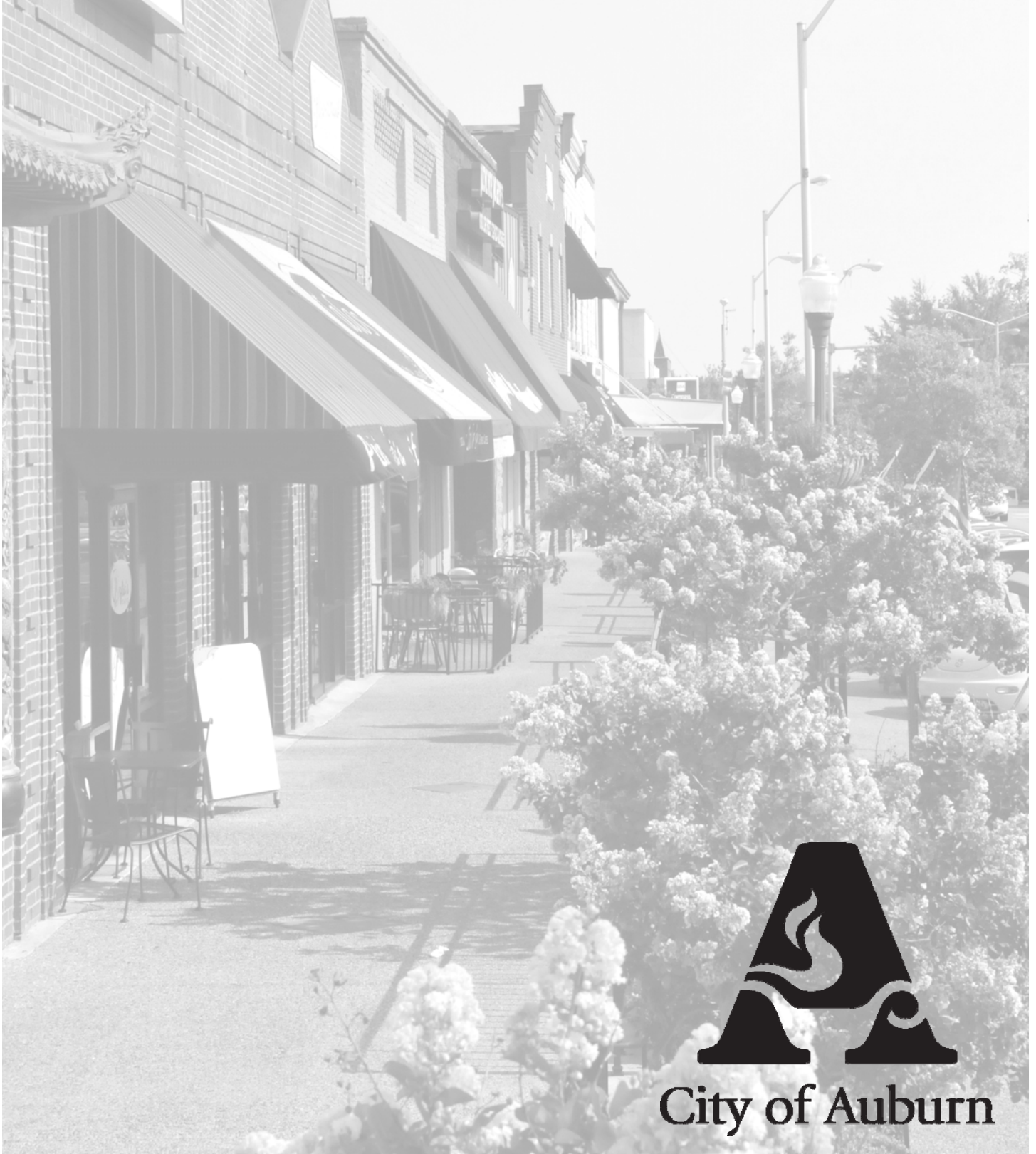


# Biennial Budget

## Fiscal Years

### 2015 - 2016



City of Auburn



# City of Auburn

## Biennial Budget - Fiscal Years 2015 and 2016

### City Council

Bill Ham, Jr., Mayor

Arthur L. Dowdell, Sr.

Tom Worden

Robin Kelley

Gene Dulaney

Ron Anders, Jr.

Brent Beard

Dick Phelan

Bob Norman

### Management Team

Charles M. Duggan, Jr.....	City Manager
Kevin A. Cowper .....	Assistant City Manager
James C. Buston, III.....	Assistant City Manager/CIO
James McLaughlin .....	Municipal Judge
Penny L. Smith.....	Finance Director/Treasurer
T. Phillip Dunlap .....	Economic Development Director
Steven A. Reeves .....	Human Resources Director
William H. James .....	Public Safety Director
Jeffery L. Ramsey.....	Public Works Director/City Engineer
Timothy L. Woody .....	Environmental Services Director
Christopher S. Warren.....	City Library Director
Rebecca O. Richardson.....	Parks and Recreation Director
Forrest E. Cotten .....	Planning Director
Eric A. Carson .....	Water Resource Management Director

### Budget Development Team

Penny Smith – Finance Director

Allison Edge – Assistant Finance Director

Erika Sprouse – Principal Financial Analyst

Thomas Prouhet – Finance Information Officer

Michael Edwards – Budget Manager

Michelle Wall - Senior Payroll & Benefits Coordinator



City of Auburn





# City of Auburn

## Biennial Budget for FY 2015 & FY 2016

### Introductory Information

City Vision Statement and Mission Statement .....	i
City Manager’s Budget Message.....	iii
Key Decisions .....	xiv

### General Information

GFOA Distinguished Budget Presentation Award .....	1
Financial Policies.....	3
Description of the Budgetary System .....	16
Budget Calendar .....	21
Annual Citizen Survey .....	22
Long-Term Goals: <i>Auburn 2020</i> .....	33
Short-Term Goals	
Fiscal Year 2014 Goals Status .....	47
Financial Overview.....	73
Descriptions of Budgeted Funds and Major Funds .....	94
Trends in Revenues, Expenditures/Expenses and Fund Balances – All	
Budgeted Funds – Fiscal Years 2013 - 2016.....	96
Graphical View of Projected Revenues and Budgeted Expenditures/ Expenses by Fund Type – Fiscal Years 2015 and 2016.....	97
Overview of Projected Revenues and Budgeted Expenditures/Expenses for Major Funds and Aggregated Non-Major Funds – Fiscal Years 2015 and 2016.....	98
Overview of Projected Revenues and Budgeted Expenditures/ Expenses by Fund Type – Fiscal Years 2015 and 2016.....	99
Projected Revenues by Source and Budgeted Expenditures/Expenses by Department and Division for Major Funds and Aggregated Non-Major Funds	
Fiscal Year 2015 .....	100
Fiscal Year 2016 .....	101
Projected Revenues by Source and Budgeted Expenditures/Expenses by Department and Division – All Budgeted Funds by Fund Type	
Fiscal Year 2015 .....	102
Fiscal Year 2016 .....	103
Organization Chart.....	104
Personnel Authorization Summary .....	105



## City of Auburn

### Biennial Budget for FY 2015 & FY 2016

#### **General Fund – A Major Fund**

General Fund - Changes in Fund Balance.....	109
General Fund History – Fiscal Years 2008-2013.....	110
General Fund Projection – Fiscal Years 2013-2018.....	111

#### **General Fund Revenues**

Trends in Total Revenue and Other Financing Sources – General Fund .....	115
Trends in Top Ten Revenue Sources – Fiscal Years 2010-2016	
Graphical View .....	116
Variance Analysis.....	117
Overview of Projected Revenues by Source – Fiscal Years 2015 and 2016 .....	118
Summary of Projected Revenues by Source – FY 2015 .....	119
Summary of Projected Revenues by Source – FY 2016.....	120

#### **General Fund Expenditures**

Trends in Expenditures by Program – Fiscal Years 2012-2016.....	123
Detail of Expenditures by Program – Fiscal Years 2012-2016.....	124
Details of Budgeted Expenditures by Department, Division and Category	
Fiscal Year 2015 .....	125
Fiscal Year 2016 .....	126
Comparative Expenditures by Department and Division – Fiscal Years 2014, 2015 and 2016.....	127

#### **General Fund - Departmental Expenditures**

Trends in Expenditures by Department.....	131
---	-----

#### *Organization Chart, Mission Statement and Major Functions, Biennium Goals, and Comparative Budget Summaries*

##### *General Fund Departments*

City Council.....	133
Office of the City Manager .....	141
Judicial.....	145
Information Technology .....	151
Finance .....	159
Economic Development .....	165



## City of Auburn

Biennial Budget for FY 2015 & FY 2016

### **General Fund – A Major Fund (continued)**

#### ***General Fund - Departmental Expenditures (continued)***

Human Resources.....	175
Public Safety .....	181
Public Works .....	193
Environmental Services .....	205
Auburn Public Library .....	215
Parks and Recreation .....	221
Planning.....	229

#### ***General Fund - Non-Departmental Expenditures***

Overview of Non-Departmental Expenditures .....	237
General Operations .....	238
Project Operations.....	239
Debt Service .....	240
Outside Agencies Funding	
Trends in Outside Agencies Funding .....	241
Outside Agencies Funding by Agency Type – 2015 & FY 2016 .....	242
Non-Departmental Transfers.....	243

### **Enterprise Funds**

Description of and Trends in Enterprise Funds.....	247
Overview of Revenues, Expenses and Changes in	
Net Position – Fiscal Years 2012 - 2016.....	248
Combining Statement of Projected Revenues and Budgeted Expenses	
Fiscal Year 2015.....	249
Fiscal Year 2016.....	250

#### ***Sewer Fund Enterprise – A Major Fund***

Water Resource Management Department	
Organization Chart.....	251
Financing Structure.....	252
Mission Statement and Major Functions.....	254



## City of Auburn

### Biennial Budget for FY 2015 & FY 2016

#### **Enterprise Funds (continued)**

##### ***Sewer Fund Enterprise – A Major Fund (continued)***

Biennium Goals .....	256
Sewer Fund Capital Improvement Plan – Fiscal Years 2015-2020.....	259
Sewer Fund History – Fiscal Years 2008 – 2013 .....	260
Sewer Fund Projection – Fiscal Years 2014 – 2020 .....	261
Overview of Revenues, Expenses and Changes in Net Position – Fiscal Years 2012 - 2016 .....	262
Budget Summaries	
Administration.....	263
Sewer Maintenance.....	264
Watershed Management .....	265
Pumping and Treatment.....	266
General Operations .....	267

##### ***Solid Waste Management Fund Enterprise***

Environmental Services Department	
Organization Chart.....	269
Financing Structure .....	270
Mission Statement and Major Functions .....	272
Biennium Goals .....	273
Overview of Revenues, Expenses and Changes in Net Position – Fiscal Years 2012- 2016 .....	277
Budget Summaries	
Administration.....	278
Recycling.....	279
Solid Waste.....	280
General Operations .....	281

#### **Special Revenue Funds**

Description of and Trends in Special Revenue Funds .....	285
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##### *Total Special Revenue Funds*

Overview of Revenues, Expenditures and Changes in Fund Balance.....	286
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## City of Auburn

Biennial Budget for FY 2015 & FY 2016

### Special Revenue Funds *(continued)*

#### *Individual Special Revenue Funds*

Combining Statement of Projected Revenues, Budgeted Expenditures and Changes in Fund Balances .....	287
Comparative Statement of Revenues, Expenditures and Changes in Fund Balances	
State Seven Cent Gas Tax Fund.....	288
State Nine Cent Gas Tax Fund.....	288
Special School Tax Fund – <b><i>A Major Fund</i></b> .....	289
Public Safety Substance Abuse Fund .....	289

### Debt Service Fund

Debt Service Fund - The Special Five-Mill Tax Fund – Overview of Revenues, Other Sources, Expenditures and Other Uses .....	293
Special Five Mill Tax Fund History – Fiscal Years 2004-2013.....	294

### Special Activities of the General Fund

Description of and Trends in the Special Activities of the General Fund .....	297
Overview of Revenues, Expenditures and Changes in Fund Balances .....	298
Combining Statement of Projected Revenues, Budgeted Expenditures and Changes in Fund Balances .....	299
Comparative Revenues, Expenditures and Changes in Fund Balances	
Liability Risk Retention Sub-Fund .....	300
Employee Benefit Self-Insurance Sub-Fund .....	300

### Public Park and Recreation Board

Tennis Center	
Financing Structure.....	303
Overview of Revenues, Expenses and Changes in Net Position .....	305
Comparative Revenue, Expenses and Changes in Net Position .....	306



## City of Auburn

### Biennial Budget for FY 2015 & FY 2016

#### Capital Budgets

Capital Budgeting Overview.....	309
Budgeted Capital Outlay & Projects – Summary.....	313
Budgeted Capital Outlay – Vehicles and Equipment	
Fiscal Year 2015.....	314
Fiscal Year 2016.....	315
Budget Capital Outlay – Projects .....	316
Conditional Capital Outlay .....	317
Capital Improvement Plan by Funding Source .....	318
Capital Improvement Plan – Future Projects .....	320
Capital Improvement Plan Project Detail.....	321

#### Reference Information

Community Profile.....	329
Schedule of General Tax and Fee Rates.....	357
Property Tax Summary .....	358
Schedule of Utility Fees and Charges.....	359
Miscellaneous Statistical Data	
Demographic and Economic Statistics – Fiscal Years 2004-2013.....	360
Principal Revenue Remitters of Sales and Use Tax .....	361
Principal Revenue Remitters of Property Tax .....	361
Fund Balances of Governmental Funds – Fiscal Years 2004-2013 .....	362
Ratios of Outstanding Debt by Type – Fiscal Years 2004-2013 .....	363
Operating Indicators by Function and Program – Fiscal Years	
2004-2013 .....	364
Capital Asset Statistics by Function and Program – Fiscal Years 2004-2013.....	365
Components of Sales Tax Revenue – Fiscal Years 2004-2013.....	366
Principal Employers – 2004 and 2013.....	367
Glossary .....	368



# City of Auburn

Biennial Budget for FY 2015 & FY 2016

## Introductory Information

City Vision Statement and Mission Statement .....	i
City Manager's Budget Message.....	iii
Key Decisions .....	xiv





City of Auburn



## City of Auburn

### **Vision Statement**

The City of Auburn is committed to being an attractive, environmentally conscious community that is progressive, responsible and hospitable.

This community desires for all citizens:

- ❖ safe and attractive neighborhoods with adequate housing,
- ❖ quality educational opportunities,
- ❖ diverse cultural and recreational opportunities,
- ❖ vibrant economic opportunities, and
- ❖ active involvement of all citizens.

### **Mission Statement**

The mission of the City of Auburn is to provide economical delivery of quality services, created and designed in response to the needs of its citizens, rather than by habit or tradition. We will achieve this by:

- encouraging planned and managed growth as a means of developing an attractive built-environment and by protecting and conserving our natural resources;
- creating diverse employment opportunities leading to an increased tax base;
- providing and maintaining reliable and appropriate infrastructure;
- providing and promoting quality housing, education, cultural and recreational opportunities;
- providing quality public safety services;
- operating an adequately funded city government in a financially responsible and fiscally sound manner;
- recruiting and maintaining a highly motivated work force, committed to excellence;
- facilitating citizen involvement.



City of Auburn



**City of Auburn**  
Home of Auburn University

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**May 23, 2014**

Honorable Mayor and Council Members  
City of Auburn, Alabama

Dear Mayor and Members of Council:

Please accept for your consideration the City of Auburn's Proposed Biennial Budget for Fiscal Years 2015 and 2016. This budget represents the continuing commitment of our city government to providing superior services and facilities while striving towards excellence in efficiency and taxpayer value.

Within this document you will see exhibited the Council's goals, priorities, and tradition of fiscal discipline, as well as, the City's historically conservative management policies. Fiscal sustainability in the face of a slow national economic recovery remains a key factor in our budgeting strategy. As always, input from the citizens we serve greatly directs our budget development.

---

***Organization of this document***

Our budget document is designed to provide the Council and public a comprehensive guide to the City's fiscal plan over the next two years, while also serving as a guiding document to City management and staff. To maintain transparency with the public this information is provided, in full, via the City's web site: [www.auburnalabama.org/budget](http://www.auburnalabama.org/budget). The following provides a brief overview of the main areas of the budget document:

**Introductory Information** - The initial section contains this budget message and Council's key decisions and contains a basic overview of our financial position and strategy for the next two years. This message concentrates primarily on the activities of the City's General Fund from a "bird's eye" perspective. As the City's largest fund, the General Fund houses most of the City's departmental and non-departmental operations. By comparison, the City's Enterprise Funds, especially those which account for business type activities (sewer and solid waste services), are largely self-contained with their rates set to finance a well-defined scope of activities.

The General Fund accounts for a diverse stream of resources with a multitude of very different types of municipal activities requiring numerous decisions to be made on resource allocation. These decisions are influenced by the priorities of our residents, governing body, advisory boards, and management. The budget message not only gives a brief overview of our fiscal health, but also explains how those priorities translate into

spending and policy recommendations. For more detail on our governmental fund structure, please see the *Description of Budgeted and Major Funds* on page 100.

**General Information** – This section contains a description of everything that influences our budget process including a combined view of all of our governmental funds. As the budget is guided by several policy and planning documents, this section contains our financial policies, a description of our budgetary system, Citizen Survey summary, and short and long term goal updates. It also contains the *Financial Overview* (page 79), which gives a much more in-depth review of our resources and revenues, as well as our debt. Lastly, it contains the City-wide organizational chart and a summary and history of authorized personnel (pages 110-111).

**General Fund** - The largest section of the document, it contains revenue projections, trend analyses, and all of our proposed departmental and non-departmental expenditures in various presentation formats and at a high level of detail. Since many of our departments operate in different service areas, presented in this section is a program-level summary (page 129), where the various departments, divisions, and non-departmental activities are aggregated into broader categories, such as Parks, Leisure & Culture; Economic Development; and Public Safety. Because this section breaks down all of the various non-departmental expenditures, such as debt service and support to outside agencies, and combines them in distinct program areas, it gives a realistic picture of “where our money goes” in an easy to understand format. The program areas generally follow the ideals and objectives set forth in the City’s Vision and Mission Statement.

**Enterprise Funds** – Enterprise activities encompass services which are paid for through user fees such as our solid waste and sewer services. Since there is a very narrow set of activities within these funds, and the revenues are restricted to those activities only, the enterprise section stands somewhat independent from the rest of the document. In addition to fund and department-level financial information, also included in this section are *Financing Structure* documents which provide detail on the operation of each fund.

**Other Funds** – This section contains special revenue funds and debt service funds, which have narrow, purpose-restricted revenue and expenditures, as well as special activity sub-funds of the General Fund, which provide for the City’s self-insured employee benefit and liability risk retention activities. Also included is information on the Public Park & Recreation Board (PPRB). The PPRB provides for the operations of the Yarbrough Tennis Center which is a partnership endeavor between the City and Auburn University.

**Reference Information** – This final section contains a variety of community and organizational statistics and data, including schedules and summaries of our taxes and fees.

It is my hope that this document clearly exemplifies our commitment to wisely spending taxpayer resources and in full accordance with the desires and priorities of our residents.

---

### ***A brief overview of our current status and how we got here...***

While the City has always had a conservative approach to fiscal planning and is considered by all measures to be financially stable, the onset of the economic downturn in 2008 forced the City to develop new strategies to sustain City operations over an extended, and unknown, period of time with minimal disruptions to the high levels of service our residents have come to expect.

Maintaining high levels of reserves allowed the City to weather the immediate impacts of the 2008 financial institution failures and subsequent market crashes that forced many local governments to enact immediate program cuts, layoffs and service reductions. This allowed City management to design a FY2009 & FY2010 Biennial Budget that reflected a strategy of strict operating budget restraint. Likewise, it provided for continued capital investment in the areas of infrastructure maintenance, and replacement, to avoid the medium-term and long-term costs associated with the deterioration and failure of transportation and facility assets.

To achieve this strategy, staff proposed diverting capital investment expenditures away from the General Fund by tapping capacity in the Special Five Mill Debt Service Fund to provide the monies needed for street resurfacing, intersection improvements, purchase of fire trucks, and other critical capital needs. Voters approved a \$9.0 million package of projects that ultimately provided time for General Fund revenues to recover. Staff also proposed at this time to create an enterprise fund to house solid waste and recycling activities and allow them to operate as a fee-based business, as has long been done with the sewer and water utility services. During this biennium, the City relied on General Fund reserves to balance the budget and planned drawdowns were built into the original FY2009 & FY2010 budget.

During the FY2009-FY2010 Mid-Biennium Budget Review it was apparent that the downturn would be lengthy. The original budget was modified to eliminate cost-of-living adjustments for staff, vacant positions were placed under review, and hiring of previously authorized positions was delayed. Departmental budgets for contractual services, commodities and overtime were cut by 3% despite the fact that costs continued to rise. Likewise, the small amount of capital spending planned for the General Fund was rescinded and placed under conditional status. The City Manager also created a standing Financial Team whereby monthly meetings were held to review fiscal data, the performance of local business and industry, and to monitor the local economy to aid in the development of targeted economic development actions.

The FY2011 & FY2012 Biennial Budget continued with this strategy and implemented further budget reductions. In FY2011 \$572,626 (compared to FY2010 non-personnel selected personnel operating budgets) in cuts were proposed, and these amounts grew to \$1.5 million in FY2012. Additionally, a continued drawdown of reserves was planned.

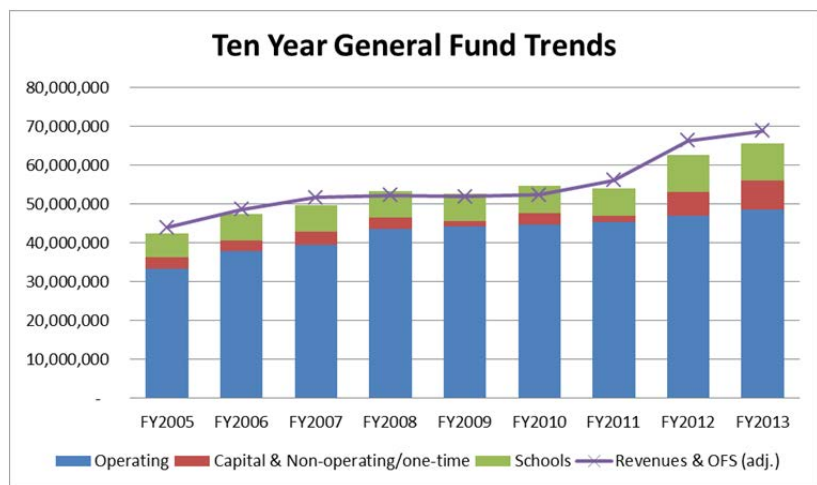
In 2011, school officials initiated a series of discussions with City staff and elected officials to discuss an alarming increase in enrollment as 500 new students enrolled for the 2011 school year. Staff from the City's Finance and Planning Departments, as well as the Office of the City

Manager, began regular meetings with ACS administrators to discuss the challenges facing both the school system and the City. As the City moved into the spring months, it was also clear that, while revenues were recovering, they would not be sufficient to absorb the pending return of capital spending into the General Fund that would be required once the Special Five Mill proceeds were exhausted. The City was continuing to experience population growth and continued investment in infrastructure and economic development was critical to maintain the expectations of residents. At that time, the immediate needs for the schools were identified as a new elementary school and land for a new high school.

To address these challenges, the 2011 Quadrennial Revenue Review included a recommendation to increase the Sales Tax from 3% to 4%, with the proceeds targeted towards 1) funding the immediate needs of Auburn City Schools, 2) continued infrastructure investment, and 3) economic development activities, including expansion and completion of Auburn Technology Park West (ATPW). The City Council adopted the recommendation and the increased rate took effect in August 2011.

The end of FY2011 marked a turning point in the City’s finances. The budget reductions and fiscal restraint of the prior two budget plans, coupled with departments holding actual costs down, eventually met up with a 4.4% unanticipated increase in revenues (even after adjusting for the penny) in FY2011. This turned a planned drawdown of \$1.6 million into a surplus of \$2.2 million. Of this nearly \$3.8 million variance, only about \$1.2 million occurred as a result of the additional 1% Sales Tax. The FY2011-FY2012 Mid-Biennium Review produced a budget adjustment in FY2012 for the additional penny (projected to provide \$7.1 million) which included \$2.5 million for ACS and remainder going to capital equipment replacement (\$1.2 million) and infrastructure investments, including debt service for ATPW and Opelika Road. ACS purchased land for and constructed Pick Elementary, and purchased an additional site for a future high school. The City’s ongoing strategy in holding operating costs, both departmental and non-departmental, was maintained and the additional revenue from the penny was not used to fund operations.

In FY2012, revenues continued to improve. Actual sales tax revenue per penny produced \$7.7 million, contributing to an



adjusted total General Fund revenue increase of 7.2%. Departmental operating expenditures increased just 1.5%, and overall General Fund operating increased 3.8% (which included a cash payoff of \$1.5 million on a line of credit.) The Ten Year General Fund Trends (above) chart illustrates the result of management strategies during the downturn. Note that these trends are adjusted to exclude in/out transfers, proceeds from debt, and the effect of moving solid



waste/recycling activities into an enterprise fund. They include the impact of the sales tax increase, which is seen in the increases in capital and school spending beginning in FY2012.

The strategy to hold operating costs to a minimum has certainly placed a strain on City services. Over the past five years, population and service area has continued to grow, while the various costs of providing local government services (fuel, asphalt, ammunition, etc...) have increased. While the incremental nature of the various budget reductions discussed above have helped to spread the impact over a longer period, City staff has also worked very hard and adapted their processes to ensure residents continue to enjoy high levels of service. Staffing levels have remained constant, with a net gain of two authorized positions over the past five years; both positions are Police Officers assigned as School Resource Officers and mostly reimbursed by Auburn City Schools (at 50%) and Lee Scott Academy (at 100%). Several other positions have been held vacant, or eliminated through attrition and restructuring.

In summary, the City's expenditures may be viewed as three major components: operating, capital or one-time costs, and school funding. In general terms, revenue growth in the last three years has outpaced the growth of operating costs, with the additional revenues being applied to capital projects and school funding. When adjusted to remove the effect of the additional penny of sales tax, and other accounting changes, total revenues have increased an average of 5.1% over the past three years, while operating costs in the General Fund have been held to 2.8% over the same period.

It is due primarily to this high level of spending restraint shown over the last several years that the City is able to maintain excellent service delivery, continued capital investment, and provide additional funding to Auburn City Schools.

### ***FY2015-FY2016 Budget Strategy***

---

Heading into the FY2015-FY2016 Biennial Budget, the City's operational strategy remains the same. Departmental budgets will be constrained, no cost of living adjustment is proposed, and staff will continue to explore ways to increase efficiencies. Capital investments will continue, albeit at a reduced rate, and will be targeted towards high priority projects. The recent strong growth in revenues, combined with the City's fiscal strategy of holding operating as low as possible (yet preserving service levels) has begun to pay off, and has allowed the City to begin not only building reserve levels back up, but also provide additional funds to Auburn City Schools to meet the challenges associated with the recent growth. Notably, the award of almost \$11.0 million of state funding through the ATRIP program during the past two years has had a strong impact as it allowed the City to reallocate funds within our CIP over the next several years and free up resources. This does not mean that the City can provide additional funding to the schools without sacrifices, or that the funding provided to the schools will cover all of their anticipated future costs. Even with the constrained budget environment, however, City staff will endeavor to ensure that residents continue to receive the high level of service and quality infrastructure projects they have come to expect and that the commitment to our local schools remains steadfast.

**School Funding Proposal:**

During a joint City Council and Board of Education meeting in April, city and school officials presented a plan to fund and construct the facilities necessary to meet the demands of growing enrollment. In keeping with that plan, I am recommending that the City appropriate to the schools additional funds resulting in a projected FY2015 allocation of \$15.2 million producing a projected increase of approximately \$5.7 million over the current FY 2014 amount. The funding formula proposed will provide 1.25 pennies, or 31.3%, of all city sales taxes collected as well as grant the Special Five Mill Debt Service Fund to ACS. Included as part of this plan the City will supplement the sales tax contribution until sales tax revenues can provide a minimum of \$11.5 million. The projected supplement for FY 2015 is \$1.3 million.

This proposal has two significant benefits: the property tax component will provide a stable revenue source to ACS while the sales tax component will ensure that the schools benefit from growth in the local economy. It is important, however, to also understand that the City Council, management and staff set the course several years ago to be in this position. Only with a disciplined approach to budgeting, planning and financial management has the City achieved the fiscal strength necessary to afford this increasing support for the school system.

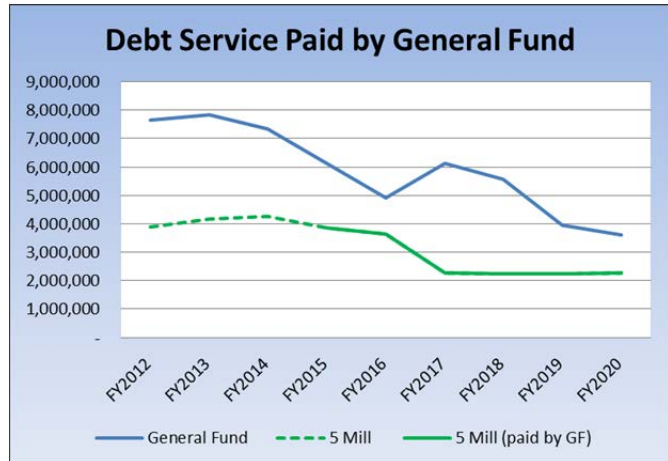
**Revenues, Resources and Outlook for the General Fund:**

Revenues have begun to steadily increase over the past two years. Beginning in FY2010, Sales Tax revenues began to rebound, increasing an average of 4.4% annually through 2013 (when adjusted for August 2011 increase.) The value of 1 penny of sales tax has increased 18.5% since a low point of \$6.7 million in FY2009 to \$8.0 million in FY2013. While this is encouraging, we are still not realizing the growth seen prior to the downturn; the five-year growth of a penny from FY2003 to FY2007 was 49.3%. (For a more in-depth discussion of revenue trends, please see the Financial Overview on page 79.)

Our fiscal year 2014 General Fund net ending fund balance is projected to be almost 32.0% of our expenditures. This is over our target range (20-25%), allowing a planned drawdown of reserves in the next biennium. It is proposed to utilize this drawdown by continuing to invest in capital infrastructure, vehicle and equipment replacement, as well as provide the additional funding to Auburn City Schools. The following table illustrates the six year outlook for the General Fund.

	<b>General Fund Projected</b>					
	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>
<b>Beginning Fund Balances</b>	\$ 27,783,864	\$ 22,850,550	\$ 21,616,046	\$ 21,633,513	\$ 21,837,702	\$ 22,885,189
Revenues	68,794,087	70,419,040	72,520,888	74,702,600	76,974,567	79,331,829
Other Financing Sources (OFS)	461,250	336,250	344,200	352,389	360,823	369,510
<b>Total Revenues and OFS</b>	<b>69,255,337</b>	<b>70,755,290</b>	<b>72,865,088</b>	<b>75,054,989</b>	<b>77,335,390</b>	<b>79,701,338</b>
<b>Total Available Resources</b>	<b>97,039,200</b>	<b>93,605,840</b>	<b>94,481,134</b>	<b>96,688,502</b>	<b>99,173,092</b>	<b>102,586,528</b>
Expenditures	55,846,968	55,556,821	57,851,034	59,833,439	61,076,694	62,678,142
Other Financing Uses (OFU)	18,341,683	16,432,973	14,996,586	15,017,361	15,211,209	15,591,248
<b>Total Expenditures &amp; Uses</b>	<b>74,188,651</b>	<b>71,989,794</b>	<b>72,847,621</b>	<b>74,850,800</b>	<b>76,287,902</b>	<b>78,269,390</b>
<b>Ending Fund Balances</b>	<b>22,850,550</b>	<b>21,616,046</b>	<b>21,633,513</b>	<b>21,837,702</b>	<b>22,885,189</b>	<b>24,317,138</b>
<i>Less: Permanent Reserve</i>	4,123,849	4,144,468	4,290,766	4,355,127	4,420,454	4,486,761
<b>Net Ending Fund Balances</b>	<b>\$ 18,726,701</b>	<b>\$ 17,471,578</b>	<b>\$ 17,342,748</b>	<b>\$ 17,482,575</b>	<b>\$ 18,464,735</b>	<b>\$ 19,830,377</b>
<i>Drawdown</i>	(4,933,314)	(1,234,504)	17,467	204,189	1,047,487	1,431,948
<i>NEFB (excl. Perm.Res.) as % of Exp &amp; OFU</i>	25.24%	24.27%	23.81%	23.36%	24.20%	25.34%

While the fund balance drawdown during this biennium is significant, it is important to understand two key points, related to maturity of current debt, that allow the General Fund to absorb this drawdown. First, debt serviced by the General Fund began to drop off in FY2014. In FY2013, debt service accounted for 12.0% of total General Fund expenditures; in FY2016, it is budgeted at 6.8%. Even with the proposed borrowing for the Auburn Technology Park West Annex (\$9.6 million in FY2017), this ratio will be below 8.5%. Second, by dedicating the Special Five Mill resources to Auburn City Schools, the General Fund effectively absorbs the cost of the existing debt service only, and not the value of the five mills the schools will receive.



As discussed earlier, excess capacity in the Special Five Mill Debt Service Fund was relied on during the downturn to fund infrastructure projects, thereby creating a planned budget deficit in that fund from FY2010 through FY2015. Beginning in FY2015, debt service in that fund begins to drop off as well. As illustrated in the table below, the net effect is to limit the most severe impact of this proposal to the first couple of years where the General Fund balance capacity currently exists to absorb it. The table titled General Fund Projected (previous page) also shows this impact moderating in FY2017-FY2018, and beginning to build back to target levels in FY2019-FY2020.

General Fund Cost of School Funding Proposal						
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$	\$
Five Mill Debt Svc.	3,851,183	3,617,473	2,256,776	2,252,755	2,252,963	2,258,326
1.25 Pennies (with floor)	11,500,000	11,500,000	11,500,000	11,500,000	11,668,348	12,017,226
<b>Total Cost of School Proposal</b>	<b>15,351,183</b>	<b>15,117,473</b>	<b>13,756,776</b>	<b>13,752,755</b>	<b>13,921,310</b>	<b>14,275,552</b>
Total Revenues & OFS	69,255,337	70,755,290	72,865,088	75,054,989	77,335,390	79,701,338
<i>total cost of school funding as % of Rev&amp;OFS</i>	22.17%	21.37%	18.88%	18.32%	18.00%	17.91%
General Fund surplus/(deficit)	(4,933,314)	(1,234,504)	17,467	204,189	1,047,487	1,431,948

**Expenditures and Investments:**

I am proposing to maintain a roughly level operating budget for this biennium. Total departmental operating costs are budgeted to increase only 2.0% in FY2015 and 2.3% in FY2016, which is largely due to the merit pay plan, energy cost increases, and increased overtime as a result of maintaining the existing labor force size in a growing city. Overall,

departmental budgets (including capital outlay) increase just 1.6% in FY2015 and 0.05% in FY2016. No cost of living adjustment is proposed, and no new positions are being recommended in General Fund departments. Two new sewer maintenance workers are included in the budget and recommended for approval, with those costs being covered fully by the current sewer rate charges.

Although we have had to make several changes to our CIP as a result of the school funding proposal, we are still in a financial position that can continue many of the priority initiatives, though some projects may be delayed indefinitely or significantly reduced in scope.

**Transportation Infrastructure** – As previously mentioned, our aggressive pursuit of grant funds through the ATRIP program has allowed the City to leverage almost \$11.0 million in funding. Over \$4.0 million in ATRIP money will fund projects in the next biennium, including improvements to Exits 51 and 57 and Samford Avenue and College Street intersection (with improvements stretching to Gay Street.) Combining state and federal funds, over \$8.4 million in transportation infrastructure are planned for FY2015 and FY2016, at a cost to the City’s General Fund of \$4.7 million. It is important to keep in mind, however, that we are still not adequately funding street resurfacing, and still have a need to fund projects that will add capacity to our road network.

**Economic Development** – As one of the Council’s highest priorities, the proposed budget continues to invest in Auburn’s economic growth. Included for FY2015 is \$1.7 million for infrastructure construction on the recently acquired 80 acres to expand Auburn Technology Park West, and an additional \$65,000 annually in funds to aid recruitment of industrial and commercial prospects and park operations. Also included on the CIP and General Fund projections is debt service for a \$9.9 million borrowing planned for FY2017 that will secure and develop an additional estimated 300 acres of industrial property, ensuring continued future economic growth in Auburn.

**Downtown Master Plan Implementation** – The development and implementation of the Auburn Downtown Master Plan remains a top priority for residents, Council and management. The final plan is anticipated to be received by the Planning Commission in July 2014 and, upon approval, presented to the Council in August. Staff has worked over the last few years to improve the vibrancy and appearance of the downtown area, including stepping up maintenance efforts, lighting and pedestrian enhancements, expanding public events, and working with downtown business owners to increase outdoor dining venues. Additionally, in 2012 residents approved a Special Five Mill referendum to fund parking improvements, resulting in the newly constructed Gay Street parking lot. Residents have recognized the effort; according to the 2014 Citizen Survey, seven of the twelve aspects of downtown saw significant increases in satisfaction over 2013, with resident satisfaction with the availability of parking jumping 11.0%. The



proposed budget includes \$1.0 million in FY2015 to fund improvements to the College and Magnolia intersection (Toomer's Corner) and FY2016 projects include an additional \$1.0 million for improvements to the South College segment of Downtown to begin implementation of the Master Plan.

**Renew Opelika Road Corridor Plan Implementation** – Improvements to Opelika Road have been identified as a priority by the City Council, and 52% of residents surveyed were dissatisfied with the overall appearance of this important commercial corridor according to the 2014 Citizen Survey. Presented in July of 2013, The Renew Opelika Road Corridor Plan includes recommendations to implement the CompPlan 2030 Corridor Development strategies within the Opelika Road Corridor. The FY2014 budget includes \$1.3 million for Phase 1 Improvements, which will target the Gay Street to Ross Street segment. Also funded in FY2014 are improvements to the intersection of East University Drive and Opelika Road, which will use ATRIP and City funds to implement some of the recommended improvements. Unfortunately, the remaining improvements will be delayed or reduced in scope due to the school funding proposal, but the CIP does include priority funding, conditioned upon sufficient revenues, to complete two additional segments (Mall and Dean Road areas).



**Vehicles & Equipment** - The budget proposes a \$2.4 million investment from the General Fund (over two years) in the replacement of vehicles and equipment in a continued effort to update our aging fleet, as well as \$2.0 million in the Solid Waste Management and Sewer enterprise funds. Details of the recommended expenditures may be found in detail on pages 318-319 of the Capital Budgets section. By replacing vehicles and equipment, within a 7-10 year timeframe, we reduce the total cost of ownership by avoiding costly repairs, as well as reducing service interruptions that can occur when essential equipment is out of service. Additionally, with significant space needs identified at our Fleet Maintenance facility, reduced service needs help delay the need to construct a new shop on a larger site.

**Facilities** – With the need to provide additional funds to the schools, it is unlikely that the City will be looking to construct major new facilities for the foreseeable future. This means that we will need to optimize the utilization of our existing facilities in order to accommodate the growth in service volume we have seen due to a rising population. To achieve this, we will be concentrating our facility investments on renovations and improvements to existing buildings. I have assembled a team of staff to work on identifying the highest priority needs and will present projects for consideration after the start of the fiscal year. The budget includes \$750,000 each fiscal year for projects so that we may continue to provide the facility resources that support the services our residents expect.

With the Special Five Mill Fund proposed for school construction projects, the recreational component of the CIP, including facilities upgrades and new facilities, has been eliminated. Since recreational opportunities are still a priority for this community, the CIP also includes conditional capital outlay of \$500,000 each year for improvements to these types of facilities. It is my hope that once we have reviewed the actual financial performance of FY2014, we will be able to pursue opportunities for leisure facility upgrades.

---

***Also on the horizon...***

The next several years will present many challenges and opportunities for our community. A new high school will be constructed and, if current trends hold, eventually Auburn will become a two high school city. Population growth is projected to continue, and our economic development efforts will continue to bring high paying jobs and quality corporate partnerships to our area. Implementation will continue on CompPlan 2030 initiatives, and the Auburn Downtown Master Plan and Renew Opelika Road Corridor Plan will move into implementation phases. Community leaders and City staff will be tasked with how best to manage these challenges and ensure that Auburn remains a thriving and vibrant city while retaining its small town charm.

**Growth & Development Issues** - The ongoing rapid growth in student enrollment has presented a number of challenges for Auburn City Schools officials and to City officials in determining how best to provide funding assistance. This has raised the question “*Does growth pay for itself?*” In the coming months, staff will begin researching our current development processes, fees, and regulations in an effort to better understand this important issue and identify solutions that will ensure Auburn remains a progressive community with the services and amenities our residents have come to expect.

**School Facilities Plan Implementation** – The City will be working hand-in-hand with Auburn City Schools as they work to implement their plan. This will involve Council actions on referendums for the Special Five Mill, as well as debt restructurings and new issues. Staff will also be working with ACS on other capital and financial decisions, as well as managing the investments of borrowing proceeds. It is important to keep in mind that the school funding issues is not completely addressed. Depending on enrollment growth, revenue growth, and other factors, the current plan may require significant changes down the road. Another major consideration is the impact of a significant amount of debt on the City’s books as the school constructs the planned facilities; this could have a negative effect on our credit ratings, which can push up borrowing costs.

**Parks, Leisure and Culture Master Plan** - By dedicating the Special Five Mill Fund to Auburn City Schools to use for future facility construction, the City will lose a major funding source for those Parks and Recreation projects that have been such an important contributor to the City’s quality of life. The CIP previously included several recreation facility projects intended for future referendums, including major



renovations to the Duck Samford complex and a new community center and aquatics complex at the Lake Wilmore site. The projects have been placed on hold indefinitely while we research other options to fund these projects. Staff has begun work on a Parks, Leisure and Culture Master Plan that will provide a path forward for future quality of life projects in the City, and will be developing recommendations for the Council to consider in FY2015. In the coming months, we expect to deploy a needs assessment survey to allow residents to direct the planning process and ensure we are providing the recreation and park services that our residents feel are the most important moving forward.

**2015 Quadrennial Revenue Review** - Every four years, staff conducts a comprehensive review of our fees, charges for services, and taxes to ensure they are fair, necessary, and adequate to fund the services we provide. Under the current projections, we will be approaching our target reserves level at the end of the FY2015-FY2016 budget, as well as seeing rising citizen demand for improvements to recreation offerings and other major projects on Opelika Road and in Downtown Auburn. If the Council wishes to consider these initiatives without major changes to our service levels or other investments, additional revenues may be required. In spring 2015, this review will be presented to the City Council along with any recommendations for changes management feels are appropriate.

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***In closing...***

The residents of Auburn expect superior service and accountability for their tax dollar. According to the Citizen Survey, the satisfaction with the value received for taxes and fees exceeds the national average by 29 points. The proposed budget is designed to continue to meet the expectations of our citizens with enough flexibility to react to the continued economic uncertainty which defines our current revenue outlook.

The staff and I welcome any questions you may have about the budget.

Sincerely,



Charles M. Duggan, Jr.

City Manager



# CITY OF AUBURN

## Key Decisions

### FY2015 & FY2016 Biennial Budget

1. Should the City provide additional funding to Auburn City Schools for facilities maintenance and construction? The proposed funding plan includes dedication of the Special Five Mill Tax Fund and 1.25 pennies of sales tax (with a floor of \$11.5 million). In budget.

Yes  No

2. Should the City's capital outlay budget be adopted as proposed, including the adoption of the Capital Improvement Plan (CIP) with the understanding that projects included in the FY2015 and FY2016 are budgeted, but projects listed for FY2016-FY2020 are subject to change, depending on future economic conditions and changing citizen preferences and infrastructure needs? See Capital Budget section for details. In budget.

Yes  No

3. Should the regular, full-time positions (2) of Utility Maintenance Worker – Collection System be added in the Sewer Fund? In budget.

Yes  No

4. Funding of Outside Agencies *A packet containing the copies of the agency request letters, as well as the Council's adopted policy on the funding of outside agencies, may be found in the binder pocket. The proposed budget includes level funding for all outside agencies.*

a. *Lee Russell Council of Governments*

- i. Should the City provide additional annual support of \$3,850 and \$7,815 for FY2015 and FY2016, respectively? FY2014 support totals \$128,400. This funding is recommended if the City of Opelika and Lee County approve this support. Not in budget.

Yes  No

- ii. Should the City provide funding for the purchase of a transportation vehicle in the amount of \$12,000? This funding is recommended if the City of Opelika and Lee County approve this support. Not in budget.

Yes  No

- b. *Lee County Emergency Management Agency* - Should the City provide additional support of \$2,097 and \$5,097 for FY2015 and FY2016, respectively? F 2014 support totals \$31,903. Not in budget.

Yes  No

- c. *Lee County Health Department* - Should the City provide additional support of \$2,096 for FY2016? FY2014 support totals \$47,904. Not in budget.

Yes  No

# CITY OF AUBURN

## Key Decisions

### FY2015 & FY2016 Biennial Budget

- d. *East Alabama Mental Health/Mental Retardation Center* - Should the City provide additional support of \$6,000 for both FY2015 and FY2016? FY2014 support totals \$42,000. Not in budget.  
Yes \_\_\_\_\_ No  X
- e. *Auburn Daycare* - Should the City provide additional support of \$25,000 for both FY2015 and FY2016? FY2014 support totals \$50,000. Not in budget.  
Yes \_\_\_\_\_ No  X
- f. *Boys and Girls Club of Greater Lee County* - Should the City provide additional support of \$11,877 for both FY2015 and FY2016? FY2014 support totals \$18,123. Not in budget.  
Yes \_\_\_\_\_ No  X
- g. *Domestic Violence Intervention Center* - Should the City provide additional support of \$3,000 for both FY2015 and FY2016? FY2014 support totals \$15,000. Not in budget.  
Yes \_\_\_\_\_ No  X
- h. *Unity Wellness Center* - Should the City provide additional support of \$1,500 for both FY2015 and FY2016? FY2014 support totals \$3,500. Not in budget.  
Yes \_\_\_\_\_ No  X
- i. *Red Cross* - Should the City provide additional support of \$5,000 for both FY2015 and FY2016? FY2014 support totals \$10,000. Not in budget.  
Yes \_\_\_\_\_ No  X
5. Additional Support for the Industrial Development Board (IDB)
- a. *Auburn Technology Park West – Annex Phase I* – Should the City provide \$1,575,00 in FY2015 to the IDB to develop infrastructure on existing land adjacent to ATPW? In budget.  
Yes  X  No \_\_\_\_\_
- b. *Land Acquisition* – Should the IDB pursue additional land acquisitions to expand ATPW? This includes a projected FY2017 \$9,905,000 debt issuance (in projections and CIP)?  
Yes  X  No \_\_\_\_\_



City of Auburn



## City of Auburn

### Biennial Budget for FY 2015 & FY 2016

#### General Information

GFOA Distinguished Budget Presentation Award .....	1
Financial Policies .....	3
Description of the Budgetary System .....	16
Budget Calendar .....	21
Annual Citizen Survey .....	22
Long-Term Goals: <i>Auburn 2020</i> .....	33
Short-Term Goals	
Fiscal Year 2014 Goals Status .....	47
Financial Overview.....	73
Descriptions of Budgeted Funds and Major Funds .....	94
Trends in Revenues, Expenditures/Expenses and Fund Balances – All	
Budgeted Funds – Fiscal Years 2013 - 2016.....	96
Graphical View of Projected Revenues and Budgeted Expenditures/ Expenses by Fund Type – Fiscal Years 2015 and 2016.....	97
Overview of Projected Revenues and Budgeted Expenditures/Expenses for Major Funds and Aggregated Non-Major Funds – Fiscal Years 2015 and 2016.....	98
Overview of Projected Revenues and Budgeted Expenditures/ Expenses by Fund Type – Fiscal Years 2015 and 2016.....	99
Projected Revenues by Source and Budgeted Expenditures/Expenses by Department and Division for Major Funds and Aggregated Non-Major Funds	
Fiscal Year 2015 .....	100
Fiscal Year 2016 .....	101
Projected Revenues by Source and Budgeted Expenditures/Expenses by Department and Division – All Budgeted Funds by Fund Type	
Fiscal Year 2015 .....	102
Fiscal Year 2016 .....	103
Organization Chart.....	104
Personnel Authorization Summary .....	105



City of Auburn



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
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PRESENTED TO

**City of Auburn  
Alabama**

For the Biennium Beginning

**October 1, 2012**

*Christopher P. Movill*

President

*Jeffrey R. Egan*

Executive Director



City of Auburn



# City of Auburn

## *Financial Policies*

### ***Background***

As the City has expanded, City management believed that it was important to codify the municipality's broad financial policies, to put into writing the practices that management had employed to provide adequate resources for providing high quality services and facilities to citizens and taxpayers. Because these are policies they provide broad guidelines for management in developing proposals for the City Council to consider. Sound recommendations and prudent decisions still require the Management Team to exercise their professional judgment and, in some cases, to seek expertise outside the City staff. In February 2007, the Council approved Resolution Number 07-34, which adopted these policies.

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### ***Overview***

The City of Auburn establishes these financial policies to provide guidance to the City's management and staff in conducting the financial activities of the City. Financial policy statements provide broad guidance and are not intended to be a detailed statement of procedures to be performed. Financial policies are proposed by the management staff and presented to the City Council for approval via adoption of a Council resolution. The financial policies may be amended from time to time, as conditions change or the need for additional policies is identified.

### ***Legal Compliance***

The City of Auburn's financial activities shall be conducted in accordance with the provisions of relevant federal and State of Alabama laws and regulations. Examples of such legal requirements include IRS regulations concerning the use of borrowed monies, SEC regulations concerning financial disclosures, the State bid law, and the State law governing conflicts of interest. The City of Auburn's financial activities shall also be conducted in compliance with City policies that have been approved by the City Council and/or the boards of the City's component units.

### ***Generally Accepted Accounting Principles (GAAP)***

The City of Auburn's financial activities shall be accounted for and reported on in accordance with generally accepted accounting principles established for local governments within the United States. At the time of the approval of these financial policies, the primary source for GAAP for local governments is the Governmental Accounting Standards Board. In the event that legal requirements conflict with GAAP, the Finance Department shall account for and report the transactions in accordance with GAAP and also maintain detailed subsidiary records as necessary to demonstrate legal compliance.

### **Internal Controls**

A system of internal control consists of all measures that the management of an organization implements in order to protect assets from theft, loss, or misuse (intentional and unintentional) and to ensure the accuracy of the financial statements. The management of the City of Auburn is responsible for developing, monitoring and maintaining a cost beneficial system of internal control over all financial related activities of the City. The Finance Department shall fulfill this responsibility, under the direction of the City Manager.

The Finance Department shall assess the effectiveness of existing internal controls, taking into consideration their costs and benefits, and make recommendations to the City Manager for improvements. If at any time, the Finance Department identifies a significant weakness in the internal control system, this deficiency shall be reported to the City Manager immediately. At any time that Finance proposes changes in the internal control system, Finance shall evaluate the results of those changes periodically to determine whether the level of internal control has been strengthened and whether the cost of the newly implemented controls does not outweigh the benefits.

### **Component Units<sup>1</sup>**

The City of Auburn's discretely presented component units include the Board of Education (also referred to as Auburn City Schools), the Water Works Board, the Industrial Development Board, the Public Park and Recreation Board, the Commercial Development Authority and the Housing Authority of the City of Auburn. As much as is practical, the financial policies and accounting systems used for the component units shall parallel the City's, in order to streamline processes and increase efficiency of financial operations. It is understood that the Board of Education's financial policies and activities are supervised by the State of Alabama Department of Education.

### **Financial Reporting**

**Annual Reports.** The City of Auburn Finance Department shall prepare and publish annual financial reports for the City, Water Works Board, Industrial Development Board and Commercial Development Authority as required by generally accepted accounting principles (GAAP). The City's annual financial report shall include all component units required to be included by GAAP. Separately issued annual reports shall be published for the Water Works Board, Industrial Development Board, Public Park and Recreation Board, the Commercial Development Authority and the Housing Authority of the City of Auburn. The annual financial report of the Auburn City Schools(ACS) is prepared and published by ACS. In addition to meeting GAAP requirements, the annual financial reports published by the City shall be prepared to embody a spirit of full disclosure for the benefit of the citizens of Auburn, the City Council and the boards of the component units.

**Monthly Reports.** The City of Auburn Finance Department shall prepare and publish monthly financial reports for the City and the Water Works Board to demonstrate the budget status of revenues and expenditures/expenses, as well as the entities' financial position as of the end of each month.

**Other Interim Reports.** The Finance Department shall prepare such other financial reports as may be requested by the City Manager and department heads. Requests for special financial reports by the City Council shall be directed to the City Manager, who shall then make the request to the Finance Department. If City departments request other reports that are available from the City's financial management software system, the Finance Department will train other departments' staff on generating such reports.

### ***Funds Structure***

The City of Auburn shall use the fund basis of accounting, as prescribed by generally accepted accounting principles. Within the funds structure requirements prescribed by GAAP, the City shall endeavor to employ the smallest possible number of funds to increase efficiency of financial processes. If grant agreements state that separate accounting funds are required, the Finance Department shall inquire of the grantor to determine whether separate accounting within an existing fund may be used to meet the requirements of the grant agreement. City Council approval shall be required to open or close any City fund. Council approval of any borrowing shall be deemed approval to open a fund to account for receipt and expenditure of the borrowing proceeds.

### ***Interfund Transactions***

Any interfund transaction that is not authorized by the budget shall be documented as to amount and purpose; the documentation shall include a statement of whether or not the amount transferred is intended to be repaid and the repayment timeframe. The proposed interfund transaction shall be approved in writing by the City Manager in advance of recording the transaction. The Finance Department shall develop a form to be used for documenting the request for and approval of interfund transactions. This documentation shall be maintained with the accounting records of the interfund transaction.

### ***Fund Balance/Net Position<sup>2</sup>***

**General Policies for Fund Balances/Net Position.** It is the City's policy that all funds shall have positive fund balances/net position. In developing the proposed budget and any budget amendments, City staff shall not propose revenue projections and budgeted expenditures that would result in a deficit fund balance/net position in any fund. In the event that any City fund other than the General Fund should have a deficit fund balance/net position at fiscal year-end, the City's General Fund shall extend a short-term loan to such fund and the City's budget staff shall determine how to address the deficit as expeditiously as possible. In such cases, the General Fund shall be reimbursed for the interest foregone on the interfund receivable as soon as the receivable is repaid.

**General Fund.** The fund balance goal for the City's General Fund (fund 100) shall be 20% of the General Fund's expenditures plus other financing uses. The 20% goal applies to the total fund balance, including all reservations and designations, of the General Fund (fund 100). This goal is established in recognition that the State of Alabama's tax structure is such that a significant amount (40%+) of the General Fund's total revenues is derived from a single source – sales tax,

and that sales tax is a revenue source which is highly sensitive to general and local economic conditions. This fund balance goal is a *goal* and is not intended to be a legal requirement; there may be economic conditions under which attainment of this goal is not possible.

In compliance with the requirements of the State workers' compensation program, the total budgeted ending fund balance of the General Fund (fund 100) is pledged to fund the satisfaction of any actuarial liabilities arising from the City's risk retention for worker's compensation and general liability claims. This pledge shall be incorporated into each budget ordinance presented to the City Council for consideration as long as the State requires such pledge.

**General Fund – Permanent Reserve.** The City Council has established, through various budget ordinances, a Permanent Reserve within the fund balance of the General Fund (fund 100). The City Council's intention in establishing the Permanent Reserve, as first stated in Ordinance 2025 (adopted September 18, 2001), is that the Permanent Reserve is to be maintained for the purpose of providing financial resources to be budgeted by the Council for use only in times of natural disaster or economic downturn. This Permanent Reserve is to be invested in such securities as allowed under the provisions of the Code of Alabama and the City's Investment Policy. Investment earnings on the Permanent Reserve within fund balance shall be added to the Permanent Reserve so long as the balance in the Permanent Reserve is less than fifteen percent (15%) of the General Fund's budgeted expenditures and other financing uses. At such time as the balance of the Permanent Reserve exceeds fifteen percent (15%) of the General Fund's budgeted expenditures and other financing uses, investment earnings on the Permanent Reserve shall be available to finance the budgeted expenditures and other financing uses of the General Fund.

**Liability Risk Retention Sub-Fund.** The City of Auburn is self-insured for workers compensation losses and maintains self-insured retentions (deductibles) for various other risks of loss, including general liability, public officials' liability, and law enforcement liability. Insurance is purchased as recommended by the Human Resources Director and Risk Manager to reduce the risk of loss. The City maintains a separate fund to account for the costs of insurance, payment of liability claims and defense costs, and payment of costs of administration of the risk management program. To maintain an adequate reserve for the payment of future claims, the fund balance goal for the City's Liability Risk Retention Fund is \$600,000. This fund balance goal is a goal, and is not intended to be a legal requirement. There may be economic or organizational conditions under which attainment of this goal is not achieved; and there may be economic or organizational conditions under which this goal amount will be revised upward. The full faith and credit of the City backs the Liability Risk Retention Fund.

**Employee Benefits Self-Insurance Sub-Fund.** The City of Auburn is self-insured for various benefits provided to its employees, primarily health and dental insurance benefits. Some insurance is purchased as recommended by the Human Resources Director and Risk Manager to reduce the risk of loss for health care expenses. The City maintains a separate fund to account for the costs of insurance, payment of health claims, and payment of costs of administration of the employee benefits program. To maintain an adequate reserve for the payment of future claims, the fund balance goal for the City's Employee Benefits Self-Insurance Fund is \$1,000,000. This fund balance goal is a goal, and is not intended to be a legal requirement. There may be economic or organizational conditions under which attainment of this goal is not achieved; and there may be

economic or organizational conditions under which this goal amount will be revised upward. The full faith and credit of the City backs the Employee Benefits Self-Insurance Fund.

### ***Cash Management***

The Finance Department shall be responsible for managing the City's cash in compliance with State law (including collateralization requirements) and applicable federal regulations (including regulations governing the use of borrowing proceeds and grant agreement requirements). The Finance Department shall monitor cash balances to ensure that balances are adequate to provide for all anticipated cash disbursements. Any concerns about the adequacy of cash balances shall be reported to the City Manager immediately.

The City Council shall authorize the depositories into which City funds may be deposited; this authorization shall be documented in a Council resolution, duly adopted during a regularly scheduled City Council meeting. However, if a depository that has been authorized by the Council fails to meet criteria for such depositories imposed by State law, the Finance Department shall not maintain City accounts therein until such time as the depository meets the State law requirements. When significant, non-routine deposits or withdrawals of City funds are anticipated, Finance shall notify the affected depository in advance, to ensure that collateralization requirements are satisfied.

Demand deposit accounts shall be reconciled monthly; unrecorded items shall be recorded in the general ledger as appropriate. Each bank account reconciliation shall be reviewed and approved in a timely manner by an appropriate management-level Finance staff member; such review shall be documented in writing and dated. Reconciling items will be reviewed from month to month for reasonableness; unusual and continuing reconciling items shall be promptly investigated.

### ***Investments***

City monies shall be invested in accordance with State law and the City's detailed Investment Policy. The priorities for City investments shall be legal compliance, liquidity and safety of the investment, regardless of the amount. The Finance Director shall be responsible for the investment of City funds, even though specific investment duties may be delegated to other staff members. Investment income shall be allocated among City funds based on the allocation of monies that comprise the investment.

### ***Accounts Receivable***

Monies due to the City for which amounts are calculable, shall be billed promptly and monitored continuously by the appropriate City and Water Board Revenue Office staff members. Collection efforts for delinquent balances shall begin with a reasonably timed, courteous reminder and shall progress to more rigorous collection procedures which may include use of collection agencies, citations and subpoenas to Municipal Court, recording of liens against real property and other legal actions, as deemed appropriate by the Finance Director in consultation with the City Attorney. All collection efforts shall be conducted in a legally compliant, professional and equitable manner. The extent of collection efforts shall, however, recognize the costs inherent therein; and

the Finance Department is authorized to establish *de minimus* delinquent account balances below which only a minimum of collection effort will be employed.

In the case of City license fees and taxes which are based on amounts self-reported by taxpayers and which are unknown to the City Revenue Office until tax returns are filed, the Finance Department shall endeavor to collect delinquencies for failure to file tax returns and pay the related taxes and license fees as provided by the City's license fee and tax ordinances, including the business license ordinance, and in accordance with the procedural requirements of the Municipal Court. In the case of City utility billings, interruption of water service may be used as a collection method in accordance with policies established by the Auburn Water Works Board.

### ***Inventories (non-capital)***

Inventories of materials and supplies shall be controlled through the use of physical devices and inventory procedures that account for the receipt and issuance of commodities inventory items, the periodic count of inventories on hand, and which produce written documentation thereof. Inventory items that are issued for use on a work order or project and that are not used for completing the work order or project shall be returned to inventory and the amount of the returned materials documented. Commodities in inventory that are determined to be no longer usable shall be disposed of properly under the procedures for disposal of surplus assets; disposed surplus inventory items shall be accounted for in accordance with GAAP. The disposal of surplus inventory items shall be approved by the appropriate department head; the approval and means of disposal shall be documented in writing. Any resources received on the disposal of surplus assets shall be returned to the fund which owned the surplus assets at the time of the disposal.

The Finance Department is responsible for designing procedures and documents to account for all receipts and issuances of inventories, as well as for periodic physical counts of inventories on hand for all City departments. In developing inventory control procedures, the materiality of the cost of the inventory items will be considered together with the costs of implementing the control procedures; it is expected that inventory control procedures will be cost-beneficial. The operational requirements of the departments that maintain commodities inventories will be taken into consideration in the development of inventory control procedures.

In the event that material inventory losses are detected, such losses shall be reported to the appropriate department head, the Finance Director and the City Manager. Inventory losses shall be accounted for in accordance with GAAP. Each material loss of inventory items shall be analyzed to determine if the loss could have been prevented through stronger internal controls. Stronger controls shall be implemented if an evaluation of the improved controls projects that such would be cost-beneficial.

### ***Capital Assets***

The City shall account for its capital assets, including infrastructure assets, in accordance with generally accepted accounting principles (GAAP) for local governments. All items meeting the GAAP definition of capital assets and having a cost of \$5,000 or more and an expected useful life of more than two years shall be accounted for as capital assets. The City shall maintain a detailed inventory of capital assets that identifies the cost and location of each capital asset. For capital

assets whose historical cost is unknown, an estimated cost shall be developed as provided by GAAP.

Department heads shall be responsible for all capital assets assigned to their respective departments. Transfers of capital assets from one department or division to another shall be reported to the Finance Department. Missing and surplus capital assets shall also be reported to Finance. Surplus capital assets shall be disposed of in accordance with State law and in a manner that optimizes City resources. A physical inventory of all capital assets, other than infrastructure, shall be conducted at the end of each fiscal year. A portion of infrastructure capital assets shall be inventoried each fiscal year.

### ***Accounts Payable***

The City shall record all obligations of funds prior to the issuance of orders for goods and services, to ensure effective budgetary control over expenditures. The City shall pay all legal obligations promptly upon the receipt of original billings therefore which have been generated by the party providing the goods or performing the services for which the billings are submitted, provided that complete documentation of the receipt of the goods or services, including data concerning the degree of completion of construction projects, has been provided to the Finance Department. The Accounts Payable Office shall maintain documentation of all City payments, other than for payroll, in an easily retrievable manner to facilitate the resolution of accounts payable issues as well as the completion of the City's annual audit. The Finance Department is responsible for developing detailed procedures and deadlines for the processing of the City's accounts payable, and for providing training to City staff concerning accounts payable procedures and for notifying City staff of accounts payable deadlines.

### ***Auditing Services***

The City of Auburn (primary government) and its component units shall be audited annually as required by State law. The City shall obtain auditing services through a "request for proposal" (RFP) process to identify the best qualified public accounting firm to provide auditing services at a reasonable fee. The RFP process shall be coordinated by the Finance Department and shall invite proposals for a three-year period with the option to renew for two successive one-year periods. Finance shall analyze the proposals, which analysis may include interviews with the respondents to the RFP. Finance shall prepare a report to the City Manager about the responses to the RFP; and the City Manager shall make a recommendation to the City Council. The City may engage one public accounting firm to audit the City (primary government) and a separate firm for its component units. Although it is more expeditious to have the same firm audit all component units, the Board of Education may request to engage its own auditor through a separate process.

### ***Banking Services***

The City of Auburn and Auburn Water Works Board shall obtain demand deposit banking services through a "request for proposal" (RFP) process to identify the most advantageous offering of investment income structures and banking services fees. The RFP process shall invite proposals for a three-year period with the option to renew for two successive one-year periods. The RFP



shall clearly state that proposals are invited for demand deposit services only and that subsequent investment or borrowing decisions shall be made based on subsequent competitive processes.

### **Revenue Administration**

The City of Auburn shall administer its ordinances concerning and directly collect all taxes, license fees and other revenues as allowed under State law. The Finance Department shall maintain a taxpayer database which documents the collection of such revenues and enables the prosecution of delinquent taxpayers as provided under State law and City ordinances. All revenue administration processes shall be performed in an equitable manner and all taxpayers shall be treated without discrimination. Procedures shall be established to preserve and protect the confidentiality of taxpayer information as required by State law. Taxpayers to be audited shall be selected based on 1) the results of analytical review of the taxpayer database, 2) random selection, 3) the need to verify the validity of a refund request; or 4) creditable evidence of taxpayer non-compliance.

The Finance Department shall conduct a Revenue Review at least once every four years in the spring following the installation of each new City Council. The purposes of the Revenue Review are to 1) evaluate the City's tax structure and consider recommendations for revisions therein based on changes in economic conditions and revenue trends; and 2) evaluate the City's revenue ordinances to determine the need for revision based on changes in circumstances and the identification of procedures in need of improvement. Financial projections shall be used as part of the Revenue Review process to assist in the evaluation of the need for changes in revenue rates. This policy is not intended to restrict the consideration of changes in tax structure or revenue administration procedures to the quadrennial Revenue Review; it is intended to ensure that an overall review of the revenue structure and revenue administration procedures is done once every four years. The results of the Revenue Review shall be completed and a report thereon provided to the City Manager prior to the inception of the Mid-Biennium Budget Review.

### **Purchasing**

All City purchasing activities shall be conducted in accordance with State law governing municipal purchases and the City's detailed Purchasing Policies. Such activities include the maintenance of bidders' lists, the issuance of bid invitations, the receipt and opening of sealed bids, and the awarding of bid contracts. The Purchasing Officer shall be responsible for managing the issuance of bid invitations and the opening of sealed bids, except for bids wherein the preparation of project specifications, the issuance of the bid invitations and the opening of sealed bids shall be conducted by an architectural, engineering or other specialized consulting firm. In such exceptional circumstances, the Purchasing Officer shall be notified by the department head prior to the issuance of the bid invitations and the Purchasing Officer shall review and approve the bid invitation documents and bidders list prior to the issuance of the bid invitations by the consultant.

The purchase of any item with a cost of the State bid law minimum (currently \$15,000) or more, whether or not included in the approved budget, shall be placed upon the City Council agenda for Council consideration. The agenda item shall state whether or not bids or quotes were taken and if so, the results thereof, as well as whether or not the item is budgeted. For items



proposed to Council for purchase that are not budgeted, the department requesting approval of the purchase shall state whether the purchase can be absorbed in the department's approved budget.

In the event that a contract change order is proposed in which the change order amount is an increase in the contract of 10% or more of the original contract amount or in which the change order amount is an increase in the contract price of more than the State Public Works Project bid law amount (currently \$50,000), the change order shall be submitted to the City Council for approval. This policy shall also apply to change orders that in themselves do not constitute 10% of the original contract amount or an amount greater than the State Public Works Project bid law amount, but which, when combined with all previous change orders to that contract, produces a dollar amount that exceeds either of these thresholds (10% of the original contract amount or the State Public Works Project bid law amount).

### **Debt Management**

Overview: The City's annual revenues typically are not adequate to finance all the expenditures proposed to and approved by the Council. The acquisition or construction of capital assets benefit the citizens for the long term and generally have significant costs; therefore, it is reasonable to spread the cost of such expenditures over more than one year. Borrowing is the mechanism through which the City is able to allocate the costs of large purchases so their costs can be paid from the revenues of several years. Balancing this advantage are the costs of borrowing, which include interest and administrative costs.

The City shall strive to maintain conservative policies for managing the City's level of outstanding indebtedness and annual expenditures for debt repayments, as follows:

- All debt issuances will be accomplished in compliance with federal regulations, State law, City ordinances and all other applicable legal constraints.
- The City will retain on a continuing basis, a competent and reputable attorney specializing in municipal financing in the State of Alabama.
- The City will retain on a continuing basis, a competent and reputable bond underwriter specializing in municipal financing in the State of Alabama.
- When issuing bonds that are to be sold in the national bond market and if the bonds are to be sold in a negotiated sale, the City shall consider whether to retain an independent financial advisor; this consideration shall address the dollar amount to be borrowed and the fee structure proposed by potential financial advisors.
- City debt will be issued only to finance the acquisition or construction of capital assets, including land to be held for future use. Annual operating costs, including costs of employees' personal services, will be financed from current revenues or fund equities.
- The repayment periods for long term debt issuances will not be extended beyond the expected useful life of the capital asset being acquired with the proceeds of the financing. Debt repayment periods will be as short as feasibly possible in order to minimize interest

costs and maximize flexibility for future financial planning. Financial projections shall be used to evaluate the appropriate repayment period for individual borrowings.

- If the impact of significant capital outlays proposed to be budgeted on projected ending fund equities will cause fund equity to be less than 20% of annual budgeted expenditures, other financing sources (proceeds of long term debt) for specified significant capital outlays will be considered for inclusion in the proposed budget in order to maintain fund equity at an acceptable level. Financial projections shall be used to evaluate the effect of the repayment of such proposed borrowings on fund balances in future fiscal years.
- The Council and City Manager will engage in capital assets planning and will hold citizen referenda as required by law to enable the use of the City's property tax dedicated to repayment of general obligation long term debt for the construction and acquisition of major capital assets, including infrastructure fixed assets (the Special Five Mill Tax). The City's Special Five Mill property tax is dedicated by law to the payment of debt service on general obligation debt that is issued to finance the construction of capital projects that have been approved by the voters in a public referendum. Before holding any referendum on the use of the Special Five Mill Tax debt service fund as a debt repayment source, financial projections shall be used to evaluate principal amounts and the structure of amortization schedules of proposed debt issues to maintain a positive fund balance in the Special Five Mill Tax Fund.
- Capital leasing may be used for the acquisition of equipment items with an expected useful life of three years or longer and a purchase price of more than \$250,000 with the approval of the City Manager upon the request of the department head for whose department the equipment purchase is proposed. Debt service expenditures (including principal, interest and any related administrative costs) for capital leases will be budgeted in the department for which the equipment was purchased.
- When the City plans to borrow principal amounts that financial institutions can lend and when there are no legal requirements related to the planned debt repayment source that requires the issuance of bonds, general obligation notes or warrants will be issued to the financing source that submits the lowest responsible proposal meeting specifications. All invitations to bid on City borrowings that are issued to financial institutions will be reviewed by and must receive the approval of the City's bond attorneys prior to their issuance. Requests for proposals to lend monies to the City via general obligation warrants or notes shall be sent to all financial institutions within the city limits, as well as to any other financial institutions that have expressed an interest in lending to the City. Proposals for borrowings via general obligation warrants or notes shall be opened in a public meeting set for that purpose. The acceptance of such proposals shall be made by the City Council.
- Debt will be issued on behalf of the City Board of Education as provided under the Code of Alabama upon the official request of the Board. Principal amounts and amortization schedules of proposed education debt issues will be structured in a manner to maintain a positive fund balance in the City's School property tax funds (the Special School Tax and Special Additional School Tax special revenue funds) that are held by the City.

- The City shall engage a properly qualified consultant to perform a review of the City's compliance with federal regulations governing the issuance of tax-exempt debt at least once every three years. The cost of such consulting services shall be allocated among the various funds in which debt repayments are recorded unless such allocation is prohibited by law.

### ***Employee Benefits Management***

In an effort to recruit and retain well qualified employees, the City of Auburn shall strive to provide a competitive compensation and a comprehensive benefits package. Employee benefit programs shall be designed to meet the needs of employees, including employees with families. Periodically, the City shall conduct a salary and benefits survey to help ensure that the City retains its competitive position in the employment market. Close attention shall be paid to the design of the City's employee benefits plan to ensure that benefits are attractive to current and potential future employees, that benefit costs are manageable, that economy is achieved, and that overall performance of the organization is not inadvertently hampered. As in all service areas, the City shall strive to give its citizens good value for their tax dollars through the compensation and benefits available to City employees.

### ***Budgeting***

The City of Auburn shall develop and adopt budgets in compliance with State law. City staff shall develop a proposed biennial budget consisting of two one-year budgets and a six-year long-term capital plan (the first two years of which shall be the capital plan for the biennial budget being proposed) for the City Council's consideration. The proposed budget shall be presented to the Council prior to the first year of the proposed biennial budget.

The process for developing the budget shall begin with the conduct of an annual Citizen Survey, which shall be based on a random sample of Auburn residents which are questioned about their satisfaction with City services and their priorities for spending of public funds. The City Manager's Office shall be responsible for administering the Citizen Survey process. A report on the results of the Citizen Survey shall be presented to Council and made available to the public.

The Finance Department shall develop revenue projections for the proposed budget, based on trend information available for each revenue source, knowledge of general and local economic trends, new State laws and City ordinances that may affect revenues, and other relevant factors. The City Manager shall review and revise revenue projections as he/she may consider appropriate.

The City Council shall then engage in a priority-setting process in which each Council member assigns priorities to a list of initiatives that is developed by the City Manager and to which the Council members may add their own initiatives. The City Council shall take into consideration the results of the Citizen Survey in determining their individual priorities. The Office of the City Manager will develop a consensus of the Council's priorities based on the individual Council members' priorities.

The City Manager will determine a budget strategy based on the revenue projections and the Council's consensus priorities and shall communicate the budget strategy to the department

heads to guide the development of the departmental goals and proposed budgets. The Office of the City Manager shall also establish procedures for development of the proposed long-term capital plan.

The City Manager's Office shall compile the departments' budget requests and review for consistency with Council priorities. With support from the Finance Department, the City Manager's Office shall review the revenue projections and budget requests to evaluate their effects on fund balance. Then, the City Manager's Office shall determine the extent of reductions in proposed expenditures that may be necessary, the extent to which revenue rate increases may be necessary and the extent to which borrowing may be advisable. A long-term financial projection shall be developed to determine the long-term effects on fund balance of various revenue, expenditure and borrowing alternatives. The City Manager shall determine which alternatives to employ in developing a proposed budget that meets the City's current and long-term goals and that is consistent with the City's financial policies.

The proposed budget shall be presented by the City Manager and management staff to the City Council for its consideration in one or more meetings during which the strategies and components of the proposed budget shall be explained and Council members may pose questions about the proposed budget. The proposed budget shall identify the key decisions affecting the budget that are to be made by the Council. Upon its initial presentation to the Council, the proposed budget shall be made available to the public for inspection.

A public hearing on the proposed budget shall be publicized in advance and shall be held at a regularly scheduled City Council meeting. The budget adoption ordinance shall be placed on the Council agenda no later than the first regular Council meeting in September of each even-numbered fiscal year. If the City Council fails to adopt a budget prior to any fiscal year-end (September 30), the provisions of State law shall be followed concerning the budget for the new fiscal year.

Budgetary control shall be at the fund level, with managerial control exercised by the City Manager at the department level. The City Manager is authorized to make minor adjustments of appropriated amount between and among the various accounts (line items) of the General Fund and Sewer Fund (but not between the General Fund and the Sewer Fund), as necessitated by changing requirements; the City Council shall be informed of any such adjustments made.

A Mid-Biennium Budget Review shall be held after March (50% of the fiscal year elapsed) in the first fiscal year of the biennium. During the Mid-Biennium Budget Review, the approved budget for both fiscal years of the biennium may be amended by the Council. In addition to the Mid-Biennium Budget Review, the City Manager's Office shall conduct a review of each fiscal year's budget prior to fiscal year-end and may propose a fiscal year-end budget adjustment. Generally, the budget will be amended by ordinance only at the Mid-Biennium Budget Review and just prior to fiscal year-end. The Council may show its commitment to significant changes to the budget at other times during the biennium by approval of a resolution.

### **Capital Projects**

Capital projects shall be managed by the department responsible for operating the project upon its completion; however, the City Manager may designate a specific department head to

manage a specific capital project. The Finance Department shall be responsible for assigning project account numbers, which shall be used to accumulate all project costs for capitalization according to GAAP. The Finance Department shall prepare specialized reports as necessary to report on the financial status of all capital projects.

### **Contracts Management**

City contracts for amounts exceeding the State bid law minimum (currently \$15,000) may be executed only by the Mayor and City Manager. Contracts for amounts less than the State bid law minimum may be executed only by the City Manager. Prior to the execution of City contracts, the proposed contract document shall be reviewed by the City Attorney, the Finance Director, and the City's Risk Manager; review by other City staff, as may be appropriate, may be invited.

Originals of all executed contracts shall be routed to the Finance Department for filing in the City Archives; copies of executed contracts shall be routed to affected City departments and other offices, as appropriate.

The Finance Department shall be responsible for establishing detailed procedures for tracking contract payments, include payments of retainage, and shall assign contract codes for managing contracts via the City's financial management software. The City Attorney shall address legal issues that may arise in connection with contracts management.

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<sup>1</sup>. *The City implemented GASB 61, "The Financial Reporting Entity: Omnibus (an amendment of GASB statements 14 and 34)" during fiscal year 2013. This statement changes certain requirements for the inclusion of component units in the financial reporting entity. It also amends the criteria for blending component units. As mentioned above, the Housing Authority of the City of Auburn was added as a discretely presented component unit.*

<sup>2</sup>. *The City implemented GASB 63, "Financial Reporting of Deferred Outflows of Resources, Deferred Inflows of Resources, and Net Position" during fiscal year 2013. This statement replaced the term net assets with net position for the difference between assets plus deferred outflows of resources and liabilities plus deferred inflows of resources, where full accrual basis accounting is used, e.g. in enterprise fund types.*

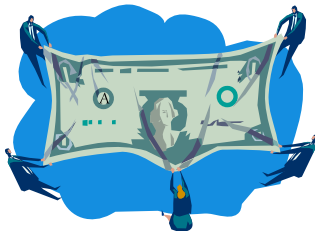
## City of Auburn

### *Description of the Budgetary System*

Auburn follows a comprehensive budgeting process that is founded on the priorities set by the City Council and Auburn residents. One document that has served as a source of Auburn's long-term priorities is the City's comprehensive plan, *Auburn 2020*. In 1982, the City's leaders decided to take a more systematic approach to managing municipal affairs and long-term planning. They organized a community-based process through which many people examined Auburn's problems and potentials, and defined programs and projects through which the problems could be solved and the potentials fulfilled. The result of this process was *Auburn 2000*, a plan that set forth goals, policies, and programs for encouraging and influencing positive change. Since its adoption, the City's officials used the goals, policies, and programs developed in *Auburn 2000* to guide their decisions.

In May 1998, the City Council followed the *Auburn 2000* process model and adopted *Auburn 2020*, the document that sets forth ideas and recommendations on how to manage the inevitable changes Auburn will face during the next twenty years. As Auburn moves through the first decades of the 21st century, the City will depend on the *Auburn 2020* plan to guide decisions that will maintain the impetus for quality growth that has occurred in the past decade. The major goals identified in *Auburn 2020*, as well as a status update, are presented later in this section.

In the summer of 2000, the City Manager recommended and the City Council approved a change from an annual budget to a two-year or biennial budget for fiscal years 2001 and 2002. The objectives of a biennial budget process were two-fold: to give the Council and City management a longer budgeting horizon and to reduce the amount of staff time required for developing and adjusting the budget. Under the annual budgeting process, Auburn conducted a Mid-Year Budget Review process each April, which was nearly as rigorous as the budget development each summer. With a Biennial Budget, the Mid-Year Review process has been streamlined, while adding an in-depth Mid-Biennium Review process to the two-year period.



The City of Auburn's budget process begins in late winter with the annual Citizen Survey. This practice involves the distribution of an approximately six-page survey to approximately 600 randomly selected Auburn residents, followed up by telephone interviews to ensure an adequate sample size is obtained. The survey results are presented to Council in early April, with the full report and presentation also distributed to media and made available to the public in print and online. Questions are designed not only to gauge satisfaction with City services and various aspects of City governance, but also to allow for the ranking of potential projects and the issues where Council and management should concentrate their efforts. The survey is reviewed carefully by management and the City Council, and is an influential element in discussions as the City Council sets the priorities for the upcoming fiscal year. More detailed information about the Citizen Survey is included in this section of the budget document.

The City Council considers the results of the Citizen Survey when prioritizing the various initiatives for consideration in each upcoming biennium. The City Manager's budget staff prepares a detailed listing of projects and initiatives and distributes this to the Council for a written priority ranking; this form includes areas for comments on several projects, as well as a general comment field.

