transit stops and street lighting, widen to accommodate turn lanes and pedestrians and bicycles, upgrade pavement markings, install pedestrian signals and audible pedestrian push buttons, and upgrade traffic signals to change the phasing and to improve the visibility of the signal heads.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Arterial Street Fund								-
Federal (Grants)		250	2,083					2,333
State								-
Traffic Impact Fees								-
REET								-
Other Sources								-
<b>Subtotal</b>	<b>-</b>	<b>250</b>	<b>2,083</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,333</b>
<b>Capital Costs:</b>								
Design		250	62					312
Right of Way			70					70
Construction			1,951					1,951
<b>Subtotal</b>	<b>-</b>	<b>250</b>	<b>2,083</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,333</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: 104th Ave SE &amp; Green River Road Study</b>								
Project No: cpxxxx (TIP#46)			Capacity Project: NO		Anticipated Year of Completion: 2013			
This project will fund a pre-design study to determine the right of way, environmental and construction requirements for intersection safety improvements. This safety project scope will include sight distance improvements, constructing turn lanes, channelization, environmental mitigation, signage and clear zone improvements.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Arterial Street Fund		5						5
Federal (Grants)								-
State								-
Traffic Impact Fees								-
REET								-
Other Sources								-
<b>Subtotal</b>	<b>-</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5</b>
<b>Capital Costs:</b>								
Design		5						5
Right of Way								-
Construction								-
<b>Subtotal</b>	<b>-</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Environmental Park Roadway Improvements Study</b>								
Project No: cpxxxx (TIP#47)			Capacity Project: YES		Anticipated Year of Completion: 2013			
This project will fund a study to determine the feasibility, scope and cost of low impact roadway, bicycle and pedestrian improvements in the Environmental Park area. Included in this study scope is a connection between Clay St NW and Western St NW.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Arterial Street Fund	-	10						10
Federal (Grants)								-
State								-
Local								-
REET								-
Other Sources								-
<b>Subtotal</b>	<b>-</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10</b>
<b>Capital Costs:</b>								
Design		10						10
Right of Way								-
Construction								-
<b>Subtotal</b>	<b>-</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Downtown to Les Gove Non-Motorized Improvements Study</b>								
Project No: cpXXXX (TIP#48)		Capacity Project: YES		Anticipated Year of Completion: 2013				
This project provides funding to complete a study of the 2nd St SE & F St SE corridor between Les Gove Park and Downtown Auburn. Improvements may include pavement reconstruction, sidewalks, access ramps, signal modifications and route signing.								
	Prior Years	Budget 2013	Budget 2014	Estimate 2015	Estimate 2016	Estimate 2017	Estimate 2018	2013-18 Total
<b>Funding Sources:</b>								
Arterial Street Fund		10						10
Federal (Grants)								-
State								-
Traffic Impact Fees								-
REET								-
Other Sources								-
<b>Subtotal</b>	-	10	-	-	-	-	-	10
<b>Capital Costs:</b>								
Design		10						10
Right of Way								-
Construction								-
<b>Subtotal</b>	-	10	-	-	-	-	-	10
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Kersey Way Study</b>								
Project No: cpXXXX (TIP#54)		Capacity Project: YES		Anticipated Year of Completion: 2013				
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 Years	Budget 2013	Budget 2014	Estimate 2015	Estimate 2016	Estimate 2017	Estimate 2018	2013-18 Total
<b>Funding Sources:</b>								
Arterial Street Fund								-
Federal (Grants)								-
State								-
Traffic Mitigation Fees		50						50
REET								-
Other Sources								-
<b>Subtotal</b>	-	50	-	-	-	-	-	50
<b>Capital Costs:</b>								
Design		50						50
Right of Way								-
Construction								-
<b>Subtotal</b>	-	50	-	-	-	-	-	50
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Lea Hill Safe Routes to School Improvements</b>								
Project No: cp1120 (TIP#56)		Capacity Project: NO		Anticipated Year of Completion: 2013				
This project will construct pedestrian improvements along the south side of SE 312th St east of the intersection with 124th Ave SE, intersection improvements at 116th Ave SE & SE 304th St, paint bike lanes on 116th Ave SE between SE 312th St and SE 304th St and improve curb ramps adjacent to Rainier Middle School.								
	Prior Years	Budget 2013	Budget 2014	Estimate 2015	Estimate 2016	Estimate 2017	Estimate 2018	2013-18 Total
<b>Funding Sources:</b>								
Arterial Street Fund	1							-
Federal (Grants)	35	364						364
State								-
Traffic Mitigation Fees								-
REET								-
Other Sources								-
<b>Subtotal</b>	36	364	-	-	-	-	-	364
<b>Capital Costs:</b>								
Design	36	15						15
Right of Way								-
Construction		349						349
<b>Subtotal</b>	36	364	-	-	-	-	-	364
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Auburn Way South Corridor Imp., Fir St SE to Hemlock St SE</b>								
Project No: cp1119 (TIP#58)		Capacity Project: YES		Anticipated Year of Completion: 2013				
This project will widen Auburn Way South between Fir St SE and Hemlock St SE to five lanes with curb, gutter, sidewalks, illumination and storm improvements. A new traffic signal will also be constructed at Hemlock Street SE and connect to Auburn's Intelligent Transportation System.								
<b>Funding Sources:</b>	<b>Prior Years</b>	<b>Budget 2013</b>	<b>Budget 2014</b>	<b>Estimate 2015</b>	<b>Estimate 2016</b>	<b>Estimate 2017</b>	<b>Estimate 2018</b>	<b>2013-18 Total</b>
Arterial Street Fund	1							-
Federal (Grants)								-
State	561	1,866						1,866
Traffic Mitigation Fees								-
REET								-
Other Sources	140	466						466
<b>Subtotal</b>	<b>702</b>	<b>2,332</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,332</b>
<b>Capital Costs:</b>								
Design	477							-
Right of Way	225							-
Construction		2,332						2,332
<b>Subtotal</b>	<b>702</b>	<b>2,332</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,332</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$9,300</b>								

<b>Project Name: Auburn Ave NE &amp; 3rd St NE Pedestrian &amp; Access Improvement</b>								
Project No: cp1023 (TIP#59)		Capacity Project: YES		Anticipated Year of Completion: 2015				
This project will improve access, safety and operations for pedestrian, bicyclists and motorized vehicles at the intersections of 3rd St NE & Auburn Ave, 4th St NE and Auburn Ave, and 4th St NE & Auburn Way North. Improvements include a new traffic signal and geometric improvements at 3rd Street NE to add a missing pedestrian crossing and add northbound left turn movement; removing all ADA obstructions from the pedestrian path within the project limits, restricting uncontrolled accesses near the intersection, and modifying the traffic signal at Auburn Way North and 4th St NE to eliminate the east/west split phase operation.								
<b>Funding Sources:</b>	<b>Prior Years</b>	<b>Budget 2013</b>	<b>Budget 2014</b>	<b>Estimate 2015</b>	<b>Estimate 2016</b>	<b>Estimate 2017</b>	<b>Estimate 2018</b>	<b>2013-18 Total</b>
Arterial Street Fund	9	3	40	140				183
Federal (Grants)								-
State		12	160	561				733
Traffic Mitigation Fees								-
REET								-
Other Sources								-
<b>Subtotal</b>	<b>9</b>	<b>15</b>	<b>200</b>	<b>701</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>916</b>
<b>Capital Costs:</b>								
Design	9	15	200					215
Right of Way								-
Construction				701				701
<b>Subtotal</b>	<b>9</b>	<b>15</b>	<b>200</b>	<b>701</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>916</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Citywide Traffic Signals Safety Improvements</b>								
Project No: cpxxxx (TIP#67)		Capacity Project: NO		Anticipated Year of Completion: 2013				
This project will improve traffic signal phasing and timing, improve visibility of traffic signal heads, and install countdown pedestrian signal displays and ADA pedestrian pushbuttons.								
<b>Funding Sources:</b>	<b>Prior Years</b>	<b>Budget 2013</b>	<b>Budget 2014</b>	<b>Estimate 2015</b>	<b>Estimate 2016</b>	<b>Estimate 2017</b>	<b>Estimate 2018</b>	<b>2013-18 Total</b>
Arterial Street Fund	3	5						5
Federal (Grants)		400						400
State								-
Traffic Mitigation Fees								-
REET								-
Other Sources								-
<b>Subtotal</b>	<b>3</b>	<b>405</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>405</b>
<b>Capital Costs:</b>								
Design	3	80						80
Right of Way								-
Construction		325						325
<b>Subtotal</b>	<b>3</b>	<b>405</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>405</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

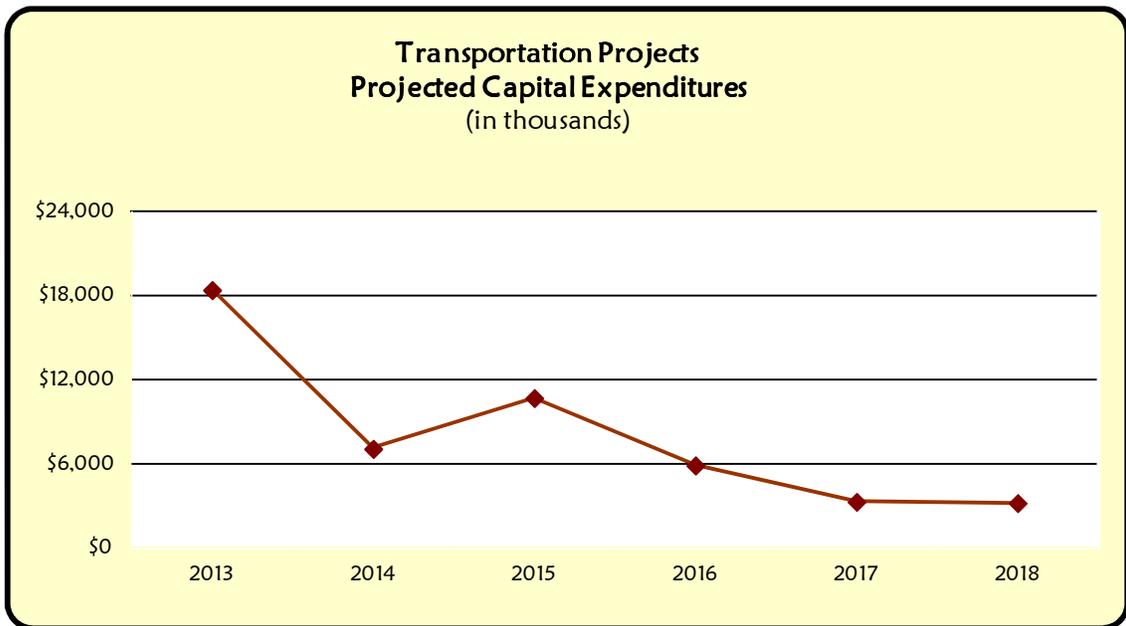
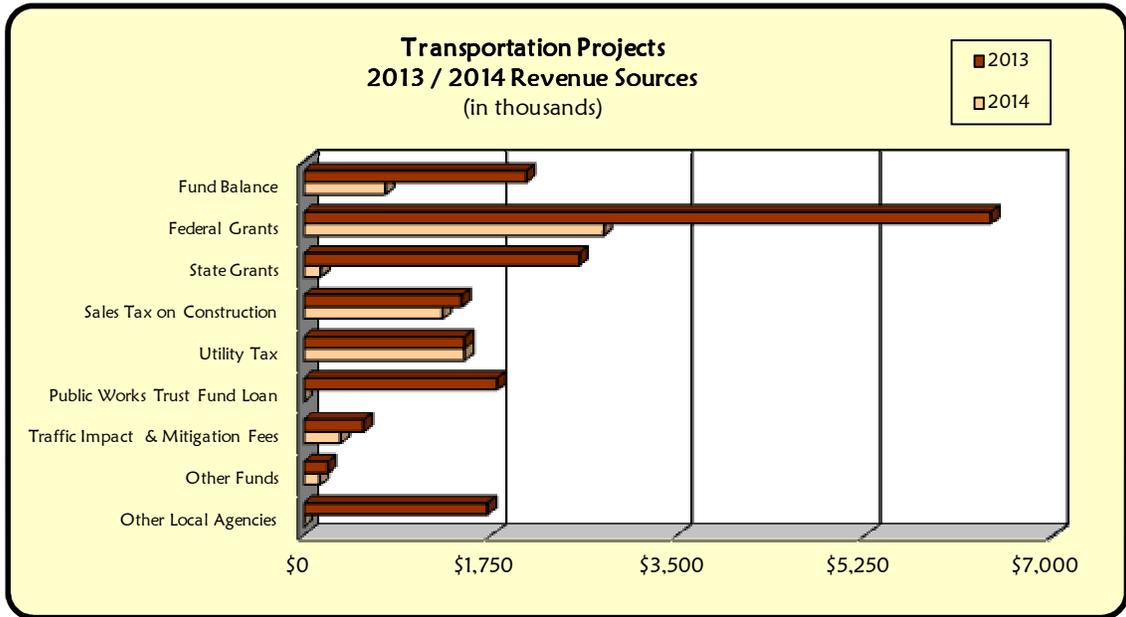
<b>Project Name: Annual Arterial Street Preservation</b>								
Project No: various (TIP#35)			Capacity Project: NO			Anticipated Year of Completion: Beyond 2018		
Description: Implement regular pavement maintenance and/or rehabilitation of various classified streets citywide. These projects may include overlays, rebuilds, spot repairs, or a combination of these. This program is funded through a 1% utility tax that was adopted by Council in 2008.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2013-18
Funding Sources:	Years	2013	2014	2015	2016	2017	2018	Total
Street Preservation Fund	-		500					500
Property Tax								-
Utility Tax	1,552	1,300	1,300	1,300	1,300	1,300	1,300	7,800
REET2								-
Other Sources								-
<b>Subtotal</b>	<b>1,552</b>	<b>1,300</b>	<b>1,800</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	<b>8,300</b>
<b>Capital Costs:</b>								
Design		40	50	40	40	40	40	250
Right of Way								-
Construction	1,552	1,260	1,750	1,260	1,260	1,260	1,260	8,050
<b>Subtotal</b>	<b>1,552</b>	<b>1,300</b>	<b>1,800</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	<b>8,300</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Annual Arterial Crack Seal Program</b>								
Project No: various (TIP#36)			Capacity Project: NO			Anticipated Year of Completion: Beyond 2018		
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	2013-18
Funding Sources:	Years	2013	2014	2015	2016	2017	2018	Total
Street Preservation Fund	-							-
Property Tax								-
Utility Tax	200	200	200	200	200	200	200	1,200
REET2								-
Other Sources								-
<b>Subtotal</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>1,200</b>
<b>Capital Costs:</b>								
Design	20	20	20	20	20	20	20	120
Right of Way								-
Construction	180	180	180	180	180	180	180	1,080
<b>Subtotal</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>1,200</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

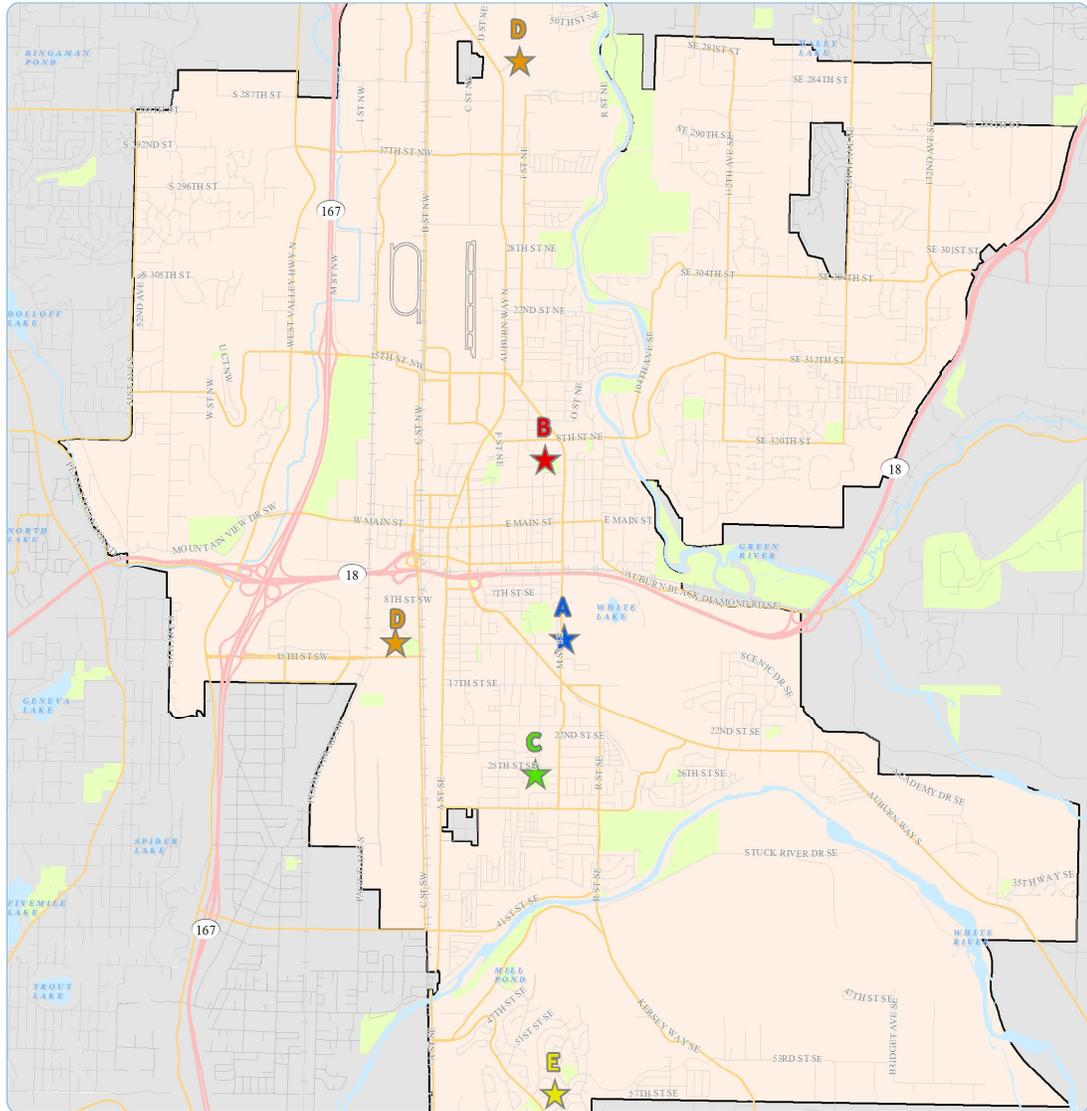
<b>Project Name: West Valley Highway System Preservation (15th NW to 37th NW)</b>								
Project No: cpxxxx (TIP#22)			Capacity Project: NO			Anticipated Year of Completion: 2013		
The West Valley Highway System Preservation project will overlay the failing portions of the street pavement between 15th Street NW and 37th Street NW. This entails the installation of a leveling course, providing a 2"-3" thick asphalt concrete overlay, and includes minor surface utility adjustments.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2013-18
Funding Sources:	Years	2013	2014	2015	2016	2017	2018	Total
Street Preservation Fund	-	560						560
Federal (Grants)		560						560
Utility Tax								-
REET2								-
Other Sources								-
<b>Subtotal</b>	<b>-</b>	<b>1,120</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,120</b>
<b>Capital Costs:</b>								
Design		134						134
Right of Way								-
Construction		986						986
<b>Subtotal</b>	<b>-</b>	<b>1,120</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,120</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Local Street Improvement Program</b>								
Project No: various (TIP#37)			Capacity Project: NO			Anticipated Year of Completion: Beyond 2018		
The program will focus on the preservation of local streets (unclassified streets) within the City of Auburn. The work will include crack sealing, asphalt patching, pre-leveling, asphalt overlays and roadway reconstruction. Beginning in 2013 funding sources include annual sales tax on construction.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Local Street Fund	871	850						850
Property Tax	2,000							-
Sales Tax on Construction		1,474	1,294	1,111	1,122	1,133	1,145	7,279
REET2								-
Other (Funds 430, 431, 432)	150	150	150	150	150	150	150	900
<b>Subtotal</b>	<b>3,021</b>	<b>2,474</b>	<b>1,444</b>	<b>1,261</b>	<b>1,272</b>	<b>1,283</b>	<b>1,295</b>	<b>9,029</b>
<b>Capital Costs:</b>								
Design	521	500	200	200	200	200	200	1,500
Right of Way								-
Construction	2,500	1,974	1,244	1,061	1,072	1,083	1,095	7,529
<b>Subtotal</b>	<b>3,021</b>	<b>2,474</b>	<b>1,444</b>	<b>1,261</b>	<b>1,272</b>	<b>1,283</b>	<b>1,295</b>	<b>9,029</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>TOTAL CAPITAL COSTS and FUNDING SOURCES - TRANSPORTATION</b>								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Arterial Street Fund (Fund 102)	998	665	265	390	275	250	150	1,995
Local Street Fund (Fund 103)	871	850	-	-	-	-	-	850
Street Preservation (Fund 105)	-	560	500	-	-	-	-	1,060
Federal (Grants)	7,688	6,415	2,811	5,819	2,290	-	-	17,335
State	5,388	2,583	160	561	-	-	-	3,304
REET	1,140	75	-	-	-	-	-	75
PWTFL	2,535	1,800	-	-	-	-	-	1,800
Property Tax (Fund 103)	2,000	-	-	-	-	-	-	-
Sales tax on Const. (Fund 103)	-	1,474	1,294	1,111	1,122	1,133	1,145	7,279
Utility Tax (Fund 105)	1,752	1,500	1,500	1,500	1,500	1,500	1,500	9,000
Other (Funds 430, 431, 432)	150	150	150	150	150	150	150	900
Other (Other Agencies)	2,914	1,715	-	-	-	-	-	1,715
Other (Traffic Mitigation Fees)	660	350	-	-	-	-	-	350
Other (Traffic Impact Fees)	5,789	211	347	1,121	505	218	218	2,620
<b>Subtotal</b>	<b>31,885</b>	<b>18,348</b>	<b>7,027</b>	<b>10,652</b>	<b>5,842</b>	<b>3,251</b>	<b>3,163</b>	<b>48,283</b>
<b>Capital Costs:</b>								
Design	6,358	2,429	1,015	505	280	290	280	4,799
Right of Way	4,898	122	70	550	100	-	-	842
Construction	20,368	15,671	5,745	9,402	5,267	2,768	2,690	41,543
Long Term Debt	262	126	197	195	195	193	193	1,099
<b>Subtotal</b>	<b>31,885</b>	<b>18,348</b>	<b>7,027</b>	<b>10,652</b>	<b>5,842</b>	<b>3,251</b>	<b>3,163</b>	<b>48,283</b>
<b>* Amounts shown in thousands</b>								



### Water Utility Projects 2013-2014



- ★ A - Well 1 Improvements
  - ★ B - Fulmer Well Field Improvements
  - ★ C - Well 4 Power and Chlorination
  - ★ D - Valley AC Main Replacement
  - ★ Lakeland Hills Reservoir 5 Improvements
- City of Auburn
  - Parks
  - Water Features



Printed On: 10/15/2012  
Map ID: 4122



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

Eight capital projects totaling \$7,690,000 are budgeted for 2013 and eight capital projects totaling \$4,484,150 are budgeted for 2014. The significant projects include the following:

- The Well 1 Improvements Project (\$3,680,000 in 2013) will provide hydro geologic evaluation of existing well conditions, rehabilitation or re-drilling of the well to maximum well production, and construction of building improvements to house chlorine disinfection equipment and an emergency generator. **(See Map – “A”)**
- The Fulmer Well Field Improvements Project (\$515,000 in 2013 and \$1,750,000 in 2014) will conduct an evaluation of the wells 2, 6 and 7 facilities and the Fulmer Field Corrosion Control Treatment Facility to assess the supply and treatment capacity of the existing facilities and infrastructure. The evaluation will include an assessment of individual and total well supply capacities, a review of the treatment facility operating and control parameters, and recommendations for facility and control improvements based on the evaluation. **(See Map – “B”)**
- The Well 4 Power and Chlorination (\$245,000 in 2013 and \$954,150 in 2014) will construct a new building at the Well 4 site to house a diesel-fueled standby generator and new hypochlorite disinfection equipment. **(See Map – “C”)**
- The Water Repair & Replacements Projects (\$1,350,000 in 2013 and \$150,000 in 2014) are projects required for meeting peak demands and reducing system losses. Projects will be coordinated with the Local Street Program and other utility projects. 2013 budget will be used for the Valley AC Main Replacement project. **(See Map – “D”)**
- The Lakeland Hills Reservoir 5 Improvements (\$750,000 in 2013) will paint the interior and exterior to preserve the life of the life of the reservoir, add mixing equipment for improved water quality and safety improvements including seismic isolation valve and new ladder. **(See Map – “E”)**
- The Water Meter & Billing System Improvements Project (\$500,000 both in 2013 and 2014) will conduct a study to determine which recent improvements in automated metering technology, generally referred to as Advanced Metering Infrastructure (AMI), would best benefit the City and construct selected improvements.

