

**City Council Study Session  
January 11, 2016 - 5:30 PM  
Auburn City Hall  
AGENDA**

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**I. CALL TO ORDER**

**A. Roll Call**

**II. ANNOUNCEMENTS, REPORTS, AND PRESENTATIONS**

**III. AGENDA ITEMS FOR COUNCIL DISCUSSION**

**A. Microsoft Enterprise Agreement (15 Minute Presentation/10 Minute Q&A)\* (Haugan)**

Authorize the Mayor to sign and enter into an Enterprise License Agreement with Microsoft Corporation for our Office Productivity Software and Windows 10 Desktop Operating System software

**B. Ordinance No. 6582 (10 Minute Presentation/10 Minute Q&A)\* (Snyder)**

An Ordinance of the City Council of the City Of Auburn, Washington, amending Section 10.41.020 of the Auburn City Code, entitled "Restricted Parking Zone Established" for the purpose of revising code language to clarify intent

**C. 2005/2006A Bond Refunding (10 Minute Presentation/10 Minutes Q&A)\* (Coleman)**

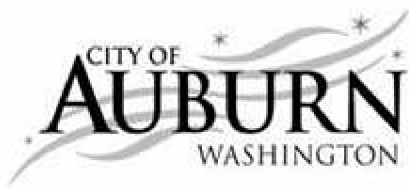
**D. CDBG Funding Update (15 Minute Presentation/10 Minute Q&A)\* (Hinman)**

**E. Council Retreat Goals (5 Minute Presentation/10 Minute Q&A)\* (Hinman)**

**IV. ADJOURNMENT**

*Agendas and minutes are available to the public at the City Clerk's Office, on the City website (<http://www.auburnwa.gov>), and via e-mail. Complete agenda packets are available for review at the City Clerk's Office.*

*\*Denotes attachments included in the agenda packet.*



## AGENDA BILL APPROVAL FORM

**Agenda Subject:**

Microsoft Enterprise Agreement (15 Minute Presentation/10 Minute Q&A)

**Date:**

December 22, 2015

**Department:**

Information Services

**Attachments:**

[Enterprise Enrollment Form](#)  
[Microsoft EA Price Quote - Software One](#)  
[Microsoft Enterprise Agreement](#)

**Budget Impact:**

\$135,543.36

**Administrative Recommendation:**

Review

**Background Summary:**

The City of Auburn wishes to enter into a licensing agreement with Microsoft Corporation for the Office Productivity Software Suite and Windows Operating system. This represents a change in how we do business. Our normal procedure is to purchase software, use it until it is out of date, and then buy new versions. This is a costly manner in which to manage one of our most important technology resources. The new method of licensing our Office and Operating system software is a license based model. This accomplishes a number of things: 1. It lowers our costs per user as it places us in a volume licensing program only available to institutions of over 15,000 users. 2. It allows us to keep our Office and Windows software current, thereby keeping us current with our sister cities and agencies. (Note: We are several versions out of date on our Office and Windows software.) 3. It evens out our budget as we will now budget annually for our license costs rather than hitting the budget with enormous single purchase costs every 3-5 years. 4. In addition to lower costs, Microsoft provides paid for technical training for our technology staff. 5. The new Licensing model allows us to install up to 15 copies of the software per user, including on our mobile devices and our home computers. 6. The new licensing includes our Client Access Licenses for e-mail, Windows Servers, SharePoint which is a substantial cost savings. The new license model also provides a benefit to the cities of Algona and Pacific as they are supported by our IT Department and Microsoft has agreed to let us offer the benefit to both Cities. Both Cities have agreed to add this to our support contracts for reimbursement. Funding for this Enterprise Agreement is available in the 2015/2016 Biennial Budget.

**Reviewed by Council Committees:**



**Councilmember:**

**Staff:** Haugan

**Meeting Date:** January 11, 2016

**Item Number:** DI.A

## Proposal ID

0410474.003

## Enrollment Number

Language: English (United States)

## Enrolled Affiliate's Enterprise Products and Enterprise Online Services summary for the initial order:

| Profile    | Qualified Devices | Qualified Users | Device / User Ratio | Enterprise Product Platform | CAL Licensing Model |
|------------|-------------------|-----------------|---------------------|-----------------------------|---------------------|
| Enterprise | 542               | 542             | 1.0                 | Yes                         | User Licenses       |

| Products                           | Enterprise Quantity |
|------------------------------------|---------------------|
| <b>Client Access License (CAL)</b> |                     |
| <b>Core CAL</b>                    |                     |
| Bridge for Office 365              | 542                 |
| <b>Windows Desktop</b>             |                     |
| Windows SA per User USL            | 542                 |
| Office 365 GOV E3                  | 542                 |

## Enrolled Affiliate's Product Quantities:

| Price Group                | 1                                                                                                             | 2                                                                                         | 3                                                                             | 4                                                                                                          |
|----------------------------|---------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
| <b>Enterprise Products</b> | Office Professional Plus + Office 365 ProPlus + Office 365 (Plans E3, E4 and E5) + Enterprise Cloud Suite USL | Client Access License + Office 365 (Plans E1, E3, E4 and E5) + Enterprise Cloud Suite USL | Client Access License + Windows Intune + EMS USL + Enterprise Cloud Suite USL | Win Enterprise Upgrade + Win VDA + Win SA per User USL + Win VDA per User USL + Enterprise Cloud Suite USL |
| <b>Quantity</b>            | 542                                                                                                           | 542                                                                                       | 0                                                                             | 542                                                                                                        |

## Enrolled Affiliate's Price Level:

| Product Offering / Pool                                                                                                                                                                          | Price Level |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| <b>Enterprise Products and Enterprise Online Services USLs:</b> Unless otherwise indicated in associated contract documents, Price level set using the highest quantity from Groups 1 through 4. | D           |
| <b>Additional Product Application Pool:</b> Unless otherwise indicated in associated contract documents, Price level set using quantity from Group 1.                                            | D           |
| <b>Additional Product Server Pool:</b> Unless otherwise indicated in associated contract documents, Price level set using the highest quantity from Group 2 or 3.                                | D           |
| <b>Additional Product Systems Pool:</b> Unless otherwise indicated in associated contract documents, Price level set using quantity from Group 4.                                                | D           |

## NOTES

Unless otherwise indicated in the associated contract documents, the price level for each Product offering / pool is set as described above, based upon the quantity to price level mapping below:

| Quantity of Licenses and Software Assurance | Price Level |
|---------------------------------------------|-------------|
| 2,399 and below                             | A           |
| 2,400 to 5,999                              | B           |
| 6,000 to 14,999                             | C           |
| 15,000 and above                            | D           |

**Note 1:** Enterprise Online Services may not be available in all locations. Please see the Product List for a list of locations where these may be purchased.

**Note 2:** If Enrolled Affiliate does not order an Enterprise Product or Enterprise Online Service associated with an applicable Product pool, the price level for Additional Products in the same pool will be price level "A" throughout the term of the Enrollment. Refer to the Qualifying Government Entity Addendum pricing provision for more details on price leveling.

**Note 3:** Bridge CAL, Office 365 Plan E3 Add Ons, EMS Add Ons, Windows Ent SA Per User Add Ons, and Enterprise Cloud Suite Add On quantities are not included for Price Leveling, as License quantities are determined by the corresponding Enterprise Online Service(s).

| Software One - software quote                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                        |                                                                               |            |               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|------------|---------------|
| Quoted by Jan Edwards, Software One, 20875 Crossroads Circle Ste 1, Waukesha, WI 53186-4093                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                        |                                                                               |            |               |
| Phone 406-295-4548, janice.edwards@softwareone.com                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                        |                                                                               |            |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Quoted to:                                                                                                             | City of Auburn                                                                |            |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                        |                                                                               |            |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                        |                                                                               |            |               |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                        |                                                                               |            |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Date 12/28/2015                                                                                                        | MS EA O365 NEW                                                                |            |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                        |                                                                               |            |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                        |                                                                               |            |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Important: Please provide the email address of the recipient designated to receive a Software One "order confirmation" |                                                                               |            |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                        |                                                                               |            |               |
| Quantity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Part #                                                                                                                 | Description                                                                   | Unit Price | Ext. Price    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                        |                                                                               |            |               |
| 542                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | AAA-10842                                                                                                              | Off365PE3 ShrdSvr ALNG SubsVL MVL PerUsr                                      | \$ 182.04  | \$ 98,665.68  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                        | \$15.17 per user per month x 12                                               |            | \$ -          |
| 542                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | AAA-10798                                                                                                              | WinEntSAPerUsrUSL ALNG SubsVL MVL Pltfrm PerUsr                               | \$ 51.96   | \$ 28,162.32  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                        | \$4.33 per user per month x 12                                                |            | \$ -          |
| 542                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | AAA-12415                                                                                                              | CCALBrdgO365 Alng MonthlySub Platform Per User \$1.34 per user per month x 12 | \$ 16.08   | \$ 8,715.36   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                        |                                                                               |            | \$ -          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                        |                                                                               |            | \$ -          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                        |                                                                               |            | \$ -          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                        |                                                                               |            | \$ -          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                        |                                                                               |            | \$ -          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Product-total                                                                                                          |                                                                               |            | \$ 135,543.36 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                        |                                                                               |            |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Sub-Total                                                                                                              |                                                                               |            | \$ 135,543.36 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Tax                                                                                                                    | Need to add WA Sales Tax                                                      |            | \$ -          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                        |                                                                               |            |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Shipping                                                                                                               |                                                                               |            | No Charge     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Total                                                                                                                  |                                                                               |            | \$ 135,543.36 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                        |                                                                               |            |               |
| Pass-Through Warranty and Other Rights. As a reseller, end-user warranties and liabilities (with respect to any third party software products provided by Software One) shall be provided as a pass-through from the manufacturer of such products. All software products are subject to the license agreement of the applicable software supplier, as provided with the software packaging or in the software at time of shipment. Software One provides no independent warranties, indemnities or liabilities. Public Sector Disclosure: Software One may receive incentive fees for public sector EA transactions. |                                                                                                                        |                                                                               |            |               |



## Enterprise Enrollment

## State and Local

Enterprise Enrollment number  
(Microsoft to complete)

|  |
|--|
|  |
|  |

Previous Enrollment number  
(Reseller to complete)

Framework ID  
(if applicable)

|  |
|--|
|  |
|--|

**This Enrollment must be attached to a signature form to be valid.**

This Microsoft Enterprise Enrollment is entered into between the entities as identified in the signature form as of the effective date. Enrolled Affiliate represents and warrants it is the same Customer, or an Affiliate of the Customer, that entered into the Enterprise Agreement identified on the program signature form.