Each Council member decides on priorities individually and then the individual priorities are consolidated to produce a prioritized list of initiatives that represents the Council's consensus. The consensus priorities are then used by department heads to develop proposed goals for the departments in the new biennium. Also at this time, letters are sent to the various outside agencies to which the City provides funding, requesting a written statement of their support needs, as well as their financial statements and budgets.

After the first half of each fiscal year is complete (March 31), the Finance Department reviews the budget-to-actual performance of revenues, updates revenue trend data and determines whether the current fiscal year's revenue projections should be adjusted. If this Mid-Year Review of revenues shows that existing revenue projections may not be met, the City Manager would direct department heads on the amount and manner of expenditure reductions that would be needed.



After completing the Mid-Year review in even numbered years, Finance proceeds with developing revenue projections for the upcoming biennium, incorporating the most recent budget-to-actual revenue results and current information about the economy and legislation that may affect revenue sources. The City Manager reviews these revenue projections, as well as fund balance projections, to develop a budget strategy, including a target budget for each department, for the new biennium. In developing target budgets, an overriding budgetary goal is to maintain salaries and benefits costs at no more than 50% of the General Fund's budgeted expenditures.

After the initial revenue projections and budget strategy are complete, the City Manager holds the Biennial Budget Kick-Off meeting with the department heads and appropriate staff, discussing the biennial budget strategy and distributing materials including target budget data, informational resources, position budgeting information and instructions for submitting budget requests. All requests are submitted electronically, so the Budget Analyst conducts a training session to review the submission process and ensure all questions are answered.

Department heads are required to justify all budget requests, whether for personal services (salaries and benefits), contractual services, commodities or capital outlay, specifying the expected cost savings, additional operating and maintenance expenses, and budgetary impact. Departmental budget requests are submitted electronically through the City's financial software. Additional electronic forms are required to be submitted for capital outlay and capital improvement projects. At the same time, the Finance Director continues to review current year actual revenues and to evaluate the need to adjust the initial revenue projections.

The departmental goals are also developed during this time and are submitted to the City Manager for approval as part of the development of the proposed budget. Departmental goals are based on the Council's strategic goals and on carrying out the priorities that the City Council set, based on the Citizen Survey results. The department heads present their departments' approved goals to the City Council during budget hearings. Departmental goals are an integral part of the budget process and serve to focus the activities of the departments throughout the year. (All departmental goals for FY2015 & FY2016 are provided in this document.) Like the budget requests, departmental goals are submitted electronically, with detailed funding information and estimated timelines. Goals are updated quarterly, and Council is presented with a comprehensive goals status report each quarter.



Upon receipt of the departmental budget requests, which include requests for capital equipment and projects, the City Manager develops a balanced budget and presents it to the City Council in the form of a proposed budget. The City defines a *balanced budget* as maintaining a budgeted ending General Fund balance, after revenues and expenditures, of a sufficient amount to provide for a ratio of ending fund balance to total expenditures of at least 20%. This fund balance goal excludes the permanent reserve and eliminates any effect of principal repaid with refinancing debt issues from the total expenditures. The proposed budget must meet this condition. The proposed budget document also identifies the key decisions to be addressed by the Council and summarizes the budgetary impact of the key decisions by fiscal year and funding source.

The Council holds budget work sessions, which are open to the public, with the City Manager and all department heads. During these work sessions, the City Manager presents an overview of the current biennium's achievements, current and projected financial status, and proposed goals and initiatives for



the upcoming biennium. Copies of the proposed budget are made available to the public at City Hall and the City Library, as well as via the City's web site; emails are sent to electronic subscribers with links to the document online. A public hearing on the proposed budget is advertised and held during a regular City Council meeting prior to adopting the budget. The Council finalizes the key decisions following the public hearing and prior to consideration of the budget ordinance for adoption. State law requires that the budget be approved no later than the first regular Council meeting each October (the

City's fiscal year begins on October 1). The expenditures authorized by the budget ordinance are detailed by fund and, within the General Fund, by departments and divisions.

The City Manager, Finance Director and budget staff monitor revenues and expenditures on a monthly basis during the fiscal year and review progress on departmental goals at the end of each calendar quarter. The City Manager holds department heads accountable for their departments' overall budgetary performance. Auburn has a strong track record for conservatively realistic revenue projections, as well as for controlling expenditures within the budget. Careful budget administration typically results in changes to fund balances that are better than budgeted.

The City Council adjusts the budget in the spring, if necessary, following the Mid-Year Review, to reflect changing conditions. For the Mid-Year Review, the Finance Director reviews revenues and revises projections as appropriate. If the revenue projections, as revised, appear adequate to fund the originally budgeted expenditures, no changes are made. If the revised revenue projections reflect that resources will not be adequate to cover the budgeted expenditures, department heads are directed to make reductions from the original budgeted amounts.

If the revenue revisions reflect a significantly greater amount of resources than originally budgeted, the City Manager considers whether to propose using those projected additional resources to finance additional projects or provide additional services. A review of conditionally budgeted capital outlay for equipment expansion and replacement is also performed. If a determination of excess capacity is made, the department heads are required to submit a prioritized listing of capital needs to the City Manager's budget staff. Needs are evaluated and careful consideration is given to Council priorities and any concerns revealed by the Citizen Survey results. Once final decisions are





made, the City Manager releases funds for specific purposes. These expenditures are noted for a budget adjustment at Mid-Year or Mid-Biennium as appropriate.

After the City Manager's review of the budget status at Mid-Year, he may submit a proposed budget adjustment to the Council. If the Council approves the proposed adjustments, an amending ordinance is adopted. The amending ordinance details expenditures by fund and within the General Fund, by departments and divisions.

In summer of the first year of the biennium, the City Council and staff conduct the Mid-Biennium Review. Once again, revenue projections are reviewed and revised, as appropriate, based on year-to-date actual revenues and other relevant information.

If the revised revenue projections appear adequate to finance the budgeted expenditures for the biennium, as may have been revised in the Mid-Year Review, those projections are used by the City Manager to determine the strategy for the Mid-Biennium Review. If the revised revenue projections are not sufficient to provide for budgeted expenditures, the City Manager directs the Department Heads about the amount of expenditure reductions needed to maintain a balanced budget and the fund balance goal. If the revised revenue projections indicate a substantial amount of projected revenues in excess of the Mid-Year amended amounts, the City Manager considers whether to propose using those projected additional resources to finance additional projects or provide additional services in determining the Mid-Biennium Review strategy.

Expenditures are adjusted for Council-approved unbudgeted items and changes in conditions since the biennial budget was adopted, based on the departments' requests and justifications.

The proposed revenue projection and expenditure adjustments, and the related key decisions are presented to the Council in a public budget work session. After the Council makes the key decisions, a budget amendment ordinance is submitted to the Council for adoption. If the amendments are approved, the budget within the financial management system is updated accordingly.

In April of the second fiscal year of the biennium, the Mid-Year Review of revenues is conducted in the same manner as during the first fiscal year.

After completion of the Mid-Year Review of revenues is completed, the budget development process begins again, following completion of the Citizens Survey. As part of the process of preparing a new biennial budget, the City Manager and staff review the actual and budgeted revenues and expenditures of the current biennium and develop proposed amendments to the budget for the current biennium that may be considered necessary. Any proposed amendments to the current biennial budget are included in the Proposed Budget information provided to the City Council.

Auburn's budget is developed based on generally accepted accounting principles (GAAP) for the governmental fund types. The modified accrual basis of accounting is used to project revenues and appropriations for the governmental funds: General, Special Revenue and Debt Service funds. The City has no primary revenue sources that are treated as being susceptible to accrual. The City does not accrue property or sales taxes because those revenue sources



are budgeted to finance the fiscal year in which they are scheduled to be received. Each fiscal year's budget and financial statements include twelve months' revenue from these sources. The City accrues grants receivable for the amounts expended from reimbursable-type grants.

For the proprietary funds, a hybrid approach is used for the budget. The full accrual basis of accounting (revenues are recognized when earned) is used for estimating revenues. However, for greater control over Enterprise Funds' expenses, the full accrual basis (expenses recognized when incurred) is modified: in addition to the full accrual basis expenses, including amortization and depreciation, capital outlays and any debt service principal payments are included as budgeted expenses. The basis of accounting used for budgeting is the same as the basis used for accounting and financial reporting for all funds, with the exception of the inclusion of capital outlay and debt service principal expenses in proprietary funds' budgets.

# City of Auburn

## Budget Calendar

### FY2015 & 2016 Biennium

S	M	T	W	T	F	S
<b>January 2014</b>						
		1	2	3	4	
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

#### January 2014

6 Begin Conducting Citizen Survey

<b>February 2014</b>						
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	

#### February 2014

21 Position budgets completed  
21 Outside Agency funding packets mailed

<b>March 2014</b>						
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

#### March 2014

1 Begin FY2015 & 2016 Biennial Budget  
7 Outside Agency funding requests due  
7 Budget Kick-off meeting for City departments  
7 Priorities finalized and distributed to Management Team and City Council  
7 Departmental budget requests opened  
14 Departmental priority rankings due to OCM  
18 Priority rankings compiled and analyzed by OCM  
21 Position budgets reviewed by Department Heads  
28 Initial department requests and new position requests due  
31 Capital improvement plan and capital outlay requests due

<b>April 2014</b>						
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

#### April 2014

1 Capital Outlay needs review begins  
7 Department Heads begin additional funding request meetings with City Manager  
21 Draft of departmental goals are due

<b>May 2014</b>						
			1	2	3	
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

#### May 2014

2 Final departmental budget submissions due  
7 Capital improvement plan and capital outlay review finalized  
7 Key decisions finalized  
9 Final department goals due to OCM  
14 Model Budget Document distributed to Budget Team  
19 Final budget document draft ready for City Manager review  
23 Budget document published  
27 Budget Document posted to website  
28 1st Council work session  
29 2nd Council work session  
30 Ordinance completed and submitted to Council

<b>June 2014</b>						
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

#### June 2014

3 1st Reading of Budget Ordinance  
17 2nd Reading & Adoption of Budget Ordinance

## **City of Auburn**

### *Annual Citizen Survey*

Many citizens do not become actively involved in local government affairs unless they feel they are directly affected. Sometimes it appears that citizen participation tends to be dominated by highly organized, permanent, or ad hoc, special interest groups. Consequently, the views and interest of many people, the “silent majority,” remain unheard.

In an effort to overcome this problem and to demonstrate its commitment to strong citizen participation, the City of Auburn decided to survey each year a representative cross-section of the community on issues of governmental importance and community priorities. Auburn’s Citizen Survey is conducted each year at the beginning of the priority-setting process in preparation for the proposed budget. The first citizen survey in Auburn was completed in the spring of 1986. The City’s annual Citizen Survey was awarded a 1999 City Livability Award by the United States Conference of Mayors.

Many of the survey questions have remained constant, allowing the City leaders to track public opinion over time. Other questions are added each year to reflect public sentiment on current issues. In years past, the Planning Department administered the survey. In 2004, the City hired a firm that specializes in survey development, administration, and analysis to conduct the Citizen Survey.

The 2014 Citizen Survey was conducted in early 2014, in preparation for the FY2015 & FY2016 biennial budget process. A six-page survey was mailed to a random sample of 1,500 households in the City of Auburn. Responses to the survey were entered into a computer database, enabling the survey results to be tabulated promptly. The confidence interval calculated for the 2014 survey indicates a 95% level of confidence with a precision of at least +/- 4.0%. In order to better understand how well services are being delivered in different areas of the City, the addresses of the respondents were geo-coded into the database.

The survey results reflect high levels of satisfaction with City services and the overall quality of life in Auburn. The areas that residents thought should receive the most increase in emphasis from the City over the next two years were (1) management of traffic flow in the City and (2) maintenance of City streets, buildings, and facilities. The Executive Summary from the 2014 survey is presented on the following pages. The complete results of the Citizen Survey are available from the City’s website at [www.auburnalabama.org/citizensurvey](http://www.auburnalabama.org/citizensurvey).

Once the survey results are summarized and presented to the City Council for review, the Council establishes the priorities for the upcoming budget cycle. The survey results are publicized through the City’s web page, the City’s monthly newsletter that is distributed with water bills, and the local media. Publicity makes the survey results available to the entire community, which has helped institutionalize the annual survey as a tool used by the City Council and management to address the priorities and desires of the citizenry.

# 2014 City of Auburn Citizen Survey

*...helping organizations make better decisions since 1982*

## Final Report

**Submitted to the City of Auburn, Alabama by:**

ETC Institute  
725 W. Frontier Circle  
Olathe, Kansas  
66061

**April 2014**



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# 2014 City of Auburn Citizen Survey

## Executive Summary Report

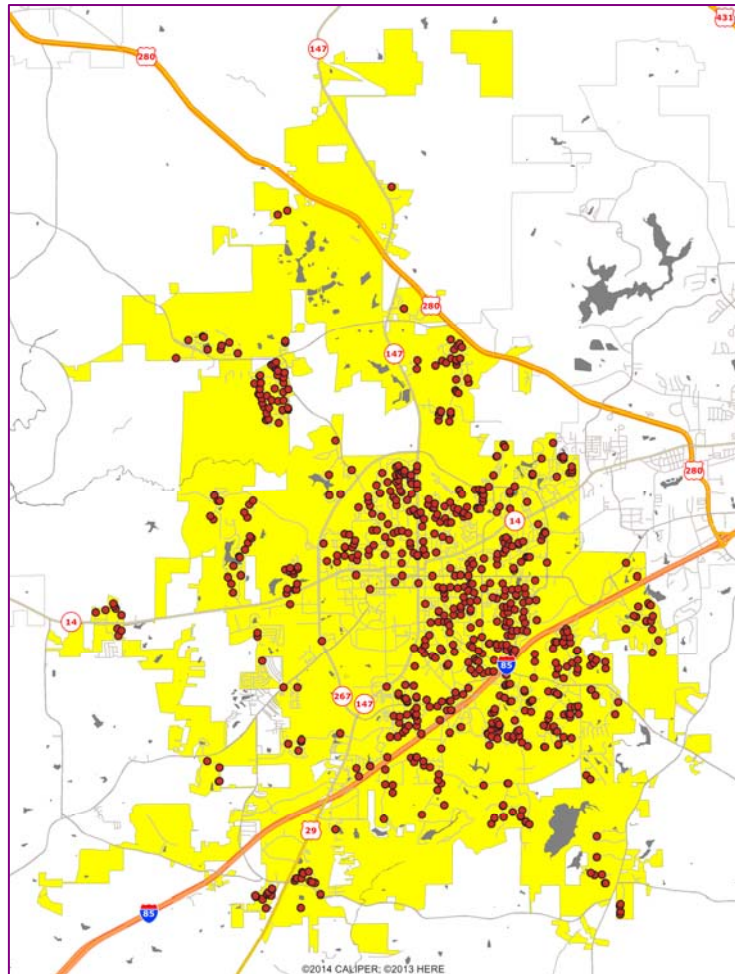
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### Purpose and Methodology

ETC Institute administered the DirectionFinder® survey for the City of Auburn during February 2014. The survey was administered as part of the City's on-going effort to assess citizen satisfaction with the quality of city services. The City of Auburn has been administering an annual citizen survey since 1985.

**Resident Survey.** A seven-page survey was mailed to a random sample of 1,500 households in the City of Auburn. Of the households that received a survey, 763 completed the survey (a 51% response rate). The results for the random sample of 763 households have a 95% level of confidence with a precision of at least +/-3.5%. In order to better understand how well services are being delivered by the City, ETC Institute geocoded the home address of respondents to the survey (see map to the right).

The percentage of “don't know” responses has been excluded from many of the graphs shown in this report to facilitate valid comparisons of the results from Auburn with the results from other communities in the *DirectionFinder*® database. Since the number of “don't know” responses often reflects the utilization and awareness of city services, the percentage of “don't know” responses has been provided in the tabular data section of this report. When the “don't know” responses have been excluded, the text of this report will indicate that the responses have been excluded with the phrase “*who had an opinion.*”



This report contains:

- a summary of the methodology for administering the survey and major findings
- charts showing the overall results for most questions on the survey
- benchmarking data that shows how the results for Auburn compare to other communities
- importance-satisfaction analysis
- tables that show the results for each question on the survey
- a copy of the survey instrument
- GIS maps that show the results of selected questions as maps of the City

## Major Findings

- **Overall Satisfaction with City Services.** The overall City services that residents, *who had an opinion*, were most satisfied with (rating of 4 or 5 on a 5-point scale) were: police, fire, and ambulance services (92%), the quality of the City's school system (91%) and the quality of City library services (88%). *Four of the overall City services showed significant increases in positive ratings from 2013: 1) quality of the City's customer service (+8%), 2) maintenance of city infrastructure (+7%), 3) enforcement of city codes & ordinances (+4%) and 4) flow of traffic & congestion management (+8%). None of the overall City services showed significant decreases in positive ratings from 2013.*

\*Note: changes of 4% or more were statistically significant

- **Overall Priorities.** The overall areas that residents thought should receive the most emphasis from the City of Auburn over the next two years were: 1) the quality of the City's school system, 2) flow of traffic and congestion management and 3) the maintenance of city infrastructure.
- **Perceptions of the City.** Ninety-two percent (92%) of the residents surveyed, *who had an opinion*, were very satisfied with the quality of life in the City; only 3% were dissatisfied and the remaining 5% gave a neutral rating. Most (91%) of the residents surveyed, *who had an opinion*, were also satisfied with the overall image of the City; only 2% were dissatisfied and the remaining 7% gave a neutral rating. *None of the items related to perceptions of the City showed significant increases or decreases in positive ratings from 2013 to 2014.*
- **Public Safety.** The public safety services that residents, *who had an opinion*, were most satisfied with (rating of 4 or 5 on a 5-point scale) were: the quality of fire protection (91%), the quality of local police protection (90%) and the response time of fire personnel (89%). The public safety services that residents felt should receive the most emphasis from City leaders over the next two years were: 1) efforts to prevent crime, 2) the visibility of police in neighborhoods and 3) the overall quality of police protection. *There were three public safety services that showed significant increases in positive ratings from 2013 to 2014: 1) response time of fire personnel (+5%), 2) the visibility of police in neighborhoods (+5%) and 3) the quality of fire safety education programs.*



There were **no decreases in positive ratings** in any of the public safety services rated from 2013 to 2014.

- **Feeling of Safety in the City.** Ninety-two percent (92%) of the residents surveyed, *who had an opinion*, generally felt safe (rating of 4 or 5 on a 5-point scale) in Auburn. In addition, ninety-six percent (96%) of residents felt safe in their neighborhood during the day and 92% felt safe in downtown Auburn. *There were four significant increases in positive ratings from 2013 to 2014: 1) feeling safe in neighborhoods at night (+4%), 2) in commercial and retail areas (+4%), 3) in City parks (+7%) and 4) traveling by bicycle in Auburn (+8%). There were no decreases in positive ratings with regard to feelings of safety from 2013 to 2014.*
- **Code Enforcement.** The code enforcement services that residents, *who had an opinion*, were most satisfied with (rating of 4 or 5 on a 5-point scale) were: the clean-up of debris and litter (82%), the cleanup of large junk and abandoned vehicles (81%) and the control of nuisance animals (68%). The code enforcement services that residents felt should receive the most emphasis from City leaders over the next two years were: 1) the cleanup of debris and litter and 2) the cleanup of overgrown and weedy lots. *Of the six code enforcement services that were surveyed, five showed significant increases in positive ratings from 2013 to 2014: 1) cleanup of large junk/abandoned vehicles (+4%), 2) control of nuisance animals (+8%), 3) efforts to remove dilapidated structures (+7%), 4) enforcement of loud music (+7%) and 5) cleanup of overgrown and weedy lots (+6%). There was one significant decrease in positive ratings from 2013 to 2014: cleanup of debris and litter (-4%).*
- **Garbage and Water Services.** Residents were generally satisfied with garbage and water services in Auburn. The services that residents, *who had an opinion*, were most satisfied with (rating of 4 or 5 on a 5-point scale) were: residential garbage collection services (92%), yard waste removal service (84%) and water service (83%). The garbage and water services that residents felt should receive the most emphasis from City leaders over the next two years were: 1) the material types accepted for recycling and 2) overall curbside recycling service. *The garbage and water service that showed a significant increase in positive ratings from 2013 was recycling at the city's drop-off recycling center (+4%). There were no significant decreases in positive ratings in any of the garbage and water services rated from 2013.*
- **Traffic Flow and Transportation.** The traffic flow and transportation issue that residents, *who had an opinion*, were most satisfied with (rating of 4 or 5 on a 5-point scale) was the ease of travel by car in Auburn (81%). *There were significant increases in each of the traffic flow and transportation categories from 2013 to 2014: 1) ease of travel by car in Auburn (+4%), 2) ease of pedestrian travel in Auburn (+5%) and 3) ease of travel by bicycle in Auburn (+7%).*



**City Maintenance.** The maintenance services that residents, *who had an opinion*, were most satisfied with (rating of 4 or 5 on a 5-point scale) were: the maintenance of traffic signals (91%), the maintenance of downtown Auburn (89%), the maintenance of street signs (88%) and the maintenance of city-owned buildings (86%). The maintenance service that residents felt should receive the most emphasis from City leaders over the next two years was the maintenance of streets. Residents also felt it was important to emphasize the adequacy of city street lighting and the cleanup of litter and debris in or near roadways. *The maintenance services that showed significant increases in satisfaction ratings were: 1) the maintenance of traffic signals (+4%), 2) the maintenance of street signs (+6%), 3) overall cleanliness of streets and public areas (+5%), 4) mowing and trimming along streets and public areas (+8%) and 5) adequacy of city street lighting (+6%). There were no decreases in positive ratings for any of the maintenance services that were rated from 2013.*

- **Parks and Recreation.** The parks and recreation services that residents, *who had an opinion*, were most satisfied with (rating of 4 or 5 on a 5-point scale) were: the maintenance of City parks (86%), maintenance of walking trails (81%), the quality of special events (81%), maintenance of cemeteries (81%), maintenance of outdoor athletic fields (80%), and the quality of youth athletic programs (79%). The parks and recreation service that residents felt should receive the most emphasis from City leaders over the next two years was the maintenance of parks. Residents also felt it was important to emphasize the maintenance of walking trails, quality of special events and quality of youth athletic programs. *Of the eighteen parks and recreation services that were surveyed, fifteen showed significant increases in positive ratings from 2013. The highest of these increases included: the quality of community recreation centers (+14%) and the maintenance of community recreation centers (+11%). There were no decreases in positive ratings for any of the parks and recreation services that were rated from 2013.*
- **City Communication.** Eighty-one percent (81%) of the residents surveyed, *who had an opinion*, were satisfied (rating of 4 or 5 on a 5-point scale) with the quality of the City's *Open Line* newsletter and 71% were satisfied with the availability of information on parks and recreation programs and services. *There were two significant increases in positive ratings in the following communication services rated from 2013: quality of the city's social media (+7%) and the level of public involvement in decision-making (+5%). There was one significant decrease in satisfaction ratings in communication services from 2013: quality of the city's website (-4%).*
- **Downtown Auburn.** The aspects of downtown Auburn that residents, *who had an opinion*, were most satisfied with (rating of 4 or 5 on a 5-point scale) were: the cleanliness of downtown areas (92%), the feeling of safety of downtown at night (90%), pedestrian accessibility (85%) and quality of public events held downtown (80%). Residents felt it was most important to emphasize the availability of parking in downtown Auburn over the next two years, as well as the feeling of safety of downtown at night. *There were significant increases in seven of the twelve aspects of downtown Auburn rated from 2013: 1) feeling of safety of downtown at night (+7%), 2) quality of public events held downtown (+4%), 3) landscaping and green space (+4%),*

4) availability of dining opportunities (+4%), 5) availability of public event space (+7%), 6) availability of outdoor dining venues (+5%) and 7) availability of parking (+11%).

There were **no decreases** in any of the satisfaction ratings pertaining to downtown Auburn from 2013.

- **Development and Redevelopment in the City.** The development and redevelopment services that residents, *who had an opinion*, were most satisfied with (rating of 4 or 5 on a 5-point scale) were: the overall appearance of downtown Auburn (83%), the quality of new industrial development (70%) and the quality of new business development (67%). There were two **significant increases** in satisfaction with development and redevelopment in Auburn: 1) overall appearance of downtown (+4%) and 2) overall quality of new retail development (+6%). There were **no decreases** in development and redevelopment issues rated from 2013.

### **Other Findings.**

- Ninety-six percent (96%) of the residents surveyed, *who had an opinion*, rated the City as an excellent or good place to raise children; only 1% felt it was a below average place to raise children and 3% were neutral.
- Ninety-six percent (96%) of the residents surveyed, *who had an opinion*, rated the City as an excellent or good place to live; only 1% felt it was a below average place to live and 3% were neutral.
- Residents were asked to indicate what they felt were the most important transportation safety issues in Auburn. The transportation safety issue that residents felt was most important was in Auburn was texting while driving/distracted driving (71%). Residents also felt neighborhood speeding (29%) and running red lights (25%) were important transportation safety issues.
- Sixty-five percent (65%) of the residents surveyed reported they did NOT use the city's bicycle lanes and facilities; 18% occasionally used the bicycle lanes and facilities, 3% used them monthly, 11% used them weekly or daily and 3% did not provide a response.
- The primary sources from which residents received information about city issues, services and events were: word of mouth (62%), the *Open Line* newsletter (62%), the local newspaper (61%) and the city website via home computer (46%).
- Eighty-five percent (85%) of the residents surveyed, who had contacted the City during the past year, felt it was easy to contact the person they needed to reach; 14% felt it was difficult and 1% did not remember.
- Seventy-eight percent (78%) of residents, who had contacted the City during the past year, felt the department they had contacted was responsive to their issue, 13% did not and 9% did not provide a response.

## Trends

A summary of the long-term trends (2006 to 2014) and the short-term trends (2013 to 2014) are provided on the following pages. It is important to note that the 2014 survey was changed significantly from previous years, so trends are not available for many questions.

**Long-Term Trends.** Positive ratings for the City of Auburn improved or stayed the same in 67 of the 68 areas that were assessed in both 2006 and 2014; 54 of these improvements were statistically significant (increases of 4% or more were significant). There was a decrease in positive ratings in only 1 of the 68 areas that were rated in both 2006 and 2014; this decrease was not statistically significant (decreases of 4% or more were significant). The significant changes from 2006 to 2014 are shown in the table on the next page.

Category by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)	Change From			Category
	2014	2006	2006	
<b>SIGNIFICANT INCREASES</b>				
Maintenance of walking trails	81%	58%	23%	Parks and Recreation
Ease of pedestrian travel in Auburn	69%	47%	22%	Traffic Flow and Transportation
Maintenance of community recreation centers	74%	52%	22%	Parks and Recreation
Quality of community recreation centers	73%	52%	21%	Parks and Recreation
Visibility of police in neighborhoods	81%	61%	20%	Public Safety Services
Flow of traffic & congestion management	63%	43%	20%	Overall Satisfaction
Efforts to prevent crime	77%	59%	18%	Public Safety Services
Police safety education programs	71%	54%	17%	Public Safety Services
Visibility of police in retail areas	77%	60%	17%	Public Safety Services
Maintenance of swimming pools	65%	48%	17%	Parks and Recreation
Maintenance of streets	73%	57%	16%	Maintenance
Quality of fire safety education programs	77%	62%	15%	Public Safety Services
Maintenance of biking paths/lanes	73%	58%	15%	Parks and Recreation
Maintenance of city infrastructure	75%	60%	15%	Overall Satisfaction
Enforcement of traffic laws	72%	58%	14%	Public Safety Services
Effectiveness of city's communication with public	74%	60%	14%	Overall Satisfaction
Fire personnel emergency response time	89%	76%	13%	Public Safety Services
Quality of swimming pools	61%	48%	13%	Parks and Recreation
Maintenance of street signs	88%	75%	13%	Maintenance
Adequacy of city street lighting	74%	61%	13%	Maintenance
Quality of local ambulance service	82%	70%	12%	Public Safety Services
Maintenance of sidewalks	77%	65%	12%	Maintenance
Feeling of safety in City parks	78%	66%	12%	Feeling of Safety
Enforcement of city codes & ordinances	67%	56%	11%	Overall Satisfaction
Maintenance of traffic signals	91%	80%	11%	Maintenance
Overall cleanliness of streets/public areas	85%	74%	11%	Maintenance
Overall image of the City	91%	81%	10%	Perceptions of the City
Overall appearance of the City	81%	71%	10%	Perceptions of the City
Ease of travel by bicycle in Auburn	43%	34%	9%	Traffic Flow and Transportation
Overall quality of City services	86%	77%	9%	Perceptions of the City
Maintenance of downtown Auburn	89%	80%	9%	Maintenance
Overall quality of police protection	90%	82%	8%	Public Safety Services
Police response time	80%	72%	8%	Public Safety Services
Overall quality of fire protection	91%	83%	8%	Public Safety Services
Value received for your city tax dollars and fees	76%	68%	8%	Perceptions of the City
Maintenance of cemeteries	81%	73%	8%	Parks and Recreation
Quality of the city's customer service	79%	71%	8%	Overall Satisfaction
Mowing and trimming along streets and public areas	82%	74%	8%	Maintenance
Residential garbage collection	92%	84%	8%	Garbage and Water Services
Feeling of safety in commercial and retail areas	85%	77%	8%	Feeling of Safety
Quality of OPEN LINE newsletter	81%	73%	8%	City Communication
Quality of police, fire, & ambulance services	92%	85%	7%	Overall Satisfaction
Utility Billing Office customer service	78%	71%	7%	Garbage and Water Services
Level of public involvement in decision-making	50%	43%	7%	City Communication
Overall quality of life in the City	92%	86%	6%	Perceptions of the City
Quality of adult athletic programs	65%	59%	6%	Parks and Recreation
Fees charged for recreation programs	66%	60%	6%	Parks and Recreation
Yard waste removal service	84%	78%	6%	Garbage and Water Services
Quality of the city's website	67%	61%	6%	City Communication
Ease of registering for programs	70%	65%	5%	Parks and Recreation
Water service	83%	78%	5%	Garbage and Water Services
Overall feeling of safety in Auburn	92%	87%	5%	Feeling of Safety
Effectiveness of the City Manager	71%	67%	4%	City Leadership
Effectiveness of appointed boards and commissions	63%	59%	4%	City Leadership
<b>SIGNIFICANT DECREASES</b>				
NONE				

**Short-Term Trends.** Positive ratings for the City of Auburn improved or stayed the same in 101 of the 111 areas that were assessed in both 2013 and 2014; 51 of these improvements were statistically significant (increases of 4% or more were significant). There were decreases in positive ratings in 10 of the 111 areas that were rated in both 2013 and 2014; 2 of these decreases were statistically significant (decreases of 4% or more were significant). The significant changes from 2013 to 2014 are shown in the table below.

Category by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)	Change From			Category
	2014	2013	2013	
<b>SIGNIFICANT INCREASES</b>				
Quality of community recreation centers	73%	59%	14%	Parks and Recreation
Maintenance of community recreation centers	74%	63%	11%	Parks and Recreation
Availability of parking	37%	26%	11%	Downtown Auburn
Maintenance of biking paths/lanes	73%	65%	8%	Parks and Recreation
Quality of the city's customer service	79%	71%	8%	Overall Satisfaction
Flow of traffic & congestion management	63%	55%	8%	Overall Satisfaction
Feeling of safety traveling by bicycle in Auburn	46%	38%	8%	Feeling of Safety
Control of nuisance animals	68%	60%	8%	Code Enforcement
Mowing and trimming along streets and public areas	82%	74%	8%	City Maintenance
Ease of travel by bicycle in Auburn	43%	36%	7%	Traffic Flow and Transportation
Fees charged for recreation programs	66%	59%	7%	Parks and Recreation
Quality of adult athletic programs	65%	58%	7%	Parks and Recreation
Maintenance of city infrastructure	75%	68%	7%	Overall Satisfaction
Feeling of safety in City parks	78%	71%	7%	Feeling of Safety
Feeling of safety of downtown at night	90%	83%	7%	Downtown Auburn
Availability of public event space	59%	52%	7%	Downtown Auburn
Efforts to remove dilapidated structures	64%	57%	7%	Code Enforcement
Enforcement of loud music	64%	57%	7%	Code Enforcement
Quality of the city's social media	56%	49%	7%	City Communication
Maintenance of walking trails	81%	75%	6%	Parks and Recreation
Maintenance of cemeteries	81%	75%	6%	Parks and Recreation
Overall quality of new retail development	62%	56%	6%	Development and Redevelopment
Cleanup of overgrown and weedy lots	64%	58%	6%	Code Enforcement
Maintenance of street signs	88%	82%	6%	City Maintenance
Adequacy of city street lighting	74%	68%	6%	City Maintenance
Ease of pedestrian travel in Auburn	69%	64%	5%	Traffic Flow and Transportation
Fire personnel emergency response time	89%	84%	5%	Public Safety Services
Visibility of police in neighborhoods	81%	76%	5%	Public Safety Services
Maintenance of outdoor athletic fields	80%	75%	5%	Parks and Recreation
Quality of youth athletic programs	79%	74%	5%	Parks and Recreation
Ease of registering for programs	70%	65%	5%	Parks and Recreation
Quality of swimming pools	61%	56%	5%	Parks and Recreation
Quality of senior programs	59%	54%	5%	Parks and Recreation
Availability of outdoor dining venues	50%	45%	5%	Downtown Auburn
Overall cleanliness of streets/public areas	85%	80%	5%	City Maintenance
Level of public involvement in decision-making	50%	45%	5%	City Communication
Cleanup of large junk/abandoned vehicles	81%	77%	4%	Code Enforcement
Ease of travel by car in Auburn	81%	77%	4%	Traffic Flow and Transportation
Quality of fire safety education programs	77%	73%	4%	Public Safety Services
Maintenance of parks	86%	82%	4%	Parks and Recreation
Maintenance of swimming pools	65%	61%	4%	Parks and Recreation
Special needs/therapeutics programs	57%	53%	4%	Parks and Recreation
Enforcement of city codes & ordinances	67%	63%	4%	Overall Satisfaction
Recycling at city's drop-off recycling center	81%	77%	4%	Garbage and Water Services
Feeling of safety in your neighborhood at night	87%	83%	4%	Feeling of Safety
Feeling of safety in commercial and retail areas	85%	81%	4%	Feeling of Safety
Quality of public events held downtown	80%	76%	4%	Downtown Auburn
Landscaping and green space	75%	71%	4%	Downtown Auburn
Availability of dining opportunities	74%	70%	4%	Downtown Auburn
Overall appearance of downtown	83%	79%	4%	Development and Redevelopment
Maintenance of traffic signals	91%	87%	4%	City Maintenance
<b>SIGNIFICANT DECREASES</b>				
Cleanup of debris and litter	82%	86%	-4%	Code Enforcement
Quality of the city's website	67%	71%	-4%	City Communication



## How Auburn Compares to Other Communities

The City of Auburn is setting the standard for the delivery of city services compared to other U.S. communities. Auburn rated above the national average for other U.S. communities in 58 of the 60 areas that were assessed, 49 of which were significantly above the national average (5% or more above the national average). Auburn rated below the national average in 2 areas, neither of which was significantly below the national average (5% or more below the national average). The areas where Auburn rated significantly above the national average are shown in the table below.

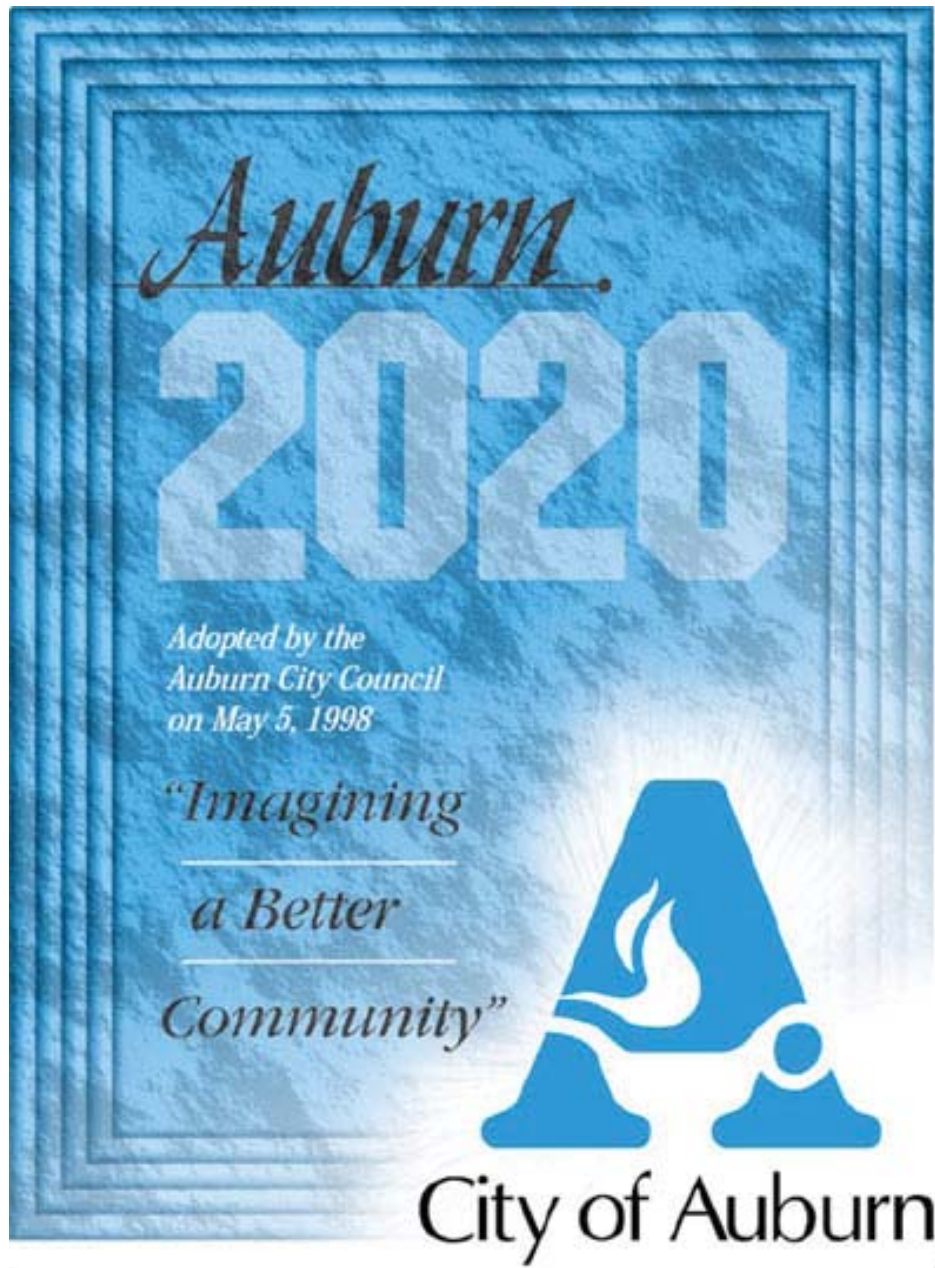
Category	Percent			Category
	by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)	National Average	Above/Below National Average	
<b>SIGNIFICANTLY ABOVE THE NATIONAL AVERAGE</b>				
Clean-up of debris/litter	82%	50%	32%	Codes and Ordinances
Overall quality of City services	86%	56%	30%	Perceptions of the City
Value received for city tax dollars/fees	76%	47%	29%	Perceptions of the City
Quality of school system	91%	63%	28%	Overall Satisfaction
Maintenance of walking trails	81%	56%	25%	Parks and Recreation
Feeling of safety in downtown	92%	68%	24%	Feeling of Safety
Effectiveness of communication with the public	74%	50%	24%	Overall Satisfaction
Quality of customer service	79%	55%	24%	Overall Satisfaction
Maintenance of sidewalks	77%	55%	22%	Maintenance
Visibility of police in neighborhoods	81%	59%	22%	Public Safety Services
As a place to work	82%	60%	22%	Ratings of Quality of Life
Overall image of the city	91%	70%	21%	Perceptions of the City
Feeling of safety in your neighborhood at night	87%	67%	20%	Feeling of Safety
As a place to raise children	96%	76%	20%	Ratings of Quality of Life
Mowing/trimming of streets & public areas	82%	64%	18%	Maintenance
Enforcement of codes & ordinances	67%	49%	18%	Overall Satisfaction
Cleanliness of city streets & public areas	85%	68%	17%	Maintenance
Quality of swimming pools	61%	44%	17%	Parks and Recreation
Maintenance of biking trails	73%	56%	17%	Parks and Recreation
Effectiveness of the city manager	71%	55%	16%	City Leadership
Quality of police protection	90%	74%	16%	Public Safety Services
Efforts to prevent crime	77%	61%	16%	Public Safety Services
Availability of info. about parks/rec programs/services	71%	56%	15%	City Communication
Overall feeling of safety	92%	77%	15%	Feeling of Safety
Maintenance of major city streets	73%	58%	15%	Maintenance
Maintenance of city infrastructure	75%	60%	15%	Overall Satisfaction
Quality of parks & recreation services	83%	69%	14%	Overall Satisfaction
Overall quality of life in the city	92%	78%	14%	Perceptions of the City
Overall appearance of the city	81%	67%	14%	Perceptions of the City
As a place to live	96%	82%	14%	Ratings of Quality of Life
Adult athletic programs	65%	52%	13%	Parks and Recreation
Visibility of police in retail areas	77%	64%	13%	Public Safety Services
Leadership of elected officials	68%	56%	12%	City Leadership
Effectiveness of appointed boards/commissions	63%	51%	12%	City Leadership
Feeling of safety in city parks	78%	66%	12%	Feeling of Safety
Maintenance of traffic signals	91%	79%	12%	Maintenance
Police, fire, & ambulance service	92%	80%	12%	Overall Satisfaction
Youth athletic programs	79%	67%	12%	Parks and Recreation
Police response time to emergencies	80%	69%	11%	Public Safety Services
Availability of info. on city programs/services	66%	56%	10%	City Communication
Yard waste collection service	84%	74%	10%	Garbage and Water Services
Outdoor athletic fields	78%	68%	10%	Parks and Recreation
Maintenance of parks	86%	77%	9%	Parks and Recreation
Police safety education programs	71%	62%	9%	Public Safety Services
Feeling of safety in your neighborhood during the day	96%	88%	8%	Feeling of Safety
Quality of garbage collection service	92%	84%	8%	Garbage and Water Services
Quality of city library services	88%	80%	8%	Overall Satisfaction
Enforcement of local traffic laws	72%	66%	6%	Public Safety Services
Quality of the city's website	67%	62%	5%	City Communication
<b>SIGNIFICANTLY BELOW THE NATIONAL AVERAGE</b>				
NONE				

## Auburn 2020 Revisited

*22 Long-Term Goals – Updated July 2014*

In 1997, the Auburn City Council engaged the community in a long-range planning and visioning process to envision the City of Auburn in the year 2020. A group of over two hundred citizen volunteers joined with City staff and members of the various City boards and agencies to develop long range goals to guide the future of the community. The resulting groups recommended goals, policies and programs to influence positive change for the future. The Auburn 2020 plan was adopted by the Council in 1998, and continues to guide city officials today. The *Auburn 2020* goals and their statuses as of July 2014 are presented below.

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1. Continue strong community financial support of Auburn City Schools with the goal of retaining the reputation as one of the outstanding public school systems in the Southeast.
  - The City Council has appropriated \$123,876,050 of total General Fund revenues to Auburn City Schools (ACS) since 1998, and provides additional support through a number of collaborative community art and education programs.
  - The City issues debt on behalf of Auburn City Schools, enabling the School Board to supplement its resources with the City staff's financial expertise and the City's strong credit rating, resulting in lower interest costs on the School's bonds.
  - The FY 2015 – 2016 budget includes a new funding formula for Auburn City Schools, recommending that 1.25 pennies of sales tax and the Five-Mill fund both be dedicated to Auburn City Schools, providing a proposed \$15.3 million annually.
  - Enrollment in Auburn City Schools increased by nearly 2,000 students since 1999, with 7,788 pupils enrolled in 2013-2014.
  - Auburn City Schools' staff of 570 certified instructors and administrative personnel possesses a collective 20 doctoral degrees, 45 specialist certificates, 361 master's degrees and 144 bachelor's degrees.
  - ACS had Principals of the Year for Alabama for both elementary school and middle school in 2007. The 2010 Alabama State Teacher of the year was the music teacher at Ogletree Elementary School.
  - Auburn High School has produced an average of six (6) National Merit Scholars per graduating class over the past five years. The Auburn High School Class of 2010 included seven (7) National Merit Finalist, two (2) Commended National Merit Scholars and one (1) National Merit Semi-Finalist.
  - The 2010 Senior Class was awarded nearly \$7 million in scholarships, and Auburn High School graduates are accepted each year at premier colleges and universities throughout the country.
  - Auburn High School has been ranked among the top high schools in the nation in national publications dating back to 2005. In 2013, Newsweek ranked Auburn High at 922 in a list of the nation's top 2,000 schools. In 2014, U.S. News and World Report ranked Auburn High #6 in Alabama and #833 of over 19,000 schools examined nationally.
  - Auburn Early Education Center garnered national attention in 2005 when it was named a School of Distinction by Intel Corporation and the children's book publisher Scholastic. Only twenty schools from across the nation were selected.
  - Expansion Management, a magazine providing the manufacturing sector with information on how to evaluate and compare communities nationally, has recognized Auburn City Schools as in the top 17% of school systems in the nation.



- For 13 consecutive years, ACS has been awarded the What Parents Want award presented by the research firm School Match. Only 16.2% of the nation's 15,573 public school districts have been so recognized.
  - The Auburn Early Education Center and Wright's Mill Road Elementary School have been recognized by Blue Ribbon Schools of Excellence, Inc. as Blue Ribbon Schools of Distinction.
2. Provide adequate facilities for all City departments to fulfill their missions of providing services to the Auburn community.
- City Hall
    - In 2001, City Hall was moved to newly renovated facilities at the former site of Auburn's Post Office.
    - In 2004, to further accommodate office space needs of other City Hall departments, the Human Resources Department moved into a renovated space in the east end of the City Hall Annex.
    - The City Meeting Room was moved to the southwest portion of the City Hall Annex to allow for the Human Resources Department's move.
    - In 2013, City Hall was renovated to allow for necessary building maintenance, with the Human Resources Annex undergoing renovation in 2014.
  - Development Services
    - After the move of City Hall, the former City Hall location was renovated to become the Development Services Building.
    - In 2005, renovation of the Public Works Construction and Maintenance facility allowed additional office space to be added.
    - The Water Resource Management Department moved into a new facility, the Bailey-Alexander Water & Sewer Complex, in 2006.
    - A major renovation of the Development Services Building began in 2013 to allow for necessary building and HVAC maintenance that had been long deferred. The renovation is scheduled to be complete in Summer 2014.
  - Parking, pedestrian and landscaping improvements to the Douglas J. Watson Municipal Complex began in Spring 2014. This project will complement the interior renovations currently underway in the Development Services Building, as well as adding approximately 25 new parking spaces to alleviate parking congestion.
  - Master planning of the Shug Jordan Public Safety Annex began in Fall 2013 to provide expanded training and complement the Fire Training Simulation Building constructed in 2007. This site will also house a new Police impound and storage facility, which will allow wrecked, seized and evidentiary vehicles to be moved from the Douglas J. Watson Complex, adding another 20-25 parking spaces to that facility. The impound facility is scheduled for completion by Fall 2014.

- Construction of the new Auburn Public Library on Thach Avenue was completed in 2001 and a 10,000 square foot expansion was added in 2008.
  - Construction of the Harris Center and Renovation of the Frank Brown Recreation Center at the Parks and Recreation Complex on Opelika Road both expanded the recreational facilities available to residents and allowed for Parks and Recreation Administrative offices to relocate from the Dean Road Recreation Center.
3. Establish a community learning center that will offer learning opportunities for Auburn adults, such as literacy schooling, GED training, high school diploma classes, and computer oriented activities.
- Adult literacy and other training needs are currently addressed in the community through the Lee County Literacy Coalition (LCLC), a local non-profit agency that provides free literacy tutoring and GED training.
  - Workforce training is provided through the Auburn Training Connection, a non-profit workforce initiative that assists industries in training, supporting and maintaining a skilled workforce.
  - GED and Adult Education opportunities are available to the community through Southern Union Community College, Auburn University and groups like the Osher Lifelong Learning Institute at Auburn University.
4. In cooperation with other local governments and school systems, establish an area-wide alternative school to serve at-risk children.
- Auburn City Schools, Lee County Schools, and Opelika City Schools have studied the concept of an area-wide alternative school. Due to a number of factors, including federal mandates, it has been deemed more effective for each school system to focus on their respective students. A top priority for Auburn City Schools is to identify at-risk students and employ early intervention programs to keep them on track for a high school diploma and beyond.
5. Establish an accredited educational program for three- and four-year-old children in the Auburn City Schools.
- Auburn City Schools remains interested in such a program, but increased state funding would be required for implementation.
6. Update the Land Use Plan periodically over the next 20 years, including a comprehensive review prior to 2000.
- In October 2004, the City of Auburn adopted a new Land Use Plan.
  - In October 2006, the City Council commissioned a contract for the Planning Department to work in tandem with private planning consultants (Van Buskirk, Ryffel, and Associates, Inc.) to develop and administer the Auburn Interactive Growth Model (AIGM). The AIGM provides population estimates for the City and distributes that population over time in five-year increments to build-out. The contract was completed

and a final report was provided to the City Council and Planning Commission in July 2008.

- Immediately following the completion of the AIGM contract, Planning Department staff began to lay the groundwork for a new land use plan for the City to be known as CompPlan 2030. This plan is now the successor to the 2004 Auburn Land Use Plan. The baseline data generated by the AIGM (and updated annually by the Planning staff) has served as the solid foundation upon which CompPlan 2030 was constructed. CompPlan 2030 was adopted by the City Council in October 2011.
  - Implementation of CompPlan 2030 began in earnest with the commencement of the first major specific area plan for Opelika Road. The Renew Opelika Road Corridor Plan initiative began in May 2012 and culminated with the City Council's adoption of the plan in August 2013. The first round of zoning regulations designed to facilitate accomplishing the vision set forth in the plan on the ground is scheduled for the City Council's consideration in June 2014.
  - The second major priority set forth in CompPlan 2030 was the initiation of a Downtown Master Plan. This planning process commenced in July 2013 and is scheduled to be completed by late Summer/early Fall 2014. Implementation of the plan in terms of text and map amendments are anticipated to commence during the latter part of 2014 and into 2015.
7. Construct with Auburn University a technology transfer center to promote the commercialization of technology developed at the University.
- The City, along with the City's Industrial Development Board, partnered with Auburn University and the State of Alabama to construct the Auburn Research Park. The first building was completed in 2008, with Northrop Grumman being the first official tenant.
  - Auburn University MRI Research Center (building #2) was formed in partnership with the Siemens Corporation as center in the Auburn University Samuel Ginn College of Engineering. Completed in November, 2010, the Center is housed in a 45,000 square foot building that is the location of both a 3T scanner operated under contract by the East Alabama Medical Center (EAMC), and has a 7T scanner. In addition to the university research activities, the Auburn Spine and Neurosurgery Center is located in the building.
  - The Mike Hubbard Center for Advanced Science, Innovation & Commerce (CASIC) officially opened in September 2012. CASIC will be interdisciplinary and will be used by the Colleges and Schools of Design and Construction, Engineering, Architecture, Sciences and Mathematics and Forestry and Wildlife Sciences.
  - The new medical college at the Auburn Research Park broke ground in February 2014. The Edward Via College of Osteopathic Medicine (VCOM) facility will be a state-of-the-art, four story building with more than 90,000 square feet adjacent to Auburn University's campus. The college is planning on admitting its first class in 2015.
  - In the summer of 2009, Auburn University and Siemens Medical Solutions USA, Inc. announced a research agreement for the establishment of the Auburn University MRI

Research Center, to be equipped with a Siemens 3T (Tesla) scanner, and a Siemens 7T device, the first of its kind in the world. The Auburn University MRI Research Center is expected to place Auburn University at the forefront of MRI research.

- Funding is in place for a third building that will begin construction in 2011.
8. Complete the construction of the infrastructure of the Auburn Technology Park expansion north of I-85, including an east/west boulevard from South College Street to Cox Road.
    - Construction of Auburn Technology Park North is complete. The park added a new tenant in January 2008; currently, the park is at capacity with eight tenants.
    - Construction of West Veterans Boulevard is complete. Corporate Parkway, a new connector road between Auburn Technology Park North and Auburn Technology Park West was completed in 2013.
    - A new Interstate 85 interchange, Exit 50 (Auburn Technology Parkway), opened in November 2012 providing access to Auburn Technology Parks North, South and West via Cox Road, Beehive Road, and Corporate Parkway.
  9. Identify and purchase additional suitable property for future industrial parks in order to maintain the City's positive industrial recruitment program.
    - Phase I infrastructure was completed in 2008 for the 430-acre Auburn Technology Park West, Auburn's third technology park.
    - Phase II infrastructure of Auburn Technology Park West was completed in 2013 with the new road (Corporate Parkway) connection to Riley Street at the north side of the park serving as the new main entrance.
    - Auburn Technology Park West has six tenants in the park and two new projects are currently under construction.
    - The Industrial Development Board of the City of Auburn has acquired land south of Auburn Technology Park West for future industrial development.
  10. Build additional parking facilities in downtown Auburn to ensure the prosperity and viability of the central city.
    - The City completed a comprehensive parking study of the downtown area in 2006. As of July 2008, the ground floor of the Auburn Municipal Parking Deck features all metered spaces, providing additional transient parking for citizens frequenting downtown. Maintenance and repair work has been performed on the Parking Deck to improve its use and extend its life to 2020 and beyond.
    - Additional metered parking is being provided at the East parking deck entrance and by re-working parking on Tichenor Avenue.

- The new Gay Street Parking lot East of the Municipal Parking Deck opened in 2013, providing 93 parking downtown parking spaces with electronic parking meter kiosks. The parking lot is also equipped with power hookups to serve as a downtown event space.
  - Improvements to enhance the downtown alleyways for pedestrian traffic between downtown parking and the businesses along College Street and Magnolia Avenue is scheduled for 2015.
11. In conjunction with the Alabama Department of Transportation, Auburn University, and other local governments, expand the mass transit program so that all citizens will have access to public transportation.
- Auburn University has expanded its campus transportation system, Tiger Transit, since this goal was established. As the University continues the transition to a pedestrian campus, the program is expected to grow to accommodate the needs of students.
  - Officials from the Lee-Russell Council of Governments continue to work in coordination with City officials to identify the most efficient means of operating the Lee-Russell Public Transit bus system.
  - Lee-Russell Public Transit held public hearings to discuss abandoning its fixed route system for an on-demand system. The transition to “Dial-a-Ride” was made in 2008.
  - The City of Auburn has worked with Auburn University to provide bus “pull-offs” to improve the transit system. Two pull-offs were constructed as part of the Shelton Mill Road resurfacing project.
12. Construct the roads and streets shown on the current Master Street Plan and update the Master Street Plan at least every five years.
- The City has been very active in implementing the Master Street Plan. The plan has been instrumental in educating developers and citizens on the future layout of the City’s roadways. The plan is currently being evaluated as part of CompPlan 2030.
  - City staff members worked with a developer to extend Longleaf Drive to Cox Road. This project will eventually bring relief to traffic congestion along portions of South College Street.
  - The project to extend Samford Avenue from East University Drive to Glenn Avenue was completed in 2009.
  - The City has extended Veterans Boulevard to tie Harmon Subdivision into the traffic signal at South College Street.
  - Lee-Russell Council of Governments is currently working on a long range transportation plan for the Auburn-Opelika area to determine traffic capacity issues expected in the next 25 years.

13. Acquire funding from the Alabama Department of Transportation for the widening of the bridge over I-85 at South College Street and to construct a new interchange at I-85 and Cox Road.
  - The bridge widening and interchange improvements at the South College interchange (Exit 51) were completed in fall 2005.
  - In early 2008, construction at the Bent Creek Interchange (Exit 57) was completed. The existing bridge was widened and improvements were made at all on and off ramps.
  - The City's third I-85 Interchange, the Auburn Technology Park Interchange (Exit 50) is now complete. Federal funding for a significant portion of this project was provided to ALDOT.
14. Establish a community network of sidewalks and bicycle trails that will allow all citizens to use alternative modes of transportation.
  - The City Council's commitment to sidewalks and bicycle paths has been strong, with 34 miles of existing bike and multi-use paths available in the City and 117 miles proposed for the future. The City of Auburn currently has approximately 79 miles of sidewalks available.
  - Every fourth grader in the City participates in the school system's bicycle safety program.
  - Auburn was named a Bronze Level Bicycle Friendly Community by the League of American Bicyclists in 2005. Auburn is the only community in the State of Alabama to hold a bicycle friendly designation.
  - The City recently worked with Auburn University on the "Travel with Care" campaign to educate and raise awareness for good safety practices.
  - The City is working with Auburn University to make improvements on Magnolia Avenue and College Street to enhance safety for pedestrians and cyclists.
  - The City installed a sidewalk along North College Street to provide pedestrian access to the new Pick Elementary School.
15. Facilitate community-wide access to the Internet with a goal of becoming a "wired city" to improve the quality and quantity of information sharing between City government and citizens.
  - The expansion of the Auburn Public Library in 2008 brought the addition of 22 new public access computers to the Library's electronic services for a total of 48 computers that Library patrons can use for Internet access. Additionally, the Auburn Public Library holds regular classes for Library patrons on how to use technology and the Internet.
  - All City facilities, including Auburn City Hall, the Douglas J. Watson Municipal Complex and the Auburn Public Library offer free wireless internet access to the public.

- The City's wireless mesh network covers downtown Auburn and has been expanded to cover all of the Auburn University campus where wireless access for Public Safety has been provided.
- The City of Auburn has used federal funding through various grant programs to develop and install a Wireless Mobile Data system for Police and Fire vehicles, with a network of wireless mesh access points working in concert with high speed cellular services providing voice and data access to 100 mobile data terminals in police and fire vehicles.
- The 2010 Citizen Survey indicated that 88% of residents have internet access at home. Of those, 93% have high-speed or broadband access making Auburn a truly "wired city."
- The City of Auburn established a Facebook and a Twitter presence in 2009. The City currently has 4,360 Facebook fans and 2,592 Twitter followers as of this writing.

16. Identify and develop water sources that will provide the City with an adequate quantity of potable water.

- In 2001, the Auburn Water Works Board (AWWB) completed a substantial expansion to Lake Ogletree to increase the storage volume in the reservoir which serves as AWWB's primary water supply. Treatment and storage upgrades were also completed at the James Estes Water Treatment Plant.
- The AWWB has completed significant storage, pumping and distribution improvements including the Northwest Tank and Booster Station, the Gold Hill Booster Pump Station, the Teague Court Tank and water main, the Shug Jordan water main from Donahue Drive to College Street, the Magnolia Drive water main replacement project, and water main extensions on Samford Avenue, Cox Road and Wire Road to name a few.
- In 2007, the AWWB completed a Water Supply Master Plan and formed a Long Range Water Supply Planning Committee to evaluate water supply alternatives identified in the plan.
- The AWWB completed a groundwater test well in 2009 and completed a 1,200 gpm production water well in 2012. This well is permitted to run 18 hours per day and adds approximately 1.2 million gallons per day to the City's water supply.
- The AWWB is currently working to complete upgrades at the James Estes WTP which will allow for a high rate study to be completed at the WTP. A successful high rate study will allow the AWWB to increase the capacity of the James Estes WTP.
- The AWWB has completed the set up of a hydraulic model and is continuously updating this model in order to monitor the capacity and water quality of the water distribution system and to evaluate options for purchasing water.
- In 2013, the AWWB completed the construction of a new 500,000 gallon clearwell (Clearwell No. 4) at the James Estes WTP. This new clearwell provides additional chlorine contact time with finish water and will help in trying to increase the capacity of the plant.



- The AWWB is currently in the design phase for a new spillway at Lake Ogletree. The new spillway will replace the original spillway that was constructed in 1941 and may add some capacity to Lake Ogletree. Construction is expected to begin in 2015.
- The AWWB continues to evaluate long range water supply options.

17. Upgrade the City's wastewater treatment plants to ensure sufficient capacity to serve the needs of Auburn University and the community.

- In 2005, the H.C. Morgan (Southside) Plant's capacity was expanded to 9.0 mgd.
- Construction of the Northside WPCF Phase I Improvements Project was completed in 2007 and consisted primarily of the construction of a new 60 ft diameter clarifier to increase the solids handling capability of the facility. The improvements allow the facility to operate more efficiently during wet weather events. The Northside WPCF Phase II Improvements Project was completed in 2009 and consisted of a new transfer pump station, upgrades to the existing influent pump station, and a new pump station just north of I-85. This project, in conjunction with the S-5 sewer system, will allow the City to transfer all flow from the Northside sewer basin to the H.C. Morgan sewer basin once additional improvements at the H.C. Morgan WPCF are completed in FY11–FY13.
- The S-5 Sewer Project began construction in May 2007 and was completed in February 2010. The S-5 project consisted of the following individual projects: Choctafaula Gravity Sewer Phases I and II, Northside Transfer Force Main, Timberwood Gravity Sewer and the Timberwood Sewer Reinforcement Project. The S-5 project consisted of constructing approximately 4,700 linear feet (LF) of 10-inch gravity sewer, 22,500 LF of 30-inch gravity sewer, 4,200 LF of 36-inch gravity sewer, 3,800 LF of 42-inch gravity sewer, 10,500 LF of 18-inch force main, 6,100 LF of 20-inch force main and 7,500 LF of 24-inch force main. Completion of the S-5 Sewer Project, in conjunction with the Northside WPCF Phase II Improvements project, will allow the City to transfer all flow from the Northside sewer basin to the H.C. Morgan sewer basin once additional improvements at the H.C. Morgan WPCF are made in FY11-FY13.
- The City completed a Wastewater Treatment and Disposal Master Plan in 2005. Facility Master Plans for Northside and H.C. Morgan WPCFs were completed in 2010. Recommended WPCF Improvements from the Facility Master Plans, as outlined in the Phase I and II bullets below, have been designed and construction has been completed.
- Phase I of the WPCF Improvements Project was completed in FY11 and consists of a new mechanical screen at the Northside WPCF and an additional belt press at the H.C. Morgan WPCF. These improvements were needed prior to transferring flow from the Northside WPCF to the H.C. Morgan WPCF.
- Phase II of the WPCF Improvements Project began construction in FY12 and were completed in FY13. These improvements are based on recommendations outlined in the Facility Master Plans. Completion of this project allows for the Northside WPCF to be closed for a period of time and all flow transferred from the Northside WPCF to the H.C. Morgan WPCF. These improvements increase the rated capacity of the H.C.

Morgan WPCF to 11.25 MGD which will provide adequate capacity until approximately 2025. Discharge at the Northside WPCF was ceased on January 31, 2013.

- The Saughatchee Interceptor Cured-In-Place (CIPP) sewer rehabilitation project was completed in 2008 and consisted of CIPP lining approximately 18,150 LF of 30-inch gravity sewer interceptor to address inflow and infiltration in the Northside sewer basin.
- Numerous sewer rehabilitation projects have helped address Inflow and infiltration. The City has aggressively worked to address Inflow and infiltration in the Northside sewer basin and the H.C. Morgan sewer basin. The 2009 Sewer Rehabilitation Improvements Project, which involved CIPP lining and point repairs to rehabilitate aging infrastructure in the Northside sewer basin, began construction in January 2010 and was completed in June 2010. Areas included in this project were targeted based on Sanitary Sewer Evaluation Surveys (SSESs) that were completed in 2008 and included areas with known sanitary sewer overflow problems. The Cary Woods Sanitary Sewer Rehabilitation Project, which involved pipe bursting an existing pipe to install a larger pipe with more capacity, was completed in 2008. A flow monitoring study in the H.C. Morgan sewer basin was completed in 2009. SSESs of areas prioritized from that flow monitoring study as contributing significant inflow and infiltration were completed in 2010 and additional rehabilitation projects were constructed in FY11, FY12, and FY13. The Southside Sewer Interceptor Rehabilitation Improvements Project consisted of CIPP lining and manhole lining to rehabilitate aging infrastructure in the vicinity of Chewacla Park, Shell Toomer Parkway, and Mill Creek Road. This project began construction in June 2011 and was completed in Jul 2012. The Southside Sewer Basin 12 Rehabilitation Improvements Project consisted of CIPP lining and manhole lining to rehabilitate aging infrastructure in the vicinity of Janet Drive and Heard Avenue. This project began construction in June 2012 and was completed in March 2013. A followup flow monitoring study was completed in the Northside sewer basin in 2010. This flow monitoring study indicated that rehabilitation efforts completed in the Northside sewer basin thus far had reduced inflow and infiltration by approximately 65% since 2005. Additional SSES work in Southside Sewer Basins 13 (vicinity of Wire Road and Webster Road) and 17B (vicinity of Woodfield Drive, South College Street, and North Gay Street) was completed in FY13. Subsequent rehabilitation efforts in Southside Basin 17B will be completed in FY14-FY15. Additional SSES work in Northside Sewer Basin 5 (vicinity of Foster Street, Byrd Street, and Shug Jordan Parkway) was completed in FY14 and rehabilitation efforts will be completed in FY15. Additional flow monitoring, SSES work and subsequent rehabilitation efforts will be completed as additional areas for inflow and infiltration abatement are identified.
- The City continues to identify and address sewer capacity issues as needed. Construction of the Northeast Outfall Parallel Sewer Project (Phase I) began in November 2012 and was completed in the Summer of 2013. This project consisted of installing a new parallel 20-inch sewer main from North College Street to Shug Jordan Parkway in the vicinity of North Cedarbrook Drive and Hickory Dickory Park to provide additional sewer capacity for future development in this sewer basin. Construction of Phase II of this project began in the Summer of 2013 and will be completed in the Spring

of 2014. Phase II consists of upgrading the existing Northeast Outfall between North College Street and Shelton Mill Road by replacing the existing 15-inch sewer main with an 18-inch sewer main to provide additional sewer capacity for future development.

18. Provide funding for facilities and programs for the arts through the Auburn City Schools and the Parks and Recreation Department.

- The construction of the Jan Dempsey Community Arts Center in 1998 marked the beginning of a new era in the City's art education programs. The Arts Center features a number of free gallery exhibitions each year available for public viewing. Auburn's focus on the arts includes extensive exhibitions, musical concerts, lectures, art and dance classes, and special events for children & adults throughout the year. The expansion of the Dean Road Ceramics Studio was completed to provide more studio space for artists working with ceramics and sculpture and to offer more classes in the medium. The Auburn Arts Association, the Auburn Area Community Theatre, the Auburn Community Orchestra, and partnerships with other local arts groups have furthered the City's commitment to the arts.
- The City of Auburn presents two community-based art education programs to Auburn City Schools students each year, Adventures in Art and the Auburn Studio Project. These programs are a joint initiative by the City of Auburn, the Jule Collins Smith Museum of Fine Art at Auburn University, the Auburn Arts Association, and other community agencies. The programs focus on art education through interactive art projects, gallery talks, writing workshops, and performance workshops.
- Auburn CityFest, a free annual arts & crafts festival presented by the City of Auburn, features an Annual Juried Art Exhibition.
- Recent additions to the City's art programs include a spring and fall concert series at Kiesel Park and Town Creek Park; the Polar Express, a morning of holiday craft projects and story time at the Arts Center; the Nutcracker Tea Party; SummerNight: a Downtown Art Walk and the Holiday Art Sale that showcases the work of over 100 artists each December.
- The City has provided funding to the Jules Collins Smith Museum for programming for Auburn City Schools students. During FY14, the organization of the program was changed with representatives from Auburn City Schools and Parks and Recreation staff meeting with Museum staff to determine a selection of programs for all students. This proved to be very successful in providing programs that the individual teachers feel fit with their curriculum.

19. Construct a senior citizens center to house expanded programs for Auburn's seniors and a teen center for afternoon and evening recreation for Auburn teenagers.

- The Harris Center construction was completed in 2013 and is home to senior programs including a computer area and is adjacent to the newly renovated and expanded Frank Brown Recreation Center and the Jan Dempsey Community Arts Center. Parking improvements have increased the ability to hold events on the

property and the newly expanded fitness rooms at Frank Brown Recreation Center will open in 2014. In addition, the added classrooms provide a designated bridge room and a large conference and meeting room.

20. Acquire and develop additional parks, green spaces, playgrounds, and recreation facilities.

- Town Creek Park, a 90-acre passive park near the downtown area, was completed in 2006.
- Duck Samford Park was expanded in 2005 to add youth baseball fields prior to the City hosting the 50<sup>th</sup> Anniversary Dixie Youth World Series. This three field addition followed a four field addition completed in 2000.
- The City of Auburn/Auburn University Yarbrough Tennis Center was completed in summer 2007, providing sixteen outdoor clay courts (including a stadium court,) twelve outdoor hard courts, and six indoor courts.
- Auburn residents approved the use of monies from the Special Five Mill Tax Fund to construct the Auburn Soccer Complex on Wire Road. The new complex, completed in 2004, includes seven fields, six of which are lighted, parking and a control building.
- A number of Auburn's parks, including Felton Little Park, Martin Luther King Park, Sam Harris Park, Duck Samford Park, and Hickory Dickory Park feature playgrounds. Playground equipment at Hickory Dickory Park is maintained and updated through the support of the Auburn Rotary Club. In addition, the Duncan Wright Fitness Trail at Town Creek Park was purchased with funds donated by the Auburn Kiwanis Club. A playground addition at Town Creek Park was partially funded by Weston.
- Other notable additions or upgrades include construction of Drake Pool, renovation of Samford Pool, renovations to Boykin Center, the renovation of the historic Nunn-Winston House and construction of a service building at Kiesel Park.
- Property has been acquired on Lake Wilmore at Society Hill Road and Moores Mill Road, at Asheton Lane and North College Street, on Windway Road, and on Forestdale Drive for future parks and greenspace. In addition, the Hwy. 280 rest stop was deeded to the City of Auburn by ALDOT and plans are to create a park on the property. The City of Auburn received a life estate for property on Glenn Avenue for a future park in 2013. Other greenways and trails are being created through the development review process, utilizing the Master Greenway Plan.
- The City of Auburn entered into a funding agreement with the Forest Ecology Preserve in FY 13 that enables the preserve to raise additional funds and leverage funding from the City of Auburn. In addition, Parks and Recreation has worked with the preserve to hold events that help to make the public aware of the benefits of the preserve. Activities included concerts, astronomy nights, the City of Auburn Earth Day program for second graders, and a Mother/ Son event.

21. Acquire and develop a new cemetery of sufficient size to serve Auburn through the year 2020.

- Town Creek Cemetery opened in 2006.

22. Continue the strong commitment to maintaining a city where citizens are safe from crime and fire hazards.

- In 2004, the Auburn University Campus Police Department merged with the City's Police Division. The merger allowed for more comprehensive and higher quality public safety protection for citizens and student residents without duplicating services. Recent Citizen Survey responses show an average 86% approval rating among Auburn citizens with the City's police, fire, and ambulance services.
- Advancements in technology have created more efficient public safety services. Recently, Communications, Police and Fire personnel collaborated with Information Technology staff to complete a project that identifies individual fire zones and police beats for each portion of the City. Fire zones are assigned corresponding fire stations to respond to calls from each zone, improving the efficiency of the City's fire response times. Police beats are assigned to efficiently target crime areas within the City.
- In 2007, the Fire Division added a fifth fire station in Auburn Technology Park South and a 95 foot aerial platform quint truck.
- The addition of bicycle patrols and T3 electric mobility vehicles has increased the Police Division's ability to patrol areas that are not as accessible by motor vehicle, such as Auburn University's campus; City events like CityFest, Bike Bash, the Annual 4<sup>th</sup> of July Celebration; and the downtown area.
- The City's wireless mobile data initiative allows patrol officers to remain in the field and visible, instead of at the station completing paperwork, and is expected to greatly enhance efficiency and effectiveness of the City's patrol activities.
- The Codes Enforcement Division and Fire Division continue to work together to inspect, follow-up and correct any deficiencies found in existing buildings. This effort works to mitigate any unsafe conditions and to ensure a safe environment.
- Fire Pumper trucks are now equipped with mobile data units to provide access to information such as building layouts and hazardous material types. This helps our firefighters have as much information as possible going into an emergency situation, which helps to keep them as safe as possible.
- New Fire Pumper trucks have been purchased in order to maintain a reliable fleet.
- The Codes Enforcement Division continues to eliminate nuisance violations by razing abandoned buildings and clearing lots of unsightly vegetation.

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# Fiscal Year 2014 2<sup>nd</sup> Quarter Goals Update



**“The Loveliest  
Village on the  
Plains.”**

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***City of Auburn, Alabama***

Office of the City Manager



City of Auburn  
Home of Auburn University

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## MEMORANDUM

Date: March 18, 2014  
To: Mayor and Council Members  
From: Charles M. Duggan, Jr., City Manager  
Re: Fiscal Year 2014 2<sup>nd</sup> Quarter Goals Update

The attached report provides an update on the status of the City's Fiscal Year 2014 Departmental Goals as of the end of the 2<sup>nd</sup> Quarter.

Constant monitoring of goal status, as well as identifying emerging issues, allows the management team to handle the City's business effectively, efficiently and with high regard to fiscal responsibility.

Shown on the cover are notable events over the past quarter. City crews responded to a major snow and ice event, working late into the night when the storm struck, and in the following days to ensure the roads were passable and debris was cleared. Also, several workshops and forums were held to gather public input on improvements to the downtown area as well as the expansions within Auburn City Schools needed to accommodate the recent growth. All of the meetings saw very high citizen participation and both City and school officials are finalizing recommendations to address a multitude of issues on both fronts.

The following overview of the City's accomplishments of the past quarter is a testament to the strong commitment of City staff to achieving their stated goals. If you have any questions about this document please don't hesitate to contact me.

# Fiscal Year 2014 2<sup>nd</sup> Quarter Goals Update

## Table of Contents

Economic Development Department .....	50
Environmental Services Department.....	55
Finance Department .....	57
Human Resources Department .....	59
Information Technology Department.....	60
Judicial Department.....	61
Auburn Public Library .....	62
Parks and Recreation Department .....	63
Planning Department.....	64
Public Safety Department .....	65
Public Works Department.....	68
Water Resource Management Department .....	71



## Economic Development FY2014 Goals

### Workforce Development

1. Provide assistance to new industry to determine organizational structure, recruit and interview core personnel, determine wage rates and benefits, determine skill sets, and provide employment law consultation. Partner with educational institutions, outside agencies and groups to ensure that skill sets and training needs are met and full support is provided with a goal of two new companies in FY14.

Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

***RAPA moved into their new facility and we are assisting them with their hourly hiring and training. SIO2 is awaiting certifications and then will ramp up quickly. GE Aviation continues to ramp up using the AIDT pre-hire process and the use of facilities at ACDI. We are assisting Donghee with the ramping up of their plant including AIDT. We are developing a timeline and ad for Kemmerich and will be assisting them in hiring their core group.***

2. Provide assistance to existing companies to identify new business and streamline their processes. Training will be provided through ATC and partnering with outside agencies and groups with a goal of supporting two companies in FY14.

Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

***We are working to address the need for tool and die personnel in the area. We have partnered with Borbet and SCA to address critical training needs. We are also working with SUSCC to put a program together to meet specific needs for SIO2 and GE Aviation. ATC is working with the Economic Development Partnership of Alabama (EDPA), Alabama Technology Network (ATN) and Auburn Technical Assistance Center (ATAC) to identify and promote their respective programs to expanding industry. Touchstone Precision is in the initial fact finding phase to determine if they will expand.***

3. Operate the small business incubator through the Auburn Center for Developing Industries including building maintenance and lease management of tenants with the goal of assisting four companies in FY14.

Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

***Nine companies and the Auburn University School of Aviation leased space at ACDI. We are receiving interest from companies that wish to use ACDI space. Renovations for the block grant space is completed and they have moved in. Kemmerich will be occupying space soon.***

4. Partner with Auburn High School to administer the Industrial Systems Technology curriculum per the needs of Auburn area industry and AHS students with the goal of six classes and 75 students during the 2013-2014 school year. In addition, eight students will be dually enrolled at Southern Union State Community College.

Anticipated to commence by **8/12/2013** and be completed by **5/23/2014**

***40 students are enrolled in three classes this semester.***

5. Work with outside partners to maintain a program to assimilate chronically unemployed or never employed people into the Auburn area workforce with the goal of graduating 25 students in FY14.

Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

***There are eight students in the current class. All are scheduled to graduate.***

6. Research the need for updating current wage and benefit survey, and if deemed necessary, conduct a comprehensive wage and benefits survey(s) of industry in Auburn and significant companies in surrounding areas in FY14.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***The new wage and benefit survey is complete and the information has been distributed to industries and other interested parties.***
  
7. Develop, edit, print, distribute and secure funding for the "Focus on Your Future" student career catalog for school year 2013-2014.  
Anticipated to commence by **8/12/2013** and be completed by **5/23/2014**  
***All students in the manufacturing classes received a catalog this semester.***
  
8. Coordinate the administrative and fiscal functions for the State of Alabama's Regional Workforce Development Council (Region 8) via the Auburn Training Connection.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***ATC continues to provide documentation, meeting minutes, agendas, state-required forms, meeting reminders, etc... for Region 8, including management of state-appropriated funds. The guidelines for reporting to the state (ADECA and Office of Workforce Development) continue to change and we are keeping abreast and meeting these new guidelines.***
  
9. Research needs for, set up and manage topic-specific training for Auburn area industry. The classes include, but are not limited to: Management Training (four classes), Quality Training (two classes), TS16949 Training (one class), Employment Law (two classes), PLC and Other Automation Training (two classes), Precision Measurement including CMM (class size TBD), lean manufacturing, and logistics.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***AIDT conducted interviews for RAPA January 15th with 38 participants. Pre-Employment training is scheduled for February 17-27. ATN conducted Lean Certificate Series Session #1 February 10-14 with 15 participants. AIDT conducted Pre-Employment training for RAPA February 17-27 with 16 participants. Region 8/EAWIN Grant Review Committee met January 22nd in Suite A for proposal reviews for FY14 RDII. Two proposals were reviewed and approved 1.) CNA training for Bullock County for \$20,000; and 2.) Incumbent Worker training for Hanwha for \$15,000. These grants will be reviewed by the Alabama Workforce Training Council on March 5th. OPCE conducted Home Inspection Training February 21-23 with 7 participants and MS Access 2010 Level 1 on February 21st with 4 participants. ATN conducted TS 16949 Internal Auditor March 17-19 with 9 participants. AIDT will conduct interviews for RAPA March 24th and April 15th. Pre-Employment training is scheduled for March 31 – April 10 for the March 24th interviews.***

### **Community Development Block Grant**

1. Administer community development projects as approved in the 2013 Action Plan.  
Anticipated to commence by **6/1/2013** and be completed by **5/31/2014**  
***Annual assessments and citizen participation have been performed and compiled into the Annual Action Plan for FY2014 and sent to HUD as of April 4, 2014.***

2. CDBG funds will be appropriated to address the needs of low-income seniors by partnering with non-profit agencies to subsidize programs to benefit senior residents. Services includes but are not limited to food, transportation, and adult day care services. 200 seniors are expected to benefit from the services during FY14.  
Anticipated to commence by **6/1/2013** and be completed by **5/31/2014**  
***During the second quarter of FY14, 210 elderly households were provided food, transportation, and adult day care services through the Brown Bag Program and the Auburn Adult Day Care Program.***
  
3. CDBG funds will be utilized to address the needs of low to moderate-income youth by partnering with non-profit agencies to subsidize programs to benefit Auburn youth. Services includes but are not limited to child care, recreational, and educational services. 200 youth are expected to benefit from the services during FY14.  
Anticipated to commence by **6/1/2013** and be completed by **5/31/2014**  
***Services related to, but not limited to, child care, recreation, and educational services have served 101 LMI youth of Auburn.***
  
4. Address the needs of low to moderate-income households that are experiencing a hardship by allocating CDBG funds to assist with their utility bills, rent, or mortgage. 75 households are expected to benefit from the services during FY14.  
Anticipated to commence by **6/1/2013** and be completed by **5/31/2014**  
***During the second quarter of FY14, low-to-moderate-income 17 households were assisted through the Utility and Rental Assistance Programs.***
  
5. CDBG funds will be appropriated to provide homeless assistance to persons that are homeless or temporarily displaced. Services are provided to prevent chronic homelessness. 20 people are expected to benefit from the services during FY14.  
Anticipated to commence by **6/1/2013** and be completed by **5/31/2014**  
***During the second quarter of FY14, 12 families were provided temporary shelter through the Homeless Assistance Program.***
  
6. Collaborate with the North Auburn Housing Development Corporation to construct affordable housing units in an effort to provide homeownership opportunities for low to moderate-income families. Funds will also be made available to assist homeowners with closing costs. It is anticipated that three to five units will be constructed and sold during FY14 and one to three families will be provided homeownership assistance.  
Anticipated to commence by **6/1/2013** and be completed by **5/31/2014**  
***During the second quarter of FY14, five homes are under construction and will be marketed to five LMI households for sale. A sewer upgrade was completed and allowed three homes to have improved City services.***
  
7. CDBG funds will be allocated to address substandard housing. Loans and grants will be made available to low to moderate-income homeowners to assist with interior and exterior repairs. It is anticipated that 10 to 15 units will be rehabilitated during FY14.  
Anticipated to commence by **6/1/2013** and be completed by **5/31/2014**  
***Three housing rehabilitation projects were completed during the second quarter of FY14. Three projects are pending and are expected to be completed during the third quarter of FY14. 17 referrals were made via the Auburn Housing Assistance Network.***

8. Section 108 Loan Guaranteed funds will be utilized to fund the Micro-Loan and Economic Development Fund. The Micro-Loan Program offers short-term loans for active small businesses and small business start-ups. The Economic Development Fund will be established for undertaking special economic development activities eligible under the CDBG program. It is anticipated that up to 3 loans will be approved during FY14.  
Anticipated to commence by **6/1/2013** and be completed by **5/31/2014**  
***Two applicants applied for the Section 108 Micro Loan Program during the second quarter of FY14. Two investors applied for the Individual Development Account (IDA) for small business capitalization and homeownership.***

## **Industrial Development**

1. Seek to attract no less than eight industrial visits with the goal of locating at least one new industry by September 30, 2014.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***Two industrial visits in the second quarter of FY14 totaling five industrial visits in FY14.***
2. Administer the City's revolving loan program with the goal of packaging two loans in FY14 for new or expanding industries.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***One new loan was closed on in second quarter of FY14.***
3. Present business development opportunities in Auburn in the form of a speaking engagement at a business seminar such as Forum Amerika by September 30, 2014.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***Working to identify a speaking opportunity in FY14.***
4. Participate in four industrial trade shows or delegations, international and domestic, in FY14 with the goal of developing at least one industrial prospect.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***Participated in SpeedNews Aerospace Conference in California as part of a State Delegation.***
5. Operate a business retention/expansion program with the following goals: 1) Develop an opportunity to assist with the expansion of at least one industry in FY14. 2) Market existing vacant buildings for new prospects as an ongoing activity in FY14. 3) Perform 3-4 surveys of existing industry in the form of on-site visits to be entered in E-Synchronist Software Program in each quarter in FY14.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***Construction of one local expansion still undergoing. One building became vacant and was presented to several industries already. Performed two surveys of existing industries in second quarter, totaling four interviews in FY14.***
6. Market available sites and buildings in Auburn Technology Park West (ATPW) for the purpose of recruiting technology-based, value-added jobs as an ongoing activity.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***Continuing to market Auburn Technology Park West.***
7. Implement targeted marketing plan for the purpose of creating knowledge-based jobs.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***Continuing to market Auburn Research Park.***

## Commercial Development

1. Seek to attract new or expanding commercial developments by locating at least two projects in Auburn.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***During the second Quarter the Economic Development Department worked with several new commercial projects considering Auburn. It is anticipated that at least one new project will announce during the third quarter.***
2. Plan to attend two commercial trade shows.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***The Economic Development staff revised marketing materials and scheduled appointments for the ICSC Spring Convention.***
3. Administer the City's Sales Tax Sharing incentive program for commercial projects with the goal of assisting at least two projects.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***During the second Quarter staff worked with several property owners who are in varying stages of the application process. It is anticipated that one or more tax sharing requests will be forwarded to the City Council for consideration during the 3rd quarter.***
4. Evaluate property and solicit private sector partners for redevelopment projects citywide with the goal of one project per year.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***Hyundai of Auburn has now relocated to the former Lynch/Dyas Chevrolet parcel located at 823 Opelika Road. Major improvements to the buildings, landscaping, signage and parking lot have been made.***
5. Provide assistance and input as needed for CompPlan 2030 priority implementation.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***During the second Quarter the Economic Development Staff reviewed the proposed Opelika Road Zoning Changes.***

## Environmental Services FY2014 Goals

### Administration

1. Develop the department's FY 2015 Program Plan through a comprehensive review of the department's FY 2013 - FY 2017 five-year Strategic Management Plan and accompanying FY 2014 Program Plan.  
Anticipated to commence by **3/1/2014** and be completed by **7/31/2014**  
***Began preliminary work on the Program Plan during this quarter.***
2. Complete a 10-Year Solid Waste Management Plan Update that will address the management, processing and/or disposal of municipal solid waste generated within the City.  
Anticipated to commence by **1/1/2014** and be completed by **9/30/2014**  
***In cooperation with the City of Opelika and Lee County, began preliminary discussion on developing a county-wide plan update.***
3. Work with multiple city departments to promote beautification in at least one neighborhood by removing bulky/yard debris and litter; mowing and trimming vegetation along the right-of-way; repairing sidewalks, potholes and other street problems; replacing worn street signage; painting fire hydrants; conducting code enforcement surveys of property; and planting trees to enhance the tree canopy.  
Anticipated to commence by **1/1/2014** and be completed by **6/30/2014**  
***The target neighborhood has been identified and the preliminary evaluation of the tasks to be addressed as a part of the project has been completed.***

### Animal Control

1. Host or participate in at least three (3) animal care and control outreach events.  
Anticipated to commence by **1/1/2014** and be completed by **9/30/2014**  
***No activity during this quarter.***

### Fleet Services

1. Continue to expand upon automotive engineering training initiatives for mechanics including manufacturer-based training by identifying at least three (3) training sessions for mechanics to attend.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***A total of four mechanics attended training sessions on engine dynamics, combustion sensors, emissions controls, sensor testing and waveform analysis.***

### Recycling

1. Continue to collaborate with East Alabama Partnership members host at least two (2) county-wide recycling and waste reduction outreach events to increase public awareness.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***Hosted an E-waste and document shredding event during this quarter. The volume totals are being assessed.***
2. Host or participate in at least three (3) recycling and waste reduction outreach events to provide citizens the opportunity to recycle waste and to increase public awareness.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***No activity during this quarter.***

## Right-Of-Way Maintenance

1. To coincide with Codes Enforcement efforts to focus on nuisance enforcement in areas such as unsightly vegetation, junk and dilapidated structures on private property, continue to work at executing the plan to maintain the city's rights-of-ways on an appropriate schedule including attention to detailed mowing/trimming needs.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***During this quarter, trimming and tree removal schedules have been met. Worked with university students as a part of the Big Event to mitigate litter in high-traffic problem areas.***
2. Utilizing Keep America Beautiful litter reporting standards, conduct one (1) community litter index survey designed to assess litter prevention and cleanup needs in the community. On a scale of 1.0 to 4.0 (1.0-no litter, 4.0-littered) the goal is to present survey results that depict an index score of 1.8 or less.  
Anticipated to commence by **4/1/2014** and be completed by **8/31/2014**  
***No activity on this goal during this quarter.***

## Solid Waste

1. Work with neighboring local governments to solicit proposals and secure an agreement for solid waste disposal services. The goal is to secure an agreement that provides the lowest possible transportation and disposal fees over the longest feasible contractual term.  
Anticipated to commence by **10/1/2013** and be completed by **6/30/2014**  
***Bids were solicited and an agreement was executed for solid waste disposal services during this quarter.***
2. Limit the number of customer service complaints received to 0.25% of the total number of pickups made for the fiscal year.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***A total of 171,309 residential pickups were made during this quarter while a total of 50 service complaints were received. The service complaint-to-pickup ratio for this quarter is 0.03%, which exceeds the established goal. The average ratio for the fiscal year at this point is 0.03%.***

## Finance FY2014 Goals

1. Publish the FY2013 CAFR by March 15, 2014 and the Water Board Annual Report by March 1, 2014. Anticipated to commence by **10/1/2013** and be completed by **3/15/2014**  
**Complete.**
2. With assistance from Information Technology, research the feasibility of and steps to implement paperless processes between Finance and other departments (e.g. paperless Parks & Recreation refund requests, paperless TT-1s and TT-2s) using SharePoint, InfoPath and other electronic formats/tools.  
Anticipated to commence by **10/1/2013** and be completed by **3/31/2014**  
**This has been delayed due to time constraints in Information Technology and Finance. This goal will move to FY2015.**
3. With assistance from the Office of the City Manager, produce a concise communication/publication to citizens on the most recent budget adopted.  
Anticipated to commence by **5/1/2014** and be completed by **8/31/2014**  
**Work continues on the layout and data inclusion.**
4. Research and present to management a planned approach to analysis of internal control for all cash intake and billing locales across the City.  
Anticipated to commence by **4/1/2014** and be completed by **9/30/2014**  
**No work has been completed on this project for this quarter.**
5. Work with various departments on the continued implementation of interactive sites (Web Extensions) for our taxpayers and customers to gain information and have multiple payment options for various City and Water Board services.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
**Work for the licensing web extension is still on-going. Requested changes to the website have been sent to the vendor, tested by the Revenue office and problems noted to the vendor. Finance will continue to work with Information Technology and the software vendor company to see a smooth roll out for the citizens of Auburn.**
6. With the successful approval of Purchasing Policies and Procedures, the Purchasing Officer will conduct training for both management and staff on Bid Law, Immigration Law as it applies to purchases and changes in the purchasing policies and procedures.  
Anticipated to commence by **12/1/2013** and be completed by **3/31/2014**  
**The Purchasing Policies and Procedures Manual is final. Training has moved out and is scheduled for third quarter of fiscal year 2014.**
7. Research the possibility of expanded use of purchasing cards in traveling and training for departments. Assuming positive investigation and management feedback, begin research with current software and departments of most suitable implementation methods.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
**Pilot programs are underway.**



8. In partnership with Environmental Services, Office of the City Manager and Information Technology, design and setup an integrated fleet management system with CityWorks. Finance will assist with the capital assets, inventory management and dissemination and payment of vendors for parts and services provided to City departments. This has the capability of streamlining the requisition and inventory process, provide added internal control in management of inventory and parts for the City's fleet and added efficiencies through integration with current financial software. Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***No work has been completed by Finance staff on this project during this quarter.***

## Human Resources FY2014 Goals

1. Present the Supervisor Certification Program to approximately 15 employees.  
Anticipated to commence by **6/2/2014** and be completed by **8/15/2014**  
**Accomplished. Fifteen employees completed the fifteenth session of this course.**
2. Continue to monitor for changes in health care reform mandates and implement mandates as appropriate.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
**The final regulations have been released and are being analyzed to determine how they impact the City's future enrollment practices and costs.**
3. Present the Crew Leader Development Program to approximately 15 employees.  
Anticipated to commence by **2/3/2014** and be completed by **3/28/2014**  
**This course is scheduled to begin in July.**
4. Present the Customer Service Certification Program to approximately 15 employees.  
Anticipated to commence by **4/1/2014** and be completed by **5/30/2014**  
**Accomplished. Fifteen employees completed the course.**
5. Present two leadership development seminars.  
Anticipated to commence by **1/6/2014** and be completed by **9/30/2014**  
**During the second quarter, Human Resources coordinated the delivery of the City Manager's three day High Performance Organization Workshop for 38 employees. Human Resources is coordinating the City's participation in the 2014 Global Leadercast Event during the third quarter.**
6. Present three seminars regarding human resource management topics.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
**While not targeted directly at supervisors, a seminar on dealing with the toxic effects of negative customer service transactions was delivered to 22 employees.**
7. Present a safety and risk management awareness program to approximately 20 supervisors.  
Anticipated to commence by **10/1/2013** and be completed by **12/31/2013**  
**The course continues to be developed.**
8. Complete at least 12 safety inspections of city facilities and workplaces.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
**During the second quarter, 13 facilities were inspected for a total of 21 facilities to date. In addition, six follow-up compliance inspections were conducted.**
9. Deliver 20 safety and risk management training programs to City employees.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
**During the second quarter, confined space entry, work zone safety, and Global Harmonization System (safety data sheets) training was delivered. To date, six safety and risk management training programs have been delivered.**
10. Conduct at least six employee events.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
**During the second quarter, three employee events were conducted, an evening picture painting event, an Auburn University basketball game, and the City's basketball tournament. To date, six employee events have been held.**

## Information Technology FY2014 Goals

1. Every three years, the City has contracted for new aerial photography including LIDAR, infrared imagery, and a variety of planimetric data. The last project was completed in 2011. It is time to fly aeriels once again.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***The RFQ was released. There were six companies that responded to the RFQ. The consortium consisting of Lee County, Auburn University, the City of Opelika and the City of Auburn unanimously agreed that the best proposal was from The Atlantic Group from Huntsville, AL. The governing bodies of the consortium members all approved the recommendation of Atlantic Group at their respective public meetings. The Atlantic Group has flown all aeriels (LIDAR and Othophotography) and have delivered a sample set of photographs for our evaluation. We expect to begin receiving planimetric data within the next few weeks.***
2. Integrate the CityWorks system with current EDEN Permits and Inspections Software to allow for field access to permits and inspection data and to better provide the public with information on the permitting and inspection process.  
Anticipated to commence by **10/1/2013** and be completed by **4/30/2014**  
***Preliminary data is still being gathered and the plan is still in development. It is expected that a schedule will be released by the end of April.***
3. CityWorks software design and implementation for Parks and Recreation Tree Inventory, Cemetery Inventory and Maintenance and Irrigation Inventory and Maintenance.  
Anticipated to commence by **2/3/2014** and be completed by **9/30/2014**  
***This goal has been completed. The new CityWorks Tree Inventory program is in use by Parks and Recreation personnel.***
4. Develop an Event Planning and Layout application for Kiesel Park.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***Work on this project has not yet begun.***
5. Install network cabling for the new Senior Center.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***This goal has been completed. Both the Harris Senior Center and the Frank Brown Recreation Center have been cabled for data, phone and video.***

## Judicial FY2014 Goals

1. Institute search for Chief Clerk to replace current clerk upon retirement. The current court clerk is planning retirement at the end of 2014. In order to ensure a smooth transition of leadership and responsibility in that office, a replacement must be identified prior to his anticipated retirement date. We envision a state-wide search, including advertisement in the appropriate municipal publications, both in Auburn and state-wide.  
Anticipated to commence by **1/1/2014** and be completed by **6/30/2014**  
**Job opening to be listed with HR by end of Fiscal Year; retirement date set for January 1, 2015.**
2. Research/institute methods for relieving space/storage needs. The Judicial department currently has four (4) employees working in one (1) small room, and is storing old case files in space on loan from Public Safety. In addition to possible electronic filing of old records, we will research alternative methods of record keeping in order to reduce overcrowding issues.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
**This goal is ongoing; no further progress at this time.**
3. Notify Bondsmen and resolve outstanding bond forfeiture cases. There are currently a number of signed bonds on a number of unresolved misdemeanor and Failure to Appear cases. We will notify the bail bondsmen who signed those bonds to either present those individuals for resolution of the charges against them or we will conduct the appropriate forfeiture hearings to forfeit those bonds to the City and collect the bond proceed from the Bondsman.  
Anticipated to commence by **10/1/2013** and be completed by **1/1/2014**  
**This goal is complete. We now have procedures in place to process outstanding bonds on a weekly basis; the bail bondsmen who signed those bonds will either present those individuals for resolution of the charges against them or we will conduct the appropriate forfeiture hearings to forfeit those bonds to the City and collect the bond proceed from the bondsman.**

## Library FY2014 Goals

1. Provide educational support materials, technology, and programming for special needs children and their parents.

Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

***The Youth Services Librarian and the Library Assistant - Youth Services responsible for children's programming are working together on a model for sensory story time that would appeal to children with special needs and their caretakers. Currently, the Library plans to launch this program in the fall of 2014.***

2. Investigate possibilities for utilization of social media to reach young patrons.

Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

***Conversations about social media is ongoing. In tandem with these conversations, Library staff involved with programs, events, and outreach are evaluating ways to update and streamline the Library's print marketing.***

3. Submit at least one grant application to take advantage of additional leveraged funds that may be available to the library.

Anticipated to commence by **10/1/2013** and be completed by **4/4/2014**

***The Alabama LSTA Advisory Council is in the process of reviewing all of the grant applications submitted by Alabama public libraries, including the two grant applications submitted by the Auburn Public Library. The Alabama Public Library Service will notify grant recipients during the summer of 2014.***

## **Parks and Recreation FY2014 Goals**

### **Administrative Services**

1. If a Recreation Master Plan is determined to be feasible, work with the Planning Department to begin work on a Master Plan in FY14.  
Anticipated to commence by **10/1/2013** and be completed by **12/31/2013**  
*The Needs Assessment component of this plan is currently being drafted and nearly complete.*
2. Update the Greenspace Master Plan.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
*Project was not begun in second quarter.*
3. Working with Information Technology, develop a wedding and event planning tool for Kiesel Park.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
*No progress since the first quarter.*

### **Leisure Services**

1. Add one new special program.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
*A 50-plus Health Fair was held in March with 206 participants attending.*
2. Host a minimum of six tournaments with 30 or more teams at the Softball Complex, twelve tournaments or events at the Yarbrough Tennis Center and three tournaments at the Auburn Soccer Complex.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
*Held one baseball tournament with approximately 30 teams at the Softball Complex with one night stay and the high school softball tournament with 45 teams with two-nights stay. Held the Southern Indoor tournament with 75 players with three-nights stay, the junior indoor with 60 players with two-nights stay, the Auburn High invitational with sixteen teams and one-nights stay, the Southern Icy Hot with 300 plus players with three-nights stay and the College on Campus with 600 plus players with two-nights stay at the tennis center. Held the Border Battle High School Soccer at the soccer complex with sixteen-teams with a one-night stay.*

### **Parks and Facilities**

1. Complete two donor program projects.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
*Currently taking proposals for the work around the fountain at Memorial Park Cemetery with work to be completed in the third quarter.*
2. Develop accurate pricing and phasing plan for renovations to the three old fields at Duck Samford.  
Anticipated to commence by **10/1/2013** and be completed by **3/31/2014**  
*Priorities were developed for expenditures by the baseball board on some items. These items were completed in the second quarter. The remainder of the work at the old fields is still under consideration.*

## Planning FY2014 Goals

1. Create development standards for new types of “performance” housing in an effort to better facilitate increased infill development as part of growth strategy advocated by CompPlan 2030.  
Anticipated to commence by **10/1/2013** and be completed by **3/31/2014**  
***The current work schedule indicates this initiative will be completed by September 30, 2014.***
2. Conduct study of Samford Extension focus area and create appropriate regulations for this segment of roadway to encourage new development in accordance with CompPlan 2030.  
Anticipated to commence by **10/1/2013** and be completed by **3/31/2014**  
***The current work schedule indicates this initiative will be completed by July 31, 2014.***
3. Conduct city-wide inventory of historical resources.  
Anticipated to commence by **10/1/2013** and be completed by **3/31/2014**  
***The current work schedule indicates this initiative will be completed by July 31, 2014.***
4. Implement city-wide monitoring and enforcement program for landscaping and signage.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***This initiative is on schedule.***
5. Update Corridor Overlay section of the zoning ordinance to include additional corridors and building materials as well as compile needed “clean up” adjustments to the zoning ordinance derived from staff Zoning Ordinance Overview Meeting (ZOOM) and bring them to fruition.  
Anticipated to commence by **3/1/2014** and be completed by **9/30/2014**  
***This initiative is complete.***
6. Publish FY 2013 Annual Report to the Planning Commission.  
Anticipated to commence by **10/1/2013** and be completed by **1/31/2014**  
***This initiative is complete.***
7. Conduct fourth offering of the Citizens’ Planning Academy during Fall 2013.  
Anticipated to commence by **10/1/2013** and be completed by **12/31/2013**  
***This initiative is complete.***

## Public Safety FY2014 Goals

### Administration

1. Work on a proposal to utilize in-house employees to do maintenance work for the Department outside their normal shift schedule. This could potentially save money over using an outside vendor for minor repair projects.  
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**  
***Other than a few minor repairs we have not identified an employee that can make more complicated repairs.***
2. Work with the Fire Chief to evaluate the septic tank systems at Stations 2 and 3.  
Anticipated to commence by **10/1/2013** and be completed by **3/30/2014**  
***Maintenance was performed at Station 2 in the last few years and so far there have not been any issues this year with the septic systems considering the wet winter we have had. We will continue to monitor the systems at Stations 2 and 3 for drainage issues.***
3. Complete a detailed inventory of Public Safety Vehicles.  
Anticipated to commence by **10/1/2013** and be completed by **3/30/2014**  
***A few vehicles were sold during the second quarter. The Public Safety fleet will continue to be reviewed to ensure we have only the vehicles that are necessary for operations.***

### Police

1. Plan and conduct a major county-wide training drill to include Auburn University, Lee County, Auburn Fire and Communications, as well as other area agencies.  
Anticipated to commence by **10/1/2013** and be completed by **6/30/2014**  
***A confined space exercise was conducted on Auburn University's campus during December. This exercise trained on rescue operations for someone trapped in a confined space. The Police and Fire Divisions along with Lee County Emergency Management, Auburn University Department of Public Safety and East Alabama Emergency Medical Services participated in the exercise.***
2. Purchase an Advanced Firearms Training System (FATS) to provide officers with high quality shoot/don't shoot scenarios.  
Anticipated to commence by **10/1/2013** and be completed by **3/30/2014**  
***The FATS training system was received the last week in March. User training is scheduled with Meggitt Systems in mid-May before we will be able to start using the system.***
3. Work with Information Technology to create a web application and/or smart phone application to provide citizens with timely information and notifications.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***No additional work was completed on this goal during the second quarter.***
4. Obtain certification through the FCC and EMA to provide local cellular networks with emergency notifications to be broadcast over the existing Commercial Mobile Alert System(CMAS).  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***No additional work was completed on this goal during the second quarter.***



5. Emphasize and increase community outreach by providing instructional and prevention courses in domestic violence, firearm safety, prescription drug safety and disposal, and safe driving practices utilizing personnel with specific training and skills in those areas.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***Plans are being developed for the proposed firearms safety and familiarization class to be held in late summer or early fall. A 3-day RAD instructor class was hosted by the Police Division in March. There are plans to teach a community class in the near future.***
6. Complete a study to expand the police fleet with refurbished vehicles so each officer can have a take home vehicle. This practice reduces parking needs at the Douglas J. Watson Municipal Complex as well as provides increased visibility in the community.  
Anticipated to commence by **10/1/2013** and be completed by **3/30/2014**  
***This goal is no longer being considered at this time.***

## **Fire**

1. Conduct one major training drill and one tabletop exercise to include Auburn University, Lee County EMA, Auburn Police and Communications, as well as other area agencies.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***A tabletop drill was conducted with Auburn University Department of Public Safety, Lee County EMA, Auburn Police and EAMC Emergency Medical Services. A confined space exercise was conducted in December with the same agencies listed above. The exercise provided training on removing victims from a confined space.***
2. Conduct a minimum of three officer in-service training courses to cover topics related to Leadership, Management and Tactical Decision Making  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***No training was conducted during the second quarter. It is currently scheduled for May 2014.***
3. Conduct a review of all fire station assignments and GIS mapping to ensure efficiency in the delivery of services. Call data and response times will be used to make any needed station reassignments of apparatus or equipment.  
Anticipated to commence by **10/1/2013** and be completed by **8/31/2014**  
***COA GIS has run a program to evaluate the current fire response zones. A meeting to discuss the findings will be conducted during the third quarter.***
4. Host a minimum of one National Fire Academy course on leadership and management.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***Fire has been unable to secure an instructor for this training.***
5. Working with the Communications Division to migrate all Fire Division radios toward a digital platform.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***The radio equipment in Communications will have to be reprogrammed to transmit on a digital signal. The radios have been programmed to utilize as much technology as possible at this time.***

## Communications

1. Working with Information Technology, procure a blocked and unpublished phone line dedicated to outgoing phone calls to be used in periods of high incoming call volume related to incidents such as inclement weather, major traffic accidents, university functions or any other event that generate a high volume of calls.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***After further consideration this is no longer a goal for Communications.***
2. Working with the Fire Division work toward migrating all radios in the Fire Division to a digital platform.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2104**  
***All Fire Division radios have been reprogrammed to send and receive Motorola data communications signaling. A piece of equipment will be purchased to allow this function on each communications console.***
3. Working with Public Safety Administration, install a sound barrier such as a " drop ceiling" in the 911 center to reduce outside noise especially during heavy rainfall.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***No action was taken on this goal during the second quarter.***

## Codes Enforcement

1. Identify at least ten structures that are abandoned and/or dilapidated and have them razed. This will improve the appearance of area neighborhoods.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***Two structures were razed and removed during the second quarter. During the second quarter several others are being monitored but none are considered dilapidated at this time.***
2. Have each inspector attend continuing education classes in an effort to become certified in another area of inspection or plan review.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2104**  
***Four inspectors attended three separate courses during the first quarter. The course topics were on hazardous materials and two were on floodplain management. One inspector attended a FEMA disaster management course during the second quarter. Other training is scheduled during the third quarter.***
3. Purchase, review and recommend for adoption the 2014 Edition of the National Electrical Code.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***The 2014 National Electrical Code is currently being reviewed for significant code changes. A recommendation will be made later in the fiscal year.***
4. Continue to focus on nuisance enforcement to identify and eliminate nuisances such as unsightly vegetation, junk and abandoned vehicles.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***There were 62 property maintenance and three weed abatement complaints in the second quarter. 13 are still open but none are older than 60 days.***

## Public Works FY2014 Goals

### Administration

1. Continue to convert old and new paper files to digital format by scanning into LaserFiche.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
*All current correspondence and files continue to be scanned into LaserFiche on a daily basis. The relocation of certain files off site will be further discussed upon our moving back to the Development Services Building.*
2. Implement procedures to make changes to project manuals on a case-by-case basis to reflect specific guidelines for the project as needed. Provide all necessary administration for pre-bid and post-bid contracted construction projects.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
*Changes were made to the Notice to Contractor and Invitation to Bid by the Purchasing Officer and the Risk Manager. Project manuals and pre-bid work were completed for the Yarbrough Farms Boulevard Resurfacing Project, FY 14 Streets Resurfacing and Subdivisions Completion Project, and the Downtown Parking Phase 2A Project.*
3. Review and update the Public Works Manual and Major Street Plan as needed.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
*The Public Works Design and Construction manual changes were approved at the February 4 City Council meeting.*

### Construction and Maintenance

1. Maintenance of streets, sidewalks, and drainage structures consists of crack-sealing, roadway and sidewalk repairs, and drainage structure maintenance.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
*The asphalt crew has recently been performing alligator repair on South Gay Street and Raintree Avenue. Crews have also performed shoulder work on North Donahue Drive. Drainage crews continue to evaluate large storm drains and create a list of possible Cured-In-Place Pipe candidates. Concrete crews are in the process of finishing Nash Creek Estates and will begin the Douglas J. Watson Municipal Complex Landscaping and Parking Modifications Project in April.*
2. Conduct an annual training for all departments for emergency response preparation and management. Implement COA Business Continuity Plan in the event of a natural or man-made disaster.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
*We completed the Texas A&M Emergency Response Training and will have another training session in the fourth quarter of FY 2014.*
3. Annual Neighborhood Clean-up at locations to be determined. Construction and Maintenance crews will repair potholes and repair or replace sidewalk, curb & gutter, etc....  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
*The neighborhood clean-up area has been determined and we are currently creating a list of issues that will be addressed during the clean-up. The project is scheduled to begin in May.*

## Engineering Design

1. The Widening of Moores Mill Road Bridge over I-85 consists of widening the Moores Mill Road Bridge over I-85 to five lanes.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
**An agreement has been reached with the one property owner and we anticipate an agreement with another in the 3rd quarter. All utility agreements have been turned in except Kinder Morgan (Southern Natural Gas).**
2. Coordinate inventory of the City's infrastructure assets using GPS technology.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
**Solid Civil Design has been hired to participate in the project. ROI's have been issued to them as well as Polyengineering.**
3. The Cured-in-Place Project will coordinate repair of old corrugated metal pipe with cured in place pipe liners.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
**No work this quarter.**
4. In conjunction with the Planning Department, the Opelika Road Renewal Project will consist of completing improvements to Opelika Road upon review of the consultant's findings.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
**City Council approved a budget adjustment for the project and design is underway. The project will likely bid in the 4th quarter.**
5. The Hamilton Road Sidewalk Project will consist of installing sidewalk from Moores Mill Road to Barkley Crest.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
**The project is complete.**
6. Oversee the construction of the South College Street and Longleaf Drive Intersection Improvements Project.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
**The plans are under review by ALDOT.**

## Inspection

1. Inspect all stormwater detention facilities located throughout the City and coordinate with the owners for any maintenance needs.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
**All first round inspections are complete and the second round is underway and should be complete by the end of April.**
2. Annual projects to resurface various streets and restripe symbols and markings of those streets determined to be most in need throughout the City.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
**FY 13 Streets Resurfacing and Subdivisions Completion Project should be complete by May 1st and the FY 14 Streets Resurfacing and Subdivisions Completion Project's bid opening date is May 1st. FY 13 Street Restriping is underway and should be complete by June 1st and the FY 14 Street Restriping Project should begin in June.**

3. Provide inspections for various City projects and private developments within the City.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***Inspections is currently watching approximately a dozen subdivisions, ten private/commercial sites and several City sites.***

## **Traffic Engineering**

1. Facilitate the annual Travel with Care Safety Campaign.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***Travel with Care is scheduled for September 15-19, 2014.***
2. Perform traffic signal warrant analysis at three intersections.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***Signal Warrant Analysis was performed at Glenn Avenue and Skyway Drive. Current plans for a private development are underway and signal warrant analysis will be required as a part of the traffic study.***
3. Perform traffic signal timing improvements at three intersections and implement improvements.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***Timing improvements have been made to Shelton Mill Raod and Shug Jordan Parkway.***
4. Perform a City-wide traffic accident analysis to include those involving bicycles and pedestrians.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***Accident diagrams for 2013 are 95% complete.***
5. Rehabilitate three signalized intersections.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***Signal Improvements at Bent Creek Road and Hamilton Road are complete. Design is underway for improvements at the intersection of Moores Mill Road and Samford Avenue. Mall Parkway and East University Drive has been replaced with Bent Creek Road and Hamilton Road. Materials are on order for Bent Creek Road and Hamilton Road.***
6. Coordinate with a consultant to update the traffic counts throughout the City.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***A consultant has been retained to perform traffic counts throughout the City. Data collection will begin April 3, 2014.***

## Water Resource Management FY2014 Goals

### Water Operations

1. Completion of SCADA improvements at remote sites to include water storage tanks and booster pumping stations.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
**Revere completed the radio path study during 2nd quarter FY14. Staff reviewed, and the Board approved, Revere's proposal during 2nd quarter FY14. Work will begin during 3rd quarter FY14 and the project will be complete by the end of 4th quarter FY14.**
2. Complete the design and construction of a new automated entry gate and security camera at the James Estes WTP.  
Anticipated to commence by **4/1/2014** and be completed by **9/30/2014**  
**No work was performed on this project during 2nd quarter FY14. Staff will begin researching gate and camera options during 3rd quarter FY14 with construction anticipated to be completed by the end of 4th quarter FY14.**
3. Complete the construction of office renovations and lighting improvements at the James Estes WTP.  
Anticipated to commence by **2/1/2014** and be completed by **8/31/2014**  
**Design of project was completed during 1st quarter FY14. Project was bid and awarded during 2nd quarter FY14. Construction of project began during 2nd quarter FY14 and will be completed by the end of 4th quarter FY14.**
4. Complete construction of the Raw Water Pump Station Replacement Project.  
Anticipated to commence by **10/1/2012** and be completed by **12/31/2014**  
**Project is under construction and on schedule. Project is approximately 45% complete. Primary, anchor wall and coffer dam sheet piles have been installed. During 2nd quarter FY14, contractor completed the coffer dam concrete plug, intake foundation, and 1st pour of intake wall structure. Expected project completion date is 1st quarter FY15.**
5. Initiate design of new spillway and emergency overflow structure at Lake Ogletree. This is a multi-year project.  
Anticipated to commence by **10/1/2013** and be completed by **12/31/2014**  
**Staff hosted a kickoff meeting with consultant (Schnabel Engineering) during 1st quarter FY14. Staff toured various spillway sites during 2nd quarter FY14. Design of project is anticipated to begin during 3rd quarter FY14. Design should be completed during 1st quarter FY15.**
6. Complete the design and demolition of the Armstrong and East University Drive Water Storage Tanks.  
Anticipated to commence by **1/1/2014** and be completed by **6/30/2014**  
**Initial draft design proposals were received from the consultant (Barge, Waggoner, Sumner and Cannon) during 1st quarter FY14. Design proposal was reviewed and approved during 2nd quarter FY14. Design of the project began during 2nd quarter FY14 and the tanks will be demolished during 3rd quarter FY14.**
7. Design and implement a water conservation education and outreach program targeted to promote the use of drought tolerant landscaping and native species and to promote the use of rain sensors for irrigation.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
**Staff began researching water conservation ideas during 2nd quarter FY14 and will be participating in the Lee County Water Festival during 3rd quarter FY14. Staff will continue researching water conservation program ideas during 3rd quarter FY14.**

## Sewer Maintenance

1. Install diesel bypass pumps at Solamere, Shadow Woods and Wimberly Station Phase 2 lift stations in FY14.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***Bypass pumps for Solamere, Shadow Woods and Wimberly Station Phase 2 will be evaluated, selected and taken to City Council for purchase approval during 3rd quarter FY14. Installation of bypass pumps will be bid, awarded and completed by the end of 4th quarter FY14.***
2. Upgrade capacity in the Northeast Outfall with the construction of sewer improvements between North College Street and Shelton Mill Road.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***Project was substantially completed during 2nd quarter FY14. Project is scheduled to be completed early 3rd quarter FY14.***
3. Complete construction of necessary rehabilitation improvements in Southside Sewer Basins 13 and 17B (Basin 13 - vicinity of Wire Road and Webster Road, Basin 17 - vicinity of South College Street and Samford Avenue).  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***In-house design of project continued during 2nd quarter FY14. Design of project will be completed and project will be bid and awarded during 3rd quarter FY14. Construction is expected to begin during 3rd quarter FY14.***
4. Complete the design and begin construction of necessary rehabilitation improvements in Northside Sewer Basin 5 (vicinity of Shug Jordan Parkway, the Humane Shelter and Byrd Street).  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2015**  
***Consultant completed final SSES report during 2nd quarter FY14. Staff will meet with consultant during 3rd quarter FY14 to review the report. In-house design of project will begin in 3rd quarter FY14.***
5. Completion of SCADA improvements at sewer lift station sites.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***Revere completed an updated radio path study during 2nd quarter FY14. The lift station SCADA proposal was finalized and taken to City Council for approval during 2nd quarter FY14. A Project Kickoff meeting was held during 2nd quarter FY14. Work will begin during 3rd quarter FY14 and the project will be completed by the end of 4th quarter FY14.***

## Watershed Management

1. Complete ORI of storm water outfalls in the Town Creek Watershed to eliminate illicit discharges and correct sources of sanitary sewer overflows.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***Staff updated the Outfall Reconnaissance Inventory GIS Database and included all relevant statistics in the Annual Stormwater Report to ADEM. Staff are currently preparing to finish field survey associated with the Town Creek watershed and to complete all ORI in areas outside of the City's four principle watersheds.***
2. Installation of remote telemetry monitoring equipment for the City's HydroLab water quality monitoring units.  
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**  
***Staff have evaluated various options and manufacturers of remote telemetry systems and have determined that, at this time, not to pursue this project. However, staff are also looking into remote telemetry monitoring options for modernizing of the Lake Ogletree Source Water Monitoring Program.***

## City of Auburn

### *Financial Overview*

The City's strategic goals, which guide management's decision-making processes, are concisely outlined in the City's mission statement:

#### **City of Auburn Mission Statement**

*The mission of the City of Auburn is to provide economical delivery of quality services created and designed in response to the needs of its citizens rather than by habit or tradition. We will achieve this by:*

- Encouraging planned and managed growth as a means of developing an attractive built-environment and protecting and conserving our natural resources;
- Creating diverse employment opportunities leading to an increased tax base;
- Providing and maintaining reliable and appropriate infrastructure;
- Providing and promoting quality housing, educational, cultural and recreational opportunities;
- Providing quality public safety services;
- Operating an adequately funded city government in a financially responsible and fiscally sound manner;
- Recruiting and maintaining a highly motivated work force committed to excellence; and
- Facilitating citizen involvement.

The City's robust budgetary processes, proactive financial management efforts, aggressive (yet selective) industrial and commercial recruitment strategies, the presence of Auburn University, a diversified revenue base and the exceptional City public school system, all combine to position Auburn as a strong municipal economy. As the economy within the State of Alabama and the nation as a whole continues to improve marginally, Auburn has remained a relatively stable and growing economy, although the rate of growth has slowed.

After the audit of each fiscal year, the General Fund's actual revenues are typically in excess of projections and actual expenditures are usually well under budget. Management's proactive budget monitoring and recommendation of prudent budget adjustments to the Council provided a fund balance level that enabled the City to weather several years of economic challenge. The appropriate level of conservatism continues to be a factor when developing the budget.

#### ***Revenue Overview***

**Revenue projections** form the foundation of the budget. The City Manager's Office proposes a revenue budget that is consistent with the City's revenue and debt policies. The projected revenues must finance the proposed expenditures while meeting the Council's ending fund balance goals. The Finance Director develops revenue projections based on historical revenue



data as well as input from the Finance staff and the department heads of those departments that generate revenue. In addition, information about the global, national, state and local economies is considered, as well as any new legislation affecting revenues. Then, the projections are reviewed and approved by the City Manager's Office and incorporated into the proposed budget.

Initial revenue projections are formulated in the following manner:

1. A projection is made by extrapolating from the ten-year trend data.
2. A projection is made assuming that the change for the year to be budgeted will be the same as the current year's change over the prior year.
3. Socio-economic factors affecting specific revenue sources are identified. These factors include:
  - relevant new national, state and city statutes, changes in those statutes and recent court decisions;
  - global, national and regional economic trends as reported in national and state media;
  - residential and commercial building permit data from the City's Codes Inspection Office, which are indicators of the housing sector of the economy;
  - annexation and planned residential and commercial development data from the City's Planning and Economic Development Departments;
  - enrollment projections from Auburn University and the City Board of Education;
  - business and industrial expansion and downsizing data from the City's Economic Development Department;
  - estimates from all City departments concerning grant applications and awards, and
  - estimates from various City departments concerning staffing and activity levels that affect revenue sources.
  - population projections using data from the latest U.S. Census Bureau reports and projections from the growth model maintained by the City's Planning department.
  - property tax projections that include data from the Lee County Revenue Commissioner's office on assessments.

For the 2015 and 2016 biennium, consideration of the recovery from the nation's recession and its impact on the City's revenue trends continues to be a factor, although the City has recovered nicely from downturns in previous years. Other sources of information used in developing the revenue projections included the Economic Development staff's analysis of revenue trends by geographic node and monitoring of revenue results in the City Manager's quarterly revenue review meetings that include staff from the City Manager's Office, the Finance Department and the Economic Development Department. Also considered were the number of Auburn University home football games and the quality of their opponents scheduled for the home games.

4. The Finance Director determines the initial revenue estimates, considering the two projections and the various known socio-economic indicators outlined above. The Finance Director also considers planned debt issuances and interfund transfers, and other relevant factors.
5. The Finance Director works with the Budget Manager to review the final estimates for consistency with the data and factors known at that level; the City Manager reviews and makes proposed adjustments if necessary.

The Council considers the City Manager's budget proposal in the context of the following revenue policies:

- New or increased taxes or fees will be enacted in response to citizen approved referenda or to finance increased costs to provide citizen-desired services after all cost containment innovations have been exhausted.
- Fees for City services or fines and court costs will be set at amounts consistent with State requirements and at rates that are intended to promote positive citizen behaviors.
- Idle funds will be invested as permitted by State law in a manner that will "provide the highest investment return with the maximum security while meeting the City's daily cash flow demands" as provided by the City's Investment Policy.
- Adequate revenue must be produced to finance all operating costs for providing City services. Borrowed funds will be used only to finance capital acquisition and construction costs.
- Projected revenues and borrowing coupled with the projected ending fund balance, net of the Permanent Reserve, at the beginning of the new fiscal year must provide for a projected ending fund balance of at least 20% of the budgeted expenditures and other financing uses.

The Finance Department's Revenue Office administers the collection of all City Council-levied taxes and fees with the exception of ad valorem (property) taxes, which are collected by the county as provided by State law, and fees that are collected by individual City departments for services or fines. The Revenue Office maintains at least ten years' history on all major and many of the less significant revenue sources of the City's funds.

The City Manager then reviews the initial revenue projections and the various factors considered during the projection process. The City Manager's review ensures that relevant factors known at the chief executive level are considered in projecting the revenue sources for the fiscal year's operations. If projected revenues are not adequate to fund the expenditures to be proposed to Council, an analysis of the City's fund balances and the capital and operations spending included in the proposed expenditures is provided; various scenarios of fund balance draw-downs, reductions of proposed expenditures and borrowing options and the related debt service costs are then considered by the City Manager. After any revisions resulting from this executive level review, additional revisions of the revenue projections are made as new information emerges during the process of developing the budget proposal for Council and to incorporate the effect of any debt issuances that will be proposed.

In April of each year, the City's management team reviews the operating results of the first half of the fiscal year (October through March). The City Manager, Budget Manager and Finance Director compare budgeted revenues with actual revenues recorded through March 31. Then, they revise the revenue estimates, as necessary. If the revised revenue projections at mid-year are adequate to fund the expenditure budget originally approved by the City Council, no expenditure revisions are recommended. If the revised projected revenue and debt proceeds are inadequate to fund the originally approved expenditures, the City Manager directs the Budget Analyst and department heads in developing expenditure budget cuts.

At the mid-biennium review in the summer of the first fiscal year of the biennium, the City's management team reviews the operating results of the first nine months of that first fiscal year. The Finance Director updates the known socio-economic factors and conducts a thorough analysis of the actual revenues received and projected to be received for the first year of the biennium. Then, Finance revises the revenue projections for both fiscal years of the biennium as necessary. The Budget Manager compiles the City departments' revised expenditure requests for the biennium and provides the revised revenue and expenditures data, as well as various analyses, to the City Manager for executive review. The City Manager determines if the revenues and debt proceeds projected and the revised expenditures proposed for the remaining year in the biennium should be adjusted. These revised revenue and expenditure amounts are reflected in the mid-biennium budget amendment ordinance presented to the Council for adoption in September, prior to the beginning of the second fiscal year of the biennium in October.

Following the mid-year mark in the second fiscal year of the biennium, a revenue review is conducted as described above for the mid-year review during the first biennium year. During the summer of the second fiscal year, a new biennial budget is prepared for the upcoming biennium. As part of this process, the revenues for the second year of the current biennium are reviewed and revised as necessary based on actual revenues to date, other known factors and the status of the actual expenditures compared to the budget in light of action plans for the remainder of the biennium.

In August or September of each fiscal year, the Finance Director performs a final review of actual revenues and the Budget Manager reviews the non-budgeted expenditure items approved by the Council since the budget was last amended by ordinance. Typically, there will be a final budget amendment ordinance in September of each fiscal year, to incorporate any approved non-budgeted expenditures and adjust revenue projections as may be considered necessary.

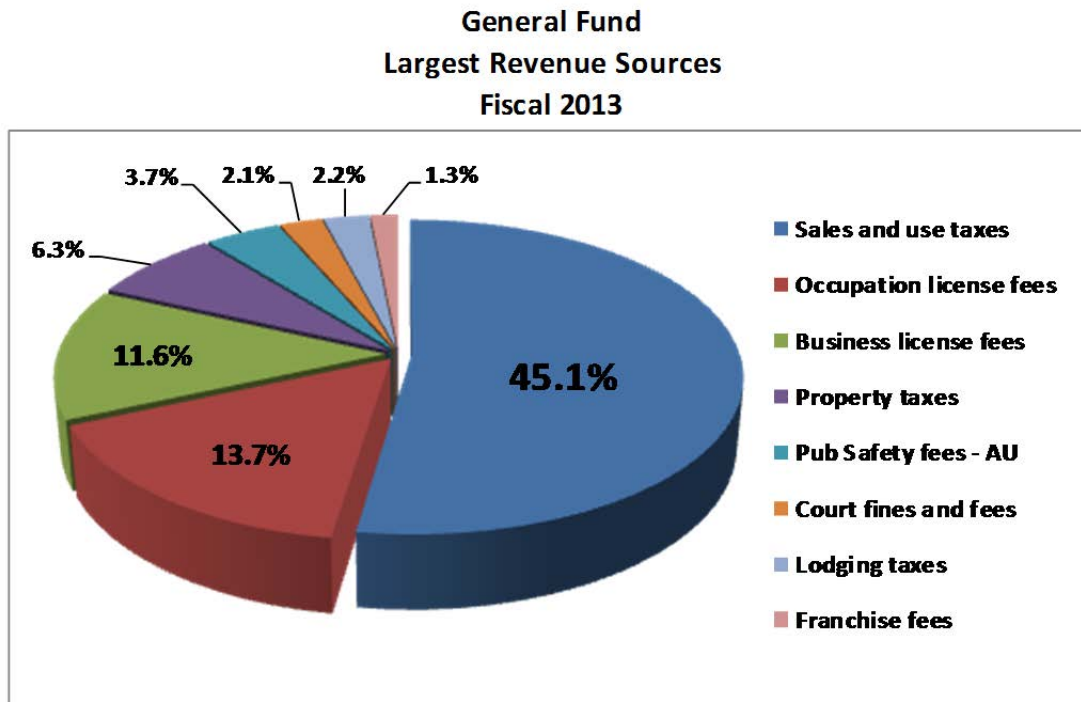
More detailed information on the City's revenue policies is available in the Reference Information section of this document.

### **General Fund Revenues**

As is typical in the State of Alabama, City of Auburn property taxes are relatively low and therefore, are not the City's primary revenue source. Sales taxes are the largest revenue source in the City's General Fund, providing over 45% of revenue. The second largest revenue source for the General Fund is the City's occupational license fee, which is a fee of 1% of the gross salaries and wages earned within the City and produces around 14% of General Fund revenues.

The third largest revenue source, business license fees provide about 12% of revenue in the General Fund. Property taxes generate approximately 6% of total General Fund revenue.

Together, the top four revenue sources provide approximately 80% of the funds to finance the City services provided by the General Fund. The three largest revenue sources can be increased by a vote of the City Council without a citizens’ referendum. Property tax increases are governed by the State Constitution and require approval from the taxpayers via a referendum. The breakdown of the largest revenues by source (representing 86.1% of total revenues) for fiscal 2013 (audited amounts) is shown below:

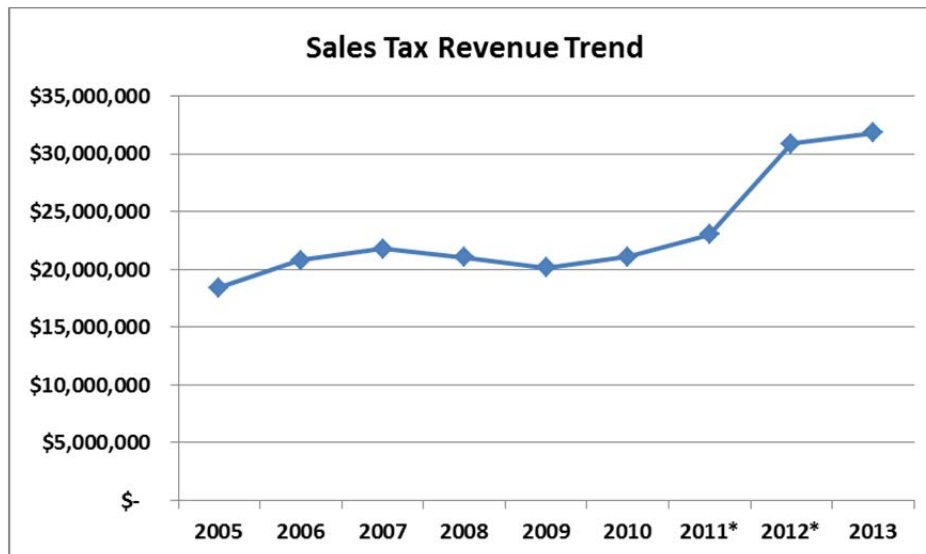


**General Fund Revenue Trends**

	Audited Actual		Projected	Budgeted	
	FY2012	FY2013	FY2014	FY 2015	FY 2016
Sales and use taxes	\$ 30,890,400	\$31,831,180	\$32,225,875	\$33,188,901	\$34,180,818
Occupation license fees	9,221,981	9,683,892	9,990,000	10,189,500	10,392,990
Business license fees	8,027,583	8,195,354	7,987,550	8,146,901	8,309,438
Ad valorem (property) taxes	4,737,217	4,459,732	4,491,600	4,583,965	4,687,507
Public Safety fees from Auburn Univ.	1,965,778	2,606,453	2,460,000	2,521,500	2,584,538
<b>Total - top five revenues</b>	<b>\$ 54,842,959</b>	<b>\$56,776,611</b>	<b>\$57,155,025</b>	<b>\$58,630,767</b>	<b>\$60,155,291</b>
<i>Change from prior year</i>	19.8%	3.5%	0.7%	2.6%	2.6%
<b>Total revenues</b>	<b>\$ 66,045,091</b>	<b>\$70,518,959</b>	<b>\$67,205,563</b>	<b>\$68,794,087</b>	<b>\$70,419,040</b>
<i>Change from prior year</i>	18.6%	6.8%	-4.7%	2.4%	2.4%
<b>Top five revenues as % of total</b>	<b>83.0%</b>	<b>80.5%</b>	<b>85.0%</b>	<b>85.2%</b>	<b>85.4%</b>

**Sales and use tax:** The City’s sales and use tax rate is 4.0%; the most recent change was a one cent increase effective August 1, 2011. The State tax is 4.0% and the county sales tax is 1.0%, for a combined sales tax rate within the City of 9.0%. This rate is comparable to that levied in the neighboring city and compares favorably with other Alabama cities nearby. Collection of the City sales tax is administered by the City’s Finance Department staff.

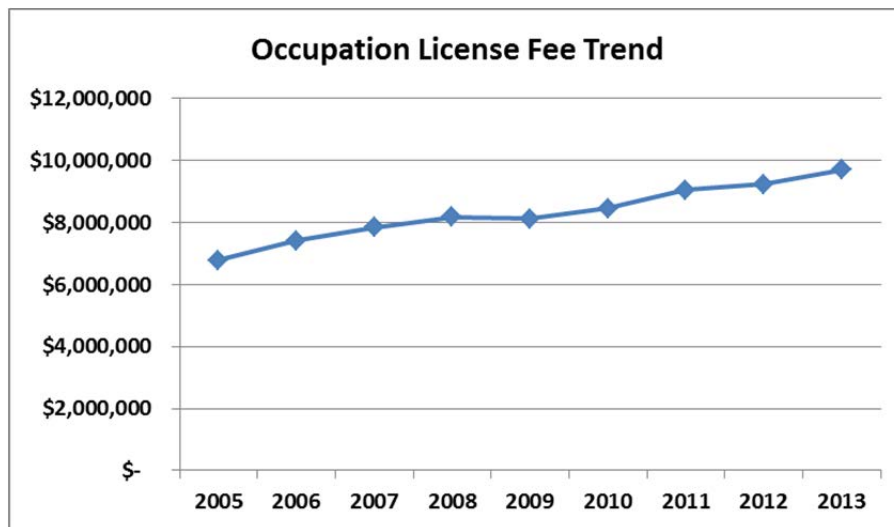
Growth in the City’s sales tax revenue mirrored the measured, steady expansion of the City’s economic base until late in fiscal 2007. Sales tax revenue in fiscal years 2008 and 2009 declined because of the national economic slowdown. Sales tax revenue recovered in fiscal year 2010 by 4.7% (\$937,378) over 2009. In fiscal 2011, sales tax revenue grew by 9.0%. This includes the effect of the sales tax rate increase in August 2011; sales tax increased by 3.2% when eliminating the effect of the rate increase. Also impacting the increase was slight improvement in the national economy, industrial expansions, slight growth in student enrollment at Auburn University, and the success of Auburn University’s football team. Sales tax revenue for fiscal 2012 increased by 34.4% (\$7.9 million), primarily the result of the sales tax increase. Sales tax increased 6.5% when eliminating the effect of the rate increase, indicating a continued improvement in the economy. Fiscal 2013 sales tax revenue increased modestly by 3% (\$940,780) over 2012. The budget for the 2015 and 2016 biennium continues to be conservative, projecting increases of 3.0% each year.



\*The sales tax rate increased from 3.0% to 4.0 % effective August 1, 2011.

**Occupation license fee:** Auburn levies a 1% occupation license fee on the gross wages of all employees working within the city limits. The occupation license fee rate has not changed from the rate originally enacted in 1970. Generally, the employer withholds the occupation license fee and remits the taxes withheld to the City. If the occupation license fee is not withheld and remitted by federal employers, the federal employee is individually responsible, under the City’s ordinance, for remitting the license fee to the City. The occupation license fee, as an additional revenue source and one that is positively affected by the City’s industrial development program, provides additional assurance to the rating agencies and creditors that the City of Auburn is a sound credit risk.

This revenue source directly reflects the impact of Auburn University’s presence and the City’s economic development efforts. The recent announced locations of Kemmerich USA L.P., Donghee America, and RAPA Automotive (Rausch & Pausch, LP), and the announced expansions of Seohan Auto USA, and Touchstone Precision, Inc. are examples of the City’s ability to recruit new industries, creating a diversified economy for the citizens of Auburn. The City’s effort to broaden the economic base has produced growth in the occupation license fee revenue source averaging approximately 4.6% per year from 2005 through 2013. As a result of the economic slowdown in 2008 and 2009, there was a slight decrease (\$67,178, less than 1%) in occupation license fees due to job losses; however, 2010 and 2011 saw a moderate recovery of 4.2% (\$341,481) and 6.9% (\$584,938), respectively. In fiscal 2012, growth of this revenue source was modest at only 2.1% (\$188,538) over 2011. Fiscal 2013 growth was 5.0% (\$461,911) over 2012. Projected revenue for fiscal 2014 is \$9.9 million, a 3.0% increase from revenue in 2013. Based on the variability of this revenue source, occupation license fees for the 2015 & 2016 biennium are projected to increase approximately 2% each year.



**Business license fee:** City ordinance requires that each business obtain a license annually before conducting business operations within the City. The amount of the business license fee is dependent upon the nature of the business and the amount of its previous year’s gross receipts, except that there is a flat fee for the first year’s business license. Typically, variations in this revenue source reflect changes in economic conditions, changes in the number of businesses conducting operations in Auburn, as well as the success of individual businesses and the Finance Department’s business license enforcement efforts.

Growth in business license fee revenue, the General Fund’s third largest revenue source, has been vigorous, averaging an annual increase of 5.9% per year from 2005 to 2013. Except for those set by State law, business license fees are calculated as a percentage of the business’ gross receipts for the prior calendar year. Since this revenue source is a lagging indicator, the 11.9% increase in 2009 business license fee revenue over 2008 was somewhat unexpected. The 2010 revenue decreased slightly by \$140,416 (1.9%) as compared to revenue in 2009 while 2011 revenue remained stable, increasing only \$10,072. In fiscal 2012, business license fee revenue increased by 11.8% (\$847,506). The majority of this increase results from an 89%

increase in construction percent revenue. During November 2011, a tornado caused damage to structures in Auburn. Construction to rebuild and repair this damage caused this revenue source to increase. In addition, there was an increase in residential and industrial construction. During fiscal 2013, business license fees experienced a more modest increase of 2.1% (\$167,771) over 2012. Projected revenue for business license fees in fiscal 2014 is \$7.9 million, a 3% decrease from 2013. The projected revenue from business license fees in 2015 and 2016 is expected to be increase slightly (2.0%) over projected 2014 amounts.

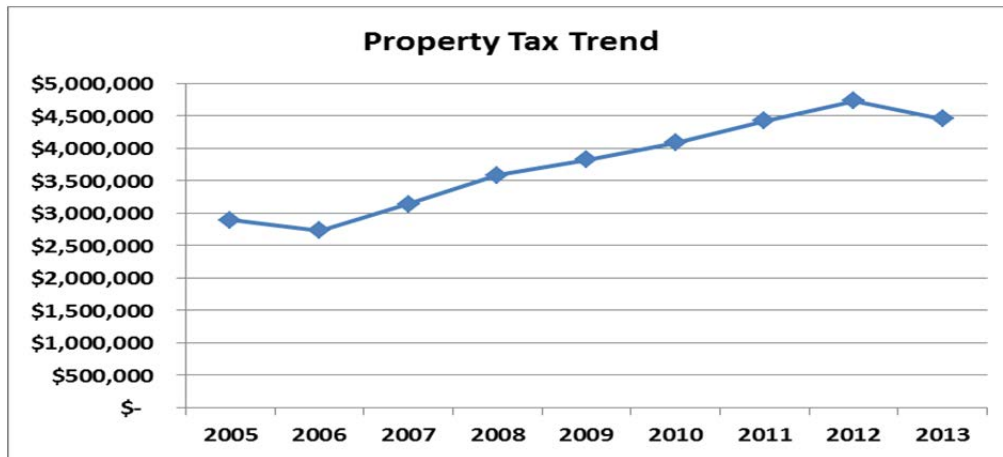


**Ad valorem (property) tax:** Since October 1, 1996, when the City’s millage for education increased from 10 to 16 mills, the City’s property tax rate has been 54 mills on the assessed value of all taxable property within the city limits. Of this amount, 5 mills are revenue to the General Fund for general governmental purposes, 5 mills are allocated to a debt service fund to amortize bonded debt for capital improvements approved by the City’s voters, 19 mills (16 City mills and 3 county mills) provide revenue for the school board, 6.5 mills are earmarked for State purposes, 4 mills are revenue to the county hospital and the children’s home and 14.5 mills are directed to the county treasury. Increases in this revenue source reflect increases in assessed valuations and residential and commercial construction activity (new construction as well as renovation), and continuing annexations by the City.

Property taxes, the fourth largest General Fund revenue source, are typically the most stable source of local governments’ revenue. Property tax revenue growth has averaged 5.8% per fiscal year from 2005 to 2013. The City’s reputation for high quality of life and an exceptional school system drove property values upward for a number of years. Property tax revenue is also affected by annexations of property into the City and by infill development. The State conducts a reappraisal of all real property every year, allowing the increases in appraised values to be reflected in the City’s property tax revenue. From 2009 to 2012, property tax revenue has increased an average of 7.2%. In fiscal 2013, property tax revenue decreased by 5.9% (\$277,485) from revenue in 2012. The majority of this decrease resulted from a large collection in 2012 of past due government services fees from prior years. Government services fees are funds received from several public entities in lieu of property taxes. Property tax revenue in 2014 is projected to be \$4.5 million, a minimal increase of 1.0% over 2013. The revenue projections for the new biennium estimate that ad valorem taxes for real property will grow by



2% and 2.3% for fiscal 2015 and 2016, respectively. Ad valorem taxes for personal property are expected to grow at a faster rate, 4.6% and 4.3%.



**Public Safety charges from Auburn University:** In July 2004, the Auburn University Public Safety Department was merged into the City's Public Safety Department by mutual agreement between the two entities. The City and the University agreed that having a single entity with public safety authority and responsibility would be a more effective and efficient way of serving the citizens of Auburn and the faculty, staff, and students on campus. Under the terms of the agreement, the University shares in the cost of operating the Police Division of the City's Public Safety Department. Growth in this revenue source is related to staffing and salaries. The agreement has been amended to address changing conditions affecting the provision of public safety services.

Revenue from this service agreement increased 33.0% (\$640,675) in 2013. During late fiscal 2012, the City and Auburn University renegotiated the contract, resulting in a higher annual amount of \$2.4 million. In addition, the contract terms were changed from monthly billing to quarterly billing which caused the 2013 revenue to be higher because of necessary accruals. Fiscal 2014 revenue is projected to be \$2.5 million and management projects revenue for the budgeted biennium to increase by 2.5 % each year.

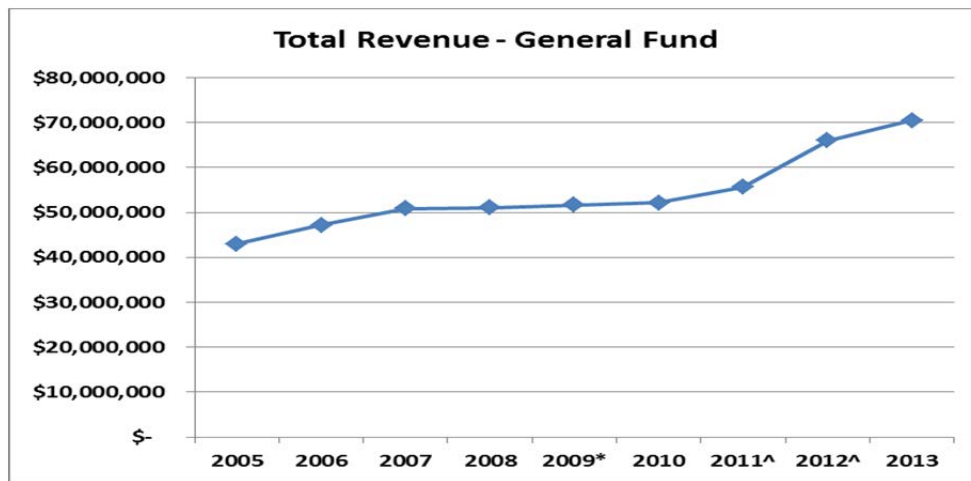
**Lesser General Fund revenue sources** include court fines; franchise fees; building permit fees; lodging, gasoline, liquor and cigarette taxes; interest; fees for services; and revenues shared with municipalities by the State government. Of these less significant revenue sources, the lodging tax rate was increased by the City Council effective February 1, 2006. This increased the City's rate from 4% to 7%, with 1% of the tax appropriated to the local Convention and Visitor's Bureau via the City's budget ordinance.

**Total revenue of the General Fund** saw little change in the years from 2008 to 2010. Revenue for fiscal 2009 increased by 1.1% (\$554,701) over 2008. Revenue for 2010 increased slightly by 0.9% (\$451,228). However, in fiscal 2011 revenue increased by 6.8%, which results from improvements to the economy as well as from the increase in the City's sales tax rate from 3% to 4%. Total revenue for 2012 increased by 18.6% (\$10.4 million) over 2011. This increase can be primarily attributed to the sales tax rate increase. Total revenue for 2013 is an increase of 6.8% (\$4.5 million) over 2012. Revenues for fiscal 2014 are projected to be 4.5% less than



2013. The City’s policy of realistically conservative revenue projections for the 2015 and 2016 biennium forecast a 2.4 % (\$1.6 million) increase in 2015 and then a 2.4% (\$1.6 million) increase in 2016, based on the assumption that the national economy will continue to show improvement.

The City’s population growth and geographic expansion account for increases in many other revenue streams, as well. Total revenues of the General Fund, excluding other financing sources, exhibited a solid growth trend similar to the top sources. Total revenues increased an average of 6.5% annually from 2005 to 2013. The chart below shows the growth in General Fund revenues, adjusted for changes in accounting for solid waste and recycling activities and grants.



\*In fiscal 2009, solid waste revenues and expenses were moved out of the General Fund into a separate business-type (enterprise) fund.

^The sales tax rate increased from 3% to 4% effective August 1, 2011.

### Special Activities of the General Fund’s Revenues

The City separately accounts for special activities of the General Fund, which include employee group insurance benefits and liability risk retention. The special activities sub-funds of the General Fund receive revenues from charges to City employees for health and dental insurance services provided and from the transfer of resources from the General Fund. These sub-funds are budgeted separately from the General Fund, but are consolidated with the General Fund for financial reporting purposes in the City’s Comprehensive Annual Financial Report (CAFR).

### Special Revenue Funds Revenues

The largest revenue sources for the City’s budgeted special revenue funds include the ad valorem tax described above, which provides resources to the school tax fund for education purposes, and gasoline taxes levied by the State, which are earmarked for street construction and maintenance.

### Debt Service Funds Revenues

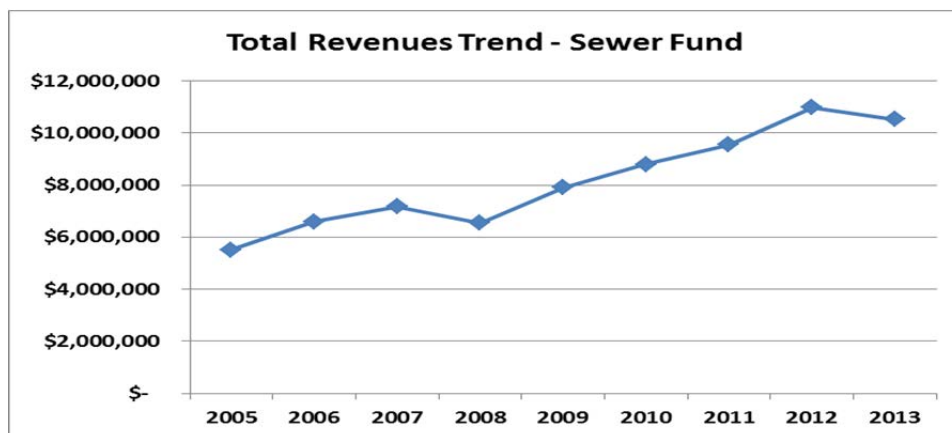
The primary revenue sources of the City’s debt service funds are the ad valorem tax described above and investment income.

**Enterprise Funds Revenues**

**Sewer Fund:** The City has accounted for the wastewater function in a separate enterprise fund for many years. The operations of the City’s Sewer Fund are financed primarily by sewer system service charges collected from customers, supplemented by sewer access fees, tap fees and special sewer surcharges. In addition to charges for general sewer services, the City charges access fees for connection of previously undeveloped properties to the City’s sewer system. Spending of access fees is restricted to expansion of the sanitary sewer collection, treatment and disposal system.

The Sewer Fund is the City’s second largest fund. All the revenues generated from the sewer services provided by the City and all the expenses incurred to provide those services are accounted for in this fund. Management’s goal with respect to sewer services is to provide services in a cost efficient manner and maintain sewer rates that will cover the full cost of the related expenses.

Sewer revenues are affected by residential, commercial and industrial growth within the city, as well as the weather (since sewer usage is based on water usage, except for accounts having a separate irrigation water meter). Operating revenues in the Sewer Fund have increased an average of 9.3% per year from fiscal 2005 to 2013; total revenues increased 8.9% over the same period. The City conducted a sewer rate study in 2011, to ensure that regulatory-compliant capacity is available for Auburn’s future and that rates charged are structured to continue to cover the costs to provide sewer services. Following the completion of the sewer rate study, a 6.9% rate increase was recommended and became effective on October 1, 2011, with an additional recommended rate increase of 6.9% effective on October 1, 2012. The study also recommended a 6.9% increase to be effective on October 1, 2013. However, during fiscal 2013, staff completed a financial analysis that evaluated actual results of fiscal years 2011 through 2013 as compared to projected results included in the rate study. This analysis showed that stable, steady growth of the customer base along with controlled operating expenses and an economical capital improvement plan resulted in better than projected results of operations. As a result, the rate increase scheduled for October 1, 2013 was postponed pending a new rate study. This new rate study was conducted in the first and second quarters of fiscal 2014. No additional rate increases are expected as a result of this study. More detailed financial information about the *Sewer Fund* is provided in the Enterprise Funds section of this document.



**Solid Waste Management Fund:** The City currently provides solid waste collection services for residential customers and small business operations. Residential customers receive once-weekly collection of household garbage, recycling and trash. The rate for curbside residential service remained \$17.00 per month until the end of fiscal 2011. Following the results of a solid waste rate study in fiscal 2011, a 17.0% rate increase became effective on October 1, 2011, bringing the rate for residential customers receiving curbside service to \$20.00. Additional rate increases of 7.5% and 4.6% became effective on October 1, 2012 and October 1, 2013, respectively. One additional increase of 4.4% is scheduled for October 1, 2014, which will bring the rate to \$23.50 per month. The City offers both curbside and back door collection. Residential customers are given the option to choose the less costly curbside pickup service, with the exception that in certain residential areas where back door service is complicated by the logistics of the housing, in which cases curb service is required. The option to choose service levels and the differential fee structure which became effective in October 1999, have resulted in approximately 90% of households electing to have curb service. Customers who choose to have back door service pay \$10.00 per month more than the rate for curbside service.

In fiscal 2009, accounting for the activities of the solid waste function was moved from the General Fund into a separate enterprise fund. The revenue trend information below is from the General Fund for fiscal years 2005-2008 and from the separate Solid Waste Management Fund for fiscal 2009-2013. Total revenues in the Solid Waste Management Fund have increased an average of 6.2% per year from fiscal 2005 to 2013. For more detailed financial information about the budget for the *Solid Waste Management Fund*, please see the Enterprise Funds section of this document.



\*During FY2011, the City began recording customer receivables directly in the Solid Waste Management Fund; as a result, a prior period adjustment totaling \$352,712 was recorded to adjust customer receivables for accounts written off and to adjust for allowance accounts.

**Total City Revenues**

The chart below shows the City’s top five revenue sources across all budgeted funds for the 2015 and 2016 biennium and displays the significant percentage of total revenue that the top five sources comprise. The City’s single largest revenue source, sales tax, makes up roughly

32.0% of total budgeted funds' revenues. Property taxes, the most stable revenue source, accounts for approximately 20.7% of total budgeted funds' revenue, as well. Taken together, the five largest revenue sources comprise approximately 92.0% of total budgeted funds' revenues for the new biennium.

	Governmental Activities			Business-Type Activities		Total - All Budgeted Funds
	General Fund Major Fund	Special School Tax Major Fund	All Non-Major Governmental Funds	Sewer Enterprise Major Fund	Solid Waste Management Non-Major	
<b>Fiscal Year 2015</b>	\$	\$	\$	\$	\$	\$
Sales taxes	33,188,901					33,188,901
Occupation license fees	10,189,500					10,189,500
Business license fees	8,146,901					8,146,901
Ad valorem (property) taxes	4,583,965	13,147,955	3,865,144			21,597,064
Charges for services	4,697,267		3,109,377	10,955,750	4,296,000	23,058,394
Subtotal - top five sources	60,806,535	13,147,955	6,974,521	10,955,750	4,296,000	96,180,761
Total revenues	68,794,087	13,177,955	7,289,071	10,989,400	4,337,300	104,587,813
Top five sources as % of total	88.4%	99.8%	95.7%	99.7%	99.0%	92.0%
<b>Fiscal Year 2016</b>	\$	\$	\$	\$	\$	\$
Sales taxes	34,180,818					34,180,818
Occupation license fees	10,392,990					10,392,990
Business license fees	8,309,438					8,309,438
Ad valorem (property) taxes	4,687,507	13,473,550	3,961,278			22,122,335
Charges for services	4,784,694		3,111,041	11,205,850	4,359,000	23,460,585
Subtotal - top five sources	62,355,447	13,473,550	7,072,319	11,205,850	4,359,000	98,466,166
Total revenues	70,419,040	13,503,550	7,388,369	11,230,800	4,400,300	106,942,059
Top five sources as % of total	88.5%	99.8%	95.7%	99.8%	99.1%	92.1%

The following table shows that total City revenues for fiscal years 2004 through 2007 reflected solid, steady growth with a spike in the increase percentages in 2004, resulting from a sales tax rate increase from 2.5% to 3.0% in August 2003. The total revenue for all budgeted funds was relatively flat in fiscal 2008, when the economic slowdown affected the entire year's revenue. Fiscal 2009 shows an increase in revenue, primarily as a result of the fact that property taxes in Alabama are assessed and collected in arrears (increase of approximately \$1.4 million across all funds) and an infusion of federal grant revenue of nearly \$1 million.

The slowdown in the national economy affected Auburn; but the effect was not as severe as for other areas of the country and the State. Sales tax revenue in FY 2011 was up 9% over 2010, resulting from an improvement in the economy as well as a sales tax increase from 3% to 4% in August 2011. Fiscal 2012 saw an increase of approximately 34.4% in sales tax revenue. Total General Fund revenues for fiscal 2013 showed an increase of 4.7% (\$3.0 million) over 2012; fiscal 2015 and 2016 revenues are projected to increase around 3% over projected 2014. These revenue projections are consistent with the City's policy of projecting revenues in a realistically conservative manner.

<b>Growth in Total City Revenues ~ Fiscal Years 2004-2013</b>						
<i>Audited</i>						
Fiscal Year	Governmental Funds <sup>(1)</sup>			Proprietary Fds Enterprise Funds <sup>(3)</sup>	Total City Revenues <sup>(4)</sup>	Change from Prior Yr
	General Fund <sup>(2)</sup>	Special Revenue	Debt Service			
	\$	\$	\$	\$	\$	
2004	43,739,241	6,694,071	1,959,505	6,443,875	58,836,692	17.0% <sup>(5)</sup>
2005	45,964,980	7,729,424	2,277,805	6,695,720	62,667,929	6.5%
2006	50,345,777	9,773,987	2,496,384	6,605,134	69,221,282	10.5%
2007	54,337,133	12,272,556	2,885,915	7,173,534	76,669,138	10.8%
2008	54,922,691	12,199,183	3,161,799	6,553,296	76,836,969	0.2%
2009	54,018,321 <sup>(6)</sup>	15,289,486	3,557,303	11,050,245 <sup>(6)</sup>	83,915,355	9.2%
2010	52,895,467	15,898,067	3,706,375	11,978,163	84,478,072	0.7%
2011	56,714,793	15,409,338	3,824,435	12,533,444	88,482,010	4.7% <sup>(7)</sup>
2012	66,918,964	16,489,152	3,841,031	14,597,777	101,846,924	15.1% <sup>(7)</sup>
2013	70,121,815	16,501,254	3,772,029	14,446,702	104,841,800	2.9%

<sup>(1)</sup> Excludes Capital Projects Funds, for which the resources are primarily the proceeds of borrowing.

<sup>(2)</sup> Includes Special Activities of the General Fund sub-funds.

<sup>(3)</sup> Includes both operating and non-operating revenues.

<sup>(4)</sup> Excludes Other Financing Sources (primarily, borrowing proceeds and transfers from other funds). Note that Governmental Funds revenues are budgeted on the modified accrual basis and Proprietary Funds' revenues are budgeted on the full accrual basis.

<sup>(5)</sup> Sales tax rate increased from 2.5% to 3.0% effective August 1, 2003. There were two months of increased revenue in FY03.

<sup>(6)</sup> Solid waste function revenues and expenditures were moved from the General Fund to an Enterprise Fund in fiscal year 2009. The Total City Revenues column is unaffected by this change.

<sup>(7)</sup> Sales tax rate increased from 3.0% to 4.0% effective August 1, 2011. There were two months of increased revenue in FY11.

Auburn's economic stability is, at least in part, a result of the City's Industrial Development Board's significant success in developing a more diversified economy for the City, which stabilizes the tax base. In addition, the City Schools' reputation for excellence has stimulated residential growth and an accompanying expansion of the retail and service components of the economy, including public-private partnerships to expand commercial development.

The City's efforts to expand and diversify the tax base through its industrial and commercial development initiatives have helped to buffer the City's revenue forecast from significant decreases. The tables on the next two pages provide evidence of the success of the City's economic development program.

**Industrial Development Board of the City of Auburn, Alabama**  
**Results of Economic Development Activity - 2004 - 2013**

Year	Company	Corporate Headquarters	Product	Employment	Capital Investment
2004	Capitol Vial	Fultonville, New York, USA	Sterile Plastic Vials	26	3,500,000
	Pyongsan, Inc.	Asan, Korea	Automotive Plastics	70	2,955,000
	SCA, Inc.	Asan, Korea	Automotive Plastics	55	5,957,000
	Sommer Corporation	Crawfordsville, Indiana, USA	Custom Wire Fabrication	35	2,005,000
2005	ATS Engineering	Bad Duerkheim, Germany	Alloy Casting Tools	4	150,000
	Hightex, Inc.	Althengstett, Germany	Automotive Textiles	8	569,948
	K.C. Sol-Tech, Inc.	Hwasang-City, S. Korea	Tool and Die	10	200,000
	Rexnord [Former Falk]	Milwaukee, Wisconsin, USA	Gear Couplings	75	9,300,000
	Briggs and Stratton Corporation	Milwaukee, Wisconsin, USA	Gasoline engines	75	13,000,000
2006	Nikki America Fuel Systems, LLC	Kawakawa, Japan	Small Engine Carburetors	121	9,200,000
	Donaldson Company, Inc.	Bloomington, Minnesota, USA	Mufflers	28	4,000,000
	Hoerbiger Hydraulics, Inc.	Zug, Switzerland	Automotive Hydraulics	45	6,000,000
	Cumberland Plastic Systems, LLC	Smyrna, Tennessee, USA	Automotive Plastics	16	3,700,000
2007	Aluminum Technology Schmid North America, Inc.	Stuttgart, Germany	Automotive Aluminum Parts	40	5,000,000
	Seohan-NTN Driveshaft USA Corporation	Chungbuk, Korea	Automotive Drive Shafts	74	22,000,000
	Seohan Auto USA Corporation	Chungbuk, Korea	Automotive Front & Rear Axles	96	16,000,000
	Northrop Grumman Corporation	Los Angeles, California, USA	Computer Systems Design	50	500,000
	Capitol Plastic Products, LLC	Auburn, Alabama, USA	Specialty Plastic Packaging	27	8,000,000
	CV Holdings, LLC	Amsterdam, New York, USA	Specialty Plastic Packaging	73	41,650,000
	HDI Solutions, Inc.	Auburn, Alabama, USA	Data Management	125	500,000
	Health Information Designs, Inc.	Auburn, Alabama, USA	Healthcare Informatics Services	100	2,500,000
	Weidmann Plastics Technology North America, Inc.	Rapperswil, Switzerland	Automotive Plastics	32	8,500,000
	SCA Inc	Asan, Korea	Automotive Plastics	40	8,200,000
	2008	CNJ, Inc.	Korea	Automotive Brake Discs & Knuckles	25
Toolcare US International, LLC		Auburn, Alabama, USA	Specialized Tooling	10	2,800,000
Briggs & Stratton Corporation		Milwaukee, Wisconsin, USA	Gasoline Engines	50	15,367,425
Pyongsan America, Inc.		Asan, Korea	Automotive Plastics	90	5,400,000
Initial Outfitters, Inc.		Auburn, Alabama, USA	Custom Home Party Solutions	5	700,000
Aluminum Technology Schmid North America, Inc.		Stuttgart, Germany	Automotive Aluminum Parts	20	3,800,000
CV Holdings, LLC		Amsterdam, New York, USA	Specialty Plastics Packaging	90	22,960,000
2009	Borbet Alabama, Inc. [Former ATS]	Hallenberg-Hesborn, Germany	Automotive Aluminum Wheels	67	19,740,000
	Straehle + Hess USA, Inc. [Former Hightex]	Althengstett, Germany	Automotive Textiles	20	500,000
	Donaldson Company, Inc.	Bloomington, Minnesota, USA	Mufflers	25	3,480,000
	Cumberland Plastic Systems, LLC	Smyrna, Tennessee, USA	Automotive Plastics	51	1,900,000
	Seohan Auto USA Corporation	Chungbuk, Korea	Automotive Front & Rear Axles	97	9,690,000
	Seohan-NTN Driveshaft USA Corporation	Chungbuk, Korea	Automotive Drive Shafts	32	6,900,000
	Matrix Wire, Inc. [Former Sommer]	Auburn, Alabama, USA	Custom Wire Fabrication	25	-
	Pyongsan America, Inc.	Asan, Korea	Automotive Plastics	100	5,500,000
	SCA, Inc.	Asan, Korea	Automotive Plastics	180	15,500,000
2010	Borbet Alabama, Inc.	Hallenberg-Hesborn, Germany	Automotive Aluminum Wheels	50	18,200,000
	Hoerbiger Automotive Comfort Systems, Inc.	Zug, Switzerland	Automotive Hydraulics	25	500,000
	CNJ, Inc.	Korea	Automotive Brake Discs & Knuckles	25	7,290,000
	Tube Technology Systems, Inc.	Germany	Automotive Brake Tubes	5	1,450,000
	Aluminum Technology Schmid North America, Inc.	Stuttgart, Germany	Automotive Aluminum Parts	16	2,500,000
	Health Information Designs, Inc.	Auburn, Alabama, USA	Healthcare Informatics Services	35	500,000
	CSP Technologies, Inc.	Amsterdam, New York, USA	Specialty Plastics Packaging	14	5,000,000
	Capitol Cups, Inc.	Amsterdam, New York, USA	Specialty Plastics Packaging	8	3,200,000
	Pyongsan America, Inc.	Asan, Korea	Automotive Plastics	100	5,000,000
	Capitol Plastic Products, LLC	Amsterdam, New York, USA	Specialty Plastics Packaging	9	6,770,000
	GE Aviation	Cincinnati, Ohio, USA	Aircraft Engine Components	300	75,000,000
	HPM Alabama Corporation	Korea	Polypropylene Resin Materials	32	9,250,000
	SCA, Inc.	Korea	Automotive Plastics	21	1,300,000
	Arkal Automotive USA, Inc.	Israel	Automotive Plastics	40	7,200,000
2011	Initial Outfitters, Inc.	Auburn, Alabama, USA	Custom Home Party Solutions	22	896,000
	Aluminum Technology Schmid North America, Inc.	Stuttgart, Germany	Automotive Aluminum Parts	-	500,000
	Touchstone Precision, Inc.	Kyoto, Japan	Automotive Plastics	5	700,000
	Seohan Auto USA Corporation	Chungbuk, Korea	Automotive Front & Rear Axles	10	7,900,000
	Borbet Alabama, Inc.	Hallenberg-Hesborn, Germany	Automotive Aluminum Wheels	20	19,000,000
	Briggs & Stratton Corporation	Milwaukee, Wisconsin, USA	Gasoline Engines	50	15,928,570
	CNJ, Inc.	Korea	Automotive Brake Discs	18	20,767,000
	SiO2 Medical Products, Inc.	Amsterdam, New York, USA	Medical Plastics	300	86,500,000
	Weidmann Plastics Technology North America, Inc.	Rapperswil, Switzerland	Automotive Plastics	39	19,000,000
	Cumberland Plastic Solutions, LLC	Auburn, Alabama, USA	Automotive Plastics	36	4,700,000
	Capital Medical Devices, Inc.	Amsterdam, New York, USA	Specialty Plastics Packaging	10	3,750,000
	Aluminum Technology Schmid North America, Inc.	Stuttgart, Germany	Automotive Aluminum Parts	15	3,040,000
	Masterbrand Cabinets, Inc.	Jasper, Indiana, USA	Kitchen & Bath Cabinetry	125	-
Rausch & Pausch LP	Germany	Automotive Solenoid Valves	105	18,000,000	
2012	CNJ, Inc.	Korea	Automotive Brake Discs	15	8,700,000
	Daewon America, Inc.	Korea	Automotive Metal Springs	50	9,200,000
	SCA, Inc.	Korea	Automotive Plastics	15	8,158,000
	Donghee America, Inc.	Korea	Automotive Fuel Tanks	80	47,560,753
	Toolcare U.S. International, LLC	Auburn, Alabama, USA	Specialized Tooling	3	950,000
	Pyongsan America, Inc.	Korea	Automotive Plastics	45	2,000,000
	Seohan Auto USA Corporation	Korea	Automotive Front & Rear Axles	50	24,606,600
	Borbet Alabama, Inc.	Hallenberg-Hesborn, Germany	Automotive Aluminum Wheels	-	10,000,000
2013					

**Total Employment**      **5,835**

**Total Capital Investment**      **\$1,048,010,296**

**City of Auburn**

**Economic Impact of Economic Development Activities on the City of Auburn Governmental Funds ~ 2013<sup>(1)</sup>**

	<b>Occupation License Fees</b>	<b>Business License Fees</b>	<b>Sales and Use Taxes</b>	<b>Property Taxes</b>	<b>Total</b>
Total governmental fund revenue from the top four revenue sources - FY 2013	<u>\$ 9,683,892</u>	<u>\$ 10,210,208</u>	<u>\$ 31,831,180</u>	<u>\$ 20,971,590</u>	<u>\$ 72,696,870</u>
Total governmental fund revenue from industries recruited to Auburn - FY 2013	<u>\$ 1,757,780</u>	<u>\$ 127,082</u>	<u>\$ 610,741</u>	<u>\$ 1,596,767</u> <sup>(2)</sup>	\$ 4,092,370
Payroll paid by recruited industries as estimated from occupation license fees	\$ 175,777,971				
Estimated % of recruited industries' payroll spent in Auburn <sup>(3)</sup>	<u>46.48%</u>				
Estimated spending in Auburn resulting from industrial recruitment	81,701,601				
Estimated spending in Auburn on taxable goods <sup>(3)</sup>	x 65%				
Estimated economic impact of recruited industries	<u><b>\$ 53,106,041</b></u>				
Sales tax on estimated economic impact					<u>2,124,242</u>
Estimated Top four revenue sources generated by recruited industries					<u>\$ 6,216,612</u>
Top four revenue sources generated by recruited industries as a % of governmental funds total of top four sources					<u>8.55%</u>
Total governmental funds revenue - FY 2013 <sup>(4)</sup>					<u>\$ 90,448,658</u>
<b>Top four revenue sources generated by recruited industries as a percentage of total governmental fund revenue</b>					<u><b>6.87%</b></u>

<sup>(1)</sup> This data was provided by the City of Auburn Revenue Office.