<b>Project Name: Well 1 Improvements</b>								
Project No: cp0915			Capacity Project: YES			Anticipated Year of Completion: 2013		
Hydro geologic evaluation of existing well conditions, construction of transmission main to Howard Road Corrosion Control Treatment Facility for aeration, and construction of building improvements to house chlorine disinfection equipment and an emergency generator.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Water Fund	679	355						355
Bond Proceeds	832							-
State								-
Local								-
REET								-
Other (PWTF loan)		3,325						3,325
<b>Subtotal</b>	<b>1,511</b>	<b>3,680</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,680</b>
<b>Capital Costs:</b>								
Design	628							-
Right of Way								-
Construction	883	3,680						3,680
<b>Subtotal</b>	<b>1,511</b>	<b>3,680</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,680</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$1,800</b>								

<b>Project Name: Fulmer Well Field Improvements</b>								
Project No: cp1107			Capacity Project: YES			Anticipated Year of Completion: 2014		
Conduct an evaluation of the Wells 2, 6 and 7 facilities and the Fulmer Field Corrosion Control Treatment Facility to assess the supply and treatment capacity of the existing facilities and infrastructure. The evaluation will include an assessment of individual and total well supply capacities, a review of the treatment facility operating and control parameters, and recommendations for facility and control improvements based on the evaluation.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Water Fund	403		310					310
Bond Proceeds		515	1,440					1,955
State								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	<b>403</b>	<b>515</b>	<b>1,750</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,265</b>
<b>Capital Costs:</b>								
Design	403	515						515
Right of Way								-
Construction			1,750					1,750
<b>Subtotal</b>	<b>403</b>	<b>515</b>	<b>1,750</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,265</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Well 4 Power and Chlorination</b>								
Project No: c512a0			Capacity Project: NO			Anticipated Year of Completion: 2014		
Construct a new building at the Well 4 site to house a diesel-fueled standby generator and new hypochlorite disinfection equipment.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Water Fund	42							-
Bond Proceeds		245	954					1,199
State								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	<b>42</b>	<b>245</b>	<b>954</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,199</b>
<b>Capital Costs:</b>								
Design	42	65						65
Right of Way								-
Construction		180	954					1,134
<b>Subtotal</b>	<b>42</b>	<b>245</b>	<b>954</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,199</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$600</b>								

<b>Project Name: Well Inspection and Redevelopment Program</b>								
Project No: cpxxx			Capacity Project: NO			Anticipated Year of Completion: Beyond 2018		
Program for inspection and redevelopment of supply wells and springs necessary to ensure production at maximum capacity for efficient utilization.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Water Fund		150		150		150		450
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	<b>-</b>	<b>150</b>	<b>-</b>	<b>150</b>	<b>-</b>	<b>150</b>	<b>-</b>	<b>450</b>
<b>Capital Costs:</b>								
Design		20		20		20		60
Right of Way								-
Construction		130		130		130		390
<b>Subtotal</b>	<b>-</b>	<b>150</b>	<b>-</b>	<b>150</b>	<b>-</b>	<b>150</b>	<b>-</b>	<b>450</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Water Repair &amp; Replacements</b>								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: Beyond 2018		
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. 2012-2013 budget will be used for the Valley AC Main Replacement project.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Water Fund	120			1,500	200	1,700	260	3,660
Bond Proceeds		1,350	150					1,500
State								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	<b>120</b>	<b>1,350</b>	<b>150</b>	<b>1,500</b>	<b>200</b>	<b>1,700</b>	<b>260</b>	<b>5,160</b>
<b>Capital Costs:</b>								
Design	120				200		260	460
Right of Way								-
Construction		1,350	150	1,500		1,700		4,700
<b>Subtotal</b>	<b>120</b>	<b>1,350</b>	<b>150</b>	<b>1,500</b>	<b>200</b>	<b>1,700</b>	<b>260</b>	<b>5,160</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Lakeland Hills Reservoir 5 Improvements</b>								
Project No: cp0765			Capacity Project: NO			Anticipated Year of Completion: 2013		
Paint the interior and exterior to preserve the life of the reservoir, add mixing equipment for improved water quality and safety improvements including seismic isolation valve and new ladder.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Water Fund	48							-
Bond Proceeds		750						750
State								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	<b>48</b>	<b>750</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>750</b>
<b>Capital Costs:</b>								
Design	48	80						80
Right of Way								-
Construction		670						670
<b>Subtotal</b>	<b>48</b>	<b>750</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>750</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Comprehensive Water Plan</b>								
Project No: cpxxxx			Capacity Project: NO		Anticipated Year of Completion: 2014			
Update the Comprehensive Water Plan as required by Washington State Department of Health.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2013-18
Funding Sources:	Years	2013	2014	2015	2016	2017	2018	Total
Water Fund			330					330
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	-	-	<b>330</b>	-	-	-	-	<b>330</b>
<b>Capital Costs:</b>								
Design			330					330
Right of Way								-
Construction								-
<b>Subtotal</b>	-	-	<b>330</b>	-	-	-	-	<b>330</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

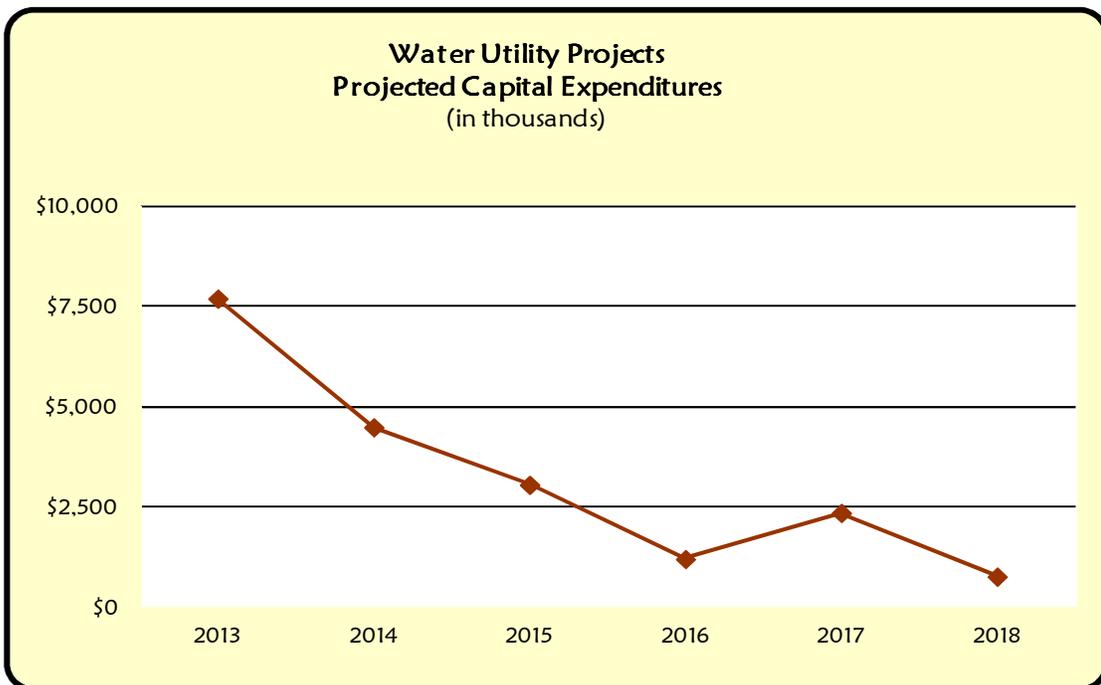
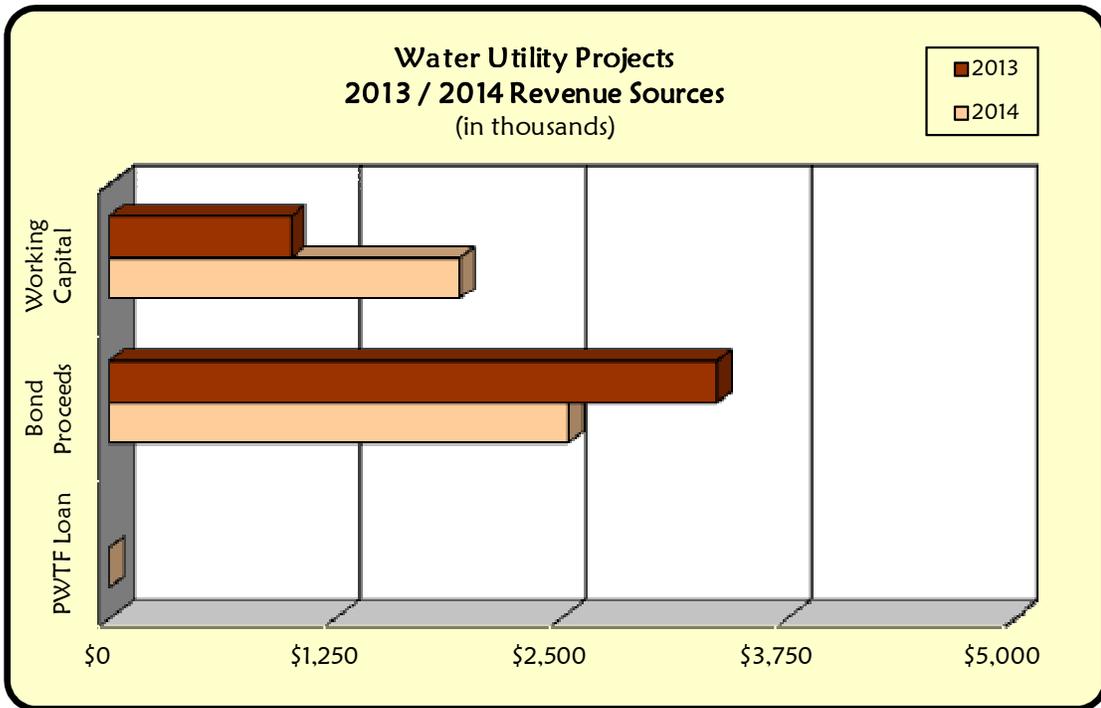
<b>Project Name: Maintenance &amp; Operations Facility Improvements</b>								
Project No: cpxxxx			Capacity Project: NO		Anticipated Year of Completion: 2014			
Improvements to M&O facilities and operations including remodel the existing building.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2013-18
Funding Sources:	Years	2013	2014	2015	2016	2017	2018	Total
Water Fund			220					220
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	-	-	<b>220</b>	-	-	-	-	<b>220</b>
<b>Capital Costs:</b>								
Design			40					40
Right of Way								-
Construction	-		180					180
<b>Subtotal</b>	-	-	<b>220</b>	-	-	-	-	<b>220</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Muckleshoot Indian Tribe Master Meters</b>								
Project No: c10130			Capacity Project: NO		Anticipated Year of Completion: 2015			
Install master meters to Muckleshoot Indian Tribe properties to ease account administration.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2013-18
Funding Sources:	Years	2013	2014	2015	2016	2017	2018	Total
Water Fund			80	400				480
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	-	-	<b>80</b>	<b>400</b>	-	-	-	<b>480</b>
<b>Capital Costs:</b>								
Design			80					80
Right of Way								-
Construction				400				400
<b>Subtotal</b>	-	-	<b>80</b>	<b>400</b>	-	-	-	<b>480</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Street Utility Improvements</b>								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: Beyond 2018		
Water main improvements in coordination with the Save our Streets (SOS) program and general arterial street improvements.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Water Fund	600	500	500	500	500	500	500	3,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	<b>600</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>3,000</b>
<b>Capital Costs:</b>								
Design	50	50	50	50	50	50	50	300
Right of Way								-
Construction	550	450	450	450	450	450	450	2,700
<b>Subtotal</b>	<b>600</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>3,000</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

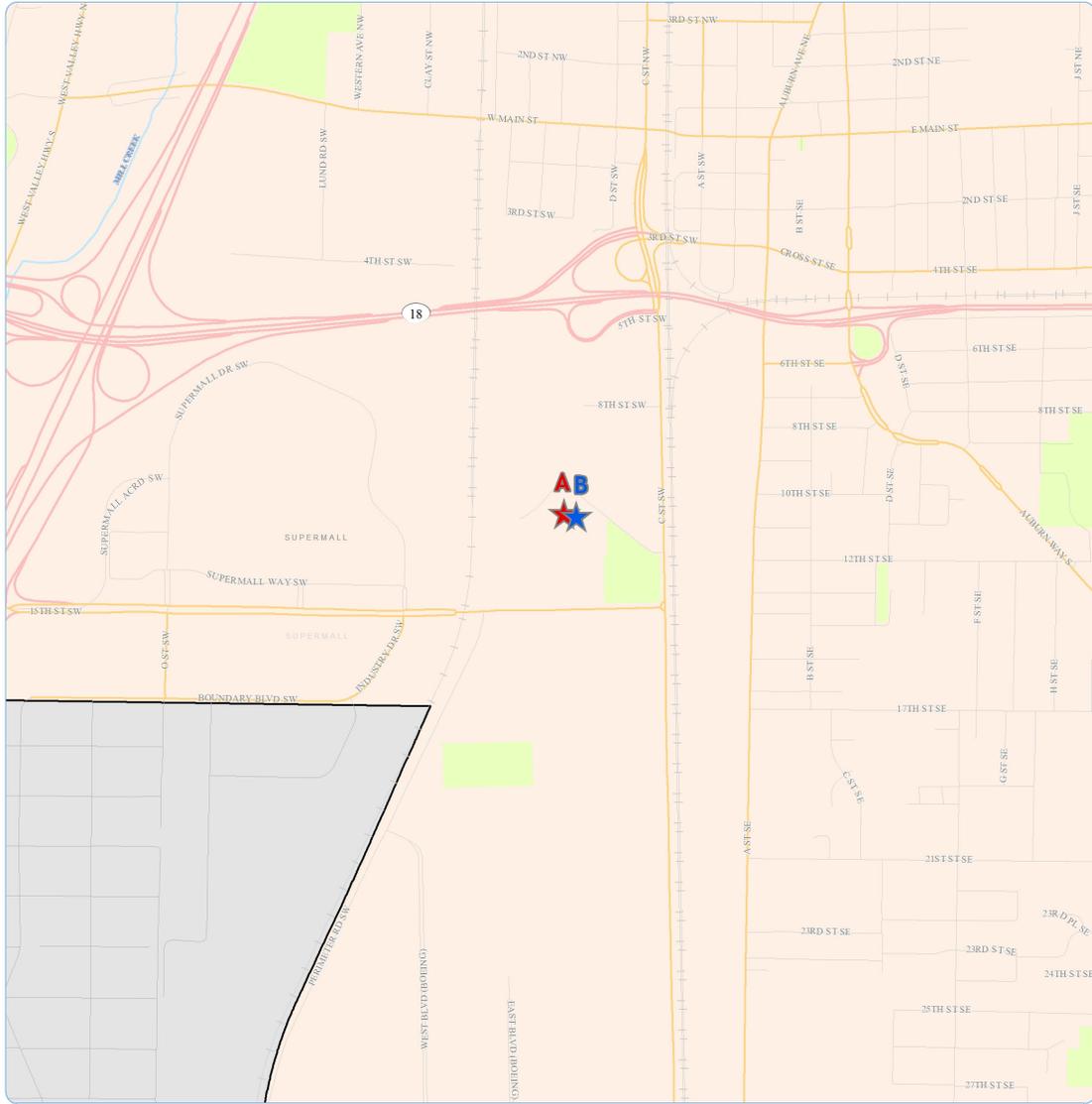
<b>Project Name: Water Meter &amp; Billing System Improvements</b>								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: 2016		
Conduct a study to determine which recent improvements in automated metering technology, generally referred to as Advanced Metering Infrastructure (AMI), would best benefit the City and construct selected improvements.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Water Fund	80		500	500	500			1,500
Bond Proceeds		500						500
State								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	<b>80</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>2,000</b>
<b>Capital Costs:</b>								
Design	80							-
Right of Way								-
Construction		500	500	500	500			2,000
<b>Subtotal</b>	<b>80</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>2,000</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>TOTAL CAPITAL COSTS and FUNDING SOURCES - WATER</b>								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Water Fund	1,972	1,005	1,940	3,050	1,200	2,350	760	10,305
Bond Proceeds	832	3,360	2,544	-	-	-	-	5,904
State	-	-	-	-	-	-	-	-
Local	-	-	-	-	-	-	-	-
REET	-	-	-	-	-	-	-	-
Other	-	3,325	-	-	-	-	-	3,325
<b>Subtotal</b>	<b>2,804</b>	<b>7,690</b>	<b>4,484</b>	<b>3,050</b>	<b>1,200</b>	<b>2,350</b>	<b>760</b>	<b>19,534</b>
<b>Capital Costs:</b>								
Design	1,371	730	500	70	250	70	310	1,930
Right of Way	-	-	-	-	-	-	-	-
Construction	1,433	6,960	3,984	2,980	950	2,280	450	17,604
<b>Subtotal</b>	<b>2,804</b>	<b>7,690</b>	<b>4,484</b>	<b>3,050</b>	<b>1,200</b>	<b>2,350</b>	<b>760</b>	<b>19,534</b>
<i>* Amounts shown in thousands</i>								





### Sanitary Sewer Utility Projects 2013-2014



<ul style="list-style-type: none"> <li><span style="color: red;">★</span> A - Vector Decant Facility</li> <li><span style="color: blue;">★</span> B - Maintenance &amp; Operations Facility Expansion</li> </ul>	<ul style="list-style-type: none"> <li> City of Auburn</li> <li> Parks</li> <li> Water Features</li> </ul>	<p>0 360 720 1080 1440 1800 FEET</p> <p>Printed On: 10/11/2012 Map ID: 4123</p> <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>
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## Sanitary Sewer Projects

Three capital projects totaling \$1,705,000 are budgeted for 2013 and five capital projects totaling \$1,245,000 are budgeted for 2014. The significant projects include the following:

- The Sanitary Sewer Replacement Program (\$1,430,000 in 2013 and \$300,000 in 2014) is an annual program for the repair and replacement of broken sewer mains and facilities. Additionally, system improvements which enhance the ability to maintain services are included.
- The Street Utility Improvements Project (\$20,000 in both 2013 and 2014) will replace sewer line in coordination with SOS and arterial street improvements.
- The Vactor Decant Facility (\$270,000 in 2014) will allocate funds to construct a decant facility for sewer vactor waste. **(See Map – “A”)**
- The Maintenance and Operations Facility Expansion Project (\$200,000 in 2014) will expand the existing M&O building into a more functional and maintainable facility. **(See Map – “B”)**
- The Comprehensive Sewer Plan Update (\$75,000 in 2013 and \$275,000 in 2014) will update the comprehensive sewer plan to be consistent with the City’s overall Comprehensive Plan update as required by the State of Washington.

<b>Project Name: Sanitary Sewer Repair &amp; Replacement</b>								
Project No: cpxxxx		Capacity Project: NO			Anticipated Year of Completion: Beyond 2018			
Repair and replace broken sewer mains and other facilities. These lines will be identified through television inspection and routine cleaning. This particular program includes proposed projects which do not have an approved Project Management Plan, or are not associated with the SOS or other transportation improvements. Anticipated projects include bi-annual, stand-alone, repair and replacement projects for sewer lines which are broken, misaligned, "bellied" or otherwise require an inordinate amount of maintenance effort or present a risk of backup or trench failure.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2013-18
Funding Sources:	Years	2013	2014	2015	2016	2017	2018	Total
Sewer Fund	1,573	1,430	300	1,930	2,250	310	1,500	7,720
Federal								-
Bond Proceeds								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	<b>1,573</b>	<b>1,430</b>	<b>300</b>	<b>1,930</b>	<b>2,250</b>	<b>310</b>	<b>1,500</b>	<b>7,720</b>
Capital Costs:								
Design	258	143	250	386	225	250	150	1,404
Right of Way	6							-
Construction	1,309	1,287	50	1,544	2,025	60	1,350	6,316
<b>Subtotal</b>	<b>1,573</b>	<b>1,430</b>	<b>300</b>	<b>1,930</b>	<b>2,250</b>	<b>310</b>	<b>1,500</b>	<b>7,720</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

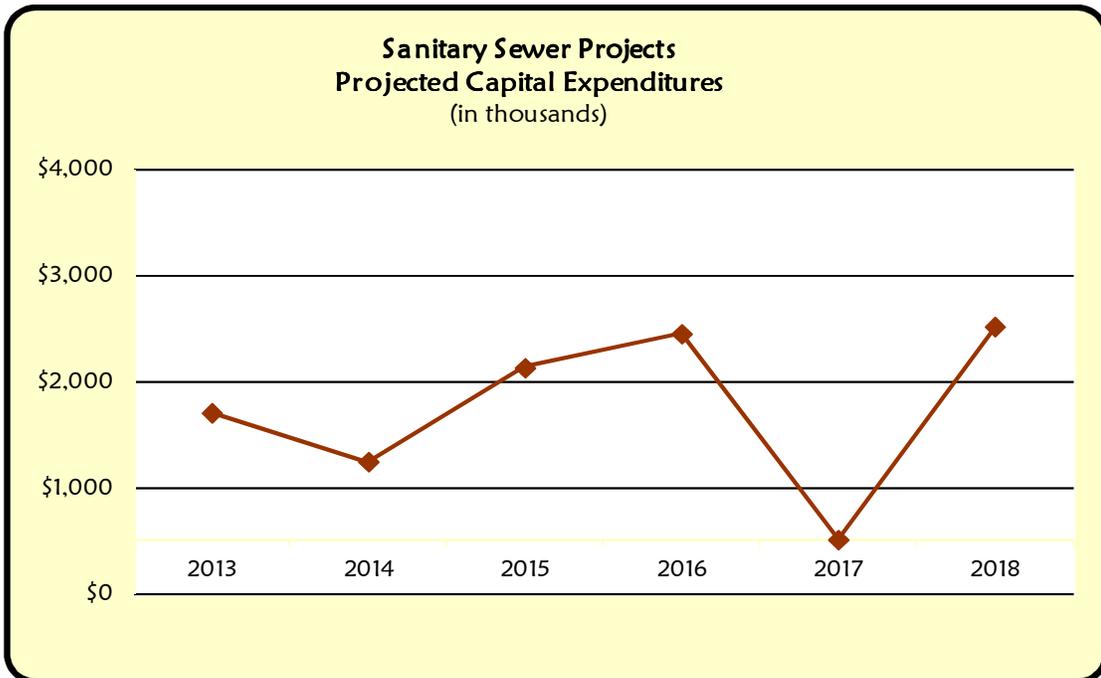
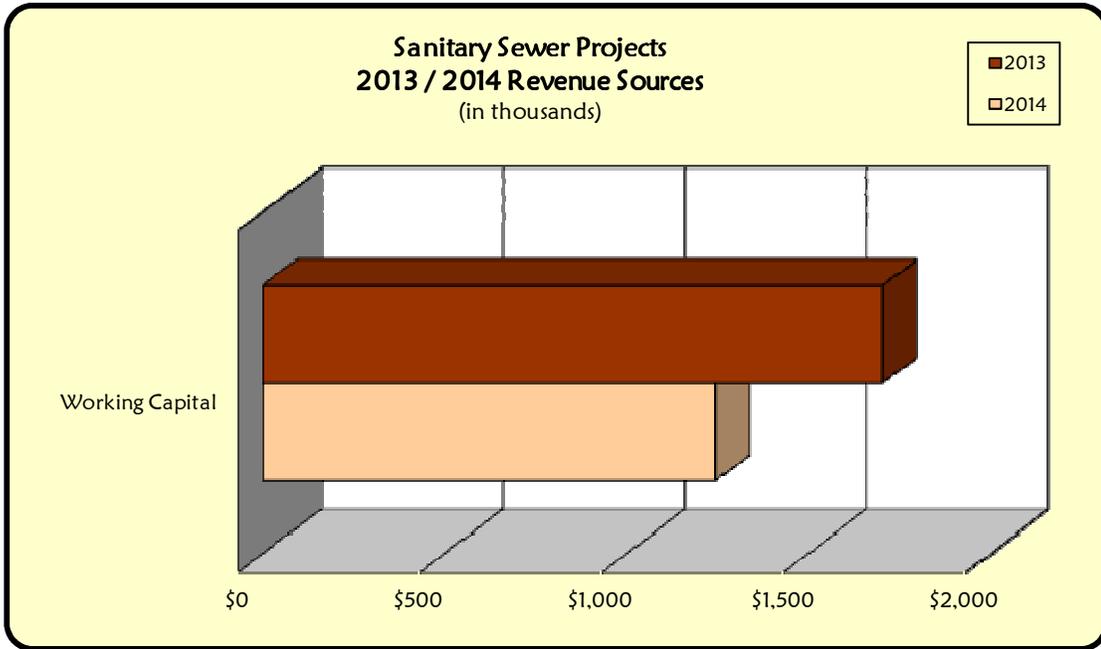
<b>Project Name: Street Utility Improvements</b>								
Project No: cpxxxx		Capacity Project: NO			Anticipated Year of Completion: Beyond 2018			
Sewer line replacement in coordination with the Save our Streets (SOS) program and Arterial improvements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2013-18
Funding Sources:	Years	2013	2014	2015	2016	2017	2018	Total
Sewer Fund	165	200	200	200	200	200	200	1,200
Federal								-
Bond Proceeds								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	<b>165</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>1,200</b>
Capital Costs:								
Design	15	20	20	20	20	20	20	120
Right of Way								-
Construction	150	180	180	180	180	180	180	1,080
<b>Subtotal</b>	<b>165</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>1,200</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Vactor Decant Facility</b>								
Project No: cpxxxx		Capacity Project: NO			Anticipated Year of Completion: 2014			
Funds allocated to construct a decant facility for sewer vactor waste.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2013-18
Funding Sources:	Years	2013	2014	2015	2016	2017	2018	Total
Sewer Fund			270					270
Federal								-
Bond Proceeds								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>270</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>270</b>
Capital Costs:								
Design			70					70
Right of Way								-
Construction			200					200
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>270</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>270</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Maintenance and Operations Facility Expansion</b>								
Project No: cpxxxx		Capacity Project: NO			Anticipated Year of Completion: 2014			
Funds allocated to expand the existing M&O building into a more functional and maintainable facility.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2013-18
Funding Sources:	Years	2013	2014	2015	2016	2017	2018	Total
Sewer Fund			200					200
Federal								-
Bond Proceeds								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	-	-	200	-	-	-	-	200
Capital Costs:								
Design			40					40
Right of Way								-
Construction			160					160
<b>Subtotal</b>	-	-	200	-	-	-	-	200
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

