

Date: October 19, 2020  
To: Auburn City Council  
Re: 2021– 2022 Budget Overview

The purpose of this Budget Memorandum is to summarize the key processes, decisions and changes to the operating and capital programs included in the 2021-2022 Preliminary Budget.

**2021-2022 Budget Policy and Process** - Development of the City's budget is guided by a set of budget policies, citywide goals and strategies based upon the City's long-term vision. The City's budget policies are directed at conserving fiscal resources while supporting programmatic strategies. The City maintains a stable financial condition by managing expenditure budgets to available revenue streams. All funds contain adequate reserve balances and the City's debt is manageable. Budget recommendations reflect a long-range analysis of fiscal trends. These policies and practices have not only averted serious funding problems in the past, but have enabled our General Fund to remain financially stable during down times.

Due to continued uncertainty in the economic recovery and decisions by the State Legislature that affect distributions and costs to local governments, departments were tasked with the following guidelines in developing their specific budgets:

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

The City's budget development process went as follows:

Date	Workshop
27-Jul	Fund and budget process overview (WS #1)
10-Sep	General Fund departments (WS #2)
15-Sep	General Fund departments (continued) and Proprietary, Capital and Special Revenue Funds (WS #3)
16-Sep	Proprietary, Capital and Special Revenue funds (continued) (WS#4)
26-Oct	Public hearing and General Fund revenue trends [upcoming]

The Preliminary 2021-2022 Budget attached to this budget memorandum represents the results and decisions from these meetings and workshops. The total citywide preliminary budget is \$351,031,051 for 2021 and is 18.0% more than the adopted 2020 budget because of the increased enterprise fund capital projects. The budget for 2022 is \$326,609,691 and is 7.0% less than the 2021 budget. Sections 1 and 5 include a detailed presentation of the City's budget.

**2021-2022 Preliminary Budget** - The remainder of this memorandum summarizes the key changes included in the 2021-2022 Preliminary Budget.

**Salaries and Benefits** - The City budgets all positions at 100% for each year and all fund salaries and benefits include step increases. All affiliated groups' salary concessions lapse at the end of 2021 with the exception of Teamsters which goes through 2022. Unaffiliated salary increases in 2021 and 2022 are assumed to be commensurate with labor contracts.

Benefits include a 5% allowance for increases in medical care and a 1% increase in dental costs with no increase for vision care. 2022 benefits include a 10% allowance for increases in medical care and a 5% increase in dental costs with no increase for vision care. No increases are projected for Labor and Industries industrial insurance rates. PERS 2 and 3 employer pension rates include a rate decrease from 12.86% in 2021 to 10.42% effective July 1, 2021.

All staffing changes are noted on page 43 with total authorized FTEs of 454.35 in 2021 and 455.35 in 2022. This includes the addition of two new FTEs as part of approved Program Improvements:

- Economic Development Coordinator (Administration Department)
- B&O Tax Specialist (Finance Department)

The net effect of all staffing changes and salary increases will increase citywide annual salaries and wages from \$45.8 million in 2020 to \$46.3 million in 2021 and \$48.6 million in 2022. Citywide benefits will decrease from \$23.6 million in 2020 to \$22.6 million in 2021 and increase to \$23.6 million in 2022.

**General Fund Budget Highlights** -The total General Fund budget, including fund balance, is \$92.8 million for 2021 and \$92.5 million for 2022. The 2021 budget is 5.9% higher than the adopted 2020 budget, and the 2022 budget is a 0.3% decrease from 2021 *[page 114]*.

• **Revenues:**

- Property taxes –The City plans a 1% levy increase, plus new construction in both 2021 and 2022 *[page 80]*;
- Sales taxes – Like many of the City's revenue streams, sales taxes were affected by the COVID-19 pandemic in early 2020 with ongoing impacts still being observed. 2020 sales tax revenues are expected to come in about 10% below budget but are projected to increase by 8.8% in 2021 and an additional 5% in 2022 *[page 81]*;
- Streamlined Sales Tax (SST) mitigation payments – These payments sunset in 2020 and are, in theory, being replaced by Marketplace Fairness Act (internet sales) taxes. However, MFA revenues have been below SST mitigation payments since their inception *[page 82]*.

• **Expenditures:**

- Expenditures – Budgeted General Fund expenditures are projected to increase by \$1.6 million from 2020 to 2021, largely due to increases in salary costs. Budgeted expenditures are projected to grow by another \$3.3 million in 2022 due to increases in salary costs, as well as for charges for the SCORE facility and for 911 service (\$0.2 million).
- Fund balance – The projected General Fund balance decreases in 2021 and again in 2022 with the following estimated ending fund balances *[pages 62 and 105]*:

	Estimated Ending Fund Balance	Minimum Ending Fund Balance (8%)	Over (Under) Minimum	Target Ending Fund Balance (12%)	Over (Under) Target
2020 amended	\$ 14,783,802	6,726,808	8,056,994	10,090,213	4,693,589
2021 proposed	10,524,785	6,583,526	3,941,259	9,875,289	649,496
2022 proposed	6,858,019	6,848,401	9,618	10,272,602	(3,414,583)

- **Future Challenges** – In addition to lasting effects of the COVID-19 pandemic, several challenges continue to impact the City and affect available revenues and expenditures in the 2021-2022 budget. These include:
  - Demand for services – including public safety, transportation, and human services – continues to increase faster and are greater than budgeted revenue growth;
  - There is a growing need in human services (homelessness and mental health);
  - PERS 1 continues to be underfunded and there is a continued LEOFF 1 liability.

The General Fund's Non-Departmental expenses include budgets for retirement contingencies, LEOFF 1 medical obligations, payments for general contracts and services and budgeting of general fund ending balance.

### Special Revenue Fund Highlights:

- The **Arterial Street Fund** supports major street capital projects. Major projects for 2021 and 2022 include: Auburn Way South improvements, 49<sup>th</sup> Street NE, and 29<sup>th</sup> Street SE/R Street SE intersection projects. Funding for arterial street projects comes from fund balance, motor vehicle fuel taxes, traffic impact fees, real estate excise taxes, federal/state grants, and developer contributions. This fund's budget totals \$5.5 million in 2021 and \$5.9 million in 2022 *[page 230]*;
- The **Local Street Fund** supports the City's Save Our Streets local street transportation program. Funding for the SOS program in 2021 and 2022 is from real estate excise taxes (REET). In addition, the City's water, sewer and storm drainage utilities each provide \$50,000 per year to support utility projects related to local street improvements. *[page 231]*
- The **Arterial Street Preservation Fund** supports arterial street repairs. Major projects include the annual Arterial Street preservation program, Lakeland Hill Way preservation project, and the 2nd Street preservation project. This fund is supported by a 1% utility tax on water, sewer, storm, garbage, telephone, cable, gas and electric utility services as well as grants. The fund's budget totals \$2.9 million in 2021 and \$2.1 million in 2022 *[page 232]*;
- The **Community Development Block Grant (CDBG) Fund** is funded with an annual grant from CDBG of \$600,000 per year over the two-year period as well as other grant funds as available *[page 114]*. The 2019-2020 budget added a Housing Repair Technician FTE to perform services that were previously delivered by outside contractors, resulting in more households being served and reduced wait times for community members in need of these services *[page 200]*;
- The **Cumulative Reserve Fund** serves as the City's general savings or rainy-day fund. This fund is budgeted to end 2022 with \$4.6 million. Budgeted items in this fund for 2021-2022 include a one-time transfer to the General Fund in 2022 *[page 160]*.

### Capital Project Fund Highlights

- The **Capital Improvements Fund** budget totals \$7.9 million in 2021 and \$3.7 million in 2022, excluding ending fund balance. A significant portion of these expenditures are transfers of REET monies to other funds for street and other construction projects. Major projects in this fund include the 104<sup>th</sup> Avenue Park development and the Lea Hill Safe Routes to Schools projects *[page 171]*;
- The **Municipal Parks Construction Fund** budget totals \$2.9 million in 2021 and \$3.7 million in 2022. Major projects include the Jacobson Tree Farm development, West Hill Park acquisition, and Game Farm Park improvements *[page 269]*;

### Enterprise Fund Highlights

- **Water, Sewer and Storm Drainage utilities** are funded from user fees and charges, system development charges, interest earnings, and miscellaneous revenues. Funding in the water utility in 2020 included \$15.7 million in funds for refinancing of existing debt and new debt for planned capital projects in 2021 and 2022. Major utility projects in the water utility include: the Academy Pump

Station pump replacement project, lead service line replacements and the deduct meter replacement project; in the sewer utility: the Rainier Ridge Pump Station rehabilitation/replacement project and annual repair/replacement projects; and in the storm drainage utility: the D Street SE storm improvement project, vegetation sorting facility project, north airport area improvements, and annual repair/replacement projects. At the end of 2022, the water utility is budgeted to end with \$10.0 million in working capital; the sewer utility with \$15.7 million; and the Storm Drainage utility with \$14.6 million *[pages 236, 241, 246]*;

- The **Airport Fund** expects to receive about \$0.4 million in Federal Aviation Administration grants during 2021-2022. The fund is also expected to issue about \$3.8 million in bonds to finance improvements to airport hangars. This fund is budgeted to end 2022 with \$433,000 in working capital *[page 251]*;
- Revenues at the **Cemetery Fund** are expected to remain essentially flat in 2021 and 2022. This fund is budgeted to end 2022 with \$270,000 in working capital *[page 271]*.

### Internal Service Funds

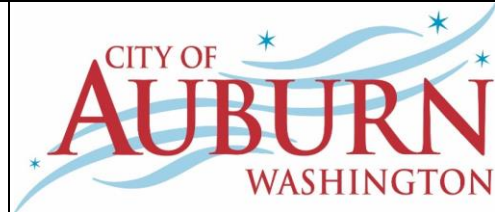
- **Equipment Rental and Replacement Fund (ERR)** has an anticipated ending working capital balance of \$5.2 million in 2022. Major projects in 2021-2022 include improvements to the vehicle storage bay, fuel tank replacement, and the construction of an additional vehicle maintenance bay. Major equipment costs for 2021-2022 include the replacement of City vehicles and the purchase of six SWAT take-home vehicles for the Police Department *[page 255]*;
- The **Facility Fund** is budgeted to end 2022 with \$600,000 in working capital. Significant facility maintenance efforts include replacement of HVAC equipment at several City-owned buildings, modification of the City Hall elevator, generator maintenance, and miscellaneous building repair projects *[page 135]*;
- The **Innovation and Technology Fund** is projected to end 2022 with \$1.7 million in working capital. Significant IT projects in 2021-2022 include new infrastructure installations, new fiber and wireless expansion and the expansion and upgrade of surveillance systems and cameras *[page 278]*.

### Program Improvements

- A summary and detail of the funded **program improvements** are included in this budget *[page 304]*.



# 2021 – 2022 Budget in Brief



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

## City Goals:



### CHARACTER

Developing and preserving attractive and interesting places where people want to be.



### WELLNESS

Promoting community-wide health and safety wellness.



### SERVICE

Providing transparent government service.



### SUSTAINABILITY

Creating a sustainable future for our community.



### CELEBRATION

Celebrating our diverse cultures, heritage, and community.



### ECONOMY

Encouraging a diverse and thriving marketplace for consumers and businesses.



### ENVIRONMENT

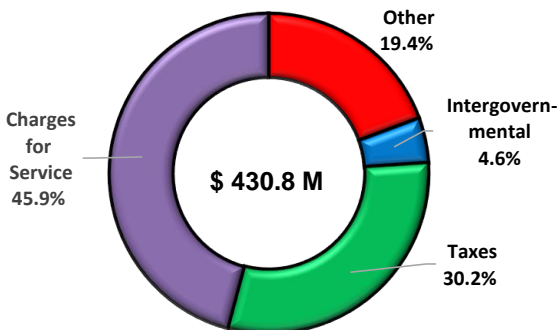
Stewarding our environment.

## BUDGET HIGHLIGHTS:

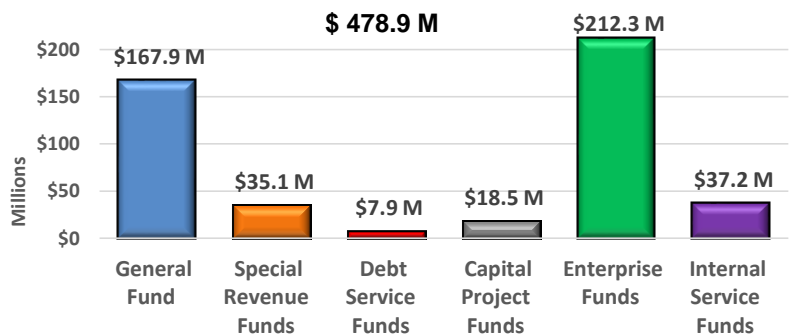
Key issues affecting the 2021-2022 budget process include maintaining the City's ability to provide current levels of service, ensuring that all new programs were aligned with the Mayor's and Council's priorities, and providing adequate fund balances and reserves. Major budget highlights include:

- Many of the City's revenues were affected by the COVID-19 pandemic in early 2020, with ongoing impacts still being observed. Most of revenue accounts are generally projected to improve somewhat during 2021, with most expected to be back on track by 2022.
- Demand for services — including public safety, human services, and transportation — continues to increase faster than expected revenue
- There is a growing need in human services (homelessness and mental health).
- Salaries and benefits represent 59% of the General Fund budget. Overall, about 87% of General Fund expenditures are non-discretionary.
- Police labor contracts are up for renegotiation at the end of 2021, and the Teamsters' contract at the end of 2022. Unaffiliated salary in 2021-2022 will be commensurate with labor contracts.

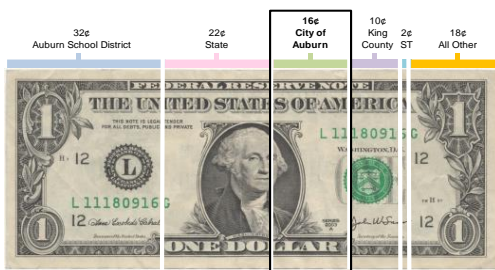
## 2021-2022 CITY-WIDE REVENUES BY TYPE:



## 2021-2022 CITY-WIDE EXPENDITURES BY FUND TYPE:



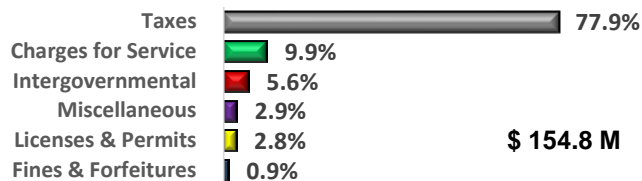
## WHERE YOUR 2020 PROPERTY TAX DOLLAR GOES:



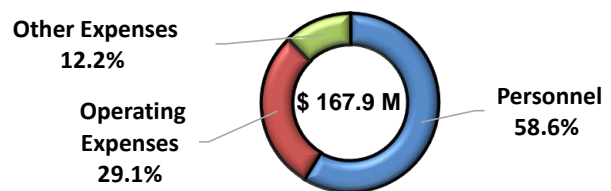
## WHERE YOUR 2020 SALES TAX DOLLAR GOES:



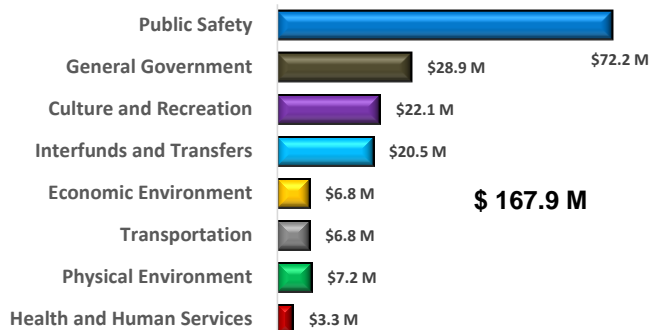
## GENERAL FUND REVENUES BY CATEGORY:



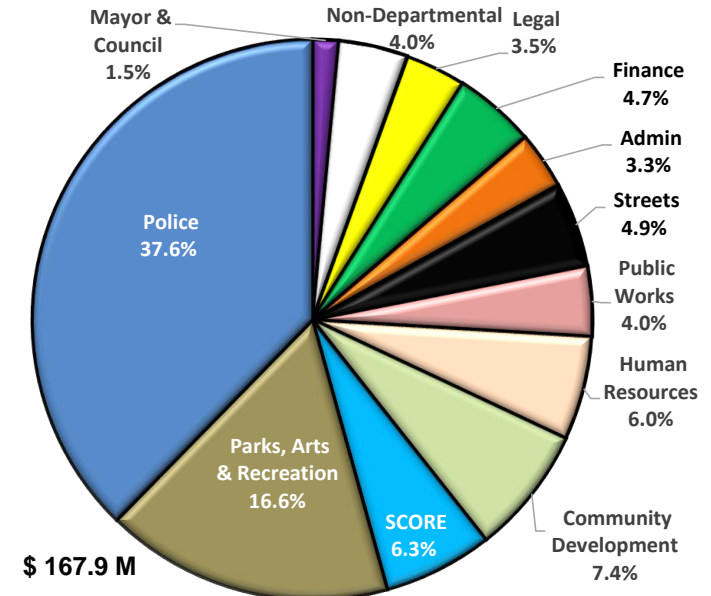
## GENERAL FUND EXPENDITURES BY TYPE:



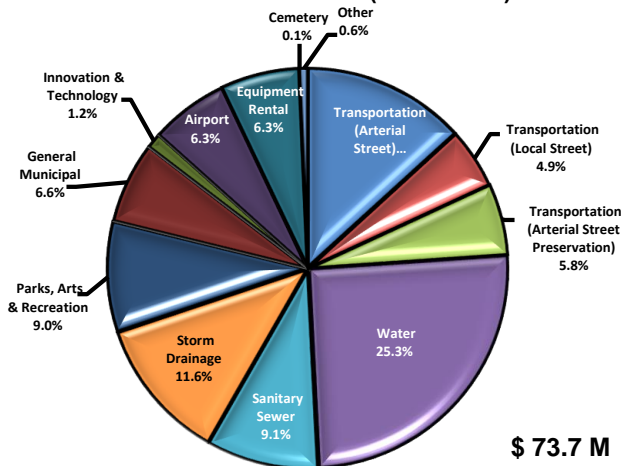
## GENERAL FUND EXPENDITURES BY FUNCTION:



## GENERAL FUND EXPENDITURES BY DEPARTMENT:



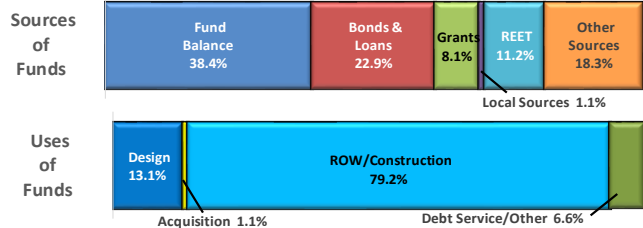
## CAPITAL BUDGET SUMMARY (2021–2022):



## CAPITAL PROJECTS

### SOURCES AND USES (2021-2022):

**\$ 73.7 M**



## Major Projects Planned for 2021-2022:

### Street Projects

Local Street Improvement Program	\$ 3.9 M
Auburn Way S Improvements Project	2.3 M
49th Street NE Project	2.0 M
Arterial Street Preservation Program	2.0 M
Lakeland Hills Way Preservation Project	1.4 M
29th St SE & R St SE Intersection Improvements	1.3 M
Riverwalk Drive SE Non-Motorized Improvements	1.2 M
2nd Street SE Preservation Project	0.9 M

### Other Projects

Lead Service Line Replacements (Water Fund)	\$ 4.5 M
Academy Pump Station Pump Replacement (Water Fund)	3.6 M
Jacobsen Tree Farm Development Project (Municipal Parks)	3.4 M
Local Street Reconstruction Program (Water Fund)	3.4 M
Rainier Ridge Pump Station Rehab/Repl. Project (Sewer Fund)	3.4 M
Hangar Facility Construction Project (Airport Fund)	2.8 M
Coal Creek Springs Transmission Main Replacement (Water)	2.4 M

## SIGNIFICANT NEW PROGRAMS AND INITIATIVES:

Department	Program Title	Duration	2021 Net Cost	2022 Net Cost
Facilities	HVAC Equipment Replacement	ongoing	\$ 1,064,800	\$ -
Police	6 SWAT Take Home Vehicles	one-time	464,400	-
Water Fund	SCADA Radio System Upgrade	ongoing	300,000	-
Parks	Community Ctr Parking Lot Repair	one-time	250,000	-
Finance	B&O Tax Specialist	one-time	150,500	(4,499,500)
Comm Develop	Human Services Grant Funding	ongoing	110,000	110,000
Public Works	Survey Equipment Replacement	ongoing	88,000	-

## ELECTED OFFICIALS:

Mayor	Nancy Backus
Deputy Mayor	Claude DaCorsi
Council Member	Bob Baggett
Council Member	Larry Brown
Council Member	James Jeyaraj
Council Member	Robyn Mulenga
Council Member	Chris Stearns
Council Member	Yolanda Trout-Manuel

For more details, the City's 2021-2022 budget is posted on the City's website at: <http://www.auburnwa.gov/BiennialBudget>

# Table of Contents

## PAGE

### 1 Preface

*Provides introductory information, including:*

- \* the budget memorandum to Council;
- \* a budget-in-brief;
- \* the table of contents;
- \* the agenda bills and budget ordinances;
- \* Auburn's vision and mission statement; and
- \* the Mayor's transmittal letter

### 23 Section I: Budget Summary

*Summarizes the 2021-2022 biennial budget and provides comparisons to previous years' revenues and expenditures. Includes:*

- \* a reader's guide;
- \* the City's financial structure;
- \* a discussion of the general fiscal environment and key issues affecting the budget;
- \* summary-level budget reports; and
- \* comparative budget summaries

### 47 Section II: Process / Policies

*Describes:*

- \* the City's organization;
- \* basis of budgeting;
- \* budget process;
- \* calendar;
- \* purpose and structure;
- \* components of the budget;
- \* budget policies;
- \* 2019-2020 City-wide goals and accomplishments and 2021-2022 City-wide goals; and
- \* the 2021-2022 budget strategy

### 73 Section III: Financial Plan

*Provides:*

- \* Analyses of budgeted revenues and expenditures
- \* A revenue analysis for each fund type:
  - General Fund
  - Special Revenue Funds
  - Capital Project Funds
  - Enterprise Funds
  - Internal Service Funds
  - Fiduciary Funds
  - Permanent Fund
- \* The General Fund six-year financial forecast
- \* Long-term debt obligations and debt capacity
- \* General Fund fiscal capacity
- \* Working capital for proprietary funds

### 111 Section IV: Operating Budget

*Includes an introduction, including a list of sections for which information is presented in this section; summary tables and graphs for the baseline budget and the General Fund budget; and sections for each administrative department:*

- \* Mayor and City Council
- \* Administration
- \* Human Resources and Risk Management
- \* Finance
- \* Legal
- \* Community Development
- \* Police Department and SCORE
- \* Public Works
- \* Parks, Arts & Recreation
- \* Innovation & Technology

## PAGE

### 281 Section V: Budget Details

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

- \* 2021 Revenue by Type – All Funds
- \* 2021 Expenditures by Object – All Funds
- \* 2022 Revenue by Type – All Funds
- \* 2022 Expenditures by Object – All Funds
- \* 2021 Budget Summary – Operating Funds
- \* 2021 Budget Summary – Capital Funds
- \* 2022 Budget Summary – Operating Funds
- \* 2022 Budget Summary – Capital Funds
- \* Administrative Structure
- \* Costs by Administrative Structure
- \* Departmental Expenditures by Cost Center – General Fund
- \* Citywide Interfund Operating Transfers

### 303 Section VI: Proposed Program Improvements

*Presents the program improvements that have been recommended by the Mayor and City Council during budget deliberations:*

- \* Airport
- \* Administration
- \* Engineering
- \* Equipment Rental
- \* Facilities
- \* Finance
- \* Community Development
- \* Police
- \* Parks, Arts and Recreation
- \* Water

### 323 Section VII: Capital Planning, Programming, and Budget

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

- \* Transportation projects
- \* Water Utility projects
- \* Sanitary Sewer projects
- \* Storm Drainage projects
- \* Parks, Arts and Recreation projects
- \* General Municipal projects and Community Improvements
- \* Other Proprietary Fund projects



## AGENDA BILL APPROVAL FORM

<b>Agenda Subject:</b> Ordinance No. 6794		<b>Date:</b> October 20, 2020
<b>Department:</b> Finance	<b>Attachments:</b> 2021-2022 Preliminary Operating Budget; Ordinance No. 6794 and Schedule A	<b>Budget Impact:</b> \$260,345,689 – 2021 \$254,596,919 – 2022

**Administrative Recommendation:**

City Council to introduce and adopt Ordinance No. 6794, establishing the City's operating budget for 2021-2022.

**Background Summary:**

Budget Process: In May, the City began the process of developing the budget for the 2021-2022 biennium. This included budget workshops as follows:

- July 27: Fund and budget process overview (workshop #1)
- September 10: General Fund Departments (workshop #2)
- September 15: General Fund Departments (continued) and Proprietary, Capital and Special Revenue Funds (workshop #3)
- September 16: Proprietary, Capital and Special Revenue Funds (continued) (workshop #4)

During these presentations and workshops, Council provided input and policy guidance to staff.

2021-2022 Preliminary Budget: A copy of the 2021-2022 Preliminary Budget was filed with the City Clerk, distributed to Council, and made available to the public on October 26, 2020.

Capital Budget: Council will adopt the City's 2021-2022 biennial capital budget separately, with the approval of Ordinance No. 6796.

Ordinance No. 6794: Council's approval of Ordinance No. 6794 will establish the City's 2021-2022 biennial operating budget. As the operating budget has been reviewed by Council during the budget workshops, adoption of Ordinance 6794 is scheduled as follows:

- October 26: First public hearing.
- November 2: Second public hearing
- November 16: Council adoption.

Staff recommends Council approval of Ordinance No. 6794.

	<b>Staff:</b> Thomas
<b>Meeting Date:</b> October 26, 2020	<b>Item Number:</b>

**ORDINANCE NO. 6794**

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF AUBURN, WASHINGTON, ADOPTING THE 2021-2022 BIENNIAL OPERATING BUDGET FOR THE CITY OF AUBURN, WASHINGTON

THE CITY COUNCIL OF THE CITY OF AUBURN, WASHINGTON, DO  
ORDAIN AS FOLLOWS:

**Section 1.** As required by Chapter 35A.34 RCW, the Mayor of the City of Auburn has completed and placed on file with the City Clerk of the City of Auburn a preliminary biennial operating budget for 2021-2022. Notice was published, as required by law, stating that: a) the Mayor had completed and placed the preliminary budget on file; b) a copy would be provided at the office of the City Clerk to any taxpayer who requested a copy; c) the City Council of the City of Auburn would meet on November 16, 2020 at 7:00 p.m. in the Council Chambers of Auburn City Hall, 25 West Main Street, Auburn, Washington for the purpose of fixing the budget and any taxpayer might appear at such time and be heard for or against any part of the budget; d) the Mayor provided a suitable number of copies of the detailed preliminary operating budget to meet the reasonable demands of taxpayers; e) The Mayor and the City Council met at the time and place designated in the notice and all taxpayers of the City were given full opportunity to be heard for or against the budget; f) the City Council has conducted public hearings on October 26, 2020, November 2, 2020, and November 16, 2020 to consider this preliminary operating budget; g) at the meeting held by the City Council on the November 16, 2020 the City Council considered modifications of the proposed operating budget and approved the 2021-2022 biennial budget for the City of Auburn as adopted by this Ordinance as shown on Schedule

A.

**Section 2. Implementation.** The Mayor is authorized to implement those administrative procedures as may be necessary to carry out the directives of this legislation.

**Section 3. Severability.** The provisions of this ordinance are declared to be separate and severable. The invalidity of any clause, sentence, paragraph, subdivision, section or portion of this ordinance, or the invalidity of the application thereof to any person or circumstance shall not affect the validity of the remainder of this ordinance, or the validity of its application to other persons or circumstances.

**Section 4. Effective Date.** This Ordinance shall take effect and be in force five (5) days from and after its passage, approval and publication as provided by law.

INTRODUCED: \_\_\_\_\_

PASSED: \_\_\_\_\_

APPROVED: \_\_\_\_\_

\_\_\_\_\_  
NANCY BACKUS, MAYOR

ATTEST:

\_\_\_\_\_  
Shawn Campbell, MMC, City Clerk



APPROVED AS TO FORM:

\_\_\_\_\_  
Kendra Comeau, City Attorney

PUBLISHED: \_\_\_\_\_

# Schedule A

## 2021 OPERATING FUNDS BUDGET SUMMARY

Fund		Beginning Fund Balance	2021 Resources	2021 Expenditures	Ending Fund Balance
GENERAL FUND		\$19,948,152	\$72,870,710	\$82,294,077	\$10,524,785
SPECIAL REVENUE FUNDS	Hotel/Motel Tax	225,286	139,100	177,110	187,276
	Drug Forfeiture	957,967	147,600	492,994	612,573
	Housing & Community Development	42,904	600,000	600,000	42,904
	Business Improvement Area	96,325	55,700	90,000	62,025
	Cumulative Reserve	6,383,315	101,000	-	6,484,315
DEBT SERVICE	City Hall Annex 2010 A&B Bond	4,489	1,645,300	1,645,300	4,489
	Local Revitalization 2010 C&D Bond	33,593	574,070	573,800	33,863
	LID #249	1,669	10	-	1,679
	LID #350	403	960	-	1,363
	Golf / Cemetery 2016 Refunding	-	371,000	371,000	-
	SCORE 2009 A&B Bond	-	1,366,100	1,366,100	-
ENTERPRISE FUNDS	Water	17,088,517	19,149,300	25,067,833	11,169,984
	Sewer	7,837,981	9,670,730	8,507,355	9,001,356
	Sewer Metro	2,066,136	20,335,950	20,331,250	2,070,836
	Storm Drainage	8,943,194	10,686,150	9,366,223	10,263,121
	Solid Waste	5,753,618	16,775,500	16,950,830	5,578,288
	Airport	810,777	5,285,700	4,487,696	1,608,781
	Cemetery	505,802	1,203,600	1,344,820	364,582
INTERNAL SERVICE FUNDS	Insurance	1,741,353	12,800	182,900	1,571,253
	Workers' Compensation	2,382,027	1,139,400	876,800	2,644,627
	Facilities	986,936	3,713,100	4,076,191	623,845
	Innovation and Technology (includes Multimedia)	2,597,407	6,724,750	7,372,520	1,949,637
	Equipment Rental	2,384,056	2,306,800	3,138,077	1,552,779
FIDUCIARY FUNDS	Fire Pension	2,033,441	103,500	210,204	1,926,737
	SKHHP (South King Housing & Homelessness Partners)	241,645	253,100	307,860	186,885
PERMANENT FUNDS	Cemetery Endowment Care	1,983,146	63,620	-	2,046,766
TOTAL OPERATING BUDGET		\$85,050,139	\$175,295,550	\$189,830,940	\$70,514,749
TOTAL OPERATING BUDGET		\$260,345,689		\$260,345,689	

# Schedule A

## 2022 OPERATING FUNDS BUDGET SUMMARY

Fund		Beginning Fund Balance	2022 Resources	2022 Expenditures	Ending Fund Balance
GENERAL FUND		\$10,524,785	\$81,938,250	\$85,605,016	\$6,858,019
SPECIAL REVENUE FUNDS	Hotel/Motel Tax	187,276	168,900	177,110	179,066
	Drug Forfeiture	612,573	148,000	356,531	404,042
	Housing & Community Development	42,904	600,000	600,000	42,904
	Business Improvement Area	62,025	55,400	90,000	27,425
	Cumulative Reserve	6,484,315	80,000	1,950,000	4,614,315
DEBT SERVICE	City Hall Annex 2010 A&B Bond	4,489	1,637,300	1,637,300	4,489
	Local Revitalization 2010 C&D Bond	33,863	567,370	567,100	34,133
	LID #249	1,679	10	-	1,689
	LID #350	1,363	10	-	1,373
	Golf / Cemetery 2016 Refunding	-	371,300	371,300	-
	SCORE 2009 A&B Bond	-	1,366,700	1,366,700	-
ENTERPRISE FUNDS	Water	11,169,984	19,298,050	23,266,154	7,201,880
	Sewer	9,001,356	9,992,880	8,321,966	10,672,270
	Sewer Metro	2,070,836	21,012,700	21,008,800	2,074,736
	Storm Drainage	10,263,121	10,951,870	9,283,281	11,931,710
	Solid Waste	5,578,288	18,629,600	18,719,680	5,488,208
	Airport	1,608,781	1,507,100	2,878,847	237,034
	Cemetery	364,582	1,280,400	1,386,048	258,934
INTERNAL SERVICE FUNDS	Insurance	1,571,253	12,000	183,200	1,400,053
	Workers' Compensation	2,644,627	1,144,900	884,000	2,905,527
	Facilities	623,845	3,694,500	3,724,226	594,119
	Innovation and Technology (includes Multimedia)	1,949,637	6,903,800	7,014,444	1,838,993
	Equipment Rental	1,552,779	2,301,100	3,079,708	774,171
FIDUCIARY FUNDS	Fire Pension	1,926,737	103,600	211,204	1,819,133
	SKHHP (South King Housing & Homelessness Partners)	186,885	252,300	315,450	123,735
PERMANENT FUNDS	Cemetery Endowment Care	2,046,766	64,130	-	2,110,896
TOTAL OPERATING BUDGET		\$70,514,749	\$184,082,170	\$192,998,065	\$61,598,854
TOTAL OPERATING BUDGET		\$254,596,919		\$254,596,919	



## AGENDA BILL APPROVAL FORM

<b>Agenda Subject:</b> Ordinance No. 6796		<b>Date:</b> October 20, 2020
<b>Department:</b> Finance	<b>Attachments:</b> 2021-2022 Preliminary Capital Budget; Ordinance No. 6796 and Schedule A	<b>Budget Impact:</b> \$90,685,362 – 2021 \$72,012,772 – 2022

**Administrative Recommendation:**

City Council to introduce and adopt Ordinance No. 6796, establishing the City's capital budget for 2021-2022.

**Background Summary:**

Budget Process: In May, the City began the process of developing the budget for the 2021-2022 biennium. This included budget workshops as follows:

- July 27: Fund and budget process overview (workshop #1)
- September 10: General Fund Departments (workshop #2)
- September 15: General Fund Departments (continued) and Proprietary, Capital and Special Revenue Funds (workshop #3)
- September 16: Proprietary, Capital and Special Revenue Funds (continued) (workshop #4)

During these presentations and workshops, Council provided input and policy guidance to staff.

2021-2022 Preliminary Budget: A copy of the 2021-2022 Preliminary Budget was filed with the City Clerk, distributed to Council, and made available to the public on October 26, 2020.

Operating Budget: Council will adopt the City's 2021-2022 biennial operating budget separately, with the approval of Ordinance No. 6794.

Ordinance No. 6796: Council's approval of Ordinance No. 6796 will establish the City's 2021-2022 biennial capital budget. As the capital budget has been reviewed by Council during the budget workshops, adoption of Ordinance 6796 is scheduled as follows:

- October 26: First public hearing.
- November 2: Second public hearing
- November 16: Council adoption.

Staff recommends Council approval of Ordinance No. 6796.

	<b>Staff:</b> Thomas
<b>Meeting Date:</b> October 26, 2020	<b>Item Number:</b>

**ORDINANCE NO. 6796**

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF  
AUBURN, WASHINGTON, ADOPTING THE 2017-2018  
BIENNIAL CAPITAL BUDGET FOR THE CITY OF AUBURN,  
WASHINGTON

WHEREAS, in Ordinance No. 6682, the City Council created Chapter 3.06 of the Auburn City Code to repurpose special capital funds and establish a multi-year capital budgeting process.

NOW THEREFORE, THE CITY COUNCIL OF THE CITY OF AUBURN, WASHINGTON, DO ORDAIN AS FOLLOWS:

**Section 1.** As required by Chapter 35A.34 RCW, the Mayor of the City of Auburn has completed and placed on file with the City Clerk of the City of Auburn a preliminary biennial capital budget for 2021-2022. Notice was published, as required by law, stating that: a) the Mayor had completed and placed the preliminary budget on file; b) a copy would be provided at the office of the City Clerk to any taxpayer who requested a copy; c) the City Council of the City of Auburn would meet on November 16, 2020 at 7:00 p.m. in the Council Chambers of Auburn City Hall, 25 West Main Street, Auburn, Washington for the purpose of fixing the budget and any taxpayer might appear at such time and be heard for or against any part of the budget; d) the Mayor provided a suitable number of copies of the detailed preliminary capital budget to meet the reasonable demands of taxpayers; e) The Mayor and the City Council met at the time and place designated in the notice and all taxpayers of the City were given full opportunity to be heard for or against the budget; f) the City Council has conducted public hearings on October 26, 2020, November 2, 2020, and November 16, 2020 to consider this preliminary capital budget; g) at the meeting held

by the City Council on the November 16, 2020 the City Council considered modifications of the proposed operating budget and approved the 2021-2022 biennial budget for the City of Auburn as adopted by this Ordinance as shown on Schedule A.

**Section 2. Implementation.** The Mayor is authorized to implement those administrative procedures as may be necessary to carry out the directives of this legislation.

**Section 3. Severability.** The provisions of this ordinance are declared to be separate and severable. The invalidity of any clause, sentence, paragraph, subdivision, section or portion of this ordinance, or the invalidity of the application thereof to any person or circumstance shall not affect the validity of the remainder of this ordinance, or the validity of its application to other persons or circumstances.

**Section 4. Effective Date.** This Ordinance shall take effect and be in force five (5) days from and after its passage, approval and publication as provided by law.



INTRODUCED: \_\_\_\_\_

PASSED: \_\_\_\_\_

APPROVED: \_\_\_\_\_

\_\_\_\_\_  
NANCY BACKUS, MAYOR

ATTEST:

\_\_\_\_\_  
Shawn Campbell, MMC, City Clerk

APPROVED AS TO FORM:

\_\_\_\_\_  
Kendra Comeau, City Attorney

PUBLISHED: \_\_\_\_\_

# Schedule A

## 2021 CAPITAL FUNDS BUDGET SUMMARY

Fund		Beginning Fund Balance	2021 Resources	2021 Expenditures	Ending Fund Balance
SPECIAL REVENUE FUNDS	Arterial Street	\$1,015,159	\$4,948,080	\$5,535,930	\$427,309
	Local Street	1,321,778	2,360,600	2,363,950	1,318,428
	Arterial Street Preservation	1,606,304	2,794,050	2,886,250	1,514,104
	Recreational Trails	79,425	7,700	-	87,125
	Mitigation Fees	12,420,562	1,217,560	4,265,480	9,372,642
CAPITAL PROJECTS	Municipal Park Construction	819,996	3,095,800	2,883,800	1,031,996
	Capital Improvements	7,705,844	4,264,180	7,932,720	4,037,304
	Local Revitalization	244,000	1,000	245,000	-
ENTERPRISE FUNDS	Water	888,139	11,614,710	10,670,410	1,832,439
	Sewer	10,762,357	762,400	3,399,600	8,125,157
	Storm Drainage	10,569,965	838,870	4,695,700	6,713,135
	Airport	20,557	3,000,200	2,891,600	129,157
	Cemetery	48,983	800	40,100	9,683
INTERNAL SERVICE FUNDS	Innovation and Technology (includes Multimedia)	545,314	579,700	489,200	635,814
	Equipment Rental	4,104,409	3,046,920	3,248,600	3,902,729
TOTAL CAPITAL BUDGET		\$52,152,792	\$38,532,570	\$51,548,340	\$39,137,022
TOTAL CAPITAL BUDGET		\$90,685,362		\$90,685,362	

# Schedule A

## 2022 CAPITAL FUNDS BUDGET SUMMARY

Fund		Beginning Fund Balance	2022 Resources	2022 Expenditures	Ending Fund Balance
SPECIAL REVENUE FUNDS	Arterial Street	\$427,309	\$5,778,300	\$5,892,400	\$313,209
	Local Street	1,318,428	1,660,500	1,664,500	1,314,428
	Arterial Street Preservation	1,514,104	2,058,800	2,135,000	1,437,904
	Recreational Trails	87,125	7,700	-	94,825
	Mitigation Fees	9,372,642	1,161,900	5,851,450	4,683,092
CAPITAL PROJECTS	Municipal Park Construction	1,031,996	3,483,950	3,730,050	785,896
	Capital Improvements	4,037,304	3,109,910	3,689,210	3,458,004
	Local Revitalization	-	-	-	-
ENTERPRISE FUNDS	Water	1,832,439	10,450,710	9,466,310	2,816,839
	Sewer	8,125,157	755,600	3,815,900	5,064,857
	Storm Drainage	6,713,135	562,800	4,651,800	2,624,135
	Airport	129,157	1,847,420	1,780,440	196,137
	Cemetery	9,683	1,000	100	10,583
INTERNAL SERVICE FUNDS	Innovation and Technology (includes Multimedia)	635,814	3,400	414,200	225,014
	Equipment Rental	3,902,729	1,993,760	1,435,600	4,460,889
TOTAL CAPITAL BUDGET		\$39,137,022	\$32,875,750	\$44,526,960	\$27,485,812
TOTAL CAPITAL BUDGET		\$72,012,772		\$72,012,772	

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

Your Premier Community with Vibrant Opportunities

**CITY OF AUBURN MISSION STATEMENT**

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

October 13, 2020

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

**Re: Transmittal of the 2021-2022 Preliminary Biennial Budget**

Dear Citizens of Auburn:


I present to you the preliminary 2021-2022 budget for the City of Auburn. This document reflects our enduring commitment to using your dollars in a way that honors the values and priorities that define our city.

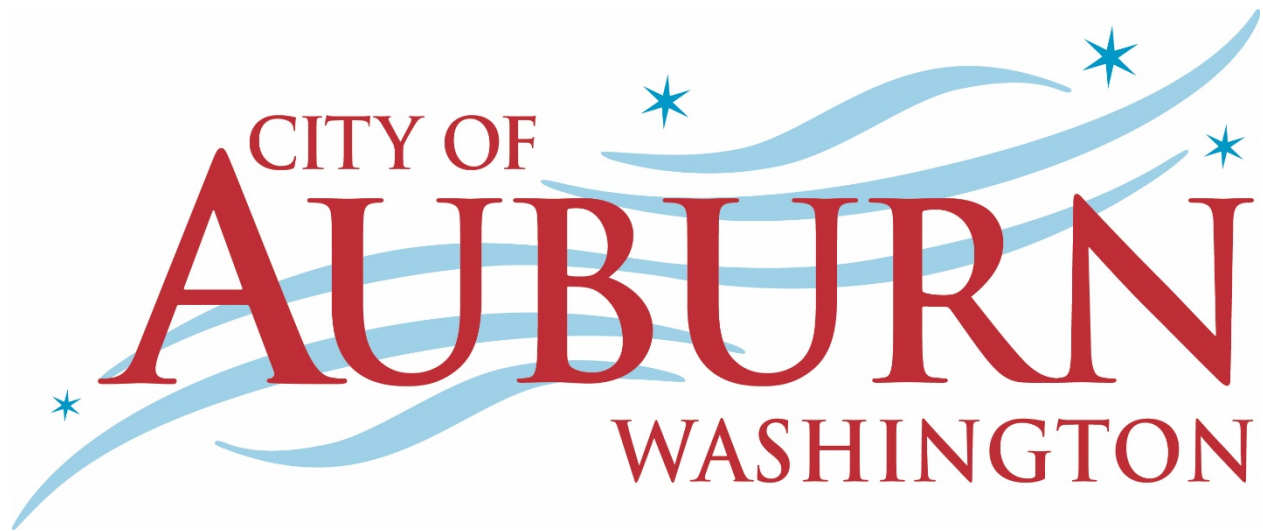
This decade has presented challenges unseen in our lifetime, yet we remain committed to serving our residents to the fullest while aligning our work to our core values: safety, economic prosperity, diversity, character, service and environmental. These standards, and our unwavering commitment to protect the capital you have entrusted us with, are the guiding principles of this document.

A municipal budget is a guiding document that speaks to the values and principals of its residents. It is, in many ways, the most fundamental embodiment of democracy and tells the story of what we are truly committed to. Although the future remains full of uncertainty, we remain resolute in meeting our goals and have worked tirelessly to ensure that the expenditures outlined here are in line with that vision.

I thank you for taking the time to review our proposed use of your funds and for your continued input into how we use these resources to best serve Auburn residents.

Sincerely,

  
Nancy Backus  
Mayor





## SECTION I: BUDGET SUMMARY

This section summarizes the 2021-2022 Preliminary Budget and provides comparisons to previous years' revenues and expenditures. The section begins with a Reader's Guide which provides the reader with the general layout of the budget document and continues with a summary of the City's financial structure and an overview of the City's general fiscal environment, including legislative measures affecting City revenue. The section then provides summarized budget data showing a breakdown of the General Fund and then all funds combined. The reader is encouraged to refer to the Operating Budget (Section IV) for a more detailed account of the departmental budgets. Also, an expanded explanation of revenue sources and trends can be found in the Financial Plan (Section III).

### Reader's Guide

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

### Budget Document Organization

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

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

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

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

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

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

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

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

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

## Financial Structure of the City Budget

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

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

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

### Governmental Fund Types

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

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

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

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

### Proprietary Fund Types

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

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

#### **Other Fund Types**

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

**Fiduciary Funds** – Fiduciary, or trust Funds, are used to account for assets held by the City in a trustee capacity and cannot be used to support the City's own programs. These include pension trust, investment trust, private-purpose trust, and agency funds. The City's pension trust fund is the Fire Relief and Pension Fund and is budgeted on the accrual basis of accounting where revenues are recognized when earned and expenses are recorded when incurred. The City has two agency funds: South King Housing & Homelessness Partners (SKHHP) and the V-Net Agency fund, although the V-Net agency fund is custodial in nature and is not budgeted. The City does not have any investment trust funds or private purpose trust funds.

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

**Summary of Financial Structure**

<b>Fund Number &amp; Title</b>	<b>Responsibility</b>	<b>Budget Description</b>
<b>001 General Fund Revenues</b>	Finance Director	General government activities
<b>001 General Fund Operations</b>		
Mayor & Council	Mayor	Mayor & Council costs
Administration	Administration Director	General government administration, Emergency Management, Economic Development and Homelessness Response
Human Resources	HR Director	General government employment, safety and court costs
Finance	Finance Director	General government finance costs
City Attorney	City Attorney	General government legal costs
Community Development	Comm. Development Director	Community development, building permits, environmental services, and Community & Human Services
Jail	Police Chief	SCORE jail costs
Police	Police Chief	Direct police department costs
Public Works	Public Works Director	General government engineering costs
Parks, Arts & Recreation	Parks Director	Park maintenance, golf course, recreational programs, arts and senior programs
Streets	Public Works Director	Street maintenance costs
Non-Departmental	Finance Director	Citywide expenditures, fund transfers, fund balance & one-time expenditures
<b>Special Revenue Funds</b>		
102 Arterial Street	Public Works Director	MVFT and grants for arterial street projects
103 Local Street	Public Works Director	Funding for local street repairs
104 Hotel/Motel Tax	Administration Director	Lodging tax for promotion of tourism
105 Arterial Street Preservation	Public Works Director	Utility tax for arterial street preservation
117 Drug Forfeiture	Police Chief	Forfeited drug money used for drug enforcement
119 Housing/Comm'ty Development	Administration Director	Community Development Block Grants (CDBG)
120 Recreational Trails	Parks Director	Dedicated funds for recreational trails
121 Business Improvement Area	Administration Director	Financial activity of the downtown area
122 Cumulative Reserve	Finance Director	Governmental reserves
124 Mitigation Fees	Finance Director	Collection of mitigation & impact fees
<b>Debt Service Funds</b>		
229 1998 Library Bond	Finance Director	Principal & Interest, 1998 bonds
230 City Hall Annex 2010 A&B Bond	Finance Director	Principal & Interest, 2010 bonds
231 Local Revitalization 2010 C&D Bond	Finance Director	Principal & Interest, 2010 bonds
238 SCORE 2009 A&B Bond	Finance Director	Principal & Interest, 2009 bonds
249 LID Guarantee	Finance Director	Reserves for security of Local Improvement Districts (LID's)
275 LID #350	Finance Director	Principal & Interest, Local Improvement District
276 Golf / Cemetery 2016 Refunding	Finance Director	Principal & Interest, LTGO Bond Refunding
<b>Capital Projects Funds</b>		
321 Municipal Parks Construction	Parks Director	Capital projects at municipal parks
328 Capital Improvements	Finance Director	Capital improvements - Citywide projects
330 Local Revitalization	Finance Director	Capital improvements - downtown urban center
<b>Enterprise Funds</b>		
430 / 460 Water	Public Works Director	Operating and capital fund for water utility
431 / 461 Sewer	Public Works Director	Operating and capital fund for sewer utility
432 / 462 Storm Drainage	Public Works Director	Operating and capital fund for storm drainage utility
433 Sewer Metro	Public Works Director	Operating fund for King County metro sewer charge
434 Solid Waste	Finance Director	Operating fund for solid waste utility
435 / 465 Airport	Public Works Director	Operating and capital fund for municipal airport
436 / 466 Cemetery	Parks Director	Operating and capital fund for municipal cemetery
<b>Internal Service Funds</b>		
501 Insurance	Finance Director	Insurance reserves
503 Workers' Compensation	HR Director	Self insured workers' compensation
505 Facilities	Administration Director	Operating fund for facilities and property management
518 / 568 Innovation and Technology	IT & Administration Director	Operating and capital fund for information services & multimedia
550 / 560 Equipment Rental	Public Works Director	Operating and capital fund for equipment rental
<b>Fiduciary/Trust Funds</b>		
611 Fire Pension	Finance Director	Pension fund for firemen's retirement system
654 SKHHP	Comm. Development Director	Agency fund for South King Housing & Homelessness Partners
<b>Permanent Funds</b>		
701 Cemetery Endowment Care	Finance Director	Long-term reserves for cemetery care and improvements

All funds are appropriated, see Ordinance No. 6794 and Ordinance No. 6796.

## General Fiscal Environment

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

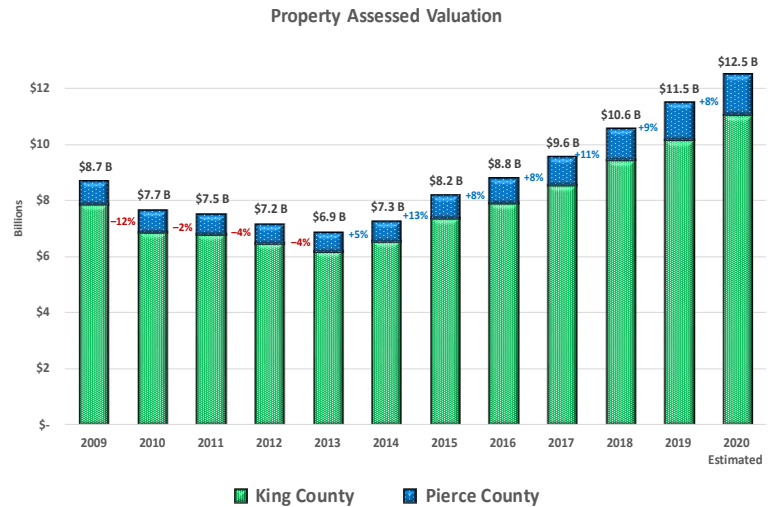
### General Fund

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

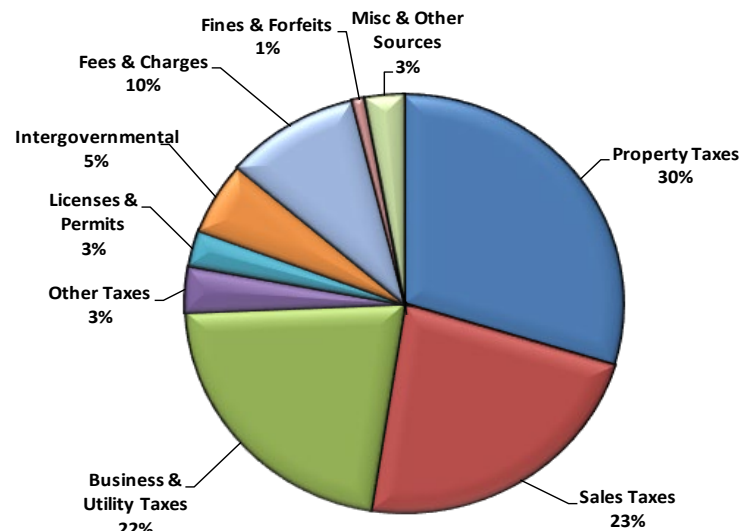
In 2019, real property values, which had finally recovered to pre-recession levels by 2016, grew an additional 8.6%, and property tax receipts grew by 2.3%. Retail sales taxes receipted to the General Fund grew by 18.7%, and the rate of unemployment in the County and City remained low. At the same time, building permit revenues increased by 34% reflecting greatly improved construction activity relative to 2018.

In 2020, the impact of the COVID-19 pandemic has affected both revenues and expenditures, although the effects still cannot be measured or predicted with any certainty at this time. And, while the economic outlook for the City is generally positive, significant challenges to the City's overall financial condition remain, particularly the ongoing gap between revenue and expenditure growth. In addition, several areas at the Federal and State levels of government continue to cast a shadow, including the ongoing disagreements within the United States Congress on finding a long-term solution to fund governmental services as well as – at the State level – long-term fiscal challenges for addressing holes left by one-time budget fixes in the current budget and the need to fund basic education mandates. The City also continues to grapple with the financial impacts of the elimination of streamlined sales tax revenue distributions and the uncertainty of sales tax receipts on out-of-state sales under the new Marketplace Fairness Act.

Therefore, although the City has seen significant private investments in the community, including development within several blocks in downtown that will serve as a catalyst for future redevelopment, the City remains cautious and continues to vigilantly monitor and control its expenditures in order to live within the City's means.



### 2021 - 2022 General Fund Revenues



**Past Legislative Actions**

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

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

Legislation was passed to exempt the purchase and lease of manufacturing equipment from State and local sales taxes. The next year further legislation was enacted exempting sales taxes on research and development and on the retooling of manufacturing equipment. Estimated impact: reduction of \$1.0 million per year in 2021-2022.

**Initiative 695 (1999)**

In November 1999, the voters of Washington State approved Initiative 695, which repeals the State's long standing motor vehicle excise tax (MVET) and requires future voter approval of tax and fee increases proposed by State, county and local governments. The ruling was upheld on appeal at the Washington State Supreme Court. The loss of the MVET eliminated an average of \$750 million annually as a funding source for local governments, transit systems and State transportation projects. The loss of MVET revenues was approximately 2% of total General Fund revenues. During 2000, State funding was provided to assist in offsetting the revenue losses. The City of Auburn received approximately \$200,000 in 2001 and 2002. Early in 2003, the State discontinued this funding assistance. Estimated impact: reduction of \$1.1 million per year in 2021-2022.

**Initiative 747 (2001)**

I-747 limits property tax increases to the lesser of 1% or inflation unless the jurisdiction has "banked capacity", which provides that the levy limit is based on the highest amount that could have been levied since 1985-1986. I-747 was passed by Washington State voters in November of 2001. This measure was declared unconstitutional by the King County Superior Court on June 13, 2006. In November 2007, the State Supreme Court decision was to overturn I-747. Following this decision, the Washington Legislature approved House Bill 2416 reinstating the provisions of I-747 retroactively to 2002, restoring the one percent limit on property tax increases (again, unless the jurisdiction has banked capacity). Estimated impact: reduction of about \$1.0 million per year in 2021-2022.

**Initiative 776 (2002)**

The voters approved this initiative in the fall of 2002 to repeal the \$15 local option vehicle excise tax levied in King, Snohomish and Douglas counties. The voters of these counties initially approved this tax and there was argument whether a statewide vote could repeal a local voted tax. After several court cases and subsequent appeals, the State Supreme Court upheld the initiative. Estimated impact: reduction of about \$650,000 per year in 2021-2022.

**Streamlined Sales and Use Tax (SST) (2003)**

In 2003, the Legislature enacted Senate Bill 5783 to adopt several provisions of the Streamlined Sales and Use Tax Agreement. The agreement attempted to create a sales tax collection system that is uniform across all states. Washington State changed from a point of sale collection process to a point of delivery collection process in July 2008. Starting in January 2018 and continuing through September 2019, streamlined sales tax mitigation payments were phased out; all distributions were terminated by the State in 2020. Estimated impact: projected reductions for the biennium of \$1.9 million per year in 2021 and 2022. State legislators expect that new Marketplace Fairness Act (internet sales) tax revenues will replace – and eventually surpass – these payments (see below).

**Marketplace Fairness Act (MFA) (2017)**

In 2017, the State enacted EHB 2163, which has been labeled the Marketplace Fairness Act. This legislation is intended to capture the retail sales tax lost from internet sales. The new law took effect on January 1, 2018. The bill also phased out and eventually eliminated the streamlined sales tax mitigation payments to local governments, as mentioned above. Estimated impact: projected new revenues averaging about \$1.2 million per year in 2021 and 2022.



**Key Issues Affecting the 2021-2022 Budget Process**

Key issues for 2021-2022 include maintaining the City's ability to provide current level of services in light of residual impacts of the COVID-19 pandemic and continuing increases in the cost of doing business and funding public safety, human services, and maintenance and replacement of our street transportation system that exceed growth in revenues.

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

Sales and use tax growth was significantly impacted by COVID-19 but is projected to be about 8.8% in 2021 as we recover from the pandemic and a more modest 5.0% in 2022. We also anticipate sales tax on construction to maintain through biennium due to large projects permitted and in the review stage.

While the City has managed to operate within its existing resources through past budget reductions and continued vigilance in monitoring daily spending, the cost of doing business continues to rise. Healthcare costs are expected to rise by 5% in 2021 and 10% in 2022, while dental costs are expected to increase by 1% in 2021 and 5% in 2022. State of Washington pension contribution rates are expected to remain constant in 2021 but decrease somewhat in 2022.

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

The City has made significant progress with its Save Our Streets (SOS) program for local streets. Nonetheless, the roadwork improvements that remain represent the most difficult and expensive areas of the City's transportation system to rehabilitate as these roadways will likely require rebuilding. Since 2013, the SOS program had been funded from sales taxes collected on new construction. During the 2019-2020 biennium, however, this was replaced with real estate excise tax (REET) revenues. That funding source will continue at least through the 2021-2022 biennium. The City's Arterial Streets Preservation program will continue to be funded from 1.0% of utility taxes on public and private utilities, and the Arterial Street Fund will continue to be funded by a combination of transportation grants, motor vehicle fuel taxes, and traffic impact fees.

Going forward, the City's Finance Department will closely monitor its financial condition. While the City has been able to avoid budget reductions or a reduction in workforce in the 2021-2022 budget, should the general economy fail to show sustained improvement in this time period, the City will likely be required to re-evaluate its financial position and to manage its remaining resources appropriately.

**The Auburn Community**

The City of Auburn is located in southern King County and northern Pierce County, the two most populous counties in the State. It is strategically located in relation to the labor and consumer markets of these two metropolitan counties. The City serves approximately 81,940 people within its incorporated limits, and another 35,000 to 40,000 people who reside in the adjacent unincorporated area considered to be within the Auburn community. The City of Auburn was incorporated in 1891 and operates as a non-charter code city under the laws of the State. The City's total assessed valuation in 2020 was approximately \$12.5 billion.

For the 2021-2022 budget, the City's authorized FTEs total 454.35 in 2021 and 455.35 in 2022 (on a full-time equivalency basis) providing a full-range of municipal services. These services include: police protection, parks, arts and recreation services, land use management and development regulation, street maintenance and construction, water services, sanitary sewage collection, storm drainage management, solid waste collection, a general aviation airport, a municipal cemetery, and a golf course. The City's water and sewage utilities also serve large areas of the adjacent unincorporated area.

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

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

### **Other Funds**

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

Key issues and projects facing the City's proprietary funds in the 2021-2022 budget include:

- Continued infrastructure replacement for all three utilities in coordination with street and arterial improvements.
- Construction of the Coal Creek Springs transmission line replacement project, including the replacement of the river crossing via a utility bridge.
- Replacement of lead water service lines throughout the City.
- Rehabilitation or replacement of the Rainier Ridge sewer pump station and PVC force main.
- Continuing to improve overall stormwater system performance through citywide ditch maintenance and pond cleaning and rehabilitation programs to remove accumulated sediment and vegetation.
- Construction of airport hangars, including adding a new row of T hangars and converting two rows of existing open T hangars to closed hangars based on demand from airport tenants.

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<sup>1</sup> Based upon 2019 sales tax collections

## Overview of Summary Section

The tables and graphs on the following pages reflect summarized budget information for 2021 and 2022. The information presented here is intended for summary purposes only; for more detailed budget information, please refer to Sections IV through VII of this budget document as well as the Capital Facilities Plan.

### Tables and Graphs in Order of Presentation

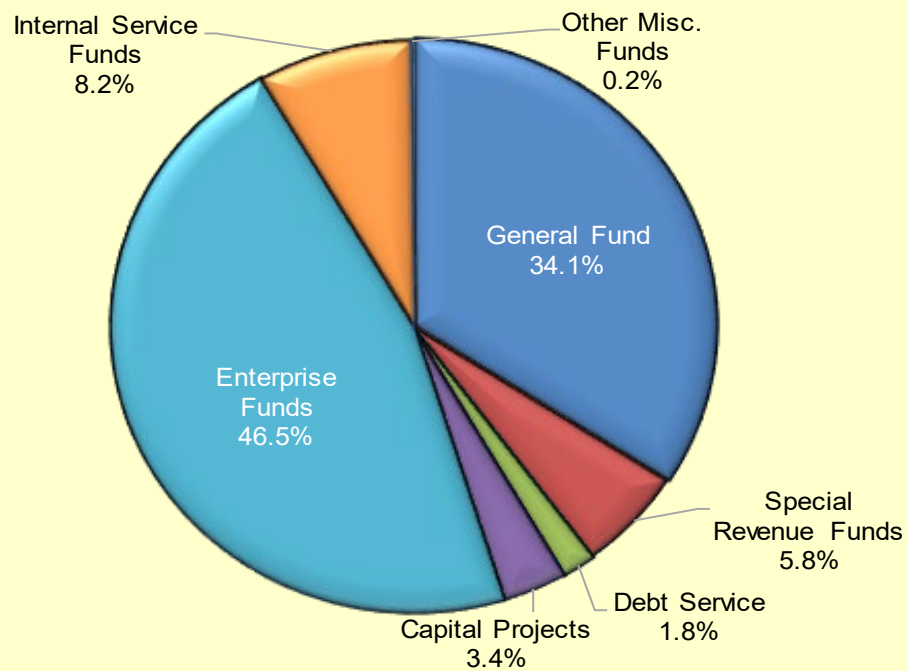
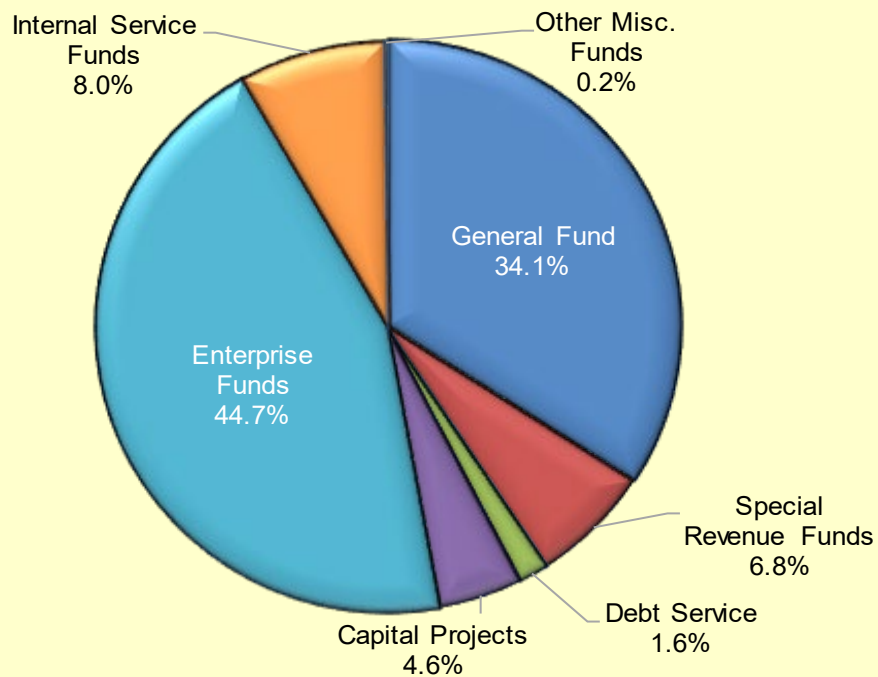
- 2021 Budget Summary – All Funds (Table)
- 2021 Summary of Notable Changes in Fund Balance (Table)
- 2021 Budgeted Revenues by Fund, % of Total (Graph)
- 2021 Budgeted Expenditures by Fund, % of Total (Graph)
- 2022 Budgeted Revenues by Fund, % of Total (Graph)
- 2022 Budgeted Expenditures by Fund, % of Total (Graph)
- 2022 Budget Summary – All Funds (Table)
- 2022 Summary of Notable Changes in Fund Balance (Table)
- Comparative Budget Summary, 2019-2022 – All Funds (Table)
- 2021 & 2022 Budgeted Revenue – All Funds (Graph)
- 2021 & 2022 Budgeted Expenditures – All Funds (Graph)
- Comparative Budget Summary, 2019-2022 – General Fund (Table)
- 2021 & 2022 Budgeted Revenue – General Fund (Graph)
- 2021 & 2022 Budgeted Expenditures – General Fund (Graph)
- Population vs. Staff Levels, 2012-2022 (Graph)
- Position Allocation by Department, 2018-2022 (Table)

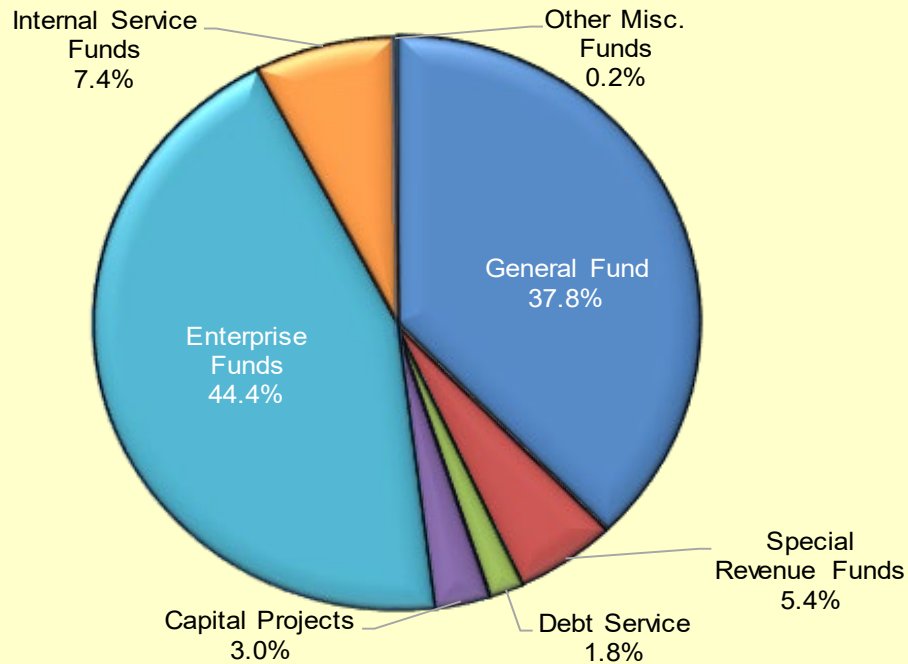
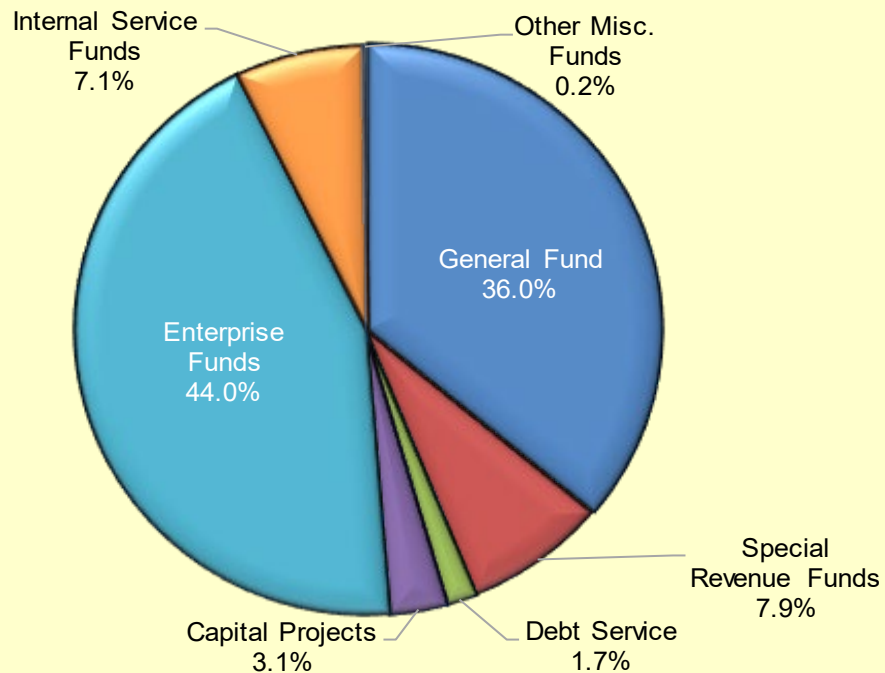
## 2021 Budget Summary – All Funds

Fund		Beginning Fund Balance	2021 Resources	2021 Expenditures	Ending Fund Balance	Change in Fund Balance	Note
GENERAL FUND		\$ 19,948,152	\$ 72,870,710	\$ 82,294,077	\$ 10,524,785	\$ (9,423,367)	a
SPECIAL REVENUE FUNDS	Arterial Street	1,015,159	4,948,080	5,535,930	427,309	(587,850)	b
	Local Street	1,321,778	2,360,600	2,363,950	1,318,428	(3,350)	
	Hotel/Motel Tax	225,286	139,100	177,110	187,276	(38,010)	
	Arterial Street Preservation	1,606,304	2,794,050	2,886,250	1,514,104	(92,200)	
	Drug Forfeiture	957,967	147,600	492,994	612,573	(345,394)	
	Housing & Community Development	42,904	600,000	600,000	42,904	-	
	Recreational Trails	79,425	7,700	-	87,125	7,700	
	Business Improvement Area	96,325	55,700	90,000	62,025	(34,300)	
	Cumulative Reserve	6,383,315	101,000	-	6,484,315	101,000	
	Mitigation Fees	12,420,562	1,217,560	4,265,480	9,372,642	(3,047,920)	c
DEBT SERVICE	City Hall Annex 2010 A&B Bond	4,489	1,645,300	1,645,300	4,489	-	
	Local Revitalization 2010 C&D Bond	33,593	574,070	573,800	33,863	270	
	LID #249	1,669	10	-	1,679	10	
	LID #350	403	960	-	1,363	960	
	Golf / Cemetery 2016 Refunding	-	371,000	371,000	-	-	
	SCORE 2009 A&B Bond	-	1,366,100	1,366,100	-	-	
CAPITAL PROJECTS	Municipal Park Construction	819,996	3,095,800	2,883,800	1,031,996	212,000	
	Capital Improvements	7,705,844	4,264,180	7,932,720	4,037,304	(3,668,540)	d
	Local Revitalization	244,000	1,000	245,000	-	(244,000)	
ENTERPRISE FUNDS	Water	17,976,656	30,764,010	35,738,243	13,002,423	(4,974,233)	e
	Sewer	18,600,338	10,433,130	11,906,955	17,126,513	(1,473,825)	f
	Sewer Metro	2,066,136	20,335,950	20,331,250	2,070,836	4,700	
	Storm Drainage	19,513,159	11,525,020	14,061,923	16,976,256	(2,536,903)	g
	Solid Waste	5,753,618	16,775,500	16,950,830	5,578,288	(175,330)	
	Airport	831,334	8,285,900	7,379,296	1,737,938	906,604	h
	Cemetery	554,785	1,204,400	1,384,920	374,265	(180,520)	
INTERNAL SERVICE FUNDS	Insurance	1,741,353	12,800	182,900	1,571,253	(170,100)	
	Workers' Compensation	2,382,027	1,139,400	876,800	2,644,627	262,600	
	Facilities	986,936	3,713,100	4,076,191	623,845	(363,091)	
	Innovation and Technology (includes Multimedia)	3,142,721	7,304,450	7,861,720	2,585,451	(557,270)	i
	Equipment Rental	6,488,465	5,353,720	6,386,677	5,455,508	(1,032,957)	j
FIDUCIARY FUNDS	Fire Pension	2,033,441	103,500	210,204	1,926,737	(106,704)	
	SKHHP (South King Housing & Homelessness Partners)	241,645	253,100	307,860	186,885	(54,760)	
PERMANENT FUNDS	Cemetery Endowment Care	1,983,146	63,620	-	2,046,766	63,620	
TOTAL		\$ 137,202,931	\$ 213,828,120	\$ 241,379,280	\$ 109,651,771	\$ (27,551,160)	
TOTAL BUDGET		\$351,031,051		\$351,031,051			

## 2021 Notable Changes in Fund Balance

Note	Fund	Change in Fund Balance	Explanation
a	General Fund	(\$9,423,367)	Revenues are negatively impacted due to the loss of Streamlined Sales Tax payments as well as the continued impact of the COVID-19 pandemic on revenues such as sales taxes, culture and recreation, admission tax, and rents and lease revenues. At the same time, expenditures continue to increase at a greater rate than revenues due to rising costs of public safety, transportation, human services, and other programs. The proposed budget assumes the City will increase the utility tax rate effective in 2021 to help mitigate the shortfall created by these factors.
b	Arterial Street	(587,850)	Revenues include \$1.5 million in grants, \$2.2 million in transfers from other funds, and \$1.0 million in taxes and fees (totaling \$4.7 million), while capital projects are budgeted to be over \$5.2 million.
c	Mitigation Fees	(3,047,920)	Increasing transfers of Transportation Impact Fees for arterial street projects including Auburn Way South Improvements and the 29th Street SE & R Street SE Intersection projects. Also transfers of Parks Impact Fees for the 104th Avenue Park Development project, the Auburn Arts & Culture Center renovation, and the acquisition of West Hill Park.
d	Capital Improvements	(3,668,540)	Use of real estate excise tax (REET) funding for capital projects primarily for Game Farm Park Improvements, HVAC equipment replacement projects, and a \$2.2 million transfer to the Local Street Fund for the 2021 Local Streets Improvement Program.
e	Water	(4,974,233)	Fund balance will decrease throughout the biennium due to the spend-down of bond proceeds received in 2020, which will be used to fund various capital projects.
f	Sewer	(1,473,825)	Increase in capital projects funded by the Sewer Fund, primarily the 2021 Sewer Repair and Replacement project (\$2.1 million).
g	Storm Drainage	(2,536,903)	Increase in capital projects funded by the Storm Fund, primarily the 2021 Storm Renewal and Replacement, Vegetation Sorting Facility, and the D Street SE Storm Improvement projects.
h	Airport	906,604	Budgeted issuance of \$3.8 million in revenue bonds to fund capital projects, not all of which will be completed in 2021.
i	Innovation and Technology (includes Multimedia)	(557,270)	Planned reduction in fund balance to better reflect reserve requirements.
j	Equipment Rental	(1,032,957)	Expenditures and associated revenues in this fund vary from year to year, largely based on the replacement schedule of fleet vehicles and any construction projects required. Fund balance is depleted as these expenses occur, and recovers in subsequent years as revenues are banked for future replacements.

**Budgeted Revenues by Fund Type - 2021****Budgeted Expenditures by Fund Type - 2021**

**Budgeted Revenues by Fund Type - 2022****Budgeted Expenditures by Fund Type - 2022**

## 2022 Budget Summary – All Funds

Fund		Beginning Fund Balance	2022 Resources	2022 Expenditures	Ending Fund Balance	Change in Fund Balance	Note
GENERAL FUND		\$ 10,524,785	\$ 81,938,250	\$ 85,605,016	\$ 6,858,019	\$ (3,666,766)	a
SPECIAL REVENUE FUNDS	Arterial Street	427,309	5,778,300	5,892,400	313,209	(114,100)	b
	Local Street	1,318,428	1,660,500	1,664,500	1,314,428	(4,000)	
	Hotel/Motel Tax	187,276	168,900	177,110	179,066	(8,210)	
	Arterial Street Preservation	1,514,104	2,058,800	2,135,000	1,437,904	(76,200)	
	Drug Forfeiture	612,573	148,000	356,531	404,042	(208,531)	
	Housing & Community Development	42,904	600,000	600,000	42,904	-	
	Recreational Trails	87,125	7,700	-	94,825	7,700	
	Business Improvement Area	62,025	55,400	90,000	27,425	(34,600)	
	Cumulative Reserve	6,484,315	80,000	1,950,000	4,614,315	(1,870,000)	
	Mitigation Fees	9,372,642	1,161,900	5,851,450	4,683,092	(4,689,550)	
DEBT SERVICE	City Hall Annex 2010 A&B Bond	4,489	1,637,300	1,637,300	4,489	-	c
	Local Revitalization 2010 C&D Bond	33,863	567,370	567,100	34,133	270	
	LID #249	1,679	10	-	1,689	10	
	LID #350	1,363	10	-	1,373	10	
	Golf / Cemetery 2016 Refunding	-	371,300	371,300	-	-	
	SCORE 2009 A&B Bond	-	1,366,700	1,366,700	-	-	
CAPITAL PROJECTS	Municipal Park Construction	1,031,996	3,483,950	3,730,050	785,896	(246,100)	d
	Capital Improvements	4,037,304	3,109,910	3,689,210	3,458,004	(579,300)	
	Local Revitalization	-	-	-	-	-	
ENTERPRISE FUNDS	Water	13,002,423	29,748,760	32,732,464	10,018,719	(2,983,704)	e
	Sewer	17,126,513	10,748,480	12,137,866	15,737,127	(1,389,386)	f
	Sewer Metro	2,070,836	21,012,700	21,008,800	2,074,736	3,900	g
	Storm Drainage	16,976,256	11,514,670	13,935,081	14,555,845	(2,420,411)	
	Solid Waste	5,578,288	18,629,600	18,719,680	5,488,208	(90,080)	h
	Airport	1,737,938	3,354,520	4,659,287	433,171	(1,304,767)	
	Cemetery	374,265	1,281,400	1,386,148	269,517	(104,748)	
INTERNAL SERVICE FUNDS	Insurance	1,571,253	12,000	183,200	1,400,053	(171,200)	i
	Workers' Compensation	2,644,627	1,144,900	884,000	2,905,527	260,900	
	Facilities	623,845	3,694,500	3,724,226	594,119	(29,726)	
	Innovation and Technology (includes Multimedia)	2,585,451	6,907,200	7,428,644	2,064,007	(521,444)	
	Equipment Rental	5,455,508	4,294,860	4,515,308	5,235,060	(220,448)	
FIDUCIARY FUNDS	Fire Pension	1,926,737	103,600	211,204	1,819,133	(107,604)	
	SKHHP (South King Housing & Homelessness Partners)	186,885	252,300	315,450	123,735	(63,150)	
PERMANENT FUNDS	Cemetery Endowment Care	2,046,766	64,130	-	2,110,896	64,130	
TOTAL		\$ 109,651,771	\$ 216,957,920	\$ 237,525,025	\$ 89,084,666	\$ (20,567,105)	
TOTAL BUDGET		\$326,609,691		\$326,609,691			



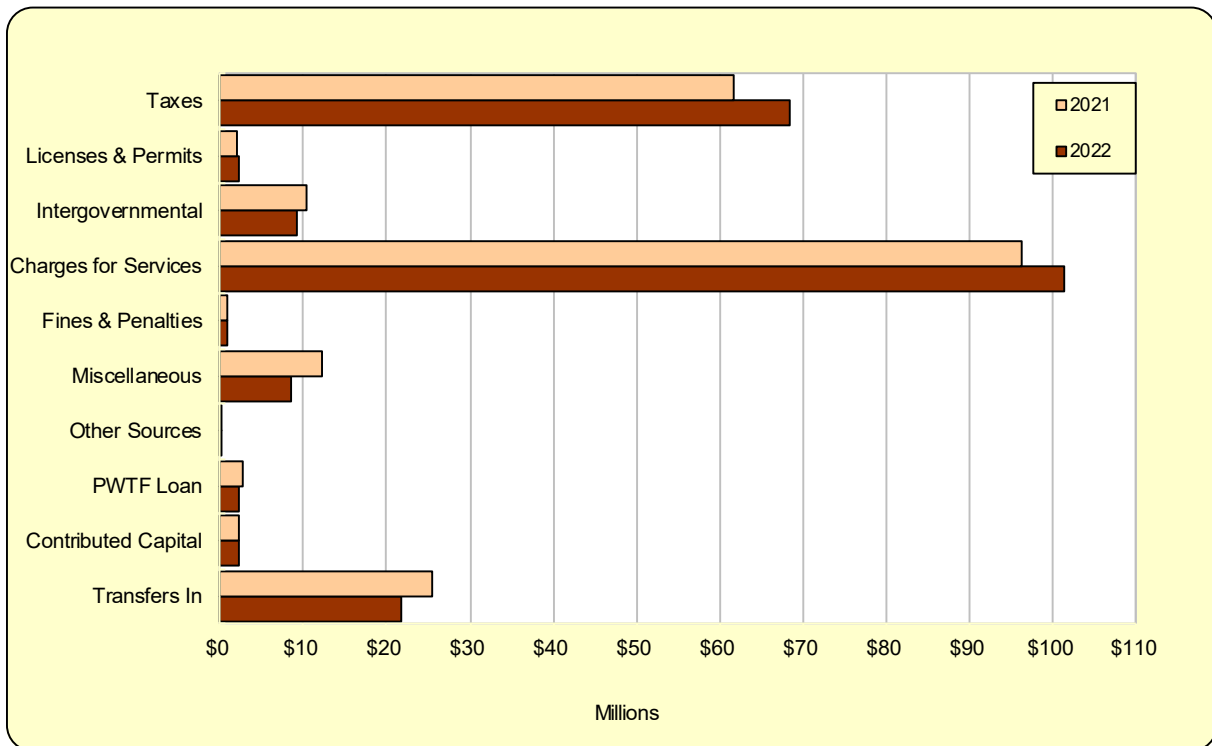
**2022 Notable Changes in Fund Balance**

<b>Note Reference</b>	<b>Fund</b>	<b>Change in Fund Balance Amount</b>	<b>Comment</b>
a	General Fund	(\$3,666,766)	Expenditure growth continues to exceed revenue growth resulting in a reduction in fund balance. The 2022 budget assumes the City will implement a Business & Occupancy Tax, which will benefit the General Fund.
b	Cumulative Reserve	(1,870,000)	This is due to a one-time budgeted transfer of \$2.0 million from the Cumulative Reserve Fund to the General Fund for cash flow purposes.
c	Mitigation Fees	(4,689,550)	Increasing transfers of Transportation Impact Fees for arterial street projects including the Auburn Way South Improvements, the 29th Street SE & R Street SE Intersection, and the Garden Avenue Realignment projects. Transfers also include over \$2.5 million of Park Impact fees for the Jacobsen Tree Farm development.
d	Capital Improvements	(579,300)	Use of real estate excise tax (REET) funding for capital projects primarily for the Lea Hill Safe Routes to Schools project and a \$1.5 million transfer to the Local Street Fund for the 2022 Local Streets Improvement Program.
e	Water	(2,983,704)	Fund balance will decrease throughout the biennium due to the spend-down of bond proceeds received in 2020, which will be used to fund multiple capital projects.
f	Sewer	(1,389,386)	Increase in capital projects funded by the Sewer Fund, primarily the Rainier Ridge Pump Station Rehabilitation and Replacement project (\$2.9 million).
g	Storm Drainage	(2,420,411)	Increase in capital projects funded by the Storm Fund, primarily the North Airport Area Improvements, the D Street SE Storm Improvements and the 23rd Street SE Storm Improvement projects.
h	Airport	(1,304,767)	Increase in capital projects, primarily constructing new T-hangars and converting open T-hangars to closed hangars.
i	Innovation and Technology (includes Multimedia)	(521,444)	Planned reduction in fund balance to better reflect reserve requirements.

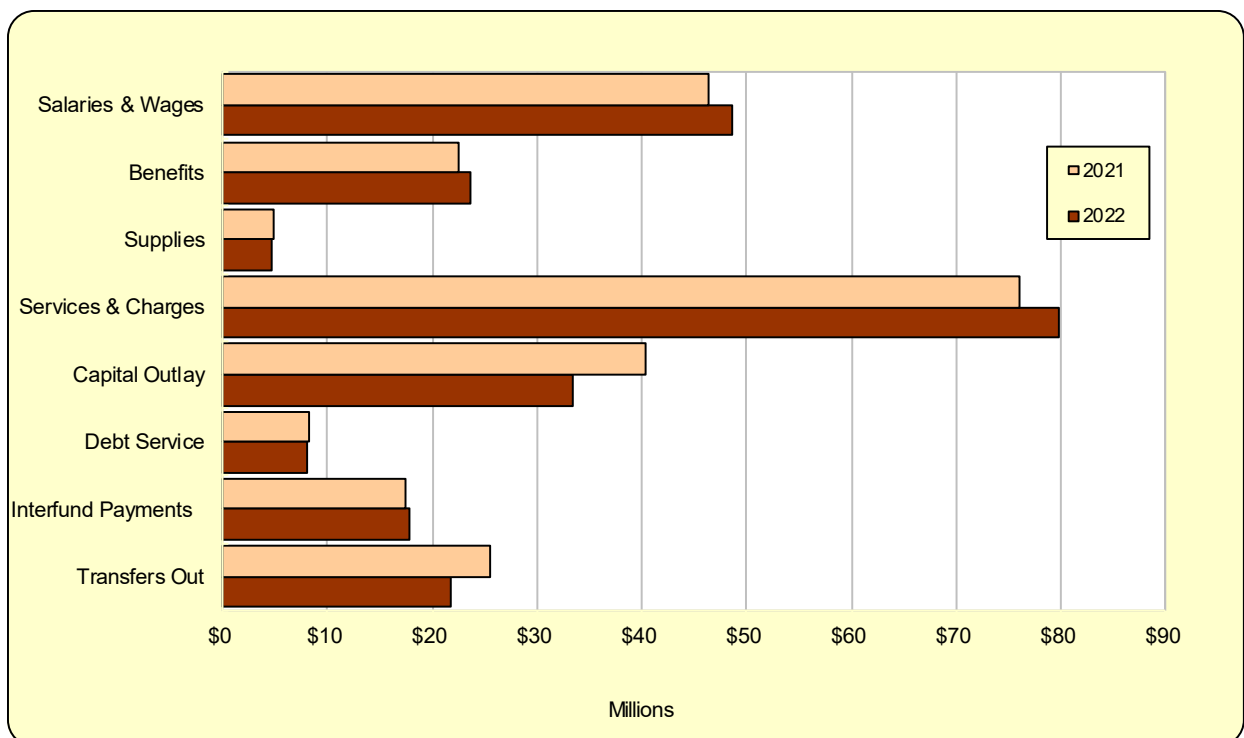
## Comparative Budget Summary

	ALL FUNDS				
	2019 Actual	2020 Adj. Budget	2020 Estimated Actual	2021 Budget	2022 Budget
<b>REVENUES</b>					
Taxes	\$ 64,032,701	\$ 56,495,200	\$ 56,896,910	\$ 61,696,400	\$ 68,446,500
Licenses and Permits	2,825,404	1,599,300	1,679,600	2,029,400	2,264,300
Intergovernmental	12,201,485	28,122,482	18,888,510	10,465,340	9,154,800
Charges for Services	89,420,445	87,647,972	84,728,040	96,110,080	101,419,770
Fines and Penalties	1,984,513	799,500	658,900	847,200	856,400
Miscellaneous	11,047,128	8,324,440	7,613,371	8,409,720	8,593,680
Other Sources	3,145,904	229,250	124,000	40,000	40,000
Total Revenues	\$ 184,657,580	\$ 183,218,144	\$ 170,589,331	\$ 179,598,140	\$ 190,775,450
<b>EXPENDITURES</b>					
Salaries & Wages	\$ 42,023,662	\$ 45,803,593	\$ 43,036,179	\$ 46,330,401	\$ 48,595,034
Benefits	17,697,956	23,647,070	21,028,777	22,585,829	23,637,611
Supplies	4,228,098	4,538,956	4,405,286	4,803,450	4,625,870
Services & Charges	66,869,890	75,037,361	71,392,466	75,988,510	79,787,570
Intergovernmental	-	-	94,640	-	-
Capital Outlay	17,493,927	63,058,467	42,823,436	40,384,260	33,361,510
Debt Service	6,956,576	9,458,600	5,499,274	8,259,700	7,969,900
Interfund Payments for Services	15,361,809	16,239,534	16,121,196	17,464,150	17,778,260
Total Expenditures	\$ 170,631,917	\$ 237,783,581	\$ 204,401,254	\$ 215,816,300	\$ 215,755,755
<b>OTHER FINANCING SOURCES (USES)</b>					
Loan Proceeds	\$ 39,258	\$ 3,095,821	\$ -	\$ 2,695,000	\$ 2,200,000
Bond Proceeds	-	15,719,900	13,677,200	3,810,900	-
Proceeds from Sale of Fixed Assets	30,738	-	41,000	-	-
Transfers In	7,192,688	35,769,364	25,390,266	25,562,980	21,769,270
Transfers Out	(7,192,688)	(35,769,364)	(25,390,266)	(25,562,980)	(21,769,270)
Net Change in Restricted Assets	(7,066,436)	-	-	-	-
Contributed Capital	6,686,289	2,132,500	2,037,900	2,161,100	2,213,200
Total Financing Sources (Uses)	\$ (310,151)	\$ 20,948,221	\$ 15,756,100	\$ 8,667,000	\$ 4,413,200
Net Change in Fund Balance	\$ 13,715,512	\$ (33,617,216)	\$ (18,055,823)	\$ (27,551,160)	\$ (20,567,105)
Fund Balances - Beginning	141,543,240	155,258,753	155,258,753	137,202,931	109,651,771
Fund Balances - Ending					
Designated	19,103,244	14,100,382	16,471,399	13,358,675	8,601,821
Undesignated	136,155,509	107,541,155	120,731,532	96,293,096	80,482,845
Total Fund Balances - Ending	\$ 155,258,753	\$ 121,641,537	\$ 137,202,931	\$ 109,651,771	\$ 89,084,666

### 2021 / 2022 Budgeted Revenue – All Funds



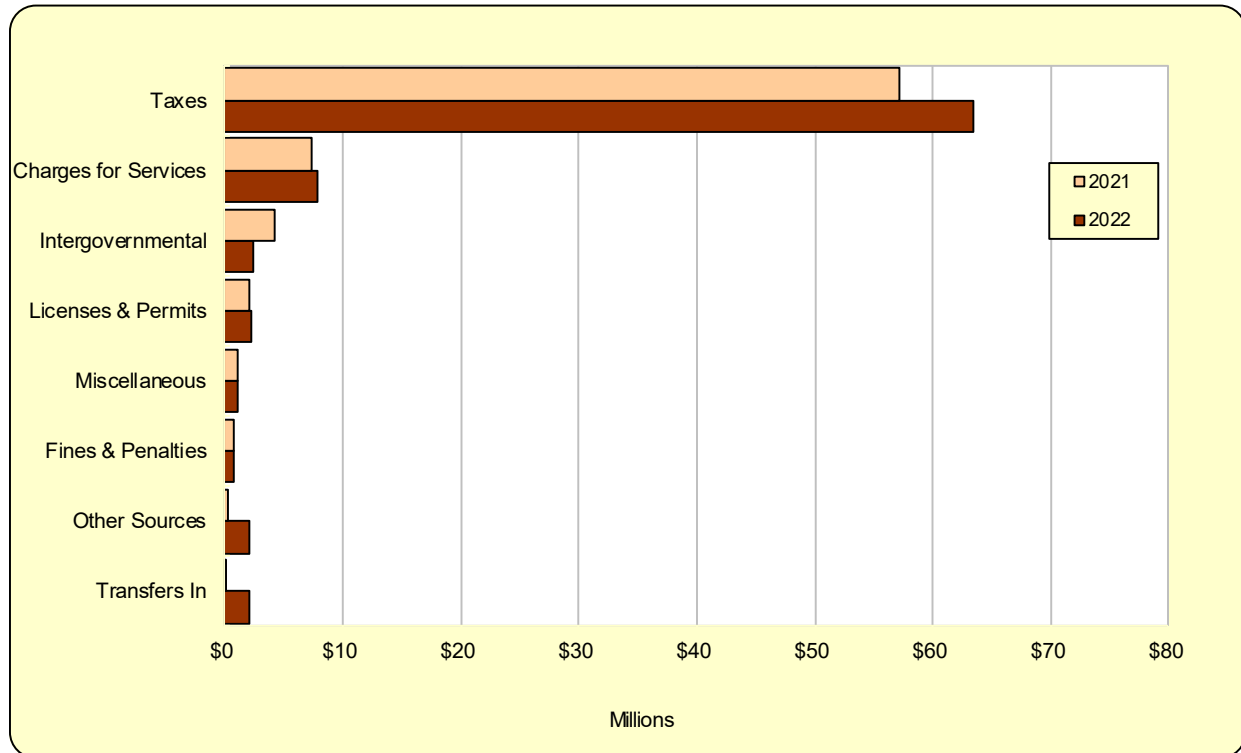
### 2021 / 2022 Budgeted Expenditures – All Funds



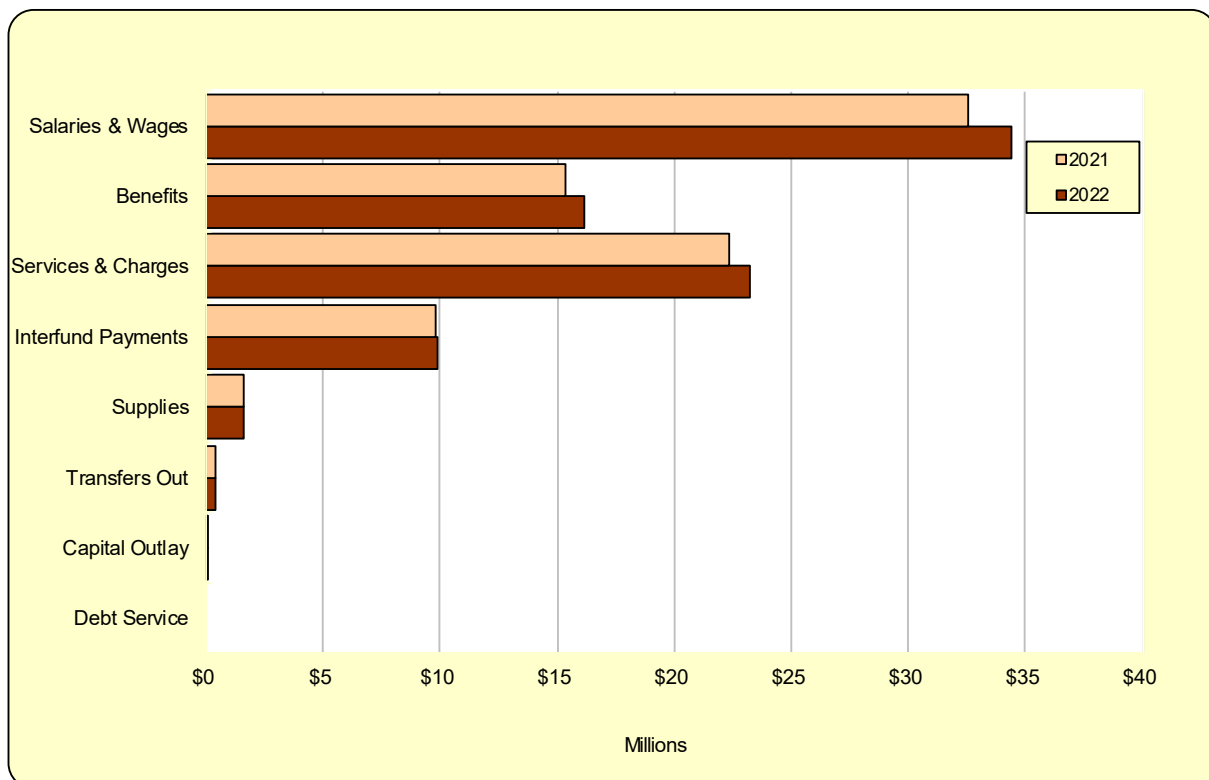
## Comparative Budget Summary

	GENERAL FUND				
	2019	2020	2020	2021	2022
	Actual	Adj. Budget	Estimated Actual	Budget	Budget
<b>REVENUES</b>					
Taxes:					
Property	\$ 21,907,038	\$ 22,000,000	\$ 22,489,300	\$ 22,842,300	\$ 23,198,400
Sales & Use	18,943,334	15,837,000	15,774,100	17,170,400	18,026,000
Business & Utility	12,093,888	13,241,400	13,252,910	14,406,300	19,446,300
Other	3,589,138	2,174,100	2,335,100	2,681,000	2,818,400
Licenses and Permits	2,825,404	1,599,300	1,679,600	2,029,400	2,264,300
Intergovernmental	6,008,389	3,949,843	1,371,300	4,158,220	2,388,320
Charges for Services	7,457,382	5,977,100	5,801,450	7,419,290	7,871,830
Fines and Penalties	914,240	668,500	583,900	722,200	731,400
Other Sources	248,351	4,260,777	4,195,530	187,000	2,049,000
Miscellaneous	1,805,334	1,258,950	1,298,430	1,067,600	1,095,300
Total Revenues	\$ 75,792,497	\$ 70,966,970	\$ 68,781,620	\$ 72,683,710	\$ 79,889,250
<b>EXPENDITURES</b>					
Salaries & Wages	\$ 30,344,721	\$ 33,477,812	\$ 30,893,003	\$ 32,590,350	\$ 34,396,778
Personnel Benefits	13,043,107	16,522,143	14,179,803	15,324,177	16,121,248
Supplies	1,434,721	1,552,608	1,472,758	1,642,510	1,587,570
Services & Charges	19,800,000	22,635,309	20,405,199	22,362,340	23,230,060
Capital Outlay	22,964	40,000	40,000	98,000	10,000
Debt Service	81,792	79,400	7,500	-	-
Interfund Payments for Services	8,829,211	9,326,700	9,208,362	9,835,400	9,888,060
Total Expenditures	\$ 73,556,515	\$ 83,633,972	\$ 76,206,625	\$ 81,852,777	\$ 85,233,716
<b>OTHER FINANCING SOURCES (USES)</b>					
Insurance Recoveries	\$ 127,895	\$ 179,250	\$ 100,000	\$ 25,000	\$ 25,000
Transfers In					
T/I from F104 for Tourism Grant	9,600	-	-	-	-
T/I from F432 for Median Maintenance	74,000	74,000	74,000	74,000	74,000
T/I from F518 for Buy Local Program	29,950	-	-	-	-
T/I from Multiple Funds for Records Clerk	6,906	7,527	7,530	-	-
T/I from F122 for Fund Bal. Replenishment	-	4,000,000	4,000,000	-	1,950,000
T/I from Multiple Funds for Survey Equip.	-	-	-	88,000	-
Transfers Out					
Golf / Cemetery Debt Service	(373,945)	(376,000)	(376,000)	(371,000)	(371,300)
T/O to F518 for SKHHP IT Equipment	(1,960)	-	-	-	-
T/O to F518 for IT Support Position	(3,427)	(7,433)	(7,433)	-	-
T/O to F518 for CRM System	(11,051)	-	-	-	-
T/O to F518 for Cyber Security Management	-	(35,500)	(35,500)	-	-
T/O to F518 for Multiple IT Projects	-	(30,600)	(30,600)	-	-
T/O to F560 for Rotary Mower	(70,400)	-	-	-	-
T/O to F560 for Utility Tractor & Loader	-	-	-	(70,300)	-
T/O to F560 for Equip. for Police Vehicle	-	(25,000)	-	-	-
T/O to F568 for IT Equip. for Police Vehicle	(11,205)	-	-	-	-
T/O to F568 for Vehicle Locator System	(21,463)	-	-	-	-
T/O to F568 for IT Equip. for Police Vehicle	-	(1,600)	-	-	-
Total Financing Sources (Uses)	\$ (245,099)	\$ 3,784,644	\$ 3,731,997	\$ (254,300)	\$ 1,677,700
Net Change in Fund Balance	\$ 1,990,883	\$ (8,882,358)	\$ (3,693,008)	\$ (9,423,367)	\$ (3,666,766)
Fund Balances - Beginning	\$ 21,650,276	\$ 23,641,160	\$ 23,641,160	\$ 19,948,152	\$ 10,524,785
Fund Balances - Ending	\$ 23,641,160	\$ 14,758,802	\$ 19,948,152	\$ 10,524,785	\$ 6,858,019

### 2021 / 2022 Budgeted Revenue – General Fund



### 2021 / 2022 Budgeted Expenditures – General Fund



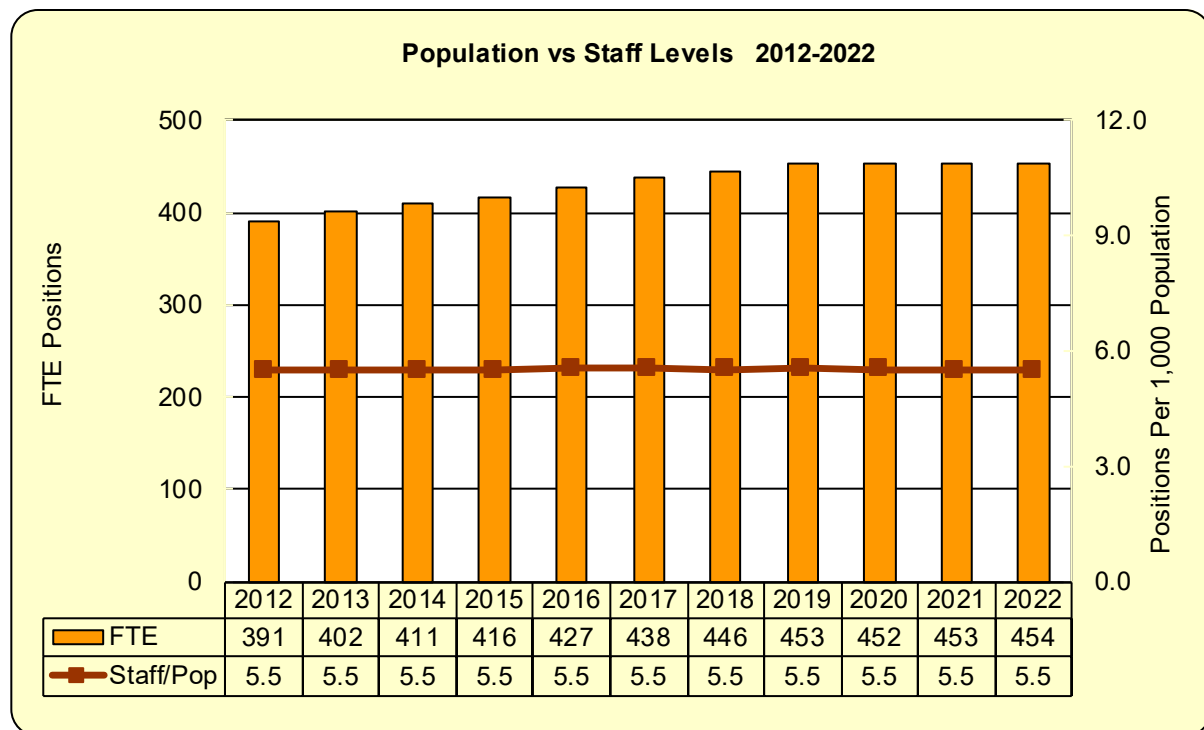
## Staffing Trends

Citywide staffing between 2013 and 2019 increased at a moderate pace, with new staff positions added in each year. The increased staffing was a result of many factors relating to Citywide population growth and economic development. For example, increases in economic development activities necessitate having additional staff for permitting approval, additional police officers to ensure public safety for a growing population, and increased staffing to manage citywide utilities, including engineering, maintenance and extension of the infrastructure, and infrastructure inspections. According to the Office of Financial Management, the City of Auburn's population growth was approximately 1.4% in 2019 and 0.3% in 2020. Staffing growth during the 2019-2020 fiscal years closely mirrored the population growth in the City over the same period of time.

Although citywide staffing increased by seven FTEs (Full Time Equivalents) in 2019, there were no increases in staffing in 2020. During the 2021-2022 biennial budget cycle, staffing is expected to increase by two FTEs (one in 2021 and another FTE in 2022), as discussed below. The number of employees per 1,000 citizens has remained flat at 5.5 FTEs per 1,000 citizens since 2012 and is projected to remain at that level through the end of the 2021-2022 biennial budget cycle.

Two new FTEs are authorized in the 2021-2022 biennial budget to support various City departments. In 2021, a new B&O (Business and Occupancy) Tax Specialist will be added in the Finance Department to administer the B&O Tax Program, which is anticipated to be in effect starting in 2022. A second FTE will be added in 2022 in the Administration Department; this position will reinstate the Economic Development Coordinator position that was reclassified and moved to the Human Resources Department in 2020.

The following page presents current and past staffing levels based on the home department of each FTE.



POSITION ALLOCATION BY DEPARTMENT						20-21	21-22
Department	2018	2019	2020	2021	2022	Changes	Changes
Mayor	3.0	3.0	4.0	4.0	4.0	0.0	0.0
Administration	12.0	8.0	7.0	7.0	8.0	0.0	1.0
Human Resources	8.0	8.0	9.0	9.0	9.0	0.0	0.0
Finance	24.0	24.0	24.0	25.0	25.0	1.0	0.0
Legal	15.0	16.0	16.0	16.0	16.0	0.0	0.0
Community Development	25.0	32.0	30.8	30.8	30.8	0.0	0.0
Police	140.0	140.0	140.0	140.0	140.0	0.0	0.0
Public Works - Engineering	55.0	55.0	55.0	55.0	55.0	0.0	0.0
Parks, Arts & Recreation	47.0	47.0	47.0	47.0	47.0	0.0	0.0
Public Works - Streets	20.0	21.0	21.0	21.0	21.0	0.0	0.0
Non Departmental	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Sub-Total General Fund</b>	<b>349.0</b>	<b>354.0</b>	<b>353.8</b>	<b>354.8</b>	<b>355.8</b>	<b>1.0</b>	<b>1.0</b>
Water	23.0	23.0	23.0	23.0	23.0	0.0	0.0
Sewer	10.0	10.0	10.0	10.0	10.0	0.0	0.0
Storm Drainage	12.0	12.0	12.0	12.0	12.0	0.0	0.0
Airport	3.0	3.0	3.0	3.0	3.0	0.0	0.0
Cemetery	6.0	6.0	6.0	6.0	6.0	0.0	0.0
Facilities	10.0	11.0	11.0	11.0	11.0	0.0	0.0
Multimedia	3.6	3.6	3.6	3.6	3.6	0.0	0.0
Innovation & Technology	17.0	18.0	18.0	18.0	18.0	0.0	0.0
Equipment Rental	12.0	12.0	12.0	12.0	12.0	0.0	0.0
<b>Sub-Total Other Funds</b>	<b>96.6</b>	<b>98.6</b>	<b>98.6</b>	<b>98.6</b>	<b>98.6</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL FTEs</b>	<b>445.60</b>	<b>452.60</b>	<b>452.35</b>	<b>453.35</b>	<b>454.35</b>	<b>1.0</b>	<b>1.0</b>

**FTE: Full Time Equivalent**

Does not include seven elected Council positions.

**Changes in the 2019-2022 Budget:****Mayor:**

Effective in March 2020, the Sustainability Coordinator position was reclassified to the Outreach Program Administrator position which reports to the Mayor.

**Administration:**

The 2019-2020 budget included a Housing Repair Technician position that was added to the Administration Department (although funded by F119 – Community Development Block Grant). Effective January 2019, a reorganization occurred within this department where the 5.0 FTEs in Community Services and Human Services now report to the Community Development Department. Effective in Budget Amendment #7, Ordinance No. 6783, the Economic Development Coordinator position was reclassified to the Diversity, Equity and Inclusion Program Manager position that reports to Human Resources. Per the 2021-2022 budget, 1.0 FTE was added in 2022 to the Administration Department to reinstate the Economic Development Coordinator position.

**Human Resources:**

Effective in Budget Amendment #7, 2020, Ordinance No. 6783, the Economic Development Coordinator position was reclassified to the Diversity, Equity and Inclusion Program Manager position, which reports to Human Resources.

**Finance:**

Per the 2021-2022 budget, 1.0 FTE was added in 2021 to the Finance Department for a B&O Tax Specialist who will administer the B&O Tax Program.

**Legal:**

The 2019-2020 budget included an additional Records Clerk position that was effective in 2019.

**Community Development:**

Effective January 2019, a reorganization occurred within this department where the 5.0 FTEs in the Administration Department (the Community Services and Human Services Division) now report to the Community Development Department. Effective in 2019, per Budget Amendment #2, Ordinance No. 6719, two new FTE's were added to Community Development to support the South King Housing and Homelessness Partners (SKHHP) which was approved via Resolution No. 5408. The SKHHP Manager position was authorized effective July 1, 2019 and the SKHHP Office Assistant position was authorized effective October 1, 2019. Effective March 2020, the Sustainability Coordinator position was reclassified to the Outreach Program Administrator position who reports to the Mayor. Per reclass paperwork in June 2020, the SKHHP Office Assistant position was reclassified to a SKHHP Program Coordinator and changed from 1.0 FTE to 0.75 FTE.

**Police:**

No changes in the authorized number of FTEs in the Police Department.

**Public Works - Engineering:**

No changes in the authorized number of FTEs in the Public Works – Engineering Department.

**Parks, Arts and Recreation:**

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

**Public Works - Streets:**

The 2019-2020 budget included an additional Maintenance Worker I in the Street Department.

**Non-Departmental:**

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



**Water:**

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

**Sewer:**

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

**Storm Drainage:**

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

**Airport:**

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

**Cemetery:**

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

**Facilities:**

The 2019-2020 budget included an additional Custodian position that was added to the Facilities Fund.

**Multimedia:**

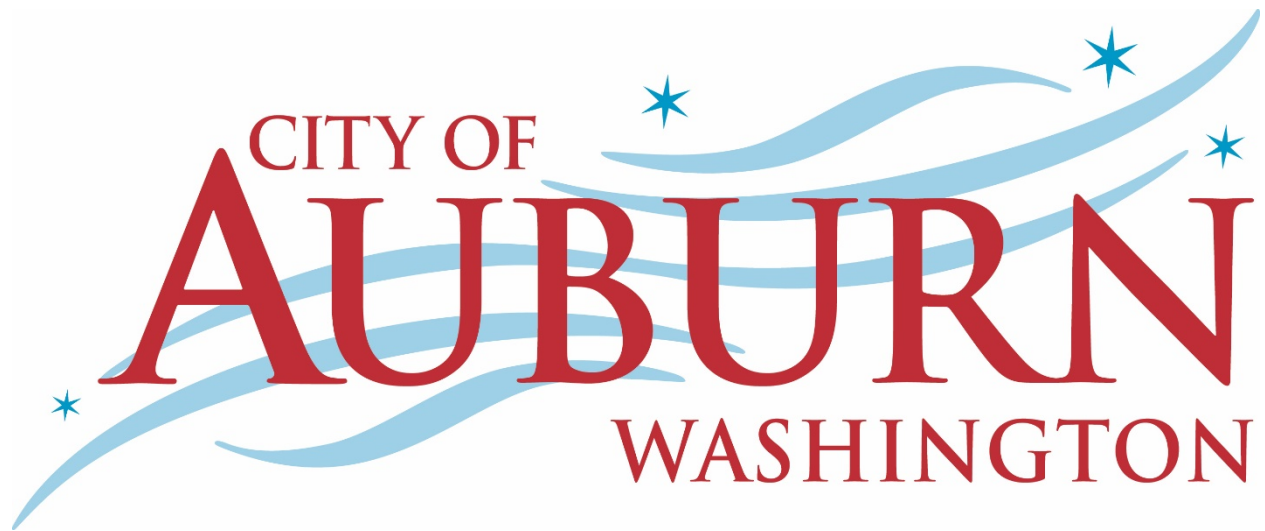
There were no changes in the authorized number of FTEs in the Multimedia Department.

**Innovation and Technology (IT):**

The 2019-2020 budget included an IT Business Systems Analyst position in the Innovation & Technology Department.

**Equipment Rental:**

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



## **SECTION II: PROCESS/POLICIES**

### **Organization**

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

### **Basis of Budgeting**

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

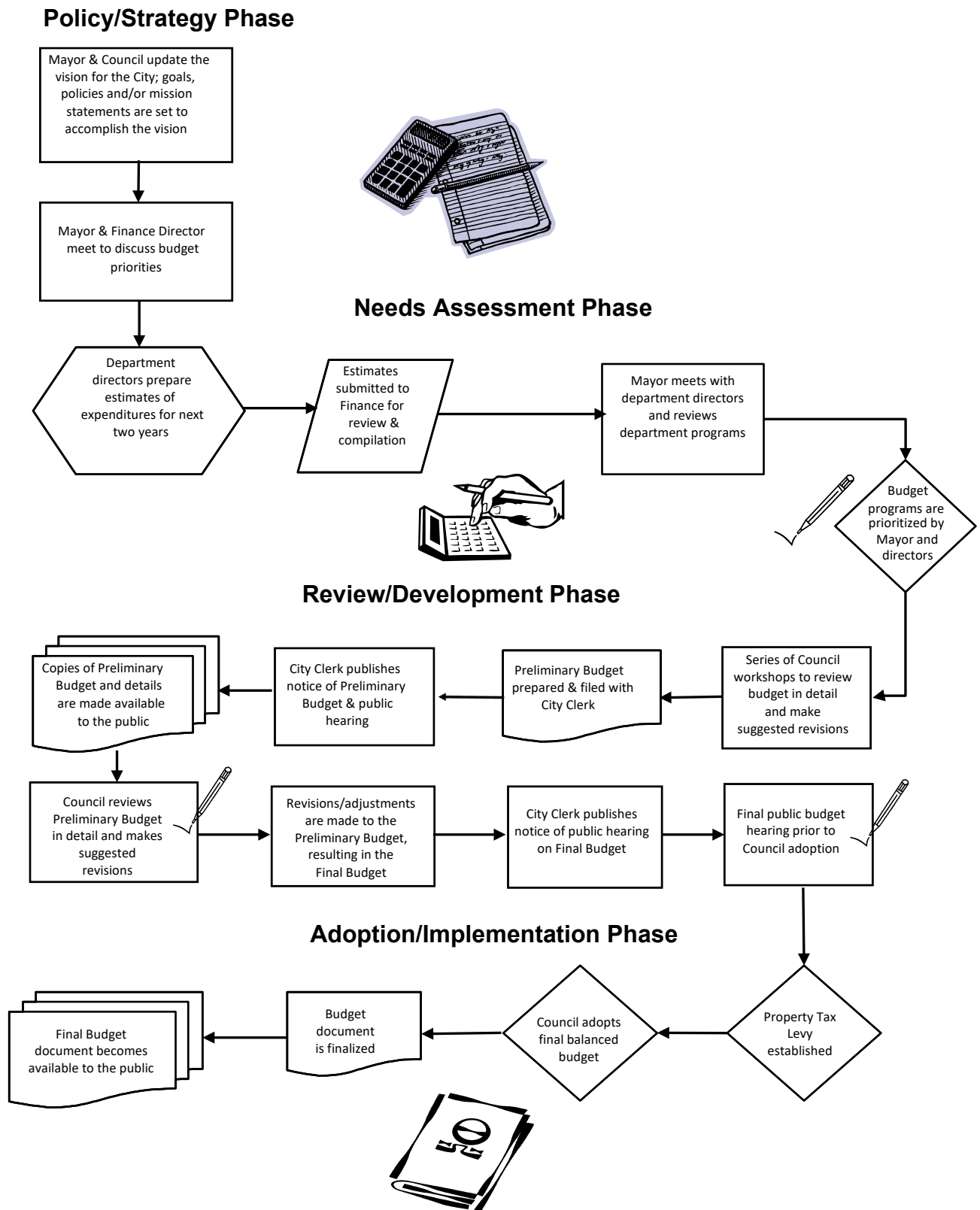
The most common reason for using a twenty-four month appropriation is the time savings in both the budget development and approval process. This includes staff time invested in preparing the budget as well as the time Council spends during the approval and adoption phases. While it does take more time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

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

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



2021-2022 Budget Calendar		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Budget Process													
<b>2020</b>													
Mayor and Finance Director meet to discuss budget priorities.													
Council budget retreat.													
Budget instructions and forms are distributed to departments.													
Budget training presented by the Finance Department (4 sessions).													
Departments enter line item budgets and decision packages into Eden and provide CFP worksheets, position control information, and anticipated retirements to Finance.													
Departments complete department overviews, goals and accomplishments, performance metrics, and remaining													
Finance Department creates Director budget review books.													
City Council Budget Workshop #1: Overview of 2021-22 Budget Process.													
Finance Department prepares preliminary revenue forecasts.													
Departments review budgets and goals with the Mayor and directors.													
Finance Department creates Council budget review books.													
City Council Budget Workshop #2: Overview of 2021-22 General Fund.													
City Council Budget Workshop #3: Overview of 2021-22 Proprietary and Capital Funds.													
City Council Budget Workshop #4: Overview of 2021-22 Proprietary and Capital Funds, continued.													
Revenue forecast is finalized.													
Preliminary budget is filed with the City Clerk, distributed to City Council and made available to the public.													
Hold public budget hearing #1 with revenue presentation.													
Public budget hearing #2.													
2021 Property tax levy is set by ordinance.													
Public budget hearing #3.													
Budget and CFP are adopted by ordinance.													
<b>2021</b>													
Adopted budget published and distributed.													
Initial budget amendment is adopted by ordinance													
Mid year budget amendment is adopted by ordinance.													
Year-end budget amendment is adopted by ordinance.													
2022 property tax levy is set by ordinance.													
CFP amendment and mid-biennial budget modification are adopted by ordinance.													
<b>2022</b>													
Initial budget amendment is adopted by ordinance													
Mid year budget amendment is adopted by ordinance.													
2023 property tax levy is set by ordinance.													
Year-end budget amendment is adopted by ordinance.													

### Budget Purpose

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

#### A Policy Tool

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

#### An Operations Guide

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

#### A Financial Plan

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

#### A Communications Medium

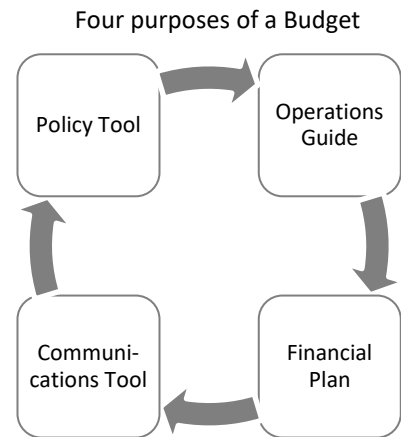
A budget cannot be effective unless it communicates. Since this budget has a diverse audience, it seeks to communicate at several levels and for several purposes. The budget seeks to communicate clear policy at a usable level of detail to City employees. It also seeks to communicate significant policy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

### Budget Process

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

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

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



its review of the budget. This hearing is held early in the process in order to afford the public an opportunity to comment before the budget takes a formal shape.

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

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

### **Budget Structure**

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

### **Budget and Accounting System**

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

### **Preliminary Budget**

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

### **Budget Ordinance**

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

### **Final Budget**

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

### **Programs**

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

### **Components of the Budget**

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

### **Operating Budget**

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

### **Program Improvements**

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

**Capital Budget**

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

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

**Capital Planning**

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

**Implementation, Monitoring and Amendment**

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

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

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

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



## BUDGET POLICIES

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

### Policy Context of the Budget

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

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

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

### CITY POLICY FRAMEWORK

#### Comprehensive Plan Implementation Program

##### Completed Actions (As of December 2020)

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

##### Scheduled Actions (2021-2022)

Parks, Arts and Recreation Plan Update  
 Community Development Block Grant Consolidated Plan Update  
 Six Year Transportation Improvement Program  
 Six Year Capital Facilities Plan Update

##### Funding Program

Biennial City Budget  
 Community Development Consolidated Plan  
 Capital Facilities Plan

**Budget Policy Development**

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

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

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

**General Financial Goals**

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

**Financial Management Policies**

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

**Guiding Principles**

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

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

**Organization**

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

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

**Section 1. Accounting and Financial/Budget Reporting Policies**

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

**A. Fund and Fund Reporting Structure**

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

**B. Independent Evaluation**

1. The State Auditor will annually perform a financial and compliance audit of the City's financial statements. Their opinions will be contained in the City's Comprehensive Annual Financial Report (CAFR), and the State Auditor's Report.
2. As an additional independent confirmation of the quality of the City's financial reporting, the City will annually seek to obtain the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award. The Budget and CAFR will be presented in a way designed to communicate with citizens about the financial affairs of the City.