<sup>(2)</sup> Calculated based on data from the Lee County Revenue Commissioner's Office.

<sup>(3)</sup> It is estimated that 30.21% percent of every initial \$1 of gross payrolls are spent in Auburn on taxable goods. This percentage is based on a conservative calculation involving six rounds of spending for every one dollar. In Round 1, the dollar is discounted by 30% to account for payroll taxes and benefits; it is then further discounted by 60% for outside leakage. Each subsequent round is also discounted by 60% for leakage. After the initial \$1.00 of gross payroll turns over six times in the local economy, the City of Auburn will have received a direct impact of \$0.465. This number is further discounted to account for the amount spent on taxable goods as opposed to services. An estimate of 65% for taxable goods has been applied, producing the overall \$0.3021 (30.21%) rate.

<sup>(4)</sup> Includes all City funds receiving property tax revenues.

## Debt Overview

The City's annual revenues typically are not adequate to finance all the expenditures proposed to and approved by the Council. Expenditures that benefit the citizens for the long term generally have significant costs and it is reasonable to spread the cost of such expenditures over more than one year. Borrowing allows the City to allocate the costs of large purchases over several years. Balancing this advantage is the cost of borrowing, which includes interest and administrative costs. To manage public debt in a responsible manner requires consistent application of sound debt management policies. The City's financial policies, including debt policies, are included in this section of this document.

The City maintains a conservative debt policy, issuing debt only for the acquisition of property, the construction of capital projects and the purchase of major capital equipment, or to refinance existing debt to achieve interest cost savings. The Auburn City Schools follows an approach similar to the City, which is the issuer for School Board debt. To minimize total interest costs, debt terms are as short as feasible, taking projected revenues, expenditures or expenses and cash flows into consideration.

When interest rates decline, the City and its debt advisors will review the currently outstanding debt for possible interest cost savings via refinancing. During fiscal 2012, the City issued \$36.1 million to refund various debt issues and to obtain new funding for improvements to the City's sewer system. Details of this issue are below.

- \$6.2 million in General Obligation Bonds were issued to refund \$475,000 of outstanding 1998 Capital Improvement Bonds, \$825,000 of outstanding 1999 General Obligation Bonds, \$2.7 million of outstanding 2002 Capital Improvement Bonds, and \$2.5 million of 2005 General Obligation Bonds.
- \$29.9 million in General Obligation Warrants were issued to refund \$1.9 million of outstanding 1999 General Obligation Warrants (General Fund), \$4.7 million of outstanding 2001 General Obligation Warrants (Sewer Fund), and \$18.3 million of outstanding 2005 General Obligation Capital Improvement Warrants (Special School Tax Fund).
- This issuance also included \$6.1 million of new debt to be used for capital improvements to the City's sewer system.

**General obligation (GO) debt** is supported by the full faith and credit of the City of Auburn. This debt form is used to finance various types of capital projects of the City and its component units. School Board debt is repaid from property taxes received by the City, which are earmarked for education purposes. The City has issued general obligation debt to finance sewer system expansion and improvements; it is the Council's intention that general obligation debt issued for sewer facilities be repaid from revenues of the Sewer Fund. Auburn also has a five mill property tax that is dedicated to the repayment of debt that is issued to finance capital projects that have been approved by the voters; this tax is called the Special Five Mill Tax. When GO debt is issued to pay for voter-approved projects, the City can repay the principal and interest on such debt from the resources of the Special Five Mill Tax Fund.

For "smaller" borrowings (less than \$20 million), the City has obtained financing from financial institutions without going to the national bond market. Such financings are obtained via a



competitive process, through which all local financial institutions, and any others that have indicated an interest in providing financing to the City, have the opportunity to propose interest rates. This process results in significantly lower debt issuance costs, as well as very competitive interest rates. The documents for such borrowings are prepared by the City's bond counsel. These "local borrowings" are submitted to Council for approval and are considered general obligation debt (long-term liability) like the underwritten larger issued warrants.

The City's general obligation long-term debt outstanding at March 31, 2014, is shown below.

Indebtedness	Date Issued	General Payment Source	Principal Outstanding 3/31/2014	Year of Final Maturity
<u>General obligation bonds (general purposes)</u>				
General Obligation Bonds	3/1/2005	5-mill ad valorem tax	1,175,000	2016
General Obligation Bonds	1/1/2007	5-mill ad valorem tax	2,990,000	2021
General Obligation Bonds	7/1/2009	5-mill ad valorem tax	6,415,000	2021
General Obligation Cap. Improvement Bonds	5/1/2012	5-mill ad valorem tax	3,485,000	2024
General Obligation Refunding Bonds, Series 2012-B	8/1/2012	5-mill ad valorem tax	5,025,000	2021
			19,090,000	
<u>General obligation warrants (school purposes)</u>				
General Obligation School Warrants	8/1/2005	Special school ad val. tax	11,205,000	2035
General Obligation Warrant, Series 2008-I	12/19/2008	Special school ad val. tax	6,921,481	2028
General Obligation Refunding School Warrants, Series 2010-A	6/10/2010	Special school ad val. tax	23,745,000	2026
General Obligation School Warrant, Series 2012-A	2/22/2012	Special school ad val. tax	16,987,404	2032
General Obligation Refunding Warrant, Series 2012-B	8/1/2012	Special school ad val. tax	18,080,000	2030
			76,938,885	
<u>General obligation warrants (general purposes)</u>				
General Obligation Warrants	11/28/2005	General revenues	578,544	2014
General Obligation Warrants	2/9/2006	General revenues	597,075	2015
General Obligation Warrants	9/22/2006	General revenues	2,654,489	2026
General Obligation Warrant, Series 2008-C	5/29/2008	General revenues	4,170,491	2018
General Obligation Warrant, Series 2008-D	5/29/2008	General revenues	4,239,357	2018
General Obligation Warrant, Series 2008-E	5/27/2008	General revenues	564,293	2015
General Obligation Warrant, Series 2008-F	10/10/2008	General revenues	473,447	2015
General Obligation Refunding Warrant, Series 2010-B	7/27/2010	General revenues	2,030,774	2020
General Obligation Warrant, Series 2010-C	7/27/2010	General revenues	8,279,049	2024
General Obligation Warrant, Series 2010-D	8/20/2010	General revenues	1,394,097	2022
General Obligation Refunding Warrant, Series 2012-B	8/1/2012	General revenues	1,550,000	2019
General Obligation Warrant, Series 2012-C	9/7/2012	General revenues	1,646,190	2022
General Obligation Warrant, Series 2012-D	11/9/2012	General revenues	4,842,033	2022
			33,019,839	
<u>General obligation warrants (sewer purposes)</u>				
General Obligation Warrants, Series 2008-H	12/18/2008	Sewer revenues <sup>(1)</sup>	22,425,000	2034
General Obligation Refunding Warrants, Series 2009-A	9/1/2009	Sewer revenues <sup>(1)</sup>	15,245,000	2024
General Obligation Refunding & Cap. Imp. Warrant, Series 2012-B	8/1/2012	Sewer revenues <sup>(1)</sup>	8,530,000	2032
			46,200,000	
<i>Total bonds and warrants, outstanding as of March 31, 2014</i>			\$ 175,248,724	

The City of Auburn issues debt in the City’s name for the benefit of the Board of Education, a component unit under the City of Auburn’s oversight. Property taxes dedicated for education are collected by the county and paid to the City, out of which the City pays the principal and interest on School Board debt. The City of Auburn must report the bonds issued for the School Board on the City’s books. However, the School Board owns the facilities that are purchased or constructed with borrowed funds.

Similarly, an innovative partnership was formed in fiscal year 2007 among the City of Auburn, Auburn University and the State of Alabama, to build a research park on the University campus. The City of Auburn committed \$5 million for project infrastructure (roads, a bridge and street lighting). The research park infrastructure will be owned by Auburn University (a component unit of the State of Alabama), but the debt principal is included in the City’s liabilities.

In fiscal year 2006, the City entered into an agreement with Auburn University to facilitate the issuance of debt to enable Auburn University to finance the construction of an expansion of the City’s new tennis complex. Payment of principal and interest on this debt is reimbursed by Auburn University’s lease payments to the City for use of the tennis facilities. The joint tennis facility is owned and operated by the City’s Public Park and Recreation Board, a component unit of the City. The debt principal of \$2.7 million is included in the City’s liabilities; however, the Tennis Center facilities are shown as a capital asset of the Public Park and Recreation Board.

Total City debt issued to benefit the City Schools and outstanding at March 31, 2014, was \$76.9 million. Debt outstanding in respect to agreements made with Auburn University totaled \$3.3 million. The effect of eliminating the Auburn City Schools’ and Auburn University-related debt from the City’s total debt outstanding at March 31, 2014, is shown below.

<b>General Obligation Long-Term Debt</b>		<b>As of March 31, 2014</b>
Payable from:		
General Fund	\$	33,019,839
Special Five-Mill Tax Fund		19,090,000
School Tax Funds		76,938,885
Sewer Fund		46,200,000
Total G.O. Long-Term Debt	\$	175,248,724
Less:		
Auburn City Schools' Debt		(76,938,885)
Auburn University-related debt		
Auburn Research Park		(597,075)
Tennis Center ("AU portion")		(2,654,489)
Total City Only	\$	95,058,275

### Legal Debt Limit

The Code of Alabama establishes the legal debt limit for Alabama municipalities. The State government’s ceiling for municipal debt is 20% of the assessed value of property within the city limits that is subject to ad valorem taxation. Excluded from the legal debt limit computation is debt payable from property assessments and debt issued for schools, waterworks and sewer systems.

Computation of the legal debt margin for the City of Auburn at March 31, 2014, is as follows:

Net assessed value	\$ 797,584,460
Debt limitation (20% of net assessed value)	159,516,892
Long-term debt outstanding as of March 31, 2014	175,248,724
Less: Debt not chargeable to debt limit:	
Debt issued for schools	(76,938,885)
Debt issued for sewer	<u>(46,200,000)</u>
Debt chargeable to debt limit	<u>52,109,839</u>
Debt margin	<u>\$ 107,407,053</u>

This computation demonstrates that the City is well within the legal debt limit set by State law.

### **Debt Issuances for the Biennium including Fiscal Years 2015 and 2016**

The City has one potential borrowing in the Special School Tax Fund during the new biennium. For the last several years, enrollment growth in Auburn City Schools has far exceeded expectations, creating facility needs on an accelerated schedule. After much discussion between the City and the School Board, as well as discussions involving citizens, a plan has been proposed for facility needs with funding from the City and the School Board. Included in this plan is a proposed debt issue of approximately \$80 million during the 2015-2016 biennium. Specific details of this debt issue are unclear and final decisions about debt structure, term, and issue time frame will be made in the coming months.

### **Debt Service Requirements to Maturity**

The table on the following page shows the City's debt service requirements to maturity (principal and interest payments) for all City debt as of March 31, 2014. The General Fund has no debt service requirements beyond 2026; the Special Five Mill Tax Fund's last scheduled debt payments are in 2024. Debt service payments from School Tax funds extend through 2035; and the Sewer Fund has debt service obligations through 2034. As details of the debt issuance mentioned in the previous paragraph become available, this debt service requirements to maturity will change.

**Debt Service to Maturity by Fund - Principal and Interest***As of March 31, 2014*

<b>Fiscal Year</b>	<b>General Fund</b>	<b>Special Five-Mill Tax Fund</b>	<b>School Tax Funds</b>	<b>Sewer Fund</b>	<b>Total Principal and Interest</b>
2014	\$ 3,903,657	\$ 2,302,775	\$ 4,287,653	\$ 2,563,846	\$ 13,057,931
2015	6,277,919	3,847,965	6,424,557	4,285,818	20,836,259
2016	5,134,378	3,614,000	6,426,807	4,300,068	19,475,253
2017	5,125,785	2,245,200	6,430,807	4,352,324	18,154,116
2018	4,570,162	2,240,600	6,426,107	4,350,255	17,587,124
2019	2,925,857	2,240,200	6,431,257	4,349,355	15,946,669
2020	2,599,537	2,244,925	6,425,507	4,346,930	15,616,899
2021 - 2035	7,695,681	3,526,175	65,483,369	38,831,731	115,536,956
<b>Totals</b>	<b>\$ 38,232,976</b>	<b>\$ 22,261,840</b>	<b>\$ 108,336,064</b>	<b>\$ 67,380,327</b>	<b>\$ 236,211,207</b>

**Debt Service Payments***As of March 31, 2014*

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total Debt Service</b>
2014	\$ 9,409,285	\$ 3,648,646	\$ 13,057,931
2015	13,952,556	6,883,703	20,836,259
2016	13,135,833	6,339,420	19,475,253
2017	12,343,635	5,810,481	18,154,116
2018	12,311,063	5,276,061	17,587,124
2019	11,157,250	4,789,419	15,946,669
2020	11,304,695	4,312,204	15,616,899
2021 - 2035	91,634,410	23,902,546	115,536,956
<b>Totals</b>	<b>\$ 175,248,727</b>	<b>\$ 60,962,480</b>	<b>\$ 236,211,207</b>

**Credit Rating**

In January 2014, Standard and Poor's (S&P) affirmed the City of Auburn's bond rating as AA+. In their report, S&P cites strong management, as well as Auburn's "consistently strong financial profile, indicated by its very strong budgetary flexibility and liquidity" as factors that were considered in the rating. According to S&P, an AA+ rating indicates a "strong capacity to meet financial commitments."

In addition, the City holds a rating of Aa2 from Moody's Investors Service, issued in August 2012. The Moody's rating report cited the City's "continued diversification and growth of the city's sizable tax base" and the City's "solid financial position, strong management team, and manageable debt burden" as among the factors considered in rating the City's credit.

# City of Auburn

## *Description of All Budgeted Funds and Major Funds*

The City of Auburn adopts annual budgets each fiscal year for the funds described below.

All **governmental funds** are budgeted and accounted for using the modified accrual basis of accounting. Their revenues are recognized when received in cash, except those accruable, which are recorded as receivables when measurable and available to pay current period liabilities. Expenditures are recognized on a modified accrual basis. Governmental funds' expenditures are recorded when the associated liability is incurred, with the following exceptions: general long-term obligations' principal and interest are reported when due; prepaid items are reported as current period expenditures; costs of accumulated unpaid vacation and sick leave are reported in the period due and payable rather than in the period earned.

The City's **proprietary funds** are accounted for on the full accrual basis, wherein revenues are recorded when earned and expenses when incurred. For management control purposes, the proprietary funds' expenses are budgeted on the accrual basis with the exception that capital outlays and repayments of debt principal are budgeted as expenses.

Funds that meet certain criteria established by the Governmental Accounting Standards Board are classified as **major funds**. These criteria focus on the relative size of each fund's assets, liabilities, revenues and expenditures or expenses as a percentage of corresponding amounts for total funds by fund category (governmental or proprietary) or the total of all funds. Major funds receive greater focus in the City's annual financial report because of their relative importance.

The City's **major funds** for which annual budgets are adopted include the General Fund, the Special School Tax Fund, and the Sewer Fund.

.....  
**Governmental Funds**

**The General Fund** is the general operating fund of the City and the City's largest major fund. It is used to account for all financial resources except those required to be accounted for in another fund. The General Fund also accounts for the financing of public improvements or services deemed to benefit the properties against which special assessments are levied, as well as special capital improvement projects, the construction of which is financed by the City and then repaid by the property owner without the levy of a special assessment.

- **Employee Benefit Self-Insurance *Special Activity* of the General Fund** accounts for the costs of operating and reserves provided for the City's self-insured employee benefits program, including health-care benefits for retirees.
- **Liability Risk-Retention *Special Activity* of the General Fund** accounts for the costs of operating and the reserves provided for the City's general liability and workers' compensation self-insurance programs.

**Seven Cent State Gas Tax *Special Revenue Fund*** accounts for funds received from the State of Alabama and disbursed for street related projects.

**Nine Cent Gas Tax *Special Revenue Fund*** accounts for Auburn’s share of the State of Alabama four cent and five cent gas tax revenues disbursed for the resurfacing, restoration of roads, bridges, and streets.

**Special School Tax *Special Revenue Fund***, a *major fund*, accounts for five mill ad valorem tax revenues used to pay principal and interest on bonds issued for school purposes and for eleven mill ad valorem tax revenues used for the furtherance of education.

**Public Safety Substance Abuse Prevention *Special Revenue Fund*** accounts for funds received from the U.S. Marshals Service used for enforcement of laws against drug trafficking.

**Special Five Mill Tax *Debt Service Fund*** accounts for revenues received from five mills of ad valorem tax dedicated to the payment of principal and interest on bonds issued to finance projects approved by the citizens of Auburn in referenda.

.....  
***Proprietary Funds***

**Sewer *Enterprise Fund***, a *major fund*, accounts for revenue earned from and costs related to the provision of sewer service.

**Solid Waste Management *Enterprise Fund*** accounts for the revenue earned from and the costs related to the provision of solid waste and recycling collection and disposal services.

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**Funds with Project Budgets**

Generally, when the City issues long-term bonds or warrants to finance a project, the expenditure of the debt proceeds are accounted for in a separate *capital projects* fund. Typically, these projects take more than a single year to construct. The ordinances and related legal documents that authorize the borrowing establish the budget for the capital project(s) that will be built with the borrowed funds. Each capital project fund has a project budget, established by the authorizing ordinance and documents; so annual budgets are not adopted for these funds.

The City of Auburn currently has the following capital projects funds with project budgets:

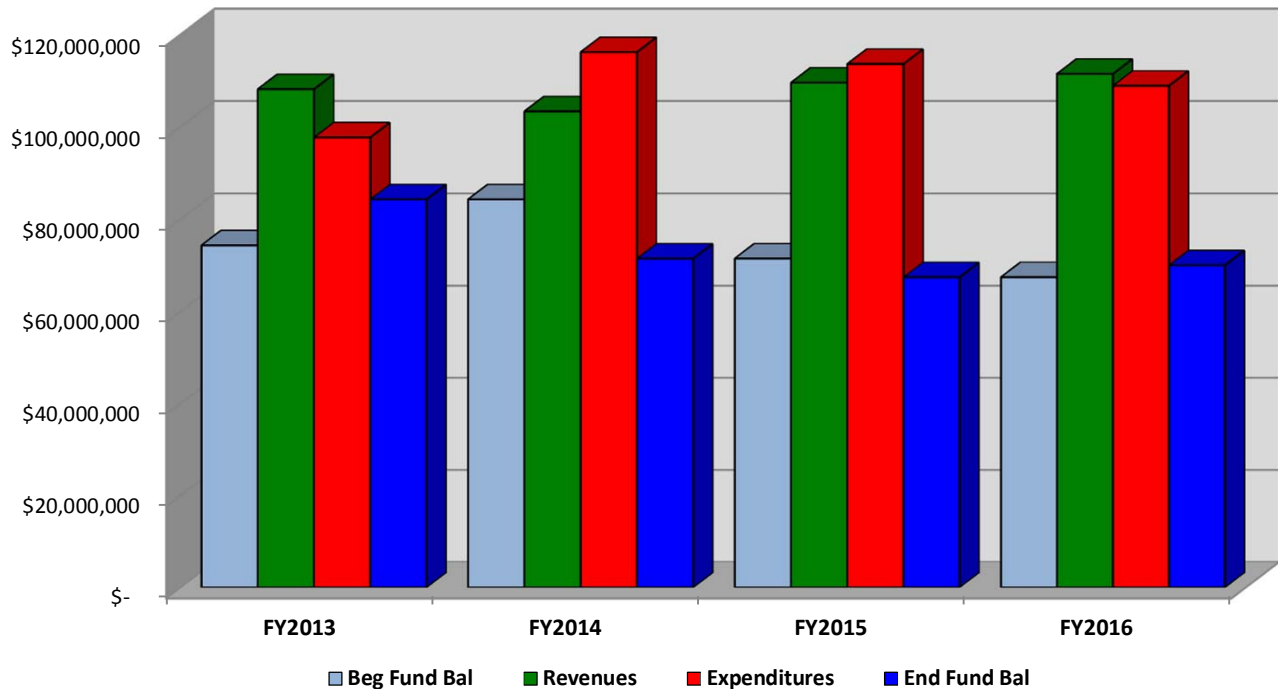
- **Auburn Technology Park West Phase II *Capital Projects Fund***
- **2012 Special Five Mill *Capital Projects Fund***

More information about the capital projects funds is available in the Capital Budgets section of this document.

## City of Auburn

### Trends in Revenues, Expenditures/Expenses and Fund Balances - All Budgeted Funds

	Audited Actual	Budget	Budget	
	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$
<b>Beginning fund balances/net position including Permanent Reserve</b>	<b>74,277,248</b>	<b>84,237,590</b>	<b>71,416,478</b>	<b>67,376,274</b>
Revenues	105,095,241	101,856,629	104,587,813	106,942,059
Other financing sources	3,009,490	1,443,250	4,927,433	4,468,723
<b>Total available resources</b>	<b>182,381,980</b>	<b>187,537,469</b>	<b>180,931,723</b>	<b>178,787,056</b>
Expenditures/expenses	76,838,943	95,681,982	89,689,493	86,824,955
Other financing uses	20,815,437	20,439,009	23,865,956	22,004,411
<b>Total expenditures and other uses</b>	<b>97,654,380</b>	<b>116,120,991</b>	<b>113,555,449</b>	<b>108,829,366</b>
Excess (deficit) of revenues and other sources over expenditures/expenses and other uses	10,450,352	(12,821,112)	(4,040,203)	2,581,416
Less prior period adjustment ^	(490,010)			
<b>Ending fund balances/net position</b>	<b>84,237,590</b>	<b>71,416,478</b>	<b>67,376,274</b>	<b>69,957,690</b>
Less: Permanent Reserve	4,084,950	4,103,332	4,123,849	4,144,468
<b>Ending fund balances/net position excluding Permanent Reserve</b>	<b>80,152,640</b>	<b>67,313,145</b>	<b>63,252,425</b>	<b>65,813,222</b>

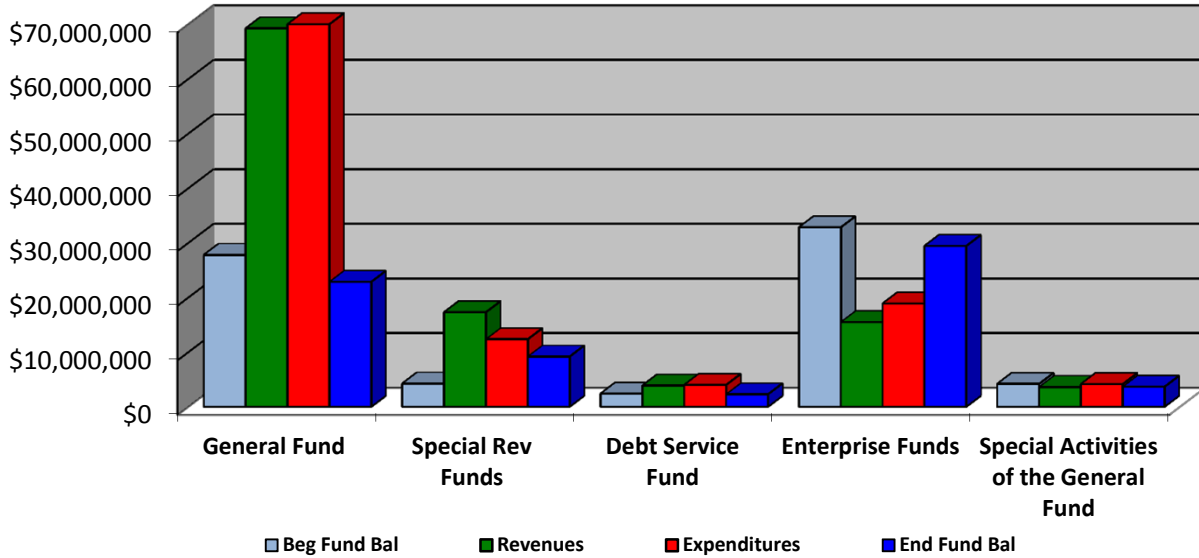


^ In accordance with GASB 65, a prior period adjustment totaling \$490,010 was recorded to remove the net book value of previously capitalized debt issuance costs as of October 1, 2012.

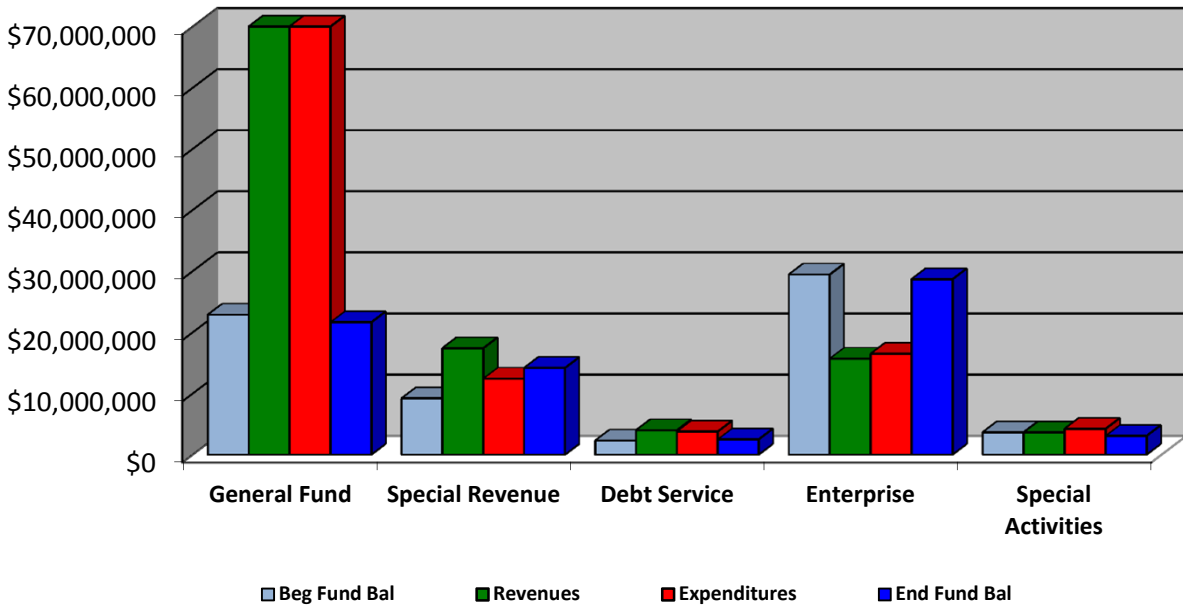
# City of Auburn

## Graphical View of Projected Revenues and Budgeted Expenditures/Expenses by Fund Type

Fiscal Year 2015



Fiscal Year 2016





# City of Auburn

## Overview of Projected Revenues and Budgeted Expenditures/Expenses Major Funds and Aggregated Non-Major Funds by Fund Type

	Budgeted Governmental Activities			Budgeted Business-Type Activities		Total
	General Major Fund	Special School Tax Major Fund	All Other Governmental Funds	Sewer Enterprise Major Fund	Solid Waste Management Non-Major	All Budgeted Funds
<b>FY2015 Budget</b>						
<b>Projected Ending Fund Equity, 9.30.2014</b>	<b>\$ 27,783,864</b>	<b>\$ 3,819,047</b>	<b>\$ 6,986,751</b>	<b>\$ 31,628,884</b>	<b>\$ 1,197,931</b>	<b>\$ 71,416,476</b>
Revenues	68,794,087	13,177,955	7,289,071	10,989,400	4,337,300	104,587,813
Other Financing Sources	461,250	3,851,183	460,000	55,000	100,000	4,927,433
<b>Total Available Resources</b>	<b>97,039,200</b>	<b>20,848,185</b>	<b>14,735,822</b>	<b>42,673,284</b>	<b>5,635,231</b>	<b>180,931,721</b>
Expenditures/Expenses	55,846,969	6,926,557	8,162,450	13,960,859	4,792,658	89,689,493
Other Financing Uses	18,341,683	5,003,023	390,000	76,250	55,000	23,865,956
<b>Total Budgeted Expenditures/Expenses</b>	<b>74,188,652</b>	<b>11,929,580</b>	<b>8,552,450</b>	<b>14,037,109</b>	<b>4,847,658</b>	<b>113,555,449</b>
<i>Change in net position</i>	(4,933,315)	5,099,558	(803,379)	(2,992,709)	(410,358)	(4,040,203)
<b>Projected Ending Fund Equity, 9.30.2015</b>	<b>22,850,549</b>	<b>8,918,605</b>	<b>6,183,372</b>	<b>28,636,174</b>	<b>787,573</b>	<b>67,376,271</b>
Ending Fund Equity as a % of Budgeted Expenditures	30.80%	74.76%	72.30%	204.00%	16.25%	59.33%
<b>FY2016 Budget</b>						
<b>Projected Ending Fund Equity, 9.30.2015</b>	<b>22,850,549</b>	<b>8,918,605</b>	<b>6,183,372</b>	<b>28,636,174</b>	<b>787,573</b>	<b>67,376,271</b>
Revenues	70,419,040	13,503,550	7,388,369	11,230,800	4,400,300	106,942,059
Other Financing Sources	336,250	3,617,473	460,000	55,000	-	4,468,723
<b>Total Available Resources</b>	<b>93,605,839</b>	<b>26,039,628</b>	<b>14,031,741</b>	<b>39,921,974</b>	<b>5,187,873</b>	<b>178,787,054</b>
Expenditures/Expenses	55,556,822	6,935,807	8,010,148	11,811,253	4,510,925	86,824,955
Other Financing Uses	16,432,973	5,175,188	265,000	76,250	55,000	22,004,411
<b>Total Budgeted Expenditures/Expenses</b>	<b>71,989,795</b>	<b>12,110,995</b>	<b>8,275,148</b>	<b>11,887,503</b>	<b>4,565,925</b>	<b>108,829,366</b>
<i>Change in net position</i>	(1,234,505)	5,010,028	(426,779)	(601,703)	(165,625)	2,581,416
<b>Projected Ending Fund Equity, 9.30.2016</b>	<b>21,616,044</b>	<b>13,928,633</b>	<b>5,756,593</b>	<b>28,034,471</b>	<b>621,948</b>	<b>69,957,688</b>
Ending Fund Equity as a % of Budgeted Expenditures	30.03%	115.01%	69.56%	235.83%	13.62%	64.28%

## City of Auburn

### Overview of Projected Revenues and Budgeted Expenditures/Expenses by Fund Type All Budgeted Funds

	Governmental Funds					Proprietary Funds	Total
	General	Gen. Fd. Spec. Act.	Special Revenue	Debt Service	Total - All Governm'l	Enterprise	All Budgeted Funds
<b>FY2015 Budget</b>							
<b>Projected Beginning Fund Equity, 9.30.2014</b>	\$ 27,783,862	\$ 4,181,180	\$ 4,234,896	\$ 2,389,723	\$ 38,589,661	\$ 32,826,814	\$ 71,416,476
Revenues	68,794,087	3,146,177	13,439,705	3,881,144	89,261,113	15,326,700	104,587,813
Other Financing Sources	461,250	460,000	3,851,183	-	4,772,433	155,000	4,927,433
<b>Total Available Resources</b>	<b>97,039,198</b>	<b>7,787,357</b>	<b>21,525,784</b>	<b>6,270,867</b>	<b>132,623,207</b>	<b>48,308,514</b>	<b>180,931,721</b>
Expenditures/Expenses	55,846,969	4,134,802	6,956,057	3,998,148	70,935,976	18,753,517	89,689,493
Other Financing Uses	18,341,683	-	5,393,023	-	23,734,706	131,250	23,865,956
<b>Total Budgeted Expenditures/Expenses</b>	<b>74,188,652</b>	<b>4,134,802</b>	<b>12,349,080</b>	<b>3,998,148</b>	<b>94,670,682</b>	<b>18,884,767</b>	<b>113,555,449</b>
<b>Projected Ending Fund Equity, 9.30.2015*</b>	<b>22,850,547</b>	<b>3,652,555</b>	<b>9,176,704</b>	<b>2,272,719</b>	<b>37,952,525</b>	<b>29,423,747</b>	<b>67,376,272</b>
Ending Fund Equity as a % of Budgeted Expenditures	30.80%	88.34%	74.31%	56.84%	40.09%	155.81%	59.33%
<b>FY2016 Budget</b>							
<b>Projected Beginning Fund Equity, 9.30.2015</b>	\$ 22,850,547	\$ 3,652,555	\$ 9,176,704	\$ 2,272,719	\$ 37,952,525	\$ 29,423,747	\$ 67,376,272
Revenues	70,419,040	3,147,841	13,766,800	3,977,278	91,310,959	15,631,100	106,942,059
Other Financing Sources	336,250	460,000	3,617,473	-	4,413,723	55,000	4,468,723
<b>Total Available Resources</b>	<b>93,605,837</b>	<b>7,260,396</b>	<b>26,560,977</b>	<b>6,249,997</b>	<b>133,677,207</b>	<b>45,109,847</b>	<b>178,787,054</b>
Expenditures/Expenses	55,556,822	4,212,646	6,965,307	3,768,002	70,502,777	16,322,178	86,824,955
Other Financing Uses	16,432,973	-	5,440,188	-	21,873,161	131,250	22,004,411
<b>Total Budgeted Expenditures/Expenses</b>	<b>71,989,795</b>	<b>4,212,646</b>	<b>12,405,495</b>	<b>3,768,002</b>	<b>92,375,938</b>	<b>16,453,428</b>	<b>108,829,366</b>
<b>Projected Ending Fund Equity, 9.30.2016*</b>	<b>21,616,042</b>	<b>3,047,750</b>	<b>14,155,482</b>	<b>2,481,995</b>	<b>41,301,269</b>	<b>28,656,419</b>	<b>69,957,688</b>
Ending Fund Equity as a % of Budgeted Expenditures	30.03%	72.35%	114.11%	65.87%	44.71%	174.17%	64.28%

# City of Auburn

*Projected Revenues by Source and Budgeted Expenditures/Expenses by Department and Division  
All Budgeted Funds by Major Funds and Aggregated Non-Major Funds*

**FY2015 Budget**

	Governmental Activities			Business-Type Activities		FY2015 Total
	General Fd	Spec. School	All Other	Sewer	Solid Waste	All Budgeted
	Major Fund	Major Fund	Gov't'l Funds	Major Fund	Non-Major	Funds
<b>Revenues</b>	\$	\$	\$	\$	\$	\$
Taxes	41,496,363	13,147,955	4,123,144	-	-	58,767,462
Licenses and permits	20,097,225	-	-	-	-	20,097,225
Fines and costs	1,296,037	-	-	-	-	1,296,037
Charges for services	4,697,267	-	3,109,377	10,955,750	4,296,000	23,058,394
Other revenue	1,207,194	30,000	56,550	33,650	41,300	1,368,694
<b>Total revenue</b>	<b>68,794,087</b>	<b>13,177,955</b>	<b>7,289,071</b>	<b>10,989,400</b>	<b>4,337,300</b>	<b>104,587,813</b>
Other financing sources						
Transfers in from other funds	461,250	3,851,183	460,000	-	100,000	4,872,433
Sale of surplus assets	-	-	-	5,000	-	5,000
Capital contributions	-	-	-	50,000	-	50,000
<b>Total revenue and other sources</b>	<b>69,255,337</b>	<b>17,029,138</b>	<b>7,749,071</b>	<b>11,044,400</b>	<b>4,437,300</b>	<b>109,515,246</b>
<b>Expenditures/expenses</b>						
City Council	190,776	-	-	-	-	190,776
City Manager	914,569	-	-	-	-	914,569
Judicial	797,180	-	-	-	-	797,180
Information Technology						
IT	1,102,143	-	-	-	-	1,102,143
GIS	412,462	-	-	-	-	412,462
Finance	1,393,440	-	-	-	-	1,393,440
Economic Development	1,087,894	-	-	-	-	1,087,894
Human Resources						
HR	920,133	-	-	-	-	920,133
Risk Management	296,381	-	-	-	-	296,381
Public Safety						
Administration	2,272,064	-	-	-	-	2,272,064
Police	10,135,858	-	29,500	-	-	10,165,358
Fire	6,032,469	-	-	-	-	6,032,469
Communications	892,982	-	-	-	-	892,982
Codes Enforcement	613,810	-	-	-	-	613,810
Public Works						
Administration	630,888	-	-	-	-	630,888
Construction and Maintenance	1,514,293	-	-	-	-	1,514,293
Engineering	879,969	-	-	-	-	879,969
Inspection	520,649	-	-	-	-	520,649
Traffic Engineering	449,482	-	-	-	-	449,482
Environmental Services						
Administration	271,782	-	-	-	-	271,782
Animal Control	262,258	-	-	-	-	262,258
Right of Way Maintenance	935,102	-	-	-	-	935,102
Fleet Services	754,143	-	-	-	-	754,143
Library	1,673,888	-	-	-	-	1,673,888
Parks and Recreation						
Administration	1,507,054	-	-	-	-	1,507,054
Leisure Services	1,658,738	-	-	-	-	1,658,738
Parks and Facilities	2,419,039	-	-	-	-	2,419,039
Planning	689,172	-	-	-	-	689,172
Water Resource Management						
Sewer Administration	-	-	-	1,087,049	-	1,087,049
Sewer Maintenance	-	-	-	1,578,539	-	1,578,539
Watershed Management	-	-	-	253,722	-	253,722
Pumping and Treatment	-	-	-	1,787,521	-	1,787,521
Solid Waste Management						
Administration	-	-	-	-	669,054	669,054
Recycling	-	-	-	-	1,818,352	1,818,352
Solid Waste	-	-	-	-	2,239,147	2,239,147
Total departmental	41,228,618	-	29,500	4,706,831	4,726,553	50,691,502
Non-departmental	14,618,351	6,926,557	8,132,950	9,254,029	66,105	38,997,991
<b>Total expenditures/expenses</b>	<b>55,846,969</b>	<b>6,926,557</b>	<b>8,162,450</b>	<b>13,960,859</b>	<b>4,792,658</b>	<b>89,689,493</b>
Other financing uses (OFU):						
Transfers out	18,341,683	5,003,023	390,000	76,250	55,000	23,865,956
<b>Total expenditures/expenses and OFU</b>	<b>74,188,652</b>	<b>11,929,580</b>	<b>8,552,450</b>	<b>14,037,109</b>	<b>4,847,658</b>	<b>113,555,449</b>

# City of Auburn

*Projected Revenues by Source and Budgeted Expenditures/Expenses by Department and Division  
All Budgeted Funds by Major Funds and Aggregated Non-Major Funds*

**FY2016 Budget**

	Governmental Activities			Business-Type Activities		FY2016 Total
	General Fd	Spec. School	All Other	Sewer	Solid Waste	All Budgeted
	Major Fund	Major Fund	Gov't'l Funds	Major Fund	Non-Major	Funds
<b>Revenues</b>	\$	\$	\$	\$	\$	\$
Taxes	42,624,783	13,473,550	4,220,778	-	-	60,319,111
Licenses and permits	20,479,439	-	-	-	-	20,479,439
Fines and costs	1,318,362	-	-	-	-	1,318,362
Charges for services	4,784,694	-	3,111,041	11,205,850	4,359,000	23,460,585
Other revenue	1,211,762	30,000	56,550	24,950	41,300	1,364,562
<b>Total revenue</b>	<b>70,419,040</b>	<b>13,503,550</b>	<b>7,388,369</b>	<b>11,230,800</b>	<b>4,400,300</b>	<b>106,942,059</b>
Other financing sources						
Transfers in from other funds	336,250	3,617,473	460,000	-	-	4,413,723
Sale of surplus assets	-	-	-	5,000	-	5,000
Capital contributions	-	-	-	50,000	-	50,000
<b>Total revenue and other sources</b>	<b>70,755,290</b>	<b>17,121,023</b>	<b>7,848,369</b>	<b>11,285,800</b>	<b>4,400,300</b>	<b>111,410,782</b>
<b>Expenditures/expenses</b>						
City Council	190,776	-	-	-	-	190,776
City Manager	935,047	-	-	-	-	935,047
Judicial	813,422	-	-	-	-	813,422
Information Technology						
IT	1,124,557	-	-	-	-	1,124,557
GIS	420,307	-	-	-	-	420,307
Finance	1,422,588	-	-	-	-	1,422,588
Economic Development	1,114,824	-	-	-	-	1,114,824
Human Resources						
HR	791,802	-	-	-	-	791,802
Risk Management	300,826	-	-	-	-	300,826
Public Safety						
Administration	2,290,707	-	-	-	-	2,290,707
Police	10,352,782	-	29,500	-	-	10,382,282
Fire	5,726,994	-	-	-	-	5,726,994
Communications	916,450	-	-	-	-	916,450
Codes Enforcement	665,829	-	-	-	-	665,829
Public Works						
Administration	644,002	-	-	-	-	644,002
Construction and Maintenance	1,452,133	-	-	-	-	1,452,133
Engineering	894,573	-	-	-	-	894,573
Inspection	558,195	-	-	-	-	558,195
Traffic Engineering	457,081	-	-	-	-	457,081
Environmental Services						
Administration	276,586	-	-	-	-	276,586
Animal Control	266,300	-	-	-	-	266,300
Right of Way Maintenance	850,532	-	-	-	-	850,532
Fleet Services	805,332	-	-	-	-	805,332
Library	1,672,167	-	-	-	-	1,672,167
Parks and Recreation						
Administration	1,531,922	-	-	-	-	1,531,922
Leisure Services	1,685,044	-	-	-	-	1,685,044
Parks and Facilities	2,384,458	-	-	-	-	2,384,458
Planning	704,373	-	-	-	-	704,373
Water Resource Management						
Sewer Administration	-	-	-	1,064,095	-	1,064,095
Sewer Maintenance	-	-	-	1,236,388	-	1,236,388
Watershed Management	-	-	-	222,470	-	222,470
Pumping and Treatment	-	-	-	1,787,521	-	1,787,521
Solid Waste Management						
Administration	-	-	-	-	678,774	678,774
Recycling	-	-	-	-	1,619,490	1,619,490
Solid Waste	-	-	-	-	2,146,556	2,146,556
Total departmental	41,249,609	-	29,500	4,310,474	4,444,820	50,034,403
Non-departmental	14,307,213	6,935,807	7,980,648	7,500,779	66,105	36,790,551
<b>Total expenditures</b>	<b>55,556,822</b>	<b>6,935,807</b>	<b>8,010,148</b>	<b>11,811,253</b>	<b>4,510,925</b>	<b>86,824,955</b>
Other financing uses (OFU):						
Transfers out	16,432,973	5,175,188	265,000	76,250	55,000	22,004,411
<b>Total expenditures/expenses and OFU</b>	<b>71,989,795</b>	<b>12,110,995</b>	<b>8,275,148</b>	<b>11,887,503</b>	<b>4,565,925</b>	<b>108,829,366</b>

# City of Auburn

*Projected Revenues by Source and Budgeted Expenditures/Expenses by Department and Division  
All Budgeted Funds by Fund Type*

**FY2015 Budget**

	Governmental Funds				Proprietary	FY2015 Total All Budgeted Funds
	General	Gen. Fd. Spec. Act.	Special Revenue	Debt Service	Funds Enterprise	
	\$	\$	\$	\$	\$	
<b>Revenues</b>						
Taxes	41,496,363	-	13,405,955	3,865,144	-	58,767,462
Licenses and permits	20,097,225	-	-	-	-	20,097,225
Fines and costs	1,296,037	-	-	-	-	1,296,037
Charges for services	4,697,267	3,109,377	-	-	15,251,750	23,058,394
Other revenue	1,207,194	36,800	33,750	16,000	74,950	1,368,694
<b>Total revenues</b>	<b>68,794,087</b>	<b>3,146,177</b>	<b>13,439,705</b>	<b>3,881,144</b>	<b>15,326,700</b>	<b>104,587,813</b>
Other financing sources						
Transfers in from other funds	461,250	460,000	3,851,183	-	100,000	4,872,433
Sale of surplus assets	-	-	-	-	5,000	5,000
Capital contributions	-	-	-	-	50,000	50,000
<b>Total revenue and other sources</b>	<b>69,255,337</b>	<b>3,606,177</b>	<b>17,290,888</b>	<b>3,881,144</b>	<b>15,481,700</b>	<b>109,515,246</b>
<b>Expenditures/expenses</b>						
City Council	190,776	-	-	-	-	190,776
City Manager	914,569	-	-	-	-	914,569
Judicial	797,180	-	-	-	-	797,180
Information Technology						
IT	1,102,143	-	-	-	-	1,102,143
GIS	412,462	-	-	-	-	412,462
Finance	1,393,440	-	-	-	-	1,393,440
Economic Development	1,087,894	-	-	-	-	1,087,894
Human Resources						
HR	920,133	-	-	-	-	920,133
Risk Management	296,381	-	-	-	-	296,381
Public Safety						
Administration	2,272,064	-	-	-	-	2,272,064
Police	10,135,858	-	29,500	-	-	10,165,358
Fire	6,032,469	-	-	-	-	6,032,469
Communications	892,982	-	-	-	-	892,982
Codes Enforcement	613,810	-	-	-	-	613,810
Public Works						
Administration	630,888	-	-	-	-	630,888
Construction and Maintenance	1,514,293	-	-	-	-	1,514,293
Engineering	879,969	-	-	-	-	879,969
Inspection	520,649	-	-	-	-	520,649
Traffic Engineering	449,482	-	-	-	-	449,482
Environmental Services						
Administration	271,782	-	-	-	-	271,782
Animal Control	262,258	-	-	-	-	262,258
Right of Way Maintenance	935,102	-	-	-	-	935,102
Fleet Services	754,143	-	-	-	-	754,143
Library	1,673,888	-	-	-	-	1,673,888
Parks and Recreation						
Administration	1,507,054	-	-	-	-	1,507,054
Leisure Services	1,658,738	-	-	-	-	1,658,738
Parks and Facilities	2,419,039	-	-	-	-	2,419,039
Planning	689,172	-	-	-	-	689,172
Water Resource Management						
Sewer Administration	-	-	-	-	1,087,049	1,087,049
Sewer Maintenance	-	-	-	-	1,578,539	1,578,539
Watershed Management	-	-	-	-	253,722	253,722
Pumping and Treatment	-	-	-	-	1,787,521	1,787,521
Solid Waste Management						
Administration	-	-	-	-	669,054	669,054
Recycling	-	-	-	-	1,818,352	1,818,352
Solid Waste	-	-	-	-	2,239,147	2,239,147
Total departmental	41,228,618	-	29,500	-	9,433,384	50,691,502
Non-departmental	14,618,351	4,134,802	6,926,557	3,998,148	9,320,134	38,997,991
<b>Total expenditures</b>	<b>55,846,969</b>	<b>4,134,802</b>	<b>6,956,057</b>	<b>3,998,148</b>	<b>18,753,517</b>	<b>89,689,493</b>
Other financing uses (OFU):						
Transfers out	18,341,683	-	5,393,023	-	131,250	23,865,956
<b>Total expenditures/expenses and OFU</b>	<b>74,188,652</b>	<b>4,134,802</b>	<b>12,349,080</b>	<b>3,998,148</b>	<b>18,884,767</b>	<b>113,555,449</b>

# City of Auburn

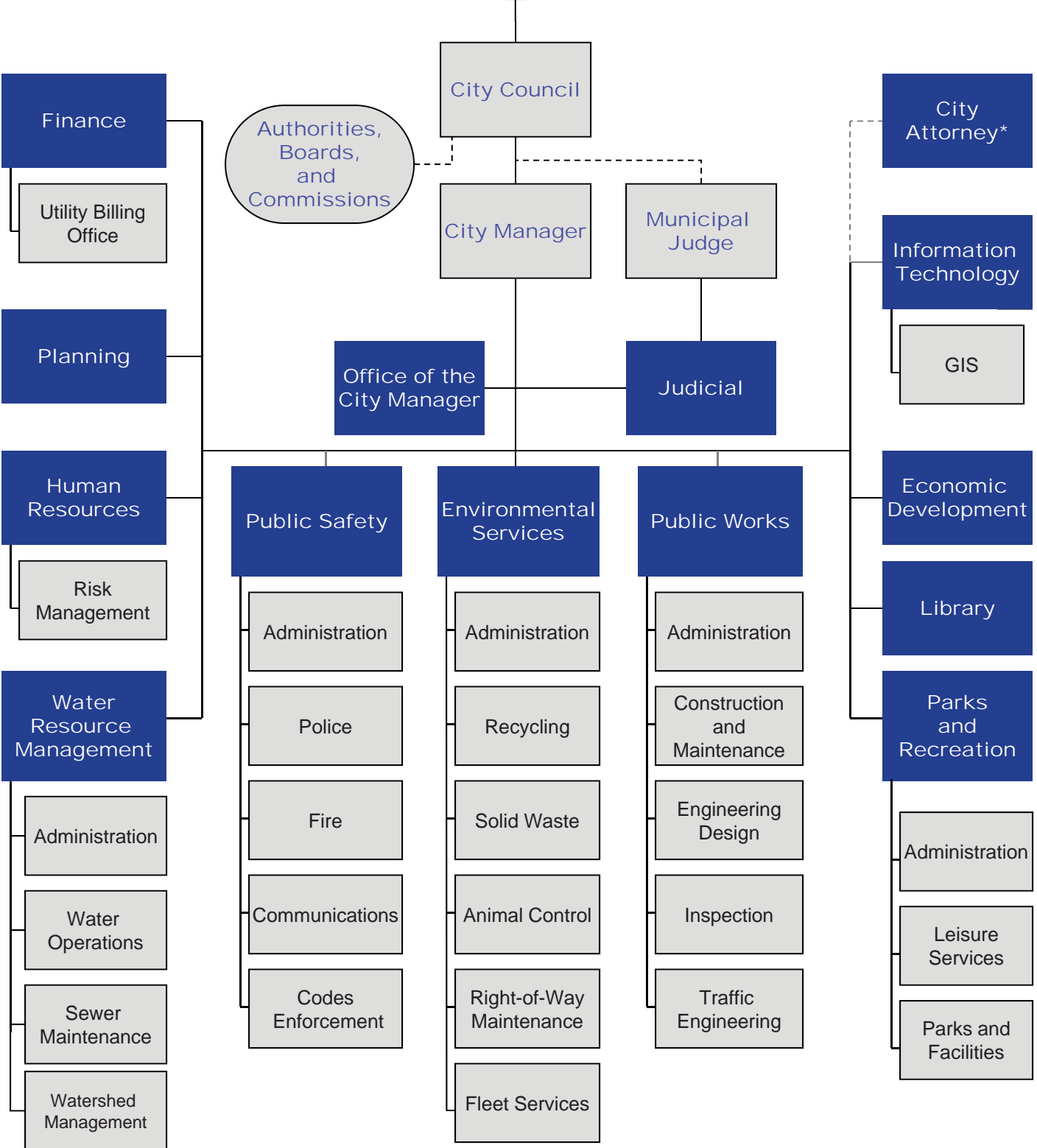
## Projected Revenues by Source and Budgeted Expenditures/Expenses by Department and Division All Budgeted Funds by Fund Type

### FY2016 Budget

	Governmental Funds				Proprietary Funds	FY2016 Total
	General	Gen. Fd. Spec. Act.	Special Revenue	Debt Service	Enterprise	All Budgeted Funds
	\$	\$	\$	\$	\$	\$
<b>Revenues</b>						
Taxes	42,624,783	-	13,733,050	3,961,278	-	60,319,111
Licenses and permits	20,479,439	-	-	-	-	20,479,439
Fines and costs	1,318,362	-	-	-	-	1,318,362
Charges for services	4,784,694	3,111,041	-	-	15,564,850	23,460,585
Other revenue	1,211,762	36,800	33,750	16,000	66,250	1,364,562
<b>Total revenues</b>	<b>70,419,040</b>	<b>3,147,841</b>	<b>13,766,800</b>	<b>3,977,278</b>	<b>15,631,100</b>	<b>106,942,059</b>
Other financing sources						
Transfers in from other funds	336,250	460,000	3,617,473	-	-	4,413,723
Sale of surplus assets	-	-	-	-	5,000	5,000
Capital contributions	-	-	-	-	50,000	50,000
<b>Total revenue and other sources</b>	<b>70,755,290</b>	<b>3,607,841</b>	<b>17,384,273</b>	<b>3,977,278</b>	<b>15,686,100</b>	<b>111,410,782</b>
<b>Expenditures/expenses</b>						
City Council	190,776	-	-	-	-	190,776
City Manager	935,047	-	-	-	-	935,047
Judicial	813,422	-	-	-	-	813,422
Information Technology						
IT	1,124,557	-	-	-	-	1,124,557
GIS	420,307	-	-	-	-	420,307
Finance	1,422,588	-	-	-	-	1,422,588
Economic Development	1,114,824	-	-	-	-	1,114,824
Human Resources						
HR	791,802	-	-	-	-	791,802
Risk Management	300,826	-	-	-	-	300,826
Public Safety						
Administration	2,290,707	-	-	-	-	2,290,707
Police	10,352,782	-	29,500	-	-	10,382,282
Fire	5,726,994	-	-	-	-	5,726,994
Communications	916,450	-	-	-	-	916,450
Codes Enforcement	665,829	-	-	-	-	665,829
Public Works						
Administration	644,002	-	-	-	-	644,002
Construction and Maintenance	1,452,133	-	-	-	-	1,452,133
Engineering	894,573	-	-	-	-	894,573
Inspection	558,195	-	-	-	-	558,195
Traffic Engineering	457,081	-	-	-	-	457,081
Environmental Services						
Administration	276,586	-	-	-	-	276,586
Animal Control	266,300	-	-	-	-	266,300
Right of Way Maintenance	850,532	-	-	-	-	850,532
Fleet Services	805,332	-	-	-	-	805,332
Library	1,672,167	-	-	-	-	1,672,167
Parks and Recreation						
Administration	1,531,922	-	-	-	-	1,531,922
Leisure Services	1,685,044	-	-	-	-	1,685,044
Parks and Facilities	2,384,458	-	-	-	-	2,384,458
Planning	704,373	-	-	-	-	704,373
Water Resource Management						
Sewer Administration	-	-	-	-	1,064,095	1,064,095
Sewer Maintenance	-	-	-	-	1,236,388	1,236,388
Watershed Management	-	-	-	-	222,470	222,470
Pumping and Treatment	-	-	-	-	1,787,521	1,787,521
Solid Waste Management						
Administration	-	-	-	-	678,774	678,774
Recycling	-	-	-	-	1,619,490	1,619,490
Solid Waste	-	-	-	-	2,146,556	2,146,556
Total departmental	41,249,609	-	29,500	-	8,755,294	50,034,403
Non-departmental	14,307,213	4,212,646	6,935,807	3,768,002	7,566,884	36,790,551
<b>Total expenditures</b>	<b>55,556,822</b>	<b>4,212,646</b>	<b>6,965,307</b>	<b>3,768,002</b>	<b>16,322,178</b>	<b>86,824,955</b>
Other financing uses (OFU):						
Transfers out	16,432,973	-	5,440,188	-	131,250	22,004,411
<b>Total expenditures/expenses and OFU</b>	<b>71,989,795</b>	<b>4,212,646</b>	<b>12,405,495</b>	<b>3,768,002</b>	<b>16,453,428</b>	<b>108,829,366</b>

# Organization Chart

*Citizens of Auburn*



\* City Attorney services are contracted outside the organization

Legend:	Policy or Judicial Authority	Department	Division or Sub-Departmental Unit
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## City of Auburn

### Personnel Authorization Summary

The City Council has long recognized that employees are the City's most important asset and has invested substantially in employees' training and development over the years. The City Council has adopted the position that the City should limit the number of employees to the absolute minimum "to get the job done" while ensuring that employees are fairly compensated and receive ample opportunities for professional growth. This approach has resulted in having well trained and highly motivated employees providing excellent services to the citizens of Auburn.

Department	Division	Authorized Regular Full-Time Positions						
		FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Office of the City Manager		7	7	7	7	7	7	7
Judicial		7	7	7	7	7	7	7
Information Technology	Info Tech	6	6	6	6	6	6	6
	GIS	3	4	4	4	4	4	4
	<i>Total Information Technology</i>	9	10	10	10	10	10	10
Finance	Finance	17	17	16	15	15	15	15
	Utility Billing Office	9	9	9	10	10	10	10
	<i>Total Finance</i>	26	26	25	25	25	25	25
Economic Development		13	13	12	12	12	12	12
Human Resources		7	7	7	7	7	7	7
Public Safety	Administration <sup>7</sup>	4	4	4	3	3	3	3
	Police	113	113	113	115	115	115	115
	Fire	43	43	43	43	43	43	43
	Communications	11	11	11	11	11	11	11
	Codes Enforcement	9	9	8	8	8	8	8
	<i>Total Public Safety</i>	180	180	179	180	180	180	180
Public Works	Administration	6	6	6	6	6	6	6
	Construction and Maintenance	18	18	18	18	18	18	18
	Engineering <sup>1</sup>	11	11	11	11	11	11	11
	Inspection	6	6	6	6	6	6	6
	Traffic Engineering	3	3	3	3	3	3	3
	<i>Total Public Works</i>	44	44	44	44	44	44	44
Environmental Services <sup>2</sup>	Administration <sup>6</sup>	6	6	6	5	5	5	5
	Recycling	16	16	16	16	16	16	16
	Solid Waste	16	16	16	16	16	16	16
	Animal Control	2	2	2	2	2	2	2
	Right of Way Maintenance	7	7	7	7	7	7	7
	Fleet Services	10	10	10	10	10	10	10
	<i>Total Environmental Services</i>	57	57	57	56	56	56	56
Library		16	17	17	17	18	18	18
Parks and Recreation	Administration	5	5	5	5	5	5	5
	Leisure Services <sup>3</sup>	15	15	15	15	15	15	15
	Parks and Facilities	26	26	26	26	26	26	26
	<i>Total Parks and Recreation</i>	46	46	46	46	46	46	46
Planning <sup>4</sup>		8	8	8	8	7	7	7
General Operations		1	1	1	1	1	1	1
Water Resource Mgt <sup>5</sup>	Administration	9	9	9	9	9	9	9
	Sewer Maintenance	10	11	11	11	11	13	13
	Watershed Management	3	3	3	3	3	3	3
	Water Treatment & Pumping	7	7	7	7	7	7	7
	Water Distribution	18	18	18	18	18	18	18
	<i>Total Water Resource Mgt</i>	47	48	48	48	48	50	50
	<b>Total employees</b>	<b>468</b>	<b>471</b>	<b>468</b>	<b>468</b>	<b>468</b>	<b>470</b>	<b>470</b>
	<b>Employees by funding source:</b>							
	City - General Fund	412	374	371	371	371	371	371
	City - Sewer Fund	19	20	20	20	20	22	22
	City - Solid Waste Mgt Fund	0	38	38	37	37	37	37
	City - Public Park & Rec Board	0	2	2	2	2	2	2
	<b>Total City employees</b>	<b>431</b>	<b>434</b>	<b>431</b>	<b>430</b>	<b>430</b>	<b>432</b>	<b>432</b>
	Water Works Board	37	37	37	38	38	38	38
	<b>Total employees</b>	<b>468</b>	<b>471</b>	<b>468</b>	<b>468</b>	<b>468</b>	<b>470</b>	<b>470</b>

1 - Assistant City Engineer is currently vacant and not budgeted for the FY2013-2014 Biennial Budget; there are no immediate plans to fill this position.

2 - Environmental Services Admin Division employees' costs are allocated between the City's General and Solid Waste Management (SWMF) Funds. Solid Waste and Recycling Divisions are funded by the SWMF.

3 - Leisure Services includes 2 Tennis Center positions funded through the Public Park & Rec Board.

4 - Assistant Planning Director is currently vacant and not budgeted for the FY2013-2014 Biennial Budget; there are no immediate plans to fill this position.

5 - Water Treatment & Pumping Divisions, and three Administration Positions are funded by the Water Works Board; remainder are funded by the Sewer Fund.

6 - Environmental Services & Public Safety Administration Divisions currently have administrative assistant positions vacant; there are no immediate plans to fill these positions.





City of Auburn



## City of Auburn

### Biennial Budget for FY 2015 & FY 2016

#### **General Fund – A Major Fund**

General Fund - Changes in Fund Balance.....	109
General Fund History – Fiscal Years 2008-2013 .....	110
General Fund Projection – Fiscal Years 2013-2018.....	111

#### **General Fund Revenues**

Trends in Total Revenue and Other Financing Sources – General Fund .....	115
Trends in Top Ten Revenue Sources – Fiscal Years 2010-2016	
Graphical View .....	116
Variance Analysis.....	117
Overview of Projected Revenues by Source – Fiscal Years 2015 and 2016 .....	118
Summary of Projected Revenues by Source – FY 2015 .....	119
Summary of Projected Revenues by Source – FY 2016.....	120

#### **General Fund Expenditures**

Trends in Expenditures by Program – Fiscal Years 2012-2016.....	123
Detail of Expenditures by Program – Fiscal Years 2012-2016.....	124
Details of Budgeted Expenditures by Department, Division and Category	
Fiscal Year 2015 .....	125
Fiscal Year 2016 .....	126
Comparative Expenditures by Department and Division – Fiscal Years 2014, 2015 and 2016.....	127

#### **General Fund - Departmental Expenditures**

Trends in Expenditures by Department.....	131
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#### *Organization Chart, Mission Statement and Major Functions, Biennium Goals, and Comparative Budget Summaries*

##### General Fund Departments

City Council.....	133
Office of the City Manager .....	141
Judicial.....	145
Information Technology .....	151
Finance .....	159
Economic Development .....	165



## City of Auburn

Biennial Budget for FY 2015 & FY 2016

### **General Fund – A Major Fund (continued)**

#### ***General Fund - Departmental Expenditures (continued)***

Human Resources.....	175
Public Safety .....	181
Public Works .....	193
Environmental Services .....	205
Auburn Public Library .....	215
Parks and Recreation .....	221
Planning.....	229

#### ***General Fund - Non-Departmental Expenditures***

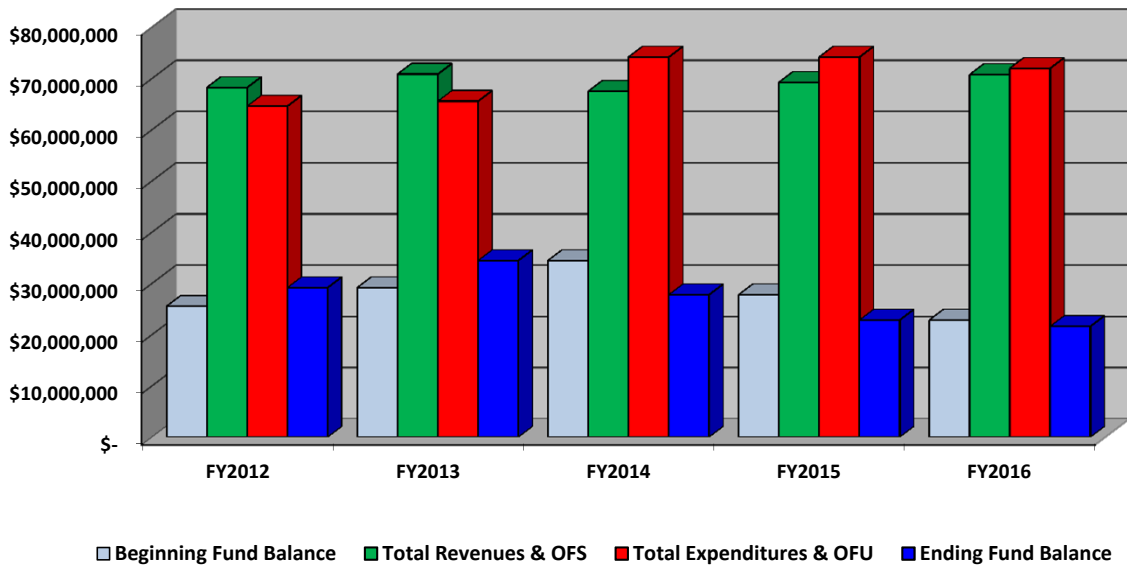
Overview of Non-Departmental Expenditures .....	237
General Operations .....	238
Project Operations.....	239
Debt Service .....	240
Outside Agencies Funding	
Trends in Outside Agencies Funding .....	241
Outside Agencies Funding by Agency Type – 2015 & FY 2016 .....	242
Non-Departmental Transfers.....	243

## City of Auburn

### General Fund (Fund 100 only) - Changes in Fund Balance

The City Council's approach to determining the level of fund balance to be maintained in the City's General Fund is two-fold: 1) a strong budget administration and monitoring process that enables a timely management response to changing economic conditions; and 2) commitment to a taxation level that will support the provision of services and facilities, as well as provide a modest reserve. Management strives to maintain a fund balance that is 20-25% of expenditures. In 2001, the Council created a Permanent Reserve, to be used only in times of natural disaster or significant, unexpected economic stress. Maintaining strong reserves is a strategy that has worked well over the years. In the 1990s, this approach sustained the City during recovery from hurricanes, helped to mitigate the effects of the recent recession, and is currently helping the City to continue capital investment while providing additional funding to Auburn City Schools.

	Audited Actual	Audited Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
<b>Beginning Fund Balance*</b>	<b>25,532,419</b>	<b>29,177,839</b>	<b>34,465,507</b>	<b>27,783,864</b>	<b>22,850,549</b>
Revenues	66,045,091	70,518,959	67,205,563	68,794,087	70,419,040
Other Financing Sources (OFS)	2,205,166	338,681	296,250	461,250	336,250
<b>Total Revenues &amp; OFS</b>	<b>68,250,257</b>	<b>70,857,640</b>	<b>67,501,813</b>	<b>69,255,337</b>	<b>70,755,290</b>
Expenditures	51,530,667	51,410,785	60,900,697	55,846,969	55,556,822
Other Financing Uses (OFU)	13,074,171	14,159,187	13,282,759	18,341,683	16,432,973
<b>Total Expenditures &amp; OFU</b>	<b>64,604,837</b>	<b>65,569,972</b>	<b>74,183,456</b>	<b>74,188,652</b>	<b>71,989,795</b>
Excess of Revenues & OFS over Expenditures & OFU	3,645,420	5,287,668	(6,681,643)	(4,933,315)	(1,234,505)
<b>Ending Fund Balance</b>	<b>29,177,839</b>	<b>34,465,507</b>	<b>27,783,864</b>	<b>22,850,549</b>	<b>21,616,044</b>
Less: Permanent Reserve Fund	4,066,273	4,084,950	4,103,332	4,123,849	4,144,468
<b>Net Ending Fund Balance</b>	<b>25,111,566</b>	<b>30,380,557</b>	<b>23,680,531</b>	<b>18,726,700</b>	<b>17,471,576</b>
Net Ending Fund Balance as a % of Expenditures and OFU	38.87%	46.33%	31.92%	25.24%	24.27%



\* Beginning fund balances include the Permanent Reserve.

**City of Auburn**

**General Fund (Fund 100 only) - History of Changes in Fund Balance**

Fiscal Years 2008-2013

	Actual (Audited)					Inc (Dec) FY13 > FY12				
	FY2008	FY2009	FY2010	FY2011	FY2012		FY2013			
	Amount	Amount	Amount	Amount	Amount		Amount			
<b>Revenues</b>										
Sales taxes	\$ 21,044,830	\$ 20,143,854	\$ 21,081,232	\$ 22,987,406	\$ 30,890,400	\$ 31,831,180	\$ 10,786,350	51.3%	10.3%	3.0%
Occupation license fees	8,174,202	8,107,024	8,448,505	9,033,443	9,221,981	9,683,892	1,509,690	18.5%	3.7%	5.0%
Business license fees	7,443,091	8,277,159	8,122,444	8,105,396	8,968,498	9,134,647	1,691,556	22.7%	4.5%	1.9%
Property taxes	3,586,577	3,828,737	4,092,017	4,423,726	4,737,217	4,459,732	873,154	24.3%	4.9%	-5.9%
Solid waste collection fees	2,762,401	-	-	-	-	-	(2,762,401)	-100.0%	-20.0%	n/a
Court and parking fines	1,267,362	1,203,777	1,323,298	1,247,137	1,430,449	1,447,029	179,666	14.2%	2.8%	1.2%
Construction permits	674,493	814,662	629,600	511,992	1,004,948	835,481	160,988	23.9%	4.8%	-16.9%
E-911 fees	530,753	553,486	570,795	554,718	635,802	593,318	62,565	11.8%	2.4%	-6.7%
Rental and leasing tax	484,973	440,120	408,718	467,226	515,164	571,248	86,275	17.8%	3.6%	10.9%
Public safety charges	2,373,847	2,335,554	2,390,973	2,859,876	2,316,818	3,341,239	967,392	40.8%	8.2%	44.2%
Interest	572,988	415,464	244,203	160,912	112,963	128,931	(444,057)	-77.5%	-15.5%	14.1%
Lodging taxes	1,425,637	1,184,540	1,253,511	1,371,789	1,914,441	1,559,012	133,375	9.4%	1.9%	-18.6%
State shared taxes	950,199	1,166,771	654,127	830,381	1,028,308	1,770,416	820,217	86.3%	17.3%	72.2%
Grants	450,412	-	-	-	-	92,054	(358,358)	-79.6%	-15.9%	n/a
Corrections "fund" fees	203,802	207,270	232,024	233,577	267,846	277,804	74,002	36.3%	7.3%	3.7%
Contributions from the public	193,409	214,935	(100,934)	18,675	36,743	37,875	(155,534)	-80.4%	-16.1%	3.1%
Other revenues	2,209,865	2,770,354	2,764,424	2,861,655	2,963,512	4,755,103	2,545,237	115.2%	23.0%	60.5%
<b>Total revenues</b>	<b>54,348,842</b>	<b>51,663,708</b>	<b>52,114,936</b>	<b>55,667,909</b>	<b>66,045,091</b>	<b>70,518,959</b>	<b>16,170,117</b>	<b>29.8%</b>	<b>6.0%</b>	<b>6.8%</b>
<b>Other financing sources (OFS)</b>										
Transfers in from other funds	753,375	293,307	241,250	471,317	241,305	338,681	(414,694)	-55.0%	-11.0%	40.4%
Borrowing proceeds	23,468,100	2,031,270	15,155,000	-	1,963,861	-	(23,468,100)	-100.0%	-20.0%	-100.0%
<b>Total OFS</b>	<b>24,221,475</b>	<b>2,324,577</b>	<b>15,396,250</b>	<b>471,317</b>	<b>2,205,166</b>	<b>338,681</b>	<b>(23,882,794)</b>	<b>-98.6%</b>	<b>-19.7%</b>	<b>-84.6%</b>
<b>Total revenues and OFS</b>	<b>78,570,317</b>	<b>53,988,284</b>	<b>67,511,186</b>	<b>56,139,226</b>	<b>68,250,257</b>	<b>70,857,640</b>	<b>(7,121,677)</b>	<b>-9.8%</b>	<b>-2.0%</b>	<b>3.8%</b>
<b>Expenditures</b>										
<b>Departmental</b>										
Personal services	26,006,304	25,532,874	26,477,101	27,163,935	27,594,328	28,437,081	2,430,776	9.3%	1.9%	3.1%
Contractual services	4,185,505	4,565,246	4,731,759	4,869,275	4,736,696	4,905,827	720,322	17.2%	3.4%	3.0%
Commodities	3,984,964	2,582,836	2,705,371	2,798,649	3,003,283	3,167,888	(817,076)	-20.5%	-4.1%	5.5%
Capital outlay	1,266,016	440,829	655,833	784,191	1,550,969	1,459,963	193,947	15.3%	3.1%	-5.9%
<b>Total departmental</b>	<b>35,442,789</b>	<b>33,121,785</b>	<b>34,570,064</b>	<b>35,616,051</b>	<b>36,912,276</b>	<b>37,970,759</b>	<b>2,527,970</b>	<b>7.1%</b>	<b>1.4%</b>	<b>2.9%</b>
<b>Non-departmental</b>										
Personal services	44,552	48,516	106,208	67,138	71,084	77,828	33,276	74.7%	14.9%	9.5%
Contractual services	1,074,879	1,246,073	1,272,576	1,273,091	1,584,712	1,662,517	587,638	54.7%	10.9%	4.9%
Commodities	47,691	56,793	47,928	59,772	75,854	157,769	110,078	230.8%	46.2%	108.0%
Capital outlay	3,546,061	2,749,919	3,736,073	4,289,1	2,407,464	2,671,672	(874,389)	-24.7%	-4.9%	11.0%
Debt service	27,603,157	6,419,251	6,425,399	7,853,013	9,599,279	7,842,446	(19,760,711)	-71.6%	-14.3%	-18.3%
Intergovernmental	1,410,281	1,207,208	812,921	876,083	879,997	1,027,795	(382,487)	-27.1%	-5.4%	16.8%
<b>Total non-dept</b>	<b>33,726,621</b>	<b>11,727,762</b>	<b>12,401,105</b>	<b>10,171,987</b>	<b>14,618,391</b>	<b>13,440,026</b>	<b>(20,286,595)</b>	<b>-60.2%</b>	<b>-12.0%</b>	<b>-8.1%</b>
<b>Total expenditures</b>	<b>69,169,410</b>	<b>44,849,546</b>	<b>46,971,169</b>	<b>45,788,038</b>	<b>51,530,667</b>	<b>51,410,785</b>	<b>(17,758,625)</b>	<b>-25.7%</b>	<b>-5.1%</b>	<b>-0.2%</b>
<b>Other financing uses</b>										
Transfers to component units										
Bd of Education	6,795,523	6,988,003	7,050,759	7,050,759	9,550,759	9,550,759	2,755,236	40.5%	8.1%	0.0%
Industrial Development Bd	1,761,896	1,669,563	14,831,200	650,830	2,197,238	2,951,853	1,189,958	67.5%	13.5%	34.3%
Commercial Development Auth	1,805,170	3,450	375	-	-	-	(1,805,170)	n/a	n/a	n/a
Public Park and Rec Board	-	546,087	149,946	183,463	201,174	189,683	189,683	n/a	n/a	-5.7%
<b>Total trsfrs to comp units</b>	<b>10,362,589</b>	<b>9,207,103</b>	<b>22,032,280</b>	<b>7,885,052</b>	<b>11,949,171</b>	<b>12,692,295</b>	<b>2,329,706</b>	<b>22.5%</b>	<b>4.5%</b>	<b>6.2%</b>
Transfers to other funds	564,412	637,680	820,104	308,120	1,125,000	1,466,892	902,480	159.9%	32.0%	30.4%
<b>Total other financing uses</b>	<b>10,927,001</b>	<b>9,844,783</b>	<b>22,852,384</b>	<b>8,193,172</b>	<b>13,074,171</b>	<b>14,159,187</b>	<b>3,232,186</b>	<b>29.6%</b>	<b>5.9%</b>	<b>8.3%</b>
<b>Total expends &amp; OFU</b>	<b>80,096,411</b>	<b>54,694,329</b>	<b>69,823,553</b>	<b>53,981,211</b>	<b>64,604,837</b>	<b>65,569,972</b>	<b>(14,526,439)</b>	<b>-18.1%</b>	<b>-3.6%</b>	<b>1.5%</b>
<b>Excess (deficit) of revs/OFS&gt;exps/OFU</b>	<b>\$ (1,526,094)</b>	<b>\$ (706,045)</b>	<b>\$ (2,312,367)</b>	<b>\$ 2,158,015</b>	<b>\$ 3,645,420</b>	<b>\$ 5,287,668</b>	<b>\$ 6,813,762</b>	<b>-446.5%</b>	<b>-89.3%</b>	<b>45.0%</b>

Notes: In August of 2011 the Sales Tax Rate increased by 1%.  
 Debt service and borrowing proceeds reflect financing needs in certain fiscal years which increases or decreases revenues and/or expenditures disproportionately.  
 Revenues associated with Solid Waste and Recycling removed from General Fund Projection; those functions are budgeted in a separate enterprise fund beginning in fiscal 2009.