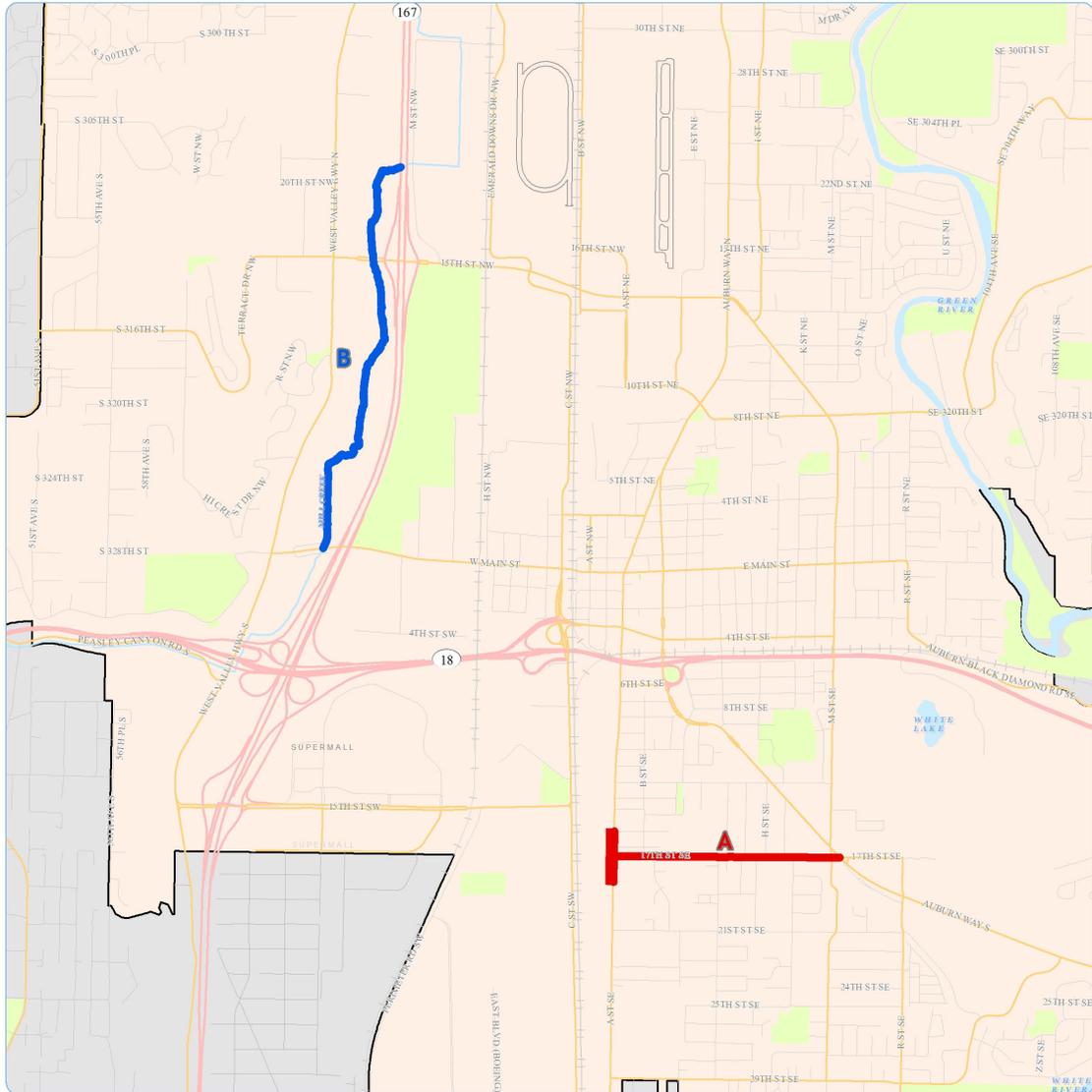
<b>Project Name: Comprehensive Sewer Plan Update</b>								
Project No: cpxxxx		Capacity Project: NO			Anticipated Year of Completion: 2014			
Update the Comprehensive Sewer Plan to be consistent with the City's overall Comprehensive Plan update as required by the State of Washington.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2013-18
Funding Sources:	Years	2013	2014	2015	2016	2017	2018	Total
Sewer Fund		75	275					350
Federal								-
Bond Proceeds								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	-	75	275	-	-	-	-	350
Capital Costs:								
Design		75	275					350
Right of Way								-
Construction								-
<b>Subtotal</b>	-	75	275	-	-	-	-	350
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>TOTAL CAPITAL COSTS and FUNDING SOURCES - SEWER</b>								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2013-18
Funding Sources:	Years	2013	2014	2015	2016	2017	2018	Total
Sewer Fund	1,738	1,705	1,245	2,130	2,450	510	1,700	9,740
Federal	-	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-	-
Local	-	-	-	-	-	-	-	-
REET	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>1,738</b>	<b>1,705</b>	<b>1,245</b>	<b>2,130</b>	<b>2,450</b>	<b>510</b>	<b>1,700</b>	<b>9,740</b>
Capital Costs:								
Design	273	238	655	406	245	270	170	1,984
Right of Way	6	-	-	-	-	-	-	-
Construction	1,459	1,467	590	1,724	2,205	240	1,530	7,756
<b>Subtotal</b>	<b>1,738</b>	<b>1,705</b>	<b>1,245</b>	<b>2,130</b>	<b>2,450</b>	<b>510</b>	<b>1,700</b>	<b>9,740</b>
<b>* Amounts shown in thousands</b>								





### Storm Drainage Utility Projects 2013-2014



**Legend:**

- A - Auburn Way South Flooding, Phase 1 & 2
- Mill Creek Wetland 5k Restoration
-  City of Auburn
-  Parks
-  Water Features

**Scale:** 0 700 1,400 2,100 2,800 3,500 FEET

**Compass:** N, S, E, W

Printed On: 10/11/2012  
Map ID: 4121

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

Six capital projects totaling \$6,311,500 are budgeted for 2013 and seven capital projects totaling \$1,515,600 are budgeted for 2014. The most significant projects are as follows:

- The Pipeline Repair and Replacement Project (\$1,000,000 in 2013 and \$200,000 in 2014) will include projects identified as those requiring replacement of existing infrastructure. These projects support street repairs and other utility replacement programs requiring coordination.
- The Auburn Way S Flooding, Phase 1 & 2 Project (\$1,638,000 in 2013) will construct conveyance improvements to 17<sup>th</sup> Street SE as part of the Metro Realignment project. The project will replace conveyance line from A Street SE to K Street SE and add an additional 7 acre feet of storage within the existing A Street SE detention pond. **(See Map – “A”)**
- The Street Utility Improvements Project (\$200,000 in 2013 and \$200,000 in 2014) will include storm drainage conveyance improvements in coordination with the Save our Streets (SOS) program and arterial street improvements.
- The Mill Creek Wetland 5K Restoration Project (\$601,500 in 2013 and \$575,000 in 2014) is a restoration project that includes invasive species removal, stream channel restoration for improved conveyance and habitat, and native plantings along Mill Creek between Main Street and stream crossing at SR 167. **(See Map – “B”)**

<b>Project Name: Bypass at 2nd and G Street SE</b>								
Project No: cp1013			Capacity Project: YES			Anticipated Year of Completion: 2015		
This project will install a parallel bypass pipe to convey upstream flows around a localized low spot located at 2nd and G Street SE. The existing line will serve to drain the localized low spot.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Storm Drainage Fund			91	453				544
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>91</b>	<b>453</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>544</b>
<b>Capital Costs:</b>								
Design			91					91
Right of Way								-
Construction				453				453
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>91</b>	<b>453</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>544</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Pipeline Repair &amp; Replacement Program</b>								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: Beyond 2018		
Projects identified as those requiring replacement of existing infrastructure. These projects support street repairs and other utility replacement programs, requiring coordination.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Storm Drainage Fund	650	1,000	200	1,000	200	1,000	200	3,600
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	<b>650</b>	<b>1,000</b>	<b>200</b>	<b>1,000</b>	<b>200</b>	<b>1,000</b>	<b>200</b>	<b>3,600</b>
<b>Capital Costs:</b>								
Design	100	120	24	120	24	120	24	432
Right of Way								-
Construction	550	880	176	880	176	880	176	3,168
<b>Subtotal</b>	<b>650</b>	<b>1,000</b>	<b>200</b>	<b>1,000</b>	<b>200</b>	<b>1,000</b>	<b>200</b>	<b>3,600</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Auburn Way South Flooding, Phase 1 &amp; 2</b>								
Project No: cp1202			Capacity Project: NO			Anticipated Year of Completion: 2013		
Construct conveyance improvement to 17th Street SE as part of Metro realignment project. Replace existing conveyance line from A Street SE to K Street SE and add an additional 7 ac-ft of storage within the existing A Street SE detention pond.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Storm Drainage Fund								-
Bond Proceeds		1,638						1,638
State								-
Local								-
REET								-
Other (Other Agency)								-
<b>Subtotal</b>	<b>-</b>	<b>1,638</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,638</b>
<b>Capital Costs:</b>								
Design		197						197
Right of Way								-
Construction		1,441						1,441
<b>Subtotal</b>	<b>-</b>	<b>1,638</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,638</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: 30th Street NE Area Flooding, Phase 1</b>								
Project No: cp1122		Capacity Project: NO			Anticipated Year of Completion: 2013			
This project would install a new storm drain from the NW corner of the airport property to the existing Brannan Park storm pump station. This pipe would replace the existing 30-inch diameter pipe generally located along the 30th St. NE alignment and the northerly boundary of Brannan Park by improving the conveyance system's hydraulic capacity, thereby reducing the potential for stormwater flooding into the street.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Storm Drainage Fund	250							-
Bond Proceeds		2,697						2,697
State								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	<b>250</b>	<b>2,697</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,697</b>
<b>Capital Costs:</b>								
Design	250	324						324
Right of Way								-
Construction		2,373						2,373
<b>Subtotal</b>	<b>250</b>	<b>2,697</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,697</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: 30th Street NE Area Flooding, Phase 2</b>								
Project No: cpxxxx		Capacity Project: NO			Anticipated Year of Completion: 2015			
Locate a storm drain line to capture stormwater from the two residential developments at the west edge for the former CRISTA Ministries property. Currently, stormwater flows are discharged onto a depressed area on the CRISTA Ministries property where its infiltration is limited by high groundwater levels that occur during extended periods of high flows on the Green River. This phase would construct a new storm drain within I St. NE southward to connect into the upgraded 42-inch diameter (Phase 1) storm drain near the intersection at I St. NE and 30th St. NE. The 42-inch diameter line would have sufficient available capacity to convey the I St. NE flows.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Storm Drainage Fund			75	595				670
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>75</b>	<b>595</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>670</b>
<b>Capital Costs:</b>								
Design			75					75
Right of Way								-
Construction				595				595
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>75</b>	<b>595</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>670</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

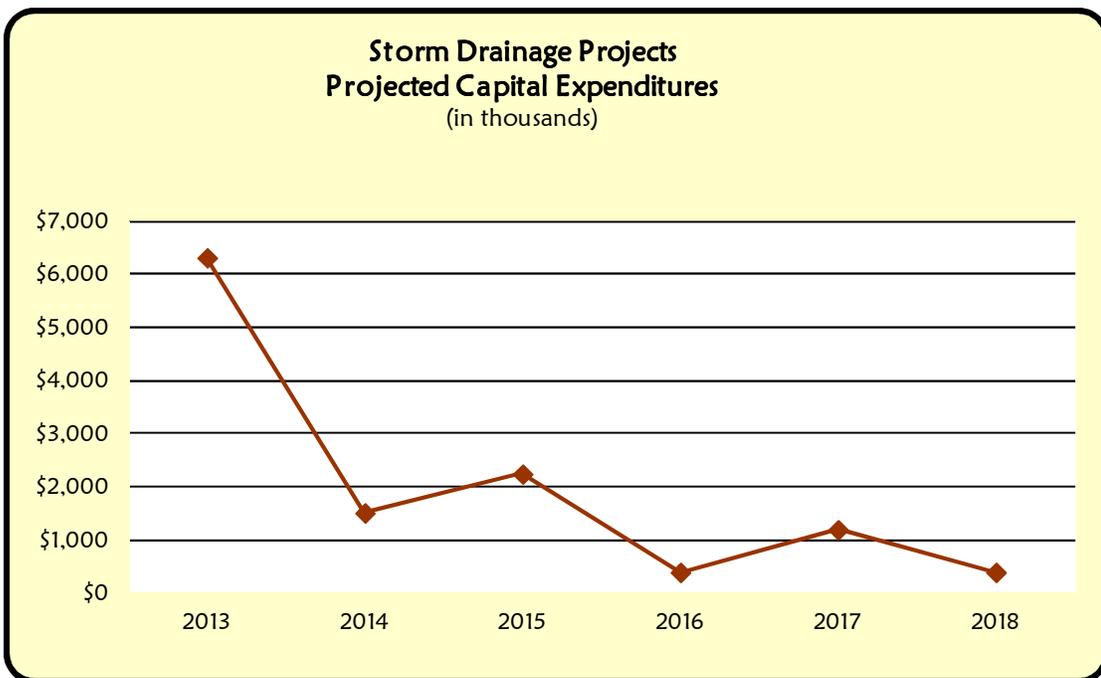
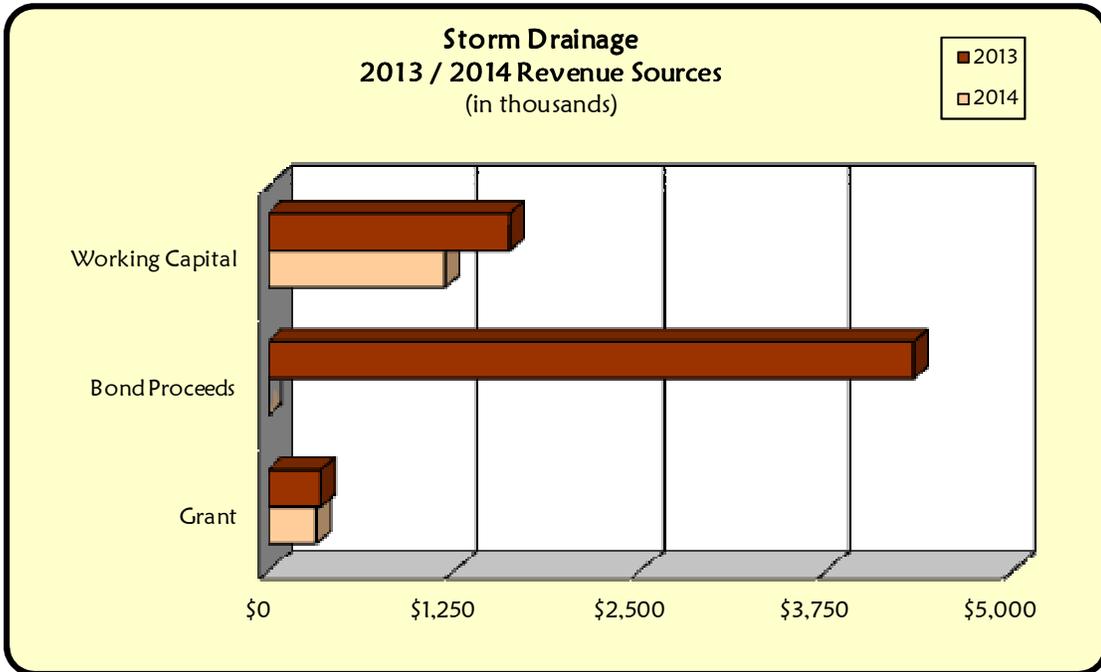
<b>Project Name: Street Utility Improvements</b>								
Project No: cpxxxx		Capacity Project: NO			Anticipated Year of Completion: Beyond 2018			
Storm drainage conveyance improvements in coordination with the Save our Streets (SOS) program and Arterial Street improvements.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Storm Drainage Fund	481	200	200	200	200	200	200	1,200
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	<b>481</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>1,200</b>
<b>Capital Costs:</b>								
Design	100	12	12	12	12	12	12	72
Right of Way								-
Construction	381	188	188	188	188	188	188	1,128
<b>Subtotal</b>	<b>481</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>1,200</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Maintenance and Operations Expansion</b>								
Project No: cpxxxx		Capacity Project: NO			Anticipated Year of Completion: 2014			
Funds allocated to remodel the existing M&O building into a more functional and maintainable facility								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2013-18
Funding Sources:	Years	2013	2014	2015	2016	2017	2018	Total
Storm Drainage Fund			200					200
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200</b>
Capital Costs:								
Design								-
Right of Way								-
Construction			200					200
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Comprehensive Storm Drainage Plan Update</b>								
Project No: cpxxxx		Capacity Project: NO			Anticipated Year of Completion: 2014			
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	2013-18
Funding Sources:	Years	2013	2014	2015	2016	2017	2018	Total
Storm Drainage Fund		175	175					350
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	<b>-</b>	<b>175</b>	<b>175</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>350</b>
Capital Costs:								
Design		175	175					350
Right of Way								-
Construction								-
<b>Subtotal</b>	<b>-</b>	<b>175</b>	<b>175</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>350</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

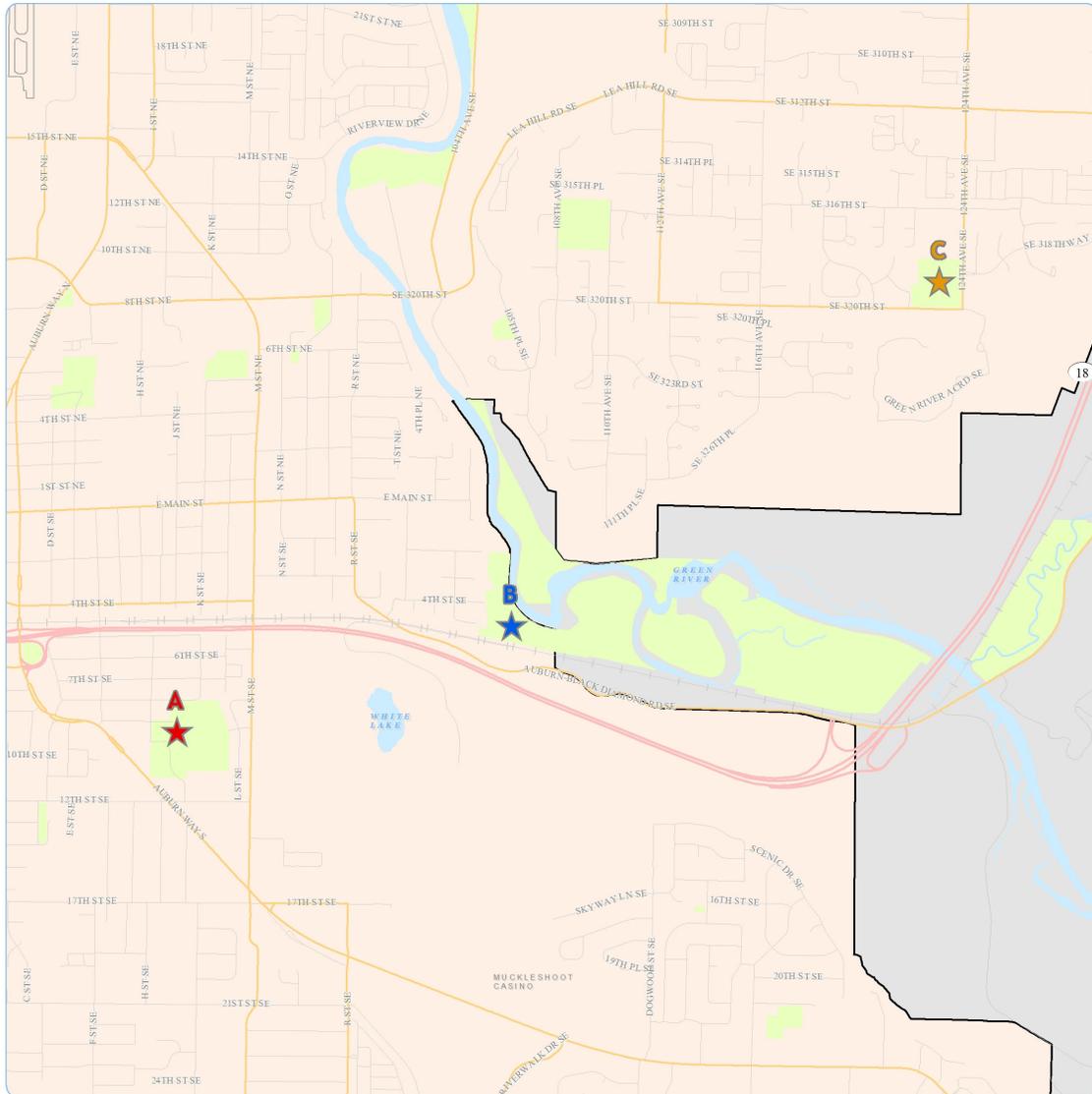
<b>Project Name: Mill Creek Wetland 5K Restoration</b>								
Project No: cp0746		Capacity Project: NO			Anticipated Year of Completion: 2014			
Mill Creek Wetland 5K reach (W5K) is a stream restoration project to provide improved conveyance and habitat along a 1.2 mile reach of Mill Creek between West Main Street and SR 167. The project includes a new larger stream culvert at 15th Street NW for improved hydraulic conveyance and fish passage, removal of invasive vegetation, native tree and shrub plantings, and a new maintenance trail along Mill Creek within the AEP Phase 2 planning area that will also provide passive recreation hiking opportunities along the creek. The project is being conducted in partnership with the Army Corps of Engineers under the Corps' Ecosystem Restoration Program.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2013-18
Funding Sources:	Years	2013	2014	2015	2016	2017	2018	Total
Storm Drainage Fund	750	250	250					500
Bond Proceeds								-
Federal		352						352
State			325					325
Local	249							-
Other	10							-
<b>Subtotal</b>	<b>1,009</b>	<b>602</b>	<b>575</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,177</b>
Capital Costs:								
Design	249							-
Right of Way	760	250						250
Construction		352	575					927
<b>Subtotal</b>	<b>1,009</b>	<b>602</b>	<b>575</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,177</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>TOTAL CAPITAL COSTS and FUNDING SOURCES - STORM DRAINAGE</b>								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2013-18
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Storm Drainage Fund	2,131	1,625	1,191	2,248	400	1,200	400	7,064
Bond Proceeds	-	4,335	-	-	-	-	-	4,335
Federal	-	352	-	-	-	-	-	352
State	-	-	325	-	-	-	-	325
Local	249	-	-	-	-	-	-	-
REET	-	-	-	-	-	-	-	-
Other	10	-	-	-	-	-	-	-
<b><i>Subtotal</i></b>	<b>2,390</b>	<b>6,312</b>	<b>1,516</b>	<b>2,248</b>	<b>400</b>	<b>1,200</b>	<b>400</b>	<b>12,076</b>
<b>Capital Costs:</b>								
Design	699	828	377	132	36	132	36	1,541
Right of Way	760	250	-	-	-	-	-	250
Construction	931	5,234	1,139	2,116	364	1,068	364	10,285
<b><i>Subtotal</i></b>	<b>2,390</b>	<b>6,312</b>	<b>1,516</b>	<b>2,248</b>	<b>400</b>	<b>1,200</b>	<b>400</b>	<b>12,076</b>
<b>* Amounts shown in thousands</b>								





### Parks and Recreation Projects 2013-2014



 A - Auburn Community Center	 City of Auburn	 FEET	
 B - Fenster Levee Setback Improvements	 Parks		Printed On: 10/11/2012 Map ID: 4120
 C - Lea Hill Park Replacement	 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.

## Parks and Recreation Projects

Nine projects totaling \$1,485,000 are budgeted for 2013 and eight capital projects totaling \$18,416,000 are budgeted for 2014.

The most significant projects include following:

- The Auburn Community Center (\$17,660,000 in 2014) will construct a new 20,100 sq. ft. Community Center and associated site improvements at Les Gove Park. The project includes 3,500 sq. ft. of administrative space of the Parks Department and numerous public meeting and activity spaces. **(See Map – “A”)**
- The Fenster Levee Setback, Phase 2B Project (\$835,000 in 2013 and 261,000 in 2014) will construct approximately 880 feet of levee setback along the left bank of the Green River at the City’s Fenster Nature Park property. The project is intended to improve fish habitat and create additional flood storage capacity. **(See Map – “B”)**
- The Lea Hill Park Replacement Project (\$165,000 in 2013) in coordination with the Community and Green River Community College will design and construct a new park to replace the existing park to meet the needs of the Lea Hill Community. **(See Map – “C”)**
- The Park Acquisitions/Development Project (\$240,000 in 2013 and \$120,000 in 2014) will provide funding for land acquisitions to occur based on demand and deficiencies including trails and corridors.