**C. Budget Reporting**

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

**Section 2. Operating Budget Policies**

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

**A. General Management**

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

**B. Monitoring and Reporting**

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

**C. Use of One-Time Resources**

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

**D. Regional Social Service Funding**

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

**Section 3. Revenue Management Policies**

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

**A. General Management**

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

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

#### **B. Revenue Diversification**

The City will seek:

1. To maintain a diversified mix of revenue to provide for long-term stability and predictability, including exploring and evaluating new and enhanced revenue sources that are available to the City but not currently leveraged.
2. To avoid dependence on temporary or unstable revenues to fund basic municipal services.
3. To avoid dependence on Federal revenues to fund ongoing, basic municipal services.
4. To develop a cost recovery plan that assess user fees to the extent appropriate for the type of service provided, which includes direct costs, capital costs, department overhead, and citywide overhead.

#### **C. Fees and Charges**

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

#### **D. Grants and Unpredictable Revenues**

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

### **Section 4. Capital Facilities Plan Financial Management Policies**

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

#### **A. General Management**

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

**B. Cost of Private Development**

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

**C. Monitoring and Reporting**

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

**Section 5. Public Utility Operating and Capital Financial Management**

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

**A. General Management**

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

**B. Utility Rate Management**

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

**Section 6. Debt Management Policies**

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

**A. General Management**

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

**B. Debt Capacity**

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

**C. Short-Term Debt**

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

**D. Long-Term Debt**

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

**E. Utility Revenue Debt Management**

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

**Section 7. Equipment Replacement**

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

**A. General Management**

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

**Section 8. Cash / Investment Management**

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

**Section 9. Reserve Policies**

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



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

### **A. General Management**

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

### **B. Utility Reserve Management**

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

**C. Summary of Reserve Policies**

The following table summarizes reserve management policies by fund type:

<b>Fund Balance / Working Capital Reserve Management Policies</b>				
<b>Fund</b>	<b>Reserve Requirement</b>		<b>Preliminary Budget</b>	
	<b>Minimum</b>	<b>Target</b>	<b>2021</b>	<b>2022</b>
General Fund	8%	12%	12.8%	8.0%
Cumulative Reserve Fund	5%	10%	7.9%	5.4%
<b>Enterprise Funds</b>				
<b>Fund</b>	<b>Reserve Requirement</b>		<b>Preliminary Budget</b>	
	<b>Minimum</b>	<b>Target</b>	<b>2021</b>	<b>2022</b>
Water Fund (Operations)	20%	25%	44.6%	31.0%
Sewer Fund (Operations)	12%	16%	105.8%	128.2%
Storm Drainage Fund (Operations)	12%	16%	109.6%	128.5%
Sewer Metro Fund	\$360,000		10.2%	9.9%
Solid Waste Fund	12%	16%	32.9%	29.3%
Airport Fund (Operations)	10%	20%	35.8%	8.2%
Cemetery Fund (Operations)	10%	20%	27.1%	18.7%
<b>Internal Service Funds</b>				
<b>Fund</b>	<b>Reserve Requirement</b>		<b>Preliminary Budget</b>	
	<b>Operating Reserves</b>	<b>Replacement Reserves</b>	<b>2021</b>	<b>2022</b>
Facilities Fund	8%	50% of annual repair and maintenance expenditures	Operations: 11.3% Capital: 50.0%	Operations: 12.3% Capital: 50.0%
Innovation & Technology Fund	8%	Three times depreciation	Oper: 12.0% Repl: 6.3X	Oper: 12.0% Repl: 4.1X
Equipment Rental & Replacement Fund	8%	Three times depreciation	Oper: 8.0% Repl: 3.6X	Oper: 8.0% Repl: 3.4X

**D. Use and Replenishment**

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

## **Section 10. Lines of Authority**

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

### **A. General Management**

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

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

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

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

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

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

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

## 2019-2020 Citywide Goals and Accomplishments and 2021-2022 Citywide Goals:

### GOAL: CHARACTER

Developing and preserving attractive and interesting places where people want to be.

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Work toward determining next steps for Auburn Avenue Theater operations. Current lease expires on 12/31/2021.</li> </ul>	<ul style="list-style-type: none"> <li>Began negotiations to purchase the theater in 2019; final purchase and sale was completed in 2020.</li> </ul>	<ul style="list-style-type: none"> <li>Work on evaluating plans for needed renovations and creating cost analysis for multiple options for renovations.</li> </ul>
<ul style="list-style-type: none"> <li>Continue golf course drainage improvements with sanding program, aeration, and surface water removal to improve playability during shoulder seasons.</li> </ul>	<ul style="list-style-type: none"> <li>In 2019, applied over 1,000 tons of sand to fairways, greens, and approaches to improve course condition and playability through shoulder months. Added new technology and practices with PlanetAir equipment to improve health and year round playability of greens.</li> </ul>	<ul style="list-style-type: none"> <li>Continue course drainage improvements and fairway sanding program to ensure year round playability and power cart access to golf course.</li> </ul>
<ul style="list-style-type: none"> <li>Provide funding for major Parks projects such as the Auburn Arts and Culture Center, Les Gove Park Improvements and the 104th Avenue Park Development.</li> </ul>	<ul style="list-style-type: none"> <li>Provided funding for the completion of the Les Gove Park Improvement project. Continued funding for the Auburn Arts and Culture Center and the 104th Avenue Park Development.</li> </ul>	<ul style="list-style-type: none"> <li>Provide funding for major Parks projects such as the Jacobsen Tree Farm Development, Auburn Arts and Culture Center, 104th Avenue Park Development, and West Hill Park Acquisition.</li> </ul>
<ul style="list-style-type: none"> <li>Secure grant funding or other sources to support the Rec Riders program.</li> </ul>	<ul style="list-style-type: none"> <li>Submitted and funding awarded in 2019.</li> </ul>	<ul style="list-style-type: none"> <li>Secure funding for outdoor recreation opportunities.</li> </ul>
		<ul style="list-style-type: none"> <li>Develop and implement an Equity and Inclusion Plan to assist in increasing participation from all of the community.</li> </ul>

**GOAL: WELLNESS****Promoting community-wide health and safety wellness.**

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Address the root causes of homelessness identified in the One Table regional task force (affordable housing, behavioral health, child welfare, criminal justice and employment) and continue the crisis response for unsheltered individuals in Auburn.</li> </ul>	<ul style="list-style-type: none"> <li>Outreach Program Administrator position created and hired to work specific to Auburn's needs.</li> </ul>	<ul style="list-style-type: none"> <li>Address homelessness using an equity lens with intentionality and accountability that causes a reduction in the number of unsheltered individuals within our City.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to develop the City's Wellness Program and receive the WellCity Award, which will provide a 2% reduction in healthcare premiums.</li> </ul>	<ul style="list-style-type: none"> <li>The City received the WellCity Award in 2019, but unfortunately did not meet the requirements in 2020.</li> </ul>	
<ul style="list-style-type: none"> <li>The Blue Ribbon Committee will expand their work in Auburn with a continued focus on behavioral health, veterans initiatives, healthy living choices for all ages and community programs.</li> </ul>	<ul style="list-style-type: none"> <li>Expanded work in 2019-2020 to include all nine major health issues with emphasis on behavioral health; community programs including health equity for three diverse groups; healthy living choices and veterans initiatives.</li> </ul>	
<ul style="list-style-type: none"> <li>Streamline housing repair program efficiency by instituting an in-house repair model similar to other South King County cities.</li> </ul>	<ul style="list-style-type: none"> <li>Staff were hired in 2019 to support an in-house program model. The program has acquired a van, tools, and adopted procedures for the new program structure.</li> </ul>	<ul style="list-style-type: none"> <li>With new housing repair program model, increase number of clients served through the program.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to work with the court and public defender (and defense bar) to better handle caseload management and streamline court processes to improve public access to the courts and adjudication of cases.</li> </ul>	<ul style="list-style-type: none"> <li>The department meets, and will continue to meet, regularly with the court and public defense to address criminal justice issues.</li> </ul>	<ul style="list-style-type: none"> <li>Work with private defense attorneys to exchange discovery electronically.</li> </ul>
<ul style="list-style-type: none"> <li>Identify strategies and action items that promote housing preservation, healthy housing, and attainable housing.</li> </ul>	<ul style="list-style-type: none"> <li>Adopted Healthy Housing Standards, entered into an Interlocal Agreement that formed South King Housing and Homelessness Partners (SKHHP), funded SKHHP, adopted an ordinance that redirects a portion of sales tax revenues under the provisions of HB 1406, and facilitated six multifamily property management training seminars.</li> </ul>	

**GOAL: SERVICE****Providing transparent government service.**

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Through staff training and platform improvements, Auburn will continue to increase transparency, efficiency, engagement and access to the City's data to show our accountability to residents.</li> </ul>	<ul style="list-style-type: none"> <li>The City of Auburn continues to leverage datasets within the open data platforms to make data driven decisions around major issues such as budget, homelessness, racial equity and other major issues.</li> </ul>	
<ul style="list-style-type: none"> <li>Implement new automated meter reading software to provide enhanced information and reporting for better service for utility customers. Conversion and training for Sensus Analytics software.</li> </ul>	<ul style="list-style-type: none"> <li>Converted to Sensus Analytics software and trained staff. Currently using the meter reading software for all meter reading reports.</li> </ul>	<ul style="list-style-type: none"> <li>Implement new Sensus Customer Portal so customers can access their meter information at their convenience. Provide training for residents and businesses.</li> </ul>
<ul style="list-style-type: none"> <li>Implement enhancements with the adoption of the 2019-2020 budget. Include new "Budget-in-Brief" with statistics and other information.</li> </ul>	<ul style="list-style-type: none"> <li>Implemented new approach to position control and multi-year capital budgeting, and incorporated other enhancements into the 2019-2020 budget including a new "Budget-in-Brief" section.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to improve and streamline budget development process and enhance budget document to make it more readable and useful.</li> </ul>
<ul style="list-style-type: none"> <li>Launch an updated permit software system that allows for the electronic submission of paperwork, electronic issuance/approval, and online payment and that allows 24/7 engagement with the City.</li> </ul>	<ul style="list-style-type: none"> <li>In 2019 the department completed a major permit software conversion which provides significantly more capability. In 2020 the department is completing the final phase of by joining the eCityGov alliance for purpose of using MyBuildingPermit.com as the customer web portal.</li> </ul>	<ul style="list-style-type: none"> <li>Launch participation in the eCityGov Alliance as a voting member. This allows the City to have a voice in how our electronic systems grow and improve over time.</li> </ul>
<ul style="list-style-type: none"> <li>Streamline process for interpretation services.</li> </ul>	<ul style="list-style-type: none"> <li>Staff introduced additional technology in the City's Customer Service Center to allow for more privacy in conversations that utilize an interpreter. Auburn-specific signage was created and posted in multiple languages, letting customers know how to access interpretation services.</li> </ul>	<ul style="list-style-type: none"> <li>Implement tools and strategies to enhance communication between the City of Auburn and customers who speak a language other than English.</li> </ul>

**GOAL: ECONOMY****Encouraging a diverse and thriving marketplace for consumers and businesses.**

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Continue supporting patronage and utilization of local businesses via the online database, marketing efforts and business retention and engagement.</li> </ul>	<ul style="list-style-type: none"> <li>Ad campaign to promote BuyLocalAuburn.com is ongoing. Business license renewals are part of our BuyLocalAuburn platform to encourage businesses to enhance their company information. A strong weekly networking and corporate visit schedule is maintained.</li> </ul>	
<ul style="list-style-type: none"> <li>Implement ongoing, short-term and mid-term strategies specific to business development and support.</li> </ul>	<ul style="list-style-type: none"> <li>Innovation Partnership Zone (IPZ) incubator is in its 3rd year. Partnerships with the Small Business Association (SBA), Small Business Development Center (SBDC), Impact NW, South Correctional Entity (SCORE) and the Office of Minority and Women's Business Enterprises has created a strong support network.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to implement ongoing, short-term and mid-term strategies specific to business development/support.</li> </ul>
<ul style="list-style-type: none"> <li>Continue with branding and messaging in-line with 10-Year Economic Development Strategic Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Established "Explore Auburn" campaign. Launched "Auburn Adventure Film Festival".</li> </ul>	<ul style="list-style-type: none"> <li>New ad campaign for 2021 to help re-open tourism in the City of Auburn after the COVID-19 shutdown.</li> </ul>
<ul style="list-style-type: none"> <li>Enhance access to new technologies and information including fiber, wireless, and economic development options. Continue to find key areas that provide expansion, redundancy, faster speeds and cost-saving benefits.</li> </ul>	<ul style="list-style-type: none"> <li>Expanded infrastructure (including WiFi), in addition to building a fiber ring that allows for redundancy and resiliency.</li> <li>Connected all City-owned buildings, and also expanded to the C3 and other neighboring cities.</li> </ul>	<ul style="list-style-type: none"> <li>Continue this expansion and upgrade speed/capacity. Look at connectivity to the cloud to support other goals.</li> </ul>

**GOAL: CELEBRATION****Celebrating our diverse cultures, heritage, and community.**

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Continue the community building activities within our culturally diverse groups in Auburn via health, safety and policy initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Continued our outreach with our tribal, Latino, Pacific Islander, and other cultural and minority groups through our Blue Ribbon Committee, Health and Human Services, and Economic Development activities.</li> </ul>	<ul style="list-style-type: none"> <li>Support City/community relationships to remove barriers, create trust, provide improved transparency and create opportunities for underserved groups and neighborhoods that will honor all residents of Auburn.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to strengthen communication and partnerships with the Muckleshoot Indian Tribe on shared goals and foster a more engaged relationship with Pierce County partners.</li> </ul>	<ul style="list-style-type: none"> <li>Although the pandemic has affected social gatherings and meetings with our tribal communities, we are continuing working virtually with the tribal council to maintain communication and relationships. Highway improvements in south Auburn and the planned tribal expansions at the casino are continuing with many nearing completion.</li> </ul>	
<ul style="list-style-type: none"> <li>Work more closely with other departments on strategic outreach.</li> </ul>	<ul style="list-style-type: none"> <li>Staff convened an interdepartmental group to focus on community outreach and engagement. The group worked in 2018 and 2019 to identify opportunity areas and implement new outreach strategies and tools.</li> </ul>	<ul style="list-style-type: none"> <li>To help promote inclusiveness, departments will examine our hiring practices, community based programs, and departmental operations. We will attempt to identify areas of concern and implement changes to address them.</li> </ul>
<ul style="list-style-type: none"> <li>Renovate the Historic downtown Post Office into a new Arts &amp; Culture Center development; develop a comprehensive operations plan for the building.</li> </ul>	<ul style="list-style-type: none"> <li>Secured a total of \$583,000 in grant funding toward renovation of the main floor of the historic building; completed interior demolition; finalized plans for interior renovation, cupola repair, and roof replacement ; worked with Landmarks Commission on required approvals; and will begin renovation work in 2020.</li> </ul>	<ul style="list-style-type: none"> <li>Finalize construction on main floor renovations; formalize and seek funding for operations and programming; continue to seek funding for Phase 2 basement renovations.</li> </ul>
<ul style="list-style-type: none"> <li>Review an additional 10% of the artifact collection and remove items of poor quality or duplicates.</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>	<ul style="list-style-type: none"> <li>Work with diverse communities to create a community-curated exhibit.</li> </ul>



**GOAL: ENVIRONMENT**  
**Stewarding our environment.**

2019-2020	Progress Towards	Major Goals
<ul style="list-style-type: none"> <li>Update the City's floodplain development regulations.</li> </ul>	<ul style="list-style-type: none"> <li>City Council adopted Ordinance 6761 on June 1, 2020 which represents an overhaul of the City's floodplain development regulations.</li> </ul>	
<ul style="list-style-type: none"> <li>Create an outreach campaign to reduce illegal dumping in conjunction with other City departments.</li> </ul>	<ul style="list-style-type: none"> <li>In research phase for creating an outreach campaign to reduce illegal dumping in conjunction with other City departments.</li> </ul>	<ul style="list-style-type: none"> <li>Work with other City departments and possibly neighboring jurisdictions to create an outreach campaign to reduce illegal dumping/litter.</li> </ul>
<ul style="list-style-type: none"> <li>Manage and implement an ongoing public education and outreach program to targeted audiences to comply with the NPDES permit.</li> </ul>	<ul style="list-style-type: none"> <li>Provided multilingual outreach and technical assistance to Auburn businesses on pollution prevention / spill kit best management practices.</li> <li>Implemented school education program for general stormwater and natural resource protection.</li> </ul>	<ul style="list-style-type: none"> <li>Continue remote learning and outreach for school program and business pollution prevention program until normal operations resume after the COVID-19 pandemic.</li> </ul>
<ul style="list-style-type: none"> <li>Implement four electric vehicles as pool vehicles, and implement the use of renewable diesel.</li> </ul>	<ul style="list-style-type: none"> <li>Four electric vehicles have been added; renewable diesel implementation is still a work in progress.</li> </ul>	<ul style="list-style-type: none"> <li>In order to lower the City's emission rates and continue to meet standards, seek out and implement alternative fuel sources within the City's fleet.</li> </ul>
<ul style="list-style-type: none"> <li>Complete the inventory of the City's environmental assets.</li> </ul>	<ul style="list-style-type: none"> <li>The inventory was completed in 2019. Hard copy files were created and organized and mapping layers incorporated into the City's electronic Geographic Information System (eGIS).</li> </ul>	

**GOAL: SUSTAINABILITY****Creating a sustainable future for our community.**

<b>2019-2020</b>	<b>Progress Towards</b>	<b>Major Goals</b>
<ul style="list-style-type: none"> <li>Develop and deploy sustainability initiatives such as creation of a Comprehensive Plan Sustainability Element.</li> </ul>	<ul style="list-style-type: none"> <li>In 2019 the City Council endorsed adoption of the climate sustainability action plan. This occurred after the city completed an update to its Greenhouse Gas Inventory.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to develop and deploy sustainability initiatives such as creation of a Comprehensive Plan Sustainability Element.</li> </ul>
<ul style="list-style-type: none"> <li>Increase the total City recycling and compostables diversion rate to 30% (excluding private vendor recycling and composting services).</li> </ul>	<ul style="list-style-type: none"> <li>As of May, the total City 2020 recycling and compostables diversion rate is approximately 30% (excluding private vendor recycling and composting services).</li> </ul>	<ul style="list-style-type: none"> <li>Maintain the total City recycling and compostables diversion rate at or above 30% (excluding private vendor recycling and composting services).</li> </ul>
<ul style="list-style-type: none"> <li>Evaluate water rights transfer requirements and determine next steps for the rights obtained from Algona.</li> </ul>	<ul style="list-style-type: none"> <li>Developed consultant scope for this evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>Complete water rights evaluation and develop a plan for water rights transfer.</li> </ul>
<ul style="list-style-type: none"> <li>The water conservation program's goal is to reduce water use by 1% per year from current usage levels until the conservation goal is reached, which is expected in 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Reached conservation goal of 172 gallons per day per Equivalent Residential Unit (gpd/ERU) in two of the past five years.</li> </ul>	
<ul style="list-style-type: none"> <li>Implement enhancements to the budget process.</li> </ul>	<ul style="list-style-type: none"> <li>Hired an external consultant to help evaluate alternative strategies to address fiscal sustainability and provide estimated impacts of each option.</li> </ul>	<ul style="list-style-type: none"> <li>Work with Council to develop a financial plan for the short- to intermediate term as well as a comprehensive long-term financial sustainability policy.</li> </ul>

## 2021-2022 Budget Strategy

The 2021-2022 budget will be implemented by a series of objectives regarding development of resources and their allocation to various competing demands.

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

## Use of Budget Tools

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

### Financial Measures

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

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

### Baseline Budget

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

**Capital Budget**

The Capital Improvement Fund is used to accumulate funds to finance large projects that could not otherwise be done in one year from General Fund revenues. Projects include major improvements, acquisition of new municipal facilities, and downtown revitalization. The fund's expenditure budget is about \$7.9 million in 2021 and \$3.7 million in 2022, leaving a projected ending fund balance in 2022 of \$3.5 million for future projects identified in the Capital Facilities Plan.

**General Fund Priorities**

City General Fund revenues are forecasted conservatively but realistically. Increases in salary and benefits and in contractual services will be increased in accordance with union contracts. Revenue estimates are conservative and based on the 2019 actual and 2020 estimated revenues received. Costs may need to be reduced if revenue decreases from estimated amounts. The General Fund budget was developed under the following policy priorities:

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

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

**Proprietary Fund Priorities**

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

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

**Other Funds Budget Priorities**

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

## **SECTION III: FINANCIAL PLAN**

### **Introduction**

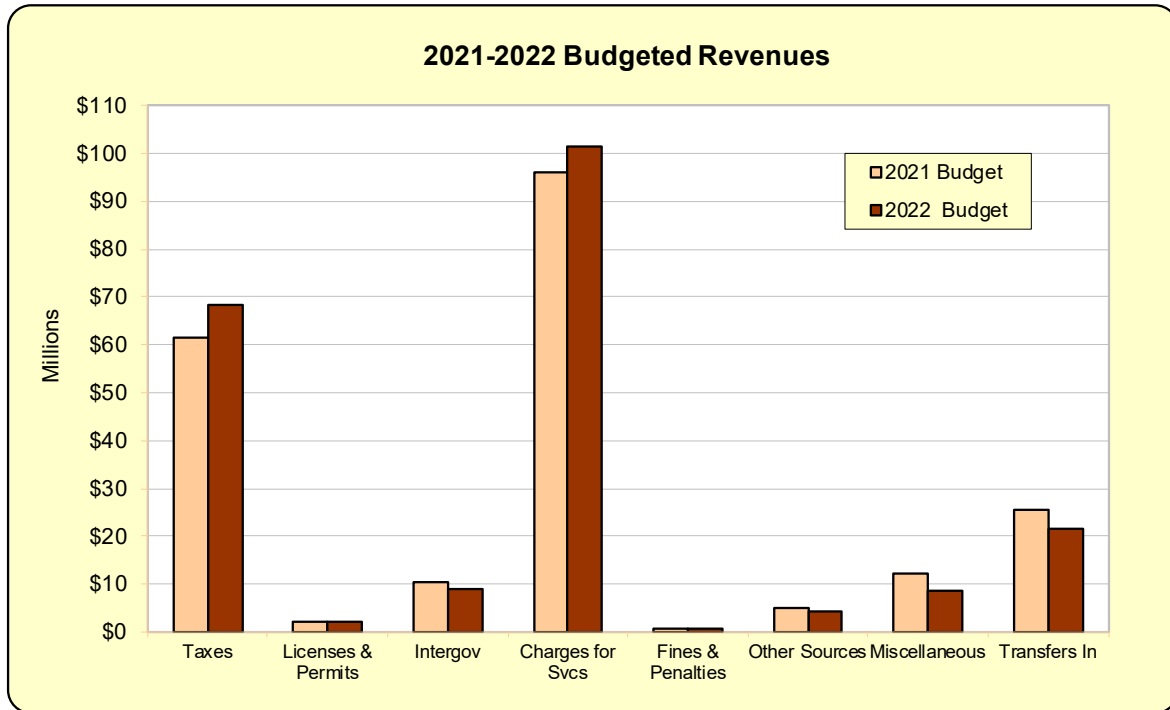
The National Advisory Council on State and Local Budgeting (NACSLB) endorses the forecasting of revenue and expenditures in their Recommended Budget Practices. This section of the budget provides a combined view of both past and anticipated future revenue and expenditures for all funds. A detailed revenue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

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

An important part of a financial plan is the City's Capital Improvement Program. While the projects affecting 2021-2022 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 2021-2022 Revenues by Source for All Funds

The graph below presents the total revenues that are anticipated to be available to support City programs during 2021 and 2022. The table shows the revenue by source of funds from 2019-2022. 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	2019 Actual	2020 Adj Budget	2020 Est Actual	2021 Budget	2022 Budget
Taxes	\$ 64,032,701	\$ 56,495,200	\$ 56,896,910	\$ 61,696,400	\$ 68,446,500
Licenses and Permits	2,825,404	1,599,300	1,679,600	2,029,400	2,264,300
Intergovernmental	12,201,485	28,122,482	18,888,510	10,465,340	9,154,800
Charges for Services	89,420,445	87,647,972	84,728,040	96,110,080	101,419,770
Fines and Penalties	1,984,513	799,500	658,900	847,200	856,400
Other Sources	9,902,189	5,457,571	2,202,900	4,896,100	4,453,200
Miscellaneous	11,047,128	24,044,340	21,290,571	12,220,620	8,593,680
Transfers In	7,192,688	35,769,364	25,390,266	25,562,980	21,769,270
Total Revenues & Other					
Financing Sources	198,606,554	239,935,729	211,735,697	213,828,120	216,957,920
Beginning Fund Balance	141,543,240	155,258,753	155,258,754	137,202,931	109,651,771
<b>TOTAL AVAILABLE RESOURCES</b>	<b>\$ 340,149,794</b>	<b>\$ 395,194,482</b>	<b>\$ 366,994,451</b>	<b>\$ 351,031,051</b>	<b>\$ 326,609,691</b>

**Tax Revenue**

The second largest revenue source for the City is taxes. Sources of tax revenue include property taxes, retail sales taxes, the annexation sales tax credit (through 2019), utility taxes, business and occupancy tax (effective in 2022), admissions taxes and gambling taxes. Tax revenue constitutes 28.9% of total expected revenue in 2021 and 31.5% in 2022. Almost all tax revenues are received in the General Fund to support the ongoing operations of the City. Effective in 2019, the City received the last payment of the annexation sales tax credit, resulting in a loss of approximately \$2.0 million annually. Due to the COVID-19 pandemic that began in early 2020, it is expected that the effects and impact on tax revenues will continue into the next biennium with the most notable impact expected to be seen in sales tax revenue.

Despite expectations for moderate revenue growth during the biennium, General Fund expenditures are projected to continue to increase at a rate that outpaces revenue growth. As a result, the 2021-2022 budget assumes the City will implement two notable tax changes in this biennium. First, the City will increase the tax rate charged for City utilities from 7.0% to 10.0% beginning in 2021; this is expected to generate approximately \$2.2 million in additional General Fund revenue in 2021 and \$2.3 million in 2022. Second, the City will implement a business and occupancy tax program, which would become effective in 2022. While the specifics of the program have not been solidified at this time, it is anticipated that the program will generate approximately \$4.8 million in new General Fund revenue in 2022.

**License and Permit Revenue**

License and permit revenue is dependent on the economy as most of this revenue is comprised of building, electrical and plumbing permits from new construction activity. The 2021-2022 budget assumes continued expansion within the City compared to 2020 activity, although at a moderate rate. If the economy stalls and growth does not occur as currently anticipated, this revenue source may need to be adjusted downward.

**Intergovernmental Revenue**

Intergovernmental revenue consists primarily of Federal, State and local grants and other governmental contributions. Intergovernmental revenue constitutes 4.9% of revenue in 2021 and 4.2% in 2022. The decline in revenue from 2020 to 2021 is primarily due to multiple grant funded projects that are projected to be completed by the end of 2020. Some of the more significant grant funded projects in 2021 include \$650,000 in Federal grant money for the Auburn Way South Improvement Project, \$570,000 in State grants for the 104<sup>th</sup> Avenue Master Plan, and \$520,000 in State grants for the 2<sup>nd</sup> Street SE Preservation project. Some notable projects in 2022 that include grant contributions include \$700,000 in Federal grant money for the Lea Hill Safe Routes to Schools project and \$450,000 in Federal grant monies for the Riverwalk Drive SE Non-Motorized Improvement project. Revenues in this category also include State shared revenues such as motor vehicle fuel tax revenues, and liquor excise tax revenues and liquor profits. Revenues within this category are primarily used to fund General Fund operations, are used to fund the construction of street projects and other capital projects such as park improvements within the Municipal Parks Construction Fund.

In July 2008, Washington State moved from a source-based sales tax to a destination-based sales tax in order to join the national effort to standardize the way each state taxes goods. This effort, the Streamlined Sales and Use Tax Agreement (SST), led the State to adopt a system of mitigation payments designed to compensate jurisdictions within the State that would experience a net loss in sales and use tax collections as a result of this change. The City of Auburn has received mitigation payments of between \$1.3 million and \$2.0 million per year from 2009 through 2019, but this payment expired in June 2020. While the City expected to receive \$925,000 in 2020, the amount was nearly cut in half due to revenue shortfalls at the State level due to the COVID-19 pandemic. Beginning in 2018, the City receives Marketplace Fairness Act (MFA) tax payments for internet and other remote sales, which the State intends will replace and eventually exceed the streamlined sales tax mitigation payment amounts. The net effect of the loss of the streamlined sales tax

payments combined with the Marketplace Fairness Act monies results in a net loss of General Fund revenue in the amount of approximately \$0.7 million annually.

**Charges for Services**

The single largest source of revenue for the City is charges for services, which include user fees for utility services, recreational, planning and building activities. This source represents 44.9% and 46.7% of total revenues in 2021 and 2022 respectively. The majority of these charges are collected in the enterprise funds for services provided as stand-alone business type activities. Service revenue also includes charges to other funds by internal service funds such as the Innovation and Technology Fund and the Facilities Fund to recoup the cost of services provided to other City departments.

**Fines and Penalties**

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

**Other Sources**

This revenue source includes loans, revenues from developers for capital system development in the Water, Sewer, and Storm Drainage utility funds, insurance recoveries and revenue from the sale of fixed assets. Budgeted revenues in the other sources revenue category in 2021 totals \$4.9 million in 2021 and \$4.4 million in 2022. Of this revenue, \$2.7 million in 2021 and \$2.2 million in 2022 is anticipated revenue from the DWSRF (Drinking Water State Revolving Fund) loan in the Water Fund.

**Miscellaneous**

Miscellaneous revenue includes interest revenue, rents and leases, special assessments, contributions and donations, prior year cash adjustments, revenue from bond proceeds, Equipment Rental internal service fund and Workers' Compensation internal service revenue. The Equipment Rental Fund holds City vehicles as an asset and collects annual costs from departments in order to provide for maintenance and replacement of these vehicles. Of the \$12.2 million budgeted in 2021, \$3.8 million is due to the anticipated bond proceeds in the Airport Fund.

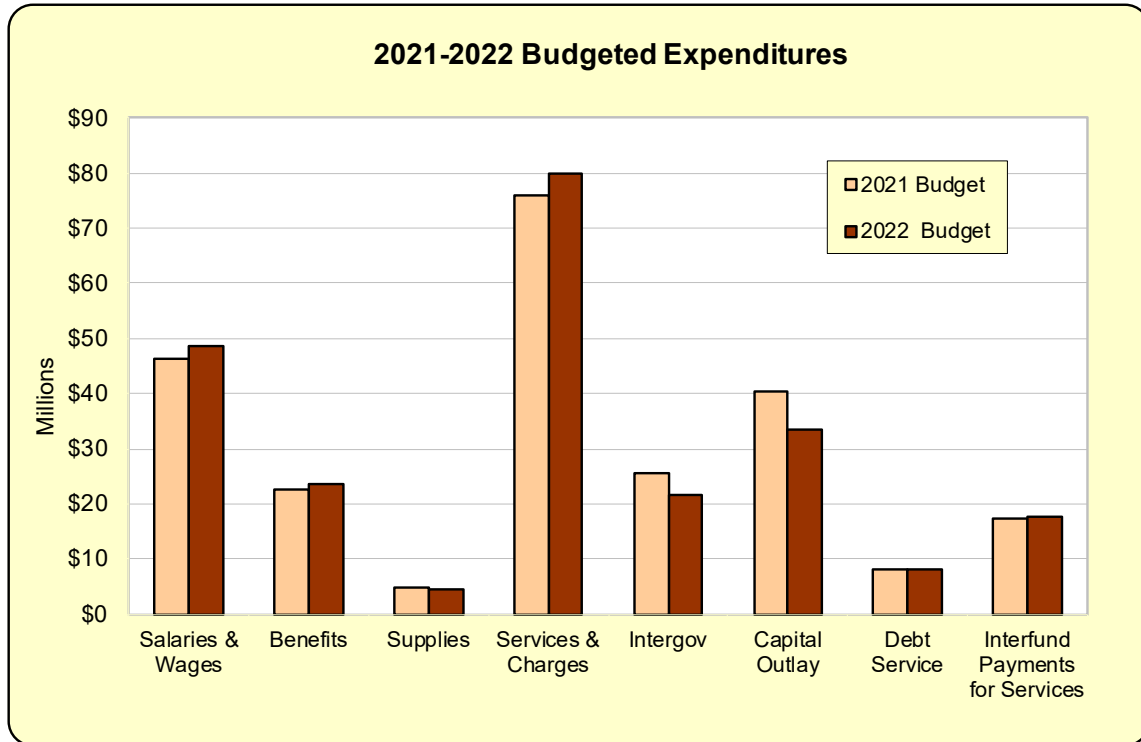
**Transfers In**

This revenue source represents transfers between funds, and includes payments to other funds for debt service, capital construction projects and interfund loans. Transfers in 2021 are budgeted to be \$25.6 million which includes a combination of one-time transfers between the enterprise funds' operating and the associated capital sub-funds, \$4.6 million in transfers for funding for various street projects, and \$2.2 million for projects in the Municipal Park Construction Fund. Transfers are budgeted at \$21.8 million in 2022. The 2022 budget includes a \$2.0 million transfer in to the General Fund from the Cumulative Reserve Fund to support operations, \$2.7 million for projects in the Municipal Park Construction Fund, and \$4.5 million in transfers for various street projects.



### Analysis of 2021-2022 Budgeted Expenditures for All Funds

The following graph presents the 2021 and 2022 budgeted expenditures of the City by major category.



Total All Funds Expenditures	2019 Actual	2020 Adj Budget	2020 Est Actual	2021 Budget	2022 Budget
Salaries & Wages	\$ 42,023,662	\$ 45,803,593	\$ 43,036,179	\$ 46,330,401	\$ 48,595,034
Benefits	17,697,956	23,647,070	21,028,777	22,585,829	23,637,611
Supplies	4,228,098	4,538,956	4,405,286	4,803,450	4,625,870
Services & Charges	66,869,890	75,037,361	71,392,466	75,988,510	79,787,570
Intergovernmental	7,192,688	35,769,364	25,484,906	25,562,980	21,769,270
Capital Outlay	17,493,927	63,058,467	42,823,436	40,384,260	33,361,510
Debt Service	6,956,576	9,458,600	5,499,274	8,259,700	7,969,900
Interfund Payments for Services	15,361,809	16,239,534	16,121,196	17,464,150	17,778,260
Other Uses	7,066,436	-	-	-	-
Designated Fund Balance	19,103,244	14,100,382	16,471,399	13,358,675	8,601,821
Undesignated Fund Balance	136,155,509	107,541,155	120,731,532	96,293,096	80,482,845
<b>TOTAL FUNDS EXPENDITURES</b>	<b>\$340,149,794</b>	<b>\$395,194,482</b>	<b>\$366,994,451</b>	<b>\$351,031,051</b>	<b>\$326,609,691</b>

### Salaries and Benefits

Salaries and benefits are budgeted at approximately \$68.9 million in 2021 and \$72.2 million in 2022, and are in accordance with current labor agreements for 2021 and 2022, with the exception of the affiliated group whose contract ends at the end of 2021. The 2021 budget includes an increase of one FTE due to the City implementing a business and occupancy tax program. In addition, the 2022 budget includes an increase of one FTE, which will reinstate a position that was

previously reclassified. Significant changes in benefits in 2021 and 2022 include anticipated increases in medical benefit costs (annual increases averaging 5.0% in 2021 and 10.0% in 2022), increases in dental benefit costs of 1.0% in 2021 and 5.0% in 2022. Pension contribution rates for PERS Plan 2 and PERS Plan 3, which are set by the State of Washington, are budgeted at 12.86% in 2021 then are expected to decrease to 10.42% in 2022. This budget assumes no anticipated increase in vision costs, no increase in the industrial insurance rates, and no pension rate increase for LEOFF2 plan members.

### **Supplies**

Citywide supplies are budgeted at \$4.8 million in 2021 and \$4.6 million in 2022 and account for 2.0% and 1.9% of the City's biennial budget. Supplies include fuel, small tools and equipment, office and operating materials and inventory for resale. Examples of these expenditures include computers, supplies for facility, street, pump station and vehicle and equipment repairs, agricultural supplies used by the Parks, Arts and Recreation Department, and resale inventory sold at the Auburn Golf Course and the Mountain View Cemetery.

### **Services and Charges**

The City contracts for professional services as needed. The services and charges are budgeted at \$76.0 million in 2021 and \$79.8 million in 2022 and accounts for 32.5% of the citywide biennial budget. Some examples of these costs include services provided by other government entities, legal expenses, appraisals, surveys and consulting services. Other costs in this category include communications, travel, advertising, rentals, insurance, repairs and maintenance and utility charges. This category includes the budget for King County District Court for municipal court and probation services, South Correctional Entity (SCORE) for jailing services, Valley Communications for 911 communication services, the contractual costs for sewage treatment to King County, the Waste Management contractual costs for hauling waste, among others.

### **Capital Outlay**

Capital projects budgeted in 2021 total \$40.4 million, or 16.7% of the citywide budget, and capital projects in 2022 total \$33.4 million, or 14.0% of the citywide budget. Most of the capital expenditures are budgeted in the enterprise funds, with the balance of capital expenditures primarily in the street funds and the capital projects funds. These categories fluctuate from year to year and are dependent on specific project needs as well as available funding from grants, loans, one-time revenues, and service fees. Examples of capital projects scheduled in 2021 and 2022 include replacement of lead water service lines, hangar improvements at the Auburn Municipal Airport, the Jacobsen Tree Farm Development project, and the Lea Hill Safe Routes to Schools street project.

### **Interfund Payments for Services**

Interfund payments for services include payments to City funds for services rendered. The budget for internal payments for services are budgeted at \$17.5 million in 2021 and \$17.8 million in 2022. These are charges paid for equipment repair and replacement, fuel for equipment, as well as software, hardware, technology, multimedia services, facilities services, and charges for General Fund support personnel. Internal services are provided by the City's Equipment Rental Fund, the Innovation and Technology Fund, the Insurance Fund, the Workers' Compensation Fund and the Facilities Fund to other City departments. In addition, this budget includes charges for reimbursement to the General Fund for labor and benefit charges related to support personnel in the Human Resources, Legal and the Finance Departments.

## REVENUE ANALYSIS

### GENERAL FUND

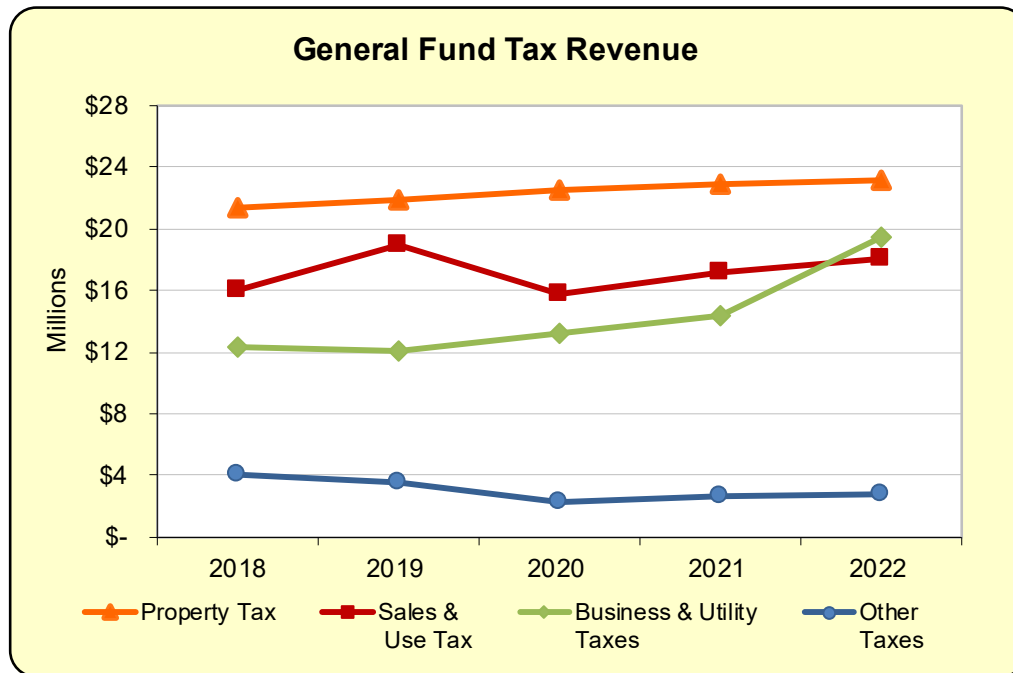
The City's General Fund receives a wide variety of revenue. This section of the budget discusses the key factors that affect revenue for the next biennial budget.

#### General Fund Revenue By Funding Source

	2018 Actual	2019 Actual	2020 Est Actual	2021 Budget	2022 Budget
Beginning Fund Balances:					
Designated/Reserved	\$225,464	\$108,325	\$593,625	\$593,625	\$593,625
Undesignated	22,418,212	21,541,951	23,047,535	19,354,527	9,931,160
<b>Total Fund Balances</b>	<b>\$22,643,676</b>	<b>\$21,650,276</b>	<b>\$23,641,160</b>	<b>\$19,948,152</b>	<b>\$10,524,785</b>
Taxes:					
Property Tax	\$21,422,752	\$21,907,038	\$22,489,300	\$22,842,300	\$23,198,400
Sales & Use Tax	15,961,406	18,943,334	15,774,100	17,170,400	18,026,000
Business & Utility Taxes	12,361,674	12,093,888	13,252,910	14,406,300	19,446,300
Other Taxes	4,102,914	3,589,138	2,335,100	2,681,000	2,818,400
Licenses & Permits	1,853,554	2,825,404	1,679,600	2,029,400	2,264,300
Intergovernmental	6,545,887	6,128,845	5,452,830	4,320,220	4,412,320
Charges for Services	4,727,408	7,457,382	5,801,450	7,419,290	7,871,830
Fines & Penalties	920,187	914,240	583,900	722,200	731,400
Transfers In	109,894	120,456	4,081,530	162,000	2,024,000
Other Sources	165,212	127,895	114,000	25,000	25,000
Miscellaneous	1,771,945	1,933,229	1,398,430	1,092,600	1,120,300
<b>Total General Fund</b>	<b>\$92,586,507</b>	<b>\$97,691,124</b>	<b>\$96,604,310</b>	<b>\$92,818,862</b>	<b>\$92,463,035</b>

#### General Fund Tax Revenue

Current estimates indicate that the City will receive approximately \$53.9 million in tax revenue during 2020. Total revenues from taxes are anticipated to increase to an estimated \$57.1 million in 2021 and \$63.5 million in 2022. Voter-approved initiatives and State legislative budget cuts to local tax distributions have had a significant financial impact on the General Fund. In addition, the streamlined sales tax payments ended in mid-2020, resulting in a net loss of General Fund revenue in the amount of approximately \$0.7 million annually. To help offset the reduced tax revenues the 2021-2022 budget assumes the City will increase the tax rate charged in the General Fund for City utilities from 6.0% to 9.0% (with the 1.0% benefitting the Arterial Street Preservation Fund to remain unchanged). This policy change is expected to increase budgeted General Fund utility tax revenue by approximately \$2.2 million in 2021 and \$2.3 million in 2022. In addition, this biennial budget assumes that the City will implement a business and occupancy tax program effective in 2022 that is anticipated to generate approximately \$4.8 million in the first year. Revenue budgeted for the biennium is based on the assumption that the economy will continue to grow at a steady but moderate pace. If growth is slower than anticipated, budgeted revenues may have to be adjusted downward.



### Property Taxes

Property taxes remain the largest single source of General Fund revenue for the City, constituting approximately 31% of total General Fund revenues budgeted in 2021. Over the past several years, voters of the State of Washington have changed the property tax levying process through referenda and initiatives. Referendum 47, passed in 1997, changed the 106% limit to the lesser of six percent or inflation. There was a provision; however, that – with a finding of substantial need – a majority plus one vote of the City Council could raise revenue to the 106% limit. In 2001, the citizens voted on and passed Initiative 747 (I-747), which limits the increase in property taxes to the lesser of 1% or inflation (unless the jurisdiction has “banked capacity”, which provides that the levy limit is based on the highest amount that could have been levied since 1985-1986). New construction, annexations and refund levies are additional. I-747 was declared unconstitutional by the King County Superior Court on June 13, 2006 and was overturned by a State Supreme Court decision in November 2007.

Following this decision, the Washington State Legislature approved House Bill 2416 reinstating the provisions of I-747 retroactively to 2002, thereby restoring the one percent limit on property tax increases (again, unless the jurisdiction has banked capacity). These legislative changes have significantly impacted the City as labor contracts have historically increased at an average rate of 3% while the City’s largest source of taxing authority that assists in the payment of those contracts is essentially limited to 1%. From 2010 through 2013, the City experienced four consecutive years of declining property valuation. However, in 2014 this trend reversed and the assessed valuation (AV) of property values increased by an average of 9% per year from 2014 through 2020. 2021 and 2022 property tax revenue estimates are based upon assumed increases in overall assessed value of 5% annually in both 2021 and 2022.

**Sales and Use Taxes**

The sales tax rate in the City of Auburn is 10.0% on all retail sales. Within this, the net City tax rate is 0.84% after accounting for the share received by counties and a State administrative 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. From 2013 through 2018, annual sales taxes collected from new construction activity were used to support activities in the Local Street Fund (Fund 103). Effective in 2019, this policy changed and the sales tax on construction revenues stay in the General Fund in order support operations. This policy change accounts \$2.3 million of the year-over-year increase in sales tax revenue receipted into the General Fund in 2019 compared to 2018. While the COVID-19 pandemic significantly impacted sales tax revenues, the 2021 budget is projected to have an 8.8% growth over the sales tax revenues in 2020. Sales tax revenues are estimated at \$17.1 million in 2021 and \$18.0 million in 2022.

**Business and Occupation (B&O) Tax**

The General Fund Six-Year Forecast also assumes that the City will adopt a B&O tax, as a tax on gross business receipts with specific qualifications and thresholds, and a square footage fee for certain businesses that would otherwise be exempt from the B&O tax. These would be effective in 2022 based on an ordinance to be adopted by Council sometime during 2021. Revenues to the City from these charges are estimated to be about \$4.8 million in 2022 (since collections would be limited to three quarters in the first year), \$6.7 million in 2023, and increasing to \$7.5 million by 2026.

**Utility Taxes**

This category includes taxes applied to utilities providing services in the City, from both City-owned and private utilities. Utility taxes, as a whole, have been very stable from year-to-year.

Interfund utility taxes are currently charged at 7.0% on the four major City utilities: Water, Sewer, Storm Drainage, and Solid Waste, of which 1.0% is dedicated to fund arterial street preservation. As part of the financial plan (see General Fund Six-Year Forecast on page 98), the 2021-2022 Preliminary Budget assumes that interfund utility taxes will be increased by 3.0% effective January 2021. This will be enacted via a City ordinance separate from the budget ordinances. Other City utility taxes include a 6.0% tax assessed on telephone, cable utility, electric and natural gas providers, of which 1.0% of this tax is also dedicated to fund arterial street preservation.

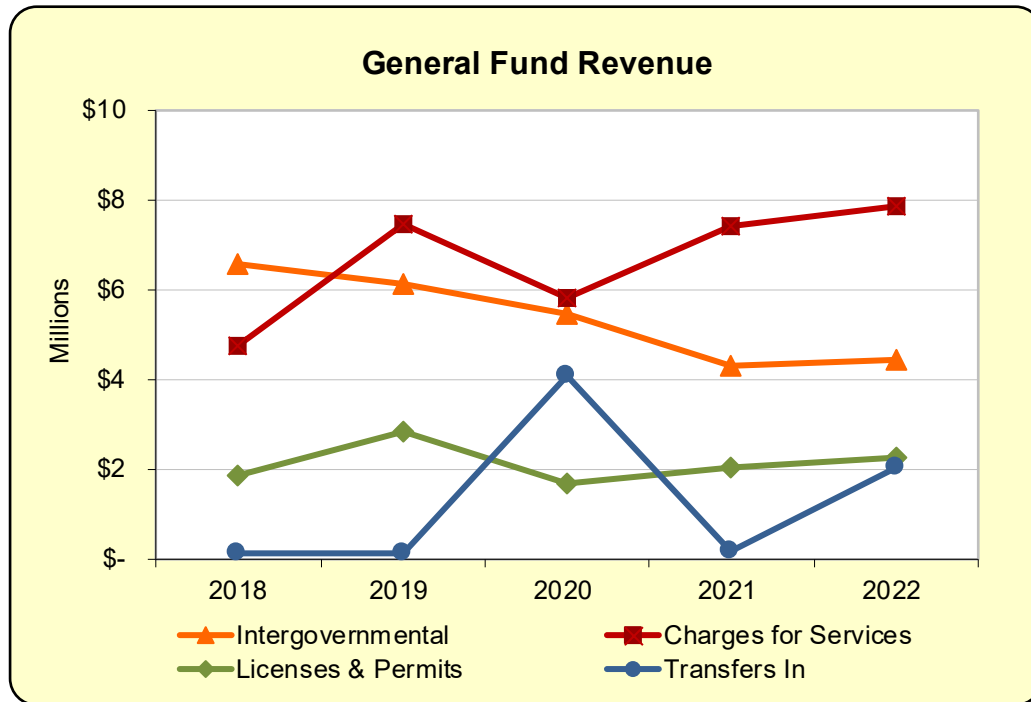
**Other Taxes**

This category includes the criminal justice sales tax, gambling taxes and leasehold excise taxes. Tax revenues in the other taxes category make up 3.7% of General Fund revenues in 2021 and 3.4% in 2022. These revenues are budgeted at \$2.7 million in 2021 and \$2.8 million in 2022 and compare to a forecast of \$2.3 million in 2020. The year-over-year reduction in this revenue source from 2019 to 2020 is the result of the loss of the annexation sales tax credit (final payment was collected in 2019) as well as the reduced revenue collections in 2020 due to the COVID-19 pandemic which had, and continues to have, a significant impact on criminal justice sales tax revenues and gambling tax revenues. Gambling taxes include a 2.0% tax on amusement games, 10.0% tax on punchboards and pull-tabs, and 4.0% on social card rooms.

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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



### Intergovernmental

Various State-shared tax revenues, including streamlined sales tax (through 2020), motor vehicle sales tax, liquor excise tax and liquor profits, Muckleshoot compact revenues and grant revenues dominate this category. This budgeted revenue in this category in 2021 totals \$4.3 million, or 5.9% of the General Fund revenue, and the budgeted revenue in 2022 totals \$4.4 million, or 5.4% of the General Fund revenue. The decline in revenues from 2019 to 2020 reflects the loss of the streamlined sales tax mitigation monies. The dominate revenue source in this category during the next biennium budget cycle continues to be motor vehicle fuel tax revenues which are assessed based upon gallons of fuel sold. City anticipates receiving, on average, \$950,000 annually from the Muckleshoot Indian Tribe for City services rendered, including police calls for service, court services, and street maintenance. Payment from the Tribe is based upon actual service delivery and is reconciled each year with Tribe management.

### Charges for Services

This category consists of interfund revenues collected for support departments (effective in 2019), user fees that are derived primarily from recreational fees paid by participants for programs provided by the City's Parks, Arts and Recreation Department, reimbursement for off duty law enforcement services rendered, and plan check fees which are derived from the review of proposed new construction and development activities. The increase in revenues in this category from 2018 to 2019 is primarily due to a change in policy, where the City changed the process for charging for services provided by General Fund support departments (Human Resources, Legal, and Finance) to other funds. Prior to 2019, support department labor costs (salaries and benefits) were directly charged to other funds. Effective in 2019, each employee is fully budgeted in his/her home department and funds receiving support services are assessed an interfund charge for those services, with offsetting revenues to the General Fund. The budgeted charges for services for the three support departments are \$3.0 million in 2021 and \$3.1 million in 2022.

The charges for services category also includes revenues from recreational classes, league fees, and revenues collected from the senior citizen programs offered. Recreational fees typically support about 20% of the costs of the related services. Included in this category are revenues associated with the Auburn Golf Course, which are budgeted at \$1.1 million in 2021 and \$1.3 million in 2022. Overall, charges for services constitute approximately 10.2% of total General Fund revenue in 2021 and 9.6% of General Fund revenue in 2022.

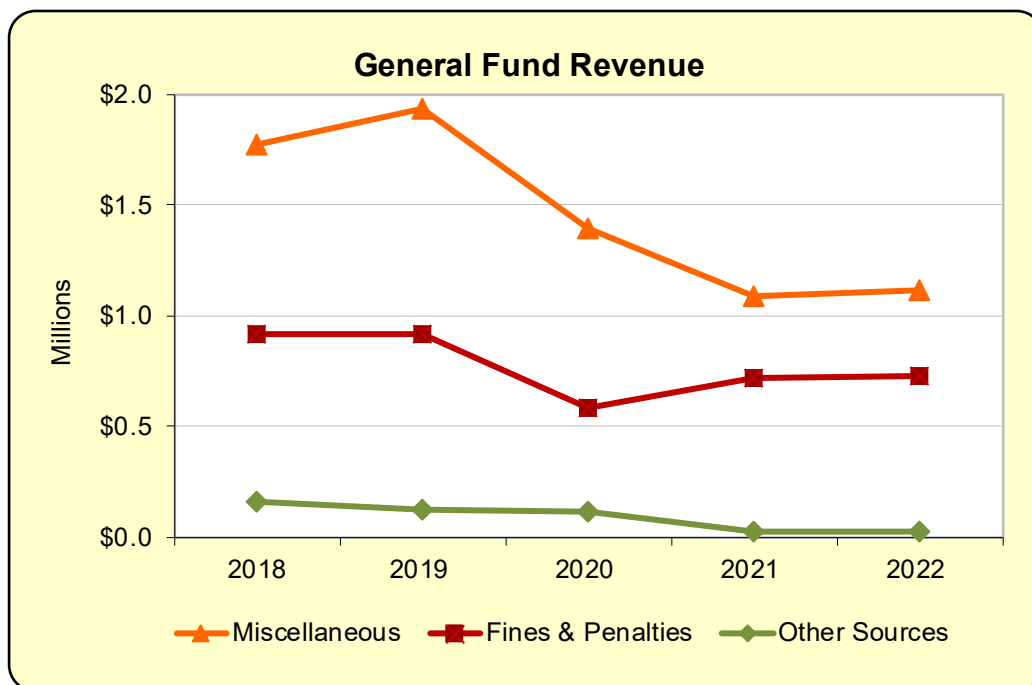
### Licenses and Permits

License and permit activities are user fees that are derived from various regulatory activities of the City. Licenses and permits are projected to be approximately 2.8% of budgeted General Fund revenues in 2021 and 2022. The bulk of this revenue is derived from building permit activities. Since this activity is dependent on new construction, it can fluctuate greatly depending on the economy, interest rates and available land. It is projected that 2021 and 2022 building permit revenues will decline compared to revenues collected in the recent years prior to COVID-19, as it is anticipated that there will be lagging impacts on the local economy that will be felt during this biennial budget. Building permit revenues in 2021 and 2022 are budgeted at \$900,000 and \$1.0 million respectively.

Other revenues in this category include business licenses, pet licensing, and plumbing, street, excavation and electrical permits. The City's business license fee is a flat \$100 annually and revenues are projected to be approximately \$390,000 annually in both 2021 and 2022.

### Transfers In

Transfers in consist of transfers receipted into the General Fund in support of internal City operations and one-time transfers for the funding of operations. Budgeted transfers into the General Fund in 2021 total \$162,000 and \$2.0 million in 2022. The 2021 and 2022 budgeted transfers include transfers from the Storm Fund in both 2021 and 2022 for the reimbursement of costs associated with maintaining medians within the City. In addition, the 2021 budget includes a one-time transfer in to the General Fund for the replacement and upgrade of survey equipment. The 2022 budget also includes a one-time transfer of \$2.0 million from the Cumulative Reserve Fund to fund on-going operations in the General Fund.



**Miscellaneous**

Miscellaneous revenue consists primarily of facilities rentals, golf cart rental revenues, purchasing card rebate revenues, investment income, and contributions and donations. These revenues are budgeted to decline compared to historical actuals reported over the past few years which is a result of the anticipated impacts that COVID-19 is expected to have on the local and global economy. The majority of revenues in this category are derived from activities that involve gathering - therefore due to restrictions enacted on physical gathering due to COVID-19, these revenues will be impacted until restrictions are lifted and people are comfortable resuming these activities again. Interest revenues are projected to decline during the 2021-2022 biennial budget cycle, which is due to a combination of factors including the reduction in interest rates and the anticipated reduced General Fund fund balance.

**Fines and Penalties**

Fines and penalties consist mainly of traffic fines, parking infractions and criminal fines. Fines and penalty revenues are budgeted at approximately \$700,000 annually in both 2021 and 2022.

**Other Sources**

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

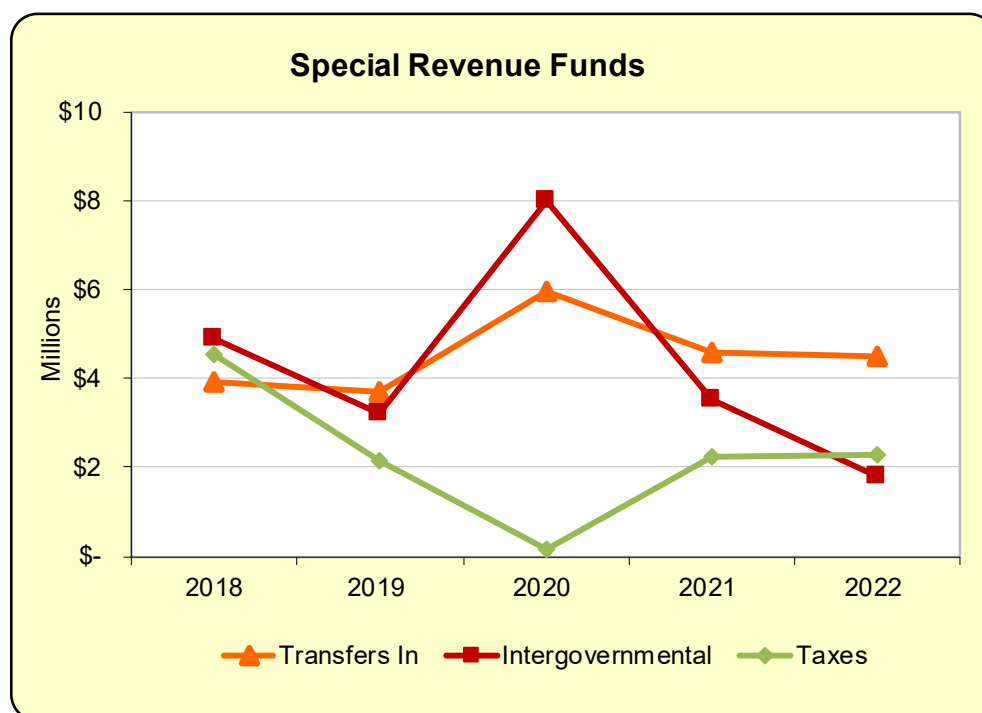


## SPECIAL REVENUE FUNDS

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

### Special Revenue Funds Revenue By Funding Source

	2018 Actual	2019 Actual	2020 Est Actual	2021 Budget	2022 Budget
Beginning Fund Balances	\$29,600,716	\$29,826,098	\$32,870,670	\$24,149,025	\$20,108,701
Transfers In	3,934,414	3,686,410	5,961,485	4,598,150	4,506,200
Intergovernmental	4,904,696	3,225,058	7,994,129	3,541,980	1,777,000
Taxes	4,555,163	2,159,258	154,500	2,230,400	2,267,400
Charges for Services	1,610,285	2,787,844	1,024,200	1,648,900	2,626,900
Miscellaneous	529,229	822,350	16,450	226,960	417,000
Fines and Penalties	256,900	1,066,245	75,000	125,000	125,000
<b>Total Revenue</b>	<b>\$ 45,391,402</b>	<b>\$ 43,573,262</b>	<b>\$ 48,096,434</b>	<b>\$ 36,520,415</b>	<b>\$ 31,828,201</b>



### Transfers In

This revenue source consists of transfers from funds to the special revenue funds. Budgeted transfers in 2021 and 2022 totals \$4.6 million and \$4.5 million respectively. These transfers predominately include the transfer of real estate excise tax (REET) revenues from the Capital Improvements Fund to the Local Street Fund for local street improvement projects which includes a transfer of \$2.2 million in 2021 and \$1.5 million in 2022. In addition, the transfer in revenues also include the transfer of impact fees to the Arterial Street Fund for arterial street improvements.

**Intergovernmental**

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

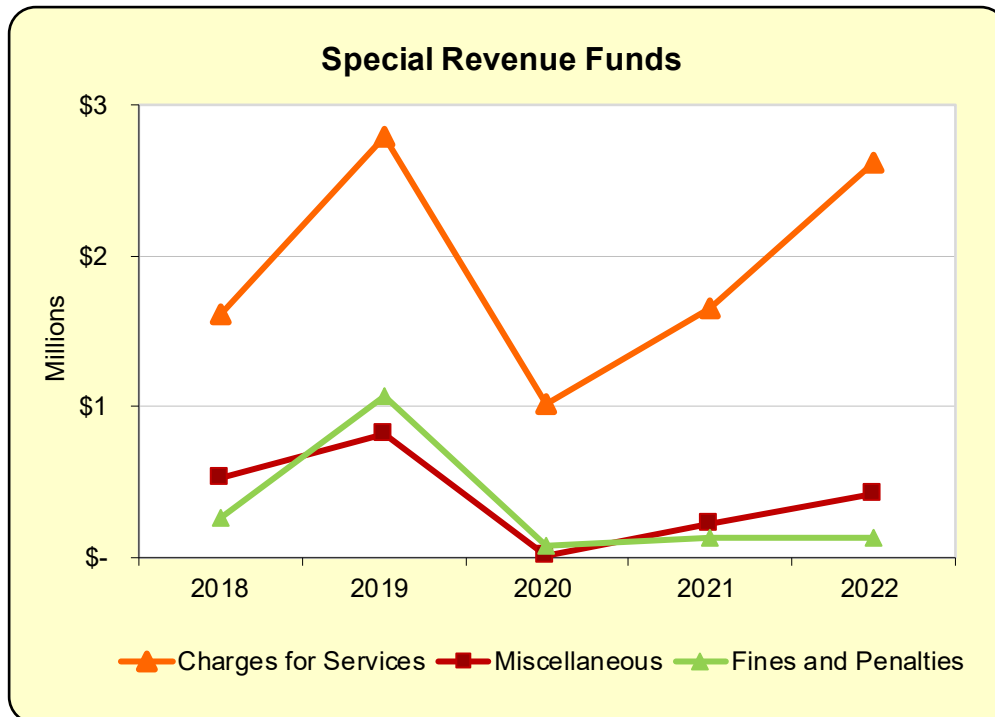
The majority of this funding is Federal grant monies for arterial street projects. Fluctuations from year-to-year for this source of revenue can be directly related to project activity since the majority of this revenue is received on a reimbursement basis. The reduced revenues reflected in the graphic between 2020 and 2022 is primarily due to the anticipated reduction in grant revenues in the street funds. A total of \$3.5 million is budgeted for intergovernmental revenues in 2021, with \$650,000 of that being a Federal grant for the Auburn Way South Street Improvement project (Hemlock Street SE to Poplar Street SE) and \$500,000 in State grant monies for the 2<sup>nd</sup> Street SE Preservation project. Of the \$1.8 million budgeted for intergovernmental revenues in 2022, \$450,000 of that is budgeted as a Federal grant for the Riverwalk Drive SE Non-Motorized Improvement project.

Another revenue source in the intergovernmental category within the special revenue funds is the Motor Vehicle Fuel Tax (MVFT). The City receives approximately \$1.6 million annually in MVFT monies. Of this, \$530,000 is deposited into the Arterial Street Fund and \$7,000 into the Recreation Trails Fund, with the remainder deposited into the General Fund. In 2015, the State Legislature passed the 15-year transportation package which includes additional monies to cities to fund transportation projects. The 2021-2022 budget projects an additional \$90,000 annually in revenues to the Arterial Street Fund for the multimodal transportation revenues.

**Taxes**

Tax revenue in the special revenue funds is derived primarily from utility taxes which are used to support the City's transportation programs. Current City policy directs 1.0% of the utility tax to the Arterial Street Preservation Fund. This revenue is budgeted at \$2.0 million in both 2021 and 2022. From 2013 through 2018, sales taxes collected from new construction projects had been deposited into the Local Street Fund in support of the City's Save Our Streets program. Effective in 2019, all sales tax revenues stay in the General Fund to support City operations; in order to continue funding for the Save Our Streets program, real estate excise tax (REET) revenues will be transferred into the Local Street Fund in both 2021 and 2022 as discussed on the prior page.

Other taxes collected include the Business Improvement Assessment (BIA), which is a tax levied by the City on all businesses within the downtown core area. Retail and service businesses are charged at a rate of \$0.15 per square foot of useable commercial space for a minimum of \$150 and a maximum of \$1,500 annually. These funds then provide the resources that enable the Auburn Downtown Association to promote the central business area. There are approximately 427,000 square feet of service businesses and 69,000 square feet of retail space assessed annually. The Hotel/Motel excise tax is another source of revenue for this group of funds. Levied at 1.0% of the charges for lodging at hotels, motels and campgrounds, these funds are used to offset the cost of tourism promotion.



### Charges for Services

Special revenue funds charges for services are derived mainly from the Mitigation Fee Fund. This revenue consists of mitigation fees paid by developers. These revenues in 2021-2022 are budgeted conservatively at \$1.1 million annually in both 2021 and 2022. In addition, this revenue source includes \$500,000 budgeted in 2021, and \$1.5 million budgeted in 2022 for transportation fees budgeted per a development agreement with the City.

### Miscellaneous

Miscellaneous revenue consists primarily of investment income and developer contributions and is budgeted at \$230,000 in 2021 and \$420,000 in 2022. The 2022 budget includes the anticipated one-time developer contribution of \$250,000 from the Muckleshoot Indian Tribe for the Riverwalk Drive SE Non-Motorized Improvement project.

### Fines and Penalties

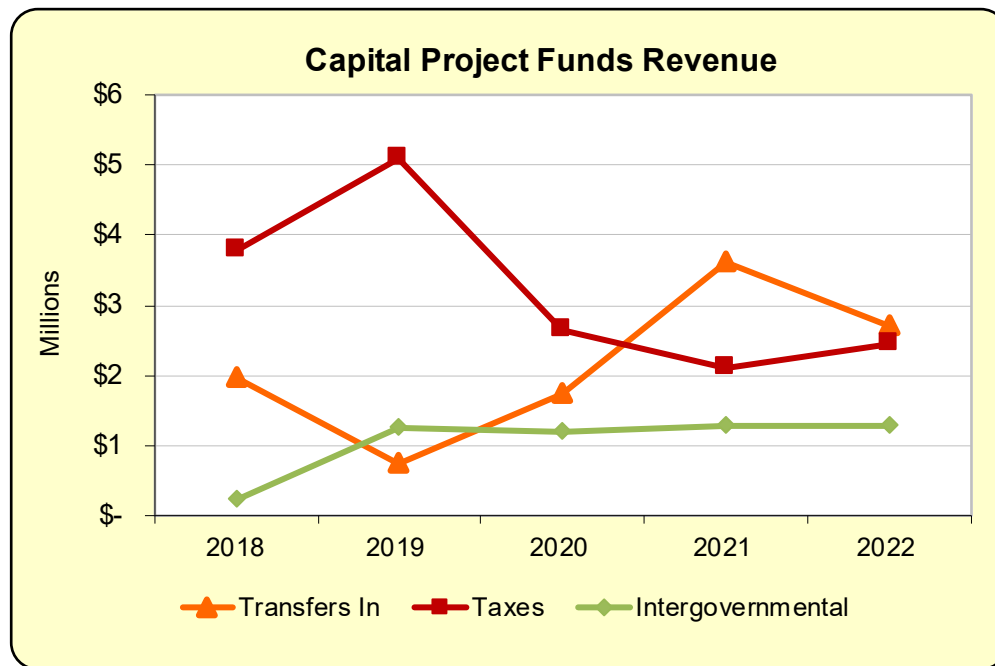
Fines and penalties consist of confiscated property within the Drug Forfeiture Fund.

## CAPITAL PROJECT FUNDS

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

### Capital Project Funds Revenue By Funding Source

	2018 Actual	2019 Actual	2020 Est Actual	2021 Budget	2022 Budget
Beginning Fund Balance	\$12,664,843	\$14,323,556	\$14,848,922	\$8,769,840	\$5,069,300
Transfers In	1,966,013	749,253	1,736,451	3,599,600	2,704,060
Taxes	3,776,066	5,085,551	2,641,000	2,116,000	2,440,000
Intergovernmental	228,922	1,265,147	1,206,798	1,280,010	1,280,000
Miscellaneous	341,309	390,162	416,336	123,900	160,300
Charges for Services	5,864	15,046	36,790	241,470	9,500
Other Sources	123,308	49,259	-	-	-
<b>Total Revenue</b>	<b>\$ 19,106,325</b>	<b>\$ 21,877,974</b>	<b>\$ 20,886,297</b>	<b>\$ 16,130,820</b>	<b>\$ 11,663,160</b>



### Transfers In

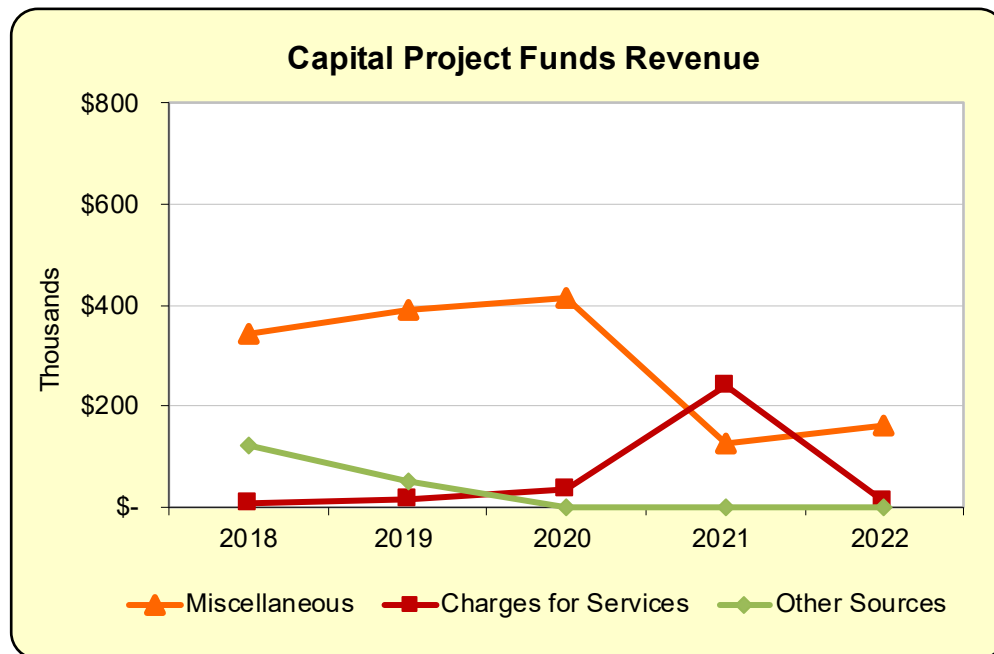
Transfers in consist of interfund operating transfers from other funds. These operating transfers are used to fund the capital projects to be determined by City Council. The budgeted transfers in 2021 and 2022 are \$3.6 million and \$2.7 million respectively. The transfers to the capital project funds are primarily transfers of funds from the Mitigation Fund as well as transfers of real estate excise tax (REET) monies to the Municipal Park Construction Fund to these capital funds. Examples of projects budgeted in this fund during the 2021-2022 biennial budget include the Jacobsen Tree Farm Development, improvements at Game Farm Park, and the West Hill Park Acquisition project.

### Taxes

The tax revenue in the Capital Improvements Fund consist predominately of real estate excise tax (REET) revenues but also include tax revenues from King County to be used specifically for capital projects for park improvements. By State law, the City is authorized to levy real estate excise tax up to ½% on all real property sales transactions within the City. The City of Auburn levies the allowable amount. Revenues from this tax must be used for financing capital projects specified in the City's Capital Facility Plan. REET revenues are divided into quarter percentages. Both the first and second ¼% may be used for streets, sidewalks, street lighting systems, traffic signals, bridges, domestic water systems, and storm and sanitary sewer systems. In addition, the first ¼% may be used to purchase park and recreational facilities, law enforcement facilities, fire protection facilities, trails, libraries, and administrative and judicial facilities. As depicted on the graphic, the tax revenues in 2019 reached \$5.1 million, with \$4.9 million of this being REET monies. Due to the surge in the local real estate market, REET revenues collected through 2018 and 2020 were strong. 2021 and 2022 REET revenues are budgeted to remain strong, although at a reduced rate compared to the prior few years as revenues are contingent upon real estate sales and the local economy.

### Intergovernmental

This revenue source is primarily State, Federal and interlocal grant revenues. The Capital Improvements Fund anticipates the receipt of \$600,000 in State grant revenues in 2021 for the 104<sup>th</sup> Avenue Master Plan project and \$700,000 in 2022 for the Lea Hill Safe Routes to Schools project. The Municipal Park Construction Fund anticipates the receipt of \$400,000 in local grants for the West Hill Park Acquisition project in 2021, and \$500,000 in State grants for the Jacobsen Tree Farm Development project in 2022.



### Miscellaneous

Miscellaneous revenue includes interest earnings on fund resources, contributions or donations from developers or other organizations for community projects, and revenues generated from leases on cell towers. The 2020 budget includes \$350,000 budgeted rebate from Puget Sound Energy for the City Streetlight LED Retrofit project. The majority of the revenues budgeted in this category in 2021 and 2022 are from leases generated on cell towers. The increase in revenues

projected in 2022 are due to an anticipated contribution and donation of \$50,000 from the Auburn School District for the Lea Hill Safe Routes to Schools project.

**Charges for Services**

A portion of all adult outdoor team league fees are put into the capital facility program in the Municipal Parks Construction Fund. These funds are then used to construct park facilities to benefit the users of the parks and fields. Charges for services are budgeted at \$241,000 in 2021 and \$10,000 in 2022. The 2021 budget includes \$232,000 in anticipated planning and developer fees relating to the Downtown Plaza Park project.

**Other Sources**

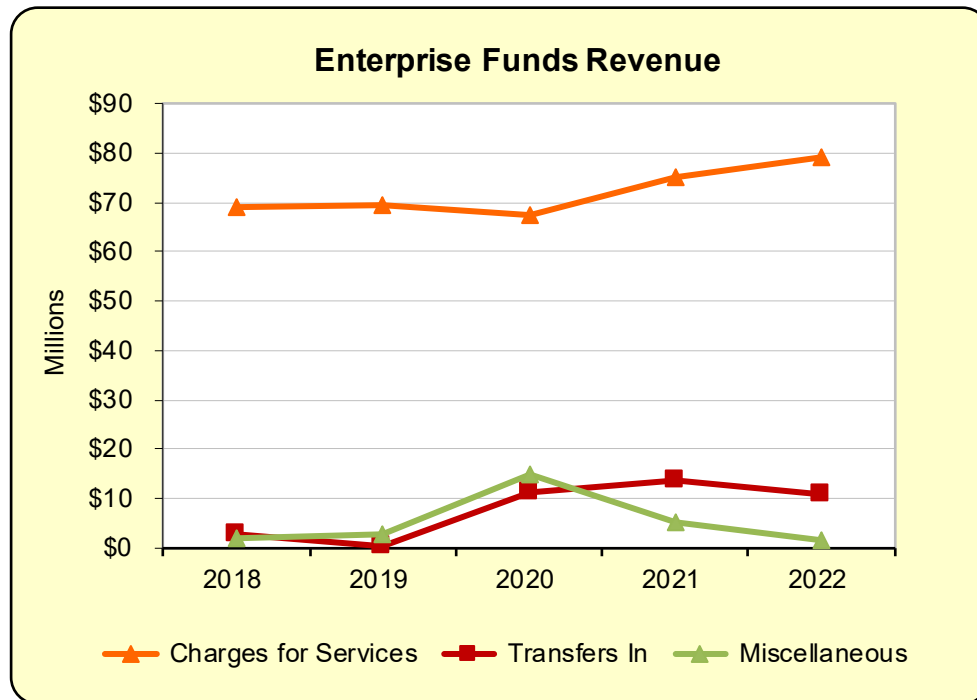
Other sources within the capital projects funds include insurance recoveries.

## ENTERPRISE FUNDS

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

### Enterprise Funds Revenue By Funding Source

	2018 Actual	2019 Actual	2020 Est Actual	2021 Budget	2022 Budget
Beg. Working Capital	\$48,816,282	\$55,456,872	\$63,046,909	\$65,296,026	\$56,866,519
Charges for Services	68,867,977	69,423,786	67,408,400	75,182,130	79,051,400
Transfers In	2,818,890	389,258	11,361,800	13,643,610	10,624,010
Miscellaneous	1,949,118	2,584,970	14,681,200	5,326,100	1,494,300
Other Sources	7,686,957	9,647,397	2,037,900	4,856,100	4,413,200
Intergovernmental	574,425	978,543	3,683,953	315,970	707,220
Fines and Penalties	9,759	4,028	-	-	-
<b>Total Revenue</b>	<b>\$130,723,408</b>	<b>\$138,484,854</b>	<b>\$162,220,162</b>	<b>\$164,619,936</b>	<b>\$153,156,649</b>



### Charges for Services

This revenue source represents fees charged by the City's enterprise funds in return for public services. Over 75% of the City's enterprise fund charges for service revenues are collected in the Water, Sewer, Storm Drainage and Solid Waste utility funds; these are expected to total \$75.2 million in 2021 and \$79.1 million in 2022. Of those revenues, \$20.3 million in 2021 and \$21.0 million in 2022 represents pass-through charges in the Sewer Metro Fund to pay King County for the treatment and disposal of the City of Auburn's sewage.

Utility revenues are directly affected by growth factors and rate increases. The City normally reviews fees charged for utilities on an annual basis to ensure the fees charged cover the cost associated with providing the services. Effective in January 2021, the Water and Sewer rates are increasing 3.4% and 2.4% respectively. The Storm Drainage and Solid Waste Funds will also implement rate increases of 1.7% and 2.5% respectively in 2021.

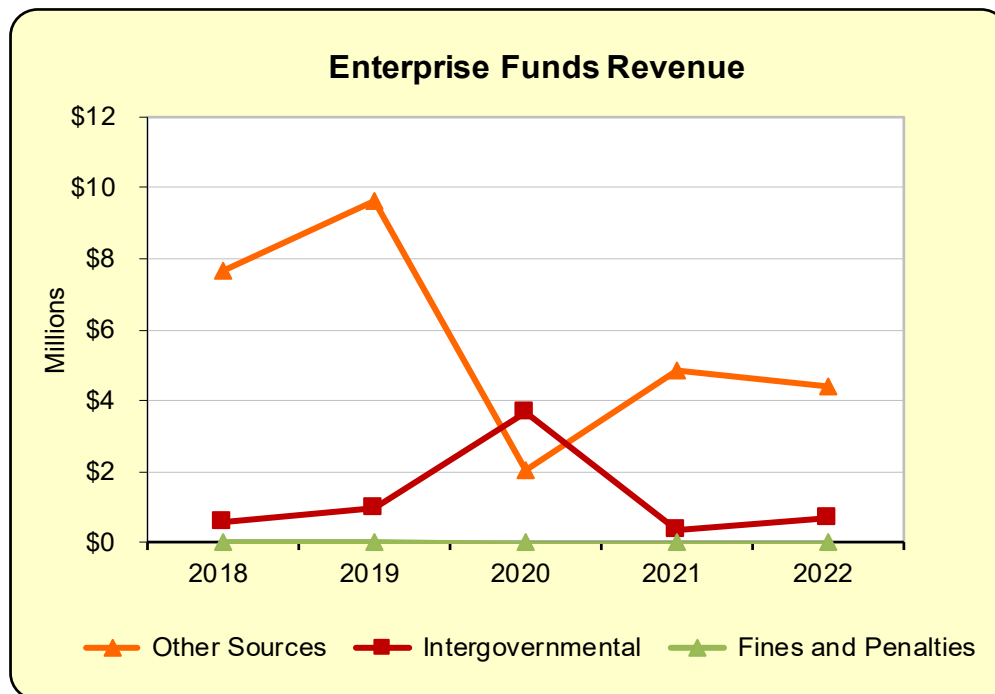
Solid waste collection is contracted through Waste Management Incorporated. Garbage rates are structured in a way that encourages participation in the recycling program. Charges for services at the Auburn Municipal Airport are primarily related to fuel sales. Charges for services in the Cemetery Fund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

### Transfers In

This revenue source represents transfers from other funds as well as the transfer in of resources from the enterprise operating sub-funds to the enterprise capital sub-funds. Transfers in are budgeted at \$13.6 million in 2021 and \$10.6 million in 2022. The transfers in within this category in 2021 and 2022 consist of transfers from the Water and Airport operating sub-funds to the capital sub-funds for capital projects including the Academy Pump Station Replacement, the Lead Service Line Replacement project, the Coal Creek Springs Transmission Main Replacement project and the Hangar Facility Construction project at the Auburn Municipal Airport.

### Miscellaneous

Miscellaneous revenue includes financing proceeds to fund capital projects within the enterprise funds and interest earnings on fund resources. This category also includes airport property lease revenue, tie down and hangar rental revenues at the airport and changes in restricted assets. The 2020 estimate includes \$13.7 million in bond revenue to support multiple capital projects in the Water Fund. The 2021 budget includes \$3.8 million in bond revenue in the Airport Fund to support capital projects budgeted in 2021 and 2022.





**Other Sources**

This revenue source represents resources available from system capital contributions from developers, loan proceeds, the sale of fixed assets, and insurance recoveries. The 2021 budget includes \$2.7 million in anticipated revenue from the Drinking Water State Revolving Fund (DWSRF) loan and the 2022 budget includes \$2.2 million in DWSRF loan proceeds. These loan proceeds are budgeted to pay for the majority of the cost of the Lead Service Line Replacement project and the Coal Creek Springs Transmission Replacement project. Other contributions include non-cash developer contributions as they build or improve system assets. System developer contributions have been significant in the recent past, and is budgeted at \$2.2 million in both 2021 and 2022.

**Intergovernmental**

This revenue primarily represents grant revenue. Intergovernmental revenues are budgeted at \$300,000 in 2021 and \$700,000 in 2022. The 2021 budget includes \$250,000 in local grant revenue anticipated in the Storm Drainage Fund for the 37<sup>th</sup> Street NW Storm Improvement project and the Storm Renewal and Replacement project. The 2022 budget includes \$425,000 in grant revenues at the Auburn Municipal Airport for multiple capital projects, and \$225,000 in State grants for the Coal Creek Springs Transmission Replacement project.

**Fines and Penalties**

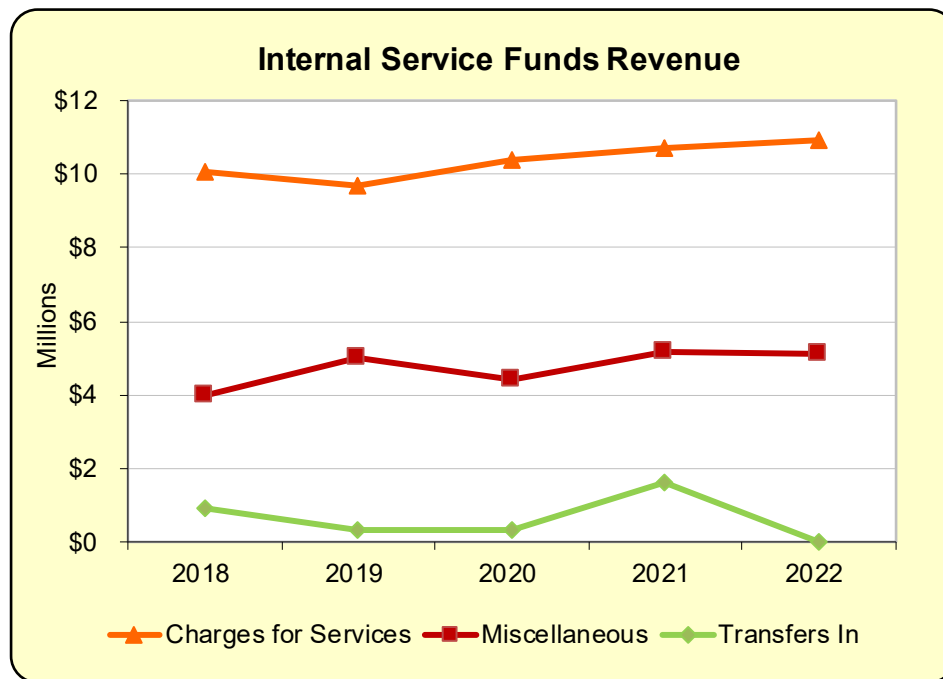
This revenue represents penalties assessed in the Water Fund for lost or damaged hydrant carts, which are used to access water from City fire hydrants.

## INTERNAL SERVICE FUNDS

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

### Internal Service Funds By Funding Source

	2018 Actual	2019 Actual	2020 Est Actual	2021 Budget	2022 Budget
Beg. Working Capital	\$15,589,264	\$16,136,083	\$16,459,662	\$14,741,502	\$12,880,684
Charges for Services	10,042,969	9,685,778	10,409,700	10,693,450	10,921,100
Miscellaneous	4,004,416	4,987,039	4,419,500	5,164,600	5,117,360
Transfers In	935,537	325,667	335,000	1,650,420	-
Other Sources	255,679	77,639	51,000	15,000	15,000
Intergovernmental	69,999	60,000	-	-	-
<b>Total Revenue</b>	<b>\$ 30,897,864</b>	<b>\$ 31,272,205</b>	<b>\$ 31,674,862</b>	<b>\$ 32,264,972</b>	<b>\$ 28,934,144</b>



### Charges for Services

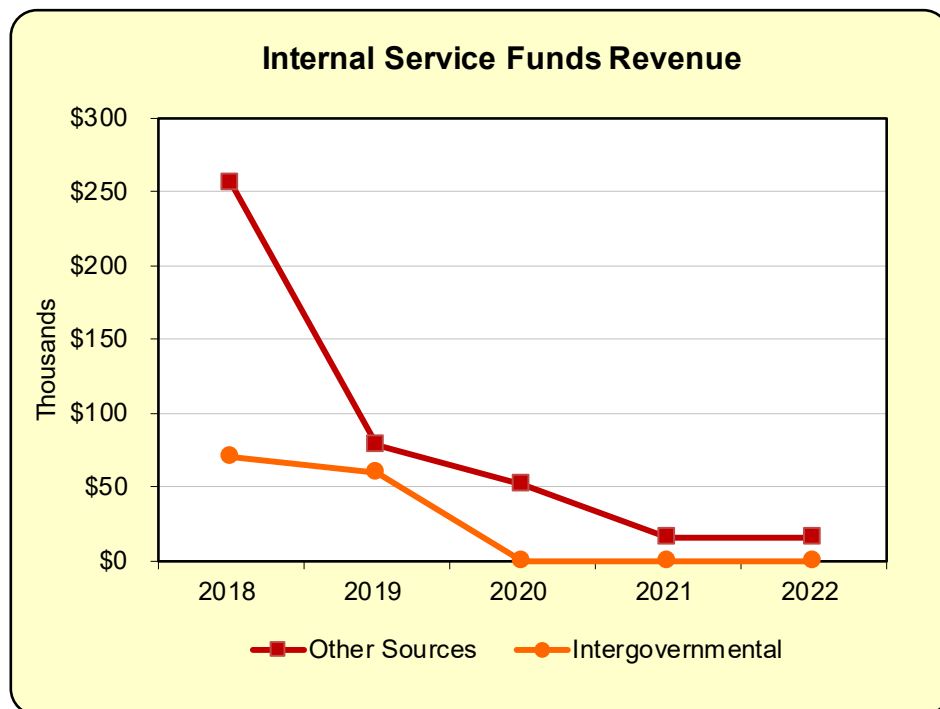
Charges for services are budgeted at \$10.7 million in 2021 and \$10.9 million in 2022. Approximately 60% of the revenue source for charges for services come from the Innovation and Technology (IT) Fund and includes revenue generated in the IT Department for services rendered to the City of Pacific and the City of Algona. Each department is allocated a portion of the costs for IT and Multimedia services, Facilities, and Equipment Rental for fuel costs, which are then paid into the associated internal service fund.

### Miscellaneous

Approximately 75% of the revenue source in the miscellaneous revenue category is in the Equipment Rental Fund, which charges departments for maintenance and replacement costs of City vehicles and other equipment. This revenue source also includes the charges for workers' compensation reimbursement, investment revenue, and property rental revenue within the Facilities Fund.

### Transfers In

This revenue source is for transfers from other funds or transfers from the operating sub-fund to the capital sub-fund. The 2021 budget includes \$1.7 million transfer in to the internal service funds with no transfers anticipated in 2022. The 2021 budget includes a \$1.0 million transfer in to the Equipment Rental Fund for capital projects including the enclosure of existing storage bays, adding an additional vehicle maintenance bay, the replacement of the three underground fuel tanks, and the expansion of the lunchroom at the Maintenance and Operations (M&O) building. The 2021 budget also includes a \$575,000 transfer from the IT (Innovation & Technology) operating sub-fund to the IT capital sub-fund for the various capital projects.



### Other Sources

Other sources within the internal service funds include insurance recoveries and the sale of fixed assets.

### Intergovernmental

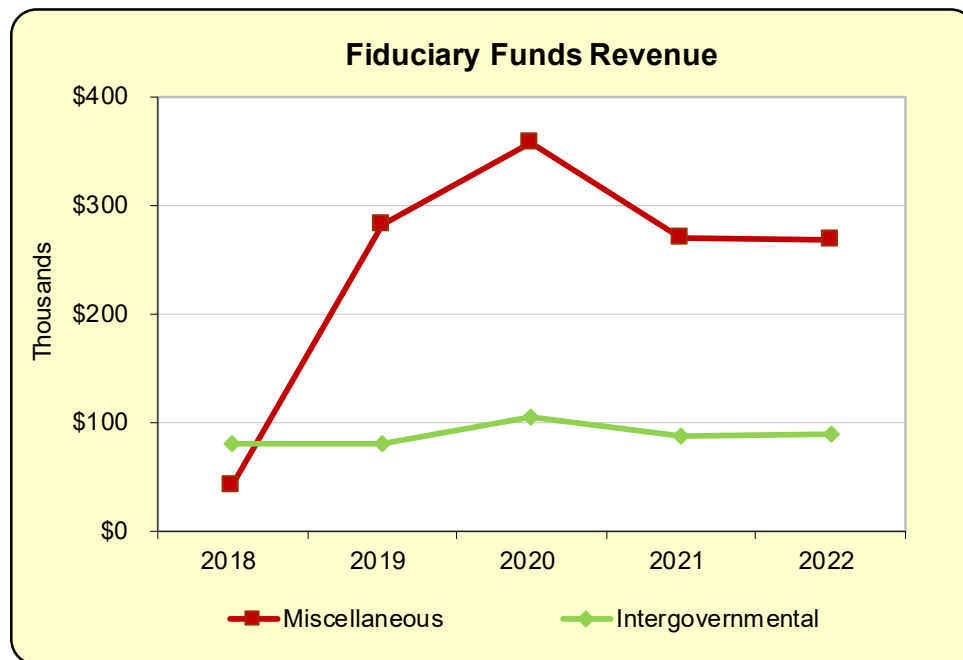
The primary revenue source in this category is grant revenue with no grant monies being anticipated in the 2021-2022 budget cycle for the internal service funds.

## FIDUCIARY FUNDS

The City has three fiduciary type funds: the Fire Pension Fund, the South King Housing and Homelessness Partners (SKHHP) Fund and an unbudgeted Agency Fund for collection and disbursement of non-City funds.

### Fiduciary Funds By Funding Source

	2018 Actual	2019 Actual	2020 Est Actual	2021 Budget	2022 Budget
Beginning Fund Balance	\$2,317,794	\$2,233,291	\$2,362,386	\$2,275,086	\$2,113,622
Miscellaneous	42,334	281,864	356,500	269,100	267,500
Intergovernmental	79,798	80,386	105,800	87,500	88,400
<b>Total Revenue</b>	<b>\$ 2,439,925</b>	<b>\$ 2,595,541</b>	<b>\$ 2,824,686</b>	<b>\$ 2,631,686</b>	<b>\$ 2,469,522</b>



### Miscellaneous

Miscellaneous revenue primarily consists of contributions and donations and investment income on idle cash. Effective in 2019, the City entered into an interlocal agreement with nine other local government agencies to form South King Housing and Homelessness Partners (SKHHP), whose purpose is to formulate affordable housing policies and programs specific to South King County. The majority of the revenue budgeted in the miscellaneous category in 2021 and 2022 are anticipated contributions from local governments which will be receipted into the SKHHP Fund. With the interest rates expected to be modest, the 2021 and 2022 investment income is budgeted accordingly.

### Intergovernmental

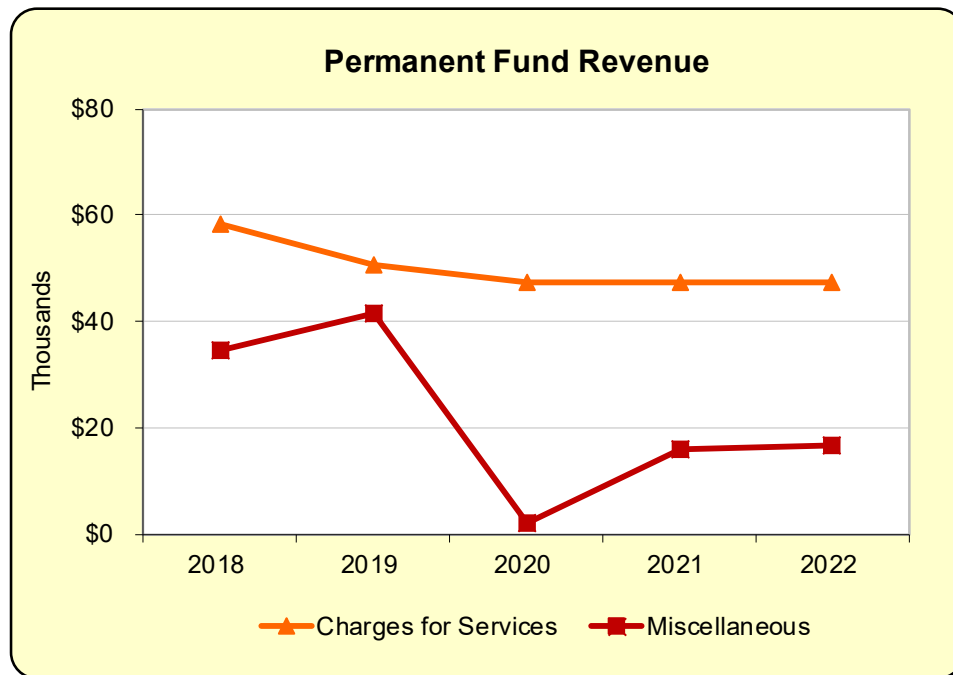
This revenue consists of revenue from fire insurance premium tax as well as grant revenues related to SKHHP. The City receives the fire insurance premium tax revenue from the State in an allocation based on the number of retired firefighters who served the City. While the City is not expecting grant revenues in 2021 and 2022, it is anticipated to receive \$20,000 in grant revenues in 2020.

## PERMANENT FUND

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

### Permanent Fund By Funding Source

	2018 Actual	2019 Actual	2020 Est Actual	2021 Budget	2022 Budget
Beginning Fund Balance	\$1,811,509	\$1,896,830	\$1,989,046	\$1,983,146	\$2,046,766
Charges for Services	58,319	50,610	47,500	47,500	47,500
Miscellaneous	34,559	41,606	2,000	16,120	16,630
<b>Total Revenue</b>	<b>\$1,904,388</b>	<b>\$1,989,046</b>	<b>\$2,038,546</b>	<b>\$2,046,766</b>	<b>\$2,110,896</b>



### Charges for Services

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

### Miscellaneous

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

**General Fund Six-Year Forecast**

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

<b>General Fund Six Year Revenue and Expenditure Forecast 2020-2026</b>	<b>2020 Estimated</b>	<b>2021 Forecast</b>	<b>2022 Forecast</b>	<b>2023 Forecast</b>	<b>2024 Forecast</b>	<b>2025 Forecast</b>	<b>2026 Forecast</b>
<b>Taxes</b>							
Property (1)	\$ 22,489,300	\$ 22,842,300	\$ 23,198,400	\$ 23,666,400	\$ 24,130,400	\$ 24,590,400	\$ 25,046,700
Sales (2)	15,774,100	17,170,400	18,026,000	18,924,200	19,302,700	19,688,800	20,082,600
Business & Utility (3)	13,252,910	14,406,300	19,446,300	21,568,300	22,053,600	22,647,000	23,260,500
Other	2,335,100	2,681,000	2,818,400	2,932,900	2,943,500	2,991,500	3,039,700
Licenses & Permits	1,679,600	2,029,400	2,264,300	2,532,200	2,695,600	2,877,500	3,076,600
Intergovernmental (4)	5,452,830	4,320,220	4,412,320	4,531,233	4,651,900	4,777,100	4,907,600
Fees & Charges	5,801,450	7,419,290	7,871,830	7,278,380	7,608,280	7,959,380	8,421,580
Fines & Penalties	583,900	722,200	731,400	740,600	749,900	759,300	768,800
Other Sources (5)	4,195,530	187,000	2,049,000	25,000	25,000	25,000	25,000
Miscellaneous (6)	1,398,430	1,092,600	1,120,300	1,135,800	1,153,600	1,173,600	1,194,800
<b>Total Revenues</b>	<b>\$ 72,963,150</b>	<b>\$ 72,870,710</b>	<b>\$ 81,938,250</b>	<b>\$ 83,335,013</b>	<b>\$ 85,314,480</b>	<b>\$ 87,489,580</b>	<b>\$ 89,823,880</b>
<b>Expenditures</b>							
Mayor/Council	\$ 1,023,730	\$ 1,240,085	\$ 1,294,391	\$ 1,339,117	\$ 1,388,248	\$ 1,436,960	\$ 1,487,983
Administration	2,606,621	2,702,779	2,890,240	3,007,985	3,114,140	3,225,208	3,341,507
Human Resources	4,729,305	5,027,792	5,114,128	5,272,156	5,439,842	5,614,374	5,796,156
Finance	3,172,543	3,833,612	3,977,613	4,167,407	4,365,152	4,574,974	4,797,809
Legal	2,661,768	2,916,329	3,023,982	3,147,685	3,282,181	3,424,128	3,574,068
Community Development	6,329,672	6,152,051	6,327,273	6,574,745	6,838,974	7,117,238	7,410,538
SCORE	4,565,100	5,021,600	5,523,800	5,799,990	6,089,990	6,394,489	6,714,213
Police	29,250,462	30,884,021	32,248,650	33,165,004	34,562,253	36,060,702	37,643,015
Public Works	3,992,041	3,334,062	3,428,285	3,526,487	3,678,124	3,838,368	4,007,860
Parks	12,328,506	13,774,608	14,139,330	14,650,393	15,197,129	15,770,777	16,373,161
Streets	3,846,877	4,092,068	4,197,804	4,345,510	4,504,388	4,671,178	4,846,432
Non-Departmental Expenditures	2,149,533	3,315,070	3,439,520	3,863,869	3,941,044	4,072,705	3,782,887
<b>Total Expenditures</b>	<b>\$ 76,656,158</b>	<b>\$ 82,294,077</b>	<b>\$ 85,605,016</b>	<b>\$ 88,860,346</b>	<b>\$ 92,401,465</b>	<b>\$ 96,201,102</b>	<b>\$ 99,775,630</b>
<b>Ending Fund Balance</b>	<b>\$ 19,948,152</b>	<b>\$ 10,524,785</b>	<b>\$ 6,858,019</b>	<b>\$ 1,332,685</b>	<b>\$ (1,004,300)</b>	<b>\$ (5,215,822)</b>	<b>\$ (10,917,572)</b>
Residual/Unused Budget				4,750,000	4,500,000	4,250,000	4,000,000
<b>Revised Ending Balance</b>	<b>\$ 19,948,152</b>	<b>\$ 10,524,785</b>	<b>\$ 6,858,019</b>	<b>\$ 6,082,685</b>	<b>\$ 3,495,700</b>	<b>\$ (965,822)</b>	<b>\$ (6,917,572)</b>

**Key 2021-2026 Assumptions:**

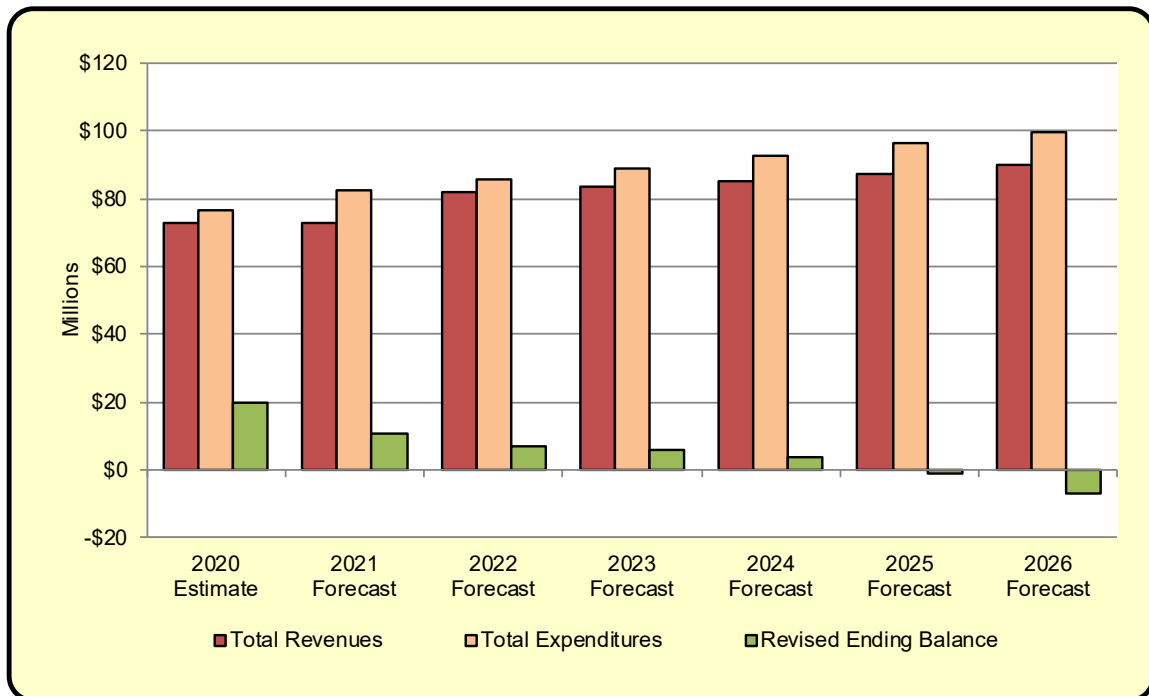
- 1) **Property Tax increase:** 2021-2026 includes a 1.0% statutory increase plus new construction.
- 2) **Retail Sales Tax:** 2020 is expected to decline by approximately \$3.3M due to COVID-19. The 2021 budget assumes growth of approximately 9% with revenues increasing between 2% and 5% thereafter.
- 3) **Private and Public Utility Tax Revenue:** Due to COVID-19, effective for 2020 only, the City implemented a temporary policy change where private and public utility tax revenues stay in the General Fund vs. benefitting the Arterial Street Fund. Estimated impact: \$1.8M.  
**Business & Occupancy Tax:** This tax is effective in 2022, with \$4.8M expected in the first year.
- 4) **Streamlined Sales Tax Mitigation:** This revenue stream ended in 2020.  
**Motor Vehicle Fuel Tax revenues:** Due to COVID-19, effective for 2020 only, the City implemented a temporary policy change where Motor Vehicle Fuel Tax revenues that would normally benefit the Arterial Street Fund were kept in the General Fund. Estimated impact: \$423K.
- 5) **Other Sources:** Includes a one-time transfer of \$2.0M from the Cumulative Reserve Fund to the General Fund in 2022.
- 6) **Interest Income:** Due to COVID-19, effective in 2020 only, the City implemented a temporary policy change where interest income from some of the City's (non-General Fund) funds were swept to the General Fund. Estimated impact: \$454K.

**Salary and Wage Inflation:** 2021-2022 per labor agreements; 2023-2026 includes a 2.5% annual increase.

**Benefit Inflation:** Approximately 8.0% per year (2023-2026).

**General Inflation:** 2.5% per year.

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

**General Fund Forecast 2020-2026**

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

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

Forecasted revenues assume property tax assessed valuations will increase by 5% from \$12.5 billion in 2020 to \$13.1 billion in 2021, and by 5% in 2022 for an assessed value of \$13.7 billion. The City expects to increase the property tax levy in each year by the maximum allowable factor of 1% plus new construction.

Baseline sales tax revenue growth was significantly impacted in 2020 by the COVID-19 pandemic but is projected to increase in 2021 by about 9% as we recover from the pandemic and a more modest 5% in 2022. The 2023-2026 forecast assumes a continued strengthening in the local economy, which is anticipated to increase the pace of annual sales tax growth of between 2% to 5% per year over the remainder of the forecast period.

While moderate revenue growth is expected, expenditures involving public safety and public services are expected to increase at a rate that outpaces revenue growth. Forecasted pressures on the cost of public service that are outside of the City's control include increased healthcare costs as they are expected to rise by 5% in 2021 and 10% in 2022, while dental costs are expected to increase by 1% in 2021 and 5% in 2022. Furthermore, it is expected that these will continue to rise

at a rate that outpaces inflation. In addition, contractual obligations for services, such as the cost of jailing services are anticipated to continue to rise at approximately 5% annually.

Because departments typically underspend budgets each year and revenues usually exceed estimates, this forecast assumes residual unused budget and excess revenues are available and rolled forward to be utilized in the subsequent year. Historically the additional budget capacity has run around 5%; for purposes of this forecast, an estimated annual amount of between \$4.0 million and \$4.8 million was used. The rate of additional budget capacity will likely be restrained going forward due to the cumulative effects of revenue limitations from legislative and voter approved mandates. The forecast assumes that any reductions in the level of under-expenditures will be offset by efficiencies gained through process improvements. However, the City's ability to realize budgetary savings in the future may be diminished as a result of these factors.

Based on these trends, the forecast shows the balance in the General Fund decreasing over the next several years and going negative in 2025 as the pace of revenue growth – in this forecast – fails to keep pace with the growth in expenditures. In reality, this will not occur: the Finance Department will continue to study revenue options and enhancements and other options to offset the increase in future expenditures and revenue losses. Again, this is a projection under a discrete set of assumptions, providing insight into the future possibilities so the City may prepare solutions to address the structural deficit prior to it actually occurring. The City goes to great lengths to ensure there are sufficient reserves to deploy in the event of an economic downturn and provide time to restructure the budget with as little disruption as possible to the services provided.

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

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

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

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



### General Obligation Bonds

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

The City debt obligations are well within the statutory limits for debt capacity. The following table summarizes the City's current debt obligations as compared with its legal debt limits as of December 31, 2019:

	Without A Vote 1.50%	General Purposes 1.00%	For Utilities 2.50%	For Parks or Open Space Development 2.50%	Total Capacity
Statutory Limit	\$ 184,753,994	\$ 123,169,329	\$ 307,923,323	\$ 307,923,323	\$ 923,769,969
Outstanding Indebtedness	(46,115,178)	-	-	-	(46,115,178)
Margin Available	<u>\$ 138,638,816</u>	<u>\$ 123,169,329</u>	<u>\$ 307,923,323</u>	<u>\$ 307,923,323</u>	<u>\$ 877,654,791</u>

Source: City of Auburn 2019 CAFR

In 2010, the City issued \$31,990,000 of general obligation bonds<sup>2</sup>. The bonds were used for the following purposes: 1) refunding the remaining portion of the City's outstanding 1998 Library bonds; 2) to pay for downtown infrastructure improvements, which included utility relocation and upsizing, a promenade with open plazas, and a new street surface; and 3) to pay for a portion of the cost of acquiring certain condominium units to provide city office space near City Hall (in the City Hall Annex building). The library portion of these bonds was retired in 2018. The balance of these bonds at the end of 2020 was \$21,855,000.

In 2016, the City issued \$3.87 million of general obligation bonds to perform an advance refunding of the remaining balance of two previous general obligation debt issues: \$3,270,000 of general obligation debt issued in 2006 for the design and construction of a new Golf Course clubhouse and improvements to the Cemetery<sup>3</sup>, and \$1,375,000 of general obligation debt issued in 2005 to pay for the construction cost of hangars at the Auburn Municipal Airport<sup>4</sup>. The balance of these bonds at the end of 2020 was \$1,770,569.

The South Correctional Entity (SCORE) was created under an Interlocal Agreement between the cities of Auburn, Burien, Federal Way (since replaced by Des Moines), Renton, SeaTac, and Tukwila, and provides for correctional services for the detaining of arrestees and sentenced offenders. The initial debt issued in 2009 to fund this facility was refunded in 2019; Under this agreement, the City is contracted to pay 34.94% of the debt service over a 20-year period, ending in 2038. The City of Auburn's balance at the end of 2020 was \$17,200,962.

The City anticipates refunding the remaining portion of the 2010 LTGO Bonds (2010B and 2010D LTGO) in 2020 by issuing two sets of bonds, 2020A in the amount of \$15,010,000 and 2020B in the amount of \$4,470,000. It is projected that the City will recognize nearly \$4.3 million in net present value savings with this refunding.

<sup>2</sup> LTGO 2010A – 2010D General Obligation Bonds

<sup>3</sup> 2006 non-taxable and taxable General Obligation Bonds

<sup>4</sup> 2005 refunding General Obligation Bonds

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

**Revenue Bonds**

The City has approximately \$31.4 million of principal in utility revenue bonds outstanding as of the end of 2020. The City is required to maintain a coverage ratio of 1.25 for the utility revenue bonds, whereby the net utility operating revenues will exceed 1.25 times the maximum annual utility revenue bond debt service cost. Actual debt service coverage through 2019 was 3.75 times the maximum. The annual debt service payment is paid from the utility user charges and system development fees.

In 2013, the City issued \$11,415,000 in revenue bonds for the Water and Storm utilities. In the Water utility, bond proceeds were used to improve a reservoir and two well sites, replace aged water mains, replace water mains crossing under the Burlington Northern & Santa Fe (BNSF) Railway's proposed third rail line, and to implement improvements to the utility billing system. In the Storm utility, proceeds were used to improve the storm drainage system to address potential flooding issues, and to encase or replace storm pipes crossing under BNSF's proposed third rail line. At year-end 2020, the balance of this bond is \$7,680,000.

In 2020, the City issued \$23,865,000 of utility revenue bonds in order to support capital repair and replacement projects, and to refund utility revenue bonds issued in 2010<sup>5</sup> to construct or replace capital infrastructure in the Water, Sewer, and Storm Drainage utilities. As of year-end 2020, the balance of these bonds is \$23,690,000.

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

**Public Works Trust Fund & Drinking Water Loans**

The City has five Utility Public Works Trust Fund Loans that have been used to fund water corrosion control, a reservoir protective coating project, the Auburn Way South sanitary sewer replacement, and Well 1 improvements. The balance of these five loans totals \$4,055,660 at the end of 2020.

In 2016, the City was awarded a Drinking Water State Revolving Fund Loan to fund the Coal Creek Springs Transmission Main Replacement Project. This loan is drawn as expenses are incurred. The balance of this loan at the end of 2020 is \$155,443.

In addition, the City has two Street-related Public Works Trust Fund Loans that funded the M Street SE Underpass project and the Harvey Road NE & 8<sup>th</sup> Street NE Intersection Improvement project. The balance of these two loans as of the end of 2020 is \$3,099,918.

**Local Improvement District (LID) Bonds**

The City's remaining Local Improvement District, LID #350, was retired in 2019.

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<sup>5</sup> 2010 CIP Revenue Bonds

The following debt payment schedule is for all outstanding debt as of December 31, 2020:

Year	General		Utility Revenue			
	Obligation Bonds		Bonds, PWTF & DWSRF Loans		Total	
	Principal	Interest	Principal	Interest	Principal	Interest
2020	1,843,271	2,130,374	1,633,284	862,419	3,476,555	2,992,793
2021	1,879,698	2,719,152	2,813,283	1,457,322	4,692,981	4,176,475
2022	1,946,659	2,665,221	2,666,198	1,370,230	4,612,857	4,035,451
2023	2,008,039	2,606,204	2,730,083	1,275,273	4,738,122	3,881,477
2024	2,080,575	2,547,123	2,825,083	1,176,328	4,905,658	3,723,451
2025	2,154,116	2,486,569	2,817,239	1,072,832	4,971,355	3,559,401
2026	1,859,644	2,421,971	2,917,239	965,126	4,776,883	3,387,096
2027	1,939,825	2,357,150	2,820,914	852,619	4,760,739	3,209,769
2028	2,030,006	2,287,868	2,935,914	736,153	4,965,920	3,024,022
2029	2,113,681	2,217,010	2,965,532	614,238	5,079,213	2,831,247
2030	2,210,850	2,145,014	3,090,532	487,474	5,301,382	2,632,487
2031	2,303,019	2,067,596	1,700,532	354,710	4,003,551	2,422,306
2032	2,413,682	1,987,210	1,765,532	291,746	4,179,214	2,278,956
2033	2,505,610	1,902,405	821,993	225,832	3,327,603	2,128,237
2034	2,604,285	1,814,556	851,993	197,340	3,456,278	2,011,896
2035	2,249,707	1,723,281	881,993	167,647	3,131,700	1,890,928
2036	2,338,623	1,658,433	911,993	136,755	3,250,616	1,795,188
2037	2,432,539	1,589,132	941,993	104,662	3,374,532	1,693,795
2038	2,515,973	1,517,458	976,993	71,370	3,492,966	1,588,828
2039	1,240,000	77,413	1,011,993	36,677	2,251,993	114,091
2040	-	-	116,993	585	116,993	585
2041	-	-	116,993	292	116,993	292
2042	-	-	-	-	-	-
Totals	\$ 42,669,802	\$ 40,921,138	\$ 40,314,304	\$ 12,457,632	\$ 82,984,106	\$ 53,378,770

**General Fund Fiscal Capacity**

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

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

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

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

**User Fees**

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

**Business Licensing**

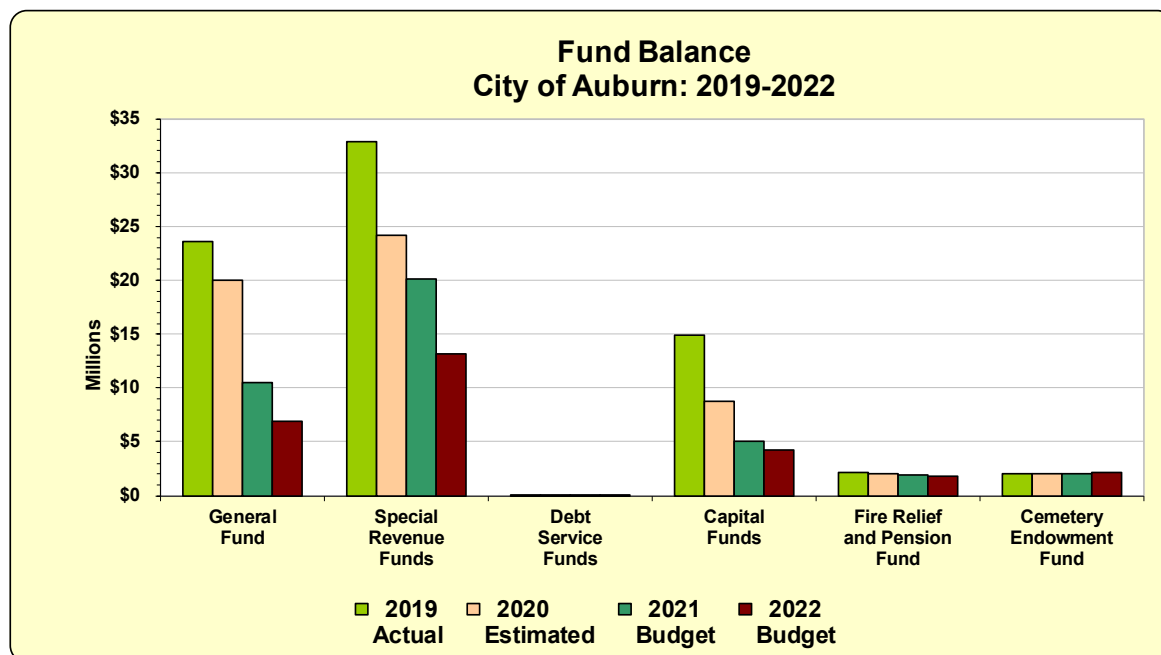
Some jurisdictions have used business licensing as a means of generating additional revenues. A very aggressive program could yield as much as \$750,000 per year.

### Fund Balance Trends

Fund balance is the difference between assets and liabilities reported in a governmental fund. Fund balances are either designated (i.e., dedicated to a particular purpose) or undesignated (i.e., the remaining, un-appropriated balance of the fund after accounting for designated funds). Following are the fund balance trends for the City's governmental, fiduciary and permanent funds from 2019 through 2022.

#### Fund Balance 2019 - 2022

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Fire Relief and Pension Fund	Cemetery Endowment Care Fund
Actual:						
2019	\$23,641,160	\$32,870,672	\$39,999	\$14,848,922	\$2,156,441	\$1,989,046
Estimated Actual:						
2020	19,948,152	24,149,025	40,154	8,769,840	2,033,441	1,983,146
Budget:						
2021	10,524,785	20,108,701	41,394	5,069,300	1,926,737	2,046,766
2022	6,858,019	13,111,210	41,684	4,243,900	1,819,133	2,110,896



The General Fund's ending balance decreases significantly from the 2019 actual amount to 2022 budget as reserves are drawn down; this is largely because General Fund revenues have not kept pace with the increased costs of services, including public safety, transportation, and human services. However, since departments typically under spend budgets each year, the long-term General Fund forecast assumes residual budget in 2023 through 2026 is unused and rolled forward to be utilized in subsequent years. Based on this assumption, we expect the General Fund to exceed its target reserve rate of 12% in 2021. In 2022, General Fund reserves are projected to end the year at about 8.0%, which is at the minimum reserve level. Including reserves held in the Cumulative Reserve Fund, 2020 General Fund reserves are projected to be about 13.4% of General Fund expenditures, or slightly above the minimum balance.

The sum of special revenue fund balances is projected to decrease between 2019 and 2022 due to relatively high levels of planned transportation project construction activity. The capital projects fund balance is also projected to decrease between 2019 and 2022, reflecting construction activity

and transfers of real estate excise taxes (REET) for projects in other funds, including a \$2.2 million transfer to the Arterial Street Preservation Fund in 2020 for street projects.

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

### **Working Capital**

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

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

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

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

The Water Utility working capital balance is increasing between 2019 and 2020 due to \$15.7 million in revenue bonds that were issued in 2020 for capital projects over the 2020-2022 timeframe. As a result, working capital is projected to decrease between 2020 and 2022 as nearly \$29 million in construction projects are completed. Both the 2021 and 2022 budgets include an annual 3.4% water rate increase that was adopted as part of a four-year rate plan covering the 2019-2022 period.

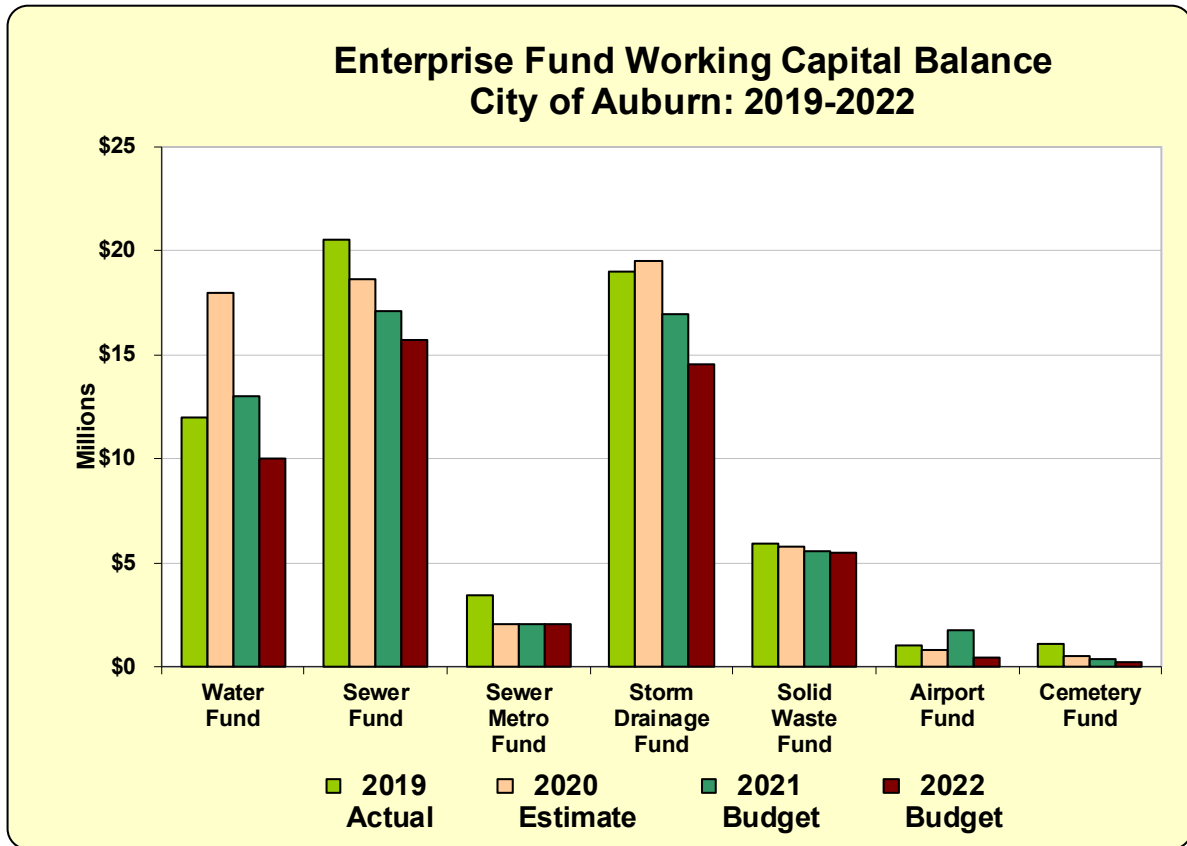
The Sewer Utility working capital balance is projected to decrease from \$20.5 million in 2019 to \$15.7 million in 2022 as the utility expects to complete about \$9.8 million in construction projects during the period. The 2021-2022 budget includes 2.4% annual rate increases.