This Enrollment consists of: (1) these terms and conditions, (2) the terms of the Enterprise Agreement identified on the signature form, (3) the Product Selection Form, (4) any supplemental contact information form or Previous Agreement/Enrollment form that may be required, (5) any order submitted under this Enrollment. This Enrollment may only be entered into under a 2011 or later Enterprise Agreement. By entering into this Enrollment, Enrolled Affiliate agrees to be bound by the terms and conditions of the Enterprise Agreement.

All terms used but not defined are located at <http://www.microsoft.com/licensing/contracts>. In the event of any conflict the terms of this Agreement control.

**Effective date.** If Enrolled Affiliate is renewing Software Assurance or Subscription Licenses from one or more previous Enrollments or agreements, then the effective date will be the day after the first prior Enrollment or agreement expires or terminates. Otherwise, the effective date will be the date this Enrollment is accepted by Microsoft. Any reference to "anniversary date" refers to the anniversary of the effective date each year this Enrollment is in effect.

**Term.** The initial term of this Enrollment will expire on the last day of the month, 36 full calendar months from the effective date of the initial term. If the Enrollment is renewed, the renewal term will expire 36 full calendar months after the effective date of the renewal term. Any reference in this Enrollment to "day" will be a calendar day.

## Terms and Conditions

### 1. Definitions.

Terms used but not defined in this Enrollment will have the definition in the Enterprise Agreement. The following definitions are used in this Enrollment:

"Additional Product" means any Product identified as such in the Product Terms and chosen by Enrolled Affiliate under this Enrollment.

"Community" means the community consisting of one or more of the following: (1) a Government, (2) an Enrolled Affiliate using eligible Government Community Cloud Services to provide solutions to a Government or a qualified member of the Community, or (3) a Customer with Customer Data that is subject to Government regulations for which Customer determines and Microsoft agrees that the use of Government Community Cloud Services is appropriate to meet Customer's regulatory requirements.

Membership in the Community is ultimately at Microsoft's discretion, which may vary by Government Community Cloud Service.

"Enterprise Online Service" means any Online Service designated as an Enterprise Online Service in the Product Terms and chosen by Enrolled Affiliate under this Enrollment. Enterprise Online Services are treated as Online Services, except as noted.

"Enterprise Product" means any Desktop Platform Product that Microsoft designates as an Enterprise Product in the Product Terms and chosen by Enrolled Affiliate under this Enrollment. Enterprise Products must be licensed for all Qualified Devices and Qualified Users on an Enterprise-wide basis under this program.

"Expiration Date" means the date upon which the Enrollment expires.

"Federal Agency" means a bureau, office, agency, department or other entity of the United States Government.

"Government" means a Federal Agency, State/Local Entity, or Tribal Entity acting in its governmental capacity.

"Government Community Cloud Services" means Microsoft Online Services that are provisioned in Microsoft's multi-tenant data centers for exclusive use by or for the Community and offered in accordance with the National Institute of Standards and Technology (NIST) Special Publication 800-145. Microsoft Online Services that are Government Community Cloud Services are designated as such in the Use Rights and Product Terms.

"Industry Device" (also known as line of business device) means any device that: (1) is not useable in its deployed configuration as a general purpose personal computing device (such as a personal computer), a multi-function server, or a commercially viable substitute for one of these systems; and (2) only employs an industry or task-specific software program (e.g. a computer-aided design program used by an architect or a point of sale program) ("Industry Program"). The device may include features and functions derived from Microsoft software or third-party software. If the device performs desktop functions (such as email, word processing, spreadsheets, database, network or Internet browsing, or scheduling, or personal finance), then the desktop functions: (1) may only be used for the purpose of supporting the Industry Program functionality; and (2) must be technically integrated with the Industry Program or employ technically enforced policies or architecture to operate only when used with the Industry Program functionality.

"Managed Device" means any device on which any Affiliate in the Enterprise directly or indirectly controls one or more operating system environments. Examples of Managed Devices can be found in the Product Terms.

"Qualified Device" means any device that is used by or for the benefit of Enrolled Affiliate's Enterprise and is: (1) a personal desktop computer, portable computer, workstation, or similar device capable of running Windows Pro locally (in a physical or virtual operating system environment), or (2) a device used to access a virtual desktop infrastructure ("VDI"). Qualified Devices do not include any device that is: (1) designated as a server and not used as a personal computer, (2) an Industry Device, (3) not a Managed Device. At its option, the Enrolled Affiliate may designate any device excluded above (e.g., Industry Device) that is used by or for the benefit of the Enrolled Affiliate's Enterprise as a Qualified Device for all or a subset of Enterprise Products or Online Services the Enrolled Affiliate has selected.

"Qualified User" means a person (e.g., employee, consultant, contingent staff) who: (1) is a user of a Qualified Device, or (2) accesses any server software requiring an Enterprise Product Client Access License or any Enterprise Online Service. It does not include a person who accesses server software or an Online Service solely under a License identified in the Qualified User exemptions in the Product Terms.

"Reseller" means an entity authorized by Microsoft to resell Licenses under this program and engaged by an Enrolled Affiliate to provide pre- and post-transaction assistance related to this agreement;



"Reserved License" means for an Online Service identified as eligible for true-ups in the Product Terms, the License reserved by Enrolled Affiliate prior to use and for which Microsoft will make the Online Service available for activation.

"State/Local Entity" means (1) any agency of a state or local government in the United States, or (2) any United States county, borough, commonwealth, city, municipality, town, township, special purpose district, or other similar type of governmental instrumentality established by the laws of Customer's state and located within Customer's state's jurisdiction and geographic boundaries.

"Tribal Entity" means a federally-recognized tribal entity performing tribal governmental functions and eligible for funding and services from the U.S. Department of Interior by virtue of its status as an Indian tribe.

"Use Rights" means, with respect to any licensing program, the use rights or terms of service for each Product and version published for that licensing program at the Volume Licensing Site. The Use Rights supersede the terms of any end user license agreement (on-screen or otherwise) that accompanies a Product. The Use Rights for Software are published by Microsoft in the Product Terms. The Use Rights for Online Services are published in the Online Services Terms.

"Volume Licensing Site" means <http://www.microsoft.com/licensing/contracts> or a successor site.

## **2. Order requirements.**

- a. Minimum Order requirements.** Enrolled Affiliate's Enterprise must have a minimum of 250 Qualified Users or Qualified Devices. The initial order must include at least 250 Licenses for Enterprise Products or Enterprise Online Services.
  - (i) Enterprise Commitment.** Enrolled Affiliate must order enough Licenses to cover all Qualified Users or Qualified Devices, depending on the License Type, with one or more Enterprise Products or a mix of Enterprise Products and the corresponding Enterprise Online Services (as long as all Qualified Devices not covered by a License are only used by users covered with a user License).
  - (ii) Enterprise Online Services only.** If no Enterprise Product is ordered, , then Enrolled Affiliate need only maintain at least 250 Subscription Licenses for Enterprise Online Services.
- b. Additional Products.** Upon satisfying the minimum order requirements above, Enrolled Affiliate may order Additional Products and Services.
- c. Use Rights for Enterprise Products.** For Enterprise Products, if a new Product version has more restrictive use rights than the version that is current at the start of the applicable initial or renewal term of the Enrollment, those more restrictive use rights will not apply to Enrolled Affiliate's use of that Product during that term.
- d. Country of usage.** Enrolled Affiliate must specify the countries where Licenses will be used on its initial order and on any additional orders.
- e. Resellers.** Enrolled Affiliate must choose and maintain a Reseller authorized in the United States. Enrolled Affiliate will acquire its Licenses through its chosen Reseller. Orders must be submitted to the Reseller who will transmit the order to Microsoft. The Reseller and Enrolled Affiliate determine pricing and payment terms as between them, and Microsoft will invoice the Reseller based on those terms. Throughout this Agreement the term "price" refers to reference price. Resellers and other third parties do not have authority to bind or impose any obligation or liability on Microsoft.
- f. Adding Products.**
  - (i) Adding new Products not previously ordered.** New Enterprise Products or Enterprise Online Services may be added at any time by contacting a Microsoft Account Manager or Reseller. New Additional Products, other than Online Services, may be used if an order

is placed in the month the Product is first used. For Additional Products that are Online Services, an initial order for the Online Service is required prior to use.

- (ii) **Adding Licenses for previously ordered Products.** Additional Licenses for previously ordered Products other than Online Services may be added at any time but must be included in the next true-up order. Additional Licenses for Online Services must be ordered prior to use, unless the Online Services are (1) identified as eligible for true-up in the Product Terms or (2) included as part of other Licenses.
- g. True-up requirements.** Enrolled Affiliate must submit an annual true-up order that accounts for any changes since the initial order or last order. If there are no changes, then an update statement must be submitted instead of a true-up order.
  - (i) **Enterprise Products.** For Enterprise Products, Enrolled Affiliate must determine the number of Qualified Devices and Qualified Users (if ordering user-based Licenses) at the time the true-up order is placed and must order additional Licenses for all Qualified Devices and Qualified Users that are not already covered by existing Licenses, including any Enterprise Online Services.
  - (ii) **Additional Products.** For Additional Products that have been previously ordered under this Enrollment, Enrolled Affiliate must determine the maximum number of Additional Products used since the latter of the initial order, the last true-up order, or the prior anniversary date and submit a true-up order that accounts for any increase.
  - (iii) **Online Services.** For Online Services identified as eligible for true-up in the Product Terms, Enrolled Affiliate may reserve the additional Licenses prior to use and payment may be deferred until the next true-up order. Microsoft will provide a report of Reserved Licenses in excess of existing orders to Enrolled Affiliate and its Reseller. Reserved Licenses will be invoiced retroactively to the month in which they were reserved.
  - (iv) **Subscription License reductions.** Enrolled Affiliate may reduce the quantity of Subscription Licenses at the Enrollment anniversary date on a prospective basis if permitted in the Product Terms, as follows:
    - 1) For Subscription Licenses that are part of an Enterprise-wide purchase, Licenses may be reduced if the total quantity of Licenses and Software Assurance for an applicable group meets or exceeds the quantity of Qualified Devices and Qualified Users (if ordering user-based Licenses) identified on the Product Selection Form, and includes any additional Qualified Devices and Qualified Users added in any prior true-up orders. Step-up Licenses do not count towards this total count.
    - 2) For Enterprise Online Services that are not a part of an Enterprise-wide purchase, Licenses can be reduced as long as the initial order minimum requirements are maintained.
    - 3) For Additional Products available as Subscription Licenses, Enrolled Affiliate may reduce the Licenses. If the License count is reduced to zero, then Enrolled Affiliate's use of the applicable Subscription License will be cancelled.