<b>Project Name: Park Acquisitions/Development</b>								
Project No: cpxxxx			Capacity Project: YES			Anticipated Year of Completion: 2014		
Land acquisitions to occur based on demand and deficiencies including trails and corridors. Projects to potentially include the State Parks property adjacent to Game Farm Park.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Municipal Parks Constr. Fund								-
Federal								-
State								-
Other Local Agencies	350	120						120
REET								-
Other	120	120	120					240
<b>Subtotal</b>	<b>470</b>	<b>240</b>	<b>120</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>360</b>
<b>Capital Costs:</b>								
Design								-
Acquisition	470	120	120					240
Construction		120						120
<b>Subtotal</b>	<b>470</b>	<b>240</b>	<b>120</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>360</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Isaac Evans Park</b>								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: 2015		
Repair trail throughout park, develop reforestation plan.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Municipal Parks Constr. Fund		25		50				75
Federal								-
State								-
Local								-
REET								-
Other (Park Impact)				20				20
<b>Subtotal</b>	<b>-</b>	<b>25</b>	<b>-</b>	<b>70</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>95</b>
<b>Capital Costs:</b>								
Design								-
Right of Way								-
Construction		25		70				95
<b>Subtotal</b>	<b>-</b>	<b>25</b>	<b>-</b>	<b>70</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>95</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$6,000</b>								

<b>Project Name: Fulmer Park Improvements</b>								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: 2013		
Develop new park amenities on land exchanged with the Water Utility.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Municipal Parks Constr. Fund		50						50
Federal								-
State								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	<b>-</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50</b>
<b>Capital Costs:</b>								
Design		5						5
Right of Way								-
Construction		45						45
<b>Subtotal</b>	<b>-</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$5,000</b>								

<b>Project Name: Auburn Community Center</b>								
Project No: cp0925			Capacity Project: NO			Anticipated Year of Completion: 2014		
Construct a new 20,100 sq. ft. Community Center facility and associated site improvements at Les Gove Park campus. The project includes 3,500 sq. ft. of administrative space of the Parks Department and numerous public meeting and activity spaces. As of this printing funding sources for this project has not been identified.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
NMTC								-
REET	98							-
Local								-
Other (Proceeds from QALICB)								-
Other (Solid Waste Fees)	1,000							-
Other (To Be Determined)			17,660					17,660
<b>Subtotal</b>	<b>1,098</b>	<b>-</b>	<b>17,660</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>17,660</b>
<b>Capital Costs:</b>								
Design	1,093		2,520					2,520
Property Acquisition			8,000					8,000
Construction	5		7,140					7,140
<b>Subtotal</b>	<b>1,098</b>	<b>-</b>	<b>17,660</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>17,660</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$200,000</b>								

<b>Project Name: Veteran's Park Improvements</b>								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: 2014		
Replace existing concrete paths, add a climbing toy with safety surfacing, upgrade spray pool or expand playground, improve irrigation coverage, selective tree removal and turf renovation.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Municipal Parks Constr. Fund		50	50					100
Federal								-
State								-
Local								-
REET								-
Other (Park Impact & Mitigation)								-
<b>Subtotal</b>	<b>-</b>	<b>50</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100</b>
<b>Capital Costs:</b>								
Design		5						5
Right of Way								-
Construction		45	50					95
<b>Subtotal</b>	<b>-</b>	<b>50</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Les Gove Park Improvements</b>								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: 2014		
Interior lighting and site amenities improvements.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Municipal Parks Constr. Fund			60					60
Federal								-
State								-
Local								-
REET								-
Cumulative Reserve Fund								-
Other								-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>60</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>60</b>
<b>Capital Costs:</b>								
Design			10					10
Right of Way								-
Construction			50					50
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>60</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>60</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$5,000</b>								

<b>Project Name: Brannan Park Improvements</b>								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: 2013		
Replace existing playground equipment and Field 4 Improvements.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Municipal Parks Constr. Fund		40						40
Federal								-
State								-
Local								-
REET								-
Other								-
<b>Subtotal</b>			-	-	-	-	-	<b>40</b>
<b>Capital Costs:</b>								
Design		5						5
Right of Way								-
Construction		35						35
<b>Subtotal</b>	-	<b>40</b>	-	-	-	-	-	<b>40</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Misc. Parks Improvements</b>								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: Beyond 2018		
Minor park improvements including shelters, roofs, playgrounds, irrigation and restrooms as denoted in the Parks Master Plan.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Municipal Parks Constr. Fund	68		100	50	50	50	50	300
Federal								-
State			75	75	75	75	75	375
Local								-
REET								-
Other (Park Impact)	100	50		50	50	50	50	250
<b>Subtotal</b>	<b>168</b>	<b>50</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>925</b>
<b>Capital Costs:</b>								
Design								-
Right of Way								-
Construction	168	50	175	175	175	175	175	925
<b>Subtotal</b>	<b>168</b>	<b>50</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>925</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Auburndale Park II</b>								
Project No: cp1001			Capacity Project: NO			Anticipated Year of Completion: 2017		
Develop a Master Plan in 2014; improve the existing trail system and install signage and play structure.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Municipal Parks Constr. Fund			25			400		425
Federal								-
State								-
Local								-
Bond Proceeds								-
REET								-
Other						175		175
<b>Subtotal</b>	-	-	<b>25</b>	-	-	<b>575</b>	-	<b>600</b>
<b>Capital Costs:</b>								
Design			25			75		100
Right of Way								-
Construction						500		500
<b>Subtotal</b>	-	-	<b>25</b>	-	-	<b>575</b>	-	<b>600</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$2,000</b>								

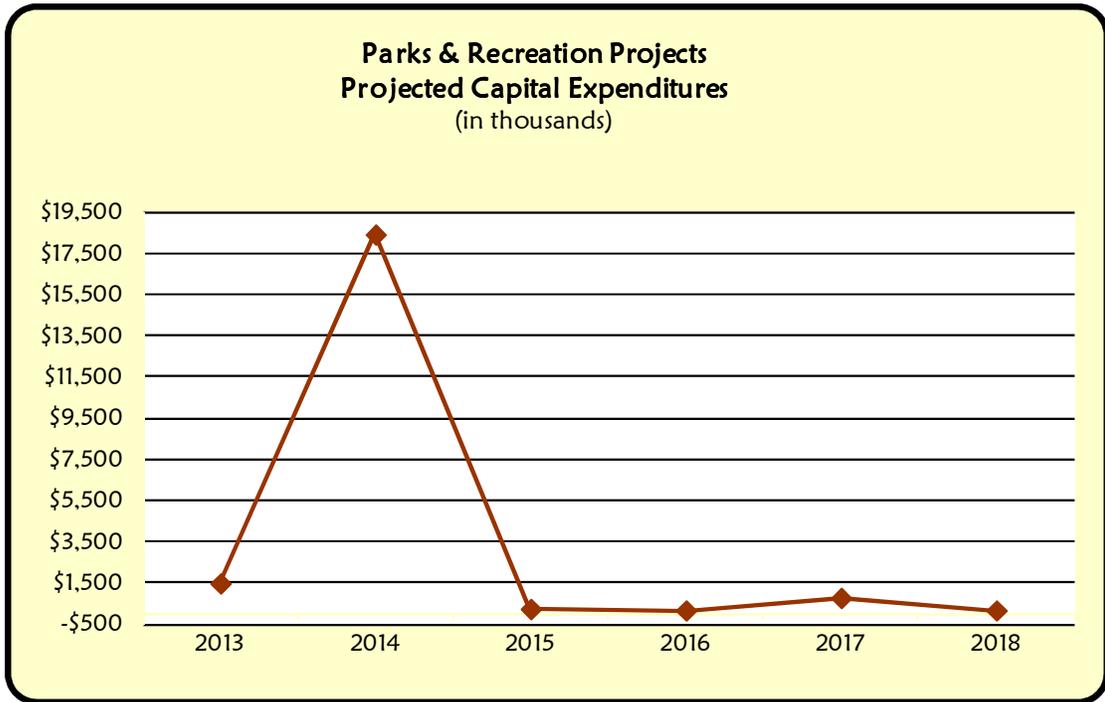
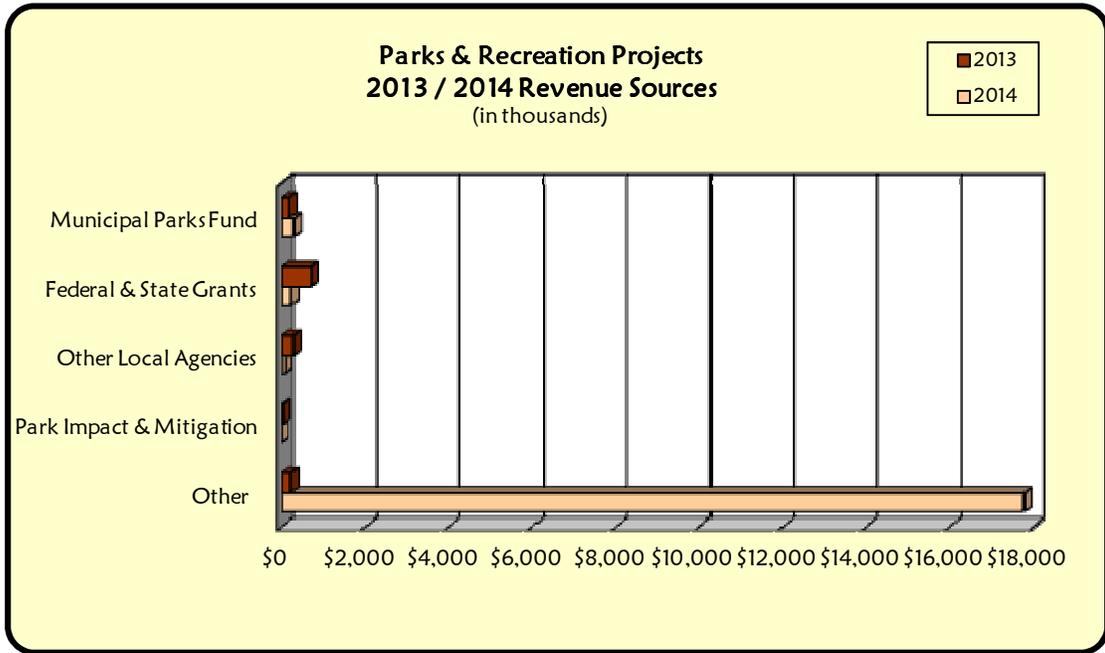
<b>Project Name: Lakeland Park #4</b>								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: 2017		
Development and construction of an environmental community park. Trails, fencing, parking and visitor amenities are included in the project.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Municipal Parks Constr. Fund		25				30		55
Federal								-
State								-
Other Local Agencies								-
REET								-
Other		5						5
<b>Subtotal</b>	<b>-</b>	<b>30</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30</b>	<b>-</b>	<b>60</b>
<b>Capital Costs:</b>								
Design		6						6
Right of Way								-
Construction		24				30		54
<b>Subtotal</b>	<b>-</b>	<b>30</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30</b>	<b>-</b>	<b>60</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Lea Hill Park Replacement</b>								
Project No: cp1003			Capacity Project: NO			Anticipated Year of Completion: 2013		
In coordination with the Community and Green River Community College, design and construct a new community park to meet the needs of the Lea Hill Community. This park will replace the existing Lea Hill Park.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Municipal Parks Constr. Fund								-
Federal								-
State		65						65
Local								-
REET								-
Other (Other Agency)	1,330	100						100
<b>Subtotal</b>	<b>1,330</b>	<b>165</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>165</b>
<b>Capital Costs:</b>								
Design	200							-
Right of Way								-
Construction	1,130	165						165
<b>Subtotal</b>	<b>1,330</b>	<b>165</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>165</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$6,000</b>								

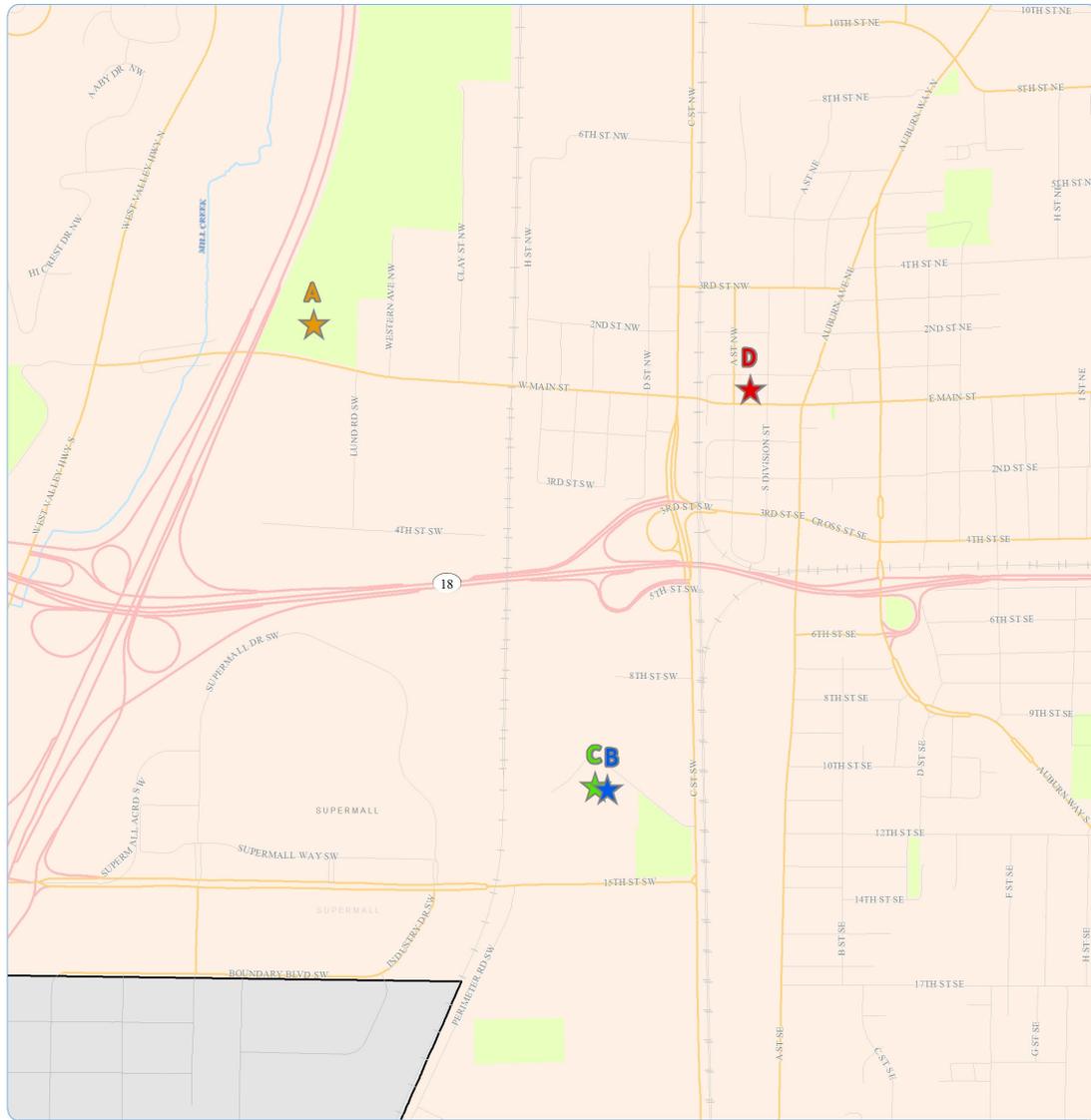
<b>Project Name: Fenster Levee Setback</b>								
Project No: cp1016			Capacity Project: NO			Anticipated Year of Completion: 2014		
Project to construct approximately 880 feet of levee setback along the left bank of the Green River at the City's Fenster Nature Park property. This project is intended to improve fish habitat and create additional flood storage capacity.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Municipal Parks Constr. Fund								-
Federal		527	124					651
State	145	129	41					170
Local		169	96					265
REET								-
Other	25	10						10
<b>Subtotal</b>	<b>170</b>	<b>835</b>	<b>261</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,096</b>
<b>Capital Costs:</b>								
Design	169	25	15					40
Right of Way	1							-
Construction		810	246					1,056
<b>Subtotal</b>	<b>170</b>	<b>835</b>	<b>261</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,096</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Dykstra Park Improvement</b>								
Project No: cpxxxx	Capacity Project: NO		Anticipated Year of Completion: 2014					
Replace existing Playground, improve picnic area and concrete sidewalk								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Municipal Parks Constr. Fund			65					65
Federal								-
State								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>65</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>65</b>
<b>Capital Costs:</b>								
Design			5					5
Right of Way								-
Construction			60					60
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>65</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>65</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>TOTAL CAPITAL COSTS and FUNDING SOURCES - MUNICIPAL PARKS</b>								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Municipal Parks Constr. Fund	68	190	300	100	50	480	50	1,170
Cumulative Reserve Fund	-	-	-	-	-	-	-	-
Federal	-	527	124	-	-	-	-	651
Local	350	289	96	-	-	-	-	385
State	145	194	116	75	75	75	75	610
Other (Park Impact & Mitigation)	100	50	-	70	50	50	50	270
Other (Local Agencies)	1,330	100	-	-	-	-	-	100
REET	98	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-	-
Other	1,145	135	17,780	-	-	175	-	18,090
<b>Subtotal</b>	<b>3,236</b>	<b>1,485</b>	<b>18,416</b>	<b>245</b>	<b>175</b>	<b>780</b>	<b>175</b>	<b>21,276</b>
<b>Capital Costs:</b>								
Design	1,462	46	2,575	-	-	75	-	2,696
Property Acquisition	470	120	8,120	-	-	-	-	8,240
Right of Way	1	-	-	-	-	-	-	-
Construction	1,303	1,319	7,721	245	175	705	175	10,340
<b>Subtotal</b>	<b>3,236</b>	<b>1,485</b>	<b>18,416</b>	<b>245</b>	<b>175</b>	<b>780</b>	<b>175</b>	<b>21,276</b>
<i>* Amounts shown in thousands</i>								



### General Municipal and Community Improvement Projects 2013-2014



<ul style="list-style-type: none"> <li> A - Jovita Heights Wetland Mitigation</li> <li> B - M&amp;O Vehicle Bay and Storage Building</li> <li> C - Vehicle Maintenance Bay</li> <li> D - City Hall Remodel</li> </ul>	<ul style="list-style-type: none"> <li> City of Auburn</li> <li> Parks</li> <li> Water Features</li> </ul>	<p>0 360 720 1,080 1,440 1,800 FEET</p> <p>Printed On: 10/11/2012 Map ID: 4118</p> <p style="font-size: small;">Information shown is for general reference purposes only and does not necessarily represent exact geographic or cartographic data as mapped. The City of Auburn makes no warranty as to its accuracy.</p>
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## General Community and Municipal Improvement Projects

Six Community Improvement Projects totaling \$674,970 are budgeted for 2013 and five projects totaling \$452,100 are budgeted for 2014. Seven General Municipal Building Projects totaling \$1,903,800 are budgeted for 2013 and four projects totaling \$1,245,200 are budgeted for 2014.

The “Community Improvement Projects” include the following:

- The Annual Sidewalk Improvements Project (\$200,000 in 2013) is a program for sidewalk repair and improvements throughout the City.
- The Traffic Signal Improvements Project (\$175,000 in both 2013 and 2014) is a program for signal equipment and intersection improvements.
- Local Revitalization Debt Service (\$213,300 in 2013 and \$217,100 in 2014) for GO Bonds issued for the Downtown Promenade Improvements.
- The Jovita Heights Wetland Mitigation (\$31,670 in 2013 and \$5,000 in 2014) will design and construct approximately 0.25 acres of compensatory wetland mitigation to address the wetland impacts of the Jovita Heights residential subdivision. **(See Map – “A”)**

The “General Municipal Building Projects” include the following:

- Construction of an M&O Vehicle Bay and Storage Building (\$100,000 in 2013 and \$100,000 2014) will add three insulated vehicle bays for Vector storage and will provide necessary weather protection for street sweepers, sanding and snow plow equipment. **(See Map – “B”)**
- Construction of a Vehicle Maintenance Bay (\$250,000 in 2013 and 2014) 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”)**
- City Hall Remodel, Phase 2 (\$488,000 in 2013) will remodel the 1<sup>st</sup> floor of the City Hall; remodeled space will house the Mayor’s office, Council Offices and Community Services. **(See Map – “D”)**
- City Hall HVAC System Upgrade Project (\$250,600 in 2013) will complete upgrades to the City Hall heating, ventilating and air-conditioning (HVAC) system.
- City Hall Annex Debt Service (\$645,200 in 2013 and \$645,200 in 2014) for GO Bonds issued for the City Hall Annex.

<b>Project Name: Annual Sidewalk Improvements</b>								
Project No: cpxxxx		Capacity Project: NO			Anticipated Year of Completion: 2013			
Project will fund sidewalk improvements to a variety of locations throughout the city. A sidewalk inventory was completed in 2004. Annual projects are selected based upon criteria such as: gap closure, safe walking routes to schools, completion of downtown pedestrian corridor or "linkage", connectivity to transit services, ADA requirements, and "Save our Streets" (SOS) project locations.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2013-18
Funding Sources:	Years	2013	2014	2015	2016	2017	2018	Total
Capital Improvement Fund 328	235	200						200
Federal								-
State								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	<b>235</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200</b>
Capital Costs:								
Design	20	20						20
Right of Way								-
Construction	215	180						180
<b>Subtotal</b>	<b>235</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Traffic Signal Improvements</b>								
Project No: cpxxxx		Capacity Project: NO			Anticipated Year of Completion: Beyond 2018			
This project includes procuring and installing traffic signal equipment upgrades for existing signals as well as safety/capacity improvements for existing and/or new signals. The City uses accident and traffic count data to identify intersections in need of improvements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2013-18
Funding Sources:	Years	2013	2014	2015	2016	2017	2018	Total
General Fund								-
Federal								-
State								-
Local								-
REET	175	175	175	175	175	175	175	1,050
Other								-
<b>Subtotal</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>1,050</b>
Capital Costs:								
Design	25	25	25	25	25	25	25	150
Right of Way								-
Construction	150	150	150	150	150	150	150	900
<b>Subtotal</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>1,050</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Mohawks Plastic Site Mitigation Project</b>								
Project No: cp0767		Capacity Project: NO			Anticipated Year of Completion: Beyond 2018			
The project consists of developing a wetland mitigation plan and conducting construction within the Goedecke South Property owned by the Sewer Utility in order to compensate for approximately 1.6-acre wetland loss on the Mohawk Plastics property. The project was approved under an existing agreement approved by Resolution No. 4196, June 2007. The project was completed in 2010 and is currently within the 10-year monitoring period, which involves annual maintenance, monitoring and reporting.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2013-18
Funding Sources:	Years	2013	2014	2015	2016	2017	2018	Total
General Fund								-
Federal								-
State								-
Local								-
REET	176							-
Other (Traffic Impact)	505	25	25	20	20	65	20	175
<b>Subtotal</b>	<b>681</b>	<b>25</b>	<b>25</b>	<b>20</b>	<b>20</b>	<b>65</b>	<b>20</b>	<b>175</b>
Capital Costs:								
Design								-
Right of Way								-
Construction	681	25	25	20	20	65	20	175
<b>Subtotal</b>	<b>681</b>	<b>25</b>	<b>25</b>	<b>20</b>	<b>20</b>	<b>65</b>	<b>20</b>	<b>175</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Public Art</b>								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: Beyond 2018		
The City designates \$30,000 annually toward the purchase of public art, for placement at various locations throughout the City.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
General Fund (Non-Deptl)								-
Federal								-
State								-
Local								-
REET	30	30	30	30	30	30	30	180
Other								-
<b>Subtotal</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>180</b>
<b>Capital Costs:</b>								
Design								-
Right of Way								-
Construction	30	30	30	30	30	30	30	180
<b>Subtotal</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>180</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Local Revitalization</b>								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: Beyond 2018		
To pay debt service costs on General Obligation bonds issued for the Downtown Promenade Improvements. Local Revitalization financing is a credit on the State's portion of sales tax that the City will receive over the next 25 years.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
General Fund								-
Federal								-
State								-
Local								-
REET	501	213	217	214	214	213	217	1,288
Other								-
<b>Subtotal</b>	<b>501</b>	<b>213</b>	<b>217</b>	<b>214</b>	<b>214</b>	<b>213</b>	<b>217</b>	<b>1,288</b>
<b>Capital Costs:</b>								
Design								-
Right of Way								-
Long-Term Debt Service	501	213	217	214	214	213	217	1,288
<b>Subtotal</b>	<b>501</b>	<b>213</b>	<b>217</b>	<b>214</b>	<b>214</b>	<b>213</b>	<b>217</b>	<b>1,288</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Jovita Heights Wetland Mitigation</b>								
Project No: cp0616			Capacity Project: NO			Anticipated Year of Completion: 2014		
This project will design and construct approximately 0.25 acres of compensatory wetland mitigation to address the wetland impacts of the Jovita Heights (Vista Point) residential subdivision. This is a "fee in lieu" mitigation project authorized by City of Auburn Resolution No. 4005.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
General Fund (Non-Deptl)								-
Federal								-
State								-
Local								-
REET								-
Other		32	5					37
<b>Subtotal</b>	<b>-</b>	<b>32</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>37</b>
<b>Capital Costs:</b>								
Design		10						10
Right of Way								-
Construction		22	5					27
<b>Subtotal</b>	<b>-</b>	<b>32</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>37</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: City Hall Remodel. Phase 1</b>								
Project No: cp1009		Capacity Project: NO			Anticipated Year of Completion: 2013			
2013 expenses for the City Hall remodel Phase 1 include new workstations on the 2nd floor of City Hall. The remodeled space will house Human Resources, City Clerk and the City Attorney's Office inclusive of office space, reception areas and conference rooms.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2013-18
Funding Sources:	Years	2013	2014	2015	2016	2017	2018	Total
Capital Improvement Fund 328	549	100						100
Federal								-
State								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	<b>549</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100</b>
Capital Costs:								
Design	33							-
Right of Way								-
Construction	516	100						100
<b>Subtotal</b>	<b>549</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: City Hall Remodel. Phase 2</b>								
Project No: cpxxxx		Capacity Project: NO			Anticipated Year of Completion: 2013			
Remodel of the 1st floor of City Hall including spaces currently occupied by the Mayor's Office, Community Services, Human Resources and the City Attorney's Office. The remodeled space will house the Mayor's Office, Council Offices and Community Services.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2013-18
Funding Sources:	Years	2013	2014	2015	2016	2017	2018	Total
Capital Improvement Fund 328		488						488
Federal								-
State								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	<b>-</b>	<b>488</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>488</b>
Capital Costs:								
Design								-
Right of Way								-
Construction		488						488
<b>Subtotal</b>	<b>-</b>	<b>488</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>488</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: M&amp;O Vehicle Bay and Storage</b>								
Project No: cp0711		Capacity Project: YES			Anticipated Year of Completion: 2014			
Add three insulated vehicle bays for Vector storage to provide year-round protection. These vehicles hold large quantities of water at all times enabling them to be immediately dispatched in the event of an emergency. This requires them to be protected from freezing temperatures. Draining their large tanks each day would cause a dispatch delay while refilling, that could result in extraordinary damage to public and private property in an emergency situation. Enclose existing bays to provide necessary weather protection for street sweepers, sanding, and snow plow equipment. Construct storage shed to facilitate removal of portable containers, improving space utilization and traffic flow throughout Maintenance and Operations.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2013-18
Funding Sources:	Years	2013	2014	2015	2016	2017	2018	Total
Equipment Rental Fund	100	100	100					200
Federal								-
State								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200</b>
Capital Costs:								
Design								-
Right of Way								-
Construction	100	100	100					200
<b>Subtotal</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