The Storm Drainage Utility working capital balance is projected to decrease from \$19.0 million in 2019 to \$14.6 million in 2022 as the utility expects to complete about \$10.0 million in construction projects during the period. The 2021-2022 budget includes 1.7% annual rate increases.

## Working Capital

### Enterprise Funds

	Water	Sewer	Sewer Metro	Storm Drainage	Solid Waste	Airport	Cemetery
Actual:							
2012	\$10,196,281	\$12,072,579	\$0	\$10,218,848	\$1,018,487	\$818,912	\$182,098
2013	14,189,404	12,952,797	1,826,811	15,762,939	1,504,560	801,284	261,934
2014	14,027,406	13,346,282	2,100,400	16,051,080	2,491,724	556,938	294,547
2015	9,261,201	12,862,859	2,358,518	13,814,969	3,477,387	516,605	375,647
2016	9,914,039	15,520,705	2,672,022	15,385,491	4,411,853	597,251	550,462
2017	7,059,982	16,076,568	3,033,467	16,105,005	5,083,854	683,580	773,825
2018	9,653,751	17,676,670	3,567,929	17,152,503	5,647,783	802,196	956,039
2019	11,994,185	20,516,922	3,445,836	19,008,024	5,936,695	1,064,218	1,081,028
Estimated Actual:							
2020	17,976,656	18,600,338	2,066,136	19,513,159	5,753,618	831,334	554,785
Budget:							
2021	13,002,423	17,126,513	2,070,836	16,976,256	5,578,288	1,737,938	374,265
2022	10,018,719	15,737,127	2,074,736	14,555,845	5,488,208	433,171	269,517



Rates and other charges fully fund the Solid Waste utility's operating expenses and have allowed the City to increase working capital balances in most years. However, rates were last increased in 2014 and, as a result, working capital is projected to decrease by about \$200,000 (3.1%) between 2019 and 2020. Rates are expected to increase by 2.5% in 2021 to match inflation and an additional 10% as the new hauler contract takes effect, with correspondingly higher contractor payments. At the same time, fund balance is expected to decline from \$5.8 million in 2020 to \$5.5 million in 2022.

Between 2004 and 2018, the City contracted Airport operations to an outside manager. In 2019, the City took over this function and hired full-time staff to manage and operate the Airport. The Airport's fund balance fluctuates somewhat from year to year depending on construction activity but is expected to end 2022 at about \$433,000. The Airport expects to issue about \$3.8 million in revenue bonds to finance the construction of new hangars and upgrades to existing hangars to help enhance revenues.

In 2019 and 2020, revenues for the cemetery are expected to remain relatively flat, with the fund operating somewhat in the red due to increasing salary and benefit costs as well as charges for water use. The working capital balance for the Cemetery Capital Fund is expected to decrease annually between 2019 and 2022.

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

Innovation and Technology also charges departments for services provided, covering its cost of operations and equipment purchases and replacement. Working capital is expected to decrease from 2019 to 2022 due to a planned reduction in fund balance to better reflect reserve requirements.

The Equipment Rental Fund working capital is projected to decrease between 2019 and 2022 as funds are being used for equipment replacement and for construction of capital projects.

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

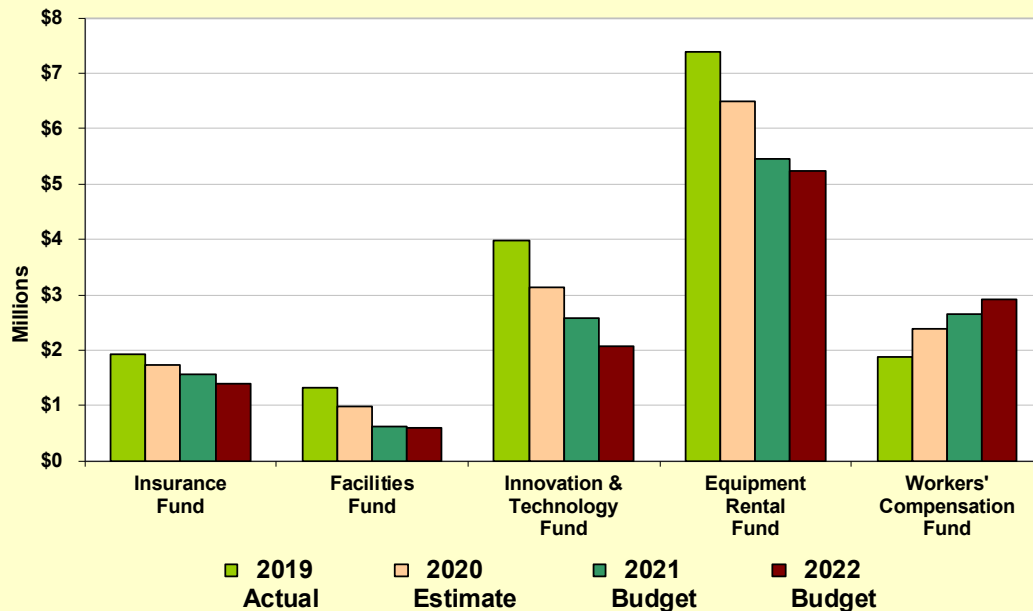


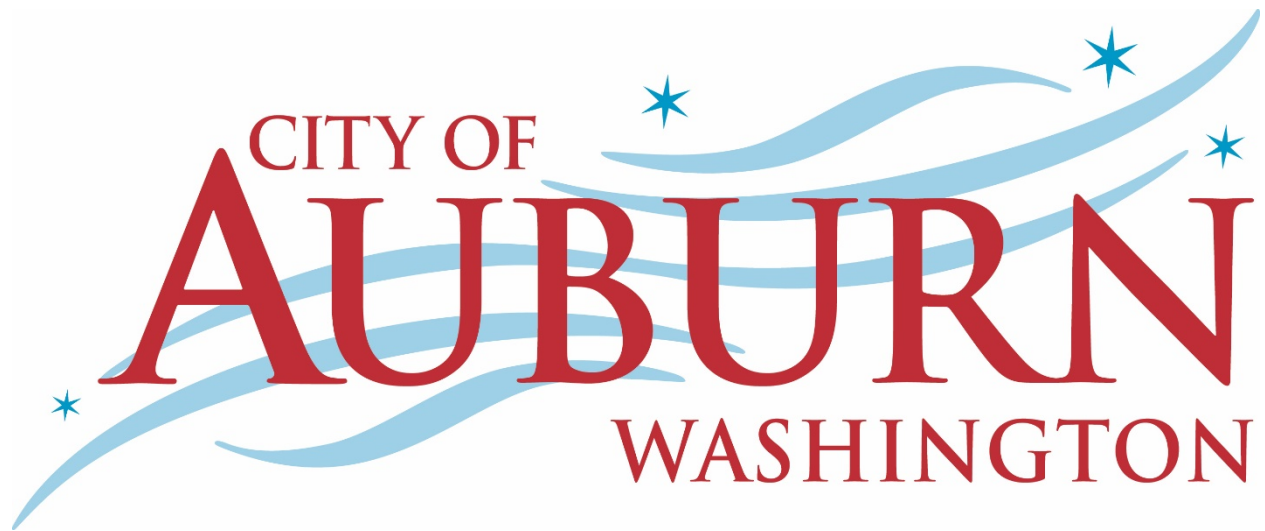
**Working Capital**

## Internal Service Funds

	Insurance	Facilities	Innovation & Technology	Equipment Rental	Workers' Compensation
<b>Actual:</b>					
2012	\$2,028,681	\$1,473,041	\$2,885,527	\$5,559,565	\$0
2013	1,815,731	1,976,512	3,406,012	5,920,444	-
2014	1,654,057	2,194,912	3,543,327	5,844,690	440,004
2015	1,530,588	2,410,754	3,705,195	6,074,119	778,233
2016	1,385,685	1,853,016	3,384,289	5,769,642	1,097,368
2017	2,015,500	1,741,924	3,642,101	6,564,619	1,625,120
2018	1,932,526	1,767,017	4,140,199	7,131,233	1,165,108
2019	1,921,953	1,315,496	3,968,512	7,376,074	1,877,627
<b>Estimated Actual:</b>					
2020	1,741,353	986,936	3,142,721	6,488,465	2,382,027
<b>Budget:</b>					
2021	1,571,253	623,845	2,585,451	5,455,508	2,644,627
2022	1,400,053	594,119	2,064,007	5,235,060	2,905,527

**Internal Service Working Capital Balance  
City of Auburn: 2019-2022**





## **SECTION IV: OPERATING BUDGET**

### **Introduction**

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

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

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

### **Department Organizational Chart**

Each organizational chart identifies the authorized staff positions in the 2021-2022 biennial budget. The charts specifically identify each division that reports to the department head. Each employee has a "home" department/division/fund, but may perform work for another department/division/fund. This system is intended to identify all authorized permanent staff positions.

### **Department or Division Mission Statement**

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

### **Department Overview**

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

### **Goals and Accomplishments**

A summary of each department or divisions' goals for 2019 and 2020, progress made towards achieving those goals, and the goals that the department has set for 2021 and 2022.

### **Baseline Budget by Object**

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

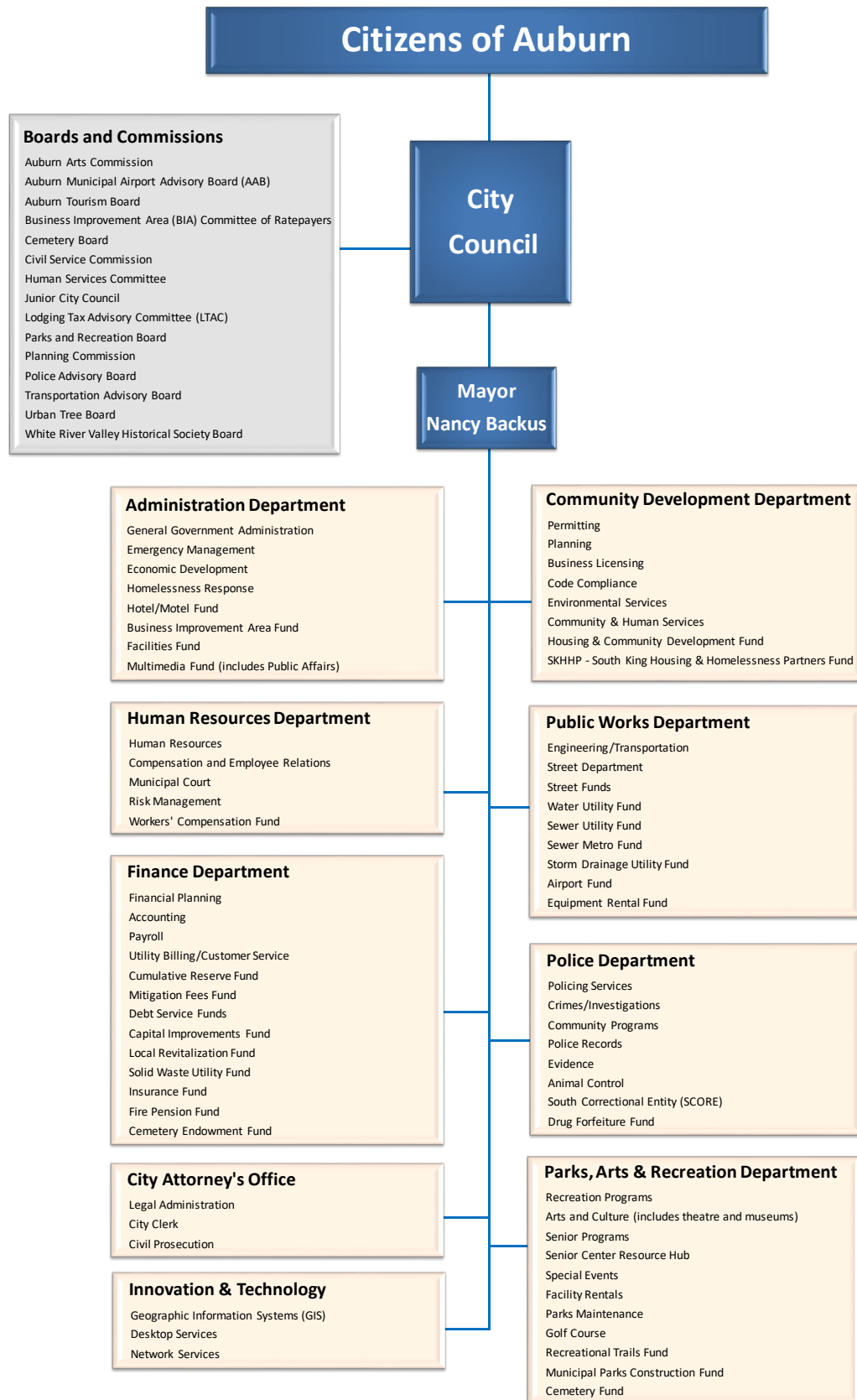
### **Department Employees**

A summary of full time equivalent (FTE) positions is presented with explanations of additions or changes due to department reorganizations.

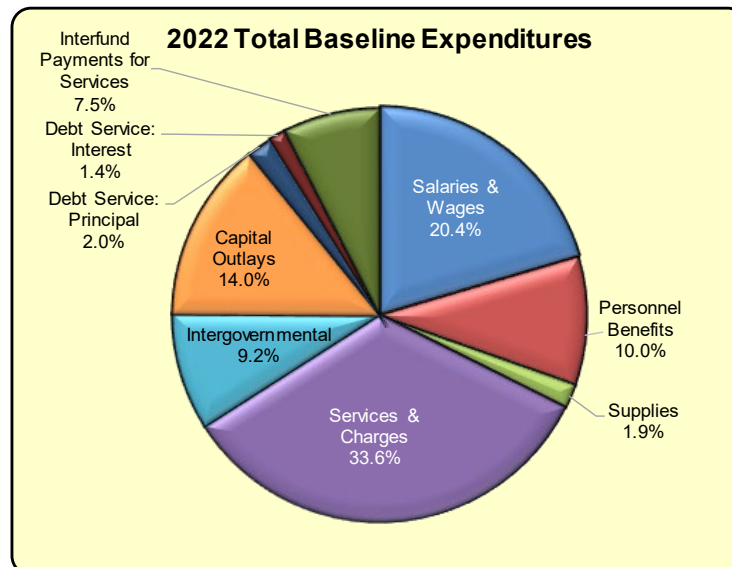
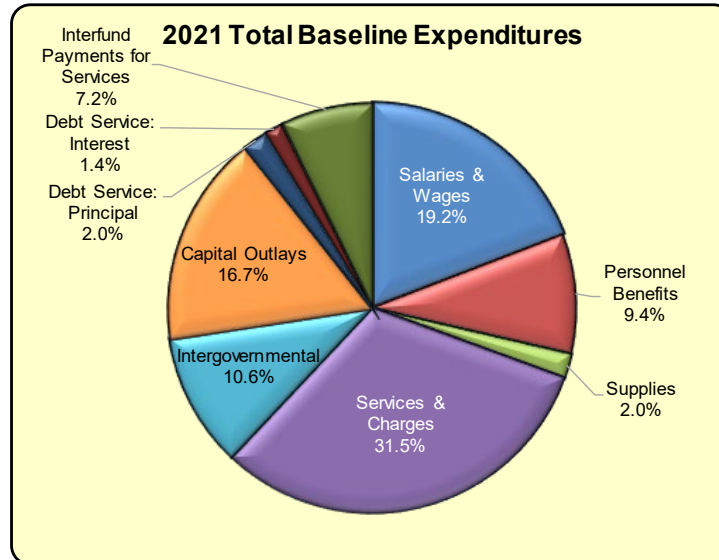
### **Performance Measures**

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

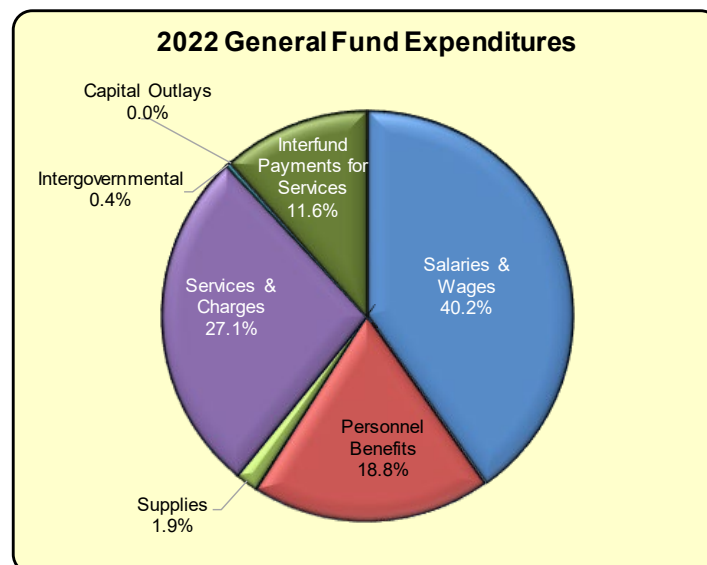
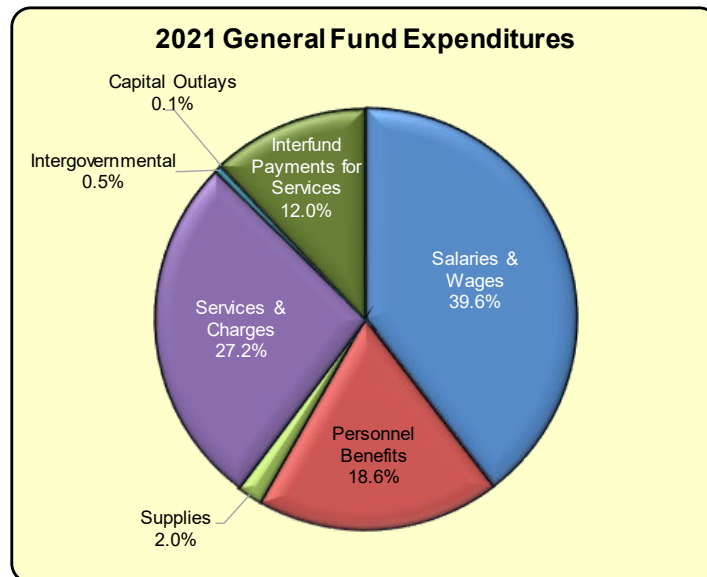
The overall organization of the City of Auburn is summarized in the following table:

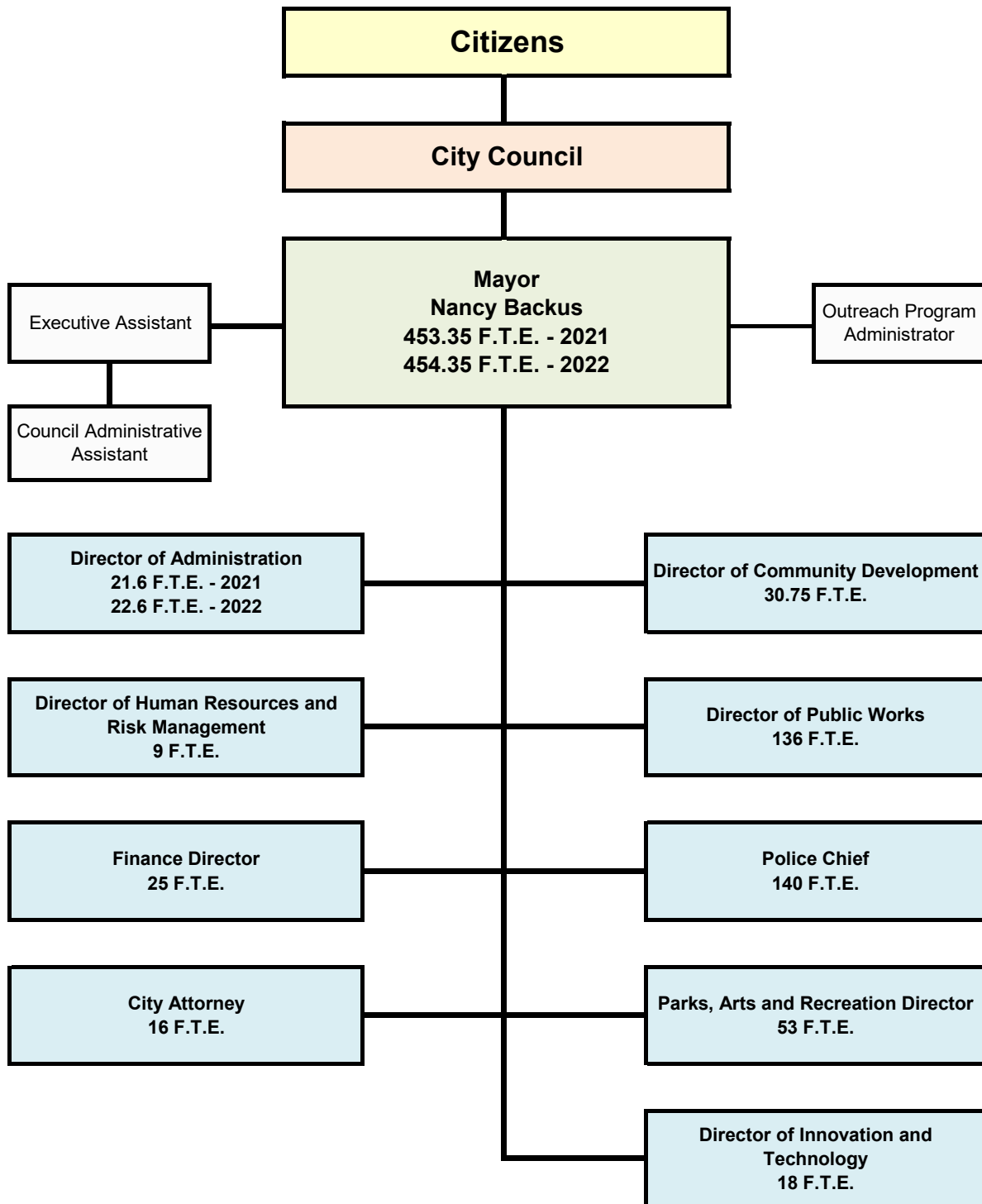


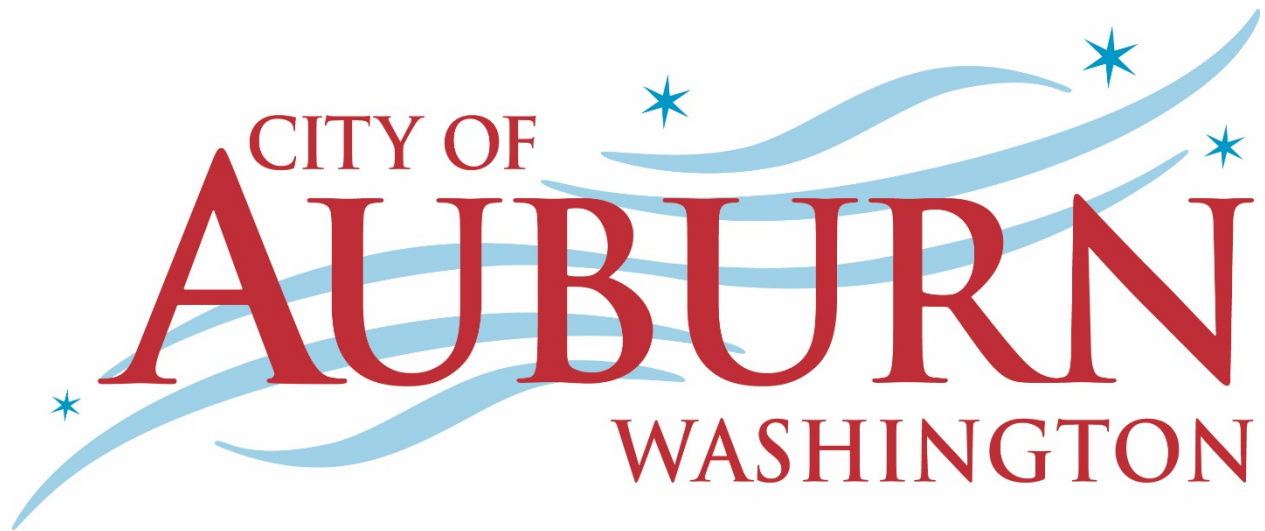
Total All Funds Budget	2019 Actual	2020 Adj Budget	2020 Est Actual	2021 Budget	2022 Budget
Salaries & Wages	\$42,023,662	\$45,803,593	\$43,036,179	\$46,330,401	\$48,595,034
Personnel Benefits	17,697,956	23,647,070	21,028,777	22,585,829	23,637,611
Supplies	4,228,098	4,538,956	4,405,286	4,803,450	4,625,870
Services & Charges	66,869,890	75,037,361	71,392,466	75,988,510	79,787,570
Intergovernmental	7,192,688	35,769,364	25,484,906	25,562,980	21,769,270
Capital Outlays	17,493,927	63,058,467	42,823,436	40,384,260	33,361,510
Debt Service: Principal	4,278,813	4,978,000	2,916,474	4,820,300	4,746,800
Debt Service: Interest	2,677,763	4,480,600	2,582,800	3,439,400	3,223,100
Interfund Payments for Services	15,361,809	16,239,534	16,121,196	17,464,150	17,778,260
Other Uses	7,066,436	-	-	-	-
Designated Fund Balance	19,103,244	14,100,382	16,471,399	13,358,675	8,601,821
Undesignated Fund Balance	136,155,509	107,541,155	120,731,532	96,293,096	80,482,845
<b>ALL FUNDS TOTAL</b>	<b>\$340,149,794</b>	<b>\$395,194,482</b>	<b>\$366,994,451</b>	<b>\$351,031,051</b>	<b>\$326,609,691</b>



Total General Fund Budget	2019 Actual	2020 Adj Budget	2020 Est Actual	2021 Budget	2022 Budget
Salaries & Wages	\$30,344,721	\$33,477,812	\$30,893,003	\$32,590,350	\$34,396,778
Personnel Benefits	13,043,107	16,522,143	14,179,803	15,324,177	16,121,248
Supplies	1,434,721	1,552,608	1,472,758	1,642,510	1,587,570
Services & Charges	19,800,000	22,635,309	20,405,199	22,362,340	23,230,060
Intergovernmental	493,450	476,133	449,533	441,300	371,300
Capital Outlays	22,964	40,000	40,000	98,000	10,000
Debt Service: Principal	64,391	70,900	6,000	-	-
Debt Service: Interest	17,401	8,500	1,500	-	-
Interfund Payments for Services	8,829,211	9,326,700	9,208,362	9,835,400	9,888,060
Designated Fund Balance	593,625	593,625	593,625	593,625	593,625
Undesignated Fund Balance	23,047,535	14,165,177	19,354,527	9,931,160	6,264,394
<b>GENERAL FUND TOTAL</b>	<b>\$97,691,125</b>	<b>\$98,868,907</b>	<b>\$96,604,310</b>	<b>\$92,818,862</b>	<b>\$92,463,035</b>









## MAYOR AND CITY COUNCIL

### Mission Statement

In 2014, the City Council developed a vision for the Auburn of 2035 to become a premier community with vibrant opportunities. The vision is encapsulated in the following seven value statements:

### Operational Values

1. Character: Developing & preserving attractive and interesting places where people want to be.
2. Wellness: Promoting community-wide health and safety wellness.
3. Service: Providing transparent government service.
4. Economy: Encouraging a diverse and thriving marketplace for consumers and businesses.
5. Celebration: Celebrating our diverse cultures, heritage, and community.
6. Environment: Stewarding our environment.
7. Sustainability: Creating a sustainable future for our community.

### Department Overview

The Mayor and City Council comprise the legislative body representing the citizens of Auburn and are responsible for developing legislative policies of the City. Guidelines promulgated by the Council in the form of ordinances and resolutions are transmitted to the Mayor for implementation, follow-up and evaluation.

The City Council works to develop the City's goals and visioning for the future, as well as budgeting, which gives purpose and direction to City programs and initiatives.

The Mayor is Auburn's Chief Executive Officer. The City's nine Department Directors report directly to the Mayor and work together to provide programs, services and quality of life throughout the Auburn community:

*Nancy Backus*  
**Mayor**

*Candis Martinson*  
**Director, Human Resources & Risk Management**

*Dana Hinman*  
**Director of Administration**

*David Travis*  
**Director, Innovation & Technology**

*Kendra Comeau*  
**City Attorney**

*Daryl Faber*  
**Director, Parks, Arts & Recreation**

*Jeff Tate*  
**Director of Community Development**

*Dan O'Neil*  
**Chief of Police**

*Jamie Thomas*  
**Director of Finance**

*Ingrid Gaub*  
**Director of Public Works**

## Accomplishments and Objectives

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Address the root causes of homelessness identified in the One Table regional task force (affordable housing, behavioral health, child welfare, criminal justice and employment) and continue the crisis response for unsheltered individuals in Auburn.</li> </ul>	<ul style="list-style-type: none"> <li>Outreach Program Administrator position created and hired to work specific to Auburn's needs.</li> </ul>	<ul style="list-style-type: none"> <li>Address homelessness using an equity lens with intentionality and accountability that causes a reduction in the number of unsheltered individuals within our City.</li> </ul>
<ul style="list-style-type: none"> <li>Continue the community building activities within our culturally diverse groups in Auburn via health, safety and policy initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Although many of the services and interfacing activities with our diverse cultures in the City have been, and may continue to be, affected by the pandemic, we are continuing our outreach with our tribal, Latino, Pacific Islander, and other cultural and minority groups through our Blue Ribbon Committee, Health and Human Services, and Economic Development activities.</li> </ul>	<ul style="list-style-type: none"> <li>Support City/community relationships to remove barriers, create trust, provide improved transparency and create opportunities for underserved groups and neighborhoods that will honor all residents of Auburn.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to strengthen communication and partnerships with the Muckleshoot Indian Tribe on shared goals and foster a more engaged relationship with Pierce County partners.</li> </ul>	<ul style="list-style-type: none"> <li>Although the pandemic has affected personal social gatherings and meetings with our tribal communities, we are continuing working virtually with the tribal council to maintain communications and relationships. Highway improvements in south Auburn and the planned tribal expansions at the casino are continuing with many nearing completion.</li> </ul>	
<ul style="list-style-type: none"> <li>Auburn will continue to work on the strategic goals outlined in the 10 year Economic Development Plan to increase Auburn's sales tax base and foster a business-friendly environment.</li> </ul>	<ul style="list-style-type: none"> <li>Continued support of BuyLocalAuburn.com, joint ad campaigns with BuyLocalAuburn.com and Tourism's ExploreAuburn.com committee campaign.</li> </ul>	<ul style="list-style-type: none"> <li>Attract, retain &amp; grow robust and diverse businesses that will benefit from Auburn's unique location, attributes and multicultural community.</li> </ul>
<ul style="list-style-type: none"> <li>The next area of focus will be Auburn Way South.</li> </ul>	<ul style="list-style-type: none"> <li>The third and fourth major mixed-use projects are under construction. Amendments to the DUC codes are under review for updated uses and boundary.</li> </ul>	
<ul style="list-style-type: none"> <li>Auburn will participate in South King County Regional Affordable Housing Coalition in order to maintain and possibly increase Auburn's affordable housing inventory.</li> </ul>	<ul style="list-style-type: none"> <li>Auburn helped convene, fund and join the South King County Housing and Homelessness Partners (SKHHP) in 2019.</li> </ul>	<ul style="list-style-type: none"> <li>Support partnerships that will actively increase the number of safe and attainable housing options in Auburn - including preservation.</li> </ul>

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Auburn will maintain membership in AWC, NLC, SCA, PSRC and numerous committees to represent Auburn's interests as well as participation in regional coalitions to foster strong representation.</li> </ul>	<ul style="list-style-type: none"> <li>Auburn has continued memberships and partnerships that are beneficial to our City. Through the USCM we were able to obtain 7,200 masks for no cost to the City.</li> </ul>	<ul style="list-style-type: none"> <li>Continue national, state and regional memberships that will allow Auburn's voice to be heard on topics of significance for a healthy and diverse community.</li> </ul>
<ul style="list-style-type: none"> <li>Through staff training and platform improvements, Auburn will continue to increase transparency, efficiency, engagement and access to the City's data to show our accountability to residents.</li> </ul>	<ul style="list-style-type: none"> <li>The City of Auburn continues to leverage datasets within the open data platforms to make data driven decisions around major issues such as budget, homelessness, racial equity and other major issues.</li> </ul>	
<ul style="list-style-type: none"> <li>Continue supporting patronage and utilization of local businesses via the online database, marketing efforts and business retention and engagement.</li> </ul>	<ul style="list-style-type: none"> <li>Ad campaign to promote BuyLocalAuburn.com is ongoing. Business license renewals are part of our BuyLocalAuburn platform to encourage businesses to enhance their company information. A strong weekly networking and corporate visit schedule is maintained.</li> </ul>	
<ul style="list-style-type: none"> <li>Continue to support and encourage the involvement of the Auburn Junior City Council.</li> </ul>	<ul style="list-style-type: none"> <li>Due to COVID-19 restrictions, the Auburn Junior City Council was unable to further efforts in 2019-2020.</li> </ul>	<ul style="list-style-type: none"> <li>Support the Auburn Junior City Council in their work of providing a youth perspective to City issues and initiatives.</li> </ul>
<ul style="list-style-type: none"> <li>The Blue Ribbon Committee will expand their work in Auburn with a continued focus on behavioral health, veterans initiatives, healthy living choices for all ages and community programs.</li> </ul>	<ul style="list-style-type: none"> <li>Expanded work in 2019-2020 to include all nine major health issues with emphasis on behavioral health; community programs including health equity for three diverse groups; healthy living choices and veterans initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Support locally and regionally coordinated efforts for human services to meet the basic needs of our community that include all aspects of health.</li> </ul>
<ul style="list-style-type: none"> <li>Support Veterans and their families by increasing available services in Auburn.</li> </ul>	<ul style="list-style-type: none"> <li>Formed Community Council of Veterans of South King County supported by Valley Cities and VFW Post 1741 with 501 (c)(3) status. Continued communication with Cohen Veterans Network. Sound Health interested in a mental health clinic for veterans and families in Auburn.</li> </ul>	
<ul style="list-style-type: none"> <li>Continue to build stronger programs to address addiction and behavioral health access to residents.</li> </ul>	<ul style="list-style-type: none"> <li>We are fortunate in the City of Auburn to have many non-profit organizations supported by the City's Health and Human Services Division that address residents with behavioral health issues. These facilities are operated through the Valley Cities, Muckleshoot Tribal, Battlefield Addiction and We Care organizations to name a few.</li> </ul>	

**Department Budget**

<b>001.11 Council &amp; Mayor</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>Expenditures</b>					
Salaries & Wages	440,351	454,808	455,000	488,736	500,464
Personnel Benefits	157,354	175,138	150,000	173,299	178,477
Supplies	6,953	16,200	16,200	17,500	17,500
Services & Charges	148,505	154,150	154,150	262,750	285,450
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	241,684	257,000	248,380	297,800	312,500
<b>DEPARTMENT TOTAL</b>	<b>\$ 994,847</b>	<b>\$1,057,296</b>	<b>\$1,023,730</b>	<b>\$1,240,085</b>	<b>\$ 1,294,391</b>

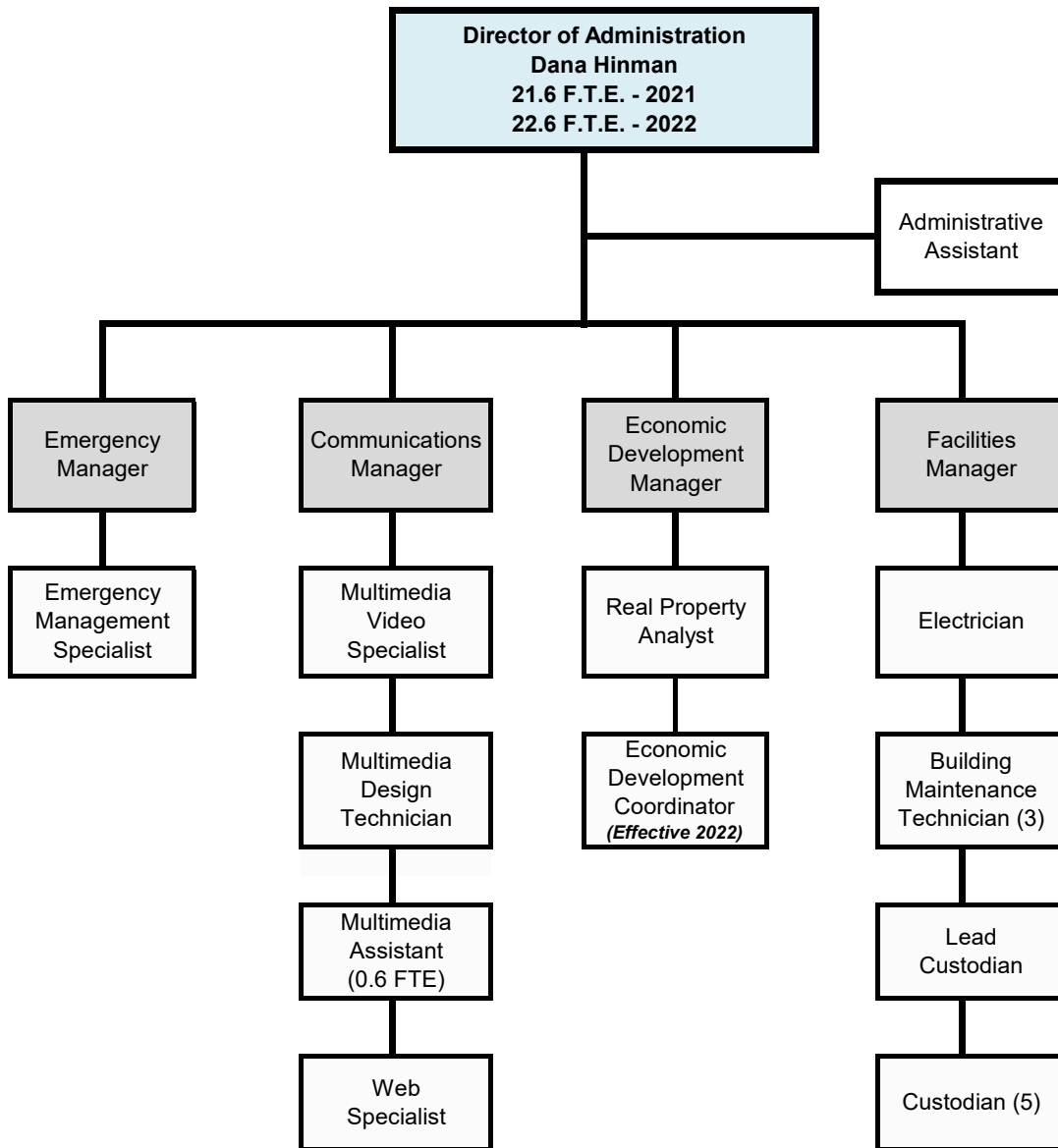
**Department Employees**

<b>001 Mayor FTEs*</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Mayor - Elected	1.00	1.00	1.00	1.00	1.00
Mayor FTEs	2.00	2.00	3.00	3.00	3.00
<b>TOTAL MAYOR FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

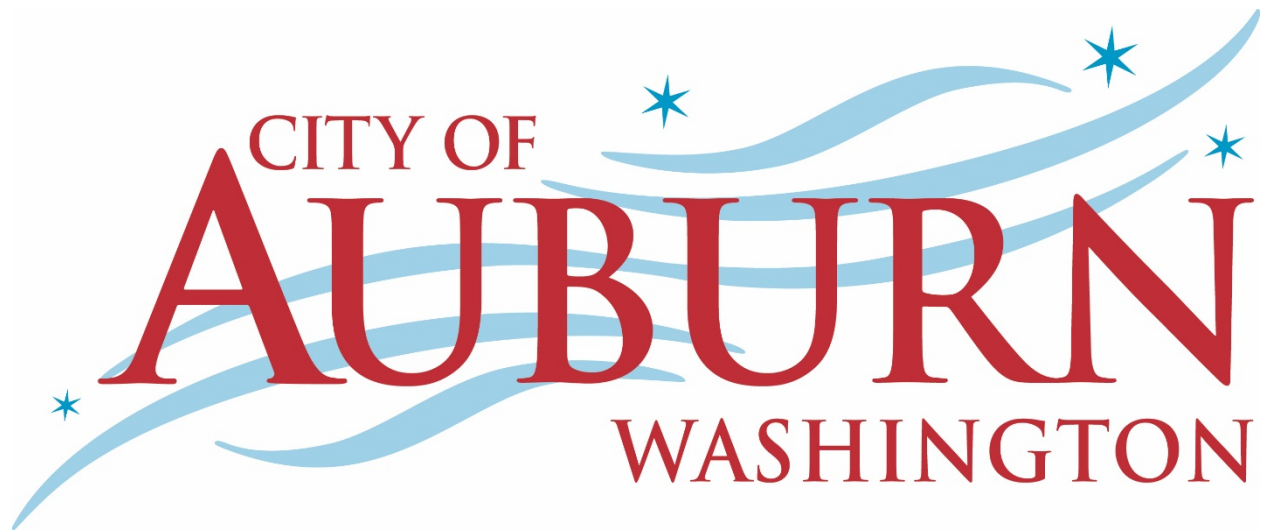
**Full Time Equivalent (FTE)**

1.0 FTE - Per the position reclass in March 2020, the Sustainability Coordinator position was reclassified to the Outreach Program Administrator position which reports to the Mayor.

*\*Does not include 7 elected Council Members.*



F.T.E. = Full Time Equivalent



## ADMINISTRATION DEPARTMENT

### Mission Statement

The Administration Department exists to coordinate, and ensure that the priorities of the Mayor and the City Council are addressed and implemented throughout the City organization for the benefit of its residents and to provide internal services to employees to assist in the execution of their duties.

### Department Overview

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

- Emergency Management - Provides full-cycle emergency management services within the City, including mitigation, preparedness, response, and recovery.
- Economic Development - Supports a vibrant, vital economy for the City of Auburn, our local region and the State of Washington through collaborative partnering among private sector employers, research partners, and programmed workforce development.
- Communications/Multimedia: Oversees the City's multimedia staff and programs; directs the efforts of the public relations, public education, media relations and acts in the role of City spokesperson when needed; assists departments in public involvement using the City's information and communications programs; and fulfills over 2,000 employee requests per year.
- Facilities: Provides all City departments and the public with a safe and clean environment; preserves City-owned facilities; provides building support services to each department; provides facility construction services; supports 13 buildings and approximately 263,000 square feet.
- Hotel/Motel Tax Fund - collects revenues to support tourism activities in Auburn.
- Business Improvement Area Fund - collects assessments to support business improvement activities in downtown Auburn.
- Homeless Response Services - In November 2015, Mayor Nancy Backus convened a citizen task force to address homelessness in Auburn. This task force was comprised of community leaders, service providers, citizens, faith community, police and fire, school district, Muckleshoot Indian Tribe, business owners and key City staff. The result of the task force recommendations created the City's response plan, which centers on moving persons experiencing homelessness into safe, healthy and permanent housing coupled with service delivery to disrupt the cycle of homelessness.
- Other services provided in the Administration Department: Leading the City's major homeless initiatives; government relations; and execution of contracts for: legislative services; Healthy Auburn initiative; and the Auburn Consolidated Resource Center.

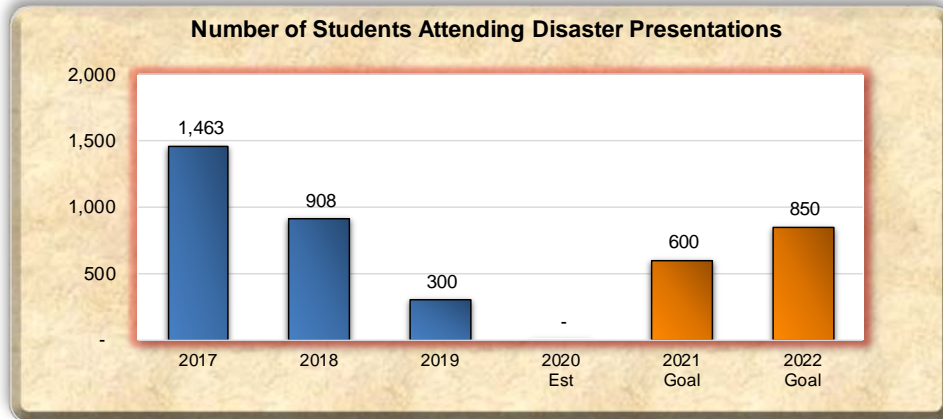
**Emergency Management Division**

<b>2019-2020 Goals</b>	<b>Progress Towards 2019-2020 Goals</b>	<b>Major Goals for 2021-2022</b>
<ul style="list-style-type: none"> <li>Provide targeted disaster preparedness information to Auburn residents, businesses, and private care facilities each year.</li> </ul>	<ul style="list-style-type: none"> <li>Met this goal in 2019 but will likely not meet it in 2020 due to COVID-19 restrictions.</li> </ul>	<ul style="list-style-type: none"> <li>Provide targeted disaster preparedness information to Auburn residents, businesses, and private care facilities each year.</li> </ul>
<ul style="list-style-type: none"> <li>Continue Community Emergency Response Team (CERT) training by providing at least 3 classes per year.</li> </ul>	<ul style="list-style-type: none"> <li>Met this goal in 2019 but will likely not meet it in 2020 due to COVID-19 restrictions.</li> </ul>	<ul style="list-style-type: none"> <li>Continue Community Emergency Response Team (CERT) training by providing at least 3 classes per year.</li> </ul>
<p>Fully implement WebEOC software for Emergency Operations Center (EOC) and Department Operations Center (DOC) usage during events and emergencies. This should be compatible, and backed up with, Active Operating Picture (AOP) software.</p>	<ul style="list-style-type: none"> <li>Completed</li> </ul>	<ul style="list-style-type: none"> <li>Develop long-term emergency supplies list based on COVID-19 experience, and purchase supplies as funding allows.</li> </ul>
<ul style="list-style-type: none"> <li>Provide ongoing, section-specific training for each of the EOC sections along with one exercise per year.</li> </ul>	<ul style="list-style-type: none"> <li>Met this goal in 2019 but will likely not meet it in 2020 due to COVID-19 restrictions that affected training with groups.</li> </ul>	<ul style="list-style-type: none"> <li>Provide ongoing, section-specific training for each of the EOC sections along with one exercise per year.</li> </ul>
<ul style="list-style-type: none"> <li>Replace aging EOC equipment that is key to EOC operations, many systems are reaching the end of their lifecycle and may fail at the wrong time.</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> </ul>	<ul style="list-style-type: none"> <li>Replace aging radios for EOC use, includes Amateur radios and other City radios.</li> </ul>
		<ul style="list-style-type: none"> <li>Evaluate and Identify equipment needed for full "remote" EOC activation, purchase using general fund or grants.</li> </ul>

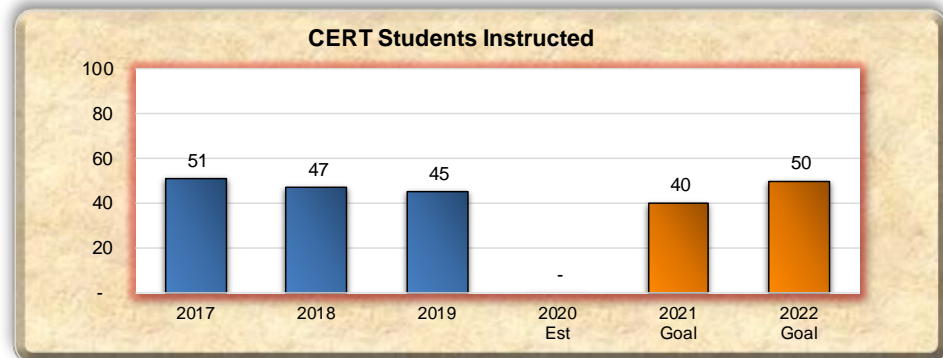


**PERFORMANCE MEASURES - EMERGENCY MANAGEMENT****Disaster Presentations**

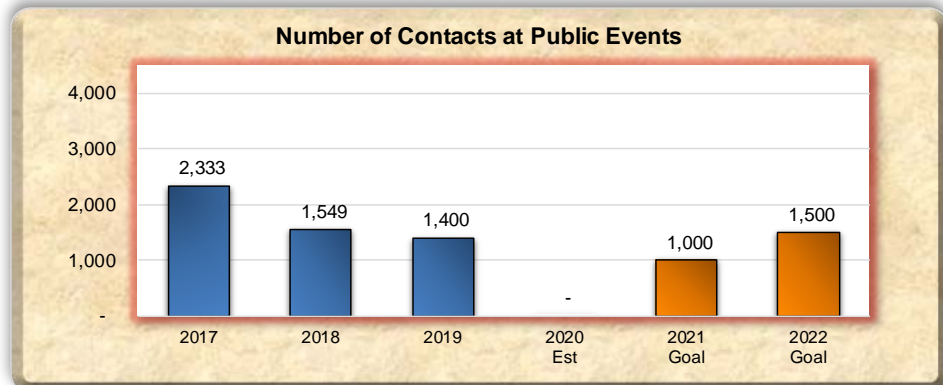
The Emergency Management Division provides various presentations to community groups including schools, homeowners associations, businesses, and others. The presentations are to educate the public to understand the hazards faced in Auburn and steps that should take to be ready for them. Attendance declined in 2019 due to the loss of the Americorps staff member and difficulty scheduling with schools. In 2020, presentations have been suspended due to COVID-19, but are expected to resume in 2021.

**Number of Students Instructed Through CERT Program**

The Community Emergency Response Team (CERT) is one of the premier programs in Auburn. Since its in 2006, approximately 900 residents have been taught about personal preparedness, first aid, search and rescue, and other skills. Each year, Emergency Management teaches at least three classes, including one aimed at businesses that want their students to attend during work hours.

**Number of Contacts With Public at Events**

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

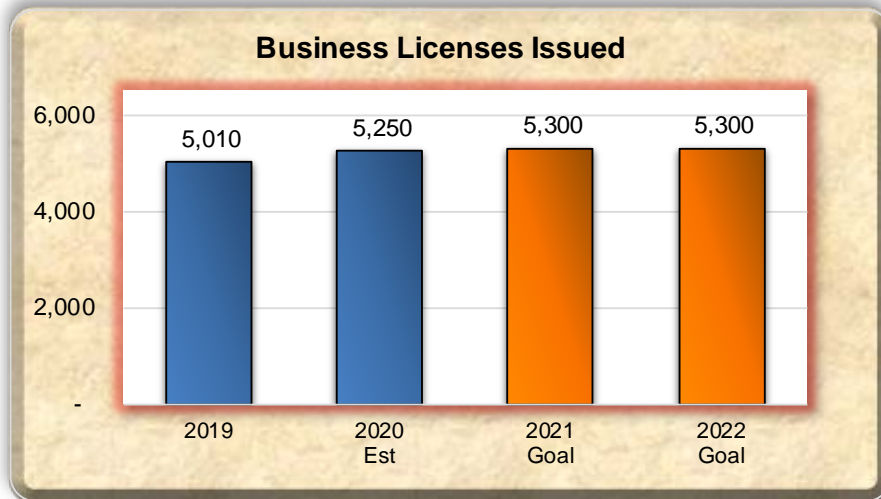


**Economic Development Division**

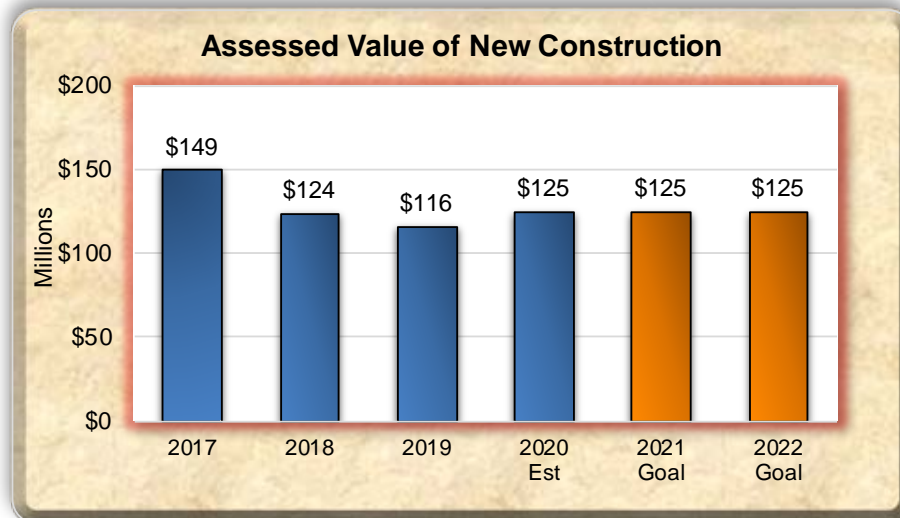
<b>2019-2020 Goals</b>	<b>Progress Towards 2019-2020 Goals</b>	<b>Major Goals for 2021-2022</b>
<ul style="list-style-type: none"> <li>Implement ongoing, short-term and mid-term strategies specific to business development, relocation and recruitment.</li> </ul>	<ul style="list-style-type: none"> <li>Major mixed-use and industrial projects started construction. Recruitments included Field House, Young's Market, and Edward Don &amp; Company.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to implement ongoing, short-term and mid-term strategies specific to business development, relocation and recruitment.</li> </ul>
<ul style="list-style-type: none"> <li>Implement ongoing, short-term and mid-term strategies specific to business development and support.</li> </ul>	<ul style="list-style-type: none"> <li>Innovation Partnership Zone (IPZ) incubator is in its 3rd year. Partnerships with the Small Business Association (SBA), Small Business Development Center (SBDC), Impact NW, South Correctional Entity (SCORE) and the Office of Minority and Women's Business Enterprises has created a strong support network.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to implement ongoing, short-term and mid-term strategies specific to business development/support.</li> </ul>
<ul style="list-style-type: none"> <li>Implement ongoing, short-term and mid-term strategies specific to business outreach and networking.</li> </ul>	<ul style="list-style-type: none"> <li>Weekly networking events and corporate visits have become a part of our weekly schedule.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to implement ongoing, short-term and mid-term strategies specific to business outreach and networking.</li> </ul>
<ul style="list-style-type: none"> <li>Implement ongoing, short-term and mid-term strategies as outlined in the Economic Development Strategic Plan.</li> </ul>	<ul style="list-style-type: none"> <li>As reported by TIP Strategies, as of 2019 we are on-track and have implemented 74% of the plan.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to implement ongoing, short-term and mid-term strategies as outlined in the Economic Development Strategic Plan.</li> </ul>
<ul style="list-style-type: none"> <li>Formalize Economic Development and Real Estate Staff roles and responsibilities, as well as policies and procedures. Structure Economic Development Department to provide the capacity to implement their strategic plan.</li> </ul>	<ul style="list-style-type: none"> <li>Inventory of City real estate assets developed. The procedure to help support all City Departments' real estate needs in place.</li> </ul>	<ul style="list-style-type: none"> <li>Establish a long-term maintenance plan for City parking lots and implement when the budget becomes available.</li> </ul>
<ul style="list-style-type: none"> <li>Implement ongoing, short-term and mid-term strategies as outlined under "Delivery, Product, Place, and Messaging" in the 10-year Strategic Plan.</li> </ul>	<ul style="list-style-type: none"> <li>The BuyLocalAuburn.com, IPZ Incubator, market data studies, and up-to-date website helps us deliver Auburn to the region and the world.</li> </ul>	<ul style="list-style-type: none"> <li>Implement ongoing, short-term and mid-term strategies as outlined under "Delivery, Product, Place, and Messaging" in the 10-year Strategic Plan.</li> </ul>

**PERFORMANCE MEASURES - ECONOMIC DEVELOPMENT****Number of Business Licenses Issued**

Businesses operating in Auburn are required to be licensed on an annual basis. Businesses are established in a given location for such reasons as cost, demand, location, availability and regulations. Businesses may shut down or relocate if these conditions are unfavorable. The number of business licenses issued is an indicator of business activity, Auburn's ability to sustain business growth, and the desirability of Auburn as a location. Data from legacy systems prior to 2019 is not available.

**Assessed Value on New Construction**

The assessed value of new construction is a measure of the City's economic growth and reflects new, stable sources of income for the City. Each piece of property within the City is subject to property tax, which is used to support general governmental purposes.



**Department Budget**

<b>001.12 Administration Total</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>Expenditures</b>					
Salaries & Wages	719,936	763,864	620,864	790,995	909,300
Personnel Benefits	296,546	352,957	294,057	305,904	373,290
Supplies	20,946	28,000	28,000	20,000	20,000
Services & Charges	1,145,626	2,183,360	1,413,800	1,306,680	1,303,300
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	233,071	249,900	249,900	279,200	284,350
<b>DEPARTMENT TOTAL</b>	<b>\$ 2,416,125</b>	<b>\$ 3,578,081</b>	<b>\$ 2,606,621</b>	<b>\$ 2,702,779</b>	<b>\$ 2,890,240</b>

**Department Employees**

<b>Administration FTEs</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Administration Department	12.00	8.00	7.00	7.00	8.00
Multimedia	3.60	3.60	3.60	3.60	3.60
Facilities	10.00	11.00	11.00	11.00	11.00
<b>TOTAL ADMINISTRATION FTEs</b>	<b>25.60</b>	<b>22.60</b>	<b>21.60</b>	<b>21.60</b>	<b>22.60</b>

**Full Time Equivalent (FTE)**

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

1.0 FTE - The 2019/2020 Budget included an additional Custodian position that was added to the Facilities Division.

1.0 FTE - The 2019/2020 Budget included a Housing Repair Technician position that was added to the Administration Department.

-5.0 FTE - Effective 1/1/2019: The following positions moved from Administration to Community Development: Community Services Manager, Community Programs Coordinator, Human Services Program Coordinator, Neighborhood Programs Coordinator and the Housing Repair Technician.

-1.0 - Effective in BA#7, 2020 - the Economic Development Coordinator position was reclassified to a Diversity, Equity and Inclusion Program Manager position which reports to Human Resources.

1.0 FTE - Per the 2021-2022 Budget, this includes 1.0 FTE added in 2022 to the Administration Department to reinstate the Economic Development Coordinator position.

## SPECIAL REVENUE FUNDS

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

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

### Accomplishments and Objectives

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Collect and distribute legally restricted revenue; monitor and manage committee approved budget annually.</li> </ul>	<ul style="list-style-type: none"> <li>The 2019-2020 budget was approved. Monthly LTAC (Lodging Tax Advisory Committee) funds are tracked and monthly financial report is completed by the City's Finance Department.</li> </ul>	<ul style="list-style-type: none"> <li>Complete the 2021/2022 budget and receive approval. Continue to align budget with tourism programs.</li> </ul>
<ul style="list-style-type: none"> <li>Continue with communication and messaging in-line with 10-Year Economic Development Strategic Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Good communication with Auburn Tourism Board and partner organizations.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen partnerships with the Auburn Area Chamber of Commerce and the Downtown Auburn Cooperative.</li> </ul>
<ul style="list-style-type: none"> <li>Continue with branding and messaging in-line with 10-Year Economic Development Strategic Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Established "Explore Auburn" campaign and launched "Auburn Adventure Film Festival".</li> </ul>	<ul style="list-style-type: none"> <li>Launch a new advertising campaign for 2021 to help re-open tourism in the City of Auburn after the COVID-19 shutdown.</li> </ul>

**Fund Budget**

<b>104 Hotel Motel Tax</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>Revenues</b>					
Beginning Fund Balance	197,675	249,186	249,186	225,286	187,276
Hotel Motel Tax	141,226	103,000	103,000	135,000	165,000
Film Festival Admission	3,500	5,000	1,800	2,500	2,500
Investment Income	4,807	1,900	-	1,600	1,400
<b>Total Revenues</b>	<b>\$ 347,208</b>	<b>\$ 359,086</b>	<b>\$ 353,986</b>	<b>\$ 364,386</b>	<b>\$ 356,176</b>
<b>Expenditures</b>					
Salaries & Wages	24,547	48,925	15,000	48,950	48,950
Personnel Benefits	5,972	8,810	2,700	8,810	8,810
Supplies	1,022	3,200	1,000	3,200	3,200
Services & Charges	56,880	144,375	110,000	116,150	116,150
Intergovernmental Services	9,600	-	-	-	-
Ending Fund Balance	249,186	153,776	225,286	187,276	179,066
<b>Total Expenditures</b>	<b>\$ 347,208</b>	<b>\$ 359,086</b>	<b>\$ 353,986</b>	<b>\$ 364,386</b>	<b>\$ 356,176</b>

Fund 121 – Business Improvement Area Fund (BIA) – To collect assessments and support BIA activities in downtown Auburn.

### Accomplishments and Objectives

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Complete Committee-approved budget.</li> </ul>	<ul style="list-style-type: none"> <li>An annual \$90,000 expenditure budget was established by the Committee and approved by City Council.</li> </ul>	<ul style="list-style-type: none"> <li>Reset and reestablish the desired accomplishments identified in the 2020 strategic plan.</li> <li>Achieve those accomplishments identified in the 2020 strategic plan or as otherwise may be amended in 2021.</li> </ul>
<ul style="list-style-type: none"> <li>Establish an area-wide enhancement program.</li> </ul>	<ul style="list-style-type: none"> <li>In 2020, the Committee and City staff put together a detailed strategic plan designed to identify desired accomplishments and laid out systematic steps approved by City and the Committee to achieve the desired accomplishments. The onset of COVID-19 has interrupted this progress.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to strengthen the relationship between the Business Improvement Area and the various City departments (Community Development, Public Works &amp; Parks).</li> </ul>
<ul style="list-style-type: none"> <li>Re-establish a relationship with the Auburn Downtown Association.</li> </ul>	<ul style="list-style-type: none"> <li>The relationship between the two entities continues to strengthen through alignment of similar goals.</li> </ul>	

### Fund Budget

121 Business Improvement Area	2019 Actual	2020 Adjusted Budget	2020 Estimate	2021 Budget	2022 Budget
<b>Revenues</b>					
Beginning Fund Balance	115,813	133,825	133,825	96,325	62,025
Business Improvement Area	73,577	55,000	51,500	55,000	55,000
Investment Income	2,910	-	-	700	400
<b>Total Revenues</b>	<b>\$ 192,300</b>	<b>\$ 188,825</b>	<b>\$ 185,325</b>	<b>\$ 152,025</b>	<b>\$ 117,425</b>
<b>Expenditures</b>					
Supplies	-	1,000	-	1,000	1,000
Services & Charges	58,474	89,000	89,000	89,000	89,000
Ending Fund Balance	133,825	98,825	96,325	62,025	27,425
<b>Total Expenditures</b>	<b>\$ 192,300</b>	<b>\$ 188,825</b>	<b>\$ 185,325</b>	<b>\$ 152,025</b>	<b>\$ 117,425</b>

## FACILITIES

### Mission Statement

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

### Division Overview

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

### Accomplishments and Objectives

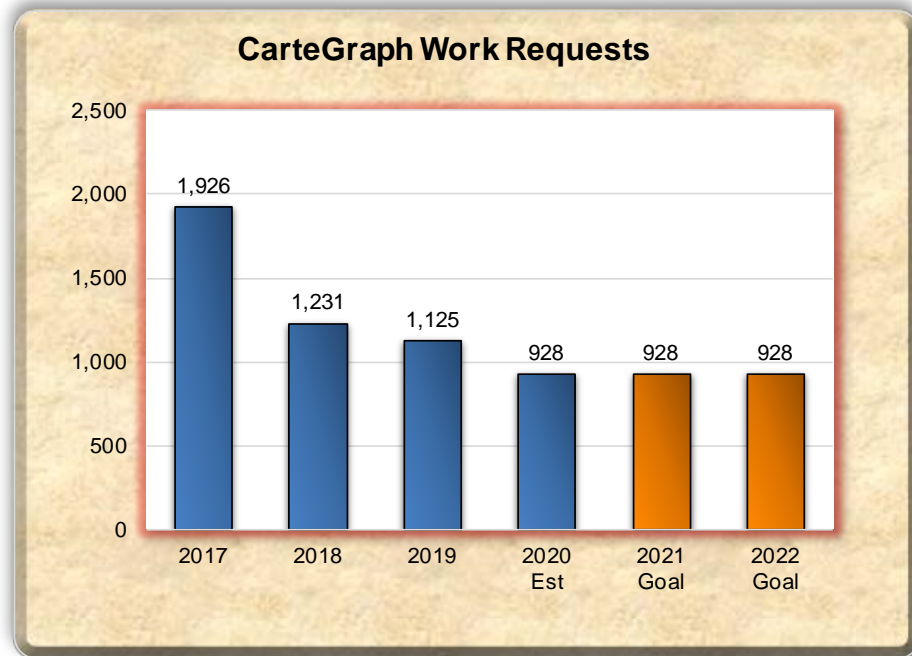
2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Replace windows at the Maintenance and Operations facility. This project was deferred in 2018 and is expected to be completed in 2019-2020.</li> </ul>	<ul style="list-style-type: none"> <li>Postponed</li> </ul>	
<ul style="list-style-type: none"> <li>Screen and recoat the wood floor at the Senior Center.</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> </ul>	<ul style="list-style-type: none"> <li>Screen and recoat the wood floor at the Senior Center.</li> </ul>
<ul style="list-style-type: none"> <li>Screen and recoat the wood floor at the Activity Center.</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> </ul>	<ul style="list-style-type: none"> <li>Screen and recoat the wood floor at the Activity Center.</li> </ul>
<ul style="list-style-type: none"> <li>Continue energy conservation efforts.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Continue energy conservation efforts.</li> </ul>
<ul style="list-style-type: none"> <li>Efficiently and effectively complete all project management activities to result in the successful construction, while completing them on time and within budget.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Efficiently and effectively complete all project management activities to result in the successful construction, while completing them on time and within budget.</li> </ul>
<ul style="list-style-type: none"> <li>Replace the kitchen floor and the wood floor at the Senior Center.</li> </ul>	<ul style="list-style-type: none"> <li>Kitchen floor complete</li> </ul>	
<ul style="list-style-type: none"> <li>Replace the roof at the Arts and Cultural building.</li> </ul>	<ul style="list-style-type: none"> <li>In process</li> </ul>	
<ul style="list-style-type: none"> <li>Replace the roof at the Justice Center.</li> </ul>	<ul style="list-style-type: none"> <li>Postponed</li> </ul>	
<ul style="list-style-type: none"> <li>Replace the roof at the City Hall building.</li> </ul>	<ul style="list-style-type: none"> <li>Penthouse and stairwell roofs complete</li> </ul>	
<ul style="list-style-type: none"> <li>Upgrade the HVAC building control system.</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> </ul>	



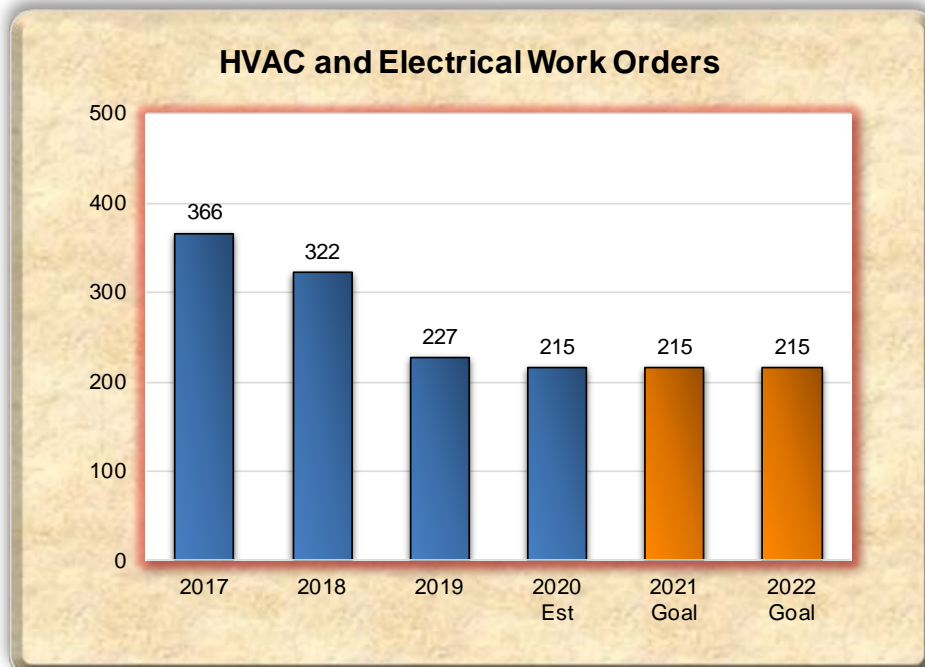
2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Paint the interior of the Annex building.</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> </ul>	
<ul style="list-style-type: none"> <li>Lighting replacement at the Teen Center.</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> </ul>	
<ul style="list-style-type: none"> <li>Replace the siding at the Herr building.</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> </ul>	
<ul style="list-style-type: none"> <li>Replace the front door at the Cemetery.</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> </ul>	
<ul style="list-style-type: none"> <li>Paint the Equipment Rental shop at M&amp;O (Maintenance and Operations) building.</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> </ul>	
		<ul style="list-style-type: none"> <li>Decrease HVAC/electrical work orders by 10%.</li> </ul>
		<ul style="list-style-type: none"> <li>Replace the HVAC equipment at the Senior Center.</li> </ul>
		<ul style="list-style-type: none"> <li>Replace the HVAC equipment at Mountain View Cemetery.</li> </ul>
		<ul style="list-style-type: none"> <li>Replace the HVAC equipment at the City Hall building.</li> </ul>
		<ul style="list-style-type: none"> <li>Replace the HVAC equipment at the Arts &amp; Cultural building.</li> </ul>
		<ul style="list-style-type: none"> <li>Replace the HVAC equipment at the Maintenance &amp; Operations</li> </ul>
		<ul style="list-style-type: none"> <li>Replace the HVAC equipment at the Auburn Avenue Theater.</li> </ul>

**PERFORMANCE MEASURES - FACILITIES DIVISION****CarteGraph Work Requests**

The Facilities Division provides 24 hour/7 day a week maintenance for City facilities. Requests are tracked through CarteGraph. Within 24 hours of receiving the work request (Monday-Friday) the customer will receive an email acknowledging receipt and the customer will also be contacted once the request is completed. If there are issues with completing any request in a timely manner, contact will be made with the customer.

**HVAC and Electrical Work**

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



**2021-2022 Working Capital Budget**

<b>505 Facilities</b>		<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>OPERATING FUND:</b>						
OPERATING REVENUES						
348.920	Property Management Services	3,215,657	3,406,100	3,406,100	3,580,100	3,578,500
362.501	Rents & Leases	125,674	63,300	121,000	106,000	89,000
361.110	Investment Income	42,736	10,100	-	8,000	8,000
397.100	Operating Transfers In	40,000	205,000	200,000	-	-
Other	Miscellaneous Revenue	26,238	21,200	19,000	19,000	19,000
<b>TOTAL OPERATING REVENUES</b>		<b>\$ 3,389,033</b>	<b>\$ 3,705,700</b>	<b>\$ 3,746,100</b>	<b>\$ 3,713,100</b>	<b>\$ 3,694,500</b>
OPERATING EXPENDITURES						
524.000.10	Salaries & Wages	680,811	711,793	720,000	819,855	789,139
524.000.20	Benefits	264,177	444,389	430,000	452,466	466,027
524.000.30	Supplies	111,422	140,220	125,000	140,200	140,200
524.000.40	Services & Charges	1,823,269	1,839,560	1,939,560	1,407,700	1,384,750
535.000.55	Operating Transfers Out	732,926	698,700	698,700	1,028,070	695,510
590.100.05	Net Increase in Restricted Assets	72,292	-	-	-	-
535.000.90	Interfund Payments for Service	155,657	161,400	161,400	227,900	248,600
<b>TOTAL OPERATING EXPENDITURES</b>		<b>\$ 3,840,554</b>	<b>\$ 3,996,062</b>	<b>\$ 4,074,660</b>	<b>\$ 4,076,191</b>	<b>\$ 3,724,226</b>
<b>REVENUES LESS EXPENDITURES</b>		<b>\$ (451,521)</b>	<b>\$ (290,362)</b>	<b>\$ (328,560)</b>	<b>\$ (363,091)</b>	<b>\$ (29,726)</b>
BEGINNING WORKING CAPITAL - January 1		1,767,017	1,315,496	1,315,496	986,936	623,845
ENDING WORKING CAPITAL - December 31		1,315,496	1,025,134	986,936	623,845	594,119
<b>NET CHANGE IN WORKING CAPITAL (*)</b>		<b>\$ (451,521)</b>	<b>\$ (290,362)</b>	<b>\$ (328,560)</b>	<b>\$ (363,091)</b>	<b>\$ (29,726)</b>

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

**Department Employees**

<b>505 Facilities FTEs</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Facilities FTEs*	10.00	11.00	11.00	11.00	11.00
<b>TOTAL FACILITIES FTEs</b>	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>

**Full Time Equivalent (FTE)**

1.0 FTE - The 2019/2020 Adopted Budget included an additional Custodian position that was added to the Facilities Department.

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

## MULTIMEDIA DEPARTMENT

### Department Overview

Multimedia oversees the City's media staff and programs, assists departments in public involvement using the City's information communication ranging from public access television programming and websites to mail and print services. The division oversees the City's communications, marketing and public relations programs and directs the efforts of the public relations/media relations, including acting in the role of City spokesperson.

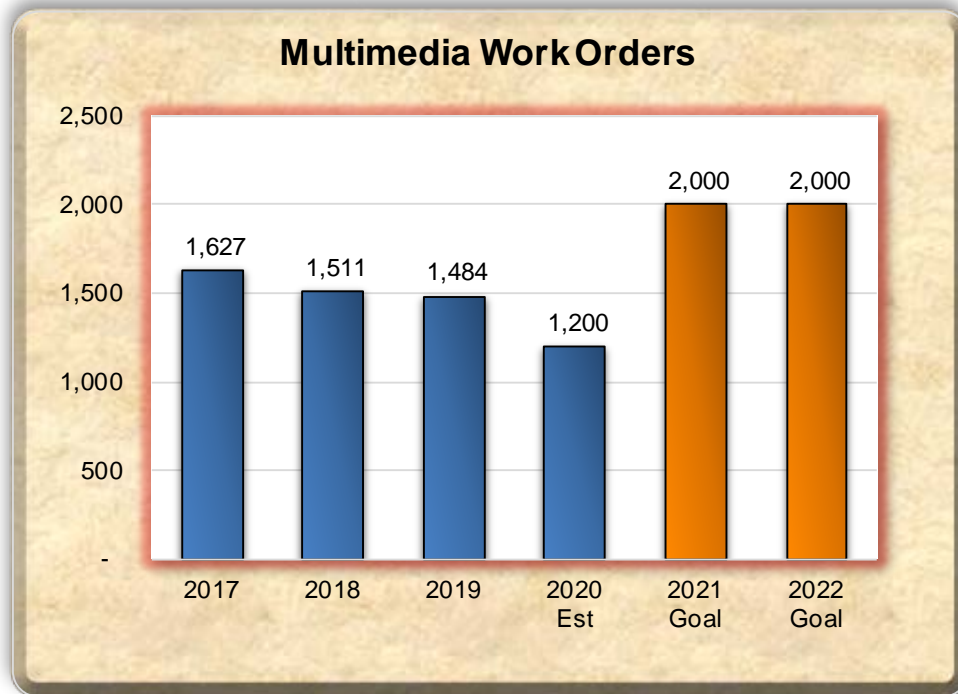
### Accomplishments and Objectives

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Continue to incorporate the theme of "Love Your City" into City outreach and materials and work to develop it into a recognized initiative that the public engages with and contributes to.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing - during late 2019 and early 2020, we began the next phase of this project, "I Am Auburn" which captures the story of our diversity of residents, as well as a candid photo of them in their daily life in the City. The Auburn library was recruited to help implement this effort and has signed on as a partner.</li> </ul>	<ul style="list-style-type: none"> <li>Continue the "I Am Auburn" story gathering process once social distancing guidelines allow for in-person encounters without masks. Build on partnerships with other groups to expand our reach and ensure we are accurately representing all segments of the community. Build out these stories on a page of the website for the public to view.</li> </ul>
<ul style="list-style-type: none"> <li>Increase cross-promotion across social media platforms and departments.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing - a working plan was created between Emergency Management staff and the communications team to coordinate efforts when posting to social media regarding events of significance so that messaging remains consistent. The Police Department is also coordinating messaging with the main City social media platforms and email coordination between Parks and the communications team has been put in place to ensure consistent cross promotion.</li> </ul>	<ul style="list-style-type: none"> <li>Continue efforts to coordinate messaging between departments and ensure that public-facing messaging has consistent tone and content.</li> </ul>
<ul style="list-style-type: none"> <li>Increase use and cross-branding of Talk Auburn to further engage citizen feedback.</li> </ul>	<ul style="list-style-type: none"> <li>Efforts to use this platform have not grown as hoped as new communications tools have emerged on the market and drawn larger attention than this model.</li> </ul>	
<ul style="list-style-type: none"> <li>The new website software being hosted off site will allow for employees to access the intranet outside of work hours allowing them to work on benefit forms and updating other information on their own time.</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>	

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Continue to work to highlight the vast amount of work that is done on citizens' behalves while also emphasizing how much is done with public tax dollars.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing - promotional tools including the Auburn Magazine continue to allow us to illustrate the wide variety and amount of work managed by the City and tell the story of what we have accomplished on behalf of residents in a engaging way. Have also worked with Chief O'Neil to promote a new blog series "From the Desk of the Chief" that addresses police specific questions and concerns from the public.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to demonstrate the work of the City to residents in new ways, including reaching out to residents through monthly social media surveys to find out what they would like to know more about and addressing those questions in our outreach. Further expand on the use of Instagram as a free tool to use visual storytelling to engage residents and build community pride.</li> </ul>
<ul style="list-style-type: none"> <li>Use website's RSS function to get more videos out to Facebook after featuring them on the homepage of the website.</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>	
<ul style="list-style-type: none"> <li>Update photo/video inventory of City parks, trails and facilities for use in marketing materials.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing - this project is over 50% complete, though locations slated to be shot in the spring and summer of 2020 were delayed due to COVID-19.</li> </ul>	
<ul style="list-style-type: none"> <li>Complete transition and organization of centralized City photo library.</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>	
		<ul style="list-style-type: none"> <li>Expand our efforts to reach diversified groups in the City, including increased use of multi-lingual communications. Engage with outside work groups, such as the library to capitalize on opportunities to share information with minority populations. Engage in additional educational opportunities to help expand our understanding of how we can develop communications with a race and equity lens.</li> </ul>

**PERFORMANCE MEASURES - MULTIMEDIA****Design & Printing Services**

Design and print functions are utilized to produce a unified look while attractively and accurately branding the City. Products are adapted to appeal to specific target audiences. Our process entails multiple layers of services to include: design, file preparation, printing, mailing, etc. Also included in print services is the management of the City mail, postage accounts, and shipping services. The 2021/2022 goal amount is based upon a new tracking system that is scheduled for launch in Q3-2020.



**2021-2022 Working Capital Budget**

<b>518.00.518.780 Multimedia</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>OPERATING FUND:</b>					
OPERATING REVENUES					
348.801 Interfund Multimedia Charges	1,059,500	1,168,100	1,168,100	1,210,200	1,229,800
369.920 Advertising Sales	785	-	-	-	-
361.111 Investment Income	9,210	-	-	2,800	2,800
<b>TOTAL OPERATING REVENUES</b>	<b>\$ 1,069,496</b>	<b>\$ 1,168,100</b>	<b>\$ 1,168,100</b>	<b>\$ 1,213,000</b>	<b>\$ 1,232,600</b>
OPERATING EXPENDITURES					
518.780.10 Salaries & Wages	347,663	343,024	305,000	360,129	371,330
518.780.20 Benefits	151,531	202,796	190,000	212,023	221,832
518.780.30 Supplies	40,956	36,150	36,150	36,150	36,150
518.780.40 Services & Charges	475,362	425,300	505,000	489,100	490,200
597.101.55 Operating Transfer Out	29,950	-	-	-	-
518.780.90 Interfund Payments for Service	88,314	92,600	92,600	112,750	110,100
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$ 1,133,776</b>	<b>\$ 1,099,870</b>	<b>\$ 1,128,750</b>	<b>\$ 1,210,152</b>	<b>\$ 1,229,612</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$ (64,280)</b>	<b>\$ 68,230</b>	<b>\$ 39,350</b>	<b>\$ 2,848</b>	<b>\$ 2,988</b>
BEGINNING WORKING CAPITAL - January 1	377,802	313,522	313,522	352,872	355,720
ENDING WORKING CAPITAL - December 31	313,522	381,752	352,872	355,720	358,708
<b>NET CHANGE IN WORKING CAPITAL (*)</b>	<b>\$ (64,280)</b>	<b>\$ 68,230</b>	<b>\$ 39,350</b>	<b>\$ 2,848</b>	<b>\$ 2,988</b>

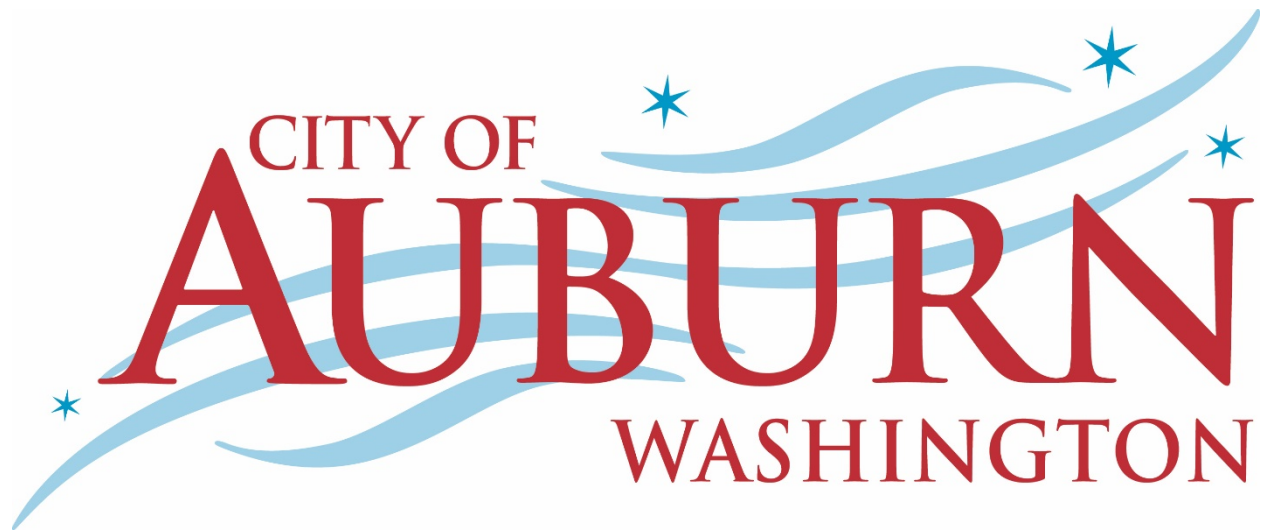
(\*) Working Capital = Current  
Assets minus Current Liabilities

**Department Employees**

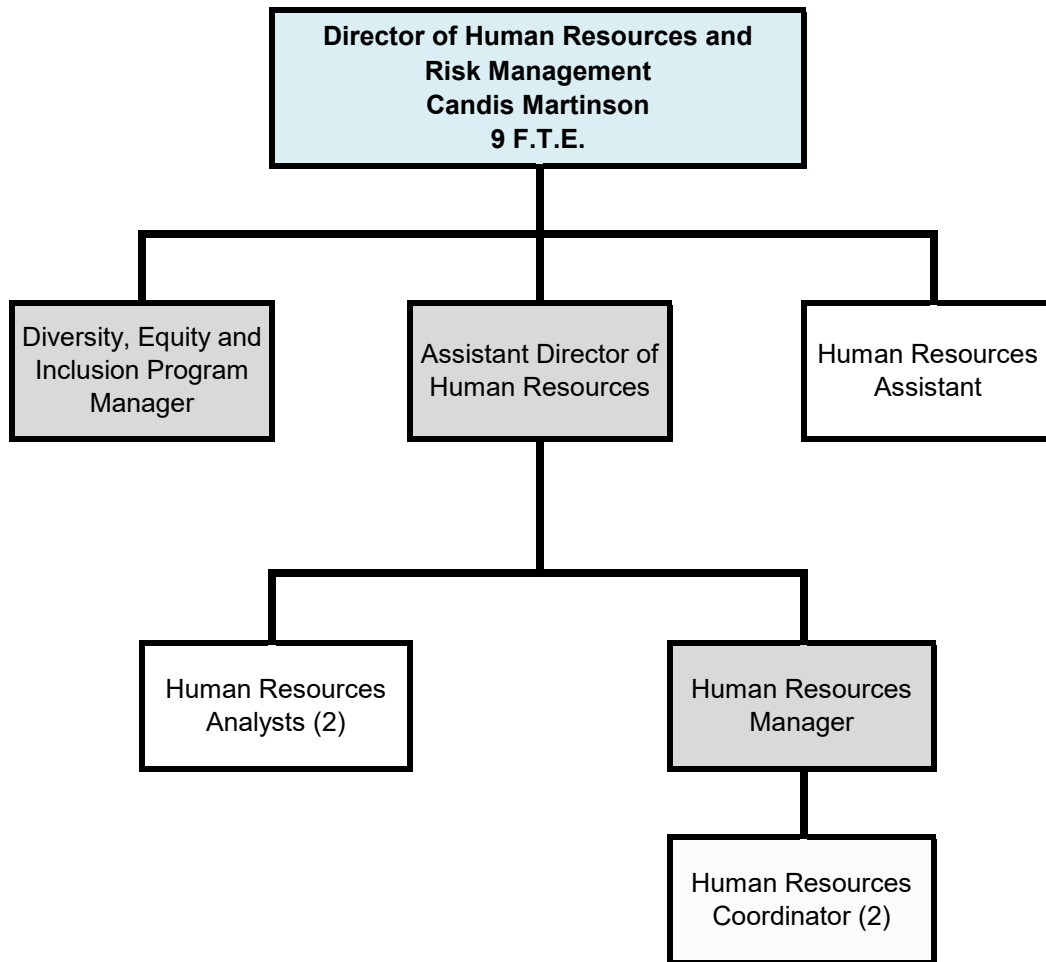
<b>518 Multimedia FTEs</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Multimedia FTEs*	3.60	3.60	3.60	3.60	3.60
<b>TOTAL IT FTEs</b>	<b>3.60</b>	<b>3.60</b>	<b>3.60</b>	<b>3.60</b>	<b>3.60</b>

Full Time Equivalent (FTE)

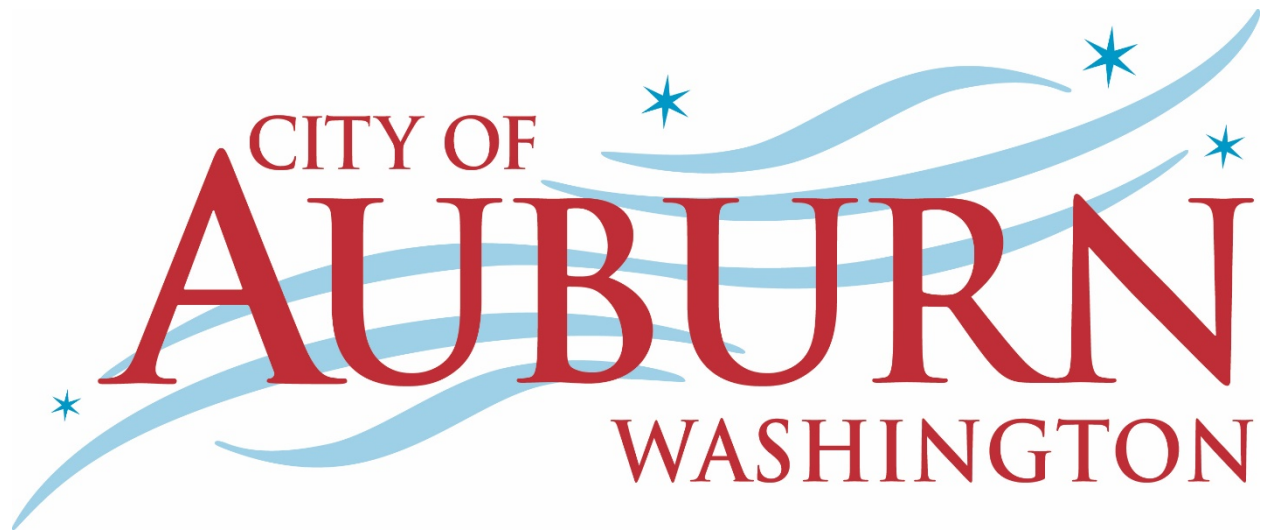
\*These FTEs are already included in the Administration Department's FTE totals.







F.T.E. = Full Time Equivalent



## HUMAN RESOURCES AND RISK MANAGEMENT DEPARTMENT

### Mission Statement

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

### Department Overview

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

### Accomplishments and Objectives

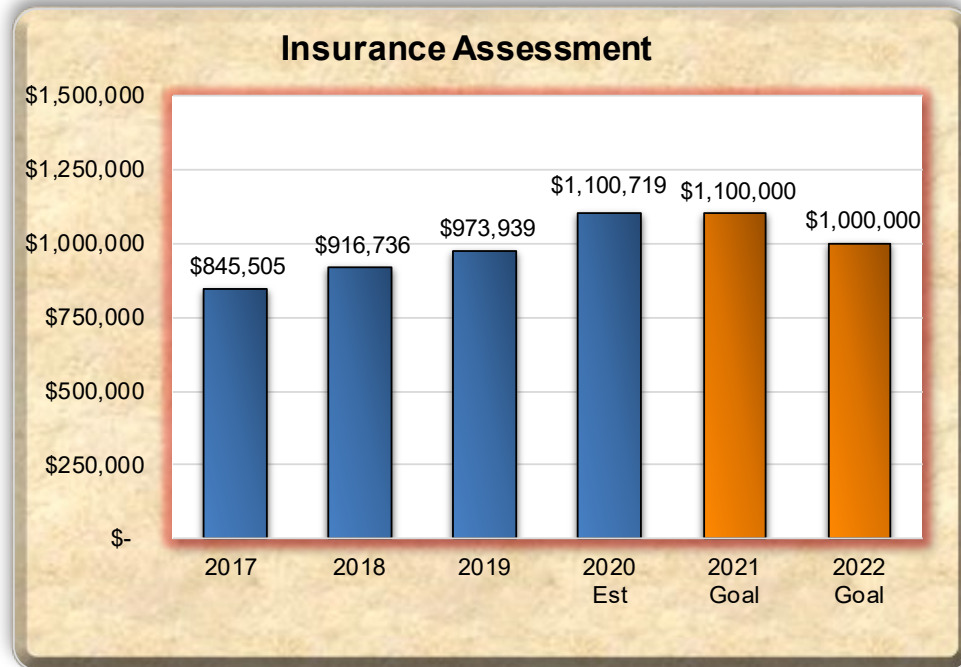
2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Negotiate Police Officer, Sergeant, Commander, and Non-Commissioned CBAs in the best interests of the City and employees.</li> </ul>	<ul style="list-style-type: none"> <li>Completed the contract negotiations for these collective bargaining agreements.</li> </ul>	
<ul style="list-style-type: none"> <li>Continue to develop the City's Wellness Program and receive the WellCity Award, which will provide a 2% reduction in healthcare premiums.</li> </ul>	<ul style="list-style-type: none"> <li>The City received the WellCity Award in 2019, but unfortunately did not meet the requirements in 2020.</li> </ul>	
<ul style="list-style-type: none"> <li>Continue to explore healthcare options with the best coverage for employees while maintaining the most reasonable cost.</li> </ul>	<ul style="list-style-type: none"> <li>Implemented a higher deductible plan for 2020; added incentives to support movement to the higher deductible plan.</li> </ul>	<ul style="list-style-type: none"> <li>Manage the City's compensation and benefits program, with focus on contract negotiations and managing benefits costs, without sacrificing overall benefit package quality.</li> </ul>
<ul style="list-style-type: none"> <li>Continue efforts to recruit and retain qualified employees.</li> </ul>	<ul style="list-style-type: none"> <li>HR is projecting to complete the processes for approximately 125 recruitments and promotions.</li> </ul>	

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Successfully renegotiate a successor agreement with the Public Defender to extend the current contract.</li> </ul>	<ul style="list-style-type: none"> <li>Due to increase in conflict case assignments, reviewing options to control costs of these cases moving from primary public defense to conflict attorneys.</li> </ul>	<ul style="list-style-type: none"> <li>Partner with King County District Court on management of core court contract, as well as implementing Community Court; renew the public defender contract to include this court enhancement while managing the increase in conflict case assignment.</li> </ul>
<ul style="list-style-type: none"> <li>Provide citywide training on critical administrative policies and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>Developed a Citywide training and development committee to solicit recommendations for improvement in training and development areas.</li> </ul>	
<ul style="list-style-type: none"> <li>Develop and implement supervisory and management trainings for City staff.</li> </ul>	<ul style="list-style-type: none"> <li>Conducted two (2) Citywide half day management retreats for City staff.</li> </ul>	<ul style="list-style-type: none"> <li>Expand the City's training and development program through enhancement and customization of online and in-person training courses for staff and supervisors.</li> </ul>
<ul style="list-style-type: none"> <li>Continue the Civil Service Diversity Outreach program to further support the recruitment and development of a diverse and qualified pool of Police Officers.</li> </ul>	<ul style="list-style-type: none"> <li>Implemented a community advertised police officer candidate open house with APD staff to help diversify our applicant pool and aid in candidate outreach and success.</li> </ul>	<ul style="list-style-type: none"> <li>Invest in diversity and inclusion initiatives in the City; specific to HR a focus on hiring/civil service processes related to recruitment, selection, onboarding and retention.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to provide a 12-month onboarding process to emphasize the City's Core Values and Team Auburn approach.</li> </ul>	<ul style="list-style-type: none"> <li>Continued the 12-month onboarding process and enhanced our program with the implementation of the NeoGov Onboard module in 2020.</li> </ul>	

## PERFORMANCE MEASURES - HUMAN RESOURCES AND RISK MANAGEMENT DEPARTMENT

### Insurance Assessment

Historically, the City's liability insurance premium has been around \$1,000,000 annually. The City has implemented a number of measures to assist in reducing a claim's total incurred costs thus reducing the City's annual assessment. Over the last several years the City's annual assessment has increased due to claims exposure and overall cost of insurance. The goal during the next biennium (2021-2022) is to decrease claims and stabilize our costs, with the hopes of bringing our assessment back down under \$1,000,000 annually.



**Department Budget**

<b>001.13 Human Resources</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>Expenditures</b>					
Salaries & Wages	746,334	833,590	823,635	960,364	1,010,398
Personnel Benefits	312,323	418,665	350,000	424,618	441,520
Supplies	5,031	19,300	8,000	9,300	9,300
Services & Charges	3,172,155	3,266,360	3,251,360	3,310,260	3,312,560
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	275,374	303,900	296,310	323,250	340,350
<b>DEPARTMENT TOTAL</b>	<b>\$ 4,511,218</b>	<b>\$ 4,841,815</b>	<b>\$ 4,729,305</b>	<b>\$ 5,027,792</b>	<b>\$ 5,114,128</b>

**Department Employees**

<b>001 Human Resources FTEs</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Human Resources FTEs	8.00	8.00	9.00	9.00	9.00
<b>TOTAL HUMAN RESOURCES FTE</b>	<b>8.00</b>	<b>8.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

Full Time Equivalent (FTE)

1.0 - Effective in BA#7, 2020 - the Economic Development Coordinator position was reclassified to a Diversity, Equity and Inclusion Program Manager position which reports to Human Resources.

## WORKERS' COMPENSATION FUND

### Mission Statement

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

### Department Overview

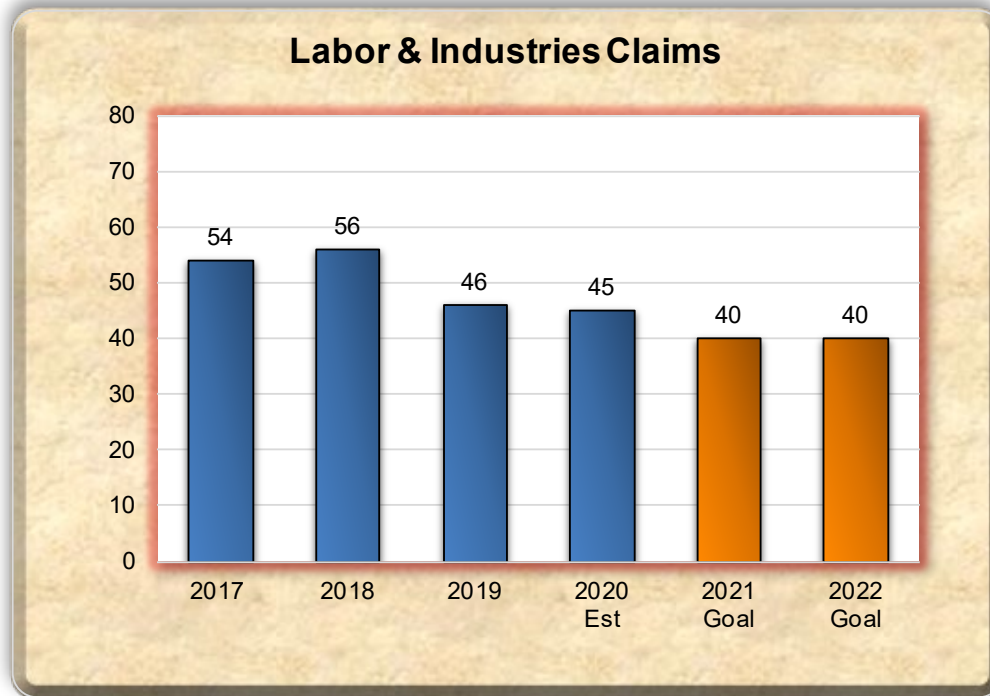
The Workers' Compensation Fund is part of the Risk Management Division, which administers four major insurance programs: civil liability, workers' compensation, auto, and property coverage. This division provides risk identification, loss analysis, loss control recommendations, and risk financing. The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

### Accomplishments and Objectives

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Continue to fund rates based upon an actuarial review and analysis that maintains the fund reserve to allow the City to stabilize future rates consistent with inflationary measures.</li> </ul>	<ul style="list-style-type: none"> <li>Funded rates based upon an actuarial review and analysis that maintained the fund reserve to allow the City to stabilize future rates consistent with inflationary measures.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to fund rates based upon an actuarial review and analysis that maintains the fund reserve to allow the City to stabilize future rates consistent with inflationary measures.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to provide Workers' Compensation benefits to employees for new and existing claims.</li> </ul>	<ul style="list-style-type: none"> <li>Worker's Compensation claims have trended down for the 2019-2020 period due to Citywide safety programs and recognition.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to provide Workers' Compensation benefits to employees for new and existing claims.</li> </ul>

**PERFORMANCE MEASURES - WORKERS' COMPENSATION FUND****L&I Claims**

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

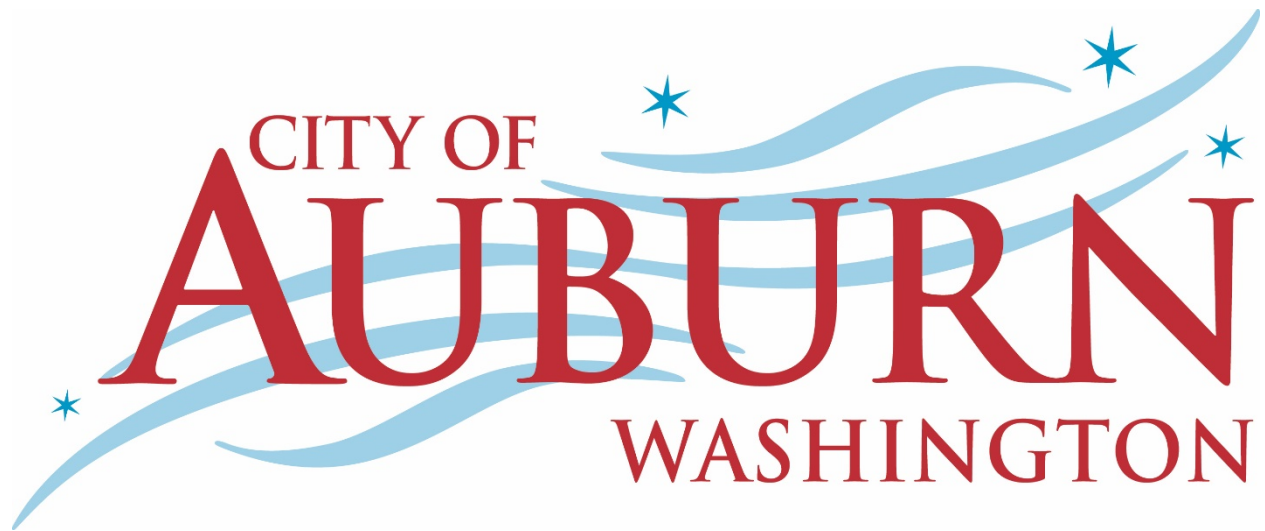


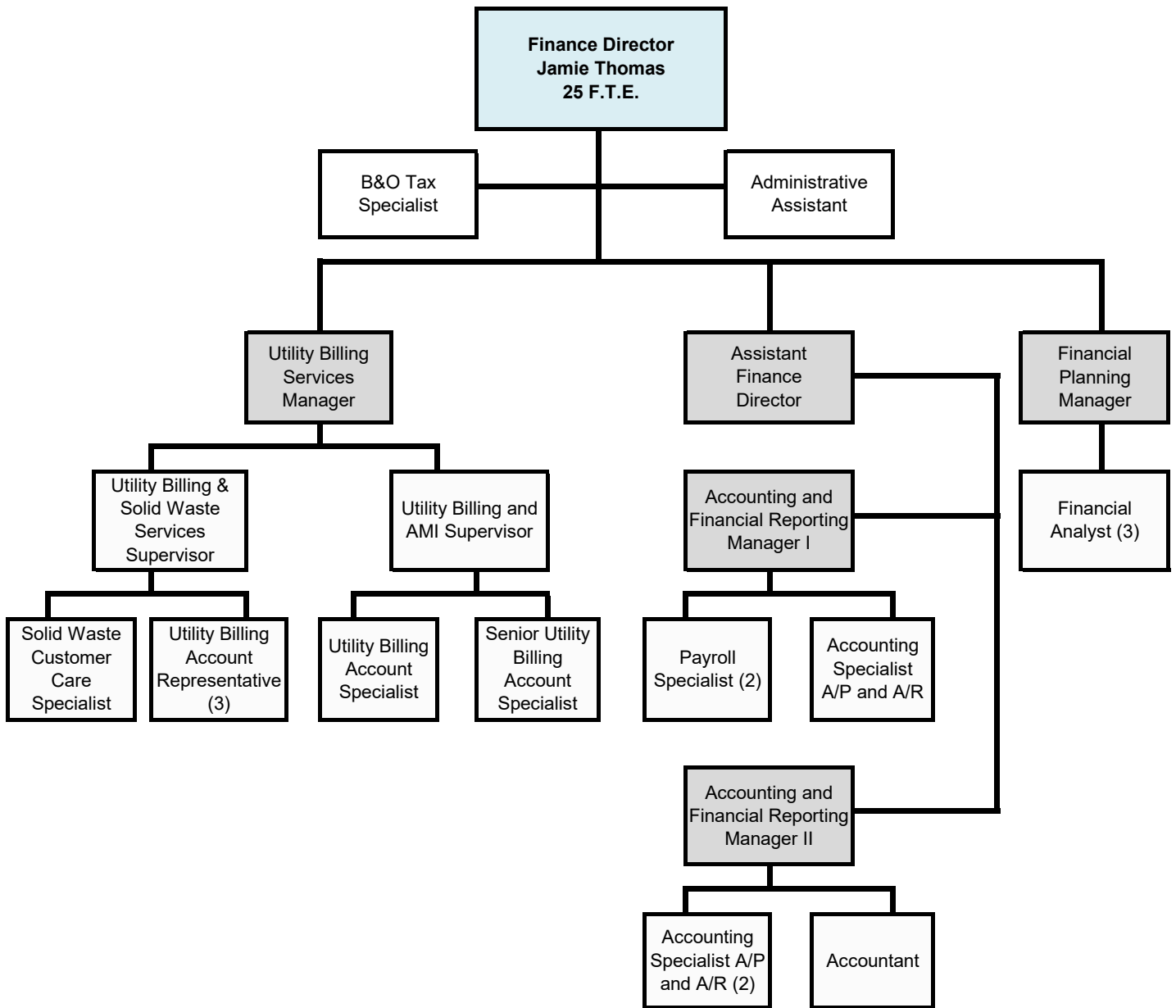


**2021-2022 Working Capital Budget**

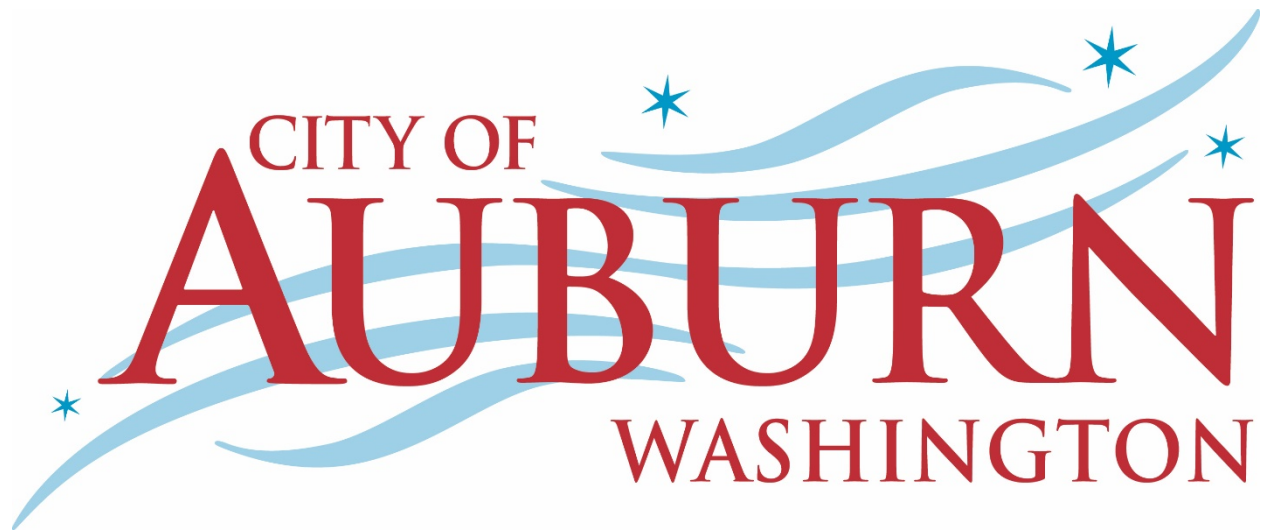
<b>503 Workers' Compensation</b>	<b>2020</b>				
	<b>2019 Actual</b>	<b>Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>OPERATING FUND:</b>					
OPERATING REVENUES					
369.720 L&I Contributions - EE	49,314	47,500	47,500	47,500	47,500
369.730 L&I Contributions - ER	1,029,379	1,103,000	975,000	1,056,900	1,060,800
398.100 Insurance Recoveries	4,777	50,000	10,000	15,000	15,000
361.110 Investment Income	54,612	26,600	-	20,000	21,600
388-399 Other Revenue	(5,720)	-	-	-	-
<b>TOTAL OPERATING REVENUES</b>	<b>\$1,132,361</b>	<b>\$1,227,100</b>	<b>\$1,032,500</b>	<b>\$1,139,400</b>	<b>\$1,144,900</b>
OPERATING EXPENDITURES					
580.100.10 Salaries & Wages	-	-	-	-	-
580.100.20 Benefits	36,494	250,000	100,000	250,000	250,000
580.100.30 Supplies	-	-	-	-	-
580.100.40 Services & Charges	260,648	455,315	300,000	461,100	466,900
580.100.50 Operating Transfer Out	-	-	-	6,000	-
590.100.05 Net Increase in Restricted Assets	6,904	-	-	-	-
535.000.90 Interfund Payments for Service	115,796	128,100	128,100	159,700	167,100
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$ 419,843</b>	<b>\$ 833,415</b>	<b>\$ 528,100</b>	<b>\$ 876,800</b>	<b>\$ 884,000</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$ 712,519</b>	<b>\$ 393,685</b>	<b>\$ 504,400</b>	<b>\$ 262,600</b>	<b>\$ 260,900</b>
BEGINNING WORKING CAPITAL - January 1	1,165,108	1,877,627	1,877,627	2,382,027	2,644,627
ENDING WORKING CAPITAL - December 31	1,877,627	2,271,312	2,382,027	2,644,627	2,905,527
<b>NET CHANGE IN WORKING CAPITAL (*)</b>	<b>\$ 712,519</b>	<b>\$ 393,685</b>	<b>\$ 504,400</b>	<b>\$ 262,600</b>	<b>\$ 260,900</b>

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





F.T.E. = Full Time Equivalent



## FINANCE DEPARTMENT

### Mission Statement

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

### Department Overview

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

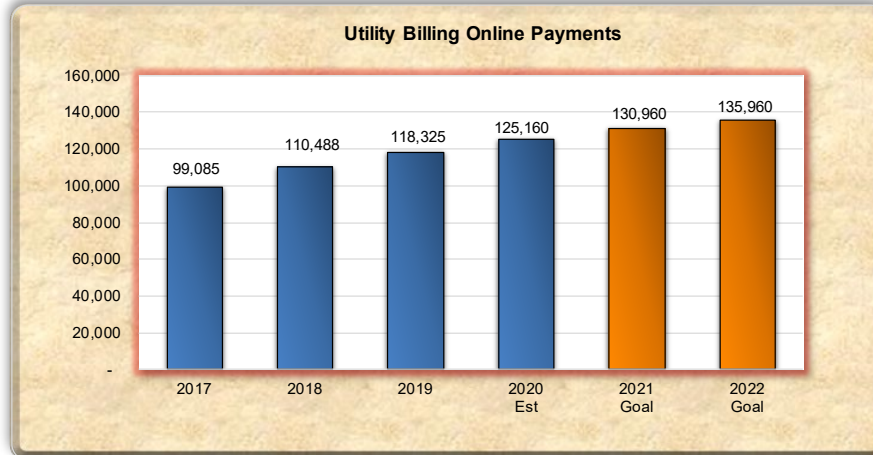
### Accomplishments and Objectives

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Implement new automated meter reading software to provide enhanced information and reporting for better service for utility customers. Conversion and training for Sensus Analytics software.</li> </ul>	<ul style="list-style-type: none"> <li>Converted to Sensus Analytics software and trained staff. Currently using the meter reading software for all meter reading reports.</li> </ul>	<ul style="list-style-type: none"> <li>Implement new Sensus Customer Portal so customers can access their meter information at their convenience. Provide training for residents and businesses.</li> </ul>
<ul style="list-style-type: none"> <li>Execute a contract extension with the current solid waste disposal provider through 2021, issue a request for proposal, and select a vendor to begin providing contract solid waste services in 2021. This will bring the entire City under one contract.</li> </ul>	<ul style="list-style-type: none"> <li>Executed a contract extension with the current provider through 2021, and issued a request for proposal in December 2019. Currently evaluating proposals and will select a vendor to begin providing contract solid waste services in October 2021.</li> </ul>	<ul style="list-style-type: none"> <li>Implement a new 10-year solid waste contract effective October 2021. This includes changing to hauler customer service and the hauler as the billing-agent for the City. This will bring the entire City under one solid waste contract.</li> </ul>
<ul style="list-style-type: none"> <li>Implementing a new approach to position control, multi-year capital budgeting, and other enhancements with the adoption of the 2019-2020 budget. Include new "Budget-in-Brief" with statistics and other information.</li> </ul>	<ul style="list-style-type: none"> <li>Implemented new approach to position control, multi-year capital budgeting, and other enhancements with the adoption of the 2019-2020 budget including a new "Budget-in-Brief" section.</li> <li>Hired an external consultant to help evaluate alternative strategies to address fiscal sustainability and provide estimated impacts of each option.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to improve and streamline budget development process and enhance budget document to make it more readable and useful.</li> <li>Work with Council to develop a financial plan for the short- to intermediate term as well as a comprehensive long-term financial sustainability policy.</li> </ul>

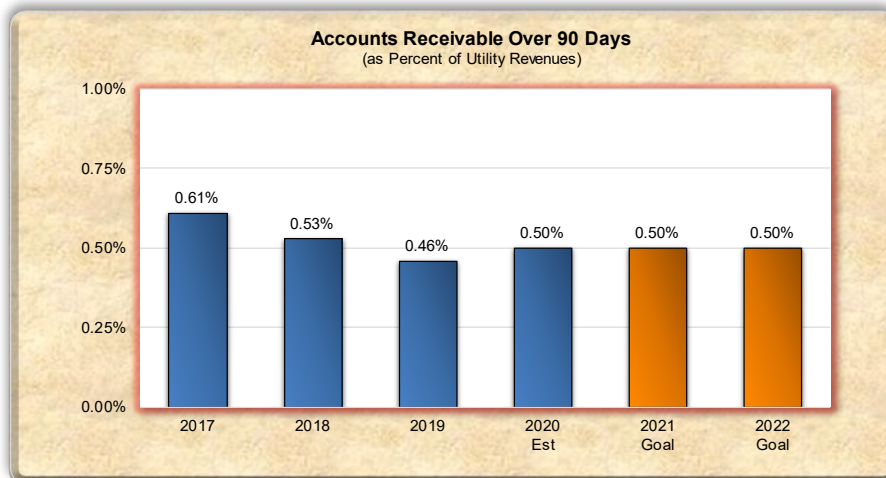
2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Expand electronic archiving to Accounts Payable and cash receipting transactions.</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed a few software vendors features and determined these are limited and offer little benefit for the effort required.</li> </ul>	<ul style="list-style-type: none"> <li>In coordination with IT and the City Clerk, continue to find and implement electronic records management solutions for Accounts Payable, Accounts Receivable, and Payroll.</li> </ul>
		<ul style="list-style-type: none"> <li>Ensure all employees become engaged in the City-wide equity and inclusion efforts. Identify and remove barriers within Finance that perpetuate systemic racism.</li> </ul>

**PERFORMANCE MEASURES - FINANCE DEPARTMENT****Utility Billing Online Payments**

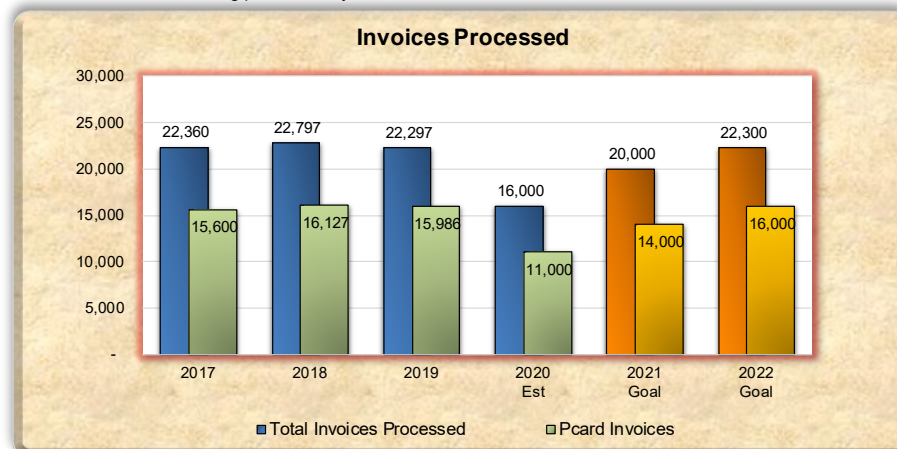
In an effort to improve customer service and streamline operations, the Finance Department implemented a 24-hour, online utility bill payment solution and interactive voice response (IVR) phone payment option. As evidenced in the graph below, the adoption rate of these services has continued to grow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

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

Utility accounts receivable over 90 days as a percent of utility revenue is an important financial indicator because it demonstrates the City's ability to efficiently collect its utility billing receivables. These percentages show the improved turnover ratio due to the implementation of a new collection policy and process. We expect the percent to increase in 2020, since we are prohibited from conducting our normal collections process due to the COVID-19 pandemic.

**Total Invoices Processed**

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



**Department Budget**

<b>001.14 Finance</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>Expenditures</b>					
Salaries & Wages	2,007,562	2,064,953	1,896,500	2,305,330	2,399,842
Personnel Benefits	933,647	1,066,500	895,800	1,085,732	1,131,971
Supplies	10,665	12,500	12,500	18,200	13,200
Services & Charges	209,337	184,925	184,925	215,600	223,300
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	179,082	189,300	182,818	208,750	209,300
<b>DEPARTMENT TOTAL</b>	<b>\$3,340,293</b>	<b>\$3,518,178</b>	<b>\$3,172,543</b>	<b>\$3,833,612</b>	<b>\$3,977,613</b>

**Department Employees**

<b>001 Finance FTEs</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Finance FTEs	24.00	24.00	24.00	25.00	25.00
<b>TOTAL FINANCE FTEs</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>25.00</b>	<b>25.00</b>

Full Time Equivalent (FTE)

1.0 FTE - Per the 2021-2022 Budget, this includes 1.0 FTE added in 2021 to the Finance Department for a B&O Tax Specialist who will administer the B&O Tax Program.