Invoices will be adjusted to reflect any reductions in Subscription Licenses at the true-up order Enrollment anniversary date and effective as of such date.

  - (v) **Update statement.** An update statement must be submitted instead of a true-up order if, since the initial order or last true-up order, Enrolled Affiliate's Enterprise: (1) has not changed the number of Qualified Devices and Qualified Users licensed with Enterprise Products or Enterprise Online Services; and (2) has not increased its usage of Additional Products. This update statement must be signed by Enrolled Affiliate's authorized representative.
  - (vi) **True-up order period.** The true-up order or update statement must be received by Microsoft between 60 and 30 days prior to each Enrollment anniversary date. The third-year true-up order or update statement is due within 30 days prior to the Expiration Date,



and any license reservations within this 30 day period will not be accepted. Enrolled Affiliate may submit true-up orders more often to account for increases in Product usage, but an annual true-up order or update statement must still be submitted during the annual order period.

**(vii) Late true-up order.** If the true-up order or update statement is not received when due:

- 1) Microsoft will invoice Reseller for all Reserved Licenses not previously ordered and
- 2) Subscription License reductions cannot be reported until the following Enrollment anniversary date (or at Enrollment renewal, as applicable).

**h. Step-up Licenses.** For Licenses eligible for a step-up under this Enrollment, Enrolled Affiliate may step-up to a higher edition or suite as follows:

- (i) For step-up Licenses included on an initial order, Enrolled Affiliate may order according to the true-up process.
- (ii) If step-up Licenses are not included on an initial order, Enrolled Affiliate may step-up initially by following the process described in the Section titled "Adding new Products not previously ordered," then for additional step-up Licenses, by following the true-up order process.

**i. Clerical errors.** Microsoft may correct clerical errors in this Enrollment, and any documents submitted with or under this Enrollment, by providing notice by email and a reasonable opportunity for Enrolled Affiliate to object to the correction. Clerical errors include minor mistakes, unintentional additions and omissions. This provision does not apply to material terms, such as the identity, quantity or price of a Product ordered.

**j. Verifying compliance.** Microsoft may, in its discretion and at its expense, verify compliance with this Enrollment as set forth in the Enterprise Agreement.

### **3. Pricing.**

**a. Price Levels.** For both the initial and any renewal term Enrolled Affiliate's Price Level for all Products ordered under this Enrollment will be Level "D" throughout the term of the Enrollment.

**b. Setting Prices.** Enrolled Affiliate's prices for each Product or Service will be established by its Reseller. As long as Enrolled Affiliate continues to qualify for the same price level, Microsoft's prices for Resellers for each Product or Service will be fixed throughout the applicable initial or renewal Enrollment term. Price levels and Microsoft's prices to Resellers are reestablished at the beginning of the renewal term. However, if Enrolled Affiliate qualifies for a different price level during the applicable initial or renewal term, Microsoft may at its discretion establish a new price level for future new orders either upon Enrolled Affiliate's request or on its own initiative. Any changes will be based upon price level rules in the Product Selection Form.

### **4. Payment terms.**

For the initial or renewal order, Enrolled Affiliate may pay upfront or elect to spread its payments over the applicable Enrollment term. If an upfront payment is elected, Microsoft will invoice Enrolled Affiliate's Reseller in full upon acceptance of this Enrollment. If spread payments are elected, unless indicated otherwise, Microsoft will invoice Enrolled Affiliate's Reseller in three equal annual installments. The first installment will be invoiced upon Microsoft's acceptance of this Enrollment and on each Enrollment anniversary date. Subsequent orders are invoiced upon acceptance of the order and Enrolled Affiliate may elect to pay annually or upfront for Online Services and upfront for all other Licenses.

## 5. **End of Enrollment term and termination.**

- a. **General.** At the Expiration Date, Enrolled Affiliate must immediately order and pay for Licenses for Products it has used but has not previously submitted an order, except as otherwise provided in this Enrollment.
- b. **Renewal Option.** At the Expiration Date of the initial term, Enrolled Affiliate can renew Products by renewing the Enrollment for one additional 36 full calendar month term or signing a new Enrollment. Microsoft must receive a Renewal Form, Product Selection Form, and renewal order prior to or at the Expiration Date. The renewal term will start on the day following the Expiration Date. Microsoft will not unreasonably reject any renewal. Microsoft may make changes to this program that will make it necessary for Customer and its Enrolled Affiliates to enter into new agreements and Enrollments at renewal.
- c. **If Enrolled Affiliate elects not to renew.**
  - (i) **Software Assurance.** If Enrolled Affiliate elects not to renew Software Assurance for any Product under its Enrollment, then Enrolled Affiliate will not be permitted to order Software Assurance later without first acquiring a new License with Software Assurance.
  - (ii) **Online Services eligible for an Extended Term.** For Online Services identified as eligible for an Extended Term in the Product Terms, the following options are available at the end of the Enrollment initial or renewal term.
    - 1) **Extended Term.** Licenses for Online Services will automatically expire in accordance with the terms of the Enrollment. An extended term feature that allows Online Services to continue month-to-month ("Extended Term") is available. During the Extended Term, Online Services will be invoiced monthly at the then-current published price for Enrolled Affiliate's price level as of the Expiration Date plus a 3% administrative fee for up to one year. If Enrolled Affiliate does want an Extended Term, Reseller must submit a request to Microsoft. Microsoft must receive the request not less than 30 days prior to the Expiration Date.
    - 2) **Cancellation during Extended Term.** If Enrolled Affiliate has opted for the Extended Term and later determines not to continue with the Extended Term, Reseller must submit a notice of cancellation for each Online Service. Cancellation will be effective at the end of the month following 30 days after Microsoft has received the notice.
  - (iii) **Subscription Licenses and Online Services not eligible for an Extended Term.** If Enrolled Affiliate elects not to renew, the Licenses will be cancelled and will terminate as of the Expiration Date. Any associated media must be uninstalled and destroyed and Enrolled Affiliate's Enterprise must discontinue use. Microsoft may request written certification to verify compliance.
- d. **Termination for cause.** Any termination for cause of this Enrollment will be subject to the "Termination for cause" section of the Agreement. In addition, it shall be a breach of this Enrollment if Enrolled Affiliate or any Affiliate in the Enterprise that uses Government Community Cloud Services fails to meet and maintain the conditions of membership in the definition of Community.
- e. **Early termination.** Any Early termination of this Enrollment will be subject to the "Early Termination" Section of the Enterprise Agreement.

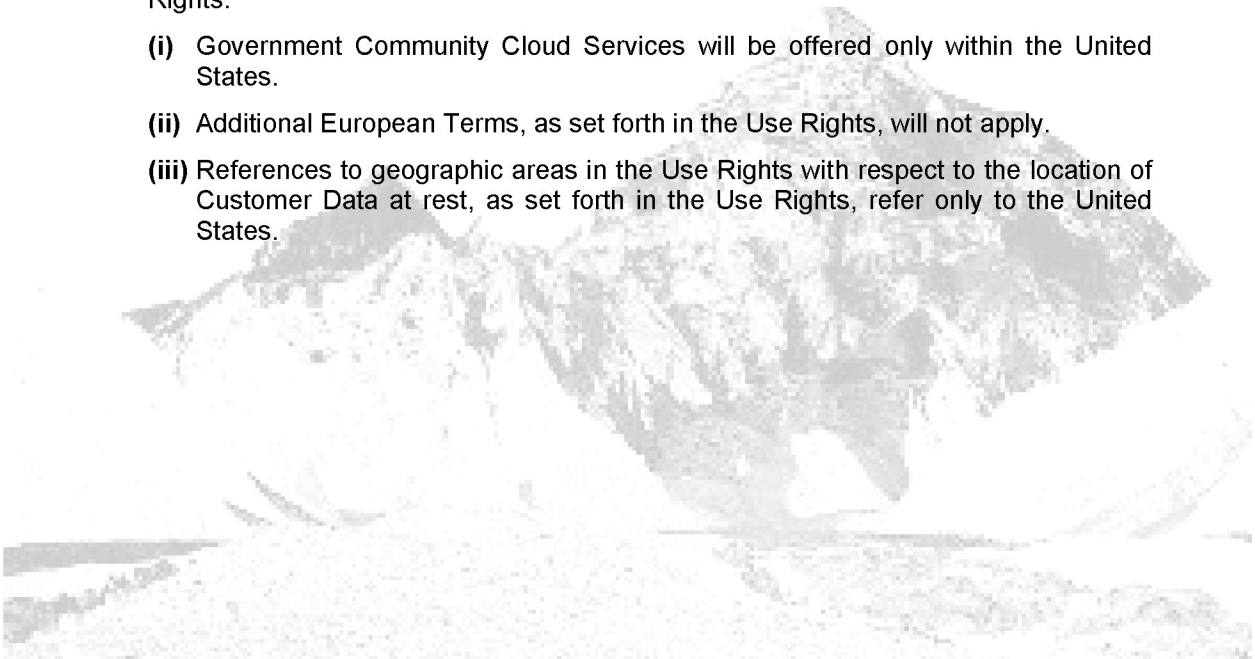
For Subscription Licenses, in the event of a breach by Microsoft, or if Microsoft terminates an Online Service for regulatory reasons, Microsoft will issue Reseller a credit for any amount paid in advance for the period after termination.

## 6. **Government Community Cloud.**

- a. **Community requirements.** If Enrolled Affiliate purchases Government Community

Cloud Services, Enrolled Affiliate certifies that it is a member of the Community and agrees to use Government Community Cloud Services solely in its capacity as a member of the Community and, for eligible Government Community Cloud Services, for the benefit of end users that are members of the Community. Use of Government Community Cloud Services by an entity that is not a member of the Community or to provide services to non-Community members is strictly prohibited and could result in termination of Enrolled Affiliate's license(s) for Government Community Cloud Services without notice. Enrolled Affiliate acknowledges that only Community members may use Government Community Cloud Services.