**City of Auburn**

**General Fund (Fund 100 only) - Projected Changes in Fund Balance**

	FY2013 Actual (audited)	Mid-Year Budget	FY2014 @ March 31 50% of FY	as % of Budget	FY2015 Budgeted	FY2016 Budgeted	FY2017 Projected	FY2018 Projected
<b>Revenues</b>								
Sales taxes	\$ 31,831,180	32,225,875	17,409,546	54.0%	33,188,901	34,180,818	35,202,493	36,254,818
Occupation license fees	9,683,892	9,990,000	4,933,364	49.4%	10,189,500	10,392,990	10,808,110	11,239,834
Business license fees	9,134,647	8,967,425	8,712,228	97.2%	9,131,675	9,299,136	9,557,916	9,824,541
Property taxes	4,459,732	4,491,600	4,167,832	92.8%	4,583,965	4,687,507	4,834,257	4,997,804
Court and parking fines	1,447,029	1,274,120	750,636	58.9%	1,296,037	1,318,362	1,336,165	1,354,219
Construction permits	835,481	510,000	479,611	94.0%	520,200	530,604	551,828	573,901
E-911 fees	593,318	555,000	422,659	76.2%	560,400	565,908	571,526	577,257
Rental and leasing tax	571,248	565,000	263,758	46.7%	570,650	576,357	582,120	587,941
Public safety charges	3,341,239	2,925,000	1,662,561	56.8%	2,998,125	3,073,078	3,149,905	3,228,653
Interest	128,931	178,221	77,746	43.6%	158,372	152,896	146,997	141,005
Lodging taxes	1,559,012	1,603,802	736,530	45.9%	1,603,802	1,603,802	1,667,914	1,734,591
State shared taxes	1,770,416	700,680	121,406	17.3%	711,295	722,118	731,702	741,431
Grants	92,054	-	-	n/a	-	-	-	-
Corrections "fund" fees	277,804	245,000	130,617	53.3%	249,900	254,898	259,996	265,196
Contributions from the public	37,875	100	500	500.0%	100	100	100	100
Other revenues	4,755,103	2,973,740	1,406,041	47.3%	3,031,164	3,060,466	3,119,859	3,181,309
<b>Total Revenues</b>	<b>70,518,959</b>	<b>67,205,563</b>	<b>41,275,034</b>	<b>61.4%</b>	<b>68,794,087</b>	<b>70,419,040</b>	<b>72,520,888</b>	<b>74,702,600</b>
<b>Other financing sources</b>								
Transfers in from other funds	338,681	296,250	148,125	50.0%	461,250	336,250	344,200	352,389
<b>Total Other Fin Sources</b>	<b>338,681</b>	<b>296,250</b>	<b>148,125</b>	<b>50.0%</b>	<b>461,250</b>	<b>336,250</b>	<b>344,200</b>	<b>352,389</b>
<b>Total Revenue &amp; Other Sources</b>	<b>70,857,640</b>	<b>67,501,813</b>	<b>41,423,159</b>	<b>61.4%</b>	<b>69,255,337</b>	<b>70,755,290</b>	<b>72,865,088</b>	<b>75,054,989</b>
<b>Expenditures</b>								
Departmental								
Personal services	28,437,081	30,003,800	14,101,896	47.0%	30,200,622	30,978,961	32,553,545	34,187,497
Contractual services	4,685,779	5,584,172	2,448,538	43.8%	5,440,886	5,508,837	5,648,742	5,792,040
Commodities	3,167,888	3,306,866	1,451,586	43.9%	3,421,891	3,471,262	3,602,638	3,737,880
Capital outlay	1,388,529	1,301,519	1,036,406	79.6%	1,833,600	954,000	1,225,000	1,000,000
Projects	71,434	65,000	34,784	53.5%	15,225	15,453	15,762	16,077
Agency support	220,048	312,763	83,257	26.6%	316,394	321,096	324,307	327,550
<b>Total departmental expenditures</b>	<b>37,970,759</b>	<b>40,574,120</b>	<b>19,156,467</b>	<b>47.2%</b>	<b>41,228,618</b>	<b>41,249,609</b>	<b>43,369,994</b>	<b>45,061,045</b>
Non-departmental								
Personal services	77,828	128,659	29,261	22.7%	91,366	69,862	71,609	73,399
Debt service	7,842,446	7,339,739	3,665,005	49.9%	6,130,356	4,924,281	6,130,575	5,581,755
Capital outlay	2,671,672	9,671,869	2,895,558	29.9%	4,577,990	5,357,900	4,180,000	4,973,000
Outside Agencies	1,027,795	928,789	371,475	40.0%	1,016,623	965,663	1,033,861	1,002,245
Other	1,820,286	2,257,520	1,369,664	60.7%	2,802,016	2,989,506	3,064,996	3,141,996
<b>Total non-deptl expenditures</b>	<b>13,440,026</b>	<b>20,326,577</b>	<b>8,330,963</b>	<b>41.0%</b>	<b>14,618,351</b>	<b>14,307,213</b>	<b>14,481,041</b>	<b>14,772,995</b>
<b>Total expenditures</b>	<b>51,410,785</b>	<b>60,900,697</b>	<b>27,487,430</b>	<b>45.1%</b>	<b>55,846,969</b>	<b>55,556,822</b>	<b>57,851,035</b>	<b>59,833,440</b>
<b>Other financing uses</b>								
Transfers to component units								
Bd of Education	9,550,759	9,550,759	4,775,380	50.0%	11,500,000	11,500,000	11,500,000	11,500,000
Industrial Development Bd	2,951,853	2,806,500	283,722	10.1%	2,330,000	755,000	668,100	681,462
Commercial Development Auth	189,683	500	-	0.0%	500	500	510	520
Public Park and Rec Board	1,466,892	175,000	81,128	46.4%	160,000	160,000	163,200	166,464
Transfers to other funds	14,159,187	13,282,759	375,000	50.0%	4,351,183	4,017,473	2,664,776	2,668,915
<b>Total other financing uses</b>	<b>14,159,187</b>	<b>13,282,759</b>	<b>5,515,230</b>	<b>41.5%</b>	<b>18,341,683</b>	<b>16,432,973</b>	<b>14,996,586</b>	<b>15,017,361</b>
<b>Total expenditures &amp; Other Uses</b>	<b>65,569,972</b>	<b>74,183,456</b>	<b>33,002,660</b>	<b>44.5%</b>	<b>74,186,652</b>	<b>71,989,795</b>	<b>72,847,622</b>	<b>74,850,801</b>
<b>Excess (deficit) of revs/OFS&gt;exps/OFU</b>	<b>5,287,668</b>	<b>(6,681,643)</b>	<b>(1,579,501)</b>		<b>(4,933,315)</b>	<b>(1,234,505)</b>	<b>17,466</b>	<b>204,187</b>
Beginning Fund Balance	29,177,839	34,465,507	27,783,864		27,783,864	22,850,549	21,616,044	21,633,510
Ending Fund Balance	34,465,507	27,783,864	27,783,864		22,850,549	21,616,044	21,633,510	21,837,698



City of Auburn



## City of Auburn

### Biennial Budget for FY 2015 & FY 2016

#### **General Fund – A Major Fund**

##### **General Fund Revenues**

Trends in Total Revenue and Other Financing Sources – General Fund .....	115
Trends in Top Ten Revenue Sources – Fiscal Years 2010-2016	
Graphical View .....	116
Variance Analysis.....	117
Overview of Projected Revenues by Source – Fiscal Years 2015 and 2016 .....	118
Summary of Projected Revenues by Source – FY 2015 .....	119
Summary of Projected Revenues by Source – FY 2016.....	120

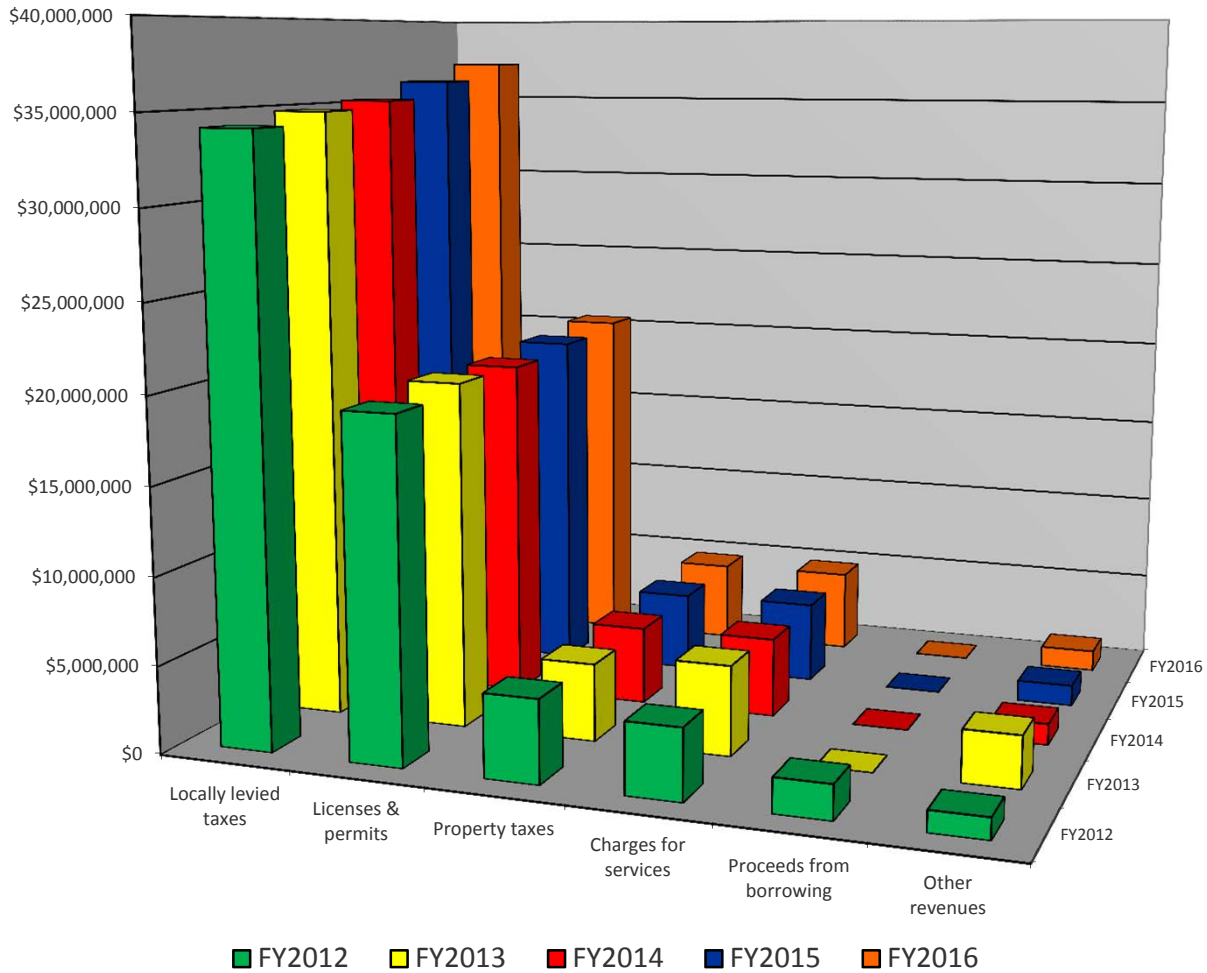




City of Auburn

# City of Auburn

## Trends in Total Revenue and Other Financing Sources - General Fund

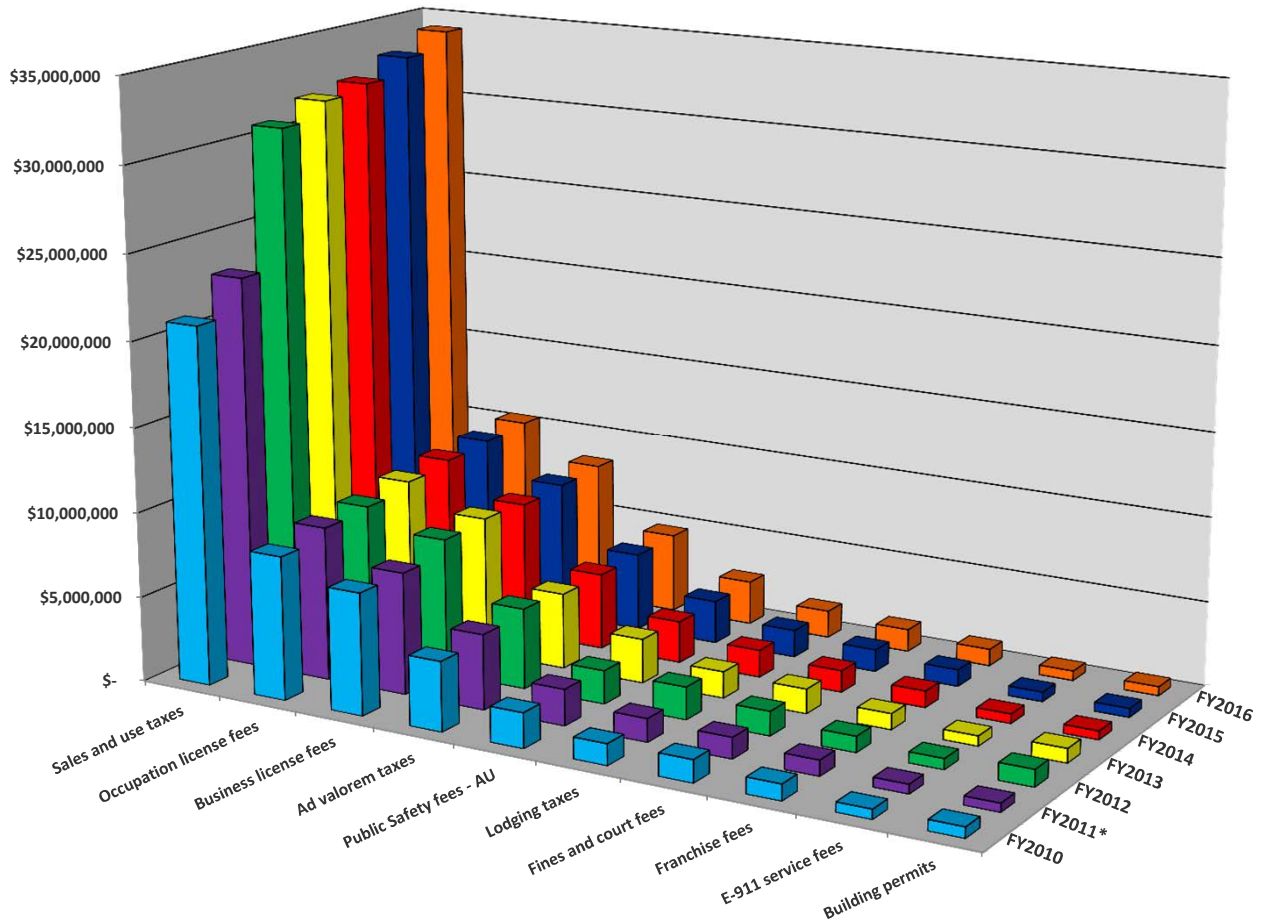


	Audited		Budget		Budget
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Locally levied taxes	34,152,374	34,809,013	35,216,532	36,201,103	37,215,158
Licenses & permits	19,444,516	19,894,100	19,722,425	20,097,225	20,479,439
Property Taxes & Govt Serv Fee	4,737,217	4,459,732	4,491,600	4,583,965	4,687,507
Charges for services	4,052,281	5,159,042	4,583,021	4,697,267	4,784,694
Proceeds from borrowing	1,963,861	-	-	-	-
Fines and court fees	1,430,449	1,447,029	1,274,120	1,296,037	1,318,362
Other revenues	1,204,221	2,979,627	1,217,185	1,207,194	1,211,762
Transfers in	241,305	338,681	296,250	461,250	336,250
State shared taxes	1,028,308	1,770,416	700,680	711,295	722,118
<b>Totals</b>	<b>68,254,532</b>	<b>70,857,640</b>	<b>67,501,813</b>	<b>69,255,337</b>	<b>70,755,290</b>

## City of Auburn

### Trends in Top Ten Revenue Sources - Graphical View - General Fund

	Audited Actual				Budget	Budget	
	FY2010	FY2011*	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$	\$	\$
Sales and use taxes	21,081,232	22,987,406	30,890,400	31,831,180	32,225,875	33,188,901	34,180,818
Occupation license fees	8,448,505	9,033,443	9,221,981	9,683,892	9,990,000	10,189,500	10,392,990
Business license fees	7,170,005	7,180,077	8,027,583	8,195,354	7,987,550	8,146,901	8,309,438
Ad valorem taxes	4,092,017	4,423,726	4,737,217	4,459,732	4,491,600	4,583,965	4,687,507
Public Safety fees - AU	2,065,958	2,135,627	1,965,778	2,606,453	2,460,000	2,521,500	2,584,538
Lodging taxes	1,253,511	1,371,789	1,914,441	1,559,012	1,603,802	1,603,802	1,603,802
Fines and court fees	1,323,298	1,247,137	1,430,449	1,447,029	1,274,120	1,296,037	1,318,362
Franchise fees	952,439	925,319	940,915	939,292	979,875	984,774	989,698
E-911 service fees	570,795	554,718	635,802	593,318	555,000	560,400	565,908
Building permits	629,600	511,992	1,004,948	835,481	510,000	520,200	530,604
<b>Totals</b>	<b>47,587,359</b>	<b>50,371,234</b>	<b>60,769,514</b>	<b>62,150,743</b>	<b>62,077,822</b>	<b>63,595,981</b>	<b>65,163,665</b>



\* Sales and use taxes were increased effective August 1, 2011 to 4%.

## City of Auburn

### Trends in Top Ten Revenue Sources - Variance Analysis - General Fund

Revenue Sources:	Audited Actual			Budget		Budget		Increase FY 15 > FY 14					
	FY2010	FY2011*	11>10	FY2012	12>11	FY2013	13>12	FY2014	14>13	FY2015	FY2016	Amount	As %
	\$	\$	%	\$	%	\$	%	\$	%	\$	\$		%
1 Sales and use taxes	21,081,232	22,987,406	9.0%	30,890,400	34.4%	31,831,180	3.0%	32,225,875	1.2%	33,188,901	34,180,818	963,026	3.0%
2 Occupation license fees	8,448,505	9,033,443	6.9%	9,221,981	2.1%	9,683,892	5.0%	9,990,000	3.2%	10,189,500	10,392,990	199,500	2.0%
3 Business license fees													
<i>General business licenses</i>	5,494,868	5,558,640	1.2%	5,777,005	3.9%	5,984,185	3.6%	6,022,550	0.6%	6,142,801	6,265,457	120,251	2.0%
<i>Residential rental bus. lic.</i>	1,169,660	1,138,438	-2.7%	1,345,403	18.2%	1,419,156	5.5%	1,455,000	2.5%	1,484,000	1,513,580	29,000	2.0%
<i>Contractors' percentage lic.</i>	495,582	472,908	-4.6%	895,248	89.3%	782,074	-12.6%	500,000	-36.1%	510,000	520,200	10,000	2.0%
<i>Commercial rental bus. lic.</i>	9,895	10,092	2.0%	9,927	-1.6%	9,940	0.1%	10,000	0.6%	10,100	10,201	100	1.0%
Total business license fees	7,170,005	7,180,077	0.1%	8,027,583	11.8%	8,195,354	2.1%	7,987,550	-2.5%	8,146,901	8,309,438	159,351	2.0%
4 Ad valorem taxes	4,092,017	4,423,726	8.1%	4,737,217	7.1%	4,459,732	-5.9%	4,491,600	0.7%	4,583,965	4,687,507	92,365	2.1%
5 Public Safety fees - AU	2,065,958	2,135,627	3.4%	1,965,778	-8.0%	2,606,453	32.6%	2,460,000	-5.6%	2,521,500	2,584,538	61,500	2.5%
6 Lodging taxes	1,253,511	1,371,789	9.4%	1,914,441	39.6%	1,559,012	-18.6%	1,603,802	2.9%	1,603,802	1,603,802	-	0.0%
7 Fines and court fees	1,323,298	1,247,137	-5.8%	1,430,449	14.7%	1,447,029	1.2%	1,274,120	-11.9%	1,296,037	1,318,362	21,917	1.7%
8 Franchise fees	952,439	925,319	-2.8%	940,915	1.7%	939,292	-0.2%	979,875	4.3%	984,774	989,698	4,899	0.5%
9 E-911 service fees	570,795	554,718	-2.8%	635,802	14.6%	593,318	-6.7%	555,000	-6.5%	560,400	565,908	5,400	1.0%
10 Building permits	629,600	511,992	-18.7%	1,004,948	96.3%	835,481	-16.9%	510,000	-39.0%	520,200	530,604	10,200	2.0%
Total - Top Ten Revenues	47,587,359	50,371,234	5.9%	60,769,514	20.6%	62,150,743	2.3%	62,077,822	-0.1%	63,595,981	65,163,665	1,518,159	2.4%
Total Revenues	52,114,936	55,667,909	6.8%	66,045,091	18.6%	70,518,959	6.8%	67,205,563	-4.7%	68,794,087	70,419,040	1,588,524	2.4%
Top Ten as % of Total	91.3%	90.5%		92.0%	88.1%		92.4%		92.5%				

\* Sales and use taxes were increased effective August 1, 2011 to 4%.

1 Total sales tax within the City is 9%, comprised of 4% State, 1% County and 4% City.

2 The City levies a 1% occupation license fee on all persons employed within the City.

3 All business entities conducting business within the City are required to obtain a business license prior to beginning operations. After a flat fee for the first year, fees are based on the business' gross receipts for the prior calendar year.

4 Property tax levy within the City is 54 mills, of which 16 is dedicated to schools, 5 mills are for General Fund purposes and 5 mills are for debt service on voter-approved projects. This category includes government services fee. In 2004, Auburn University's Public Safety Department merged with the City's. The University pays a fee to the City for the public safety services provided on campus. The fee calculation is based on a contract between the City and the University.

6 Total lodging tax within the City is 13%, comprised of 4% State, 2% County and 7% City.

7 Violations of City ordinances are adjudicated by the City's Municipal Court.

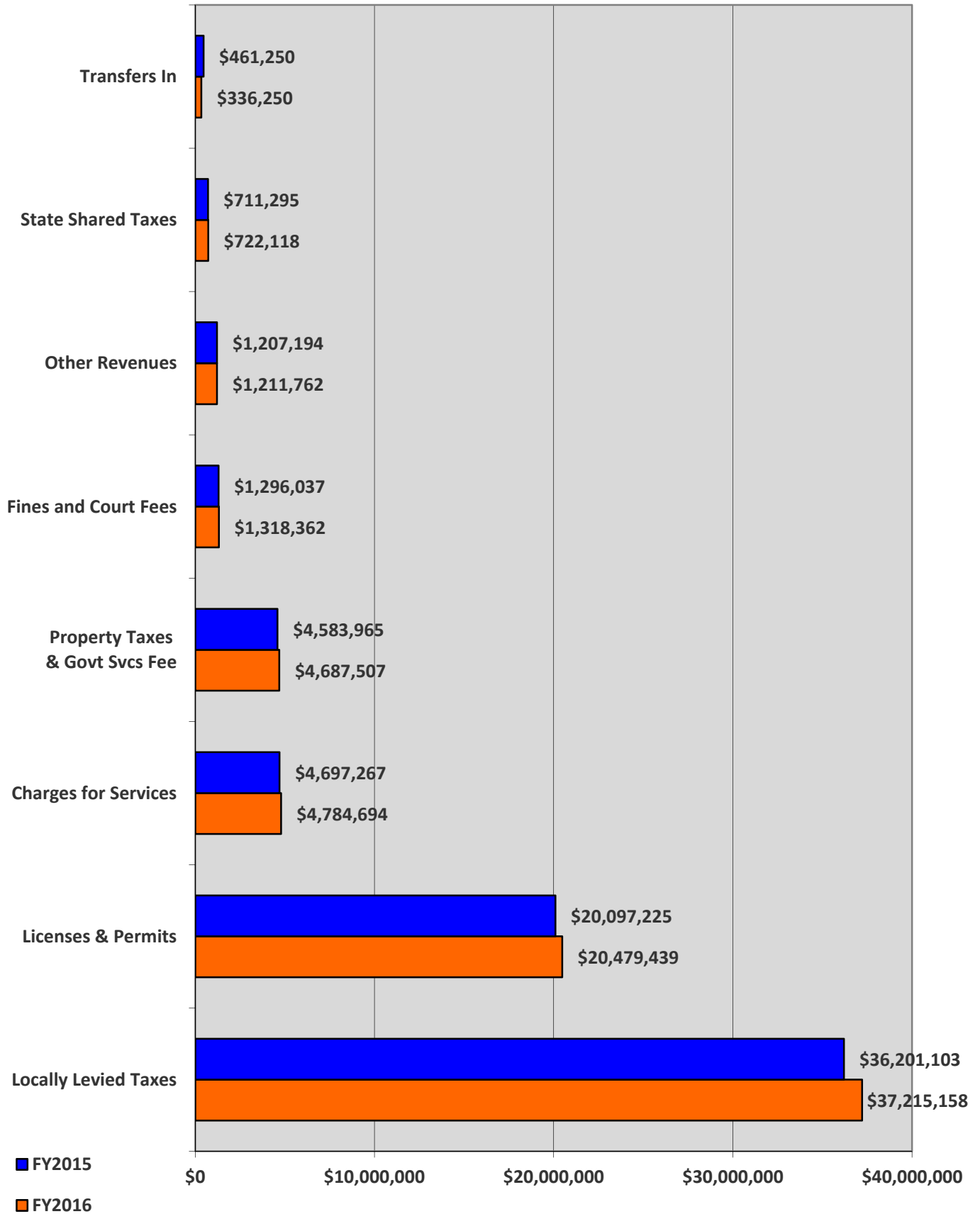
8 Franchise fees are collected from utility-type entities in exchange for the use of public rights-of-way owned by the City.

9 E-911 Service fees are collected from telephone companies to fund the City of Auburn's E-911 communications center.

10 Building permits are required for most categories of construction and fund the provision of inspection services to ensure compliance with building codes.

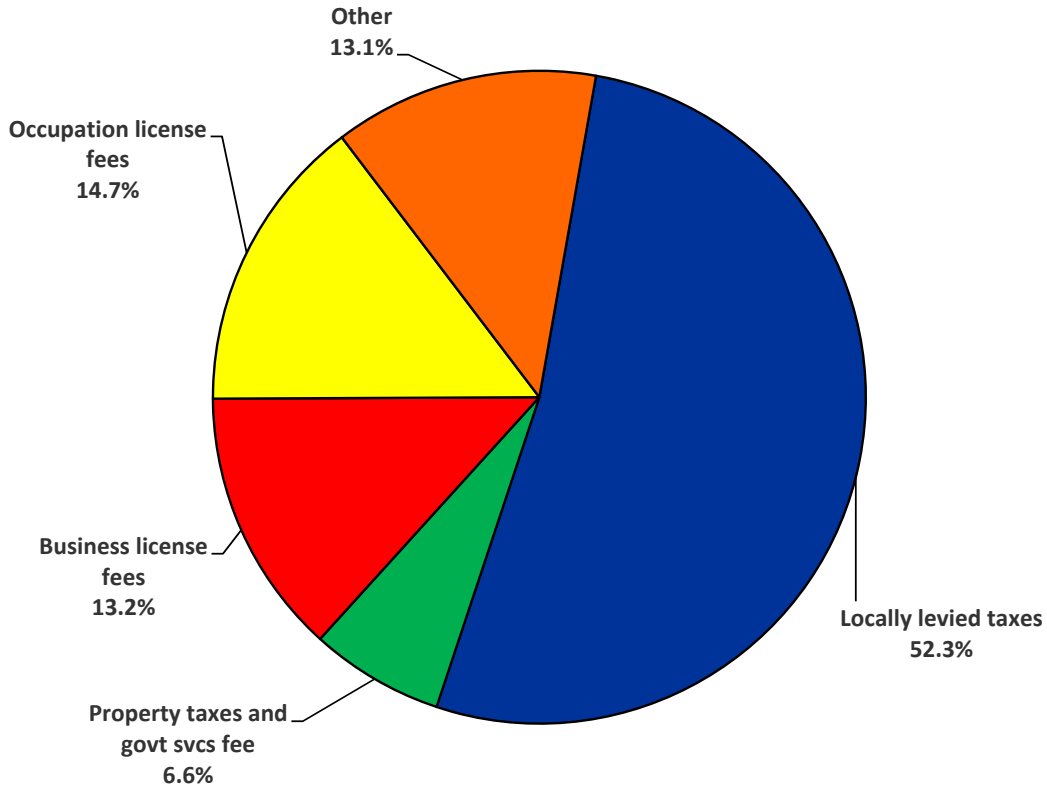
# City of Auburn

## General Fund - Overview of Revenues by Source



# City of Auburn

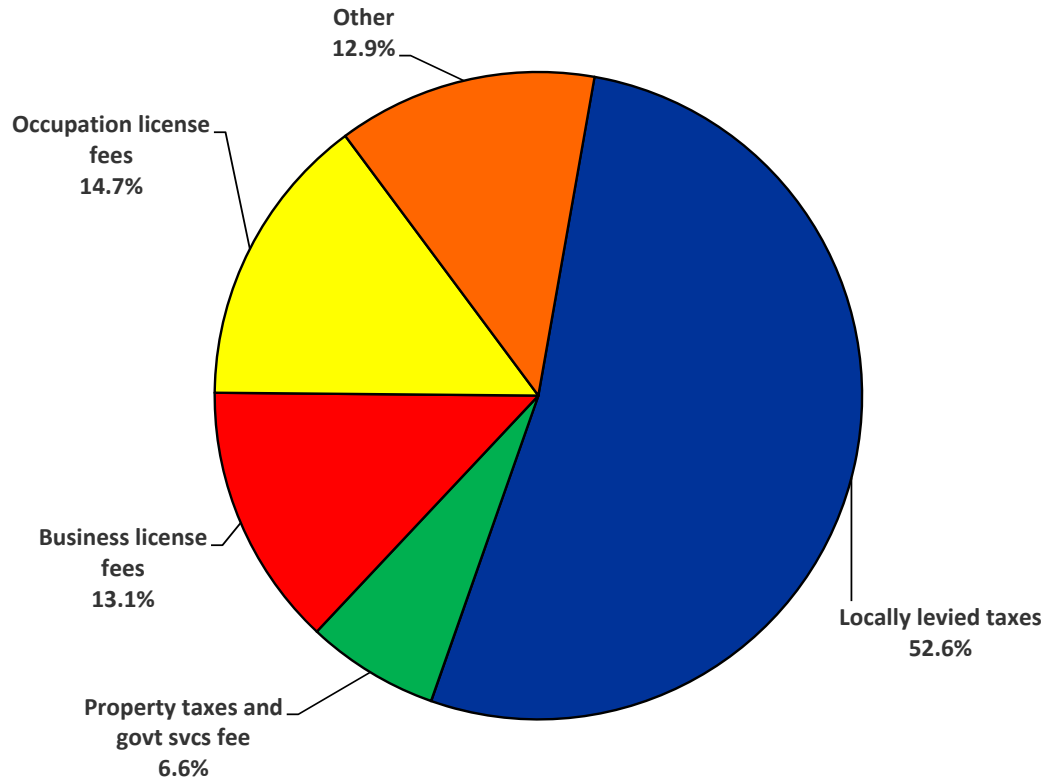
## General Fund - Summary of Revenues by Source - FY2015



<i>Projected Revenues</i>	\$	
Sales and use tax	33,188,901	47.9%
Other locally levied taxes	3,012,202	4.3%
Total locally levied taxes	<u>36,201,103</u>	<u>52.3%</u>
Property taxes and govt svcs fees	4,583,965	6.6%
State shared taxes	711,295	1.0%
Total taxes	<u>41,496,363</u>	<u>60.0%</u>
Business license fees	9,131,675	13.2%
Occupation license fees	10,189,500	14.7%
Other licenses and permits	776,050	1.1%
Total licenses and permits	<u>20,097,225</u>	<u>29.0%</u>
Fines and court fees	1,296,037	1.9%
Public safety charges	2,998,125	4.3%
Other charges for services	1,699,142	2.5%
Investment income	158,372	0.2%
Other miscellaneous revenue	1,048,822	1.5%
<b>Total projected revenues</b>	<b><u>68,794,087</u></b>	<b><u>99.4%</u></b>
<b>Other financing sources</b>		
Transfers in from other funds	461,250	0.6%
<b>Total projected other financing sources</b>	<b><u>461,250</u></b>	<b><u>0.6%</u></b>
<b>Total projected revenues and other sources</b>	<b><u>69,255,337</u></b>	<b><u>100.0%</u></b>

# City of Auburn

## General Fund - Summary of Revenues by Source - FY2016



<b>Projected Revenues</b>	\$	
Sales and use tax	34,180,818	48.3%
Other locally levied taxes	3,034,340	4.3%
Total locally levied taxes	37,215,158	52.6%
Property taxes and govt svcs fees	4,687,507	6.6%
State shared taxes	722,118	1.0%
Total taxes	42,624,783	60.1%
Business license fees	9,299,136	13.1%
Occupation license fees	10,392,990	14.7%
Other licenses and permits	787,313	1.1%
Total licenses and permits	20,479,439	28.9%
Fines and court fees	1,318,362	1.9%
Public safety charges	3,073,078	4.3%
Other charges for services	1,711,616	2.4%
Investment income	152,896	0.2%
Other miscellaneous revenue	1,058,866	1.5%
<b>Total projected revenues</b>	<b>70,419,040</b>	<b>99.5%</b>
<b>Other financing sources</b>		
Transfers in from other funds	336,250	0.5%
<b>Total projected other financing sources</b>	<b>336,250</b>	<b>0.5%</b>
<b>Total projected revenues and other sources</b>	<b>70,755,290</b>	<b>100.0%</b>



## City of Auburn

Biennial Budget for FY 2015 & FY 2016

### **General Fund – A Major Fund**

#### ***General Fund Expenditures***

Trends in Expenditures by Program – Fiscal Years 2012-2016.....	123
Detail of Expenditures by Program – Fiscal Years 2012-2016.....	124
Details of Budgeted Expenditures by Department, Division and Category	
Fiscal Year 2015 .....	125
Fiscal Year 2016 .....	126
Comparative Expenditures by Department and Division – Fiscal Years	
2014, 2015 and 2016.....	127





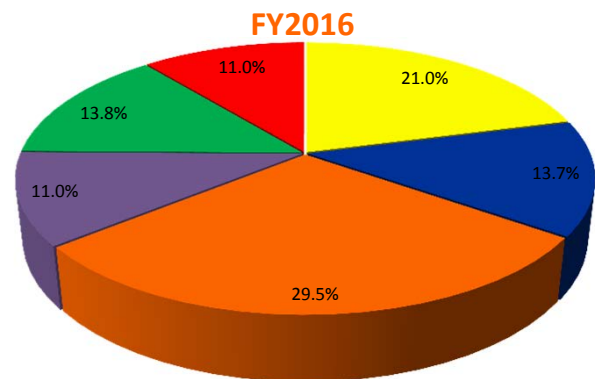
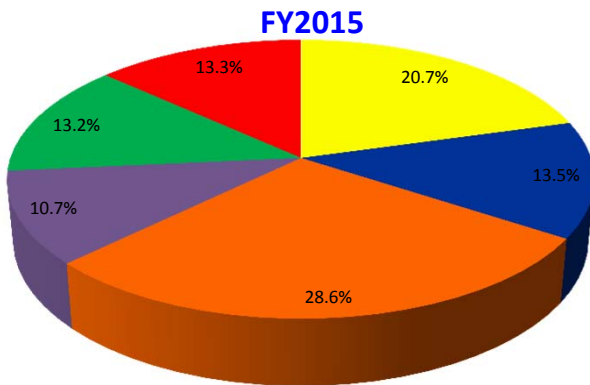
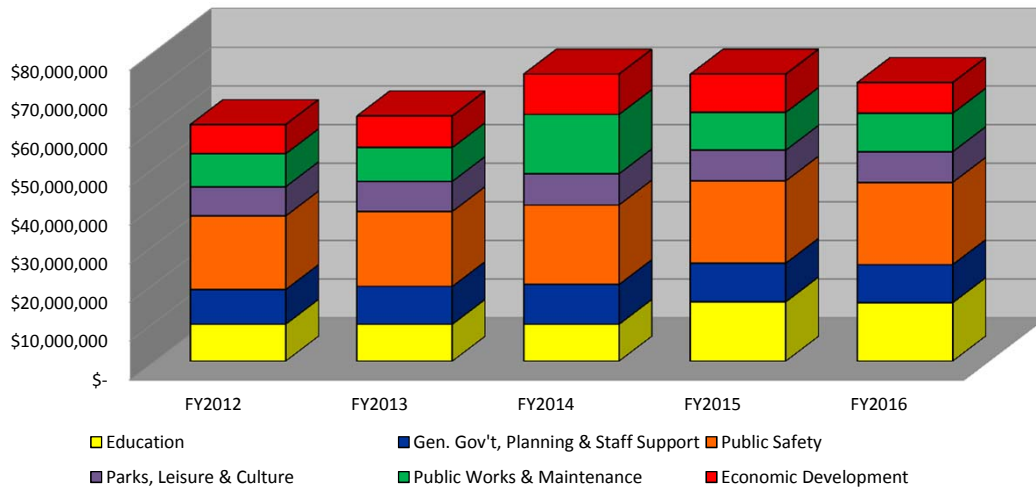
City of Auburn

# City of Auburn

## General Fund - Detail of Expenditures by Program Area

Many of our departments operate in different service areas, a program summary aggregates the various departments, divisions, and non-departmental activities into broader categories. Non-departmental expenditures, such as debt service and support to outside agencies, are broken down and combined into distinct program areas, giving a realistic picture of “where our money goes” in an easy to understand format. The program areas generally follow the ideals and objectives set forth in the City’s Vision and Mission Statements. Details may be found on the following page.

**Expenditure Trend by Program Area**



**General Fund Expenditures by Program Area**

	FY2012	FY2013	FY2014	FY2015	FY2016
Education	9,550,759	9,550,759	9,550,759	15,351,183	15,117,473
Gen. Gov't, Planning & Staff Support	8,962,777	9,784,420	10,279,178	9,995,331	9,848,001
Public Safety	19,018,296	19,364,655	20,562,494	21,244,421	21,251,603
Parks, Leisure & Culture	7,558,584	7,781,445	8,048,861	7,958,685	7,924,827
Public Works & Maintenance	8,518,386	8,734,521	15,333,206	9,768,971	9,928,811
Economic Development	7,538,154	8,158,477	10,408,959	9,870,061	7,919,079

**Debt Service by Program Area**

General Government, Planning & Staff Support	64,560	15,620	-	65,965	30
Public Safety	39,595	24,908	24,908	18,681	-
Parks, Leisure & Culture	713,705	661,859	420,905	324,343	275,613
Public Works & Maintenance	1,789,399	1,655,058	1,308,629	1,045,598	499,395
Economic Development	5,050,418	5,485,001	5,585,297	4,675,769	4,149,243

# City of Auburn

## General Fund - Detail of Expenditures by Program Area

	<u>Audited Actual</u> FY2012	as %	<u>Audited Actual</u> FY2013	as %	<u>Budget</u> FY2014	as %	<u>Budget</u> FY2015	as %	<u>Budget</u> FY2016	as %
<b>Education - General Fund Appropriation to ACS<sup>3</sup></b>	9,550,759	15.6%	9,550,759	15.1%	9,550,759	12.9%	15,351,183	20.7%	15,117,473	21.0%
<b>General Government, Planning &amp; Staff Support</b>										
<b>Departmental</b>										
City Council	170,182		176,342		190,776		190,776		190,776	
Office of the City Manager	821,035		917,597		891,725		914,569		935,047	
Information Technology	1,421,769		1,397,435		1,605,742		1,514,605		1,544,864	
Finance	1,389,334		1,256,129		1,471,335		1,393,440		1,422,588	
Human Resources	875,043		898,045		1,050,542		1,216,514		1,092,628	
Environmental Svcs-Admin	258,836		265,392		260,802		271,782		276,586	
Environmental-Fleet Svcs.	718,888		750,082		818,467		754,143		805,332	
Planning	572,430		652,444		983,209		689,172		704,373	
<b>Total - Departmental</b>	<b>6,227,517</b>		<b>6,313,468</b>		<b>7,272,598</b>		<b>6,945,001</b>		<b>6,972,194</b>	
<b>Non-departmental</b>										
Support provided to Outside Agencies	108,450		128,400		133,400		144,250		136,215	
General Operations <sup>1</sup>	1,437,249		1,860,041		2,123,180		2,340,115		2,339,562	
Debt Service	64,560		15,620		-		65,965		30	
Transfer to other funds	1,125,000		1,466,892		750,000		500,000		400,000	
<b>Total - Non-departmental</b>	<b>2,735,260</b>		<b>3,470,953</b>		<b>3,006,580</b>		<b>3,050,330</b>		<b>2,875,807</b>	
<b>Total - General Govt, Planning &amp; Staff Support</b>	<b>8,962,777</b>	<b>14.7%</b>	<b>9,784,420</b>	<b>15.4%</b>	<b>10,279,178</b>	<b>13.9%</b>	<b>9,995,331</b>	<b>13.5%</b>	<b>9,848,001</b>	<b>13.7%</b>
<b>Public Safety</b>										
<b>Departmental</b>										
Judicial	702,233		712,986		759,809		797,180		813,422	
Public Safety	17,793,859		18,163,438		19,296,259		19,947,183		19,952,762	
Environmental-Animal Cont	263,491		244,204		262,398		262,258		266,300	
<b>Total - Departmental</b>	<b>18,759,582</b>		<b>19,120,628</b>		<b>20,318,467</b>		<b>21,006,621</b>		<b>21,032,484</b>	
<b>Non-departmental</b>										
Support provided to Outside Agencies	219,119		219,119		219,119		219,119		219,119	
Debt Service	39,595		24,908		24,908		18,681		-	
<b>Total - Non-departmental</b>	<b>258,714</b>		<b>244,027</b>		<b>244,027</b>		<b>237,800</b>		<b>219,119</b>	
<b>Total - Public Safety</b>	<b>19,018,296</b>	<b>31.1%</b>	<b>19,364,655</b>	<b>30.6%</b>	<b>20,562,494</b>	<b>27.7%</b>	<b>21,244,421</b>	<b>28.6%</b>	<b>21,251,603</b>	<b>29.5%</b>
<b>Parks, Leisure &amp; Culture</b>										
<b>Departmental</b>										
Library	1,499,682		1,628,970		1,613,696		1,673,888		1,672,167	
Parks & Recreation	4,978,400		5,096,203		5,623,637		5,584,831		5,601,424	
<b>Total - Departmental</b>	<b>6,478,082</b>		<b>6,725,173</b>		<b>7,237,333</b>		<b>7,258,719</b>		<b>7,273,591</b>	
<b>Non-departmental</b>										
Support provided to Outside Agencies	165,623		204,729		215,623		215,623		215,623	
Transfer to PPRB	201,174		189,683		175,000		160,000		160,000	
Debt Service	713,705		661,859		420,905		324,343		275,613	
<b>Total - Non-departmental</b>	<b>1,080,502</b>		<b>1,056,271</b>		<b>811,528</b>		<b>699,966</b>		<b>651,236</b>	
<b>Total - Parks, Leisure &amp; Culture</b>	<b>7,558,584</b>	<b>12.4%</b>	<b>7,781,445</b>	<b>12.3%</b>	<b>8,048,861</b>	<b>10.8%</b>	<b>7,958,685</b>	<b>10.7%</b>	<b>7,924,827</b>	<b>11.0%</b>
<b>Public Works &amp; Maintenance</b>										
<b>Departmental</b>										
Public Works	3,818,257		3,788,017		3,959,217		3,995,281		4,005,984	
Environmental Services - ROW Maint.	652,926		1,023,258		728,491		935,102		850,532	
<b>Total - Departmental</b>	<b>4,471,183</b>		<b>4,811,276</b>		<b>4,687,708</b>		<b>4,930,383</b>		<b>4,856,516</b>	
<b>Non-departmental</b>										
Public Works Project Operations	2,257,804		2,268,188		9,336,869		3,792,990		4,572,900	
Debt Service	1,789,399		1,655,058		1,308,629		1,045,598		499,395	
<b>Total - Non-departmental</b>	<b>4,047,203</b>		<b>3,923,246</b>		<b>10,645,498</b>		<b>4,838,588</b>		<b>5,072,295</b>	
<b>Total - Public Works &amp; Maintenance</b>	<b>8,518,386</b>	<b>13.9%</b>	<b>8,734,521</b>	<b>13.8%</b>	<b>15,333,206</b>	<b>20.7%</b>	<b>9,768,971</b>	<b>13.2%</b>	<b>9,928,811</b>	<b>13.8%</b>
<b>Economic Development</b>										
<b>Departmental</b>										
Economic Development Department	975,875		999,872		1,058,015		1,087,894		1,114,824	
<b>Total - Departmental</b>	<b>975,875</b>		<b>999,872</b>		<b>1,058,015</b>		<b>1,087,894</b>		<b>1,114,824</b>	
<b>Non-departmental</b>										
Support provided to Outside Agencies	386,805		475,547		360,647		437,631		394,706	
Transfers to IDB <sup>2</sup>	681,000		756,500		2,807,000		2,330,500		755,500	
Gen. Ops - Comm. Dev. Incentive Program	444,055		441,557		598,000		1,338,267		1,504,806	
Debt Service	5,050,418		5,485,001		5,585,297		4,675,769		4,149,243	
<b>Total - Non-departmental</b>	<b>6,562,279</b>		<b>7,158,605</b>		<b>9,350,944</b>		<b>8,782,167</b>		<b>6,804,255</b>	
<b>Total - Economic Development</b>	<b>7,538,154</b>	<b>12.3%</b>	<b>8,158,477</b>	<b>12.9%</b>	<b>10,408,959</b>	<b>14.0%</b>	<b>9,870,061</b>	<b>13.3%</b>	<b>7,919,079</b>	<b>11.0%</b>
<b>Total - Adjusted General Fund Expenditures</b>	<b>61,146,957</b>	<b>100%</b>	<b>63,374,278</b>	<b>100%</b>	<b>74,183,456</b>	<b>100%</b>	<b>74,188,652</b>	<b>100%</b>	<b>71,989,795</b>	<b>100%</b>

1 - FY2012 Debt Service is adjusted to exclude the \$1,941,603 in payments to refunded bond escrow agents for refunding.

2 - IDB Transfers in FY2012 excludes repayment of line of credit used for ATPW (\$1,516,238). The effect of each is captured in debt service. In FY2013, IDB Transfers excludes forgiveness of an advance from the General Fund (\$2,195,353).

3 - For FY15/FY16 the General Fund appropriation to ACS increases to \$11,500,000. Also, ACS will receive an additional \$3,851,183 in FY15 and \$3,617,473 in FY16 from the dedication of 5 mills for future school projects. See School Funding Proposal in the Budget Message on page viii.

## City of Auburn

### General Fund - Detail of Expenditures by Department, Division and Category

Budget - FY2015

Department	Personal Services	Contractual Services	Commo-dities	Capital Outlay & Projects	Debt Service	Other	Totals
	\$	\$	\$	\$	\$	\$	\$
City Council	79,226	87,300	24,250	-	-	-	190,776
Office of the City Manager	808,369	90,300	15,900	-	-	-	914,569
Judicial	544,218	228,635	24,327	-	-	-	797,180
Information Technology							
Information Technology	613,290	193,658	295,195	-	-	-	1,102,143
GIS	275,210	59,000	78,252	-	-	-	412,462
Finance	1,121,890	183,450	88,100	-	-	-	1,393,440
Economic Development	1,026,935	38,959	22,000	-	-	-	1,087,894
Human Resources							
Human Resources	580,927	170,300	8,906	160,000	-	-	920,133
Risk Management	-	296,381	-	-	-	-	296,381
Public Safety							
Administration	286,852	1,896,746	88,466	-	-	-	2,272,064
Police	8,995,108	106,671	753,854	280,225	-	-	10,135,858
Fire	4,702,686	108,733	270,150	950,900	-	-	6,032,469
Communications	755,263	107,914	29,805	-	-	-	892,982
Codes Enforcement	556,571	44,281	12,958	-	-	-	613,810
Public Works							
Administration	429,070	160,343	41,475	-	-	-	630,888
Construction	991,664	155,144	214,985	152,500	-	-	1,514,293
Engineering Design	810,108	35,615	34,246	-	-	-	879,969
Inspection	446,783	19,926	22,940	31,000	-	-	520,649
Traffic Engineering	224,360	66,608	158,514	-	-	-	449,482
Environmental Services							
Administration	112,729	116,698	42,355	-	-	-	271,782
Animal Control	110,429	10,724	15,486	-	-	125,619	262,258
ROW	632,363	52,117	121,422	129,200	-	-	935,102
Fleet Services	610,766	78,072	65,305	-	-	-	754,143
Library	1,278,213	209,030	158,645	28,000	-	-	1,673,888
Parks and Recreation							
Administration	398,043	598,731	322,505	-	-	187,775	1,507,054
Leisure Services	1,416,522	94,678	147,538	-	-	-	1,658,738
Parks and Facilities	1,794,855	166,622	340,562	117,000	-	-	2,419,039
Planning	598,172	64,250	23,750	-	-	3,000	689,172
General Operations	91,366	2,699,016	103,000	785,000	-	-	3,678,382
Project Operations	-	-	-	3,792,990	-	-	3,792,990
Outside Agencies Funding	-	-	-	-	-	1,016,623	1,016,623
Transfers to Component Units	-	-	-	-	-	13,990,500	13,990,500
Transfers to Other Funds	-	-	-	-	-	4,351,183	4,351,183
Debt Service	-	-	-	-	6,130,356	-	6,130,356
<b>Total Expenditures</b>	<b>30,291,988</b>	<b>8,139,902</b>	<b>3,524,891</b>	<b>6,426,815</b>	<b>6,130,356</b>	<b>19,674,700</b>	<b>74,188,652</b>
As %	40.8%	11.0%	4.8%	8.7%	8.3%	26.6%	100%

## City of Auburn

### General Fund - Detail of Expenditures by Department, Division and Category

Budget - FY2016

Department	Personal Services	Contractual Services	Commo- dities	Capital Outlay & Projects	Debt Service	Other	Totals
	\$	\$	\$	\$	\$	\$	\$
City Council	79,226	87,300	24,250	-	-	-	190,776
Office of the City Manager	828,847	90,300	15,900	-	-	-	935,047
Judicial	556,782	231,947	24,693	-	-	-	813,422
Information Technology							
Information Technology	628,371	196,105	300,081	-	-	-	1,124,557
GIS	280,996	60,000	79,311	-	-	-	420,307
Finance	1,146,953	185,525	90,110	-	-	-	1,422,588
Economic Development	1,052,951	39,600	22,273	-	-	-	1,114,824
Human Resources							
Human Resources	589,905	192,857	9,040	-	-	-	791,802
Risk Management	-	300,826	-	-	-	-	300,826
Public Safety							
Administration	291,116	1,909,798	89,793	-	-	-	2,290,707
Police	9,184,122	108,271	764,936	295,453	-	-	10,352,782
Fire	4,878,841	109,047	267,606	471,500	-	-	5,726,994
Communications	776,666	109,532	30,252	-	-	-	916,450
Codes Enforcement	565,733	44,944	13,152	42,000	-	-	665,829
Public Works							
Administration	439,157	161,370	43,475	-	-	-	644,002
Construction	1,040,952	156,696	218,985	35,500	-	-	1,452,133
Engineering Design	823,664	35,615	35,294	-	-	-	894,573
Inspection	452,686	19,926	23,583	62,000	-	-	558,195
Traffic Engineering	228,852	66,608	161,621	-	-	-	457,081
Environmental Services							
Administration	115,149	118,450	42,987	-	-	-	276,586
Animal Control	112,218	10,861	15,717	-	-	127,504	266,300
ROW	652,398	52,895	123,239	22,000	-	-	850,532
Fleet Services	638,765	77,055	64,512	25,000	-	-	805,332
Library	1,304,099	204,130	163,938	-	-	-	1,672,167
Parks and Recreation							
Administration	406,275	607,711	327,344	-	-	190,592	1,531,922
Leisure Services	1,439,195	96,098	149,751	-	-	-	1,685,044
Parks and Facilities	1,853,669	169,120	345,669	16,000	-	-	2,384,458
Planning	611,373	66,250	23,750	-	-	3,000	704,373
General Operations	69,862	2,886,506	103,000	785,000	-	-	3,844,369
Project Operations	-	-	-	4,572,900	-	-	4,572,900
Outside Agencies Funding	-	-	-	-	-	965,663	965,663
Transfers to Component Units	-	-	-	-	-	12,415,500	12,415,500
Transfers to Other Funds	-	-	-	-	-	4,017,473	4,017,473
Debt Service	-	-	-	-	4,924,281	-	4,924,281
<b>Total Expenditures</b>	<b>31,048,823</b>	<b>8,395,343</b>	<b>3,574,262</b>	<b>6,327,353</b>	<b>4,924,281</b>	<b>17,719,732</b>	<b>71,989,795</b>
As %	42.9%	11.7%	5.0%	8.8%	6.8%	24.6%	100%

## City of Auburn

### General Fund - Comparative Expenditures by Department and Division

	FY2014	Budget - FY2015			Budget - FY2016		
	Adjusted	Increase (Decrease)			Increase (Decrease)		
	Budget \$	Budget \$	Amount \$	As %	Budget \$	Amount \$	As %
City Council	190,776	<b>190,776</b>	-	0.00%	<b>190,776</b>	-	0.00%
Office of the City Manager	891,725	<b>914,569</b>	22,844	2.56%	<b>935,047</b>	20,478	2.24%
Judicial	759,809	<b>797,180</b>	37,371	4.92%	<b>813,422</b>	16,242	2.04%
Information Technology							
Information Technology	1,127,729	<b>1,102,143</b>	(25,586)	-2.27%	<b>1,124,557</b>	22,414	2.03%
GIS	478,013	<b>412,462</b>	(65,551)	-13.71%	<b>420,307</b>	7,845	1.90%
<i>Total Info Tech</i>	<b>1,605,742</b>	<b>1,514,605</b>	(91,137)	-5.68%	<b>1,544,864</b>	30,259	2.00%
Finance	1,471,335	<b>1,393,440</b>	(77,895)	-5.29%	<b>1,422,588</b>	29,148	2.09%
Economic Development	1,058,015	<b>1,087,894</b>	29,879	2.82%	<b>1,114,824</b>	26,930	2.48%
Human Resources							
Human Resources	758,542	<b>920,133</b>	161,591	21.30%	<b>791,802</b>	(128,331)	-13.95%
Risk Management	292,000	<b>296,381</b>	4,381	1.50%	<b>300,826</b>	4,445	1.50%
<i>Total Human Res.</i>	<b>1,050,542</b>	<b>1,216,514</b>	165,972	15.80%	<b>1,092,628</b>	(123,886)	-10.18%
Public Safety							
Administration	2,214,480	<b>2,272,064</b>	57,584	2.60%	<b>2,290,707</b>	18,643	0.82%
Police	10,095,643	<b>10,135,858</b>	40,215	0.40%	<b>10,352,782</b>	216,924	2.14%
Fire	5,415,944	<b>6,032,469</b>	616,525	11.38%	<b>5,726,994</b>	(305,475)	-5.06%
Communications	987,116	<b>892,982</b>	(94,134)	-9.54%	<b>916,450</b>	23,468	2.63%
Codes	583,077	<b>613,810</b>	30,733	5.27%	<b>665,829</b>	52,019	8.47%
<i>Total Public Safety</i>	<b>19,296,259</b>	<b>19,947,183</b>	650,924	3.37%	<b>19,952,762</b>	5,579	0.03%
Public Works							
Administration	625,931	<b>630,888</b>	4,957	0.79%	<b>644,002</b>	13,114	2.08%
Construction	1,381,238	<b>1,514,293</b>	133,055	9.63%	<b>1,452,133</b>	(62,160)	-4.10%
Engineering Design	917,626	<b>879,969</b>	(37,657)	-4.10%	<b>894,573</b>	14,604	1.66%
Inspection	482,266	<b>520,649</b>	38,383	7.96%	<b>558,195</b>	37,546	7.21%
Traffic Engineering	552,155	<b>449,482</b>	(102,673)	-18.59%	<b>457,081</b>	7,599	1.69%
<i>Total Public Works</i>	<b>3,959,217</b>	<b>3,995,281</b>	36,064	0.91%	<b>4,005,984</b>	10,703	0.27%
Environmental Services							
Administration	260,802	<b>271,782</b>	10,980	4.21%	<b>276,586</b>	4,804	1.77%
Animal Control	262,398	<b>262,258</b>	(140)	-0.05%	<b>266,300</b>	4,042	1.54%
Rights-of-Way Maint.	728,491	<b>935,102</b>	206,611	28.36%	<b>850,532</b>	(84,570)	-9.04%
Fleet Services	818,467	<b>754,143</b>	(64,324)	-7.86%	<b>805,332</b>	51,189	6.79%
<i>Total Env'l Svcs.</i>	<b>2,070,158</b>	<b>2,223,285</b>	153,127	7.40%	<b>2,198,750</b>	(24,535)	-1.10%
Library	1,613,696	<b>1,673,888</b>	60,192	3.73%	<b>1,672,167</b>	(1,721)	-0.10%
Parks and Recreation							
Administration	1,482,316	<b>1,507,054</b>	24,738	1.67%	<b>1,531,922</b>	24,868	1.65%
Leisure Services	1,646,250	<b>1,658,738</b>	12,488	0.76%	<b>1,685,044</b>	26,306	1.59%
Parks and Facilities	2,495,070	<b>2,419,039</b>	(76,031)	-3.05%	<b>2,384,458</b>	(34,581)	-1.43%
<i>Total Parks &amp; Rec</i>	<b>5,623,637</b>	<b>5,584,831</b>	(38,806)	-0.69%	<b>5,601,424</b>	16,593	0.30%
Planning	983,209	<b>689,172</b>	(294,037)	-29.91%	<b>704,373</b>	15,201	2.21%
<b>Departmental Total</b>	<b>40,574,120</b>	<b>41,228,618</b>	654,498	1.61%	<b>41,249,609</b>	20,991	0.05%
Non-Departmental							
General Operations	2,721,180	<b>3,678,382</b>	957,202	35.18%	<b>3,844,369</b>	165,987	4.51%
Project Operations	9,336,869	<b>3,792,990</b>	(5,543,879)	-59.4%	<b>4,572,900</b>	779,910	20.56%
Outside Agencies Funding	928,789	<b>1,016,623</b>	87,834	9.5%	<b>965,663</b>	(50,960)	-5.01%
Transfers to Component Units	12,532,759	<b>13,990,500</b>	1,457,741	11.6%	<b>12,415,500</b>	(1,575,000)	-11.26%
Transfers to Other Funds	750,000	<b>4,351,183</b>	3,601,183	480.2%	<b>4,017,473</b>	(333,710)	-7.67%
Debt Service	7,339,739	<b>6,130,356</b>	(1,209,383)	-16.5%	<b>4,924,281</b>	(1,206,075)	-19.67%
<b>Non-Departmental Total</b>	<b>33,609,336</b>	<b>32,960,034</b>	(649,302)	-1.93%	<b>30,740,186</b>	(2,219,848)	-6.73%
<b>Total Budgeted Expenditures</b>	<b>74,183,456</b>	<b>74,188,652</b>	<b>5,195</b>	<b>0.01%</b>	<b>71,989,795</b>	<b>(2,198,857)</b>	<b>-2.96%</b>



City of Auburn



## City of Auburn

Biennial Budget for FY 2015 & FY 2016

### **General Fund – A Major Fund**

#### **General Fund Expenditures**

##### **Departmental Expenditures**

Trends in Expenditures by Department ..... 131

##### *Organization Chart, Mission Statement and Major Functions, Biennium Goals, and Comparative Budget Summaries*

###### General Fund Departments

City Council.....	133
Office of the City Manager .....	141
Judicial.....	145
Information Technology .....	151
Finance .....	159
Economic Development .....	165
Human Resources.....	175
Public Safety .....	181
Public Works .....	193
Environmental Services .....	205
Auburn Public Library .....	215
Parks and Recreation .....	221
Planning.....	229



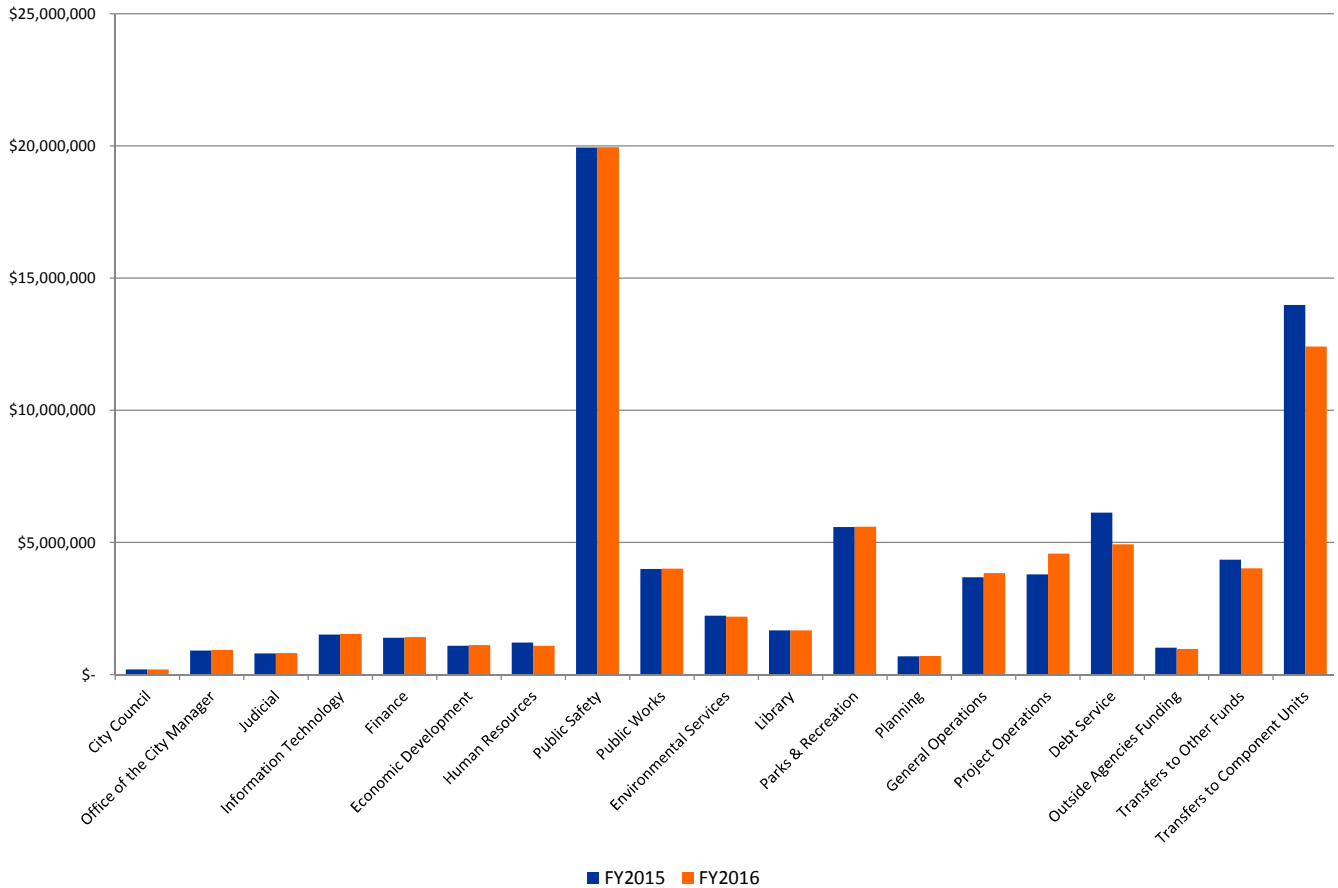


City of Auburn

**City of Auburn**  
**General Fund - Trends in Expenditures by Department**  
**FY2012 - FY2016**

	Audited Actual		Budget		Budget		Budget		Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$	%	%	%	%	%
City Council	170,183	176,342	190,776	190,776	190,776	0.26%	0.27%	0.26%	0.26%	0.27%
Office of the City Manager	821,036	917,597	891,725	914,569	935,047	1.27%	1.40%	1.20%	1.23%	1.30%
Judicial	702,233	712,986	759,809	797,180	813,422	1.09%	1.09%	1.02%	1.07%	1.13%
Information Technology	1,421,772	1,397,435	1,605,742	1,514,605	1,544,864	2.20%	2.13%	2.16%	2.04%	2.15%
Finance	1,389,334	1,256,471	1,471,335	1,393,440	1,422,588	2.15%	1.92%	1.98%	1.88%	1.98%
Economic Development	975,875	999,872	1,058,015	1,087,894	1,114,824	1.51%	1.52%	1.43%	1.47%	1.55%
Human Resources	875,043	898,045	1,050,542	1,216,514	1,092,628	1.35%	1.37%	1.42%	1.64%	1.52%
Public Safety	17,793,869	18,163,438	19,296,259	19,947,183	19,952,762	27.54%	27.70%	26.01%	26.89%	27.72%
Public Works	3,818,268	3,788,017	3,959,217	3,995,281	4,005,984	5.91%	5.78%	5.34%	5.39%	5.56%
Environmental Services	1,894,144	2,282,936	2,070,158	2,223,285	2,198,750	2.93%	3.48%	2.79%	3.00%	3.05%
Library	1,499,682	1,628,970	1,613,696	1,673,888	1,672,167	2.32%	2.48%	2.18%	2.26%	2.32%
Parks & Recreation	4,978,405	5,096,203	5,623,637	5,584,831	5,601,424	7.71%	7.77%	7.58%	7.53%	7.78%
Planning	572,432	652,444	983,209	689,172	704,373	0.89%	1.00%	1.33%	0.93%	0.98%
General Operations	1,881,310	2,301,598	2,721,180	3,678,382	3,844,369	2.91%	3.51%	3.67%	4.96%	5.34%
Project Operations	2,257,804	2,268,188	9,336,869	3,792,990	4,572,900	3.49%	3.46%	12.59%	5.11%	6.35%
Debt Service	9,599,280	7,842,446	7,339,739	6,130,356	4,924,281	14.86%	11.96%	9.89%	8.26%	6.84%
Outside Agencies Funding	879,997	1,027,795	928,789	1,016,623	965,663	1.36%	1.57%	1.25%	1.37%	1.34%
Transfers to Other Funds	1,125,000	1,466,892	750,000	4,351,183	4,017,473	1.74%	2.24%	1.01%	5.87%	5.58%
Transfers to Component Units	11,949,171	12,692,295	12,532,759	13,990,500	12,415,500	18.50%	19.36%	16.89%	18.86%	17.25%
<b>Total</b>	<b>64,604,839</b>	<b>65,569,973</b>	<b>74,183,456</b>	<b>74,188,652</b>	<b>71,989,795</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

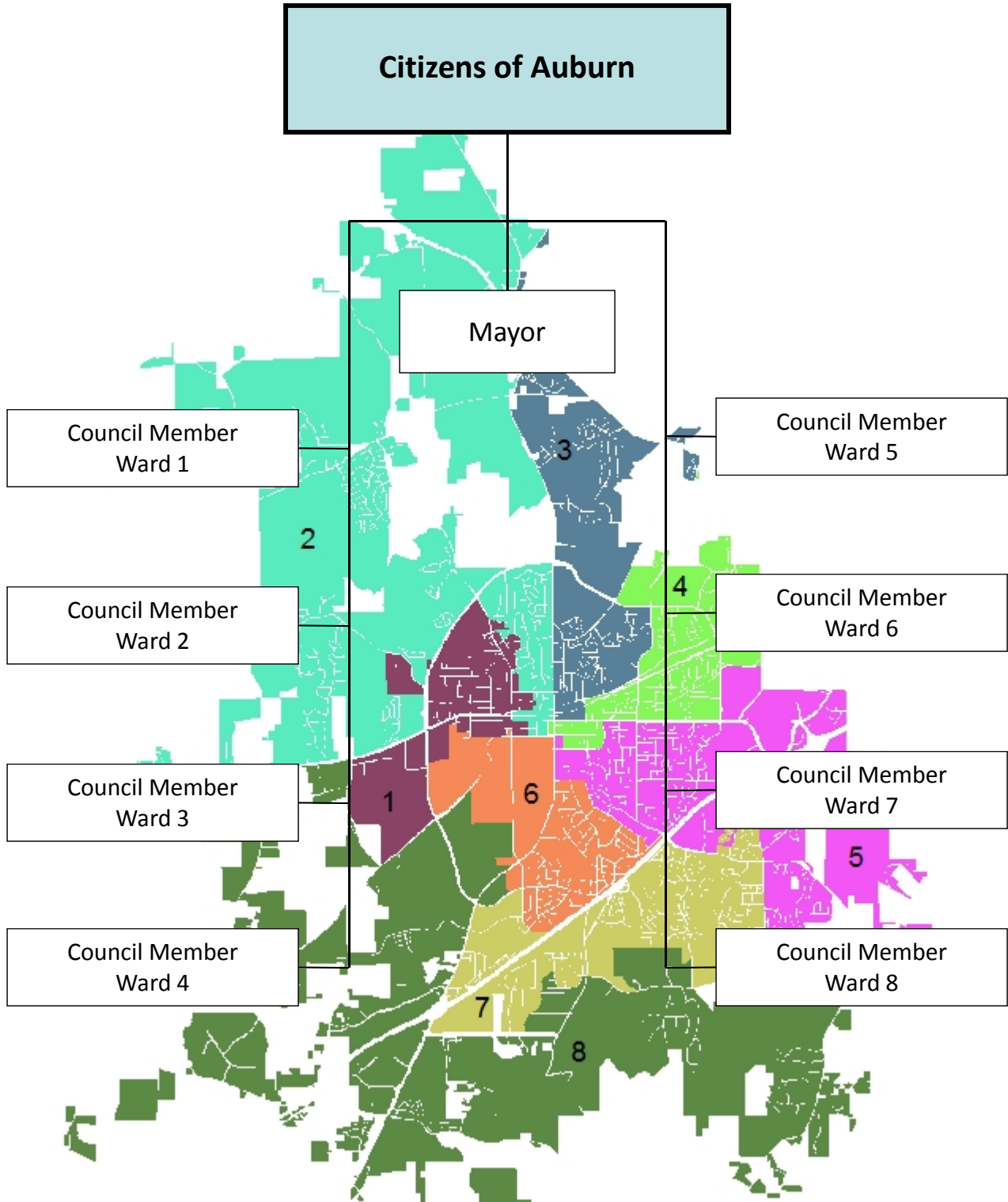
**FY2015-2016 Budgeted Expenditures**





City of Auburn

# City Council





City of Auburn



**City of Auburn**  
Home of Auburn University

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## **City of Auburn Mission Statement**

The *mission* of the City of Auburn is to provide economical delivery of quality services created and designed in response to the needs of its citizens rather than by habit or tradition.

We will achieve this by:

- ❖ Encouraging planned and managed growth as a means of developing an attractive built-environment and protecting and conserving our natural resources
  - *Planning Department, Public Works Department, Economic Development Department, Environmental Services Department and Water Resource Management Department*
- ❖ Creating diverse employment opportunities leading to an increased tax base
  - *Economic Development Department*
- ❖ Providing and maintaining reliable and appropriate infrastructure
  - *Public Works Department, Water Resource Management*
- ❖ Providing and promoting quality housing, educational, cultural and recreational opportunities
  - *Economic Development Department, Auburn Public Library, Parks and Recreation Department, and Auburn City Schools (a component unit of the City)*
- ❖ Providing quality public safety services
  - *Public Safety Department and the Judicial Department*
- ❖ Operating an adequately funded city government in a financially responsible and fiscally sound manner
  - *Office of the City Manager and the Finance Department*
- ❖ Recruiting and maintaining a highly motivated work force committed to excellence
  - *Human Resources Department and Other Departments*
- ❖ Facilitating citizen involvement
  - *City Council, Information Technology Department and Office of the City Manager*

Departmental mission statements and goals for the biennium follow in the remainder of this section and in the section on Enterprise Funds.



**City of Auburn**  
Home of Auburn University

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### **City Council Strategic Goals**

- 1. High Quality of Life-** Promote community life that includes cultural amenities, green space, recreational opportunities as well as low crime, neighborhood conservation, and the Village Center concept.
- 2. A Unique Place-** Promote efforts to keep the distinctive image of Auburn and to build a sense of stability for citizens through downtown development, historic preservation, green space and trees, and high standards for appearance.
- 3. Planned Growth-** Promote a balanced and planned focus on growth with a vibrant business community, affordable housing, redevelopment efforts, and sound growth policies.
- 4. A Shared Sense of Responsibility-** Promote efforts that will meet the needs of all citizens, encourage all citizens to be involved in civic affairs, and that will build partnerships and cooperation within the community.
- 5. Efficient Use of Resources-** Maintain focus and consistency on how we will use resources and funds, be innovative, fair, and fiscally responsible.

adopted June 1, 2004

City of Auburn

Matrix Linking Departmental Missions to City Council Strategic Goals

Department	Department Mission	City Council Strategic Goals				
		High Quality of Life	A Unique Place	Planned Growth	A Shared Sense of Responsibility	Efficient Use of Resources
Office of the City Manager	The mission of the Office of the City Manager is to work with the City Council and the department heads to ensure the ability of the City of Auburn government to provide services desired and needed by the community in an efficient, effective, and responsive manner, both presently and in the future.	X	X	X	X	X
Judicial	The mission of the Judicial Department is to provide a constitutional and statutory medium for the enforcement of traffic offenses, municipal ordinance violations, and State misdemeanors adopted by municipal ordinance as offenses against the City of Auburn.	X			X	
Information Technology	The mission of the Information Technology Department is to facilitate reliable, timely, and easy access to information for the employees and residents of the City of Auburn.	X		X	X	X
Finance	The mission of the Finance Department is to provide high quality financial services to all of its customers, both external and internal.				X	X
Economic Development	The mission of the City's Economic Development Department is to create employment opportunities for citizens of Auburn and to expand the tax base of the community through industrial, commercial and retail development.	X	X	X	X	X
Human Resources	The mission of the Human Resources Department is to recruit and maintain an able and highly motivated work force.					X
Public Safety	The mission of the Auburn Public Safety Department is to promote and maintain a safe environment in all areas of the City.					
Administration		X			X	X
Police		X			X	
Fire		X			X	
Communications		X			X	
Codes Enforcement				X		
Public Works	The mission of the Public Works Department is to provide excellent construction and engineering services on City-related projects to all residents and firms in a timely, efficient manner. Excellent service includes appropriate service hours and a trained, courteous staff to provide timely, accurate, and appropriate information and assistance.					
Administration		X	X		X	X
Construction & Maintenance		X				
Engineering Design		X	X	X		
Inspection		X	X			
Traffic Engineering		X	X	X		



City of Auburn

Matrix Linking Departmental Missions to City Council Strategic Goals

Department	Department Mission	City Council Strategic Goals				
		High Quality of Life	A Unique Place	Planned Growth	A Shared Sense of Responsibility	Efficient Use of Resources
<b>Environmental Services</b>	The mission of the City of Auburn Environmental Services Department is to process and dispose of materials that are placed out for collection by the residents and small businesses of Auburn, Alabama in a manner consistent with applicable local ordinances and state and federal regulations and to maintain public streets, rights-of-way, equipment, and municipal vehicles as directed through the policies and directives of the City Council and the City Manager.	X X X	X X X X X		X	X
<b>Administration</b>						
<b>Recycling</b>						
<b>Solid Waste</b>						
<b>Animal Control</b>						
<b>Right of Way Maintenance</b>						
<b>Fleet Services</b>						X
<b>Library</b>	The mission of the Auburn Public Library is to provide excellent library service to all residents of Auburn. Excellent service includes convenient library service hours and appropriately trained staff to provide access to educational, cultural, and recreational library resources.	X	X			X
<b>Parks and Recreation</b>	The mission of the Auburn Parks & Recreation Department is twofold: to provide quality leisure services and facilities to the citizens of Auburn and to appropriately manage Auburn's cemeteries.	X X X	X X X		X X	X
<b>Administration</b>						
<b>Leisure Services</b>						
<b>Parks and Facilities</b>						
<b>Planning</b>	The mission of the Planning Department is to promote planned and managed change as a means of creating and maintaining an attractive "built environment" and conserving and protecting the City's "natural environment."	X	X	X	X	X
<b>Water Resource Management</b>	The mission of the City's Water Resource Management Department is to provide excellent water, sewer and watershed management services to all residents and businesses. Excellent service includes appropriate service hours and a trained, courteous staff to provide timely, accurate, and appropriate information and assistance.	X		X		X

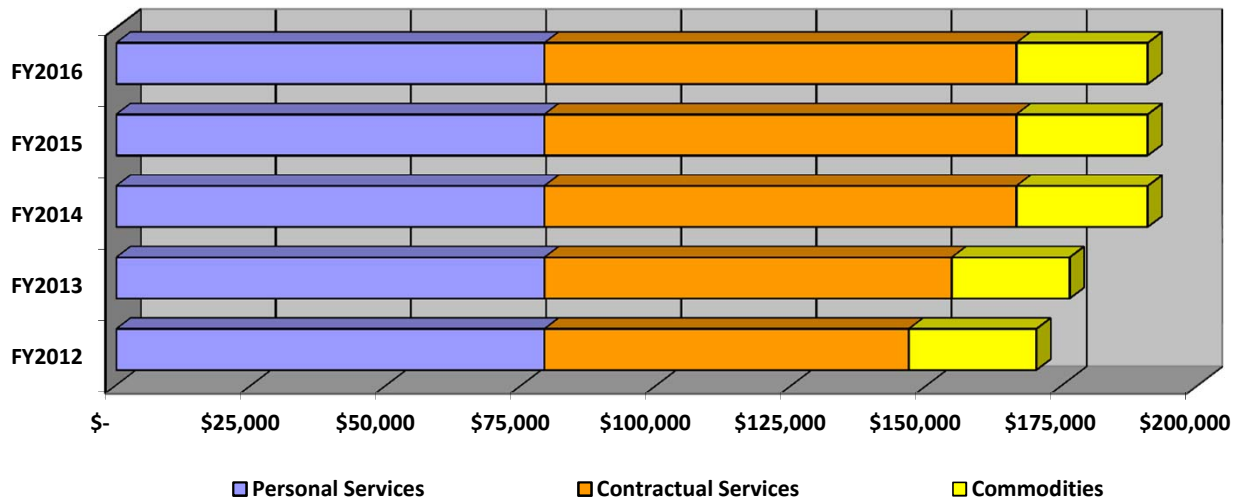
# City Council

## Budget Summary

### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
Personal Services	\$ 79,230	\$ 79,252	\$ 79,226	\$ 79,226	\$ 79,226
Contractual Services	67,415	75,323	87,300	87,300	87,300
Commodities	23,538	21,768	24,250	24,250	24,250
<b>Totals</b>	<b>170,183</b>	<b>176,342</b>	<b>190,776</b>	<b>190,776</b>	<b>190,776</b>

### Five Year Budget Summary

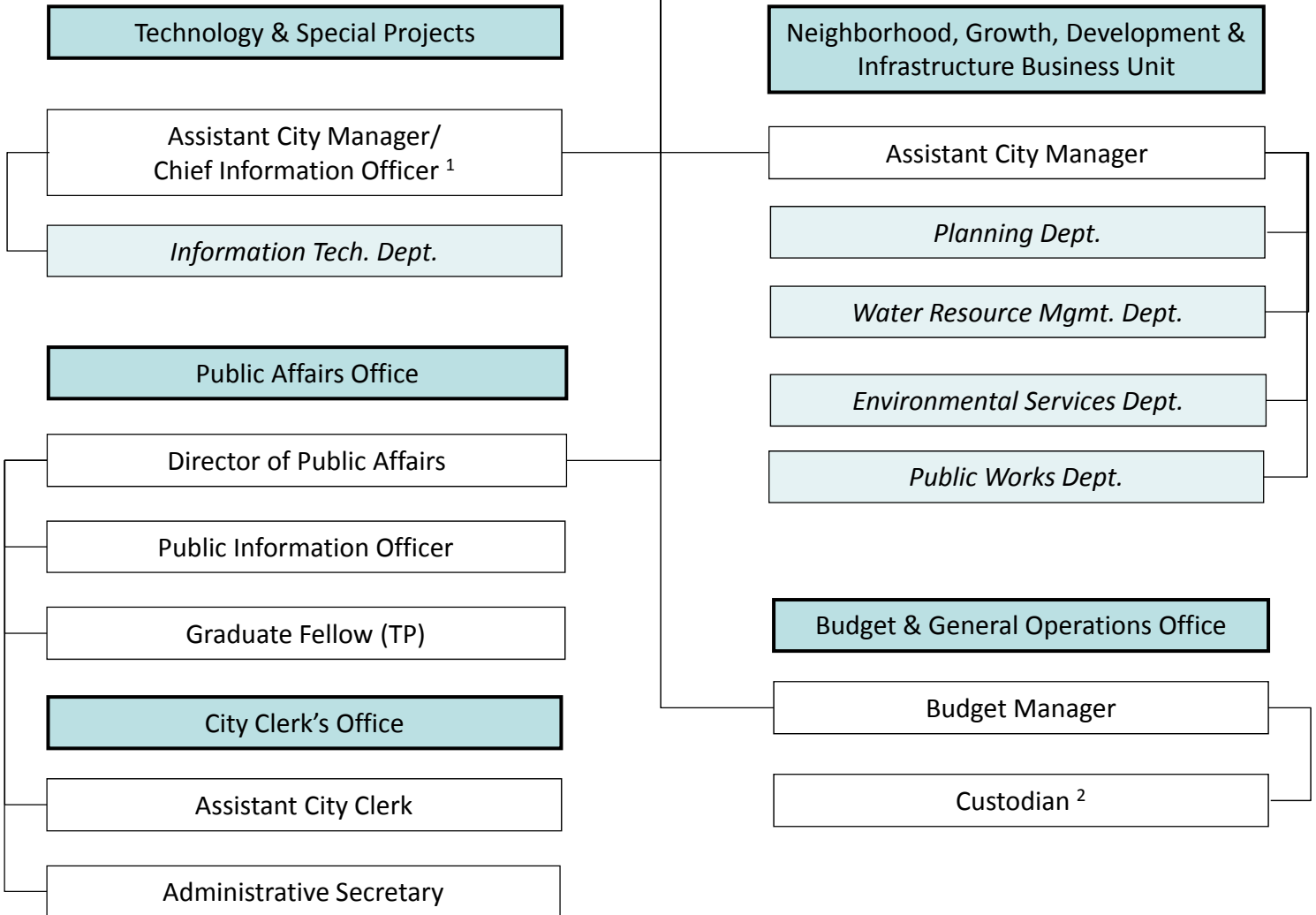




City of Auburn

# Office of the City Manager

**Charles M. Duggan, Jr.**  
**City Manager**  
 (334) 501-7260



<sup>1</sup>Also serves as Department Head for and is budgeted in the Information Technology Department

<sup>2</sup>Position budgeted in General Operations

## Comparative Summary of Authorized Personnel (Regular Full-Time Only)

FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
7	7	7	7	7



## Office of the City Manager

Charles M. Duggan, Jr., City Manager

---

### Mission

The *mission* of the Office of the City Manager is to work with the City Council and the department heads to ensure the ability of the City of Auburn government to provide services desired and needed by the community in an efficient, effective, and responsive manner, both presently and in the future. This will be achieved by the following actions:

- Submitting policy proposals to the City Council and providing the Council with facts and advice on matters of policy as a basis for making decision and setting community goals
- Implementing the policy choices of the City Council through enforcement of ordinances, resolutions, policies, other directives, and budget
- Preparing for the future of the community and the City government through long-range planning and programming and economic development
- Providing administrative leadership in the coordination and direction of the work of the various departments of the City government
- Ensuring that City government is conducted in accordance with all federal, State, and local laws and in accordance with high ethical standards
- Providing courteous and timely responses to citizens' calls for services and determining the attitudes and opinions of the citizenry toward the City government based on a recognition that the City's reason for being is to serve its citizens

### Major Functions of the Office of the City Manager

- ◆ Management of daily City operations
  - ◆ Advising the City Council on policy matters
  - ◆ Implementation of City Council decisions
  - ◆ Responding to calls from citizens in a courteous and timely manner
  - ◆ Development and implementation of long-range planning for the City
  - ◆ Preparation of proposed biennial budget for City Council consideration (joint function with Finance Department)
  - ◆ Preparation of City Council meeting agendas
-

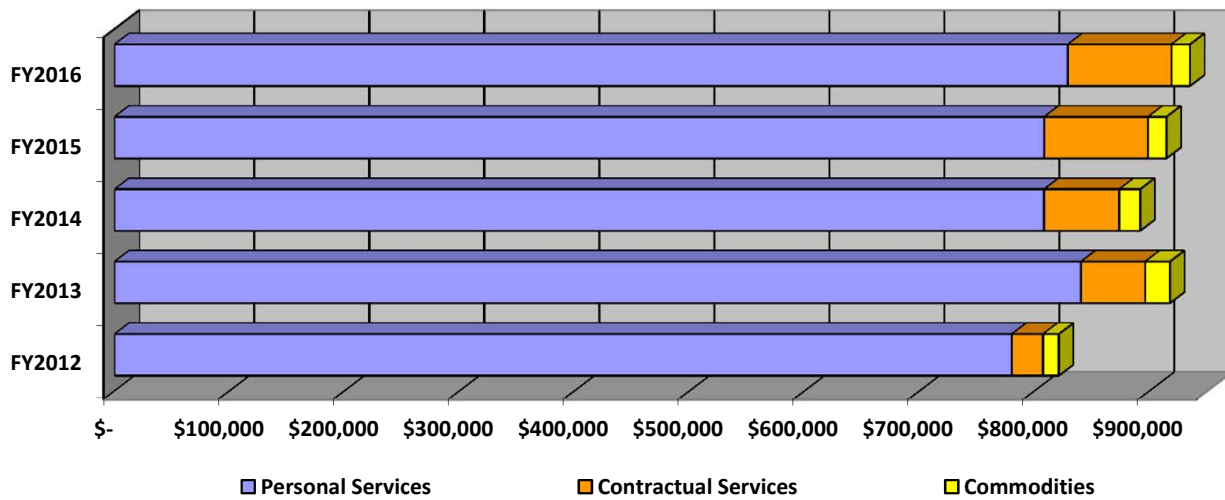
# Office of the City Manager

## Budget Summary

### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
Personal Services	\$ 780,118	\$ 840,334	\$ 808,242	\$ 808,369	\$ 828,847
Contractual Services	27,239	55,870	65,383	90,300	90,300
Commodities	13,679	21,393	18,100	15,900	15,900
<b>Totals</b>	<b>821,036</b>	<b>917,597</b>	<b>891,725</b>	<b>914,569</b>	<b>935,047</b>

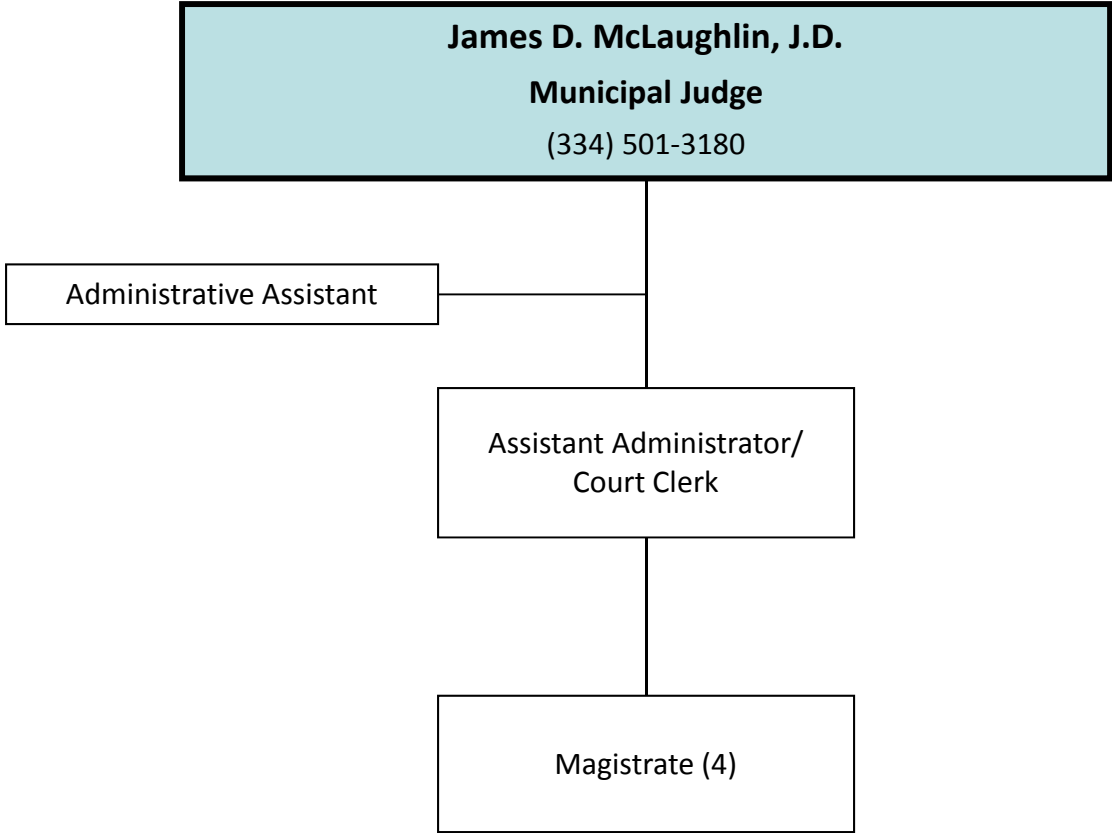
### Five Year Budget Summary





City of Auburn

# Judicial Department



Comparative Summary of Authorized Personnel (Regular Full-Time Only)

FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
7	7	7	7	7



## Judicial Department

James D. McLaughlin, J.D., Municipal Judge



---

### Mission

The *mission* of the Judicial Department is to provide a constitutional and statutory medium for the enforcement of traffic offenses, municipal ordinance violations, and State misdemeanors adopted by municipal ordinance as offenses against the City of Auburn.