## NON-DEPARTMENTAL

### Department Overview

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

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

### Accomplishments and Objectives

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Continue to fund Law Enforcement Officer and Fire Fighter (LEOFF 1) retiree medical and long-term care expenditures.</li> </ul>	<ul style="list-style-type: none"> <li>Funded Law Enforcement Officer and Fire Fighter (LEOFF 1) retiree medical and long-term care expenditures.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to fund Law Enforcement Officer and Fire Fighter (LEOFF 1) retiree medical and long-term care expenditures.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to fund retirement payouts.</li> </ul>	<ul style="list-style-type: none"> <li>Funded retirement payouts.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to fund retirement payouts.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to provide funding for general Citywide services.</li> </ul>	<ul style="list-style-type: none"> <li>Provided funding for general Citywide services.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to provide funding for general Citywide services.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to fund the City's share of the Auburn Valley Humane Society (AVHS) operations and the Pet Licensing Program.</li> </ul>	<ul style="list-style-type: none"> <li>Funded the City's share of the Auburn Valley Humane Society (AVHS) operations and the Pet Licensing Program.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to fund the City's share of the Auburn Valley Humane Society (AVHS) operations and the Pet Licensing Program.</li> </ul>
<ul style="list-style-type: none"> <li>Fund debt payments for the Golf Course and Cemetery.</li> </ul>	<ul style="list-style-type: none"> <li>Funded debt payments for the Golf Course and Cemetery.</li> </ul>	<ul style="list-style-type: none"> <li>Fund debt payments for the Golf Course and Cemetery.</li> </ul>
<ul style="list-style-type: none"> <li>Provide funds for Citywide program improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Provided funds for Citywide program improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Provide funds for Citywide program improvements.</li> </ul>

**Department Budget**

<b>001.98 Non Departmental</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>Expenditures</b>					
Salaries & Wages	323,902	1,652,750	300,000	79,260	291,990
Personnel Benefits	483,230	1,576,500	550,000	1,312,810	1,353,530
Supplies	-	-	-	-	-
Services & Charges	646,722	1,834,950	850,000	1,474,800	1,415,200
Operating Transfers Out	491,490	476,133	449,533	441,300	371,300
Capital Outlay	-	-	-	-	-
Debt Service Principal	-	-	-	-	-
Debt Service Interest	-	-	-	-	-
Interfund Payments For Service	-	-	-	6,900	7,500
Designated Ending Fund Balance	593,625	593,625	593,625	593,625	593,625
Undesignated Ending Fund Balance	23,047,535	14,165,177	19,354,527	9,931,160	6,264,394
<b>DEPARTMENT TOTAL</b>	<b>\$25,586,505</b>	<b>\$20,299,135</b>	<b>\$22,097,685</b>	<b>\$13,839,855</b>	<b>\$10,297,539</b>

## SPECIAL REVENUE FUNDS

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

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

## CUMULATIVE RESERVE FUND

### Accomplishments and Objectives

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>• Continue to collect, monitor and distribute legally restricted revenue sources.</li> </ul>	<ul style="list-style-type: none"> <li>• Collected, monitored and distributed legally restricted revenue sources.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to collect, monitor and distribute legally restricted revenue sources.</li> </ul>
<ul style="list-style-type: none"> <li>• Maintain Cumulative Reserve Fund to provide stability during economic downturns and for capital purposes.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintained Cumulative Reserve Fund to provide stability during economic downturns and for capital purposes.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain Cumulative Reserve Fund to provide stability during economic downturns and for capital purposes.</li> </ul>
<ul style="list-style-type: none"> <li>• Provide partial funding for the Downtown Arts and Culture Center renovation.</li> </ul>	<ul style="list-style-type: none"> <li>• Provided partial funding for the Downtown Arts and Culture Center renovation.</li> </ul>	
<ul style="list-style-type: none"> <li>• Provide funding to the Cemetery and the General Fund for cash flow needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Provided funding to the General Fund for cash flow needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide funding to the General Fund for cash flow needs, as needed.</li> </ul>

**Fund Budget**

<b>122 Cumulative Reserve</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>Revenues</b>					
Beginning Fund Balance	10,158,066	10,425,515	10,425,515	6,383,315	6,484,315
Investment Income	267,449	85,800	-	101,000	80,000
Operating Transfers In	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 10,425,515</b>	<b>\$10,511,315</b>	<b>\$10,425,515</b>	<b>\$6,484,315</b>	<b>\$6,564,315</b>
<b>Expenditures</b>					
Operating Transfers Out*	-	4,142,200	4,042,200	-	1,950,000
Ending Fund Balance	10,425,515	6,369,115	6,383,315	6,484,315	4,614,315
<b>Total Expenditures</b>	<b>\$ 10,425,515</b>	<b>\$10,511,315</b>	<b>\$10,425,515</b>	<b>\$6,484,315</b>	<b>\$6,564,315</b>

<b>Transfers Out Summary*</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
To Fund 436 - Cash Flow Needs	-	100,000	-	-	-
To Fund 328 - Arts & Culture Center	-	42,200	42,200	-	-
To Gen Fund - Cash Flow Needs	-	4,000,000	4,000,000	-	1,950,000
<b>Total Transfers Out</b>	<b>\$ -</b>	<b>\$ 4,142,200</b>	<b>\$ 4,042,200</b>	<b>\$ -</b>	<b>\$1,950,000</b>

**MITIGATION FEES FUND****Accomplishments and Objectives**

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Administer use of mitigation fees to provide for City infrastructure improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Administered use of mitigation fees to provide for City infrastructure improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Administer use of mitigation fees to provide for City infrastructure improvements.</li> </ul>
<ul style="list-style-type: none"> <li>Provide funding for major Parks projects such as the Auburn Arts and Culture Center, Les Gove Park Improvements and the 104th Avenue Park Development.</li> </ul>	<ul style="list-style-type: none"> <li>Provided funding for the completion of the Les Gove Park Improvement project. Continued funding for the Auburn Arts and Culture Center and the 104th Avenue Park Development.</li> </ul>	<ul style="list-style-type: none"> <li>Provide funding for major Parks projects such as the Jacobsen Tree Farm Development, Auburn Arts and Culture Center, 104th Avenue Park Development, and West Hill Park Acquisition.</li> </ul>

**Fund Budget**

<b>124 Mitigation Fees</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>Revenues</b>					
Beginning Fund Balance - Designated	11,815,196	14,019,836	14,019,836	12,331,910	9,278,390
Beginning Fund Balance - Undesignated	66,585	84,252	84,252	88,652	94,252
Fire Impact Fees	210,833	100,000	100,000	148,300	153,400
Transportation Impact Fees	2,418,353	800,000	700,000	818,000	818,000
School Impact Admin Fees	16,114	2,000	4,400	5,600	7,200
Traffic Mitigation Fees	1,353	-	-	-	-
Parks Impact Fees	112,000	200,000	200,000	158,500	127,800
Investment Income	283,260	204,700	-	87,160	55,500
Transfers In	398,528	-	-	-	-
<b>Total Revenues</b>	<b>\$ 15,322,222</b>	<b>\$ 15,410,788</b>	<b>\$ 15,108,488</b>	<b>\$ 13,638,122</b>	<b>\$ 10,534,542</b>
<b>Expenditures</b>					
Professional Services	-	75,000	-	119,200	543,700
Operating Transfers Out*	1,218,135	5,378,922	2,687,926	4,146,280	5,307,750
Ending Fund Balance - Designated	14,019,836	9,870,614	12,331,910	9,278,390	4,581,640
Ending Fund Balance - Undesignated	84,252	86,252	88,652	94,252	101,452
<b>Total Expenditures</b>	<b>\$ 15,322,222</b>	<b>\$ 15,410,788</b>	<b>\$ 15,108,488</b>	<b>\$ 13,638,122</b>	<b>\$ 10,534,542</b>
<b>Transfers Out Summary*</b>					
	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
To Fund 102 - Impact Fees	598,003	2,947,194	1,720,465	2,098,150	2,671,200
To Fund 105 - Impact Fees	-	5,000	-	100,000	-
To Fund 102 - Fees In Lieu of Services	100,000	-	-	-	-
To Fund 321 - Park Impact Fees	512,890	1,111,669	417,879	950,800	2,631,550
To Fund 321 - Park Mitigation Fees	-	300,000	-	-	-
To Fund 328 - Traffic Impact Fees	-	-	544,582	960,730	-
To Fund 328 - Parks Impact Fees	7,242	1,010,059	-	-	-
To Fund 328 - Wetland Mitigation Fees	-	5,000	5,000	36,600	5,000
<b>Total Transfers Out</b>	<b>\$ 1,218,135</b>	<b>\$ 5,378,922</b>	<b>\$ 2,687,926</b>	<b>\$ 4,146,280</b>	<b>\$ 5,307,750</b>

## DEBT SERVICE FUNDS

Debt Service funds account for the payment of outstanding long-term general obligations of the City. The City has six debt service Funds: the City Hall Annex Bond Fund, the Local Revitalization Bond Fund, the SCORE (South Correctional Entity) Debt Service Fund, the Local Improvement District (LID) Guarantee Fund, the Local Improvement District (LID) 350 Fund, and the Golf/Cemetery Refunding Debt Service Fund. The City's LID Guarantee Funds are used as a source for guaranteeing the redemption and payment of outstanding LID bonds and interest. Its purpose is to provide adequate security in order to maintain top credit ratings by bond rating agencies such as Moody's Investors Service.

### Accomplishments and Objectives

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Make timely payment of principal and interest on outstanding debt issues.</li> </ul>	<ul style="list-style-type: none"> <li>Made timely payment of principal and interest on outstanding debt issues.</li> </ul>	<ul style="list-style-type: none"> <li>Make timely payment of principal and interest on outstanding debt issues.</li> </ul>
<ul style="list-style-type: none"> <li>Continue accounting for existing LID funds including closing out funds for completed LIDs.</li> </ul>	<ul style="list-style-type: none"> <li>Continued accounting for existing LID funds including closing out funds for completed LIDs.</li> </ul>	<ul style="list-style-type: none"> <li>Continue accounting for existing LID funds including closing out funds for completed LIDs.</li> </ul>

**Fund Budget**

<b>230 City Hall Annex 2010 A&amp;B Bond Debt</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>Revenues</b>					
Beginning Fund Balance	0	4,489	4,489	4,489	4,489
Investment Income	-	-	-	-	-
BAB Subsidy	353,437	341,000	341,000	332,100	321,300
Operating Transfers In	1,315,900	1,317,400	1,317,400	1,313,200	1,316,000
<b>Total Revenues</b>	<b>\$ 1,669,337</b>	<b>\$ 1,662,889</b>	<b>\$ 1,662,889</b>	<b>\$ 1,649,789</b>	<b>\$ 1,641,789</b>
<b>Expenditures</b>					
Debt Service Principal	590,000	610,000	610,000	625,000	650,000
Debt Service Interest	1,074,848	1,048,400	1,048,400	1,020,300	987,300
Ending Fund Balance	4,489	4,489	4,489	4,489	4,489
<b>Total Expenditures</b>	<b>\$ 1,669,337</b>	<b>\$ 1,662,889</b>	<b>\$ 1,662,889</b>	<b>\$ 1,649,789</b>	<b>\$ 1,641,789</b>



**Fund Budget**

<b>231 Local Revitalization 2010 C&amp;D Bond Debt</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>Revenues</b>					
Beginning Fund Balance	14,832	33,593	33,593	33,593	33,863
LRF Sales Tax Credit	254,494	250,000	250,000	250,000	250,000
Investment Income	2,130	-	-	270	270
BAB Subsidy	110,068	104,000	104,000	98,800	93,400
Operating Transfers In	231,800	220,600	220,600	225,000	223,700
<b>Total Revenues</b>	<b>\$ 613,325</b>	<b>\$ 608,193</b>	<b>\$ 608,193</b>	<b>\$ 607,663</b>	<b>\$ 601,233</b>
<b>Expenditures</b>					
Debt Service Principal	245,000	255,000	255,000	270,000	280,000
Debt Service Interest	334,732	319,600	319,600	303,800	287,100
Ending Fund Balance	33,593	33,593	33,593	33,863	34,133
<b>Total Expenditures</b>	<b>\$ 613,325</b>	<b>\$ 608,193</b>	<b>\$ 608,193</b>	<b>\$ 607,663</b>	<b>\$ 601,233</b>

**Fund Budget**

<b>238 SCORE 2009 A&amp;B Bond Debt</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>Revenues</b>					
Beginning Fund Balance	-	-	-	-	-
BAB Subsidy	-	440,400	-	427,200	412,600
Interlocal Grants - Host City	-	109,928	-	61,560	62,560
SCORE Contract Cities Revenue	-	1,566,672	-	877,340	891,540
Operating Transfers In	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ -</b>	<b>\$ 2,117,000</b>	<b>\$ -</b>	<b>\$ 1,366,100</b>	<b>\$ 1,366,700</b>
<b>Expenditures</b>					
Debt Service Principal	-	764,200	-	642,900	669,200
Debt Service Interest	-	1,352,800	-	723,200	697,500
Ending Fund Balance	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 2,117,000</b>	<b>\$ -</b>	<b>\$ 1,366,100</b>	<b>\$ 1,366,700</b>

**Fund Budget**

<b>249 LID Guarantee</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>Revenues</b>					
Beginning Fund Balance	1,633	1,669	1,669	1,669	1,679
Investment Income	37	40	-	10	10
Operating Transfer In	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 1,669</b>	<b>\$ 1,709</b>	<b>\$ 1,669</b>	<b>\$ 1,679</b>	<b>\$ 1,689</b>
<b>Expenditures</b>					
Operating Transfers Out	-	-	-	-	-
Ending Fund Balance	1,669	1,709	1,669	1,679	1,689
<b>Total Expenditures</b>	<b>\$ 1,669</b>	<b>\$ 1,709</b>	<b>\$ 1,669</b>	<b>\$ 1,679</b>	<b>\$ 1,689</b>

**Fund Budget**

<b>275 LID #350</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>Revenues</b>					
Beginning Fund Balance	3,753	248	248	403	1,363
Investment Income	52	100	-	10	10
Special Assessment Principal	2,807	-	121	590	-
Special Assessment Interest & Penalties	881	-	34	360	-
<b>Total Revenues</b>	<b>\$ 7,493</b>	<b>\$ 348</b>	<b>\$ 403</b>	<b>\$ 1,363</b>	<b>\$ 1,373</b>
<b>Expenditures</b>					
Special Assessment Principal	6,901	-	-	-	-
Special Assessment Interest	345	-	-	-	-
Ending Fund Balance	248	348	403	1,363	1,373
<b>Total Expenditures</b>	<b>\$ 7,493</b>	<b>\$ 348</b>	<b>\$ 403</b>	<b>\$ 1,363</b>	<b>\$ 1,373</b>

**Fund Budget**

<b>276 Golf/Cemetery Refunding Debt Service</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>Revenues</b>					
Beginning Fund Balance	20	-	-	-	-
Investment Income	0	-	-	-	-
Operating Transfer In	373,945	376,000	376,000	371,000	371,300
<b>Total Revenues</b>	<b>\$ 373,965</b>	<b>\$ 376,000</b>	<b>\$ 376,000</b>	<b>\$ 371,000</b>	<b>\$ 371,300</b>
<b>Expenditures</b>					
Debt Service Principal	333,866	341,300	341,300	341,900	347,700
Debt Service Interest	40,099	34,700	34,700	29,100	23,600
Ending Fund Balance	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 373,965</b>	<b>\$ 376,000</b>	<b>\$ 376,000</b>	<b>\$ 371,000</b>	<b>\$ 371,300</b>

## CAPITAL IMPROVEMENT FUND

The Capital Improvement Fund (Fund 328) manages the proceeds of grants, real estate excise tax (REET), and transfers from other funds. All funds are used for capital projects or major equipment purchases. The Finance Department is responsible for the budget in this capital fund.

### Accomplishments and Objectives

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Provide funding for transportation and sidewalk improvement programs, and facility improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Provided funding for transportation and sidewalk improvement programs, and facility improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Continue REET 2 funding for annual transportation and sidewalk improvement programs.</li> </ul>
<ul style="list-style-type: none"> <li>Complete Master Plan and construct park improvements at 104th Avenue Park.</li> </ul>	<ul style="list-style-type: none"> <li>Completed Master Plan and complete design phase in 2020.</li> </ul>	<ul style="list-style-type: none"> <li>Complete construction of the 104th Avenue Park development.</li> </ul>
<ul style="list-style-type: none"> <li>Fund the Save Our Streets program from REET, replacing sales tax on construction.</li> </ul>	<ul style="list-style-type: none"> <li>Provided funding for the Save our Streets program in Fund 103 from REET, replacing sales tax on construction.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to fund the Save Our Streets program from REET, replacing sales tax on construction.</li> </ul>
<ul style="list-style-type: none"> <li>Fund the Golf Course fairway drainage improvement project with REET 2.</li> </ul>	<ul style="list-style-type: none"> <li>Funded the 2019 &amp; 2020 Golf Course fairway drainage improvement projects with REET 2.</li> </ul>	<ul style="list-style-type: none"> <li>Continue REET 2 funding for Golf Course fairway drainage improvement projects.</li> </ul>
<ul style="list-style-type: none"> <li>Fund the annual public art allocation from REET 2.</li> </ul>	<ul style="list-style-type: none"> <li>Funded completion of the Crow with Fries sculpture at Les Gove Park with REET 2.</li> </ul>	<ul style="list-style-type: none"> <li>Continue REET 2 funding for the annual public art allocation.</li> </ul>
<ul style="list-style-type: none"> <li>Fund the street light LED retrofit project from REET 2.</li> </ul>	<ul style="list-style-type: none"> <li>Provided funding for the street light LED retrofit project from REET 2.</li> </ul>	<ul style="list-style-type: none"> <li>Provide funding to complete the street light LED retrofit project from REET 2.</li> </ul>
<ul style="list-style-type: none"> <li>Fund the roof replacements at the City Hall building, the Justice Center building and the Auburn Arts and Culture Center building.</li> </ul>	<ul style="list-style-type: none"> <li>Provided funding for roof replacements at City Hall, and the Auburn Arts and Culture Center building.</li> </ul>	<ul style="list-style-type: none"> <li>Complete phase 1 of the Auburn Arts &amp; Culture Center building renovation.</li> </ul>
		<ul style="list-style-type: none"> <li>Provide REET 1 funding for the Game Farm Park Improvement and Community Center parking lot Improvement projects.</li> </ul>
		<ul style="list-style-type: none"> <li>Provide funding for the Lea Hill Safe Routes to Schools project from REET 2.</li> </ul>
		<ul style="list-style-type: none"> <li>Replace HVAC equipment at City Hall funded by REET 1. Replace HVAC equipment at the Senior Center, Mountain View Cemetery, Arts &amp; Culture Center, Maintenance &amp; Operations building and the Auburn Avenue Theater - funded by the Facilities fund.</li> </ul>

**Fund Budget**

<b>328 Capital Improvements</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>Revenues</b>					
Assigned Fund Balance - Streets	1,488,521	883,992	883,992	70,972	70,972
Beginning Fund Balance	11,837,144	12,919,775	12,919,775	7,634,872	3,966,332
REET 1	2,467,374	1,200,000	1,200,000	950,000	1,100,000
REET 2	2,467,374	1,200,000	1,200,000	950,000	1,100,000
Grants	717,642	2,005,957	1,041,798	712,010	780,000
Charges for Services	8,679	-	32,160	232,470	-
Investment Income	297,347	110,200	-	50,900	37,400
Contributions & Donations	6,901	350,000	350,000	-	50,000
Operating Transfer In	203,413	1,097,259	631,782	1,368,800	42,510
<b>Total Revenues</b>	<b>\$ 19,494,394</b>	<b>\$ 19,767,183</b>	<b>\$18,259,507</b>	<b>\$11,970,024</b>	<b>\$ 7,147,214</b>
<b>Expenditures</b>					
Facility Needs Study & Master Plan	71,984	178,016	178,016	-	-
City Wetland Mitigation	-	5,000	5,000	36,600	5,000
Facilities Projects	52,976	143,600	40,000	1,102,310	37,510
Parks Projects	250,604	2,575,716	1,260,250	1,878,200	30,000
Public Works Projects	38,000	123,843	123,843	-	-
Transportation Projects - REET 2	1,533,176	3,376,236	3,099,184	554,010	1,205,000
Operating Transfers Out - REET 1	700,900	1,510,750	1,510,750	1,906,600	658,000
Operating Transfers Out - REET 1 to F102 & F105	-	2,223,000	2,223,000	-	-
Operating Transfers Out - REET 1 to F103	-	-	-	1,500,000	750,000
Operating Transfers Out - REET 2	660,328	250,600	250,600	255,000	253,700
Operating Transfers Out - REET 2 to F103	1,750,000	1,750,000	1,050,000	700,000	750,000
Operating Transfers Out - Other	632,659	813,020	813,020	-	-
Assigned Fund Balance - Streets	883,992	82,572	70,972	70,972	70,972
Ending Fund Balance	12,919,775	6,734,830	7,634,872	3,966,332	3,387,032
<b>Total Expenditures</b>	<b>\$ 19,494,394</b>	<b>\$ 19,767,183</b>	<b>\$18,259,507</b>	<b>\$11,970,024</b>	<b>\$ 7,147,214</b>

## LOCAL REVITALIZATION FUND

The Local Revitalization Fund (Fund 330) accounts for projects within the designated local revitalization boundary. Funding was established by Senate Bill 5045, which designated the City of Auburn as a demonstration project. Through the state, local revitalization funding provides the City with \$250,000 annually for 25 years – from 2010 to 2035 – 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.

### Accomplishments and Objectives

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Complete the construction phase of the Parking Lot Reconfiguration project.</li> </ul>	<ul style="list-style-type: none"> <li>Completion of construction phase is delayed until the Heritage Building is addressed.</li> </ul>	<ul style="list-style-type: none"> <li>Complete the construction phase of the Parking Lot Reconfiguration project.</li> </ul>
<ul style="list-style-type: none"> <li>Complete improvements to City owned parking lots within the downtown area.</li> </ul>	<ul style="list-style-type: none"> <li>City owned parking lot improvements within the downtown area are anticipated to be completed in 2020.</li> </ul>	
<ul style="list-style-type: none"> <li>Secure funding and complete the Auburn Arts and Culture Center Alleyway Project based on Livable Cities Year project.</li> </ul>	<ul style="list-style-type: none"> <li>The Auburn Arts and Culture Center Alleyway project is planned to be completed in 2020.</li> </ul>	

### Fund Budget

330 Local Revitalization	2019 Actual	2020 Adjusted Budget	2020 Estimate	2021 Budget	2022 Budget
<b>Revenues</b>					
Beginning Fund Balance	381,988	379,739	379,739	244,000	-
Investment Income	8,489	-	1,870	1,000	-
Contributions & Donations	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 390,477</b>	<b>\$ 379,739</b>	<b>\$ 381,609</b>	<b>\$ 245,000</b>	<b>\$ -</b>
<b>Expenditures</b>					
Salaries & Wages	522	-	-	-	-
Personnel Benefits	169	-	-	-	-
Capital Outlay	10,047	379,739	137,609	245,000	-
Ending Fund Balance	379,739	-	244,000	-	-
<b>Total Expenditures</b>	<b>\$ 390,477</b>	<b>\$ 379,739</b>	<b>\$ 381,609</b>	<b>\$ 245,000</b>	<b>\$ -</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

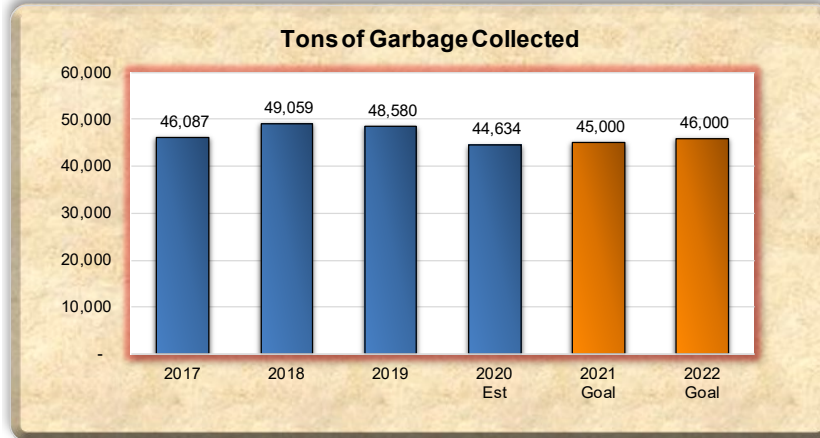
The City currently contracts with Waste Management for solid waste collection, with City staff responsible for overall management, customer service, and billings. The City also has a franchise agreement with Republic Services in the annexed areas of Lea Hill and West Hill. The City is currently reviewing proposals to consolidate solid waste collection and other services with a single contractor and expects to have a new contract in place by October 2020 (with an effective date of October 2021). 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.

### Accomplishments and Objectives

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Increase the residential recycling and compostables diversion rate over 51%.</li> </ul>	<ul style="list-style-type: none"> <li>The residential recycling and compostables diversion rate for 2018 was 52.5% and 53.5% for 2019.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain the residential recycling and compostables diversion rate over 52%.</li> </ul>
<ul style="list-style-type: none"> <li>Increase the total City recycling and compostables diversion rate to 30% (excluding private vendor recycling and composting services).</li> </ul>	<ul style="list-style-type: none"> <li>As of May 2020, the total City recycling and compostables diversion rate is approximately 30% (excluding private vendor recycling and composting services).</li> </ul>	<ul style="list-style-type: none"> <li>Maintain the total City recycling and compostables diversion rate at or above 30% (excluding private vendor recycling and composting services).</li> </ul>
<ul style="list-style-type: none"> <li>Create an outreach campaign to reduce illegal dumping in conjunction with other City departments.</li> </ul>	<ul style="list-style-type: none"> <li>In research phase for creating an outreach campaign to reduce illegal dumping in conjunction with other City departments.</li> </ul>	<ul style="list-style-type: none"> <li>Work with other City departments and possibly neighboring jurisdictions to create an outreach campaign to reduce illegal dumping/litter.</li> </ul>
<ul style="list-style-type: none"> <li>Create a City Facility recycling collection program in conjunction with other City departments for batteries, other small hazardous waste materials, and office equipment.</li> </ul>	<ul style="list-style-type: none"> <li>In research phase for creating a City Facility recycling collection program in conjunction with other City departments for batteries, other small hazardous waste materials, and office equipment.</li> </ul>	<ul style="list-style-type: none"> <li>Work with other City departments to develop a recycling collection program for batteries, office equipment, and other items as needed.</li> </ul>

**PERFORMANCE MEASURES - SOLID WASTE FUND****Tons of Residential & Commercial Garbage Collected**

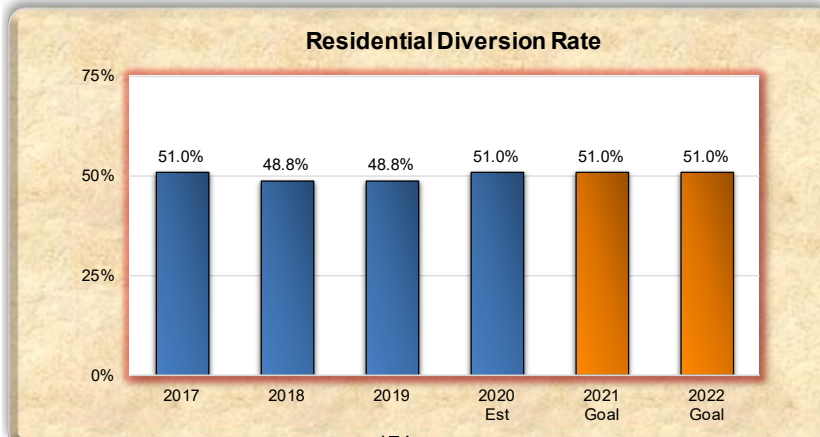
The City of Auburn garbage tonnage had been increasing due to new construction and a strong economy. However, the recent COVID-19 pandemic caused a sharp decline in the economy. The 2020 tonnage is trending lower than previous years and we anticipate a slow recovery in tonnage. The totals include East Lea Hill and West Hill annexation areas.

**Tons of Recycling & Yard Waste Collected**

The City of Auburn recycling and yard waste tonnage declined from 2017 to 2018, but the tonnage is trending upward again. We should see recycle tonnage hold steady due to increased efforts to reduce contamination. Yard waste tonnage should increase slowly as new housing developments continue to be built. The totals include the East Lea Hill and West Hill annexation areas.

**Residential Diversion Rate**

Auburn residents diverted approximately 49% of their waste from the landfill in 2019. The City anticipates residential diversion will stay steady, which is in line with King County estimates. We are seeing mixed results of COVID-19 on residential diversion rates. As of May 2020, the Waste Management residential customer diversion rate is increasing while the Republic Services residential customer diversion rate is decreasing. The totals include the East Lea Hill and West Hill annexation areas.



**2021-2022 Working Capital Budget**

<b>434 Solid Waste</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>OPERATING FUND:</b>					
<b>OPERATING REVENUES</b>					
343.750/751 Garbage Service	12,986,706	13,194,100	13,194,100	13,656,900	15,115,500
343.752 Yard Waste	1,237,318	1,239,100	1,181,900	1,350,800	1,614,600
343.780/790 Excise Tax & Utility Tax	1,128,822	1,125,400	1,032,200	1,162,200	1,295,300
343.770 Household Hazardous Waste	394,782	399,900	400,000	400,000	400,000
343.760 Late Penalties	99,460	110,000	39,900	100,000	100,000
361.110 Investment Income	106,106	42,400	-	45,600	44,200
334 & 337 Grants	74,599	88,600	55,000	60,000	60,000
369-399 Miscellaneous Revenue	(27,394)	-	-	-	-
<b>TOTAL OPERATING REVENUES</b>	<b>\$ 16,000,399</b>	<b>\$ 16,199,500</b>	<b>\$ 15,903,100</b>	<b>\$ 16,775,500</b>	<b>\$ 18,629,600</b>
<b>OPERATING EXPENDITURES</b>					
537.000.10 Salaries & Wages	-	-	-	-	-
537.000.20 Benefits	(68,984)	-	-	-	-
537.000.30 Supplies	6,801	53,400	18,000	48,200	48,200
537.000.40 Services & Charges	15,127,670	15,984,975	15,403,000	16,270,530	18,016,480
537.000.50 Operating Transfer Out	10,797	22,877	22,877	-	-
590.100.05 Net Increase in Restricted Assets	37,388	-	-	-	-
535.000.90 Interfund Payments for Service	597,815	642,300	642,300	632,100	655,000
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$ 15,711,487</b>	<b>\$ 16,703,552</b>	<b>\$ 16,086,177</b>	<b>\$ 16,950,830</b>	<b>\$ 18,719,680</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$ 288,912</b>	<b>\$ (504,052)</b>	<b>\$ (183,077)</b>	<b>\$ (175,330)</b>	<b>\$ (90,080)</b>
<b>BEGINNING WORKING CAPITAL - January 1</b>	<b>5,647,783</b>	<b>5,936,695</b>	<b>5,936,695</b>	<b>5,753,618</b>	<b>5,578,288</b>
<b>ENDING WORKING CAPITAL - December 31</b>	<b>5,936,695</b>	<b>5,432,643</b>	<b>5,753,618</b>	<b>5,578,288</b>	<b>5,488,208</b>
<b>NET CHANGE IN WORKING CAPITAL (*)</b>	<b>\$ 288,912</b>	<b>\$ (504,052)</b>	<b>\$ (183,077)</b>	<b>\$ (175,330)</b>	<b>\$ (90,080)</b>

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

## INSURANCE

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

### Accomplishments and Objectives

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Continue to evaluate cost saving measures while maintaining quality insurance coverage.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluated cost saving measures while maintaining quality insurance coverage.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to evaluate cost saving measures while maintaining quality insurance coverage.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to maintain adequate reserves to meet uninsured costs.</li> </ul>	<ul style="list-style-type: none"> <li>Continued to maintain adequate reserves to meet uninsured costs.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to maintain adequate reserves to meet uninsured costs.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to evaluate policies and procedures to help control loss issues.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluated policies and procedures to help control loss issues.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to evaluate policies and procedures to help control loss issues.</li> </ul>

### 2021-2022 Working Capital Budget

501 Insurance	2019 Actual	2020 Adjusted Budget	2020 Estimate	2021 Budget	2022 Budget
<b>OPERATING FUND:</b>					
OPERATING REVENUES					
397.100 Operating Transfers In	-	-	-	-	-
361.110 Investment Income	29,378	10,000	-	12,800	12,000
<b>TOTAL OPERATING REVENUES</b>	<b>\$ 29,378</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ 12,800</b>	<b>\$ 12,000</b>
OPERATING EXPENDITURES					
517.700.20 Benefits/Unemployment Claims	36,572	175,000	175,000	175,000	175,000
517.700.30 Supplies	-	-	-	-	-
517.700.40 Services & Charges	3,378	5,600	5,600	7,900	8,200
597.100.50 Operating Transfers Out	-	-	-	-	-
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$ 39,950</b>	<b>\$ 180,600</b>	<b>\$ 180,600</b>	<b>\$ 182,900</b>	<b>\$ 183,200</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$ (10,572)</b>	<b>\$ (170,600)</b>	<b>\$ (180,600)</b>	<b>\$ (170,100)</b>	<b>\$ (171,200)</b>
BEGINNING WORKING CAPITAL - January 1	1,932,526	1,921,953	1,921,953	1,741,353	1,571,253
ENDING WORKING CAPITAL - December 31	1,921,953	1,751,353	1,741,353	1,571,253	1,400,053
<b>NET CHANGE IN WORKING CAPITAL (*)</b>	<b>\$ (10,572)</b>	<b>\$ (170,600)</b>	<b>\$ (180,600)</b>	<b>\$ (170,100)</b>	<b>\$ (171,200)</b>

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

## FIDUCIARY FUNDS

Fiduciary funds are used to report assets held in a trustee or agency capacity for others and cannot be used to support the City's own programs. There are two fiduciary funds that are managed by the Finance Department.

Fund 611 – Fire Pension Fund provides a pension for eligible firefighters.

Fund 651 – Agency Fund accounts for resources held in a purely custodial capacity; this fund is not budgeted.

### Accomplishments and Objectives

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Continue to provide pension benefits to eligible firefighters.</li> </ul>	<ul style="list-style-type: none"> <li>Continued to provide pension benefits to eligible firefighters.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to provide pension benefits to eligible firefighters.</li> </ul>
<ul style="list-style-type: none"> <li>Maximize interest earnings to support the Fire Pension Fund.</li> </ul>	<ul style="list-style-type: none"> <li>Maximized interest earnings to support the Fire Pension Fund.</li> </ul>	<ul style="list-style-type: none"> <li>Maximize interest earnings to support the Fire Pension Fund.</li> </ul>
<ul style="list-style-type: none"> <li>Provide accountability for custodial funds.</li> </ul>	<ul style="list-style-type: none"> <li>Provided accountability for custodial funds.</li> </ul>	<ul style="list-style-type: none"> <li>Provide accountability for custodial funds.</li> </ul>

**Fund Budget**

<b>611 Fire Pension</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>Revenues</b>					
Beginning Fund Balance - Designated	1,923,144	1,765,908	1,765,908	1,642,908	1,536,204
Beginning Fund Balance - Undesignated	310,147	390,533	390,533	390,533	390,533
Fire Insurance Prevention Tax	80,386	78,900	85,800	87,500	88,400
Investment Income	48,664	46,200	-	16,000	15,200
Operating Transfers In	-	-	-	-	-
<b>Total Revenues</b>	<b>\$2,362,341</b>	<b>\$2,281,541</b>	<b>\$2,242,241</b>	<b>\$2,136,941</b>	<b>\$2,030,337</b>
<b>Expenditures</b>					
Salaries & Wages	178,216	198,520	185,000	187,204	192,804
Personnel Benefits	-	-	-	-	-
Services & Charges	11,825	7,000	7,000	12,000	7,000
Interfund Payments for Services	15,859	16,800	16,800	11,000	11,400
Ending Fund Balance - Designated	1,765,908	1,668,688	1,642,908	1,536,204	1,428,600
Ending Fund Balance - Undesignated	390,533	390,533	390,533	390,533	390,533
<b>Total Expenditures</b>	<b>\$2,362,341</b>	<b>\$2,281,541</b>	<b>\$2,242,241</b>	<b>\$2,136,941</b>	<b>\$2,030,337</b>

## PERMANENT FUNDS

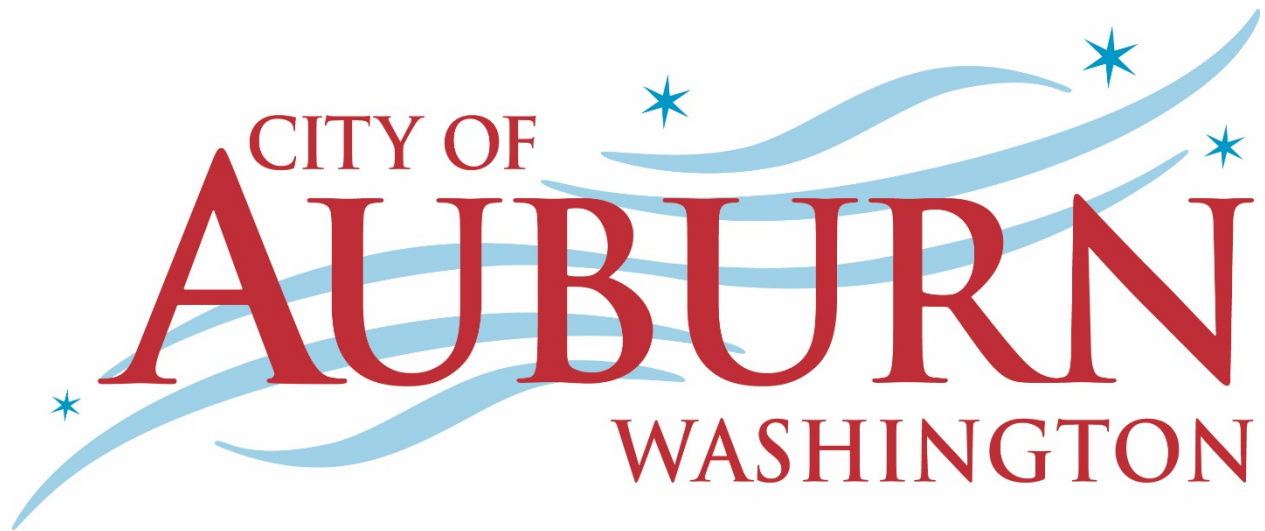
Permanent funds are used to report resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the City's programs. The City has one permanent fund: Fund 701 - Cemetery Endowment Care Fund, which accounts for non-expendable investments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

### Accomplishments and Objectives

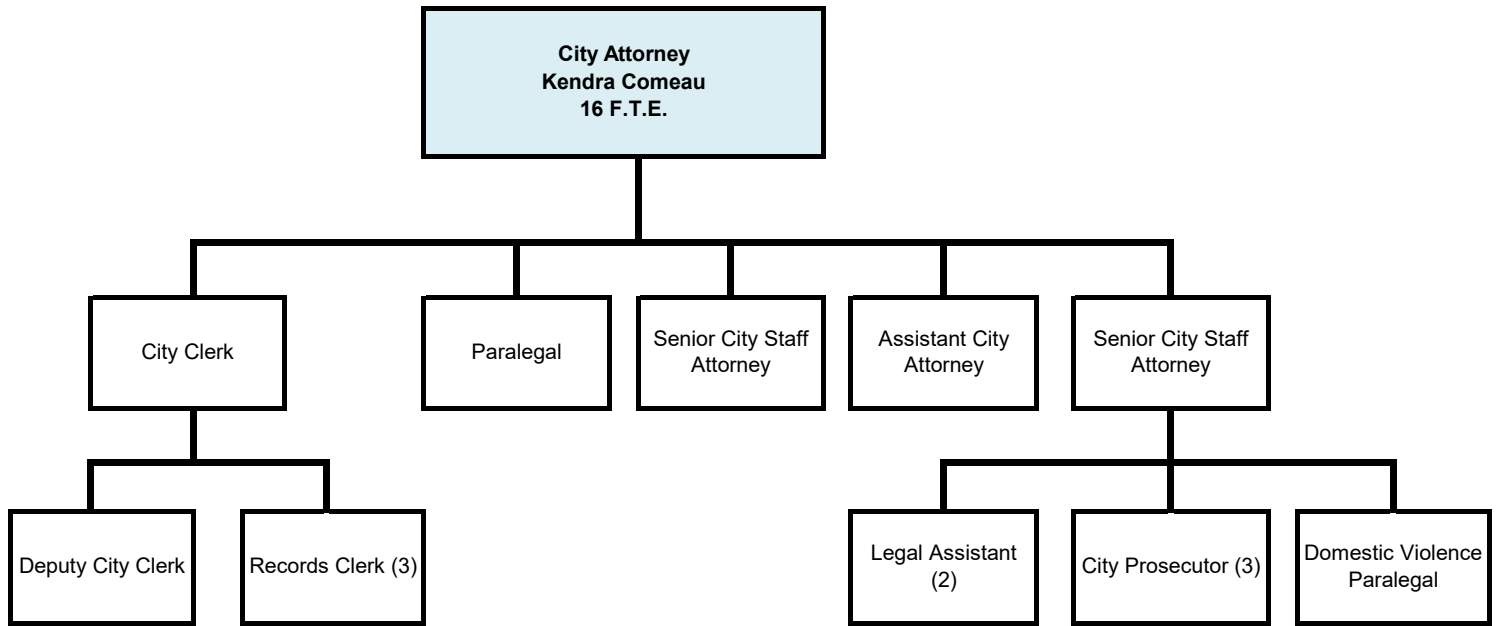
2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Provide accountability for resources held in trust by the City.</li> </ul>	<ul style="list-style-type: none"> <li>Provided accountability for resources held in trust by the City.</li> </ul>	<ul style="list-style-type: none"> <li>Provide accountability for resources held in trust by the City.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to maximize interest earnings.</li> </ul>	<ul style="list-style-type: none"> <li>Continued to maximize interest earnings.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to maximize interest earnings.</li> </ul>
<ul style="list-style-type: none"> <li>Provide partial funding for the Cemetery Road Improvement project.</li> </ul>	<ul style="list-style-type: none"> <li>Provided accountability for resources held in trust by the City.</li> </ul>	<ul style="list-style-type: none"> <li>Provide accountability for resources held in trust by the City.</li> </ul>

### Fund Budget

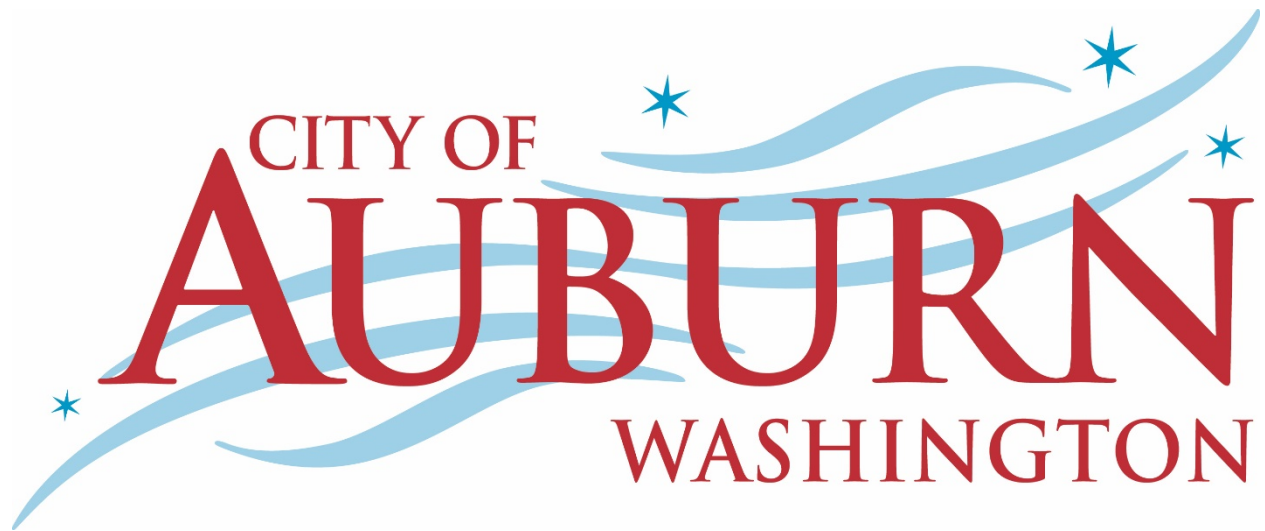
701 Cemetery Endowment	2019 Actual	2020 Adjusted Budget	2020 Estimate	2021 Budget	2022 Budget
<b>Revenues</b>					
Beginning Fund Balance - Designated	1,775,453	1,839,883	1,839,884	1,831,984	1,879,484
Beginning Fund Balance - Undesignated	121,376	149,162	149,162	151,162	167,282
Lot Sales	50,610	40,000	47,500	47,500	47,500
Investment Income	41,606	5,000	2,000	16,120	16,630
<b>Total Revenues</b>	<b>\$ 1,989,046</b>	<b>\$ 2,034,045</b>	<b>\$ 2,038,546</b>	<b>\$ 2,046,766</b>	<b>\$ 2,110,896</b>
<b>Expenditures</b>					
Operating Transfers Out	-	55,400	55,400	-	-
Ending Fund Balance - Designated	1,839,883	1,884,883	1,831,984	1,879,484	1,926,984
Ending Fund Balance - Undesignated	149,162	93,762	151,162	167,282	183,912
<b>Total Expenditures</b>	<b>\$ 1,989,046</b>	<b>\$ 2,034,045</b>	<b>\$ 2,038,546</b>	<b>\$ 2,046,766</b>	<b>\$ 2,110,896</b>







F.T.E. = Full Time Equivalent



## LEGAL DEPARTMENT

### Mission Statement

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

### Department Overview

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

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

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

### Accomplishments and Objectives

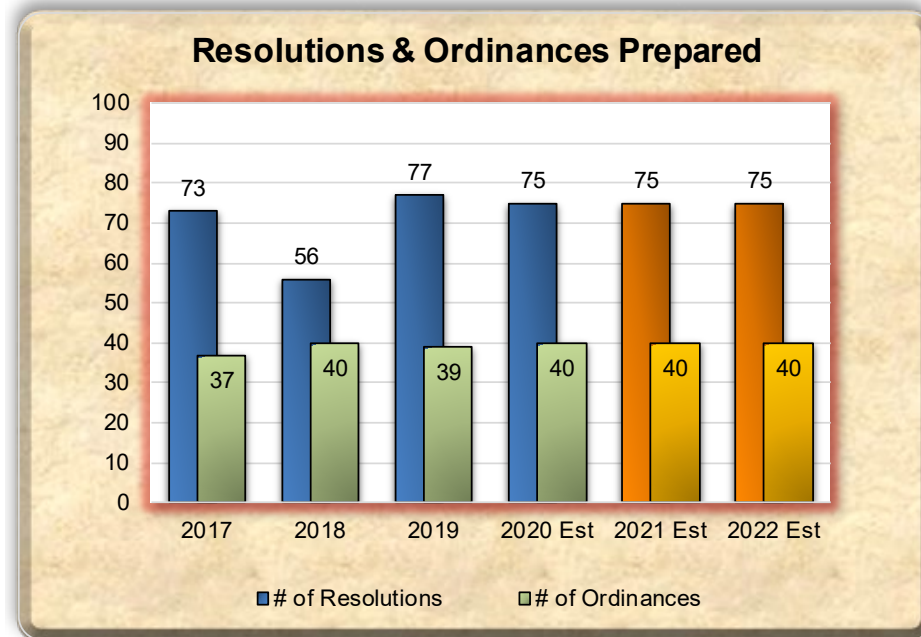
2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Implement Laserfiche Records Management workflows for disposition authority numbers.</li> </ul>	<ul style="list-style-type: none"> <li>Unfortunately, due to staff turnover and COVID-19 the department was not able to work with IT on this goal.</li> </ul>	<ul style="list-style-type: none"> <li>Implement Laserfiche Records Management workflows for disposition authority numbers.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to develop and refine prosecution strategies, including standard dispositional recommendations, to approach cases in the District Court and to enhance prosecution effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>The criminal team has developed internal strategies for a consistent approach and response to prosecution cases.</li> </ul>	<ul style="list-style-type: none"> <li>Work with court, public defense, and other agencies to create and roll out a Community Court.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to forge relationships with domestic violence community advocates and service providers.</li> </ul>	<ul style="list-style-type: none"> <li>The City has created a reliable network with other agencies and community advocates to provide resources to domestic violence victims.</li> </ul>	<ul style="list-style-type: none"> <li>Review old warrant files for closure or dismissal based on jurisdictional limits.</li> </ul>
<ul style="list-style-type: none"> <li>Review and revise templates as necessary.</li> </ul>	<ul style="list-style-type: none"> <li>The department reviewed and revised its contract, resolution, and ordinance templates.</li> </ul>	<ul style="list-style-type: none"> <li>Work internally and with other departments to create more efficient workflows for legal review of contracts, resolutions, and ordinances.</li> </ul>

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Continue to work with the Mayor and City staff, as well as the regional and State participants, to develop strategies for legislative bills to enhance the ability of Auburn and other cities in the State to carry out their municipal responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>Unfortunately, due to COVID-19, a temporary reduction in staff, and the emergence of other legal issues, the department was not able to work with its partners on legislative issues as much as it would have liked. However, the Legal Department is committed to this objective, and it will remain a goal going into 2021.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to work with the Mayor and City staff, as well as the regional and State participants, to develop strategies for legislative bills to enhance the ability of Auburn and other cities in the State to carry out their municipal responsibilities.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to work with the court and public defender (and defense bar) to better handle caseload management and streamline court processes to improve public access to the courts and adjudication of cases.</li> </ul>	<ul style="list-style-type: none"> <li>The department meets, and will continue to meet, regularly with the court and public defense to address criminal justice issues.</li> </ul>	<ul style="list-style-type: none"> <li>Work with private defense attorneys to exchange discovery electronically.</li> </ul>
<ul style="list-style-type: none"> <li>Work with the IT Department and other departments of the City to facilitate convenient access to ordinances, resolutions and other public records via the City's website.</li> </ul>	<ul style="list-style-type: none"> <li>The department created resolution, ordinance, and contract templates, and made them available to all departments via the City's intranet and shared network drives.</li> </ul>	<ul style="list-style-type: none"> <li>Review and destroy electronic files from its case management system and its network drive in accordance with state retention schedules.</li> </ul>
		<ul style="list-style-type: none"> <li>Work with departments to implement an electronic signature and contract routing system.</li> </ul>

## PERFORMANCE MEASURES - LEGAL DEPARTMENT

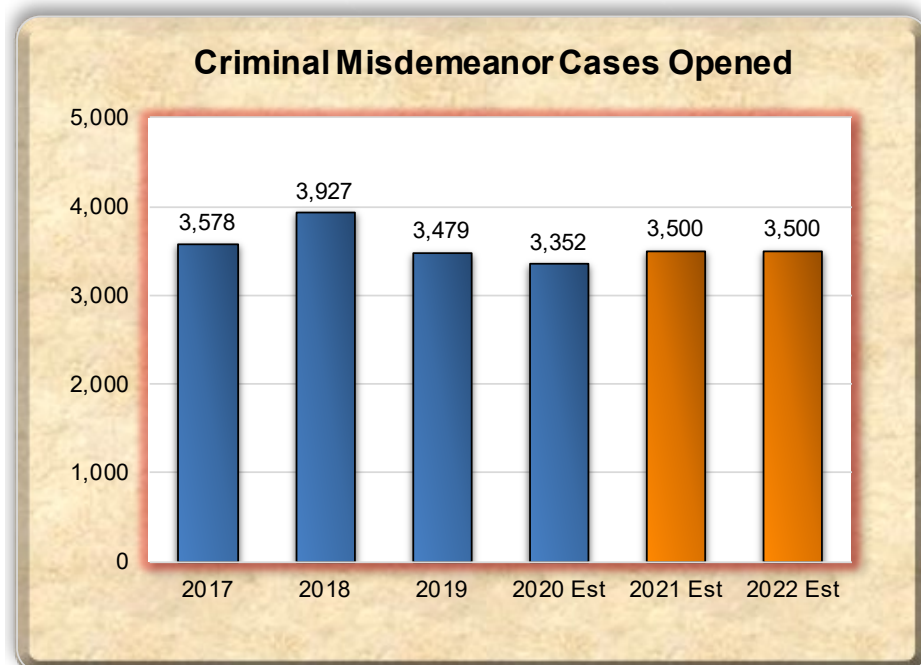
### Resolutions & Ordinances Prepared

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



### Criminal Misdemeanor Cases

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



**Department Budget**

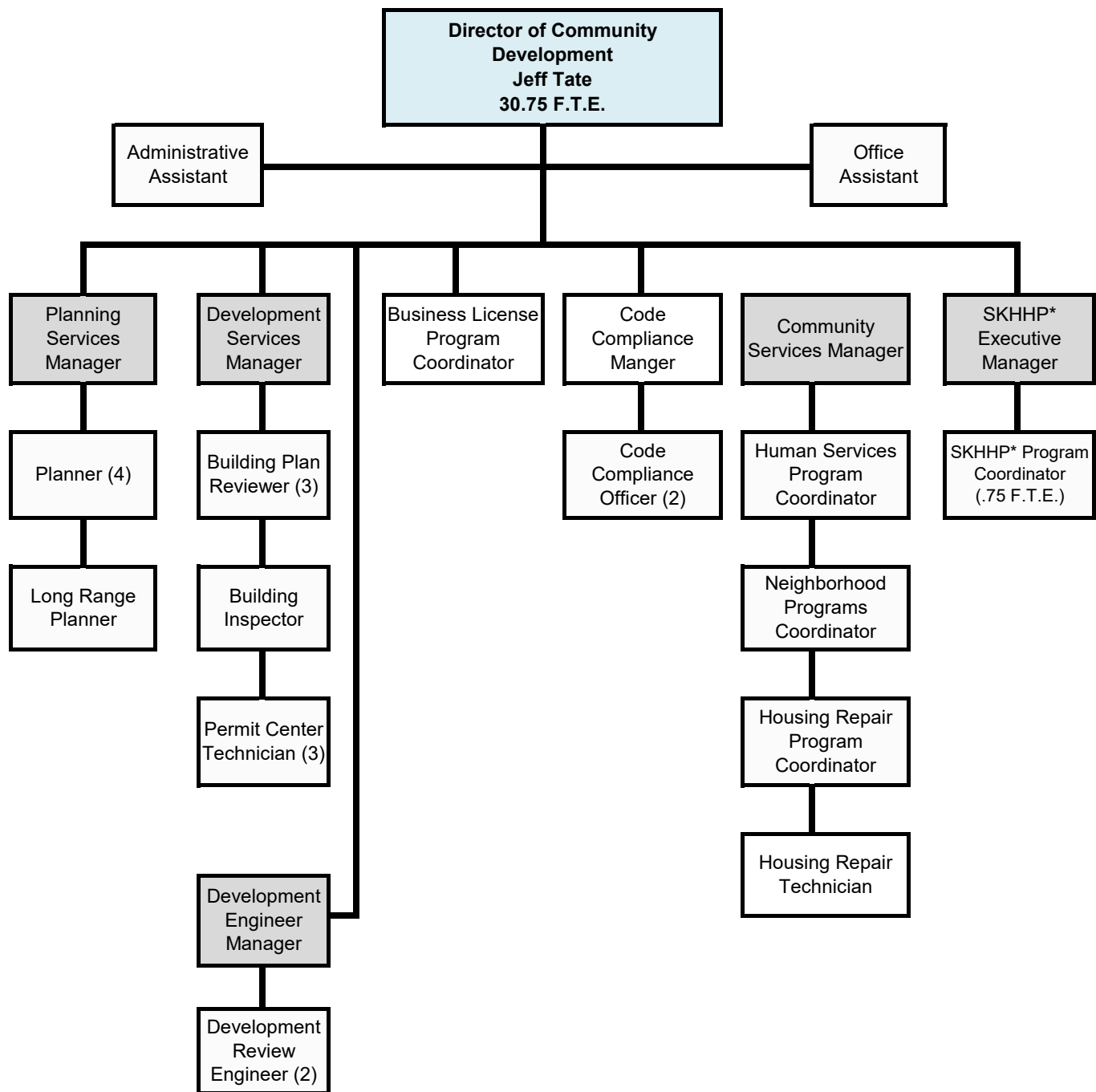
<b>001.15 Legal</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>Expenditures</b>					
Salaries & Wages	1,402,195	1,499,231	1,382,240	1,530,979	1,607,143
Personnel Benefits	588,387	692,251	588,830	658,100	686,089
Supplies	11,660	8,300	8,300	13,800	13,800
Services & Charges	323,214	311,590	311,590	327,950	332,850
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	353,701	383,200	370,808	385,500	384,100
<b>DEPARTMENT TOTAL</b>	<b>\$2,679,157</b>	<b>\$2,894,572</b>	<b>\$2,661,768</b>	<b>\$2,916,329</b>	<b>\$3,023,982</b>

**Department Employees**

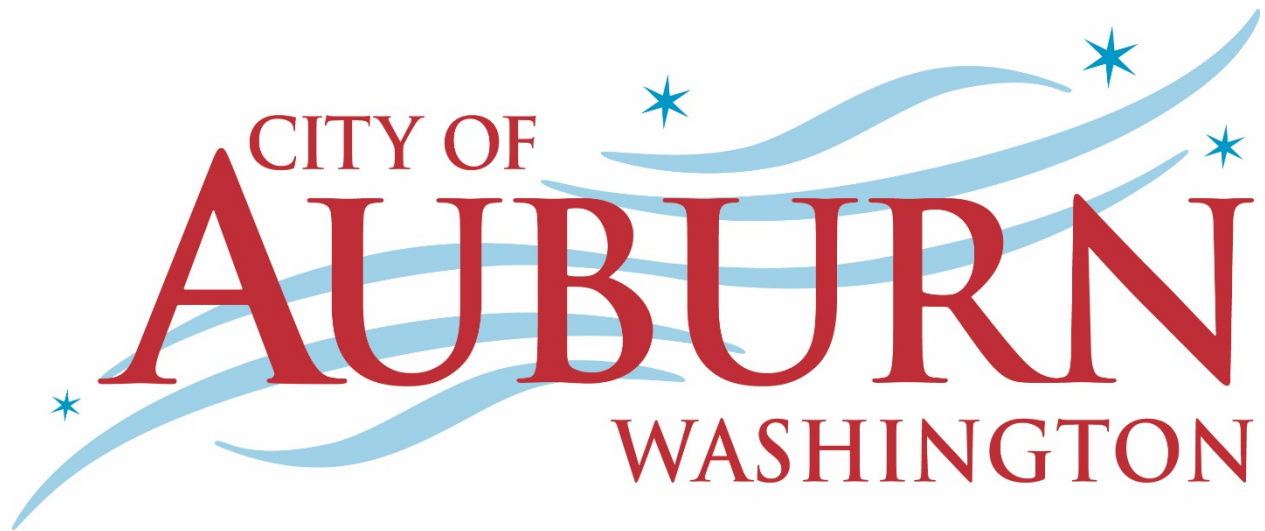
<b>001 Legal FTEs</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Legal FTEs	15.00	16.00	16.00	16.00	16.00
<b>TOTAL LEGAL FTEs</b>	<b>15.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>

Full Time Equivalent (FTE)

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



\*SKHHP = South King County Housing and Homelessness Partners  
 F.T.E. = Full Time Equivalent





## COMMUNITY DEVELOPMENT SERVICES DEPARTMENT

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

### Department Overview

Community Development Services is responsible for the following:

- Formulating and recommending comprehensive goals on planning, ensuring compliance with the Growth Management Act.
- Developing and maintaining the Comprehensive Plan and special purpose plans as they are amended on an annual basis and as periodically required by State law.
- Providing staff to planning commission, hearing examiner, and local and regional committees and cooperatives as directed by the Mayor.
- Ensuring compliance with statutory requirements relative to federal, state, and local environmental laws and policies.
- Acting as the City's responsible official for State Environmental Policy Act (SEPA) compliance, and Shoreline Management Program Manager.
- Reviewing public and private development proposals for adherence to zoning, environmental, land use, utility and street infrastructure, clearing and grading, erosion control, and building regulations and policies.
- Ensuring compliance with adopted building, zoning, land use, environmental, subdivision, nuisance and business license codes found in Auburn City Code Titles 5, 8, 10, 12, 13, 15, 16, 17, and 18.
- Managing the City's One Stop Permit Center, which includes coordinating with other City departments on provision of services to new development.
- Coordinating with other City departments to ensure City plans and projects are compatible with the Comprehensive Plan.
- Coordinating with Valley Regional Fire Authority on land use and building permit reviews and code enforcement.
- Coordinating with other jurisdictions and agencies to resolve regional issues.
- Providing leadership on public and private annexations.
- Administration of the City's parking permit program.
- Administration of the City's permitting software system.
- Management of the City's business license program.
- Management of the City's façade improvement program.
- Community Services - Initiates and supports relevant services to build community and meet the essential needs of the residents of Auburn, including housing repair, human services funding for agencies, and neighborhood programs.

**Accomplishments and Objectives**

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Update of Title 5 (Business Licenses).</li> </ul>	<ul style="list-style-type: none"> <li>Established as a 2020 goal however it may be delayed due to COVID-19 related work interruptions.</li> </ul>	
<ul style="list-style-type: none"> <li>Increase awareness of City Council adopted values and identify opportunities to ensure that they are included in broader City decision making.</li> </ul>	<ul style="list-style-type: none"> <li>Presentation template, budgeting documents, agenda bills, and other methods have been incorporated to help increase awareness.</li> </ul>	
<ul style="list-style-type: none"> <li>Modify City Code so that it accurately reflects the authority of departments or positions in decision making and accurately reflects department names and structure.</li> </ul>	<ul style="list-style-type: none"> <li>With each code update that has occurred in 2019 and 2020 updates have occurred to reflect appropriate department name and position.</li> </ul>	
<ul style="list-style-type: none"> <li>Provide continuous, timely, efficient, and high quality land use, building, and engineering approval processes that meet or exceed clients' expectations.</li> </ul>	<ul style="list-style-type: none"> <li>The Department and staff continue to receive high marks in the level of service that is provided. Staff continues to identify a full array of annual goals that are designed to keep improving in delivery of service.</li> </ul>	
<ul style="list-style-type: none"> <li>Continue providing support to the Housing Home Repair program.</li> </ul>	<ul style="list-style-type: none"> <li>In 2019 the Housing Home Repair program was moved from the Department of Administration to Community Development. Housing Home Repair staff and Building staff now provide direct technical support to each other.</li> </ul>	
<ul style="list-style-type: none"> <li>Launch an updated permit software system that allows for the electronic submission of paperwork, electronic issuance/approval, and online payment and that allows 24/7 engagement with the City.</li> </ul>	<ul style="list-style-type: none"> <li>In 2019 the department completed a major permit software conversion which provides significantly more capability. In 2020 the department is completing the final phase of by joining the eCityGov alliance for purpose of using MyBuildingPermit.com as the customer web portal.</li> </ul>	<ul style="list-style-type: none"> <li>Launch participation in the eCityGov Alliance as a voting member. This allows the City to have a voice in how our electronic systems grow and improve over time.</li> </ul>
<ul style="list-style-type: none"> <li>Identify funding options for implementation of the Main Street Urban Design Plan.</li> </ul>	<ul style="list-style-type: none"> <li>The Department did not pursue this goal due to the high cost estimates of the project.</li> </ul>	

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Implement Auburn Way South corridor enhancements and strategies.</li> </ul>	<ul style="list-style-type: none"> <li>The Department de-prioritized this effort due to revenue losses associated with COVID-19.</li> </ul>	
<ul style="list-style-type: none"> <li>Create structure and clarity around the City's floodplain management program.</li> </ul>	<ul style="list-style-type: none"> <li>In 2019 the Department successfully completed the Community Rating System audit which provides flood insurance discounts to policy holders. In 2020 the Department successfully completed an update to its floodplain ordinance, an update to the FEMA DFIRM maps, and the city floodplain webpage.</li> </ul>	
<ul style="list-style-type: none"> <li>Update the City's floodplain development regulations.</li> </ul>	<ul style="list-style-type: none"> <li>City Council adopted Ordinance 6761 on June 1, 2020 which represents an overhaul of the City's floodplain development regulations.</li> </ul>	
<ul style="list-style-type: none"> <li>Align City land use regulation and policy with the City's long range financial interests.</li> </ul>		
<ul style="list-style-type: none"> <li>Distribute funding that supports downtown businesses to improve the appearance of their buildings and property.</li> </ul>	<ul style="list-style-type: none"> <li>Successfully contributed to several downtown building enhancements. Program temporarily suspended in 2020 due to COVID-19.</li> </ul>	
<ul style="list-style-type: none"> <li>Identify strategies and action items that promote housing preservation, healthy housing, and attainable housing.</li> </ul>	<ul style="list-style-type: none"> <li>Adopted Healthy Housing Standards, entered into an Interlocal Agreement that formed South King Housing and Homelessness Partners (SKHHP), funded SKHHP, adopted an ordinance that redirects a portion of sales tax revenues under the provisions of HB 1406, and facilitated six multifamily property management training seminars.</li> </ul>	
<ul style="list-style-type: none"> <li>Identify strategies and action items that promote broader access and availability to healthier food options and healthier lifestyles.</li> </ul>	<ul style="list-style-type: none"> <li>The Department did not make progress on this goal.</li> </ul>	<ul style="list-style-type: none"> <li>Identify strategies and action items that promote broader access and availability to healthier food options and healthier lifestyles.</li> </ul>

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Work towards incorporating City business licensing into the Washington State licensing program.</li> </ul>	<ul style="list-style-type: none"> <li>After a great deal of research and following interviews with both the State and FileLocal (the only two options) the City has opted to utilize the State system. The City has until 2027 to complete this process.</li> </ul>	<ul style="list-style-type: none"> <li>Transition the City business licensing into the Washington State licensing program.</li> </ul>
		<ul style="list-style-type: none"> <li>Update the zoning map in order to achieve consistency with the recommendations of the adopted Airport Master Plan.</li> </ul>
		<ul style="list-style-type: none"> <li>Finalize the strategy for the State-mandated periodic update to the Comprehensive Plan.</li> </ul>
		<ul style="list-style-type: none"> <li>Provide administrative support for the creation of South Sound Housing Affordability Partners (SSHAP).</li> </ul>

## ENVIRONMENTAL SERVICES

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

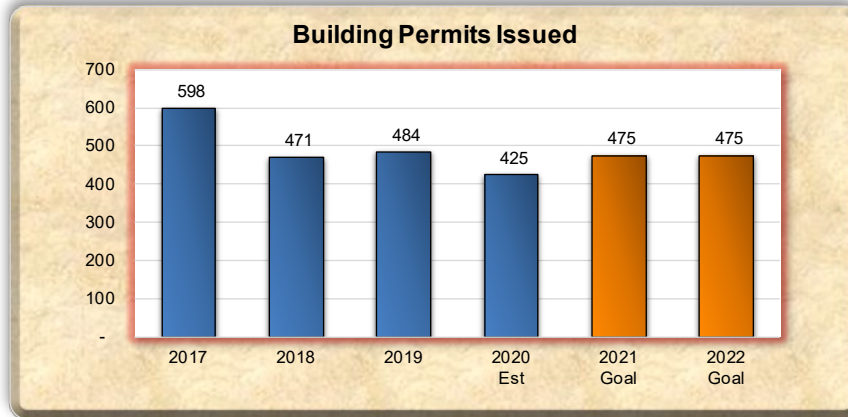
- Management and maintenance of the Auburn Environmental Park.
- Participation in WRIA 9, WRIA 10, and the King County Flood Control District regional partnerships for long range planning, property acquisition, restoration and enhancement of the Green and White Rivers.
- Archiving and maintaining files for both private and public restoration and mitigation sites.
- Coordination of the City's participation in the National Flood Insurance Program, FEMA Community Assistance Visits, and Community Rating System.
- Provide funding and support to local and regional environmental education efforts.

**Accomplishments and Objectives**

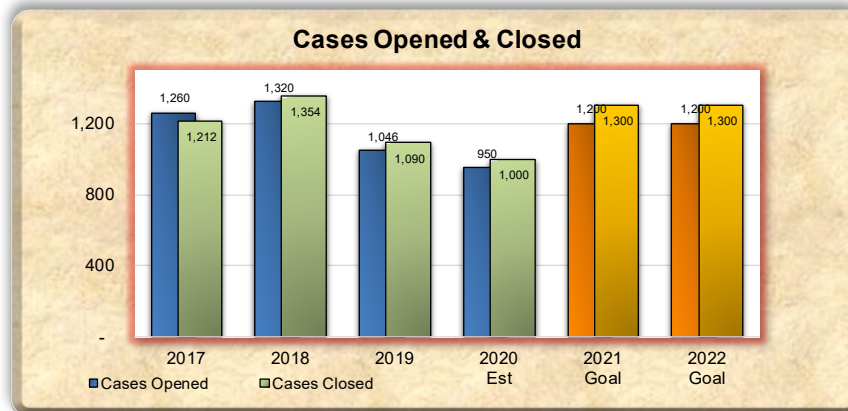
2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Complete the inventory of environmental assets.</li> </ul>	<ul style="list-style-type: none"> <li>The inventory was completed in 2019. Hard copy files were created and organized and mapping layers incorporated into the City's electronic Geographic Information System (eGIS).</li> </ul>	
<ul style="list-style-type: none"> <li>Continue providing high quality environmental and sustainability education and outreach.</li> </ul>	<ul style="list-style-type: none"> <li>The City provided funding contributions to educational efforts and facilitated the use of the Auburn Environmental Park for tours and lectures.</li> </ul>	
<ul style="list-style-type: none"> <li>Develop and deploy sustainability initiatives such as creation of a Comprehensive Plan Sustainability Element.</li> </ul>	<p>In 2019 the City Council endorsed adoption of the climate sustainability action plan. This occurred after the city completed an update to its Greenhouse Gas Inventory.</p>	<ul style="list-style-type: none"> <li>Develop and deploy sustainability initiatives such as creation of a Comprehensive Plan Sustainability Element.</li> </ul>
		<ul style="list-style-type: none"> <li>Identify and establish environmental outreach strategies.</li> </ul>
		<ul style="list-style-type: none"> <li>Pursue and solidify funding for Phase 2 of the Auburn Environmental Park boardwalk extension.</li> </ul>

**PERFORMANCE MEASURES - COMMUNITY DEVELOPMENT****Number of Building Permits Issued**

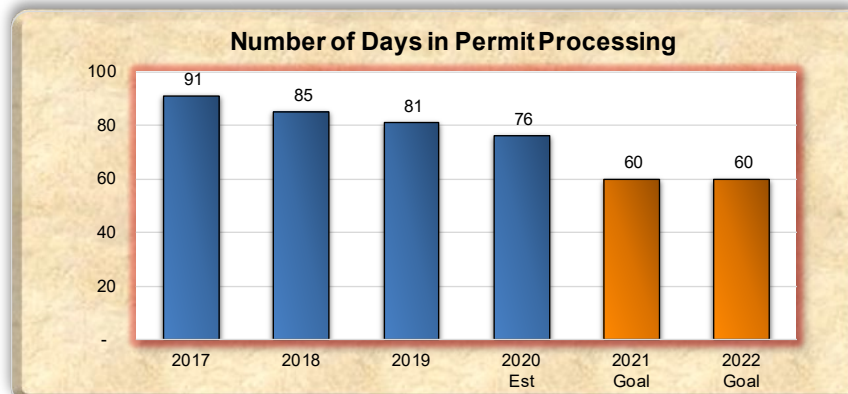
This performance measure shows the number of building permit applications submitted, reviewed for conformance with applicable standards and approved (issued) by the City. The building permit category includes not only authorization of construction of new buildings, but also additions and modifications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

**Code Enforcement - Cases Opened & Closed**

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

**Efficient Processing of Project Permits**

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



## COMMUNITY SERVICES DIVISION

The Community Services Division initiates and supports relevant services to build community and meet the essential needs of the residents of Auburn. The division includes the Human Services, Housing Repair, and Neighborhood Programs, and oversees the City's Community Development Block Grant funding from the Department of Housing and Urban Development.

- The Human Services program, through a competitive application process, allocates funding to nonprofit agencies to provide direct services to community members. Human Services staff support the City's Human Services Committee, an advisory body to the City Council.
- The Housing Repair program offers low-income city residents grants for emergency home repairs. These grants help Auburn's low-income homeowners preserve and stay in safe and affordable housing.
- Neighborhood Programs provides activities and amenities that encourage positive interactions among residents, as well as between residents and the City, to foster inclusivity, wellness and community development. Programming includes a Community Matching Grant, National Night Out and Civics Academy.
- The Community Development Block Grant Entitlement Program, administered by the Department of Housing and Urban Development, provides annual grants on a formula basis to eligible cities to develop viable urban communities.

### Accomplishments and Objectives

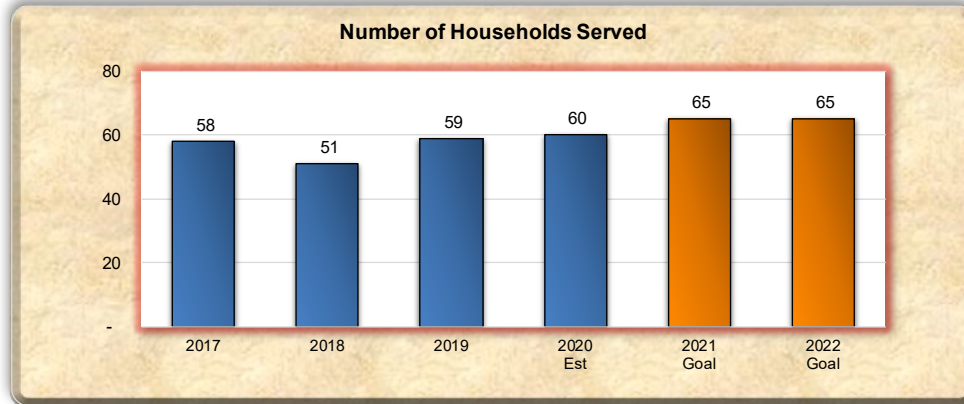
2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>• Streamline process for interpretation services.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff introduced additional technology in the City's Customer Service Center to allow for more privacy in conversations that utilize an interpreter. Auburn-specific signage was created and posted in multiple languages, letting customers know how to access interpretation services.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement tools and strategies to enhance communication between the City of Auburn and customers who speak a language other than English.</li> </ul>
<ul style="list-style-type: none"> <li>• Update Community Resource brochure.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff created a new framework for an updated and more informative Community Resource Booklet. Major editing has been completed and Community Services is working with Multimedia on formatting and printing.</li> </ul>	<ul style="list-style-type: none"> <li>• Distribute Community Resource brochure and streamline access to resource information on the City's website.</li> </ul>
<ul style="list-style-type: none"> <li>• Utilize data resources within Neighborhood Programs to create more strategic communication plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Tailored communications plans were created for all major programs within Neighborhood Programs. This continues to be an important consideration when any new program or project is proposed.</li> </ul>	

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Continue to maintain and develop Auburn's Sister City program, focusing on business, educational and cultural exchanges.</li> </ul>	<ul style="list-style-type: none"> <li>With departmental restructuring that occurred in 2019, oversight of the Sister Cities program remained with the Administration Department, while Community Services relocated to the Community Development Department.</li> </ul>	
<ul style="list-style-type: none"> <li>Participate in and support creation of a South King County Housing Coalition.</li> </ul>	<ul style="list-style-type: none"> <li>Auburn is a member and active participant of the South King Housing and Homelessness Partners, formed by an interlocal agreement in 2019. Mayor Backus currently chairs the Executive Board, and the City is acting as Administering Agency.</li> </ul>	<ul style="list-style-type: none"> <li>Develop, share and implement policies and practices that support the goals identified in the ILA.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to engage in regional efforts to address and prevent homelessness.</li> <li>Per the Mayor's Task Force on Homelessness recommendations, the City of Auburn will continue to work with stakeholders locally and in the region to address the issues.</li> </ul>	<ul style="list-style-type: none"> <li>Auburn staff continue to convene and facilitate the monthly South King County Forum on Homelessness with our partners at the Seattle-King County Coalition on Homelessness. Staff participate monthly in the South King County Homelessness Action Committee. Regional participation in Human Services is strong, and staff collaborate regularly on strategies with partner cities across the region.</li> </ul>	
<ul style="list-style-type: none"> <li>Increase accessibility of Civics Academy potentially by recording, subtitling, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Work has begun to record the Civics Academy presentations and create a digitally accessible program.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement a Digital Civics Academy.</li> </ul>
<ul style="list-style-type: none"> <li>Work more closely with other departments on strategic outreach.</li> </ul>	<ul style="list-style-type: none"> <li>Staff convened an interdepartmental group to focus on community outreach and engagement. The group worked in 2018 and 2019 to identify opportunity areas and implement new outreach strategies and tools, which were put into place starting summer 2019.</li> </ul>	
		<ul style="list-style-type: none"> <li>Increase accessibility of Community Matching Grant program by exploring alternative funding structures for grantees.</li> </ul>
		<ul style="list-style-type: none"> <li>Provide support that helps establish a resource center in conjunction with Auburn's community court.</li> </ul>

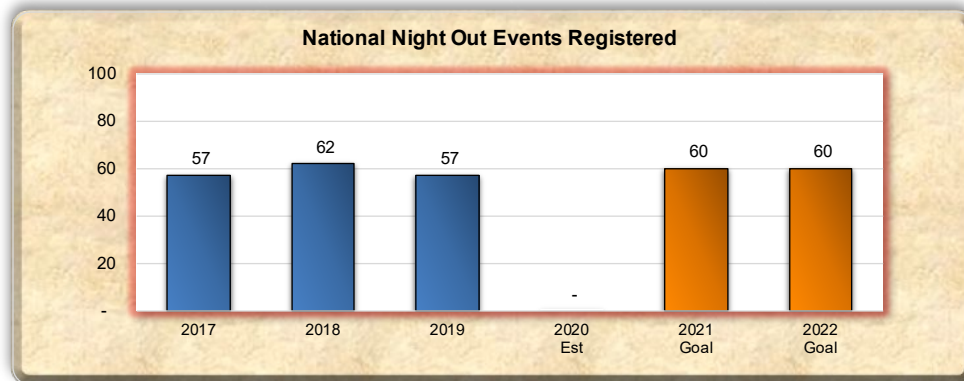


**PERFORMANCE MEASURES - COMMUNITY AND HUMAN SERVICES****Housing Repair Services - Households Served**

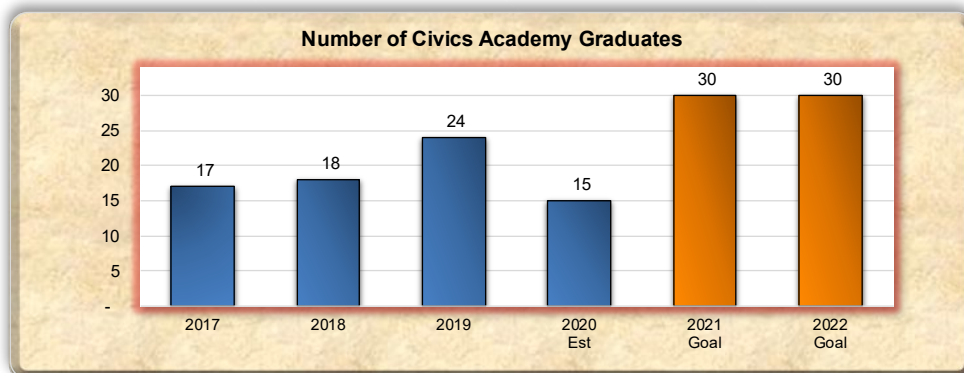
The City offers some eligible low-income residents grants for emergency home repairs. By providing these services, senior homeowners are better able to age in a safe home environment, and households who would not be able to afford the repairs otherwise are prevented from experiencing homelessness or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

**Number of National Night Out Events Registered**

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

**Number of Graduates from the City of Auburn Civics Academy**

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



**Department Budget**

<b>001.17 Community Development</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>Expenditures</b>					
Salaries & Wages	2,241,325	2,655,483	2,708,083	2,683,514	2,792,087
Personnel Benefits	997,407	1,387,399	1,409,899	1,228,417	1,265,666
Supplies	12,975	28,750	28,750	34,100	34,100
Services & Charges	1,161,842	1,576,140	1,426,140	1,462,220	1,479,320
Intergovernmental	1,960	-	-	-	-
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	655,928	756,800	756,800	743,800	756,100
<b>DEPARTMENT TOTAL</b>	<b>\$ 5,071,437</b>	<b>\$ 6,404,572</b>	<b>\$ 6,329,672</b>	<b>\$ 6,152,051</b>	<b>\$ 6,327,273</b>

**Department Employees**

<b>001 Community Development FTEs</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Community Development FTEs	25.00	32.00	30.75	30.75	30.75
<b>TOTAL COMMUNITY DEVELOPMENT FTEs</b>	<b>25.00</b>	<b>32.00</b>	<b>30.75</b>	<b>30.75</b>	<b>30.75</b>

Full Time Equivalent (FTE)

5.0 FTE - Effective 1/1/2019: The following positions moved from the Administration Department to Community Development: Community Services Manager, Community Programs Coordinator, Human Services Program Coordinator, Neighborhood Programs Coordinator and the Housing Repair Technician.

2.0 FTE - Effective in 2019 via Budget Amendment #2, Ordinance No. 6719, 2.0 FTEs were approved to support the South King Housing and Homelessness Partners (SKHHP) interlocal agreement that was authorized in February 2019 via Resolution No. 5408. This includes the SKHHP Manager and the SKHHP Office Assistant positions.

-1.0 FTE - Per reclass in March 2020, the Sustainability Coordinator position was reclassified to the Outreach Program Administrator position which reports to the Mayor.

-.25 FTE - Per reclass paperwork in June 2020, the SKHHP Office Assistant Position was reclassified to a SKHHP Program Coordinator and changed from 1.0 FTE to 0.75 FTE.

## SPECIAL REVENUE FUND

### HOUSING & COMMUNITY DEVELOPMENT FUND

#### Mission Statement

The Community Development Block Grant (CDBG) Entitlement Program provides annual grants on a formula basis to entitled cities to develop viable urban communities. Projects funded by CDBG must:

- Align with the Department of Housing and Urban Development's (HUD) National Objectives
- Be eligible under HUD's guidelines
- Benefit low- and moderate-income persons

#### Overview

Every five years, the City of Auburn updates its CDBG Consolidated Plan. The Consolidated Plan guides the investment of federal housing and community development funds. The City is currently operating under the 2020-2024 Consolidated Plan, which identifies the following goals:

- **Affordable Housing** – Ensure access to healthy, affordable housing for low- and moderate-income households throughout the region and advance fair housing to end discrimination and overcome historic patterns of segregation.
- **Ending Homelessness** – Make homelessness rare, brief, and one-time and eliminate racial disparities.
- **Community and Economic Development** – Establish and maintain healthy, integrated, and vibrant communities by improving the well-being and mobility of low- and moderate-income residents, and focusing on communities with historic disparities in health, income, and quality of life.

The City received \$632,034 in CDBG funds for 2020. Funds support the Housing Repair program, ADA infrastructure improvements, public services such as health care and job training, fair housing programs, and other allowable activities as approved by City Council.

The 2019 Washington State Legislature enacted Substitute House Bill 1406 which allows City's to recapture a portion of the sales tax that was already being collected. On September 16, 2019 the Auburn City Council adopted Ordinance 6732 which requires that the State of Washington direct a portion of collected sales tax to the City of Auburn for the specific purpose of supporting local affordable housing programs. Funds collected are to be placed in a separate account that can then be used for the acquisition, construction, or rehabilitation of affordable housing or facilities providing supportive housing, or for providing rental assistance for tenants whose income is at or below sixty percent of the King County median income. Under state law, collection of the tax for these purposes shall last for a period of 20 years.

While there are a variety of ways to utilize these funds the City has not yet determined where or how affordable housing investments will be made. The City began collecting the funds in the first quarter of 2020. The City has publicly declared its support to direct these funds into the South King Housing and Homelessness Partnership (SKHHP) provided that other cities do the same and in order to maximize regional investments in affordable housing solutions. It is likely that during the period of 2020 to 2022 these funds will continue to accumulate until there is a final decision on whether to use SKHHP to pool funds for regional strategies or for Auburn to utilize the funds locally without the use of the regional cooperative.

**Accomplishments and Objectives**

<b>2019-2020 Goals</b>	<b>Progress Towards 2019-2020 Goals</b>	<b>Major Goals for 2021-2022</b>
<ul style="list-style-type: none"> <li>Support staff development and program efficiency by coordinating regional CDBG training with other South King County (SKC) entitlement cities.</li> </ul>	<ul style="list-style-type: none"> <li>Auburn was the lead city in coordinating and implementing a CDBG training for the King County Consortium in 2018.</li> </ul>	<ul style="list-style-type: none"> <li>Support program efficiency by coordinating regional CDBG planning with other South King County (SKC) entitlement cities and King County.</li> </ul>
<ul style="list-style-type: none"> <li>Increase accessibility and walkability of Auburn by supporting ADA sidewalk improvements with CDBG funds.</li> </ul>	<ul style="list-style-type: none"> <li>CDBG funds supported ADA sidewalk improvements at 3 sites in Auburn during this time period. Funds continue to be budgeted for this purpose.</li> </ul>	<ul style="list-style-type: none"> <li>Increase accessibility and walkability of Auburn by supporting ADA sidewalk improvements with CDBG funds.</li> </ul>
<ul style="list-style-type: none"> <li>Streamline Housing Repair program efficiency by instituting an in-house repair model similar to other South King County cities.</li> </ul>	<ul style="list-style-type: none"> <li>Staff were hired in 2019 to support an in-house program model. The program has acquired a van, tools, and adopted procedures for the new program structure.</li> </ul>	<ul style="list-style-type: none"> <li>With new Housing Repair program model, increase number of clients served through the program.</li> </ul>

**Fund Budget**

<b>119 Housing &amp; Community Development</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>Revenues</b>					
Beginning Fund Balance	42,904	42,904	42,904	42,904	42,904
HCD Grant	705,806	1,201,550	829,750	600,000	600,000
Indirect Federal Grants - HUD	-	-	-	-	-
Miscellaneous Revenue	-	-	-	-	-
Operating Transfer In	38,000	-	-	-	-
<b>Total Revenues</b>	<b>\$ 786,710</b>	<b>\$ 1,244,454</b>	<b>\$ 872,654</b>	<b>\$ 642,904</b>	<b>\$ 642,904</b>
<b>Expenditures</b>					
Salaries & Wages	82,699	165,909	149,209	140,400	147,300
Personnel Benefits	45,237	87,091	78,791	73,600	77,700
Supplies	8,746	149,534	149,534	110,000	105,000
Services & Charges	414,220	640,800	294,000	216,000	210,000
Intergovernmental	-	-	-	-	-
Capital Outlay	192,903	158,216	158,216	60,000	60,000
Ending Fund Balance	42,904	42,904	42,904	42,904	42,904
<b>Total Expenditures</b>	<b>\$ 786,710</b>	<b>\$ 1,244,454</b>	<b>\$ 872,654</b>	<b>\$ 642,904</b>	<b>\$ 642,904</b>

**FIDUCIARY FUND****SKHHP (SOUTH KING HOUSING & HOMELESSNESS PARTNERS)****Mission Statement**

South King County jurisdictions working together and sharing resources for the purpose of increasing South King County residents' access to affordable housing options and preserving the existing affordable housing stock in South King County.

**Department Overview**

South King Housing and Homelessness Partners (SKHHP) is a coalition formed by an interlocal agreement between the jurisdictions of Auburn, Burien, Covington, Des Moines, Federal Way, Kent, Normandy Park, Renton, Tukwila, and King County. SKHHP is responsible for action items that are shaped by member jurisdictions, reflect individual jurisdiction needs and interests, and further the overall mission of the partnership. These include:

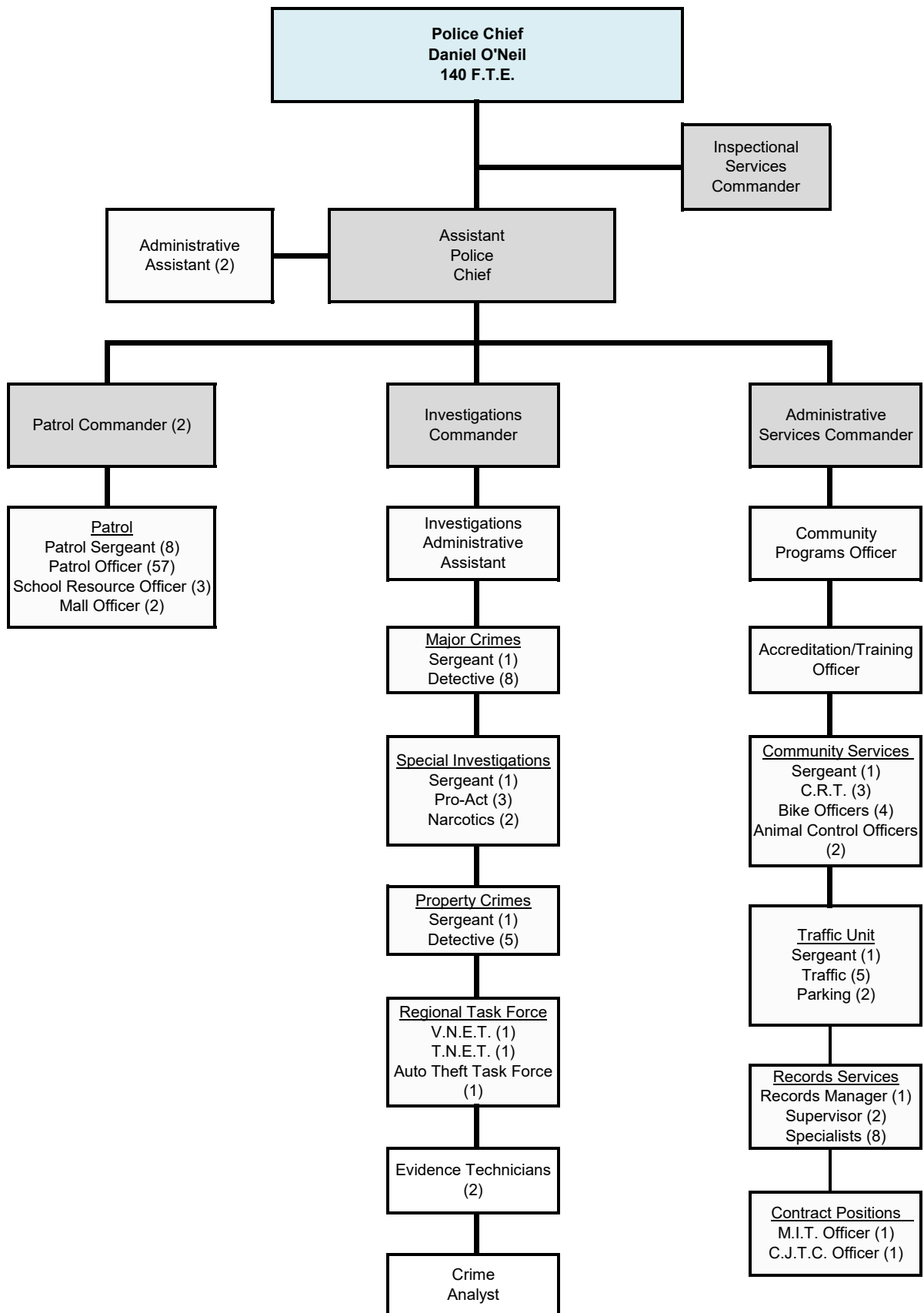
- Program operations and administration including but not limited to: developing annual work plan and budget; hiring, retention, and management of staff; and quarterly progress and budget reports that track program impacts.
- Establishing, administering, and building funding support for a SKHHP Housing Capital Fund.
- Providing technical assistance to SKHHP partner jurisdictions including but not limited to: supporting the development of housing action plans; supporting housing needs and policy assessments; cataloging successful affordable housing development projects; and compiling examples of potential design standards and other land development code requirements.
- Advocating at local, regional, state, and federal forums including but not limited to: developing annual SKHHP state and federal advocacy priorities; and conducting work sessions with state legislators.
- Representing SKHHP at local and regional meetings and forums.
- Developing outreach and education tools to further regional stakeholder and decision makers understanding of affordable housing options and range of related housing needs and opportunities in South King County.
- Providing staff to SKHHP Executive Board, SKHHP Advisory Committee, and SKKHP staff work group.

**Accomplishments and Objectives**

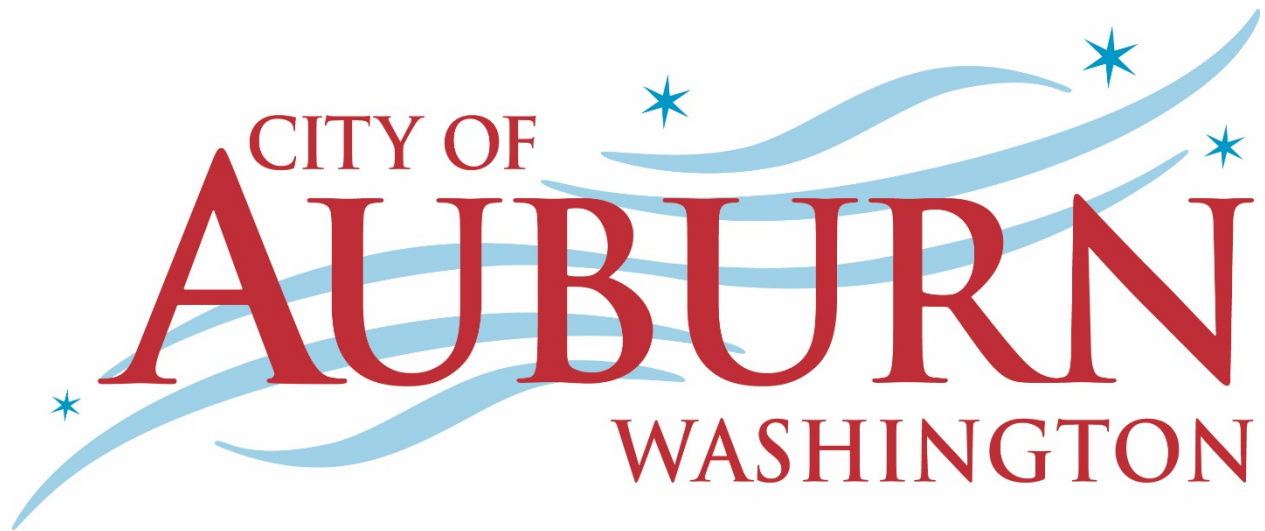
<b>2019-2020 Goals</b>	<b>Progress Towards 2019-2020 Goals</b>	<b>Major Goals for 2021-2022</b>
<ul style="list-style-type: none"> <li>Formed in 2019. No identified goals in prior budget.</li> </ul>		<ul style="list-style-type: none"> <li>Development of a SKHHP work plan.</li> </ul>
		<ul style="list-style-type: none"> <li>Solidify member budget commitments beyond 2020.</li> </ul>
		<ul style="list-style-type: none"> <li>Establish Housing Capital Fund.</li> </ul>
		<ul style="list-style-type: none"> <li>Identify HB 1406 funding commitments from each member.</li> </ul>
		<ul style="list-style-type: none"> <li>Establish SKHHP Advisory Committee.</li> </ul>
		<ul style="list-style-type: none"> <li>Identify strategy for participating in Comprehensive Plan Housing Element updates.</li> </ul>

**Fund Budget**

<b>654 SKHHP</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>Revenues</b>					
Beginning Fund Balance	-	205,945	205,945	241,645	186,885
Grants	-	20,000	20,000	-	-
Investment Income	1,496	-		1,600	800
Contributions and Donations	31,000	61,000	61,000	-	-
Operating Contribution Revenue	200,704	295,500	295,500	251,500	251,500
<b>Total Revenues</b>	<b>\$ 233,200</b>	<b>\$ 582,445</b>	<b>\$ 582,445</b>	<b>\$ 494,745</b>	<b>\$ 439,185</b>
<b>Expenditures</b>					
Services & Charges	27,255	432,820	340,800	307,860	315,450
Interfund Payments for Services	-	-		-	-
Ending Fund Balance	205,945	149,625	241,645	186,885	123,735
<b>Total Expenditures</b>	<b>\$ 233,200</b>	<b>\$ 582,445</b>	<b>\$ 582,445</b>	<b>\$ 494,745</b>	<b>\$ 439,185</b>



C.J.T.C. = Criminal Justice Training Commission  
 C.R.T. = Community Response Team  
 M.I.T. = Muckleshoot Indian Tribe  
 T.N.E.T. = Tahoma Narcotics Enforcement Team  
 V.N.E.T. = Valley Narcotics Enforcement Team





## SOUTH CORRECTIONAL ENTITY (SCORE)

The South Correctional Entity (SCORE) consolidated correctional facility was established by the “member cities” of Auburn, Burien, Des Moines, 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.

### Accomplishments and Objectives

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>As future contracts expire in 2019/2020, SCORE will continue to offer amended contracts or enter into new contracts that are in the best interest of the owner agencies.</li> </ul>	<ul style="list-style-type: none"> <li>SCORE currently has three new contract agencies going through the approval process of contracting with SCORE.</li> </ul>	<ul style="list-style-type: none"> <li>Publish first Biennial Budget which includes operational costs and projected revenue.</li> </ul>
<ul style="list-style-type: none"> <li>Negotiate new Collective Bargaining Agreement (CBA) with represented staff.</li> </ul>	<ul style="list-style-type: none"> <li>SCORE was able to negotiate a one year extension of their existing Collective Bargaining Agreements. These contracts will not need to be renegotiated until 2022.</li> </ul>	<ul style="list-style-type: none"> <li>SCORE worked with its represented employees to negotiate a temporary salary reduction for fiscal year 2021. These salaries will reset once a pre-determined ADP (Average Daily Population) benchmark is achieved for 90 consecutive days or 2022 whichever comes first.</li> </ul>
<ul style="list-style-type: none"> <li>Transition to new leadership team after retirement of the Executive Director.</li> </ul>	<ul style="list-style-type: none"> <li>Executive Team has fully transitioned to new Executive Director.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure SCORE staffing ratio remains balanced to inmate population.</li> </ul>
<ul style="list-style-type: none"> <li>Complete the PREA (Prison Rape Elimination Act) audit which is a three year process with the next audit due in August of 2019.</li> </ul>	<ul style="list-style-type: none"> <li>SCORE is in the process of preparing for this audit now which has been delayed due to COVID-19.</li> </ul>	<ul style="list-style-type: none"> <li>Complete the PREA (Prison Rape Elimination Act) audit which is a three year process.</li> </ul>
<ul style="list-style-type: none"> <li>Earn reaccreditation from the Washington Association of Sheriffs and Police Chiefs.</li> </ul>	<ul style="list-style-type: none"> <li>SCORE is in the process of receiving a mock assessment in preparation for onsite assessment.</li> </ul>	<ul style="list-style-type: none"> <li>Achieve reaccreditation with the National Commission on Correctional Healthcare (NCCHC).</li> </ul>
		<ul style="list-style-type: none"> <li>Develop 6 year cost matrix as part of budget development.</li> </ul>
		<ul style="list-style-type: none"> <li>Update SCORE website to be more communicative and user friendly.</li> </ul>
		<ul style="list-style-type: none"> <li>Increase grant funding for SCORE Reentry Programs.</li> </ul>

**Department Budget**

<b>001.20 SCORE</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>Expenditures</b>					
Salaries & Wages	-	-	-	-	-
Personnel Benefits	-	-	-	-	-
Supplies	-	-	-	-	-
Services & Charges	4,962,413	4,601,000	4,565,100	5,021,600	5,523,800
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	-	-	-	-	-
<b>DEPARTMENT TOTAL</b>	<b>\$4,962,413</b>	<b>\$4,601,000</b>	<b>\$4,565,100</b>	<b>\$5,021,600</b>	<b>\$5,523,800</b>

## POLICE DEPARTMENT

### Vision

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

### Mission Statement

To provide professional law enforcement services to our community.

### Department Overview

The Auburn Police Department is a full service law enforcement agency dedicated to serving the citizens of Auburn. The Department also provides law enforcement services to the portions of the Muckleshoot Reservation that fall within the geographic boundaries of the City.

The department is overseen by a Chief of Police, with an Assistant Chief in charge of Operations. The agency has four divisions headed by commanders. The Patrol Division is the largest division within the agency and has two commanders. It consists of uniformed officers who are responsible for 911 response and the general enforcement of State law and Auburn City ordinances. The Investigations Division handles all felony investigations, sex offender monitoring, crime analysis and evidence/property. The Administrative Services Division is responsible for all community related services including community programs, bicycle officers, animal control, Community Response Team, Traffic Unit, accreditation and the Records Unit. The Inspectional Services Division is responsible for internal investigations/complaints, maintaining use of force records, and grant monitoring.

### Accomplishments and Objectives

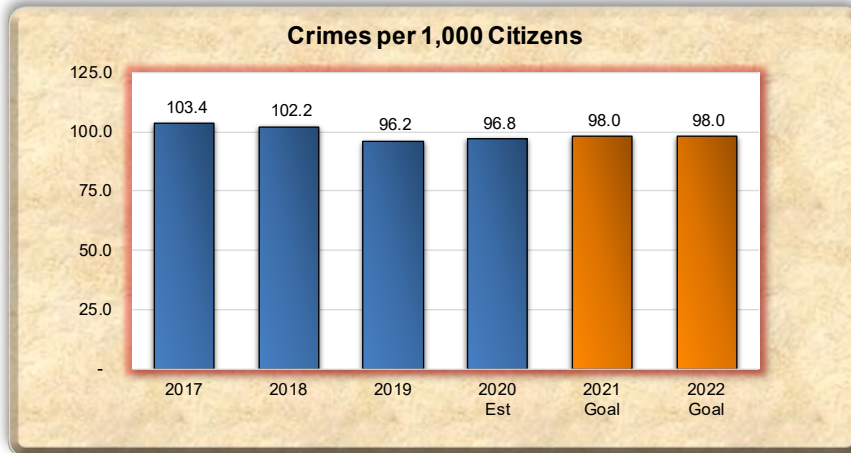
2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Continued leadership training for Sergeants and Commanders is vitally important. Creating additional skills and abilities for leaders to learn the tasks of coaching, counseling and motivating officers is required. Leaders will continue to attend the 21st Century Leadership program that is conducted at the Criminal Justice Training Center.</li> </ul>	<ul style="list-style-type: none"> <li>New Sergeants, Commanders, and Records Supervisor continued to attend the Leadership program as needed.</li> </ul>	
<ul style="list-style-type: none"> <li>The Auburn Police Department will continue to seek grant funding from the Washington State Department of Transportation to conduct additional Driving Under the Influence (DUI) emphasis</li> </ul>	<ul style="list-style-type: none"> <li>Auburn PD continued to obtain traffic safety grants and conducted DUI emphasis patrols throughout each year.</li> </ul>	
<ul style="list-style-type: none"> <li>The Police Department will continue to pursue the effort of sex offender contacts and will attempt to obtain grant funding in this area.</li> </ul>	<ul style="list-style-type: none"> <li>APD annually applies for and receives the Department of Justice (DOJ) Byrne Grant which provides funding for sex offender monitoring.</li> </ul>	

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>In order to improve our crime fighting efforts and establish deployment methods, the department will continue to rely upon data driven policing to reduce crime and establish a feeling of safety throughout the community.</li> </ul>	<ul style="list-style-type: none"> <li>APD employs a Crime Analyst who is able to show trends and provide regional information to assist with officer deployment and focused emphasis areas.</li> </ul>	
<ul style="list-style-type: none"> <li>Community outreach and transparency will continue in the 2019/2020 budget cycle.</li> </ul>	<ul style="list-style-type: none"> <li>APD continues to provide information on social media and attends various community events. COVID-19 pandemic resulted in the cancellation of numerous planned events in 2020.</li> </ul>	
<ul style="list-style-type: none"> <li>Crime analysis is a vital part of the Auburn Police Department. The Auburn Police Department is constantly upgrading and improving our efforts to collect data and utilize the information to deploy personnel and combat criminal activity. The Police Department will continue to improve and find new innovative ways to use crime data to address crime in Auburn.</li> </ul>	<ul style="list-style-type: none"> <li>APD has continue to upgrade various programs utilized by the Crime Analyst. These include gang database information, wanted person bulletin, and monitors in the briefing area to display crime trends and information to officers.</li> </ul>	
<ul style="list-style-type: none"> <li>Landlord and rental property training will continue in the 2019/2020 budget cycle.</li> </ul>	<ul style="list-style-type: none"> <li>APD conducted 3 training sessions in 2019, but 2020 events were cancelled due to COVID-19.</li> </ul>	
<ul style="list-style-type: none"> <li>The Auburn Police Department will continue its efforts to demonstrate transparency and relationships with the public. We will establish this by improved attendance at all community picnics, citizens academies and landlord / rental ownership training.</li> </ul>	<ul style="list-style-type: none"> <li>APD increased our presence during these events in 2019. Due to the COVID-19 pandemic, the majority of these events were cancelled in 2020.</li> </ul>	
<ul style="list-style-type: none"> <li>In 2020, the Auburn Police Department will again be applying for Washington State Accreditation. The 150 best practices, as established by the Washington Association of Sheriffs and Police Chiefs, will be measured and proven to receive the coveted status.</li> </ul>	<ul style="list-style-type: none"> <li>APD is currently undergoing the accreditation process. It is anticipated that this will be completed in August 2020.</li> </ul>	

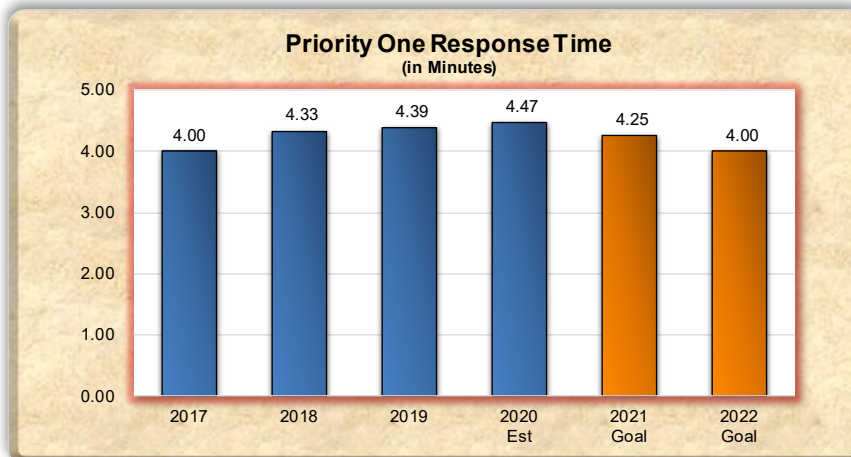
2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>The Auburn Police Department has been housed in its current facility for 14 years. Since 2004, we have increased our employee count by 38 employees, most of which are commissioned officers. This creates a substantial need for meeting room space, locker room space, parking, evidence storage and finally office space. The department will assist with a space study to determine the future needs of the Police Department that may include a new public safety building.</li> </ul>	<ul style="list-style-type: none"> <li>The City hired consultants to conduct a space study for the Police Department and other City Departments. The preliminary report indicated a great need for additional workspace, but the final report is delayed due to the COVID-19 pandemic.</li> </ul>	
		<ul style="list-style-type: none"> <li>The Auburn Police Department (APD) will aggressively explore innovative methods of policing so that they can increase unobligated patrol time to provide greater focus on reducing violent crime.</li> </ul>
		<ul style="list-style-type: none"> <li>In an effort to improve community support for the Auburn Police Department, the department will continue to increase our social media presence.</li> </ul>
		<ul style="list-style-type: none"> <li>The Police Department will continue to improve the safety of city parks through directed patrols and enforcement initiatives, creating a safer place for all residents to visit and play.</li> </ul>
		<ul style="list-style-type: none"> <li>In order to develop a youthful organization and plan for the future, the Police Department will develop and implement succession planning.</li> </ul>
		<ul style="list-style-type: none"> <li>In order to improve the overall wellness of officers, we will review our current programs and research new innovative programs being implemented across the county to improve the overall mental and physical wellness of police employees.</li> </ul>
		<ul style="list-style-type: none"> <li>To help promote inclusiveness, the department will examine our hiring practices, community based programs, and departmental operations. We will attempt to identify areas of concern and implement changes to address them.</li> </ul>

**PERFORMANCE MEASURES - POLICE DEPARTMENT****Auburn Crime Rankings**

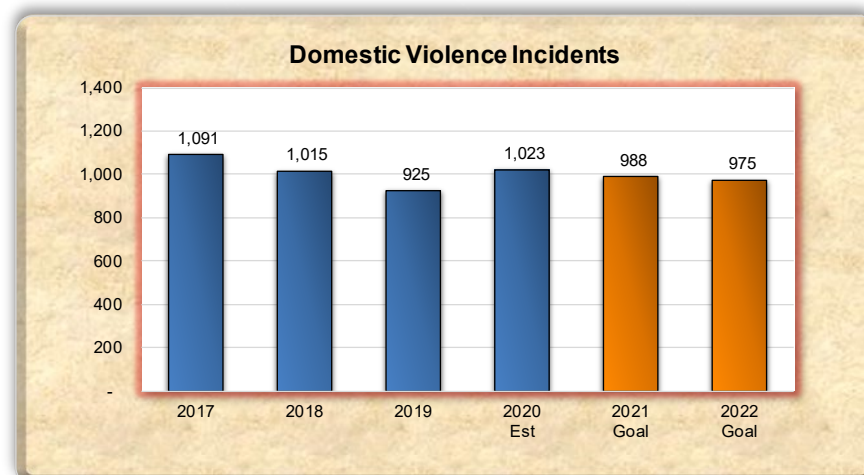
In 2019, there was a decrease in crimes of approximately 17% when compared to the crime rate in 2015. The Auburn Police Department always strives to keep crimes to under a 2% increase.

**Priority One Response Time in Minutes**

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

**Domestic Violence Incidents**

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



**Department Budget**

<b>001.21 Police</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>Expenditures</b>					
Salaries & Wages	14,828,394	15,968,278	15,405,986	15,910,174	16,697,869
Personnel Benefits	5,719,604	6,740,466	6,154,200	6,432,847	6,818,321
Supplies	270,876	321,300	271,300	326,300	316,300
Services & Charges	4,193,080	4,509,780	4,279,030	4,750,900	4,993,200
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	3,157,384	3,223,200	3,139,946	3,463,800	3,422,960
<b>DEPARTMENT TOTAL</b>	<b>\$28,169,338</b>	<b>\$30,763,024</b>	<b>\$29,250,462</b>	<b>\$30,884,021</b>	<b>\$32,248,650</b>

**Department Employees**

<b>001 Police FTEs</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Police FTEs	140.00	140.00	140.00	140.00	140.00
<b>TOTAL POLICE FTEs</b>	<b>140.00</b>	<b>140.00</b>	<b>140.00</b>	<b>140.00</b>	<b>140.00</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 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

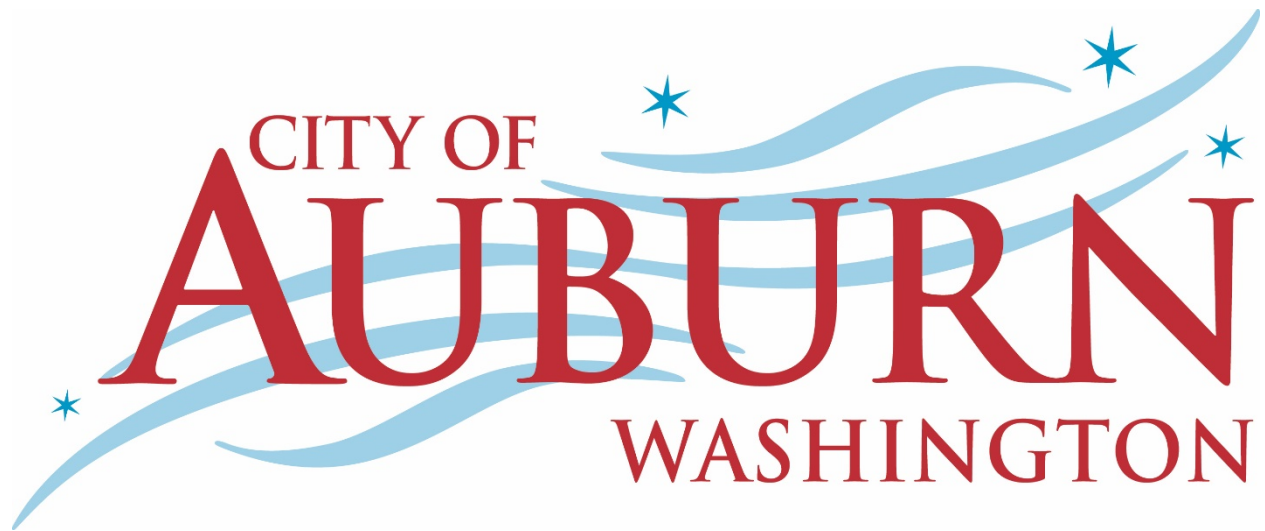
## Accomplishments and Objectives

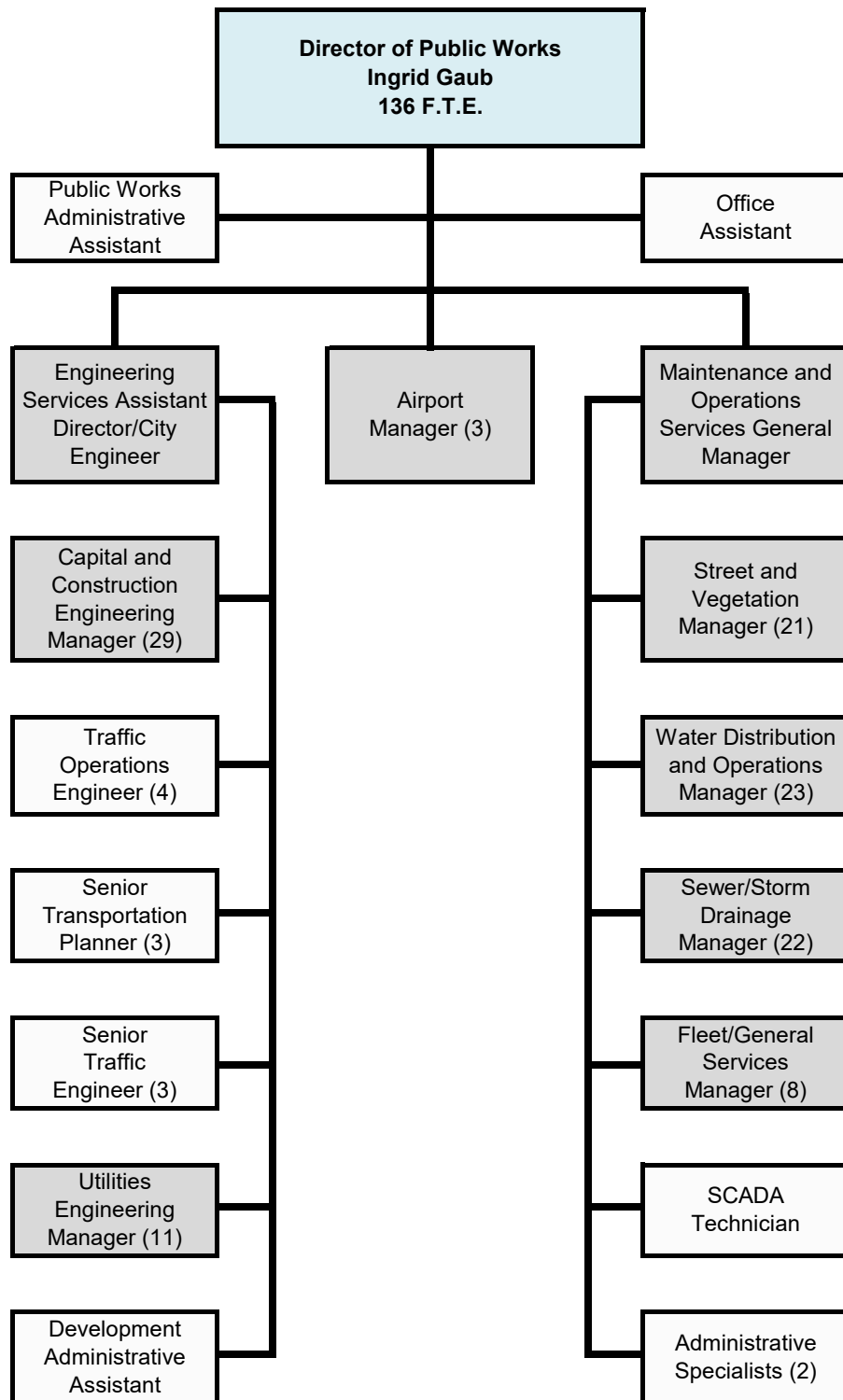
2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Continue providing support to the Tahoma Narcotics Enforcement Team in Tacoma by providing one detective to assist in regional narcotics investigations.</li> </ul>	<ul style="list-style-type: none"> <li>We continued to provide a Detective to TNET. They were successful in several investigations and monetary seizures.</li> </ul>	<ul style="list-style-type: none"> <li>Continue providing support to the Tahoma Narcotics Enforcement Team in Tacoma by providing one detective to assist in regional narcotics investigations.</li> </ul>
<ul style="list-style-type: none"> <li>Continue providing support to the Valley Narcotics Enforcement Team in Federal Way by providing one detective to assist in regional narcotics investigations.</li> </ul>	<ul style="list-style-type: none"> <li>We continued to provide a Detective to VNET. They were successful in several investigations and monetary seizures.</li> </ul>	<ul style="list-style-type: none"> <li>Continue providing support to the Valley Narcotics Enforcement Team in Federal Way by providing one detective to assist in regional narcotics investigations.</li> </ul>
<ul style="list-style-type: none"> <li>Maintain Pro-Active investigative support to Investigations and Patrol with detectives in order to efficiently combat gang activity and street crimes.</li> </ul>	<ul style="list-style-type: none"> <li>Auburn Detectives assigned to VNET and TNET interacted with our local detectives to share information related to criminal activity. Both task force detectives were also assigned DEA K-9's to assist them with their duties.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain Pro-Active investigative support to Investigations and Patrol with detectives in order to efficiently combat gang activity and street crimes.</li> </ul>
		<ul style="list-style-type: none"> <li>Purchase and equip 6 vehicles for SWAT (Special Weapons and Tactics) team members to replace the outdated SWAT command post. Once assigned, the vehicles will be utilized to increase efficiency in response to SWAT incidents.</li> </ul>



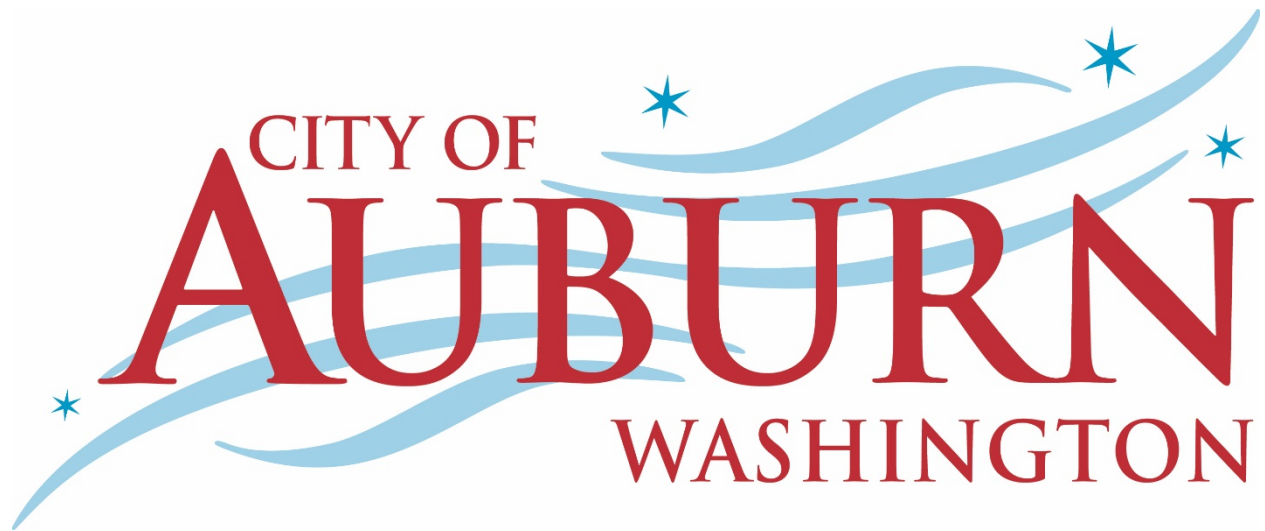
**Fund Budget**

<b>117 Drug Forfeiture Fund</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>Revenues</b>					
Beginning Fund Balance - Undesignated	457,194	1,277,973	1,277,973	957,967	612,573
Charges for Services	25,691	18,000	18,000	16,000	18,000
Investment Income	25,234	3,000	16,450	6,600	5,000
Miscellaneous Revenue	275	-	-	-	-
Confiscated & Forfeited Property	1,066,245	131,000	75,000	125,000	125,000
<b>Total Revenues</b>	<b>\$ 1,574,639</b>	<b>\$ 1,429,973</b>	<b>\$ 1,387,423</b>	<b>\$1,105,567</b>	<b>\$ 760,573</b>
<b>Expenditures</b>					
Salaries & Wages	147,249	131,828	131,828	157,736	162,902
Personnel Benefits	45,895	53,728	53,728	60,338	63,829
Supplies	41,262	95,600	95,600	55,200	38,200
Services & Charges	51,860	137,800	137,800	78,200	78,200
Intergovernmental	-	-	-	128,120	-
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	10,400	10,500	10,500	13,400	13,400
Ending Fund Balance - Undesignated	1,277,973	1,000,517	957,967	612,573	404,042
<b>Total Expenditures</b>	<b>\$ 1,574,639</b>	<b>\$ 1,429,973</b>	<b>\$ 1,387,423</b>	<b>\$1,105,567</b>	<b>\$ 760,573</b>





F.T.E. = Full Time Equivalent



## **PUBLIC WORKS DEPARTMENT**

### **Mission Statement**

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

### **Department Overview**

Public Works includes three service groups: Engineering Services, Maintenance and Operations, and the Auburn Municipal Airport. Engineering Services is functionally divided into four groups: Administrative, Capital & Construction, Transportation Planning & Management, and Utility Planning & Management. Maintenance & Operations Services is functionally divided into Administrative, Water Operations, Water Distribution, Storm Drainage, Sanitary Sewer, Streets, Vegetation Management, and Fleet/Central Stores.

The Public Works Department is funded by a variety of different sources. The General Fund provides funding for Engineering, Transportation Planning & Management Services, Streets, and Vegetation Management, and for a proportional share of Engineering Services related to transportation and development-related activity. The Public Works Department is mostly funded by the following special revenue and enterprise funds: Arterial Street Improvement (102), Local Street Preservation (103), and Arterial Street Preservation special revenue funds (105); and the Water (430 & 460), Sanitary Sewer (431 & 461), Sewer/Metro (433), Storm Drainage (432 & 462), Airport (435 & 465) and Equipment Rental (550 & 560) enterprise funds.

Engineering Services is responsible for several specific areas and duties, including:

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

Maintenance & Operations Services is responsible for several specific areas and duties, including:

- Maintenance and operations of all utility systems: Water, Sewer, Storm Drainage
- Maintenance of the street system
- Management of vegetation for street and storm systems
- Management of the City's fleet and equipment for all departments
- Management of Central Stores for equipment and material purchases for the department needs and needs of other departments.

For information on the Airport services, see the Airport Fund overview.