- b. All terms and conditions applicable to non-Government Community Cloud Services also apply to their corresponding Government Community Cloud Services, except as otherwise noted in the Use Rights, Product Terms, and this Enrollment.
- c. Enrolled Affiliate may not deploy or use Government Community Cloud Services and corresponding non-Government Community Cloud Services in the same domain.
- d. **Use Rights for Government Community Cloud Services.** For Government Community Cloud Services, notwithstanding anything to the contrary in the Use Rights:
  - (i) Government Community Cloud Services will be offered only within the United States.
  - (ii) Additional European Terms, as set forth in the Use Rights, will not apply.
  - (iii) References to geographic areas in the Use Rights with respect to the location of Customer Data at rest, as set forth in the Use Rights, refer only to the United States.





## Enrollment Details

### 1. Enrolled Affiliate's Enterprise.

- a. Identify which Agency Affiliates are included in the Enterprise. (Required) Enrolled Affiliate's Enterprise must consist of entire offices, bureaus, agencies, departments or other entities of Enrolled Affiliate, not partial offices, bureaus, agencies, or departments, or other partial entities. Check only one box in this section. If no boxes are checked, Microsoft will deem the Enterprise to include the Enrolled Affiliate only. If more than one box is checked, Microsoft will deem the Enterprise to include the largest number of Affiliates:

☒ Enrolled Affiliate only

☐ Enrolled Affiliate and all Affiliates

☐ Enrolled Affiliate and the following Affiliate(s) (Only identify specific affiliates to be included if fewer than all Affiliates are to be included in the Enterprise):

☐ Enrolled Affiliate and all Affiliates, with following Affiliate(s) excluded:

- b. Please indicate whether the Enrolled Affiliate's Enterprise will include all new Affiliates acquired after the start of this Enrollment: Include future Affiliates

### 2. Contact information.

Each party will notify the other in writing if any of the information in the following contact information page(s) changes. The asterisks (\*) indicate required fields. By providing contact information, Enrolled Affiliate consents to its use for purposes of administering this Enrollment by Microsoft, its Affiliates, and other parties that help administer this Enrollment. The personal information provided in connection with this Enrollment will be used and protected in accordance with the privacy statement available at <https://www.microsoft.com/licensing/servicecenter>.

- a. **Primary contact.** This contact is the primary contact for the Enrollment from within Enrolled Affiliate's Enterprise. This contact is also an Online Administrator for the Volume Licensing Service Center and may grant online access to others. The primary contact will be the default contact for all purposes unless separate contacts are identified for specific purposes

**Name of entity (must be legal entity name)\*** City of Auburn

**Contact name\* First** Paul **Last** Haugan

**Contact email address\*** phaugan@auburnwa.gov

**Street address\*** 25 West Main

**City\*** Auburn

**State/Province\*** WA  
**Postal code\*** 98001-4916  
(For U.S. addresses, please provide the zip + 4, e.g. xxxxx-xxxx)  
**Country\*** United States  
**Phone\*** 253-804-5078  
**Tax ID**  
*\* indicates required fields*

- b. Notices contact and Online Administrator.** This contact (1) receives the contractual notices, (2) is the Online Administrator for the Volume Licensing Service Center and may grant online access to others, and (3) is authorized for applicable Online Services to add or reassign Licenses and step-up prior to a true-up order.

☒ Same as primary contact (default if no information is provided below, even if the box is not checked).

**Contact name\*** First Last

**Contact email address\***

**Street address\***

**City\***

**State/Province\***

**Postal code\*** -

(For U.S. addresses, please provide the zip + 4, e.g. xxxxx-xxxx)

**Country\***

**Phone\***

**Language preference.** Choose the language for notices. English

☐ This contact is a third party (not the Enrolled Affiliate). Warning: This contact receives personally identifiable information of the Customer and its Affiliates.

*\* indicates required fields*

- c. Online Services Manager.** This contact is authorized to manage the Online Services ordered under the Enrollment and (for applicable Online Services) to add or reassign Licenses and step-up prior to a true-up order.

☒ Same as notices contact and Online Administrator (default if no information is provided below, even if box is not checked)

**Contact name\*: First Last**

**Contact email address\***

**Phone\***

☐ This contact is from a third party organization (not the entity). Warning: This contact receives personally identifiable information of the entity.

*\* indicates required fields*

- d. Reseller information.** Reseller contact for this Enrollment is:

**Reseller company name\*** SoftwareONE, Inc.

**Street address (PO boxes will not be accepted)\*** 20875 Crossroads Circle, Suite 1

**City\*** Waukesha

**State/Province\*** WI

**Postal code\*** 53186-4093

**Country\*** United States

**Contact name\*** MS\* Admin

**Phone\*** 262-317-5555

**Contact email address\*** ms-admin.us@softwareone.com

*\* indicates required fields*

By signing below, the Reseller identified above confirms that all information provided in this Enrollment is correct.

|                                                                                          |
|------------------------------------------------------------------------------------------|
| <b>Signature*</b> _____<br><b>Printed name*</b><br><b>Printed title*</b><br><b>Date*</b> |
|------------------------------------------------------------------------------------------|

*\* indicates required fields*

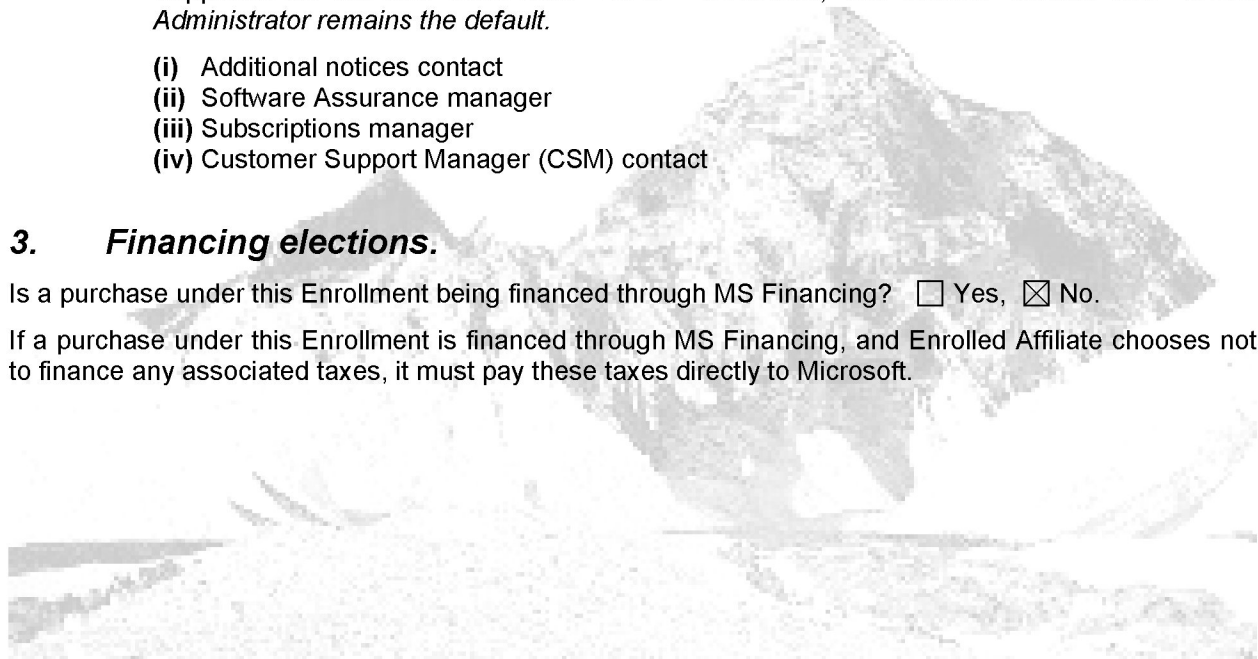
**Changing a Reseller.** If Microsoft or the Reseller chooses to discontinue doing business with each other, Enrolled Affiliate must choose a replacement Reseller. If Enrolled Affiliate or the Reseller intends to terminate their relationship, the initiating party must notify Microsoft and the other party using a form provided by Microsoft at least 90 days prior to the date on which the change is to take effect.

- e. If Enrolled Affiliate requires a separate contact for any of the following, attach the Supplemental Contact Information form. *Otherwise, the notices contact and Online Administrator remains the default.*
- (i) Additional notices contact
  - (ii) Software Assurance manager
  - (iii) Subscriptions manager
  - (iv) Customer Support Manager (CSM) contact

### 3. ***Financing elections.***

Is a purchase under this Enrollment being financed through MS Financing? ☐ Yes, ☒ No.

If a purchase under this Enrollment is financed through MS Financing, and Enrolled Affiliate chooses not to finance any associated taxes, it must pay these taxes directly to Microsoft.





## AGENDA BILL APPROVAL FORM

**Agenda Subject:**

Ordinance No. 6582 (10 Minute Presentation/10 Minute Q&A)

**Date:**

January 5, 2016

**Department:**

CD & PW

**Attachments:**

[Draft Ordinance No. 6582](#)

[Existing Restricted Parking Zone Map](#)

**Budget Impact:**

\$0

**Administrative Recommendation:**

For discussion only.

**Background Summary:**

Ordinance No. 6582 is a proposal to amend Chapter 10.41.020, Restricted Parking Zones, of the Auburn City Code.

This code was first enacted in 2009 on a limited basis for the use of restricted parking zones within the City and was specifically used for D Street NW between Main Street and 3rd Street NW. In this situation, the properties along the roadway have a mixture of school, residential and commercial uses and the City desired to implement restricted parking hours along the roadway. However, there was also a desire to not detrimentally impact the residential properties with limited to no off-street parking available. This code was developed to allow property owners along a street to have the ability to park up to 3 vehicles and 1 visitor on their street using a permit and signing the street as "Permit Parking Only".

As an example, if the desire is to restrict or limit parking along a street to reduce the amount of commuter parking but off-site parking for residents does not exist, the City could restrict parking to 3 hours during the daytime and allow Permit Parking from 6pm to 7am. This would allow property owners to park on the street over night without needing to move their car every 3 hours.