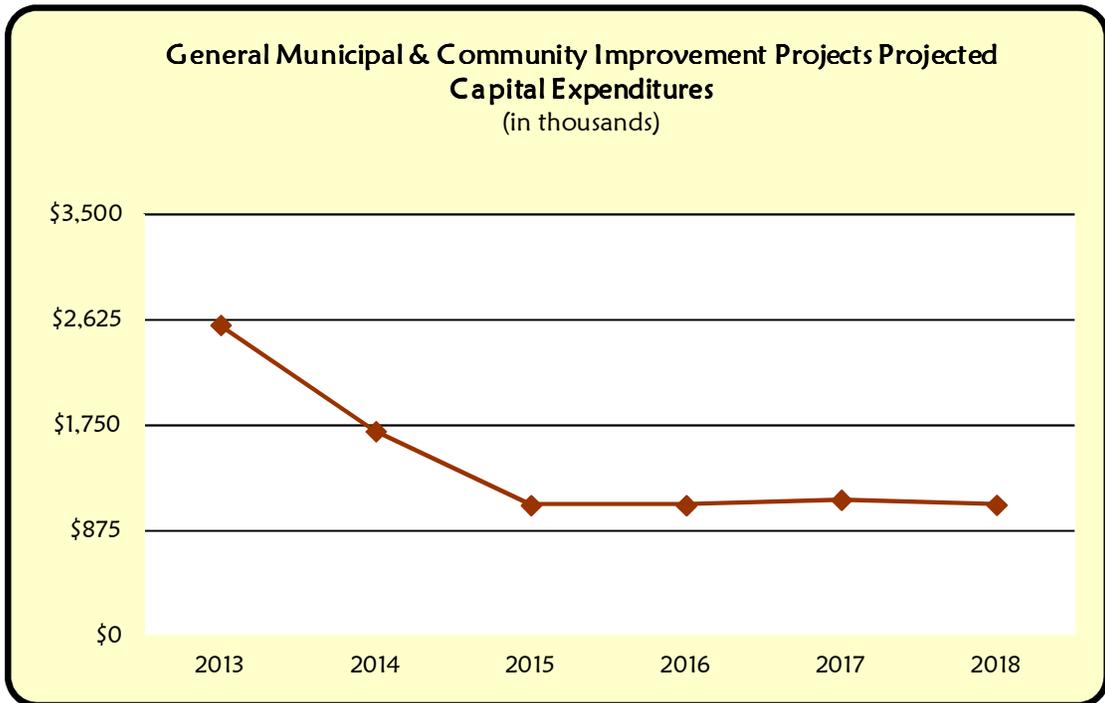
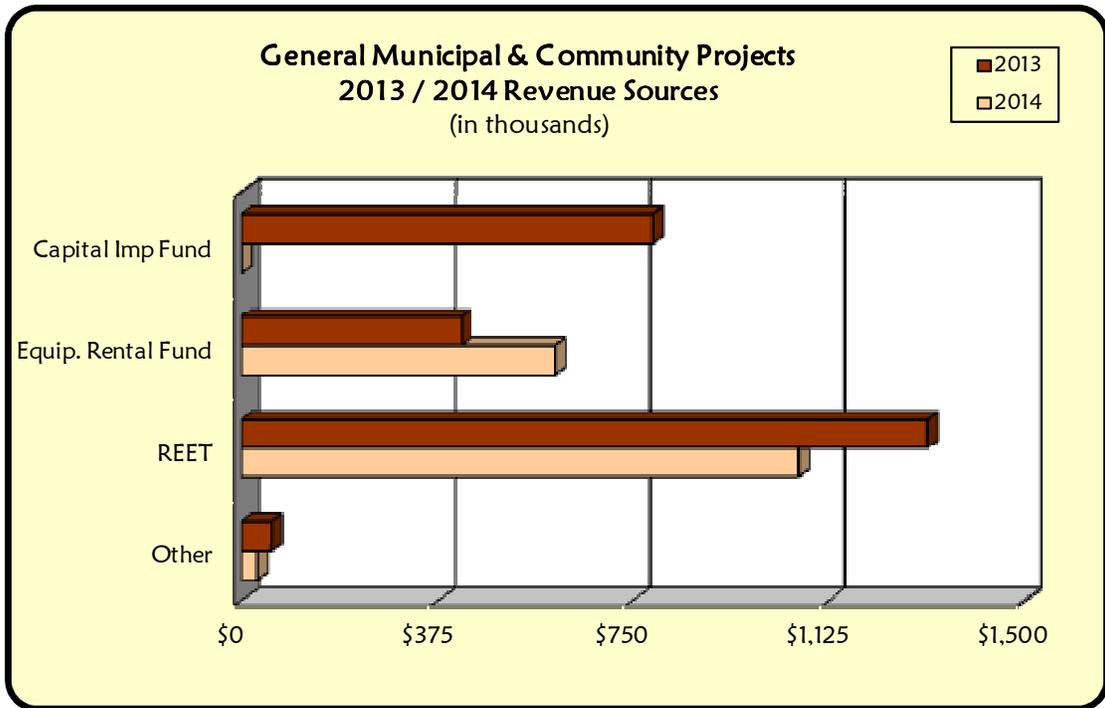
<b>Project Name: ER&amp;R Vehicle Maintenance Bay</b>								
Project No: cp0710			Capacity Project: YES			Anticipated Year of Completion: 2014		
Add an additional large vehicle bay at Equipment Rental shop for heavy equipment and large vehicles to improve efficiency and remove choke points. Adding a 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.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Equipment Rental Fund		250	250					500
Federal								-
State								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	<b>-</b>	<b>250</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>500</b>
<b>Capital Costs:</b>								
Design		25						25
Right of Way								-
Construction		225	250					475
<b>Subtotal</b>	<b>-</b>	<b>250</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>500</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: M &amp; O Fuel Tank Replacement</b>								
Project No: cp0710			Capacity Project: YES			Anticipated Year of Completion: 2014		
Replace our three 10,000 gallon underground tanks with new above ground tanks. Our existing tanks were installed in 1989 and they are single wall fiberglass tanks. The City's current insurance carrier will not insure these tanks once they become 25 years old which will occur in 2014. The city is looking at other insurance options that may remove this age restriction. It will be a benefit to the city to have the tanks above ground in the future due to the reduced maintenance and inspection cost.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Equipment Rental Fund		70	250					320
Federal								-
State								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	<b>-</b>	<b>70</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>320</b>
<b>Capital Costs:</b>								
Design		70						70
Right of Way								-
Construction			250					250
<b>Subtotal</b>	<b>-</b>	<b>70</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>320</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

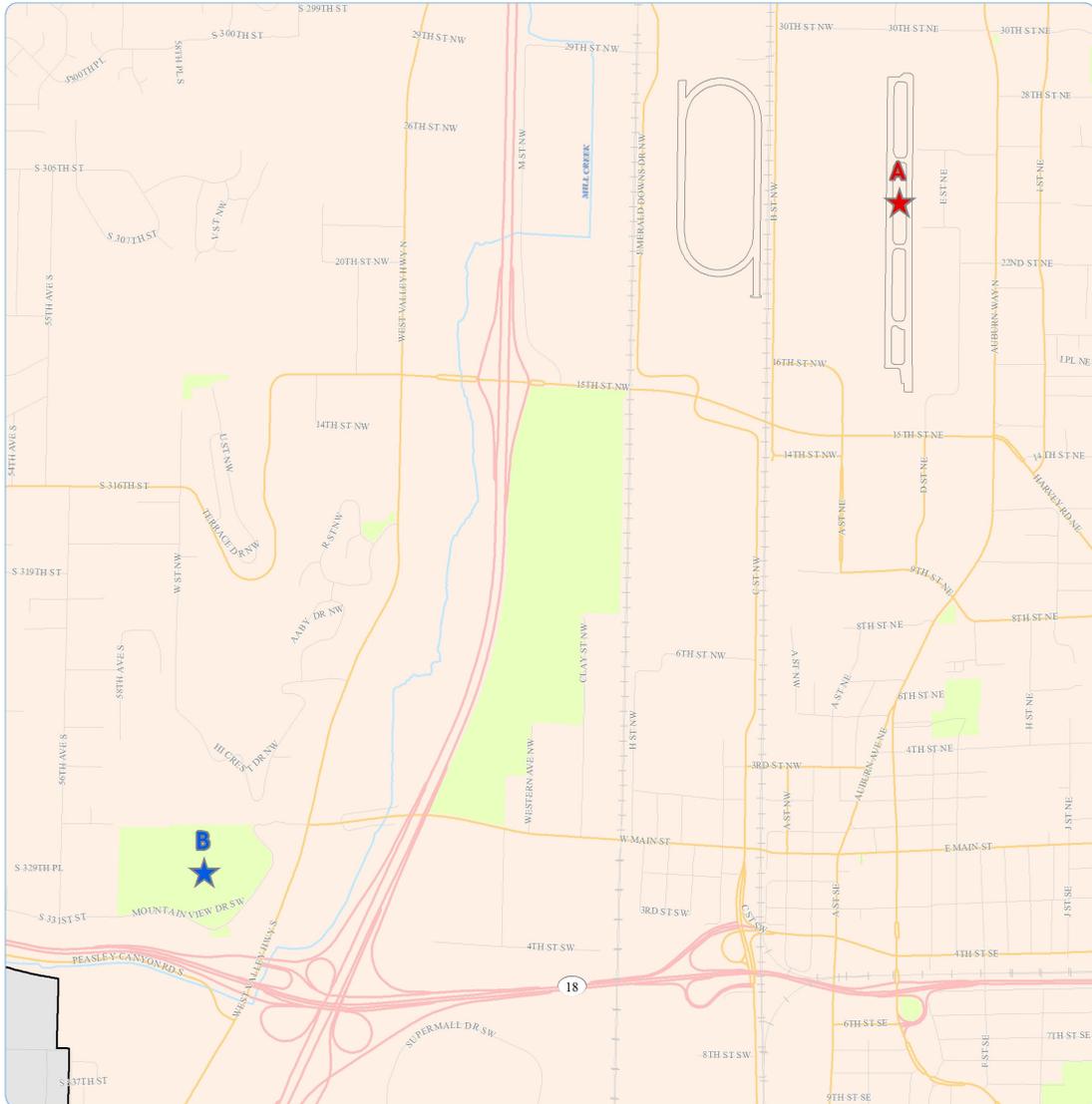
<b>Project Name: City Hall HVAC System Upgrade</b>								
Project No: cp0716			Capacity Project: NO			Anticipated Year of Completion: 2013		
Design and implementation of upgrades to the City Hall heating, ventilating, and air-conditioning (HVAC) system. Improvements will allow for upgrades to the controls, air distribution and air handling components. It will also provide a systematic, phased implementation plan that can be put in place over the next several years.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
General Fund								-
Federal								-
State								-
Local								-
REET	376	251						251
Other								-
<b>Subtotal</b>	<b>376</b>	<b>251</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>251</b>
<b>Capital Costs:</b>								
Design								-
Right of Way								-
Construction	376	251						251
<b>Subtotal</b>	<b>376</b>	<b>251</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>251</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: City Hall Annex Debt Service</b>								
Project No: cpxxxx			Capacity Project: NO		Anticipated Year of Completion: Beyond 2018			
To Pay debt service costs on General Obligation bonds issued for the City Hall Annex.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
General Fund								-
Federal								-
State								-
Local								-
REET	1,550	645	645	645	644	645	645	3,869
Other								-
<b>Subtotal</b>	<b>1,550</b>	<b>645</b>	<b>645</b>	<b>645</b>	<b>644</b>	<b>645</b>	<b>645</b>	<b>3,869</b>
<b>Capital Costs:</b>								
Design								-
Right of Way								-
Long-Term Debt Service	1,550	645	645	645	644	645	645	3,869
<b>Subtotal</b>	<b>1,550</b>	<b>645</b>	<b>645</b>	<b>645</b>	<b>644</b>	<b>645</b>	<b>645</b>	<b>3,869</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>TOTAL CAPITAL COSTS and FUNDING SOURCES - GENERAL GOVERNMENTAL PROJECTS</b>								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
General Fund 98	-	-	-	-	-	-	-	-
Capital Improvements Fund 328	784	788	-	-	-	-	-	788
Equipment Rental Fund 550	100	420	600	-	-	-	-	1,020
Federal	-	-	-	-	-	-	-	-
State	-	-	-	-	-	-	-	-
Local	-	-	-	-	-	-	-	-
REET	2,808	1,314	1,067	1,064	1,063	1,063	1,067	6,638
Other	505	57	30	20	20	65	20	212
<b>Subtotal</b>	<b>4,197</b>	<b>2,579</b>	<b>1,697</b>	<b>1,084</b>	<b>1,083</b>	<b>1,128</b>	<b>1,087</b>	<b>8,658</b>
<b>Capital Costs:</b>								
Design	78	150	25	25	25	25	25	275
Right of Way	-	-	-	-	-	-	-	-
Construction	4,119	2,429	1,672	1,059	1,058	1,103	1,062	8,383
Long-Term Debt Service	2,051	858	862	859	858	858	862	5,157
<b>Subtotal</b>	<b>4,197</b>	<b>2,579</b>	<b>1,697</b>	<b>1,084</b>	<b>1,083</b>	<b>1,128</b>	<b>1,087</b>	<b>8,658</b>
<b>* Amounts shown in thousands</b>								



### Other Proprietary Projects 2013-2014



	A - Airport Fund Projects		City of Auburn
	B - Cemetery Fund Project		Parks
			Water Features



0 460 920 1,380 1,840 2,300  
FEET

Printed On: 10/11/2012  
Map ID: 4119



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

## **Other Proprietary Fund Projects**

### **Airport Fund: (See Map – “A”)**

Three capital projects totaling \$265,000 are budgeted for 2013 and three capital project totaling \$206,000 are budgeted for 2014.

The Airport Projects includes the following:

- Airport Security (\$50,000 in 2013 and \$50,000 in 2014)
- Hanger Roof Repair (\$6,000 in 2014)
- General Repair and Maintenance projects (\$140,000 in 2013)
- Airport Master Plan Update (\$75,000 in 2013 and \$150,000 in 2014)

### **Cemetery Fund: (See Map – “B”)**

One capital project for general facility repair and maintenance totaling \$10,000 is budgeted for 2013 and \$10,000 for 2014.

### **Golf Course Fund:**

- There are no capital projects currently planned for 2013/2014.

<b>Project Name: Airport Security Projects</b>								
Project No: cp0713		Capacity Project: NO			Anticipated Year of Completion: 2014			
Increased security has been identified by FAA and TSA. Airport control access gates for both vehicle & and personnel.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Airport Fund	-	5	5					10
Federal		45	45					90
State								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	<b>-</b>	<b>50</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100</b>
<b>Capital Costs:</b>								
Design								-
Right of Way								-
Construction	-	50	50					100
<b>Subtotal</b>	<b>-</b>	<b>50</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Hangar -Rows 9 &amp; 10, Roof Repair or Replacement</b>								
Project No: cp1025		Capacity Project: NO			Anticipated Year of Completion: 2018			
Rows 9 & 10 Hangar metal roof repaired and/or replaced.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Airport Fund	200		6		6		6	18
Federal								-
State								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	<b>200</b>	<b>-</b>	<b>6</b>	<b>-</b>	<b>6</b>	<b>-</b>	<b>6</b>	<b>18</b>
<b>Capital Costs:</b>								
Design								-
Right of Way								-
Construction	200		6		6		6	18
<b>Subtotal</b>	<b>200</b>	<b>-</b>	<b>6</b>	<b>-</b>	<b>6</b>	<b>-</b>	<b>6</b>	<b>18</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$6,000</b>								

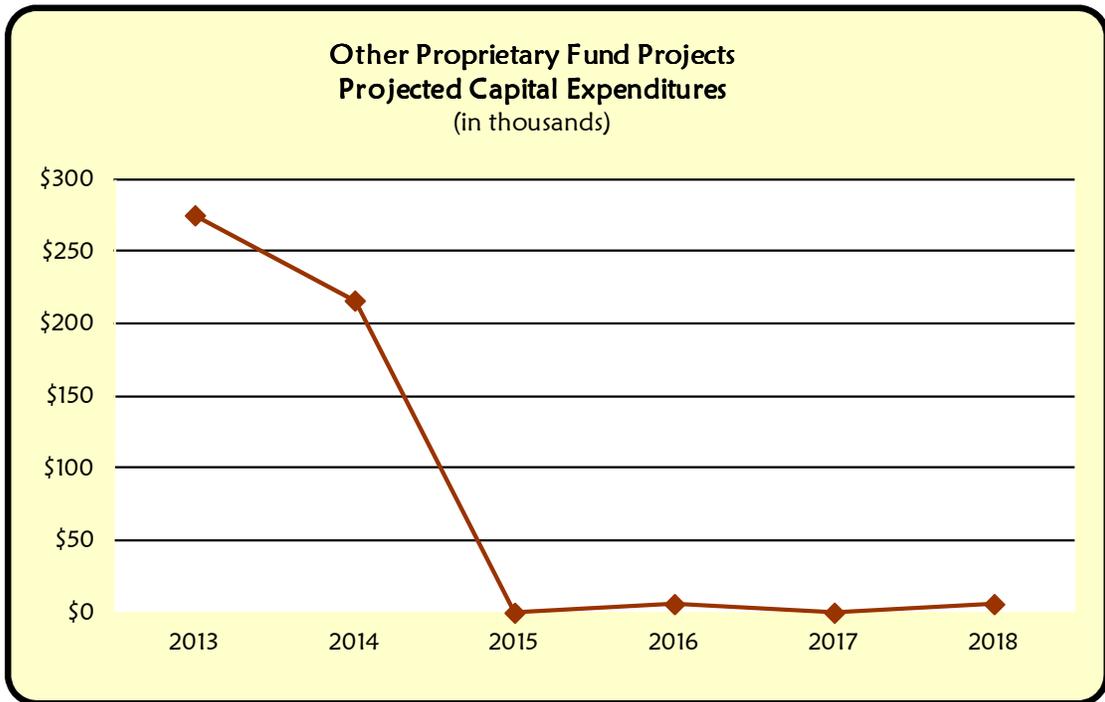
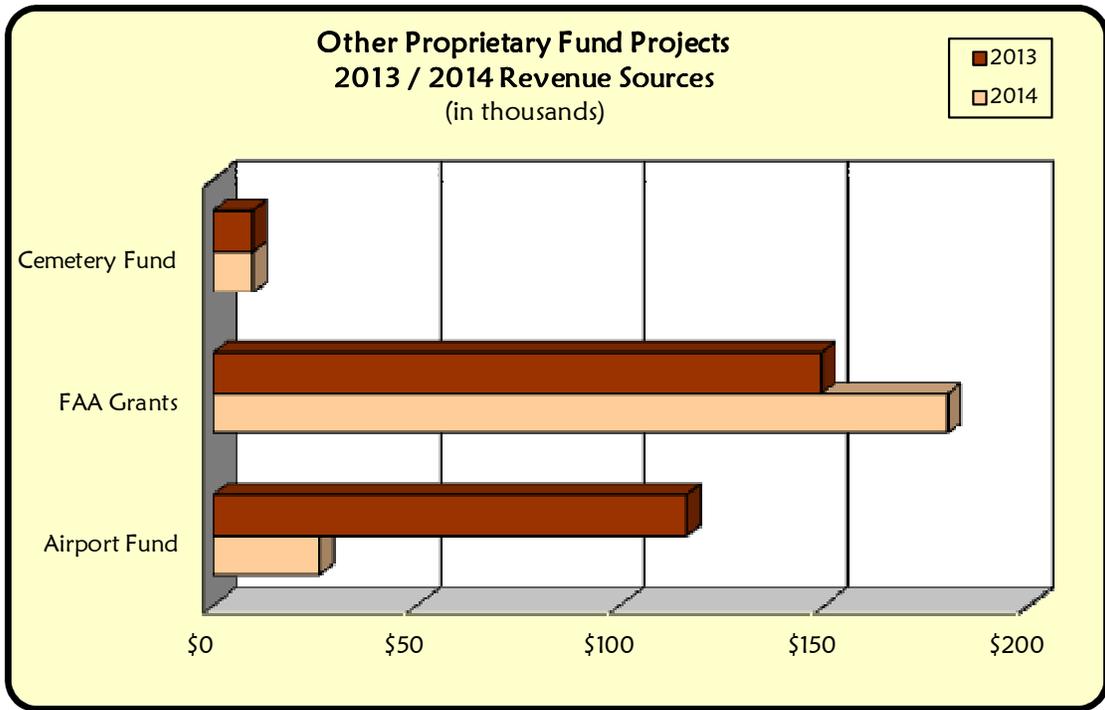
<b>Project Name: General Repairs and Maintenance</b>								
Project No: cpxxxx		Capacity Project: NO			Anticipated Year of Completion: 2013			
Various airport projects will be identified and prioritized on an annual basis as grant funding is secured. Remove west side trees in compliance with US Corps of Engineers.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Airport Fund	60	103						103
Federal		37						37
State								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	<b>60</b>	<b>140</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>140</b>
<b>Capital Costs:</b>								
Design								-
Right of Way								-
Construction	60	140						140
<b>Subtotal</b>	<b>60</b>	<b>140</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>140</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>Project Name: Airport Master Plan Update</b>								
Project No: cpxxxx	Capacity Project:	NO	Anticipated Year of Completion:	2014				
This is a mid-term Airport Master Plan Update. In 2002 a Master Plan update was completed and this is the second update to the Master Plan and Airport Layout Plan (ALP). This is a FAA requirement for continued eligibility of federal and state grants.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Airport Fund		8	15					23
Federal		67	135					202
State								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	<b>-</b>	<b>75</b>	<b>150</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>225</b>
<b>Capital Costs:</b>								
Design		75	150					225
Right of Way								-
Construction								-
<b>Subtotal</b>	<b>-</b>	<b>75</b>	<b>150</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>225</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>TOTAL CAPITAL COSTS and FUNDING SOURCES - AIRPORT</b>								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Airport Fund	260	116	26	-	6	-	6	154
Federal	-	149	180	-	-	-	-	329
State	-	-	-	-	-	-	-	-
Local	-	-	-	-	-	-	-	-
REET	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>260</b>	<b>265</b>	<b>206</b>	<b>-</b>	<b>6</b>	<b>-</b>	<b>6</b>	<b>483</b>
<b>Capital Costs:</b>								
Design	-	75	150	-	-	-	-	225
Right of Way	-	-	-	-	-	-	-	-
Construction	260	190	56	-	6	-	6	258
<b>Subtotal</b>	<b>260</b>	<b>265</b>	<b>206</b>	<b>-</b>	<b>6</b>	<b>-</b>	<b>6</b>	<b>483</b>
<b>* Amounts shown in thousands</b>								

<b>Project Name: Cemetery Facilities - General Repair &amp; Maintenance</b>								
Project No: cp436a		Capacity Project: NO		Anticipated Year of Completion: 2014				
General repairs and maintenance including columbarium niche caps.								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Cemetery Fund	10	10	10					20
Federal								-
State								-
Local								-
REET								-
Other								-
<b>Subtotal</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20</b>
<b>Capital Costs:</b>								
Design								-
Right of Way								-
Construction	10	10	10					20
<b>Subtotal</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0</b>								

<b>TOTAL CAPITAL COSTS and FUNDING SOURCES - CEMETERY</b>								
	<b>Prior</b>	<b>Budget</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>2013-18</b>
<b>Funding Sources:</b>	<b>Years</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
Cemetery Fund	10	10	10	-	-	-	-	20
Federal	-	-	-	-	-	-	-	-
State	-	-	-	-	-	-	-	-
Local	-	-	-	-	-	-	-	-
REET	-	-	-	-	-	-	-	-
Other (Bond Proceeds)	-	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20</b>
<b>Capital Costs:</b>								
Design	-	-	-	-	-	-	-	-
Right of Way	-	-	-	-	-	-	-	-
Construction	10	10	10	-	-	-	-	20
<b>Subtotal</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20</b>
<b>* Amounts shown in thousands</b>								





**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.

<b>Elected Officials</b>		
	Minimum	Maximum
Mayor	N/A	\$123,964.32
Council Members	N/A	\$11,700.00
Deputy Mayor	N/A	\$16,500.00

<b>Department Directors</b>		
	Minimum	Maximum
City Attorney	\$118,123.92	\$145,204.56
Finance Director	\$118,123.92	\$145,204.56
Innovation and Technology Director	\$118,123.92	\$145,204.56
Human Resources/Risk Management Director	\$118,123.92	\$145,204.56
Parks, Arts and Recreation Director	\$118,123.92	\$145,204.56
Planning and Development Director	\$118,123.92	\$145,204.56
Police Chief	N/A	\$146,500.08
Public Works Director	\$118,123.92	\$145,204.56

**POSITION SALARY SCHEDULE****Auburn Police Department**

The police department has both affiliated and unaffiliated positions. The charts on this page represent the positions organized by the bargaining units. Wages reflected here are base wages only and do not include longevity, education or other premiums. Contract periods are listed below each chart. All unaffiliated positions under the direction of the Chief of Public Safety are included with all of the City's unaffiliated positions later in this appendix.

<b>Commanders</b>		
	Minimum	Maximum
Police Commander	N/A	\$111,266.40

Contract Period: January 2008 – December 2010 with 2 year roll over Memorandum of Understanding (MOU) for 2011 – 2012; including another extension MOU ending March 31, 2013.

<b>Commissioned</b>		
	Minimum	Maximum
Police Officer	\$57,641.52	\$72,890.40
Police Sergeant	N/A	\$84,843.84

Contract Period: January 2011 – December 2012

New collective bargaining agreement has not been negotiated at publication of this budget. The figures contained herein are 2012 salaries that will be continued in 2013 until a new collective bargaining agreement has been reached.

<b>Non-Commissioned</b>		
	Minimum	Maximum
Evidence/Identification Technician	\$46,469.76	\$57,331.68
Parking Control Attendant	\$38,107.44	\$48,007.68
Police Services Specialist	\$40,215.60	\$50,662.08
Police Services Supervisor	\$47,638.56	\$58,774.08

Contract Period: January 2013 – December 2015.