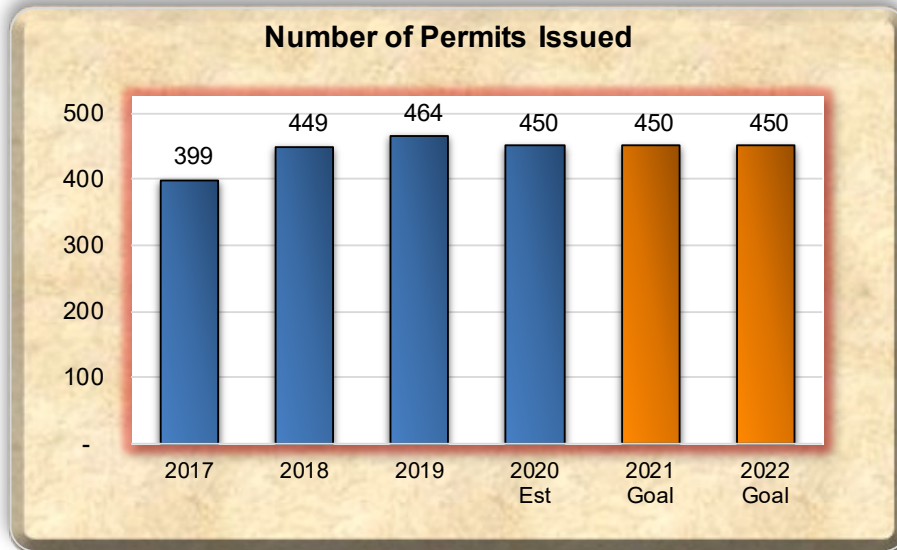
## Accomplishments and Objectives

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Continue to pursue at state and regional levels new revenue sources for the City's arterial street preservation.</li> </ul>	<ul style="list-style-type: none"> <li>Research and discussions with state and regional leadership and partners continued.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to pursue at state and regional levels new revenue sources for the City's arterial street preservation. This may potentially include a user fee-based Street Maintenance Utility or other options being considered regionally.</li> </ul>
<ul style="list-style-type: none"> <li>Participate in regional transportation forums – SCATBd, RPEC, KCPEC, PSRC, PCTCC, RTC, and RAMP on key projects.</li> </ul>	<ul style="list-style-type: none"> <li>Maintained active participation in these groups.</li> </ul>	
<ul style="list-style-type: none"> <li>Complete the annual updates to the 6-year Transportation Improvement Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Updated the 6-year Transportation Improvement Program (TIP) in both 2019 and 2020. The current TIP reflects the 2021-2026 program. TIP was refined to be financially and resource constrained for full 6-year period. Many projects were moved to the Comprehensive Plan. The overall value of projects in the TIP was reduced by approximately \$100 million.</li> </ul>	
<ul style="list-style-type: none"> <li>Work with the City of Pacific to complete a corporate boundary line adjustment along the A Street SE Corridor for public safety and continuity of responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>This effort was on hold during this biennium due to property and code enforcement issues in process by the City of Pacific.</li> </ul>	<ul style="list-style-type: none"> <li>With the City of Pacific, assess the desire to complete a corporate boundary line adjustment along the A Street SE Corridor for public safety and continuity of responsibility for the A Street SE Corridor.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to apply for grants to help fund projects programmed in the 6-year Transportation Improvement Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Applied for Transportation Improvement Board (TIB) grants in 2019 and 2020 and secured funding for 2 projects in 2019 with 2020 projects yet to be determined.</li> <li>Applied for PSRC grants in 2020 and secured funding for 2 projects.</li> <li>Applied for grants through Sound Transit Access Fund and secured funding for 1 project.</li> <li>Applied for grants through WSDOT Non-motorized, highway safety, and safe routes to school programs with results yet to be determined.</li> </ul>	

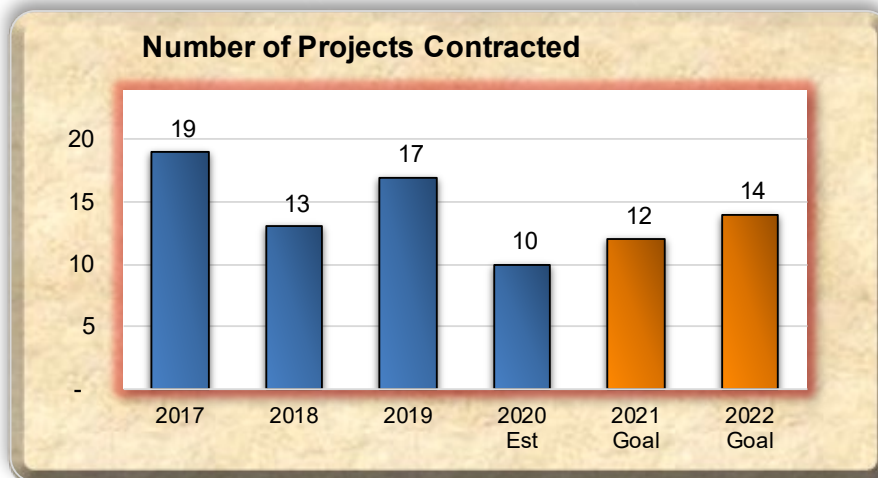
2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Continue to work with other departments to promote economic development opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Supported Community Development in review and approval of key projects including the Auburn Apartments, Legacy Plaza, and Copper Gate Apartments.</li> </ul>	
<ul style="list-style-type: none"> <li>Improve efforts to maintain all streets in fair-to-good condition by crack sealing, grind and patch operations, overlays, and re-builds to prolong the life of all streets. Maintain an average Pavement Condition Index Rating of 70.</li> </ul>	<ul style="list-style-type: none"> <li>Pavement data collected in 2019 indicated an overall average PCI of 70. However, arterial and collector streets' PCI average was only at 63 while the local streets' average was at 77.</li> </ul>	
<ul style="list-style-type: none"> <li>Refresh striping on public roads and continue to refresh thermoplastic pavement markings and legends as needed.</li> </ul>	<ul style="list-style-type: none"> <li>Paint striping was refreshed in 2019 and some thermoplastic markings refreshed in 2020. Financial constraints due to COVID-19 prevented additional thermoplastic refreshing and re-striping in 2020.</li> </ul>	
		<ul style="list-style-type: none"> <li>Evaluate the traffic calming program to determine its effectiveness and develop a revised program to address needs in a sustainable, equitable, and cost effective way.</li> </ul>
		<ul style="list-style-type: none"> <li>Continue improvements related to the equity and inclusion goals of the City. This includes review of processes and programs to remove barriers to service for all customers and continuing to develop a diverse work force.</li> </ul>
		<ul style="list-style-type: none"> <li>Evaluate photo enforcement options to assist in addressing traffic calming needs within the City, and potentially look at additional state legislative actions that may benefit enforcement resources to provide greater traffic calming within the City.</li> </ul>
		<ul style="list-style-type: none"> <li>Continue development of tools and processes related to the management of the capital project program including budget management, cost estimating and long term planning.</li> </ul>

**PERFORMANCE MEASURES - ENGINEERING****Number of Construction Permits Issued**

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

**Number of Public Work Projects Contracted**

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

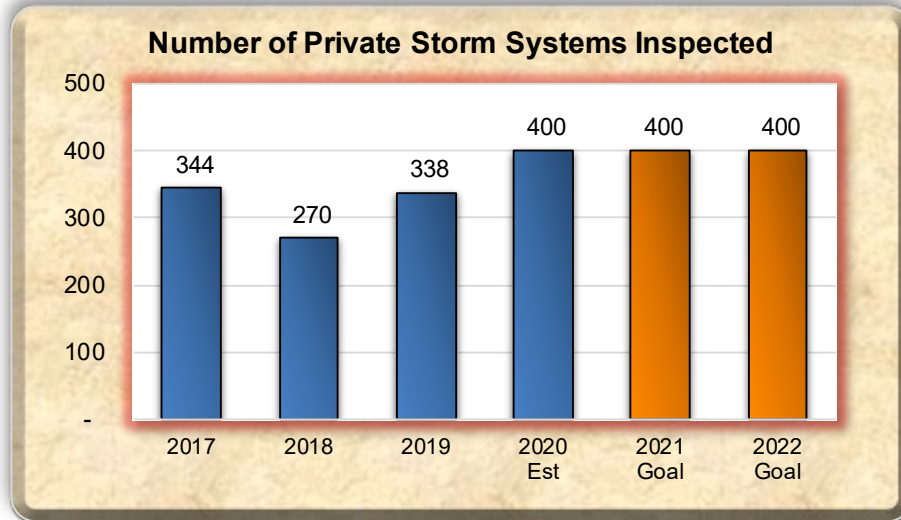




## PERFORMANCE MEASURES - ENGINEERING

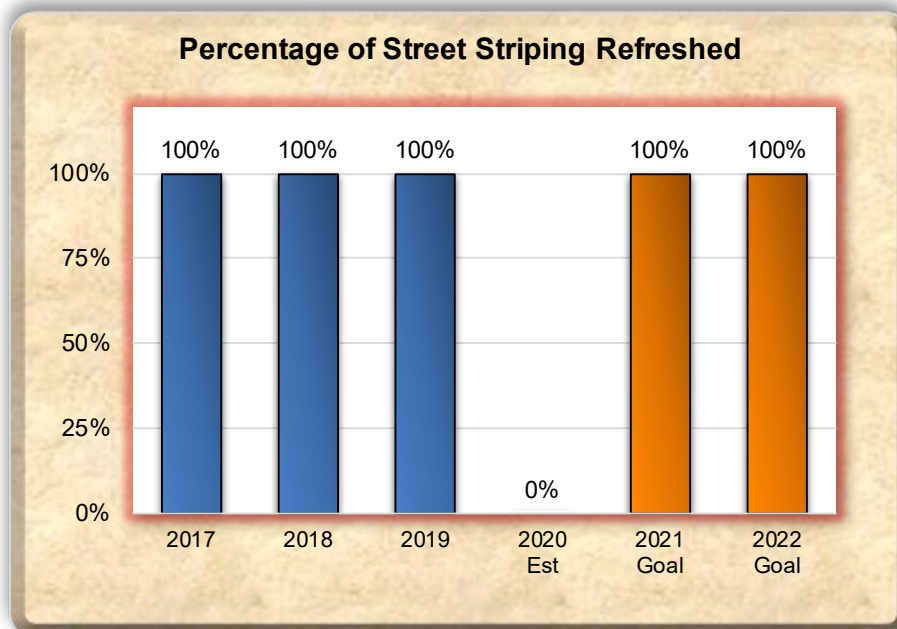
### Number of Private Storm Systems Inspected

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



### Percentage of Street Striping Refreshed

The City is responsible for maintaining the delineation of travel lanes on streets within the City. Each year the painted striping fades due to weather and traffic. The City contracts out the work to refresh the striping, and our goal is to complete 100% of the streets that have painted channelization annually to improve safety for the traveling public. Refreshing of street paint marking was deferred until 2021 due to budget restrictions and less vehicular traffic associated with COVID-19.



**Department Budget**

<b>001.32 Engineering</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>Expenditures</b>					
Salaries & Wages	1,968,356	2,224,365	2,012,565	1,593,225	1,691,136
Personnel Benefits	929,356	1,210,871	1,017,621	815,927	865,189
Supplies	26,122	23,050	23,050	18,700	18,800
Services & Charges	354,548	508,255	479,005	336,760	360,960
Capital Outlay	-	-	-	88,000	-
Interfund Payments For Service	435,436	459,800	459,800	481,450	492,200
<b>DEPARTMENT TOTAL</b>	<b>\$ 3,713,817</b>	<b>\$ 4,426,341</b>	<b>\$ 3,992,041</b>	<b>\$ 3,334,062</b>	<b>\$ 3,428,285</b>

**Department Employees**

<b>001 Engineering FTEs</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Engineering FTEs	55.00	55.00	55.00	55.00	55.00
<b>TOTAL ENGINEERING FTEs</b>	<b>55.00</b>	<b>55.00</b>	<b>55.00</b>	<b>55.00</b>	<b>55.00</b>

Full Time Equivalent (FTE)

## STREETS DIVISION

### Mission Statement

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

### Department Overview

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

The Streets Division has over 245 centerline miles of roadways to maintain. Some of the key maintenance duties include pavement patching, crack sealing, snow and ice removal, alley and shoulder grading, sidewalk maintenance and repair, street lighting, signs, and traffic markings. In addition, Maintenance and Operations Services is responsible for general vegetation management along streets and storm pond facilities within the City. Landscaped median islands are maintained by the Parks Department.

### Accomplishments and Objectives

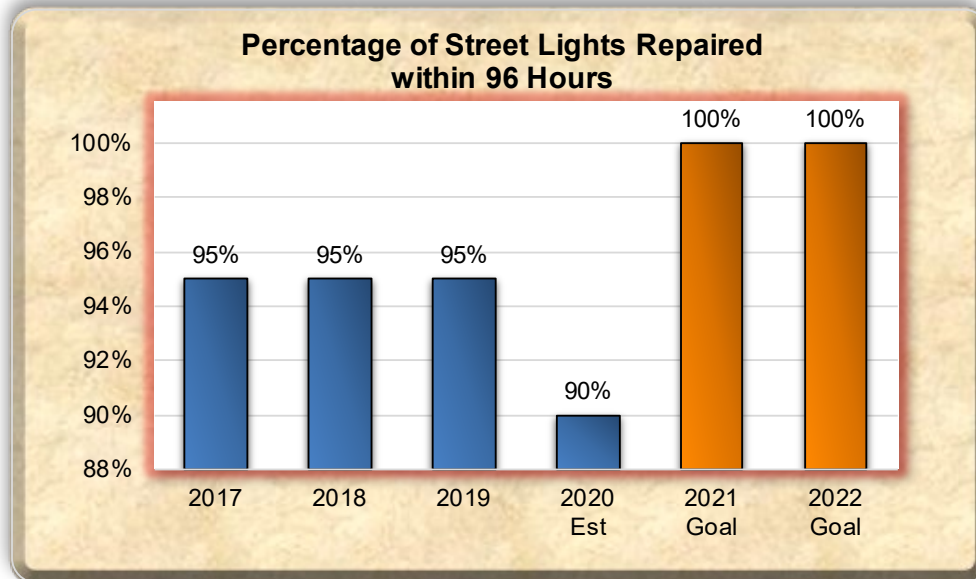
2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>The City's goal is to inspect 100% of regulatory/warning signs twice yearly for reflectivity.</li> </ul>	<ul style="list-style-type: none"> <li>100% Inspected in 2019. 50% in 2020 due to COVID-19 impacts with an additional inspection planned for fall.</li> </ul>	
<ul style="list-style-type: none"> <li>Utilize new equipment to address safety issues in a more cost effective and timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>A new slab jack machine is being utilized to eliminate trip hazards without the need to replace full sidewalk panels.</li> </ul>	<ul style="list-style-type: none"> <li>Utilize new equipment to address safety issues in a more cost effective and timely manner.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to provide ongoing support to the City's traffic calming program through the placement of appropriate traffic calming measures as directed by Engineering Services.</li> </ul>	<ul style="list-style-type: none"> <li>M&amp;O installed speed cushions at S. 292nd St/59th Ave S, and on E. Main St east of R St. Speed radar feedback signs were installed on S. 296th St, 53rd St SE, 46th Pl. S, and Thomas Ave SE. 87 Speed Studies were completed by Engineering.</li> </ul>	<ul style="list-style-type: none"> <li>This goal has been moved to the Engineering division.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to update inventory of new street light systems.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Continue to update inventory of new street light systems as they come on line in our asset management system.</li> </ul>
<ul style="list-style-type: none"> <li>Increase frequency of pothole patrols in order to address known areas with a high potential of failure.</li> </ul>	<ul style="list-style-type: none"> <li>We are performing weekly patrols in areas with high potential of failure.</li> </ul>	

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Continue ongoing repair or replacement of damaged and worn street signs.</li> </ul>	<ul style="list-style-type: none"> <li>Repairs have been ongoing with a large percentage of mast arm signs replaced in the downtown corridor.</li> </ul>	
<ul style="list-style-type: none"> <li>Continue to increase grind and patch operations to postpone the need for total road surface replacement.</li> </ul>	<ul style="list-style-type: none"> <li>Progress on this goal was slowed in 2020 due to COVID-19 impacts.</li> </ul>	
		<ul style="list-style-type: none"> <li>Obtain 75% completion of the Sign Shop Inventory in our asset database.</li> </ul>
		<ul style="list-style-type: none"> <li>Continue improvements related to the equity and inclusion goals of the City. This includes review of our processes and programs to remove barriers to service for all customers and continuing to develop a diverse work force.</li> </ul>

## PERFORMANCE MEASURES - STREET DEPARTMENT

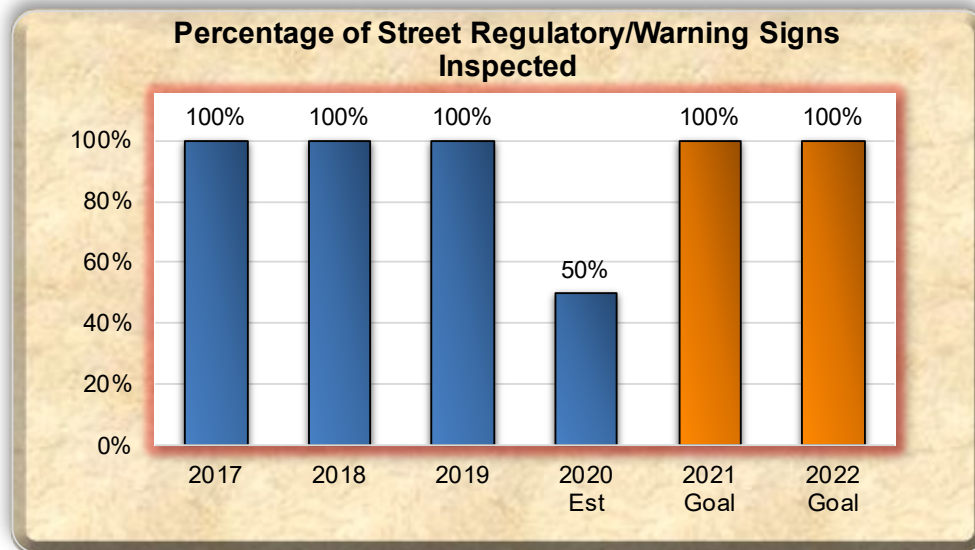
### Street Lights Repaired within 96 Hours

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



### Street Sign Reflectivity

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



**Department Budget**

<b>001.42 Streets</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>Expenditures</b>					
Salaries & Wages	1,061,893	1,086,263	1,109,963	1,167,364	1,220,222
Personnel Benefits	589,152	688,875	653,375	645,784	675,062
Supplies	198,460	216,300	216,300	230,800	230,800
Services & Charges	1,210,061	1,194,039	1,194,039	1,313,320	1,332,720
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	645,023	673,200	673,200	734,800	739,000
<b>DEPARTMENT TOTAL</b>	<b>\$ 3,704,589</b>	<b>\$ 3,858,677</b>	<b>\$ 3,846,877</b>	<b>\$ 4,092,068</b>	<b>\$ 4,197,804</b>

**Department Employees**

<b>001 Street FTEs</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Street FTEs	20.00	21.00	21.00	21.00	21.00
<b>TOTAL STREET FTEs</b>	<b>20.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>

Full Time Equivalent (FTE)

1.0 FTE - The 2019/2020 Adopted Budget included an additional Maintenance Worker position.

## SPECIAL REVENUE FUNDS

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

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

Fund 103 - Local Street Fund, created in 2005, is primarily funded by real estate excise tax (REET) funds in 2021-22.

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

## Accomplishments and Objectives

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Continue to fund Lakeland Hills to Transit Center Shuttle and Community Circulator Services and look for other opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>The agreement to continue to the Lakeland Hills Shuttle was extended for an additional 5-year period in 2020. King County Metro has discontinued the program that funded the Community Circulator Services.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to fund Lakeland Hills to Transit Center Shuttle and look for other opportunities for funding and to create new shuttle routes within Auburn.</li> </ul>
<ul style="list-style-type: none"> <li>Continue Annual Street Preservation Improvements on both Local and Arterial/Collector Streets through identified funding, maintenance, and grant funding where applicable.</li> </ul>	<ul style="list-style-type: none"> <li>In 2019 and 2020, construction of the following preservation projects was underway or completed:               <ul style="list-style-type: none"> <li>2019 and 2020 crack seal of various arterial and collector roads</li> <li>2019 Local Street Reconstruction Project - (4th Street NE from R to 4th Place, M Street SE from 25th to 28th)</li> <li>2019 Citywide Patch and Overlay Project - (Peasley Canyon Road, Ellingson Road, A Street SW, West Valley Highway)</li> <li>A Street SE Grind and Overlay from Main Street to 17th Street</li> <li>Auburn Way Grind and Overlay from SR 18 to 22nd Street NE</li> <li>Full rebuild of 15th Street NW from Terrace Drive to West Valley Highway</li> <li>Grind and Overlay of 15th Street NW from West Valley Highway to SR 167</li> </ul> </li> <li>In 2020, the design of the following preservation projects was underway:               <ul style="list-style-type: none"> <li>Lakeland Hills Way Grind and Overlay between 57th Drive SE and Lake Tapps Drive</li> <li>Full re-build of I Street SE from Main to 4th</li> <li>Grind and Overlay of various streets in the Riverwalk &amp; Forest Villa neighborhoods</li> <li>Bridge Decks Preservation of the 3rd Street SW bridges and the Lea Hill Road Bridge</li> <li>Full rebuild of 2nd Street SE from Auburn Way to Auburn Avenue.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Work with City Council to identify and implement a sustainable funding source for the local street preservation program.</li> </ul>

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Continue to invest in bicycle and safety improvements on arterial streets.</li> </ul>	<ul style="list-style-type: none"> <li>The design of the F Street non-motorized improvement project was completed and construction began in 2020.</li> <li>A new Rapid Rectangular Flashing Beacon (RRFB) was constructed at the 44th Street NE Interurban Trail crossing, and the design of an RRFB at the 37th Street NW trail crossing was completed. Construction of this improvement is programmed to be completed during 2020.</li> </ul>	
<ul style="list-style-type: none"> <li>Continue to make improvements to existing pedestrian facilities and construct new pedestrian facilities as funding allows.</li> </ul>	<ul style="list-style-type: none"> <li>Pedestrian improvements were completed along Auburn Ave to the south of Auburn Way N, including a new RRFB crossing location. Sidewalk was completed along the north side of Auburn Way South sidewalk between 17th Street SE and Muckleshoot Plaza.</li> <li>New RRFB crossing locations have been designed at the 124th Ave SE/SE 316th Street and 37th Street SE/D Street SE intersections. Construction of these are anticipated to be completed during 2020.</li> <li>The design of the F Street Non-Motorized Improvements project was completed and construction started in 2020. Multiple sidewalk panels were replaced and curb ramps installed/upgraded throughout the City to meet Americans with Disabilities Act (ADA) Requirements.</li> <li>Grant applications for the remaining sidewalk gap along the east side of M Street SE between 8th Street SE and 12th Street SE, the Auburn Way S south side sidewalk, and the Safe Routes to Schools funding for 124th Ave SE and SE 304th Street on Lea Hill were submitted in 2020.</li> </ul>	
<ul style="list-style-type: none"> <li>Continue to invest in maintenance and upgrades to existing traffic signal infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing upgrades to traffic signal cabinets and controllers have improved stability of the system, reducing ongoing emergency callouts.</li> <li>The upgrade of pedestrian signal heads to ADA-compliant countdown heads was completed throughout the City.</li> <li>Back plates on signal heads have been installed at all locations except those where signal projects are programmed in the Transportation Improvement Program (TIP).</li> </ul>	
<ul style="list-style-type: none"> <li>Complete various programmed preliminary engineering studies for roadway corridors.</li> </ul>	<ul style="list-style-type: none"> <li>Studies were completed for the Lea Hill Road Corridor and the R Street SE Corridor. The A Street SE corridor study is anticipated to be completed by the end of 2020.</li> <li>At this time, no additional corridor studies are identified. The focus will be to start implementing the improvements identified in the corridor studies completed to date.</li> </ul>	
<ul style="list-style-type: none"> <li>Continue to develop and refine projects for scope and estimated costs to better position these projects for potential grant funding opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>As grant opportunities arise, staff are working to identify projects to submit and are developing detailed cost estimates. TIP projects are typically considered first depending on the grant criteria, to limit the need to develop new project scopes and budgets for grant applications.</li> </ul>	



2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Continue to implement Dynamic Message Signs within the City for better communication with drivers.</li> </ul>	<ul style="list-style-type: none"> <li>A new Dynamic Message Sign was constructed along S 277th Street to the east of Auburn Way N during 2019. Two new Dynamic Message Signs have been designed (15th Street NW and Lake Tapps Parkway). Construction of both signs is anticipated to be completed in 2020.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement plan for usage of dynamic message signs (DMS Signs) and for additional Intelligent Transportation Systems (ITS) improvements.</li> </ul>
<ul style="list-style-type: none"> <li>Complete the Lake Tapps Parkway ITS Expansion Project.</li> </ul>	<ul style="list-style-type: none"> <li>The project is currently under construction and is proposed to be completed by the end of 2020.</li> </ul>	
<ul style="list-style-type: none"> <li>Begin design and construction of a roundabout at the 320th and 116th intersection on Lea Hill if grant application is successful.</li> </ul>	<ul style="list-style-type: none"> <li>This project has been removed from the TIP and will remain in the Comprehensive Transportation Plan.</li> </ul>	
<ul style="list-style-type: none"> <li>Coordinate with Sound Transit on the Auburn Access Improvement Projects and potentially partner on the completion of City projects that may mitigate the Sound Transit project impacts.</li> </ul>	<ul style="list-style-type: none"> <li>The City was awarded grant funds from Sound Transit to improve access to transit. Funds were awarded for the design and construction of the Regional Growth Center Access project. Sound Transit has also agreed to provide funding towards the design of the A Street Loop project to improve egress from the proposed second parking garage at Auburn Station.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to seek partnership opportunities with Sound Transit to improve access to transit, speed and reliability.</li> </ul>
<ul style="list-style-type: none"> <li>Complete design and begin construction on the Lea Hill Safe Routes to School project if grant application is successful.</li> </ul>	<ul style="list-style-type: none"> <li>Grant funding was not awarded. A new grant application was submitted to WSDOT in 2020.</li> </ul>	
		<ul style="list-style-type: none"> <li>Complete comprehensive coordination with street and other utility projects to determine where needs may overlap to obtain efficiency in contracting, realize economies of scale for projects, and reduce impacts to the public caused by construction.</li> </ul>
		<ul style="list-style-type: none"> <li>Continue to pursue and develop a Partnership with the Muckleshoot Indian Tribe (MIT) on transportation improvements that have mutual benefit to MIT and the City.</li> </ul>
		<ul style="list-style-type: none"> <li>Continue improvements related to the equity and inclusion goals of the City. This includes review of our programs to remove barriers to service for all customers.</li> </ul>

**Fund Budget**

<b>102 Arterial Streets</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>Revenues</b>					
Beginning Fund Balance	2,062,371	1,970,223	1,970,223	1,015,159	427,309
Federal Grants	644,372	5,535,770	3,680,020	1,153,750	450,000
State Grants	-	450,000	30,020	419,980	-
State Entitlements (Motor Vehicle Fuel Tax)	641,601	197,000	90,000	620,000	620,000
Other Transportation Fees	-	-	-	500,000	1,500,000
Other Governmental Agencies	-	280,000	-	-	100,000
Investment Income	42,766	11,600	-	6,200	2,100
Developer Contributions	-	-	-	-	250,000
Operating Transfers In	717,223	3,370,194	2,143,465	2,248,150	2,856,200
<b>Total Revenues</b>	<b>\$ 4,108,332</b>	<b>\$11,814,787</b>	<b>\$ 7,913,728</b>	<b>\$5,963,239</b>	<b>\$6,205,609</b>
<b>Expenditures</b>					
Salaries & Wages	209,754	283,600	283,600	250,000	291,400
Personnel Benefits	104,866	113,400	113,400	100,000	116,600
Services & Charges	328,197	400,000	400,000	180,000	185,000
Capital Outlay	1,069,329	10,096,046	5,813,869	4,729,980	5,037,000
Interfund Payments For Service	74,645	80,100	80,100	69,050	56,200
Debt Service Principal	197,376	197,400	197,400	197,400	197,400
Debt Service Interest	10,746	10,200	10,200	9,500	8,800
Transfer Out	143,196	-	-	-	-
Ending Fund Balance	1,970,223	634,041	1,015,159	427,309	313,209
<b>Total Expenditures</b>	<b>\$ 4,108,332</b>	<b>\$11,814,787</b>	<b>\$ 7,913,728</b>	<b>\$5,963,239</b>	<b>\$6,205,609</b>

Fund 103 - Local Street Fund, was created in 2005. The original funding source was property taxes, and from 2013 to 2018 the revenue budget was from sales tax on construction. Since 2019, the revenue budget has been from real estate excise taxes allocated for local street repair.

### Fund Budget

103 Local Streets	2019 Actual	2020 Adjusted Budget	2020 Estimate	2021 Budget	2022 Budget
<b>Revenues</b>					
Beginning Fund Balance	2,799,957	2,550,612	2,550,612	1,321,778	1,318,428
Investment Income	71,732	-	-	10,600	10,500
Transfer In - from REET1 & REET2	1,750,000	1,750,000	1,050,000	2,200,000	1,500,000
Transfer In - from W/S/SWM Utility	150,000	150,000	150,000	150,000	150,000
<b>Total Revenues</b>	<b>\$ 4,771,689</b>	<b>\$ 4,450,612</b>	<b>\$ 3,750,612</b>	<b>\$ 3,682,378</b>	<b>\$ 2,978,928</b>
<b>Expenditures</b>					
Salaries & Wages	80,096	112,870	112,870	167,900	106,100
Personnel Benefits	38,152	49,521	49,521	67,100	42,400
Supplies	-	-	-	-	-
Services & Charges	22,787	700	700	700	700
Capital Outlay	2,065,502	2,950,143	2,250,143	2,115,000	1,501,500
Interfund Payments For Service	14,540	15,600	15,600	13,250	13,800
Transfer Out	-	-	-	-	-
Ending Fund Balance	2,550,612	1,321,778	1,321,778	1,318,428	1,314,428
<b>Total Expenditures</b>	<b>\$ 4,771,689</b>	<b>\$ 4,450,612</b>	<b>\$ 3,750,612</b>	<b>\$ 3,682,378</b>	<b>\$ 2,978,928</b>

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

### Fund Budget

<b>105 Arterial Street Preservation</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>Revenues</b>					
Beginning Fund Balance	2,044,459	2,041,919	2,041,919	1,606,304	1,514,104
Utility Taxes	1,944,455	193,700	-	2,040,400	2,047,400
Federal Grants	1,226,279	3,290,339	3,290,339	220,000	-
State Grants	-	590,250	69,000	521,250	-
Investment Income	41,765	13,000	-	12,400	11,400
Miscellaneous Revenue	80,604	-	-	-	-
Operating Transfer In	632,659	2,618,020	2,618,020	-	-
<b>Total Revenues</b>	<b>\$ 5,970,221</b>	<b>\$ 8,747,228</b>	<b>\$ 8,019,278</b>	<b>\$ 4,400,354</b>	<b>\$ 3,572,904</b>
<b>Expenditures</b>					
Salaries & Wages	371,495	218,600	218,600	134,300	122,000
Personnel Benefits	185,767	87,400	87,400	53,700	48,800
Supplies	-	-	-	-	-
Services & Charges	76,809	-	-	25,000	150,000
Capital Outlay	3,294,231	6,903,224	6,106,974	2,623,250	1,629,200
Interfund Payments For Service	-	-	-	-	-
Transfer Out	-	-	-	50,000	185,000
Ending Fund Balance	2,041,919	1,538,004	1,606,304	1,514,104	1,437,904
<b>Total Expenditures</b>	<b>\$ 5,970,221</b>	<b>\$ 8,747,228</b>	<b>\$ 8,019,278</b>	<b>\$ 4,400,354</b>	<b>\$ 3,572,904</b>

## WATER UTILITY

### Mission Statement

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

### Department Overview

The Water Utility is responsible for providing potable water to Auburn's customers that meets or exceeds the regulations and recognized standards of today and into the future by efficiently administering, testing, operating, and maintaining the water supply system. The water is supplied from wells and springs within the City, with additional supply available from the regional surface water system for emergencies and for future growth in water demands beyond 2030. The primary responsibility of the Water Utility is implementing the policies and projects in the Comprehensive Water Plan. The utility will also continue to enhance its customer service through public education and information.

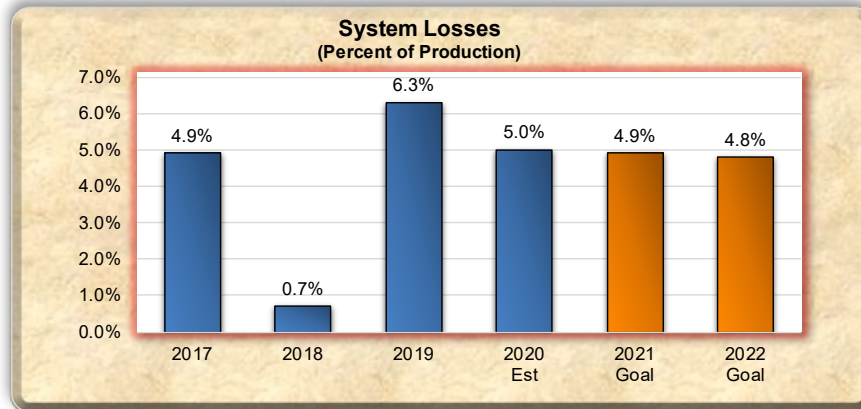
### Accomplishments and Objectives

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Complete construction of the Coal Creek Springs Transmission Main Replacement project.</li> </ul>	<ul style="list-style-type: none"> <li>Completed 90% of design work related to this project.</li> </ul>	<ul style="list-style-type: none"> <li>Complete construction of the Coal Creek Springs Transmission Main Replacement project.</li> </ul>
<ul style="list-style-type: none"> <li>Complete construction of the Green River Emergency Power project.</li> </ul>	<ul style="list-style-type: none"> <li>Project completed.</li> </ul>	
<ul style="list-style-type: none"> <li>Evaluate water rights transfer requirements and determine next steps for the rights obtained from Algona.</li> </ul>	<ul style="list-style-type: none"> <li>Developed consultant scope for this evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>Complete water rights evaluation and develop a plan for water rights transfer.</li> </ul>
<ul style="list-style-type: none"> <li>Continue Unidirectional Flushing Program in the Academy and Lakeland Hills service areas.</li> </ul>	<ul style="list-style-type: none"> <li>Completed Unidirectional Flushing in the Academy and Lea Hill service areas.</li> </ul>	
<ul style="list-style-type: none"> <li>The water conservation program's goal is to reduce water use by 1% per year from current usage levels until the conservation goal is reached, which is expected in 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Reached conservation goal of 172 gallons per day per Equivalent Residential Unit (gpd/ERU) in 2 of the past 5 years.</li> </ul>	
<ul style="list-style-type: none"> <li>Continue monitoring system losses and fix leaks when found to meet the 10% limit mandated by the State Department of Health.</li> </ul>	<ul style="list-style-type: none"> <li>The system has remained below the mandated 10% loss limit since 2015.</li> </ul>	
<ul style="list-style-type: none"> <li>Complete design and construction of Meter Vault Replacement project.</li> </ul>	<ul style="list-style-type: none"> <li>Project completed.</li> </ul>	

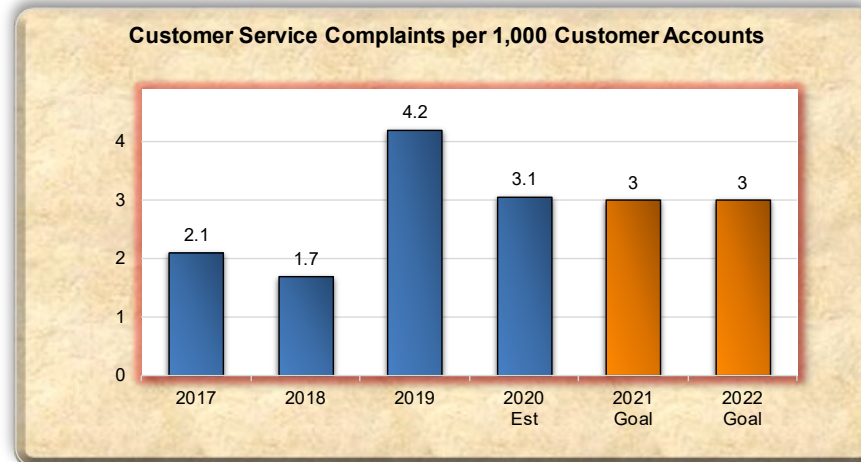
2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Initiate design and complete construction of the Academy Pump Station #1 Replacement</li> </ul>	<ul style="list-style-type: none"> <li>Design completed.</li> </ul>	<ul style="list-style-type: none"> <li>Complete construction of the Academy Pump Station #1 Replacement.</li> </ul>
<ul style="list-style-type: none"> <li>Initiate Lead Service Line Replacement program.</li> </ul>	<ul style="list-style-type: none"> <li>Identified all lead goosenecks, secured state funding, and completed 50% design.</li> </ul>	<ul style="list-style-type: none"> <li>Complete Lead Service Line Replacement program.</li> </ul>
<ul style="list-style-type: none"> <li>Initiate Deduct Meter Replacement program.</li> </ul>	<ul style="list-style-type: none"> <li>Completed Phase 1 of the deduct replacement program</li> </ul>	<ul style="list-style-type: none"> <li>Complete Deduct Meter Replacement program.</li> </ul>
<ul style="list-style-type: none"> <li>Initiate an air/vacuum release valve inspection and maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Completed initial inspection of all air vacuums.</li> </ul>	
		<ul style="list-style-type: none"> <li>Complete filing for an extension of the required Comprehensive Water Plan update by May 2022.</li> </ul>
		<ul style="list-style-type: none"> <li>Replace existing water sample locations with new sampling stands.</li> </ul>
		<ul style="list-style-type: none"> <li>Continue improvements related to the equity and inclusion goals of the City. This includes review of our processes and programs to remove barriers to service for all customers and continuing to develop a diverse work force.</li> </ul>
		<ul style="list-style-type: none"> <li>Implement design and construction of projects funded by 2020 revenue bond issuance.</li> </ul>

**PERFORMANCE MEASURES - WATER FUND****System Losses**

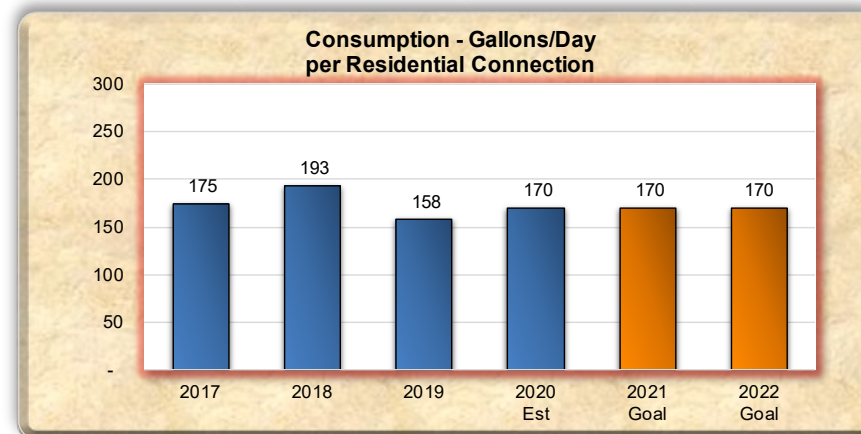
A program was developed to minimize losses in the system which includes leak detection and meter testing/replacement. System loss is the amount of water produced less the amount of water sold or authorized for beneficial use.

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

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

**Residential Consumption**

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



**2021-2022 Working Capital Budget**

City of Auburn		2019	2020	2020	2021	2022
430 Water (includes 460 Water - Capital)		Actual	Adjusted Budget	Estimate	Budget	Budget
<b>OPERATING FUND:</b>						
OPERATING REVENUES						
343.400	Water Sales	14,783,928	14,592,400	14,592,400	16,129,990	16,813,640
343.401-900	Other Charges for Service	279,127	187,000	87,600	181,210	181,010
361.110-119	Interest Earnings	232,492	-	-	113,100	73,400
362.500	Rents, Leases and Concessions	33,978	30,000	30,000	30,000	30,000
Other	Miscellaneous Revenue	1,896,459	18,971,721	13,833,200	2,695,000	2,200,000
<b>TOTAL OPERATING REVENUES</b>		<b>\$ 17,225,984</b>	<b>\$ 33,781,121</b>	<b>\$ 28,543,200</b>	<b>\$19,149,300</b>	<b>\$19,298,050</b>
OPERATING EXPENDITURES						
534.000.10	Salaries & Wages	2,383,096	2,522,053	2,454,253	2,866,306	2,966,426
534.000.20	Benefits	939,264	1,446,108	1,416,958	1,503,001	1,561,388
534.000.30	Supplies	315,807	364,244	364,244	359,850	359,850
534.000.40	Services & Charges	3,129,163	4,520,767	4,520,767	4,724,100	4,687,130
597.100.55	Operating Transfers Out to Capital Subfund	-	13,557,400	10,851,000	10,643,610	9,224,010
597.100.55	Other Operating Transfers Out	77,782	3,053,200	100,000	408,166	50,000
590.100.75	Debt Service Principal	1,585,361	1,638,200	881,700	1,816,200	1,648,600
534.000.83	Debt Service Interest	658,808	1,064,200	934,800	809,200	745,400
590.100.05	Net Increase in Restricted Assets	2,159,304	-	-	-	-
534.000.90	Interfund Payments for Service	1,749,550	1,844,067	1,844,067	1,937,400	2,023,350
<b>TOTAL OPERATING EXPENDITURES</b>		<b>\$ 12,998,136</b>	<b>\$ 30,010,239</b>	<b>\$ 23,367,789</b>	<b>\$25,067,833</b>	<b>\$23,266,154</b>
<b>REVENUES LESS EXPENDITURES</b>		<b>\$ 4,227,848</b>	<b>\$ 3,770,882</b>	<b>\$ 5,175,411</b>	<b>\$ (5,918,533)</b>	<b>\$ (3,968,104)</b>
BEGINNING WORKING CAPITAL - January 1		7,685,258	11,913,106	11,913,106	17,088,517	11,169,984
ENDING WORKING CAPITAL - December 31		11,913,106	15,683,988	17,088,517	11,169,984	7,201,880
<b>NET CHANGE IN WORKING CAPITAL (*)</b>		<b>\$ 4,227,848</b>	<b>\$ 3,770,882</b>	<b>\$ 5,175,411</b>	<b>\$ (5,918,533)</b>	<b>\$ (3,968,104)</b>
<b>CAPITAL FUND:</b>						
CAPITAL REVENUES						
333.970	Indirect Fed Grants - US Dept Of Homeland	300,507	-	-	-	-
334.018	State Grants - Military Dept	50,084	-	-	-	225,000
361.110	Investment Income	29,161	4,300	-	10,900	18,500
379.100	Developer Contributions	22,000	-	-	-	-
396.101	Capital-System Development	1,279,873	960,200	857,500	960,200	983,200
397.*	Operating Transfers in from Operations	-	13,557,400	10,851,000	10,643,610	9,224,010
397.*	Other Operating Transfers In	39,258	2,662,892	-	-	-
396/399	Other Revenues	1,966,980	-	-	-	-
<b>TOTAL CAPITAL REVENUES</b>		<b>\$ 3,687,863</b>	<b>\$ 17,184,792</b>	<b>\$ 11,708,500</b>	<b>\$11,614,710</b>	<b>\$10,450,710</b>
CAPITAL EXPENDITURES						
590.100.10	Salaries & Wages	253,850	353,600	353,600	535,700	500,000
590.100.20	Benefits	123,095	141,400	141,400	214,300	200,000
590.100.40	Services & Charges	183	400	400	21,800	22,300
590.100.6	Construction Projects	3,472,191	16,582,553	10,356,040	9,898,610	8,744,010
590.100.05	Net Change in Restricted Assets	1,656,740	-	-	-	-
590.100.55	Operating Transfers Out	69,220	50,000	50,000	-	-
<b>TOTAL CAPITAL EXPENDITURES</b>		<b>\$ 5,575,278</b>	<b>\$ 17,127,953</b>	<b>\$ 10,901,440</b>	<b>\$10,670,410</b>	<b>\$ 9,466,310</b>
BEGINNING WORKING CAPITAL - January 1		1,968,494	81,079	81,079	888,139	1,832,439
ENDING WORKING CAPITAL - December 31		81,079	137,918	888,139	1,832,439	2,816,839
<b>NET CHANGE IN WORKING CAPITAL (*)</b>		<b>\$ (1,887,415)</b>	<b>\$ 56,839</b>	<b>\$ 807,060</b>	<b>\$ 944,300</b>	<b>\$ 984,400</b>
Total Change in Working Capital		<b>\$ 2,340,433</b>	<b>\$ 3,827,721</b>	<b>\$ 5,982,471</b>	<b>\$ (4,974,233)</b>	<b>\$ (2,983,704)</b>

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



**Department Employees**

<b>430 Water FTEs</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Water FTEs	23.00	23.00	23.00	23.00	23.00
<b>TOTAL WATER FTEs</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>

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Full Time Equivalent (FTE)

## SEWER UTILITY

### Mission Statement

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

### Department Overview

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

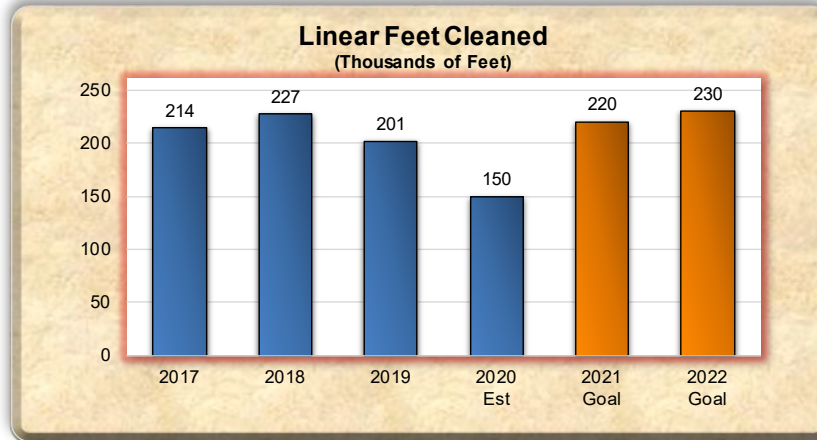
### Accomplishments and Objectives

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Verify/update installation date, record drawing reference, and materials for 75% of the system's sewer manholes and sewer mains.</li> </ul>	<ul style="list-style-type: none"> <li>Approximately 50% of existing manholes and sewer mains now have installation data stored in the asset management database (Cartegraph) and Geographic Information System (GIS). Developed a work plan for the remaining assets to be completed by GIS Inventory Technicians during the next biennium.</li> </ul>	<ul style="list-style-type: none"> <li>Verify/update all available installation dates, record drawing references, and materials for the system's sewer manholes and sewer mains.</li> </ul>
<ul style="list-style-type: none"> <li>Work with Innovation &amp; Technology to coordinate the use of the Cartegraph, GIS, and WinCan asset management tools.</li> </ul>	<ul style="list-style-type: none"> <li>Established editing processes for data within Cartegraph and GIS. Established extent of data transfer from WinCan to Cartegraph and GIS.</li> </ul>	
<ul style="list-style-type: none"> <li>Complete Pump Station Electrical Improvements project.</li> </ul>	<ul style="list-style-type: none"> <li>Under construction and expected to be complete in 2020.</li> </ul>	
<ul style="list-style-type: none"> <li>Assess the condition of the City's larger diameter lines.</li> </ul>	<ul style="list-style-type: none"> <li>Completed the Large Diameter Pipe Assessment in 2020.</li> </ul>	
<ul style="list-style-type: none"> <li>Begin Infiltration/Inflow (I/I) study to more precisely identify sources of I/I within Auburn's system.</li> <li>Participate in King County Wastewater Treatment Division's regional I/I reduction efforts.</li> </ul>	<ul style="list-style-type: none"> <li>By the end of 2020, will have installed 24 flow monitors at strategic points in the system which can be used to identify smaller sewer basins with significant I/I.</li> <li>Staff is serving as a member of the County's I/I Task Force as it develops plans for improved construction best management practices and side sewer inspections.</li> </ul>	<ul style="list-style-type: none"> <li>Using the results of two wet seasons of flow monitoring, identify basins with the highest I/I and conduct field investigations to identify conditions that may be contributing to I/I.</li> </ul>

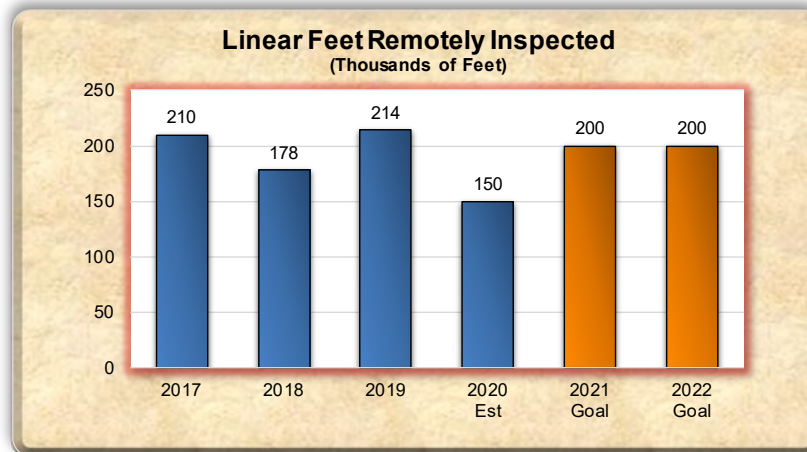
2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Complete design and construction of 2019 Sewer Repair and Rehabilitation (R&amp;R) Project.</li> </ul>	<ul style="list-style-type: none"> <li>Completed the portion of the original scope that involved installation of cured-in-place pipe installation, avoiding costly and impactful excavation in residential back yards. Prepared remaining sites to for the 2021 Repair and Rehabilitation project.</li> </ul>	<ul style="list-style-type: none"> <li>Initiate the 2021 Repair and Rehabilitation project.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to review service properties with Finance and the Innovation &amp; Technology department to assure each developed property connected to the system has a sewer billing account in Springbrook.</li> </ul>	<ul style="list-style-type: none"> <li>Requested Finance staff to correct billing records for each property discovered to be connected to the sewer system without a valid sewer account.</li> </ul>	
<ul style="list-style-type: none"> <li>Complete pre-design work for 22nd Street Pump Station Replacement in 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Deferred 22nd Street Station until 2025 due to capacity issues at the Rainier Ridge Pump Station. Completed pre-design work for Rainier Ridge in 2020.</li> </ul>	
		<ul style="list-style-type: none"> <li>Prepare growth projections and update hydraulic modeling for update to the Comprehensive Plan for completion and approval in 2024.</li> </ul>
		<ul style="list-style-type: none"> <li>Increase education and outreach of the Fats, Oils, and Grease (FOG) Program to reduce backups, trouble lines, and maintenance needs.</li> </ul>
		<ul style="list-style-type: none"> <li>Continue to engage with King County, component agencies, City staff, and elected leaders to negotiate a new agreement for sewage disposal.</li> </ul>
		<ul style="list-style-type: none"> <li>Complete comprehensive coordination with street and other utility projects to determine where needs may overlap to obtain efficiency in contracting, realize economy's of scale for projects, and reduce impacts to the public by construction.</li> </ul>
		<ul style="list-style-type: none"> <li>Continue improvements related to the equity and inclusion goals of the City. This includes review of our processes and programs to remove barriers to service for all customers and continuing to develop a diverse work force.</li> </ul>

**PERFORMANCE MEASURES - SEWER FUND****Linear Feet of Sanitary Sewer Pipe Cleaned**

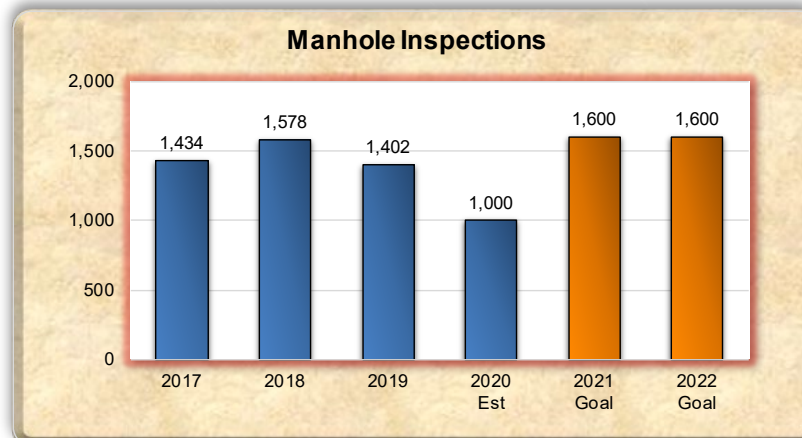
Pipe cleaning is conducted using a high-pressure sewer jet to scour & remove debris from the inside of the pipelines to prevent blockages.

**Linear Feet of Sanitary Sewer Remotely Inspected**

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

**Manhole Inspections**

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



**2021-2022 Working Capital Budget**

<b>431 Sewer (includes 461 Sewer - Capital)</b>					
	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>OPERATING FUND:</b>					
OPERATING REVENUES					
343.500 City Sewer Service	8,627,950	8,409,200	8,409,200	9,461,930	9,772,980
343.501-540 Other Charges for Service	180,578	145,000	41,400	139,700	139,500
361.110-118 Interest Earnings	139,211	-	-	69,100	80,400
Other Miscellaneous Revenue	723,208	69,000	21,200	-	-
<b>TOTAL OPERATING REVENUES</b>	<b>\$ 9,670,948</b>	<b>\$ 8,623,200</b>	<b>\$ 8,471,800</b>	<b>\$ 9,670,730</b>	<b>\$ 9,992,880</b>
OPERATING EXPENDITURES					
535.000.10 Salaries & Wages	1,402,374	1,511,111	1,506,611	1,709,833	1,766,683
535.000.20 Benefits	540,552	846,106	844,156	892,805	926,453
535.000.30 Supplies	79,160	164,550	164,550	163,050	166,050
535.000.40 Services & Charges	2,777,991	3,478,200	3,478,200	3,224,700	3,229,430
597.100.55 Operating Transfers Out to Capital Subfund	-	-	-	-	-
597.100.55 Other Operating Transfers Out	14,118	315,681	24,000	383,167	50,000
590.100.75 Debt Service Principal	575,497	596,700	318,400	449,300	457,100
535.100.83 Debt Service Interest	231,101	293,900	71,400	105,900	96,500
590.100.05 Net Increase in Restricted Assets	644,546	-	-	-	-
535.000.90 Interfund Payments for Service	1,375,901	1,443,267	1,443,267	1,578,600	1,629,750
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$ 7,641,240</b>	<b>\$ 8,649,515</b>	<b>\$ 7,850,584</b>	<b>\$ 8,507,355</b>	<b>\$ 8,321,966</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$ 2,029,708</b>	<b>\$ (26,315)</b>	<b>\$ 621,216</b>	<b>\$ 1,163,375</b>	<b>\$ 1,670,914</b>
BEGINNING WORKING CAPITAL - January 1	5,187,057	7,216,765	7,216,765	7,837,981	9,001,356
ENDING WORKING CAPITAL - December 31	7,216,765	7,190,450	7,837,981	9,001,356	10,672,270
<b>NET CHANGE IN WORKING CAPITAL (*)</b>	<b>\$ 2,029,708</b>	<b>\$ (26,315)</b>	<b>\$ 621,216</b>	<b>\$ 1,163,375</b>	<b>\$ 1,670,914</b>
<b>CAPITAL FUND:</b>					
CAPITAL REVENUES					
361.110 Investment Income	215,027	34,700	-	75,600	52,200
396.101 Capital-System Development	1,518,905	670,500	759,500	686,800	703,400
397.100 Operating Transfers in from Operations	-	-	-	-	-
397.100 Other Operating Transfers In	-	-	-	-	-
396.102 Capital-Assess/Area	898,707	-	-	-	-
361/396/399 Other Revenues	82,512	-	-	-	-
<b>TOTAL CAPITAL REVENUES</b>	<b>\$ 2,715,150</b>	<b>\$ 705,200</b>	<b>\$ 759,500</b>	<b>\$ 762,400</b>	<b>\$ 755,600</b>
CAPITAL EXPENDITURES					
590.100.10 Salaries & Wages	67,161	78,600	78,600	85,700	271,400
590.100.20 Benefits	32,369	31,400	31,400	34,300	108,600
590.100.40 Services & Charges	1,081	2,000	2,000	16,600	16,900
590.100.60 Construction Projects	859,668	3,959,842	3,135,300	3,263,000	3,419,000
590.100.05 Net Change in Restricted Assets	894,327	-	-	-	-
597.100.55 Operating Transfers Out	50,000	50,000	50,000	-	-
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$ 1,904,606</b>	<b>\$ 4,121,842</b>	<b>\$ 3,297,300</b>	<b>\$ 3,399,600</b>	<b>\$ 3,815,900</b>
BEGINNING WORKING CAPITAL - January 1	12,489,613	13,300,157	13,300,157	10,762,357	8,125,157
ENDING WORKING CAPITAL - December 31	13,300,157	9,883,515	10,762,357	8,125,157	5,064,857
<b>NET CHANGE IN WORKING CAPITAL (*)</b>	<b>\$ 810,544</b>	<b>\$ (3,416,642)</b>	<b>\$ (2,537,800)</b>	<b>\$ (2,637,200)</b>	<b>\$ (3,060,300)</b>
<b>Total Change in Working Capital</b>	<b>\$ 2,840,252</b>	<b>\$ (3,442,957)</b>	<b>\$ (1,916,584)</b>	<b>\$ (1,473,825)</b>	<b>\$ (1,389,386)</b>

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

**Department Employees**

<b>431 Sewer FTEs</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Sewer FTEs	10.00	10.00	10.00	10.00	10.00
<b>TOTAL SEWER FTEs</b>	<b>10.00</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)

## STORM UTILITY

### Mission Statement

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

### Department Overview

The Storm Utility's engineering duties include comprehensive system planning, compliance with the requirements of the Western Washington Phase II Municipal Stormwater Permit under the National Pollutant Discharge Elimination System (NPDES) regulations, review of development applications, conception and implementation of capital improvement projects, and system budget management. Key operational duties include general system maintenance, minor repair and construction, and day-to-day operations. The City is responsible for the collection, transmission, treatment, and disposal of surface waters to Mill Creek and the Green and White rivers.

### Accomplishments and Objectives

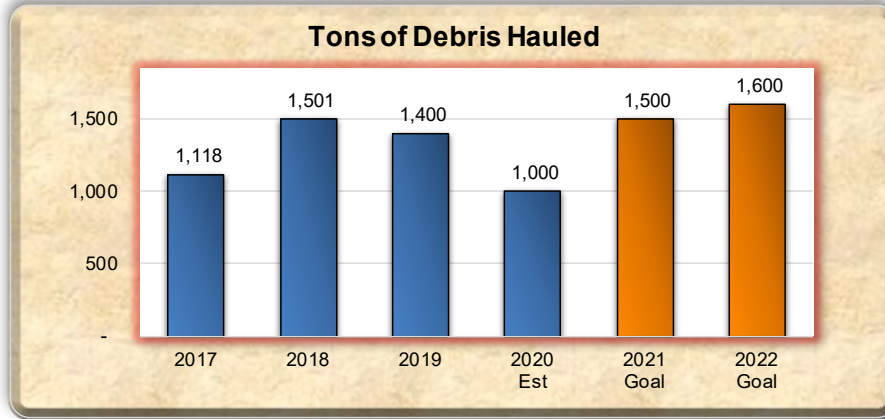
2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Complete the storm drainage inventory process and update utility records by performing records evaluation and field investigations, thereby improving the overall management of City storm assets.</li> </ul>	<ul style="list-style-type: none"> <li>Continued to update the storm drainage inventory through records evaluation and field investigations.</li> </ul>	<ul style="list-style-type: none"> <li>Complete the 9-year program to map and document the attributes of the City's storm drainage assets by mid-2021.</li> </ul>
<ul style="list-style-type: none"> <li>Develop and implement a citywide ditch maintenance, cleaning and rehabilitation program to remove accumulated sediment and vegetation.</li> </ul>	<ul style="list-style-type: none"> <li>Began implementation of the ditch maintenance cleaning program in the rural areas of the City.</li> </ul>	<ul style="list-style-type: none"> <li>Continue implementation of the ditch maintenance program.</li> </ul>
<ul style="list-style-type: none"> <li>Maintain compliance with our catch basin inspection and cleaning program as mandated by the NPDES Phase II Permit.</li> </ul>	<ul style="list-style-type: none"> <li>The City continues to be compliant with the NPDES Phase II Permit catch basin inspection and cleaning requirements. Performed 5,871 catch basin inspections in 2019. 2020 Inspections may be below targets due to COVID-19 impacts.</li> </ul>	
<ul style="list-style-type: none"> <li>Replace and/or install new storm drainage conveyance capacity improvements in conjunction with the arterial and local street improvement projects.</li> </ul>	<ul style="list-style-type: none"> <li>The Storm Utility has coordinated to implement the replacement and installation of new storm drainage conveyance capacity improvements in conjunction with the arterial and local street improvement projects.</li> </ul>	<ul style="list-style-type: none"> <li>Complete comprehensive coordination with street and other utility projects to determine where needs may overlap to obtain efficiency in contracting, realize economies of scale for projects, and reduce impacts to the public.</li> </ul>

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Implement and manage the City's West Nile Virus abatement program at the City's constructed stormwater ponds.</li> </ul>	<ul style="list-style-type: none"> <li>The City continued to implement and manage the West Nile Virus abatement program at the City's constructed stormwater ponds. This service was provided at 89 and 91 constructed stormwater ponds respectively for 2019-2020.</li> </ul>	
<ul style="list-style-type: none"> <li>Manage the City's capital project wetland mitigation site monitoring program.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing monitoring coordination and agency reporting occurred for the two capital project wetland mitigation sites.</li> </ul>	
<ul style="list-style-type: none"> <li>Manage and implement an ongoing public education and outreach program to targeted audiences to comply with the NPDES permit.</li> </ul>	<ul style="list-style-type: none"> <li>Multilingual outreach and technical assistance to Auburn businesses on pollution prevention / spill kit best management practices were provided in 2019-2020.</li> <li>Implemented school education program for general stormwater and natural resource protection.</li> </ul>	<ul style="list-style-type: none"> <li>Continue remote learning and outreach for school program and business pollution prevention program until normal operations resume after the COVID-19 pandemic.</li> </ul>
		<ul style="list-style-type: none"> <li>Continue improvements related to the equity and inclusion goals of the City. This includes review of our processes and programs to remove barriers to service for all customers and continuing to develop a diverse work force.</li> </ul>
		<ul style="list-style-type: none"> <li>Prepare growth projections and update hydraulic modeling for update to the Comprehensive Plan for completion and approval in 2024.</li> </ul>

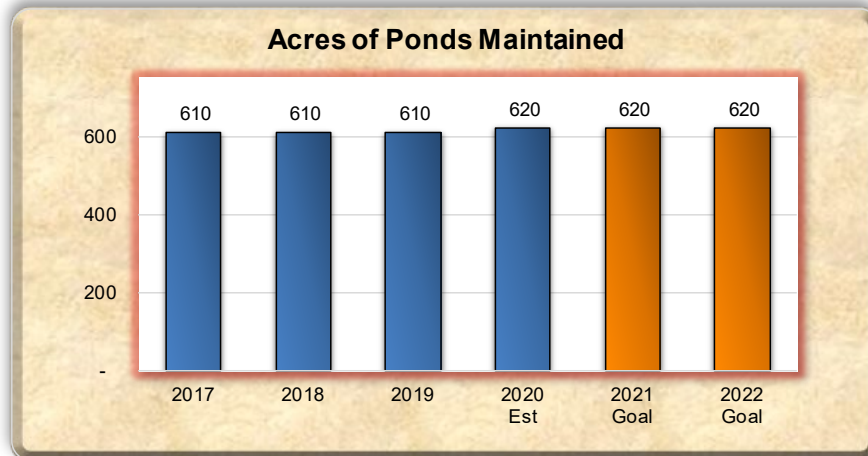


**PERFORMANCE MEASURES - STORM DRAINAGE FUND****Tons of Debris Hauled**

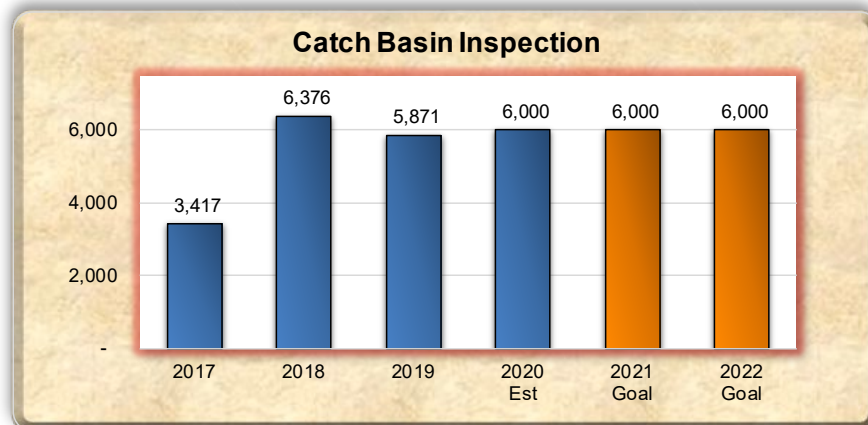
Increase is due to National Pollutant Discharge Elimination System (NPDES) requirements to inspect and clean, as necessary, all catch basins within the City during the permit cycle period. The 2021 and 2022 goals are based on the annual average required to meet NPDES permit conditions.

**Acres of Storm Drainage Ponds Maintained**

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

**Catch Basin Inspection**

The NPDES permit requires the inspection of all catch basins within the City during a permit cycle period. The 2021 and 2022 goals are based on the anticipated annual average required to meet permit conditions.



**2021-2022 Working Capital Budget**

<b>432 Storm Drainage (includes 462 Storm Drainage - Capital)</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>OPERATING FUND:</b>					
OPERATING REVENUES					
343.830 Storm Service Charge	10,002,648	10,203,200	10,158,900	10,451,550	10,706,170
343.831-840 Other Charges for Service	107,842	125,000	75,900	155,500	155,200
361.110-119 Interest Earnings	134,914	-	-	79,100	90,500
Other Miscellaneous Revenue	848,717	56,000	-	-	-
<b>TOTAL OPERATING REVENUES</b>	<b>\$ 11,094,121</b>	<b>\$ 10,384,200</b>	<b>\$ 10,234,800</b>	<b>\$ 10,686,150</b>	<b>\$ 10,951,870</b>
OPERATING EXPENDITURES					
535.000.10 Salaries & Wages	2,348,116	2,574,037	2,569,537	2,669,368	2,834,329
535.000.20 Benefits	920,498	1,437,619	1,435,669	1,400,208	1,461,232
535.000.30 Supplies	80,710	84,550	84,550	82,050	82,050
535.000.40 Services & Charges	1,599,952	2,070,740	2,070,740	2,135,830	2,108,970
597.100.55 Operating Transfers Out to Capital Subfund	-	-	-	-	-
597.100.55 Other Operating Transfers Out	88,357	391,081	100,500	444,667	124,000
590.100.72 Debt Service Principal	452,418	470,100	229,600	350,900	363,700
535.100.83 Debt Service Interest	293,420	346,700	160,600	187,000	173,700
590.100.05 Net Increase in Restricted Assets	1,077,023	-	-	-	-
535.000.90 Interfund Payments for Service	1,790,014	1,838,700	1,838,700	2,096,200	2,135,300
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$ 8,650,509</b>	<b>\$ 9,213,527</b>	<b>\$ 8,489,896</b>	<b>\$ 9,366,223</b>	<b>\$ 9,283,281</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$ 2,443,612</b>	<b>\$ 1,170,673</b>	<b>\$ 1,744,904</b>	<b>\$ 1,319,927</b>	<b>\$ 1,668,589</b>
BEGINNING WORKING CAPITAL - January 1	4,754,678	7,198,290	7,198,290	8,943,194	10,263,121
ENDING WORKING CAPITAL - December 31	7,198,290	8,368,963	8,943,194	10,263,121	11,931,710
<b>NET CHANGE IN WORKING CAPITAL (*)</b>	<b>\$ 2,443,612</b>	<b>\$ 1,170,673</b>	<b>\$ 1,744,904</b>	<b>\$ 1,319,927</b>	<b>\$ 1,668,589</b>
<b>CAPITAL FUND:</b>					
CAPITAL REVENUES					
361.110 Investment Income	255,561	34,700	-	68,800	36,200
396.101 Capital-System Development	628,194	501,800	420,900	514,100	526,600
396.104 Capital-Outside Devl	393,630	-	-	-	-
397.100 Operating Transfers in from Operations	-	-	-	-	-
397.100 Other Operating Transfers In	-	-	-	-	-
377.020 Interlocal Grants	7,845	174,120	-	255,970	-
361/396/399 Other Revenues	127,599	-	-	-	-
<b>TOTAL CAPITAL REVENUES</b>	<b>\$ 1,412,829</b>	<b>\$ 710,620</b>	<b>\$ 420,900</b>	<b>\$ 838,870</b>	<b>\$ 562,800</b>
CAPITAL EXPENDITURES					
590.100.10 Salaries & Wages	76,812	130,000	130,000	321,400	221,400
590.100.20 Benefits	37,637	52,000	52,000	128,600	88,600
590.100.40 Services & Charges	942	2,000	2,000	12,600	12,800
590.100.60 Construction Projects	1,441,898	2,263,293	1,426,670	4,233,100	4,329,000
590.100.05 Net Change in Restricted Assets	393,630	-	-	-	-
590.100.55 Operating Transfers Out	50,000	50,000	50,000	-	-
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$ 2,000,920</b>	<b>\$ 2,497,293</b>	<b>\$ 1,660,670</b>	<b>\$ 4,695,700</b>	<b>\$ 4,651,800</b>
BEGINNING WORKING CAPITAL - January 1	12,397,826	11,809,735	11,809,735	10,569,965	6,713,135
ENDING WORKING CAPITAL - December 31	11,809,735	10,023,062	10,569,965	6,713,135	2,624,135
<b>NET CHANGE IN WORKING CAPITAL (*)</b>	<b>\$ (588,091)</b>	<b>\$ (1,786,673)</b>	<b>\$ (1,239,770)</b>	<b>\$ (3,856,830)</b>	<b>\$ (4,089,000)</b>
<b>Total Change in Working Capital</b>	<b>\$ 1,855,521</b>	<b>\$ (616,000)</b>	<b>\$ 505,134</b>	<b>\$ (2,536,903)</b>	<b>\$ (2,420,411)</b>

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

**Department Employees**

<b>432 Storm FTEs</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Storm FTEs	12.00	12.00	12.00	12.00	12.00
<b>TOTAL STORM FTEs</b>	<b>12.00</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)

## SEWER METRO UTILITY

### Department Overview

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

### Accomplishments and Objectives

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Continue to prepare the Quarterly Report of Sewerage Customers in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to prepare the Quarterly Report of Sewerage Customers in a timely manner.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to identify new accounts that require special setup for accurate reporting to King County.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to identify new accounts that require special setup for accurate reporting to King County.</li> </ul>

### 2021-2022 Working Capital Budget

433 Sewer Metro	2019 Actual	2020 Adjusted Budget	2020 Estimate	2021 Budget	2022 Budget
<b>OPERATING FUND:</b>					
OPERATING REVENUES					
343.501-531 Metro Service Charge	17,273,532	16,509,700	16,509,700	19,528,450	20,186,200
343.532 Metro Industrial Charge	477,401	750,000	200,000	790,900	810,200
361.110 Interest Earnings	23,259	-	-	16,600	16,300
<b>TOTAL OPERATING REVENUES</b>	<b>\$ 17,774,192</b>	<b>\$ 17,259,700</b>	<b>\$ 16,709,700</b>	<b>\$ 20,335,950</b>	<b>\$ 21,012,700</b>
OPERATING EXPENDITURES					
535.800.40 Services & Charges	17,896,284	18,397,800	18,089,400	20,331,250	21,008,800
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$ 17,896,284</b>	<b>\$ 18,397,800</b>	<b>\$ 18,089,400</b>	<b>\$ 20,331,250</b>	<b>\$ 21,008,800</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$ (122,092)</b>	<b>\$ (1,138,100)</b>	<b>\$ (1,379,700)</b>	<b>\$ 4,700</b>	<b>\$ 3,900</b>
BEGINNING WORKING CAPITAL - January 1	3,567,929	3,445,836	3,445,836	2,066,136	2,070,836
ENDING WORKING CAPITAL - December 31	3,445,836	2,307,736	2,066,136	2,070,836	2,074,736
<b>NET CHANGE IN WORKING CAPITAL (*)</b>	<b>\$ (122,092)</b>	<b>\$ (1,138,100)</b>	<b>\$ (1,379,700)</b>	<b>\$ 4,700</b>	<b>\$ 3,900</b>

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

## AIRPORT FUND

### Vision

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

### Mission

Our Mission is to:

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

### Department Overview

The Auburn Municipal Airport provides hangar and tie-down facilities, which will accommodate over 400 based aircraft. The City has long-term land-only leases which provide for private condominium-type aircraft hangars and one maintenance facility. In addition, the City has short term building leases with several businesses operating on the airfield who provide aviation-related services to the public and users of the Airport. Between 2004 and 2018, the daily operations and management of the Airport was through a contract with a private firm. In 2019, the management of the Airport moved from a contracted service to being managed by City staff. The operations and management of the Airport includes aircraft tie-downs, hangars and facility leases, daily management, maintenance and operation of the fuel facility, compliance with all appropriate regulations, tenant relations, hosting events for the community and our customers, marketing, grounds maintenance, facility maintenance, and capital program management.

### Accomplishments and Objectives

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Promote Business Development within the Airport and surrounding the Airport consistent with the Master Plan and the Market Assessment.</li> </ul>	<ul style="list-style-type: none"> <li>The airport has brought on new business: Normandy and Skyline Leasing. Planning work has begun for the construction of new hangars where additional business could be located.</li> </ul>	
<ul style="list-style-type: none"> <li>Continue efforts to obtain FAA support for a full Runway Enhancement project as identified in the Master Plan.</li> </ul>	<ul style="list-style-type: none"> <li>In 2020 the runway will be extended from 3,400 to 3,841 feet. The eventual goal is 4,118 feet.</li> </ul>	
<ul style="list-style-type: none"> <li>Prepare a Jet A Fuel Plan for Airport Management to facilitate.</li> </ul>	<ul style="list-style-type: none"> <li>Jet A has been authorized for one Commercial Tenant on the Airport and Capital Planning for the Airport has identified that a future Jet A facility serving all users requires a private partner to install and manager a Jet A facility.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the demand for Jet A following the completion of the Runway Extension. If sufficient demand exists from users, work to identify a private partner to install and manage it.</li> </ul>

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Maintain compliance with the Airport's Industrial Storm Water Permit requirements.</li> </ul>	<ul style="list-style-type: none"> <li>New airport staff with the assistance of additional city staff have taken over managing the permit requirements.</li> </ul>	
<ul style="list-style-type: none"> <li>Implement new Airport Management Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>City employed staff began managing the airport in 2019.</li> </ul>	
<ul style="list-style-type: none"> <li>Continue implementation of the tasks identified in the Airport Strategic Business Plan.</li> </ul>	<ul style="list-style-type: none"> <li>New airport staff reviewed the plan with the Airport Advisory Board and have implemented or are already working on many of the recommendations such as website upgrades, tenant/airport promotion, building additional hangars and airport site visits.</li> </ul>	
<ul style="list-style-type: none"> <li>Develop a Facility Maintenance Program and funding options to begin implementation within the budget period.</li> </ul>	<ul style="list-style-type: none"> <li>Staff has overhauled the Airport Capital Facilities Plan per the Facility Assessment completed in 2018. The modified plan incorporates the necessary maintenance and upgrading of infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>Infrastructure upgrades to include hangar door replacement, retrofitting existing open hangars and constructing two new hangar rows. Pavement maintenance has also been made a high priority.</li> </ul>
		<ul style="list-style-type: none"> <li>Work with adjacent properties and the FAA to address obstructions and allow a change to the night restrictions that exist at the Airport.</li> </ul>
		<ul style="list-style-type: none"> <li>Work with FAA to determine the steps and work necessary to create a viable instrument approach for the airport.</li> </ul>
		<ul style="list-style-type: none"> <li>Continue improvements related to the equity and inclusion goals of the City. This includes review of our processes and programs to remove barriers to service for all customers, continuing outreach to under represented groups for Airport events, and continuing involvement in regional and industry efforts to increase diversity within the Aviation industry through internships and participation in WAMA and AAAE organization efforts.</li> </ul>

**2021-2022 Working Capital Budget**

<b>435 Airport (includes 465 Airport - Capital)</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>OPERATING FUND:</b>					
OPERATING REVENUES					
331.201 Grant Revenue	-	69,000	-	-	-
341.930 Airport Security Service	37,075	35,000	35,000	35,000	35,000
344.602 Aviation Fuel Sales	449,147	410,000	430,000	439,000	449,000
344.604 Flowage Fee	6,006	-	-	-	-
362.501 Property Leases	258,253	318,600	300,000	330,000	338,300
362.502 Tie Down & Hangar Rent	638,159	614,400	654,000	654,000	670,400
361.110 Investment Income	23,442	7,800	7,500	12,800	10,400
367.110 Gifts/Pledges - Private Sources	2,000	1,000	1,000	-	-
382.200 Bond Proceeds	-	-	-	3,810,900	-
369-399 Miscellaneous Revenue	25,986	6,100	11,500	4,000	4,000
<b>TOTAL OPERATING REVENUES</b>	<b>\$1,440,067</b>	<b>\$1,461,900</b>	<b>\$1,439,000</b>	<b>\$5,285,700</b>	<b>\$ 1,507,100</b>
OPERATING EXPENDITURES					
546.000.10 Salaries & Wages	209,336	232,843	215,000	249,471	259,083
546.000.20 Benefits	111,182	167,008	113,000	119,725	120,864
546.000.30 Supplies	372,494	307,000	307,000	362,000	368,000
546.000.40 Services & Charges	227,413	213,800	213,800	267,800	279,200
597.100.55 Operating Transfers Out to Capital Subfund	350,000	355,400	355,400	3,000,000	1,400,000
597.100.55 Other Operating Transfers Out	4,236	-	-	-	-
546.000.75 Debt Service Principal	228,003	12,200	12,200	126,700	133,100
546.000.81 Debt Service Interest	14,796	100	100	251,400	203,200
590.100.05 Net Increase in Restricted Assets	(158,913)	-	-	-	-
546.000.90 Interfund Payments for Service	37,459	46,100	46,100	110,600	115,400
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$1,396,006</b>	<b>\$1,334,451</b>	<b>\$1,262,600</b>	<b>\$4,487,696</b>	<b>\$ 2,878,847</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$ 44,062</b>	<b>\$ 127,449</b>	<b>\$ 176,400</b>	<b>\$ 798,004</b>	<b>\$ (1,371,747)</b>
BEGINNING WORKING CAPITAL - January 1	590,315	634,377	634,377	810,777	1,608,781
ENDING WORKING CAPITAL - December 31	634,377	761,826	810,777	1,608,781	237,034
<b>NET CHANGE IN WORKING CAPITAL (*)</b>	<b>\$ 44,062</b>	<b>\$ 127,449</b>	<b>\$ 176,400</b>	<b>\$ 798,004</b>	<b>\$ (1,371,747)</b>
<b>CAPITAL FUND:</b>					
CAPITAL REVENUES					
361.110 Investment Income	1,913	200	-	200	200
331-334 Federal and State Grants	256,311	3,977,598	3,347,953	-	422,220
397.100 Operating Transfer In	350,000	355,400	355,400	3,000,000	1,400,000
369.900 Other Revenues	28,941	-	-	-	25,000
<b>TOTAL CAPITAL REVENUES</b>	<b>\$ 637,166</b>	<b>\$4,333,198</b>	<b>\$3,703,353</b>	<b>\$3,000,200</b>	<b>\$ 1,847,420</b>
CAPITAL EXPENDITURES					
590.100.10 Salaries & Wages	57	4,300	500	-	-
590.100.20 Benefits	41	1,700	300	-	-
590.100.40 Services & Charges	14	100	100	100	100
590.100.60 Capital Projects	350,059	4,650,290	4,111,737	2,891,500	1,780,340
590.100.55 Operating Transfers Out	69,034	25,000	-	-	-
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$ 419,205</b>	<b>\$4,681,390</b>	<b>\$4,112,637</b>	<b>\$2,891,600</b>	<b>\$ 1,780,440</b>
BEGINNING WORKING CAPITAL - January 1	211,881	429,841	429,841	20,557	129,157
ENDING WORKING CAPITAL - December 31	429,841	81,649	20,557	129,157	196,137
<b>NET CHANGE IN WORKING CAPITAL (*)</b>	<b>\$ 217,960</b>	<b>\$ (348,192)</b>	<b>\$ (409,284)</b>	<b>\$ 108,600</b>	<b>\$ 66,980</b>
<b>Total Change in Working Capital</b>					
	<b>\$ 262,022</b>	<b>\$ (220,743)</b>	<b>\$ (232,884)</b>	<b>\$ 906,604</b>	<b>\$ (1,304,767)</b>

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

**Department Employees**

<b>435 Airport FTEs</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Airport FTEs	3.00	3.00	3.00	3.00	3.00
<b>TOTAL AIRPORT FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

Full Time Equivalent (FTE)



## EQUIPMENT RENTAL

### Mission Statement

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

### Department Overview

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

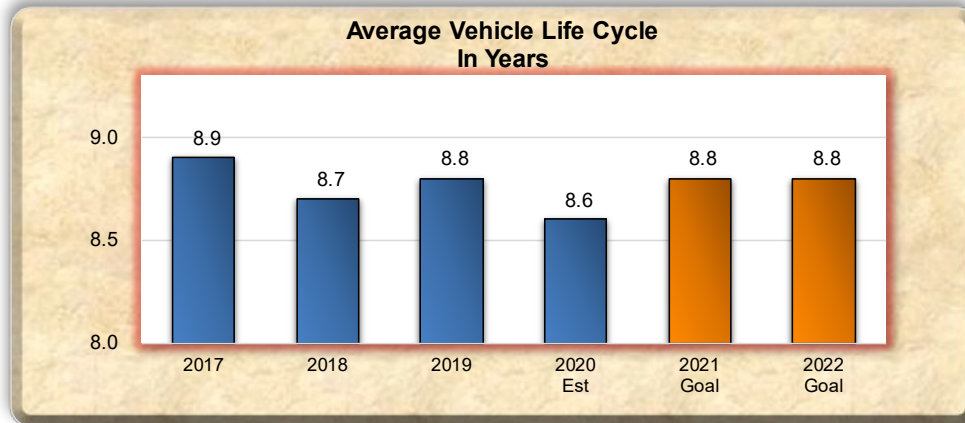
### Accomplishments and Objectives

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Investigate fuel systems for replacement in next budget cycle.</li> </ul>	<ul style="list-style-type: none"> <li>This project has been moved into the 2021-2022 budget cycle to incorporate recommendations from the Facility Master Plan in process in 2020.</li> </ul>	<ul style="list-style-type: none"> <li>Investigate fuel systems and options for replacement and implement the replacement.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to improve fleet fuel economy using new technologies and policies.</li> </ul>	<ul style="list-style-type: none"> <li>This is an ongoing project monitoring idle times and purchasing more fuel-efficient vehicles.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to improve fleet fuel economy through the expansion of the current Zonar technology throughout the City's fleet.</li> </ul>
<ul style="list-style-type: none"> <li>Implement four electric vehicles as pool vehicles, and implement the use of renewable diesel.</li> </ul>	<ul style="list-style-type: none"> <li>Four electric vehicles have been added; renewable diesel implementation is still a work in progress.</li> </ul>	<ul style="list-style-type: none"> <li>In order to lower the City's emission rates and continue to meet standards, seek out and implement alternative fuel sources within the City's fleet.</li> </ul>
<ul style="list-style-type: none"> <li>Expedite Equipment Rental and Central Stores remodel project.</li> </ul>	<ul style="list-style-type: none"> <li>This project has been moved into the 2021-2022 budget cycle to incorporate recommendations from the Facility Master Plan in process in 2020.</li> </ul>	<ul style="list-style-type: none"> <li>Expedite Equipment Rental and Central Stores remodel project to improve efficiency and provide the necessary facilities to meet the needs of the City.</li> </ul>
<ul style="list-style-type: none"> <li>Become a Certified Blue Shield Repair Facility.</li> </ul>	<ul style="list-style-type: none"> <li>Many Certifications have been received towards the completion of this goal, however more are needed. It will remain as a goal for the next budget cycle.</li> </ul>	<ul style="list-style-type: none"> <li>Become an ASE-Certified Blue Shield Repair Facility.</li> </ul>
<ul style="list-style-type: none"> <li>Perform all Ford warranty and recall work in house.</li> </ul>	<ul style="list-style-type: none"> <li>This has been completed.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the benefits and requirements of becoming a General Motors in-house warranty provider.</li> </ul>
		<ul style="list-style-type: none"> <li>Continue improvements related to the equity and inclusion goals of the City. This includes review of our processes and programs to remove barriers to service for all customers and continuing to develop a diverse work force.</li> </ul>

## PERFORMANCE MEASURES - EQUIPMENT RENTAL FUND

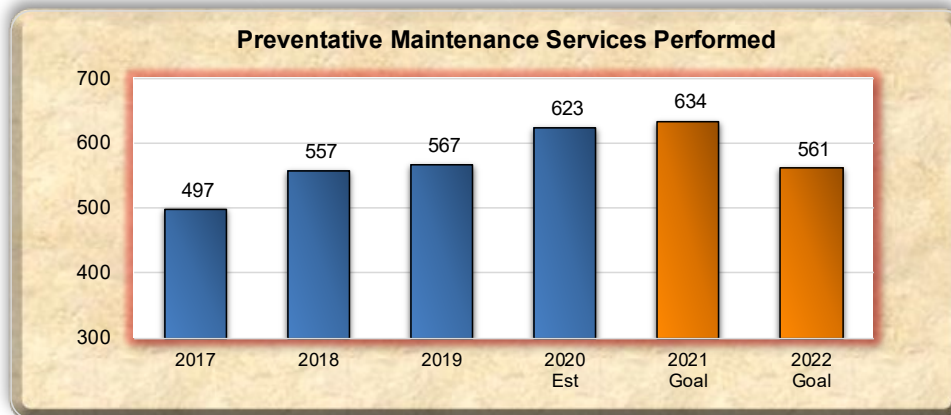
### Vehicle Life Cycle Averages

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.



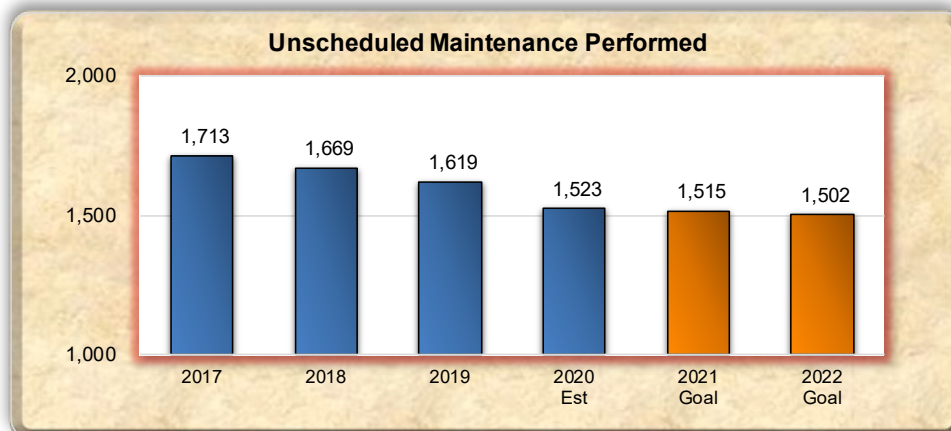
### Number of Preventative Maintenance Services Performed

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 is 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.



**2021-2022 Working Capital Budget**

<b>550 Equipment Rental (includes 560 Equipment Rental - Capital)</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>OPERATING FUND:</b>					
OPERATING REVENUES					
348.500 Fuel Sales	414,400	416,100	416,100	460,200	461,500
365.100 Interfund Rentals	1,593,206	1,669,295	1,669,295	1,830,200	1,828,600
361.110 Investment Income	69,431	-	-	16,400	11,000
397.100 Operating Transfers-In	-	-	-	-	-
342-344 Charges for Goods and Services	21,382	-	-	-	-
367-369 Miscellaneous Revenue	2,229	-	2,600	-	-
395-399 Other Sources	122,387	-	41,000	-	-
<b>TOTAL OPERATING REVENUES</b>	<b>\$ 2,223,036</b>	<b>\$ 2,085,395</b>	<b>\$ 2,128,995</b>	<b>\$ 2,306,800</b>	<b>\$ 2,301,100</b>
OPERATING EXPENDITURES					
548.100.10 Salaries & Wages	607,577	563,879	560,079	691,161	714,679
548.100.20 Benefits	237,107	327,656	325,956	357,276	370,179
548.100.30 Supplies	984,789	941,200	941,200	1,153,840	1,044,200
548.100.40 Services & Charges	493,881	504,100	504,100	570,050	576,250
597.100.55 Operating Transfer Out	-	-	-	22,000	-
590.100.75 Debt Service Principal	-	22,000	64,874	-	-
548.100.83 Debt Service Interest	1,468	1,500	1,500	-	-
548.100.90 Interfund Payments for Service	279,868	304,000	304,000	343,750	374,400
590.100.05 Net Increase in Restricted Assets	22,678	-	-	-	-
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$ 2,627,367</b>	<b>\$ 2,664,335</b>	<b>\$ 2,701,709</b>	<b>\$ 3,138,077</b>	<b>\$ 3,079,708</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$ (404,331)</b>	<b>\$ (578,940)</b>	<b>\$ (572,714)</b>	<b>\$ (831,277)</b>	<b>\$ (778,608)</b>
BEGINNING WORKING CAPITAL - January 1	3,361,101	2,956,770	2,956,770	2,384,056	1,552,779
ENDING WORKING CAPITAL - December 31	2,956,770	2,377,830	2,384,056	1,552,779	774,171
<b>NET CHANGE IN WORKING CAPITAL (*)</b>	<b>\$ (404,331)</b>	<b>\$ (578,940)</b>	<b>\$ (572,714)</b>	<b>\$ (831,277)</b>	<b>\$ (778,608)</b>
<b>CAPITAL FUND:</b>					
CAPITAL REVENUES					
337.069 Grants	60,000	133,700	-	-	-
361.110 Interest Revenue	95,736	-	-	45,600	50,700
365.110 Vehicle Replacement Revenue	1,771,194	1,585,105	1,585,105	1,975,900	1,943,060
397.100 Operating Transfers In	161,434	868,600	-	1,025,420	-
<b>TOTAL CAPITAL REVENUES</b>	<b>\$ 2,088,364</b>	<b>\$ 2,587,405</b>	<b>\$ 1,585,105</b>	<b>\$ 3,046,920</b>	<b>\$ 1,993,760</b>
CAPITAL EXPENDITURES					
590.100.40 Services & Charges	646	500	-	700	700
597.100.55 Operating Transfers Out	-	-	-	-	-
590.100.64 Increase In Fixed Assets - Equipment	1,438,545	2,941,150	1,900,000	2,107,900	1,434,900
590.100.65 Increase In Fixed Assets - Construction	-	1,140,000	-	1,140,000	-
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$ 1,439,191</b>	<b>\$ 4,081,650</b>	<b>\$ 1,900,000</b>	<b>\$ 3,248,600</b>	<b>\$ 1,435,600</b>
BEGINNING WORKING CAPITAL - January 1	3,770,132	4,419,304	4,419,304	4,104,409	3,902,729
ENDING WORKING CAPITAL - December 31	4,419,304	2,925,059	4,104,409	3,902,729	4,460,889
<b>NET CHANGE IN WORKING CAPITAL (*)</b>	<b>\$ 649,172</b>	<b>\$ (1,494,245)</b>	<b>\$ (314,895)</b>	<b>\$ (201,680)</b>	<b>\$ 558,160</b>
<b>Total Change in Working Capital</b>	<b>\$ 244,841</b>	<b>\$ (2,073,185)</b>	<b>\$ (887,609)</b>	<b>\$ (1,032,957)</b>	<b>\$ (220,448)</b>

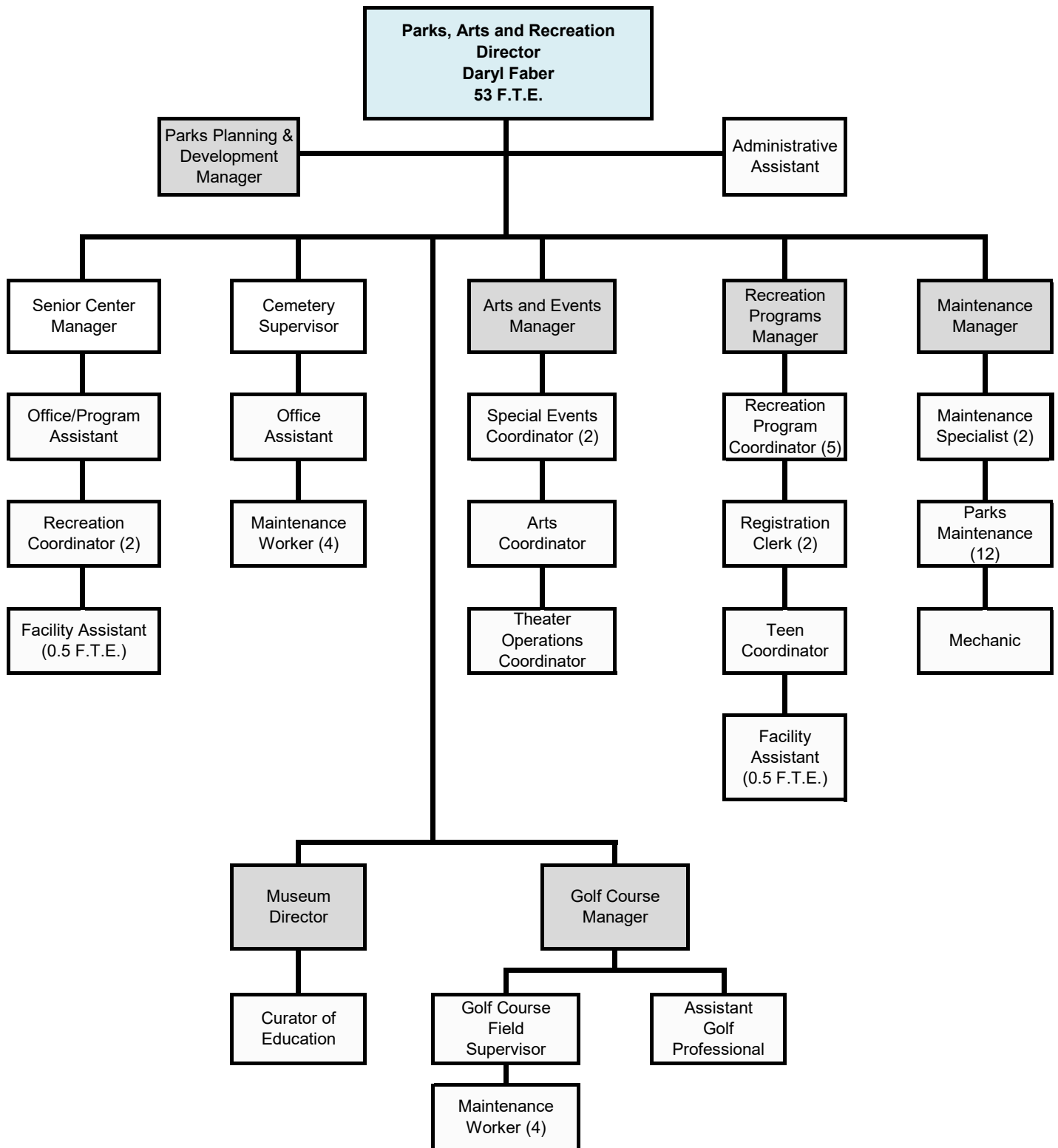
(\*) Working Capital = Current Assets  
minus Current Liabilities

**Department Employees**

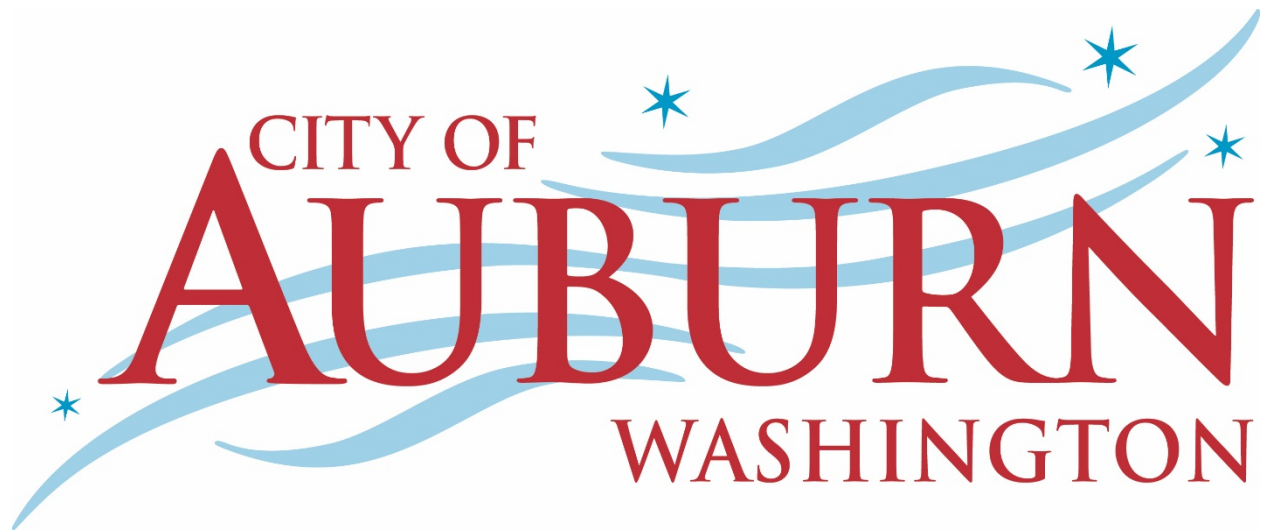
<b>550 Equipment Rental FTEs</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Equipment Rental FTEs	12.00	12.00	12.00	12.00	12.00
<b>TOTAL EQUIPMENT RENTAL FTEs</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>

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Full Time Equivalent (FTE)



F.T.E. = Full Time Equivalent



## PARKS, ARTS AND RECREATION DEPARTMENT

### Mission Statement

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

### Department Overview

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

### Accomplishments and Objectives

#### Arts & Events Division

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Continue to refine sponsor opportunities and seek sponsorships for major special events.</li> </ul>	<ul style="list-style-type: none"> <li>Secured over \$57,000 in sponsorship dollars for major special events.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to look at ways to refine sponsor opportunities for special events.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to work with community partners on joint programming for arts and events.</li> </ul>	<ul style="list-style-type: none"> <li>Curated community artwork for special crow-themed art exhibit leading up to installation of iconic public art.</li> <li>Worked on Auburn Arts Alley renovations in conjunction with artist and Muckleshoot Tribe.</li> <li>Worked with community artists to wrap 16 utility boxes in downtown Auburn.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to work with community partners on joint programming for arts and events.</li> </ul>
<ul style="list-style-type: none"> <li>Work toward determining next steps for Auburn Avenue Theater operations. Current lease expires on 12/31/2021.</li> </ul>	<ul style="list-style-type: none"> <li>Began negotiations to purchase the theater in 2019; final purchase and sale was completed in 2020.</li> </ul>	<ul style="list-style-type: none"> <li>Work on evaluating plans for needed renovations and creating cost analysis for multiple options for renovations.</li> </ul>
<ul style="list-style-type: none"> <li>Renovate the Historic downtown Post Office into a new Arts &amp; Culture Center development; develop a comprehensive operations plan for the building.</li> </ul>	<ul style="list-style-type: none"> <li>Secured a total of \$583,000 in grant funding in 2019 and 2020 toward renovation of the main floor of the historic building. Completed interior demolition in 2019. Finalized plans for interior renovation, roof replacement, and cupola repair in 2020; worked with Landmarks Commission on required approvals and will begin some renovation work in 2020.</li> </ul>	<ul style="list-style-type: none"> <li>Finalize construction on main floor renovations; formalize and seek funding for operations and programming; continue to seek funding for Phase 2 basement renovations.</li> </ul>

**Golf Course Division**

<b>2019-2020 Goals</b>	<b>Progress Towards 2019-2020 Goals</b>	<b>Major Goals for 2021-2022</b>
<ul style="list-style-type: none"> <li>Continue course drainage improvements with sanding program, aeration, and surface water removal to improve playability during shoulder seasons.</li> </ul>	<ul style="list-style-type: none"> <li>In 2019, applied over 1,000 tons of sand to fairways, greens, and approaches to improve course condition and playability through shoulder months. Added new technology and practices with PlanetAir equipment to improve health and year round playability of greens.</li> </ul>	<ul style="list-style-type: none"> <li>Continue course drainage improvements and fairway sanding program to ensure year round playability and power cart access to golf course.</li> </ul>
<ul style="list-style-type: none"> <li>Develop golf course turf nursery to produce green and tee sod for course improvement projects.</li> </ul>	<ul style="list-style-type: none"> <li>In 2019, developed a tee nursery to supply turf for course improvements and seasonal damage to tees.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and install forward tee areas for seniors, ladies, juniors, and beginners to better enjoy our facility</li> </ul>
<ul style="list-style-type: none"> <li>Expand golf course usage by offering "foot golf" and "glow ball" events to generate additional revenues.</li> </ul>	<ul style="list-style-type: none"> <li>In 2019, offered a number of "Glow Ball" events for club members.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to promote junior golf by hosting and managing PGA Junior League teams at our facility.</li> </ul>
<ul style="list-style-type: none"> <li>Promote the course to local charities for golf marathon events during semi annual aerations.</li> </ul>	<ul style="list-style-type: none"> <li>In 2019, held golf marathon events during spring and fall aerations.</li> </ul>	<ul style="list-style-type: none"> <li>Increase participation in club events to provide better revenues for the golf course and a better experience for members.</li> </ul>
<ul style="list-style-type: none"> <li>Improve guest experience by offering Golf Genius live scoring software for tournaments and leagues.</li> </ul>	<ul style="list-style-type: none"> <li>In 2019 we used Golf Genius scoring exclusively for men's and ladies' club events. It was also used for many of our outside events, and was very well received.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to promote the course for local charity fundraisers during semi annual aerations to provide additional course revenues and goodwill within the community.</li> </ul>
<ul style="list-style-type: none"> <li>Promote the golf course to local area golfers by hosting Pro Am event for the Western Washington PGA chapter.</li> </ul>	<ul style="list-style-type: none"> <li>Held a PGA Senior Pro Am in June 2019.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to promote the course to local golfers through PGA pro ams, and open amateur events.</li> </ul>



**Senior Activity Center Division**

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Apply for funding through the King County Veterans, Senior, and Human Services levy for a Social Worker to be housed at the Senior Center part or full time. The funds are available between 2019-2023.</li> </ul>	<ul style="list-style-type: none"> <li>Secured \$1.6 million in grant funds for newly-formed South King County Senior Centers and Resources Hub. Hired a full-time Resource Navigator (Social Worker) in February 2020.</li> </ul>	<ul style="list-style-type: none"> <li>See Senior Center Resource Hub below.</li> </ul>
<ul style="list-style-type: none"> <li>Apply for funding through the King County Veterans, Senior, and Human Services levy to be used to increase programs for diverse populations by an additional 5%.</li> </ul>	<ul style="list-style-type: none"> <li>Secured \$1.6 million in grant funds for newly-formed South King County Senior Centers and Resources Hub. Funds were received the end of 2019. Due to COVID-19 building closure, we were not able to increase programs for diverse populations.</li> </ul>	<ul style="list-style-type: none"> <li>See Senior Center Resource Hub below.</li> </ul>
<ul style="list-style-type: none"> <li>Develop a data system to better capture numbers of participants in different population categories. This information is needed to apply for specific funding opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Developed new registration forms for 2019 and revised forms for 2020. Information has to be input into spreadsheets. ACTIVENet does not have the capability to collect the data needed.</li> </ul>	<ul style="list-style-type: none"> <li>Research a database program that will allow us to collect data more effectively.</li> </ul>
<ul style="list-style-type: none"> <li>Follow up with all current and past sponsors to secure 75% of our sponsorship packages.</li> </ul>	<ul style="list-style-type: none"> <li>Maintained relationships with past sponsors.</li> </ul>	<ul style="list-style-type: none"> <li>Diversify our sponsorship packages to include virtual programs, in-house programs, special events etc.</li> </ul>
<ul style="list-style-type: none"> <li>Continue working with Blue Ribbon Committee and other agencies to provide additional programs that will impact the overall health of Auburn residents aged 50 plus.</li> </ul>	<ul style="list-style-type: none"> <li>Worked with the committee on Drug Take Back Day. Shared information regarding Senior Center Wellness Programing with the committee.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to share information with the committee.</li> </ul>
		<ul style="list-style-type: none"> <li>Develop alternative fund raising plan due to projected loss of revenues from rummage sale, extended travel and concession sales at department-sponsored special events.</li> </ul>
		<ul style="list-style-type: none"> <li>Develop a plan to encourage participants to return to the Senior Center following the pandemic.</li> </ul>
		<ul style="list-style-type: none"> <li>Maintain and grow the social media presence developed during COVID-19.</li> </ul>
		<ul style="list-style-type: none"> <li>Continue to offer 2-3 virtual opportunities each month in addition to the in-house programing offered.</li> </ul>

**Senior Center Resource Hub**

<b>2019-2020 Goals</b>	<b>Progress Towards 2019-2020 Goals</b>	<b>Major Goals for 2021-2022</b>
Apply for funding through the King County Veterans, Senior, and Human Services levy for a Social Worker to be housed at the Senior Center part or full time. The funds are available between 2019-2023.	Secured \$1.6 million in funds.	<ul style="list-style-type: none"> <li>Hire a half-time Resource Navigator and a half-time Administrative Assistant for the Hub.</li> </ul>
Apply for funding through the King County Veterans, Senior, and Human Services levy to be used to increase programs for diverse populations by an additional 5%.	Due to COVID-19 building closure in March 2020 we were not able to work on this goal.	<ul style="list-style-type: none"> <li>Develop and Implement an Equity and Inclusion Plan to assist in increasing participation from all of the community.</li> </ul>
		<ul style="list-style-type: none"> <li>Develop outreach program to meet the needs of seniors not currently coming to the Senior Center</li> </ul>

**Recreation Division**

<b>2019-2020 Goals</b>	<b>Progress Towards 2019-2020 Goals</b>	<b>Major Goals for 2021-2022</b>
<ul style="list-style-type: none"> <li>Increase awareness and enrollment by 50% in Maker Space classes.</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>	<ul style="list-style-type: none"> <li>Secure Sponsorship funding for Halloween event.</li> </ul>
<ul style="list-style-type: none"> <li>Increase use of the child care room to a level that it is at least 80% self-sustaining.</li> </ul>	<ul style="list-style-type: none"> <li>Not completed. May need to develop a different pricing model.</li> </ul>	<ul style="list-style-type: none"> <li>Develop an internship program.</li> </ul>
<ul style="list-style-type: none"> <li>Increase percentage of total registrations made online to 60%.</li> </ul>	<ul style="list-style-type: none"> <li>Currently at approximately 35%.</li> </ul>	<ul style="list-style-type: none"> <li>Increase percentage of online transactions to 45%.</li> </ul>
<ul style="list-style-type: none"> <li>Secure grant funding or other sources to support the Rec Riders program.</li> </ul>	<ul style="list-style-type: none"> <li>Submitted and funding awarded in 2019.</li> </ul>	<ul style="list-style-type: none"> <li>Secure funding for outdoor recreation opportunities.</li> </ul>
<ul style="list-style-type: none"> <li>Secure grant funding or other sources to support the operation of the REC Teen Center.</li> </ul>	<ul style="list-style-type: none"> <li>Not completed.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and Implement an Equity and Inclusion Plan to assist in increasing participation from all of the community.</li> </ul>
<ul style="list-style-type: none"> <li>Increase facility rental revenue by 10%.</li> </ul>	<ul style="list-style-type: none"> <li>Not completed.</li> </ul>	

**White River Valley Museum and Mary Olson Farm Division**

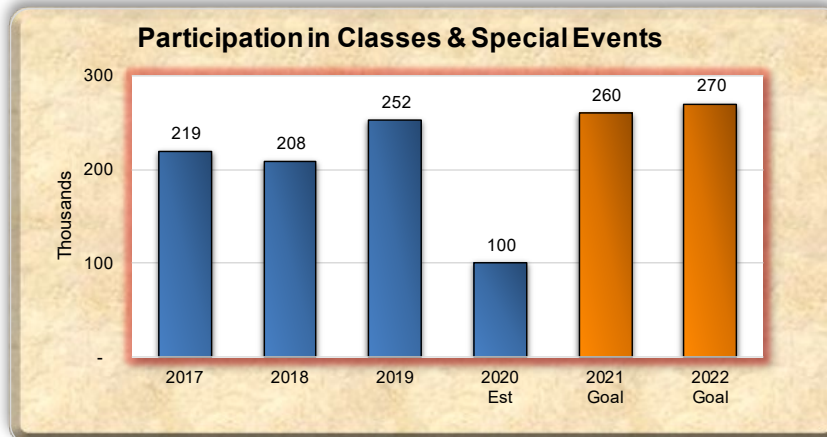
2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Build pathways and restore grave markers at Pioneer Cemetery.</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>	<ul style="list-style-type: none"> <li>Review and catalog all back-logged accessions and move all non-exhibit artifacts and archives into collection's storage.</li> </ul>
<ul style="list-style-type: none"> <li>Complete renovation of garage into classroom.</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>	<ul style="list-style-type: none"> <li>Photograph 5% of object collection to add to Museum website via PastPerfect.</li> </ul>
<ul style="list-style-type: none"> <li>Review an additional 10% of the artifact collection and remove items of poor quality or duplicates.</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>	<ul style="list-style-type: none"> <li>Work with diverse communities to create a community-curated exhibit.</li> </ul>
		<ul style="list-style-type: none"> <li>Create new educational curriculums for fieldtrips and heritage kits.</li> <li>Complete HVAC and permanent exhibit repairs at the Museum.</li> </ul>

**PERFORMANCE MEASURES - PARKS, ARTS & RECREATION DEPARTMENT****Volunteer Hours**

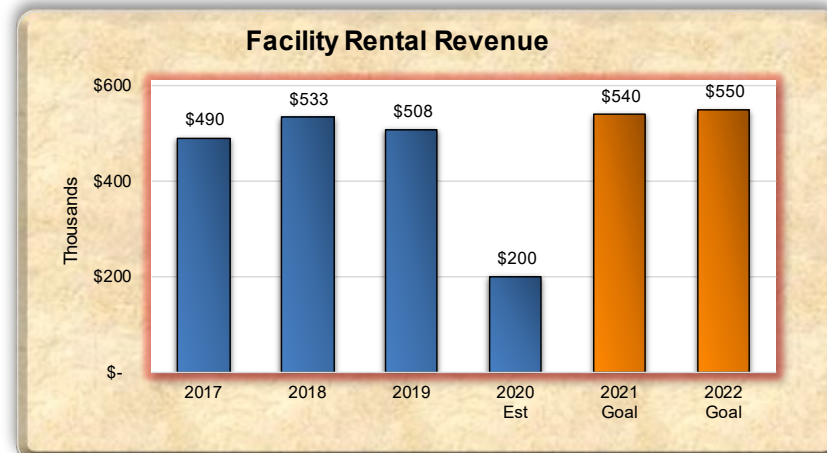
The Parks, Arts, and Recreation Department relies on volunteers to be youth sports coaches, museum docents, senior center hosts, and to serve in a variety of other positions. As participation in department sponsored programs increases, so does the need for additional volunteers.

**Classes & Special Events - Number of Participants**

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

**Facility Rentals**

The Auburn Community & Events Center continues to exhibit growth in its usage and revenue with weddings, reunions, corporate events and parties. In 2020 we are experiencing a decrease in overall facility rental revenue due to COVID-19 restrictions.

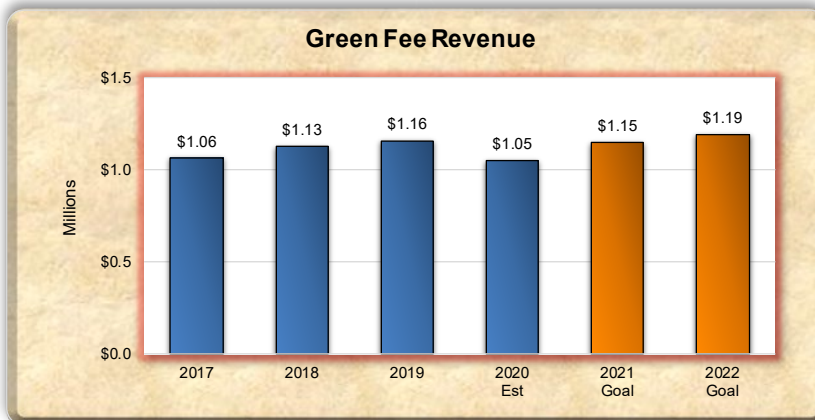


**PERFORMANCE MEASURES - GOLF COURSE****Operating Revenue**

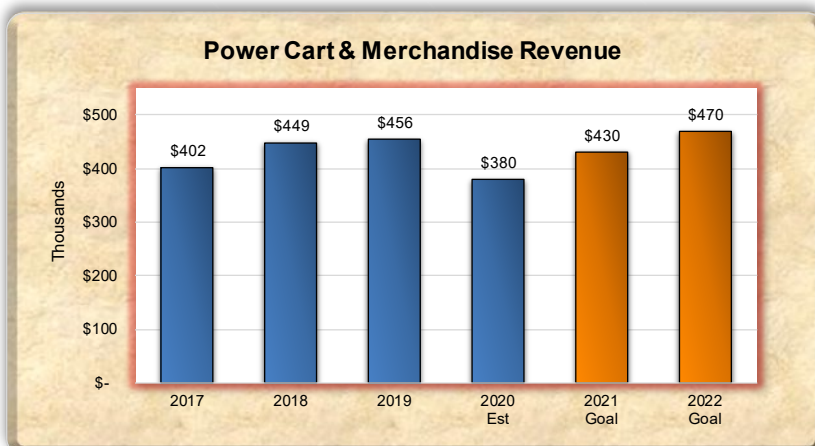
Total operating revenue is the quickest way to measure the performance of the golf course from year to year. Economic conditions and weather have a significant effect on facility revenues in the golf industry. Improved economic conditions, combined with average weather, should allow for modest increases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

**Green Fee Revenue**

2020 has been severely impacted by COVID-19-related issues. These include a 5-week closure followed by several restrictions and lost revenues. If restrictions end by early spring 2021, we would expect revenues to increase approximately 10% in 2021. Assuming average weather, and no additional COVID-19 setbacks, green fee revenues should show modest growth throughout the next budget cycle.

**Power Cart & Merchandise Revenue**

Power cart rentals and merchandise sales are closely tied to the number of rounds played, which correlates with fair weather. In years with average or better weather and no extenuating circumstances, rounds played and revenues are consistent; 2020 revenue has been severely impacted by COVID-19 restrictions. Assuming average weather and COVID-19 issues subsiding, cart and merchandise revenues should continue to increase throughout the next budget cycle.



**Department Budget**

<b>001.33 Parks</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>Expenditures</b>					
Salaries & Wages	4,604,472	4,274,227	4,178,167	5,080,409	5,276,327
Personnel Benefits	2,036,101	2,212,521	2,116,021	2,240,739	2,332,133
Supplies	871,034	878,908	860,358	953,810	913,770
Services & Charges	2,272,496	2,310,760	2,296,060	2,579,500	2,667,400
Capital Outlay	22,964	40,000	40,000	10,000	10,000
Debt Service Principal	64,391	70,900	6,000	-	-
Debt Service Interest	17,401	8,500	1,500	-	-
Interfund Payments For Service	2,652,527	2,830,400	2,830,400	2,910,150	2,939,700
<b>DEPARTMENT TOTAL</b>	<b>\$ 12,541,386</b>	<b>\$ 12,626,216</b>	<b>\$ 12,328,506</b>	<b>\$ 13,774,608</b>	<b>\$ 14,139,330</b>

**Department Employees**

<b>001 Parks, Arts and Recreation</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Parks FTEs	40.00	41.00	41.00	41.00	41.00
Golf FTEs	7.00	7.00	7.00	7.00	7.00
<b>TOTAL PARKS, ARTS &amp; RECREATION FTEs</b>	<b>47.00</b>	<b>48.00</b>	<b>48.00</b>	<b>48.00</b>	<b>48.00</b>

**Full Time Equivalent (FTE)**

1.0 FTE - Effective in 2019, 1.0 FTE was added to the Parks, Arts and Recreation Department via Budget Amendment #4, Ordinance No. 6752. This was for the Resource Navigation Program Coordinator which is a position that is fully funded by a grant from King County.

## SPECIAL REVENUE FUNDS

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

Fund 120 - Recreation Trails Fund, which accounts for gas tax revenues, with funds restricted for use in trail improvement projects.