With the implementation of parking restrictions within much of the downtown area per the Council approved Parking Management Plan. There may be instances in the future where the use of restricted parking zones outside of the D Street NW location could make sense to better serve the residents of properties that have limited off-street parking available.



The proposed code revisions removes language specific to D Street NW and allows the City Engineer to manage and determine other locations that this parking option may be used. At this time, there are no additional locations proposed beyond the existing D Street NW location.

**Reviewed by Council Committees:**

**Councilmember:**

**Staff:** Snyder

**Meeting Date:** January 11, 2016

**Item Number:** DI.B

## **ORDINANCE NO. 6 5 8 2**

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF AUBURN, WASHINGTON, AMENDING SECTION 10.41.020 OF THE AUBURN CITY CODE, ENTITLED "RESTRICTED PARKING ZONE ESTABLISHED" FOR THE PURPOSE OF REVISING CODE LANGUAGE TO CLARIFY INTENT

WHEREAS, a review of the current Auburn City Code provisions revealed a need to clarify the language regarding the applicability of the City's Parking Code within the City; and

WHEREAS, the original Code, as it could be read, could be construed to only apply to D Street NW, within the City; and

WHEREAS, the parking restrictions within the Auburn downtown area have been recently modified with the adoption of the City's Parking Management Plan; and

WHEREAS, the limitation of on street parking to 3 hour maximum may create unintended difficulties for signal family residences within the downtown area; and

WHEREAS, it is appropriate for the City to have the flexibility to apply the restricted parking zones as needed to address residential concerns.

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

Section 1. AMENDMENT TO CITY CODE. That Section 10.40 1.020 of the Auburn City Code be, and the same hereby is, amended to read as follows:

**10.41.020 Restricted parking zone established.**

A. ~~A restricted parking zone is established on the east side of D Street Northwest between West Main Street and 3rd Street Northwest. Parking Monday~~

~~through Friday from 9:00 a.m. to 5:00 p.m. will only be allowed by permit.~~ The locations of restricted parking zones and the day and hours that the restricted parking zone is in effect shall be established by the city engineer.

B. ~~Each property located on the east side of D Street between Main Street and 3rd Street Northwest shall be allowed a maximum of three parking permits plus one visitor permit. Parking permits will be issued to property owners or occupants.~~ Each property located within a restricted parking zone shall be allowed a maximum of three parking permits plus one visitor permit. Parking permits will be issued to property owners or occupants

C. The permit shall be hung from the rearview mirror of the vehicle, with the permit number and expiration date clearly visible through the windshield. If there is no rearview mirror, the placard shall be placed on the dashboard of the vehicle on the driver's side of the vehicle, so that the permit number and expiration date are clearly visible through the windshield.

D. Motorcycles parked in the restricted parking zone are exempt from the permitting process.

~~E. The city engineer shall identify and make available for review maps of areas of the city in which the restricted parking zones are located.~~ (Ord. 6267 § 1, 2009.)

Section 2. ADMINISTRATIVE IMPLEMENTATION. The Mayor is hereby authorized to implement such administrative procedures as may be necessary to carry out the directions of this ordinance.

Section 3. SEVERABILITY. If any portion of this Ordinance or its application to any person or circumstances is held invalid, the remainder of the Ordinance or the application of the provision to other persons or circumstances shall not be affected.

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.

FIRST READING: \_\_\_\_\_

SECOND READING: \_\_\_\_\_

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

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

ATTEST:

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

\_\_\_\_\_  
Danielle E. Daskam, City Clerk

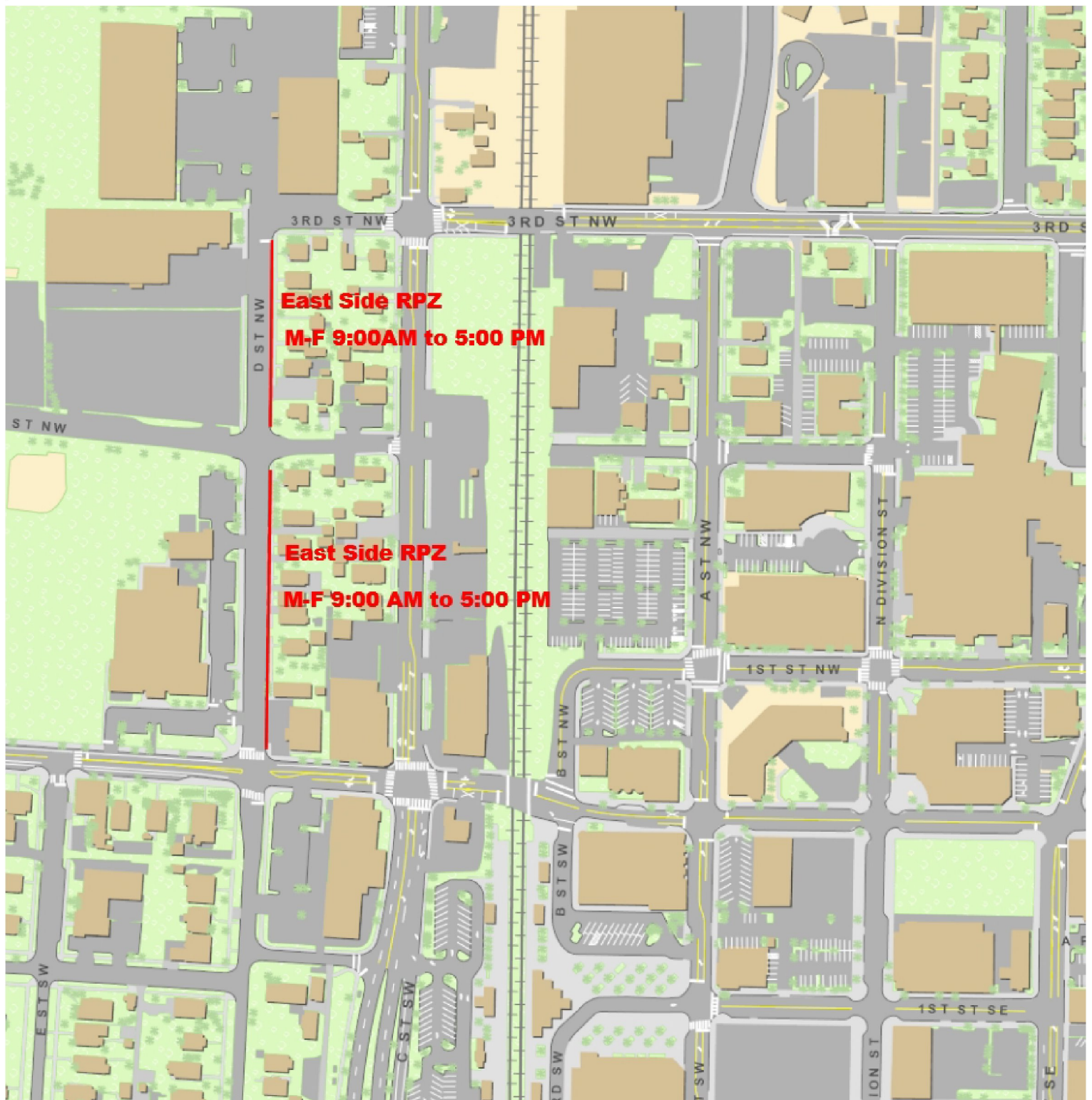
APPROVED AS TO FORM:

\_\_\_\_\_  
Daniel B. Heid, City Attorney

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



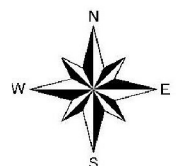
## Restricted Parking Zones (As Of 12/2/2015)



Printed Date:12/2/2015

Map Created by City of Auburn eGIS

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.





## AGENDA BILL APPROVAL FORM

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**Agenda Subject:**

2005/2006A Bond Refunding (10 Minute Presentation/10 Minutes Q&A)

**Date:**

January 5, 2016

**Department:**

Finance

**Attachments:**

[Memo](#)

**Budget Impact:**

\$0

**Administrative Recommendation:**

For discussion only.

**Background Summary:**

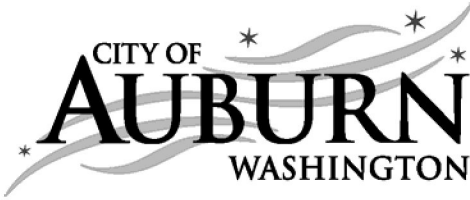
For review and discussion only.

**Reviewed by Council Committees:****Councilmember:****Staff:**

Coleman

**Meeting Date:** January 11, 2016

**Item Number:** DI.C



## Interoffice Memorandum

**To:** City Council  
**From:** Shelley Coleman, Finance Director  
**CC:** Nancy Backus, Mayor  
**Date:** January 6, 2016  
**Re:** 2005 and 2006A LTGO Bond Refunding

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The City has two outstanding bond issues eligible for refunding which would take advantage of the low interest rate environment; the 2005 and 2006A LTGO Bonds, which were issued for the construction of airport hangar rows 9 and 10 and the golf course and cemetery improvements, respectively.

The refunding will be considered a private placement versus a public sale. Investors purchasing these bonds would be an accredited financial (Bank) or institutional investor (Insurance or retirement funds). A public sale would require the City to issue an official statement, consider a bond rating review, and bring the bond issue under the purview of the Municipal Securities Rulemaking Board (MSRB), all of which would be a significant staff effort now and over the life of the issue.

The par value of the outstanding bonds is \$680,000 for the airport and \$3,005,000 for the golf course for a total of \$3,685,000. The average coupon (interest) rate on these bonds is 4.5%. The refundings will be consolidated into one bond ordinance with an average estimated coupon rate of 2.25%. A good analogy for this would be similar to refinancing your home mortgage for a lower interest rate which lowers the monthly payment over the life of the mortgage.

The estimated Net Present Value (NPV) savings is 6.74% or approximately \$262,000. The NPV is the value of the annual savings in today's dollars. The City's debt policy requires a minimum 4% NPV savings for refundings. Therefore should the bond interest rate environment change over the next 60 – 90 days and this savings threshold is not achievable, the refunding bonds will not be issued.