In order to accomplish this mission, the Judicial Department operates the Auburn Municipal Court by:

- Providing adequate personnel with all employees, other than the Judge, being state certified magistrates
- Ensuring that no arrest warrants are issued before probable cause is established to support the warrant
- Ensuring that no person is deprived of his liberty or property without due process of law
- Providing court administration to guarantee that all persons coming before the Court are treated equally and have protected rights afforded them under the United States Constitution, the Alabama Constitution, and applicable ordinances and statutes

### Major Functions of the Judicial Department

- ◆ Conduct probable cause hearings and issue arrest warrants for violations of municipal ordinance and State misdemeanors
  - ◆ Conduct trials for all other cases
  - ◆ Receive, process, and docket for trial Uniform Traffic Citations issued by Auburn Police
  - ◆ Accept payments for those desiring to plead guilty to certain charges that do not require court appearances
  - ◆ Process all parking tickets issued by Auburn Police
  - ◆ Monitor those sentenced to serve time in the Lee County Jail
  - ◆ Through the Court Referral Officer, direct all persons convicted of drug or alcohol crimes to various counseling programs and monitor their progress/completion
  - ◆ Conduct a Domestic Violence Intervention Program
  - ◆ Oversee the provision of probation services, including the collection of fines, rehabilitation, and counseling, administered by a third-party probation provider
-

## **Judicial FY2015 Goals**

1. The Court Administrator and Chief Assistant Administrator will prepare a manual setting forth the day-to-day requirements and task assignments for each position within the Judicial Department. Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
2. There are several boxes of documents related to Judicial Department operations stored in the basement of the Public Safety Administration Building. Judicial employees, possibly with the help of a part-time temporary employee, will sort through the documents, shredding any unnecessary items. Documents that must be retained will be moved and/or scanned electronically to reduce storage space. Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
3. Having room for only two magistrates to interact with the public on court dates causes backlogs and delays in accepting payments and in getting citizens processed in and out of Court in a timely fashion. Judicial will work with Public Safety to allow Judicial to begin using a third window, mainly to accept payments. Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
4. Despite increasing collections in the past years, the outstanding accounts receivable balance continues to increase. Judicial will work with the Finance Department to determine any causes for this, be it a rise in court costs or otherwise, and will implement any needed internal policies and/or controls. Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

## **Judicial FY2016 Goals**

1. With the move to E-Citation and online payment of traffic tickets, there will be an increase in traffic to the Department's website. We will partner with the IT Department to make more information available to the public about costs, fines, and the various programs offered by the Court.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
2. With E-Citation and the scanning of old records electronically into our computer system, we are striving to eliminate the need for paper Court files. We will research the possibilities and proper procedures for having citizens enter pleas electronically via signature pads, with all resulting paperwork being electronically transferred within the clerk's office, private probation company and, if applicable, the Lee County Jail.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

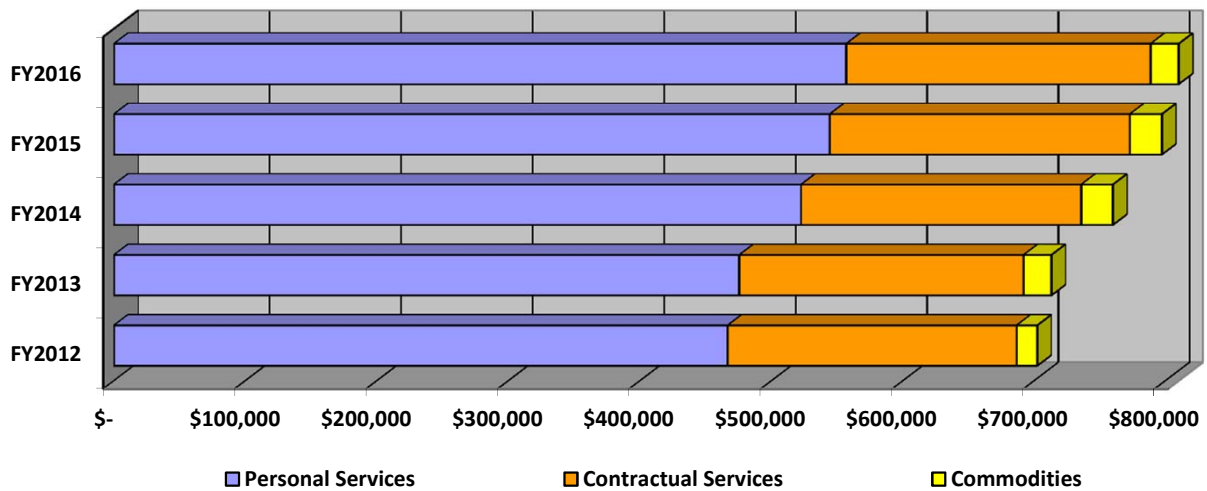
# Judicial

## Budget Summary

### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
Personal Services	\$ 466,606	\$ 475,453	\$ 522,488	\$ 544,218	\$ 556,782
Contractual Services	220,019	216,474	213,353	228,635	231,947
Commodities	15,608	21,060	23,968	24,327	24,693
<b>Totals</b>	<b>702,233</b>	<b>712,986</b>	<b>759,809</b>	<b>797,180</b>	<b>813,422</b>

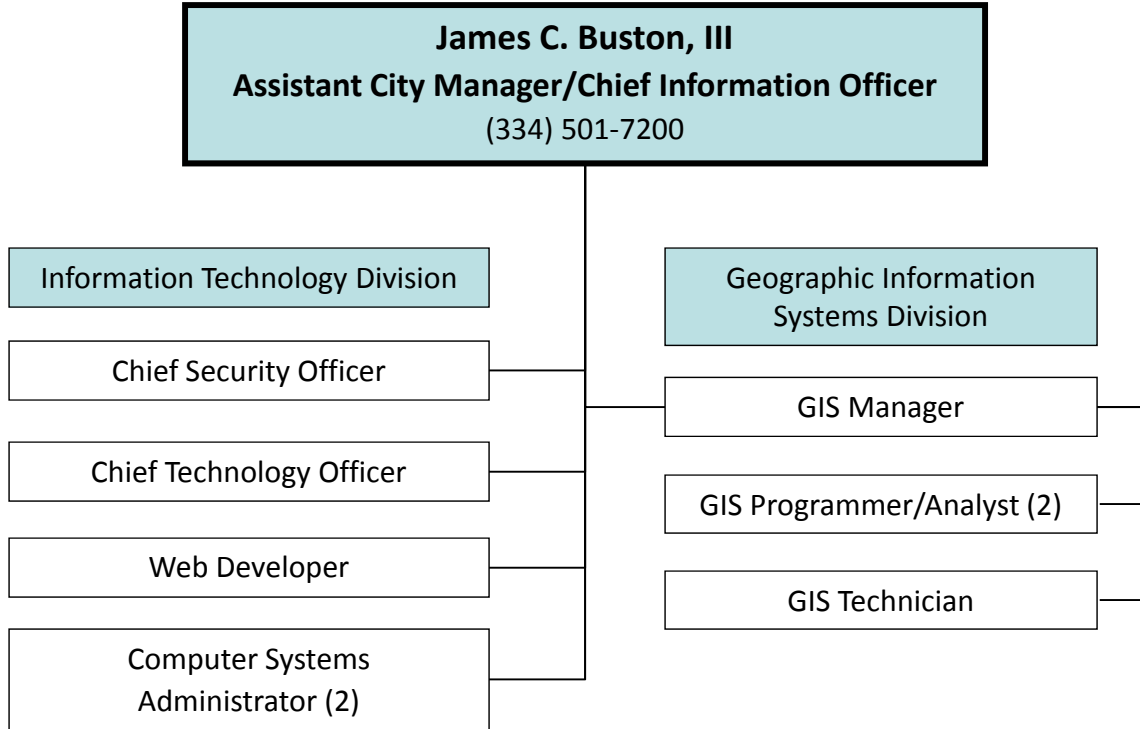
### Five Year Budget Summary





City of Auburn

# Information Technology Department



Comparative Summary of Authorized Personnel (Regular Full-Time Only)

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Info Tech	6	6	6	6	6
GIS	4	4	4	4	4
<b>TOTAL</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>



## Information Technology Department

James C. Buston III, Asst. City Manager/CIO

---

### Mission

The *mission* of the Information Technology Department is to facilitate reliable, timely, and easy access to information for the employees and residents of the City of Auburn. Through our commitment to provide quality service and support, the Department will strive to exceed the expectations of employees and residents by:

- Providing technical assistance and advice to the City Manager, Department Heads, and City personnel on all Information Technology concerns
- Operating and maintaining a fiscally sound and reliable communications infrastructure while providing an exceedingly high level of service and support
- Facilitating interdepartmental and community involvement in Information Technology decisions
- Providing City employees and City residents with the best available, most cost effective technology and procedures relating to the field of Information Technology

### Major Functions of the Information Technology Department

- ◆ Provide technical assistance and advice to the City Manager, Department Heads, and City personnel on all Information Technology concerns
  - ◆ Operate and maintain a fiscally sound and reliable voice, data and radio communications infrastructure while providing an exceedingly high level of service and support
  - ◆ Facilitate interdepartmental and community involvement in Information Technology decisions
  - ◆ Provide City employees and City residents with the best available, most cost-effective technology and procedures relating to the field of Information Technology
-

## Information Technology FY2015 Goals

### GIS

1. Applications will be combined, consolidated or simplified (as appropriate), retired (where no longer needed), or replaced with out-of-the-box ESRI or CityWorks solutions (as appropriate).  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
2. Using CityWorks continue to expand on the City's comprehensive vehicle and equipment replacement plan that establishes a replacement timeline using lifecycle cost analysis consisting of repair and maintenance history, fuel use and other related factors. Additionally CityWorks will be used for asset management, inventory control and work order processing.  
Anticipated to commence by **10/10/2014** and be completed by **9/30/2015**
3. Purchase CityWorks PLL (permitting & inspections) for Codes Enforcement and work with Public Safety and Public Works in implementing this system.  
Anticipated to commence by **12/1/2014** and be completed by **9/30/2015**
4. The GIS Scans Suite is used extensively and is due for a series of enhancements to take advantage of current technologies thereby increasing efficiencies and reducing costs.  
Anticipated to commence by **1/15/2015** and be completed by **9/30/2015**
5. Assist Environmental Services in creating a schedule using GIS to ensure vehicular and pedestrian safety and proper aesthetics at street intersections, along sidewalks and multi-use paths and related areas.  
Anticipated to commence by **4/1/2015** and be completed by **9/30/2015**

### Information Technology

1. Assist Public Safety in the purchase and installation of an IP-based security camera system for both inside and outside of the police building.  
Anticipated to commence by **10/1/2014** and be completed by **1/31/2015**
2. Deploy the newest Microsoft Office product to all City workstations.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
3. Assist Parks & Recreation to get program registration and other paper tasks enhanced with online versions for efficiency and convenience.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
4. Rework the current City website to take advantage of more modern technologies, provide for mobile devices and increase the average page load speed by 15%.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
5. Upgrade current SharePoint site to latest version.  
Anticipated to commence by **10/1/2014** and be completed by **5/15/2015**
6. Assist the Finance Department with a redesign of the department's SharePoint site.  
Anticipated to commence by **6/1/2015** and be completed by **9/30/2015**



7. Form a team to work with the Finance Department and other departments to research options for a tracking mechanism for action items on contracts, agreements and financing conditions that have requirements or deadlines in future years.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
8. Assist the Finance Department with the implementation of a paperless processes between Finance and other departments for all travel forms (TT-1s and TT-2s) using SharePoint, InfoPath and other electronic formats/tools. These tools will have automated routing queues and the form itself will be simplified with input from other departments.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
9. Expand electronic methods in the bid process. Within legal constraints, the Finance Department will move to both send and receive bid information electronically.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
10. Create a customer service survey via website for suggestions and feedback regarding customer service supplied to internal and external customers of Finance Department services.  
Anticipated to commence by **2/1/2015** and be completed by **9/30/2015**
11. Working with the Human Resources Department and the Finance Department, begin migrate the current automated time and attendance program to a new platform.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
12. Work with Finance, HR (and other affected departments) to set objectives and goals with a realistic timeline to update, migrate and/or integrate all financial software components so the City and Water Board can fully realize current technology (including CityWorks and GIS) within the framework of Generally Accepted Accounting Principles, Federal Laws and City policy while partnering with all departments to help them achieve their financial needs effectively and efficiently.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
13. Assist Public Works in the signalized intersection coordination via a centralized traffic control center.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
14. Assist Public Safety with researching a more reliable in-car video solution in an effort to enhance the handling of citizen complaints.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**

## **Information Technology FY2016 Goals**

### **Information Technology**

1. Assist the Finance Department with the creation of an anonymous tip line for citizens to report various violations (stealing water, operating without a license).  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
2. Assist the Human Resources Department with the completion of the migration to new automated time and attendance software, began in FY2015.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
3. With the move to E-Citation and on-line payment of traffic tickets, there will be an increase in traffic to the Judicial Department's website. We will work with Judicial Department employees to make more information available to the public about costs, fines, and the various programs offered by the Court.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
4. With E-Citation and the scanning of old records electronically into the Court computer system, we are striving to eliminate the need for paper Court files. We will research the possibilities and proper procedures for having citizens enter pleas electronically via signature pads, with all resulting paperwork being electronically transferred within the clerk's office, private probation company and, if applicable, the Lee County Jail.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
5. Work with Communications Division of Public Safety to determine an alternate location for the 911 center in the event the current facility is compromised. Determine what equipment and technology is required to operate from a different facility.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
6. Continue to work with Public Safety and Public Works to finalize the CityWorks implementation including identifying and obtaining the appropriate equipment to enter inspection results electronically from the field.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
7. Work with the Communications Division of the Public Safety Department to explore converting the existing 911 legacy system to an updated IP format system in preparation for NG 911.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

### **GIS**

1. Implement Cityworks AMS (work order management) for the Parks and Recreation Department.  
Anticipated to commence by **1/15/2015** and be completed by **9/30/2016**
2. Consolidate existing easement data, and complete data build out on current easements  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**

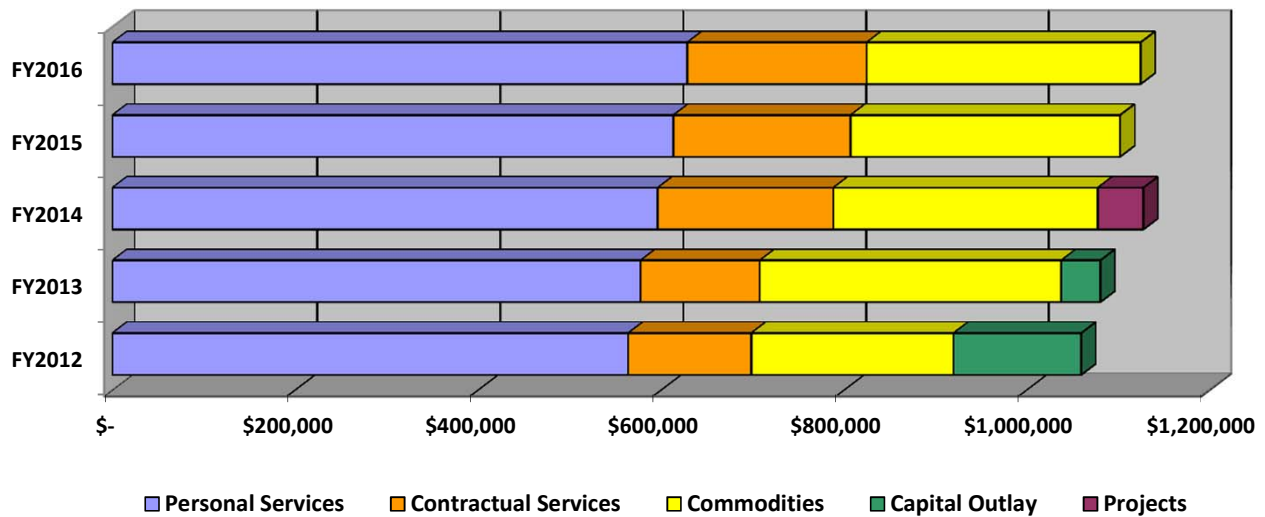
# Information Technology

## Budget Summary

### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Personal Services	563,915	577,399	596,100	613,290	628,371
Contractual Services	134,526	130,301	191,925	193,658	196,105
Commodities	221,374	330,017	289,704	295,195	300,081
Capital Outlay	139,911	42,868	-	-	-
Projects	-	-	50,000	-	-
<b>Totals</b>	<b>1,059,726</b>	<b>1,080,585</b>	<b>1,127,729</b>	<b>1,102,143</b>	<b>1,124,557</b>

### Five Year Budget Summary



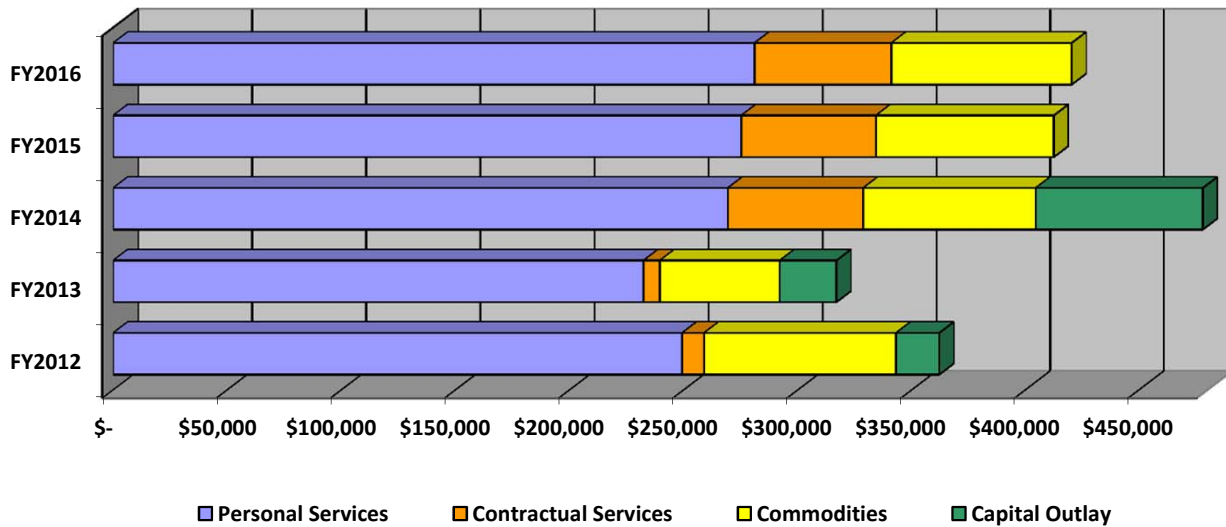
# Information Technology

## Geographic Information System (GIS) Division Budget Summary

### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Personal Services	249,244	232,371	269,289	275,210	280,996
Contractual Services	9,647	7,142	59,329	59,000	60,000
Commodities	84,149	52,535	75,895	78,252	79,311
Capital Outlay	19,006	24,802	73,500	-	-
<b>Totals</b>	<b>362,046</b>	<b>316,850</b>	<b>478,013</b>	<b>412,462</b>	<b>420,307</b>

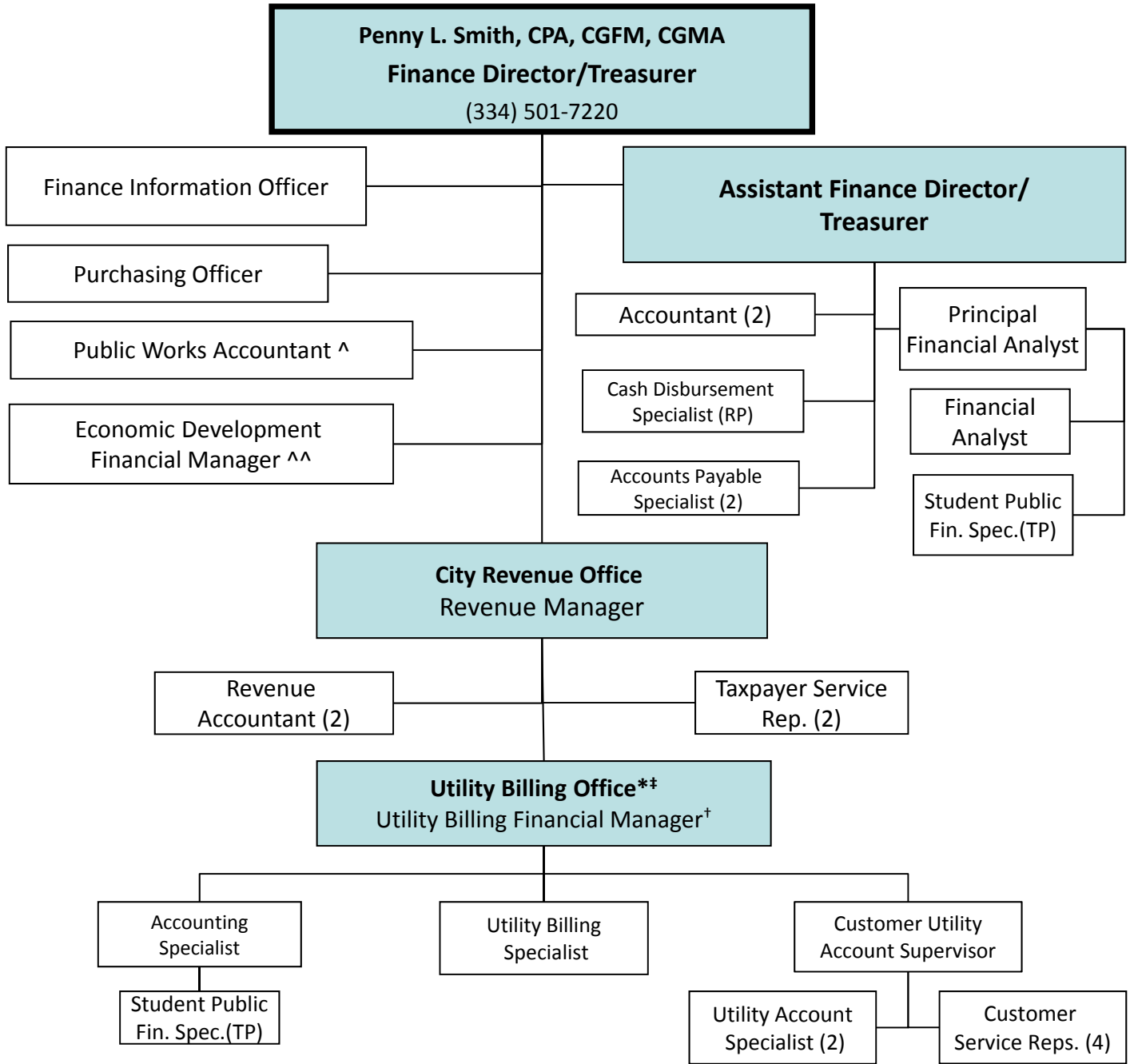
### Five Year Budget Summary





City of Auburn

# Finance Department



^ Position housed in the Public Works Department and is jointly supervised by the Public Works Director and Finance Director

^^ Position housed in the Economic Development Department and is jointly supervised by the Economic Development Director and Finance Director

† This position is provided technical accounting and reporting guidance from the Assistant Finance Director/Treasurer.

\* Utility Billing Office employees report to the Finance Department under the City's management agreement with the Water Board

‡ Water Board reimburses City for the Utility Billing Office employees' salary and benefits

## Comparative Summary of Authorized Personnel (Regular Full-Time Only)

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Finance – City	16	15	15	15	15
Utility Billing Office*	9	10	10	10	10
<b>Total</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>



## Finance Department

Penny L. Smith, CPA, CGFM, Director/Treasurer

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### Mission

The *mission* of the Finance Department is to provide high quality financial services to all of its customers, both external and internal, by:

- Providing accurate, complete and timely information regarding the City's financial condition and transactions
- Protecting City assets against unauthorized use and managing City assets for their most productive use
- Administering the City's revenue ordinances and finance-related laws, regulations and contracts in an efficient and equitable manner
- Providing administrative services to other City departments to obtain the supplies, equipment, and services they need
- Implementing effective procedures for the timely liquidation of all properly documented City liabilities which ensures compliance with all legal requirements
- Maintaining a commitment to a high level of personal productivity and a continuous pursuit of the means for improving the Department's procedures and achieving significant personal satisfaction in the staff's professional roles

### Major Functions of the Finance Department

- ◆ Perform centralized treasury function for all City departments: cash receipting, cash disbursements, cash account reconciliation, investment of idle cash, etc.
  - ◆ Monitor and collect City accounts receivable
  - ◆ Maintain the City's general ledger as the primary permanent accounting record of City finances
  - ◆ Administer the City's revenue ordinances, provide information and documents to City taxpayers, collect City taxes and license fees, take appropriate action with delinquent taxpayers
  - ◆ Provide centralized purchasing services to City departments
  - ◆ Develop, monitor, and evaluate internal control procedures
  - ◆ Perform debt management functions
  - ◆ Provide payroll processing services for all City and Water Board employees (joint function with the Human Resources Department)
  - ◆ Provide financial management services to the Water Works Board, including supervision of the Water Revenue Office
  - ◆ Provide records management services to all City departments
  - ◆ Develop proposed budget (joint function with the Office of the City Manager) and administer the approved budget
  - ◆ Develop financial projections to assist the City Manager's Office, the Water Board, and the School Board
  - ◆ Provide financial data and analysis in support of the Economic Development Department and the Industrial Development Board
  - ◆ Provide financial data and analysis to support the City Manager's Office and all City departments in the management of capital projects
-

## Finance FY2015 Goals

1. Complete the independent audit with a 'clean' opinion and publish the FY2014 CAFR to the Electronic Municipal Market Access (EMMA) and submit to the Government Finance Officers Association (GFOA) for review and recognition looking to the receipt of the 28th consecutive Certificate of Achievement for Excellence in Financial Reporting Program award by March 15, 2015. Anticipated to commence by **10/1/2014** and be completed by **3/15/2015**
2. Complete the independent audit with a 'clean' opinion and publish the Water Board Annual Report to the Electronic Municipal Market Access (EMMA) by March 15, 2015. Anticipated to commence by **10/1/2014** and be completed by **3/15/2015**
3. Develop a financial reporting committee to review, develop and make recommendations on policies and procedures to build more effective and efficient accounting and financial analysis and reporting across the City. The committee will specifically set up reporting mechanisms on ratios and trends that are important to the City and Water Board and conduct a survey of financial statement users. Anticipated to commence by **10/1/2014** and be completed by **9/30/2016**
4. Redesign the Finance SharePoint site into user-friendly spaces for shared work, financial reporting and departmental access to financial information and forms. Anticipated to commence by **6/1/2015** and be completed by **3/31/2016**
5. Research options for a tracking mechanism for action items on contracts, agreements and financing conditions that have requirements or deadlines in future years. Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
6. Implement the CAFR Statement Builder. This software, which is integrated with Microsoft Excel, will replace the GASB 34 Report Writer and will allow easier and faster preparation of annual financial statements. The implementation will also enable other component units of the City to build annual financial statements. Anticipated to commence by **10/1/2014** and be completed by **3/30/2015**
7. Create a concise annual communication/publication for the Auburn citizens designed to update them on recent financial cycles completed and upcoming budgeted items. This will be unaudited and focus on the City's overall, long-term objectives. Anticipated to commence by **10/1/2014** and be completed by **6/30/2015**
8. Create a comprehensive approach to City archiving, which incorporates paper and digital documents as appropriate, considers retention laws (Federal and State) as well as policy and procedures across City management and departmental needs. Anticipated to commence by **6/1/2015** and be completed by **6/30/2016**
9. With assistance from Information Technology, implement paperless processes between Finance and other departments for all travel forms (TT-1s and TT-2s) using SharePoint, InfoPath and other electronic formats/tools. These tools will have automated routing queues and the form itself will be simplified with input from other departments. Anticipated to commence by **10/1/2014** and be completed by **9/30/2016**
10. Evaluate using purchasing cards to replace fuel cards to better utilize payment options that might integrate with automated fuel purchasing systems, while maximizing the rebate earned with our purchasing card provider. Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**



11. Expand electronic methods in the bid process. Within legal constraints, the Finance Department will move to both send and receive bid information electronically.  
Anticipated to commence by **10/1/2014** and be completed by **3/30/2016**
12. Research the feasibility of improving customer service by making kiosks available in multiple places around the City for citizens to pay various city taxes and utility bills.  
Anticipated to commence by **4/1/2015** and be completed by **9/30/2016**
13. Create a customer service survey via website or in lobby for suggestions and feedback regarding customer service supplied to internal and external customers of Finance Department services.  
Anticipated to commence by **4/1/2015** and be completed by **9/30/2016**
14. Create a team to research and make recommendations on how to incentivize our citizens to automate payments (i.e. save so much on your bill if you move to ACH payment methods). Evaluate acceptance of recurring credit card payments.  
Anticipated to commence by **7/1/2015** and be completed by **3/30/2016**
15. Work with the Information Technology and Human Resources Departments to begin migration of the automated time and attendance program to a new platform by September 30, 2015.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
16. Work with Information Technology (and other affected departments) to set objectives and goals with a realistic timeline to update, migrate and/or integrate all financial software components so the City and Water Board can fully realize current technology (including City Works and GIS) within the framework of Generally Accepted Accounting Principles, Federal Laws and City policy while partnering with all departments to help them achieve their financial needs effectively and efficiently.  
Anticipated to commence by **10/1/2014** and be completed by **6/30/2015**
17. Finance will work closely with Information Technology and other affected departments to support a seamless implementation and strengthen the financial integrity and internal control on all planned projects utilizing City Works. Scheduled for FY2015 are Public Works, Sewer, and Fleet.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
18. Conduct the Quadrennial Revenue Review of all City revenue sources, develop analyses and recommendations, and prepare a report thereon.  
Anticipated to commence by **12/1/2014** and be completed by **5/31/2015**

## Finance FY2016 Goals

1. Complete the independent audit with a 'clean' opinion and publish the FY2015 CAFR to the Electronic Municipal Market Access (EMMA) a service under the Municipal Securities Rulemaking Board (MSRB) and submit to the Government Finance Officers Association (GFOA) for review and recognition looking to the receipt of the 29th consecutive Certificate of Achievement for Excellence in Financial Reporting Program award by March 15, 2016.  
Anticipated to commence by **10/1/2015** and be completed by **3/15/2016**
2. Complete the independent audit with a 'clean' opinion and publish the Water Board Annual Report to the Electronic Municipal Market Access (EMMA), a service under the Municipal Securities Rulemaking Board (MSRB), by March 15, 2016.  
Anticipated to commence by **10/1/2015** and be completed by **3/15/2016**
3. With assistance from Information Technology, create an anonymous tip line for citizens to report various violations (stealing water, operating without a license).  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
4. Finance will work closely with Information Technology and other affected departments to support a seamless implementation and strengthen the financial integrity and internal control on all planned projects utilizing CityWorks. Scheduled for fiscal 2016 are Fleet, Codes Enforcement, Environmental Services (excluding Fleet), and Public Works Inspections.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

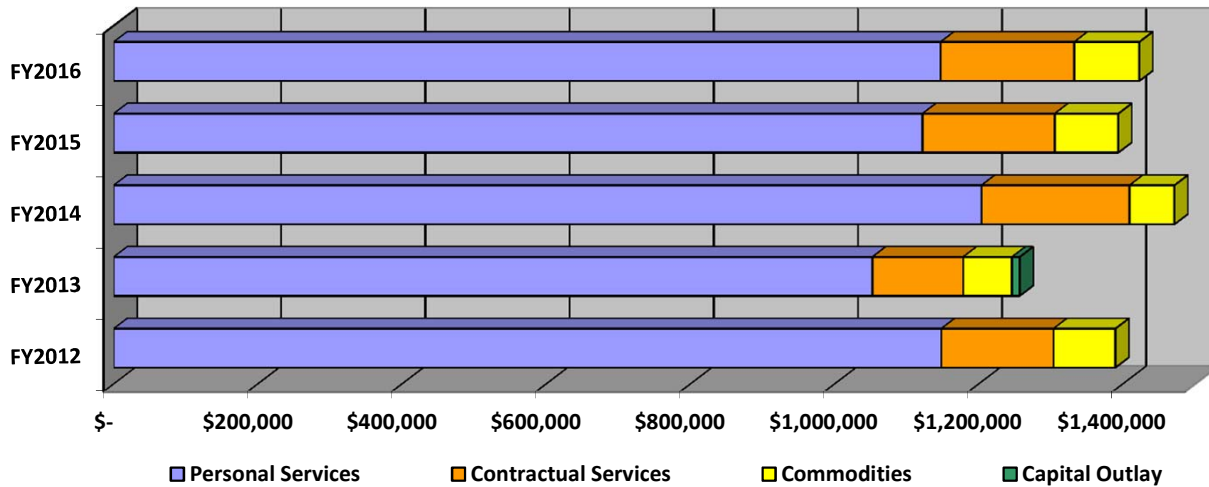
# Finance

## Budget Summary

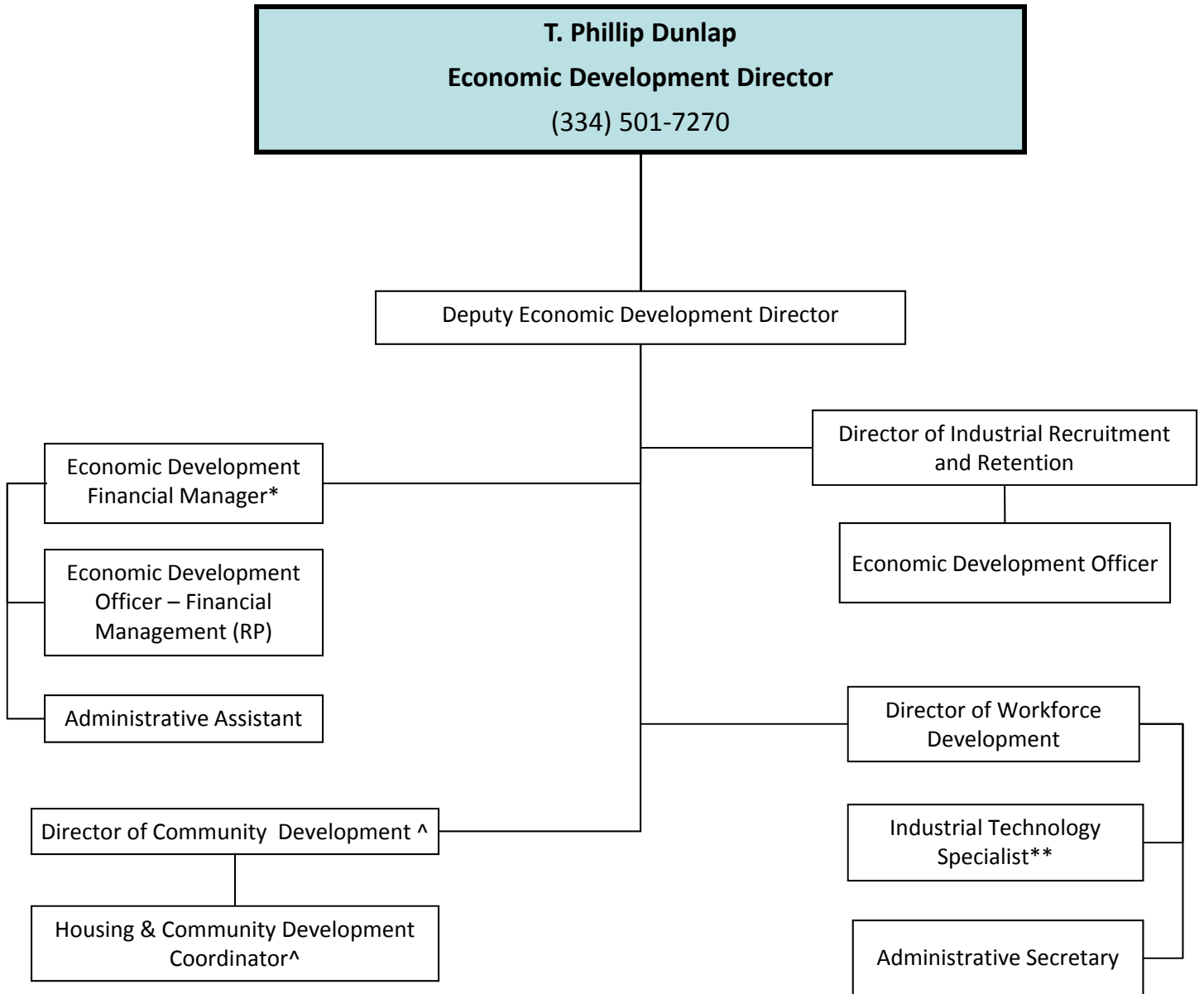
### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Personal Services	1,147,891	1,052,243	1,203,760	1,121,890	1,146,953
Contractual Services	155,820	126,028	205,405	183,450	185,525
Commodities	85,623	67,680	62,170	88,100	90,110
Capital Outlay	-	10,520	-	-	-
<b>Totals</b>	<b>1,389,334</b>	<b>1,256,471</b>	<b>1,471,335</b>	<b>1,393,440</b>	<b>1,422,588</b>

### Five Year Budget Summary



# Economic Development Department



- \* Position jointly supervised by the Finance Director
- \*\* Position partially funded by the Auburn City Schools
- ^ Position funded by the Community Development Block Grant

## Comparative Summary of Authorized Personnel (Regular Full-Time Only)

FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
12	12	12	12	12

## Economic Development Department

T. Phillip Dunlap, Director



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### Mission

The *mission* of the City's Economic Development Department is to create employment opportunities for citizens of Auburn and to expand the tax base of the community through industrial, commercial and retail development. We will develop and maintain economic development plans, strategies, and programs by:

- Devising and utilizing unique marketing techniques to recruit prospects
- Creating and providing competitive incentive packages which may include designing financial assistance packages
- Administering the City's revolving loan program
- Identifying and developing property for new industrial parks
- Maintaining contact with existing industries and businesses
- Providing technical and financial assistance to merchants in an effort to maintain a viable Central Business District
- Administering the Auburn Center for Developing Industries to allow fledgling industrial projects an opportunity to succeed
- Working closely with other federal, state, local and private economic development organizations that are able to make resources available for Auburn businesses and industries

### Major Functions of the Economic Development Department

- ◆ Recruit industrial and commercial businesses to locate in the City of Auburn
- ◆ Support existing businesses and industry
- ◆ Provide grant expertise and management for businesses and industrial development activities as well as community development activities
- ◆ Provide housing opportunities through new construction and rehabilitation for low to moderate income families and individuals
- ◆ Provide administration, management, and support for major capital projects
- ◆ Provide workforce development assistance for new, expanding, and existing industry
- ◆ Allocate Community Development Block Grant (CDBG) proceeds to fund public improvement projects to improve the living environment of low to moderate-income (LMI) residential areas and fund public service programs to provide needed resources to provide services to benefit LMI families and individuals

## **Economic Development FY2015 Goals**

### **Workforce Development**

1. Provide assistance to new industry to determine organizational structure, recruit and interview core personnel, determine wage rates and benefits, determine skill sets, and provide employment law consultation. Partner with educational institutions, outside agencies and groups to ensure that skill sets and training needs are met and full support is provided with a goal of two new companies. Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
2. Provide assistance to existing companies to identify new business and streamline their processes. Training will be provided through ATC and partnering with outside agencies and groups with a goal of supporting two companies. Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
3. Operate the small business incubator through the Auburn Center for Developing Industries including building maintenance and lease management of tenants with the goal of assisting four companies. Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
4. Partner with Auburn High School to administer the Industrial Systems Technology curriculum per the needs of Auburn area industry and AHS students with the goal of six classes and 80 students during the 2014-2015 school year. In addition, eight students will be dually enrolled at Southern Union State Community College. Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
5. Work with outside partners to maintain a program to assimilate chronically unemployed or never employed people into the Auburn area workforce with the goal of graduating 20 students. Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
6. Research the need for updating current wage and benefit survey, and if deemed necessary, conduct a comprehensive wage and benefits survey(s) of industry in Auburn and significant companies in surrounding areas. Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
7. Develop, edit, print, distribute and secure funding for the "Focus on Your Future" student career catalog for school year 2014-2015. Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
8. Coordinate the administrative and fiscal functions for the State of Alabama's Regional Workforce Development Council (Region 8) via the Auburn Training Connection. Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
9. Research needs for, set up and manage topic-specific training for Auburn area industry. The classes include, but are not limited to: Management Training (four classes), Quality Training (two classes), TS16949 Training (one class), Employment Law (two classes), PLC and Other Automation Training (two classes), Precision Measurement including CMM (TBD), lean manufacturing, OSHA and logistics. Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
10. Research need for, develop and coordinate with outside agencies to provide apprenticeship programs through SUSCC with the goal of graduating well trained multi-craft maintenance and tool and die (mold makers) personnel. Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**

## Community Development Block Grant

1. Administer community development projects as approved in the 2015 Action Plan.  
Anticipated to commence by **6/1/2014** and be completed by **5/31/2015**
2. CDBG funds will be appropriated to address the needs of low-income seniors by partnering with nonprofit agencies to subsidize programs to benefit senior residents. Services include but are not limited to food, transportation, and adult day care services. 200 seniors are expected to benefit from these services.  
Anticipated to commence by **6/1/2014** and be completed by **5/31/2015**
3. CDBG funds will be utilized to address the needs of low to moderate-income youth by partnering with non-profit agencies to subsidize programs to benefit Auburn youth. Services includes but are not limited to child care, recreational, and educational services. 200 youth are expected to benefit from these services.  
Anticipated to commence by **6/1/2014** and be completed by **5/31/2015**
4. Address the needs of low to moderate-income households that are experiencing a hardship by allocating CDBG funds to assist with their utility bills, rent, or mortgage. 75 households are expected to benefit from the services.  
Anticipated to commence by **6/1/2014** and be completed by **5/31/2015**
5. CDBG funds will be appropriated to provide homeless assistance to persons that are homeless or temporarily displaced. Services are provided to prevent chronic homelessness. 20 people are expected to benefit from the services.  
Anticipated to commence by **6/1/2014** and be completed by **5/31/2015**
6. Collaborate with the North Auburn Housing Development Corporation to construct affordable housing units in an effort to provide homeownership opportunities for low to moderate-income families. Funds will also be made available to assist homeowners with closing costs. It is anticipated that three to five units will be constructed and sold and one to three families will be provided homeownership assistance.  
Anticipated to commence by **6/1/2014** and be completed by **5/31/2015**
7. CDBG funds will be allocated to address substandard housing. Loans and grants will be made available to low to moderate-income homeowners to assist with interior and exterior repairs. It is anticipated that 10 to 15 units will be rehabilitated.  
Anticipated to commence by **6/1/2014** and be completed by **5/31/2015**
8. Section 108 Loan Guaranteed funds will be utilized to fund the Micro-Loan and Economic Development Fund. The Micro-Loan Program offers short-term loans for active small businesses and small business start-ups. The Economic Development Fund will be established for under taking special economic development activities eligible under the CDBG program. It is anticipated that up to three loans will be approved.  
Anticipated to commence by **6/1/2014** and be completed by **5/31/2015**

## **Commercial Development**

1. Seek to attract new or expanding commercial developments by locating at least two projects in Auburn.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
2. Attend two commercial trade shows.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
3. Administer the City's Sales Tax Sharing incentive program for commercial projects with the goal of assisting at least two projects.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
4. Evaluate property and solicit private sector partners for redevelopment projects citywide with the goal of one project per year.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
5. Provide assistance and input as needed for CompPlan 2030, Renew Opelika Road and Downtown Master Plan priority implementation.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**

## **Industrial Development**

1. Seek to attract no less than eight industrial visits with the goal of locating at least one new industry by September 30, 2015.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
2. Administer the City's revolving loan program with the goal of packaging two loans for new or expanding industries.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
3. Perform three to four surveys of existing industry in the form of on-site visits in each quarter.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
4. Participate in two industrial trade shows or delegations, international and domestic, with the goal of developing at least one industrial prospect.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
5. Operate a business retention/expansion program with the goal to assist with the expansion of at least one industry.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
6. Market available sites and buildings in Auburn for the purpose of recruiting technology-based, value-added jobs as an ongoing activity.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
7. Implement targeted marketing plan for the purpose of creating knowledge-based jobs in the continued marketing of Auburn Research Park.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**



## **Economic Development FY2016 Goals**

### **Workforce Development**

1. Provide assistance to new industry to determine organizational structure, recruit and interview core personnel, determine wage rates and benefits, determine skill sets, and provide employment law consultation. Partner with educational institutions, outside agencies and groups to ensure that skill sets and training needs are met and full support is provided with a goal of two new companies. Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
2. Provide assistance to existing companies to identify new business and streamline their processes. Training will be provided through ATC and through partnering with outside agencies and groups with a goal of supporting two companies. Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
3. Partner with Auburn High School to administer the Industrial Systems Technology curriculum per the needs of Auburn area industry and AHS students with the goal of six classes and 80 students during the 2015-2016 school year. In addition, eight students will be dually enrolled at Southern Union State Community College. Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
4. Work with outside partners to maintain a program to assimilate chronically unemployed or never employed people into the Auburn area workforce with the goal of graduating 20 students. Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
5. Research the need for updating current wage and benefit survey, and if deemed necessary, conduct a comprehensive wage and benefits survey(s) of industry in Auburn and significant companies in surrounding areas. Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
6. Operate the small business incubator through the Auburn Center for Developing Industries including building maintenance and lease management of tenants with the goal of assisting four companies. Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
7. Develop, edit, print, distribute and secure funding for the "Focus on Your Future" student career catalog for school year 2015-2016. Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
8. Coordinate the administrative and fiscal functions for the State of Alabama's Regional Workforce Development Council (Region 8) via the Auburn Training Connection. Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
9. Research needs for, set up and manage topic-specific training for Auburn area industry. The classes include, but are not limited to: Management Training (four classes), Quality Training (two classes), TS16949 Training (one class), Employment Law (two classes), PLC and Other Automation Training (two classes), Precision Measurement including CMM (TBD), lean manufacturing, OSHA and logistics. Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
10. Research need for, develop and coordinate with outside agencies to provide apprenticeship programs through SUSCC with the goal of graduating well trained multi-craft maintenance and tool and die (mold makers) personnel. Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

## **Community Development Block Grant**

1. Administer community development projects as approved in the 2016 Action Plan.  
Anticipated to commence by **6/1/2015** and be completed by **5/31/2016**
2. CDBG funds will be appropriated to address the needs of low-income seniors by partnering with nonprofit agencies to subsidize programs to benefit senior residents. Services include but are not limited to food, transportation, and adult day care services. 200 seniors are expected to benefit from these services.  
Anticipated to commence by **6/1/2015** and be completed by **5/31/2016**
3. CDBG funds will be utilized to address the needs of low to moderate-income youth by partnering with non-profit agencies to subsidize programs to benefit Auburn youth. Services includes but are not limited to child care, recreational, and educational services. 200 youth are expected to benefit from these services.  
Anticipated to commence by **6/1/2015** and be completed by **5/31/2016**
4. Address the needs of low to moderate-income households that are experiencing a hardship by allocating CDBG funds to assist with their utility bills, rent, or mortgage. 75 households are expected to benefit from these services.  
Anticipated to commence by **6/1/2015** and be completed by **5/31/2016**
5. CDBG funds will be appropriated to provide homeless assistance to persons that are homeless or temporarily displaced. Services are provided to prevent chronic homelessness. 20 people are expected to benefit from these services.  
Anticipated to commence by **6/1/2015** and be completed by **5/31/2016**
6. Collaborate with the North Auburn Housing Development Corporation to construct affordable housing units in an effort to provide homeownership opportunities for low to moderate-income families. Funds will also be made available to assist homeowners with closing costs. It is anticipated that three to five units will be constructed and sold and one to three families will be provided homeownership assistance.  
Anticipated to commence by **6/1/2015** and be completed by **5/31/2016**
7. CDBG funds will be allocated to address substandard housing. Loans and grants will be made available to low to moderate-income homeowners to assist with interior and exterior repairs. It is anticipated that 10 to 15 units will be rehabilitated.  
Anticipated to commence by **6/1/2015** and be completed by **5/31/2016**
8. Section 108 Loan Guaranteed funds will be utilized to fund the Micro-Loan and Economic Development Fund. The Micro-Loan Program offers short-term loans for active small businesses and small business start-ups. The Economic Development Fund will be established for under taking special economic development activities eligible under the CDBG program. It is anticipated that up to three loans will be approved.  
Anticipated to commence by **6/1/2015** and be completed by **5/31/2016**

## **Commercial Development**

1. Seek to attract new or expanding commercial developments by locating at least two projects in Auburn.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
2. Attend two commercial trade shows.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
3. Administer the City's Sales Tax Sharing incentive program for commercial projects with the goal of assisting at least two projects.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
4. Evaluate property and solicit private sector partners for redevelopment projects citywide with the goal of one project per year.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
5. Provide assistance and input as needed for CompPlan 2030, Renew Opelika Road and Downtown Master Plan priority implementation.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

## **Industrial Development**

1. Administer the City's revolving loan program with the goal of packaging two loans in for new or expanding industries.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
2. Seek to attract no less than eight industrial visits with the goal of locating at least one new industry.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
3. Perform three to four surveys of existing industry in the form of on-site visits in each quarter.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
4. Participate in two industrial trade shows or delegations, international and domestic, with the goal of developing at least one industrial prospect.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
5. Operate a business retention/expansion program with the goal to assist with the expansion of at least one industry.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
6. Market available sites and buildings in Auburn for the purpose of recruiting technology-based, value-added jobs as an ongoing activity.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
7. Implement targeted marketing plan for the purpose of creating knowledge-based jobs.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

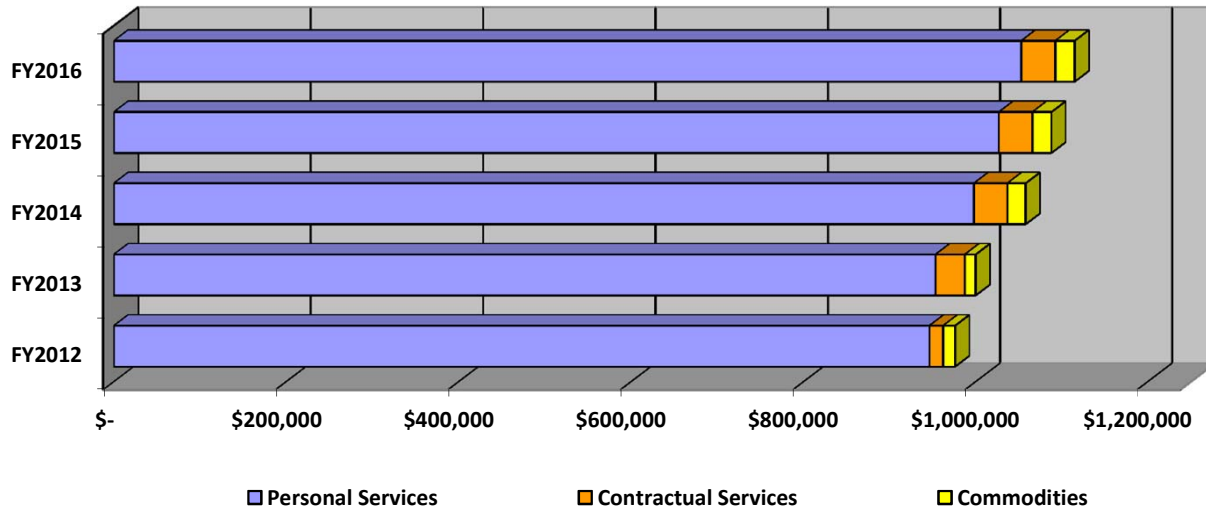
# Economic Development

## Budget Summary

### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Personal Services	946,175	953,253	997,957	1,026,935	1,052,951
Contractual Services	15,968	34,063	38,844	38,959	39,600
Commodities	13,732	12,557	21,214	22,000	22,273
<b>Totals</b>	<b>975,875</b>	<b>999,872</b>	<b>1,058,015</b>	<b>1,087,894</b>	<b>1,114,824</b>

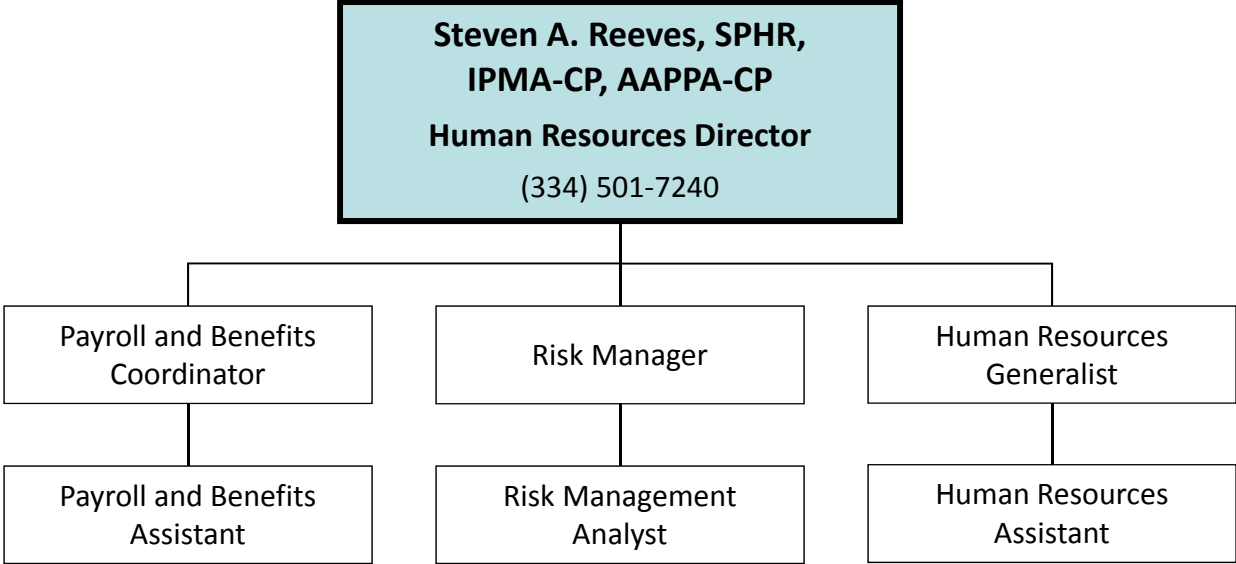
### Five Year Budget Summary





City of Auburn

# Human Resources Department



Comparative Summary of Authorized Personnel (Regular Full-Time Only)

FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
7	7	7	7	7

## Human Resources Department

Steven A. Reeves, SPHR, IPMA-CP, AAPPA-CP, Director

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### Mission

The *mission* of the Human Resources Department is to recruit and maintain an able and highly motivated work force and to assist the City government operate in a financially responsible and fiscally sound manner by:

- Recruiting, orienting, and developing qualified and motivated employees dedicated to the service of the Auburn community through its City government
- Working closely with all departments on personnel matters
- Promoting fair and equitable application of personnel policies
- Assisting employees with work-related problems
- Coordinating a competitive compensation and benefits management program
- Encouraging open communication, active participation, and organizational identity
- Administering a comprehensive risk management program

### Major Functions of the Human Resources Department

- ◆ Coordinate and manage a competitive employee compensation and benefits program
  - ◆ Recruit, screen, enroll, and orient new employees
  - ◆ Coordinate human resources training and development
  - ◆ Consult and assist employees and managers with human resource management issues and problems
  - ◆ Promote fair and consistent treatment of employees in accordance with the Personnel Policies
  - ◆ Administer a comprehensive risk management program including loss control and risk financing of all liability exposures
  - ◆ Promote good employee relations
-

## Human Resources FY2015 Goals

1. Implement the employer shared responsibility mandate within the health care reform law.  
Anticipated to commence by **10/10/2014** and be completed by **9/30/2015**
2. In collaboration with the Information Technology and Finance Departments, begin migration of the automated time and attendance program to a new platform. The current platform was acquired by a competitor and the support guarantee is expiring.  
Anticipated to commence by **11/10/2014** and be completed by **9/30/2015**
3. Explore the feasibility of implementing a biweekly payroll schedule for all employees thereby promoting efficiency in payroll processing throughout the organization, easing the onboarding transition for new employees, and providing overtime compensation sooner for eligible employees currently paid by the month.  
Anticipated to commence by **10/1/2014** and be completed by **3/30/2015**
4. Perform an audit of the City's inland marine equipment for insurance purposes.  
Anticipated to commence by **10/1/2014** and be completed by **3/20/2015**
5. Obtain property value appraisals of five high value City building to ensure appropriate insurance coverage.  
Anticipated to commence by **10/1/2014** and be completed by **3/20/2015**
6. Working with the Environmental Services Department, develop safety manuals for each of that department's field divisions.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
7. Present the Safety and Risk Management Awareness Program to at least 15 supervisors.  
Anticipated to commence by **4/1/2015** and be completed by **9/30/2015**
8. Present at least 20 safety and risk management training sessions.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
9. Attend at least 10 career fairs for recruitment purposes.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
10. Present the Customer Service Certification Program to at least 15 employees.  
Anticipated to commence by **1/2/2015** and be completed by **2/28/2015**
11. Present three training seminars regarding human resource management topics.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
12. Present two leadership development programs.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
13. Complete at least 20 safety inspections of City facilities and workplaces.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
14. Conduct at least seven employee events.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**



## **Human Resources FY2016 Goals**

1. Continue to monitor and implement the health care reform mandate.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
2. Complete the migration to new automated time and attendance software, if not completed in FY2015.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
3. Deliver the crew leader development program to approximately 15 employees.  
Anticipated to commence by **7/1/2016** and be completed by **8/30/2016**
4. Deliver the supervisor certification program to approximately 15 employees.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
5. Present the customer service certification program to approximately 15 employees.  
Anticipated to commence by **1/2/2016** and be completed by **2/28/2016**
6. Deliver the safety and risk management awareness program to approximately 15 supervisors.  
Anticipated to commence by **4/1/2016** and be completed by **9/30/2016**
7. Present at least 20 safety and risk management training sessions.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
8. Attend at least 10 career fairs for recruitment purposes.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
9. Present three training seminars regarding human resource management topics.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
10. Present two leadership development programs.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
11. In collaboration with a field department, develop a safety manual for that department's field operations.  
Anticipated to commence by **10/15/2015** and be completed by **9/30/2016**
12. Obtain property value appraisals of five high value City buildings to ensure appropriate insurance coverage.  
Anticipated to commence by **10/15/2015** and be completed by **9/30/2016**
13. Complete at least 20 safety inspections of City facilities and workplaces.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
14. Conduct at least seven employee events.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

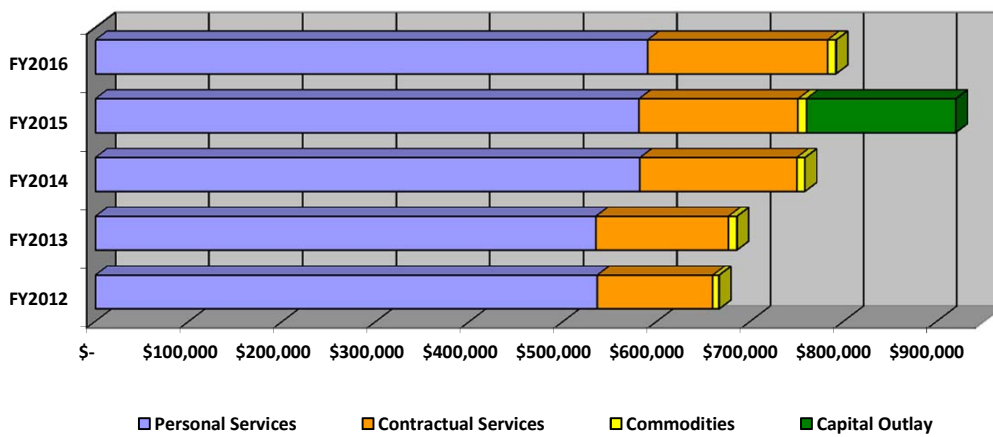
## Human Resources

### Human Resources Division Budget Summary

#### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Personal Services	536,261	534,645	581,984	580,927	589,905
Contractual Services	123,536	141,873	167,783	170,300	192,857
Commodities	6,704	8,979	8,775	8,906	9,040
Capital Outlay	-	-	-	160,000	-
<b>Totals</b>	<b>666,501</b>	<b>685,497</b>	<b>758,542</b>	<b>920,133</b>	<b>791,802</b>

#### Five Year Budget Summary

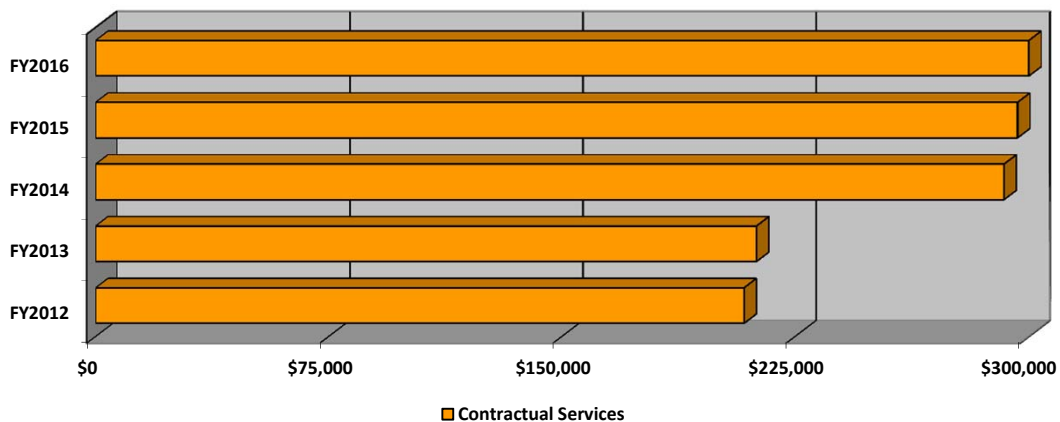


### Risk Management Division Budget Summary

#### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Contractual Services	208,542	212,548	292,000	296,381	300,826

#### Five Year Budget Summary

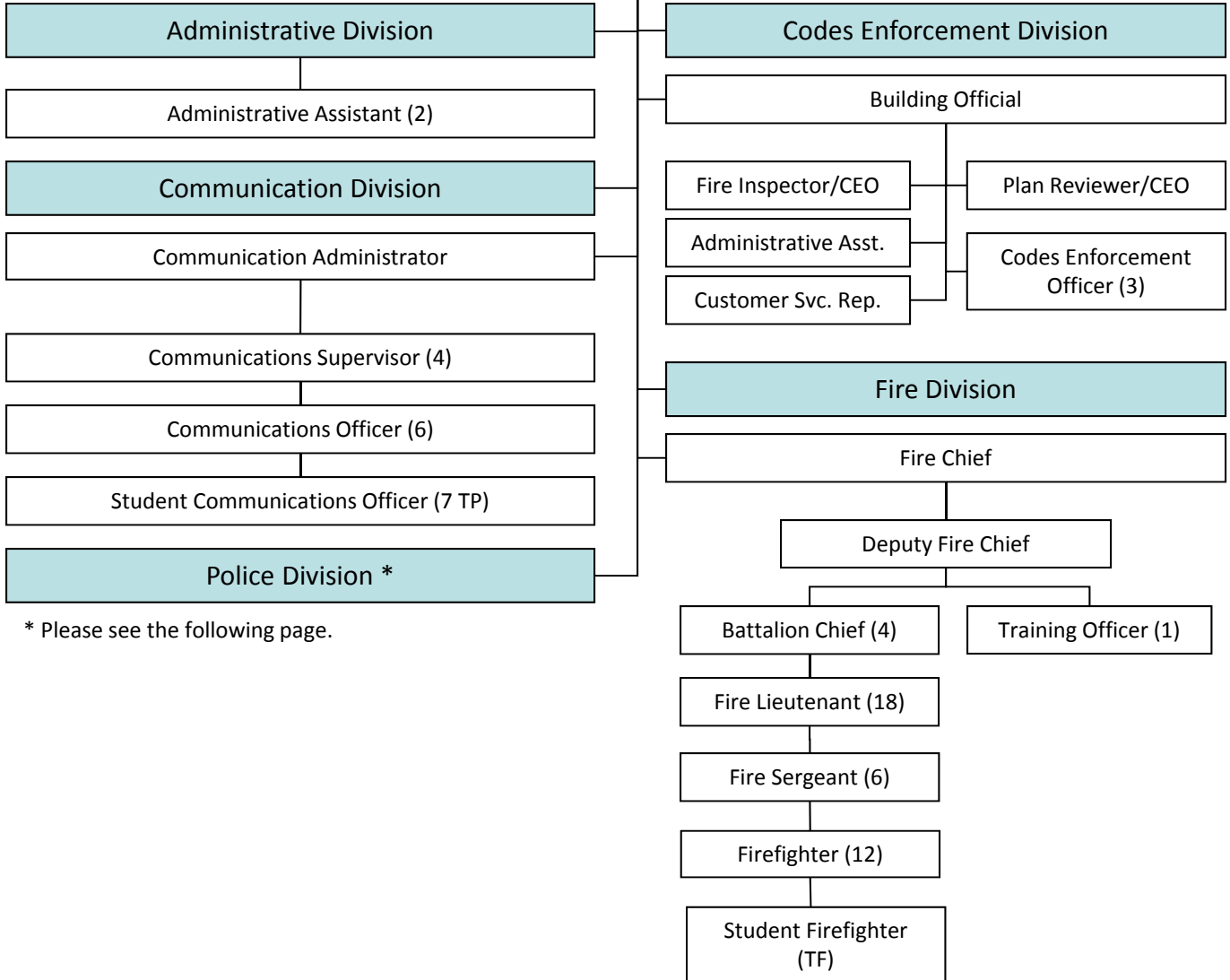




City of Auburn

# Public Safety Department

**William H. James**  
**Public Safety Director**  
 (334) 501-3110



\* Please see the following page.