**POSITION SALARY SCHEDULE**

Other affiliated positions within the City are represented by Teamster Local No. 117. As with some of the non-affiliated positions, the positions classified below may have positions in more than one department.

<b>Outside Workers</b>		
	Minimum	Maximum
Building Technician	\$50,094.00	\$65,920.32
Electrician	\$52,053.36	\$68,499.12
Maintenance Specialist	\$53,355.60	\$61,122.24
Maintenance Worker I	\$42,759.60	\$52,349.04
Maintenance Worker I (CDL)	\$43,614.72	\$53,395.92
Maintenance Worker II	\$50,544.00	\$58,206.00
Maintenance Worker II (CDL)	\$51,554.88	\$59,370.24
Mechanic	\$53,355.60	\$61,122.24
Meter Reader	\$38,447.28	\$47,070.72

Contract Period: January 2008 – December 2010 with 2 year roll over Memorandum of Understanding for 2011 – 2012. New collective bargaining agreement has not been negotiated at publication of this budget. The figures contained herein are 2012 salaries with the 1.923% concessions returned to employees' base salary, which will be continued in 2013 until a new collective bargaining agreement has been reached.

<b>Custodian Unit</b>		
	Minimum	Maximum
Custodian	\$35,515.20	\$41,865.12
Custodian Lead	\$40,842.48	\$48,144.96

Contract Period: January 2008 – December 2010 with 2 year roll over Memorandum of Understanding for 2011 – 2012. New collective bargaining agreement has not been negotiated at publication of this budget. The figures contained herein are 2012 salaries that will be continued in 2013 until a new collective bargaining agreement has been reached.

## POSITION SALARY SCHEDULE

<b>Non-Affiliated Employees</b>		
	Minimum	Maximum
Accountant	\$53,633.28	\$65,960.16
Accounting Assistant	\$40,744.08	\$49,852.56
Accounting Specialist	\$48,556.08	\$59,688.72
Administrative Services & Business Manager	\$69,287.76	\$85,171.20
Administrative Specialist - M&O	\$43,980.00	\$54,063.84
Advisor to the Mayor	\$92,463.60	\$113,661.60
Animal Control Officer	\$48,556.08	\$59,688.72
Arts & Events Manager	\$69,287.76	\$85,171.20
Arts Coordinator	\$59,426.64	\$73,049.28
Assistant Chief of Police	N/A	\$127,344.00
Assistant City Attorney	\$92,463.60	\$113,661.60
Assistant City Engineer	\$92,463.60	\$113,661.60
Assistant Director of Human Resources & Risk Management	\$92,463.60	\$113,661.60
Building Inspector	\$59,426.88	\$73,049.28
Building Official	\$82,187.52	\$101,030.16
Cemetery Supervisor	\$64,544.40	\$79,342.56
City Clerk	\$64,544.40	\$79,342.56
City Engineer/Assistant Public Works Director	\$106,537.92	\$130,962.72
City Prosecutor	\$69,287.76	\$85,171.20
Civil Engineer - Utilities	\$72,059.04	\$88,578.48
Codes Compliance Officer	\$59,426.88	\$73,049.28
Community Diversity Assistant (PT)	\$32,978.40	\$40,544.40
Community Services Work Crew Leader	\$43,980.00	\$54,063.84
Construction Inspector	\$59,426.88	\$73,049.28
Construction Manager	\$69,287.76	\$85,171.20
Contract Administration Specialist	\$48,556.08	\$59,688.72
Crime Analyst	\$53,633.28	\$65,960.16
Curator of Education	\$53,633.28	\$65,960.16
Customer Care Manager - Utilities	\$69,287.76	\$85,171.20
Customer Care Representative - Utilities	\$40,744.08	\$49,852.56
Customer Support Manager	\$72,059.04	\$88,578.48
Department Secretary	\$48,556.08	\$59,688.72
Deputy City Clerk	\$53,633.28	\$65,960.16
Development Administration Specialist	\$48,556.08	\$59,688.72
Development Engineer	\$82,187.52	\$101,030.16
Development Review Engineer	\$72,059.04	\$88,578.48
Development Services Manager	\$92,463.60	\$113,661.60
Domestic Violence Victim Advocate	\$53,633.28	\$65,960.16
Economic Development Manager	\$79,071.60	\$99,049.44
Emergency Preparedness Manager	\$64,544.40	\$79,342.56
Employee Relations & Compensation Manager	\$92,463.60	\$113,661.60
Employment Manager	\$74,869.68	\$92,032.56
Engineering Aide	\$55,778.16	\$68,556.80
Engineering Design Tech	\$64,544.40	\$79,342.56
Engineering Survey Tech	\$55,778.16	\$68,556.80
Environmental Planner	\$59,426.64	\$73,049.28
Environmental Services Manager	\$67,994.16	\$83,581.20

## POSITION SALARY SCHEDULE

<b>Non-Affiliated Employees (cont.)</b>		
	Minimum	Maximum
Executive Assistant to the Mayor	\$59,426.64	\$73,049.28
Facilities Manager	\$74,869.68	\$92,032.56
Facilities Supervisor	\$64,544.40	\$79,342.56
Fleet/General Services Manager	\$67,994.16	\$83,581.20
Field Supervisor	\$64,544.40	\$79,342.56
Financial Analyst	\$64,544.40	\$79,342.56
Financial Planning Manager	\$92,463.60	\$113,661.60
Financial Services Manager	\$106,537.92	\$130,962.72
GIS & Database Specialist	\$55,778.16	\$68,566.80
Golf Operations Assistant	\$40,744.08	\$49,852.56
Golf Professional	\$59,426.64	\$73,049.28
Government Relations Manager	\$59,426.64	\$73,049.28
Greens Superintendent	\$64,544.40	\$79,342.56
Human Resources Assistant	\$48,556.08	\$59,688.72
Human Resources Coordinator	\$59,426.64	\$73,049.28
Human Resources/Judicial Liaison	\$64,544.40	\$79,342.56
Human Services Specialist	\$48,556.08	\$59,688.72
I&T Support Specialist	\$55,778.16	\$68,566.80
IT Operations Manager	\$82,187.52	\$101,030.16
Lead City Prosecutor	\$74,869.68	\$92,032.56
Legal Assistant	\$48,556.08	\$59,688.72
Maintenance & Operations Manager	\$82,187.52	\$101,030.16
Maintenance & Operations Support Manager	\$69,287.76	\$85,171.20
Multimedia Manager	\$67,994.16	\$83,581.20
Multimedia Assistant (PT)	\$22,102.08	\$26,931.84
Multimedia Video Technician	\$55,778.16	\$68,566.80
Museum Director	\$69,287.76	\$85,171.20
Neighborhood Programs Manager	\$69,287.76	\$85,171.20
Network Administrator	\$64,544.40	\$79,342.56
Network Communications Engineer	\$69,287.76	\$85,171.20
Network Engineer	\$72,059.04	\$88,578.48
Office Assistant	\$40,744.08	\$49,852.56
Paralegal	\$53,633.28	\$65,960.16
Parks Maintenance Manager	\$69,287.76	\$85,171.20
Payroll & Accounts Payable Manager	\$69,287.76	\$85,171.20
Payroll Specialist	\$48,556.08	\$59,688.72
Permit Technician	\$48,556.08	\$59,688.72
Planner	\$59,426.64	\$73,049.28
Planning Services Manager	\$80,575.92	\$99,049.44
Plans Examiner	\$64,544.40	\$79,342.56
Police Records Manager	\$64,544.40	\$79,342.56
Principal Planner	\$74,869.68	\$92,032.56
Program Specialist	\$48,556.08	\$59,688.72
Project Assistant	\$43,980.00	\$54,063.84
Project/Construction Manager	\$80,575.92	\$99,049.44
Project Engineer	\$82,187.52	\$101,030.16
Project Surveyor	\$69,287.76	\$85,171.20

## POSITION SALARY SCHEDULE

Non-Affiliated Employees (cont.)		
	Minimum	Maximum
Public Affairs & Marketing Manager	\$74,869.68	\$92,032.56
Records Clerk	\$43,980.00	\$54,063.84
Recreation Program Coordinator	\$59,426.64	\$73,049.28
Recreation Programs Manager	\$69,287.76	\$85,171.20
Registration Clerk/Office Assistant	\$40,744.08	\$49,852.56
Senior Accountant	\$64,544.40	\$79,342.56
Senior Center Assistant (PT)	\$19,965.55	\$24,328.43
Senior Center Supervisor	\$64,544.40	\$79,342.56
Senior Construction Coordinator	\$64,544.40	\$79,342.56
Senior Planner	\$69,287.76	\$85,171.20
Senior Project Engineer	\$88,042.32	\$108,225.84
Sewer/Storm Manager	\$69,287.76	\$85,171.20
Sewer Utility Engineer	\$82,187.52	\$101,030.16
Solid Waste Customer Care Specialist	\$48,556.08	\$59,688.72
Solid Waste & Recycling Coordinator	\$59,426.64	\$73,049.28
Solid Waste & Recycling Supervisor	\$64,544.40	\$79,342.56
Special Events Coordinator	\$59,426.64	\$73,049.28
Storm Drainage Technician	\$59,426.88	\$73,049.28
Storm Drainage Utility Engineer	\$82,187.52	\$101,030.16
Street Systems Engineer (SOS)	\$82,187.52	\$101,030.16
Street/Vegetation Manager	\$69,287.76	\$85,171.20
Support Clerk	\$40,744.08	\$49,852.56
Survey Party Chief	\$59,426.88	\$73,049.28
Survey Supervisor	\$74,869.68	\$92,032.56
Systems Analyst	\$64,544.40	\$79,342.56
Teen Coordinator	\$59,426.64	\$73,049.28
Theater Operations Specialist	\$48,556.08	\$59,688.72
Traffic Engineer	\$82,187.52	\$101,030.16
Traffic Operations Engineer	\$82,187.52	\$101,030.16
Traffic Operations Technician	\$69,287.76	\$85,171.20
Traffic Signal Technician	\$59,426.88	\$73,049.28
Transportation Planner	\$72,059.04	\$88,578.48
Transportation Manager	\$92,463.60	\$113,661.60
Utilities Engineer	\$92,463.60	\$113,661.60
Utilities Technician	\$48,556.08	\$59,688.72
Water Manager	\$69,287.76	\$85,171.20
Water Quality Program Coordinator	\$69,287.76	\$85,171.20
Water Resources Technician	\$59,426.88	\$73,049.28
Water Utility Engineer	\$82,187.52	\$101,030.16
Web Specialist	\$59,426.88	\$73,049.28



Auburn Hardware Store, 1915, White River Valley Museum

## History of Auburn

The City of Auburn, located 20 miles south of Seattle, was home to some of the earliest white settlers in King County. Nestled in a fertile river valley, Auburn has been both a farm community and a center of business and industry for more than 150 years. Auburn is located near the original confluence of the Green and White rivers, both of which contain runoff water from the Cascade Mountain range. The valley was originally the home of the Skopamish, Smalhkamish, and Stkamish Indian tribes. The first white men in the region were explorers and traders who arrived in the 1830s.

Settlers first came to the valley in the 1850s. On October 27, 1855, an Indian ambush killed nine people, including women and children. In November, a military unit led by Lieutenant William Slaughter camped near what is now present-day Auburn. On December 4, 1855, a group of Indians attacked, killing Lt. Slaughter and two other men.

A new treaty was written which provided the establishment of the Muckleshoot reservation, which is the only Indian reservation now within the boundaries of King County. The White River tribes collectively became known as the Muckleshoot tribe.

White settlers, the Neely and Ballard families began returning to the area. In 1891, the town of Slaughter incorporated. Although many older citizens considered the town's name as a memorial, many newer residents understandably felt uncomfortable with it. Within two years, the town was renamed Auburn, taken from the first line of Oliver Goldsmith's poem, *The Deserted Village*: "Sweet Auburn! Loveliest village of the plain."

Auburn had been a bustling center for hop farming until 1890 when the crops were destroyed by aphids. After that, the farms were mostly dairy farms and berry farms. Nevertheless, flooding was still a problem for Auburn farmers up until the Howard Hanson Dam was built in 1962. This dam on the Green River, along with the Mud Mountain Dam on the White River, provided controlled river management, which left the valley nearly flood-free.

Another impetus to Auburn's growth was the railroad. The Northern Pacific Railroad put a rail line through town in 1883, but it was the Seattle-Tacoma Interurban line that allowed easy access to both cities starting in 1902. The Interurban allowed farmers to get their product to the markets within hours after harvest. The railroad, along with better roads, caused many new companies to set up business in Auburn, among them the Borden Condensery (which made Borden's Condensed Milk) and the Northern Clay Company.

Auburn grew through the twentieth century like many American towns. The 1920s were prosperous for citizens, but the Great Depression of the 1930s left many in need. World War II brought great hardship to many local Japanese farmers when they were moved to internment camps and their land taken from them. At the same time, local boys were sent to fight in the Pacific, and some died in battle.

The postwar era was prosperous to Auburn, bringing more businesses and a community college to the city. In 1963, The Boeing Company built a large facility to mill sheet metal skin for jet airliners. As time went on, many farms disappeared as the land was converted to industrial use. In the 1990s, a large super-mall was built in the valley, enticing consumers from all over the Puget Sound region.

Auburn has made the transition from small farms to large industries, but much of the city's history remains. A monument in the memory of Lieutenant Slaughter, erected in 1918, still stands in a local park. The Neely Mansion, built by the son of a pioneer in 1891, has been refurbished and is listed on the National Register of Historic Places. Auburn's downtown still maintains a "Main Street U.S.A" appearance.

### Sources:

Clarence B. Bagley, *History of King County* (Chicago: S. J. Clarke Publishing Co, 1929) Vol. 1, 712-727.  
Also see: Josephine Emmons Vine, *Auburn – A Look Down Main Street* (City of Auburn, 1990).

## About Auburn

For over 100 years the city of Auburn has been providing visitors and residents with the opportunity to discover why this town is like no other. Auburn is the land of two rivers, home to two nations and spread across two counties. Located between Seattle and Tacoma in the shadow of Mt. Rainier, Auburn is the perfect place to work, play and spend a lifetime. It is a warm, embracing community where people still stop to say hello. Auburn is a community rich in history where you'll find new businesses mingling with old and a historic downtown getting acquainted with a new modern facade.

Auburn is 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 all sizes for the whole family to enjoy. There are three golf courses in Auburn: the Auburn Golf Course, Washington National Golf Club, and Jade Green Golf Course & Driving Range.

### Education

Auburn has reason to be proud of its schools. They pride themselves in providing an excellent education that produces students who have a love of learning and a sense of responsibility. Auburn boasts over two dozen elementary, middle, and high schools, each one unique, but all offering a supportive learning environment designed to foster each student's natural abilities. Green River Community College, the city's "Harvard on the Hill," provides the serious student a quiet, natural environment in which to study. This is a community that puts learning and education first.

### Urban Transportation

Take the Sounder Train to Seattle. Avoid the traffic and rest, read or log onto your laptop as you take the 20 minute ride from Auburn to Seattle to work, shop, or do business. Sound Transit recently added another train and has nine morning and nine evening trains traveling from Auburn into Seattle and back.

### Sense of Community in Historic Downtown

Come establish a sense of community in one of the oldest cities in the state of Washington. With unique architecture, combined with historic preservation and renovations, Auburn has retained the look and feel of a real downtown. Auburn's unique historic downtown still provides a gathering place for numerous events.



## ARTS AND CULTURE

### City of Auburn Arts 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 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/things\\_to\\_do/arts\\_entertainment.htm](http://www.auburnwa.gov/things_to_do/arts_entertainment.htm).

### Auburn Symphony Orchestra

Auburn's professional symphony includes 65-70 orchestra members, and has received wide press coverage for its superb performances. Auburn's symphony ranks second only to the Seattle Symphony. The Auburn Symphony Orchestra is conducted by internationally known Stewart Kershaw, former music director of Pacific Northwest Ballet. He has conducted at the Seattle Opera House for the last twenty seasons. For more information visit [www.auburnsymphony.org](http://www.auburnsymphony.org).

### Auburn Performing Arts Center

The Performing Arts Center is an eleven-hundred seat state-of-the-art venue conveniently located in downtown Auburn. The facility has been named in publication listings of the top acoustical halls for music performance in the nation.

### Auburn Avenue Theater

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/things\\_to\\_do/arts\\_entertainment/auburn\\_avenue\\_theater.htm](http://www.auburnwa.gov/things_to_do/arts_entertainment/auburn_avenue_theater.htm).

### White River Valley Museum

The White River Valley Museum is a partnership with the City of Auburn and combines history and culture to create an exciting and educational experience for visitors. Museum collections focus on local Puget Sound history, Northwest Indian culture, Japanese immigration and the Northern Pacific Railroad.

The White River Valley Museum 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 on the National Register of Historic Places. Significant features include an 1897 barn, a 1902 farmhouse and two salmon runs in Olson Creek. For more information visit [www.wrvmuseum.org](http://www.wrvmuseum.org).

## WHAT'S HAPPENING IN AUBURN

### YEAR 'ROUND

#### White River Valley Museum

Exhibits open Wednesday through Sunday, 12:00 to 4:00 pm. Call 253 288-7433  
www.wrvmuseum.org

#### Teen Late Night

Call 253-931-3043 for dates, times and locations

#### BRAVO Performing Arts Series

September - June  
Auburn Performing Arts Center  
Call 253-931-3043 for full schedule

#### Avenue Kids

Auburn Avenue Theater  
Call 253-931-3043 for full schedule

#### Comedy Night at the Ave

Auburn Avenue Theater  
Call 253-931-3043 for full schedule

#### Auburn Symphony Orchestra

Call 253-939-8509 for concert information

### SPRING & FALL

#### King County Residential Special Recycling Event

Held March/April and September/October  
Auburn Riverside High School  
Open to households within Auburn who are served by Waste Management or Allied Waste Services.  
For more information call 253-931-3038 (option #2) or visit [www.auburnwa.gov/solidwaste](http://www.auburnwa.gov/solidwaste)

### JANUARY

#### Miss Auburn Scholarship Show

www.missauburn.org  
Largest local program of Miss America in the United States.

#### Uniquely Auburn

Last Sunday of January, 2 p.m.  
Auburn Performing Arts Center  
206-349-3061  
Stories, Entertainment, Art & Poetry Show, Free Dinner

### FEBRUARY

#### Daddy Daughter Date Night

Senior Activity Center  
Call 253-931-3043 for dates and times

### MARCH

#### Auburn Senior Activity Center Rummage Sale

Call 253-931-3016 for dates, times or to donate

### APRIL

#### Community Volunteer Luncheon

Auburn Senior Activity Center  
Call 253-931-3016 for dates, times and registration information

#### Mountainview Cemetery Sunrise Service

Easter morning  
Call 253-931-3028 for more information

#### Annual Residential Bulky Item Collection

Items collected curbside  
A once-a-year opportunity 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](http://www.auburnwa.gov/solidwaste)

### MAY

#### Kent-Auburn Tamba Sister City Dinner & Auction

Location to be determined  
Annual fundraiser for the Sister City Committee.  
Call 253-931-3099 for more information

#### Auburn's Clean Sweep

A perfect opportunity to give back to your community  
Call 253-931-3043 for more information

#### Auburn's Memorial Day Service

Mountainview Cemetery  
Call 253-931-3028 for time and more information

#### Petpalooza

Auburn's award-winning pet-friendly event  
Call 253-931-3043 for dates, times and information

### JUNE

#### City of Auburn Residential Community Yard Sale

Call 253-931-3038 (option #2) for dates, times and participation information

**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

**KIDS DAY**

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.

**JULY**

**Soundbites**

City Hall Plaza Park  
 Auburn’s newest concert series – a lively, eclectic music series certain to quench your ears and appetite!

**Fourth of July Festival**

Les Gove Park  
 253-931-3043  
 Come out and enjoy Auburn’s 4th of July Festival! Activities include a kid’s parade, games and crafts as well as bingo, a vintage car show, book sale, and free Museum admission for everyone.

**Summer Fun in Auburn’s Parks**

Call 253-931-3043 for more details  
 Kids SummerStage, Les Gove Park, Wednesdays at 12 p.m., July–August  
 Summer Sounds & Cinema, various parks, music begins at 7 p.m., movie at dusk  
 Hooked on History Kids Program, Free, White River Valley Museum, 10:30 to 11:30 –call 253-288-7433

**AUGUST**

**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 253-876-1965 for more information

**Auburn Days**

Downtown Auburn and various locations  
 253-939-3389  
 The annual Auburn Days Festival is a community celebration that feature art, music, crafts, bocce, parade, food, entertainment, railroad display, a fun run, all-school class reunion, car show, Young Uns Square, boat display and model airplanes.





## SEPTEMBER

### Disaster Preparedness Fair

City Hall Plaza Park

The City of Auburn Emergency Preparedness Division hosts this fun and informative fair to assist in educating citizens on preparing for emergencies.

Call 253-876-1925 for more information

### Hops & Crops Festival

Mary Olson Farm

Call 253-288-7433 for more information

## OCTOBER

### Auburn's S'more Than You Imagined Festival

Game Farm Wilderness Park

Enjoy an evening of storytelling, s'mores, and entertainment around a campfire.

Call 253-931-3043 for more information

### Harvest Masquerade Ball

Dinner and dancing fundraiser to support educational programs at the White River Valley Museum

For more information call 253-288-7433 or visit

[www.wrvmuseum.org](http://www.wrvmuseum.org)

### Halloween Harvest Festival & Downtown Trick-or-Treating

Washington Elementary and downtown Auburn

Come out and celebrate with games and activities at Washington Elementary School. Then trick or treat at the shops in downtown Auburn.

Call 253-931-3043 for more information

## NOVEMBER

### Auburn's Veterans Day Observance & Parade

Main Street

Auburn's annual Veterans Day observance features one of the largest sanctioned Veterans Day parade west of the Mississippi along with a static display exhibit, a luncheon, military display and flyover followed by one of the state's largest marching band competitions.

Call 253-931-3043 for more information

### Auburn Senior Activity Center Thanksgiving Dinner

Call 253-931-3016 for more information

**DECEMBER**

**Santa Parade/City Hall Tree Lighting**

Main 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 ceremony at City Hall. The Optimist Santa House opens immediately following the tree lighting.

**Breakfast with Santa**

Auburn Senior Activity Center  
Join Santa and his elves for breakfast and special holiday entertainment.  
Call 253-931-3016 for registration information

**Auburn Senior Activity Center Holiday Dinner**

Call 253-931-3016

**Tree of Giving Program**

November - December

Trees with stockings at Auburn City Hall and various locations around Auburn.

Gift giving for the disadvantaged and disabled in the community.

Call 253-931-3043 for more information



**Auburn Elected Officials**  
 Front row: Largo Wales, Mayor Pete Lewis, Nancy Backus Deputy Mayor  
 Back row: Bill Peloza, Rich Wagner, Wayne Osborne, John Partridge, John Holman

Elected Official	Local Involvement	Regional / National Involvement
Mayor Pete Lewis	Chair of Valley Regional Fire Authority Board; Valley Communications Center and Auburn Noon Lions Club	Chair, Association of Washington Cities Economic Development and Infrastructure sub-committee; Vice Chair, King County Regional Policy Committee; Member, Valley Communications Center Board; Suburban Cities Association (SCA), Public Issues Committee of SCA; Past Chair, Green River Valley Flood Control District; South County Area Transportation Board, Pierce County Cities and Towns Forum; Valley Cities Association and the South Correctional Entity; Member, U.S. Conference of Mayors Transportation Committee, International Trade Committee; Amtrak Advisory Board
Councilmember Largo Wales (Position #1)	Vice Chair of Finance Committee; Vice Chair of Les Gove Community Campus; Member of Planning and Community Development Committee	President, Auburn Youth Resources Board; Kiwanis President; President, Auburn Food Bank
Councilmember John Partridge (Position #2)	Chair of Finance Committee; Member, Municipal Services Committee; Auburn Noons Lions Club, Sons of Italy chapter	Suburban Cities Association; Vice Chair King County Regional Law, Safety and Justice Committee; Council Liaison, Auburn Valley Humane Society
Councilmember Bill Peloza (Position #3)	Chair of Municipal Services Committee; Vice Chair of Public Works Committee; Member, Council Operations Committee; Auburn Farmer's Market representative; Auburn Airport Advisory Board; Auburn Rotary Club; Sons of Italy chapter	National League of Cities; Energy, Environment and Natural Resources Steering Committee; King County Regional Water Quality Committee (RWQC); RWQC Caucus Chair of the Suburban Cities Association; King County Metropolitan Solid Waste Advisory Committee; King County Metropolitan Water Pollution Abatement Advisory Committee and King County Water Resource Inventory Area (WRIA 9 - Green/Duwamish & Central Puget Sound Watershed) Management and Watershed Ecosystem Forum (Co-Chair) Committees; Alternate member, King County Flood Control District Advisory Committee; Alternate member, South County Area Transportation Board (SCATB).
Councilmember and Deputy Mayor Nancy Backus (Position #4)	Chair of Planning and Community Development Committee; Chair Council Operations Committee; Valley Regional Fire Authority Board and President of the Miss Auburn Scholarship Program	NLC Finance, Administration & Governmental Relations (FAIR) Policy Committee; President and Treasurer of Wa. State Association of Local Miss America Programs, Member of the Auburn King County Library System Board; Graduate Leadership Institute of South Puget Sound
Councilmember John Holman (Position #5)	Vice Chair, Planning and Community Development Committee; Member, Finance Committee	Washington State Boundary Review Board; Member, Green River Community College Foundation Board; Member, Auburn Rotary Club
Councilmember Rich Wagner (Position #6)	Chair of Public Works Committee; Chair of Les Gove Community Campus Committee; Vice Chair of Council Operations; Valley Regional Fire Authority, Arts Commission	Metropolitan Solid Waste Management Advisory Committee; Regional Access Mobility Partnership; Puyallup River Watershed Forum
Councilmember Wayne Osborne (Position #7)	Vice Chair, Municipal Services Committee; Member, Public Works Committee; Member, Les Gove Community Campus; Auburn Planning Commission;	Airport Advisory Board and Technical Working Group

**Peter B. Lewis, Mayor**  
**25 West Main Street**  
**Auburn, WA 98001-4998**  
**Web Page: [www.auburnwa.gov](http://www.auburnwa.gov)**

City of Auburn Council Meetings & Member Information  
 City Council meetings are held the first and third Mondays of each month at 7:30 pm in the City of Auburn Council Chambers, 25 West Main. If Monday is a holiday, the meeting is then held Tuesday.