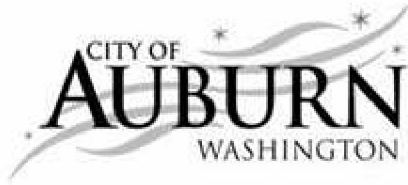
| Savings                                             |                    |                  |                |
|-----------------------------------------------------|--------------------|------------------|----------------|
| City of Auburn                                      |                    |                  |                |
| Limited Tax General Obligation Refunding Bond, 2016 |                    |                  |                |
| Combining Refunding 2005 & 2006A LTGO Bonds         |                    |                  |                |
| Year                                                | Prior Debt Service | New Debt Service | Annual Savings |
| 2016                                                | \$ 315,825         | \$ 293,535       | \$ 22,290      |
| 2017                                                | 604,075            | 572,125          | 31,950         |
| 2018                                                | 604,050            | 571,100          | 32,950         |
| 2019                                                | 613,125            | 579,850          | 33,275         |
| 2020                                                | 415,850            | 388,150          | 27,700         |
| 2021                                                | 411,450            | 385,500          | 25,950         |
| 2022                                                | 411,600            | 382,738          | 28,862         |
| 2023                                                | 411,075            | 384,863          | 26,212         |
| 2024                                                | 414,875            | 386,762          | 28,113         |
| 2025                                                | 412,776            | 383,438          | 29,338         |
|                                                     | \$ 4,614,701       | \$ 4,328,061     | \$ 286,640     |
| Present Value of Cash Savings                       |                    |                  | \$ 261,680     |

Deanna Gregory with Pacifica Law Group will be present on February 1 to answer any questions about the ordinance or the issue.

### Preliminary Calendar 1/11/2016

|                  |                                                        |
|------------------|--------------------------------------------------------|
| January 27       | Bond ordinance available for Council packets           |
| February 1       | First reading of bond ordinance                        |
| February 16      | Second reading/Council approves bond ordinance         |
| February 17      | Request for proposal – term sheet distributed to banks |
| March 1          | Responses from banks due                               |
| March 3          | Select purchaser, negotiate final terms, lock in rates |
| Week of March 7  | Finalize legal documents                               |
| Week of March 21 | Closing and delivery of proceeds                       |





## AGENDA BILL APPROVAL FORM

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**Agenda Subject:**

CDBG Funding Update (15 Minute Presentation/10 Minute Q&A)

**Date:**

January 6, 2016

**Department:**

Administration

**Attachments:**

[2015 Action Plan](#)

**Budget Impact:**

\$0

**Administrative Recommendation:****Background Summary:**

Update on Community Development Block Grant (CDBG) funding as it relates to current 2015 approved action plan and possible changes for future funding decisions.

**Reviewed by Council Committees:****Councilmember:****Staff:**

Hinman

**Meeting Date:** January 11, 2016

**Item Number:** DI.D

## Expected Resources

### AP-15 Expected Resources - 91.420(b), 91.220(c)(1,2)

#### Introduction

The City of Auburn anticipates funding for the duration of the Consolidated Plan from

- CDBG
- City of Auburn General Fund allocation for Community Services

#### Anticipated Resources

| Program      | Source of Funds  | Uses of Funds        | Expected Amount Available Year 1 |                    |                          |           | Expected Amount Available Reminder of ConPlan \$ | Narrative Description |
|--------------|------------------|----------------------|----------------------------------|--------------------|--------------------------|-----------|--------------------------------------------------|-----------------------|
|              |                  |                      | Annual Allocation: \$            | Program Income: \$ | Prior Year Resources: \$ | Total: \$ |                                                  |                       |
| CDBG         | public - federal | Acquisition          |                                  |                    |                          |           |                                                  |                       |
|              |                  | Admin and Planning   |                                  |                    |                          |           |                                                  |                       |
|              |                  | Economic Development |                                  |                    |                          |           |                                                  |                       |
|              |                  | Housing              |                                  |                    |                          |           |                                                  |                       |
|              |                  | Public Improvements  |                                  |                    |                          |           |                                                  |                       |
|              |                  | Public Services      | 519,114                          | 0                  | 0                        | 519,114   | 2,076,456                                        |                       |
| General Fund | public - local   | Public Services      | 500,000                          | 0                  | 0                        | 500,000   | 2,000,000                                        |                       |

Table 1 - Expected Resources – Priority Table

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

The City of Auburn relies on CDBG funds to support community and economic development projects and activities in efforts to support low to moderate income populations become self-sufficient and sustain affordable housing. However, CDBG funds are not the only source of funds the City uses to support community projects and activities. The City's general funds are used to support community projects in addition to CDBG funds.

CDBG funds do not require matching funds.

**If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan**

N/A

#### **Discussion**

The City of Auburn will use CDBG funds to support all eligible projects and activities that align with CDBG guidelines and regulations.

## Annual Goals and Objectives

### AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)

#### Goals Summary Information

| Sort Order | Goal Name                            | Start Year | End Year | Category                             | Geographic Area | Needs Addressed                                                                | Funding            | Goal Outcome Indicator                                                                                                                                                                     |
|------------|--------------------------------------|------------|----------|--------------------------------------|-----------------|--------------------------------------------------------------------------------|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1          | Ensure a Suitable Living Environment | 2015       | 2019     | Non-Housing Community Development    |                 | Homeless Prevention and Intervention<br>Economic Opportunity                   | CDBG:<br>\$66,664  | Public service activities other than Low/Moderate Income Housing Benefit: 15 Persons Assisted<br>Public service activities for Low/Moderate Income Housing Benefit: 55 Households Assisted |
| 2          | End Homelessness                     | 2015       | 2019     | Homeless                             |                 | Homeless Prevention and Intervention                                           | CDBG:<br>\$62,500  | Homeless Person Overnight Shelter: 5 Persons Assisted<br>Homelessness Prevention: 30 Persons Assisted                                                                                      |
| 3          | Ensure Decent, Affordable Housing    | 2015       | 2019     | Affordable Housing<br>Public Housing |                 | Affordable Housing Development and Preservation<br>Neighborhood Revitalization | CDBG:<br>\$289,950 | Public service activities other than Low/Moderate Income Housing Benefit: 30 Persons Assisted<br>Homeowner Housing Rehabilitated: 55 Household Housing Unit                                |
| 4          | Planning and Administration          | 2015       | 2015     | Planning and Administration          |                 |                                                                                | CDBG:<br>\$100,000 |                                                                                                                                                                                            |

Table 2 – Goals Summary

Annual Action Plan  
2015

3



### Goal Descriptions

|   |                  |                                      |
|---|------------------|--------------------------------------|
| 1 | Goal Name        | Ensure a Suitable Living Environment |
|   | Goal Description |                                      |
| 2 | Goal Name        | End Homelessness                     |
|   | Goal Description |                                      |
| 3 | Goal Name        | Ensure Decent, Affordable Housing    |
|   | Goal Description |                                      |
| 4 | Goal Name        | Planning and Administration          |
|   | Goal Description |                                      |

## **AP-35 Projects - 91.420, 91.220(d)**

### **Introduction**

Auburn's Annual Action Plan provides descriptions of proposals of how funds will be prioritized to achieve goals identified in the Consolidated Plan. Projects funded by the City will address the priority needs of providing assistance to prevent homelessness, ensure affordable housing and a suitable living environment. Projects and programs are selected through a competitive application process to ensure optimal quality services is provided to the community in use of the funds.

| # | Project Name                   |
|---|--------------------------------|
| 1 | HOUSING REPAIR                 |
| 3 | ADMINISTRATION                 |
| 4 | HEALTHPOINT                    |
| 5 | Employment Training Program    |
| 6 | Youth Outreach Center          |
| 7 | GRCC SMALL BUSINESS ASSISTANCE |

**Table 3 – Project Information**

**Describe the reasons for allocation priorities and any obstacles to addressing underserved needs**

The allocations proposed are based on the assessment of Auburn's needs, the resources available in the region, the availability of other funds also focusing on needs, and the purpose of Consolidated Plan funds.

Should CDBG revenues exceed the proposed amount, the additional resources shall be allocated in accordance to the following guidelines:

- Fill gaps in human services primarily healthcare, homeless prevention and intervention and affordable housing accessibility.
- Increase funding for physical development activities including housing, community facilities and economic development.

If increases are not significant enough to enhance projects or activities funds may be placed in contingency for programming later in the year or the following program year.

Should CDBG revenues come in lower than anticipated; the City will continue with its planned policy and to the extent allowed reduce funding allocations in physical development projects and administrative activities. Public service project funds will not be decreased.

Should CDBG revenues come in less than originally proposed, the City will continue managing the programs with decreased resources to the extent possible and reduce funding allocations in administrative activities and not public services.

If exceeded revenues are not significant enough to enhance or fund a project, funds may be placed in contingency for programming later in the year or in the next program year.

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**AP-38 Project Summary**  
**Project Summary Information**

Annual Action Plan  
2015

7



|   |                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---|------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | <b>Project Name</b>                                                                            | HOUSING REPAIR                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|   | <b>Target Area</b>                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|   | <b>Goals Supported</b>                                                                         | Ensure a Suitable Living Environment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|   | <b>Needs Addressed</b>                                                                         | Affordable Housing Development and Preservation<br>Neighborhood Revitalization                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|   | <b>Funding</b>                                                                                 | CDBG: \$249,950                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|   | <b>Description</b>                                                                             | Maintain the affordability of decent housing for very low-income Auburn residents by providing repairs necessary to maintain suitable housing for 55 Auburn homeowners, including 30 home-owners who are senior citizens and 5 homeowners who lack safe access in or out of their homes due to physical disabilities or impairment.                                                                                                                                                                                                                  |
|   | <b>Target Date</b>                                                                             | 12/31/2015                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|   | <b>Estimate the number and type of families that will benefit from the proposed activities</b> | Auburn's Housing Repair program is targeted towards low to extremely low income homeowners who are Auburn residents and are of the senior and/or disabled population.<br><br>The program will approximately serve 55 homeowners by the end of the year. However, this number may fluctuate depending on the types of home repairs requested and the number of applications received. For example if the majority of requests are low cost housing repairs then there will be more funds available resulting in a higher number of homeowners served. |
|   | <b>Location Description</b>                                                                    | Recipients of Housing Repair Program services must reside within Auburn City limits.                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 2 | <b>Planned Activities</b>                                                                      | Activities include minor home repairs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|   | <b>Project Name</b>                                                                            | ADMINISTRATION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|   | <b>Target Area</b>                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|   | <b>Goals Supported</b>                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|   | <b>Needs Addressed</b>                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|   | <b>Funding</b>                                                                                 | CDBG: \$100,000                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|   | <b>Description</b>                                                                             | General administration and project management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|   | <b>Target Date</b>                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