### Accomplishments and Objectives

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Accumulate and utilize funds if approved on Reddington Levy trail or other trail.</li> </ul>	<ul style="list-style-type: none"> <li>Continued accumulations of funds.</li> </ul>	<ul style="list-style-type: none"> <li>Use funds to complete portion of Reddington Levy Trail or Game Farm Wilderness Trail link.</li> </ul>

### Fund Budget

120 Recreation Trails	2019 Actual	2020 Adjusted Budget	2020 Estimate	2021 Budget	2022 Budget
<b>Revenues</b>					
Beginning Fund Balance	65,876	74,425	74,425	79,425	87,125
Motor Vehicle Fuel Tax	7,000	7,000	5,000	7,000	7,000
Investment Income	1,548	-	-	700	700
<b>Total Revenues</b>	<b>\$ 74,425</b>	<b>\$ 81,425</b>	<b>\$ 79,425</b>	<b>\$ 87,125</b>	<b>\$ 94,825</b>
<b>Expenditures</b>					
Operating Transfers Out	-	-	-	-	-
Ending Fund Balance	74,425	81,425	79,425	87,125	94,825
<b>Total Expenditures</b>	<b>\$ 74,425</b>	<b>\$ 81,425</b>	<b>\$ 79,425</b>	<b>\$ 87,125</b>	<b>\$ 94,825</b>

## MUNICIPAL PARKS CONSTRUCTION

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

### Accomplishments and Objectives

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Construct new park, based on grant funding.</li> </ul>	<ul style="list-style-type: none"> <li>Constructed Pete Lewis Lake Nature Park.</li> </ul>	<ul style="list-style-type: none"> <li>Design and construct 104th Street Park.</li> </ul>
<ul style="list-style-type: none"> <li>Complete construction of synthetic turf infield.</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>	
<ul style="list-style-type: none"> <li>Acquisition of Watts property at Mary Olson Farm if willing seller.</li> </ul>	<ul style="list-style-type: none"> <li>Pending.</li> </ul>	<ul style="list-style-type: none"> <li>Acquire property south of Isaac Evans Park.</li> </ul>
<ul style="list-style-type: none"> <li>Construct Phase1 (upstairs) of the Auburn Arts and Culture Center (old Post Office) contingent on funding.</li> </ul>	<ul style="list-style-type: none"> <li>In design and demolition.</li> </ul>	<ul style="list-style-type: none"> <li>Construct Phase1 (upstairs) of the Auburn Arts and Culture Center, contingent on funding.</li> </ul>
<ul style="list-style-type: none"> <li>Complete Pathway repairs and missing links at Les Gove Park.</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>	<ul style="list-style-type: none"> <li>Improve wayfinding at Les Gove Park.</li> </ul>
<ul style="list-style-type: none"> <li>Construct play area at Sunset Park pending additional funding.</li> </ul>	<ul style="list-style-type: none"> <li>Funding is still pending.</li> </ul>	<ul style="list-style-type: none"> <li>Complete playground .</li> </ul>
<ul style="list-style-type: none"> <li>Improve lighting area near maintenance building at Game Farm Park.</li> </ul>	<ul style="list-style-type: none"> <li>No action to date.</li> </ul>	<ul style="list-style-type: none"> <li>Complete lighting system.</li> </ul>
<ul style="list-style-type: none"> <li>Complete synthetic turf replacement project at Game Farm Park.</li> </ul>	<ul style="list-style-type: none"> <li>In design.</li> </ul>	<ul style="list-style-type: none"> <li>Complete synthetic turf replacement project at Game Farm Park.</li> </ul>
<ul style="list-style-type: none"> <li>Complete parking lot improvements at Brannan Park and Les Gove south lot.</li> </ul>	<ul style="list-style-type: none"> <li>No action to date.</li> </ul>	<ul style="list-style-type: none"> <li>Design, repair and replace Auburn Community and Events Center drivethrough.</li> </ul>
		<ul style="list-style-type: none"> <li>Design and construct bike park at Cedar Lanes Park.</li> </ul>
		<ul style="list-style-type: none"> <li>Design and permit Phase 1 of Jacobson Tree Farm Park.</li> </ul>



**Fund Budget**

<b>321 Municipal Park Construction</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>Revenues</b>					
Beginning Fund Balance	615,903	665,416	665,416	819,996	1,031,996
Property Taxes (Prop 2 Levy)	150,803	241,000	241,000	216,000	240,000
Federal Grants	-	-	-	-	-
State Grants	472,505	275,000	-	-	500,000
Interlocal Grants	75,000	440,000	165,000	568,000	-
League Fees	6,367	8,500	4,630	9,000	9,500
Investment Income	10,515	3,600	-	7,200	6,600
Rentals & Leases	62,624	63,300	63,300	64,800	66,300
Contributions & Donations	4,287	-	1,166	-	-
Insurance Recovery	49,259	-	-	-	-
Operating Transfer In	545,840	2,088,719	1,104,669	2,230,800	2,661,550
<b>Total Revenues</b>	<b>\$ 1,993,103</b>	<b>\$ 3,785,535</b>	<b>\$ 2,245,181</b>	<b>\$ 3,915,796</b>	<b>\$ 4,515,946</b>
<b>Expenditures</b>					
Salaries & Wages	-	-	-	-	-
Personnel Benefits	-	-	-	-	-
Services & Charges	-	10,000	10,000	5,000	5,000
Capital Outlay	1,327,688	2,999,633	1,415,185	2,878,800	3,725,050
Ending Fund Balance	665,416	775,902	819,996	1,031,996	785,896
<b>Total Expenditures</b>	<b>\$ 1,993,103</b>	<b>\$ 3,785,535</b>	<b>\$ 2,245,181</b>	<b>\$ 3,915,796</b>	<b>\$ 4,515,946</b>

## CEMETERY

### Mission

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

To fulfill this mission we will:

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

### Department Overview

Mountain View Cemetery, a division of the City of Auburn Parks, Arts & Recreation Department, is a self-supporting municipal cemetery that does not rely on any tax revenues for operation or maintenance. Unique to the community, Mountain View Cemetery is a peaceful, quiet, and beautiful setting, nestled on Auburn's west hill overlooking Mt. Rainier and the Green River Valley. The park-like setting includes rolling well-kept lawns, landscaped flowering gardens, and other features attesting to the value of life. A professional staff of six conducts over 300 interments annually and ensures fiscal responsibility. As an endowed care facility, all above ground structures, roadways, turf and landscaping are maintained by City staff now and in the future. The Cemetery serves many area funeral homes and offers a full range of above-ground and below-ground interment options, including Trigard Burial and Cremation Vaults for families choosing either casket or urn placement

### Accomplishments and Objectives

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>• Complete Phase 1 of asphalt overlay of roads.</li> </ul>	<ul style="list-style-type: none"> <li>• Phases 1 and 2 of asphalt overlay of roads was completed in 2020.</li> </ul>	<ul style="list-style-type: none"> <li>• New architectural design plans and permits for new mausoleum.</li> </ul>
<ul style="list-style-type: none"> <li>• Work on the construction of new open-air 96-crypt mausoleum.</li> </ul>	<ul style="list-style-type: none"> <li>• Preliminary plans/drawings and geotechnical testing completed in April 2020.</li> </ul>	<ul style="list-style-type: none"> <li>• Mausoleum project goes to bid / secure contractor.</li> </ul>
<ul style="list-style-type: none"> <li>• Work on a comprehensive plan to train temporary employees at the start of their hire.</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive plan completed 2019. In 2020, the cemetery will not be hiring temporary employees.</li> </ul>	<ul style="list-style-type: none"> <li>• Explore options for new double depth section in the cemetery.</li> </ul>

**2021 – 2022 Working Capital Budget**

<b>436 Cemetery (includes 466 Cemetery - Capital)</b>	<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>OPERATING FUND:</b>					
OPERATING REVENUES					
343.601 Settings	51,455	50,000	40,000	50,000	53,300
343.602 Openings & Closings	272,320	240,000	235,000	245,000	260,900
343.603 Recordings	15,500	14,000	14,000	15,000	16,000
343.604 Liners	123,561	100,000	110,000	110,000	117,200
343.607 Vases	25,984	25,000	18,000	25,000	26,600
343.609 Lot Sales	521,312	425,000	475,000	475,000	505,900
343.610 Vault Installation	14,875	17,000	10,000	14,000	14,900
343.611 Other	24,825	15,000	12,000	15,000	16,000
343.612 Marker Sales	301,631	200,000	210,000	250,000	266,300
361.110 Investment Income	18,659	1,000	-	4,600	3,300
397.100 Operating Transfers In	-	100,000	-	-	-
367-399 Miscellaneous Revenue	(6,527)	-	-	-	-
<b>TOTAL OPERATING REVENUES</b>	<b>\$ 1,363,595</b>	<b>\$ 1,187,000</b>	<b>\$ 1,124,000</b>	<b>\$ 1,203,600</b>	<b>\$ 1,280,400</b>
OPERATING EXPENDITURES					
536.000.10 Salaries & Wages	458,170	473,497	473,497	495,692	510,238
536.000.20 Benefits	202,127	291,646	291,646	271,278	282,910
536.000.30 Supplies	245,076	221,700	221,700	261,700	261,700
536.000.40 Services & Charges	149,639	157,400	157,400	157,200	160,400
597.100.55 Operating Transfers Out	-	100,000	100,000	-	-
536.000.90 Interfund Payments for Service	142,569	196,000	196,000	158,950	170,800
590.100.05 Other Uses	46,656	-	-	-	-
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$ 1,244,237</b>	<b>\$ 1,440,243</b>	<b>\$ 1,440,243</b>	<b>\$ 1,344,820</b>	<b>1,386,048</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$ 119,358</b>	<b>\$ (253,243)</b>	<b>\$ (316,243)</b>	<b>\$ (141,220)</b>	<b>\$ (105,648)</b>
BEGINNING WORKING CAPITAL - January 1	702,687	822,045	822,045	505,802	364,582
ENDING WORKING CAPITAL - December 31	822,045	568,802	505,802	364,582	258,934
<b>NET CHANGE IN WORKING CAPITAL (*)</b>	<b>\$ 119,358</b>	<b>\$ (253,243)</b>	<b>\$ (316,243)</b>	<b>\$ (141,220)</b>	<b>\$ (105,648)</b>
<b>CAPITAL FUND:</b>					
CAPITAL REVENUES					
361.110 Investment Income	5,669	-	-	800	1,000
397.100 Operating Transfers In	-	155,400	155,400	-	-
<b>TOTAL CAPITAL REVENUES</b>	<b>\$ 5,669</b>	<b>\$ 155,400</b>	<b>\$ 155,400</b>	<b>\$ 800</b>	<b>\$ 1,000</b>
CAPITAL EXPENDITURES					
590.100.41 Services & Charges	38	100	-	100	100
590.100.64 Increase In Fixed Assets - Equipment	-	-	-	-	-
590.100.65 Construction Projects	-	405,400	365,400	40,000	-
590.100.55 Operating Transfers Out	-	-	-	-	-
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$ 38</b>	<b>\$ 405,500</b>	<b>\$ 365,400</b>	<b>\$ 40,100</b>	<b>\$ 100</b>
BEGINNING WORKING CAPITAL - January 1	253,352	258,983	258,983	48,983	9,683
ENDING WORKING CAPITAL - December 31	258,983	8,883	48,983	9,683	10,583
<b>NET CHANGE IN WORKING CAPITAL (*)</b>	<b>\$ 5,631</b>	<b>\$ (250,100)</b>	<b>\$ (210,000)</b>	<b>\$ (39,300)</b>	<b>\$ 900</b>
<b>Total Change in Working Capital</b>	<b>\$ 124,989</b>	<b>\$ (503,343)</b>	<b>\$ (526,243)</b>	<b>\$ (180,520)</b>	<b>\$ (104,748)</b>

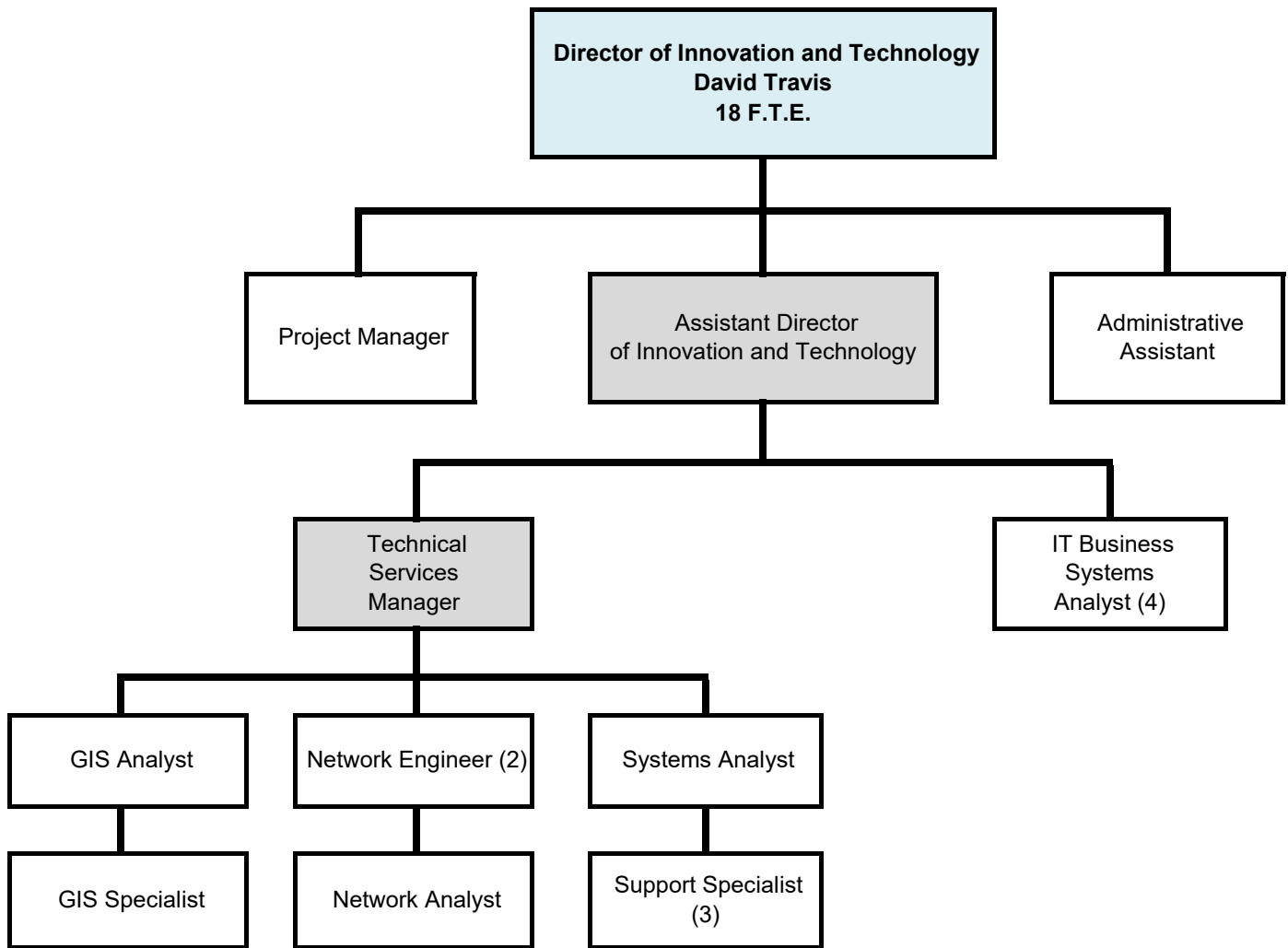
(\*) Working Capital = Current Assets  
minus Current Liabilities

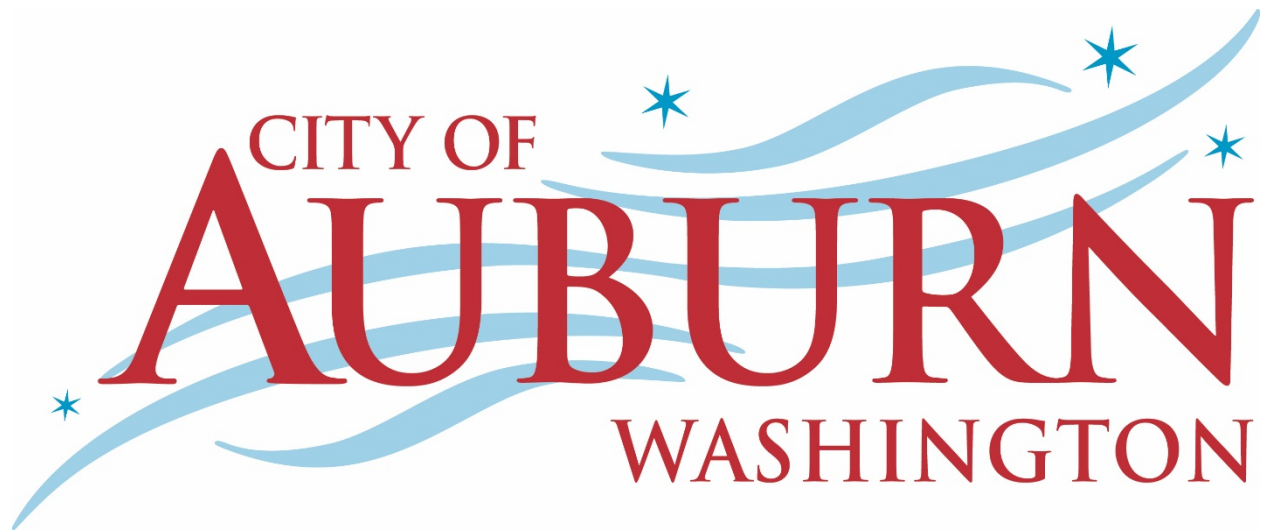
**Department Employees**

<b>436 Cemetery FTEs</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Cemetery FTEs	6.00	6.00	6.00	6.00	6.00
<b>TOTAL CEMETERY FTEs</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

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Full Time Equivalent (FTE)





## INNOVATION AND TECHNOLOGY

### Mission Statement

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

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

### Department Overview

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

### Accomplishments and Objectives

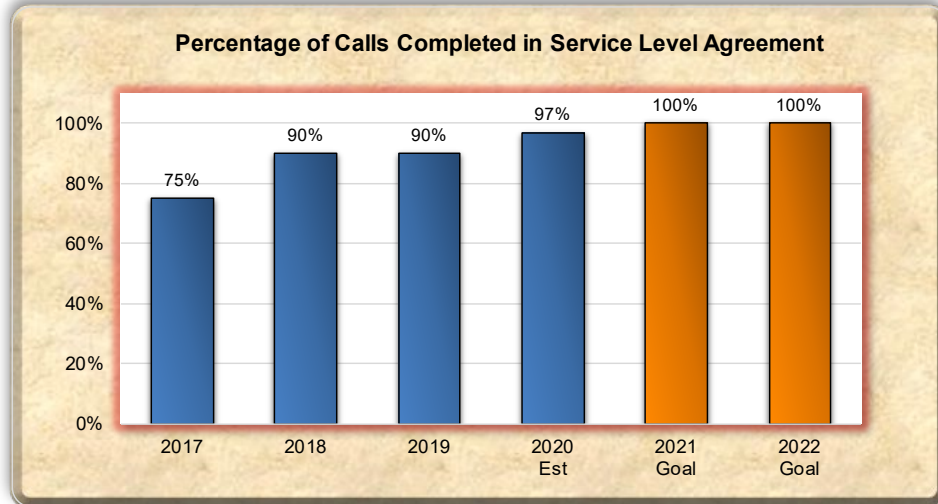
2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Continue to look at enhanced features and further integrations for eGovernment services and internal citizen technology engagement.</li> </ul>	<ul style="list-style-type: none"> <li>Implemented See Click Fix for citizen reporting and communication, GovQA for constituency engagement, MS Teams for video conferencing and many other integrations to improve engagement.</li> </ul>	
<ul style="list-style-type: none"> <li>Increase staff access, knowledge, and skills in the utilization of technology.</li> </ul>	<ul style="list-style-type: none"> <li>Continued quarterly in-person trainings and regular web-based videos for staff. In addition, built an on-boarding package for new staff and formed a customer success team that was assigned to each department to better understand their needs.</li> </ul>	<ul style="list-style-type: none"> <li>Work with HR to populate and promote the NeoGov LEARN module that will be an online training for all staff.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to expand Auburn's OpenGov and turn on more datasets and features. In addition, build "stories" that can present and share the data in a more user friendly manner.</li> </ul>	<ul style="list-style-type: none"> <li>Added several new datasets, stories and integrations that allow more content to be available to more citizens.</li> </ul>	<ul style="list-style-type: none"> <li>Look to add internal-only tools for budgeting and data exposure now that the open data platform is owned by Tyler Technologies.</li> </ul>

2019-2020 Goals	Progress Towards 2019-2020 Goals	Major Goals for 2021-2022
<ul style="list-style-type: none"> <li>Provide for the public good by advancing development and access to new technologies and information including fiber, wireless, and economic development options. Continue to find key areas that provide expansion, redundancy, faster speeds and cost-saving benefits.</li> </ul>	<ul style="list-style-type: none"> <li>Expanded infrastructure (including WiFi), in addition to building a fiber ring that allows for redundancy and resiliency.</li> <li>Connected all City-owned buildings, and also expanded to the C3 and other neighboring cities.</li> </ul>	<ul style="list-style-type: none"> <li>Continue this expansion and upgrade speed/capacity. Look at connectivity to the cloud to support other goals.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to look for partnership opportunities to find ways to increase technology to benefit the community.</li> </ul>	<ul style="list-style-type: none"> <li>Reduced costs by negotiating multi-year licensing contracts with vendors.</li> </ul>	<ul style="list-style-type: none"> <li>Continued this effort by negotiating existing vendor agreements and forming partnerships with local businesses.</li> </ul>
<ul style="list-style-type: none"> <li>Expand wireless broadband services to low-income students. Pending council and approval and budget, expand key areas identified by the school district.</li> </ul>	<ul style="list-style-type: none"> <li>While we continue to expand as mentioned above, this direct project of wireless broadband to low-income students was put on hold. This is because the school district is directly tackling this, and Comcast rolled out a specific plan for it. In addition, after much research, it was found the need was not as great as we thought.</li> </ul>	
<ul style="list-style-type: none"> <li>Continue to gain efficiencies through the use of technology. We are always looking to implement value-adding solutions to gain efficiencies and savings.</li> </ul>	<ul style="list-style-type: none"> <li>Through the 2019-20 biennium, we were able to eliminate multiple single-use applications by moving those functions to enterprise applications.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to gain efficiencies through the use of technology.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to find standalone applications and applications that share similar business process for integration.</li> </ul>	<ul style="list-style-type: none"> <li>This was done and also used to decommission applications that were no longer needed. As an example, PowerDMS, Lynda.com, Barracuda, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Continue this on-going effort to have a modern, value-adding inventory of applications.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to find value-adding, cost-efficient projects that meet our Internet of Things (IoT) strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Continued to look at smart lighting, smart camera, sensors and other IoT devices that bring value to the City.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to find value-adding, cost-efficient projects that meet our Internet of Things (IoT) strategy.</li> </ul>
		<ul style="list-style-type: none"> <li>Continue to work towards a completely mobile-enabled workforce. This would allow, with the appropriate policy and permissions, a staff member to work anytime, anywhere.</li> </ul>

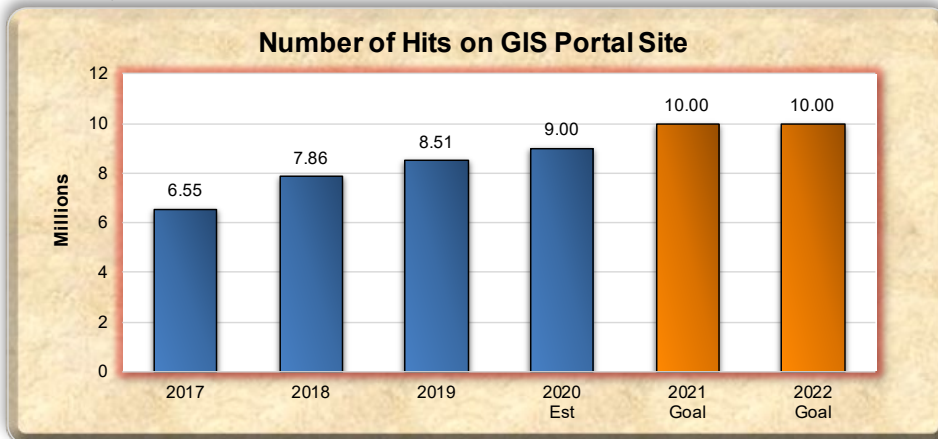


**PERFORMANCE MEASURES - INNOVATION AND TECHNOLOGY****Customer Service Management**

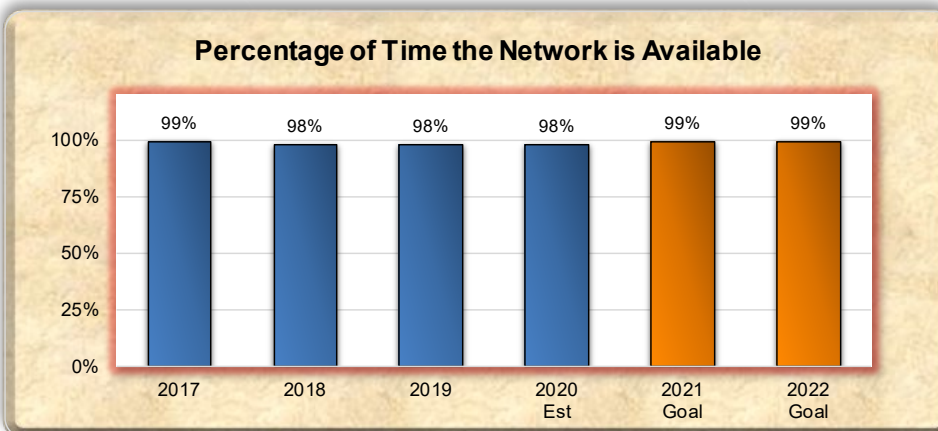
Innovation & Technology provides 24/7 support of City computer systems. Requests for services are tracked through our Help Desk. Our Service Level Agreement (SLA) is to respond within 30 minutes during regular business hours of 7am - 5pm. Off hours, we provide assistance as soon as possible for emergent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

**Enterprise Geospatial Information Services (eGIS)**

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

**Enterprise Network Services**

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



**2021 – 2022 Working Capital Budget**

<b>518 Innovation &amp; Technology (includes 568 IT - Capital)</b>		<b>2019 Actual</b>	<b>2020 Adjusted Budget</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>OPERATING FUND:</b>						
OPERATING REVENUES						
348.800	Interfund Operating Charges	4,875,952	5,339,400	5,339,400	5,382,950	5,591,300
341.800	Intergovernmental Services	98,886	80,000	80,000	60,000	60,000
361.110	Investment Income	53,724	-	-	18,800	19,900
397.110	Operating Transfers In	91,565	269,953	135,000	50,000	-
369.900	Miscellaneous Revenue	1,052	-	-	-	-
399.610	Other Revenues	17,466	-	-	-	-
<b>TOTAL OPERATING REVENUES</b>		<b>\$ 5,138,645</b>	<b>\$ 5,689,353</b>	<b>\$ 5,554,400</b>	<b>\$ 5,511,750</b>	<b>\$ 5,671,200</b>
OPERATING EXPENDITURES						
518.880.10	Salaries & Wages	1,679,496	1,666,792	1,680,392	1,848,946	1,922,093
518.880.20	Benefits	628,631	910,149	915,949	887,122	925,139
518.880.30	Supplies	505,132	424,000	424,000	384,500	384,500
518.880.40	Services & Charges	2,053,802	2,405,600	2,405,600	2,377,700	2,387,500
597.100.55	Operating Transfer Out	-	500,000	-	500,000	-
590.100.05	Net Increase in Restricted Assets	213,861	-	-	-	-
518.880.90	Interfund Payments for Service	84,211	93,300	93,300	164,100	165,600
<b>TOTAL OPERATING EXPENDITURES</b>		<b>\$ 5,165,134</b>	<b>\$ 5,999,841</b>	<b>\$ 5,519,241</b>	<b>\$ 6,162,368</b>	<b>\$ 5,784,832</b>
<b>REVENUES LESS EXPENDITURES</b>		<b>(26,488)</b>	<b>\$ (310,488)</b>	<b>\$ 35,159</b>	<b>\$ (650,618)</b>	<b>\$ (113,632)</b>
BEGINNING WORKING CAPITAL - January 1		2,235,865	2,209,376	2,209,376	2,244,535	1,593,917
ENDING WORKING CAPITAL - December 31		2,209,376	1,898,888	2,244,535	1,593,917	1,480,285
<b>NET CHANGE IN WORKING CAPITAL (*)</b>		<b>\$ (26,488)</b>	<b>\$ (310,488)</b>	<b>\$ 35,159</b>	<b>\$ (650,618)</b>	<b>\$ (113,632)</b>
<b>CAPITAL FUND:</b>						
CAPITAL REVENUES						
361.110	Investment Income	33,143	-	-	4,700	3,400
397.110	Operating Transfer In	32,668	525,000	-	575,000	-
<b>TOTAL CAPITAL REVENUES</b>		<b>\$ 65,810</b>	<b>\$ 525,000</b>	<b>\$ -</b>	<b>\$ 579,700</b>	<b>\$ 3,400</b>
CAPITAL EXPENDITURES						
590.100.10	Salaries & Wages	4,357	-	-	-	-
590.100.20	Benefits	2,277	-	-	-	-
590.100.41	Services & Charges	223	300	300	200	200
597.100.55	Operating Transfers Out	-	-	-	-	-
590.100.60	Capital Projects & Equipment	139,872	1,186,527	900,000	489,000	414,000
<b>TOTAL CAPITAL EXPENDITURES</b>		<b>\$ 146,729</b>	<b>\$ 1,186,827</b>	<b>\$ 900,300</b>	<b>\$ 489,200</b>	<b>\$ 414,200</b>
BEGINNING WORKING CAPITAL - January 1		1,526,533	1,445,614	1,445,614	545,314	635,814
ENDING WORKING CAPITAL - December 31		1,445,614	783,787	545,314	635,814	225,014
<b>NET CHANGE IN WORKING CAPITAL (*)</b>		<b>\$ (80,918)</b>	<b>\$ (661,827)</b>	<b>\$ (900,300)</b>	<b>\$ 90,500</b>	<b>\$ (410,800)</b>
<b>Total Change in Working Capital</b>		<b>\$ (107,407)</b>	<b>\$ (972,315)</b>	<b>\$ (865,141)</b>	<b>\$ (560,118)</b>	<b>\$ (524,432)</b>

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

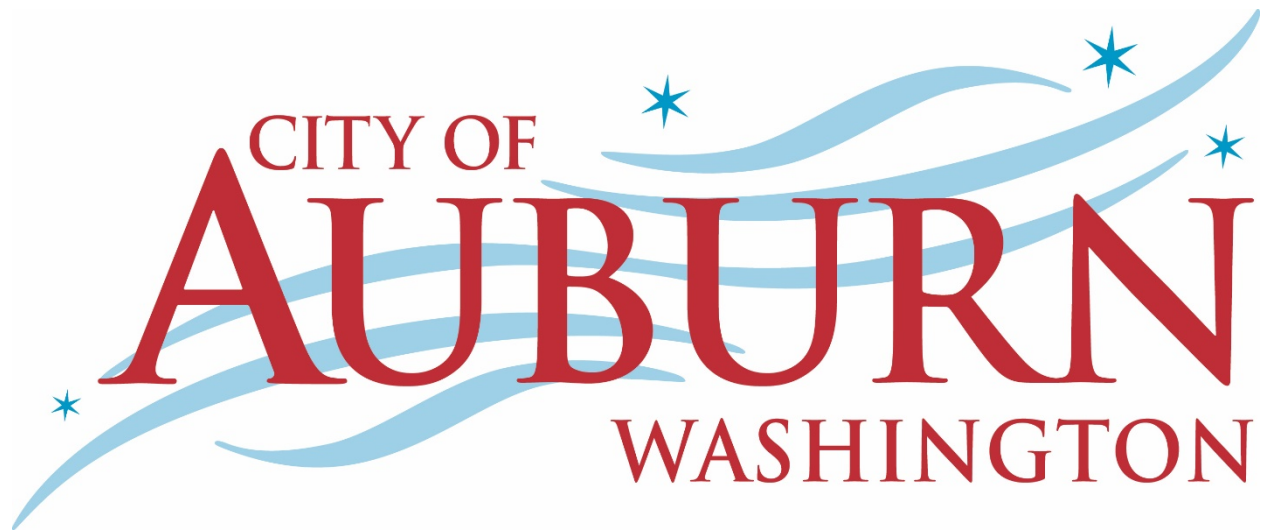
**Department Employees**

<b>518 Innovation and Technology Department</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Innovation and Technology Department FTEs	17.00	18.00	18.00	18.00	18.00
<b>TOTAL IT FTEs</b>	<b>17.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>

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Full Time Equivalent (FTE)

1.0 FTE - The 2019/2020 Adopted Budget included an additional IT Business Systems Analyst position.



## 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

- 2021 Budgeted Revenue by Type, All Funds (Table)
- 2021 Budgeted Expenditures by Object, All Funds (Table)
- 2022 Budgeted Revenue by Type, All Funds (Table)
- 2022 Budgeted Expenditures by Object, All Funds (Table)
- 2021 Budget Summary, Operating Funds (Table)
- 2021 Budget Summary, Capital Funds (Table)
- 2022 Budget Summary, Operating Funds (Table)
- 2022 Budget Summary, Capital Funds (Table)
- Relationship between Fund and City Structure (Table)
- 2021 & 2022 – Budgeted Expenditures by Administrative Structure (Table)
- 2021 – Budgeted General Fund Expenditures by Department (Graph)
- 2022 – Budgeted General Fund Expenditures by Department (Graph)
- 2021 & 2022 – Budgeted General Fund Expenditures by Cost Center (Table)
- 2021 & 2022 – Budgeted Interfund Operating Transfers (Table)

**2021 Budgeted Revenue by Type, All Funds**

Fund		Taxes	Licenses & Permits	Intergov't	Charges for Services	Fines & Forfeitures
GENERAL FUND		\$ 57,100,000	\$ 2,029,400	\$ 4,320,220	\$ 7,419,290	\$ 722,200
SPECIAL REVENUE FUNDS	Arterial Street	-	-	2,193,730	500,000	-
	Local Street	-	-	-	-	-
	Hotel/Motel Tax	135,000	-	-	2,500	-
	Arterial Street Preservation	2,040,400	-	741,250	-	-
	Drug Forfeiture	-	-	-	16,000	125,000
	Housing & Community Development	-	-	600,000	-	-
	Recreational Trails	-	-	7,000	-	-
	Business Improvement Area	55,000	-	-	-	-
	Cumulative Reserve	-	-	-	-	-
	Mitigation Fees	-	-	-	1,130,400	-
DEBT SERVICE	City Hall Annex 2010 A&B Bond	-	-	332,100	-	-
	Local Revitalization 2010 C&D Bond	250,000	-	98,800	-	-
	SCORE 2009 A&B Bond	-	-	488,760	877,340	-
	LID #249	-	-	-	-	-
	LID #350	-	-	-	-	-
	Golf / Cemetery 2016 Refunding	-	-	-	-	-
CAPITAL PROJECTS	Municipal Park Construction	216,000	-	568,000	9,000	-
	Capital Improvements	1,900,000	-	712,010	232,470	-
	Local Revitalization	-	-	-	-	-
ENTERPRISE FUNDS	Water	-	-	-	16,311,200	-
	Sewer	-	-	-	9,601,630	-
	Sewer Metro	-	-	-	20,319,350	-
	Storm Drainage	-	-	255,970	10,607,050	-
	Solid Waste	-	-	60,000	16,669,900	-
	Airport	-	-	-	474,000	-
	Cemetery	-	-	-	1,199,000	-
INTERNAL SERVICE FUNDS	Insurance	-	-	-	-	-
	Workers' Compensation	-	-	-	-	-
	Facilities	-	-	-	3,580,100	-
	Innovation and Technology (includes Multimedia)	-	-	-	6,653,150	-
	Equipment Rental	-	-	-	460,200	-
FIDUCIARY FUNDS	Fire Pension	-	-	87,500	-	-
	SKHHP (South King Housing and Homelessness Partners)	-	-	-	-	-
PERMANENT FUNDS	Cemetery Endowment Care	-	-	-	47,500	-
<b>TOTAL BUDGET</b>		<b>\$ 61,696,400</b>	<b>\$ 2,029,400</b>	<b>\$ 10,465,340</b>	<b>\$ 96,110,080</b>	<b>\$ 847,200</b>

**2021 Budgeted Revenue by Type, All Funds (continued)**

Fund		Miscellaneous Revenue	Interfund Transfers	Other Sources	Beginning Fund Balance	Total Resources
GENERAL FUND		\$ 1,092,600	\$ 162,000	\$ 25,000	\$ 19,948,152	\$ 92,818,862
SPECIAL REVENUE FUNDS	Arterial Street	6,200	2,248,150	-	1,015,159	5,963,239
	Local Street	10,600	2,350,000	-	1,321,778	3,682,378
	Hotel/Motel Tax	1,600	-	-	225,286	364,386
	Arterial Street Preservation	12,400	-	-	1,606,304	4,400,354
	Drug Forfeiture	6,600	-	-	957,967	1,105,567
	Housing & Community Development	-	-	-	42,904	642,904
	Recreational Trails	700	-	-	79,425	87,125
	Business Improvement Area	700	-	-	96,325	152,025
	Cumulative Reserve	101,000	-	-	6,383,315	6,484,315
	Mitigation Fees	87,160	-	-	12,420,562	13,638,122
DEBT SERVICE	City Hall Annex 2010 A&B Bond	-	1,313,200	-	4,489	1,649,789
	Local Revitalization 2010 C&D Bond	270	225,000	-	33,593	607,663
	SCORE 2009 A&B Bond	-	-	-	-	1,366,100
	LID #249	10	-	-	1,669	1,679
	LID #350	960	-	-	403	1,363
	Golf / Cemetery 2016 Refunding	-	371,000	-	-	371,000
CAPITAL PROJECTS						
	Municipal Park Construction	72,000	2,230,800	-	819,996	3,915,796
	Capital Improvements	50,900	1,368,800	-	7,705,844	11,970,024
	Local Revitalization	1,000	-	-	244,000	245,000
ENTERPRISE FUNDS	Water	154,000	10,643,610	3,655,200	17,976,656	48,740,666
	Sewer	144,700	-	686,800	18,600,338	29,033,468
	Sewer Metro	16,600	-	-	2,066,136	22,402,086
	Storm Drainage	147,900	-	514,100	19,513,159	31,038,179
	Solid Waste	45,600	-	-	5,753,618	22,529,118
	Airport	4,811,900	3,000,000	-	831,334	9,117,234
	Cemetery	5,400	-	-	554,785	1,759,185
INTERNAL SERVICE FUNDS	Insurance	12,800	-	-	1,741,353	1,754,153
	Workers' Compensation	1,124,400	-	15,000	2,382,027	3,521,427
	Facilities	133,000	-	-	986,936	4,700,036
	Innovation and Technology (includes Multimedia)	26,300	625,000	-	3,142,721	10,447,171
	Equipment Rental	3,868,100	1,025,420	-	6,488,465	11,842,185
FIDUCIARY FUNDS	Fire Pension	16,000	-	-	2,033,441	2,136,941
	SKHHP (South King Housing and Homelessness Partners)	253,100	-	-	241,645	494,745
PERMANENT FUNDS						
	Cemetery Endowment Care	16,120	-	-	1,983,146	2,046,766
TOTAL BUDGET		\$ 12,220,620	\$ 25,562,980	\$ 4,896,100	\$ 137,202,931	\$ 351,031,051

**2021 Budgeted Expenditures by Object, All Funds**

Fund		(10 & 20) Personnel	(30) Supplies	(40) Services	(60) Capital
GENERAL FUND		\$ 47,914,527	\$ 1,642,510	\$ 22,362,340	\$ 98,000
SPECIAL REVENUE FUNDS	Arterial Street	350,000	-	180,000	4,729,980
	Local Street	235,000	-	700	2,115,000
	Hotel/Motel Tax	57,760	3,200	116,150	-
	Arterial Street Preservation	188,000	-	25,000	2,623,250
	Drug Forfeiture	218,074	55,200	78,200	-
	Housing & Community Development	214,000	110,000	216,000	60,000
	Recreational Trails	-	-	-	-
	Business Improvement Area	-	1,000	89,000	-
	Cumulative Reserve	-	-	-	-
	Mitigation Fees	-	-	119,200	-
DEBT SERVICE	1998 Library Bond	-	-	-	-
	City Hall Annex 2010 A&B Bond	-	-	-	-
	Local Revitalization 2010 C&D Bond	-	-	-	-
	SCORE 2009 A&B Bond	-	-	-	-
	LID #249	-	-	-	-
	LID #350	-	-	-	-
	Golf / Cemetery 2016 Refunding	-	-	-	-
CAPITAL PROJECTS	Municipal Park Construction	-	-	5,000	2,878,800
	Capital Improvements	-	-	-	3,571,120
	Local Revitalization	-	-	-	245,000
ENTERPRISE FUNDS	Water	5,119,307	359,850	4,745,900	9,898,610
	Sewer	2,722,638	163,050	3,241,300	3,263,000
	Sewer Metro	-	-	20,331,250	-
	Storm Drainage	4,519,576	82,050	2,148,430	4,233,100
	Solid Waste	-	48,200	16,270,530	-
	Airport	369,196	362,000	267,900	2,891,500
	Cemetery	766,970	261,700	157,300	40,000
INTERNAL SERVICE FUNDS	Insurance	175,000	-	7,900	-
	Workers' Compensation	250,000	-	461,100	-
	Facilities	1,272,321	140,200	1,407,700	-
	Innovation and Technology (includes Multimedia)	3,308,220	420,650	2,867,000	489,000
	Equipment Rental	1,048,437	1,153,840	570,750	3,247,900
FIDUCIARY FUNDS	Fire Pension	187,204	-	12,000	-
	SKHHP (South King Housing and Homelessness Partners)	-	-	307,860	-
PERMANENT FUNDS	Cemetery Endowment Care	-	-	-	-
<b>TOTAL BUDGET</b>		\$ 68,916,230	\$ 4,803,450	\$ 75,988,510	\$ 40,384,260



**2021 Budgeted Expenditures by Object, All Funds (continued)**

Fund		(70 & 80) Debt Service	(90) Interfund Srv.	Interfund Transfers	Ending Fund Balance	Total Budget
GENERAL FUND		\$ -	\$ 9,835,400	\$ 441,300	\$ 10,524,785	\$ 92,818,862
SPECIAL REVENUE FUNDS	Arterial Street	206,900	69,050	-	427,309	5,963,239
	Local Street	-	13,250	-	1,318,428	3,682,378
	Hotel/Motel Tax	-	-	-	187,276	364,386
	Arterial Street Preservation	-	-	50,000	1,514,104	4,400,354
	Drug Forfeiture	-	13,400	128,120	612,573	1,105,567
	Housing & Community Development	-	-	-	42,904	642,904
	Recreational Trails	-	-	-	87,125	87,125
	Business Improvement Area	-	-	-	62,025	152,025
	Cumulative Reserve	-	-	-	6,484,315	6,484,315
	Mitigation Fees	-	-	4,146,280	9,372,642	13,638,122
	1998 Library Bond	-	-	-	-	-
DEBT SERVICE	City Hall Annex 2010 A&B Bond	1,645,300	-	-	4,489	1,649,789
	Local Revitalization 2010 C&D Bond	573,800	-	-	33,863	607,663
	SCORE 2009 A&B Bond	1,366,100	-	-	-	1,366,100
	LID #249	-	-	-	1,679	1,679
	LID #350	-	-	-	1,363	1,363
	Golf / Cemetery 2016 Refunding	371,000	-	-	-	371,000
CAPITAL PROJECTS	Municipal Park Construction	-	-	-	1,031,996	3,915,796
	Capital Improvements	-	-	4,361,600	4,037,304	11,970,024
	Local Revitalization	-	-	-	-	245,000
ENTERPRISE FUNDS	Water	2,625,400	1,937,400	11,051,776	13,002,423	48,740,666
	Sewer	555,200	1,578,600	383,167	17,126,513	29,033,468
	Sewer Metro	-	-	-	2,070,836	22,402,086
	Storm Drainage	537,900	2,096,200	444,667	16,976,256	31,038,179
	Solid Waste	-	632,100	-	5,578,288	22,529,118
	Airport	378,100	110,600	3,000,000	1,737,938	9,117,234
	Cemetery	-	158,950	-	374,265	1,759,185
INTERNAL SERVICE FUNDS	Insurance	-	-	-	1,571,253	1,754,153
	Workers' Compensation	-	159,700	6,000	2,644,627	3,521,427
	Facilities	-	227,900	1,028,070	623,845	4,700,036
	Innovation and Technology (includes Multimedia)	-	276,850	500,000	2,585,451	10,447,171
	Equipment Rental	-	343,750	22,000	5,455,508	11,842,185
FIDUCIARY FUNDS	Fire Pension	-	11,000	-	1,926,737	2,136,941
	SKHHP (South King Housing and Homelessness Partners)	-	-	-	186,885	494,745
PERMANENT FUNDS						
	Cemetery Endowment Care	-	-	-	2,046,766	2,046,766
<b>TOTAL BUDGET</b>		<b>\$ 8,259,700</b>	<b>\$ 17,464,150</b>	<b>\$ 25,562,980</b>	<b>\$ 109,651,771</b>	<b>\$ 351,031,051</b>

**2022 Budgeted Revenue by Type, All Funds**

Fund		Taxes	Licenses & Permits	Intergov't	Charges for Services	Fines & Forfeitures
GENERAL FUND		\$ 63,489,100	\$ 2,264,300	\$ 4,412,320	\$ 7,871,830	\$ 731,400
SPECIAL REVENUE FUNDS	Arterial Street	-	-	1,170,000	1,500,000	-
	Local Street	-	-	-	-	-
	Hotel/Motel Tax	165,000	-	-	2,500	-
	Arterial Street Preservation	2,047,400	-	-	-	-
	Drug Forfeiture	-	-	-	18,000	125,000
	Housing & Community Development	-	-	600,000	-	-
	Recreational Trails	-	-	7,000	-	-
	Business Improvement Area	55,000	-	-	-	-
	Cumulative Reserve	-	-	-	-	-
	Mitigation Fees	-	-	-	1,106,400	-
DEBT SERVICE	1998 Library Bond	-	-	-	-	-
	City Hall Annex 2010 A&B Bond	-	-	321,300	-	-
	Local Revitalization 2010 C&D Bond	250,000	-	93,400	-	-
	SCORE 2009 A&B Bond	-	-	475,160	891,540	-
	LID #249	-	-	-	-	-
	LID #350	-	-	-	-	-
	Golf / Cemetery 2016 Refunding	-	-	-	-	-
CAPITAL PROJECTS						
	Municipal Park Construction	240,000	-	500,000	9,500	-
	Capital Improvements	2,200,000	-	780,000	-	-
ENTERPRISE FUNDS	Local Revitalization	-	-	-	-	-
	Water	-	-	225,000	16,994,650	-
	Sewer	-	-	-	9,912,480	-
	Sewer Metro	-	-	-	20,996,400	-
	Storm Drainage	-	-	-	10,861,370	-
	Solid Waste	-	-	60,000	18,525,400	-
	Airport	-	-	422,220	484,000	-
INTERNAL SERVICE FUNDS	Cemetery	-	-	-	1,277,100	-
	Insurance	-	-	-	-	-
	Workers' Compensation	-	-	-	-	-
	Facilities	-	-	-	3,578,500	-
	Innovation and Technology (includes Multimedia)	-	-	-	6,881,100	-
	Equipment Rental	-	-	-	461,500	-
FIDUCIARY FUNDS	Fire Pension	-	-	88,400	-	-
	SKHHP (South King Housing and Homelessness Partners)	-	-	-	-	-
PERMANENT FUNDS						
	Cemetery Endowment Care	-	-	-	47,500	-
<b>TOTAL BUDGET</b>		<b>\$ 68,446,500</b>	<b>\$ 2,264,300</b>	<b>\$ 9,154,800</b>	<b>\$ 101,419,770</b>	<b>\$ 856,400</b>

**2022 Budgeted Revenue by Type, All Funds (continued)**

Fund		Miscellaneous Revenue	Interfund Transfers	Other Sources	Beginning Fund Balance	Total Resources
GENERAL FUND		\$ 1,120,300	\$ 2,024,000	\$ 25,000	\$ 10,524,785	\$ 92,463,035
SPECIAL REVENUE FUNDS	Arterial Street	252,100	2,856,200	-	427,309	6,205,609
	Local Street	10,500	1,650,000	-	1,318,428	2,978,928
	Hotel/Motel Tax	1,400	-	-	187,276	356,176
	Arterial Street Preservation	11,400	-	-	1,514,104	3,572,904
	Drug Forfeiture	5,000	-	-	612,573	760,573
	Housing & Community Development	-	-	-	42,904	642,904
	Recreational Trails	700	-	-	87,125	94,825
	Business Improvement Area	400	-	-	62,025	117,425
	Cumulative Reserve	80,000	-	-	6,484,315	6,564,315
	Mitigation Fees	55,500	-	-	9,372,642	10,534,542
DEBT SERVICE	1998 Library Bond	-	-	-	-	-
	City Hall Annex 2010 A&B Bond	-	1,316,000	-	4,489	1,641,789
	Local Revitalization 2010 C&D Bond	270	223,700	-	33,863	601,233
	SCORE 2009 A&B Bond	-	-	-	-	1,366,700
	LID #249	10	-	-	1,679	1,689
	LID #350	10	-	-	1,363	1,373
	Golf / Cemetery 2016 Refunding	-	371,300	-	-	371,300
CAPITAL PROJECTS	Municipal Park Construction	72,900	2,661,550	-	1,031,996	4,515,946
	Capital Improvements	87,400	42,510	-	4,037,304	7,147,214
	Local Revitalization	-	-	-	-	-
ENTERPRISE FUNDS	Water	121,900	9,224,010	3,183,200	13,002,423	42,751,183
	Sewer	132,600	-	703,400	17,126,513	27,874,993
	Sewer Metro	16,300	-	-	2,070,836	23,083,536
	Storm Drainage	126,700	-	526,600	16,976,256	28,490,926
	Solid Waste	44,200	-	-	5,578,288	24,207,888
	Airport	1,048,300	1,400,000	-	1,737,938	5,092,458
	Cemetery	4,300	-	-	374,265	1,655,665
INTERNAL SERVICE FUNDS	Insurance	12,000	-	-	1,571,253	1,583,253
	Workers' Compensation	1,129,900	-	15,000	2,644,627	3,789,527
	Facilities	116,000	-	-	623,845	4,318,345
	Innovation and Technology (includes Multimedia)	26,100	-	-	2,585,451	9,492,651
	Equipment Rental	3,833,360	-	-	5,455,508	9,750,368
FIDUCIARY FUNDS	Fire Pension	15,200	-	-	1,926,737	2,030,337
	SKHHP (South King Housing and Homelessness Partners)	252,300	-	-	186,885	439,185
PERMANENT FUNDS	Cemetery Endowment Care	16,630	-	-	2,046,766	2,110,896
<b>TOTAL BUDGET</b>		<b>\$ 8,593,680</b>	<b>\$ 21,769,270</b>	<b>\$ 4,453,200</b>	<b>\$ 109,651,771</b>	<b>\$ 326,609,691</b>

**2022 Budgeted Expenditures by Object, All Funds**

Fund		(10 & 20) Personnel	(30) Supplies	(40) Services	(60) Capital
GENERAL FUND		\$ 50,518,026	\$ 1,587,570	\$ 23,230,060	\$ 10,000
SPECIAL REVENUE FUNDS	Arterial Street	408,000	-	185,000	5,037,000
	Local Street	148,500	-	700	1,501,500
	Hotel/Motel Tax	57,760	3,200	116,150	-
	Arterial Street Preservation	170,800	-	150,000	1,629,200
	Drug Forfeiture	226,731	38,200	78,200	-
	Housing & Community Development	225,000	105,000	210,000	60,000
	Recreational Trails	-	-	-	-
	Business Improvement Area	-	1,000	89,000	-
	Cumulative Reserve	-	-	-	-
	Mitigation Fees	-	-	543,700	-
DEBT SERVICE	1998 Library Bond	-	-	-	-
	City Hall Annex 2010 A&B Bond	-	-	-	-
	Local Revitalization 2010 C&D Bond	-	-	-	-
	SCORE 2009 A&B Bond	-	-	-	-
	LID #249	-	-	-	-
	LID #350	-	-	-	-
	Golf / Cemetery 2016 Refunding	-	-	-	-
CAPITAL PROJECTS	Municipal Park Construction	-	-	5,000	3,725,050
	Capital Improvements	-	-	-	1,277,510
	Local Revitalization	-	-	-	-
ENTERPRISE FUNDS	Water	5,227,814	359,850	4,709,430	8,744,010
	Sewer	3,073,136	166,050	3,246,330	3,419,000
	Sewer Metro	-	-	21,008,800	-
	Storm Drainage	4,605,561	82,050	2,121,770	4,329,000
	Solid Waste	-	48,200	18,016,480	-
	Airport	379,947	368,000	279,300	1,780,340
	Cemetery	793,148	261,700	160,500	-
INTERNAL SERVICE FUNDS	Insurance	175,000	-	8,200	-
	Workers' Compensation	250,000	-	466,900	-
	Facilities	1,255,166	140,200	1,384,750	-
	Innovation and Technology (includes Multimedia)	3,440,394	420,650	2,877,900	414,000
	Equipment Rental	1,084,858	1,044,200	576,950	1,434,900
FIDUCIARY FUNDS	Fire Pension	192,804	-	7,000	-
	SKHHP (South King Housing and Homelessness Partners)	-	-	315,450	-
PERMANENT FUNDS					
	Cemetery Endowment Care	-	-	-	-
<b>TOTAL BUDGET</b>		<b>\$ 72,232,645</b>	<b>\$ 4,625,870</b>	<b>\$ 79,787,570</b>	<b>\$ 33,361,510</b>

**2022 Budgeted Expenditures by Object, All Funds (continued)**

Fund		(70 & 80) Debt Service	(90) Interfund Srv.	Interfund Transfers	Ending Fund Balance	Total Budget
GENERAL FUND		\$ -	\$ 9,888,060	\$ 371,300	\$ 6,858,019	\$ 92,463,035
SPECIAL REVENUE FUNDS	Arterial Street	206,200	56,200	-	313,209	6,205,609
	Local Street	-	13,800	-	1,314,428	2,978,928
	Hotel/Motel Tax	-	-	-	179,066	356,176
	Arterial Street Preservation	-	-	185,000	1,437,904	3,572,904
	Drug Forfeiture	-	13,400	-	404,042	760,573
	Housing & Community Development	-	-	-	42,904	642,904
	Recreational Trails	-	-	-	94,825	94,825
	Business Improvement Area	-	-	-	27,425	117,425
	Cumulative Reserve	-	-	1,950,000	4,614,315	6,564,315
	Mitigation Fees	-	-	5,307,750	4,683,092	10,534,542
DEBT SERVICE	1998 Library Bond	-	-	-	-	-
	City Hall Annex 2010 A&B Bond	1,637,300	-	-	4,489	1,641,789
	Local Revitalization 2010 C&D Bond	567,100	-	-	34,133	601,233
	SCORE 2009 A&B Bond	1,366,700	-	-	-	1,366,700
	LID #249	-	-	-	1,689	1,689
	LID #350	-	-	-	1,373	1,373
	Golf / Cemetery 2016 Refunding	371,300	-	-	-	371,300
CAPITAL PROJECTS	Municipal Park Construction	-	-	-	785,896	4,515,946
	Capital Improvements	-	-	2,411,700	3,458,004	7,147,214
	Local Revitalization	-	-	-	-	-
ENTERPRISE FUNDS	Water	2,394,000	2,023,350	9,274,010	10,018,719	42,751,183
	Sewer	553,600	1,629,750	50,000	15,737,127	27,874,993
	Sewer Metro	-	-	-	2,074,736	23,083,536
	Storm Drainage	537,400	2,135,300	124,000	14,555,845	28,490,926
	Solid Waste	-	655,000	-	5,488,208	24,207,888
	Airport	336,300	115,400	1,400,000	433,171	5,092,458
	Cemetery	-	170,800	-	269,517	1,655,665
INTERNAL SERVICE FUNDS	Insurance	-	-	-	1,400,053	1,583,253
	Workers' Compensation	-	167,100	-	2,905,527	3,789,527
	Facilities	-	248,600	695,510	594,119	4,318,345
	Innovation and Technology (includes Multimedia)	-	275,700	-	2,064,007	9,492,651
	Equipment Rental	-	374,400	-	5,235,060	9,750,368
FIDUCIARY FUNDS	Fire Pension	-	11,400	-	1,819,133	2,030,337
	SKHHP (South King Housing and Homelessness Partners)	-	-	-	123,735	439,185
PERMANENT FUNDS						
	Cemetery Endowment Care	-	-	-	2,110,896	2,110,896
<b>TOTAL BUDGET</b>		<b>\$ 7,969,900</b>	<b>\$ 17,778,260</b>	<b>\$ 21,769,270</b>	<b>\$ 89,084,666</b>	<b>\$ 326,609,691</b>

**2021 Budget Summary, Operating Funds**

Fund		Beginning Fund Balance	2021 Resources	2021 Expenditures	Ending Fund Balance
GENERAL FUND		\$19,948,152	\$72,870,710	\$82,294,077	\$10,524,785
SPECIAL REVENUE FUNDS	Hotel/Motel Tax	225,286	139,100	177,110	187,276
	Drug Forfeiture	957,967	147,600	492,994	612,573
	Housing & Community Development	42,904	600,000	600,000	42,904
	Business Improvement Area	96,325	55,700	90,000	62,025
	Cumulative Reserve	6,383,315	101,000	-	6,484,315
DEBT SERVICE	City Hall Annex 2010 A&B Bond	4,489	1,645,300	1,645,300	4,489
	Local Revitalization 2010 C&D Bond	33,593	574,070	573,800	33,863
	LID #249	1,669	10	-	1,679
	LID #350	403	960	-	1,363
	Golf / Cemetery 2016 Refunding	-	371,000	371,000	-
	SCORE 2009 A&B Bond	-	1,366,100	1,366,100	-
ENTERPRISE FUNDS	Water	17,088,517	19,149,300	25,067,833	11,169,984
	Sewer	7,837,981	9,670,730	8,507,355	9,001,356
	Sewer Metro	2,066,136	20,335,950	20,331,250	2,070,836
	Storm Drainage	8,943,194	10,686,150	9,366,223	10,263,121
	Solid Waste	5,753,618	16,775,500	16,950,830	5,578,288
	Airport	810,777	5,285,700	4,487,696	1,608,781
	Cemetery	505,802	1,203,600	1,344,820	364,582
INTERNAL SERVICE FUNDS	Insurance	1,741,353	12,800	182,900	1,571,253
	Workers' Compensation	2,382,027	1,139,400	876,800	2,644,627
	Facilities	986,936	3,713,100	4,076,191	623,845
	Innovation and Technology (includes Multimedia)	2,597,407	6,724,750	7,372,520	1,949,637
	Equipment Rental	2,384,056	2,306,800	3,138,077	1,552,779
FIDUCIARY FUNDS	Fire Pension	2,033,441	103,500	210,204	1,926,737
	SKHHP (South King Housing & Homelessness Partners)	241,645	253,100	307,860	186,885
PERMANENT FUNDS	Cemetery Endowment Care	1,983,146	63,620	-	2,046,766
TOTAL OPERATING BUDGET		\$85,050,139	\$175,295,550	\$189,830,940	\$70,514,749
TOTAL OPERATING BUDGET		\$260,345,689		\$260,345,689	

**2021 Budget Summary, Capital Funds**

		Beginning Fund Balance	2021 Resources	2021 Expenditures	Ending Fund Balance
Fund					
SPECIAL REVENUE FUNDS	Arterial Street	\$1,015,159	\$4,948,080	\$5,535,930	\$427,309
	Local Street	1,321,778	2,360,600	2,363,950	1,318,428
	Arterial Street Preservation	1,606,304	2,794,050	2,886,250	1,514,104
	Recreational Trails	79,425	7,700	-	87,125
	Mitigation Fees	12,420,562	1,217,560	4,265,480	9,372,642
CAPITAL PROJECTS	Municipal Park Construction	819,996	3,095,800	2,883,800	1,031,996
	Capital Improvements	7,705,844	4,264,180	7,932,720	4,037,304
	Local Revitalization	244,000	1,000	245,000	-
ENTERPRISE FUNDS	Water	888,139	11,614,710	10,670,410	1,832,439
	Sewer	10,762,357	762,400	3,399,600	8,125,157
	Storm Drainage	10,569,965	838,870	4,695,700	6,713,135
	Airport	20,557	3,000,200	2,891,600	129,157
	Cemetery	48,983	800	40,100	9,683
INTERNAL SERVICE FUNDS	Innovation and Technology	545,314	579,700	489,200	635,814
	Equipment Rental	4,104,409	3,046,920	3,248,600	3,902,729
TOTAL CAPITAL BUDGET		\$52,152,792	\$38,532,570	\$51,548,340	\$39,137,022
TOTAL CAPITAL BUDGET		\$90,685,362		\$90,685,362	

**2022 Budget Summary, Operating Funds**

Fund		Beginning Fund Balance	2022 Resources	2022 Expenditures	Ending Fund Balance
GENERAL FUND		\$10,524,785	\$81,938,250	\$85,605,016	\$6,858,019
SPECIAL REVENUE FUNDS	Hotel/Motel Tax	187,276	168,900	177,110	179,066
	Drug Forfeiture	612,573	148,000	356,531	404,042
	Housing & Community Development	42,904	600,000	600,000	42,904
	Business Improvement Area	62,025	55,400	90,000	27,425
	Cumulative Reserve	6,484,315	80,000	1,950,000	4,614,315
DEBT SERVICE	City Hall Annex 2010 A&B Bond	4,489	1,637,300	1,637,300	4,489
	Local Revitalization 2010 C&D Bond	33,863	567,370	567,100	34,133
	LID #249	1,679	10	-	1,689
	LID #350	1,363	10	-	1,373
	Golf / Cemetery 2016 Refunding	-	371,300	371,300	-
	SCORE 2009 A&B Bond	-	1,366,700	1,366,700	-
ENTERPRISE FUNDS	Water	11,169,984	19,298,050	23,266,154	7,201,880
	Sewer	9,001,356	9,992,880	8,321,966	10,672,270
	Sewer Metro	2,070,836	21,012,700	21,008,800	2,074,736
	Storm Drainage	10,263,121	10,951,870	9,283,281	11,931,710
	Solid Waste	5,578,288	18,629,600	18,719,680	5,488,208
	Airport	1,608,781	1,507,100	2,878,847	237,034
	Cemetery	364,582	1,280,400	1,386,048	258,934
INTERNAL SERVICE FUNDS	Insurance	1,571,253	12,000	183,200	1,400,053
	Workers' Compensation	2,644,627	1,144,900	884,000	2,905,527
	Facilities	623,845	3,694,500	3,724,226	594,119
	Innovation and Technology (includes Multimedia)	1,949,637	6,903,800	7,014,444	1,838,993
	Equipment Rental	1,552,779	2,301,100	3,079,708	774,171
FIDUCIARY FUNDS	Fire Pension	1,926,737	103,600	211,204	1,819,133
	SKHHP (South King Housing & Homelessness Partners)	186,885	252,300	315,450	123,735
PERMANENT FUNDS	Cemetery Endowment Care	2,046,766	64,130	-	2,110,896
TOTAL OPERATING BUDGET		\$70,514,749	\$184,082,170	\$192,998,065	\$61,598,854
TOTAL OPERATING BUDGET		\$254,596,919		\$254,596,919	



**2022 Budget Summary, Capital Funds**

	<b>Fund</b>	<b>Beginning Fund Balance</b>	<b>2022 Resources</b>	<b>2022 Expenditures</b>	<b>Ending Fund Balance</b>
<b>SPECIAL REVENUE FUNDS</b>	Arterial Street	\$427,309	\$5,778,300	\$5,892,400	\$313,209
	Local Street	1,318,428	1,660,500	1,664,500	1,314,428
	Arterial Street Preservation	1,514,104	2,058,800	2,135,000	1,437,904
	Recreational Trails	87,125	7,700	-	94,825
	Mitigation Fees	9,372,642	1,161,900	5,851,450	4,683,092
<b>CAPITAL PROJECTS</b>	Municipal Park Construction	1,031,996	3,483,950	3,730,050	785,896
	Capital Improvements	4,037,304	3,109,910	3,689,210	3,458,004
	Local Revitalization	-	-	-	-
<b>ENTERPRISE FUNDS</b>	Water	1,832,439	10,450,710	9,466,310	2,816,839
	Sewer	8,125,157	755,600	3,815,900	5,064,857
	Storm Drainage	6,713,135	562,800	4,651,800	2,624,135
	Airport	129,157	1,847,420	1,780,440	196,137
	Cemetery	9,683	1,000	100	10,583
<b>INTERNAL SERVICE FUNDS</b>	Innovation and Technology	635,814	3,400	414,200	225,014
	Equipment Rental	3,902,729	1,993,760	1,435,600	4,460,889
<b>TOTAL CAPITAL BUDGET</b>		<b>\$39,137,022</b>	<b>\$32,875,750</b>	<b>\$44,526,960</b>	<b>\$27,485,812</b>
<b>TOTAL CAPITAL BUDGET</b>		<b>\$72,012,772</b>		<b>\$72,012,772</b>	

## Relationship between Fund and City Structure

The table below provides a cross-reference of the relationships between individual funds and City structure. City departments are listed across the top in blue. Below each department unit are the funds administered by that department, color-coded by fund type.

City of Auburn Funds by Type and Administrative Department											
	Mayor and Council	Administration	Human Resources	Finance	Legal	Community Development	Police	Public Works	Parks & Recreation	Streets	Innovation & Technology
General Fund	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund	
Special Revenue Funds		Hotel/Motel Tax Business Improvement Area		Cumulative Reserve Mitigation Fees			Drug Forfeiture	Arterial Street Local Street Arterial Street Preservation	Recreational Trails		
Debt Service Funds				Debt Service (multiple)							
Capital Projects Funds				Capital Improvements Local Revitalization					Municipal Park Construction		
Enterprise Funds				Solid Waste				Water Sewer/Metro Storm Drainage Airport	Cemetery		
Internal Service Funds		Facilities Multimedia	Worker's Compensation	Insurance				Equipment Rental and Replacement			Innovation & Technology
Other Funds				Fire Pension Cemetery Endowment Care		Housing and Community Development South King Housing & Homelessness Partners					

## Budgeted Expenditures by Administrative Structure

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

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

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

### Administrative or Support Departments:

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

**Administration:** This department coordinates the priorities of the Mayor and City Council and ensures that they are addressed and implemented throughout the City organization for the benefit of its residents and businesses. This department also houses economic development, emergency management, homelessness response, property management and facilities, and multimedia services.

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

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

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

**Community Development:** The Community Development Department provides citywide land use planning and environmental protection, environmental services, permitting, inspection services, code compliance, business licenses, and community and human services.

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

**Public Works:** The Public Works Department includes engineering services; water, sewer, and storm utilities; equipment rental services, street maintenance, street capital construction projects, and the Auburn Municipal Airport.

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

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

**Budgeted Expenditures by Administrative Structure**

	2019 Actual	2020 Adj Budget	2020 Est Actual	2021 Budget	2022 Budget
<b>MAYOR &amp; COUNCIL:</b>					
Mayor and Council	\$ 994,847	\$ 1,057,296	\$ 1,023,730	\$ 1,240,085	\$ 1,294,391
	994,847	1,057,296	1,023,730	1,240,085	1,294,391
<b>ADMINISTRATION DIRECTOR:</b>					
Administration	2,416,125	3,578,081	2,606,621	2,702,779	2,890,240
Hotel/Motel Tax	98,022	205,310	128,700	177,110	177,110
Business Improvement Area	58,474	90,000	89,000	90,000	90,000
Facilities	3,840,554	3,996,062	4,074,660	4,076,191	3,724,226
Multimedia	1,133,776	1,099,870	1,128,750	1,210,152	1,229,612
	7,546,952	8,969,323	8,027,731	8,256,232	8,111,188
<b>HUMAN RESOURCES DIRECTOR:</b>					
Human Resources	4,511,218	4,841,815	4,729,305	5,027,792	5,114,128
Worker's Compensation	419,843	833,415	528,100	876,800	884,000
	4,931,060	5,675,230	5,257,405	5,904,592	5,998,128
<b>FINANCE DIRECTOR:</b>					
Finance	3,340,293	3,518,178	3,172,543	3,833,612	3,977,613
Non-Departmental	1,945,345	5,540,333	2,149,533	3,315,070	3,439,520
Cumulative Reserve	-	4,142,200	4,042,200	-	1,950,000
Mitigation Fees	1,218,135	5,453,922	2,687,926	4,265,480	5,851,450
Debt Service Funds	2,625,790	4,726,000	2,609,000	3,956,200	3,942,400
Capital Improvements	5,690,627	12,949,781	10,553,663	7,932,720	3,689,210
Local Revitalization	10,738	379,739	137,609	245,000	-
Solid Waste	15,711,487	16,703,552	16,086,177	16,950,830	18,719,680
Insurance	39,950	180,600	180,600	182,900	183,200
Fire Pension	205,900	222,320	208,800	210,204	211,204
Cemetery Endowment Care	-	55,400	55,400	-	-
	30,788,265	53,872,025	41,883,451	40,892,016	41,964,277
<b>CITY ATTORNEY:</b>					
Legal	2,679,157	2,894,572	2,661,768	2,916,329	3,023,982
	2,679,157	2,894,572	2,661,768	2,916,329	3,023,982
<b>COMMUNITY DEV. DIRECTOR</b>					
Community Development	5,071,437	6,404,572	6,329,672	6,152,051	6,327,273
Housing and Community Development	743,806	1,201,550	829,750	600,000	600,000
South King Housing & Homelessness Partners	27,255	432,820	340,800	307,860	315,450
	5,842,498	8,038,942	7,500,222	7,059,911	7,242,723
<b>POLICE CHIEF:</b>					
SCORE (jail)	4,962,413	4,601,000	4,565,100	5,021,600	5,523,800
Police	28,169,338	30,763,024	29,250,462	30,884,021	32,248,650
Drug Forfeiture	296,666	429,456	429,456	492,994	356,531
	33,428,417	35,793,480	34,245,018	36,398,615	38,128,981
<b>PUBLIC WORKS DIRECTOR</b>					
Public Works	3,713,817	4,426,341	3,992,041	3,334,062	3,428,285
Streets	3,704,589	3,858,677	3,846,877	4,092,068	4,197,804
Arterial Street	2,138,109	11,180,746	6,898,569	5,535,930	5,892,400
Local Street	2,221,077	3,128,834	2,428,834	2,363,950	1,664,500
Arterial Street Preservation	3,928,301	7,209,224	6,412,974	2,886,250	2,135,000
Water	18,573,414	47,138,192	34,269,229	35,738,243	32,732,464
Sewer	9,545,846	12,771,357	11,147,884	11,906,955	12,137,866
Storm Drainage	10,651,429	11,710,820	10,150,566	14,061,923	13,935,081
Sewer Metro	17,896,284	18,397,800	18,089,400	20,331,250	21,008,800
Airport	1,815,211	6,015,841	5,375,237	7,379,296	4,659,287
Equipment Rental	4,066,558	6,745,985	4,601,709	6,386,677	4,515,308
	78,254,634	132,583,817	107,213,320	114,016,604	106,306,795
<b>PARKS DIRECTOR:</b>					
Parks, Arts & Recreation	12,541,386	12,626,216	12,328,506	13,774,608	14,139,330
Recreational Trails	-	-	-	-	-
Municipal Park Construction	1,327,688	3,009,633	1,425,185	2,883,800	3,730,050
Cemetery	1,244,275	1,845,743	1,805,643	1,384,920	1,386,148
	15,113,348	17,481,592	15,559,334	18,043,328	19,255,528
<b>INNOVATION &amp; TECHNOLOGY DIRECTOR:</b>					
Innovation and Technology (includes Multimedia)	5,311,862	7,186,668	6,419,541	6,651,568	6,199,032
	5,311,862	7,186,668	6,419,541	6,651,568	6,199,032
<b>RESERVES:</b>					
General Fund	23,641,160	14,758,802	19,948,152	10,524,785	6,858,019
Special Revenue Funds	32,870,672	21,197,251	24,149,025	20,108,701	13,111,210
Debt Service Funds	39,999	40,139	40,154	41,394	41,684
Capital Funds	14,848,922	7,593,304	8,769,840	5,069,300	4,243,900
Enterprise Funds					
Utilities	60,901,659	59,028,275	63,909,907	54,754,316	47,874,635
Airport	1,064,218	843,475	831,334	1,737,938	433,171
Cemetery	1,081,028	577,685	554,785	374,265	269,517
Internal Service Funds	16,459,662	13,415,115	14,741,502	12,880,684	12,198,766
Fiduciary Funds	2,362,386	2,208,846	2,275,086	2,113,622	1,942,868
Permanent Funds	1,989,046	1,978,645	1,983,146	2,046,766	2,110,896
	155,258,753	121,641,537	137,202,931	109,651,771	89,084,666
<b>TOTAL ALL FUNDS</b>	<b>\$ 340,149,794</b>	<b>\$ 395,194,482</b>	<b>\$ 366,994,451</b>	<b>\$ 351,031,051</b>	<b>\$ 326,609,691</b>

### Budgeted General Fund Expenditures by Department & Cost Center

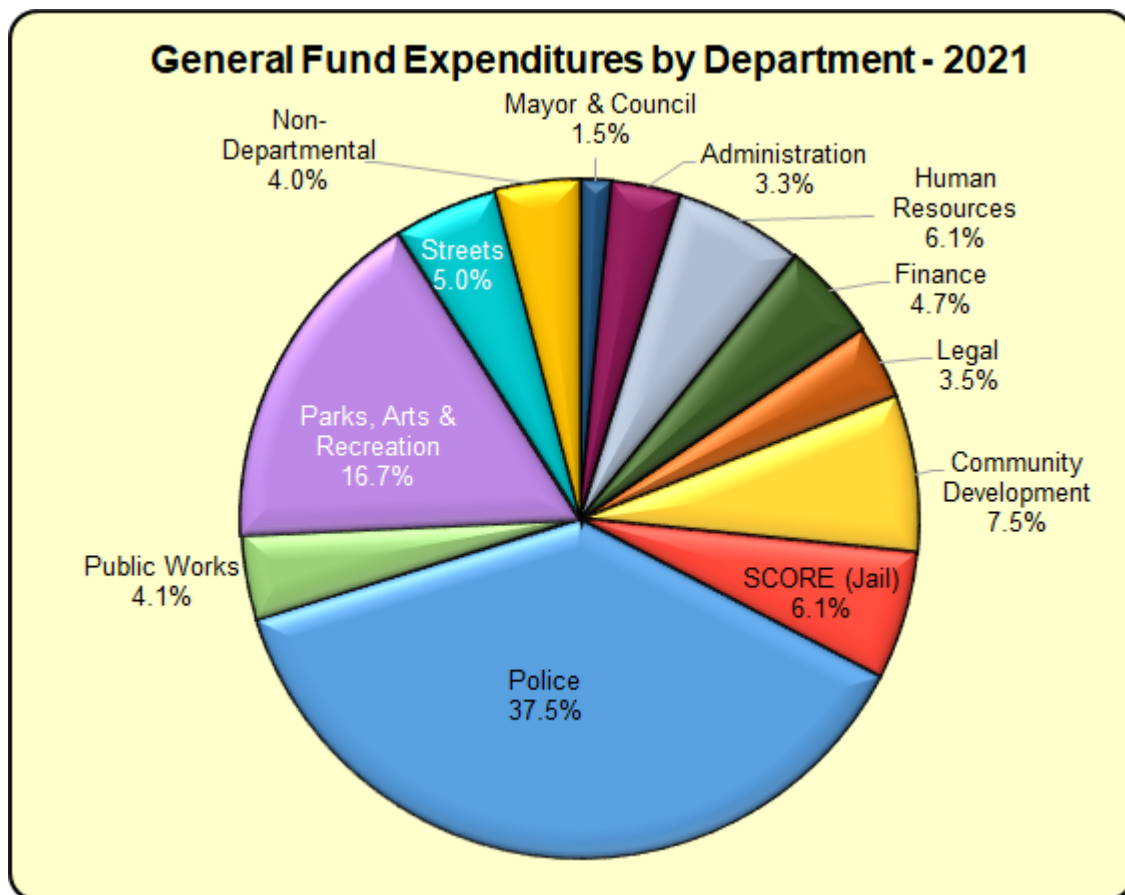
The next table presents a summary of General Fund expenditures by cost center. A cost center identifies specific activities within an administrative unit of the City. Since these cost centers correspond to specific programs operated by the City, this page summarizes the program budgets of the General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

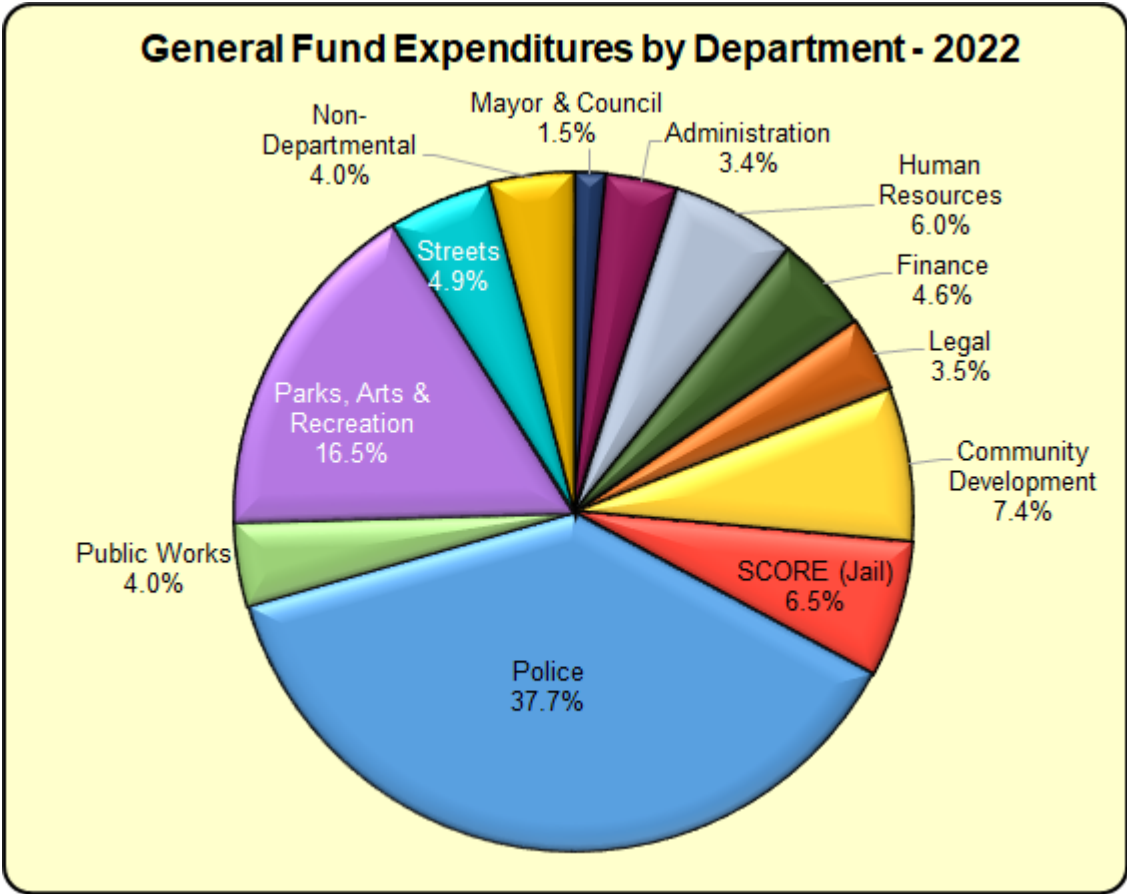
In 2021, the total public safety budget, which includes Police, Jail, Municipal Court, Probation, and Civil Service, is 47.6% of the total General Fund. Police services make up 37.5% of the General Fund; the largest police program being Patrol & Operations. Jail services at the South Correctional Entity (SCORE) account for 6.1%, while Municipal Court, Probation, and Civil Services total 4.0%.

Parks, Arts and Recreation accounts for 16.7% of the General Fund, with 7.5% dedicated to recreation and park facilities, and 1.6% to senior services.

The balance of the General Fund budget supports a variety of services – 5.0% has been allocated to street maintenance; 4.1% to Public Works and engineering services; 7.5% to Community Development services which include permitting, land use planning, and building code administration; and the remaining 19.1% is made up of general government services such as Legal, Finance, and Administration.

The pie charts below and on the next page depict General Fund expenditures for 2021 and 2022 by department.





**Budgeted General Fund Expenditures by Cost Center**

	2019 Actual	2020 Adj Budget	2020 Est Actual	2021 Budget	2022 Budget
<b>MAYOR &amp; COUNCIL:</b>					
City Council	\$ 405,261	\$ 455,148	\$ 451,148	\$ 556,783	\$ 583,957
Mayor	589,586	602,148	572,582	683,302	710,434
	994,847	1,057,296	1,023,730	1,240,085	1,294,391
<b>ADMINISTRATION:</b>					
Administration	847,192	821,652	821,652	835,552	856,067
Emergency Management	260,898	249,507	249,507	258,743	264,650
Economic Development	937,289	1,698,722	827,762	948,321	1,101,404
Homelessness Response	370,746	808,200	707,700	660,163	668,119
	2,416,125	3,578,081	2,606,621	2,702,779	2,890,240
<b>HUMAN RESOURCES:</b>					
Municipal Court	3,003,955	3,074,111	3,079,211	3,160,261	3,163,945
Personnel & Administration	1,397,961	1,613,080	1,494,770	1,703,599	1,782,168
Civil Service Commission	102,808	134,624	135,324	143,932	148,015
Wellness	6,494	20,000	20,000	20,000	20,000
	4,511,218	4,841,815	4,729,305	5,027,792	5,114,128
<b>FINANCE:</b>					
Administration	640,335	642,110	642,110	679,091	703,964
Budgeting & Accounting	1,850,470	2,079,875	1,722,340	2,184,768	2,260,201
Finance - Utilities	849,488	796,193	808,093	969,753	1,013,448
	3,340,293	3,518,178	3,172,543	3,833,612	3,977,613
<b>LEGAL:</b>					
City Clerk	832,851	936,623	874,037	883,029	911,477
Administration	960,253	1,014,551	935,389	1,005,221	1,047,018
Prosecution & Criminal	886,054	943,398	852,342	1,028,079	1,065,487
	2,679,157	2,894,572	2,661,768	2,916,329	3,023,982
<b>COMMUNITY DEVELOPMENT:</b>					
Building & Permits	1,949,416	2,312,880	2,350,430	2,311,311	2,390,472
Environmental Services	45,501	146,612	146,612	164,555	166,907
Community Services	451,968	456,403	456,403	512,248	532,741
Administration	947,582	1,051,433	1,088,983	965,966	999,351
Planning	1,079,683	1,420,043	1,270,043	1,229,262	1,260,365
Human Services	570,717	599,081	599,081	689,549	691,387
SKHHP <sup>1</sup>	26,571	418,120	418,120	279,160	286,050
	5,071,437	6,404,572	6,329,672	6,152,051	6,327,273
<b>SCORE (JAIL):</b>					
SCORE	4,962,413	4,601,000	4,565,100	5,021,600	5,523,800
	4,962,413	4,601,000	4,565,100	5,021,600	5,523,800
<b>POLICE:</b>					
Administration	6,742,724	7,292,485	7,027,613	7,388,351	7,607,657
Patrol & Operations	14,152,374	15,807,792	14,968,446	15,521,108	16,214,367
Investigations	4,411,636	4,332,214	4,142,913	4,256,730	4,439,000
Community Programs	1,404,446	1,580,400	1,512,639	2,033,486	2,127,381
Records	1,268,466	1,476,854	1,336,963	1,414,538	1,578,944
Jail	-	20,000	20,000	20,000	20,000
Animal Control	189,693	253,279	241,888	249,808	261,301
	\$ 28,169,338	\$ 30,763,024	\$ 29,250,462	\$ 30,884,021	\$ 32,248,650

**Budgeted General Fund Expenditures by Cost Center (continued)**

	2019 Actual	2020 Adj Budget	2020 Est Actual	2021 Budget	2022 Budget
<b>PUBLIC WORKS:</b>					
Engineering	3,713,817	4,426,341	\$ 3,992,041	3,334,062	3,428,285
	3,713,817	4,426,341	3,992,041	3,334,062	3,428,285
<b>PARKS, ARTS &amp; RECREATION:</b>					
Cultural Arts	507,567	518,252	518,252	574,439	619,095
Special Events	653,623	537,447	537,447	693,501	708,285
Administration	1,512,329	1,626,247	1,626,247	1,657,594	1,727,056
Senior Center	962,330	924,695	913,495	1,059,829	1,089,173
Senior Resource Hub <sup>2</sup>	7,770	392,800	166,290	231,503	236,643
Recreation Administration & Programs	2,437,705	2,167,217	2,177,817	2,597,473	2,674,848
Parks Facilities Rentals	108,861	101,900	101,900	138,500	144,900
Theater	654,419	654,994	583,094	614,735	624,727
Museum	431,763	519,987	519,987	462,803	478,211
Parks Facilities	3,325,978	3,223,941	3,225,241	3,558,054	3,627,967
Golf Maintenance & Operations	924,637	912,107	912,107	1,149,378	1,180,013
Golf Finance Administration	409,952	420,054	420,054	390,430	362,665
Golf Pro Shop	604,451	626,575	626,575	646,369	665,747
	12,541,386	12,626,216	12,328,506	13,774,608	14,139,330
<b>STREETS:</b>					
Maintenance & Operations	3,116,657	3,219,794	3,235,694	3,357,485	3,417,965
Administration	587,932	638,883	611,183	734,583	779,839
	3,704,589	3,858,677	3,846,877	4,092,068	4,197,804
<b>NON-DEPARTMENTAL:</b>					
Transfers & Miscellaneous	1,945,345	5,540,333	2,149,533	3,315,070	3,439,520
Ending Fund Balance	23,641,160	14,758,802	19,948,152	10,524,785	6,858,019
	25,586,505	20,299,135	22,097,685	13,839,855	10,297,539
<b>TOTAL GENERAL FUND</b>	<b>\$ 97,691,124</b>	<b>\$ 98,868,907</b>	<b>\$ 96,604,310</b>	<b>\$ 92,818,862</b>	<b>\$ 92,463,035</b>

<sup>1</sup> New in 2019, the SKHHP cost center houses expenses for the South King Housing and Homelessness Partners (SKHHP) interlocal agreement. These expenses are reimbursed by the SKHHP fund.

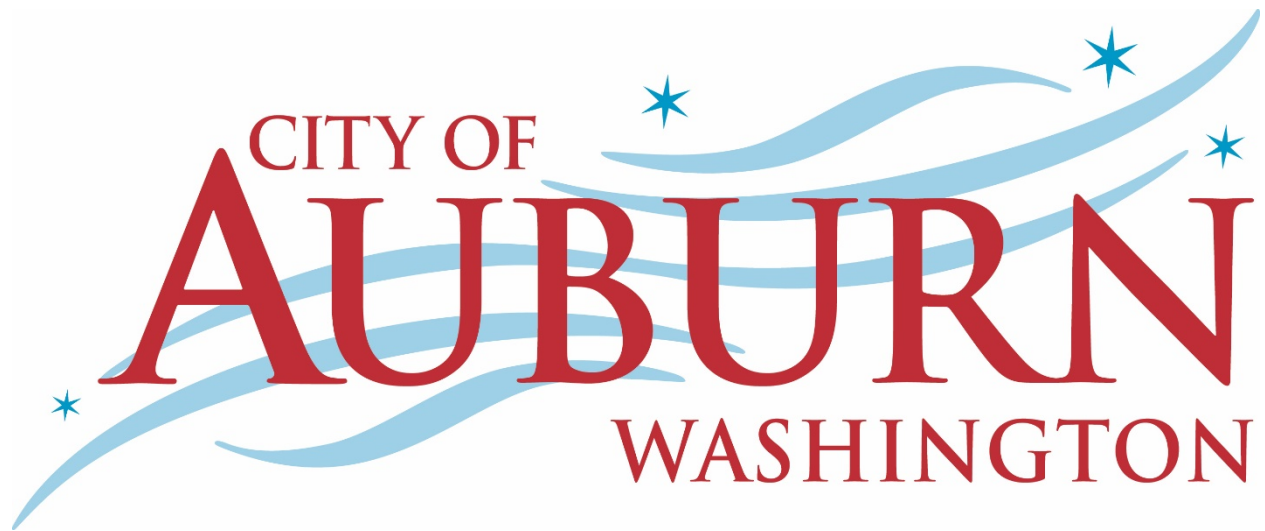
<sup>2</sup> The Senior Resource Hub was established in 2019 with funding from the King County Veterans, Seniors and Human Services Levy.



### Budgeted Interfund Operating Transfers

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

Fund	Fund Name	2021	2021	2022	2022
		Transfers Out	Transfers In	Transfers Out	Transfers In
001	GENERAL	\$ 441,300	\$ 162,000	\$ 371,300	\$ 2,024,000
102	ARTERIAL STREET	-	2,248,150	-	2,856,200
103	LOCAL STREET FUND	-	2,350,000	-	1,650,000
105	ARTERIAL STREET PRESERVATION	50,000	-	185,000	-
117	DRUG FORFEITURE	128,120	-	-	-
122	CUMULATIVE RESERVE FUND	-	-	1,950,000	-
124	MITIGATION FEES	4,146,280	-	5,307,750	-
230	2010A&B ANNEX DEBT SERVICE	-	1,313,200	-	1,316,000
231	2010C&D LOCAL REVITALIZATION	-	225,000	-	223,700
276	2016 COMBINED REFUNDING 2005/2006A LTGO	-	371,000	-	371,300
321	MUNICIPAL PARK CONSTRUCTION	-	2,230,800	-	2,661,550
328	CAPITAL IMPROVEMENT PROJECTS	4,361,600	1,368,800	2,411,700	42,510
430	WATER UTILITY	11,051,776	-	9,274,010	-
431	SEWER UTILITY	383,167	-	50,000	-
432	STORM DRAINAGE UTILITY	444,667	-	124,000	-
434	SOLID WASTE	-	-	-	-
435	AIRPORT	3,000,000	-	1,400,000	-
436	CEMETERY	-	-	-	-
460	WATER CAPITAL PROJECTS	-	10,643,610	-	9,224,010
461	SEWER CAPITAL PROJECTS	-	-	-	-
462	STORM DRAINAGE CAPITAL PROJECTS	-	-	-	-
465	AIRPORT CAPITAL PROJECTS	-	3,000,000	-	1,400,000
466	CEMETERY CAPITAL PROJECTS	-	-	-	-
503	WORKERS' COMPENSATION	6,000	-	-	-
505	FACILITIES	1,028,070	-	695,510	-
518	INNOVATION AND TECHNOLOGY	500,000	50,000	-	-
550	EQUIPMENT RENTAL	22,000	-	-	-
560	EQUIPMENT RENTAL CAPITAL PROJECTS	-	1,025,420	-	-
568	IT CAPITAL PROJECTS	-	575,000	-	-
701	CEMETERY ENDOWED CARE FUND	-	-	-	-
Total		\$ 25,562,980	\$ 25,562,980	\$ 21,769,270	\$ 21,769,270



**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 employee who submitted the request for the improvement.

**Duration**

Indicates whether the budget for the proposed improvement will end after 2021-2022 (one-time) or will continue indefinitely (ongoing).

**2021 Cost of Improvement**

Estimated cost by the department to implement the program improvement in 2021.

**2022 Cost of Improvement**

Estimated cost by the department to implement the program improvement in 2022.

**Department Name**

The department requesting the improvement.

**Funding Source**

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

**Description of Improvement**

A brief summary of the program improvement.

**Alternatives**

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

**Advantages of Approval**

The advantages of the proposal relative to the alternatives.

**Implications of Denial**

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

**Cost of Improvement**

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

## 2021-2022 Program Improvements by Department

The following tables summarize the program improvements that have been included in the 2021-2022 budget. The recommended levels of funding are indicated under the "Expenditures (net of revenues)" columns.

PROGRAM IMPROVEMENTS						
Page	Request	Department	FTEs	Title	Expenditures (net of revenues)	
					2021	2022
305	AIR.0002	Airport		Airport Operations Adjustments	\$ 45,600	\$ 28,100
306	ASD.0018	Administration		City-Owned Real Estate Maintenance and Repair	25,000	25,000
307	ASD.0019	Administration		Greater Seattle Partners	30,000	30,000
308	ASD.0020	Administration		Port of Seattle Grant Matching Funds	22,500	22,500
309	ENG.0027	Engineering		Survey Equipment Replacement and Upgrade	88,000	-
310	ERR.0009	Equipment Rental		Overhead Personal Fall Arrest System	60,000	-
311	FAC.0027	Facilities		HVAC Equipment Replacement (REET1)	1,064,800	-
312	FAC.0028	Facilities		HVAC Equipment Replacement	37,510	37,510
313	FIN.0017	Finance	2.0	B&O Tax Specialist	150,500	(4,499,500)
314	FIN.0018	Finance		Auburn Customer Portal	50,000	15,000
315	PLN.0053	Planning		Human Services Grant Funding	110,000	110,000
316	POL.0034	Police		Spillman Support Contractor	35,000	-
317	POL.0035	Police		6 SWAT Take Home Vehicles	464,400	-
318	PRK.0052	Parks		John Deere 5090E Utility Tractor & Loader	70,300	-
319	PRK.0053	Parks		Arts & Culture Center Operating Budget	51,000	67,100
320	PRK.0055	Parks		Community Center Parking Lot Repairs (REET1)	250,000	-
321	WTR.0004	Water		SCADA Radio System Upgrade	300,000	-
<b>TOTAL</b>			<b>2.0</b>		<b>\$ 2,854,610</b>	<b>\$ (4,164,290)</b>

PROGRAM IMPROVEMENTS BY FUNDING SOURCE							
Page	Request	Title	OT or OG	Expenditures (net of revenues)			
				2021		2022	
				General Fund	Other Funds	General Fund	Other Funds
305	AIR.0002	Airport Operations Adjustments	OG	\$ -	\$ 45,600	\$ -	\$ 28,100
306	ASD.0018	City-Owned Real Estate Maintenance and Repair	OG	25,000	-	25,000	-
307	ASD.0019	Greater Seattle Partners	OG	30,000	-	30,000	-
308	ASD.0020	Port of Seattle Grant Matching Funds	OG	22,500	-	22,500	-
309	ENG.0027	Survey Equipment Replacement and Upgrade	OG	-	88,000	-	-
310	ERR.0009	Overhead Personal Fall Arrest System	OG	-	60,000	-	-
311	FAC.0027	HVAC Equipment Replacement (REET1)	OG	-	1,064,800	-	-
312	FAC.0028	HVAC Equipment Replacement	OG	-	37,510	-	37,510
313	FIN.0017	B&O Tax Specialist	OG	150,500	-	(4,499,500)	-
314	FIN.0018	Auburn Customer Portal	OG	-	50,000	-	15,000
315	PLN.0053	Human Services Grant Funding	OG	110,000	-	110,000	-
316	POL.0034	Spillman Support Contractor	OG	-	35,000	-	-
317	POL.0035	6 SWAT Take Home Vehicles	OG	-	464,400	69,660	(69,660)
318	PRK.0052	John Deere 5090E Utility Tractor & Loader	OG	70,300	-	10,900	(10,900)
319	PRK.0053	Arts & Culture Center Operating Budget	OG	51,000	-	67,100	-
320	PRK.0055	Community Center Parking Lot Repairs (REET1)	OG	-	250,000	-	-
321	WTR.0004	SCADA Radio System Upgrade	OG	-	300,000	-	-
<b>TOTAL</b>				<b>\$ 459,300</b>	<b>\$ 2,395,310</b>	<b>\$ (4,164,340)</b>	<b>\$ 50</b>

**REQUEST FOR PROGRAM IMPROVEMENT****AIR.0002**

<b>Program Title:</b> Airport Operations Adjustments		<b>Contact Person:</b> Tim Mensonides	<b>Duration:</b> Ongoing
<b>2021 Net Cost:</b> \$ 45,600	<b>2022 Net Cost:</b> \$ 28,100	<b>Department Name:</b> Airport (Public Works)	<b>Funding Source:</b> Airport

**Description of Improvement:**

This request is an update to the airport operations fund based on actual costs since City staff took over full time management of the airport. The majority of the increase relates to aviation fuel purchases/sales, where the fuel expense is more than offset by fuel sales. In 2021 there is an additional request to fund the purchase of two Foreign Object Debris (FOD) mats which will remove and collect debris from the airport's operating surfaces by being towed behind a vehicle. The airport currently has a mat which is no longer functioning efficiently and is beyond its useful life. FOD on airport surfaces are a major safety concern for aircraft operations. If this debris is not removed from airport pavements on a regular basis it can cause major damage to aircraft and potentially result in safety concerns.

**Alternatives:**

The alternative is to continue with similar budget numbers from 2019/2020 and conduct budget adjustments for the utility fees, fuel sales, fuel purchases and necessary expenditures.

**Advantages of Approval:**

This update would put airport operation expenditures in line with actual numbers. It would also allows the airport to continue and extend its FOD removal and maintenance program, which is a key part of overseeing a safe operating environment for aircraft at the Auburn Municipal Airport. In addition, it allows for efficient removal of FOD without airport closures. There are sufficient funds in the airport budget to fund this purchase.

**Implications of Denial:**

If this request is not funded, the airport operations budget will continue to have inaccurate expenditure numbers.

For the FOD mats the existing mats will become unusable. This would result in being unable to maintain a FOD removal program which would potentially decrease safety at the airport.

**2021 Cost of Improvement****Revenues:**

General Fund	-
Proprietary Funds	65,000
Other Funds	-

**Total Revenue:** \$ 65,000

**Expenditures:**

Wages	5,000
Benefits	-
Supplies	55,000
Minor Equipment	-
Professional Services	-
Other Services & Charges	34,100
Repairs & Maintenance	-
Machinery & Equipment	16,500
Other	-

**Total Cost:** \$ 110,600

**Net Cost** \$ 45,600

**2022 Cost of Improvement****Revenues:**

General Fund	-
Proprietary Funds	80,000
Other Funds	-

**Total Revenue:** \$ 80,000

**Expenditures:**

Wages	5,000
Benefits	-
Supplies	61,000
Minor Equipment	-
Professional Services	-
Other Services & Charges	42,100
Repairs & Maintenance	-
Machinery & Equipment	-
Other	-

**Total Cost:** \$ 108,100

**Net Cost** \$ 28,100

**REQUEST FOR PROGRAM IMPROVEMENT****ASD.0018**

<b>Program Title:</b> City-Owned Real Estate Maintenance and Repair		<b>Contact Person:</b> Holly Ferry	<b>Duration:</b> Ongoing
<b>2021 Net Cost:</b> \$ 25,000	<b>2022 Net Cost:</b> \$ 25,000	<b>Department Name:</b> Administration	<b>Funding Source:</b> General Fund

**Description of Improvement:**

The City owns six improved, surface-level asphalt parking lots, two residential properties, a couple of hundred acres of non-utility, non-parks vacant land and leasehold interest in twenty plus thousand square feet of commercial space under the care and management of the Administration Department's Economic Development/Real Estate Services division. Maintenance on these assets is being performed only on an emergency basis with no identified funding source to pay for the repairs.

This request is being made to provide maintenance, repair, improvements, upkeep and utility costs for City-owned commercial, residential, land and parking lot properties.

**Alternatives:**

None

**Advantages of Approval:**

With this funding, staff will be able to assess, repair and maintain City-owned properties, thereby stopping the assets from reaching stages of blight, while extending the life cycle of others.

**Implications of Denial:**

Without the allocation of the requested funds, City-owned real estate assets will not receive the necessary maintenance and repairs they are in need of. The assets will continue to deteriorate, ultimately leading to stages of blight around the City.

<b>2021 Cost of Improvement</b>				<b>2022 Cost of Improvement</b>			
<b>Revenues:</b>				<b>Revenues:</b>			
General Fund	-			General Fund	-		
Proprietary Funds	-			Proprietary Funds	-		
Other Funds	-			Other Funds	-		
<b>Total Revenue:</b>	<b>\$</b>			<b>Total Revenue:</b>	<b>\$</b>		
<b>Expenditures:</b>				<b>Expenditures:</b>			
Wages	-			Wages	-		
Benefits	-			Benefits	-		
Supplies	-			Supplies	-		
Minor Equipment	-			Minor Equipment	-		
Professional Services	-			Professional Services	-		
Other Services & Charges	25,000			Other Services & Charges	25,000		
Repairs & Maintenance	-			Repairs & Maintenance	-		
Machinery & Equipment	-			Machinery & Equipment	-		
Other	-			Other	-		
<b>Total Cost:</b>	<b>\$</b>	<b>25,000</b>		<b>Total Cost:</b>	<b>\$</b>	<b>25,000</b>	
<b>Net Cost</b>	<b>\$</b>	<b>25,000</b>		<b>Net Cost</b>	<b>\$</b>	<b>25,000</b>	

**REQUEST FOR PROGRAM IMPROVEMENT****ASD.0019**

<b>Program Title:</b> Greater Seattle Partners (Formerly Economic Development Council of King County)		<b>Contact Person:</b> Holly Ferry	<b>Duration:</b> Ongoing
<b>2021 Net Cost:</b> \$ 30,000	<b>2022 Net Cost:</b> \$ 30,000	<b>Department Name:</b> Administration	<b>Funding Source:</b> General Fund

**Description of Improvement:**

Annual membership dues increase.

**Alternatives:**

None

**Advantages of Approval:**

GSP strengthens and unifies our region's economic development efforts through public-private partnerships, networking and global engagement. As a member, the City of Auburn is helping to bring business, government and civic sectors together to attract new investments that promote our region on the global stage.

**Implications of Denial:**

The City of Auburn has been a longtime member and has benefited in the past. If we do not continue, we will lose our representation and the support we now receive.

<b>2021 Cost of Improvement</b>				<b>2022 Cost of Improvement</b>			
<b>Revenues:</b>				<b>Revenues:</b>			
General Fund		-		General Fund		-	
Proprietary Funds		-		Proprietary Funds		-	
Other Funds		-		Other Funds		-	
<b>Total Revenue:</b>	<b>\$</b>	-		<b>Total Revenue:</b>	<b>\$</b>	-	
<b>Expenditures:</b>				<b>Expenditures:</b>			
Wages		-		Wages		-	
Benefits		-		Benefits		-	
Supplies		-		Supplies		-	
Minor Equipment		-		Minor Equipment		-	
Professional Services		-		Professional Services		-	
Other Services & Charges		30,000		Other Services & Charges		30,000	
Repairs & Maintenance		-		Repairs & Maintenance		-	
Machinery & Equipment		-		Machinery & Equipment		-	
Other		-		Other		-	
<b>Total Cost:</b>	<b>\$</b>	30,000		<b>Total Cost:</b>	<b>\$</b>	30,000	
<b>Net Cost</b>	<b>\$</b>	<b>30,000</b>		<b>Net Cost</b>	<b>\$</b>	<b>30,000</b>	

**REQUEST FOR PROGRAM IMPROVEMENT****ASD.0020**

<b>Program Title:</b> Port of Seattle Grant Matching Funds		<b>Contact Person:</b> Holly Ferry	<b>Duration:</b> Ongoing
<b>2021 Net Cost:</b> \$ 22,500	<b>2022 Net Cost:</b> \$ 22,500	<b>Department Name:</b> Administration	<b>Funding Source:</b> General Fund

**Description of Improvement:**

Resolutions #5245 and #5327 were passed in 2016 and 2017, respectively, in support of the City of Auburn engaging in promoting a partnership with the Port of Seattle to further the region's economic growth. If the City's application is approved, the City of Auburn would receive \$65,000 for eligible economic development activities.

Per the terms of the Grant, the City of Auburn would need to match funding of \$22,500 for each of the budget years of 2021 and 2022. In an effort to build on the program established as a result of previous partnership agreements, Economic Development would administer programming of \$22,500.

**Alternatives:**

None

**Advantages of Approval:**

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

**Implications of Denial:**

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

<b>2021 Cost of Improvement</b>			<b>2022 Cost of Improvement</b>		
<b>Revenues:</b>			<b>Revenues:</b>		
General Fund		65,000	General Fund		65,000
Proprietary Funds		-	Proprietary Funds		-
Other Funds		-	Other Funds		-
<b>Total Revenue:</b>	<b>\$</b>	<b>65,000</b>	<b>Total Revenue:</b>	<b>\$</b>	<b>65,000</b>
<b>Expenditures:</b>			<b>Expenditures:</b>		
Wages		-	Wages		-
Benefits		-	Benefits		-
Supplies		-	Supplies		-
Minor Equipment		-	Minor Equipment		-
Professional Services		-	Professional Services		-
Other Services & Charges		87,500	Other Services & Charges		87,500
Repairs & Maintenance		-	Repairs & Maintenance		-
Machinery & Equipment		-	Machinery & Equipment		-
Other		-	Other		-
<b>Total Cost:</b>	<b>\$</b>	<b>87,500</b>	<b>Total Cost:</b>	<b>\$</b>	<b>87,500</b>
<b>Net Cost</b>	<b>\$</b>	<b>22,500</b>	<b>Net Cost</b>	<b>\$</b>	<b>22,500</b>



**REQUEST FOR PROGRAM IMPROVEMENT****ENG.0027**

<b>Program Title:</b> Survey Equipment Replacement and Upgrade		<b>Contact Person:</b> Jacob Sweeting	<b>Duration:</b> One-Time
<b>2021 Net Cost:</b> \$ 88,000	<b>2022 Net Cost:</b> \$ -	<b>Department Name:</b> Public Works	<b>Funding Source:</b> Water, Sewer, Storm, and Equipment Rental

**Description of Improvement:**

Purchase new survey equipment to replace aging equipment, to maintain and enhance operational efficiency, expand our capabilities to meet increasing service requests, and to take advantage of advancements in technology and geospatial infrastructure. Survey equipment is used to gather field information for the City's capital projects, determine the location of right-of-way, address issues related to ownership, and provide topographic information.

**Alternatives:**

Continued use of equipment which may no longer be supported by the vendor in the future; the software is already not supported. Another alternative would be to purchase other equipment, which would allow the current survey instrument to operate more efficiently; however, this does not address pending loss of support for the existing equipment or the lack of support for the software.

**Advantages of Approval:**

The advantages include capability, mobility, speed and efficiency:

- 1) Consolidating survey field instruments, controllers and software into one vendor's common, cross-functional hardware and software platforms.
- 2) Allowing real-time, cloud based data sharing adding a more mobile dimension to survey workflows.
- 3) Allowing better reception in dense urban environments and under heavier tree cover.
- 4) Increasing performance and productivity in the field due to quicker and more accurate measurements.
- 5) Improving operational service levels and reliability, eliminating faults and downtime caused by current equipment.

**Implications of Denial:**

If this request is not funded, the risks and associated outcomes include:

- 1) Increased field crew time spent on each project site and longer turn-around times of deliverables.
- 2) Higher equipment maintenance and/or repair costs and software that is no longer supported.
- 3) Difficulties accessing reference networks from continued use of unsupported and/or obsolete equipment.
- 4) Need to download/upload of survey data in the office, reducing the speed that data can be shared and processed.

<b>2021 Cost of Improvement</b>		
<b>Revenues:</b>		
General Fund		88,000
Proprietary Funds		-
Other Funds		-
<b>Total Revenue:</b>	<b>\$</b>	<b>88,000</b>
<b>Expenditures:</b>		
Wages		-
Benefits		-
Supplies		-
Minor Equipment		-
Professional Services		-
Other Services & Charges		-
Repairs & Maintenance		-
Machinery & Equipment		88,000
Other		88,000
<b>Total Cost:</b>	<b>\$</b>	<b>176,000</b>
<b>Net Cost</b>	<b>\$</b>	<b>88,000</b>

<b>2022 Cost of Improvement</b>		
<b>Revenues:</b>		
General Fund		-
Proprietary Funds		-
Other Funds		-
<b>Total Revenue:</b>	<b>\$</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>-</b>
<b>Net Cost</b>	<b>\$</b>	<b>-</b>

**REQUEST FOR PROGRAM IMPROVEMENT****ERR.0009**

<b>Program Title:</b> Overhead Personal Fall Arrest System		<b>Contact Person:</b> Tyler Thompson	<b>Duration:</b> One-Time
<b>2021 Net Cost:</b> \$ 60,000	<b>2022 Net Cost:</b> \$ -	<b>Department Name:</b> Equipment Rental (Public Works)	<b>Funding Source:</b> Water, Sewer, Storm, and Workers' Comp Fund

**Description of Improvement:**

This request is to fund the purchase of an Overhead Personal Fall Arrest System combination Overhead Crane for Equipment Rental to provide a safe working environment while working on top of large equipment for all departments.

**Alternatives:**

Because we cannot meet OSHA guidelines for working on top of equipment the city would need to continue to contract out this type of work for large equipment. The City is then subject to increasing costs of repairs as well as increasing downtime of vital equipment as there are few vendors that have the ability to perform these repairs.

**Advantages of Approval:**

If approved the Mechanics would be able to safely perform necessary repairs to the top of Construction Equipment and Vacuum trucks and the City would be in compliance with OSHA guidelines set forth in 29 CFR 1926.501. This would decrease the cost of subletting repairs and ensure that the equipment can be repaired and placed back into service with minimal downtime.

**Implications of Denial:**

If this program improvement is denied the City will need to continue to sublet repairs, additionally during an emergency event the vendors may not be available and the equipment would then need to be pulled from service until repairs can be made, compromising the level of service the city can provide the citizens.

<b>2021 Cost of Improvement</b>		
<b>Revenues:</b>		
General Fund	-	
Proprietary Funds	-	
Other Funds	60,000	
<b>Total Revenue:</b>	<b>\$</b>	<b>60,000</b>
<b>Expenditures:</b>		
Wages	-	
Benefits	-	
Supplies	-	
Minor Equipment	-	
Professional Services	-	
Other Services & Charges	-	
Repairs & Maintenance	-	
Machinery & Equipment	60,000	
Other	60,000	
<b>Total Cost:</b>	<b>\$</b>	<b>120,000</b>
<b>Net Cost</b>	<b>\$</b>	<b>60,000</b>

<b>2022 Cost of Improvement</b>		
<b>Revenues:</b>		
General Fund	-	
Proprietary Funds	-	
Other Funds	-	
<b>Total Revenue:</b>	<b>\$</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>-</b>
<b>Net Cost</b>	<b>\$</b>	<b>-</b>

**REQUEST FOR PROGRAM IMPROVEMENT****FAC.0027**

<b>Program Title:</b> HVAC Equipment Replacement		<b>Contact Person:</b> Lisa Moore	<b>Duration:</b> One-Time
<b>2021 Net Cost:</b> \$ 1,064,800	<b>2022 Net Cost:</b> \$ -	<b>Department Name:</b> Facilities (Administration)	<b>Funding Source:</b> REET 1, Facilities Fund

**Description of Improvement:**

This decision package will fund HVAC system improvements at the following locations:

1) Auburn Senior Center	\$171,820
2) Mountain View Cemetery	21,780
3) City Hall	730,840
4) Arts & Cultural Center	<u>140,360</u>
Total	\$1,064,800

**Alternatives:**

Continue to maintain and repair.

**Advantages of Approval:**

Energy conservation is the advantage and this would eliminate the risk of not being able to secure replacement parts and if approved, this would reduce the risk of equipment failure.

**Implications of Denial:**

If this is not approved, there is the risk of equipment failure and the chance of not being able to secure parts.

**2021 Cost of Improvement****Revenues:**

General Fund	-
Proprietary Funds	-
Other Funds	333,960
<b>Total Revenue:</b>	<b>\$ 333,960</b>

**Expenditures:**

Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	1,064,800
Other	333,960
<b>Total Cost:</b>	<b>\$ 1,398,760</b>

**Net Cost \$ 1,064,800**

**2022 Cost of Improvement****Revenues:**

General Fund	-
Proprietary Funds	-
Other Funds	-
<b>Total Revenue:</b>	<b>\$ -</b>

**Expenditures:**

Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	-
Other	-
<b>Total Cost:</b>	<b>\$ -</b>

**Net Cost \$ -**

**REQUEST FOR PROGRAM IMPROVEMENT****FAC.0028**

<b>Program Title:</b> HVAC Equipment Replacement		<b>Contact Person:</b> Lisa Moore	<b>Duration:</b> One-Time
<b>2021 Net Cost:</b> \$ 37,510	<b>2022 Net Cost:</b> \$ 37,510	<b>Department Name:</b> Facilities (Administration)	<b>Funding Source:</b> Facilities Fund

**Description of Improvement:**

Funding for this decision package will be provided by transfers in from Facilities fund balance. The package will fund HVAC system improvements at the following locations:

1) Maintenance & Operations	\$37,510
2) Auburn Ave Theater	37,510
Total	\$75,020

**Alternatives:**

Continue to maintain and repair.

**Advantages of Approval:**

Energy conservation is the advantage and this would eliminate the risk of not being able to secure replacement parts and if approved, this would reduce the risk of equipment failure.

**Implications of Denial:**

If this is not approved, there is the risk of equipment failure and the chance of not being able to secure parts.

**2021 Cost of Improvement****Revenues:**

General Fund	-
Proprietary Funds	-
Other Funds	37,510
<b>Total Revenue:</b>	<b>\$ 37,510</b>

**Expenditures:**

Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	37,510
Other	37,510
<b>Total Cost:</b>	<b>\$ 75,020</b>
<b>Net Cost</b>	<b>\$ 37,510</b>

**2022 Cost of Improvement****Revenues:**

General Fund	-
Proprietary Funds	-
Other Funds	37,510
<b>Total Revenue:</b>	<b>\$ 37,510</b>

**Expenditures:**

Wages	-
Benefits	-
Supplies	-
Minor Equipment	-
Professional Services	-
Other Services & Charges	-
Repairs & Maintenance	-
Machinery & Equipment	37,510
Other	37,510
<b>Total Cost:</b>	<b>\$ 75,020</b>
<b>Net Cost</b>	<b>\$ 37,510</b>

**REQUEST FOR PROGRAM IMPROVEMENT****FIN.0017**

<b>Program Title:</b> B&O Tax Specialist		<b>Contact Person:</b> Bob Brooks	<b>Duration:</b> Ongoing
<b>2021 Net Cost:</b> \$ 150,500	<b>2022 Net Cost:</b> \$ (4,499,500)	<b>Department Name:</b> Finance	<b>Funding Source:</b> General Fund

**Description of Improvement:**

Accounting FTE and Economic Development FTE to jointly manage the new B&O tax program, including initial setup, communication with businesses, assistance preparing needed ordinance(s), implementation, and auditing.

**Alternatives:**

There are no viable alternatives to funding these positions if the City is to implement this needed revenue source. While it might be possible to contract out this work, that would not make sense from either a financial or management standpoint.

**Advantages of Approval:**

These FTEs would manage a new tax program that would bring in roughly \$6.4 million per year in new revenues (75% in 2022 due to lag in receipts).

**Implications of Denial:**

Without new FTEs to manage this program, the City would be unable to implement and maintain the tax, resulting in a net loss of about \$4.5 million over the 2021-2022 biennium and over \$6.4 million per year thereafter.

<b>2021 Cost of Improvement</b>			<b>2022 Cost of Improvement</b>		
<b>Revenues:</b>			<b>Revenues:</b>		
General Fund	-		General Fund	4,800,000	
Proprietary Funds	-		Proprietary Funds	-	
Other Funds	-		Other Funds	-	
<b>Total Revenue:</b>	<b>\$</b>	<b>-</b>	<b>Total Revenue:</b>	<b>\$</b>	<b>4,800,000</b>
<b>Expenditures:</b>			<b>Expenditures:</b>		
Wages	89,820		Wages	183,580	
Benefits	53,780		Benefits	114,520	
Supplies	5,200		Supplies	200	
Minor Equipment	-		Minor Equipment	-	
Professional Services	-		Professional Services	-	
Other Services & Charges	1,700		Other Services & Charges	2,200	
Repairs & Maintenance	-		Repairs & Maintenance	-	
Machinery & Equipment	-		Machinery & Equipment	-	
Other	-		Other	-	
<b>Total Cost:</b>	<b>\$</b>	<b>150,500</b>	<b>Total Cost:</b>	<b>\$</b>	<b>300,500</b>
<b>Net Cost</b>	<b>\$</b>	<b>150,500</b>	<b>Net Cost</b>	<b>\$</b>	<b>(4,499,500)</b>

**REQUEST FOR PROGRAM IMPROVEMENT****FIN.0018**

<b>Program Title:</b> Auburn Customer Portal		<b>Contact Person:</b> Joan Nelson	<b>Duration:</b> Ongoing
<b>2021 Net Cost:</b> \$ 50,000	<b>2022 Net Cost:</b> \$ 15,000	<b>Department Name:</b> Finance	<b>Funding Source:</b> General Fund

**Description of Improvement:**

The City of Auburn has AMI water meters that allow for real-time water reads. City staff currently monitor water use and identify any issues in a timely manner. The next step is to implement a customer portal where residents and businesses can access their meter information any time using multi-lingual interfaces on desktop and mobile devices, including: current usage, usage history and trends, customer-created alert thresholds, and alerts and notifications.

**Alternatives:**

City staff researched other vendors that provide a similar customer portal product, but determined the Sensus product met our needs, was less expensive, and would not require a third party.

**Advantages of Approval:**

Currently, customers call the Utility Billing staff during business hours to ask questions regarding their water usage; this usually happens after a customer has fixed a leak and they want to know if their water usage has returned to normal. Some customers want to know how much water is used during specific activities at their home such as watering their yard. The Customer Portal will allow customers to access their information at their convenience. Other benefits of the customer portal include: improved transparency and customer service, reduced calls and inquiries, the ability to send usage alerts, the ability to communicate with customers in their preferred language, and the ability to provide tips for water conservation and savings.

**Implications of Denial:**

If the Sensus Customer Portal is not funded, customers will have to continue to rely on Utility Billing staff for information regarding their water usage and leak notifications. This is less convenient and in some cases more wasteful because the customer portal would allow customers to set their own alerts. With the customer portal, if a customer gets an alert on the weekend that their water is running, a problem could be identified early instead of going until staff come in on Monday to identify there is an issue.

<b>2021 Cost of Improvement</b>		<b>2022 Cost of Improvement</b>	
<b>Revenues:</b>		<b>Revenues:</b>	
General Fund	-	General Fund	-
Proprietary Funds	-	Proprietary Funds	-
Other Funds	50,000	Other Funds	15,000
<b>Total Revenue:</b>	<b>\$ 50,000</b>	<b>Total Revenue:</b>	<b>\$ 15,000</b>
<b>Expenditures:</b>		<b>Expenditures:</b>	
Wages	-	Wages	-
Benefits	-	Benefits	-
Supplies	-	Supplies	-
Minor Equipment	-	Minor Equipment	-
Professional Services	-	Professional Services	-
Other Services & Charges	50,000	Other Services & Charges	15,000
Repairs & Maintenance	-	Repairs & Maintenance	-
Machinery & Equipment	-	Machinery & Equipment	-
Other	50,000	Other	15,000
<b>Total Cost:</b>	<b>\$ 100,000</b>	<b>Total Cost:</b>	<b>\$ 30,000</b>
<b>Net Cost</b>	<b>\$ 50,000</b>	<b>Net Cost</b>	<b>\$ 15,000</b>

**REQUEST FOR PROGRAM IMPROVEMENT****PLN.0053**

<b>Program Title:</b> Human Services Grant Funding		<b>Contact Person:</b> Joy Scott	<b>Duration:</b> Ongoing
<b>2021 Cost:</b> \$ 110,000	<b>2022 Cost:</b> \$ 110,000	<b>Department Name:</b> Community Development	<b>Funding Source:</b> General Fund

**Description of Improvement:**

The City of Auburn's Human Services program, through a competitive application process, allocates funding to nonprofit agencies to provide direct services to community members. Applications submitted to Auburn are reviewed by the Human Services Committee, a 9-member volunteer board appointed by the Mayor and approved by the City Council. The committee produces funding recommendations, presenting to the City Council in a scheduled Fall session. Final allocation amounts are approved and adopted as part of the overall City budget. To ensure that the City is a good steward of public dollars, agencies must meet eligibility requirements, provide quarterly reports, and undergo regular monitoring by City staff to assess performance and highlight any areas of concern.

**Alternatives:**

There are no alternative sources of funding for general human services at this time that have not already been utilized.

**Advantages of Approval:**

The Human Services Committee, an advisory body to the City Council, submitted a formal recommendation to the Council in November 2019 to allocate 2% of the City's general fund expenditures to the City's competitive Human Services funding process, beginning in 2021. Allocating an additional \$110,000 would raise this funding level from below 0.72% of general fund expenditures to almost 0.9%, which would support direct services being made available to Auburn residents by local nonprofit human service providers.

**Implications of Denial:**

The City of Auburn has allocated \$490,000 annually for competitive human services grants since 2011, despite consistent population and expenditure growth. The recent pandemic has only exacerbated the need for human services for many of our residents. Without action to increase funding available through the City's Human Services program, community need will continue to outpace available community services.

<b>2021 Cost of Improvement</b>			<b>2022 Cost of Improvement</b>		
<b>Revenues:</b>			<b>Revenues:</b>		
General Fund	-		General Fund	-	
Proprietary Funds	-		Proprietary Funds	-	
Other Funds	-		Other Funds	-	
<b>Total Revenue:</b>	<b>\$</b>	<b>-</b>	<b>Total Revenue:</b>	<b>\$</b>	<b>-</b>
<b>Expenditures:</b>			<b>Expenditures:</b>		
Wages	-		Wages	-	
Benefits	-		Benefits	-	
Supplies	-		Supplies	-	
Minor Equipment	-		Minor Equipment	-	
Professional Services	-		Professional Services	-	
Other Services & Charges	110,000		Other Services & Charges	110,000	
Repairs & Maintenance	-		Repairs & Maintenance	-	
Machinery & Equipment	-		Machinery & Equipment	-	
Other	-		Other	-	
<b>Total Cost:</b>	<b>\$</b>	<b>110,000</b>	<b>Total Cost:</b>	<b>\$</b>	<b>110,000</b>
<b>Net Cost</b>	<b>\$</b>	<b>110,000</b>	<b>Net Cost</b>	<b>\$</b>	<b>110,000</b>

**REQUEST FOR PROGRAM IMPROVEMENT****POL.0034**

<b>Program Title:</b> Spillman Support Contractor		<b>Contact Person:</b> Mark Caillier	<b>Duration:</b> One-Time
<b>2021 Net Cost:</b> \$ 35,000	<b>2022 Net Cost:</b> \$ -	<b>Department Name:</b> Police	<b>Funding Source:</b> Innovation and Technology Fund

**Description of Improvement:**

This is a contracted position with Motorola Solutions to assign a Flex Project Manager to coordinate Motorola's installation and staff training for our department records management program (Spillman Flex). This contracted position is supported by the IT staff in order to customize and streamline our current Records Management System (RMS).

**Alternatives:**

There are no alternatives as this is RMS specific support.

**Advantages of Approval:**

Currently, any issues must go through Motorola's support service and any fixes or changes are at the whim of Motorola depending on the national need for changes. This contracted support position is a direct representative that can make any fixes or changes needed. The position is contracted on an annual basis and can be renewed yearly if the need is still present. This position would work directly with our current IT staff.

**Implications of Denial:**

If the package is denied, we will continue to utilize our IT department and Motorola's support. This will result in issues not being addressed as Motorola support will not make any changes that are specific to an agency unless the majority of their customers worldwide are requesting the same change.

<b>2021 Cost of Improvement</b>		
<b>Revenues:</b>		
General Fund	-	
Proprietary Funds	-	
Other Funds	-	
<b>Total Revenue:</b>	<b>\$</b>	<b>-</b>
<b>Expenditures:</b>		
Wages	-	
Benefits	-	
Supplies	-	
Minor Equipment	-	
Professional Services	-	
Other Services & Charges	35,000	
Repairs & Maintenance	-	
Machinery & Equipment	-	
Other	-	
<b>Total Cost:</b>	<b>\$</b>	<b>35,000</b>
<b>Net Cost</b>	<b>\$</b>	<b>35,000</b>

<b>2022 Cost of Improvement</b>		
<b>Revenues:</b>		
General Fund	-	
Proprietary Funds	-	
Other Funds	-	
<b>Total Revenue:</b>	<b>\$</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>-</b>
<b>Net Cost</b>	<b>\$</b>	<b>-</b>



**REQUEST FOR PROGRAM IMPROVEMENT****POL.0035**

<b>Program Title:</b> 6 SWAT Take Home Vehicles		<b>Contact Person:</b> Mark Caillier	<b>Duration:</b> Ongoing
<b>2021 Net Cost:</b> \$ 464,400	<b>2022 Net Cost:</b> \$ -	<b>Department Name:</b> Police	<b>Funding Source:</b> Drug Forfeiture Fund, General Fund

**Description of Improvement:**

SWAT tactics and techniques have changed significantly over the last 10-15 years. SWAT was originally tasked with containing an incident location and waiting for a subject to exit. Based on that philosophy PD purchased a mobile command post in 2005. This mobile command post is reaching the end of service life. Currently the SWAT teams uses the mobile command post for equipment storage and transport for team members; it is no longer used on operations as a command post due to changing team tactics.