Term Expires	Pos #	Name	Email	Phone
12/31/2013		<b>MAYOR</b> Peter B. Lewis	plewis@auburnwa.gov	(253) 931-3000
<b>CITY COUNCIL</b>				
12/31/2015	1	Largo Wales	lwales@auburnwa.gov	(253) 261-5421
12/31/2013	2	John Partridge	jpartridge@auburnwa.gov	(253) 261-1671
12/31/2015	3	Bill Pelozza	bpelozza@auburnwa.gov	(253) 261-3235
12/31/2013	4	Nancy Backus	nbackus@auburnwa.gov	(253) 261-1555
12/31/2015	5	John Holman	Jholman@auburnwa.gov	(253) 261-1991
12/31/2013	6	Rich Wagner	rwagner@auburnwa.gov	(253) 261-3263
12/31/2015	7	Wayne Osborne	wosborne@auburnwa.gov	(253) 261-5667

Councilmembers are listed above in order of position.  
 Nancy Backus is the Deputy Mayor and Mayor Pro Tem and alternate to all Council Committees.

**Auburn City Council Standing Committees**

Committee	Meeting Time	Members	Date & Location
Finance	5:30 p.m.	*John Partridge **Largo Wales John Holman	Rm 1, 2 <sup>nd</sup> Fl, City Hall Annex 1st & 3rd Monday of Each Month
Municipal Services	3:30 p.m.	*Bill Pelozza **Wayne Osborne John Partridge	Conference Room #3, City Hall 2 <sup>nd</sup> & 4 <sup>th</sup> Monday of Each Month
Planning & Community Development	5:00 p.m.	*Nancy Backus **John Holman Largo Wales	Rm 2, 2 <sup>nd</sup> Fl, City Hall Annex 2nd & 4th Monday of Each Month
Public Works	3:30 p.m.	*Rich Wagner **Bill Pelozza Wayne Osborne	Rm 2, 2 <sup>nd</sup> Fl, City Hall Annex 1st & 3rd Monday of Each Month
Les Gove Community Campus Committee		*Rich Wagner ** Largo Wales Wayne Osborne	Council Chambers, City Hall 4 <sup>th</sup> Wednesday of Each Month
Council Operations Committee		*Rich Wagner **Sue Singer Nancy Backus	Rm 2, 2 <sup>nd</sup> Floor City Hall 1 <sup>st</sup> Monday of Each Month

\* Chairman, \*\*Vice Chairman

**WHO TO CALL****City Government:**

Mayor's Office	253-931-3041
City Attorney's Office	253-931-3030
Communications & Community Relations	253-931-4009
Finance Department	253-931-3033
Human Resources & Risk Management	253-931-3040
Innovation & Technology	253-804-5078
Parks, Arts and Recreation	253-931-3043
Planning & Development	253-931-3090
Public Works	253-931-3010

**Public Safety:**

Fire Department (Valley Regional Fire Authority)	253-931-3060
Municipal Court (King County)	1-800-325-6165 ext. 59200
Police Department	253-931-3080
South Correctional Entity (SCORE)	206-257-6200

**City Resources:**

Airport	253-333-6821
Cemetery	253-931-3028
Golf Course	253-833-2350
Museum	253-288-7433
Senior Center	253-931-3016

**Community Resources:**

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	253-931-3940
Employment Security	253-833-0102
Food Bank	253-833-8925
General Services Administration	253-931-7000
King County Justice Center – Kent Location	206-205-2501
King County Tax Assessor	206-296-7300
Language Line	1-800-823-1786
Pet Licensing	253-876-1997
Pierce County Tax Assessor	253-798-7427
Post Office	253-931-3018
Puget Sound Energy	1-888-225-5773
Waste Management (Residential)	253-833-3333
The Outlet Collection - Seattle	253-833-9500
Voter Registration	206-296-8683

## COMMUNITY STATISTICS

This section of the budget contains a synopsis of data regarding the Auburn community. This data is presented both to provide background information to the reader and to add insight to some of the budget goals and policies addressed in this document.

### 2012 INFORMATION

Date of Incorporation	June 13, 1891
Form of Government	Mayor-Council
Type of Government	Non-Charter Code City
Population	71,240
Rank in Size - Washington State	15th
Assessed Valuation	\$6,909,168,076
Area	29.84 Square Miles
Auburn Median Age	34 Years Old
Registered Voters	34,404
Miles of Streets	248 Miles

#### FIRE PROTECTION

Number of Stations (4 in Auburn, 1 in Pacific)*	6
Number of Commissioned Fire Fighting Personnel	107
Number of Non-Commissioned Personnel	13
Total Number of Personnel and Firefighters	120
Fire Responses	346
Emergency Medical Service Responses	7,711
All Other Responses	2,399
Total Number of Responses	10,456

\*Beginning January 1, 2007, the Valley Regional Fire Authority began providing fire protection services for the Cities of Auburn, Algona and Pacific.

#### POLICE PROTECTION

Number of Stations/Precincts	2
Number of Commissioned Police Personnel	101
Number of Non-Commissioned Personnel	19
Total Number of Personnel and Officers	120
Number of Calls for Service (Dec. 2012 estimated)	65,948

**2013 Utility Rates:** Reduced rates for low-income senior citizens and disabled persons available.

#### WATER SERVICE

Basic Service Charge	\$13.17/Month
Commodity Rate:	
0-7	\$2.61/ccf
7.01-15	\$3.20/ccf
15.01-9999	\$3.63/ccf
Total Water Customers - January 2013	13,856
Gallons of Water Produced - 2012 Statistic	2,642,867,000
Average Daily Consumption - 2012 Statistic	6.68 million Gallons
Miles of Water Main	275 Miles

SEWER	
City Sewer - Single Family Residence	\$21.02/Month
Metro Sewer - Single Family Residence	\$39.79/Month
Total Sanitary Sewer Customers - January 2013	14,175
Sanitary Sewers	196 Miles
STORM	
Single Family Residence	\$17.41/Month
Number of Accounts - January 2013	16,829
Storm Pipes	252 Miles
SOLID WASTE (Contracted Services)	
1 can (35 gal)/week, curbside	\$15.05/Month
Number of Residential Accounts - January 2013	15,489
BUSINESS LICENSES	
Fee per Year	\$50
Business Licenses Issued - 2012 Statistic	4,170
VALUE OF BUILDING PERMITS ISSUED IN 2012	\$111,430,669
PARKS, RECREATION AND CULTURE	
Developed Park Acreage	324
Total Park Acreage	630
Number of Developed Parks	33
Number of Cemetery Interments	259
Number of Rounds Played (Golf Course)	45,704
Athletic Teams	388
Recreation Activities	3,833
Senior Center Visits	40,704
Cultural Arts & Major Special Events	146
Audience Served by Cultural Arts & Major Special Events	129,584
Museum Audience Served	15,397
MAJOR EMPLOYERS (number of employees)	
Boeing	3,970
Auburn School District	1,850
Muckleshoot Casino Enterprises	1,500
The Outlet Collection Seattle	1,100
Auburn Multicare Hospital	635
Green River Community College	635
Social Security Administration	600
Emerald Downs	500
Zones	500
Federal Aviation Administration	450
City of Auburn	400
General Services Administration	350

## GENERAL DEMOGRAPHICS

Persons 19 years and younger	28.6%
Persons 20 - 34 years	20.3%
Persons 35 - 54 years	29.0%
Persons 55 years and older	22.1%
Male	49.3%
Female	50.7%
Median Household Income (City of Auburn)	
City of Auburn	\$56,700
Washington State	\$58,890

## SALES TAX RATE:

State	6.50%
King County Metro	0.80%
Transit and Traffic Congestion (effective 4/1/01)	0.36%
RTA (effective 4/1/09)	0.90%
City of Auburn Local Option	0.84%
City of Auburn Local Option-Criminal Justice	0.10%
King County Option	0.00%
TOTAL SALES TAX RATE	9.50%

## OTHER CITY TAXES AND TAX RATES:

Natural Gas Utility Tax*	6.00%
Brokered Natural Gas	5.00%
Electric Utility Tax*	6.00%
Telephone Utility Tax*	6.00%
Cable Television Utility Tax*	1.00%
Cable Television Franchise Tax	5.00%
Garbage Utility Tax*	7.00%
Water Utility Tax*	7.00%
Sewer Utility Tax*	7.00%
Stormwater Utility Tax*	7.00%
Gambling Taxes**	
Amusement Games**	2.00%
Bingo**	5.00%
Card Rooms***	4.00%
Punch Board and Pull Tabs**	10.00%

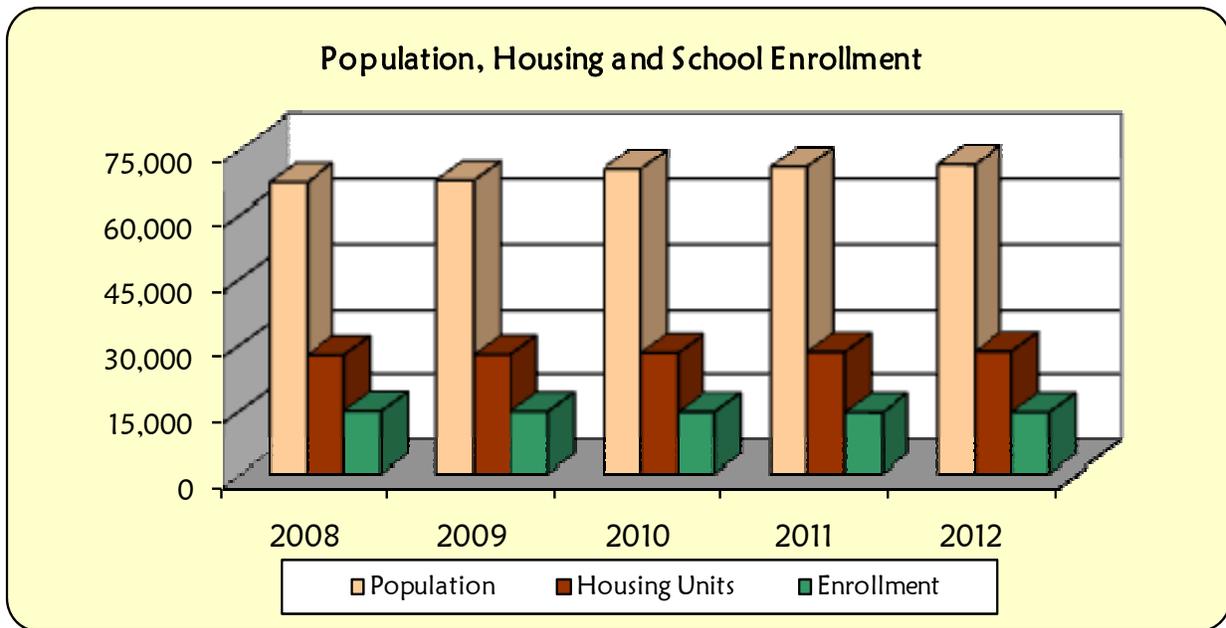
\*Includes additional 1.0% levied for arterial street (Fund 102) improvements.

\*\*Applied on gross receipts net of the amount awarded as prizes.

\*\*\*Applied on gross receipts.

## Sources of information:

City of Auburn GIS, Finance, Building, Fire, Police, Parks, Arts and Recreation Department, US Census, King and Pierce County Elections Office and Washington State Office of Financial Management.

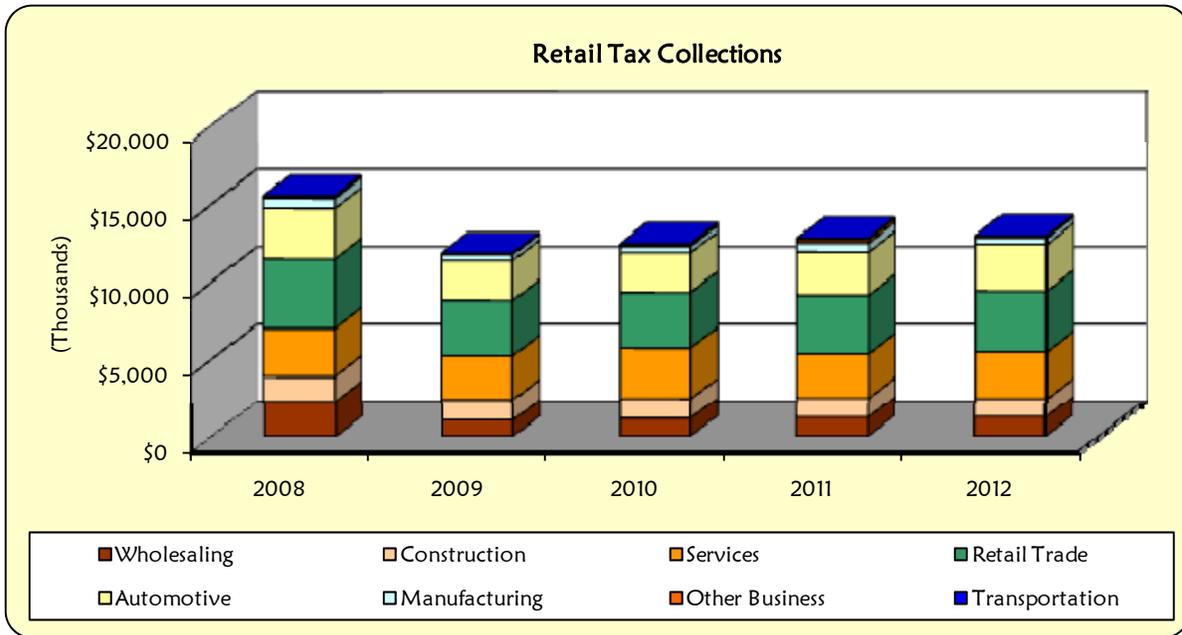


**Population, Housing and School Enrollment Trends**

	2008	2009	2010	2011	2012
School Enrollment (1)	14,716	14,589	14,482	14,363	14,408
Rate of Unemployment (2)	5.5%	9.5%	9.6%	8.7%	7.7%
Population (3)	67,005	67,485	70,180	70,705	71,240
Housing Units (4)					
One Unit	14,186	14,235	14,333	14,823	14,957
Two or More	10,375	10,391	10,426	10,592	10,631
Mobile Home or Special	2,761	2,782	2,794	2,635	2,618
Total Housing Units	27,322	27,408	27,834	28,050	28,206

Sources:

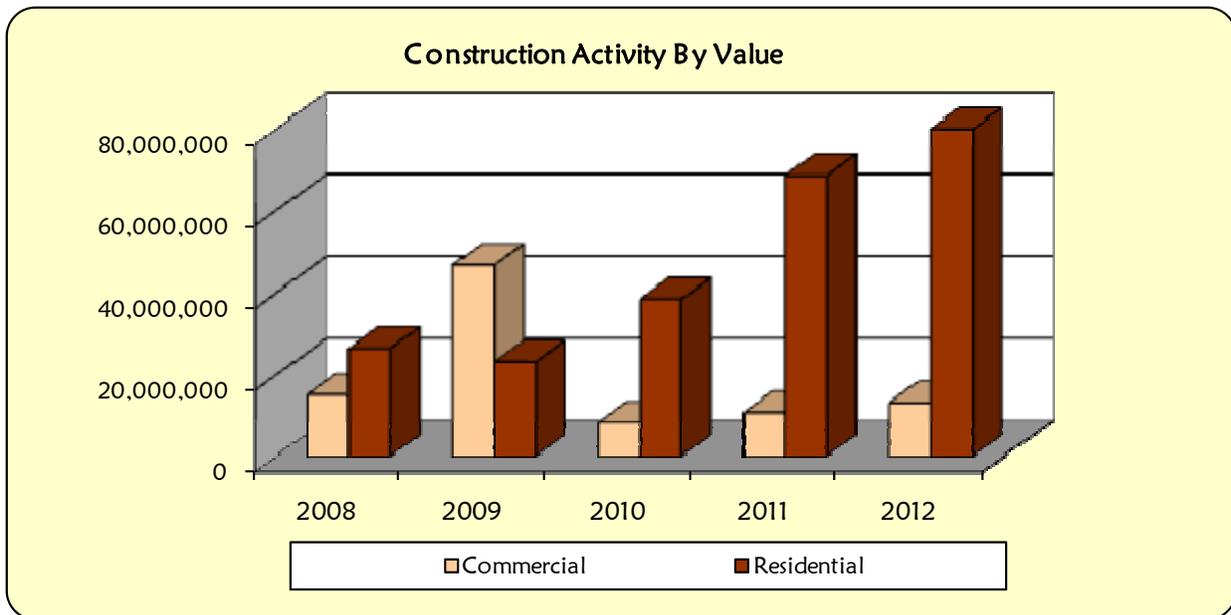
- (1) Auburn School District No. 408 - CAFR
- (2) U.S. Department of Labor
- (3) WA State Office of Financial Management
- (4) WA State Office of Financial Management



**Sales Tax Collections by Sector (in thousands)**

	2008	2009	2010	2011	2012
<b>Retail Trade</b>					
Apparel	\$873	\$781	\$731	\$754	\$772
Auto & Gas	3,255	2,559	2,558	2,785	3,019
Building Material	521	358	389	383	425
Food Stores	360	352	351	331	341
Non-Store Retailers	323	228	235	236	269
Furniture & Electronics	483	352	315	345	372
General Merchandise	872	833	802	968	967
Miscellaneous Retail Trade	1,062	676	765	764	778
<b>Retail Trade</b>	<b>7,749</b>	<b>6,140</b>	<b>6,145</b>	<b>6,566</b>	<b>6,943</b>
<b>Services</b>	<b>3,107</b>	<b>2,867</b>	<b>3,307</b>	<b>2,882</b>	<b>3,056</b>
<b>Construction</b>	<b>1,647</b>	<b>1,368</b>	<b>1,324</b>	<b>1,296</b>	<b>1,221</b>
<b>Manufacturing</b>	<b>643</b>	<b>383</b>	<b>405</b>	<b>583</b>	<b>405</b>
<b>Transportation</b>	<b>76</b>	<b>31</b>	<b>29</b>	<b>77</b>	<b>55</b>
<b>Wholesaling</b>	<b>2,306</b>	<b>1,073</b>	<b>1,185</b>	<b>1,260</b>	<b>1,297</b>
<b>Other Business</b>	<b>72</b>	<b>46</b>	<b>128</b>	<b>224</b>	<b>61</b>
<b>Grand Total</b>	<b>\$15,600</b>	<b>\$ 11,909</b>	<b>\$ 12,523</b>	<b>\$ 12,887</b>	<b>\$ 13,037</b>

Source:  
 City of Auburn Finance Department  
 Actual receipts Jan-Dec



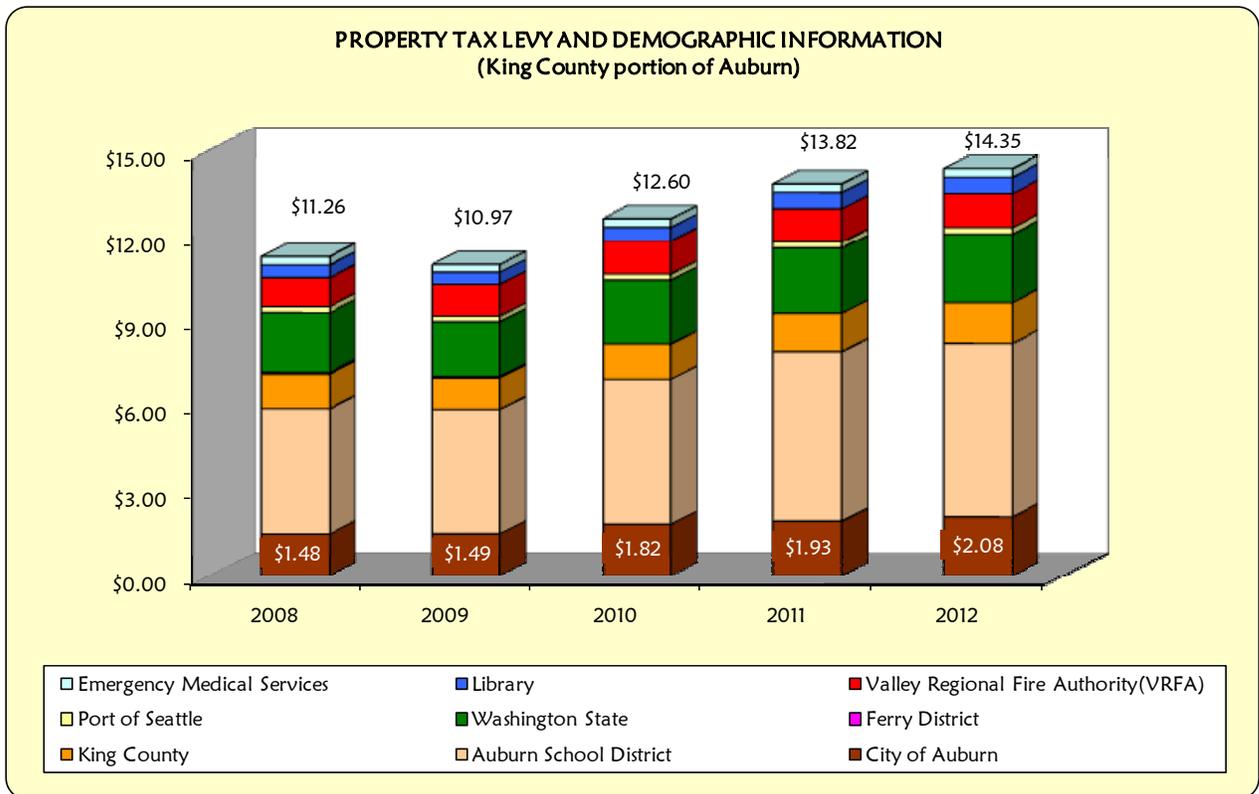
**Building Permits and Construction Values**

Year	Commercial Building		Residential Building	
	Permits	Value	Permits	Value
2008	43	\$15,090,276	159	\$26,475,169
2009	36	46,743,035	124	23,227,980
2010	19	8,412,791	206	38,529,694
2011	38	10,904,441	253	68,481,490
2012	24	13,218,643	461	98,212,026

Source:

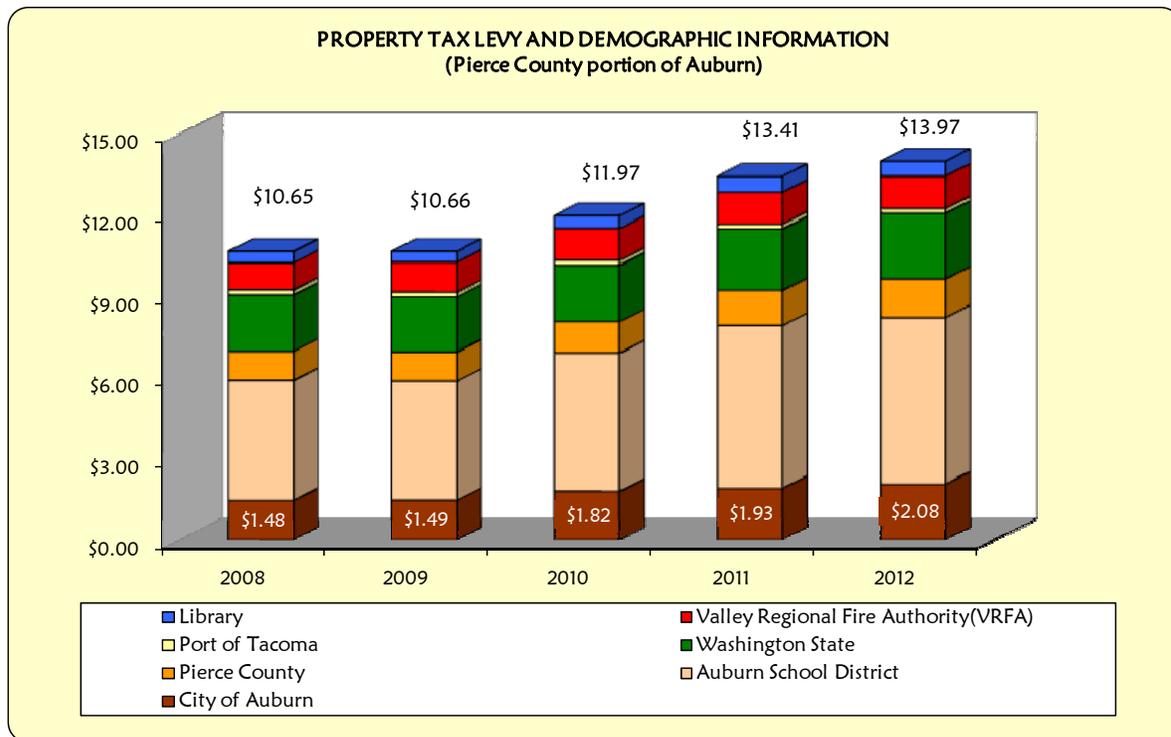
City of Auburn Building Division

*Data represents new construction only*



Property Tax Levy	2008	2009	2010	2011	2012	Change \$	Change %
<b>City of Auburn</b>	\$ 1.48	\$ 1.49	\$ 1.82	\$ 1.93	\$ 2.08	\$ 0.15	8%
Auburn School District	4.41	4.38	5.09	6.00	6.14	0.14	2%
King County	1.21	1.10	1.28	1.34	1.42	0.08	6%
Ferry District	0.055	0.05	0.003	0.004	0.004	0.000	3%
Washington State	2.13	1.96	2.22	2.28	2.42	0.14	6%
Port of Seattle	0.22	0.20	0.22	0.22	0.23	0.01	5%
Valley Regional Fire Authority (VRFA)	1.00	1.11	1.18	1.18	1.19	0.01	1%
Library	0.45	0.42	0.49	0.57	0.57	0.00	0%
Emergency Medical Services	0.30	0.27	0.30	0.30	0.30	0.00	0%
<b>Total Levy Rate</b>	\$ 11.26	\$ 10.97	\$ 12.60	\$ 13.82	\$ 14.35	\$ 0.53	4%
Auburn % to Total Levy	13.15%	13.55%	14.47%	13.96%	14.49%		