|   |                                                                                                |                                                                                                                                                                                                                                                         |
|---|------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   | <b>Estimate the number and type of families that will benefit from the proposed activities</b> |                                                                                                                                                                                                                                                         |
|   | <b>Location Description</b>                                                                    | 25 West Main Street, Auburn, WA                                                                                                                                                                                                                         |
|   | <b>Planned Activities</b>                                                                      |                                                                                                                                                                                                                                                         |
| 3 | <b>Project Name</b>                                                                            | HEALTHPOINT                                                                                                                                                                                                                                             |
|   | <b>Target Area</b>                                                                             |                                                                                                                                                                                                                                                         |
|   | <b>Goals Supported</b>                                                                         | Ensure a Suitable Living Environment<br>End Homelessness                                                                                                                                                                                                |
|   | <b>Needs Addressed</b>                                                                         | Homeless Prevention and Intervention<br>Neighborhood Revitalization                                                                                                                                                                                     |
|   | <b>Funding</b>                                                                                 | CDBG: \$62,500                                                                                                                                                                                                                                          |
|   | <b>Description</b>                                                                             | Create a suitable living environment by making the availability of health care available to 235 or more low-income, Auburn residents by allocating \$62,500 to HealthPoint for the operation of its clinic in Auburn. This project is a public service. |
|   | <b>Target Date</b>                                                                             | 12/31/2015                                                                                                                                                                                                                                              |
|   | <b>Estimate the number and type of families that will benefit from the proposed activities</b> | An estimate of over 235 low income families will benefit from services at Health Point.                                                                                                                                                                 |
|   | <b>Location Description</b>                                                                    | 126 Auburn Avenue, Suite 300, Auburn, WA 98002                                                                                                                                                                                                          |
|   | <b>Planned Activities</b>                                                                      | Activities include medical and dental services to residents of Auburn.                                                                                                                                                                                  |
| 4 | <b>Project Name</b>                                                                            | Employment Training Program                                                                                                                                                                                                                             |
|   | <b>Target Area</b>                                                                             |                                                                                                                                                                                                                                                         |
|   | <b>Goals Supported</b>                                                                         | Ensure a Suitable Living Environment<br>End Homelessness                                                                                                                                                                                                |
|   | <b>Needs Addressed</b>                                                                         | Homeless Prevention and Intervention<br>Economic Opportunity                                                                                                                                                                                            |
|   | <b>Funding</b>                                                                                 | CDBG: \$15,000                                                                                                                                                                                                                                          |
|   | <b>Description</b>                                                                             | Create economic opportunities by providing training to approximately 15 very-low income Auburn residents so that at least half of them can find and sustain a job. This project is a public service.                                                    |

|   |                                                                                                |                                                                                                                                                                                                                                                                 |
|---|------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   | <b>Target Date</b>                                                                             | 12/31/2015                                                                                                                                                                                                                                                      |
|   | <b>Estimate the number and type of families that will benefit from the proposed activities</b> | It is estimated that 15 low to moderate income families will benefit from the proposed activities.                                                                                                                                                              |
|   | <b>Location Description</b>                                                                    | 1200 South 336th Street, Federal Way, WA                                                                                                                                                                                                                        |
|   | <b>Planned Activities</b>                                                                      | Planned activities include employment assistance to Auburn residents.                                                                                                                                                                                           |
| 5 | <b>Project Name</b>                                                                            | Youth Outreach Center                                                                                                                                                                                                                                           |
|   | <b>Target Area</b>                                                                             |                                                                                                                                                                                                                                                                 |
|   | <b>Goals Supported</b>                                                                         | Ensure a Suitable Living Environment                                                                                                                                                                                                                            |
|   | <b>Needs Addressed</b>                                                                         | Neighborhood Revitalization                                                                                                                                                                                                                                     |
|   | <b>Funding</b>                                                                                 | CDBG: \$51,664                                                                                                                                                                                                                                                  |
|   | <b>Description</b>                                                                             | Create a suitable living environment by making available a youth center for Auburn's residents.                                                                                                                                                                 |
|   | <b>Target Date</b>                                                                             | 12/31/2015                                                                                                                                                                                                                                                      |
|   | <b>Estimate the number and type of families that will benefit from the proposed activities</b> | The City of Auburn estimates an average of 50 residents will benefit from the proposed activities.                                                                                                                                                              |
|   | <b>Location Description</b>                                                                    | Les Gove Community Campus                                                                                                                                                                                                                                       |
| 6 | <b>Planned Activities</b>                                                                      | Activities intended to be provided at the Community Center include but are not limited to: recreational activities health, fitness and wellness programs, art, craft and music, community education, specialty classes, expanded youth and pre-school programs, |
|   | <b>Project Name</b>                                                                            | GRCC SMALL BUSINESS ASSISTANCE                                                                                                                                                                                                                                  |
|   | <b>Target Area</b>                                                                             |                                                                                                                                                                                                                                                                 |
|   | <b>Goals Supported</b>                                                                         | Ensure a Suitable Living Environment                                                                                                                                                                                                                            |
|   | <b>Needs Addressed</b>                                                                         | Economic Opportunity                                                                                                                                                                                                                                            |
|   | <b>Funding</b>                                                                                 | CDBG: \$40,000                                                                                                                                                                                                                                                  |
|   | <b>Description</b>                                                                             | Create economic opportunities by providing the availability and access to counseling and training for approximately 25 Auburn residents who are either trying to sustain or create a small business and collectively generate 10 or more jobs.                  |

|  |                                                                                                |                                                                                                                      |
|--|------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
|  | <b>Target Date</b>                                                                             | 12/31/2015                                                                                                           |
|  | <b>Estimate the number and type of families that will benefit from the proposed activities</b> | 25 Auburn residents will benefit from the proposed activities.                                                       |
|  | <b>Location Description</b>                                                                    | 108 South Division Street, Auburn, Washington                                                                        |
|  | <b>Planned Activities</b>                                                                      | Business classes and other supportive assistance for business owners in Auburn to create or expand small businesses. |

## **AP-50 Geographic Distribution - 91.420, 91.220(f)**

**Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed**

The City of Auburn intends on distributing funds throughout the jurisdiction.

### **Geographic Distribution**

| Target Area | Percentage of Funds |
|-------------|---------------------|
|             |                     |

**Table 4 - Geographic Distribution**

### **Rationale for the priorities for allocating investments geographically**

n/a

### **Discussion**

Due to the fact that areas of low-income and minority concentrations are dispersed throughout all of Auburn, the City intends on investing throughout the entire jurisdiction to ensure that all populations throughout the region have access to beneficial programs and housing opportunities.





## **AP-85 Other Actions - 91.420, 91.220(k)**

### **Introduction**

The City of Auburn will continue to work with service providers throughout the region in coordination to develop systems and strategies to promote their efforts in providing optimal, easily accessible services. The City will work to reduce the number of families in poverty, sustain relationships with employment training agencies, and work to preserve the affordable housing stock in our community.

### **Actions planned to address obstacles to meeting underserved needs**

By establishing a strong foundation of networks between local service providers, stakeholders and government agencies through committees and coalitions, the City will work in partnership to address obstacles and ameliorate barriers to meeting underserved needs. The collaborated organizations will develop detailed strategic plans that will delegate tasks, build systems and ongoing assessment of service delivery.

### **Actions planned to foster and maintain affordable housing**

The City will continue to maintain the affordability of decent housing for low income Auburn residents by allocating \$249,950 of CDBG funds to the City's Housing Repair Program. The program provides emergency repairs necessary to maintain safe housing for up to 55 Auburn homeowners, many of whom are senior citizens and/or are experiencing barriers safely accessing their homes due to physical disabilities or impairment.

In addition to Auburn's Housing Repair program, the City will maintain affordable housing by continuing to engage and partner with coalitions, committees and other government agencies to integrate and enhance efforts on the issue.

### **Actions planned to reduce lead-based paint hazards**

The City of Auburn will continue to implement U.S. Department of Housing Urban Development (HUD) regulations to protect residents from lead-based paint hazards in housing that is financially assisted by the federal government. The requirements apply only to housing built prior to 1980, the year lead-based paint was banned nationwide for consumers.

### **Actions planned to reduce the number of poverty-level families**

The City of Auburn's actions planned to reduce the number of poverty-level families include but are not limited to:

- Supporting programs and maintaining relationships with Auburn schools

- Allocating more than \$15,000 to employment and training programs
- Allocating more than \$60,000 to emergency assistance and basic need programs such as food, financial assistance, clothing and healthcare
- Participate and partner with coalitions, committees and agencies that provide antipoverty services to develop and enhance strategies and efforts to reduce poverty level families
- Allocate more than \$45,000 to emergency shelters and transitional housing programs

### **Actions planned to develop institutional structure**

The City's planned actions to address the gaps and weaknesses identified in the strategic plan include:

- Addressing the gaps in Veterans services by working closely with regional Veteran service providers, the WDVA, Seattle King County Veterans Consortium and the King County Veterans program to consolidate and improve accessibility and visibility of Veteran supportive programs. In 2014 the City of Auburn hired its first Veterans/Human Services Coordinator and Veteran Service AmeriCorps member to address these needs with an end goal of establishing a One Stop Center to support current Veterans as well as Veterans who will be entering civiling life in the near future.
- Maintaining partnerships with and participating in the South King County Homeless Coalition, the Committee to End Homelessness of King County and other regional human service providers, coalitions and committees who address homeless issues. The City will also continue to work collaboratively with partnering organizations and groups to integrate and enhance services to provide optimal services to individuals and families currently experiencing or at risk of homelessness. In addition the City will allocate more than \$45,000 to emergency shelters and transitional housing and more than \$60,000 to emergency services such as food, financial assistance, clothing and healthcare.

### **Actions planned to enhance coordination between public and private housing and social service agencies**

The City of Auburn has heavily contributed and intends to continue cultivating relationships between public and private housing and social service agencies. In addition the City will continue to participate in collaborations with the South King County Homeless Forum, the South King County Council of Human Services, King County Housing Development Consortium and the Seattle-King County Joint Planners Meeting.