To improve response times to SWAT incidents, it is proposed to use the funds currently available for the command post replacement to purchase six vehicles to be assigned to SWAT team members. Using the available funds for the obsolete command post replacement would require additional funding needed for the purchase of the vehicles; since the majority of the SWAT warrants and incident responses are narcotics related, it is requested that this one-time money come from the Drug Forfeiture Fund.

**Alternatives:**

Alternatives considered including purchasing a new command post, however this is no longer a tactic used by Valley SWAT. It was also discussed about using the available funds to purchase fewer vehicles however this could run into contractual equity issues and may result in other compensation issues.

**Advantages of Approval:**

Since the SWAT van needs replacing, this is a prime opportunity to make our resources relevant and efficient. Auburn SWAT members currently drive civilian vehicles (that are not equipped for a quick law enforcement response) to the Auburn Police Station or to GSA to get the SWAT van and/or the armored vehicle before responding to the incident. This can cause an extended delay for the vehicle to arrive at the scene, creating more risk to the officers, citizens in the area, and the suspect. This also can cause issues with misplaced equipment and/or tools.

**Implications of Denial:**

If this request is denied, SWAT will continue to own a van that has reached the end of its useful life and that no longer is useful on operations as a command post due to team tactics that have changed.

<b>2021 Cost of Improvement</b>				<b>2022 Cost of Improvement</b>			
<b>Revenues:</b>				<b>Revenues:</b>			
General Fund		-		General Fund		-	
Proprietary Funds		-		Proprietary Funds		-	
Other Funds		128,120		Other Funds		69,660	
<b>Total Revenue:</b>	<b>\$</b>	<b>128,120</b>		<b>Total Revenue:</b>	<b>\$</b>	<b>69,660</b>	
<b>Expenditures:</b>				<b>Expenditures:</b>			
Wages		-		Wages		-	
Benefits		-		Benefits		-	
Supplies		-		Supplies		-	
Minor Equipment		-		Minor Equipment		-	
Professional Services		-		Professional Services		-	
Other Services & Charges		-		Other Services & Charges		-	
Repairs & Maintenance		-		Repairs & Maintenance		-	
Machinery & Equipment		464,400		Machinery & Equipment		-	
Other		128,120		Other		69,660	
<b>Total Cost:</b>	<b>\$</b>	<b>592,520</b>		<b>Total Cost:</b>	<b>\$</b>	<b>69,660</b>	
<b>Net Cost</b>	<b>\$</b>	<b>464,400</b>		<b>Net Cost</b>	<b>\$</b>	<b>-</b>	

**REQUEST FOR PROGRAM IMPROVEMENT****PRK.0052**

<b>Program Title:</b> John Deere 5090E Utility Tractor & Loader		<b>Contact Person:</b> Julie Krueger	<b>Duration:</b> One-Time
<b>2021 Net Cost:</b> \$ 70,300	<b>2022 Net Cost:</b> \$ -	<b>Department Name:</b> Parks, Arts and Recreation	<b>Funding Source:</b> General Fund

**Description of Improvement:**

In winter of 2018, the current Park Maintenance tractor needed repairs that cost too much for the value of the tractor. It was removed from the fleet. Parks has always had the need for two Utility tractors to provide services, with one tractor being staged at the Park Maintenance Game Farm Park shop that serves all the south-end parks and the other tractor staged at the Park Maintenance GSA shop that serves all the central and north-end parks. The shared tractor was purchased in 2014 and currently has 1,506 hours of use.

**Alternatives:**

Parks will continue to need to share just one tractor between two shops.

**Advantages of Approval:**

The advantage of a new tractor would be less hours and maintenance costs on the one remaining tractor. Another advantage would be more efficiency in the work done with the tractor and the time it takes to transport the tractor between the two shops for required work in the Parks.

**Implications of Denial:**

The implications of denial would be putting more wear and maintenance cost on our existing tractor along with Parks Maintenance being less efficient with services provide.

<b>2021 Cost of Improvement</b>				<b>2022 Cost of Improvement</b>			
<b>Revenues:</b>				<b>Revenues:</b>			
General Fund		-		General Fund		-	
Proprietary Funds		-		Proprietary Funds		-	
Other Funds		70,300		Other Funds		10,900	
<b>Total Revenue:</b>	<b>\$</b>	<b>70,300</b>		<b>Total Revenue:</b>	<b>\$</b>	<b>10,900</b>	
<b>Expenditures:</b>				<b>Expenditures:</b>			
Wages		-		Wages		-	
Benefits		-		Benefits		-	
Supplies		-		Supplies		-	
Minor Equipment		-		Minor Equipment		-	
Professional Services		-		Professional Services		-	
Other Services & Charges		-		Other Services & Charges		-	
Repairs & Maintenance		-		Repairs & Maintenance		-	
Machinery & Equipment		70,300		Machinery & Equipment		-	
Other		70,300		Other		10,900	
<b>Total Cost:</b>	<b>\$</b>	<b>140,600</b>		<b>Total Cost:</b>	<b>\$</b>	<b>10,900</b>	
<b>Net Cost</b>	<b>\$</b>	<b>70,300</b>		<b>Net Cost</b>	<b>\$</b>	<b>-</b>	

**REQUEST FOR PROGRAM IMPROVEMENT****PRK.0053**

<b>Program Title:</b> Arts & Culture Center Operating Budget		<b>Contact Person:</b> Julie Krueger	<b>Duration:</b> Ongoing
<b>2021 Net Cost:</b> \$ 51,000	<b>2022 Net Cost:</b> \$ 67,100	<b>Department Name:</b> Parks, Arts and Recreation	<b>Funding Source:</b> General Fund

**Description of Improvement:**

Since 2016, the Arts Division has been working to raise funds to renovate the historic post office into a the Auburn Arts & Culture Center. The Division has secured grant funding for interior and exterior renovation work. Parks is now seeking operations funding to expand current arts programming and create new cultural arts offerings, events, and partnerships. The new Arts & Culture Center will allow for a larger art gallery space, more robust and competitive art exhibitions, an experimental gallery space inside the original post office vault, and a community art gallery space to feature student and local artwork.

Additional new programs for the Arts & Culture Center include an Artist in Residence program, a summer arts festival and holiday market, and seasonal smaller cultural events to engage the community and celebrate culture and diversity. Partnerships with local cultural organizations will be formed for the community to learn about and celebrate our diverse community. The Arts & Culture Center will also include a small gift shop and accommodate event rentals in the main gallery space and mixed-use classroom.

**Alternatives:**

The alternative would be to limit the operating budget and the facility would not function in its full capacity, or staff time and resources would need to be diverted from some of the existing arts programming to support the building.

**Advantages of Approval:**

Funding this request would provide the greatest possible impact and community benefit for this building renovation. This facility has the opportunity to become a new regional destination for both residents and tourists, to bring thousands of people to Auburn's downtown, and to provide an important place for diversity and creativity to thrive.

**Implications of Denial:**

If this programming plan is not funded, the City and community would lose the energy and support of the community and we would miss the opportunity to create a vibrant community gathering place, a spark for economic vitality in Auburn's downtown, and the chance to create an inclusive cultural institution that celebrates arts, diversity and culture.

<b>2021 Cost of Improvement</b>				<b>2022 Cost of Improvement</b>			
<b>Revenues:</b>				<b>Revenues:</b>			
General Fund	-			General Fund	19,500		
Proprietary Funds	-			Proprietary Funds	-		
Other Funds	-			Other Funds	-		
<b>Total Revenue:</b>	<b>\$</b>		<b>-</b>	<b>Total Revenue:</b>	<b>\$</b>		<b>19,500</b>
<b>Expenditures:</b>				<b>Expenditures:</b>			
Wages	-			Wages	45,000		
Benefits	-			Benefits	8,100		
Supplies	51,000			Supplies	5,500		
Minor Equipment	-			Minor Equipment	-		
Professional Services	-			Professional Services	-		
Other Services & Charges	-			Other Services & Charges	28,000		
Repairs & Maintenance	-			Repairs & Maintenance	-		
Machinery & Equipment	-			Machinery & Equipment	-		
Other	-			Other	-		
<b>Total Cost:</b>	<b>\$</b>		<b>51,000</b>	<b>Total Cost:</b>	<b>\$</b>		<b>86,600</b>
<b>Net Cost</b>	<b>\$</b>		<b>51,000</b>	<b>Net Cost</b>	<b>\$</b>		<b>67,100</b>

**REQUEST FOR PROGRAM IMPROVEMENT****PRK.0055**

<b>Program Title:</b> Community Center Parking Lot Repairs		<b>Contact Person:</b> Julie Krueger	<b>Duration:</b> One-Time
<b>2021 Net Cost:</b> \$ 250,000	<b>2022 Net Cost:</b> \$ -	<b>Department Name:</b> Parks, Arts and Recreation	<b>Funding Source:</b> REET 1

**Description of Improvement:**

The main drive at Community and Events Center at Les Gove is significantly deteriorating. The pervious concrete is not holding up to the level of use with facility users, buses, delivery trucks, etc. There are major cracks and settling throughout the main drive area. The surface creates trip hazards for visitors using the facility.

**Alternatives:**

Parks staff have explored options for repairing the surface with PW staff and private contractors. From what we have learned the existitng pervious concrete will have to be removed and either preplaced with new pervious concrete or impervious concrete. A potential alternative is to use the existing pervious concete as a base layer and install an asphalt overlay, but this option will have to be confirmed by a professional who has experience working with this type of existing surface.

**Advantages of Approval:**

Repairing or replacing the surface will will restore the main drive to the Community Center to City standards. Repairs will ensure the area is safe for people walking across the parking lot.

**Implications of Denial:**

If not repaired or replaced then the pervious concrete will continue to deteriote with heavy traffic and freezing and thawing. Further deterioration of the surface will result in liability exposures for the City.

<b>2021 Cost of Improvement</b>		
<b>Revenues:</b>		
General Fund	-	
Proprietary Funds	-	
Other Funds	250,000	
<b>Total Revenue:</b>	<b>\$</b>	<b>250,000</b>
<b>Expenditures:</b>		
Wages	-	
Benefits	-	
Supplies	-	
Minor Equipment	-	
Professional Services	-	
Other Services & Charges	-	
Repairs & Maintenance	-	
Machinery & Equipment	250,000	
Other	250,000	
<b>Total Cost:</b>	<b>\$</b>	<b>500,000</b>
<b>Net Cost</b>	<b>\$</b>	<b>250,000</b>

<b>2022 Cost of Improvement</b>		
<b>Revenues:</b>		
General Fund	-	
Proprietary Funds	-	
Other Funds	-	
<b>Total Revenue:</b>	<b>\$</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>-</b>
<b>Net Cost</b>	<b>\$</b>	<b>-</b>

**REQUEST FOR PROGRAM IMPROVEMENT****WTR.0004**

<b>Program Title:</b> SCADA Radio System Upgrade		<b>Contact Person:</b> Josh Flanders	<b>Duration:</b> One-Time
<b>2021 Net Cost:</b> \$ 300,000	<b>2022 Net Cost:</b> \$ -	<b>Department Name:</b> Water Fund (Public Works)	<b>Funding Source:</b> Water, Sewer, Storm

**Description of Improvement:**

The SCADA (Supervisory Control And Data Acquisition) system is responsible for allowing remote operation of Water, Sewer, and Storm stations throughout the City's Utility system. It also provides alarms for when the stations are not working correctly or need attention. It is an essential part of a utility's operation. The serial connections radio system that is currently installed and in use is antiquated and replacement parts are becoming difficult to find. The Radio system will need to be upgraded with up-to-date (ethernet) equipment. This will include a radio study, a new antenna with a tower to avoid overlapping signals of existing radios, and programming work. As new pump stations are added to the system, and as other stations' old serial connection radio equipment stops working, they will need to be switched to this new radio system.

**Alternatives:**

Continue to try to locate used radio equipment of the same type currently being used. Or switch over to a fiber network where available; however, currently fiber is not installed at most sites, and is very expensive to have installed.

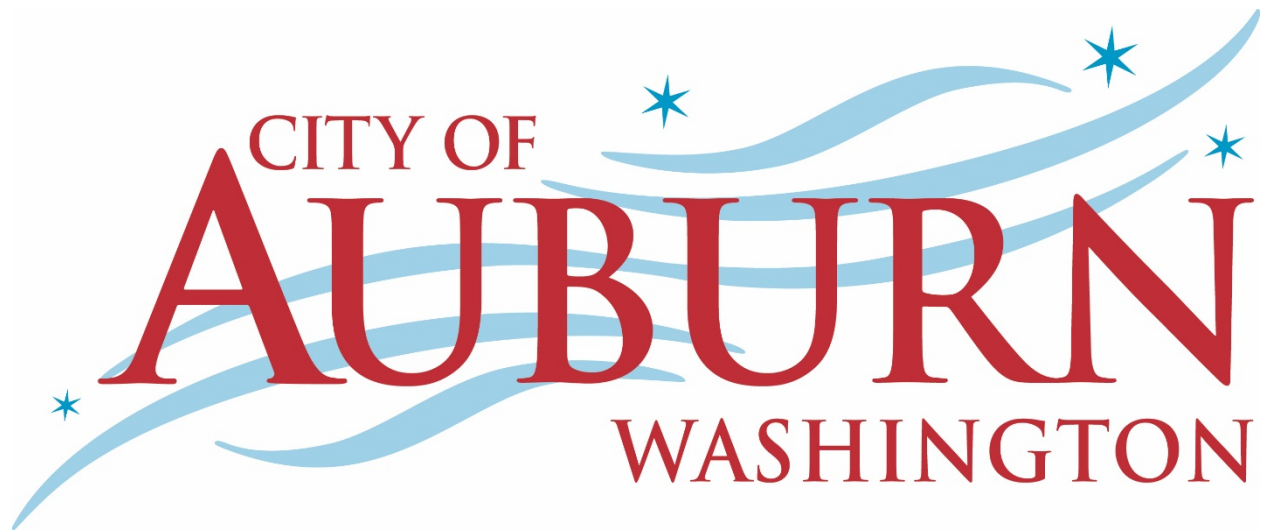
**Advantages of Approval:**

We will have a new, up to date radio system online which will allow us to easily replace old and failing equipment quickly with minimal down time. This may also provide improved communication times with our pump stations.

**Implications of Denial:**

If the radio system is not upgraded, we will not be able to communicate with stations whose old equipment has failed, and replacement parts were unavailable. Also, stations that are replaced or added in the future will not have the proper radio equipment to be controlled through SCADA, due to the inability to locate compatible radio equipment.

<b>2021 Cost of Improvement</b>			<b>2022 Cost of Improvement</b>		
<b>Revenues:</b>			<b>Revenues:</b>		
General Fund	-		General Fund	-	
Proprietary Funds	-		Proprietary Funds	-	
Other Funds	-		Other Funds	-	
<b>Total Revenue:</b>	<b>\$</b>	<b>-</b>	<b>Total Revenue:</b>	<b>\$</b>	<b>-</b>
<b>Expenditures:</b>			<b>Expenditures:</b>		
Wages	-		Wages	-	
Benefits	-		Benefits	-	
Supplies	-		Supplies	-	
Minor Equipment	-		Minor Equipment	-	
Professional Services	-		Professional Services	-	
Other Services & Charges	300,000		Other Services & Charges	-	
Repairs & Maintenance	-		Repairs & Maintenance	-	
Machinery & Equipment	-		Machinery & Equipment	-	
Other	-		Other	-	
<b>Total Cost:</b>	<b>\$</b>	<b>300,000</b>	<b>Total Cost:</b>	<b>\$</b>	<b>-</b>
<b>Net Cost</b>	<b>\$</b>	<b>300,000</b>	<b>Net Cost</b>	<b>\$</b>	<b>-</b>



## **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 2021-2022 budgets for capital outlays, which are expenditures resulting in the acquisition of or addition to existing capital assets. Capital assets are defined as land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.

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

This section of the budget summarizes the Capital Facilities Plan (CFP) showing capital projects budgeted for 2021 and 2022 along with the capital facilities plan for these projects in the following four years. Projects are listed in the following seven sections: Transportation projects, Water Utility projects, Sanitary Sewer projects, Storm Drainage projects, Parks, Arts and Recreation projects, General Municipal projects and Community Improvements, and Other Proprietary Fund projects. Each section includes a map highlighting the general location of significant projects, a brief discussion of each of the projects budgeted for 2021 and 2022 and a six-year summary of projects showing the cost and funding source. The section also includes a table showing the estimated impacts of capital projects on future operating expenses (if applicable), and two graphs – one showing a comparison of revenue sources for 2021 vs. 2022, and another showing the projected six-year expenditure level.

For more detail, reference should be made to the Capital Facilities Plan (2021 – 2026) that is printed as a separate document. It contains an executive summary along with three chapters. Chapter 1 explains the purpose of the CFP, statutory requirements, and methodology. Chapter 2 outlines the Goals and Policies related to the provision of capital facilities. Chapter 3 outlines the proposed capital projects, which include the financing plan and reconciliation of project capacity to level of service (LOS) standards. Following the financing plan are individual worksheets showing the project detail. For reconciliation purposes, it is important to note that in many instances the total project cost will include amounts allocated for salaries, benefits and interfund charges. Each worksheet, in addition to the project financing, includes a project description, progress summary, and the estimated impact on future operating budgets once the project is completed, if applicable. These estimates of future impacts were developed by the individual project managers based on the project- and location-specific nature of the impacts and not on generic formulas.

**2021 / 2022 Capital Budget:**

The following tables and graph summarize the capital facility expenditures and corresponding funding sources in the 2021-2022 budget.

**CAPITAL PROJECTS SUMMARY****2021**

<b>FUNDING SOURCES - 2021</b>	Fund Balance	Federal Sources	State Sources	Local Sources	REET	Other Sources	Total Sources By Fund
Transportation Projects	\$ 3,085,000	\$ 1,895,000	\$ 419,980	\$ -	\$ 2,200,000	\$ 2,848,150	\$ 10,448,130
Water Projects	1,713,610	-	-	-	-	8,935,000	10,648,610
Sewer Projects	3,383,000	-	-	-	-	-	3,383,000
Storm Drainage Projects	4,427,130	-	-	181,970	-	74,000	4,683,100
Parks and Recreation Projects	50,000	-	-	568,000	1,280,000	980,800	2,878,800
General Municipal Projects and Community Improvements	914,470	57,010	655,000	-	2,139,440	2,071,800	5,837,720
Other Proprietary Fund Projects	165,000	-	-	-	-	2,750,000	2,915,000
<b>Total Funding by Source</b>	<b>\$ 13,738,210</b>	<b>\$ 1,952,010</b>	<b>\$ 1,074,980</b>	<b>\$ 749,970</b>	<b>\$ 5,619,440</b>	<b>\$ 17,659,750</b>	<b>\$ 40,794,360</b>

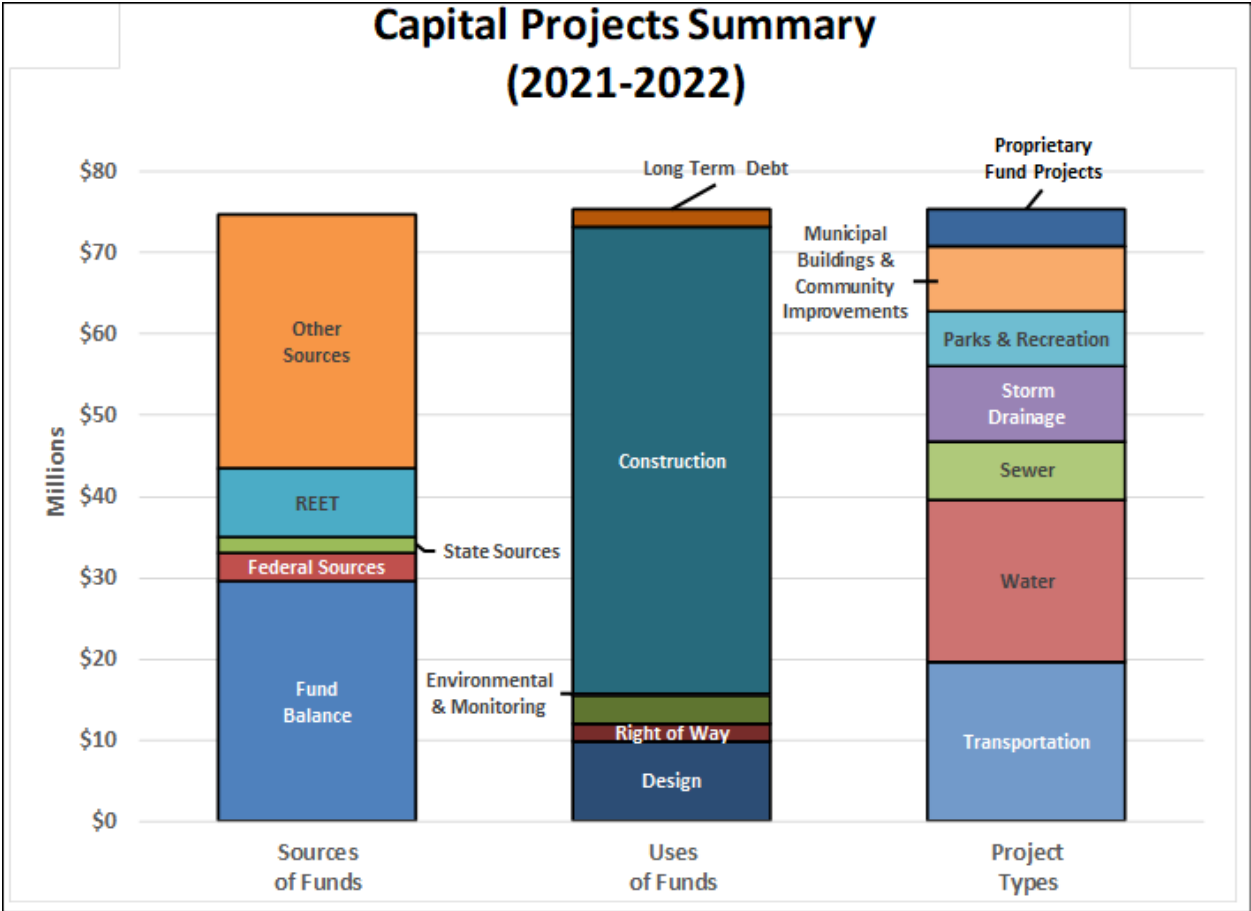
<b>EXPENDITURES - 2021</b>	Design	Right of Way	Acquisition	Environmental & Monitoring	Construction	Long Term Debt	Total Expenditures
Transportation Projects	\$ 2,709,125	\$ 1,050,000	\$ -	\$ 45,000	\$ 6,437,105	\$ 206,900	\$ 10,448,130
Water Projects	287,000	-	934,810	-	9,426,800	-	10,648,610
Sewer Projects	981,000	-	-	-	2,402,000	-	3,383,000
Storm Drainage Projects	1,037,000	-	750,000	-	2,896,100	-	4,683,100
Parks and Recreation Projects	77,500	-	830,000	-	1,971,300	-	2,878,800
General Municipal Projects and Community Improvements	215,525	-	-	5,000	4,735,595	881,600	5,837,720
Other Proprietary Fund Projects	312,000	-	-	-	2,603,000	-	2,915,000
<b>Total Capital Expenditures</b>	<b>\$ 5,619,150</b>	<b>\$ 1,050,000</b>	<b>\$ 2,514,810</b>	<b>\$ 50,000</b>	<b>\$ 30,471,900</b>	<b>\$ 1,088,500</b>	<b>\$ 40,794,360</b>

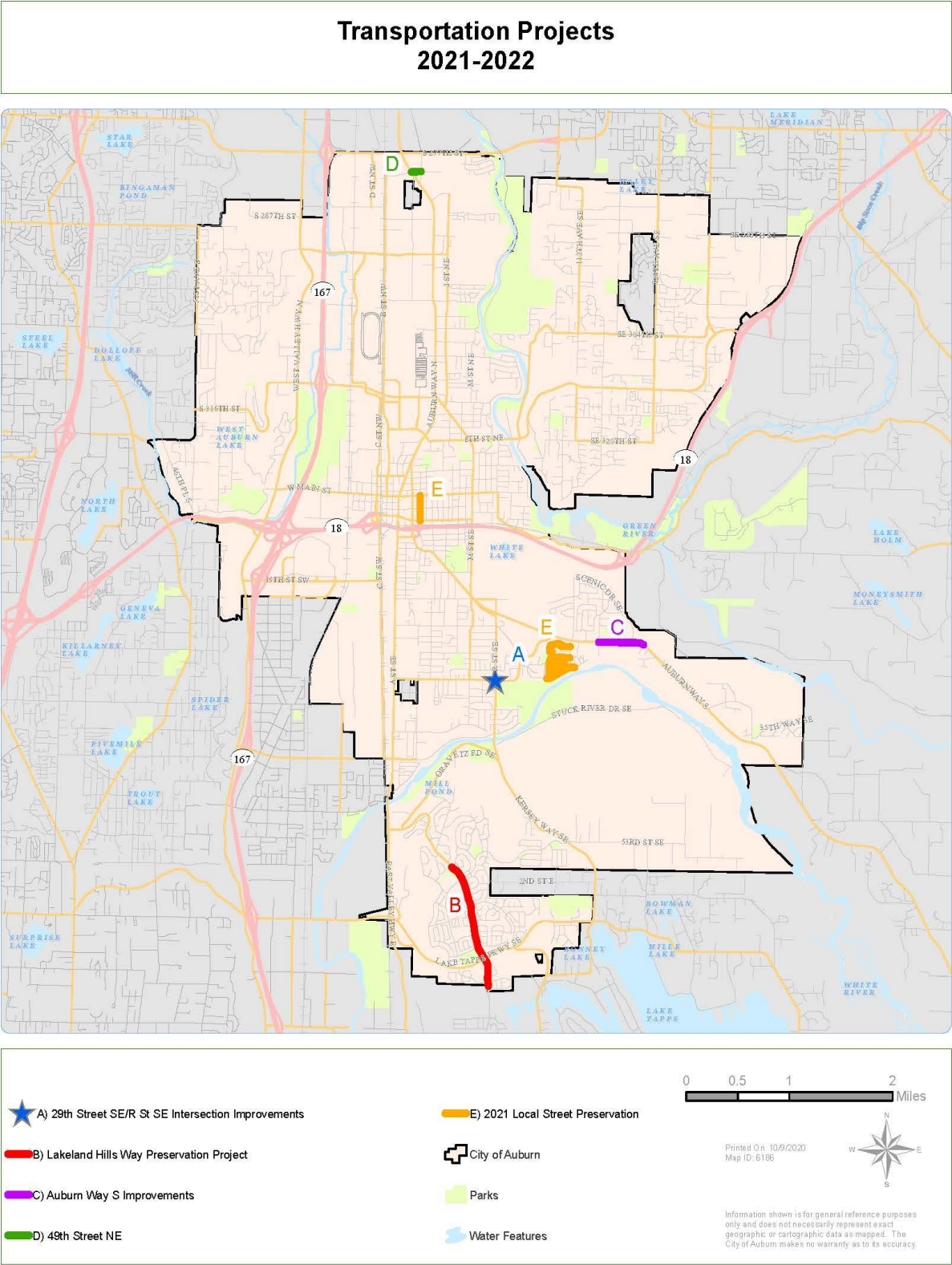
**2022**

<b>FUNDING SOURCES - 2022</b>	Fund Balance	Federal Sources	State Sources	Local Sources	REET	Other Sources	Total Funding By Fund
Transportation Projects	\$ 2,480,000	\$ 450,000	\$ -	\$ -	\$ 1,500,000	\$ 4,671,200	\$ 9,101,200
Water Projects	4,639,010	-	225,000	-	-	4,580,000	9,444,010
Sewer Projects	3,799,000	-	-	-	-	-	3,799,000
Storm Drainage Projects	4,639,000	-	-	-	-	-	4,639,000
Parks and Recreation Projects	50,000	-	500,000	-	30,000	3,145,050	3,725,050
General Municipal Projects and Community Improvements	37,510	700,000	80,000	-	1,286,700	55,000	2,159,210
Other Proprietary Fund Projects	272,220	400,000	22,220	-	-	1,085,900	1,780,340
<b>Total Funding by Source</b>	<b>\$ 15,916,740</b>	<b>\$ 1,550,000</b>	<b>\$ 827,220</b>	<b>\$ -</b>	<b>\$ 2,816,700</b>	<b>\$ 13,537,150</b>	<b>\$ 34,647,810</b>

<b>EXPENDITURES - 2022</b>	Design	Right of Way	Acquisition	Environmental & Monitoring	Construction	Long Term Debt	Total Expenditures
Transportation Projects	\$ 1,672,500	\$ 1,125,000	\$ -	\$ 45,000	\$ 6,052,500	\$ 206,200	\$ 9,101,200
Water Projects	427,000	-	934,810	-	8,082,200	-	9,444,010
Sewer Projects	827,000	20,000	-	-	2,952,000	-	3,799,000
Storm Drainage Projects	425,000	-	-	-	4,214,000	-	4,639,000
Parks and Recreation Projects	307,500	-	30,000	-	3,387,550	-	3,725,050
General Municipal Projects and Community Improvements	96,000	-	-	5,000	1,176,510	881,700	2,159,210
Other Proprietary Fund Projects	549,440	-	-	-	1,230,900	-	1,780,340
<b>Total Capital Expenditures</b>	<b>\$ 4,304,440</b>	<b>\$ 1,145,000</b>	<b>\$ 964,810</b>	<b>\$ 50,000</b>	<b>\$ 27,095,660</b>	<b>\$ 1,087,900</b>	<b>\$ 34,647,810</b>







## Transportation Projects

Twenty-eight capital projects totaling \$10,448,130 are budgeted for 2021 and twenty-one capital projects totaling \$9,101,200 are budgeted for 2022. The significant projects include the following:

- The 29<sup>th</sup> St SE/R St SE project (\$750,000 in 2021 and \$500,000 in 2022) will construct a second southbound lane between 22<sup>nd</sup> Street SE and 33<sup>rd</sup> Street SE and a new signal at the 29<sup>th</sup> Street SE intersection. **(See Map – “A”)**
- The Lakeland Hill Way Preservation project (\$1,350,000 in 2021) will grind, patch, and overlay Lakeland Hills Way from 57th Drive SE to Lake Tapps Pkwy. The project also includes ADA upgrades to curb ramps and replacement of vehicle detection loops. **(See Map – “B”)**
- The Auburn Way S Improvements project (\$1,500,000 in 2021 and \$750,000 in 2022) will widen Auburn Way S between Hemlock St SE and Poplar St SE to accommodate two general purpose lanes in each direction, turn lanes, U-turns, curb, gutter, sidewalk, lighting, and transit stop improvements. The project will add a new traffic signal near the Chinook Elementary School. **(See Map – “C”)**
- The 49<sup>th</sup> St NE project (\$500,000 in 2021 and \$1,500,000 in 2022) construct the build-out of 49th Street NE between Auburn Way N and D Street NE. **(See Map – “D”)**
- The 2021 Local Street Preservation project (\$2,000,000 in 2021) will reconstruct G Street SE from East Main Street to 4th Street SE and grind and overlay the Riverwalk/Forest Ridge Neighborhood. The project will also include any needed utility improvements within the project limits. **(See Map – “E”)**
- The 2022 Local Street Preservation project (\$150,000 in 2021 and \$1,500,000 in 2022) will reconstruct I Street SE from East Main Street to 4th Street SE to include any needed utility improvements within the project limits.
- The Annual Arterial Street Preservation Program (\$327,500 in 2019 and \$1,650,000 in 2022) preserves classified streets throughout the City. Individual projects may include a combination of crack seal, overlays, rebuilds, and spot repairs.

1<sup>st</sup> Street SE and A Street Improvements



2<sup>nd</sup> Street SE and A Street Intersection Improvements



## 2021 - 2022 Transportation Projects

Title	Project #	2021 Budget	2022 Budget	TIP #	Page
10th Street NW/A St MW Intersection Improvements	asbd36	-	200,000	I-5	329
29th Street SE/R St SE Intersection Improvements	asbd30	750,000	500,000	I-8	329
49th Street NE (Auburn Way N to D St NE)	asbd38	500,000	1,500,000	R-8	329
A Street Loop	asbd32	-	300,000	R-4	330
A Street NW - Phase 1 (3rd St NW to 14th St NW)	c207a0	25,000	25,000	S-1	330
A Street SE Corridor Study	cp1110	10,000	-	S-3	330
Auburn Way N/1st St NE Signal Replacement	cp1927	575,000	-	I-1	331
Auburn Way S Improvements (Hemlock St SE to Poplar St SE)	cp1622	1,500,000	750,000	R-6	331
Auburn Way S (SR-164) Poplar Curve Safety Improvements	cp1901	10,000	-	R15	331
Citywide Arterial Bicycle & Safety Improvements	asbd07	100,000	-	N-3	332
Citywide Pedestrian Accessibility and Safety Program	asbd08	50,000	100,000	N-1	332
Downtown Transit Center Access Improvements	asbd28	-	125,000	N-6	332
F Street SE Non-Motorized Improvements	cp1416	10,000	-	N-5	333
Garden Avenue Realignment	cp2022	150,000	500,000	R-27	333
Harvey Road NE/8th St NE	cp0611	83,700	83,300	I-5	333
M Street NE (E Main St to 4th St NE)	asbd12	-	375,000	R-7	334
M Street SE Sidewalk Improvements	cp2012	669,980	-	N-10	334
M Street Underpass	c201a0	123,200	122,900	R-3	334
Regional Growth Center Access Improvements	asbd24	410,000	100,000	R-16	335
Riverwalk Drive SE Non-Motorized Improvements	asbd26	200,000	950,000	N-9	335
S 272nd/277th Street Corridor Capacity & Non-Motorized Trail Imp.	cp1821	20,000	20,000	S-2	335
Stewart Road - City of Pacific	asbd25	100,000	-	R-24	336
<b>Subtotal Arterial Street Projects</b>		<b>5,286,880</b>	<b>5,651,200</b>		
Local Street Improvement Program	spbd02	-	150,000	P-2	336
2021 Local Street Preservation	cp2019	2,200,000	-	P-7	336
2022 Local Street Preservation	cp2101	150,000	1,500,000	P-8	337
<b>Subtotal Local Street Projects</b>		<b>2,350,000</b>	<b>1,650,000</b>		
2nd Street SE Preservation	cp2003	868,750	-	P-3	337
3rd Street SW Bridges Deck Preservation	cp2006	120,000	-	P-13	337
A Street SE Preservation (37th Street to SE Lakeland Hills Way)	spbd09	-	25,000	P-10	338
Arterial Street Preservation Program	spbd01	327,500	1,650,000	P-1	338
Auburn Way N Preservation Phase 2 (8th St NE to 22nd St NE)	cp1903	10,000	-	P-1	338
Auburn Way N Preservation Phase 3 (4th St SE to 8th St NE )	cp1904	10,000	-	P-1	339
C Street SW Preservation (W Main St to GSA Signal)	spbd06	25,000	100,000	P-11	339
Lake Tapps Pkwy/SumnerTapps Hwy E Preservation	spbd08	-	25,000	P-6	339
Lakeland Hill Way Preservation (57th Drive SE to Lake Tapps Pkwy)	cp2011	1,350,000	-	P-12	339
Lea Hill Bridge Deck Preservation	cp2007	100,000	-	P-9	340
<b>Subtotal Arterial Street Preservation Projects</b>		<b>2,811,250</b>	<b>1,800,000</b>		
<b>Total Transportation Projects</b>		<b>10,448,130</b>	<b>9,101,200</b>		

<b>Project Name: 10th Street NW/A Street NW Intersection Improvements</b>								
Project No: asbd36 (TIP# I-15)		Capacity Project:	YES	Anticipated Year of Completion:				2023
The project will construct a new traffic signal in place of the existing stop-control on the 10th Street NW approach. The project is needed to address a level of service deficiency at the intersection.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
<b>Funding Sources:</b>	<b>Years</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
Arterial Street Fund (Fund 102)								-
Federal (Grants)								-
Local								-
Other (Traffic Impact Fees)			200,000	650,000				850,000
Other								-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>200,000</b>	<b>650,000</b>		<b>-</b>	<b>-</b>	<b>850,000</b>
<b>Capital Costs:</b>								
Design			200,000					200,000
Right of Way								-
Construction				650,000				650,000
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>200,000</b>	<b>650,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>850,000</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$1,000</b>								

<b>Project Name: 29th St SE/R St SE Intersection Improvements</b>								
Project No: asbd30 (TIP# I-8)		Capacity Project:	YES	Anticipated Year of Completion:				2024
The project will construct a second southbound through lane between 22nd Street SE and 33rd Street SE and a new signal at the 29th Street SE intersection. The improvements are needed to address the existing LOS deficiency at this intersection during the weekday PM peak hour.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
<b>Funding Sources:</b>	<b>Years</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
Arterial Street Fund (Fund 102)								-
Federal (Grants)								-
State								-
Other (Traffic Impact Fees)		750,000	500,000	250,000	3,500,000			5,000,000
Other Sources								-
<b>Subtotal</b>	<b>-</b>	<b>750,000</b>	<b>500,000</b>	<b>250,000</b>	<b>3,500,000</b>	<b>-</b>	<b>-</b>	<b>5,000,000</b>
<b>Capital Costs:</b>								
Design		750,000	250,000					1,000,000
Right of Way			250,000	250,000				500,000
Environmental								-
Construction					3,500,000			3,500,000
<b>Subtotal</b>	<b>-</b>	<b>750,000</b>	<b>500,000</b>	<b>250,000</b>	<b>3,500,000</b>	<b>-</b>	<b>-</b>	<b>5,000,000</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$500</b>								

<b>Project Name: 49th Street NE (Auburn Way N to D St NE)</b>								
Project No: asbd38 (TIP# R-8)		Capacity Project:	YES	Anticipated Year of Completion:				2022
This project will construct the build-out of 49th Street NE between Auburn Way N and D Street NE. The improvements are funded by private development.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
<b>Funding Sources:</b>	<b>Years</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
Arterial Street Fund (Fund 102)								-
Federal (Grants)								-
State								-
Other (Traffic Impact Fees)								-
REET								-
Other Sources		500,000	1,500,000					2,000,000
<b>Subtotal</b>	<b>-</b>	<b>500,000</b>	<b>1,500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,000,000</b>
<b>Capital Costs:</b>								
Design		350,000						350,000
Right of Way		150,000						150,000
Construction			1,500,000					1,500,000
<b>Subtotal</b>	<b>-</b>	<b>500,000</b>	<b>1,500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,000,000</b>
<b>Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$500</b>								

Project Name: A Street Loop								
Project No: asbd32 (TIP# R-4)		Capacity Project:		YES		Anticipated Year of Completion:		2024
The project will construct a new one-way (eastbound) roadway connection between A Street SW/S Division Street and A Street SE. The new intersection with A Street SE will allow an unsignalized right-turn movement onto southbound A Street SE, providing an alternative to the intersection of 3rd Street SE and A Street SE, which does not meet adopted LOS standards. The roadway will be constructed as a complete street to accommodate non-motorized road users.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Arterial Street Fund (Fund 102)								-
Federal (Grants)					1,125,000			1,125,000
State								-
Other (Traffic Mitigation Fees)			300,000	167,000				467,000
REET								-
Other Sources					340,000			340,000
Subtotal	-	-	300,000	167,000	1,465,000	-	-	1,932,000
Capital Costs:								
Design			300,000					300,000
Right of Way				167,000				167,000
Construction					1,465,000			1,465,000
Subtotal	-	-	300,000	167,000	1,465,000	-	-	1,932,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$1,000								

Project Name: A Street NW - Phase 1 (3rd St NW to 14th St NW)								
Project No: c207a0 (TIP# S-1)		Capacity Project:		YES	Anticipated Year of Completion:		2022	
The project constructed a new multi-lane arterial from 3rd Street NW to 14th Street NW completing a missing link along the corridor. This project improves mobility and was tied to corridor development. The project length was approximately three-quarters of a mile. The City purchased ROW from the northern property owner. If the property develops any access to A St NW, some or a portion of those funds may be reimbursed to the City (total cost was \$251,000).								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Arterial Street Fund (Fund 102)	123,276							-
Federal (Grants)	6,562,702							-
State								-
Other (Traffic Mitigation Fees)	1,313,115	25,000	25,000					50,000
REET								-
Other Sources	383,381							-
Subtotal	8,382,474	25,000	25,000	-	-	-	-	50,000
Capital Costs:								
Design	2,247,331							-
Right of Way	821,341							-
Environmental	313,162	25,000	25,000					50,000
Construction	5,000,640							-
Subtotal	8,382,474	25,000	25,000	-	-	-	-	50,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: A Street SE Corridor Study								
Project No: cp1110 (TIP# S-3)		Capacity Project:		YES	Anticipated Year of Completion:		2021	
Study the A Street SE corridor between 6th Street SE and Lakeland Hills Way SE, including 41st Street SE from D Street SE to C Street SW. The study will review safety, access, and traffic operations.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Arterial Street Fund (Fund 102)	1,230							-
Federal (Grants)								-
State								-
Local								-
Other (Traffic Mitigation Fees)	105,000	10,000						10,000
Other Sources								-
Subtotal	106,230	10,000	-	-	-	-	-	10,000
Capital Costs:								
Design	106,230	10,000						10,000
Right of Way								-
Construction								-
Subtotal	106,230	10,000	-	-	-	-	-	10,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Auburn Way N/1st Street NE Signal Replacement								
Project No: cp1927 (TIP# I - 1)		Capacity Project:		NO	Anticipated Year of Completion:		2021	
The project will replace the existing traffic signal at the Auburn Way N/1st Street NE signal. The signal was constructed in 1968 and is approaching the end of its service life. The project scope also includes the construction of ADA improvements, curb-bulbs, and storm improvements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Arterial Street Fund (Fund 102)	211,513	525,000						525,000
Federal (Grants)								-
State								-
Local								-
Street Preservation (Fund 105)		50,000						50,000
Other Sources								-
Subtotal	211,513	575,000	-	-	-	-	-	575,000
Capital Costs:								
Design	161,513							-
Right of Way	50,000							-
Construction		575,000						575,000
Subtotal	211,513	575,000	-	-	-	-	-	575,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Auburn Way S Improvements (Hemlock St SE to Poplar St SE)								
Project No: cp1622 (TIP# R -6)		Capacity Project:		YES	Anticipated Year of Completion:		2024	
The project will widen Auburn Way S between Hemlock St SE and Poplar St SE to accommodate two general purpose lanes in each direction, turn lanes, access management where feasible, U-turns, curb, gutter, sidewalk, illumination, transit stop improvements, a new traffic signal in the vicinity of Chinook Elementary School, Intelligent Transportation Systems, streetscape and storm improvements. The project length is approximately 0.4 miles. The project is needed to address traffic operations issues along the corridor.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Arterial Street Fund (Fund 102)								-
Federal (Grants)	648,750	648,750		3,000,000	1,500,000			5,148,750
Local								-
Other (Traffic Impact Fees)	101,250	851,250	750,000	1,830,120	1,300,000			4,731,370
REET								-
Other Sources				750,000				750,000
Subtotal	750,000	1,500,000	750,000	5,580,120	2,800,000	-	-	10,630,120
Capital Costs:								
Design	750,000	750,000						750,000
Right of Way		750,000	750,000					1,500,000
Construction				5,580,120	2,800,000			8,380,120
Subtotal	750,000	1,500,000	750,000	5,580,120	2,800,000	-	-	10,630,120
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$2,500								

Project Name: Auburn Way S (SR-164) Poplar Curve Safety Improvements								
Project No: cp1901 (TIP# R -15)		Capacity Project:		NO		Anticipated Year of Completion:		2021
This project will complete design and construct safety improvements at the curve along Auburn Way S in the vicinity of the intersection with Poplar Street. The improvements would include, illumination, electronic curve ahead warning signage, a high-friction surface treatment for the pavement, guardrail and driveway improvements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Arterial Street Fund (Fund 102)	5,500	10,000						10,000
Federal (Grants)								-
State	262,700							-
Other (Traffic Impact Fees)								-
Other (Other Funds)								-
Subtotal	268,200	10,000	-	-	-	-	-	10,000
Capital Costs:								
Design	63,457							-
Right of Way								-
Construction	204,743	10,000						10,000
Long Term Debt		-	-	-	-	-	-	-
Subtotal	268,200	10,000	-	-	-	-	-	10,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Citywide Arterial Bicycle & Safety Improvements								
Project No: asbd07, cp1910 (TIP# N -3)		Capacity Project:		NO		Anticipated Year of Completion:		Beyond 2026
The program will construct bicycle and safety improvements on classified roadways throughout the City. Projects are prioritized bi-annually based upon field studies and community feedback.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Arterial Street Fund (Fund 102)	4,188	100,000		100,000		100,000		300,000
Federal (Grants)								-
State								-
Other (Traffic Mitigation Fees)								-
REET								-
Other Sources								-
Subtotal	4,188	100,000	-	100,000	-	100,000	-	300,000
Capital Costs:								
Design		10,000		10,000		10,000		30,000
Right of Way								-
Construction	4,188	90,000		90,000		90,000		270,000
Subtotal	4,188	100,000	-	100,000	-	100,000	-	300,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Citywide Pedestrian Accessibility and Safety Program								
Project No: asbd08, cp1816, cp1902 (TIP# N -1)		Capacity Project:		NO		Anticipated Year of Completion:		Beyond 2026
The program will construct small pedestrian improvement projects at locations throughout the City. Projects are prioritized annually based on pedestrian demands, existing deficiencies, and citizen requests. Program funds reflect remaining budget after allocations to specific pedestrian accessibility and safety projects.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Arterial Street Fund (Fund 102)	298,114	50,000	100,000	100,000	100,000	100,000	100,000	550,000
Federal (Grants)								-
State								-
Other (Traffic Impact Fees)								-
REET								-
Other Sources	-							-
Subtotal	298,114	50,000	100,000	100,000	100,000	100,000	100,000	550,000
Capital Costs:								
Design	85,139	5,000	10,000	10,000	10,000	10,000	10,000	55,000
Right of Way								-
Construction	212,975	45,000	90,000	90,000	90,000	90,000	90,000	495,000
Subtotal	298,114	50,000	100,000	100,000	100,000	100,000	100,000	550,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Downtown Transit Center Access Improvements								
Project No: asbd28 (TIP# N -6)		Capacity Project:		NO	Anticipated Year of Completion:		2022	
The project will reconstruct the channelization and curb radii to improve the turning radius for transit vehicles at the northeast corner of A St SW/2nd St SW.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Arterial Street Fund (Fund 102)			25,000					25,000
Federal (Grants)								-
State								-
Other (Traffic Impact Fees)								-
REET								-
Other Sources			100,000					100,000
Subtotal	-	-	125,000	-	-	-	-	125,000
Capital Costs:								
Design			15,000					15,000
Right of Way								-
Construction			110,000					110,000
Subtotal	-	-	125,000	-	-	-	-	125,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								



Project Name: F Street SE Non-Motorized Improvements (Downtown to Les Gove)								
Project No: cp1416 (TIP# N -5)		Capacity Project: YES		Anticipated Year of Completion:			2021	
The F St SE project includes pavement rehabilitation, installation of curbs, gutters, bike lanes, sidewalks, ADA improvements, utility undergrounding, LED street lighting, wayfinding signage and a "Bicycle Boulevard" designation of roadway connections between Auburn City Hall and the Les Gove Park Campus. This project improves mobility and safety along the corridor and will complete a gap in the non-motorized network between Auburn's Downtown and the Les Gove Community Campus. The major infrastructure improvements are approximately 0.3 miles long and the "Bicycle Boulevard" improvements are just over a mile long.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Arterial Street Fund (Fund 102)	399,000	10,000						10,000
Federal (Grants)	2,520,000							-
State								-
Other (Traffic Impact Fees)	699,167							-
REET								-
Other Sources								-
Subtotal	3,618,167	10,000	-	-	-	-	-	10,000
Capital Costs:								
Design	719,773							-
Right of Way	43,521							-
Construction	2,854,873	10,000						10,000
Subtotal	3,618,167	10,000	-	-	-	-	-	10,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$4,100								

Project Name: Garden Avenue Realignment								
Project No: cp2022 (TIP# R -27)		Capacity Project:		YES	Anticipated Year of Completion:		2022	
The project will construct a new east/west connection between Garden Avenue and 104th Avenue SE, and will cul-de-sac Garden Avenue to the north of 8th Street NE. This will improve traffic operations and safety along 8th Street NE.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Arterial Street Fund (Fund 102)								-
Federal (Grants)								-
State								-
Other (Traffic Impact Fees)	150,000	150,000	500,000					650,000
Other Sources								-
Subtotal	150,000	150,000	500,000	-	-	-	-	650,000
Capital Costs:								
Design	150,000							-
Right of Way		150,000						150,000
Construction			500,000					500,000
Subtotal	150,000	150,000	500,000	-	-	-	-	650,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$1,000								

Project Name: Harvey Rd NE/8th St NE Intersection Improvements								
Project No: cp0611 (TIP# I-5)		Capacity Project: YES		Anticipated Year of Completion:			Beyond 2026	
The project constructed one eastbound through/right turn-lane on 8th St NE to the west of Harvey Rd and modified traffic signals and traffic channelization to accommodate the new lane. The additional lane reduced traffic delays and queuing at the intersection of Harvey Rd and 8th St NE in all directions. This project also reconstructed M St NE from 4th St NE to 8th St NE, a segment of roadway approximately 0.3 miles long with a four-lane cross-section. The reconstruction addressed the existing poor pavement condition and completed sidewalk gaps.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Arterial Street Fund (Fund 102)								-
Federal (Grants)								-
State								-
Other (Traffic Impact Fees)	1,149,678	83,700	83,300	82,794	82,382	81,990	81,589	495,755
PWTF	1,527,300							-
Subtotal	2,676,978	83,700	83,300	82,794	82,382	81,990	81,589	495,755
Capital Costs:								
Design	327,500							-
Right of Way	200,400							-
Construction	1,203,900							
Long Term Debt	945,178	83,700	83,300	82,794	82,382	81,990	81,589	495,755
Subtotal	2,676,978	83,700	83,300	82,794	82,382	81,990	81,589	495,755
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: M Street NE (E Main St to 4th St NE)								
Project No: asbd12 (TIP# R -7)		Capacity Project:		YES	Anticipated Year of Completion:		2024	
This project will construct a complete four/five-lane street section on M St NE from south of E Main St to 4th St NE, and reconstruct the signal at E Main St. The project is needed to improve traffic operations along the M Street NE corridor, and replace the existing pavement which is in poor condition.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Arterial Street Fund (Fund 102)			120,000	50,000	400,000			570,000
Street Preservation (Fund 105)			185,000		1,220,000			1,405,000
REET					400,000			400,000
Other (Traffic Impact Fees)			70,000		465,000			535,000
Other Sources								-
Subtotal	-	-	375,000	50,000	2,485,000	-	-	2,910,000
Capital Costs:								
Design			375,000					375,000
Right of Way				50,000				50,000
Construction					2,485,000			2,485,000
Subtotal	-	-	375,000	50,000	2,485,000	-	-	2,910,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$500								

Project Name: M Street SE Sidewalk Improvements								
Project No: cp2012 (TIP# N -10)		Capacity Project:		NO		Anticipated Year of Completion:		2021
The project will construct sidewalks along the M Street SE corridor between Auburn Way S and 8th Street SE. The project will complete the missing sections of sidewalk along the west side of M Street SE between Auburn Way S and 8th Street SE, and will complete the missing segments of sidewalk along the east side between Auburn Way S and 12th Street SE. The project will construct approximately 2,000 linear feet of new sidewalk to match adjacent widths. The project will also construct ADA compliant curb ramps and relocate existing utility poles and overhead signage to provide ADA access.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Arterial Street Fund (Fund 102)	14,980	250,000						250,000
State	30,020	419,980						419,980
REET								-
Other (Traffic Impact Fees)								-
Other Sources								-
Subtotal	45,000	669,980	-	-	-	-	-	669,980
Capital Costs:								
Design	45,000							-
Right of Way								-
Construction		669,980						669,980
Subtotal	45,000	669,980	-	-	-	-	-	669,980
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: M Street Underpass (3rd St SE to 8th St SE)								
Project No: c201a0 (TIP# R -3)		Capacity Project:		YES	Anticipated Year of Completion:		Beyond 2026	
Construction of a grade separated railroad crossing of M St SE at the BNSF Stampede Pass tracks. Project was completed in 2014; ongoing budget is for Public Works Trust Fund Loan debt payment scheduled through 2041.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Arterial Street Fund (Fund 102)	-							-
Federal (Grants)	862,016							-
State	8,834,297							-
Other (Traffic Impact Fees)	5,052,856	123,200	122,900	122,550	122,258	121,965	121,673	734,546
Other (Traffic Mitigation Fees)	660,000							-
REET	1,140,001							-
PWTF	3,284,857							-
Other (Other Agencies)	3,126,104							-
Subtotal	22,960,131	123,200	122,900	122,550	122,258	121,965	121,673	734,546
Capital Costs:								
Design	2,688,924							-
Right of Way	3,358,443							-
Construction	16,021,908							-
Long Term Debt	890,856	123,200	122,900	122,550	122,258	121,965	121,673	734,546
Subtotal	22,960,131	123,200	122,900	122,550	122,258	121,965	121,673	734,546
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Regional Growth Center Access Improvements								
Project No: asbd24 (TIP# R-16)		Capacity Project:		YES	Anticipated Year of Completion:		2023	
The project will construct a northbound left-turn lane and a northbound/southbound crosswalk at the 3rd Street NE/Auburn Avenue intersection, and realign the 4th Street NE/Auburn Way N intersection to eliminate the split phase signal operation improving circulation and access. The project will improve traffic operations, safety, and circulation for both vehicles and non-motorized users.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Arterial Street Fund (Fund 102)								-
Federal (Grants)		325,000		1,300,000				1,625,000
Local								-
Other (Traffic Impact Fees)		85,000	100,000	200,000				385,000
REET								-
Other Sources								-
Subtotal	-	410,000	100,000	1,500,000	-	-	-	2,010,000
Capital Costs:								
Design		410,000						410,000
Right of Way			100,000					100,000
Construction				1,500,000		-	-	1,500,000
Subtotal	-	410,000	100,000	1,500,000	-	-	-	2,010,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$500								

Project Name: Riverwalk Drive SE Non-Motorized Improvements								
Project No: asbd26 (TIP# N-9)		Capacity Project:		YES	Anticipated Year of Completion:		2022	
The project will construct sidewalks, street lighting, and related storm improvements along the east side of Riverwalk Drive SE between Auburn Way S and Howard Road SE. This project will close a major gap in the sidewalk system and ties into the proposed improvements on Auburn Way South. The project will also install a RRFB at the intersection with Howard Road. The project is proposed to be in partnership with the Muckleshoot Indian Tribe.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Arterial Street Fund (Fund 102)		20,000	250,000					270,000
Federal (Grants)		180,000	450,000					630,000
Local								-
Other (Traffic Impact Fees)								-
REET								-
Other Sources			250,000					250,000
Subtotal	-	200,000	950,000	-	-	-	-	1,150,000
Capital Costs:								
Design		200,000						200,000
Right of Way								-
Construction			950,000			-	-	950,000
Subtotal	-	200,000	950,000	-	-	-	-	1,150,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$2,000								

Project Name: S 272nd/277th St Corridor Capacity & Non-Motorized Trail Improvements								
Project No: cp1821 (TIP# S-2)		Capacity Project:		YES	Anticipated Year of Completion:		Beyond 2026	
This project will complete the environmental monitoring requirements related to the S 277th St corridor widening project between Auburn Way North and I St NE.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Arterial Street Fund (Fund 102)								-
Federal (Grants)								-
State								-
Other (Traffic Impact Fees)	36,027	20,000	20,000	20,000	20,000	20,000	20,000	120,000
Other Sources								-
Subtotal	36,027	20,000	20,000	20,000	20,000	20,000	20,000	120,000
Capital Costs:								
Design								-
Environmental	36,027	20,000	20,000	20,000	20,000	20,000	20,000	120,000
Construction								-
Subtotal	36,027	20,000	20,000	20,000	20,000	20,000	20,000	120,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Stewart Road - City of Pacific (Lake Tapps Parkway Corridor)								
Project No: asbd25 (TIP# R -24)		Capacity Project: YES			Anticipated Year of Completion:		2021	
This is a City of Pacific project to widen the Stewart Road (Lake Tapps Parkway) Corridor. This is the final segment of widening in the City of Pacific which will tie in with the City of Sumner's planned final widening segment and new bridge over the White River. Completion of this corridor widening is expected to significantly relieve traffic congestion in Auburn along the A St SE and C St SW corridors.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Arterial Street Fund (Fund 102)								-
Federal (Grants)								-
State								-
Other (Traffic Mitigation Fees)		100,000						100,000
Other Sources								-
Subtotal	-	100,000	-	-	-	-	-	100,000
Capital Costs:								
Design								-
Right of Way								-
Construction		100,000						100,000
Subtotal	-	100,000	-	-	-	-	-	100,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Local Street Improvement Program								
Project No: various (TIP# P -2)		Capacity Project: NO		Anticipated Year of Completion:		Beyond 2026		
The program preserves local (unclassified) streets. Individual projects may include crack sealing, asphalt patching, pre-leveling, asphalt overlays and roadway reconstruction. The program also funds the biennial collection of pavement condition ratings, conducted in even numbered years. Beginning in 2019 REET funding was dedicated by council to this program. Beyond 2022, funding for this program is shown as other because a dedicated funding source has not yet been identified, and the use of REET to fund the program is not sustainable in the long-term. Program funds reflect remaining budget after allocations to specific arterial street preservation projects which are included as separate projects.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	3 Years	2021	2022	2023	2024	2025	2026	Total
Local Street Fund (Fund 103)	650,000							-
Sales Tax on Const. (Fund 103)	2,644,476							-
REET	2,800,000							-
To Be Determined				1,500,000	1,500,000	1,500,000	1,500,000	6,000,000
Other (Other Funds)	450,000		150,000	150,000	150,000	150,000	150,000	750,000
Subtotal	6,544,476	-	150,000	1,650,000	1,650,000	1,650,000	1,650,000	6,750,000
Capital Costs:								
Design	864,818		150,000	500,000	500,000	500,000	500,000	2,150,000
Right of Way								-
Construction	5,679,658			1,150,000	1,150,000	1,150,000	1,150,000	4,600,000
Subtotal	6,544,476	-	150,000	1,650,000	1,650,000	1,650,000	1,650,000	6,750,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: 2021 Local Street Preservation Project								
Project No: cp2019 (TIP# P -7)		Capacity Project: NO		Anticipated Year of Completion:			2021	
This project will reconstruct G Street SE (from East Main Street to 4th Street SE) and grind and overlay the Riverwalk/Forest Ridge Neighborhood. The scope of work includes the following: full-depth roadway replacement and/or grind and overlay and any needed utility improvements within the project limits.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Local Street Fund (Fund 103)								-
Sales Tax on Const. (Fund 103)								-
REET		2,200,000						2,200,000
To Be Determined								-
Other (Other Funds)								-
Subtotal	-	2,200,000	-	-	-	-	-	2,200,000
Capital Costs:								
Design								-
Right of Way								-
Construction		2,200,000						2,200,000
Subtotal	-	2,200,000	-	-	-	-	-	2,200,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: 2022 Local Street Preservation Project								
Project No: cp2101 (TIP# P -8)		Capacity Project: NO		Anticipated Year of Completion:			2022	
This project will reconstruct I Street SE (from East Main Street to 4th Street SE). The scope of work includes the following: full-depth roadway replacement and any needed utility improvements within the project limits.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Local Street Fund (Fund 103)								-
Sales Tax on Const. (Fund 103)								-
REET			1,500,000					1,500,000
To Be Determined								-
Other (Other Funds)		150,000						150,000
Subtotal	-	150,000	1,500,000	-	-	-	-	1,650,000
Capital Costs:								
Design		150,000						150,000
Right of Way								-
Construction			1,500,000					1,500,000
Subtotal	-	150,000	1,500,000	-	-	-	-	1,650,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: 2nd Street SE Preservation								
Project No: cp2003 (TIP# P -3)		Capacity Project: NO		Anticipated Year of Completion:		2022		
This project will reconstruct 2nd Street SE between A Street SE and Auburn Way S. The reconstruction will utilize full depth reclamation techniques. The project will also address fixed objects located within the clear zone, remove barriers to ADA access, and install new LED street lighting.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Street Preservation (Fund 105)	46,000	347,500						347,500
Federal (Grants)	69,000	521,250						521,250
Utility Tax (Fund 105)								-
Other Sources								-
Subtotal	115,000	868,750	-	-	-	-	-	868,750
Capital Costs:								
Design	115,000							-
Right of Way								-
Construction		868,750						868,750
Subtotal	115,000	868,750	-	-	-	-	-	868,750
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: 3rd Street SW Bridges Deck Preservation								
Project No: cp2006 (TIP# P -13)		Capacity Project:		NO		Anticipated Year of Completion:		2021
This project will seal and overlay the 3rd Street SW bridge decks in an effort to extend the overall service life of the bridges. The following bridges are included in the project: 3rd Street off-ramp, 3rd Street SW over the BNSF tracks, and 3rd Street SW over A Street SW.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Street Preservation (Fund 105)								-
Federal (Grants)	523,540	120,000						120,000
Utility Tax (Fund 105)								-
Other Sources								-
Subtotal	523,540	120,000	-	-	-	-	-	120,000
Capital Costs:								
Design	120,000							-
Right of Way								-
Construction	403,540	120,000						120,000
Subtotal	523,540	120,000	-	-	-	-	-	120,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: A St SE Preservation (37th Street SE to Lakeland Hills Way)								
Project No: spbd09 (TIP# P -10)		Capacity Project: NO		Anticipated Year of Completion:		2024		
The project will grind and overlay A Street SE from 37th Street SE to the Auburn/Pacific City Limit and from the Pacific/Auburn City Limit to the intersection with Lakeland Hills Way). The project also includes ADA upgrades to curb ramps, pedestrian push buttons, and replacement of vehicle detection loops.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Street Preservation (Fund 105)			25,000	100,000	866,130			991,130
Federal (Grants)					866,130			866,130
Utility Tax (Fund 105)								-
Other Sources								-
Subtotal	-	-	25,000	100,000	1,732,260	-	-	1,857,260
Capital Costs:								
Design			25,000	75,000				100,000
Right of Way				25,000				25,000
Construction					1,732,260			1,732,260
Subtotal	-	-	25,000	100,000	1,732,260	-	-	1,857,260
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Arterial Street Preservation Program								
Project No: various, spbd01 (TIP# P -1)		Capacity Project: NO		Anticipated Year of Completion:		Beyond 2026		
The program preserves classified streets throughout the City. Individual projects may include a combination of crack seal, overlays, rebuilds, and spot repairs. The program also funds the biennial collection of pavement condition ratings. This program is funded through a 1% utility tax that was adopted by City Council in 2008. Program funds reflect remaining budget after allocations to specific arterial street preservation projects which are included as separate projects in this TIP.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	3 Years	2021	2022	2023	2024	2025	2026	Total
Street Preservation (Fund 105)	2,227,332	327,500	1,650,000	606,728	599,514	2,100,000	2,200,000	7,483,742
Federal (Grants)	652,858							-
Utility Tax (Fund 105)	1,538,600							-
REET	1,948,779							
Other Sources	79,343							-
Subtotal	6,446,912	327,500	1,650,000	606,728	599,514	2,100,000	2,200,000	7,483,742
Capital Costs:								
Design	510,205	49,125	247,500	91,009	89,927	315,000	330,000	1,122,561
Right of Way				-				-
Construction	5,936,707	278,375	1,402,500	515,719	509,587	1,785,000	1,870,000	6,361,181
Subtotal	6,446,912	327,500	1,650,000	606,728	599,514	2,100,000	2,200,000	7,483,742
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Auburn Way N Preservation Phase 2 (8th St NE to 22nd St NE)								
Project No: cp1903 (TIP# P -1)		Capacity Project: NO		Anticipated Year of Completion:		2021		
This project will grind and overlay Auburn Way N from 8th Street NE to 22nd Street NE, remove unused driveways, and upgrade all curb ramps and pedestrian signals to meet ADA requirements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Street Preservation (Fund 105)	521,206	10,000						10,000
Federal (Grants)	1,100,000							-
Utility Tax (Fund 105)								-
REET								
Other Sources								-
Subtotal	1,621,206	10,000	-	-	-	-	-	10,000
Capital Costs:								
Design	153,706							-
Right of Way								-
Construction	1,467,500	10,000						10,000
Subtotal	1,621,206	10,000	-	-	-	-	-	10,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Auburn Way N Preservation Phase 3 (4th St SE to 8th St NE)								
Project No: cp1904 (TIP# P -1)		Capacity Project: NO		Anticipated Year of Completion:		2021		
This project will grind and overlay Auburn Way N from approximately 8th Street NE to approximately 4th St SE, remove unused driveways, and upgrade all curb ramps and pedestrian signals to meet ADA requirements. detection loops.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Street Preservation (Fund 105)	965,199	10,000						10,000
Federal (Grants)	975,140							-
Other Sources								-
Subtotal	1,940,339	10,000	-	-	-	-	-	10,000
Capital Costs:								
Design	174,614							-
Right of Way								-
Construction	1,765,725	10,000						10,000
Subtotal	1,940,339	10,000	-	-	-	-	-	10,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: C Street SW Preservation (W Main St to GSA Signal)								
Project No: spbd06 (TIP# P -11)		Capacity Project:		NO		Anticipated Year of Completion:		2023
The project will grind and overlay C Street SW from W Main Street to the GSA signal (approximately 2,000 feet to the south of 15th Street SW). The project also includes ADA upgrades to curb ramps and pedestrian push buttons, and replacement of vehicle detection loops.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Street Preservation (Fund 105)		25,000	100,000	1,118,272				1,243,272
Federal (Grants)				1,118,272				1,118,272
Other Sources								-
Subtotal	-	25,000	100,000	2,236,544	-	-	-	2,361,544
Capital Costs:								
Design		25,000	75,000					100,000
Right of Way			25,000					25,000
Construction				2,236,544				2,236,544
Subtotal	-	25,000	100,000	2,236,544	-	-	-	2,361,544
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Lake Tapps Pkwy/Sumner-Tapps Hwy E Preservation								
Project No: spbd08 (TIP# P -6)			Capacity Project: NO		Anticipated Year of Completion:		2024	
The project will grind and overlay the Lake Tapps Parkway/Sumner-Tapps Highway E corridor from the intersection of Lake Tapps Parkway with Lakeland Hills Way to the intersection of Sumner-Tapps Highway E with 16th Street E (the Auburn City limit). Portions of the corridor include a center two-way left-turn lane which does not require preservation and would be omitted from the grind and overlay. The project scope also includes upgrades to ADA curb ramps and pedestrian push buttons, and replacement of vehicle detection at signalized intersections.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Street Preservation (Fund 105)			25,000	75,000	534,356			634,356
Federal (Grants)					750,000			750,000
Other Sources								-
Subtotal	-	-	25,000	75,000	1,284,356	-	-	1,384,356
Capital Costs:								
Design			25,000	50,000				75,000
Right of Way				25,000				25,000
Construction					1,284,356			1,284,356
Subtotal	-	-	25,000	75,000	1,284,356	-	-	1,384,356
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Lakeland Hill Way Preservation (57th Drive SE to Lake Tapps Pkwy)								
Project No: cp2011 (TIP# P-12)		Capacity Project:		NO		Anticipated Year of Completion:		2021
The project will grind, patch, and overlay Lakeland Hills Way from 57th Drive SE to Lake Tapps Pkwy. The project also includes ADA upgrades to curb ramps and replacement of vehicle detection loops.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Street Preservation (Fund 105)	100,000	1,350,000						1,350,000
Federal (Grants)								-
REET								-
Subtotal	100,000	1,350,000	-	-	-	-	-	1,350,000
Capital Costs:								
Design	100,000							-
Right of Way								-
Construction		1,350,000						1,350,000
Subtotal	100,000	1,350,000	-	-	-	-	-	1,350,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

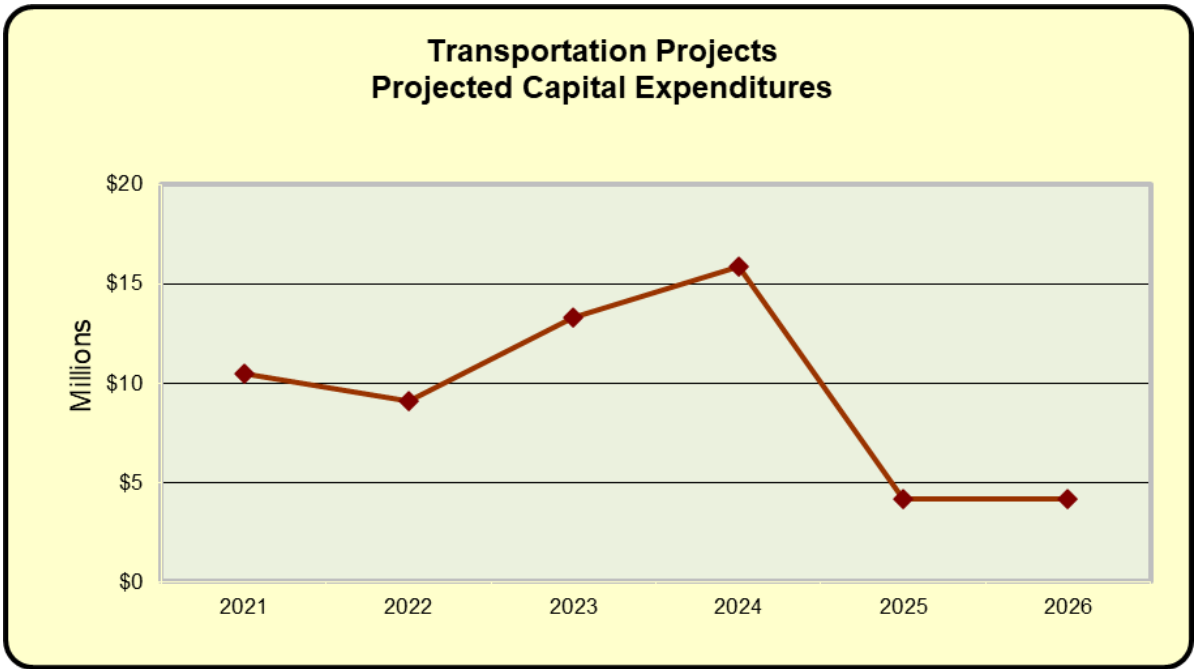
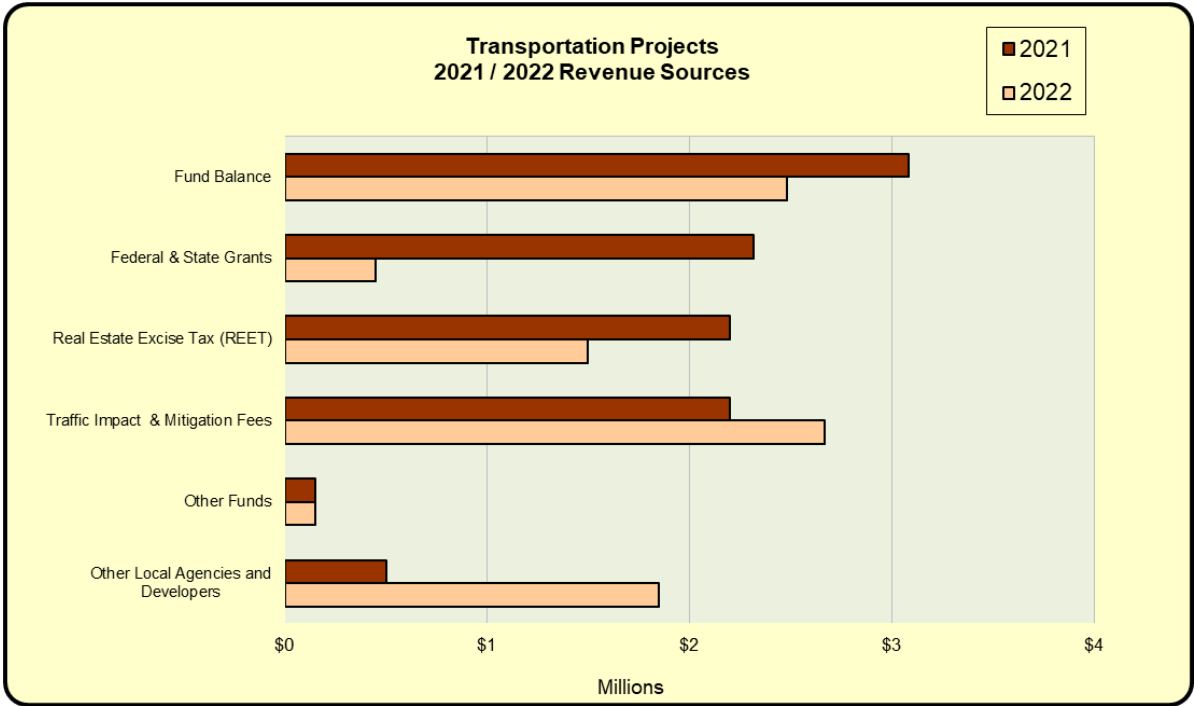
Project Name: Lea Hill Bridge Deck Preservation								
Project No: cp2007 (TIP# P-9)		Capacity Project: NO			Anticipated Year of Completion:		2021	
This project will grind and overlay the bridge deck in an effort to extend the overall service life of the bridge.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Street Preservation (Fund 105)								-
Federal (Grants)	547,850	100,000						100,000
REET								-
Subtotal	547,850	100,000	-	-	-	-	-	100,000
Capital Costs:								
Design	80,000							-
Right of Way								-
Construction	467,850	100,000						100,000
Subtotal	547,850	100,000	-	-	-	-	-	100,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

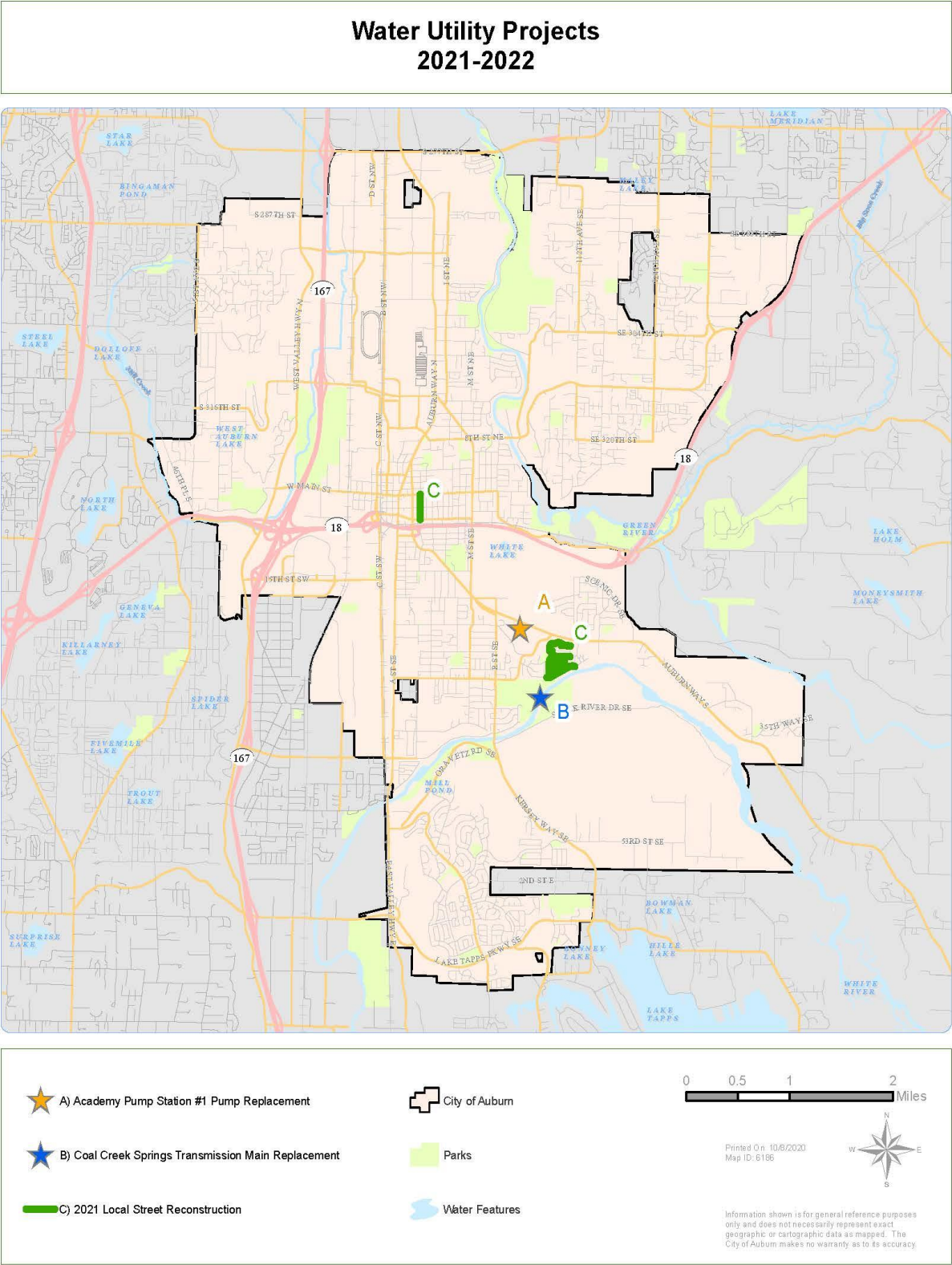
<b>TOTAL CAPITAL COSTS and FUNDING SOURCES - TRANSPORTATION</b>								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
<b>Funding Sources:</b>	<b>Years</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
Arterial Street Fund (Fund 102)	1,057,801	965,000	495,000	250,000	500,000	200,000	100,000	2,510,000
Local Street Fund (Fund 103)	650,000	-	-	-	-	-	-	-
Street Preservation (Fund 105)	3,859,737	2,120,000	1,985,000	1,900,000	3,220,000	2,100,000	2,200,000	13,525,000
Federal (Grants)	14,461,856	1,895,000	450,000	5,418,272	4,241,130	-	-	12,004,402
State	9,127,017	419,980	-	-	-	-	-	419,980
Local	-	-	-	-	-	-	-	-
REET	5,888,780	2,200,000	1,500,000	-	400,000	-	-	4,100,000
PWTF	4,812,157	-	-	-	-	-	-	-
Sales Tax on Const. (Fund 103)	2,644,476	-	-	-	-	-	-	-
Utility Tax (Fund 105)	1,538,600	-	-	-	-	-	-	-
Other (Other Funds)	450,000	150,000	150,000	150,000	150,000	150,000	150,000	900,000
Other (Other Agencies)	3,126,104	-	-	-	-	-	-	-
Other (Traffic Mitigation Fees)	2,078,115	135,000	325,000	167,000	-	-	-	627,000
Other (Traffic Impact Fees)	7,188,978	2,063,150	2,346,200	3,155,464	5,489,640	223,955	223,262	13,501,671
Other Sources	462,724	500,000	1,850,000	750,000	340,000	-	-	3,440,000
To Be Determined	-	-	-	1,500,000	1,500,000	1,500,000	1,500,000	6,000,000
<b>Total</b>	<b>57,346,345</b>	<b>10,448,130</b>	<b>9,101,200</b>	<b>13,290,736</b>	<b>15,840,770</b>	<b>4,173,955</b>	<b>4,173,262</b>	<b>57,028,053</b>
<b>Capital Costs:</b>								
Design	9,463,210	2,709,125	1,672,500	736,009	599,927	835,000	840,000	7,392,561
Right of Way	4,473,705	1,050,000	1,125,000	517,000	-	-	-	2,692,000
Environmental	349,189	45,000	45,000	20,000	20,000	20,000	20,000	170,000
Construction	41,224,207	6,437,105	6,052,500	11,812,383	15,016,203	3,115,000	3,110,000	45,543,191
Long Term Debt	1,836,034	206,900	206,200	205,344	204,640	203,955	203,262	1,230,301
<b>Total</b>	<b>57,346,345</b>	<b>10,448,130</b>	<b>9,101,200</b>	<b>13,290,736</b>	<b>15,840,770</b>	<b>4,173,955</b>	<b>4,173,262</b>	<b>57,028,053</b>

## Summary of Impacts of 2021 -2022 Capital Projects on Future Operating Expenses

Transportation Projects	2022	2023	2024	2025	2026	2027	6 Year Total
10th St NW/A St NW Intersection Improvements	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 4,000
29th St SE/R St SE Intersection Improvements	-	-	-	500	500	500	1,500
49th St NE (Auburn Way N to D St NE)	-	500	500	500	500	500	2,500
A Street Loop	-	-	-	1,000	1,000	1,000	3,000
Auburn Way S Improvements (Hemlock St SE to Poplar St SE)	-	-	-	2,500	2,500	2,500	7,500
F St SE Non-Motorized Improvements (Downtown to Les Gove)	4,100	4,100	4,100	4,100	4,100	4,100	24,600
Garden Avenue Realignment	-	1,000	1,000	1,000	1,000	1,000	5,000
M St NE (E. Main St. to 4th St. NE)	-	-	-	500	500	500	1,500
Regional Growth Center Access Improvements	-	-	500	500	500	500	2,000
Riverwalk Drive SE Non-Motorized Improvements	-	2,000	2,000	2,000	2,000	2,000	10,000
<b>Total Transportation Projects</b>	<b>\$ 4,100</b>	<b>\$ 7,600</b>	<b>\$ 9,100</b>	<b>\$ 13,600</b>	<b>\$ 13,600</b>	<b>\$ 13,600</b>	<b>\$ 61,600</b>







## Water Utility Projects

Seventeen capital projects totaling \$10,648,610 are budgeted for 2021 and eighteen capital projects totaling \$9,444,010 are budgeted for 2022. A few of the significant projects include the following:

- The Academy Pump Station #1 Pump Replacement project (\$3,000,000 in 2021 and \$609,500 in 2022) will construct a new pump station with 4 pumps to meet peak demands and fire flow requirements. **(See Map – “A”)**
- The Coal Creek Springs Transmission Main Replacement (\$10,000 in 2021 and \$2,425,000 in 2022) will provide full replacement of the transmission main crossing the White River via a pedestrian bridge. **(See Map – “B”)**
- The 2021 Local Street Reconstruction project will construct water main improvements on G Street SE between E. Main Street and 4th Street SE and in various streets in the Riverwalk neighborhood.. **(See Map – “C”)**
- The Lead Service Line Replacement project (\$2,900,000 in 2021 and \$1,600,000 in 2022) will remove lead service lines and construct associated roadway restoration throughout the City.

Green River Pump Station Emergency Power Station.



Reservoir 1 Seismic Control Valve project



**2021 -2022 Water Fund Projects**

<b>Title</b>	<b>Project #</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>Page</b>
104th Park Development	cp1619	250,000	-	345
2021 Local Street Reconstruction	cp2019	2,520,000	-	345
2022 Local Street Reconstruction	cp2101	50,000	800,000	345
Academy Pump Station #1 Pump Replacement	cp1916	3,000,000	609,500	346
Cascade Water Alliance Water Purchase	cp1914	934,810	934,810	346
Coal Creek Springs Transmission Main Replacement	cp1603	10,000	2,425,000	346
Comprehensive Water Plan	wabd25	-	263,000	347
Deduct Meter Replacement Program	cp1917	515,000	485,000	347
F Street SE Non-Motorized Improvements	cp1416	10,000	-	347
Garden Avenue Realignment	cp2022	55,000	440,000	348
Lea Hill AC Main Replacement	cp1929	10,000	-	348
Lead Service Line Replacement	cp1922	2,900,000	1,600,000	348
M Street NW Widening	wabd13	-	37,000	349
Meter Vault Replacement	cp1807	10,000	-	349
Pipeline Asset Management Study	cp1934	10,000	-	349
Reservoir 2 Valves	wabd29	-	240,000	350
Reservoir Repair and Replacements	wabd12	50,000	62,000	350
Street Utility Improvements	wabd01	-	200,000	350
Valley Service Area Reservoir No. 3	wabd26	-	50,000	351
Water Repair & Replacements	wabd02	-	100,000	351
Water Resources Protection Program	wabd23	26,800	27,700	351
Water Trench Patches Program	wabd28	150,000	155,000	352
Well 4 Pump Improvements	wabd22	147,000	830,000	352
Well Inspection and Redevelopment Program	wabd11	-	185,000	352
<b>Total Water Fund Projects</b>		<b>10,648,610</b>	<b>9,444,010</b>	

Project Name: 104th Park Development (104th to 102nd Water Main Loop)								
Project No: cp1619		Capacity Project:		NO		Anticipated Year of Completion:		2021
This project will construct a water main between 102nd Avenue SE and 104 Avenue SE is part of a Parks Department project that is developing a new City park. The new water main will eliminate convert the existing dead-end system to a looped system, as recommended by the Comprehensive Plan.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Water Fund	50,000	250,000						250,000
Bond Proceeds								-
State Grants								-
Local								-
Other (PWTF loan)								-
Subtotal	50,000	250,000	-	-	-	-	-	250,000
Capital Costs:								
Design	50,000							-
Right of Way								-
Construction		250,000						250,000
Subtotal	50,000	250,000	-	-	-	-	-	250,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: 2021 Local Street Reconstruction								
Project No: cp2019		Capacity Project: NO		Anticipated Year of Completion: 2021				
This project will construct water main improvements on G Street SE between E. Main Street and 4th Street SE and in various streets in the Riverwalk neighborhood. The improvements are coordination with the 2021 Local Street Preservation project and include replacing 1,250 feet of 4" cast iron pipe with 8" ductile iron water main and 43 services on G ST SE. and replacement of 4,360 feet of 6" cast iron pipe and 730 feet of 4" cast iron with 8" ductile iron main and 110 services in the Riverwalk area. Comprehensive Plan project D-06.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Water Fund								-
Bond Proceeds	100,000	2,520,000						2,520,000
State Grants								-
Local								-
Other								-
Subtotal	100,000	2,520,000	-	-	-	-	-	2,520,000
Capital Costs:								
Design	100,000	-		-		-		-
Right of Way								-
Construction		2,520,000	-		-		-	2,520,000
Subtotal	100,000	2,520,000	-	-	-	-	-	2,520,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: 2022 Local Street Reconstruction								
Project No: cp2101		Capacity Project:		NO		Anticipated Year of Completion: 2022		
This project will construct water main improvements on I Street SE from E. Main Street to 4th Street SE as part of the 2022 Local Street Preservation project. Improvements include replacement of 1,250 feet of 4" cast iron pipe with 8" ductile iron water main and 40 services.								
Comprehensive Plan project D-06.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Water Fund		50,000	100,000					150,000
Bond Proceeds			700,000					700,000
State Grants								-
Local								-
Other								-
Subtotal	-	50,000	800,000	-	-	-	-	850,000
Capital Costs:								
Design		50,000		-		-		50,000
Right of Way								-
Construction			800,000		-		-	800,000
Subtotal	-	50,000	800,000	-	-	-	-	850,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Academy Pump Station #1 Pump Replacement								
Project No: cp1916		Capacity Project: YES		Anticipated Year of Completion:			2022	
The pump station is reaching the end of its useful life. The project will construct a new pump station with 4 pumps to meet peak demands and fire flow requirements. Pump station #1 will be removed and pump station #2 will be used for storage after the pumps are removed. Preliminary design found it to be more cost effective to build a new pump station and decommission both existing pump stations. The backup power generator will be replaced. Comprehensive Plan project PS-07.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Water Fund			609,500					609,500
Bond Proceeds	742,979	3,000,000						3,000,000
State Grants								-
Local								-
Other								-
Subtotal	742,979	3,000,000	609,500	-	-	-	-	3,609,500
Capital Costs:								
Design	742,979	-		-		-		-
Right of Way								-
Construction		3,000,000	609,500		-		-	3,609,500
Subtotal	742,979	3,000,000	609,500	-	-	-	-	3,609,500
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Cascade Water Alliance Water Purchase								
Project No: cp1914		Capacity Project: YES		Anticipated Year of Completion: Beyond 2026				
Financing of System Development Charges for the right to purchase water from Tacoma Public Utilities through the Second Supply Pipeline to meet future projected demand, based on agreements with Cascade Water Alliance. Council approved the agreements for permanent and reserve wholesale supply in September 2013. A new agreement with Tacoma was executed in 2014. Budget reflects purchase of permanent supply - payments of \$934,805 will continue from 2020 through 2029. Reserve supply will not be purchased and is not included. Comprehensive Plan project S-04.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Water Fund	1,187,391	934,810	934,810	934,805	934,805	934,805	934,805	5,608,840
Bond Proceeds								-
State Grants								-
Local								-
Other								-
Subtotal	1,187,391	934,810	934,810	934,805	934,805	934,805	934,805	5,608,840
Capital Costs:								
Water Supply Purchase	1,187,391	934,810	934,810	934,805	934,805	934,805	934,805	5,608,840
Right of Way								-
Construction								-
Subtotal	1,187,391	934,810	934,810	934,805	934,805	934,805	934,805	5,608,840
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Coal Creek Springs Transmission Main Replacement								
Project No: cp1603		Capacity Project: NO		Anticipated Year of Completion: 2022				
The facilities evaluation study conducted in 2013-2014 found a suspected leak on the 24" steel transmission main crossing the White River. This project will provide for full replacement of the river crossing via a pedestrian bridge. Parks Department will participate in the project by providing funding from grants for the trail connections to the bridge. This option eliminates the deep blow-off and allows more flexibility for expansion. A future project would rehabilitate the existing crossing for redundancy. Comprehensive Plan project D-11.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Water Fund	326,520	10,000						10,000
Bond Proceeds								-
State Grants			225,000					225,000
Local								-
DWSRF Loan	300,001		2,200,000					2,200,000
Subtotal	626,521	10,000	2,425,000	-	-	-	-	2,435,000
Capital Costs:								
Design	626,521	10,000						10,000
Right of Way								-
Construction			2,425,000					2,425,000
Subtotal	626,521	10,000	2,425,000	-	-	-	-	2,435,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Comprehensive Water Plan								
Project No: wabd25		Capacity Project: NO		Anticipated Year of Completion: 2024				
Update the Comprehensive Water Plan as required by Washington Department of Health (DOH) by May 2022. DOH changed WAC to require a 10-year planning period which is an increase from the 6-year period. Our current plan was approved before the code change, but was written to include the 10-year period in anticipation of the revised code. We will provide letter to DOH requesting extension of approved plan by the end of 2021. The letter will include a report of the demand forecast compared to actual demand, and report of the capital improvement plan. If the extension is approved, our next complete plan will be due in 2025. However, the water plan will need to be updated in conjunction with the City's Comprehensive Plan due in 2024.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Water Fund	122,000		263,000	251,000	20,000			534,000
Bond Proceeds								-
State Grants								-
Local								-
Other								-
Subtotal	122,000	-	263,000	251,000	20,000	-	-	534,000
Capital Costs:								
Design	122,000							-
Right of Way								-
Construction			263,000	251,000	20,000			534,000
Subtotal	122,000	-	263,000	251,000	20,000	-	-	534,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Deduct Meter Replacement Program								
Project No: cp1917		Capacity Project:		NO	Anticipated Year of Completion:		2022	
Approximately 200 non-single family irrigation meters within the water system are connected to the customer's supply line on the customer side of the domestic meter, instead of being directly connected to the water main. Since sewer charges for non-single family customers are based on the domestic water meter reading and irrigation water does not use the sewer system, customers ask to have the irrigation use deducted from their overall domestic use for sewer billing purposes. Thus, irrigation meters installed after the domestic meter are referred to as "deduct meters". To improve the billing process, increase staff efficiencies and eliminate manual calculations in the billing process this project will re-install the irrigation meters to directly connect to the main. Deduct meters will be converted to irrigation meters to more equitably bill water usage.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Water Fund	36,500		100,000					100,000
Bond Proceeds	476,000	515,000	385,000					900,000
State Grants								-
Local								-
Other								-
Subtotal	512,500	515,000	485,000	-	-	-	-	1,000,000
Capital Costs:								
Design	36,500	15,000						15,000
Right of Way								-
Construction	476,000	500,000	485,000					985,000
Subtotal	512,500	515,000	485,000	-	-	-	-	1,000,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: F Street SE Non-Motorized Improvements								
Project No: cp1416		Capacity Project:		NO	Anticipated Year of Completion:			2021
Water main improvements constructed in conjunction with F Street SE street improvements. Comprehensive Plan project D-06.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Water Fund	70,880	10,000						10,000
Bond Proceeds	334,000							-
State Grants								-
Local								-
Other								-
Subtotal	404,880	10,000	-	-	-	-	-	10,000
Capital Costs:								
Design	15,172							-
Right of Way								-
Construction	389,708	10,000						10,000
Subtotal	404,880	10,000	-	-	-	-	-	10,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Garden Avenue Realignment								
Project No: cp2022		Capacity Project:		NO		Anticipated Year of Completion:		2022
This project will construct water improvements as part of the Garden Avenue Realignment transportation project. The improvements include installation of 1,000 feet of 12" transmission main from the 20" existing main in 8th St NE along Garden Avenue to the location of a future new booster pump station site on property to be purchased on 102nd Ave SE, and then back to 8th St NE.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Water Fund	400,000	55,000	440,000					495,000
Bond Proceeds								-
State Grants								-
Local								-
Other								-
Subtotal	400,000	55,000	440,000	-	-	-	-	495,000
Capital Costs:								
Design		55,000						55,000
Right of Way	400,000							-
Construction			440,000					440,000
Subtotal	400,000	55,000	440,000	-	-	-	-	495,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Lea Hill AC Main Replacement								
Project No: cp1929		Capacity Project:		NO		Anticipated Year of Completion:		2021
Distribution system repair and replacement project required for meeting peak demands and reducing system losses. Project will replace asbestos cement (AC) water main in the Lea Hill service area.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Water Fund	440,000	10,000						10,000
Bond Proceeds	2,466,550							-
State								-
Local								-
Other								-
Subtotal	2,906,550	10,000	-	-	-	-	-	10,000
Capital Costs:								
Design	240,000							-
Right of Way								-
Construction	2,666,550	10,000		-				10,000
Subtotal	2,906,550	10,000	-	-	-	-	-	10,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Lead Service Line Replacement								
Project No: cp1922		Capacity Project: NO		Anticipated Year of Completion:			2022	
The City has approximately 1,000 service lines with a lead goose-neck connection at the main. State and Federal agencies are planning a 15 year period for utilities to remove all lead service lines. This project will remove lead service lines and construct associated roadway restoration throughout the City. Any additional lead service lines that are not removed and replaced with this project will be replaced as part of future rehabilitation and replacement projects.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Water Fund			405,000					405,000
Bond Proceeds		205,000	1,195,000					1,400,000
State Grants								-
DWSRF Loan	305,000	2,695,000						2,695,000
Other								-
Subtotal	305,000	2,900,000	1,600,000	-	-	-	-	4,500,000
Capital Costs:								
Design	305,000							-
Right of Way								-
Construction		2,900,000	1,600,000					4,500,000
Subtotal	305,000	2,900,000	1,600,000	-	-	-	-	4,500,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								



Project Name: M Street NE Widening								
Project No: wabd13		Capacity Project: NO		Anticipated Year of Completion: 2024				
Water main improvements constructed in conjunction with streets project: MST NE widening (E Main to 4th St NE). Work includes replacing 26 services, connecting to existing 12" ductile main, and abandoning 6" cast main in place.								
Comprehensive Plan project D-06.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Water Fund			37,000		320,000			357,000
Bond Proceeds								-
State Grants								-
DWSRF Loan								-
Other								-
Subtotal	-	-	37,000	-	320,000	-	-	357,000
Capital Costs:								
Design			37,000					37,000
Right of Way								-
Construction					320,000			320,000
Subtotal	-	-	37,000	-	320,000	-	-	357,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Meter Vault Replacement								
Project No: cp1807		Capacity Project:		NO		Anticipated Year of Completion:		2021
Large meter vaults at Washington Elementary School, Cascade Middle School (2 vaults), Forest Ridge Townhomes, Green River Estates, and Neely Station have lids that are unsafe and vaults that are in need of repair. Project will replace the vaults and upgrade piping as needed.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Water Fund	326,400	10,000						10,000
Bond Proceeds	900,000							-
State Grants								-
Local								-
Other								-
Subtotal	1,226,400	10,000	-	-	-	-	-	10,000
Capital Costs:								
Design	120,101	-						-
Right of Way								-
Construction	1,106,299	10,000						10,000
Subtotal	1,226,400	10,000	-	-	-	-	-	10,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Pipeline Asset Management Study								
Project No: cp1934		Capacity Project: NO		Anticipated Year of Completion: 2021				
Pipeline asset management study will identify the remaining useful life of water mains in the system, prioritize pipe replacements, and develop replacement costs to phase in the replacements. Transmission and distribution mains along Auburn Way South, C St SW, Lea Hill Road and West Hill Springs will be evaluated.								
Comprehensive Plan project D-10.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Water Fund	106,000	10,000						10,000
Bond Proceeds								-
State Grants								-
Local								-
Other								-
Subtotal	106,000	10,000	-	-	-	-	-	10,000
Capital Costs:								
Design	106,000	10,000						10,000
Right of Way								-
Construction								-
Subtotal	106,000	10,000	-	-	-	-	-	10,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Reservoir 2 Valves								
Project No: wabd29			Capacity Project: NO		Anticipated Year of Completion: 2023			
This project will replace the existing 20" supply valve with a seismic control valve, and replace the 12" drain valve at Reservoir 2. Both valves will be installed in a vault. This project was identified as a maintenance issue due to limited access to the valves. The addition of a seismic control will improve the resiliency of the distribution system.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Water Fund			240,000	760,000				1,000,000
Federal Grants								-
State Grants								-
Local								-
Other								-
Subtotal	-	-	240,000	760,000	-	-	-	1,000,000
Capital Costs:								
Design			240,000					240,000
Right of Way								-
Construction				760,000				760,000
Subtotal	-	-	240,000	760,000	-	-	-	1,000,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Reservoir Repair and Replacements								
Project No: wabd12		Capacity Project: NO		Anticipated Year of Completion: Beyond 2026				
General reservoir maintenance and minor improvements. Comprehensive Plan project R-03.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Water Fund	100,000	50,000	62,000	64,000	66,000	68,000	70,000	380,000
Bond Proceeds								-
State Grants								-
Local								-
Other								-
Subtotal	100,000	50,000	62,000	64,000	66,000	68,000	70,000	380,000
Capital Costs:								
Design								-
Right of Way								-
Construction	100,000	50,000	62,000	64,000	66,000	68,000	70,000	380,000
Subtotal	100,000	50,000	62,000	64,000	66,000	68,000	70,000	380,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Street Utility Improvements								
Project No: wabd01		Capacity Project: NO		Anticipated Year of Completion: Beyond 2026				
Water main improvements in coordination with the Local Street Preservation Program and general arterial street improvements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	3 Years	2021	2022	2023	2024	2025	2026	Total
Water Fund	1,500,000		200,000	1,000,000	1,000,000	1,000,000	1,000,000	4,200,000
Bond Proceeds	500,000							-
State Grants								-
Local								-
Other								-
Subtotal	2,000,000	-	200,000	1,000,000	1,000,000	1,000,000	1,000,000	4,200,000
Capital Costs:								
Design	100,000							-
Right of Way								-
Construction	1,900,000		200,000	1,000,000	1,000,000	1,000,000	1,000,000	4,200,000
Subtotal	2,000,000	-	200,000	1,000,000	1,000,000	1,000,000	1,000,000	4,200,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Valley Service Area Reservoir No. 3								
Project No: wabd26			Capacity Project: YES		Anticipated Year of Completion: Beyond 2026			
A new 1 million gallon storage facility is needed to meet future storage requirements in the Valley Service Area. Comprehensive Plan project R-04.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	3 Years	2021	2022	2023	2024	2025	2026	Total
Water Fund			50,000				700,000	750,000
Bond Proceeds								-
State Grants								-
Local								-
Other								-
Subtotal	-	-	50,000	-	-	-	700,000	750,000
Capital Costs:								
Design			50,000					50,000
Right of Way							700,000	700,000
Construction								-
Subtotal	-	-	50,000	-	-	-	700,000	750,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Water Repair & Replacements								
Project No: wabd02		Capacity Project:		NO		Anticipated Year of Completion:		Beyond 2026
Program to fund distribution system repair and replacement projects required for meeting peak demands and reducing system losses. Projects will be coordinated with the streets and other utility projects. Comprehensive Plan project D-09.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Water Fund				1,000,000	300,000	1,000,000	300,000	2,600,000
Bond Proceeds	170,000		100,000					100,000
State Grants								-
Local								-
Other								-
Subtotal	170,000	-	100,000	1,000,000	300,000	1,000,000	300,000	2,700,000
Capital Costs:								
Design	170,000		100,000		300,000		300,000	700,000
Right of Way								-
Construction	-			1,000,000		1,000,000		2,000,000
Subtotal	170,000	-	100,000	1,000,000	300,000	1,000,000	300,000	2,700,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

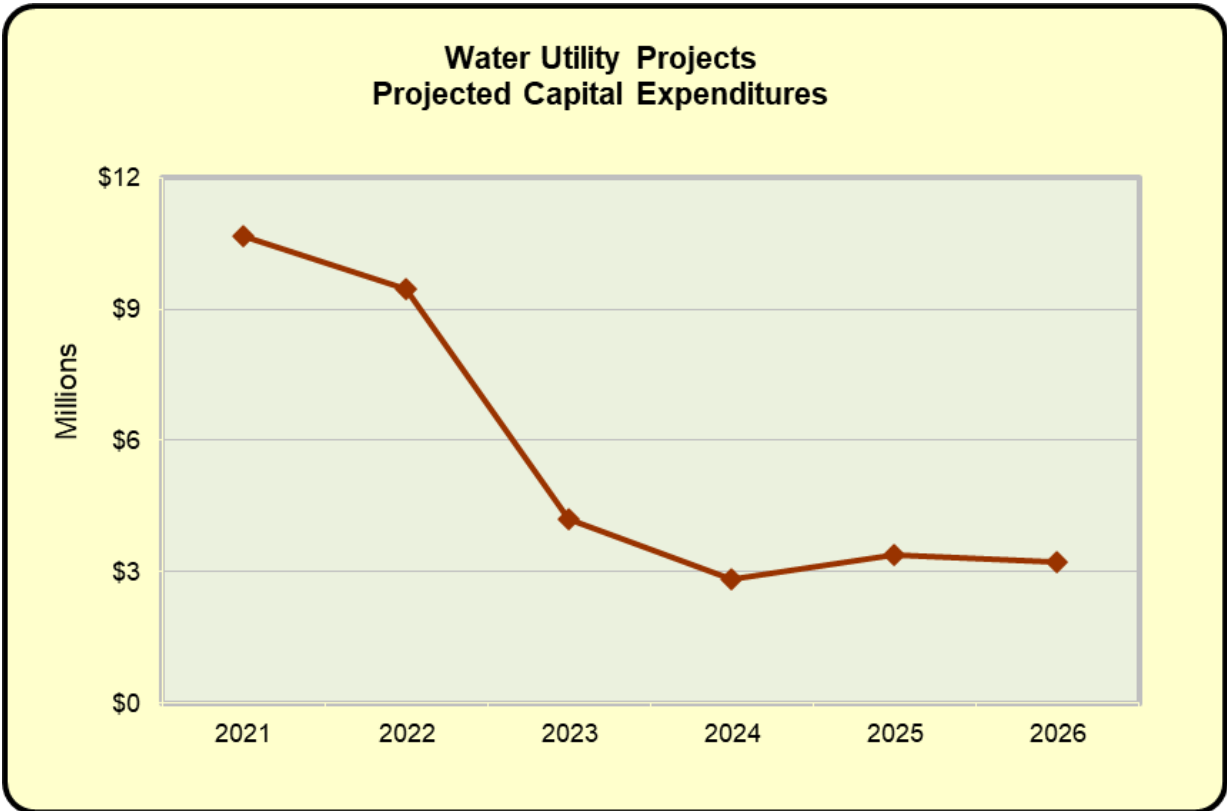
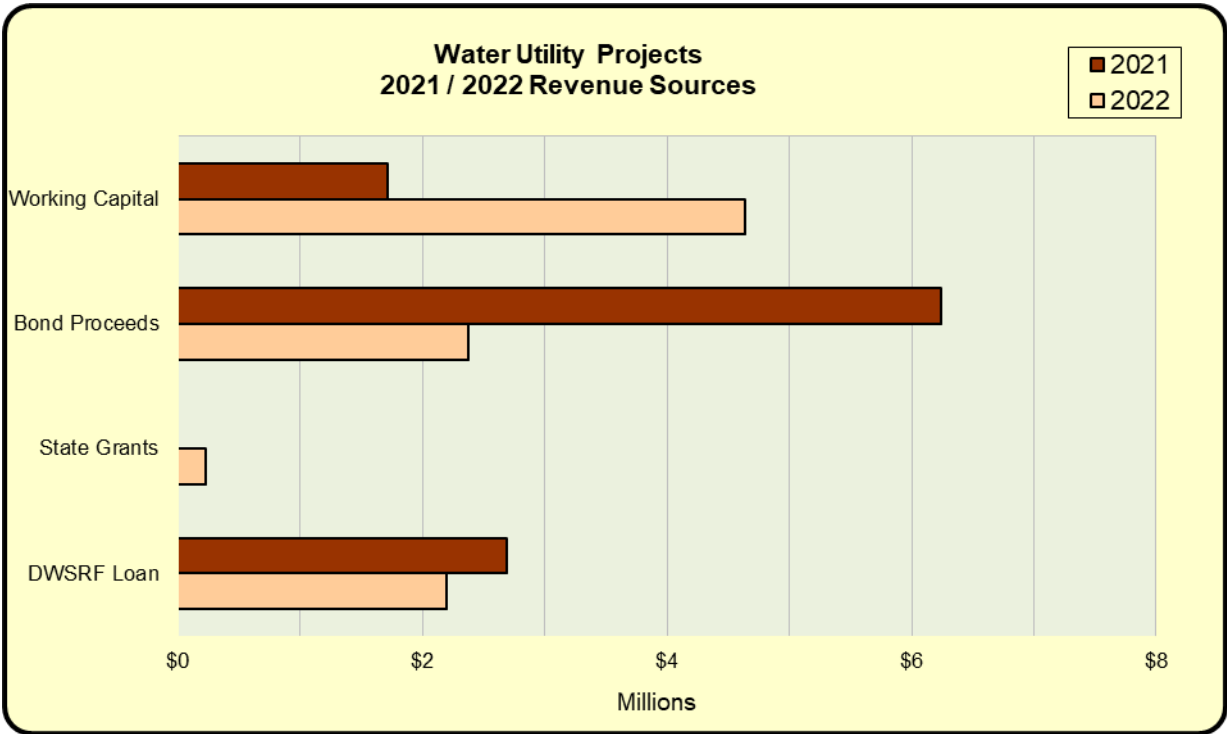
Project Name: Water Resources Protection Program (Wellhead Protection)								
Project No: wabd23		Capacity Project:		NO		Anticipated Year of Completion:		Beyond 2026
Annual funding for implementing strategies identified in the Wellhead Protection Plan. Although some tasks will be performed as part of the water operations budget, other tasks will require consultants with expertise in review and investigation of contaminant sites and other environmental databases, development of spill response plans, and leaking underground storage tanks.								
Comprehensive Plan project S-08.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Water Fund	51,400	26,800	27,700	28,500	29,400	30,200	31,200	173,800
Bond Proceeds								-
State Grants								-
Local								-
Other								-
Subtotal	51,400	26,800	27,700	28,500	29,400	30,200	31,200	173,800
Capital Costs:								
Design								-
Right of Way								-
Construction	51,400	26,800	27,700	28,500	29,400	30,200	31,200	173,800
Subtotal	51,400	26,800	27,700	28,500	29,400	30,200	31,200	173,800
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

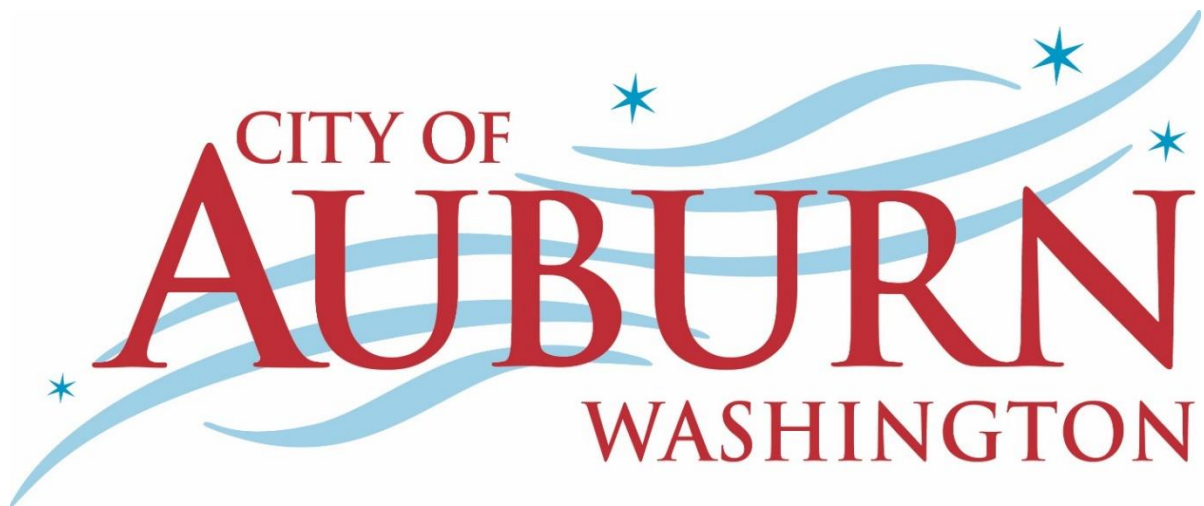
Project Name: Water Trench Patches Program								
Project No: wabd28		Capacity Project:		NO		Anticipated Year of Completion:		Beyond 2026
This program provides annual funding for roadway restoration of trench patches from water leak repair and water service installation that are beyond the scope of work done by maintenance staff.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Water Fund		150,000	155,000	160,000	165,000	170,000	175,000	975,000
Bond Proceeds								-
State Grants								-
Local								-
Other								-
Subtotal	-	150,000	155,000	160,000	165,000	170,000	175,000	975,000
Capital Costs:								
Design								-
Right of Way								-
Construction		150,000	155,000	160,000	165,000	170,000	175,000	975,000
Subtotal	-	150,000	155,000	160,000	165,000	170,000	175,000	975,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

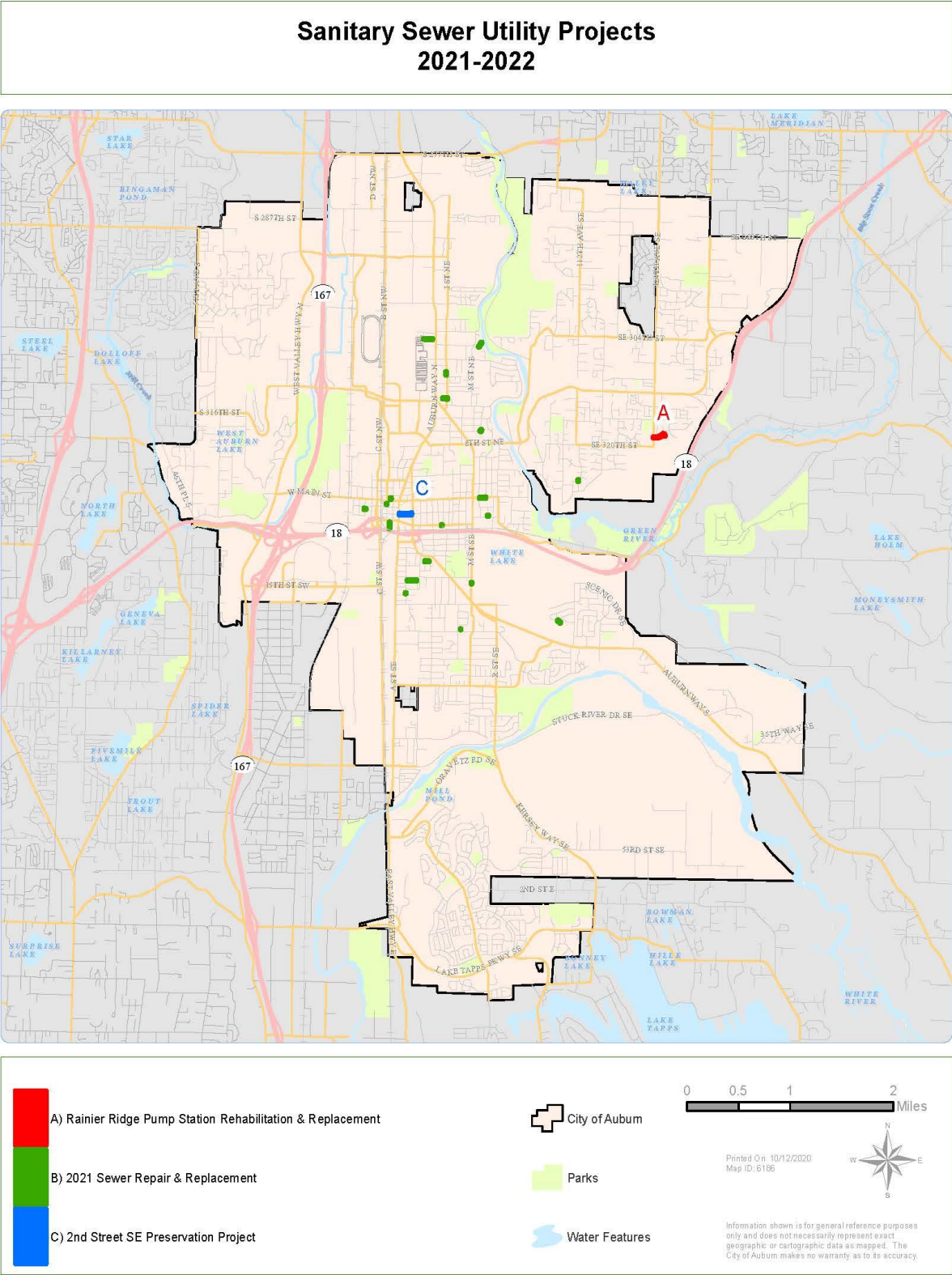
Project Name: Well 4 Pump Improvements								
Project No: wabd22		Capacity Project:		NO		Anticipated Year of Completion:		2022
This project was identified in the Facilities Evaluation Study. The project will include a comprehensive investigation and evaluation of the well operation. Findings from the evaluation will likely result in replacing the generator with a larger unit, possibly replacing the motor soft starter with a variable frequency drive (VFD), and replacing aging control valves, gate valves, and air relief system.								
Comprehensive Plan project S-22.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Water Fund		147,000	830,000					977,000
Bond Proceeds								-
State Grants								-
Local								-
Other								-
Subtotal	-	147,000	830,000	-	-	-	-	977,000
Capital Costs:								
Design		147,000						147,000
Right of Way								-
Construction			830,000					830,000
Subtotal	-	147,000	830,000	-	-	-	-	977,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Well Inspection and Redevelopment Program								
Project No: wabd11		Capacity Project:		NO		Anticipated Year of Completion:		2025
Program for inspection and redevelopment of supply wells and springs necessary to ensure production at maximum capacity for efficient utilization. Comprehensive Plan project S-07.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Water Fund	150,000		185,000			200,000		385,000
Bond Proceeds								-
State Grants								-
Local								-
Other								-
Subtotal	150,000	-	185,000	-	-	200,000	-	385,000
Capital Costs:								
Design								-
Right of Way								-
Construction	150,000	-	185,000	-	-	200,000	-	385,000
Subtotal	150,000	-	185,000	-	-	200,000	-	385,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

<b>TOTAL CAPITAL COSTS and FUNDING SOURCES - WATER</b>								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
<b>Funding Sources:</b>	<b>Years</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
Water Fund	4,867,091	1,713,610	4,639,010	4,198,305	2,835,205	3,403,005	3,211,005	20,000,140
Bond Proceeds	5,689,529	6,240,000	2,380,000	-	-	-	-	8,620,000
Federal Grants	-	-	-	-	-	-	-	-
State Grants	-	-	225,000	-	-	-	-	225,000
Local	-	-	-	-	-	-	-	-
DWSRF Loan	605,001	2,695,000	2,200,000	-	-	-	-	4,895,000
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>11,161,621</b>	<b>10,648,610</b>	<b>9,444,010</b>	<b>4,198,305</b>	<b>2,835,205</b>	<b>3,403,005</b>	<b>3,211,005</b>	<b>33,740,140</b>
<b>Capital Costs:</b>								
Design	2,734,273	287,000	427,000	-	300,000	-	300,000	1,314,000
Water Supply Purchase	1,187,391	934,810	934,810	934,805	934,805	934,805	934,805	5,608,840
Right of Way	400,000	-	-	-	-	-	700,000	700,000
Construction	6,839,957	9,426,800	8,082,200	3,263,500	1,600,400	2,468,200	1,276,200	26,117,300
<b>Total</b>	<b>11,161,621</b>	<b>10,648,610</b>	<b>9,444,010</b>	<b>4,198,305</b>	<b>2,835,205</b>	<b>3,403,005</b>	<b>3,211,005</b>	<b>33,740,140</b>









## Sanitary Sewer Projects

Ten capital projects totaling \$3,383,000 are budgeted for 2021 and seven capital projects totaling \$3,799,000 are budgeted for 2022. The significant projects include the following:

- The Rainier Ridge Pump Station Rehabilitation & Replacement project (\$450,000 in 2021 and \$2,900,000 in 2022) initial phase will examine the alternative of rehabilitating the station, replacing major component, or replacing the entire station. The proposed funding anticipates a complete replacement, and will be adjusted pending the alternatives analysis. **(See Map – “A”)**
- The 2021 Sewer Repair and Replacement (\$2,100,000 in 2021) plans to replace a total of approximately 2,585 linear feet of 8”-10” diameter sewer line at 9 separate sites, and to complete 10 spot repairs. **(See Map – “B” multiple locations)**
- The 2<sup>nd</sup> Street SE Preservation project (\$150,000 in 2021) replaces approximately 450 linear feet of 8” concrete sewer line with 8” PVC and replaces 2 manholes as part of a street reconstruction project for 2nd Street SE between A Street SE and Auburn Way South. **(See Map – “C”)**
- The Street Utility Improvements project (\$200,000 in both 2021 and 2022) will replace sewer lines in coordination with the Local Street Preservation program and the Arterial Street Preservation program.