Demographic Information (King & Pierce County)	2008	2009	2010	2011	2012	Change \$	Change %
Assessed Valuation (in 000's)	\$ 6,526,967	\$ 8,713,853	\$ 7,809,500	\$ 7,214,024	\$ 6,920,527	\$ (293,498)	-4%
Average Homeowner Assessed Value	\$ 259,000	\$ 302,900	\$ 246,000	\$ 223,000	\$ 203,000	\$ (20,000)	-9%
City Tax on an Average Home	\$ 383	\$ 450	\$ 448	\$ 430	\$ 422	\$ (8)	-2%
Population	67,005	67,485	68,270	70,705	71,240	535	1%
School Enrollment	14,716	14,589	14,482	14,363	14,219	(144)	-1%
CPI-W/Seattle, Annual growth rate	4.5%	0.4%	0.8%	1.8%	2.3%	0.5%	28%
IPD/Implicit Price Deflator	4.5%	-0.8%	1.5%	1.5%	1.7%	0.2%	10%



Property Tax Levy						Change	
	2008	2009	2010	2011	2012	\$	%
<i>City of Auburn</i>	\$ 1.48	\$ 1.49	\$ 1.82	\$ 1.93	\$ 2.08	\$ 0.15	8%
Auburn School District	4.41	4.38	5.09	6.00	6.14	0.14	2%
Pierce County	1.08	1.08	1.16	1.28	1.42	0.14	11%
Washington State	2.07	2.02	2.07	2.27	2.41	0.14	6%
Port of Tacoma	0.19	0.18	0.18	0.18	0.18	0.00	0%
Valley Regional Fire Authority (VRFA)	1.00	1.11	1.18	1.18	1.19	0.01	1%
Library	0.42	0.40	0.46	0.57	0.55	(0.02)	-4%
<b>Total Levy Rate</b>	\$ 10.65	\$ 10.66	\$ 11.97	\$ 13.41	\$ 13.97	\$ 0.56	4%
Auburn % to Total Levy	13.90%	13.95%	15.24%	14.39%	14.89%		

Demographic Information (King & Pierce County)						Change	
	2008	2009	2010	2011	2012	\$	%
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IPD/Implicit Price Deflator	4.5%	-0.8%	1.5%	1.5%	1.7%	0.2%	10%



## AGENDA BILL APPROVAL FORM

<b>Agenda Subject:</b> Ordinance No. 6432		<b>Date:</b> November 2, 2012
<b>Department:</b> Finance	<b>Attachments:</b> 2013-2014 Preliminary Budget; Ordinance No. 6432 and Schedule A	<b>Budget Impact:</b> \$226,354,993 – 2013 \$212,945,255 – 2014
<b>Administrative Recommendation:</b> City Council to introduce and adopt Ordinance No. 6432, establishing the City's budget for 2013-2014.		
<b>Background Summary:</b>  <p><b>Budget Process:</b> In June, the City began the process of developing the budget for the 2013-2014 biennium. This included budget workshops and public hearings as follows:</p> <ul style="list-style-type: none"> <li>- July 10: Fund and Process Overview (workshop #1)</li> <li>- August 23 and September 13: Proprietary and Capital Funds (workshops #2 and #3)</li> <li>- September 17: Review General Fund revenues; first public hearing on budget</li> <li>- September 26: General Fund and Special Revenue Funds (workshop #4)</li> </ul> <p>Following these presentations and workshops, Council provided policy guidance to the administration. These included clarifying 2011-2012 accomplishments and expanding upon 2013-2014 goals and objectives.</p> <p><b>2013-2014 Preliminary Budget:</b> A copy of the 2013-2014 Preliminary Budget was presented to Council on November 2, 2012.</p> <p><b>Ordinance No. 6432:</b> Council's approval of Ordinance No. 6432 will establish the City's 2013-2014 biennial budget. As the budget has been reviewed by Council during the budget workshops, adoption of Ordinance 6432 is scheduled as follows:</p> <ul style="list-style-type: none"> <li>- November 19: First reading by the Finance Committee and a public hearing before the full Council.</li> <li>- December 3: Second and final reading by the Finance Committee with referral to the full Council for adoption.</li> </ul> <p>Staff recommends Council approval of Ordinance No. 6432.</p>		
<b>Reviewed by Council &amp; Committees:</b> <input type="checkbox"/> Arts Commission <b>COUNCIL COMMITTEES:</b> <input type="checkbox"/> Airport <input checked="" type="checkbox"/> Finance <input type="checkbox"/> Hearing Examiner <input type="checkbox"/> Municipal Serv. <input type="checkbox"/> Human Services <input type="checkbox"/> Planning & CD <input type="checkbox"/> Park Board <input type="checkbox"/> Public Works <input type="checkbox"/> Planning Comm. <input type="checkbox"/> Other _____		<b>Reviewed by Departments &amp; Divisions:</b> <input type="checkbox"/> Building <input type="checkbox"/> M&O <input type="checkbox"/> Cemetery <input type="checkbox"/> Mayor <input type="checkbox"/> Finance <input type="checkbox"/> Parks <input type="checkbox"/> Fire <input type="checkbox"/> Planning <input type="checkbox"/> Legal <input type="checkbox"/> Police <input type="checkbox"/> Public Works <input type="checkbox"/> Human Resources <input type="checkbox"/> Information Services
<b>Action:</b> Committee Approval: <input type="checkbox"/> Yes <input type="checkbox"/> No Council Approval: <input type="checkbox"/> Yes <input type="checkbox"/> No                      Call for Public Hearing    ___/___/___ Referred to _____ Until ___/___/___ Tabled _____ Until ___/___/___		
<b>Councilmember:</b> Partridge		<b>Staff:</b> Coleman
<b>Meeting Date:</b> November 2, 2012		<b>Item Number:</b>

**ORDINANCE NO. 6432**

**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF AUBURN, WASHINGTON, ADOPTING THE 2013-2014 BIENNIAL BUDGET FOR THE CITY OF AUBURN, WASHINGTON**

WHEREAS, pursuant to the provisions of Chapter 35A.34, the Mayor of the City of Auburn has heretofore duly completed and placed on file with the City Clerk of the City of Auburn a preliminary biennial budget for 2013-2014, and

WHEREAS, notice was thereupon duly published, as required by law, stating that the Mayor had completed and placed on file such preliminary budget and a copy would be furnished to any taxpayer who would call therefore at the office of the City Clerk, and that the City Council of the City of Auburn would meet on November 19, 2012 at 7 30 p.m. for the purpose of fixing the budget and any taxpayer might appear at such time and be heard for or against any part of such budget, and designated the place of such meetings as the Council Chambers of Auburn City Hall, 25 West Main Street, Auburn, Washington, and

WHEREAS, the Mayor of the City of Auburn duly provided a suitable number of copies of such detailed preliminary budget to meet the reasonable demands of taxpayers therefore; and

WHEREAS, the City Council of the City of Auburn met at the time designated in said notice in the Council Chambers of the Auburn City Hall, 25 West Main Street, City of Auburn, on November 19, 2012 at 7.30 p.m., and any and all taxpayers of the City of Auburn were given full opportunity to be heard for or against such budget; and

WHEREAS, the City Council has conducted public hearings on September 17, 2012 and November 19, 2012 to consider the preliminary budget; and

WHEREAS, at the meeting held by the City Council on the 3rd day of December 2012 the City Council considered modifications of said budget,

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

**Section 1.** The 2013-2014 biennial budget for the City of Auburn, as shown on Schedule A, is hereby adopted

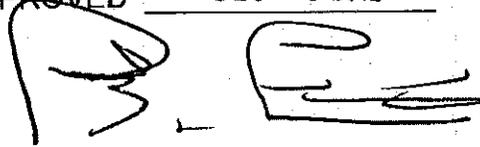
**Section 2. Implementation.** The Mayor is hereby authorized to implement such administrative procedures as may be necessary to carry out the directives of this legislation.

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

INTRODUCED: DEC 3 2012

PASSED: DEC 3 2012

APPROVED: DEC 3 2012



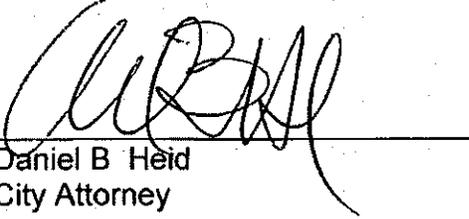
PETER B LEWIS, MAYOR

ATTEST



Danielle E. Daskam  
City Clerk

APPROVED AS TO FORM:



Daniel B. Heid  
City Attorney

PUBLISHED In the Seattle Times on 12/06/2012

Schedule A  
2013 Budget Summary by Fund

2013 BUDGET SUMMARY ALL FUNDS

Fund		Beginning	2013		Ending
		Fund Balance	Resources	Expenditures	Fund Balance
GENERAL FUND		\$12,108,801	\$50,570,748	\$54,368,539	\$8,311,009
SPECIAL REVENUE FUNDS	Arterial Street	1,300,518	13,120,070	13,564,224	856,364
	Local Street	1,117,320	1,627,600	2,474,250	270,670
	Hotel/Motel Tax	91,931	79,250	85,000	86,481
	Arterial Street Preservation	1,654,369	2,561,488	2,630,920	1,584,937
	Drug Forfeiture	919,090	281,300	282,922	917,468
	Housing & Community Development	55,647	450,000	460,000	45,647
	Recreational Trails	22,451	7,120	0	29,571
	Business Improvement Area	21,640	55,040	55,000	21,680
	Cumulative Reserve	7,313,905	3,000	1,616,109	5,700,796
	Mitigation Fees	2,303,427	945,185	717,210	2,531,402
DEBT SERVICE	1998 Library Bond	46,054	280,600	280,300	46,354
	City Hall Annex 2010 A&B Bond	158	1,696,520	1,696,520	158
	Local Revitalization 2010 C&D Bond	100	594,470	594,370	200
	LID Guarantee	44,488	100	10,000	34,588
	LID #250	349	56,392	56,372	369
	LID #350	0	7,245	7,245	0
	Golf Course Debt Service	0	390,429	390,429	0
CAPITAL PROJECTS	Municipal Park Construction	613,497	1,216,770	1,505,000	325,267
	Capital Improvements	5,268,537	1,551,487	2,053,720	4,786,304
ENTERPRISE FUNDS	Water	2,983,428	23,051,704	19,416,148	6,618,982
	Sewer	8,899,265	20,903,571	22,226,119	7,576,717
	Storm Drainage	6,057,392	13,564,424	13,322,702	6,299,114
	Solid Waste	725,294	11,954,270	12,083,202	596,362
	Airport	727,073	724,880	907,801	544,152
	Cemetery	13,406	1,049,010	1,003,564	58,852
	Golf Course	105,984	1,505,680	1,520,530	91,134
INTERNAL SERVICE FUNDS	Insurance	1,984,779	2,000	204,300	1,782,479
	Facilities	973,149	3,590,100	3,591,246	972,003
	Innovation and Technology	2,038,367	5,199,614	5,318,411	1,921,570
	Equipment Rental	4,511,304	3,113,450	4,389,664	3,235,090
FIDUCIARY FUNDS	Fire Pension	2,590,285	73,000	180,499	2,482,786
PERMANENT FUNDS	Cemetery Endowment	1,499,220	137,251	1,547,220	89,251
TOTAL		\$65,991,225	\$160,363,768	\$168,557,536	\$57,797,457
TOTAL BUDGET		\$226,354,993		\$226,354,993	

Schedule A  
2014 Budget Summary by Fund

2014 BUDGET SUMMARY - ALL FUNDS

Fund		Beginning	2014	2014	Ending
		Fund Balance	Resources	Expenditures	Fund Balance
GENERAL FUND		\$8,311,010	\$50,553,102	\$54,498,330	\$4,385,782
SPECIAL REVENUE FUNDS	Arterial Street	856,364	3,849,658	3,892,270	813,752
	Local Street	270,670	1,447,650	1,444,300	274,020
	Hotel/Motel Tax	86,181	79,250	85,000	80,431
	Arterial Street Preservation	1,584,937	2,042,723	2,000,000	1,627,660
	Drug Forfeiture	917,468	281,300	280,915	917,853
	Housing & Community Development	45,647	450,000	460,000	35,647
	Recreational Trails	29,571	7,120	0	36,691
	Business Improvement Area	21,680	55,040	55,000	21,720
	Cumulative Reserve	5,700,796	3,000	1,434,624	4,269,172
	Mitigation Fees	2,456,217	955,185	426,050	2,985,352
DEBT SERVICE	1998 Library Bond	46,354	284,000	283,700	46,654
	City Hall Annex 2010 A&B Bond	158	1,696,520	1,696,520	158
	Local Revitalization 2010 C&D Bond	200	598,320	598,220	300
	LID Guarantee	34,588	100	10,000	24,688
	LID #250	389	56,393	56,373	389
	LID #350	0	7,246	7,246	0
	Golf Course Debt Service	0	393,144	393,144	0
CAPITAL PROJECTS	Municipal Park Construction	325,267	18,171,700	18,436,000	60,967
	Capital Improvements	4,586,304	1,524,819	1,097,300	5,013,823
ENTERPRISE FUNDS	Water	6,618,981	13,562,749	16,516,114	3,665,616
	Sewer	7,576,717	21,558,701	21,863,847	7,271,571
	Storm Drainage	6,299,114	9,295,843	8,530,856	7,064,101
	Solid Waste	596,362	12,082,904	12,497,894	161,372
	Airport	544,152	808,380	867,903	484,629
	Cemetery	58,852	1,049,010	1,024,384	83,478
	Golf Course	91,134	1,521,430	1,537,577	74,987
INTERNAL SERVICE FUNDS	Insurance	1,782,479	2,000	204,400	1,580,079
	Facilities	972,003	3,432,500	3,447,704	956,799
	Innovation and Technology	1,921,570	4,990,126	5,137,179	1,774,517
	Equipment Rental	3,235,090	2,992,750	4,095,913	2,131,927
FIDUCIARY FUNDS	Fire Pension	2,482,786	73,000	180,860	2,374,926
PERMANENT FUNDS	Cemetery Endowment	1,547,220	139,351	1,595,220	91,351
TOTAL		\$59,000,241	\$153,945,014	\$164,654,843	\$48,290,412
TOTAL BUDGET		\$212,945,255		\$212,945,255	

## 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 manual.

#### **Account**

A record of additions, deletions, and balances of individual assets, liabilities, equity, revenues and expenses.

#### **Accrual Basis**

Refers to the accounting of revenues and expenditures on the basis of when they are incurred or committed, rather than when they are made or received. All funds except the governmental funds are accounted on this basis and the governmental funds are accounted on a modified accrual basis.

#### **Administrative or Support Departments**

Refers to the organizational units or departments that primarily provide services to other departments or divisions.

These departments include:

- Mayor and Council: Provides overall administration to the entire City. Also includes expenses related to the operation of the Council.
- Human Resources: Provides centralized personnel services to all City services. Also includes Civil Service which applies to Police and Fire Services.
- Finance: Provides centralized financial services to all City departments. Also provides a variety of other central administrative service including insurance, printing, data processing, and billing of City utilities.
- City Attorney: Provides centralized legal services to all City services.
- Innovation and Technology: Provides technology services to all City departments.
- Public Works: Provides centralized facilities maintenance and fleet maintenance 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**

A valuation set upon real estate or other property by a government (King County or Pierce County Tax Assessor) as a basis for levying taxes.

#### **B & O Tax**

Business and Occupation tax is a gross receipts tax levied on businesses. It is based on the value of products, gross proceeds of sales or gross income of the business.

#### **Balanced Budget**

A budget is considered balanced when the fund's total resources of beginning fund balance, revenues and other financing sources is equal to the total of expenditures, other financing uses and ending fund balance.

#### **BARS**

Budgeting, Accounting & Reporting System (BARS); refers to the accounting rules established by the State Auditor's Office.

**Baseline Budget**

The baseline budget consists of budget proposals that would be sufficient to maintain the operation of programs that had been previously, in earlier budgets, authorized.

**Bond**

A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate. The difference between a note and a bond is that the latter runs for a longer period of time and requires greater legal formality.

**Budget Amendment**

The method used to make revisions to the adopted budget. Adjustments are made via an ordinance approved by the City Council.

**Capital Assets**

Land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period and a cost of \$5,000 or greater.

**Capital Facilities Plan (CFP)**

A plan that studies the manner in which the capital needs of the City can be met and establishes policies and management programs to address those needs. A published six-year plan document is one element of the comprehensive plan required by Washington's Growth Management Act. Capital facilities generally have long useful lives, significant costs and tend not to be mobile.

**Capital Expenditures**

Expenditures that result in the acquisition of, or addition to, capital assets.

**Capital Project Construction Funds**

A type of fund which accounts for major general government construction projects financed by long-term general obligations.

**Community Development Block Grant (CDBG)**

A grant received annually by the City from the Department of Housing and Urban Development. While included in the budget for accounting purposes, specific allocation of these funds occurs in a separate process.

**Comprehensive Plan**

A long-range policy adopted by the City to guide decisions affecting the community's physical development.

**Consumer Price Index (CPI)**

Consumer Price Index measures a price change for a constant market basket of goods and services from one period to the next within the same city (or in the Nation). The CPI is not a true cost of living index and should not be used for place-to-place comparisons.

**Councilmanic Bonds**

General Obligation bonds authorized by the City Council.

**Current Expense Fund**

See General Fund.

**Debt Service**

Interest and principal payments on debt.

**Debt Service Funds**

A type of fund that accounts for the payment of outstanding long-term general obligations of the City.

**Department**

Refers to an organizational unit. In Auburn, it refers to nine such units: Mayor & Council, Human Resources and Risk Management Department, Finance Department, Legal Department (or City Attorney), Planning and Development, Police Department, Public Works Department, Innovation and Technology, Parks, Arts and Recreation Department (see administrative and line departments for descriptions). May be composed of one or more organizational units referred to as Divisions.

**Depreciation**

(1) Expiration in the service life of capital assets. (2) The portion of the cost of a capital asset that is charged as an expense during a particular period.

**Division**

Refers to an organizational unit below that of Department. All of the proprietary funds are administered as a Division, although sometimes referred to as Departments because of their status as such in a previous administration.

**Enterprise Funds**

A type of proprietary fund which contains activities which are operated in a manner similar to private businesses in Auburn, the Enterprise Funds account for the City's utilities, the cemetery, the golf course, and the airport.

**Endangered Species Act (ESA)**

The Endangered Species Act provides for the designation and protection of invertebrates, wildlife, fish and plant species that are in danger of becoming extinct and mandate conservation of the ecosystems in which endangered species depend.

**Expenditures**

The cost of goods or services that use current assets. When accounts are kept on the accrual or modified accrual basis, expenditures are recognized at the time the goods are delivered or services rendered.

**Full-Time Equivalent Position (FTE)**

Refers to budgeted employee positions based on the number of hours for each position. A full-time position is 1.00 FTE and equals 2,080 hours per year and a .50 position is 1,040 hours per year.

**Fund**

A self-balancing group of accounts which includes both revenues and expenditures.

**Fund Balance**

The difference between assets and liabilities reported in a governmental fund. Fund balances are either designated or undesignated.

Designated: Funds that have been dedicated to a particular purpose.

Undesignated: The remaining un-appropriated balance of the fund after accounting for the designated funds.

**Fiduciary Funds**

A group of funds which accounts for funds held by the City as a trustee.

**GAAP**

Generally Accepted Accounting Principles are standards used for accounting and reporting for both private industry and governments.

**General Fund**

A specific fund which accounts tax supported activities of the City and other types of activities not elsewhere accounted. In the City budget, this fund is divided into departments. Sometimes it may be referred to as the Current Expense Fund. The General Fund is a Governmental Fund.

**General Obligations (Debt)**

Refers to a type of debt that is secured by means of the tax base of the City or obligations against which the full faith and credit of the City was pledged. Includes debt incurred by three different circumstances:

- 1) debt incurred by the vote of the people and retired by means of a separate property tax levy,
- 2) debt approved by the City Council to be retired out of the proceeds of the regular levy (referred to as either councilmanic bonds or an inside levy), and
- 3) debt, which while secured by taxing authority, is retired by means of other revenue.

**Governmental Fund Types**

A group of funds that account the activities of the City that are of a governmental character, as distinguished from activities which are of a business character.

**Indirect Charges or Cost Allocation**

Refers to the process of accounting costs between funds and is usually applied to determining the costs of administrative services provided to Non-General Fund divisions.

**Inside Levy**

The dedication of a portion of the regular property tax levy to retire 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 equipment rental, innovation and technology, facilities, and insurance funds.

**Line Departments**

Line departments are those that provide services directly to the public and consist of the following departments:

- Planning and Development: Includes several divisions including Planning and Development, and Community and Human Services.
- Police: Provides all police services and animal control services.
- Public Works: Consists of several divisions or services, including engineering, water, sewer and storm utilities, equipment rental, streets, emergency management, and facilities.
- Parks: Provides recreational services and maintains park facilities. Includes senior services and the management of the cemetery and golf course.
- Finance: In addition to the administrative and support function noted above, also oversees the airport and solid waste divisions.

**Local Improvement Districts (LIDs)**

A LID is a legal mechanism that finances specific capital improvements which benefit specific properties. A LID places a special assessment against the benefited property to repay debt incurred to finance the improvements.

**METRO (Municipality of Metropolitan Seattle)**

Conveyance, treatment and disposal of all sanitary sewage collected within the Auburn sanitary sewer service area is provided by King County based on a contract signed in 1974 with Municipality of Metropolitan Seattle. The County and Metro consolidated effective January 1, 1994. The County now performs the services formerly performed by Metro. The county has assumed all obligations and contracts with Metro.

**Mill**

The property tax rate that is based on the valuation of property. A tax rate of one mill produces \$1 of taxes on each \$1,000 of property valuation.

**Mission Statement**

A declaration of a unit or of the overall organization's goal or purpose. The City of Auburn's Mission Statement can be found immediately preceding the Table of Contents and the Distinguished Budget Presentation Award in the Final Budget document.

**Mitigation Fees**

Fees paid by developers to equitably share the cost of infrastructure improvements required for supporting the development project.

**Modified Accrual Basis of Accounting**

Refers to the method of accounting in which (a) revenues are recognized in the accounting period of which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for un-matured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

**Object (as defined by the State Auditor's BARS manual)**

As used in expenditure classification, this term applies to the type of item purchased or the service obtained (as distinguished from the results obtained from expenditures). Examples are professional services, contractual services, and materials and supplies.

**Potential Annexation Area (PAA)**

Those currently unincorporated areas the City intends to annex within the 20-year time frame in the Comprehensive Plan.

**Program Improvements**

Program improvements are a type of budgetary action which consists of new initiatives or substantial changes to existing programs.

**Proprietary Funds**

A group of funds which account for the activities of the City which are of a proprietary or "business" character.

**Public Safety**

A term used to identify police services.

**Public Works Trust Fund (PWTF)**

A state program that makes available low-interest loans to help local governments with public works projects.

**Regular Levy**

The portion of the property tax that supports the General Fund.

**Revenue**

Refers to income from all sources, i.e. property taxes, fines and fees, permits, etc.

**Revenue Bonds**

Bonds that are retired by means of revenue, usually a proprietary fund. In a strict sense, these bonds are not secured by the tax base of the full faith and credit of the City, although sometimes general obligation bonds which are being retired by revenue may be referred inaccurately to as revenue bonds. While the full faith and credit of the City is not pledged as security, the revenue of a utility often is.

**Special Assessments**

An assessment similar to a tax (but legally distinct and is separately billed), applied to property participating in a Local Improvement District (LID) to retire the LID debt.

**Special Levy**

Separate property tax levies authorized by the voters for specific purposes.

**Special Revenue**

A type of governmental fund that accounts for the proceeds of specific revenue sources that are legally restricted for expenditures.

**Tax Base**

The wealth of the community available to be taxed by various forms of City taxes; commonly thought of as the assessed value of the community.

**Working Capital**

Working Capital is generally defined as current assets minus current liabilities. Working capital measures how much in liquid assets less short-term obligations is available to be used for budgeted expenditures.

**LIST OF ACRONYMS**

**BARS** - Budgeting, Accounting & Reporting System (BARS); refers to the accounting rules established by the State Auditor's Office.  
**CFP** - Capital Facilities Plan  
**CPI** - Consumer Price Index  
**EIS** - Environmental Impact Study  
**ESA** - The Endangered Species Act  
**FTE** - Full-Time Equivalent Position  
**GAAP** - Generally Accepted Accounting Principles  
**GMA** - Growth Management Act  
**LED** - Light Emitting Diode (street signals)  
**LEOFF** - Washington's Law Enforcement Officers' and Fire Fighters' Retirement System  
**LID** - Local Improvement District  
**MIT** - Muckleshoot Indian Tribe  
**NPDES** - National Pollution Discharge Elimination System  
**PAA** - Potential Annexation Area  
**PERS** - Washington's Public Employees' Retirement System  
**PWTF** - Public Works Trust Fund  
**RTID** - Regional Transportation Improvement District  
**SOS** - Save Our Streets program  
**TADA** - The Auburn Downtown Association  
**TIP** - Transportation Improvement Program  
**UTGO** - Unlimited Tax General Obligation bonds  
**WRIA** - Water Resources Inventory Area

CITY OF  
**AUBURN**

\* MORE THAN YOU IMAGINED

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