## Comparative Summary of Authorized Personnel (Regular Full-Time Only)

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Administration	4	3	3	3	3
Police	113	115	115	115	115
Fire	43	43	43	43	43
Comm.	11	11	11	11	11
Codes	8	8	8	8	8
<b>TOTAL</b>	<b>179</b>	<b>180</b>	<b>180</b>	<b>180</b>	<b>180</b>

# Department of Public Safety

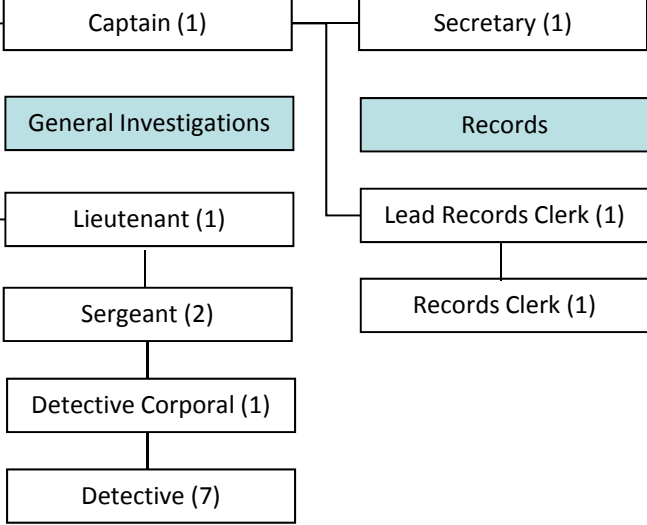
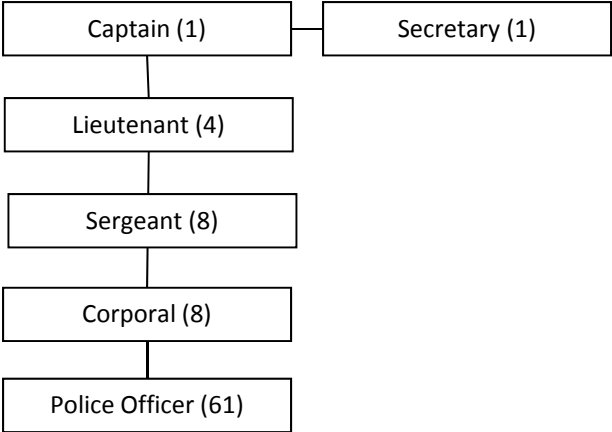
**William H. James**  
**Public Safety Director**  
 (334) 501-3110

Police Division

Police Chief

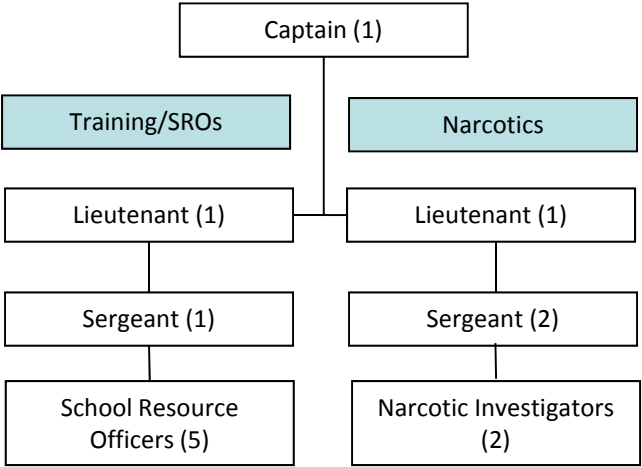
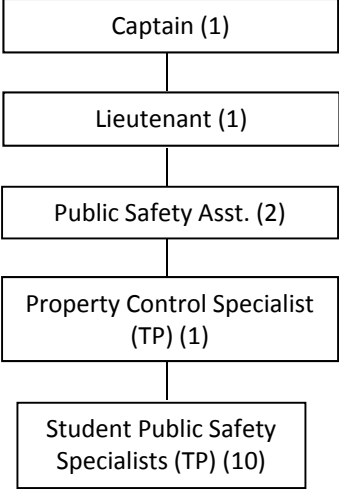
Patrol Operations

Detective/Public Information



Administration  
 University Affairs/Professional Standards

Community Services - Training/Recruitment  
 Narcotics



## Public Safety Department

William H. James, Director



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### Mission

The *mission* of the Auburn Public Safety Department is to promote and maintain a safe environment in all areas of the City. Through employee commitment to provide quality Public Safety services, the Department will strive to assure that the residents of Auburn feel safe in their neighborhoods and workplaces by:

- Maintaining strong codes enforcement and fire prevention for safe, durable structures for homes and businesses
- Providing well-trained and equipped police officers and firefighters
- Maintaining a quality emergency communication system to provide immediate response to citizen calls for service
- Conducting effective crime prevention and apprehension programs to maintain safety and a sense of security in the community

### Major Functions of the Public Safety Department

- ◆ Provide Building Codes inspections for all new construction in the City
  - ◆ Provide fire prevention inspections for all City businesses and industries
  - ◆ Provide immediate response to all fire calls
  - ◆ Provide police patrol throughout the City
  - ◆ Provide immediate response to all police calls for service
  - ◆ Provide immediate dispatch of emergency 911 calls
  - ◆ Provide special crime prevention programs (foot patrol, bike patrol) to maintain a sense of security in the community
-

## **Public Safety FY2015 Goals**

### **Administration**

1. Work with each division to look ahead five years at trends or issues than may occur.  
Anticipated to commence by **10/1/2014** and be completed by **6/1/2015**
2. Working with OCM, look at the Public Safety Admin and Police buildings for potential space reutilization in both buildings. Specifically there is still a need to evaluate the space needs of the Police Division and there may be some solutions in repurposing some of the Administration building.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**

### **Police**

1. Use existing software to develop a training database to electronically maintain all employee training records.  
Anticipated to commence by **10/1/2014** and be completed by **6/1/2015**
2. Research and complete an analysis of overtime expenditures in an effort to differentiate expenses with respect to scheduled overtime assignments, extra duty jobs, and University events, as opposed to overtime stemming from employees working late, callouts, manpower concerns, software, etc....  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
3. Review the current webpage for the division and provide more links for citizen communications. Explore the possibility and benefits of allowing citizens to self-report minor incidences.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
4. Develop an application for the investigative section by which electronic case files may be submitted to the Lee County District Attorney's Office.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
5. Research and identify a more reliable in-car video solution in an effort to enhance the handling of citizen complaints.  
Anticipated to commence by **10/1/2014** and be completed by **6/30/2015**

### **Fire**

1. Conduct a major training drill and one tabletop exercise to include Auburn University, Lee County Emergency Management, Auburn Police, Fire and Communications as well as other area agencies.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
2. Conduct a minimum of three in-service training courses to cover topics related to leadership, management and tactical decision making.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
3. Update the Fire Division's five year plan to evaluate staffing, equipment and looking ahead to prepare for any changes in operations or mission.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
4. Look for training opportunities to teach staff to speak Spanish to assist Spanish speaking citizens.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**

5. Conduct another analysis on the staffing level of our student firefighters. This analysis will evaluate frequency of recruit schools, turnover rate and ancillary costs of the program.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**

## **Communications**

1. Establish a 911 public educational program to promote proper use of the 911 system by making presentations to schools, senior centers and civic groups.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
2. Work with the Revenue Office to have a section added to the City of Auburn business license form so the Communications Division can receive up-to-date emergency contact information from the Revenue Office when they receive it.  
Anticipated to commence by **10/1/2014** and be completed by **6/30/2015**
3. Improve selection and hiring process by investigating various methods of pre-interview testing to determine a potential candidate's strength in necessary skills, such as multi-tasking, critical thinking and time management.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**

## **Codes Enforcement**

1. Continue the removal of abandoned/dilapidated structures by identifying at least five structures and quickly targeting them for renovation or removal.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
2. Review and recommend for adoption the 2015 Editions of the International Codes.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
3. Have each inspector take at least one continuing education class to keep their certifications current as well as prepare for obtaining additional certifications.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
4. Continue to focus on nuisance enforcement gaining at least 95% compliance within 60 days.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**



## **Public Safety FY2016 Goals**

### **Administration**

1. Work with the Police, Fire and Communications Divisions to develop a standard equipment installation document for all communications equipment. With different vendors providing installation of equipment, a standard document is needed for quality control and consistency. Anticipated to commence by **10/1/2015** and be completed by **6/30/2016**
2. Conduct a review of the number of calls, including the types of calls, the Police Division makes within the Police Jurisdiction. Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

### **Police**

1. Conduct a large scale critical incident drill with the Police Division, related divisions within Public Safety, as well as Auburn City School personnel concerning an active shooter/school intruder incident. Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
2. Work with Auburn City Schools as well as Lee-Scott Academy to update their emergency plans as well as building diagrams. Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
3. Continue to emphasize and increase community outreach by providing at least three instructional and prevention courses in domestic violence, firearm safety, prescription drug safety, and safe driving practices. Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
4. Conduct an overall assessment of the Field Training Officer program and make improvements in areas of accountability, documentation, consistency and quality of subject matter. Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
5. Develop an in-house training module and implement training of patrol officers in the areas of finger printing, crime scene security, photography, etc.... Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

### **Fire**

1. Conduct one major training drill and one tabletop exercise to include Auburn University, Lee County EMA, Auburn Police and Communications as well as other area agencies. Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
2. Conduct a minimum of three officer in-service training courses to cover topics related to leadership, management and tactical decision making. Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
3. Develop and implement a fire safety program geared toward senior citizens. Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
4. Conduct a review of all station assignments and GIS mapping to ensure efficiency in the response areas of each station. Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

5. Work with OCM and Public Safety Administration to continue to develop the Fire training site to include a classroom building, burn building expansion, rescue maze and other training assets.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

### **Communications**

1. Work with Information Technology to determine an alternate location for the 911 center in the event the current facility is compromised. Determine what equipment and technology is required to operate from a different facility.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
2. Host at least two public safety communications training courses locally to enable more communications personnel to attend and save on out of town training costs.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
3. Work toward converting the existing 911 legacy system to an updated IP format system in preparation for NG 911.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

### **Codes Enforcement**

1. Continue the removal of abandoned/dilapidated structures by identifying at least five structures and quickly targeting them for renovation or removal.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
2. Have each inspector take at least one continuing education class to keep their certifications current as well as prepare for additional certifications.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
3. Identify and obtain the appropriate equipment to enter inspection results on an electronic device to make the entry of data more efficient.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
4. Continue to focus on nuisance enforcement by gaining at least 95% compliance within 60 days.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

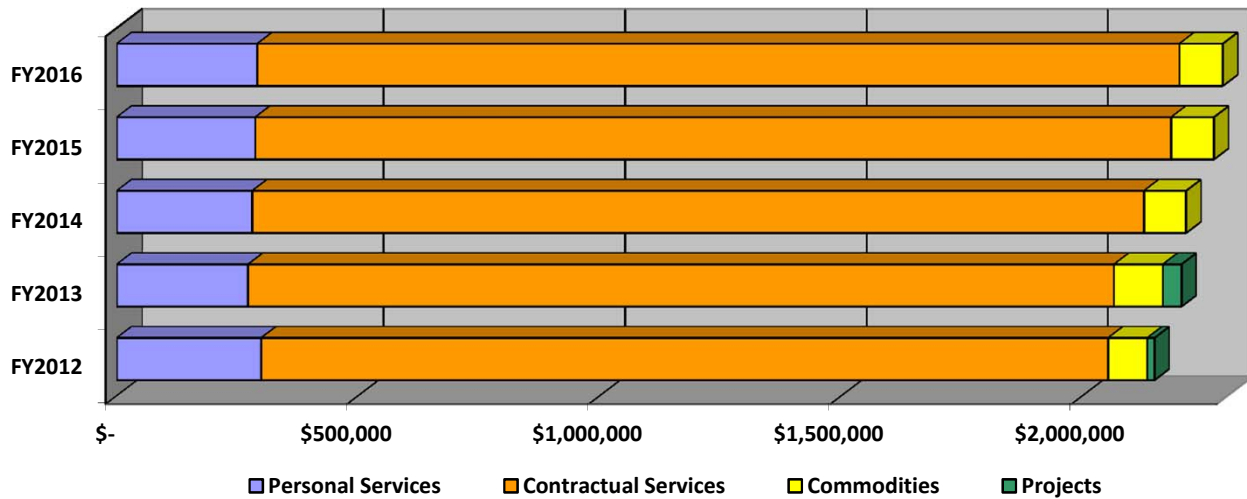
# Public Safety

## Administration Division Budget Summary

### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
Personal Services	\$ 299,184	\$ 272,001	\$ 280,786	\$ 286,852	\$ 291,116
Contractual Services	1,753,602	1,793,068	1,846,536	1,896,746	1,909,798
Commodities	81,172	101,172	87,158	88,466	89,793
Projects	14,865	38,542	-	-	-
<b>Totals</b>	<b>2,148,823</b>	<b>2,204,783</b>	<b>2,214,480</b>	<b>2,272,064</b>	<b>2,290,707</b>

### Five Year Budget Summary



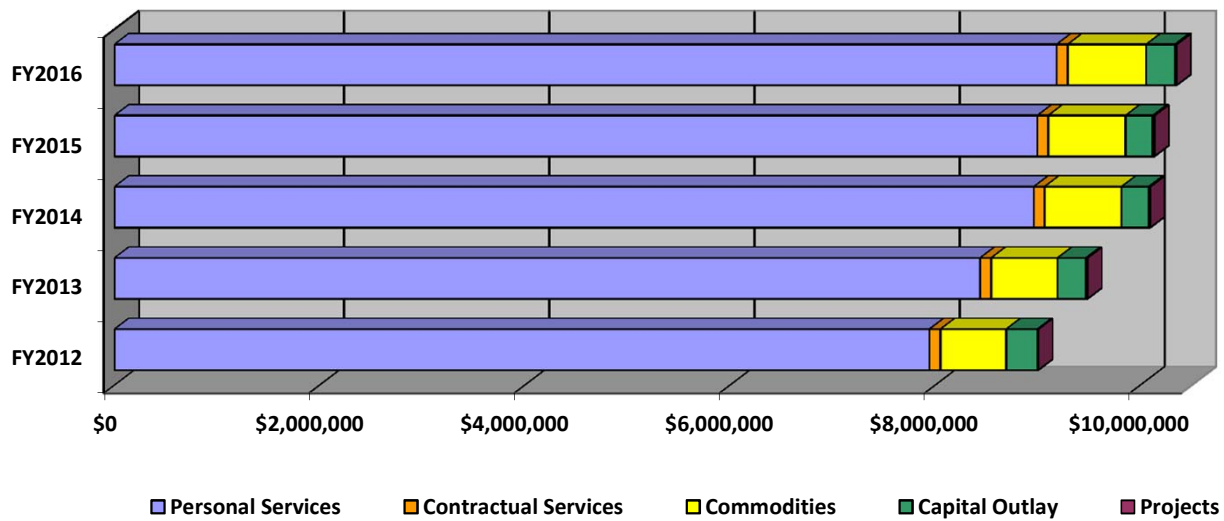
# Public Safety

## Police Division Budget Summary

### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Personal Services	7,942,996	8,437,245	8,960,920	8,995,108	9,184,122
Contractual Services	108,224	108,536	105,095	106,671	108,271
Commodities	640,687	646,588	749,628	753,854	764,936
Capital Outlay	304,136	276,591	265,000	265,000	280,000
Projects	8,124	14,694	15,000	15,225	15,453
<b>Totals</b>	<b>9,004,167</b>	<b>9,483,653</b>	<b>10,095,643</b>	<b>10,135,858</b>	<b>10,352,782</b>

### Five Year Budget Summary



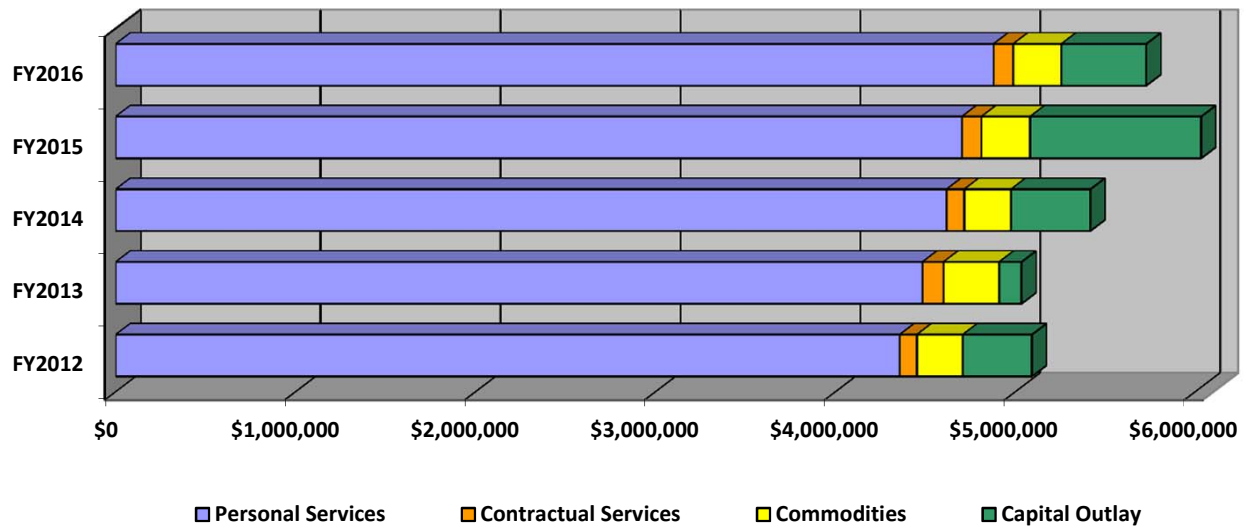
# Public Safety

## Fire Division Budget Summary

### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Personal Services	4,356,690	4,483,435	4,616,959	4,702,686	4,878,841
Contractual Services	95,401	116,980	98,643	108,733	109,047
Commodities	255,115	309,256	259,753	270,150	267,606
Capital Outlay	384,281	124,040	440,589	950,900	471,500
<b>Totals</b>	<b>5,091,487</b>	<b>5,033,711</b>	<b>5,415,944</b>	<b>6,032,469</b>	<b>5,726,994</b>

### Five Year Budget Summary



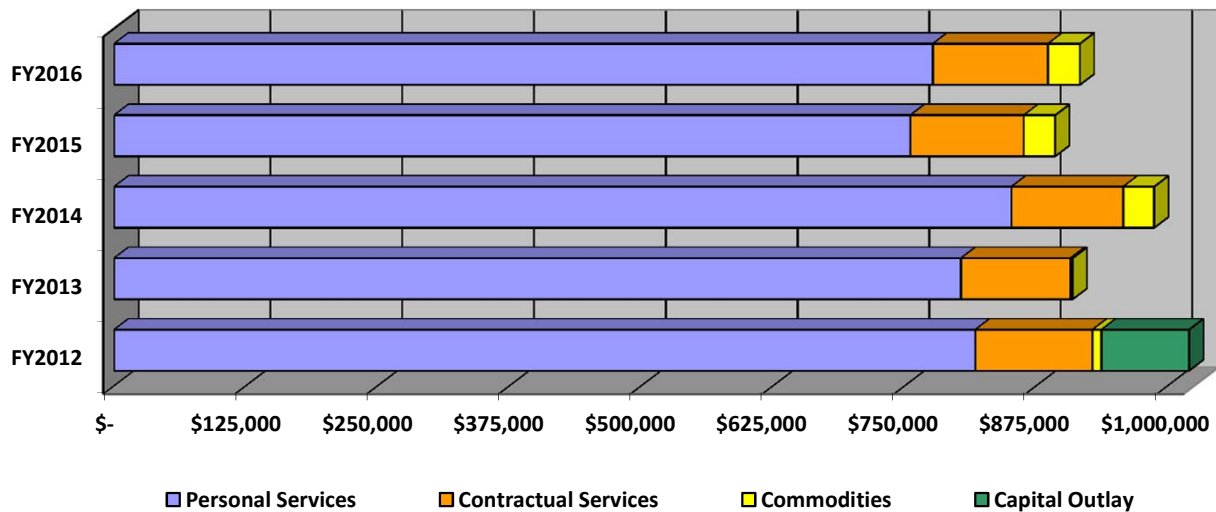
# Public Safety

## Communications Division Budget Summary

### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Personal Services	817,065	803,456	851,432	755,263	776,666
Contractual Services	111,425	104,070	106,319	107,914	109,532
Commodities	8,480	2,081	29,365	29,805	30,252
Capital Outlay	83,261	-	-	-	-
<b>Totals</b>	<b>1,020,231</b>	<b>909,606</b>	<b>987,116</b>	<b>892,982</b>	<b>916,450</b>

### Five Year Budget Summary



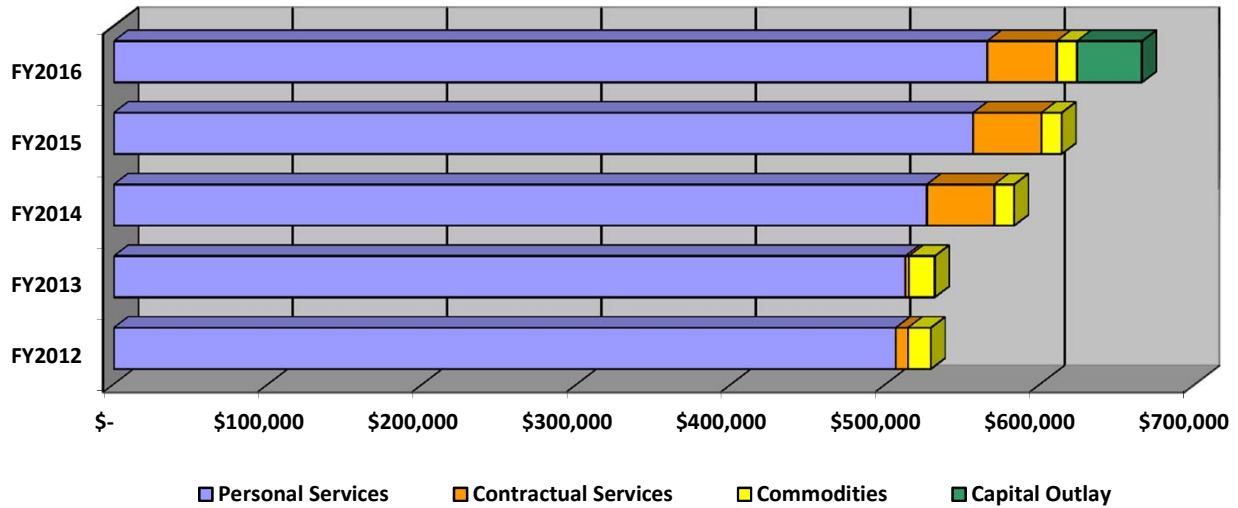
# Public Safety

## Codes Enforcement Division Budget Summary

### Comparative Budget Summary by Category

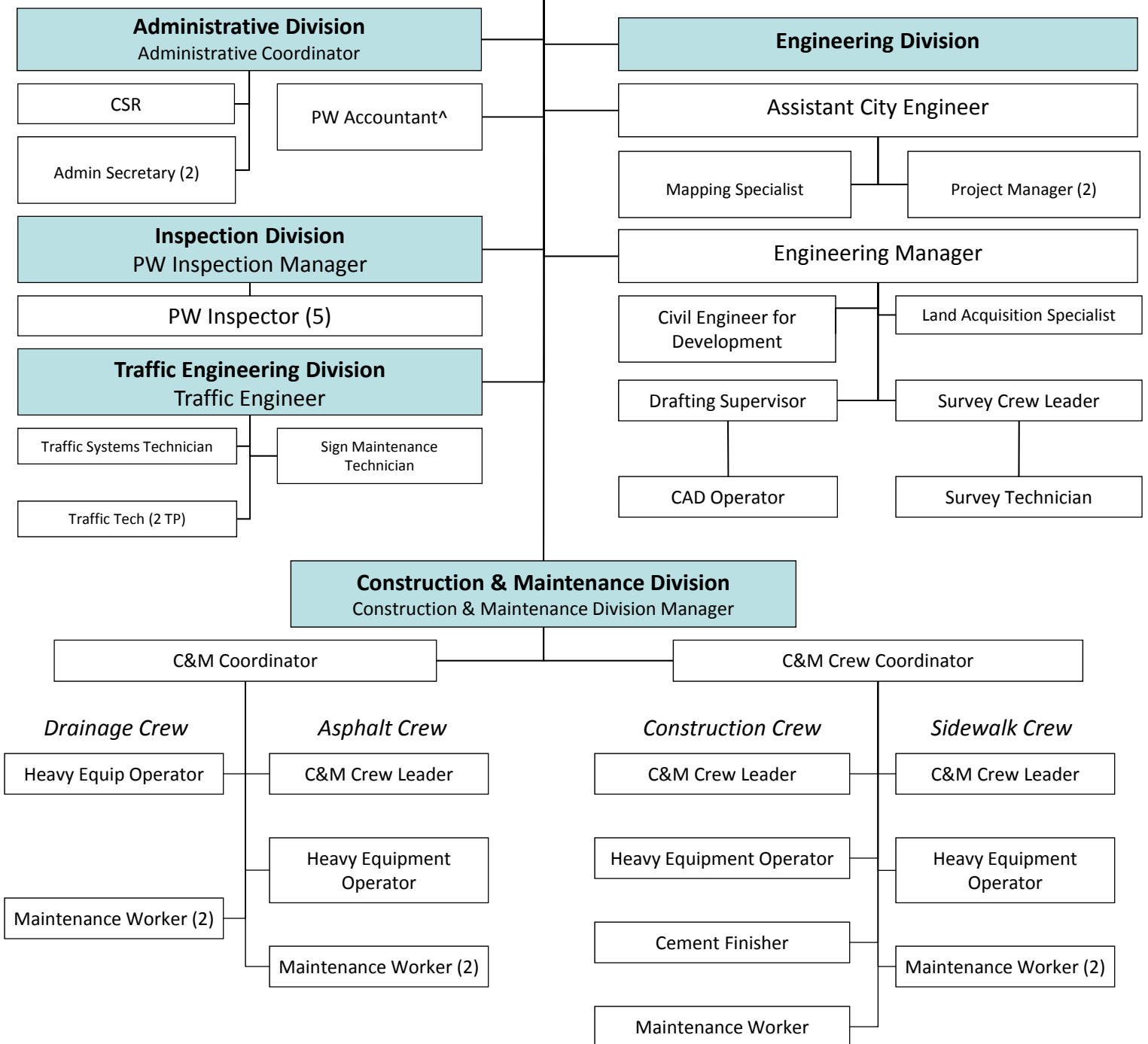
	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Personal Services	506,532	512,676	526,685	556,571	565,733
Contractual Services	7,937	2,334	43,626	44,281	44,944
Commodities	14,692	16,674	12,766	12,958	13,152
Capital Outlay	-	-	-	-	42,000
<b>Totals</b>	<b>529,161</b>	<b>531,685</b>	<b>583,077</b>	<b>613,810</b>	<b>665,829</b>

### Five Year Budget Summary



# Public Works Department

**Jeffery L. Ramsey, P.E.**  
**Director of Public Works/City Engineer**  
 (334) 501-3000



^Supervised jointly by the Public Works Director and Finance Director

Comparative Summary of Authorized Personnel (Regular Full-Time Only)

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Administration	6	6	6	6	6
Engineering	11	11	11	11	11
Traffic Eng.	3	3	3	3	3
Inspection	6	6	6	6	6
Const. & Maint.	18	18	18	18	18
<b>TOTAL</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>44</b>



## Public Works Department

Jeffery Ramsey, P.E., Director/City Engineer



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### Mission

The *mission* of the Public Works Department is to provide excellent construction and engineering services on City-related projects to all residents and firms in a timely, efficient manner. Excellent service includes appropriate service hours and a trained, courteous staff to provide timely, accurate, and appropriate information and assistance. We will achieve this by:

- Constructing, installing, repairing, and maintaining the City's streets, sidewalks, bridges, and drainage structures
- Installing and maintaining proper traffic control and street name signs
- Devising creative options and innovative solutions to the City Manager to address municipal infrastructure issues in the most cost-effective manner
- Providing technical assistance and advice to the City Manager and Planning Commission on all engineering questions
- Developing and maintaining an accurate mapping database with a variety of information for the City and the public
- Pursuing knowledge of the best available technology and procedures relating to the field of engineering

### Major Functions of the Public Works Department

- ◆ Provide project technical assistance to the City Manager, City Council, and Planning Commission
- ◆ Maintain streets, ditches, storm water pipes, and sidewalks within the City of Auburn
- ◆ Provide project inspections of public infrastructure installed by private developers
- ◆ Provide project management for major construction within the City of Auburn
- ◆ Maintain the City of Auburn maps and all inventory of public infrastructure
- ◆ Provide engineering services for construction projects
- ◆ Maintain all traffic signals and signs within the City of Auburn

## **Public Works FY2015 Goals**

### **Administration**

1. Continue to convert old and new paper files to digital format by scanning into LaserFiche.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
2. Review current construction contract documents to make sure they follow federal, state, and local statutes.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
3. Implement procedures to make changes to project manuals on a case by case basis to reflect specific guidelines for the project as needed. Provide all needed administration for pre-bid and post-bid contracted construction projects.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
4. Review and update the Public Works Manual and Major Street Plan as needed.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
5. Review and update the Public Works webpage as needed.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
6. Work with IT Department in the implementation of CityWorks for the Inspections Division.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**

### **Construction and Maintenance**

1. Maintenance of streets, sidewalks, and drainage structures consists of crack-sealing, roadway and sidewalk repairs, and drainage structure maintenance.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
2. Conduct an annual training for all departments for emergency response preparation and management. Implement COA Business Continuity Plan in the event of a natural or man-made disaster.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
3. Annual Neighborhood Clean-up at locations to be determined. Construction and Maintenance crews will repair potholes and repair or replace sidewalk, curb & gutter, etc....  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
4. Provide project management for renovations to the Human Resources Building. Work to include interior renovations, new HVAC and renovations to the roofing system and second floor south exterior wall.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
5. Construct a no left turn on South College Street at Southparke Drive (the entrance of the Super Wal-Mart).  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**

## Engineering Design

1. Construct Moores Mill Road Bridge over I-85 Widening Project, which consists of widening the bridge to five lanes and other improvements.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
2. Construction of sidewalk in locations to be determined by available budget and list of segments which are in need of sidewalk.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
3. Construct the Opelika Road Redevelopment Plan Phase 1 Improvements between Gay Street and Ross Street.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
4. This project consists of installation of a right turn deceleration lane at the north entrance of Technology Park South.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
5. Resurface Donahue Drive from Cary Drive to Shug Jordan Parkway and widen from Cary to Bedell Avenue.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
6. Resurface Gay Street from Reese Avenue to Woodfield Drive.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
7. Resurface Woodfield Drive from Gay Street to South College Street and replace the traffic signals at the intersection of Woodfield Drive and College Street.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
8. Coordinate inventory of the City's infrastructure assets using GPS technology.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
9. The Cured-in-Place Project will coordinate repair of old corrugated metal pipe with cured-in-place pipe liners.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
10. Improve the Toomer's Corner intersection of College Street and Magnolia Avenue per the Downtown Auburn Master Plan.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**

## Inspection

1. Inspect all stormwater detention facilities located throughout the City and coordinate with the owners for any maintenance needs.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
2. Complete annual projects to resurface various streets and restripe symbols and markings of those streets determined to be most in need throughout the City.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**

3. Provide inspections for various City projects and private developments within the City.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
4. This is a project to resurface the old parking lot at the “Old Duck Samford Baseball Park” and restripe both the new pavement and the adjacent parking lot.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
5. Provide project management for the construction of Technology Park West Phase 2.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**

### **Traffic Engineering**

1. Facilitate the annual Travel with Care Safety Campaign.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
2. Perform signalized intersection coordination via a centralized traffic control center.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
3. Rehabilitate three signalized intersections.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
4. Installation of traffic signals in locations to be determined by available budget and list of projects which are in need of traffic signals.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**

## **Public Works FY2016 Goals**

### **Administration**

1. Continue to convert old and new paper files to digital format by scanning into LaserFiche.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
2. Review current construction contract documents to make sure they follow federal, state, and local statutes.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
3. Implement procedures to make changes to project manuals on a case by case basis to reflect specific guidelines for the project as needed. Provide all needed administration for pre-bid and post-bid contracted construction projects.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
4. Review and update the Public Works Manual and Major Street Plan as needed.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
5. Review and update the Public Works webpage as needed.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

### **Construction and Maintenance**

1. Maintenance of streets, sidewalks, and drainage structures consists of crack-sealing, roadway and sidewalk repairs, and drainage structure maintenance.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
2. Conduct an annual training for all departments for emergency response preparation and management. Implement COA Business Continuity Plan in the event of a natural or man-made disaster.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
3. Annual Neighborhood Clean-up at locations to be determined. Construction and Maintenance crews will repair potholes and repair or replace sidewalk, curb & gutter, etc....  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

### **Engineering Design**

1. Widen Moores Mill Road Bridge over I-85, which consists of widening the bridge to five lanes.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
2. Construction of sidewalk in locations to be determined by available budget and list of segment which are in need of sidewalk.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
3. Coordinate inventory of the City's infrastructure assets using GPS technology.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

4. Complete the Cured-in-Place Pipe Project to coordinate repair of old corrugated metal pipe with cured in place pipe liners.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
5. Resurface East University Drive from Windsor Drive West to 402 East University Drive.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
6. Resurface East University Drive from McKinley Avenue to Old Mill Road.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
7. Complete improvements to the intersection of College Street and Samford Avenue and upgrade the storm water system along Samford Avenue and Gay Street.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
8. Construct improvements to the Downtown Area in locations to be determined by available budget and listed Downtown Improvement Projects.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

### **Inspection**

1. Inspect all stormwater detention facilities located throughout the City and coordinate with the owners for any maintenance needs.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
2. Complete annual projects to resurface various streets and restripe symbols and markings of those streets determined to be most in need throughout the City.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
3. Provide inspections for various City projects and private developments within the City.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

### **Traffic Engineering**

1. Facilitate the annual Travel with Care Safety Campaign.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
2. Rehabilitate three signalized intersections.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
3. Installation of traffic signals in locations to be determined by available budget and list of projects which are in need of traffic signals.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
4. Complete project consisting of installing interchange lighting and landscaping on Interstate 85 at Exit 50 and 57 to enhance the safety and aesthetics of the interchanges.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

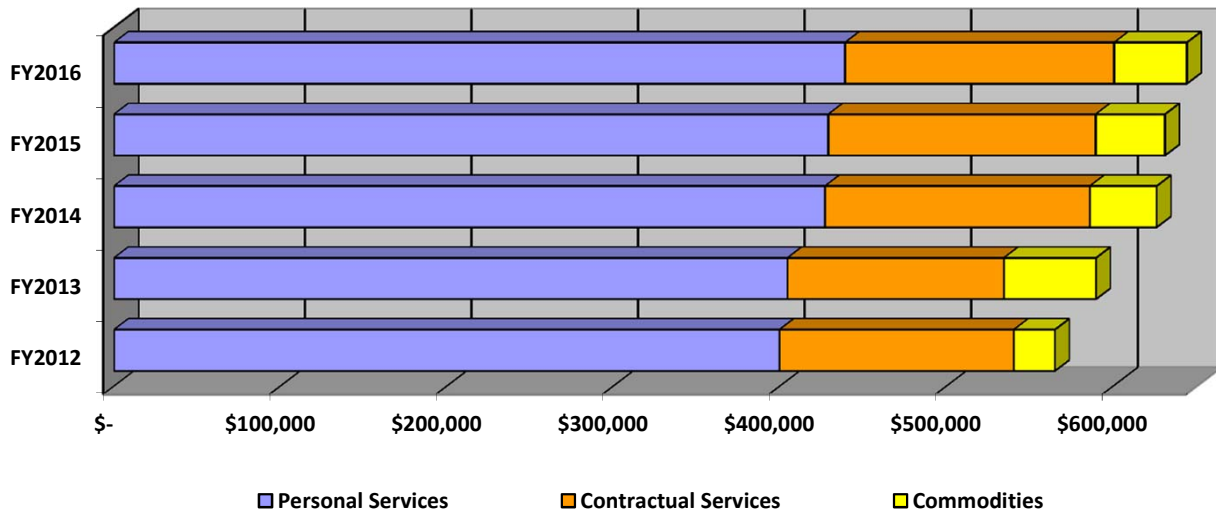
# Public Works

## Administration Division Budget Summary

### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Personal Services	399,733	404,561	427,096	<b>429,070</b>	<b>439,157</b>
Contractual Services	140,651	129,856	158,860	<b>160,343</b>	<b>161,370</b>
Commodities	24,558	55,203	39,975	<b>41,475</b>	<b>43,475</b>
<b>Totals</b>	<b>564,942</b>	<b>589,620</b>	<b>625,931</b>	<b>630,888</b>	<b>644,002</b>

### Five Year Budget Summary



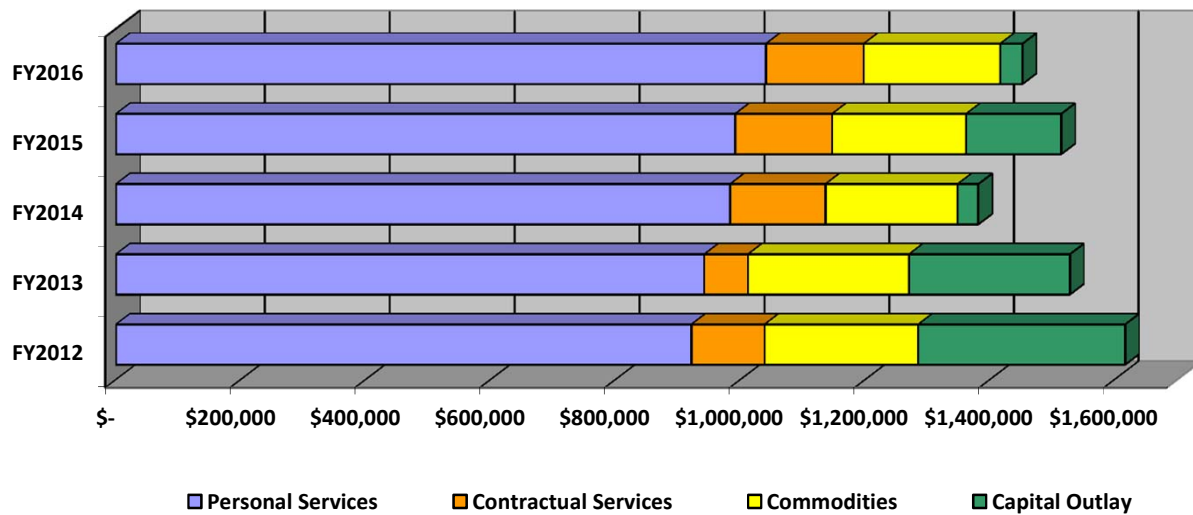
## Public Works

### Construction and Maintenance Division Budget Summary

#### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Personal Services	921,569	942,220	983,579	991,664	1,040,952
Contractual Services	117,180	69,951	152,674	155,144	156,696
Commodities	246,167	258,049	211,985	214,985	218,985
Capital Outlay	331,934	258,028	33,000	152,500	35,500
<b>Totals</b>	<b>1,616,850</b>	<b>1,528,247</b>	<b>1,381,238</b>	<b>1,514,293</b>	<b>1,452,133</b>

#### Five Year Budget Summary





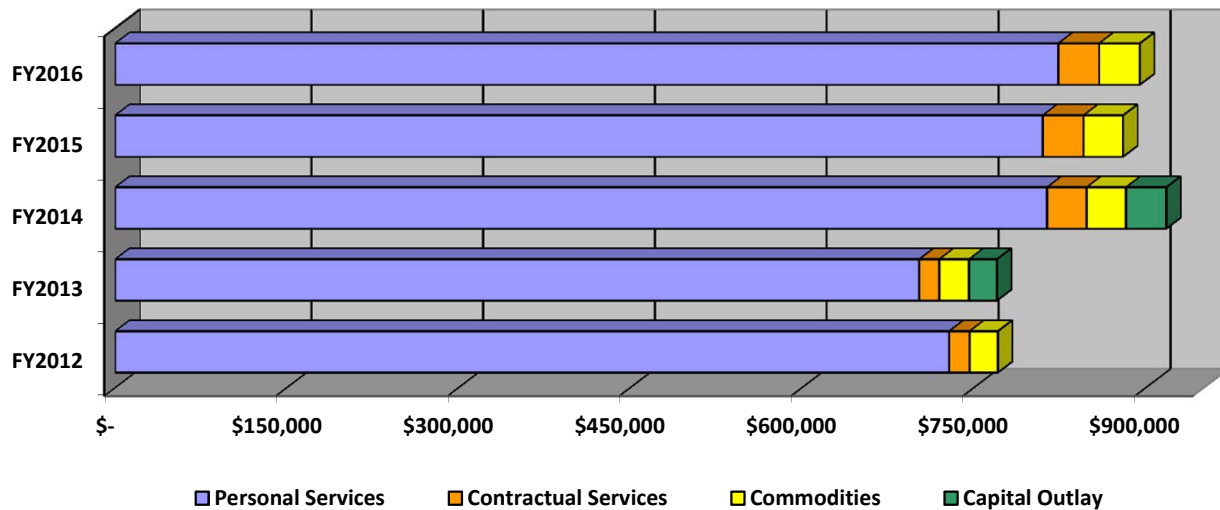
## Public Works

### Engineering Design Budget Summary

#### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Personal Services	728,428	702,356	813,797	810,108	823,664
Contractual Services	17,949	17,548	34,583	35,615	35,615
Commodities	24,412	25,916	34,246	34,246	35,294
Capital Outlay	-	24,126	35,000	-	-
<b>Totals</b>	<b>770,789</b>	<b>769,946</b>	<b>917,626</b>	<b>879,969</b>	<b>894,573</b>

#### Five Year Budget Summary



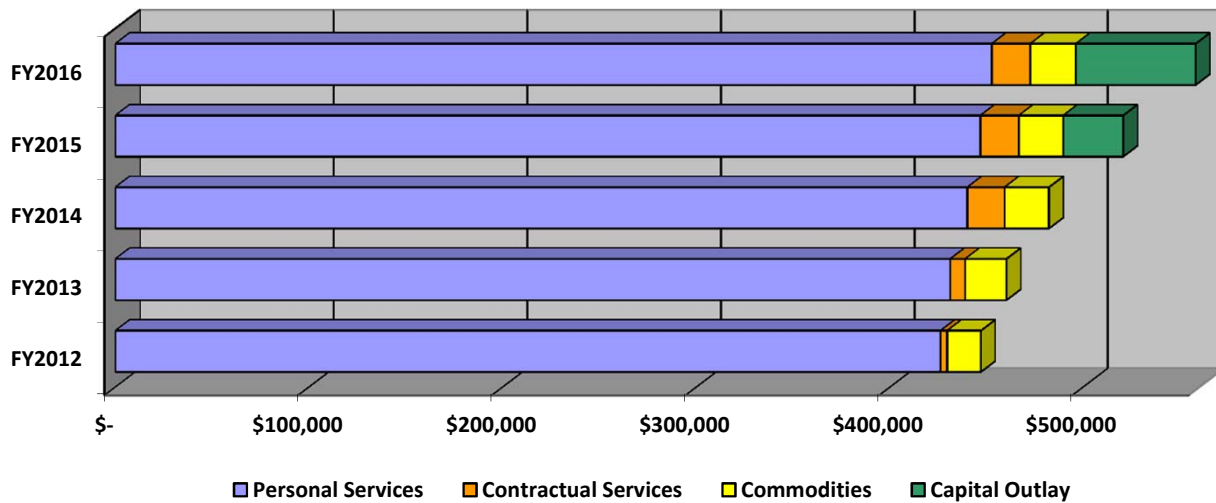
## Public Works

### Inspection Division Budget Summary

#### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Personal Services	426,093	431,157	440,033	446,783	452,686
Contractual Services	3,480	7,726	19,293	19,926	19,926
Commodities	17,424	21,316	22,940	22,940	23,583
Capital Outlay	-	-	-	31,000	62,000
<b>Totals</b>	<b>446,997</b>	<b>460,200</b>	<b>482,266</b>	<b>520,649</b>	<b>558,195</b>

#### Five Year Budget Summary



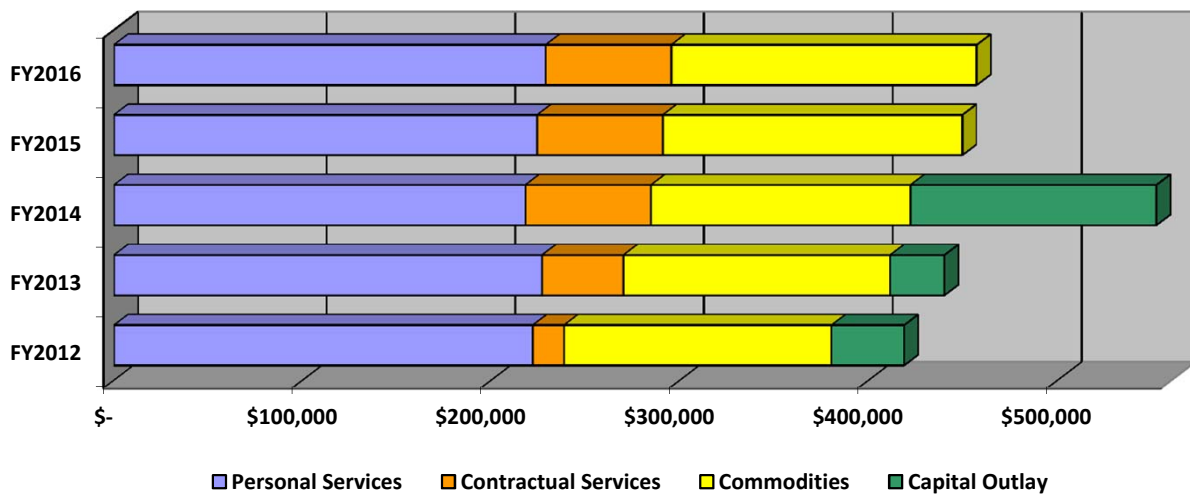
## Public Works

### Traffic Engineering Budget Summary

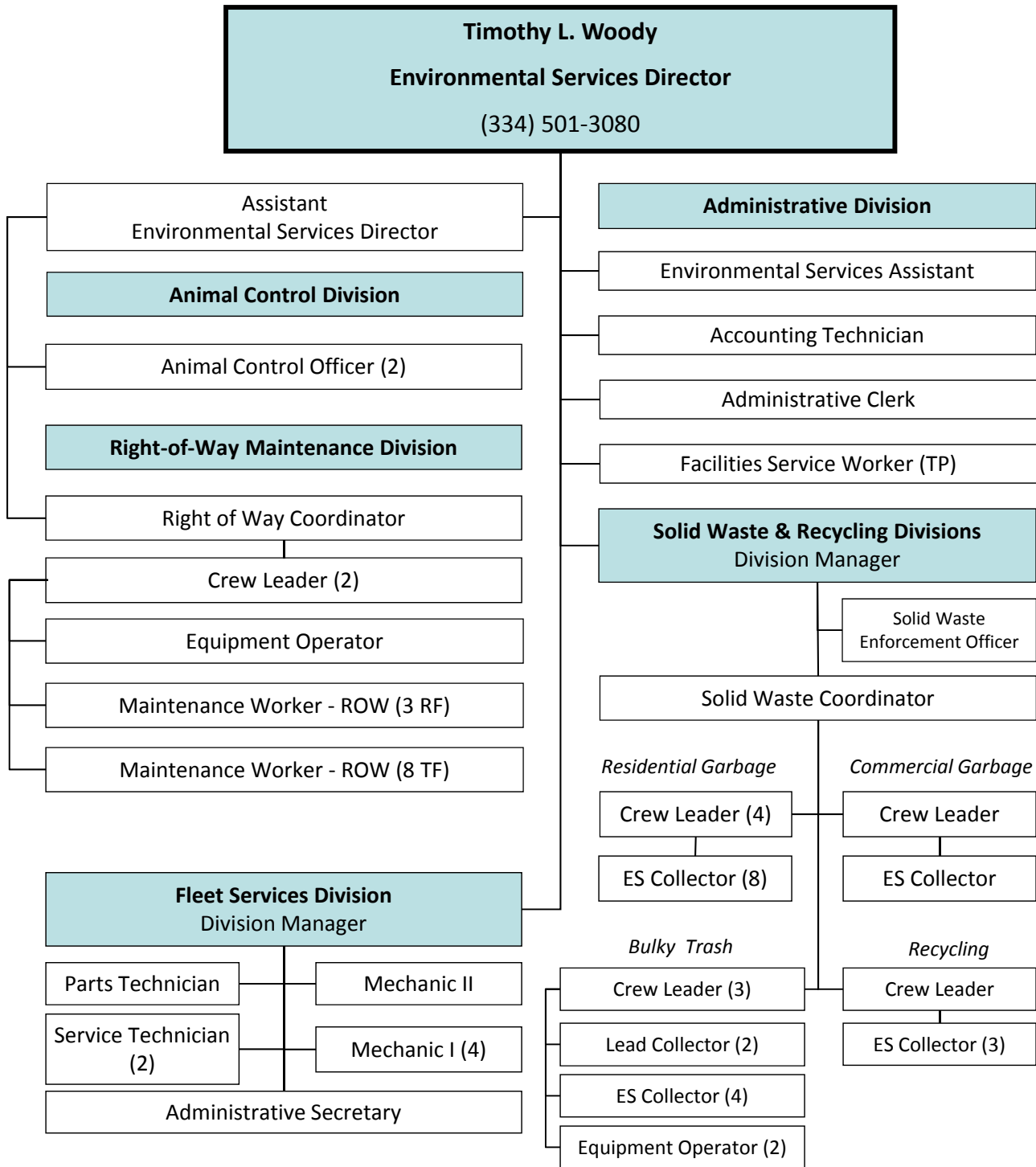
#### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Personal Services	222,007	226,892	218,094	<b>224,360</b>	<b>228,852</b>
Contractual Services	16,537	43,158	66,608	<b>66,608</b>	<b>66,608</b>
Commodities	141,787	141,297	137,453	<b>158,514</b>	<b>161,621</b>
Capital Outlay	38,359	28,657	130,000	-	-
<b>Totals</b>	<b>418,690</b>	<b>440,005</b>	<b>552,155</b>	<b>449,482</b>	<b>457,081</b>

#### Five Year Budget Summary



# Environmental Services Department



^ Administration Division personnel costs are allocated between the General Fund and the Solid Waste Mgt. Fund.

## Comparative Summary of Authorized Personnel (Regular Full-Time Only)

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Administration^	6	5	5	5	5
Recycling	16	16	15	15	16
Solid Waste	16	16	17	17	16
Animal Control	2	2	2	2	2
ROW Maint.	7	7	7	7	7
Fleet Services	10	10	10	10	10
<b>TOTAL Gen Fd/SWM Fd</b>	<b>25/32</b>	<b>24/32</b>	<b>24/32</b>	<b>24/32</b>	<b>24/32</b>

## Environmental Services Department

Timothy L. Woody, Director



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### Mission

The *mission* of the City of Auburn Environmental Services Department is to process and dispose of materials that are placed out for collection by the residents and small businesses of Auburn, Alabama in a manner consistent with applicable local ordinances and state and federal regulations and to maintain public streets, rights-of-way, equipment, and municipal vehicles as directed through the policies and directives of the City Council and the City Manager. We will achieve this by:

- Providing our customers with an integrated solid waste management system that meets the performance standards established by the City Council and City Manager
- Providing environmentally sound management of the City of Auburn’s solid waste system through state-of-the-art facilities and equipment, high standards of operation, and a commitment to adhering to federal, state, and local regulations
- Developing a highly professional and technically competent staff
- Providing creative and innovative solutions to the diverse waste management issues facing the City of Auburn
- Maintaining the appearance of the City’s rights-of-way through grass cutting, curb trimming, and weed control
- Administering the City’s vehicle and equipment maintenance program in a timely and effective manner

### Major Functions of the Environmental Services Department

- ◆ Provide a comprehensive solid waste management program to the City’s residential and commercial services customer base
- ◆ Educate citizens as to proper animal care issues and enforce the city’s Animals and Fowls ordinance
- ◆ Maintain the City’s rights-of-way through cutting, trimming, litter collection and prevention, and street sweeping
- ◆ Provide an integrated mosquito abatement program
- ◆ Service and maintain the City’s vehicle and equipment fleet, assist with vehicle and equipment procurement, and implement the City’s capital equipment replacement program efficiently and effectively

## **Environmental Services FY2015 Goals**

### **Administration**

1. Develop the department's FY2016 - FY2020 Strategic Management Plan and FY2016 Program Plan through a comprehensive review of the department's previous plans.  
Anticipated to commence by **4/1/2015** and be completed by **9/30/2015**
2. In cooperation with the Human Resources Department, develop a safety manual for each departmental division.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
3. Work with multiple city departments to promote beautification in at least one neighborhood through debris removal, mowing and trimming, maintenance and repair of infrastructure, codes enforcement and tree canopy enhancement.  
Anticipated to commence by **1/1/2015** and be completed by **6/30/2015**

### **Animal Control**

1. Host or participate in at least three animal care and control outreach events.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**

### **Fleet Services**

1. Continue to expand upon automotive engineering training initiatives for mechanics to enhance knowledge, skills and abilities by identifying at least three training sessions for mechanics to attend.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
2. Using CityWorks and other potential software module(s), continue to expand on the city's comprehensive vehicle and equipment replacement plan that establishes a replacement timeline using lifecycle cost analysis consisting of repair and maintenance history, fuel use and other related factors.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**

### **Recycling**

1. Through presentations and other outreach efforts, work with environmental awareness groups and school programs to educate and encourage K - 12 aged children about recycling and waste reduction.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
2. Solicit bids and execute an agreement for the disposal of trash (bulky/yard waste).  
Anticipated to commence by **1/1/2015** and be completed by **6/30/2015**
3. Continue to work with the partnership to promote recycling and waste reduction on a county-wide level through collaborating on at least two outreach events.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**

### **Right-Of-Way Maintenance**

1. Remove vegetation on the city's rights-of-ways on an acceptable schedule to ensure vehicular and pedestrian safety and proper aesthetics at street intersections, along sidewalks and multi-use paths and other related areas.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**

2. Ensure the downtown area is maintained in an acceptable manner by removing litter, pressure washing sidewalks, and completing all maintenance tasks associated with special event activities in a timely fashion.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
3. Conduct one community litter index survey to assess litter prevention and clean-up efforts in the community.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**

### **Solid Waste**

1. Limit the number of customer service complaints received to 0.20% of the total number of pickups made for the fiscal year.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
2. Solicit bids and execute an agreement for the collection and disposal of commercial garbage in the downtown area.  
Anticipated to commence by **1/1/2015** and be completed by **7/31/2015**

## **Environmental Services FY2016 Goals**

### **Administration**

1. Develop the department's FY2017 - FY2021 Strategic Management Plan and FY2017 Program Plan through a comprehensive review of the department's previous plans.  
Anticipated to commence by **4/1/2016** and be completed by **9/30/2016**
2. Work with multiple city departments to promote beautification in at least one neighborhood through debris removal, mowing and trimming, maintenance and repair of infrastructure, codes enforcement and tree canopy enhancement.  
Anticipated to commence by **1/1/2016** and be completed by **6/30/2016**

### **Animal Control**

1. Host or participate in at least three animal care and control outreach events.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

### **Fleet Services**

1. Continue to expand upon automotive engineering training initiatives for mechanics by identifying at least three training sessions for mechanics to attend.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

### **Recycling**

1. In cooperation with the Alabama Department of Environmental Management, work to develop a hub-and-spoke recycling model for use on a state-wide level by local governments and private sector recycling companies.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
2. Through presentations and other outreach efforts, work with stakeholder groups to educate and encourage K - 12 aged children about recycling and waste reduction.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
3. Continue to work with the partnership to promote recycling and waste reduction on a county-wide level through collaborating on at least two outreach events.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

### **Right-Of-Way Maintenance**

1. Remove vegetation on the city's rights-of-ways on an acceptable schedule to ensure vehicular and pedestrian safety and proper aesthetics at street intersections, along sidewalks and multi-use paths and other related areas.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
2. Ensure the downtown area is maintained in an acceptable manner by removing litter, pressure washing sidewalks, and completing all maintenance tasks associated with special event activities in a timely fashion.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**



3. Conduct one community litter index survey to assess litter prevention and clean-up efforts in the community.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

### **Solid Waste**

1. Limit the number of customer service complaints to 0.25% of the total number of pickups made during the fiscal year.  
Anticipated to commence by **10/1/2016** and be completed by **9/30/2017**

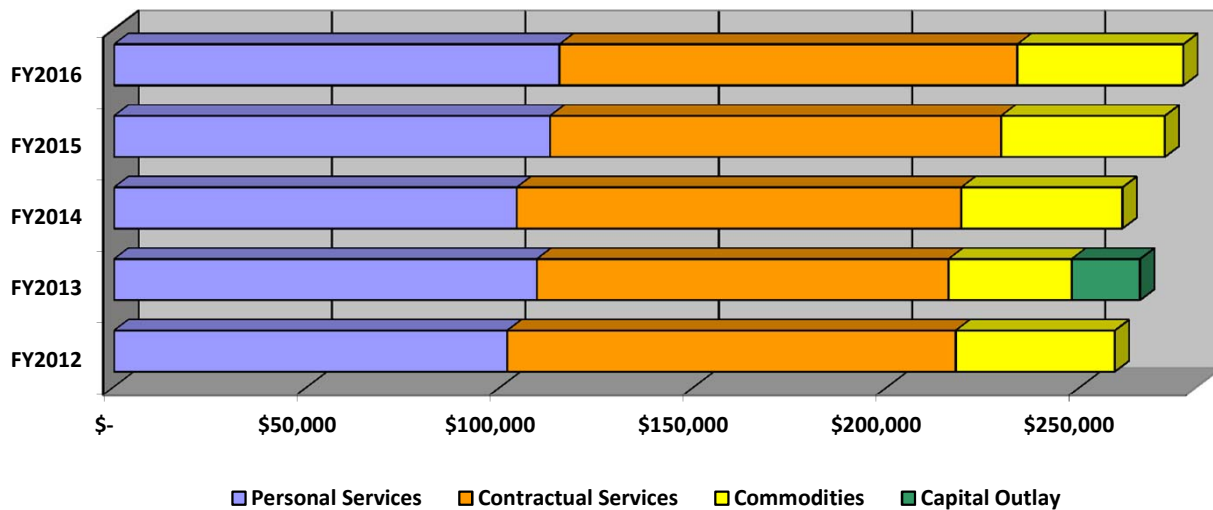
# Environmental Services

## Administration Division Budget Summary

### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
Personal Services	\$ 101,661	\$ 109,321	\$ 104,101	\$ 112,729	\$ 115,149
Contractual Services	115,987	106,475	114,974	116,698	118,450
Commodities	41,189	31,903	41,727	42,355	42,987
Capital Outlay	-	17,693	-	-	-
<b>Totals</b>	<b>258,837</b>	<b>265,392</b>	<b>260,802</b>	<b>271,782</b>	<b>276,586</b>

### Five Year Budget Summary



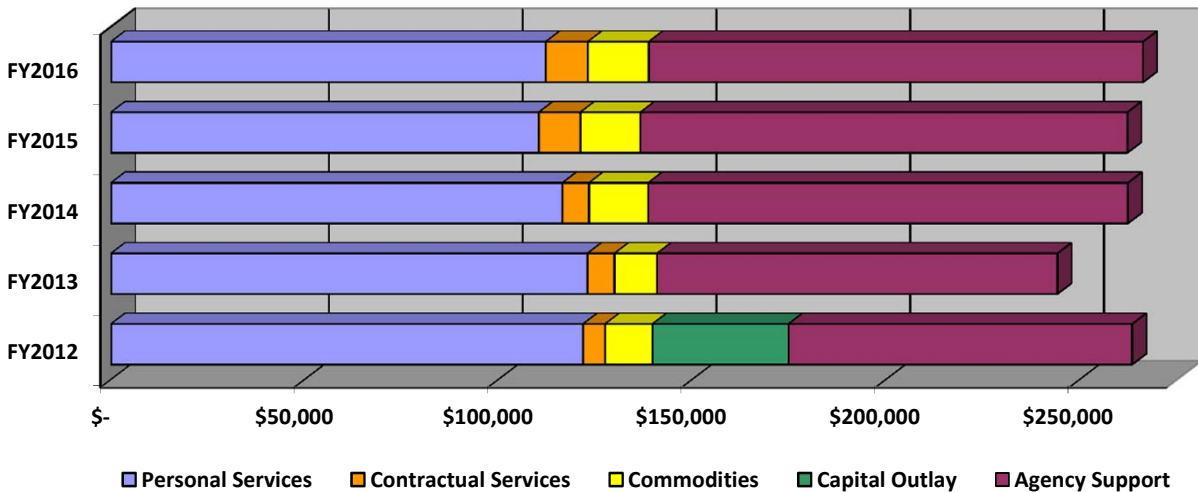
# Environmental Services

## Animal Control Division Budget Summary

### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Personal Services	121,846	122,972	116,520	110,429	112,218
Contractual Services	5,680	6,981	6,858	10,724	10,861
Commodities	12,207	10,962	15,257	15,486	15,717
Capital Outlay	35,114	-	-	-	-
Agency Support	88,643	103,289	123,763	125,619	127,504
<b>Totals</b>	<b>263,490</b>	<b>244,204</b>	<b>262,398</b>	<b>262,258</b>	<b>266,300</b>

### Five Year Budget Summary



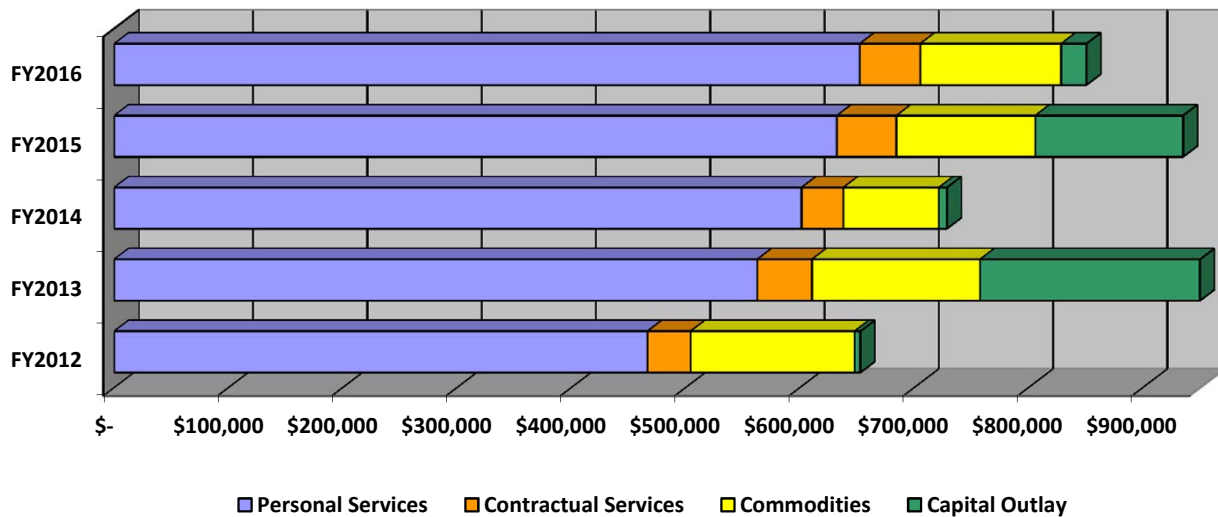
## Environmental Services

### Right-of-Way Maintenance Division Budget Summary

#### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Personal Services	466,673	562,732	601,491	<b>632,363</b>	<b>652,398</b>
Contractual Services	37,775	47,832	36,569	<b>52,117</b>	<b>52,895</b>
Commodities	143,413	147,077	83,531	<b>121,422</b>	<b>123,239</b>
Capital Outlay	5,066	265,617	6,900	<b>129,200</b>	<b>22,000</b>
<b>Totals</b>	<b>652,927</b>	<b>1,023,258</b>	<b>728,491</b>	<b>935,102</b>	<b>850,532</b>

#### Five Year Budget Summary



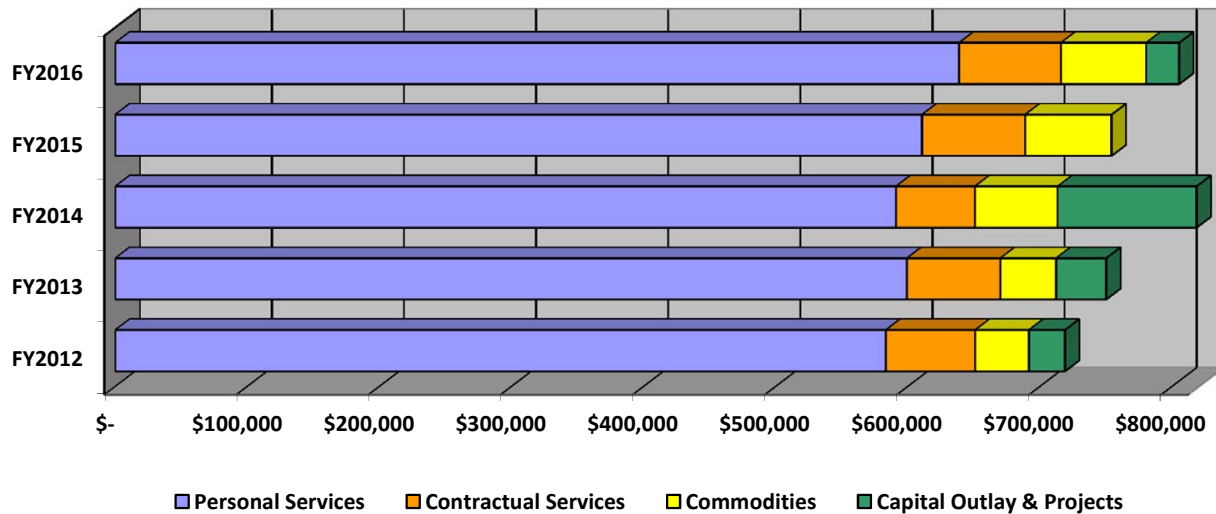
# Environmental Services

## *Fleet Services Division Budget Summary*

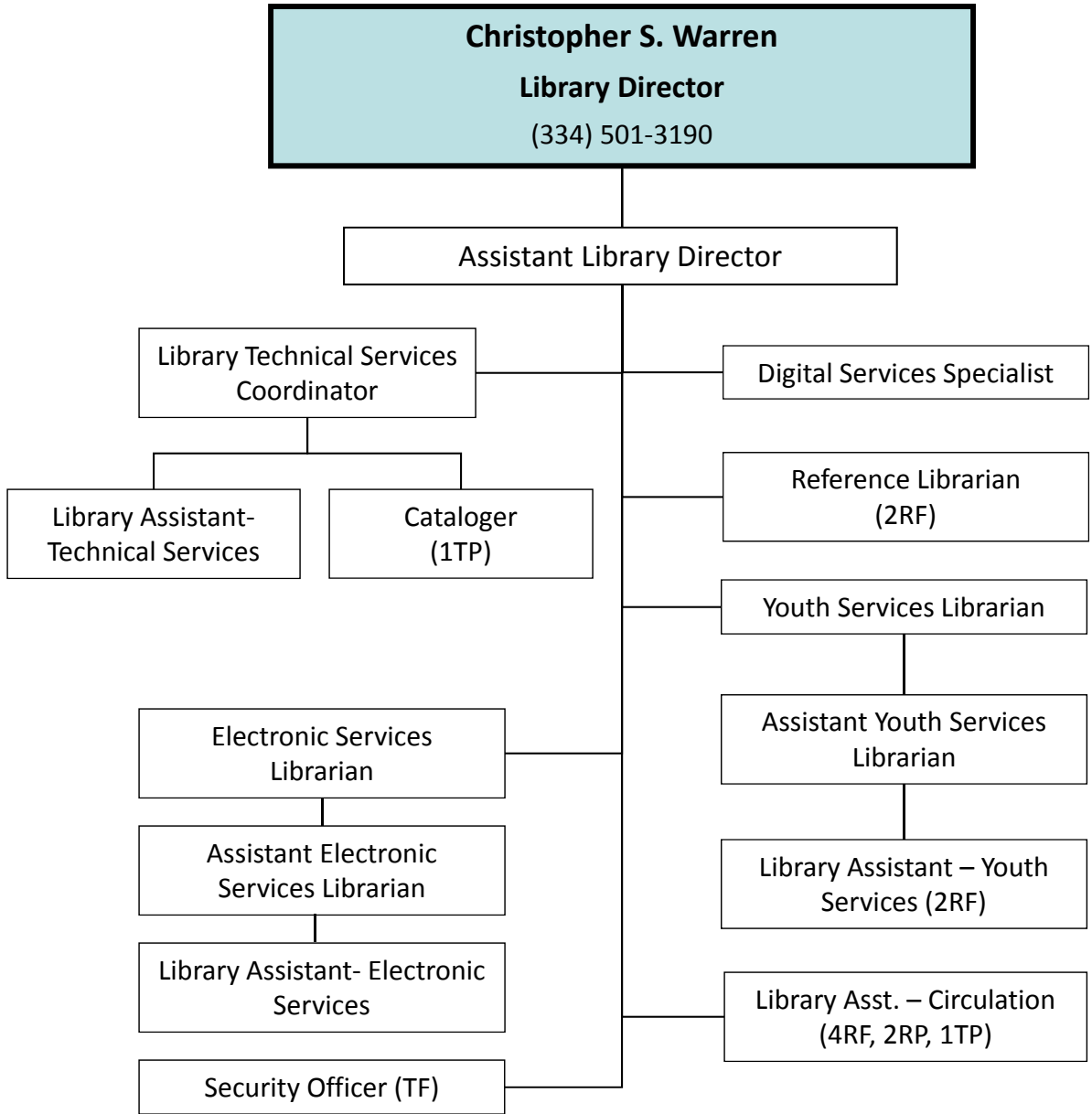
### **Comparative Budget Summary by Category**

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Personal Services	583,300	599,252	590,978	<b>610,766</b>	<b>638,765</b>
Contractual Services	67,685	70,766	59,770	<b>78,072</b>	<b>77,055</b>
Commodities	40,648	42,188	62,620	<b>65,305</b>	<b>64,512</b>
Capital Outlay & Projects	27,257	37,877	105,099	-	<b>25,000</b>
<b>Totals</b>	<b>718,890</b>	<b>750,082</b>	<b>818,467</b>	<b>754,143</b>	<b>805,332</b>

### **Five Year Budget Summary**



# Auburn Public Library



Comparative Summary of Authorized Personnel (Regular Full-Time Only)

FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
17	17	18	18	18

## Auburn City Library

Christopher S. Warren, Director

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### Mission

The *mission* of the Auburn Public Library is to provide excellent library service to all residents of Auburn. Excellent service includes convenient library service hours and appropriately trained staff to provide access to educational, cultural, and recreational library resources. Special emphasis is placed on:

- Providing current, high-demand materials in a variety of formats for persons of all ages
- Encouraging young children to develop an interest in reading and learning through programs designed especially for children
- Providing timely, accurate, and useful information for community residents in their pursuit of personal interests

### Major Functions of the City Library

- ◆ Develop a varied collection of library materials that meets the needs of all the community
- ◆ Organize library materials into easily accessible areas
- ◆ Provide library reference service to the community
- ◆ Assist patrons of all ages in selecting library materials to meet their needs
- ◆ Provide programming for young patrons that will help them develop a love of reading

## **Library FY2015 Goals**

1. Revise and update Library Collection Management Plan.  
Anticipated to commence by **10/1/2014** and be completed by **3/31/2015**
2. Implement library services/outreach for homebound patrons.  
Anticipated to commence by **10/1/2014** and be completed by **6/30/2015**
3. Expand the library's early literacy programs for young children (Baby Time, Toddler Time, and  
Preschool Time).  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**



## **Library FY2016 Goals**

1. Expand one-on-one computer instruction and technology assistance for patrons.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
2. Increase participation and completion in the Library Summer Reading Program..  
Anticipated to commence by **1/1/2016** and be completed by **9/30/2016**
3. Expand the library's selection of digital and downloadable content.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

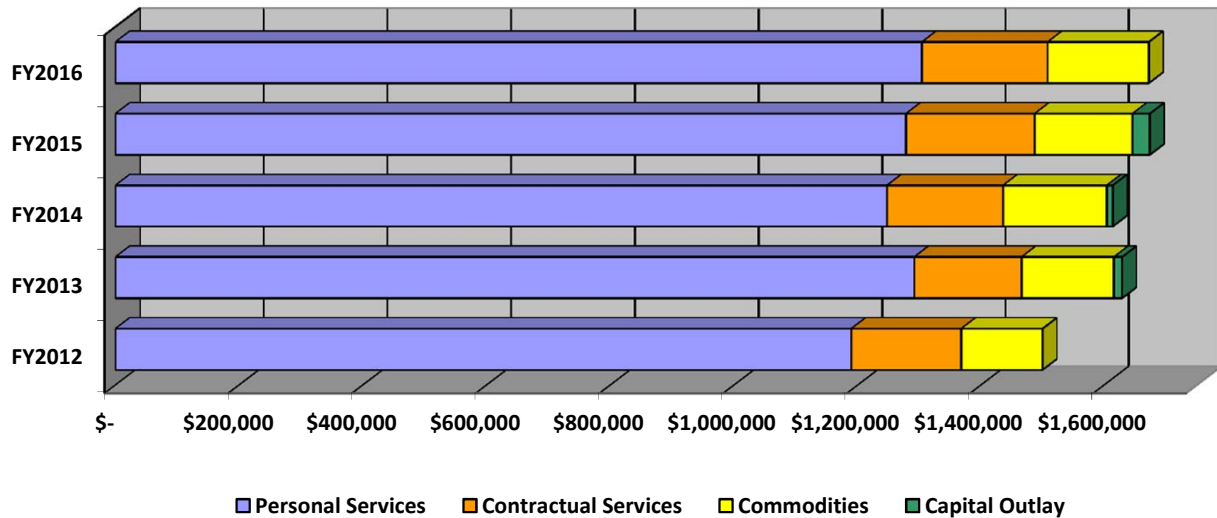
# Library

## Budget Summary

### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Personal Services	1,189,474	1,291,632	1,247,417	1,278,213	1,304,099
Contractual Services	178,466	174,275	188,538	209,030	204,130
Commodities	131,742	149,840	168,310	158,645	163,938
Capital Outlay	-	13,222	9,431	28,000	-
<b>Totals</b>	<b>1,499,682</b>	<b>1,628,970</b>	<b>1,613,696</b>	<b>1,673,888</b>	<b>1,672,167</b>

### Five Year Budget Summary

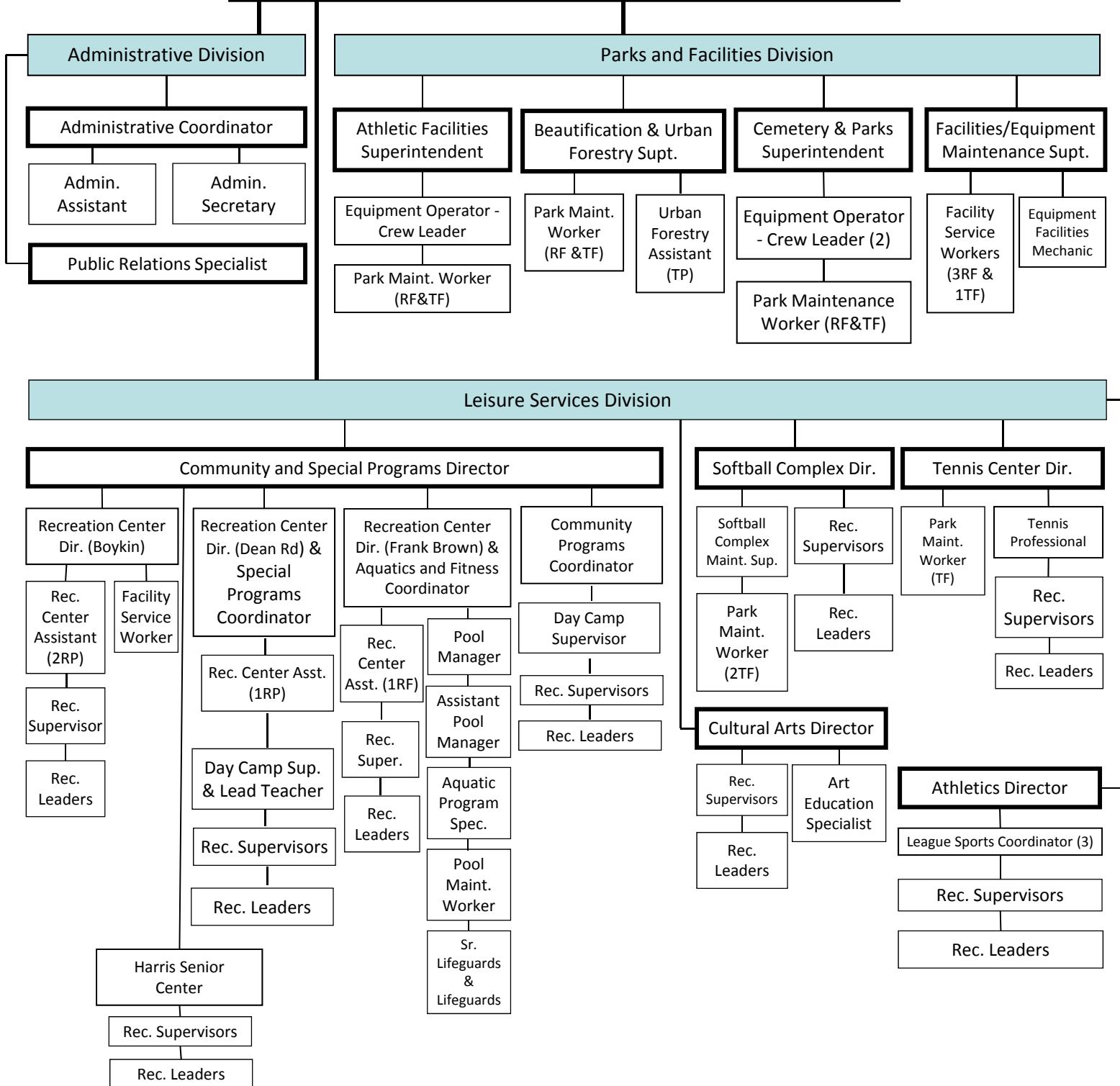




City of Auburn

# Parks and Recreation Department

**Rebecca O. Richardson**  
**Director of Parks and Recreation**  
 (334) 501-2930



Comparative Summary of Authorized Personnel (Regular Full-Time Only)

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Administration	5	5	5	5	5
Leisure Services.	15	15	15	15	15
Parks and Facilities	26	26	26	26	26
<b>TOTAL</b>	<b>46</b>	<b>46</b>	<b>46</b>	<b>46</b>	<b>46</b>

## Parks and Recreation Department

Rebecca O. Richardson, Director



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### Mission

The *mission* of the Auburn Parks & Recreation Department is twofold: to provide quality leisure services and facilities to the citizens of Auburn and to appropriately manage Auburn's cemeteries. We will achieve this by:

- Establishing and organizing quality programs that address the diverse leisure interests of Auburn's citizens
- Managing safe, well-maintained parks, facilities, and cemeteries
- Exceeding the needs of citizens, advisory groups, local officials, and the media through a commitment to effective and efficient delivery of services and a positive approach to customer service
- Continuing to offer innovative programs and up-to-date facilities

### Major Functions of the Parks & Recreation Department

- ◆ Provide safe, affordable, and innovative leisure activities for adults and children
- ◆ Develop and maintain recreation facilities
- ◆ Maintain the City of Auburn cemeteries to be safe and attractive
- ◆ Promote recreation events as an economic development activity
- ◆ Provide athletic programs for all levels of ability and competition for youth and adults

## **Parks and Recreation FY2015 Goals**

### **Administrative Services**

1. Develop a Parks, Leisure and Culture Master Plan, with a needs assessment survey by May 2015 and Master plan with Greenspace Plan and included as part of CompPlan 2030.  
Anticipated to commence by **9/1/2014** and be completed by **9/30/2015**
2. Create and finalize signed joint use agreement for facility use with Auburn City Schools that will cover each party's use of the others facilities.  
Anticipated to commence by **7/1/2014** and be completed by **12/31/2014**

### **Leisure Services**

1. Promote signup for use of the new fitness center at Frank Brown Recreation Center with a goal of attaining 200 registrants by the end of FY 2015.  
Anticipated to commence by **6/1/2014** and be completed by **9/30/2015**
2. Research and develop a source of funding for voucher programs for low and moderate income seniors to participate in fee-based quarterly programs.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
3. Host a minimum of six tournaments with 30 or more teams at the Auburn Softball Complex, twelve tournaments or events at the Yarbrough Tennis Center, and three tournaments or events at the Auburn Soccer Complex.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
4. Assist the A/O Tourism Bureau with the Super 7 Football Playoffs.  
Anticipated to commence by **7/1/2014** and be completed by **12/31/2014**
5. Offer a minimum of four of the programs identified in the senior programming survey.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**

### **Parks and Facilities**

1. Working with the Auburn Cemetery Trust, continue improvements to Memorial Park and Westview Cemeteries depending on the amount of funding raised by the Cemetery Trust.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**

## **Parks and Recreation FY2016 Goals**

### **Administrative Services**

1. Improve the provision of public information regarding programs, facilities and registration. Form a team to research and recommend changes to facilitate this goal.  
Anticipated to commence by **10/1/2014** and be completed by **6/30/2016**

### **Leisure Services**

1. Offer two new programs at Dean Road Center.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
2. Host a minimum of six tournaments with 30 or more teams at the Auburn Softball Complex, 12 tournaments or events at the Yarbrough Tennis Center and three tournaments at the Auburn Soccer Complex.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
3. Explore feasibility and bid on Master's Games for 2017 or 2018.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

### **Parks and Facilities**

1. Evaluate facilities, especially older ones to determine any renovation or repair needs. This will be more in depth than the regular yearly list of maintenance needs.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2016**
2. Organize all front line crews into the High Performing Organization concept.  
Anticipated to commence by **8/1/2014** and be completed by **9/30/2016**

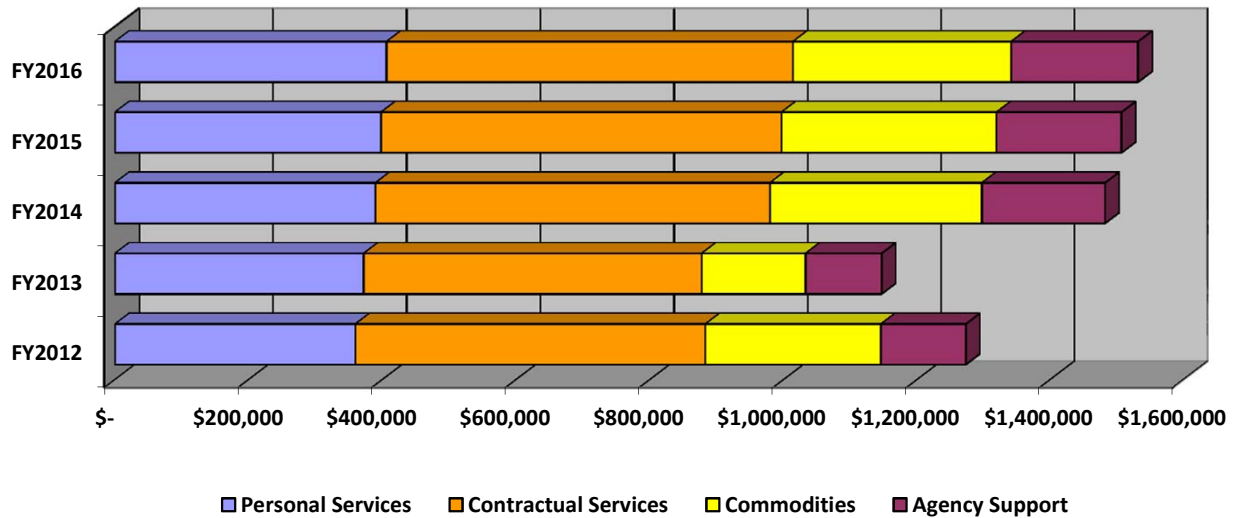
# Parks and Recreation

## Administration Division Budget Summary

### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Personal Services	359,565	372,003	389,694	<b>398,043</b>	<b>406,275</b>
Contractual Services	523,395	505,408	589,882	<b>598,731</b>	<b>607,711</b>
Commodities	262,652	155,276	317,740	<b>322,505</b>	<b>327,344</b>
Agency Support	127,515	113,986	185,000	<b>187,775</b>	<b>190,592</b>
<b>Totals</b>	<b>1,273,127</b>	<b>1,146,672</b>	<b>1,482,316</b>	<b>1,507,054</b>	<b>1,531,922</b>

### Five Year Budget Summary





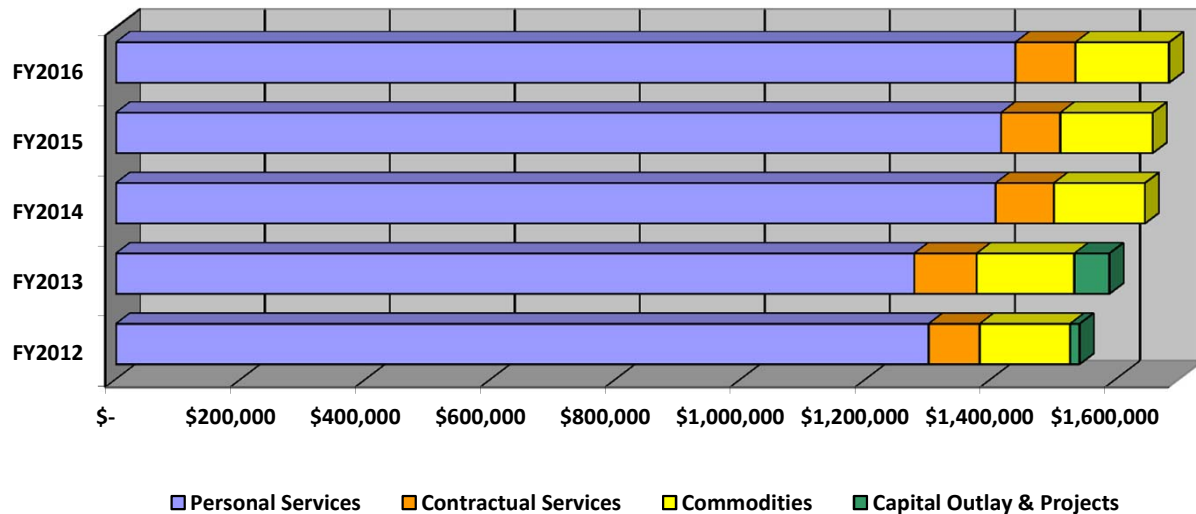
## Parks and Recreation

### Leisure Services Division Budget Summary

#### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Personal Services	1,300,592	1,277,557	1,407,614	1,416,522	1,439,195
Contractual Services	81,719	99,840	93,279	94,678	96,098
Commodities	144,556	156,190	145,357	147,538	149,751
Capital Outlay & Projects	14,900	55,833	-	-	-
<b>Totals</b>	<b>1,541,767</b>	<b>1,589,420</b>	<b>1,646,250</b>	<b>1,658,738</b>	<b>1,685,044</b>

#### Five Year Budget Summary



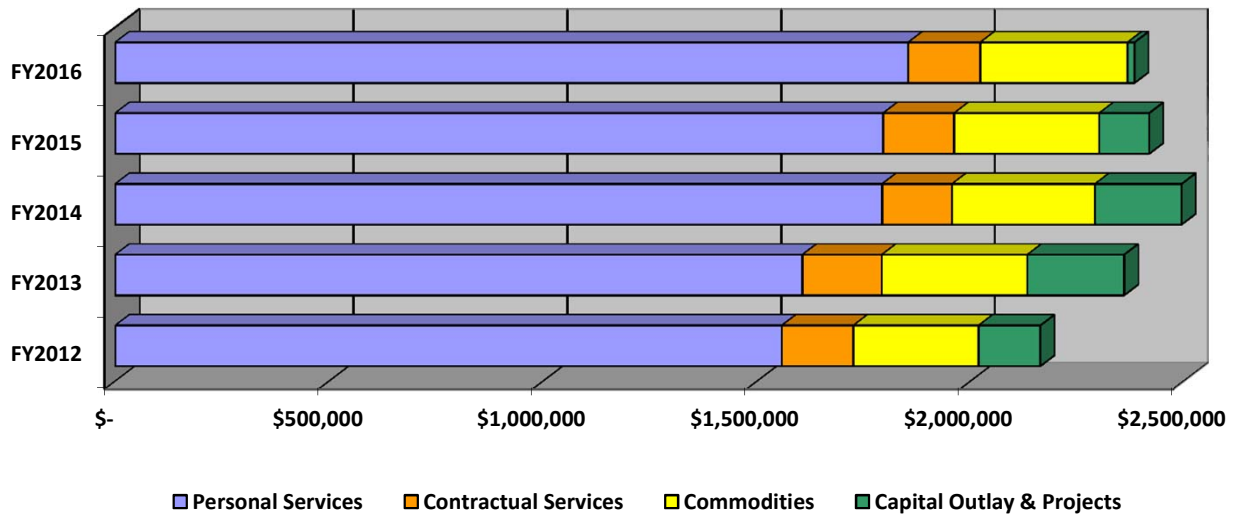
# Parks and Recreation

## Parks and Facilities Division Budget Summary

### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Personal Services	1,557,420	1,605,635	1,792,382	1,794,855	1,853,669
Contractual Services	167,469	186,152	164,159	166,622	169,120
Commodities	293,867	341,470	335,529	340,562	345,669
Capital Outlay & Projects	144,755	226,854	203,000	117,000	16,000
<b>Totals</b>	<b>2,163,511</b>	<b>2,360,110</b>	<b>2,495,070</b>	<b>2,419,039</b>	<b>2,384,458</b>

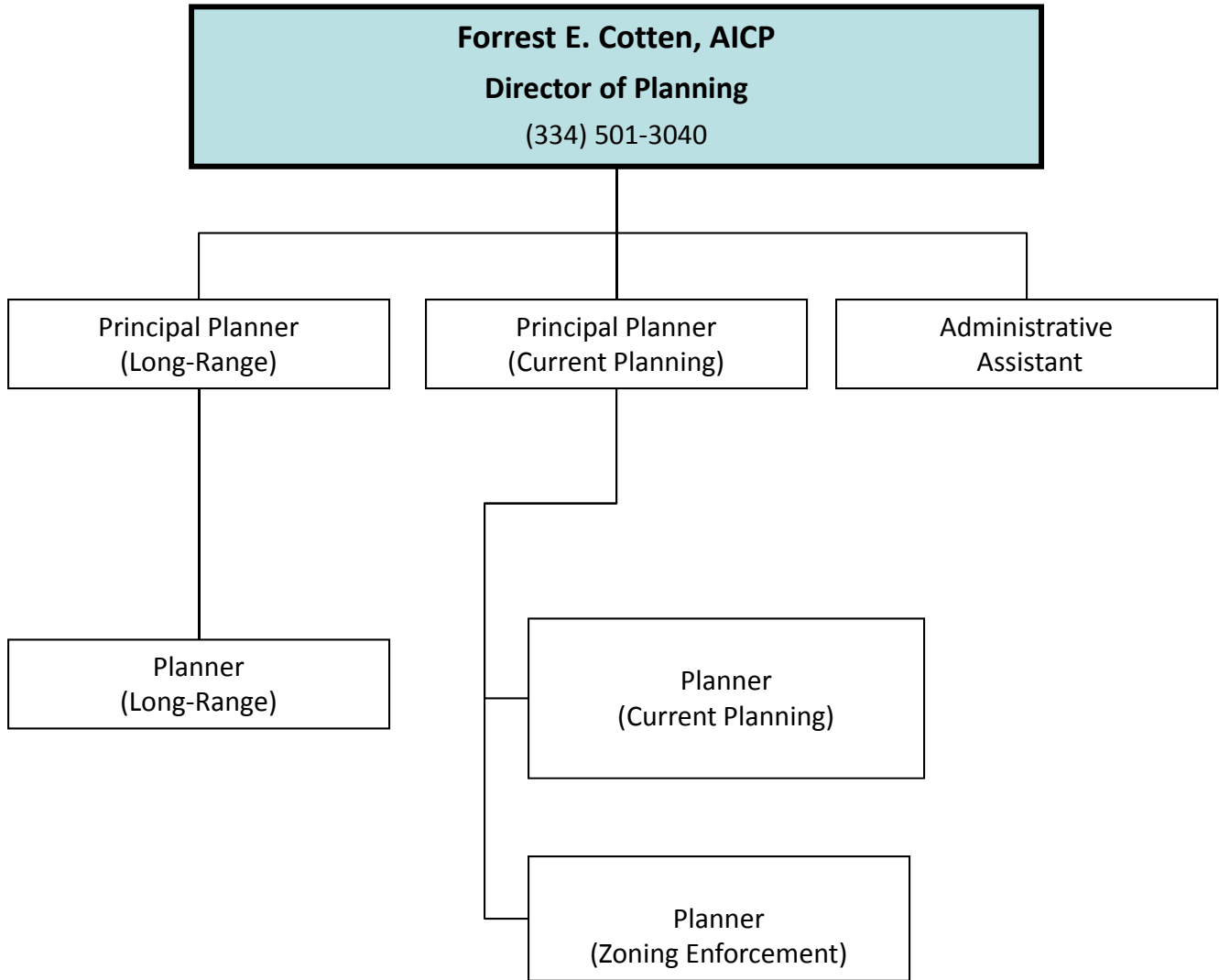
### Five Year Budget Summary





City of Auburn

# Planning Department



Comparative Summary of Authorized Personnel (Regular Full-Time Only)

FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
8	8	8	7	7

## Planning Department

Forrest E. Cotten, AICP, Director



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### Mission

The *mission* of the Planning Department is to promote planned and managed change as a means of creating and maintaining an attractive “built environment” and conserving and protecting the City’s “natural environment.” To this end, special emphasis is placed upon:

- Promoting the land use, public services, and transportation components of the City’s comprehensive plan so that they serve as an effective means of articulating and implementing the City’s developmental policies
- Providing a high level of professional and technical support to the City Manager, City Council, Planning Commission, and Board of Zoning Adjustment in formulating and implementing developmental policies
- Meeting the immediate needs of local officials, citizens, and developers through a pro-active approach to customer service and a commitment to quality that is shared among all members of the Department
- Conceiving and implementing programs aimed at improving the opportunities for low and moderate income families to have decent housing

### Major Functions of the Planning Department

- ◆ Provide technical support to the City Manager, City Council, and other Municipal Departments
  - ◆ Provide staff support and prepare agendas for the Planning Commission and Board of Zoning Adjustment
  - ◆ Develop proactive development policies
  - ◆ Administer and enforce the Zoning Ordinance and Subdivision Regulation
  - ◆ Assist developers, citizens, and other governmental agencies
  - ◆ Monitor current case law and update land use ordinance accordingly
  - ◆ Process annexation requests
  - ◆ Represent the City of Auburn in long-range transportation planning with the Lee-Russell Council of Governments
-

## Planning FY2015 Goals

1. At the direction of the Office of the City Manager, the Planning Department will act as project manager for a Cost of Growth and New Development Assessment Study. The City will engage a consultant to recommend to the City of Auburn a strategy which employs a “growth paying for growth” approach to ensure that a desirable level of service continues to be provided for schools, fire, police, parks and recreation, and transportation. This includes examining the prospect of impact fees that are appropriate, technically supportable, and feasible.  
Anticipated to commence by **10/1/2014** and be completed by **1/31/2015**
2. In cooperation with the Parks & Recreation and Library departments, the Planning Department will lead an effort to expand on previous parks & recreation planning efforts (CompPlan 2030, Greenspace Master Plan, Auburn Interactive Growth Model, and others) that will result in a new Parks, Leisure and Culture Master Plan. This plan will provide strategic direction for the growth of parks, leisure, and culture facilities and programs in the City of Auburn for the next twenty years.  
Anticipated to commence by **4/1/2015** and be completed by **9/30/2015**
3. Publish the FY 2015 Annual Report to the Planning Commission.  
Anticipated to commence by **12/1/2014** and be completed by **1/31/2015**
4. This initiative involves constructing a zoning ordinance text amendment that is designed to facilitate the type of development and redevelopment envisioned by the Downtown Master Plan adopted by the City Council in the summer of 2014.  
Anticipated to commence by **10/1/2014** and be completed by **2/28/2015**
5. This initiative can be viewed as a westward extension of the Renew Opelika Road Corridor Plan. Staff will develop a land use-based framework for future development and redevelopment of these centrally-located mixed use corridors.  
Anticipated to commence by **6/1/2015** and be completed by **9/30/2015**
6. Commensurate with the implementation of the Downtown Master Plan zoning regulations, this initiative involves a city-initiated targeted rezoning of the Urban Core area to zoning classifications that can provide guidance for future development activity in order to help that development realize the vision set forth in the Downtown Master Plan.  
Anticipated to commence by **12/1/2014** and be completed by **2/28/2015**

## Planning FY2016 Goals

1. This will be the first comprehensive update of CompPlan 2030, which was adopted by the City Council in October 2011. The Planning staff is committed to a comprehensive update of the Plan in five-year increments to ensure the Plan's continued relevance and credibility.  
Anticipated to commence by **1/1/2016** and be completed by **9/30/2016**
2. Publish the FY2016 Annual Report to the Planning Commission.  
Anticipated to commence by **12/1/2015** and be completed by **1/31/2016**
3. Conduct fourth offering of the Citizens' Planning Academy during Fall 2015.  
Anticipated to commence by **10/1/2015** and be completed by **12/31/2015**
4. This is a focus area study designed to evaluate the existing land use and zoning in the Northwest Auburn neighborhood and make recommendations for change in light of the initial vision set forth for this area in CompPlan 2030.  
Anticipated to commence by **4/1/2016** and be completed by **9/30/2016**
5. This goal will create a method for the City of Auburn to analyze the health of existing neighborhoods in the city. The project will create a scoring matrix by which neighborhoods will be assessed which could include: age and condition of housing, quality of infrastructure, vacancy, crime statistics and other qualitative and quantitative data. The results of this data may then be used for future capital investments and city initiatives.  
Anticipated to commence by **2/1/2016** and be completed by **9/30/2016**
6. The purpose of this initiative is to continue to enhance the annexation evaluation process in an effort to accurately assess the potential impacts for new development as it relates to the service areas of schools, transportation, water/sewer, parks and recreation, etc. The long-term goal is to develop a framework to provide for continued "concurrency."  
Anticipated to commence by **10/1/2015** and be completed by **2/29/2016**

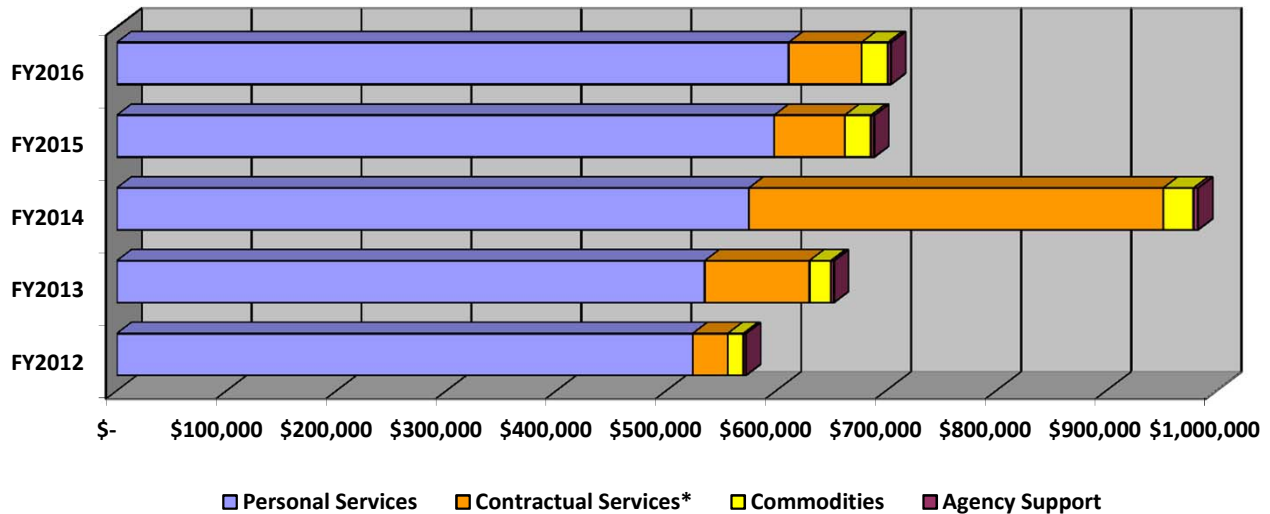
# Planning

## Budget Summary

### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
Personal Services	\$ 524,060	\$ 535,029	\$ 575,175	\$ 598,172	\$ 611,373
Contractual Services*	31,907	95,200	376,584	64,250	66,250
Commodities	14,108	19,441	27,450	23,750	23,750
Agency Support	2,357	2,773	4,000	3,000	3,000
<b>Totals</b>	<b>572,432</b>	<b>652,444</b>	<b>983,209</b>	<b>689,172</b>	<b>704,373</b>

### Five Year Budget Summary



\* FY2014 Budget includes Downtown Master Plan and Growth and Development Study costs.