**2021 -2022 Sewer Fund Projects**

<b>Title</b>	<b>Project #</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>Page</b>
2nd Street SE Preservation	cp2003	150,000	-	359
2021 Sewer Repair and Replacement	cp2010	2,100,000	-	359
Comprehensive Sewer Plan Update	sebd12	40,000	140,000	359
F Street SE Non-Motorized Improvements	cp1416	10,000	-	360
Inflow and Infiltration Study	sebd11	163,000	167,000	360
M Street NE Widening	sebd08	-	12,000	360
Manhole Ring and Cover Replacement	sebd04	80,000	80,000	361
Pump Station Electrical Improvements	cp1812	10,000	-	361
Rainier Ridge Pump Station Rehabilitation/Replacement	cp2009	450,000	2,900,000	361
Sanitary Sewer Repair & Replacement/System Imp. Program	sebd01	-	300,000	362
Sewer Vactor Decant Facility	sebd03	180,000	-	362
Street Utility Improvements	sebd02	200,000	200,000	362
<b>Total Sewer Fund Projects</b>		<b>3,383,000</b>	<b>3,799,000</b>	

Project Name: 2nd Street SE Preservation								
Project No: cp2003			Capacity Project: NO		Anticipated Year of Completion: 2021			
This project replaces approximately 450 linear feet of 8" concrete sewer line with 8" PVC and replaces 2 manholes as part of a street reconstruction project for 2nd Street SE between A Street SE and Auburn Way South.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Sewer Fund	30,000	150,000						150,000
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	30,000	150,000	-	-	-	-	-	150,000
Capital Costs:								
Design	30,000	10,000						10,000
Right of Way								-
Construction		140,000						140,000
Subtotal	30,000	150,000	-	-	-	-	-	150,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: 2021 Sewer Repair and Replacement								
Project No: cp2010		Capacity Project:		NO	Anticipated Year of Completion:		2021	
This project is a continuation of the 2019 Sewer R&R project (CP1805), and proposes to complete the design and construction of the repairs not completed during the construction phase of that project and to add three new sites. This project plans to replace a total of approximately 2,585 linear feet of 8"-10" diameter sewer line at 9 separate sites, and to complete 10 spot repairs.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Sewer Fund	300,000	2,100,000						2,100,000
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	300,000	2,100,000	-	-	-	-	-	2,100,000
Capital Costs:								
Design	300,000	100,000						100,000
Right of Way								-
Construction		2,000,000						2,000,000
Subtotal	300,000	2,100,000	-	-	-	-	-	2,100,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Comprehensive Sewer Plan Update								
Project No: sebd12		Capacity Project: NO		Anticipated Year of Completion:		2024		
This project will prepare an update to the City's Sewer Comprehensive Plan to be adopted by City Council as part of the City's overall Comprehensive Plan to be completed by June 2024. City staff will prepare portions of the plan and will engage consultants to complete some of the tasks including hydraulic modeling, financial analysis, and cost estimation. Comprehensive Plan Project #10.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Sewer Fund		40,000	140,000	50,000	20,000			250,000
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	40,000	140,000	50,000	20,000	-	-	250,000
Capital Costs:								
Design	-	40,000	140,000	50,000	20,000			250,000
Right of Way								-
Construction								-
Subtotal	-	40,000	140,000	50,000	20,000	-	-	250,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: F Street SE Non-Motorized Improvements								
Project No: cp1416		Capacity Project:		NO		Anticipated Year of Completion:		2021
Replace approximately 420 LF of 15"-18" diameter clay pipe as part of the City's transportation project: F Street SE Non-Motorized Improvements project. Constructing this project in association with a road improvement project reduces costs and avoids damage to the new roadway that would occur if the pipe was not replaced and experienced a failure or blockage.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Sewer Fund	177,663	10,000						10,000
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	177,663	10,000	-	-	-	-	-	10,000
Capital Costs:								
Design	19,463							-
Right of Way								-
Construction	158,200	10,000						10,000
Subtotal	177,663	10,000	-	-	-	-	-	10,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Inflow and Infiltration Study								
Project No: sebd11		Capacity Project:		NO	Anticipated Year of Completion:		2023	
This project will assess portions of the City Sewer Service Area for infiltration/inflow (I/I) values. Excessive localized I/I can be an indicator of poor sewer main and side sewer conditions and could contribute to capacity issues in the future. This project will monitor flow in the collection system over several years. This data will then be used to help identify repair and replacement needs, modeling purposes, and for I/I assessment in future updates to the Comprehensive Sewer Plan.								
Comprehensive Plan Project #9.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Sewer Fund	312,000	163,000	167,000	172,000				502,000
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	312,000	163,000	167,000	172,000	-	-	-	502,000
Capital Costs:								
Design	312,000	163,000	167,000	172,000				502,000
Right of Way								-
Construction								-
Subtotal	312,000	163,000	167,000	172,000	-	-	-	502,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: M Street NE Widening								
Project No: sebd08			Capacity Project: NO		Anticipated Year of Completion: 2024			
Replace approximately 170 LF of 12" and 20 LF of 8" vitrified clay sewer line in M St NE between Main Street and 1st St NE and replace approximately 100 LF of 8" PVC between 2nd and 3rd Street NE to repair a belly at the downstream end of the pipe in conjunction with street improvements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Sewer Fund			12,000		112,000			124,000
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	-	12,000	-	112,000	-	-	124,000
Capital Costs:								
Design			12,000		12,000			24,000
Right of Way								-
Construction					100,000			100,000
Subtotal	-	-	12,000	-	112,000	-	-	124,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Manhole Ring and Cover Replacement								
Project No: sebd04		Capacity Project: NO		Anticipated Year of Completion: Beyond 2026				
As manholes and roads age and their condition deteriorates, access covers and the rings in which they sit can become loose and/or misaligned, and can become a road hazard requiring maintenance staff attention and increasing the City's liability. This annual project will replace approximately 50 sewer manhole rings and covers to maintain access to the sewer system and to decrease the likelihood of the manholes becoming road hazards. In some years, this replacement will be as a stand-alone project, and in some years many of these replacements will be in conjunction with other City capital projects. Comprehensive Plan Project #7.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Sewer Fund	-	80,000	80,000	80,000	80,000	80,000	80,000	480,000
Federal								-
State								-
Local								-
Other								-
Subtotal	-	80,000	80,000	80,000	80,000	80,000	80,000	480,000
Capital Costs:								
Design	-	8,000	8,000	8,000	8,000	8,000	8,000	48,000
Right of Way								-
Construction	-	72,000	72,000	72,000	72,000	72,000	72,000	432,000
Subtotal	-	80,000	80,000	80,000	80,000	80,000	80,000	480,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): This project could decrease the future operating budget by reducing the need for staff to respond to loose manholes or lids.								

Project Name: Pump Station Electrical Improvements								
Project No: cp1812		Capacity Project:		NO		Anticipated Year of Completion:		2021
This project will design and construction improvements to the City's sewer pump stations' electrical systems that were identified by the 2016 Pump Station Condition Assessment Project. The additions and modifications are intended to increase employee safety as well as operational efficiency. They include adding dry well control panel disconnects, bringing intrinsically safe wiring up to code, organizing, labelling, and dressing out control panel boxes, adding dry well HMI computer screens, creating uniform as-built wiring diagrams for each station, as well as several other modifications identified for specific stations. Funding for this project was derived from the Sewer Pump Station Replacement/Improvement program (sebd05).								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Sewer Fund	1,162,484	10,000						10,000
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	1,162,484	10,000	-	-	-	-	-	10,000
Capital Costs:								
Design	256,085							-
Right of Way								-
Construction	906,399	10,000						10,000
Subtotal	1,162,484	10,000	-	-	-	-	-	10,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

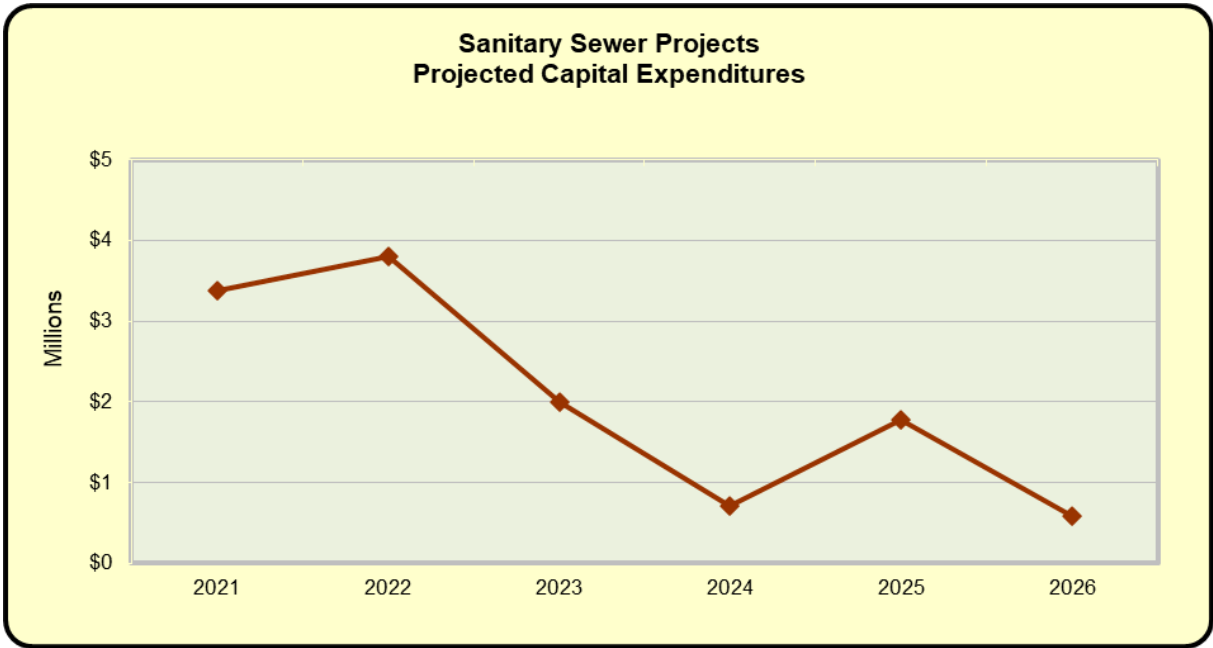
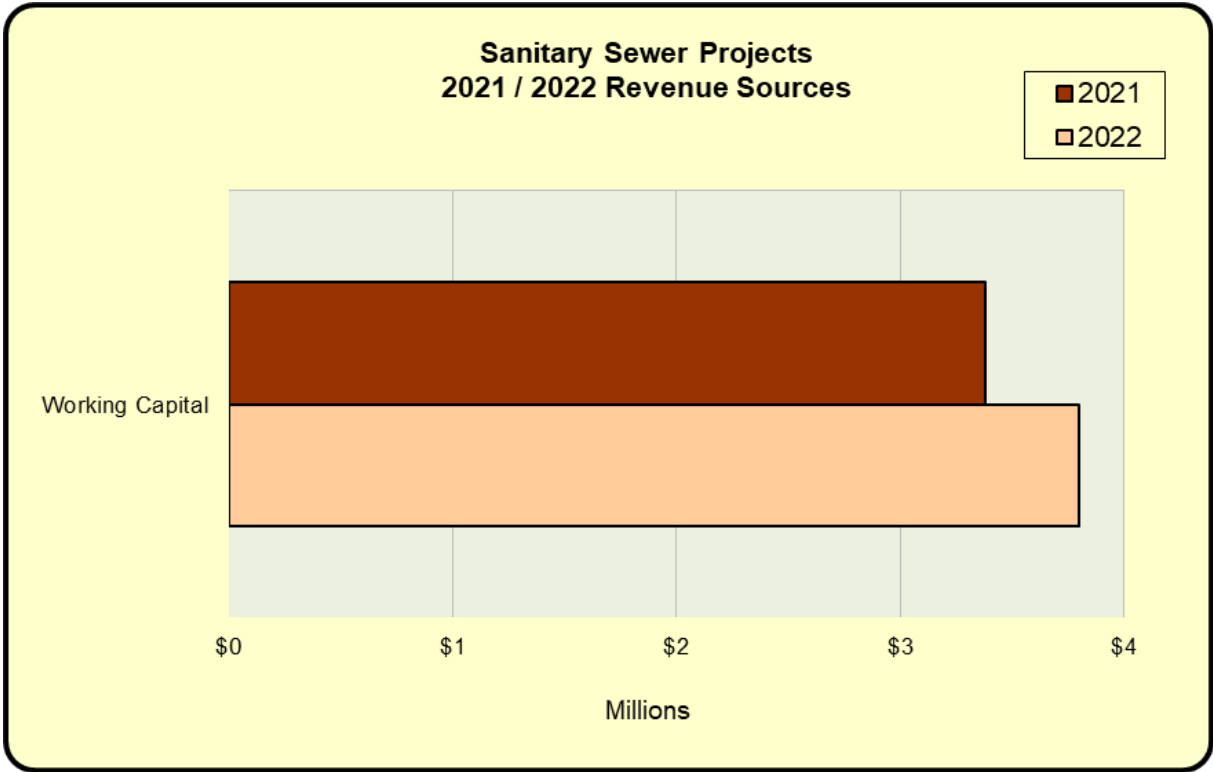
Project Name: Rainier Ridge Pump Station Rehabilitation/Replacement								
Project No: cp2009		Capacity Project:		NO		Anticipated Year of Completion:		2022
The Rainer Ridge Pump Station was constructed in 1980. Most of the property within its tributary basin has been fully developed, and the station has very little excess capacity. As such, there is a very short response time in the event of a pump failure, especially during peak use. Additionally, the PVC force main has had several breaks, and should be replaced. The initial phase of this project will examine the alternatives of rehabilitating the station, replacing major components, or replacing the entire station. The proposed funding assumes a complete replacement, and will be adjusted pending the alternatives analysis. Funding for this project was derived from the Sewer Pump Station Replacement/Improvement program (sebd05).								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Sewer Fund	65,000	450,000	2,900,000					3,350,000
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	65,000	450,000	2,900,000	-	-	-	-	3,350,000
Capital Costs:								
Design	65,000	450,000	220,000					670,000
Right of Way								-
Construction			2,680,000					2,680,000
Subtotal	65,000	450,000	2,900,000	-	-	-	-	3,350,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Sanitary Sewer Repair & Replacement								
Project No: sebd01			Capacity Project: NO		Anticipated Year of Completion: Beyond 2026			
Repair and replace (R&R) broken sewer mains and other facilities. These lines will be identified through television inspection and routine cleaning. This program includes funding for R&R projects which have not been identified as a separate R&R project or are not associated transportation projects. Anticipated projects include bi-annual, stand-alone, repair and replacement projects for sewer lines which are broken, misaligned, "bellied" or otherwise require an inordinate amount of maintenance effort or present a risk of backup or trench failure, and facilities which generate consistent odor complaints. Additionally, system improvements which enhance the ability to maintain service are included here. Comprehensive Plan Project #1.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Sewer Fund			300,000	1,500,000	300,000	1,500,000	300,000	3,900,000
Federal								-
State								-
Local								-
Other								-
Subtotal	-	-	300,000	1,500,000	300,000	1,500,000	300,000	3,900,000
Capital Costs:								
Design			250,000	150,000	250,000	150,000	250,000	1,050,000
Right of Way			20,000		20,000		20,000	60,000
Construction			30,000	1,350,000	30,000	1,350,000	30,000	2,790,000
Subtotal	-	-	300,000	1,500,000	300,000	1,500,000	300,000	3,900,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): This should decrease the operating budget by correcting the problems that require operation staff's attention.								

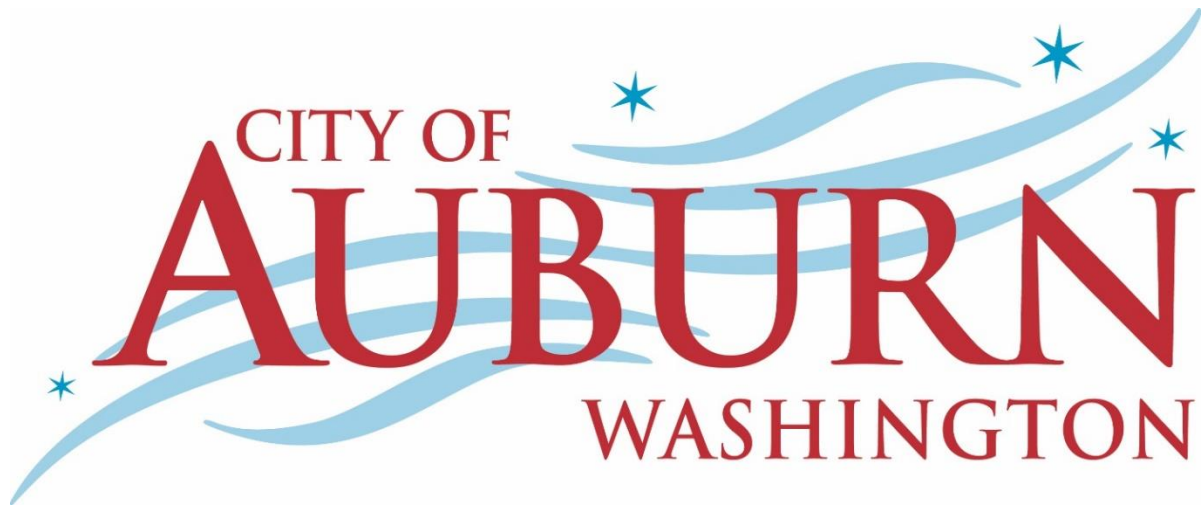
Project Name: Sewer Vector Decant Facility								
Project No: sebd03		Capacity Project:		NO		Anticipated Year of Completion:		2021
Currently the City hauls vectored sewage waste to the County landfill on a biweekly basis. The sewage sludge is considerably wet, thus Utility funds are paying for the disposal of water. This project consists of a study/analysis to assess the City's vector disposal method and identify a cost-effective alternative to the status quo. Possible recommendations may include maintaining current operations, constructing a gravity decant facility, incorporating special equipment into the vector truck to increase decanting ability, purchasing specialized dewatering machinery, or collaborating with neighboring utilities for the shared use of facilities and equipment. Comprehensive Plan Project #3.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Sewer Fund		180,000						180,000
Federal								-
State								-
Local								-
Other								-
Subtotal	-	180,000	-	-	-	-	-	180,000
Capital Costs:								
Design		180,000						180,000
Right of Way								-
Construction								-
Subtotal	-	180,000	-	-	-	-	-	180,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): This should decrease the operating budget by correcting the problems that require operation staff's attention.								

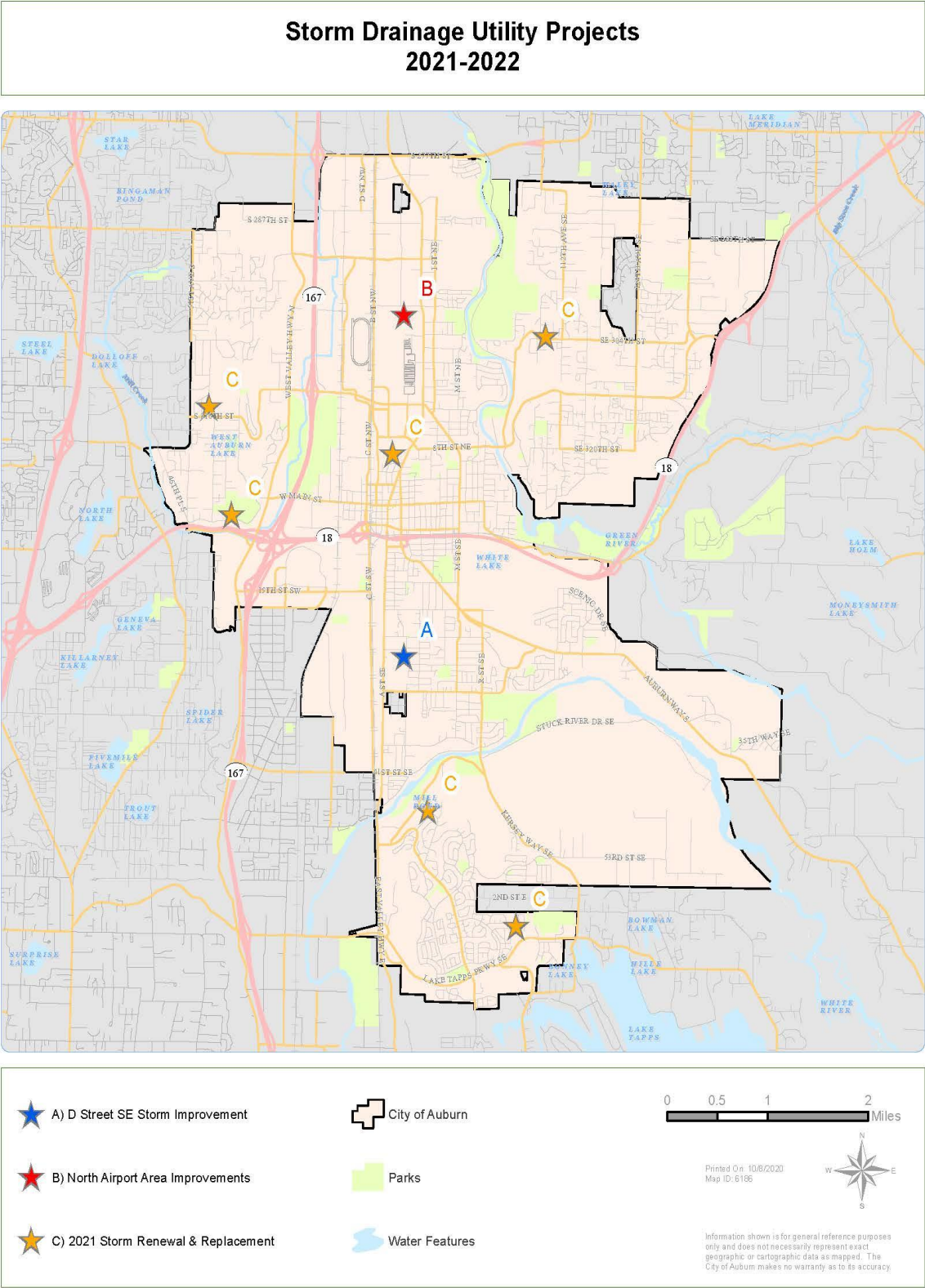
Project Name: Street Utility Improvements								
Project No: sebd02			Capacity Project: NO		Anticipated Year of Completion: Beyond 2026			
Sewer system repair and replacements in coordination with transportation projects. Comprehensive Plan Project #2.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	3 Years	2021	2022	2023	2024	2025	2026	Total
Sewer Fund		200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Capital Costs:								
Design		30,000	30,000	30,000	30,000	30,000	30,000	180,000
Right of Way								-
Construction		170,000	170,000	170,000	170,000	170,000	170,000	1,020,000
Subtotal	-	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

TOTAL CAPITAL COSTS and FUNDING SOURCES - SEWER								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Sewer Fund	2,047,147	3,383,000	3,799,000	2,002,000	712,000	1,780,000	580,000	12,256,000
Federal	-	-	-	-	-	-	-	-
State	-	-	-	-	-	-	-	-
Local	-	-	-	-	-	-	-	-
REET	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>2,047,147</b>	<b>3,383,000</b>	<b>3,799,000</b>	<b>2,002,000</b>	<b>712,000</b>	<b>1,780,000</b>	<b>580,000</b>	<b>12,256,000</b>
Capital Costs:								
Design	982,548	981,000	827,000	410,000	320,000	188,000	288,000	3,014,000
Right of Way	-	-	20,000	-	20,000	-	20,000	60,000
Construction	1,064,599	2,402,000	2,952,000	1,592,000	372,000	1,592,000	272,000	9,182,000
<b>Total</b>	<b>2,047,147</b>	<b>3,383,000</b>	<b>3,799,000</b>	<b>2,002,000</b>	<b>712,000</b>	<b>1,780,000</b>	<b>580,000</b>	<b>12,256,000</b>









## Storm Drainage Projects

Sixteen capital projects totaling \$4,683,100 are budgeted for 2021 and ten capital projects totaling \$4,639,000 are budgeted for 2022. The most significant projects are as follows:

- The D Street SE Storm Improvement project (\$508,000 in 2021 and \$1,742,000 in 2022) will fund storm drainage improvements to convey the 25-year flow along D Street SE from a flooding area due to failing dry wells near the intersection of D Street SE and 25<sup>th</sup> Street SE. **(See Map – “A”)**
- The North Airport Area Improvements project (\$175,000 in 2021 and \$1,100,000 in 2022) will eliminate Pond F and underground Pond G within subsurface chambers. **(See Map – “B”)**
- The 2021 Storm Renewal project (\$1,000,000 in 2021) will provide improvements to the existing storm drainage system to eliminate known drainage issues and reduce maintenance at six sites: Eastpoint Storm Pond, Mountain View Cemetery, SE 304th Street at 108th Ave SE, A St NE near 7th St NE, S 316th Street near 55th Ave S, and south side of Mill Pond Drive near Oravetz Rd. **(See Map – “C”)**
- 

Storm drainage improvements as part of the Auburn Way North preservation project.



**2021 -2022 Storm Fund Projects**

<b>Title</b>	<b>Project #</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>Page</b>
2021 Local Street Preservation	cp2019	440,000	-	369
2021 Storm Renewal & Replacement	cp2017	1,000,000	-	369
23rd Street SE Storm Improvement	sdbd17	174,000	596,000	369
37th St. NW Storm Improvement	cp1724	208,100	-	370
Auburn Municipal Airport Runway Enhancements	cp1516	10,000	-	370
Auburn Way North Preservation Project Phase 3	cp1904	10,000	-	370
Auburn Way North & 1st St. NE Signal Replacement	cp1927	200,000	-	371
Comprehensive Storm Drainage Plan Update	sdbd16	40,000	140,000	371
D Street SE Storm Improvement	sdbd18	508,000	1,742,000	371
M Street NE Widening	sdbd20	-	50,000	372
Manhole & Catchbasin Frame and Grate Replacement	sdbd21	80,000	80,000	372
North Airport Area Improvements	sdbd10	175,000	1,100,000	372
Pipeline Repair & Replacement Program	sdbd03	324,000	125,000	373
Riverwalk Drive SE Non-Motorized Improvements	sdbd14	68,000	454,000	373
S. 314th St. & 54th Ave S. Storm Improvements Ph. 1	sdbd19	-	102,000	373
S. 330th St. & 46th Pl. S. Storm Improvement	cp2018	294,000	-	374
Street Utility Improvements	sdbd04	250,000	250,000	374
Vegetation Sorting Facility	sdbd12	902,000	-	374
<b>Total Storm Fund Projects</b>		<b>4,683,100</b>	<b>4,639,000</b>	

Project Name: 2021 Local Street Preservation - G Street SE and Riverwalk/Forest Ridge								
Project No: cp1726			Capacity Project: NO		Anticipated Year of Completion: 2021			
This improvement will replace undersized and deteriorated storm line with the street project. Approximately 1,150 feet of 12" storm line with catchbasins and manholes will be constructed.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Storm Drainage Fund	60,000	440,000						440,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	60,000	440,000	-	-	-	-	-	440,000
Capital Costs:								
Design	60,000	-						-
Right of Way								-
Construction		440,000						440,000
Subtotal	60,000	440,000	-	-	-	-	-	440,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: 2021 Storm Renewal & Replacement Project								
Project No: cp2017		Capacity Project:		NO	Anticipated Year of Completion:		2021	
This project will provide improvements to the existing storm drainage system to eliminate known drainage issues and reduce maintenance at six sites: Eastpoint Storm Pond, Mountain View Cemetery, SE 304th Street at 108th Ave SE, A St NE near 7th St NE, S 316th Street near 55th Ave S, and south side of Mill Pond Drive near Oravetz Rd.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Storm Drainage Fund	100,000	926,000						926,000
Bond Proceeds								-
Federal								-
State								-
Local								-
Other		74,000						74,000
Subtotal	100,000	1,000,000	-	-	-	-	-	1,000,000
Capital Costs:								
Design	100,000							-
Right of Way								-
Construction		1,000,000						1,000,000
Subtotal	100,000	1,000,000	-	-	-	-	-	1,000,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: 23rd Street SE Storm Improvement								
Project No: sdbd17		Capacity Project:		NO	Anticipated Year of Completion:		2022	
This project will improve existing drainage conditions in vicinity of 23rd St. SE & K St. SE. Phase 1 includes installation of 600 LF of 15-inch line along K St. SE from 23rd St. SE to 21st St. SE to alleviate flooding associated with the pedestrian entrance to Pioneer Elementary School. Phase 2 includes installation of 560 LF of 18-inch line along 23rd St. SE from F St. SE to K St. SE. to convey flows to the F St. SE trunkline for discharge into the 21st St. SE regional infiltration facility. Phases 1 and 2 will be constructed simultaneously.								
Comprehensive Plan Project #8 (Phase 1+2).								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Storm Drainage Fund		174,000	596,000					770,000
Bond Proceeds								-
Federal								-
State								-
Local								-
Other								-
Subtotal	-	174,000	596,000	-	-	-	-	770,000
Capital Costs:								
Design		174,000						174,000
Right of Way								-
Construction			596,000					596,000
Subtotal	-	174,000	596,000	-	-	-	-	770,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								



Project Name: 37th St. NW Storm Improvement								
Project No: cp1724		Capacity Project:		YES	Anticipated Year of Completion:		2021	
This project will replace the damaged and eroded existing pipes spanning the PSE substation access driveway in vicinity of 37th ST. NE near I St NW. During periods of prolonged heavy flows, this side channel to Mill Creek exceeds the capacity of the combined culverts and backs up onto 37th St. NW and also impacts the Interurban Trail. Comprehensive Plan Project #2								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Storm Drainage Fund	37,845	26,130						26,130
Bond Proceeds								-
State								-
Local	28,035	181,970						181,970
REET								-
Other								-
Subtotal	65,880	208,100	-	-	-	-	-	208,100
Capital Costs:								
Design	65,880							-
Right of Way								-
Construction		208,100						208,100
Subtotal	65,880	208,100	-	-	-	-	-	208,100
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Auburn Municipal Airport Runway Enhancements								
Project No: cp1516		Capacity Project:		NO	Anticipated Year of Completion:		2021	
Comprehensive Plan Project #6 includes excavating additional storage capacity in Pond I, replacing the existing inlet pipe to Pond I at a lower elevation to direct additional flow into Pond I, and installing a backflow preventer at the outlet from the pond. Subsequent storm modeling has indicated that excess storage exists within the 4 open ponds at the airport but requires a larger inlet pipe to deliver greater flows into the ponds to maximize the storage. The scope of the project has been revised to include installation of 150 feet of 30" storm pipe to improve the inlet into Pond I, and 390 feet of 15" storm pipe to direct flows from the north hanger area into Pond I. The new underground stormwater detention system is being constructed as part of, and funded by, the runway extension.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Storm Drainage Fund	127,500	10,000						10,000
Bond Proceeds								-
Federal								-
State								-
Local								-
Other								-
Subtotal	127,500	10,000	-	-	-	-	-	10,000
Capital Costs:								
Design	12,500							-
Right of Way								-
Construction	115,000	10,000						10,000
Subtotal	127,500	10,000	-	-	-	-	-	10,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: AWN Preservation Project Phase 3								
Project No: cp1904		Capacity Project:		NO		Anticipated Year of Completion:		2021
This improvement will construct storm improvements with transportation project CP1904 - AWN Preservation Project Phase 3, including eliminating cross connection(s) and installing new pipe and manhole(s).								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Storm Drainage Fund	190,000	10,000						10,000
Bond Proceeds								-
Federal								-
State								-
Local								-
Other								-
Subtotal	190,000	10,000	-	-	-	-	-	10,000
Capital Costs:								
Design			-					-
Right of Way								-
Construction	190,000	10,000						10,000
Subtotal	190,000	10,000	-	-	-	-	-	10,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Auburn Way North and 1st St NE Signal Replacement								
Project No: cp1927		Capacity Project:		NO		Anticipated Year of Completion:		2021
This project addresses an existing storm-to-sanitary sewer cross connection(s) at the intersection of Auburn Way North and 1st Street SE with installation of new 12" storm pipes and manholes. The project is being implement with the transportation project that is replacing the traffic signal and curb ramps at the intersection.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Storm Drainage Fund		200,000						200,000
Bond Proceeds								-
Federal								-
State								-
Local								-
Other								-
Subtotal	-	200,000	-	-	-	-	-	200,000
Capital Costs:								
Design			-					-
Right of Way								-
Construction		200,000						200,000
Subtotal	-	200,000	-	-	-	-	-	200,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Comprehensive Storm Drainage Plan Update								
Project No: sdbd16			Capacity Project: NO		Anticipated Year of Completion: 2024			
This project will prepare an update to the City's Storm Drainage Comprehensive Plan to be adopted by City Council as part of the City's overall Comprehensive Plan to be completed by June 2024. City staff will prepare portions of the plan and will engage consultants to complete some of the tasks including hydraulic modeling, financial analysis, and cost estimation.								
Comprehensive Plan Project #9.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Storm Drainage Fund		40,000	140,000	50,000	20,000			250,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	40,000	140,000	50,000	20,000	-	-	250,000
Capital Costs:								
Design		40,000	140,000	50,000	20,000			250,000
Right of Way								-
Construction								-
Subtotal	-	40,000	140,000	50,000	20,000	-	-	250,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: D St. SE Storm Improvement								
Project No: sdbd18		Capacity Project:		NO		Anticipated Year of Completion:		2022
This project will Install approximately 990 linear feet (LF) 30-inch, 630 LF 24-inch and 1,230 LF 12-inch of new gravity storm drain pipe to convey the 25-year flow along D Street SE from a flooding area that is caused by failing dry wells located near the intersection of D Street SE and 25th Street SE. Additionally, the project will install approximately 380 LF 12-inch gravity storm drain pipe in F Street SE from 27th to 26th Street SE to complete a missing line connection. Both of these systems direct flows to the existing 21st Street storm pond.								
Comprehensive Plan Project #7.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Storm Drainage Fund		508,000	1,742,000					2,250,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	508,000	1,742,000	-	-	-	-	2,250,000
Capital Costs:								
Design		508,000						508,000
Right of Way								-
Construction			1,742,000					1,742,000
Subtotal	-	508,000	1,742,000	-	-	-	-	2,250,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: M Street NE Widening								
Project No: sdbd20			Capacity Project: NO		Anticipated Year of Completion:		2024	
This project will construction replace approximately 450 L.F. of undersized and deteriorated storm drain pipe and install approximately 300 feet of new storm drain pipe with catch basins and manholes storm line. The project will be implemented as part of the transportation project: M Street NE Widening from E. Main Street to 4th Street NE.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Storm Drainage Fund			50,000		350,000			400,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	-	50,000	-	350,000	-	-	400,000
Capital Costs:								
Design			50,000					50,000
Right of Way								-
Construction					350,000			350,000
Subtotal	-	-	50,000	-	350,000	-	-	400,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Manhole & Catchbasin Frame and Grate Replacement								
Project No: sdbd21		Capacity Project: NO		Anticipated Year of Completion:		Beyond 2026		
As manholes & catchbasins age and their condition deteriorates, frame and grates can become loose and/or misoriented, or due to age are not meeting standards. This annual project will replace approximately 50 storm manhole and catchbasin frame and grates to maintain access to the storm system and to decrease the likelihood of the manholes becoming road hazards. In some years, this replacement will be as a stand-alone project, and in some years many of these replacements will be in conjunction with other City capital projects.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Storm Drainage Fund		80,000	80,000	80,000	80,000	80,000	80,000	480,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	80,000	80,000	80,000	80,000	80,000	80,000	480,000
Capital Costs:								
Design		8,000	8,000	8,000	8,000	8,000	8,000	48,000
Right of Way								-
Construction		72,000	72,000	72,000	72,000	72,000	72,000	432,000
Subtotal	-	80,000	80,000	80,000	80,000	80,000	80,000	480,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: North Airport Area Improvements								
Project No: sdbd10		Capacity Project:		NO	Anticipated Year of Completion:		2022	
This project will eliminate Pond F and underground Pond G within subsurface chambers. Storm modeling for the north auburn airport area has determined that overall storage capacity is sufficient and will eliminate the existing bird netting and vegetation management for these two ponds.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Storm Drainage Fund		175,000	1,100,000					1,275,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	175,000	1,100,000	-	-	-	-	1,275,000
Capital Costs:								
Design		175,000						175,000
Right of Way								-
Construction			1,100,000					1,100,000
Subtotal	-	175,000	1,100,000	-	-	-	-	1,275,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								



Project Name: Pipeline Repair & Replacement Program								
Project No: sdbd03			Capacity Project: NO		Anticipated Year of Completion: Beyond 2026			
This program provides funding for projects involving replacement of existing infrastructure. These projects support street repairs and other utility replacement programs, requiring coordination. This program recently funded the 2018 Storm Repair & Replacement Project (cp1823). Comprehensive Plan Project #1.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	3 Years	2021	2022	2023	2024	2025	2026	Total
Storm Drainage Fund	942,092	324,000	125,000	1,250,000	125,000	1,250,000	125,000	3,199,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other (Other Agency)								-
Subtotal	942,092	324,000	125,000	1,250,000	125,000	1,250,000	125,000	3,199,000
Capital Costs:								
Design	187,891		125,000		125,000		125,000	375,000
Right of Way								-
Construction	754,201	324,000		1,250,000		1,250,000		2,824,000
Subtotal	942,092	324,000	125,000	1,250,000	125,000	1,250,000	125,000	3,199,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): Repair and replacement of aging infrastructure should reduce operating costs.								

Project Name: Riverwalk Drive SE Non-Motorized Improvements								
Project No: sdbd14		Capacity Project:		NO		Anticipated Year of Completion:		2022
This project will construct large diameter storm piping to replace the existing roadside ditch, and expand the Riverwalk ponds to accommodate increased capacity due to the lost infiltration of the upstream ditch along Riverwalk Drive. The project will be implemented as part of the transportation project that will construct sidewalks along the east side of Riverwalk Drive SE from Howard Road and Auburn Way South.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Storm Drainage Fund		68,000	454,000					522,000
Bond Proceeds								-
Federal								-
State								-
Local								-
Other								-
Subtotal	-	68,000	454,000	-	-	-	-	522,000
Capital Costs:								
Design		68,000						68,000
Right of Way								-
Construction			454,000					454,000
Subtotal	-	68,000	454,000	-	-	-	-	522,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

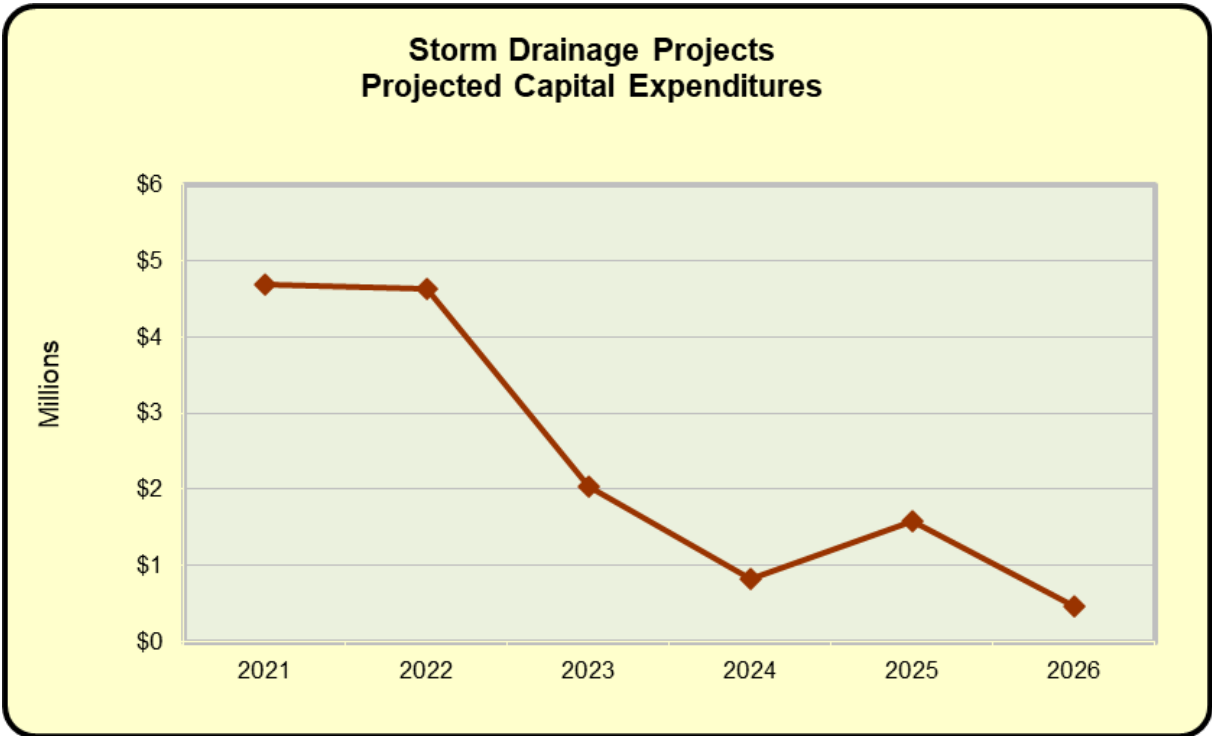
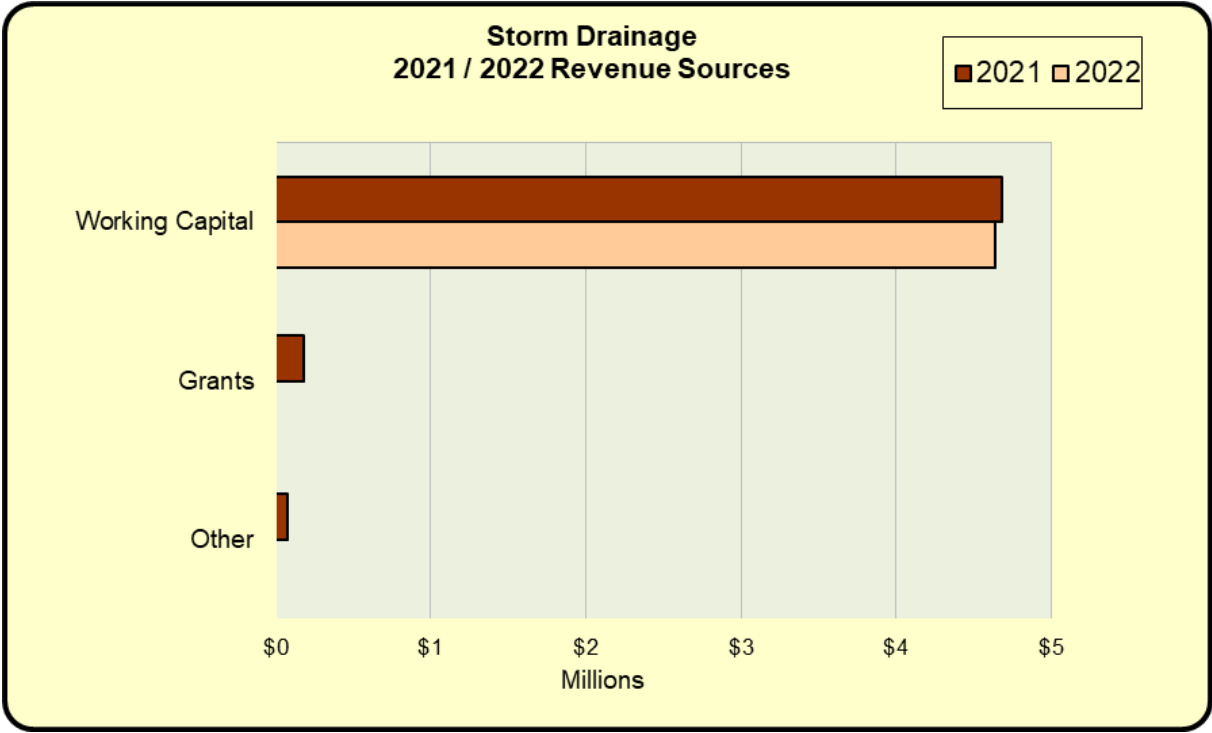
Project Name: S. 314th St. & 54th Ave S. Storm Improvement Ph. 1								
Project No: sdbd19		Capacity Project:		NO		Anticipated Year of Completion:		2023
As part of the City's efforts to improve the drainage system in the West Hill annexation area, this project will construct improvements near S. 314th Street. and 54th Avenue S. to redirect flows and implement Low Impact Development (LIID) techniques.								
Comprehensive Project #5B Phase 1.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Storm Drainage Fund			102,000	416,000				518,000
Bond Proceeds								-
Federal								-
State								-
Local								-
Other								-
Subtotal	-	-	102,000	416,000	-	-	-	518,000
Capital Costs:								
Design			102,000					102,000
Right of Way								-
Construction				416,000				416,000
Subtotal	-	-	102,000	416,000	-	-	-	518,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

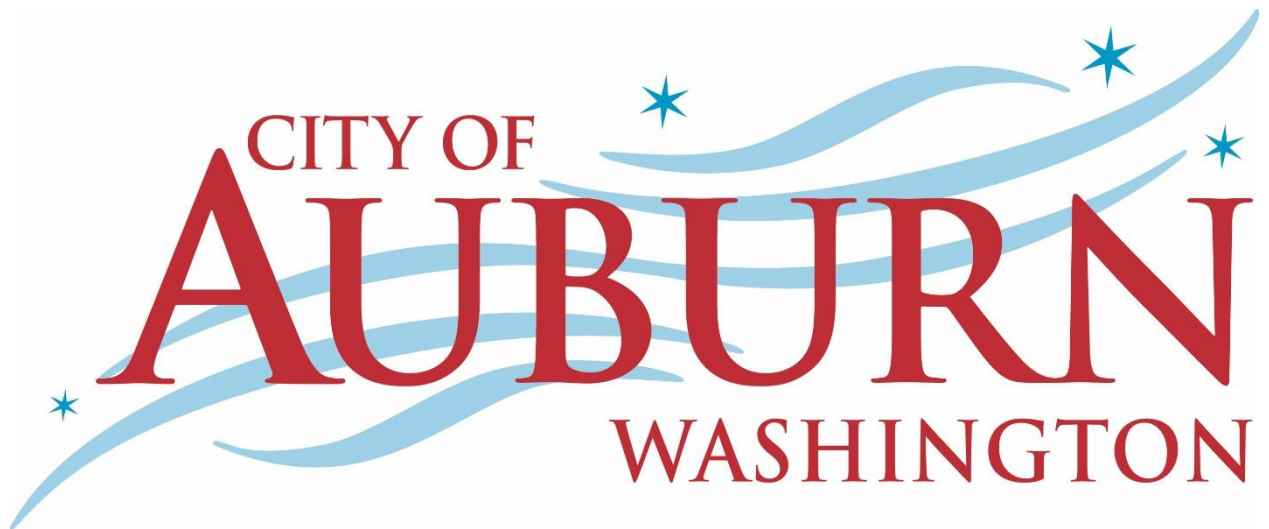
Project Name: S. 330th St. & 46th Pl. S. Storm Improvement								
Project No: cp2018		Capacity Project:		NO		Anticipated Year of Completion:		2021
Improve existing drainage conditions for the West Hill annexation areas. This project includes improvements near 330th St. and 46th Pl. S. where public storm drainage currently discharges within a large open ditch. The improvement will re-route the drainage within the right-of-way to the existing outfall.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Storm Drainage Fund	85,000	294,000						294,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	85,000	294,000	-	-	-	-	-	294,000
Capital Costs:								
Design	70,000							-
Right of Way	15,000							-
Construction		294,000						294,000
Subtotal	85,000	294,000	-	-	-	-	-	294,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Street Utility Improvements								
Project No: sdbd04			Capacity Project: NO		Anticipated Year of Completion:		Beyond 2026	
Storm drainage conveyance improvements in coordination with Arterial Preservation and Local Street Preservation improvements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	3 Years	2021	2022	2023	2024	2025	2026	Total
Storm Drainage Fund	220,000	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	220,000	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
Capital Costs:								
Design								-
Right of Way								-
Construction	220,000	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
Subtotal	220,000	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

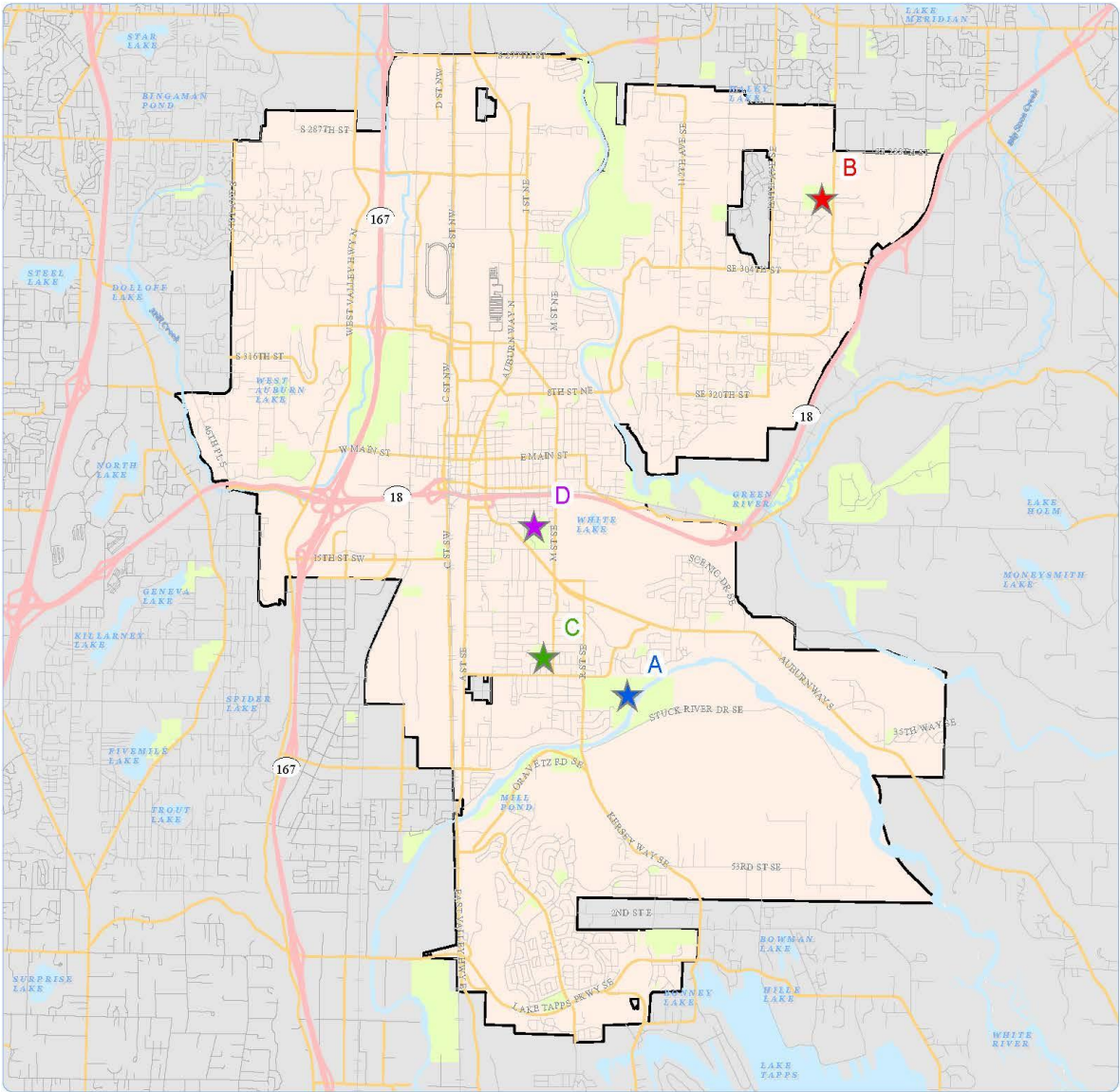
Project Name: Vegetation Sorting Facility								
Project No: sdbd12		Capacity Project:		NO	Anticipated Year of Completion:		2021	
This project will prepare an evaluation of the benefits and costs of acquiring property to use as a vegetation sorting facility prior to disposal or reuse of materials from storm drainage maintenance activities (e.g., pond and ditch cleaning). The evaluation will identify potential use of a sorting facility by other City departments and by neighboring jurisdictions as a regional facility. If evaluation shows a reasonable benefit/cost ratio, the project implementation proceed with property acquisition and site improvements to construct the vegetation sorting facility. Cost includes bin barriers and sorting equipment to facilitate materials handling and separation.								
Comprehensive Plan Project #10.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Storm Drainage Fund	64,000	902,000						902,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	64,000	902,000	-	-	-	-	-	902,000
Capital Costs:								
Design	64,000	64,000						64,000
Acquisition		750,000						750,000
Construction		88,000						88,000
Subtotal	64,000	902,000	-	-	-	-	-	902,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

<b>TOTAL CAPITAL COSTS and FUNDING SOURCES - STORM DRAINAGE</b>								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
<b>Funding Sources:</b>	<b>Years</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
Storm Drainage Fund	1,826,437	4,427,130	4,639,000	2,046,000	825,000	1,580,000	455,000	13,972,130
Bond Proceeds	-	-	-	-	-	-	-	-
Federal	-	-	-	-	-	-	-	-
State	-	-	-	-	-	-	-	-
Local	28,035	181,970	-	-	-	-	-	181,970
REET	-	-	-	-	-	-	-	-
Other	-	74,000	-	-	-	-	-	74,000
<b>Total</b>	<b>1,854,472</b>	<b>4,683,100</b>	<b>4,639,000</b>	<b>2,046,000</b>	<b>825,000</b>	<b>1,580,000</b>	<b>455,000</b>	<b>14,228,100</b>
<b>Capital Costs:</b>								
Design	560,271	1,037,000	425,000	58,000	153,000	8,000	133,000	1,814,000
Right of Way	15,000	-	-	-	-	-	-	-
Acquisition	-	750,000	-	-	-	-	-	750,000
Construction	1,279,201	2,896,100	4,214,000	1,988,000	672,000	1,572,000	322,000	11,664,100
<b>Total</b>	<b>1,854,472</b>	<b>4,683,100</b>	<b>4,639,000</b>	<b>2,046,000</b>	<b>825,000</b>	<b>1,580,000</b>	<b>455,000</b>	<b>14,228,100</b>





Parks, Arts and Recreation Projects  
2021-2022



- ★ A) Game Farm Park Improvements
- ★ B) Jacobsen Tree Farm Project
- ★ C) Cedar Lanes Bike Park
- ★ D) Community Center Parking Lot Improvements

City of Auburn

Parks

Water Features

0 0.5 1 2 Miles

Printed On: 10/7/2020  
Map ID: 6186



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

## Parks, Arts and Recreation Projects

Ten projects totaling \$2,878,800 are budgeted for 2021 and five capital projects totaling \$3,725,050 are budgeted for 2022.

The most significant projects include following:

- The Game Farm Park Improvements project (\$1,000,000 in 2021) improved interior lighting and pathways and provided access from the newly acquired property on southwest corner of the park. The project will also replace synthetic turf on two full sized soccer fields. **(See Map – “A”)**
- The Jacobsen Tree Farm Development project (\$3,415,050 in 2022) will develop the 29.3 acre site into a community park. **(See Map – “B”)**
- The Cedar Lanes Bike Park project (\$341,000 in 2021) will construct a bike park and restroom at Cedar Lanes Park to include an asphalt pump track and skills course. **(See Map – “C”)**
- The Community Center Parking Lot Improvements (\$250,000 in 2021) will resurface the main drive that serves the Community and Event Center at Les Gove Park. **(See Map – “D”)**
- The West Hill Park Acquisition (\$800,000 in 2021) will acquire property on Auburn’s West Hill area for future park development.

Completion of the Brannan Park Synthetic Infield Project in 2020.



**2021 -2022 Municipal Parks Fund Projects**

<b>Title</b>	<b>Project #</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>Page</b>
Auburndale Park	gpbd01	100,000	-	381
Cedar Lanes Bike Park	gpbd28	341,000	-	381
Community Center Parking Lot Improvements	gpbd29	250,000	-	381
Fairway Drainage Improvement	gpbd19	30,000	30,000	382
Fulmer Park Playground Replacement	gpbd25	-	150,000	382
Game Farm Park Improvements	cp1924	1,000,000	-	382
Jacobsen Tree Farm Development	cp2020	-	3,415,050	383
Lea Hill Mini Soccer Field Turf Replacement	gpbd26	50,000	-	383
Miscellaneous Parks Improvements	gpbd03	100,000	100,000	383
Park Acquisitions/Development	gpbd04	30,000	30,000	384
Sunset Park Improvements	cp1921	177,800	-	384
West Hill Park Acquisition	gpbd27	800,000	-	384
<b>Total Municipal Parks Fund Projects</b>		<b>2,878,800</b>	<b>3,725,050</b>	



Project Name: Auburndale Park								
Project No: gpbd01		Capacity Project: YES			Anticipated Year of Completion: 2021			
Develop a Master Plan for the Park, install an irrigation system, new play structure and improve signage. Create an entrance to the park from the east via 110th Ave SE to allow access from the adjacent neighborhoods. Construct new section of trail in the western portion of park.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local								-
Other (Park Impact Fee)		100,000						100,000
Other (KC Prop 2)								-
Subtotal	-	100,000	-	-	-	-	-	100,000
Capital Costs:								
Design		5,000						5,000
Right of Way								-
Construction		95,000						95,000
Subtotal	-	100,000	-	-	-	-	-	100,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$5,000								

Project Name: Cedar Lanes Bike Park								
Project No: gpb028		Capacity Project: YES		Anticipated Year of Completion: 2021				
Construct a bike park and restroom at Cedar Lanes Park. Bike park to include an asphalt pump track and skills course. Pedestrian trails in the park will also be improved								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local		118,000						118,000
Other (Park Impact Fee)		223,000						223,000
Other (KC Prop 2)								-
Subtotal	-	341,000	-	-	-	-	-	341,000
Capital Costs:								
Design		15,000						15,000
Right of Way								-
Construction		326,000						326,000
Subtotal	-	341,000	-	-	-	-	-	341,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Community Center Parking Lot Improvements								
Project No: gpbd29		CapacityProject: NO		Anticipated Year of Completion: 2021				
Resurface the main drive that serves the Community and Event Center at Les Gove Park. The existing pervious concrete surface is deteriorated from weather and heavy use. Parks staff will work with Public Works and industry professionals to determine appropriate surfacing.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local								-
REET 1		250,000						250,000
Other (KC Prop 2)								-
Subtotal	-	250,000	-	-	-	-	-	250,000
Capital Costs:								
Design								-
Right of Way								-
Construction		250,000	-					250,000
Subtotal	-	250,000	-	-	-	-	-	250,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Fairway Drainage Improvement								
Project No: gpb24		Capacity Project: NO		Anticipated Year of Completion: Beyond 2026				
Apply top dressing sand to the first five fairways in order to firm up these landing areas so that the holes are playable year round. Sand will be applied with a three yard topdressing machine. Sand will be applied bi/weekly at a tenth of an inch of sand throughout the fairways. Fairways will start to show improvements once four inches of sand are applied.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Municipal Parks Constr. Fund	1,623							-
Federal								-
State								-
Local								-
REET 2	59,958	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Other (Park Impact Fee)								-
Subtotal	61,581	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Capital Costs:								
Design								-
Right of Way								-
Construction	61,581	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Subtotal	61,581	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Fulmer Park Playground Replacement								
Project No: gpb25		Capacity Project:		NO	Anticipated Year of Completion:		2022	
Replace aging playground.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local								-
Other (KC Prop 2)			100,000					100,000
Other (Private grant)			50,000					50,000
Subtotal	-	-	150,000	-	-	-	-	150,000
Capital Costs:								
Design			7,500					7,500
Right of Way								-
Construction			142,500					142,500
Subtotal	-	-	150,000	-	-	-	-	150,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Game Farm Park Improvements								
Project No: cp1720, cp1924		CapacityProject: YES		Anticipated Year of Completion: 2021				
Improve interior lighting and pathways and provide access from the newly acquired property on southwest corner of the park. The project will also replace synthetic turf on two full sized soccer fields.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Municipal Parks Constr. Fund	13,431							-
Federal								-
State								-
Local	150,000							-
REET 1		1,000,000						1,000,000
Other (Park Impact Fee)	334,010							-
Subtotal	497,441	1,000,000	-	-	-	-	-	1,000,000
Capital Costs:								
Design		40,000						40,000
Right of Way								-
Construction	497,441	960,000						960,000
Subtotal	497,441	1,000,000	-	-	-	-	-	1,000,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Jacobsen Tree Farm Development								
Project No: cp0609, cp2020		Capacity Project: YES		Anticipated Year of Completion: 2025				
Develop the 29.3 acre site into a Community Park. A Master Plan for the park was completed in 2009 and will serve as a roadmap for development of the site. The newly annexed Lea Hill area of the City is deficient in park acreage.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Municipal Parks Constr. Fund	25,321							-
Federal								-
State			500,000			1,000,000		1,500,000
Local	14,000							-
Other (Park Impact Fee)			2,581,550			2,000,000		4,581,550
Other (KC Prop 2)			333,500					333,500
Other (TBD)						2,000,000		2,000,000
Subtotal	39,321	-	3,415,050	-	-	5,000,000	-	8,415,050
Capital Costs:								
Design	39,321		300,000			500,000		800,000
Right of Way								-
Construction			3,115,050			4,500,000		7,615,050
Subtotal	39,321	-	3,415,050	-	-	5,000,000	-	8,415,050
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Lea Hill Mini Soccer Field Turf Replacement								
Project No: gpbd26		Capacity Project:		NO		Anticipated Year of Completion:		2021
Replace synthetic turf in the Kompan mini soccer field. Based on heavy use of this facility surface replacement is expected to be needed at approximate 5 year intervals.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local		50,000						50,000
REET 2								-
Other (Park Impact Fee)								-
Subtotal	-	50,000	-	-	-	-	-	50,000
Capital Costs:								
Design		2,500						2,500
Right of Way								-
Construction		47,500						47,500
Subtotal	-	50,000	-	-	-	-	-	50,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Miscellaneous Parks Improvements								
Project No: gpbd03		Capacity Project: YES		Anticipated Year of Completion: Beyond 2026				
Minor park improvements including shelters, roofs, playgrounds, irrigation and restrooms.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	5227
Funding Sources:	2 Years	2021	2022	2023	2024	2025	2026	Total
Municipal Parks Constr. Fund	110,715	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Federal								-
State								-
Local								-
Other (KC Prop 2)								-
Other (Park Impact Fee)	63,869	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Subtotal	174,584	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Capital Costs:								
Design								-
Property Acquisition								-
Construction	174,584	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Subtotal	174,584	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Park Acquisitions/Development								
Project No: gpbd04		Capacity Project: YES		Anticipated Year of Completion: Beyond 2026				
Land and other property acquisitions to occur based on demand and deficiencies including parks, open space, trails, corridors and recreational facilities.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	2 Years	2021	2022	2023	2024	2025	2026	Total
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local								-
REET 1	656,790							-
Other (KC Prop 2)	65,516	30,000	30,000	50,000	125,000	125,000	125,000	485,000
Subtotal	722,306	30,000	30,000	50,000	125,000	125,000	125,000	485,000
Capital Costs:								
Design								-
Property Acquisition	722,306	30,000	30,000	50,000	125,000	125,000	125,000	485,000
Construction								-
Subtotal	722,306	30,000	30,000	50,000	125,000	125,000	125,000	485,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

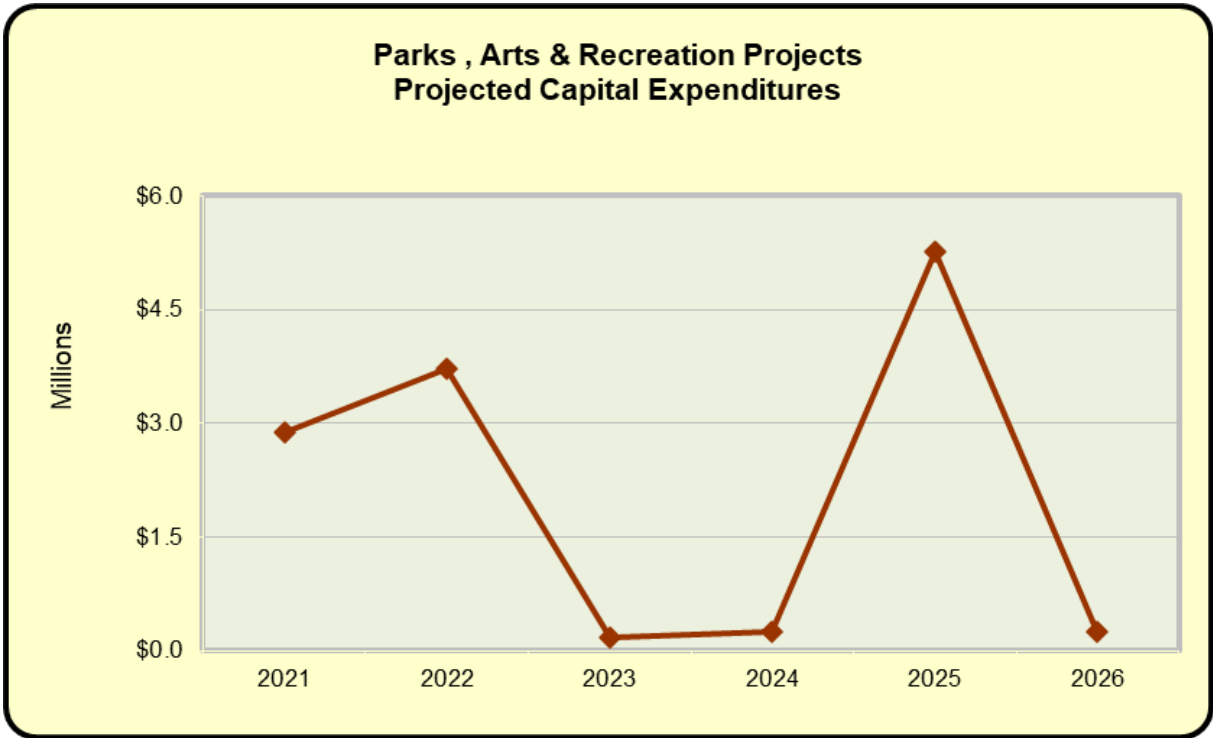
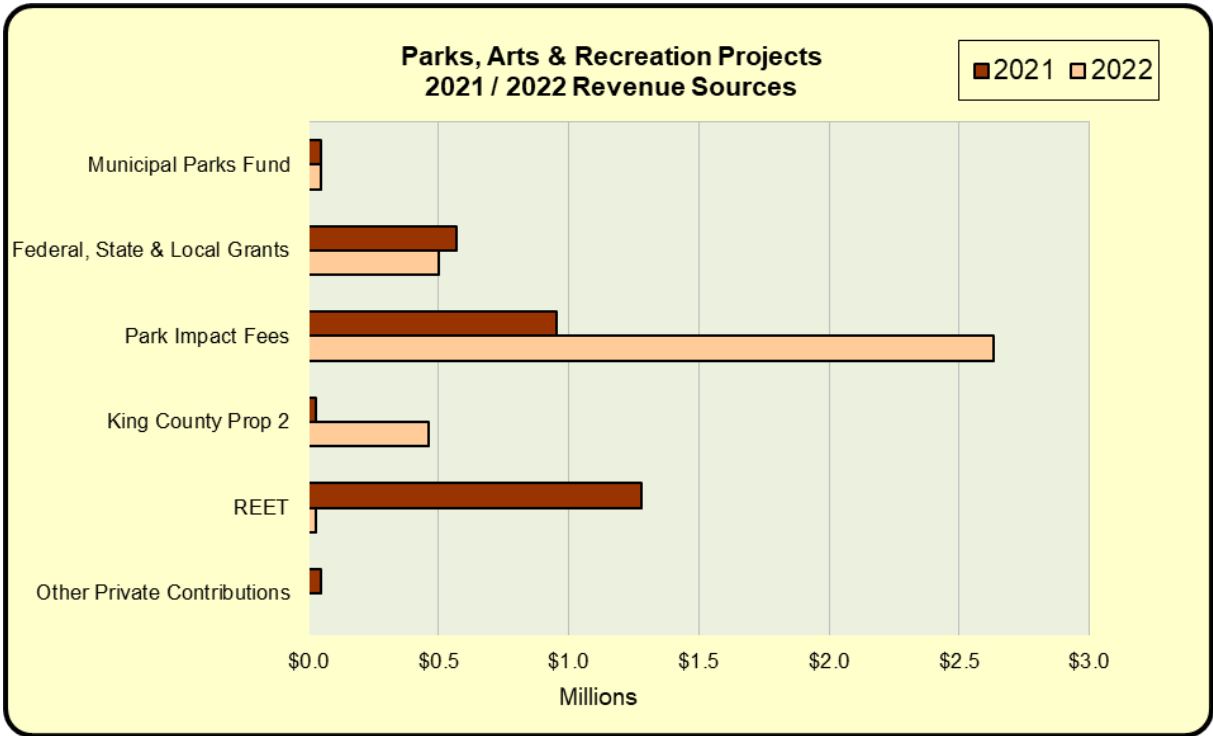
Project Name: Sunset Park Improvements								
Project No: cp1921		Capacity Project: YES			Anticipated Year of Completion: 2021			
Expand playground area to include spray park and additional play activities. Coordinate improvements with service club and Lakeland Hills Homeowners Association.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local								-
REET 2								-
Other (Park Impact Fee)	22,235	177,800						177,800
Subtotal	22,235	177,800	-	-	-	-	-	177,800
Capital Costs:								
Design		15,000						15,000
Right of Way								-
Construction	22,235	162,800						162,800
Subtotal	22,235	177,800	-	-	-	-	-	177,800
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$10,000								

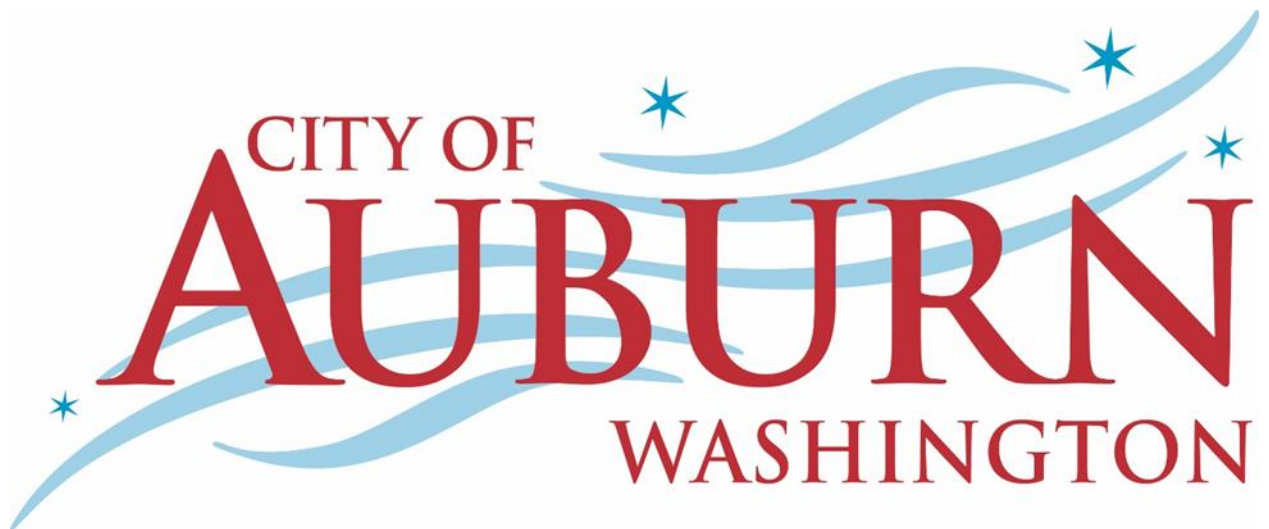
Project Name: West Hill Park Acquisition								
Project No: gpbd27		Capacity Project:		YES	Anticipated Year of Completion:		2021	
Acquire property on the West Hill for future park development.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local		400,000						400,000
Other (Park Impact Fee)		400,000						400,000
Other (KC Prop 2)								-
Subtotal	-	800,000	-	-	-	-	-	800,000
Capital Costs:								
Design								-
Property Acquisition		800,000						800,000
Construction								-
Subtotal	-	800,000	-	-	-	-	-	800,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

<b>TOTAL CAPITAL COSTS and FUNDING SOURCES - MUNICIPAL PARKS</b>								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
<b>Funding Sources:</b>	<b>Years</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
Municipal Parks Constr. Fund	151,090	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Federal	-	-	-	-	-	-	-	-
State	-	-	500,000	-	-	1,000,000	-	1,500,000
Local	164,000	568,000	-	-	-	-	-	568,000
Other (Park Impact Fee)	420,114	950,800	2,631,550	50,000	50,000	2,050,000	50,000	5,782,350
Other (KC Prop 2)	65,516	30,000	463,500	50,000	125,000	125,000	125,000	918,500
Other (Park Mitigation Fee)	-	-	-	-	-	-	-	-
REET 1	656,790	1,250,000	-	-	-	-	-	1,250,000
REET 2	59,958	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Other (Private grant)	-	-	50,000	-	-	-	-	50,000
Other (TBD)	-	-	-	-	-	2,000,000	-	2,000,000
<b>Total</b>	<b>1,517,468</b>	<b>2,878,800</b>	<b>3,725,050</b>	<b>180,000</b>	<b>255,000</b>	<b>5,255,000</b>	<b>255,000</b>	<b>12,548,850</b>
<b>Capital Costs:</b>								
Design	39,321	77,500	307,500	-	-	500,000	-	885,000
Property Acquisition	722,306	830,000	30,000	50,000	125,000	125,000	125,000	1,285,000
Right of Way	-	-	-	-	-	-	-	-
Construction	755,841	1,971,300	3,387,550	130,000	130,000	4,630,000	130,000	10,378,850
<b>Total</b>	<b>1,517,468</b>	<b>2,878,800</b>	<b>3,725,050</b>	<b>180,000</b>	<b>255,000</b>	<b>5,255,000</b>	<b>255,000</b>	<b>12,548,850</b>

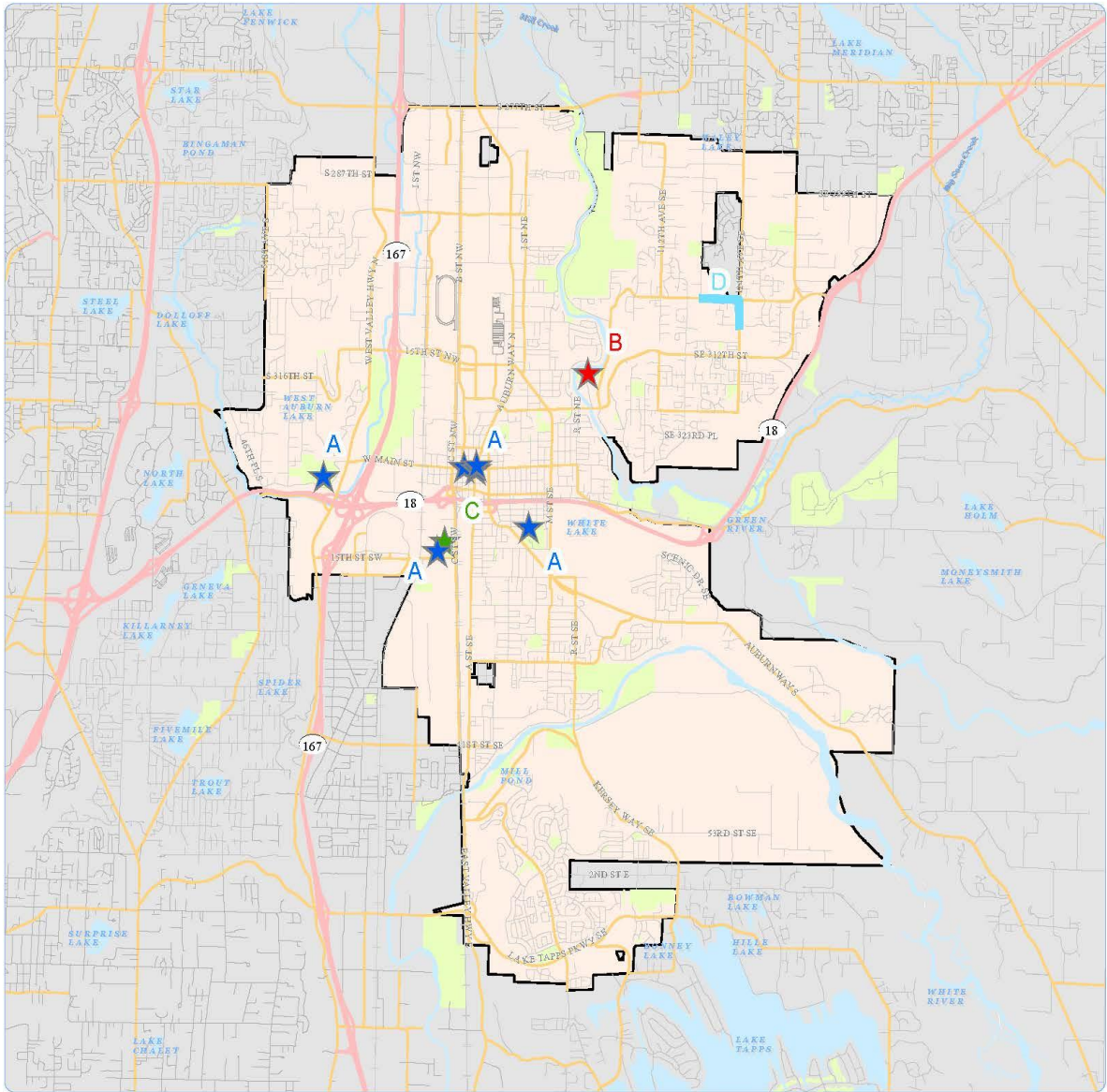
#### Summary of Impacts of 2021 -2022 Capital Projects on Future Operating Expenses





<b>Parks, Arts and Recreation Projects</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>6 Year Total</b>
Auburndale Park	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 30,000
Sunset Park	10,000	10,000	10,000	10,000	10,000	10,000	60,000
<b>Total Parks, Arts and Recreation Projects</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 90,000</b>

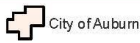




**General Municipal and Community Improvement Projects  
2021-2022**



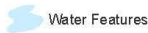
-  **A) HVAC Equipment Replacement**  
City Hall, Senior Center, Mountain View Cemetery,  
Arts & Culture Center,  
M&O building and Auburn Ave. Theater
-  **B) 104th Ave Park Development**
-  **C) Equipment Rental Vehicle Maintenance Bay**
-  **D) Lea Hill Safe Routes to Schools**



City of Auburn



Parks



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.



## General Municipal and Community Improvement Projects

Nineteen General Municipal and Community Improvement projects totaling \$5,837,720 are budgeted in 2021 and ten projects totaling \$2,159,210 are budgeted for 2022. Major projects include the following:

- The HVAC Equipment Replacement project (\$1,102,310 in 2021 and \$37,510 in 2022) will replace HVAC Equipment at City Hall, Auburn Senior Center, Mountain View Cemetery, Arts & Culture Center building, Maintenance and Operations building and the Auburn Avenue Theater. **(See Map – “A”)**
- The 104<sup>th</sup> Avenue Park Development Project (\$1,030,500 in 2021) will complete the Master Plan and fund park improvements including parking, trails, restroom and playground. **(See Map – “B”)**
- Annual Traffic Signal Replacement & Improvements (\$200,000 in 2021 and \$100,000 2022) will fund replacement for traffic signal and Intelligent Transportation System equipment. This project will also fund minor safety improvements, operations improvements and Accessible Pedestrian Signal improvements.
- The City Hall Annex Debt Service (\$656,600 in 2021 and \$658,000 in 2022) for GO Bonds issued for the City Hall Annex Building.
- The Citywide ADA & Sidewalk Improvements Project (\$185,000 in both 2021) will fund citywide accessibility improvements to the public right-of way sidewalk system including adding/upgrading curb ramps, removing barriers to access and completing gaps.
- Construction of a Vehicle Maintenance Bay (\$470,000 in 2021) for heavy equipment and large vehicles to improve efficiency and the ability to perform inspections and maintenance on more than one large vehicle at a time. **(See Map – “C”)**
- The Lea Hill Safe Routes to Schools (\$70,000 in 2021 and \$950,000 in 2022) will design and construct non-motorized improvements along SE 340<sup>th</sup> St from Hazelwood Elementary School to 124<sup>th</sup> Avenue SE and continuing south to Lea Hill Elementary School. The project will include sidewalk construction along with ADA compliant curb ramps, driveway aprons and retaining walls associated with the new sidewalks. **(See Map – “D”)**
- The M&O Fuel Tank Replacement Project (\$320,000 in 2021) will replace three 10,000-gallon underground tanks that were installed in 1989 with new above ground tanks. This project will provide future costs savings to the City due to reduced maintenance and inspections costs.
- Local Revitalization Debt Service (\$225,000 in 2021 and \$223,700 in 2022) for GO Bonds issued for the Downtown Promenade Improvements.
- The City Downtown Public Parking Lot Reconfiguration Project (\$245,000 in 2021) will reconfigure the City owned public parking lot between Safeway and Main Street to address pedestrian and vehicular circulation.

**2021 -2022 General Municipal & Community Improvement Projects**

<b>Title</b>	<b>Project #</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>Page</b>
104th Ave. Park Development	cp1619	1,030,500	-	391
Annual Traffic Signal Replacement & Improvements	gcbsd07	200,000	100,000	391
Auburn Arts & Culture Center Renovation	cp1612	440,000	-	391
Auburn Way South (SR-164) - Southside Sidewalk Imp.	gcbsd10	-	95,000	392
City Downtown Public Parking Lot Reconfiguration	cp1616	245,000	-	392
City Hall Annex -Debt Service	N/A	656,600	658,000	392
City Street Light LED Retrofit	cp1920	39,010	-	393
City Wetland Mitigation Projects	cp1315	36,600	5,000	393
Citywide ADA & Sidewalk Improvements	gcbsd01	185,000	-	393
Citywide Street Lighting Improvements	gcbsd09	50,000	50,000	394
Downtown Plaza Park	cp2016	377,700	-	394
Equipment Rental Vehicle Maintenance Bay	cp1223	470,000	-	394
Lea Hill Safe Routes to Schools	gcbsd16	70,000	950,000	395
HVAC Equipment Replacement	gcbsd17	1,102,310	37,510	395
Local Revitalization -Debt Service	N/A	225,000	223,700	395
M&O Fuel Tank Replacement	erbd01	320,000	-	396
M&O Lunchroom Expansion	erbd02	150,000	-	396
M&O Vehicle Storage Bay Improvements	cp0711	200,000	-	396
Neighborhood Traffic Safety Program	gcbsd06	10,000	10,000	397
Public Art	gcbsd05	30,000	30,000	397
<b>Total Municipal &amp; Community Improvement Projects</b>		<b>5,837,720</b>	<b>2,159,210</b>	

Project Name: 104th Ave Park Development								
Project No: cp1619		Capacity Project:		YES	Anticipated Year of Completion:		2021	
Complete Master Plan and construct park improvements identified in the Master Plan. Anticipated improvements include parking, trails, restroom, and playground. Work associated with permit approvals is also included in the budget.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Federal								-
State		565,000						565,000
Local								-
Park Impact Fees	66,559	465,500						465,500
REET	2,424							-
Subtotal	68,983	1,030,500	-	-	-	-	-	1,030,500
Capital Costs:								
Design	68,983	30,500						30,500
Right of Way								-
Construction		1,000,000						1,000,000
Subtotal	68,983	1,030,500	-	-	-	-	-	1,030,500
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$12,500								

Project Name: Annual Traffic Signal Replacement & Improvements								
Project No: various, gcbd07		Capacity Project: NO		Anticipated Year of Completion:		Beyond 2026		
The program will replace end of life capital facilities replacement for traffic signal and Intelligent Transportation System equipment including cabinets, video detection cameras, field network devices, traffic cameras, battery backup components, and other related equipment. The program also includes minor safety improvements, operations improvements, and Accessible Pedestrian Signal Improvements based on the requirements of the Americans with Disabilities Act (ADA).								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	3 Years	2021	2022	2023	2024	2025	2026	Total
Federal								-
State								-
Local								-
REET	378,443	200,000	100,000	200,000	100,000	200,000	200,000	1,000,000
Other								-
Subtotal	378,443	200,000	100,000	200,000	100,000	200,000	200,000	1,000,000
Capital Costs:								
Design	22,877							-
Right of Way								-
Construction	355,566	200,000	100,000	200,000	100,000	200,000	200,000	1,000,000
Subtotal	378,443	200,000	100,000	200,000	100,000	200,000	200,000	1,000,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Auburn Arts & Culture Center Renovation								
Project No: cp1612		Capacity Project: YES		Anticipated Year of Completion:		2023		
Renovation to the property and building located at 20 Auburn Avenue (100 Auburn Avenue) Building for the creation of an Arts & Culture Center in downtown Auburn. The renovation of this building will allow increased access to the arts for all of Auburn residents and visitors. Having a dedicated Art Center alongside the Auburn Avenue Theater performing arts series has the potential to transform Auburn into an arts tourism destination within the South Puget Sound. This project is a high priority for the City of Auburn and the purchase of this important building was completed in 2016.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Federal								-
State	400,000	90,000						90,000
Local	407,850			500,000				500,000
Park Impact Fees	500,000	350,000		500,000				850,000
REET								-
Other-Cumulative Reserve Fund	42,200							-
Subtotal	1,350,050	440,000	-	1,000,000	-	-	-	1,440,000
Capital Costs:								
Design	121,021			75,000				75,000
Right of Way								-
Construction	1,229,029	440,000		925,000				1,365,000
Subtotal	1,350,050	440,000	-	1,000,000	-	-	-	1,440,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$95,000								

Project Name: Auburn Way South (SR-164) - Southside Sidewalk Improvements								
Project No: various, gcbd10			Capacity Project: YES		Anticipated Year of Completion:		2023	
The project will construct missing sidewalk along the south side of Auburn Way S. The existing sidewalk along the south side currently ends at the intersection with Howard Road and restarts to the west of the intersection with Muckleshoot Plaza. The sidewalk gap extends for approximately 1,700 feet. The project also includes a Rapid Flashing Rectangular Beacon (RRFB) across Howard Road to provide a connection from the existing non-motorized facilities to the proposed improvements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Federal								-
State			80,000	600,000				680,000
Local								-
REET			15,000	150,000				165,000
Other								-
Subtotal	-	-	95,000	750,000	-	-	-	845,000
Capital Costs:								
Design			95,000					95,000
Right of Way								-
Construction				750,000				750,000
Subtotal	-	-	95,000	750,000	-	-	-	845,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: City Downtown Public Parking Lot Reconfiguration								
Project No: cp1616		Capacity Project:		NO	Anticipated Year of Completion:		2021	
Reconfigure the City owned public parking lot between Safeway and Main Street to address pedestrian and vehicular circulation; remove existing landscaping to allow more flexibility in the parking lot redesign; explore whether more parking stalls can be added to the lot to aid in providing additional customer parking within Downtown Auburn; and resurface the parking lot.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Local Revitalization Fund 330	17,329	245,000						245,000
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	17,329	245,000	-	-	-	-	-	245,000
Capital Costs:								
Design								-
Right of Way								-
Construction	17,329	245,000						245,000
Subtotal	17,329	245,000	-	-	-	-	-	245,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: City Hall Annex Debt Service								
Project No: N/A		Capacity Project:		NO		Anticipated Year of Completion:		Beyond 2026
To pay scheduled debt service costs on 2010 General Obligation bonds issued for the City Hall Annex.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	3 Years	2021	2022	2023	2024	2025	2026	Total
Federal								-
State								-
Local								-
REET	1,974,011	656,600	658,000	656,400	656,900	657,000	656,600	3,941,500
Other								-
Subtotal	1,974,011	656,600	658,000	656,400	656,900	657,000	656,600	3,941,500
Capital Costs:								
Design								-
Right of Way								-
Long-Term Debt Service	1,974,011	656,600	658,000	656,400	656,900	657,000	656,600	3,941,500
Subtotal	1,974,011	656,600	658,000	656,400	656,900	657,000	656,600	3,941,500
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: City Street Light LED Retrofit								
Project No: cp1920		Capacity Project:		NO		Anticipated Year of Completion:		2019
This project will fund an LED retrofit program for all existing City owned (non LED) street lights. New Light fixtures and retrofits will replace our aging light fixtures with 10 year warranted fixtures with long life LEDs and will improve lighting uniformity and visibility and is in accordance with the City's current design standards for new street lighting. The scope also includes street light control options for remote management of the City owned street lights. The project will utilize an approved energy service company (ESCO) management team.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Federal	497,990	2,010						2,010
State								-
Local								-
REET	1,813,000	37,000						37,000
Contributions	350,000							-
Subtotal	2,660,990	39,010	-	-	-	-	-	39,010
Capital Costs:								
Design	112,294							-
Right of Way								-
Construction	2,548,696	39,010						39,010
Subtotal	2,660,990	39,010	-	-	-	-	-	39,010
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): Annual savings in power usage will is anticipated to be \$130,000 per year. Additional maintenance savings will be realized in the reduction of materials for light replacement and is estimated to be \$20,000 per year.								

Project Name: City Wetland Mitigation Projects								
Project No: cp1315		Capacity Project:		NO		Anticipated Year of Completion:		Beyond 2026
This project designs and constructs off-site wetland mitigation in the Auburn Environmental Park for participating development projects as approved through the City's development review process. Design, construction, monitoring, and maintenance of the mitigation is funded through wetland mitigation fees collected by the City.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Federal								-
State								-
Local								-
REET								-
Other -Wetland Mitigation	11,969	36,600	5,000	5,000	5,000	5,000	5,000	61,600
Subtotal	11,969	36,600	5,000	5,000	5,000	5,000	5,000	61,600
Capital Costs:								
Design		10,000						10,000
Monitoring	6,868	5,000	5,000	5,000	5,000	5,000	5,000	30,000
Construction	5,101	21,600						21,600
Subtotal	11,969	36,600	5,000	5,000	5,000	5,000	5,000	61,600
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Citywide ADA & Sidewalk Improvements								
Project No: various, qcbd01		Capacity Project: NO		Anticipated Year of Completion:		Beyond 2026		
The program will construct citywide accessibility improvements to the public right-of-way sidewalk system including adding/upgrading curb ramps, removing barriers to access and completing gaps. Projects are prioritized annually based on pedestrian demands, existing deficiencies, and citizen requests. Program funds reflect remaining budget after allocations to specific ADA and sidewalk improvement projects.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Federal								-
State	263,250							-
Local								-
REET	576,595	185,000		200,000	200,000	200,000	200,000	985,000
Other-Transportation Fees	40,000							-
Subtotal	879,845	185,000	-	200,000	200,000	200,000	200,000	985,000
Capital Costs:								
Design	108,713	20,000		20,000	20,000	20,000	20,000	100,000
Right of Way								-
Construction	771,132	165,000		180,000	180,000	180,000	180,000	885,000
Subtotal	879,845	185,000	-	200,000	200,000	200,000	200,000	985,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Citywide Street Lighting Improvements								
Project No: various , gcbd09			Capacity Project: NO		Anticipated Year of Completion:		Beyond 2026	
The project constructs lighting improvements throughout the City, including upgrading decorative street lights not converted to LED with the 2020 conversion project, and installing new street lights.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Federal								-
State								-
Local								-
REET	83,725	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Other								-
Subtotal	83,725	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Capital Costs:								
Design								-
Right of Way								-
Construction	83,725	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Subtotal	83,725	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Downtown Plaza Park								
Project No: cp2016		Capacity Project:		YES	Anticipated Year of Completion:		2021	
This project will renovate and improve the plaza area across from City Hall. Improvements will complement the new commercial building store fronts on the adjacent property that is being constructed in 2020. Improvement will include, but not be limited to seating, plantings, surfacing, and public art.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Federal								-
State								-
Local								-
Park Impact Fees		145,230						145,230
Other-Developer Fees	32,160	232,470						232,470
Subtotal	32,160	377,700	-	-	-	-	-	377,700
Capital Costs:								
Design	32,160	17,025						17,025
Right of Way								-
Construction		360,675						360,675
Subtotal	32,160	377,700	-	-	-	-	-	377,700
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Equipment Rental Vehicle Maintenance Bay								
Project No: cp1223		Capacity Project: NO		Anticipated Year of Completion:		2021		
Build additional vehicle bay at Equipment Rental shop for heavy equipment and large vehicles to improve efficiency and remove choke points. Adding a large vehicle bay with a large vehicle lift will enable us to perform inspections and maintenance on more than one large vehicle at a time, this becomes extremely important during emergency operations such as snow and ice events. The City currently has 2.5 maintenance bays, this project will add one more maintenance bay for a total of 3.5 bays.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Equipment Rental Fund 560	29,276	123,000						123,000
Federal								-
State								-
Local								-
REET								-
Other (Water, Sewer & Storm Funds)		347,000						347,000
Subtotal	29,276	470,000	-	-	-	-	-	470,000
Capital Costs:								
Design		22,000						22,000
Right of Way								-
Construction	29,276	448,000						448,000
Subtotal	29,276	470,000	-	-	-	-	-	470,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: HVAC Equipment Replacement								
Project No: gcbd17			Capacity Project: NO		Anticipated Year of Completion:		2022	
Replace HVAC Equipment at City Hall, Auburn Senior Center, Mountain View Cemetery, Arts & Culture Center building, Maintenance and Operations building and the Auburn Avenue Theater.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Facilities Fund 505		371,470	37,510					408,980
Federal								-
State								-
Local								-
REET		730,840						730,840
Other -Auburn School District								-
Subtotal	-	1,102,310	37,510	-	-	-	-	1,139,820
Capital Costs:								
Design								-
Right of Way								-
Construction		1,102,310	37,510					1,139,820
Subtotal	-	1,102,310	37,510	-	-	-	-	1,139,820
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Lea Hill Safe Routes to Schools								
Project No: gcbd16		Capacity Project:		NO		Anticipated Year of Completion:		2022
The project will construct non-motorized improvements along SE 304th St from Hazelwood Elementary School extending east to 124th Ave SE, and along the west side of 124th Ave SE to the south of SE 304th St. The project will complete multiple gaps in the existing non-motorized network. The project will also construct curb and gutter, ADA compliant curb ramps, driveways aprons and retaining walls associated with the new sidewalks. Utility poles will need to be relocated to accommodate the proposed sidewalk alignment in some locations. Additional lighting is proposed for pedestrian safety and will be incorporated onto existing/relocated utility poles, and an RRFB will be installed at the SE 304th St intersection with 116th Ave SE. Ancillary work, including but not limited to, property restoration, grading, storm upgrades, school zone beacon relocation, channelization, fencing, landscaping and mailbox relocation will be addressed with the project.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Federal		55,000	700,000					755,000
State								-
Local								-
REET		15,000	200,000					215,000
Other -Auburn School District			50,000					50,000
Subtotal	-	70,000	950,000	-	-	-	-	1,020,000
Capital Costs:								
Design		70,000						70,000
Right of Way								-
Construction			950,000					950,000
Subtotal	-	70,000	950,000	-	-	-	-	1,020,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Local Revitalization								
Project No: N/A		Capacity Project: NO		Anticipated Year of Completion:		Beyond 2026		
To pay debt service costs on 2010 General Obligation bonds issued for the Downtown Promenade improvements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	3 Years	2021	2022	2023	2024	2025	2026	Total
Federal								-
State								-
Local								-
REET	678,509	225,000	223,700	222,000	219,800	222,300	219,200	1,332,000
Other								-
Subtotal	678,509	225,000	223,700	222,000	219,800	222,300	219,200	1,332,000
Capital Costs:								
Design								-
Right of Way								-
Long-Term Debt Service	678,509	225,000	223,700	222,000	219,800	222,300	219,200	1,332,000
Subtotal	678,509	225,000	223,700	222,000	219,800	222,300	219,200	1,332,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: M & O Fuel Tank Replacement								
Project No: erbd01		Capacity Project:		NO		Anticipated Year of Completion:		2021
Replace three 10,000 gallon underground tanks with new above ground tanks. The existing tanks were installed in 1989 and are single wall fiberglass tanks. It will be a benefit to the City to have the tanks above ground in the future due to the reduced maintenance and inspection cost.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Equipment Rental Fund 560		80,000						80,000
Federal								-
State								-
Local								-
REET								-
Other (Water, Sewer & Storm Funds)		240,000						240,000
Subtotal	-	320,000	-	-	-	-	-	320,000
Capital Costs:								
Design		25,000						25,000
Right of Way								-
Construction		295,000						295,000
Subtotal	-	320,000	-	-	-	-	-	320,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): This project should reduce the operating budget due to lower maintenance and inspection costs.								

Project Name: M & O Lunchroom Expansion								
Project No: erbd02		Capacity Project:		NO	Anticipated Year of Completion:		2021	
Expansion of the current lunchroom by redesigning the area to accommodate All-Staff meetings, provide for a training facility, lunch room and also serve as the Department Operations Center (DOC) during an emergency event. In addition, the design will include sliding doors which will allow the area to serve two purposes at once, for example, one half of the room being used as a DOC and the other half open to employees to use as a lunch/break room.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Equipment Rental Fund 560		40,000						40,000
Federal								-
State								-
Local								-
REET								-
Other (Water, Sewer & Storm funds)		110,000						110,000
Subtotal	-	150,000	-	-	-	-	-	150,000
Capital Costs:								
Design		10,000						10,000
Right of Way								-
Construction		140,000						140,000
Subtotal	-	150,000	-	-	-	-	-	150,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: M&O Vehicle Storage Bay Improvements								
Project No: cp0711		Capacity Project: NO		Anticipated Year of Completion:		2021		
Enclose the 8 existing bays to provide necessary weather protection for street sweepers, vacuors, sanding, and snow plow equipment. Construct storage shed to facilitate removal of portable containers, improving space utilization and traffic flow throughout M&O.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Equipment Rental Fund 560	5,451	55,000						55,000
Federal								-
State								-
Local								-
REET								-
Other (Water, Sewer & Storm Funds)	-	145,000						145,000
Subtotal	5,451	200,000	-	-	-	-	-	200,000
Capital Costs:								
Design		10,000						10,000
Right of Way								-
Construction	5,451	190,000						190,000
Subtotal	5,451	200,000	-	-	-	-	-	200,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								



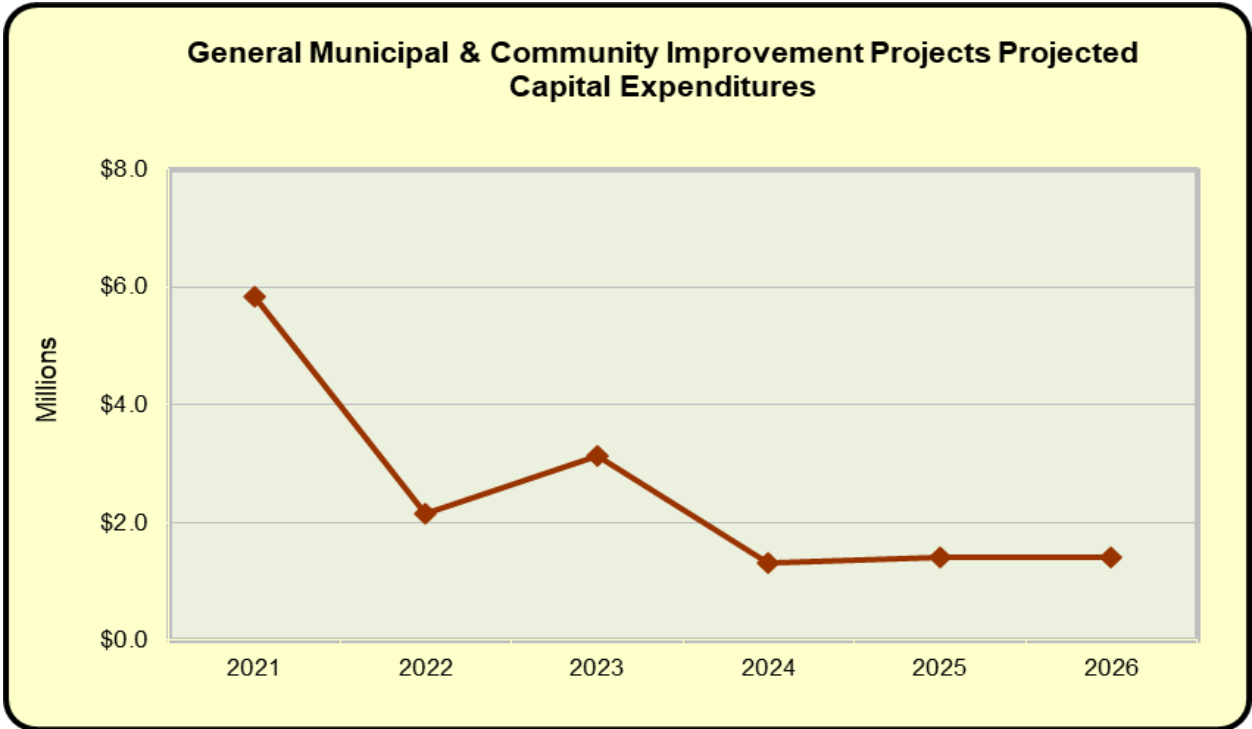
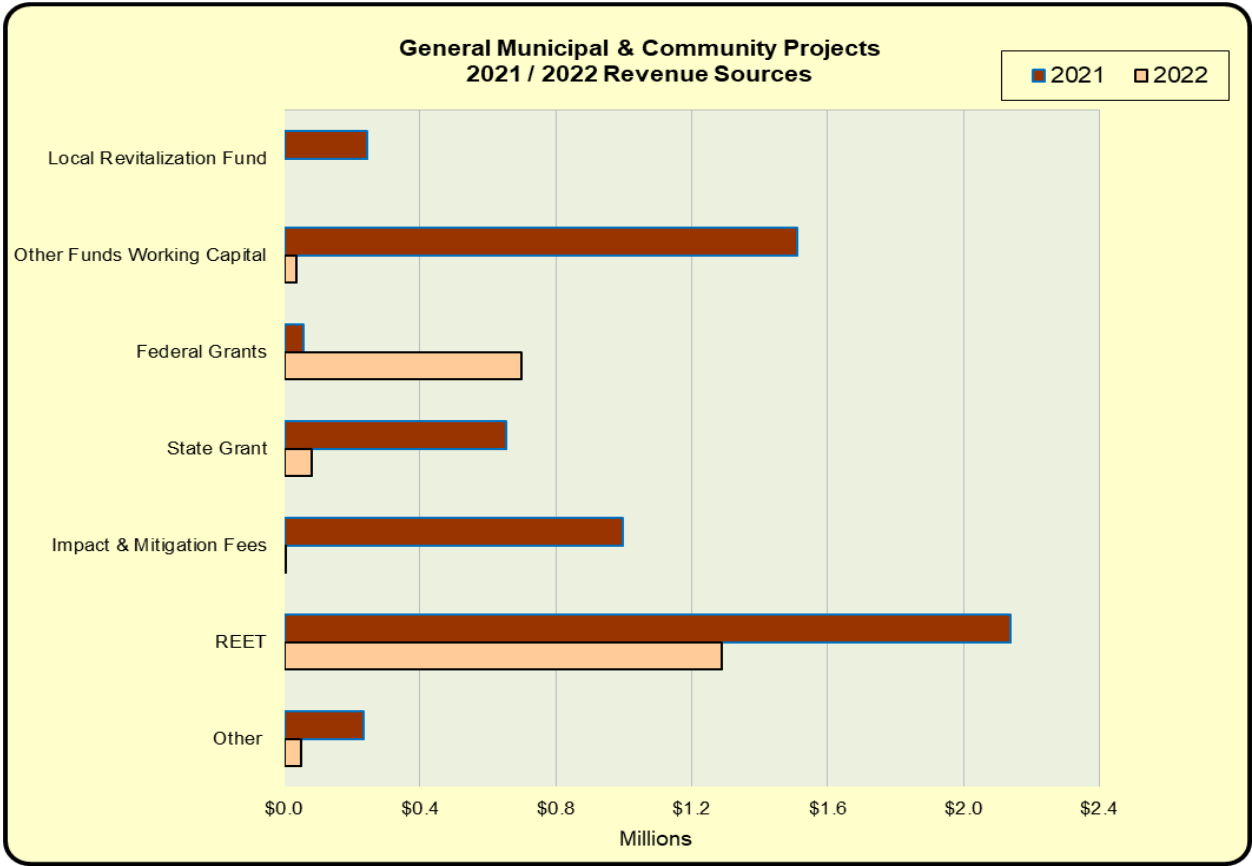
Project Name: Neighborhood Traffic Safety Program								
Project No: various, gcbd06			Capacity Project: NO		Anticipated Year of Completion:		Beyond 2026	
This program will implement low-cost traffic calming strategies, supported by engineering studies as necessary. Projects will be selected annually based on requests from residents, or police concerns, crash history, and available staff and financial resources.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	3 Years	2021	2022	2023	2024	2025	2026	Total
Federal								-
State								-
Local								-
REET	86,198	10,000	10,000	10,000	50,000	50,000	50,000	180,000
Other (Traffic Impact)								-
Subtotal	86,198	10,000	10,000	10,000	50,000	50,000	50,000	180,000
Capital Costs:								
Design		1,000	1,000	1,000	5,000	5,000	5,000	18,000
Right of Way								-
Construction	86,198	9,000	9,000	9,000	45,000	45,000	45,000	162,000
Subtotal	86,198	10,000	10,000	10,000	50,000	50,000	50,000	180,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Public Art								
Project No: cp1818, gcbd05			Capacity Project: NO		Anticipated Year of Completion:		Beyond 2026	
The City designates \$30,000 annually toward the purchase of public art, for placement at various locations throughout the City.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	3 Years	2021	2022	2023	2024	2025	2026	Total
Federal								-
State								-
Local								-
REET	260,500	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Other								-
Subtotal	260,500	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Capital Costs:								
Design	62,500							-
Right of Way								-
Construction	198,000	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Subtotal	260,500	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

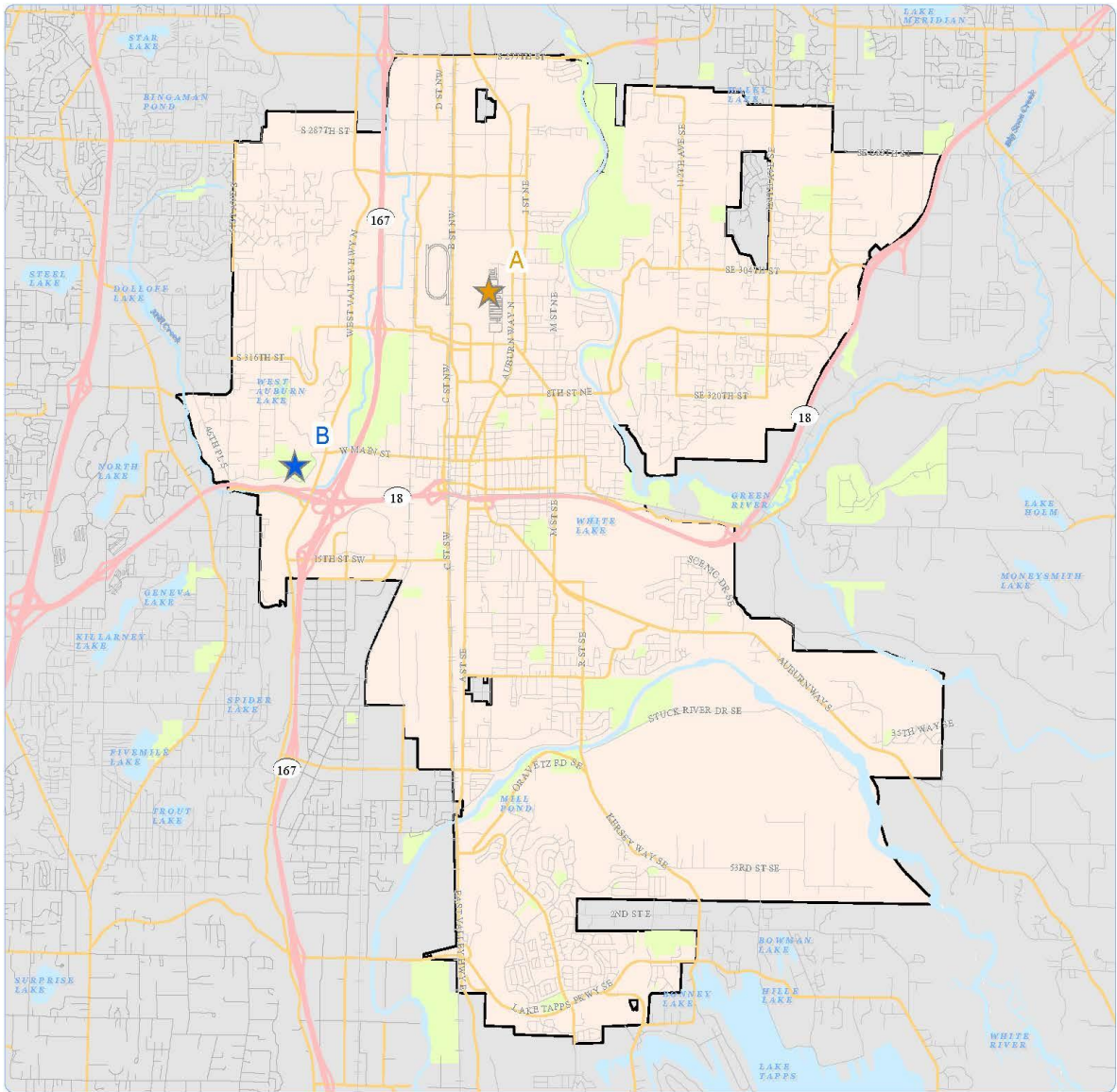
TOTAL CAPITAL COSTS and FUNDING SOURCES - GENERAL GOVERNMENTAL PROJECTS								
Funding Sources:	Prior Years	Budget 2021	Budget 2022	Estimate 2023	Estimate 2024	Estimate 2025	Estimate 2026	2021-2026 Total
Facilities Fund 505	-	371,470	37,510	-	-	-	-	408,980
Equipment Rental Fund 560	34,727	298,000	-	-	-	-	-	298,000
Local Revitalization Fund 330	17,329	245,000	-	-	-	-	-	245,000
Federal	497,990	57,010	700,000	-	-	-	-	757,010
State	663,250	655,000	80,000	600,000	-	-	-	1,335,000
Local	407,850	-	-	500,000	-	-	-	500,000
Park Impact Fees	566,559	960,730	-	500,000	-	-	-	1,460,730
REET	5,853,405	2,139,440	1,286,700	1,518,400	1,306,700	1,409,300	1,405,800	9,066,340
Contributions	350,000	-	-	-	-	-	-	-
Other -Auburn School District	-	-	50,000	-	-	-	-	50,000
Other-Developer Fees	32,160	232,470	-	-	-	-	-	232,470
Other-Transportation Fees	40,000	-	-	-	-	-	-	-
Other-Cumulative Reserve Fund	42,200	-	-	-	-	-	-	-
Other -Wetland Mitigation	11,969	36,600	5,000	5,000	5,000	5,000	5,000	61,600
Other (Water, Sewer & Storm Funds)	-	842,000	-	-	-	-	-	842,000
<b>Total</b>	<b>8,517,439</b>	<b>5,837,720</b>	<b>2,159,210</b>	<b>3,123,400</b>	<b>1,311,700</b>	<b>1,414,300</b>	<b>1,410,800</b>	<b>15,257,130</b>
<b>Capital Costs:</b>								
Design	528,548	215,525	96,000	96,000	25,000	25,000	25,000	482,525
Right of Way	-	-	-	-	-	-	-	-
Construction	5,329,503	4,735,595	1,176,510	2,144,000	405,000	505,000	505,000	9,471,105
Monitoring	6,868	5,000	5,000	5,000	5,000	5,000	5,000	30,000
Long-Term Debt Service	2,652,520	881,600	881,700	878,400	876,700	879,300	875,800	5,273,500
<b>Total</b>	<b>8,517,439</b>	<b>5,837,720</b>	<b>2,159,210</b>	<b>3,123,400</b>	<b>1,311,700</b>	<b>1,414,300</b>	<b>1,410,800</b>	<b>15,257,130</b>

## Summary of Impacts of 2021 -2022 Capital Projects on Future Operating Expenses

General Municipal & Community Imp. Projects	2022	2023	2024	2025	2026	2027	6 Year Total
104th Ave Park Development	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 75,000
Auburn Arts & Culture Center Renovation	-	-	95,000	95,000	95,000	95,000	380,000
City Street Light LED Retrofit (Savings)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(900,000)
<b>Total General Municipal &amp; Community Imp. Projects</b>	<b>\$ (137,500)</b>	<b>\$ (137,500)</b>	<b>\$ (42,500)</b>	<b>\$ (42,500)</b>	<b>\$ (42,500)</b>	<b>\$ (42,500)</b>	<b>\$ (445,000)</b>



Other Proprietary Projects  
2021-2022



★ A) Airport Projects

City of Auburn

0 0.5 1 2 Miles

★ B) Mausoleum Building

Parks

Printed On: 10/9/2020  
Map ID: 6186

Water Features

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

## Other Proprietary Fund Projects

### Airport Fund: (See Map – “A”)

Three capital projects totaling \$2,875,000 are budgeted for 2021 and six capital project totaling \$1780,340 are budgeted for 2022 in the Airport fund.

The Airport Projects includes the following:

- The Hangar Facility Construction project (\$2,750,000 in 2021) will construct a new row of T- hangars on the Airport’s southeast tie down ramp.
- Open T-Hangar upgrades (\$1,060,900 in 2022) will replace or upgrade hangar facilities and convert two open rows to closed hangars to meet increasing demand for closed units.
- The Annual Repair and Replacement of Airport Facilities Project (\$100,000 in 2021 and \$150,000 in 2022) will provide funding for completing various capital repairs at the Airport.

### Cemetery Fund: (See Map – “B”)

One capital projects totaling \$40,000 is budgeted for 2021 in the Cemetery fund.

- The Mausoleum Building project (\$40,000 in 2021) will fund the design phase of a 72 crypt and 48 niche mausoleum.



The Runway Enhancement project was completed in 2020, extending the length of runway 16/34 for increased safety and utilization.



Completion of the repair and overlay of Cemetery Roads project in 2020.

**2021 -2022 Other Proprietary Fund Projects**

<b>Title</b>	<b>Project #</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>Page</b>
Annual Airport Pavement Maintenance	apbd12	25,000	50,000	403
Annual Repair and Maintenance of Airport Facilities	apbd05	100,000	150,000	403
Hangar Facility Construction	cp1932	2,750,000	-	403
Jet A Fueling Facility	apbd04	-	50,000	404
Open T-Hangar Upgrades	apbd14	-	1,060,900	404
Precision Instrument Approach	apbd15	-	25,000	404
Runway/Taxiway Rehab, RSA Grading & PAPI project	apbd13	-	444,440	405
<b>Subtotal Airport Fund Projects</b>		<b>2,875,000</b>	<b>1,780,340</b>	
Mausoleum Building	cp1831	40,000	-	405
<b>Subtotal Cemetery Fund Projects</b>		<b>40,000</b>	<b>-</b>	
<b>Total Other Proprietary Fund Projects</b>		<b>2,915,000</b>	<b>1,780,340</b>	

Project Name: Annual Airport Pavement Maintenance								
Project No: apbd12			Capacity Project: NO		Anticipated Year of Completion: Beyond 2026			
This project will complete pavement maintenance and preservation activities for the Airport Runway, Taxiways and other paved surfaces at the Auburn Airport to maintain the facilities in adequate operational conditions								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Airport Fund	25,000	25,000	50,000	-	50,000	50,000	100,000	275,000
Federal								-
State								-
Local								-
Bond Revenue								-
Other -Public/Private Partnership								-
Subtotal	25,000	25,000	50,000	-	50,000	50,000	100,000	275,000
Capital Costs:								
Design	2,000	2,000	5,000	-	5,000	5,000	10,000	27,000
Environmental Assessment								-
Construction	23,000	23,000	45,000	-	45,000	45,000	90,000	248,000
Subtotal	25,000	25,000	50,000	-	50,000	50,000	100,000	275,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Annual Repair and Replacement of Airport Facilities								
Project No: apbd05		Capacity Project:		NO		Anticipated Year of Completion:		Beyond 2026
Due to the current conditions of the Facilities at the Airport, this program provides for necessary maintenance and repair work such as slab sealing, roof replacement, hangar beam replacement, painting, electrical repairs, etc. for buildings identified in the 2018 Facility Condition Assessment as being in "Fair" to "Good" condition. Repair and maintenance of these facilities will help prolong the service life of these buildings.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Airport Fund	200,000	100,000	150,000	500,000	100,000	200,000	238,800	1,288,800
Federal								-
State								-
Local								-
Bond Revenue								-
Other -Public/Private Partnership								-
Subtotal	200,000	100,000	150,000	500,000	100,000	200,000	238,800	1,288,800
Capital Costs:								
Design	20,000	20,000	25,000	100,000	20,000	40,000	45,000	250,000
Right of Way								-
Construction	180,000	80,000	125,000	400,000	80,000	160,000	193,800	1,038,800
Subtotal	200,000	100,000	150,000	500,000	100,000	200,000	238,800	1,288,800
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): This project will decrease the need for more costly repairs and maintenance on older buildings.								

Project Name: Hangar Facility Construction								
Project No: cp1932		Capacity Project:		NO	Anticipated Year of Completion:		2021	
There is significant demand for hangar space in the Puget Sound region. The airport currently has a hangar wait list with over 90 names on it. This project would construct a new row of T hangars on the Airport's southeast tie down ramp.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Airport Fund	50,000							-
Federal								-
State								-
Local								-
Bond Revenue		2,750,000						2,750,000
Other -Public/Private Partnership								-
Subtotal	50,000	2,750,000	-	-	-	-	-	2,750,000
Capital Costs:								
Design	50,000	250,000						250,000
Right of Way								-
Construction		2,500,000						2,500,000
Subtotal	50,000	2,750,000	-	-	-	-	-	2,750,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): Utilization of 3.8 million dollar bond issued in 2021 to fund construction. In 2022 hangar revenues increase \$204,000 annually.								

Project Name: Jet A Fueling Facility								
Project No: apbd04			Capacity Project: NO		Anticipated Year of Completion:		2023	
Construct any necessary site improvements to accommodate a temporary 2,000 gallon fueling truck for Jet A fuel on site in 2018. Design and Construct a permanent 12,000 gallon Fuel Tank for Jet A service at Airport in 2022 and 2023 after the runway extension is complete and demand for Jet A fuel is established. The funding will be split 50% between the airport and a private party.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Airport Fund		-	25,000	175,000				200,000
Federal								-
State								-
Local								-
Bond Revenue								-
Other -Public/Private Partnership			25,000	175,000				200,000
Subtotal	-	-	50,000	350,000	-	-	-	400,000
Capital Costs:								
Design			50,000					50,000
Right of Way								-
Construction				350,000				350,000
Subtotal	-	-	50,000	350,000	-	-	-	400,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Open T-Hangar Upgrades								
Project No: apbd14			Capacity Project: NO		Anticipated Year of Completion:		2022	
Due to the current conditions of the hangar facilities at the Airport, this program will replace or upgrade hangar facilities as they reach the end of their service life. A Facility Condition Assessment was completed in 2018. In 2019 an in depth analysis of the hangars' structure and roofing was conducted with a recommendation to not replace but upgrade the structures. The demand on the airport is greater for closed hangars vs open units. This project will convert 2 open rows to closed hangars and increase airport revenues at approximately \$100,000 annually. This will allow for 2 open rows to remain on the airport and provide greater hangar options for airport tenants.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Airport Fund								-
Federal								-
State								-
Local								-
Bond Revenue			1,060,900					1,060,900
Other -Public/Private Partnership								-
Subtotal	-	-	1,060,900	-	-	-	-	1,060,900
Capital Costs:								
Design								-
Environmental Assessment								-
Construction			1,060,900					1,060,900
Subtotal	-	-	1,060,900	-	-	-	-	1,060,900
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): Utilization of 3.8 million dollar bond issued in 2021 to fund construction. In 2023 hangar revenues increase \$100,000 annually.								

Project Name: Precision Instrument Approach								
Project No: apbd15			Capacity Project: NO		Anticipated Year of Completion:		2023	
Approval process with the FAA to improve the airport's instrument approach.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Airport Fund			25,000	25,000				50,000
Federal								-
State								-
Local								-
Bond Revenue								-
Other -Public/Private Partnership								-
Subtotal	-	-	25,000	25,000	-	-	-	50,000
Capital Costs:								
Design			25,000	25,000				50,000
Environmental Assessment								-
Construction								-
Subtotal	-	-	25,000	25,000	-	-	-	50,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								



Project Name: Runway/Taxiway Rehab, RSA Grading & PAPI project								
Project No: apbd13			Capacity Project: NO		Anticipated Year of Completion: 2023			
This project will complete a Fog seal of on the Airport Taxiways to extend the life of the pavement and complete rehabilitation of the Runway to prolong the useful life of the Runway. This project will also complete necessary improvements to the property purchased from the Park and Ride to be in compliance with the FAA requirements for the Runway Safety Area. In addition the project will install Precision Approach Path Indicator (PAPI) for Runway to replace aging Visual Approach Slope Indicator (VASI) system.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Airport Fund			22,220	155,555				177,775
Federal			400,000	2,800,000				3,200,000
State			22,220	155,555				177,775
Local								-
Bond Revenue								-
Other -Public/Private Partnership								-
Subtotal	-	-	444,440	3,111,110	-	-	-	3,555,550
Capital Costs:								
Design			444,440	466,600				911,040
Environmental Assessment								-
Construction				2,644,510				2,644,510
Subtotal	-	-	444,440	3,111,110	-	-	-	3,555,550
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$2,000								

Project Name: Mausoleum Building								
Project No: cp1831		Capacity Project:		YES	Anticipated Year of Completion:		2023	
This project will design and construct a 72 crypt and 48 niche mausoleum for above ground interment option. The public has expressed desire to have this option available as the current mausoleum is at capacity.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Cemetery Fund	12,250	40,000		355,000				395,000
Federal								-
State								-
Local								-
Bond Revenue								-
Cemetery Endowed Care Fund								-
Subtotal	12,250	40,000	-	355,000	-	-	-	395,000
Capital Costs:								
Design	12,250	40,000			-			40,000
Environmental Assessment								-
Construction				355,000				355,000
Subtotal	12,250	40,000	-	355,000	-	-	-	395,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

TOTAL CAPITAL COSTS and FUNDING SOURCES - OTHER PROPRIETARY FUNDS								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2021-2026
Funding Sources:	Years	2021	2022	2023	2024	2025	2026	Total
Airport Fund	275,000	125,000	272,220	855,555	150,000	250,000	338,800	1,991,575
Cemetery Fund	12,250	40,000	-	355,000	-	-	-	395,000
Federal	-	-	400,000	2,800,000	-	-	-	3,200,000
State	-	-	22,220	155,555	-	-	-	177,775
Local	-	-	-	-	-	-	-	-
Bond Revenue	-	2,750,000	1,060,900	-	-	-	-	3,810,900
Cemetery Endowed Care Fund	-	-	-	-	-	-	-	-
Other -Public/Private Partnership	-	-	25,000	175,000	-	-	-	200,000
<b>Total</b>	<b>287,250</b>	<b>2,915,000</b>	<b>1,780,340</b>	<b>4,341,110</b>	<b>150,000</b>	<b>250,000</b>	<b>338,800</b>	<b>9,775,250</b>
Capital Costs:								
Design	84,250	312,000	549,440	591,600	25,000	45,000	55,000	1,578,040
Environmental Assessment	-	-	-	-	-	-	-	-
Right of Way	-	-	-	-	-	-	-	-
Construction	203,000	2,603,000	1,230,900	3,749,510	125,000	205,000	283,800	8,197,210
<b>Total</b>	<b>287,250</b>	<b>2,915,000</b>	<b>1,780,340</b>	<b>4,341,110</b>	<b>150,000</b>	<b>250,000</b>	<b>338,800</b>	<b>9,775,250</b>

#### Summary of Impacts of 2021 -2022 Capital Projects on Future Operating Expenses

Other Proprietary Projects	2022	2023	2024	2025	2026	2027	6 Year Total
Runway/Taxiway Rehab, RSA Grading & PAPI project	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 8,000
							-
<b>Total Other Proprietary Projects</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 8,000</b>