### **Discussion**

The expressed goal of the City's Consolidated Plan is to reduce the number of people living in poverty within Auburn. The City intends to give funding priority to programs that in addition to complying with federal regulations and address a priority outlined in the Consolidated Plan are consistent with all of

the goals and objectives identified.

## Program Specific Requirements

### AP-90 Program Specific Requirements - 91.420, 91.220(l)(1,2,4)

#### Introduction

The City of Auburn will use all CDBG funds to support projects and activities benefiting low and moderate income residents. The full allowable amount of funds will be used for Public Services and Planning and Administration with the remaining balance intended for housing rehab services and economic development.

#### Community Development Block Grant Program (CDBG)

##### Reference 24 CFR 91.220(l)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

|                                                                                                                                                                                                |          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed                                            | 0        |
| 2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan. | 0        |
| 3. The amount of surplus funds from urban renewal settlements                                                                                                                                  | 0        |
| 4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan                                                   | 0        |
| 5. The amount of income from float-funded activities                                                                                                                                           | 0        |
| <b>Total Program Income:</b>                                                                                                                                                                   | <b>0</b> |

#### Other CDBG Requirements

|                                                                                                                                                                                                                                                                                                                                                                                                   |         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| 1. The amount of urgent need activities                                                                                                                                                                                                                                                                                                                                                           | 0       |
| 2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan. | 100.00% |



### **Discussion**

The City of Auburn will continue to use all of its funds to support residents of low/moderate income while maintaining a focus on underserved and special populations.



## AGENDA BILL APPROVAL FORM

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**Agenda Subject:**

Council Retreat Goals (5 Minute Presentation/10 Minute Q&A)

**Date:**

January 6, 2016

**Department:**

Administration

**Attachments:**

[City of Auburn Strategic Planning Report](#)

**Budget Impact:**

\$0

**Administrative Recommendation:****Background Summary:**

A review of the City Council goals for 2016 that came out of the November 2015 retreat.

**Reviewed by Council Committees:****Councilmember:****Staff:**

Hinman

**Meeting Date:** January 11, 2016

**Item Number:** D.I.E

# City of Auburn

## Strategic Planning Report

*November 4, 2015*

Prepared by



**MARKETING SOLUTIONS**  
research-based growth strategies

914 164th Street SE, #400 I Mill Creek, WA 98012 P 425.337.1100

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# City of Auburn Retreat Report

October 29-30, 2015

## SWOT Analysis

### **Strengths**

- > Strong financial foundation (29)
- > Geographic location (road and river intersections) (25)
- > Great leadership (Mayor, Council, directors, staff) (21)
- > Outstanding City services (12)
- > Great parks and entertainment (9)
- > Collaborative culture with key stakeholders (4)
- > Pride in our community (1)
- > Defined downtown (0)
- > Great regional relationships (0)
- > Safe community via public safety (0)

### **Weaknesses**

- > Limited revenue options (34)
- > Lack of long-term planning with key stakeholder (14)
- > Citizens low esteem of City (13)
- > Lack of diversity among decision makers (11)
- > Constraints on resources and time (9)
- > Don't promote our story (7)
- > Adverse City culture (5)
- > Under developed of post-secondary education (4)
- > Lack of follow through on property management (3)
- > Public misperception- role of government (2)

### **Opportunities**

- > Emerging industry cluster (20)
- > Ample warehouse/property (underutilized) (19)
- > Emerging infrastructure technology (15)
- > We have a diverse culture (13)
- > Annexation potential (11)

- > Citizens willing to engage (8)
- > Higher education locating here (6)
- > Public culture of giving (5)
- > Globalization (3)
- > Local supply chain (3)

### **Threats**

- > Suburbanization of poverty (34)
- > Legislation and regulation (27)
- > Empty store fronts (11)
- > Transportation limitation (10)
- > Limited developable property (6)
- > Economic downturn (6)
- > LID impact on City
- > Gang violence (4)
- > Natural disasters (2)
- > Potential for litigation (1)

## **Evaluation**

### **Pros**

- > Good start/end time
- > Good structure and flow & dots
- > Working with all the directors (collaboration)
- > Inspiring, love working with the Council
- > Every voice was heard
- > Like the kinetic exercises
- > Directors participated and got to vote

- > Work was posted
- > Good facilitation
- > Parking lot flip chart
- > No weed whacking

### **Cons**

- > Coffee grounds, no coffee
- > Too much content from facilitation
- > Parking at facility
- > Started too early brainstorming



## Parking Lot

- > Police recruiting and process
- > More valid metric/measurement for homelessness
- > Assure performance management process-dashboard reporting

## City of Auburn Strategy Matrix

| G1: Increase "Healthy City" Index by % by 2020                                             |                                                                                                  |                                                                                           |                                                                                 |
|--------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| G1/S1: Promote healthy lifestyle for all ages (25)                                         | G1/S2: Create access to preventative and on-going healthcare (14)                                | G1/S3: Provide full spectrum of mental health and social service resources. (9)           | G1/S4: Increase healthy accessible housing stock (11)                           |
| G1/S1/I1: Obtain buy in from elected Jr. City Council, community groups and businesses (6) | G1/S2/I1 Convene group of leaders to identify appropriate outreach & how to apply (mediums?) (2) | G1/S3/I1: Determine Explore City leadership's overall philosophy on issues (6)            | G1/S4/I1: Engage community and other stakeholders e.g.- Homelessness Task Force |
| G1/S1/I2: Create educational marketing campaign (3)                                        | G1/S2/I2: Establish partnerships with providers (5)                                              | G1/S3/I2: Explore alternate service delivery models (1)                                   | G1/S4/I2: Determine City leadership philosophy and budgeting priorities (4)     |
| G1/S1/I3: Roll out neighborhood programs (0)                                               | G1/S2/I3: Establish healthcare inventory with the city (1)                                       | G1/S3/I3: Review budget priorities to determine need for additional funding & sources (2) | G1/S4/I3: Create housing inventory and program approaches and metrics (2)       |
| G1/S1/I4: Increase opportunities for healthy food choices. Grow local buy local (1)        | G1/S2/I4: Lobby for legislative support reform of public health (2)                              | G1/S3/I4: Develop marketing campaign to remove "stigma" (0)                               |                                                                                 |
|                                                                                            |                                                                                                  | G1/S3/I5: Lobby legislature (county-state-federal) for additional funding and reform (2)  |                                                                                 |

## City of Auburn Strategy Matrix

| G2: Increase Internet Access to Achieve Digital Parity by % by 2020 |                                                                                               |                                                                                 |                                                                                           |                                                                                           |
|---------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|
| G2/S1: Explore the establishment of an internet utility (8)         | G2/S2: Leverage public technology infrastructure to achieve cyber-equity within the city (25) | G2/S3: Build partnerships for revenue streams and infrastructure expansion (26) | G2/S4: Establish minimum acceptable standards, speed, security and liability exposure (2) | G2/S5: Expand services to capture emerging opportunities (11)                             |
| G2/S1/I1: Research and analyze other successful examples (7)        | G2/S2/I1: Inventory available infrastructure (local, universal, etc.) (11)                    | G2/S3/I1: Inventory current partnerships (4)                                    | G2/S4/I1: Perform needs assessment (10)                                                   | G2/S5/I1: Assess emerging technologies (1)                                                |
| G2/S1/I2: Perform cost benefit analysis (3)                         | G2/S2/I2: Assess options and opportunities (0)                                                | G2/S3/I2: Reach out to current and potential partners (2)                       | G2/S4/I2: Define delivery methods (Wi-Fi vs. Wired) (1)                                   | G2/S5/I2: Engage public to identify needs (4)                                             |
| G2/S1/I3: Perform regulatory assessment (1)                         | G2/S2/I3: Perform legal assessment (1)                                                        | G2/S3/I3: Formalize partnerships (lather, rinse , repeat) (3)                   | G2/S4/I3: Perform liability assessment (1)                                                | G2/S5/I3: Perform viability and cost assessment (4)                                       |
| G2/S1/I4: Assess political landscape (1)                            | G2/S2/I4 :Perform gap analysis (0)                                                            |                                                                                 | G2/S4/I4: Access regulatory standards, public acceptance and political reality (0)        | G2/S5/I4: Develop process for integration (maintenance, sustainability, budget, etc.) (2) |
| G2/S1/I5: Prepare campaign (1)                                      |                                                                                               |                                                                                 | G2/S4/I5: Establish operating standards (0)                                               |                                                                                           |

## City of Auburn Strategy Matrix

| G3: Increase Middle Income Jobs by % by 2020                                                                      |                                                                                                             |                                                                                                 |                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| G3/S1: Identify existing and potential employers and locations for future business growth (31)                    | G3/S2: Explore existing and potential tools and incentives to increase and retain middle income jobs (19)   | G3/S3: Have transit services and roads to reach employment centers (2)                          | G3/S4: Promote H.E and workforce development for employees living or working in Auburn (20)                                 |
| G3/S4/I1: Develop inventory of available properties including for annexation, development and redevelopment (1)   | G3/S3/I1: Identify cash flow needs related to development costs to defray / delay development costs (0)     | G3/S4/I1: Work with regional transits and user groups, i.e. MIT, business, schools, seniors (4) | G3/S5/I1: Work with employers to identify their workforce skills, needs and requirements (11)                               |
| G3/S4/I2: Work with Chamber Economic Development Board and business community to identify potential employers (7) | G3/S3/I2: Identify existing incentive programs under state law (5)                                          | G3/S4/I2: Work with federal, state and county for road improvement projects (6)                 | G3/S5/I2: Work with k-12 and higher education to develop curriculum to match employers skills, needs and requirements (0)   |
| G3/S2/I3: Develop marketing strategy to advertise the City: i.e.-billboards, TV, radio, internet (0)              | G3/S3/I3: Work with federal and state electeds to increase/expand. Create incentive programs - i.e. TIF (7) |                                                                                                 | G3/S5/I3: Promote employees- employer interaction via job fairs, social media, etc. for people living/working in Auburn (1) |
| G3/S2/I4: Benchmark and identify competition (0)                                                                  |                                                                                                             |                                                                                                 |                                                                                                                             |
| G3/S2/I5: Work with counties and citizen group to explore annexations (2)                                         |                                                                                                             |                                                                                                 |                                                                                                                             |