City of Auburn



## City of Auburn

Biennial Budget for FY 2015 & FY 2016

### **General Fund – A Major Fund**

#### ***General Fund - Non-Departmental Expenditures***

Overview of Non-Departmental Expenditures .....	237
General Operations .....	238
Project Operations.....	239
Debt Service .....	240
Outside Agencies Funding	
Trends in Outside Agencies Funding.....	241
Outside Agencies Funding by Agency Type – 2015 & FY 2016 .....	242
Non-Departmental Transfers.....	243



City of Auburn

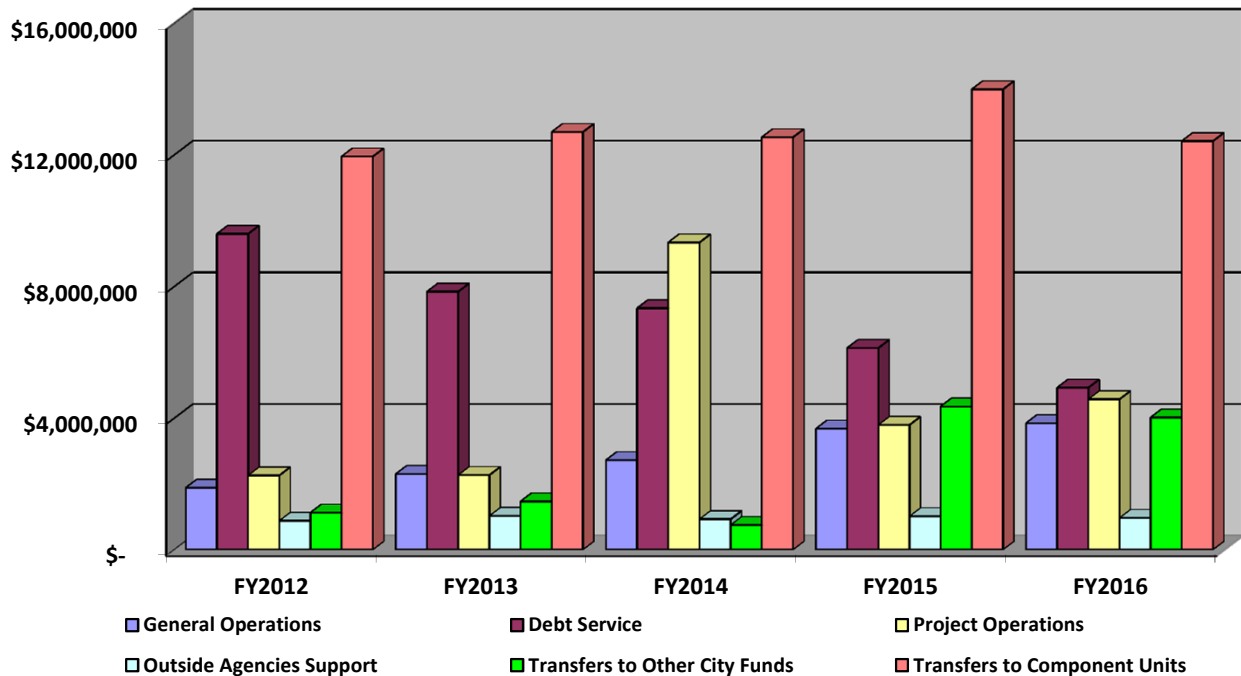
## City of Auburn

### General Fund - Overview of Non-Departmental Expenditures & Other Financing Uses

#### Comparative Budget Summary by Category

	Actual FY2012	Actual FY2013	Budget FY2014	Budget FY2015	Budget FY2016
	\$	\$	\$	\$	\$
General Operations	1,881,310	2,301,598	2,721,180	3,678,382	3,844,369
Debt Service	9,599,280	7,842,446	7,339,739	6,130,356	4,924,281
Project Operations	2,257,804	2,268,188	9,336,869	3,792,990	4,572,900
Outside Agencies Support	879,997	1,027,795	928,789	1,016,623	965,663
Transfers to Other City Funds <sup>^</sup>	1,125,000	1,466,892	750,000	4,351,183	4,017,473
Transfers to Component Units*	11,949,171	12,692,295	12,532,759	13,990,500	12,415,500
<b>Totals</b>	<b>27,692,563</b>	<b>27,599,214</b>	<b>33,609,336</b>	<b>32,960,034</b>	<b>30,740,186</b>

#### Five Year Budget Summary



<sup>^</sup>ACS will receive an additional \$3,851,183 in FY15 and \$3,617,473 in FY16 from the dedication of the Special Five Mill Debt Service Fund for future schools projects. This is the amount of the current debt service in that fund, since the debt issued prior to dedication of this fund for school use must remain in that fund.

\* Includes appropriation to Auburn City Schools

# General Operations

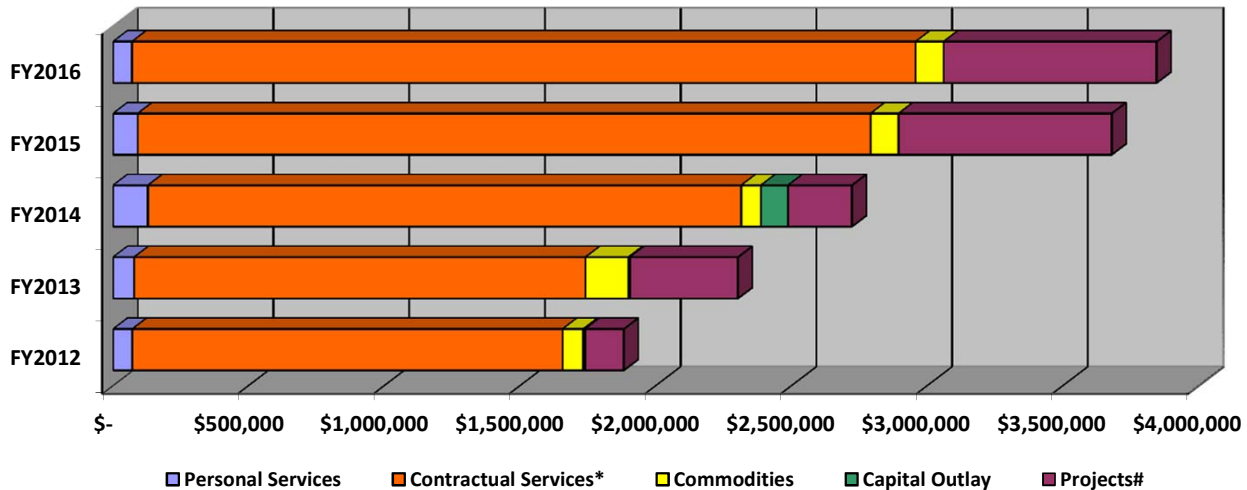
## Budget Summary

**General Operations** is the "department" that is used to account for expenditures that benefit multiple departments and for which it is not cost-beneficial to allocate the expenditures among departments. An example of such expenditures is building maintenance services for a building or complex that houses multiple departments. Also included in General Operations are the utilities costs for street lighting and traffic signals and other utilities for City buildings.

### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
Personal Services	\$ 71,084	\$ 77,828	\$ 128,659	\$ 91,366	\$ 69,862
Contractual Services*	1,584,712	1,662,517	2,185,020	2,699,016	2,886,506
Commodities	75,854	157,769	72,500	103,000	103,000
Capital Outlay	6,900	5,309	100,000	-	-
Projects#	142,760	398,175	235,000	785,000	785,000
<b>Totals</b>	<b>1,881,310</b>	<b>2,301,598</b>	<b>2,721,180</b>	<b>3,678,382</b>	<b>3,844,369</b>

### Five Year Budget Summary



\* The increase in contractual services beginning in FY2014 is due to sales tax sharing proceeds made available through the Commercial Development Incentive Program.

# The increase in projects in FY2015 and FY2016 is due to non-departmental facilities improvements planned for both years.

# Project Operations

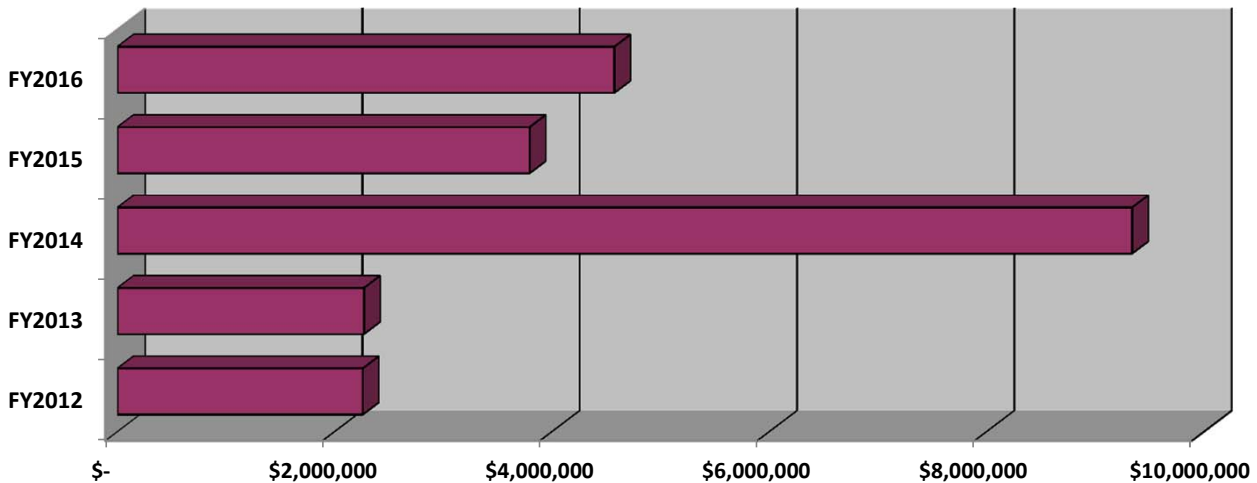
## Budget Summary

**Project Operations** is a separate General Fund "department" used for the various General Fund departments' capital outlays for projects for which the amount expended is significantly large enough to create disparities when comparing departmental expenditures over a period of several years. By accounting for large dollar capital projects funded within the General Fund in Project Operations, multi-year expenditures comparisons for the departments involved are more clearly "apples to apples."

### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
<b>Public Works</b>					
Traffic Signals and Signage	-	-	138,173	-	-
Special Projects	214,186	190,717	2,197,000	136,000	689,698
Intersection Improvements	-	131,180	964,487	1,041,000	363,202
Streets/Roadway Reconstruction	-	374,601	3,037	512,000	-
Traffic Signals Improvements	46,950	64,890	45,000	398,000	245,000
Bridge Improvements	-	-	1,425,000	-	-
Street Resurfacing/Restriping	1,895,764	548,341	3,035,277	1,330,990	2,000,000
Downtown Parking Improvements	-	168,508	316,027	100,000	1,000,000
Drainage Improvements	59,809	67,671	102,749	75,000	75,000
Sidewalk Projects	41,095	311,037	40,119	200,000	200,000
Facilities Projects	-	411,242	1,070,000	-	-
<b>Total</b>	<b>2,257,804</b>	<b>2,268,188</b>	<b>9,336,869</b>	<b>3,792,990</b>	<b>4,572,900</b>

### Five Year Budget Summary



See page 320 for Public Works capital projects detail.

## Debt Service

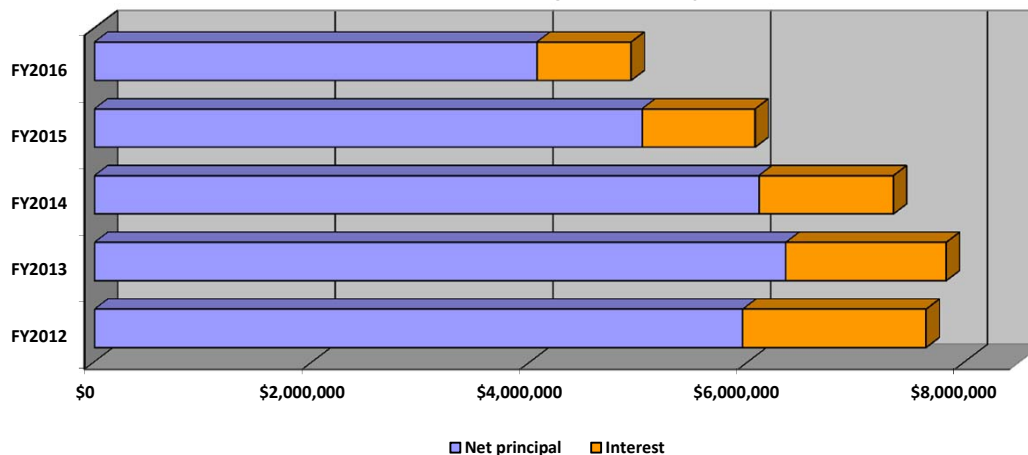
### Budget Summary

**Debt service** is the category of expenditures representing the repayment of debt, including both principal and interest. Resources expended to repay debt are not available for expenditure on other goods and services. However, the long-term nature of many capital assets (roads, bridges, buildings, fire trucks, etc.) justify the borrowing of resources to enable the City to purchase or construct long-lived assets.

#### Comparative Budget Summary by Category

	Actual FY2012	Actual FY2013	Budget FY2014	Budget FY2015	Budget FY2016
	\$	\$	\$	\$	\$
Debt issuance expenditures	16,427	15,620	-	65,965	30
Payments to refinance principal	1,941,603	-	-	-	-
Principal and Interest					
'99 GO warrant (City Hall, streets)	338,395	-	-	-	-
'01 GO warrant (drainage projects)	10,910	-	-	-	-
'03 GO warrant (infrastructure improvements)	764,934	764,934	191,234	-	-
'05 GO warrant (West Tech Park)	783,198	783,198	783,198	195,799	-
'06 GO warrant (AU Res Park infrastructure)	664,717	664,717	664,717	276,966	-
'06 GO warrant (Tennis Ctr-AU part)	275,613	275,613	275,613	275,613	275,613
'08 GO warrant (Comm Dev Authority)	1,082,663	1,082,663	1,082,663	1,082,663	1,082,663
'08 GO warrant (Comm Dev Authority)	1,100,540	1,100,540	1,100,540	1,100,540	1,100,540
'08 GO warrant (refinance & property)	734,594	462,117	462,117	346,588	-
'09 GO warrant (Samford Ave Extension)	335,173	335,173	335,173	320,970	-
'10 GO warrant (refunding)	347,224	347,224	347,224	347,224	347,224
'10 GO warrant (refunding)	1,017,045	1,017,045	1,017,045	1,017,045	1,017,045
'10 GO warrant (Alabama St. property)	186,244	195,126	186,243	206,810	204,345
'12 GO warrant (West Tech Park)	-	501,476	601,772	601,772	601,771
'12 GO Warrant (refinance cap. Projects)	-	297,000	292,200	292,400	295,050
Total principal and interest	7,641,250	7,826,827	7,339,739	6,064,391	4,924,251
Total debt service	9,599,280	7,842,446	7,339,739	6,130,356	4,924,281
Principal	7,892,685	6,348,049	6,099,566	5,025,976	4,060,734
Interest	1,690,168	1,478,777	1,240,173	1,038,415	863,517
Total principal and interest	9,582,853	7,826,827	7,339,739	6,064,391	4,924,251
Less: principal refinanced	(1,941,603)	-	-	-	-
Net principal and interest	7,641,250	7,826,827	7,339,739	6,064,391	4,924,251
Net principal and interest as a % of total net expenditures and other uses	12.2%	11.9%	9.9%	8.2%	6.8%

#### Five Year Budget Summary



## City of Auburn

### Trends in Outside Agencies Funding

	Audited	Audited	Adjusted	Requested		Budget	Incr/(Decr)	Budget	Incr/(Decr)
	Actual	Actual	Budget	FY2015	FY2016	FY2015	of Proposed	FY2016	of Proposed
	FY2012	FY2013	FY2014				over FY2014		over FY2015
AL Cooperative Extension Svc	10,000	10,000	10,000	10,000	10,000	<b>10,000</b>	-	<b>10,000</b>	-
AU Airport - Operations	21,647	21,647	21,647	21,647	21,647	<b>21,647</b>	-	<b>21,647</b>	-
AU Airport - Terminal Improv.	100,000	100,000	100,000	100,000	100,000	<b>100,000</b>	-	<b>100,000</b>	-
AU Airport-FAA Match	19,204	28,533	30,000	30,000	30,000	<b>30,000</b>	-	<b>30,000</b>	-
AU Jule Collins Smith Museum	50,000	50,000	50,000	50,000	50,000	<b>50,000</b>	-	<b>50,000</b>	-
Auburn Day Care Centers, Inc.	50,000	50,000	50,000	75,000	75,000	<b>50,000</b>	-	<b>50,000</b>	-
Boys & Girls Club of Lee County	18,123	18,123	18,123	30,000	30,000	<b>18,123</b>	-	<b>18,123</b>	-
Chamber of Commerce*	25,000	-	-	n/a	n/a	-	-	-	-
Child Advocacy Center	5,000	5,000	5,000	5,000	5,000	<b>5,000</b>	-	<b>5,000</b>	-
Community Market of Food Bank	25,000	25,000	25,000	25,000	25,000	<b>25,000</b>	-	<b>25,000</b>	-
Convention & Visitor's Bureau	220,954	275,367	209,000	n/a	n/a	<b>235,984</b>	26,984	<b>243,059</b>	7,075
CVB - Special Activities (Super Six)	-	50,000	-	-	50,000	<b>50,000</b>	50,000	-	(50,000)
Domestic Violence Intervention Ctr	15,000	15,000	15,000	18,000	18,000	<b>15,000</b>	-	<b>15,000</b>	-
Unity Wellness Center (formerly East									
Alabama AIDS Outreach)	3,500	3,500	3,500	5,000	5,000	<b>3,500</b>	-	<b>3,500</b>	-
East AL Mental Health Board	42,000	42,000	42,000	48,000	48,000	<b>42,000</b>	-	<b>42,000</b>	-
East AL Svcs for the Elderly	12,500	12,500	12,500	12,500	12,500	<b>12,500</b>	-	<b>12,500</b>	-
Forest Ecology Preserve	-	39,106	50,000	50,000	50,000	<b>50,000</b>	-	<b>50,000</b>	-
Lee County EMA-Operations	31,903	31,903	31,903	34,000	37,000	<b>31,903</b>	-	<b>31,903</b>	-
Lee County Health Department	47,904	47,904	47,904	47,904	50,000	<b>47,904</b>	-	<b>47,904</b>	-
Lee County Juvenile Court	18,612	18,612	18,612	18,612	18,612	<b>18,612</b>	-	<b>18,612</b>	-
Lee County Youth Dev Ctr	45,200	45,200	45,200	45,200	45,200	<b>45,200</b>	-	<b>45,200</b>	-
Lee-Russell COG-Operations	108,450	128,400	133,400	132,250	136,215	<b>132,250</b>	(1,150)	<b>136,215</b>	3,965
LRCOG-Transit Bus Replacement	-	-	-	-	-	<b>12,000</b>	12,000	-	(12,000)
Red Cross	10,000	10,000	10,000	15,000	15,000	<b>10,000</b>	-	<b>10,000</b>	-
<b>Totals</b>	<b>879,997</b>	<b>1,027,795</b>	<b>928,789</b>	<b>773,113</b>	<b>832,174</b>	<b>1,016,623</b>	<b>87,834</b>	<b>965,663</b>	<b>(50,960)</b>

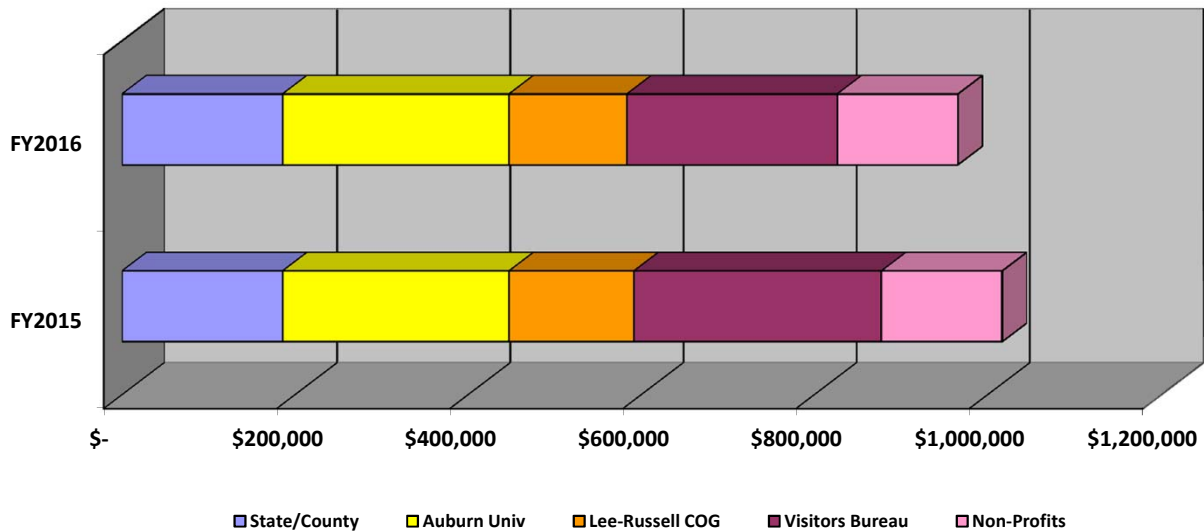
\* Beginning in FY2013, Chamber of Commerce funding has been moved to General Operations as a contractual agreement



# City of Auburn

## Outside Agencies Funding by Agency Type

	FY2015 Budget	FY2016 Budget
	\$	\$
<b>Governmental -</b>		
<b>State of Alabama / Lee County</b>		
Administrative Office of Courts-Lee County Juvenile Court	18,612	18,612
Department of Public Health-Lee County Health Department	47,904	47,904
Department of Mental Health-East Alabama Mental Health	42,000	42,000
Lee Co. Emergency Management Agency (EMA)-Operations	31,903	31,903
Lee County Youth Development Center	45,200	45,200
<i>Total - State and County</i>	185,619	185,619
<b>Auburn University</b>		
Alabama Cooperative Extension Service	10,000	10,000
Airport - Operations	21,647	21,647
Airport - Terminal Improvements	100,000	100,000
Airport - FAA Match	30,000	30,000
Jule Collins Smith Museum of Fine Art	50,000	50,000
Forest Ecology Preserve	50,000	50,000
<i>Total - Auburn University</i>	261,647	261,647
<b>Lee-Russell Council of Governments (COG)</b>	144,250	136,215
<b>Auburn-Opelika Convention and Visitors Bureau</b>	285,984	243,059
<i>Total Governmental Entities</i>	877,500	826,540
<b>Non-Profit Organizations</b>		
Auburn Day Care Centers, Inc.	50,000	50,000
Boys and Girls Clubs of Lee County	18,123	18,123
Child Advocacy Center	5,000	5,000
Community Market of the Lee County Food Bank	25,000	25,000
Domestic Violence Intervention Center	15,000	15,000
Unity Wellness Center (formerly East Alabama AIDS Outreach)	3,500	3,500
East Alabama Services for the Elderly (EASE)	12,500	12,500
Red Cross	10,000	10,000
<i>Total Non-Profit Organizations</i>	139,123	139,123
<i>Total Outside Agencies Funding</i>	1,016,623	965,663



# Transfers

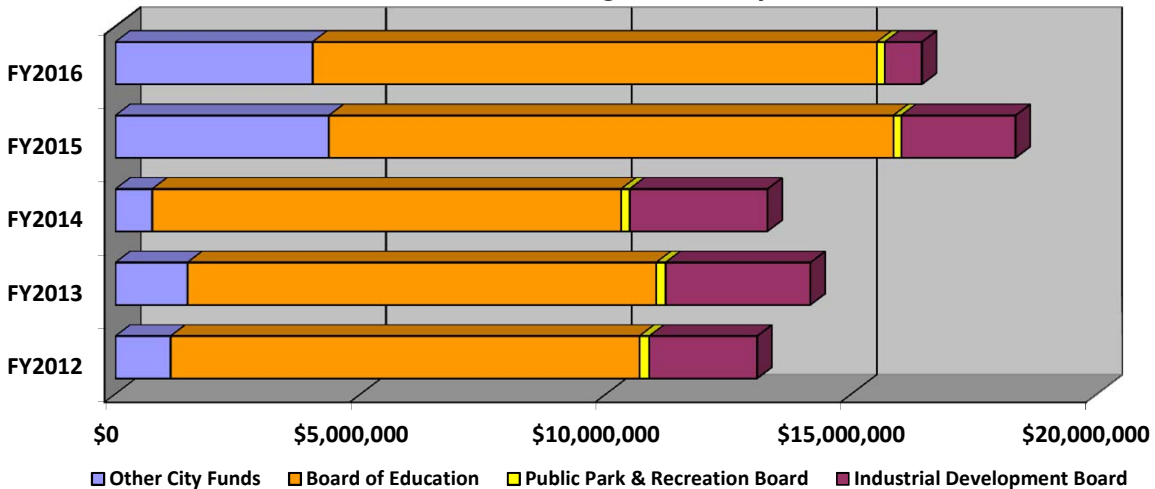
## Budget Summary

The nature of governmental accounting requires that resources be accounted for in separate sets of books, called "funds," to show compliance with the legal restrictions placed on the spending of the resources. It is common for the various funds to transfer resources between them, when allowed by law. The City also transfers resources to some of its component units, which are entities created by the City to carry out public responsibilities, as authorized by law.

### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
<b>Transfers to Other City Funds</b>					
Liability Risk Retention Fund	390,000	400,000	400,000	400,000	400,000
Employee Benefit Self Insurance Fund	-	500,000	-	-	-
Transfer to other funds (Auburn City Schools)	-	-	-	3,851,183	3,617,473
Solid Waste Management Fund	735,000	566,892	350,000	100,000	-
Total Transfers to Other Funds	<u>1,125,000</u>	<u>1,466,892</u>	<u>750,000</u>	<u>4,351,183</u>	<u>4,017,473</u>
<b>Transfers to Component Units</b>					
Board of Education	9,550,759	9,550,759	9,550,759	11,500,000	11,500,000
Public Park & Recreation Board	201,174	189,683	175,000	160,000	160,000
Industrial Development Board					
General Operations	356,000	265,000	2,315,000	275,000	275,000
Debt Service	1,516,238	2,361,853	166,500	-	-
Industrial Recruitment	210,000	210,000	210,000	240,000	240,000
AU Research Park	25,000	25,000	25,000	25,000	25,000
Commercial Development	75,000	75,000	75,000	100,000	100,000
Workforce Development	15,000	15,000	15,000	15,000	15,000
Auburn Technology Park West	-	-	-	1,675,000	100,000
Commercial Development Authority	-	-	500	500	500
Total Transfers to Component Units	<u>11,949,171</u>	<u>12,692,295</u>	<u>12,532,759</u>	<u>13,990,500</u>	<u>12,415,500</u>
<b>Totals</b>	<u>13,074,171</u>	<u>14,159,187</u>	<u>13,282,759</u>	<u>18,341,683</u>	<u>16,432,973</u>

### Five Year Budget Summary





City of Auburn



## City of Auburn

### Biennial Budget for FY 2015 & FY 2016

#### **Enterprise Funds**

Description of and Trends in Enterprise Funds .....	247
Overview of Revenues, Expenses and Changes in Net Position – Fiscal Years 2012 - 2016 .....	248
Combining Statement of Projected Revenues and Budgeted Expenses	
Fiscal Year 2015 .....	249
Fiscal Year 2016 .....	250

#### ***Sewer Fund Enterprise – A Major Fund***

Water Resource Management Department	
Organization Chart .....	251
Financing Structure .....	252
Mission Statement and Major Functions .....	254
Biennium Goals .....	256
Sewer Fund Capital Improvement Plan – Fiscal Years 2015-2020 .....	259
Sewer Fund History – Fiscal Years 2008 – 2013 .....	260
Sewer Fund Projection – Fiscal Years 2014 – 2020 .....	261
Overview of Revenues, Expenses and Changes in Net Position – Fiscal Years 2012 - 2016 .....	262
Budget Summaries	
Administration .....	263
Sewer Maintenance .....	264
Watershed Management .....	265
Pumping and Treatment .....	266
General Operations .....	267

#### ***Solid Waste Management Fund Enterprise***

Environmental Services Department	
Organization Chart .....	269
Financing Structure .....	270
Mission Statement and Major Functions .....	272
Biennium Goals .....	273
Overview of Revenues, Expenses and Changes in Net Position – Fiscal Years 2012- 2016 .....	277



## City of Auburn

Biennial Budget for FY 2015 & FY 2016

### **Enterprise Funds *(continued)***

#### ***Solid Waste Management Fund Enterprise (continued)***

##### Budget Summaries

Administration.....	278
Recycling.....	279
Solid Waste.....	280
General Operations .....	281

# City of Auburn

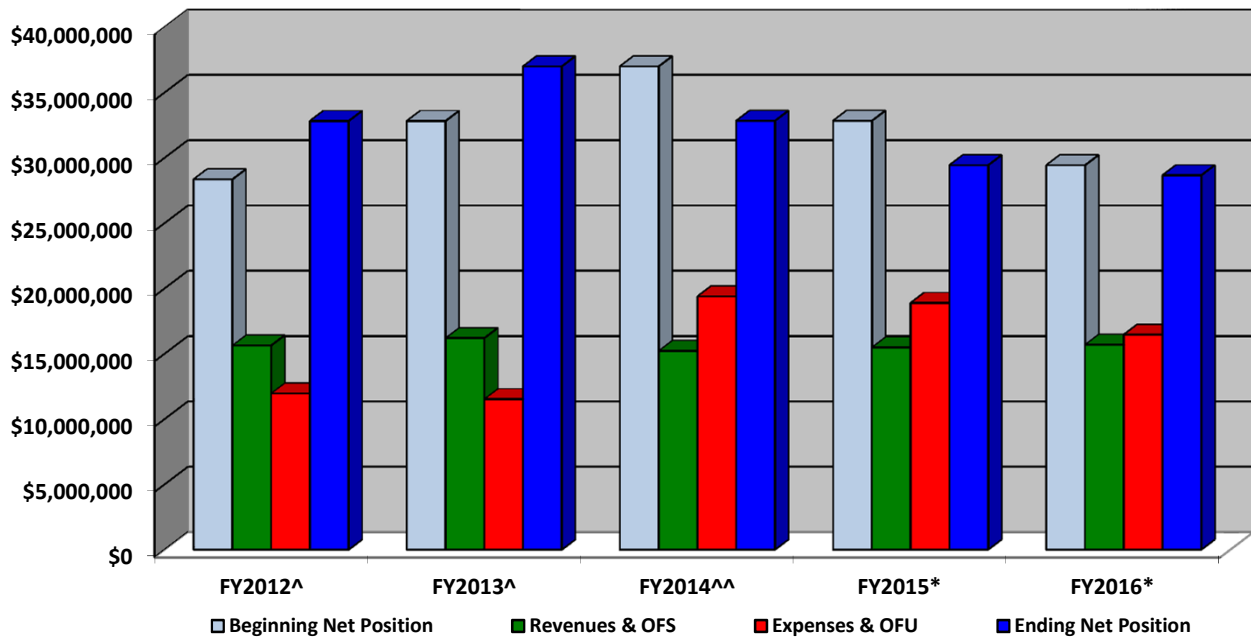
## Description of and Trends in Enterprise Funds

**Enterprise funds** are funds used to account for activities for which a fee is charged to external users for goods or services. Enterprise funds are categorized as proprietary or business-type funds and are accounted for using the full accrual basis. The City of Auburn budgets for the following enterprise funds:

**Sewer Fund** accounts for the provision of wastewater collection and treatment services provided to the public, as well as watershed protection services. The Sewer Fund's assets include the City's two wastewater treatment plants and the sewer collection system (sewer lines). The Sewer Fund's activities are regulated by both the federal (Environmental Protection Agency) and state (Alabama Department of Environmental Management) governments. Sewer fees are established by the City Council.

**Solid Waste Management Fund** accounts for the provision of solid waste and recycling collection and disposal services provided to the public. The Solid Waste Fund's assets include heavy equipment, vehicles and other equipment. The City contracts with a private company for landfill services. The City has a permit for a construction and demolition landfill which has been closed for a number of years, but is still under monitoring.

**Total Enterprise Funds - Revenues, Expenses, and Net Position**



<sup>^</sup> Audited

<sup>^^</sup> Adjusted Budget

<sup>\*</sup> Budget

# City of Auburn

## Total Enterprise Funds

### Overview of Revenues, Expenses and Changes in Net Position

#### Fiscal Years 2012-2016

	Audited Actual		Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Beginning net position	28,345,094	32,812,939	36,992,896	32,826,814	29,423,747
Revenues:					
Grants	107,587	102,530	-	-	-
Charges for services	14,103,172	14,207,219	14,391,700	15,173,400	15,486,500
Reimbursements and contributions	380,543	96,124	71,250	71,250	71,250
Interest	33,440	32,518	35,200	34,050	25,350
Other revenue	49,252	45,500	43,500	48,000	48,000
Total revenues	14,673,995	14,483,891	14,541,650	15,326,700	15,631,100
Other financing sources (OFS):					
Sale of surplus assets	11,999	20,789	5,000	5,000	5,000
Transfer in general fund	735,000	566,892	350,000	100,000	-
Capital contributions	205,628	1,119,230	320,000	50,000	50,000
Total OFS	952,627	1,706,911	675,000	155,000	55,000
<b>Total revenues and OFS</b>	<b>15,626,622</b>	<b>16,190,802</b>	<b>15,216,650</b>	<b>15,481,700</b>	<b>15,686,100</b>
Expenses	9,634,030	9,580,821	10,019,748	10,668,200	10,875,110
Capital outlays^	-	-	1,022,900	1,386,000	543,500
Projects^	17,699	16,237	3,861,692	2,413,500	603,500
Debt payments	1,983,895	1,792,527	4,347,142	4,285,818	4,300,068
Other financing uses (transfers)	317,811	131,250	131,250	131,250	131,250
<b>Total expenses and transfers</b>	<b>11,953,435</b>	<b>11,520,835</b>	<b>19,382,732</b>	<b>18,884,767</b>	<b>16,453,428</b>
Excess (deficit) of revenues and other sources over expenses, and transfers out	3,673,187	4,669,967	(4,166,082)	(3,403,068)	(767,328)
Prior period adjustments*	794,658	(490,010)	-	-	-
Ending net position	32,812,939	36,992,896	32,826,814	29,423,747	28,656,419

^ Actual amounts are reported on the full-accrual basis (capital assets are capitalized and expensed through depreciation and principal debt payments are a reduction of liabilities). The budget is prepared on a modified accrual basis, including depreciation, capital outlays, and principal debt payments.

\* During FY2012, a prior period adjustment totaling \$794,658 was recorded to adjust the accrual for unbilled revenues receivable at the beginning of the fiscal year. During FY2013, the City implemented GASB Statement 65, *Items Previously Reported as Assets and Liabilities*. This statement requires debt issuance costs be recognized as an expense in the period incurred. Previously, debt issuance costs were capitalized and amortized over the life of the associated debt. In accordance with GASB 65, a prior period adjustment totaling \$490,010 was recorded to remove the net book value of previously capitalized debt issuance costs as of October 1, 2012.

# City of Auburn

## Total Enterprise Funds

### Combining Statement of Budgeted Revenues and Expenses

	Sewer Fund \$	Solid Waste Management Fund \$	Total Enterprise Funds \$
<b>Audited net position, 9.30.13</b>	<b>35,366,548</b>	<b>1,626,349</b>	<b>36,992,896</b>
FY2014 Projected revenues and other financing sources	10,802,150	4,414,500	15,216,650
FY2014 Projected expenses and other financing uses	14,539,814	4,842,918	19,382,732
<b>Projected net position, 9.30.14</b>	<b>31,628,884</b>	<b>1,197,931</b>	<b>32,826,814</b>
<b>FY2015 Budget</b>			
<b>Revenues</b>			
Sewer service fees	9,883,200	-	9,883,200
Sewer access fees	874,800	-	874,800
Sewer penalties	100,000	-	100,000
Tapping fees	7,500	-	7,500
Sewer surcharges	19,000	-	19,000
Miscellaneous revenue	600	300	900
Investment interest	33,050	1,000	34,050
Reimbursements & contributions	71,250	-	71,250
Solid waste collection fees	-	4,210,000	4,210,000
Solid waste special collections	-	20,000	20,000
Solid waste white goods	-	1,000	1,000
Solid waste penalties	-	65,000	65,000
Recycling	-	40,000	40,000
<i>Total revenues</i>	<u>10,989,400</u>	<u>4,337,300</u>	<u>15,326,700</u>
<b>Other financing sources</b>			
Sale of surplus assets	5,000	-	5,000
Transfer in - General Fund	-	100,000	100,000
Capital contributions	50,000	-	50,000
<b>Total revenues and other sources</b>	<u><b>11,044,400</b></u>	<u><b>4,437,300</b></u>	<u><b>15,481,700</b></u>
<b>Expenses</b>			
Sewer Fund - Administration	1,087,049	-	1,087,049
Sewer Fund - Maintenance	1,578,539	-	1,578,539
Sewer Fund - Watershed management	253,722	-	253,722
Sewer Fund - Pumping and treatment	1,787,521	-	1,787,521
Sewer Fund - General operations	2,567,211	-	2,567,211
Sewer Fund - Debt service	4,285,818	-	4,285,818
Sewer Fund - Project operations	2,401,000	-	2,401,000
Solid Waste Fund - Administration	-	669,054	669,054
Solid Waste Fund - Recycling	-	1,818,352	1,818,352
Solid Waste Fund - Solid Waste	-	2,239,147	2,239,147
Solid Waste Fund - General Operations	-	66,105	66,105
<i>Total expenses</i>	<u>13,960,859</u>	<u>4,792,658</u>	<u>18,753,517</u>
<b>Other financing uses</b>			
Operating transfers			
To General Fund	76,250	55,000	131,250
<b>Total expenses and other uses</b>	<u><b>14,037,109</b></u>	<u><b>4,847,658</b></u>	<u><b>18,884,767</b></u>
<b>Projected net position, 9.30.15</b>	<b>28,636,174</b>	<b>787,573</b>	<b>29,423,747</b>



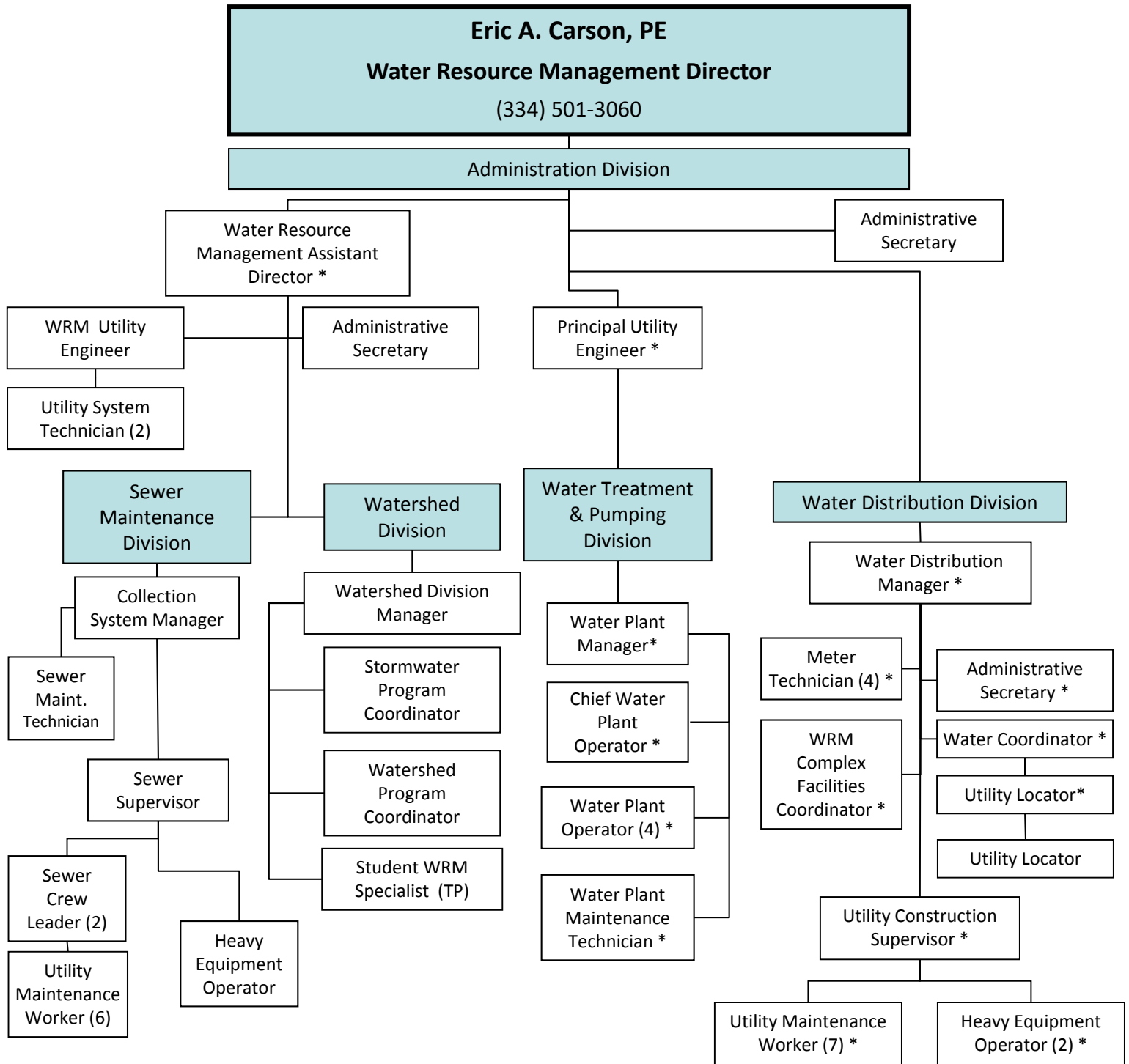
# City of Auburn

## Total Enterprise Funds

### Combining Statement of Budgeted Revenues and Expenses

	Sewer Fund \$	Solid Waste Management Fund \$	Total Enterprise Funds \$
<b>Projected net position, 9.30.15</b>	<b>28,636,174</b>	<b>787,573</b>	<b>29,423,747</b>
<b>FY2016 Budget</b>			
<b>Revenues</b>			
Sewer service fees	10,100,900	-	10,100,900
Sewer access fees	907,200	-	907,200
Sewer penalties	100,000	-	100,000
Tapping fees	7,500	-	7,500
Sewer surcharges	19,000	-	19,000
Miscellaneous revenue	600	300	900
Investment interest	24,350	1,000	25,350
Reimbursements & contributions	71,250	-	71,250
Solid waste collection fees	-	4,273,000	4,273,000
Solid waste special collections	-	20,000	20,000
Solid waste white goods	-	1,000	1,000
Solid waste penalties	-	65,000	65,000
Recycling	-	40,000	40,000
<i>Total revenues</i>	11,230,800	4,400,300	15,631,100
<b>Other financing sources</b>			
Sale of surplus assets	5,000	-	5,000
Capital contributions	50,000	-	50,000
<b>Total revenues and other sources</b>	<b>11,285,800</b>	<b>4,400,300</b>	<b>15,686,100</b>
<b>Expenses</b>			
Sewer Fund - Administration	1,064,095	-	1,064,095
Sewer Fund - Maintenance	1,236,388	-	1,236,388
Sewer Fund - Watershed management	222,470	-	222,470
Sewer Fund - Pumping and treatment	1,787,521	-	1,787,521
Sewer Fund - General operations	2,609,711	-	2,609,711
Sewer Fund - Debt service	4,300,068	-	4,300,068
Sewer Fund - Project operations	591,000	-	591,000
Solid Waste Fund - Administration	-	678,774	678,774
Solid Waste Fund - Recycling	-	1,619,490	1,619,490
Solid Waste Fund - Solid Waste	-	2,146,556	2,146,556
Solid Waste Fund - General Operations	-	66,105	66,105
<i>Total expenses</i>	11,811,253	4,510,925	16,322,178
<b>Other financing uses</b>			
Operating transfers To General Fund	76,250	55,000	131,250
<b>Total expenses and other uses</b>	<b>11,887,503</b>	<b>4,565,925</b>	<b>16,453,428</b>
<b>Projected net position, 9.30.16</b>	<b>28,034,471</b>	<b>621,948</b>	<b>28,656,419</b>

# Water Resource Management Department



\* Water Board employee(s)

## Comparative Summary of Authorized Personnel (Regular Full-Time Only)

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Administration	9	9	9	9	9
Sewer Maintenance	11	11	11	13	13
Watershed Division	4	4	4	4	4
Water Treatment and Pumping	7	7	7	7	7
Distribution	18	18	18	18	18
<b>TOTAL /City/WB</b>	<b>48/20/28 *</b>	<b>48/20/28 *</b>	<b>48/20/28</b>	<b>50/22/28 *</b>	<b>50/22/28 *</b>

# City of Auburn

## Water Resource Management Department Financing Structure

The Water Resource Management Department is housed in the Bailey-Alexander Complex on W. Samford Avenue. The operations of the City of Auburn’s Water Resource Management (WRM) Department are financed differently from most other City departments’ activities. WRM operations are funded jointly by the City and the Auburn Water Works Board, which is a component unit of the City. The Sewer Administration, Sewer Maintenance and Watershed Divisions are budgeted within a City fund separate from the General Fund. The City’s Sewer Enterprise Fund accounts for sewer activities using business-type accounting (full accrual basis). The Sewer Fund’s revenue sources include sewer service charges, sewer tap fees and access fees, special sewer charges, and investment income. The Sewer Fund’s expenses are accounted for in the following WRM divisions: Administration, Sewer Maintenance, Watershed Management, Sewer Treatment & Pumping, and General Operations.

Sewer rates and fees are established by City Council ordinance. It is the Council’s intention that sewer fees shall cover the costs of providing wastewater services to residences and businesses. The schedule of current sewer fees is shown below:

<p><b>Sewer service charges</b>     \$4.94 per 1,000 gallons                  Subject to minimum bills, see below                  Residential billing capped at 18,000 gallons</p> <p><b>Minimum sewer service charges</b></p> <table style="width: 100%;"> <tr><td>3/4" meter</td><td style="text-align: right;">\$14.81</td></tr> <tr><td>1" meter</td><td style="text-align: right;">\$24.76</td></tr> <tr><td>1 1/2" meter</td><td style="text-align: right;">\$49.49</td></tr> <tr><td>2" meter</td><td style="text-align: right;">\$74.23</td></tr> <tr><td>3" meter</td><td style="text-align: right;">\$160.83</td></tr> <tr><td>4" meter</td><td style="text-align: right;">\$321.64</td></tr> <tr><td>6" meter</td><td style="text-align: right;">\$643.30</td></tr> </table> <p><b>Deposit to open account</b></p> <table style="width: 100%;"> <thead> <tr> <th></th> <th style="text-align: center;"><i>Residential</i></th> <th style="text-align: center;"><i>Commercial</i></th> </tr> </thead> <tbody> <tr><td>3/4" meter</td><td style="text-align: right;">\$30.00</td><td style="text-align: right;">\$50.00</td></tr> <tr><td>1" meter</td><td style="text-align: right;">\$85.00</td><td style="text-align: right;">\$100.00</td></tr> <tr><td>1 1/2" meter</td><td style="text-align: right;">\$165.00</td><td style="text-align: right;">\$180.00</td></tr> <tr><td>2" meter</td><td></td><td style="text-align: right;">\$300.00</td></tr> <tr><td>3" meter</td><td></td><td style="text-align: right;">\$600.00</td></tr> <tr><td>4" meter</td><td></td><td style="text-align: right;">\$1,000.00</td></tr> <tr><td>6" or 8" meter</td><td></td><td style="text-align: right;">\$1,595.00</td></tr> </tbody> </table>	3/4" meter	\$14.81	1" meter	\$24.76	1 1/2" meter	\$49.49	2" meter	\$74.23	3" meter	\$160.83	4" meter	\$321.64	6" meter	\$643.30		<i>Residential</i>	<i>Commercial</i>	3/4" meter	\$30.00	\$50.00	1" meter	\$85.00	\$100.00	1 1/2" meter	\$165.00	\$180.00	2" meter		\$300.00	3" meter		\$600.00	4" meter		\$1,000.00	6" or 8" meter		\$1,595.00	<p><b>Late penalty</b>     5% of overdue balance</p> <p><b>Tap fee</b></p> <table style="width: 100%;"> <tr><td>Not in street</td><td style="text-align: right;">\$490</td></tr> <tr><td>In street but &lt; 30' of pipe</td><td style="text-align: right;">\$865</td></tr> <tr><td>In street but &gt; 30' of pipe</td><td style="text-align: right;">\$865 + \$25/foot &gt; 30'</td></tr> </table> <p><b>Sewer access fees (for undeveloped property)</b></p> <table style="width: 100%;"> <tr><td>3/4" meter</td><td style="text-align: right;">\$1,800</td></tr> <tr><td>1" meter</td><td style="text-align: right;">\$4,500</td></tr> <tr><td>1 1/2" meter</td><td style="text-align: right;">\$9,000</td></tr> <tr><td>2" meter</td><td style="text-align: right;">\$14,400</td></tr> <tr><td>3" meter</td><td style="text-align: right;">\$28,800</td></tr> <tr><td>4" meter</td><td style="text-align: right;">\$45,000</td></tr> <tr><td>6" meter</td><td style="text-align: right;">\$90,000</td></tr> </table> <p><b>Sewer Surcharges</b> Per ordinance</p>	Not in street	\$490	In street but < 30' of pipe	\$865	In street but > 30' of pipe	\$865 + \$25/foot > 30'	3/4" meter	\$1,800	1" meter	\$4,500	1 1/2" meter	\$9,000	2" meter	\$14,400	3" meter	\$28,800	4" meter	\$45,000	6" meter	\$90,000
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The Water Divisions’ operations are financed by the Water Works Board of the City of Auburn, a legal entity that is separate from the City. The City Council appoints the members of the Water Works Board, which then establishes policies for water operations, manages the water supply, and sets rates for the provision of potable water services to residents and businesses in the City. The Water Board’s primary revenue sources include sales of water to customers, water access fees, fire protection service fees and other miscellaneous fees and charges. Expenses of water operations are accounted for in the following WRM divisions: Administration, Pumping and Purification, Water Distribution, Meter Reading, Utilities Billing Office, and General Operations. Salaries of some WRM employees are allocated between sewer and water functions, resulting in reimbursements between the City Sewer Fund and the Water Board.

The City has a contract with the Water Board to provide management services to the Board. The head of the City’s Water Resource Management Department supervises the operation of the water treatment plant and

the water storage and distribution system, as well as the meter reading team and water source planning efforts. The City's Finance Director is responsible for managing the Water Revenue Office, which includes the customer service representatives, billing and collection, accounting, and financial reporting functions. In addition, the Finance Department provides other financial services to the Water Board, including accounts payable, cash management, and debt management services. The City's Human Resources Department provides employee recruitment and retention and also risk management services to the Water Board. The City's Information Technology Department provides computer hardware and software support services and GIS (computerized mapping) services to the Water Board.

The Water Works Board approves a separate biennial budget for its operations. The budget approved by the Water Board for fiscal year 2014 is shown below, along with comparative, audited data for fiscal years 2012 and 2013. Actual revenues and expenses through March 31, 2014 are presented with projected ending 2014 information, as well.

<b>City of Auburn Water Works Board</b>					
	Audited Actual		Budget	Actual as of	Projected
	FY12	FY13	FY2014	3/31/14 FY2014	FY2014
<b>Revenues</b>	\$	\$	\$	\$	\$
Water sales	8,324,544	8,532,700	8,703,354	4,082,465	8,525,000
Access fees	1,036,426	502,815	400,000	478,800	850,000
Fire protection fees	116,584	118,390	119,691	74,598	118,500
Penalties & collection fees	331,892	262,761	313,889	173,835	345,000
Tapping fees	96,690	95,648	93,000	42,780	85,000
Service initiation fees	80,495	81,865	80,000	22,530	45,000
Investment income	70,354	99,433	136,686	72,394	125,000
Other revenues	971,051	1,542,423	272,200	21,796	250,000
Total revenues	<u>11,028,036</u>	<u>11,236,035</u>	<u>10,118,820</u>	<u>4,969,198</u>	<u>10,343,500</u>
<b>Expenses</b>					
Pumping & purification	2,338,808	2,928,236	3,231,672	1,026,507	2,100,000
Water distribution	881,199	973,960	1,318,751	651,844	1,110,000
Meter reading & maintenance	440,956	439,811	556,321	321,710	620,000
Utilities Billing Office	766,094	706,904	945,351	451,129	905,000
Operations administration	264,325	155,566	404,886	156,856	315,000
Bond operations	957,909	921,733	1,052,718	493,082	990,000
General operations	3,177,595	3,092,497	2,650,227	1,384,562	2,800,000
Total expenses	<u>8,826,886</u>	<u>9,218,707</u>	<u>10,159,926</u>	<u>4,485,690</u>	<u>8,840,000</u>
Net income	<u>2,201,150</u>	<u>2,017,328</u>	<u>(41,106)</u>	<u>483,508</u>	<u>1,503,500</u>

The proposed budget for the City's funding of the Water Resource Management Department's wastewater management and operations is shown in the following pages about the City Sewer Fund.



## Water Resource Management Department

Eric A. Carson, P.E., Director



### Mission

The *mission* of the City's Water Resource Management Department is to provide excellent water, sewer and watershed management services to all residents and businesses. Excellent service includes appropriate service hours and a trained, courteous staff to provide timely, accurate, and appropriate information and assistance. We will achieve this by:

- Providing technical assistance and recommendations to the City Manager and Water Board on all water, sewer and watershed management issues;
- Operating and maintaining public utilities in a fiscally sound manner while providing a level of service exceeding legal requirements;
- Working cooperatively with other City Departments to address the future water, sewer and watershed management needs of the City based on new developments, annexations, and industrial growth;
- Encouraging environmental awareness and education as they relate to water, sewer and watershed management issues;
- Pursuing knowledge of the best available technology and procedures relating to the field of water, sewer and watershed management.

### Major Functions of the Water Resource Management Department

- ◆ Maintain over 347 miles of sewer lines, 6,955 manholes and service lines for over 18,162 sewer customers, 15 wastewater pumping stations and associated force mains.
- ◆ Respond to approximately 450 sanitary sewer service calls each year, inspect approximately 200 grease traps semi-annually, perform approximately 7,200 line locate requests each year and inspect gravity sewers and major interceptor sewers.
- ◆ Respond to over 22,500 water service requests annually and maintains meters, storage tanks, booster pump stations and Lake Ogletree.
- ◆ Work with new developments on the review and approval of water and sanitary sewer systems internal to the development and evaluate the effects of the water and sewer systems on surrounding watersheds.
- ◆ Provide water and sewer service to approximately 55,000 residents.
- ◆ Manage the contract operator of the Northside Water Pollution Control Facility (WPCF) and the HC Morgan (Southside) WPCF in treating domestic wastewater in compliance with federal and state regulations.
- ◆ Operate and maintain a water distribution system consisting of over 300 miles of water main, 2,500 fire hydrants, 8 storage tanks, 2 booster stations, and over 21,815 meters.
- ◆ Provide an annual water system consumer confidence report that summarizes water quality data and water system and watershed activities for the past year.
- ◆ Operate and maintain the James Estes Water Treatment Plant and raw water pumping facilities at Lake Ogletree to produce potable drinking water that meets or exceeds regulatory requirements.
- ◆ Manage approximately 12-15 capital projects per year associated with the water and sewer system.

- ◆ Oversee compliance with current regulatory requirements regarding the water, sewer and stormwater management programs and address changing regulatory requirements as necessary.
  - ◆ Provide annual Municipal Water Pollution Prevention (MWPP) reports to ADEM as required.
  - ◆ Manage implementation and compliance of the City's Phase II Stormwater Program.
  - ◆ Conduct approximately 650 routine and monthly erosion and sediment control inspections per year on all developments within the City of Auburn.
  - ◆ Manage a comprehensive water quality sampling program to include weekly turbidity monitoring, realtime quarterly water quality monitoring of local streams utilizing the City's Hydrolab sampling probe, stormwater outfall monitoring and bacteriological sampling to identify potential illicit discharges.
  - ◆ Respond to customer requests concerning water quality issues such as illicit discharges and erosion and sediment control concerns.
  - ◆ Provide public education and outreach program to raise awareness of stormwater-related issues.
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## **Water Resource Management FY2015 Goals**

### **Water Operations**

1. Evaluation, design and construction of on-site sodium hypochlorite generation system at James Estes WTP.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
2. Design and construction of new spillway and dam outlet control structure at Lake Ogletree.  
Anticipated to commence by **7/1/2014** and be completed by **9/30/2016**
3. Design and construction of new water main to replace existing water main located behind and adjacent to Auburn Hardware.  
Anticipated to commence by **5/1/2014** and be completed by **9/30/2015**

### **Sewer Maintenance**

1. Evaluation of wastewater treatment facilities with respect to overall condition and future capacity. Objective is to insure adequate capacity to sustain future growth of City.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
2. Design, purchase and installation of bypass pump for Stone Creek lift station.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
3. Flow monitoring study to identify potential inflow and infiltration issues in the Southside sewer basin and to evaluate improvements from recent sewer rehabilitation efforts. Project will also identify future capacity and rehabilitation improvement projects.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
4. Evaluation, design and construction of new blowers and air piping at H.C. Morgan WPCF to provide air to existing aeration basins. New blowers will replace original blowers that were installed in 1985. New blowers should be more efficient and provide significant power savings.  
Anticipated to commence by **5/7/2014** and be completed by **9/30/2015**
5. Design and construction of new sewer main to replace existing sewer main located behind and adjacent to Auburn Hardware.  
Anticipated to commence by **5/1/2014** and be completed by **9/30/2015**

### **Watershed Management**

1. Development of in-house source water monitoring program.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
2. Continuing the Outfall Reconnaissance Inventory Program to identify and inspect stormwater outfalls in the City of Auburn. Basins to be inspected in FY15 will be located in the Choctafaula and Chewacla Creek watersheds.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
3. Perform hydraulic and hydrologic analysis of one of the City's regional stormwater detention facilities (Felton Little Pond or Tacoma Pond).  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**

4. Evaluation of a streamlined digital inspection letter program.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**

### **Administration**

1. Continue a multi-year GPS data collection project with the IT and Public Works Departments to collect existing water, sewer and storm water infrastructure. Project to be jointly funded from the Water Fund, Sewer Fund and General Fund.  
Anticipated to commence by **5/1/2014** and be completed by **9/30/2015**
2. Implementation of Cityworks asset management software for sewer collection system.  
Anticipated to commence by **6/1/2014** and be completed by **9/30/2015**
3. Implementation of ITPipes software for sewer camera inspections.  
Anticipated to commence by **5/1/2014** and be completed by **9/30/2015**
4. Evaluation, procurement and installation of collection system modeling software with IT Department.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**



## **Water Resource Management FY2016 Goals**

### **Water Operations**

1. Construction of new spillway and dam outlet control structure at Lake Ogletree.  
Anticipated to commence by **7/1/2014** and be completed by **9/30/2016**

### **Sewer Maintenance**

1. Design, purchase and installation of bypass pump for Bent Brooke lift station.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

### **Watershed Management**

1. Implementation of in-house source water monitoring program.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
2. Continuing the Outfall Reconnaissance Inventory Program to identify and inspect stormwater outfalls in the City of Auburn. City will also begin second phase of program which includes monitoring of outfalls characterized as potential illicit discharges.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
3. Evaluation of results of FY15 Study to determine potential implementation of suggested stormwater practices.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
4. Design and installation of at least one low impact development and/or green infrastructure best management practice within one of the City's impaired watersheds.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

### **Administration**

1. Continue a multi-year GPS data collection project with the IT and Public Works Departments to collect existing water, sewer and storm water infrastructure. Project to be jointly funded from the Water Fund, Sewer Fund and General Fund.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
2. Evaluation, procurement and installation of water distribution modeling software with IT Department.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

## City of Auburn

### Sewer Fund - Capital Improvement Plan

Fiscal Years 2015 - 2020

Projects	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Total
<b>Sewer</b>							
WPCF Master Plan Update (Professional Services)	200,000	-	-	-	-	-	200,000
WPCF Blower Replacement Project (turbo blowers)	1,500,000	-	-	-	-	-	1,500,000
Lift Station Bypass Pumps							
Stone Creek	80,000	-	-	-	-	-	80,000
Bent Brooke	-	80,000	-	-	-	-	80,000
Regional Sewer Capacity Improvements	150,000	150,000	200,000	200,000	200,000	200,000	1,100,000
Sewer Rehab Projects	100,000	250,000	250,000	250,000	250,000	250,000	1,350,000
Southside Flow Study (Follow Up)	125,000	-	-	-	-	-	125,000
Misc Sewer Rehab (Glenn Ave)	75,000	-	-	-	-	-	75,000
GPS Utility Inventory Project	111,000	111,000	-	-	-	-	222,000
Aerial Topographical Mapping	-	-	50,000	-	-	50,000	100,000
Collection System Modeling Software	60,000	-	-	-	-	-	60,000
<b>Total - Sewer CIP</b>	<b>2,401,000</b>	<b>591,000</b>	<b>500,000</b>	<b>450,000</b>	<b>450,000</b>	<b>500,000</b>	<b>4,892,000</b>

# City of Auburn

## Sewer Fund History - Fiscal Years 2008-2013

	Audited Actual					Increase FY2013 > FY2008			
	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	Amount	As %	Avg % per yr
	\$	\$	\$	\$	\$	\$			
<b>Operating revenues</b>	6,487,408	7,761,985	8,758,207	9,499,465	10,945,601	10,478,588	3,991,180	61.5%	10.3%
<b>Operating expenses</b>	5,666,927	5,934,314	5,983,680	6,084,309	6,054,175	5,678,225	11,298	0.2%	0.0%
Operating income (loss)	820,481	1,827,671	2,774,527	3,415,156	4,891,426	4,800,363	3,979,882	485.1%	80.8%
Nonoperating revenues (exps)									
Gain (loss) on disposal of assets	22,625	13,112	(32,269)	908	-	20,179	(2,446)	-10.8%	-1.8%
Interest earned	43,263	136,999	45,246	48,669	33,193	31,657	(11,606)	-26.8%	-4.5%
Interest and fiscal charges	(1,236,928)	(1,890,914)	(1,788,254)	(2,089,603)	(1,983,951)	(1,792,555)	(555,627)	44.9%	7.5%
Total nonoperating	(1,171,040)	(1,740,803)	(1,775,277)	(2,040,026)	(1,950,758)	(1,740,719)	(569,679)	48.6%	8.1%
Income before trsfrs & cap contrms	(350,559)	86,868	999,250	1,375,130	2,940,668	3,059,644	3,410,203	-972.8%	-162.1%
Grants	15,000	-	-	-	-	57,977	42,977	286.5%	47.8%
Transfers out	(106,111)	(70,116)	(71,250)	(71,060)	(69,606)	(75,985)	30,126	-28.4%	-4.7%
Special Item - Concession Payment	-	-	675,000	-	-	-	-	0.0%	n/a
Capital contributions from developers	595,781	507,760	504,467	373,520	205,628	1,119,230	523,449	87.9%	14.6%
Change in net position	154,111	524,512	2,107,467	1,677,590	3,076,690	4,160,866	4,006,755	2599.9%	433.3%
Prior period adjustment	-	-	-	(441,021)	569,482	(490,010)	(490,010)	n/a	n/a
Net position, beginning	24,026,861	24,180,972	24,705,484	26,812,951	28,049,520	31,695,692	7,668,831	31.9%	5.3%
<b>Net position, ending</b>	<b>24,180,972</b>	<b>24,705,484</b>	<b>26,812,951</b>	<b>28,049,520</b>	<b>31,695,692</b>	<b>35,366,548</b>	<b>11,185,576</b>	<b>46.3%</b>	<b>7.7%</b>
Cash flows -									
Operations	2,243,739	3,365,131	3,609,547	5,262,879	7,385,383	6,540,753	4,297,014	191.5%	31.9%
Noncapital financing	(106,111)	(70,116)	(71,250)	(71,060)	(69,606)	(75,985)	30,126	-28.4%	-4.7%
Capital and related	(3,386,807)	17,637,539	(20,107,731)	(5,112,851)	(4,981,543)	(6,590,539)	(3,203,732)	94.6%	15.8%
Investing	43,263	(864,316)	(1,707,792)	766,670	2,069,545	(1,972,844)	(2,016,107)	-4660.1%	-776.7%
Net increase (decrease) in cash	(1,205,916)	20,068,238	(18,277,226)	845,638	4,403,779	(2,098,615)	(892,699)	74.0%	12.3%
Beginning cash & equivalents	2,317,452	1,111,536	21,179,774	2,902,548	3,748,186	8,151,965	5,834,513	251.8%	42.0%
Ending cash & equivalents	1,111,536	21,179,774	2,902,548	3,748,186	8,151,965	6,053,350	4,941,814	444.6%	74.1%

# City of Auburn

## Sewer Fund Operating Projections

*Financial projections are based on assumptions and are subject to continuous change as actual revenue and expense information is updated and assumptions revised. These projections do not include the effect of any borrowings or any rate increases beyond those already approved.*

	Budget		Budget		% Increases		Projected		
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Hist'l	Proj'n
Operating revenues	\$ 10,442,150	\$ 10,956,350	\$ 11,206,450	\$ 11,430,579	\$ 11,659,191	\$ 11,892,374	\$ 12,130,222	10.3%	2.0%
Operating expenses	6,017,322	6,560,042	6,668,685	7,002,120	7,352,226	7,719,837	8,105,829	0.0%	5.0%
Operating income (loss)	4,424,828	4,396,308	4,537,765	4,428,459	4,306,965	4,172,538	4,024,393		
Nonoperating revenues (exps)									
Gain (loss) on disposal of assets	5,000	5,000	5,000	5,000	5,000	5,000	5,000	n/a	0.0%
Interest earned	35,000	33,050	24,350	24,350	24,350	24,350	24,350	-4.5%	0.0%
Interest and fiscal charges	(2,207,142)	(2,080,818)	(1,985,068)	(1,872,324)	(1,750,255)	(1,619,355)	(1,481,930)	amort'n sched	
Total nonoperating	(2,167,142)	(2,042,768)	(1,955,718)	(1,842,974)	(1,720,905)	(1,590,005)	(1,452,580)		
Income before transfers & capital contributions	2,257,686	2,353,541	2,582,047	2,585,485	2,586,060	2,582,533	2,571,813		
Transfers out	(76,250)	(76,250)	(76,250)	(76,250)	(76,250)	(76,250)	(76,250)	-4.7%	0.0%
Capital contributions from developers	320,000	50,000	50,000	50,000	50,000	50,000	50,000	14.6%	0.0%
Change in net position	2,501,436	2,327,291	2,555,797	2,559,235	2,559,810	2,556,283	2,545,563		
Net position, beginning	35,366,548	37,867,984	40,195,275	42,751,072	45,310,307	47,870,117	50,426,400		
Net position, ending	37,867,984	40,195,275	42,751,072	45,310,307	47,870,117	50,426,400	52,971,963		
Adjusted net position, beginning	35,366,548	31,628,884	28,636,175	28,034,472	27,613,707	27,123,517	26,499,800		
Change in net position	2,501,436	2,327,291	2,555,797	2,559,235	2,559,810	2,556,283	2,545,563		
Add: Debt Proceeds	-	-	-	-	-	-	-		
Less: Capital outlay and projects	(4,099,100)	(3,115,000)	(842,500)	(500,000)	(450,000)	(450,000)	(500,000)		
Principal Debt Repayment	(2,140,000)	(2,205,000)	(2,315,000)	(2,480,000)	(2,600,000)	(2,730,000)	(2,865,000)		
Adjusted net position, ending	31,628,884	28,636,175	28,034,472	27,613,707	27,123,517	26,499,800	25,680,363		

*This projection is reported on the full accrual basis. Per Generally Accepted Accounting Principles (GAAP) other sources and uses of funds from capital outlays, debt issuances and debt principal payments (past, present and future) are not reflected in the numbers listed above. As a reference we have included the budgeted and projected amounts below.*

# City of Auburn

## Sewer Fund

### Overview of Revenues, Expenses and Changes in Net Position

#### Fiscal Years 2012-2016

	Audited Actual		Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Beginning net position	28,049,521	31,695,691	35,366,548	31,628,884	28,636,174
Revenues:					
Charges for services	10,548,648	10,344,767	10,365,400	10,877,100	11,127,200
Sewer tap fees	9,100	7,495	5,000	7,500	7,500
Reimbursements and contributions	380,543	96,124	71,250	71,250	71,250
Grants	3,119	86,293	-	-	-
Interest	33,193	31,657	35,000	33,050	24,350
Other revenue	2,011	1,886	500	500	500
Total revenues	10,976,615	10,568,222	10,477,150	10,989,400	11,230,800
Other financing sources (OFS):					
Sale of surplus assets	2,179	20,179	5,000	5,000	5,000
Capital contributions	205,628	1,119,230	320,000	50,000	50,000
Total OFS	207,807	1,139,409	325,000	55,000	55,000
<b>Total revenues and OFS</b>	<b>11,184,422</b>	<b>11,707,632</b>	<b>10,802,150</b>	<b>11,044,400</b>	<b>11,285,800</b>
Expenses	5,910,221	5,677,989	6,017,322	6,560,042	6,668,685
Capital outlays <sup>#</sup>	-	-	291,000	714,000	251,500
Projects <sup>#</sup>	-	-	3,808,100	2,401,000	591,000
Debt payments <sup>#</sup>	1,983,895	1,792,527	4,347,142	4,285,818	4,300,068
Other financing uses (transfers)	213,617	76,250	76,250	76,250	76,250
<b>Total expenses and transfers</b>	<b>8,107,734</b>	<b>7,546,765</b>	<b>14,539,814</b>	<b>14,037,109</b>	<b>11,887,503</b>
Excess (deficit) of revenues and other sources over expenses, and transfers out	3,076,688	4,160,866	(3,737,664)	(2,992,709)	(601,703)
Prior Period Adjustment <sup>^</sup>	569,482	(490,010)	-	-	-
Ending net position	31,695,691	35,366,548	31,628,884	28,636,174	28,034,471

<sup>#</sup> Actual amounts are reported on the full accrual basis: capital assets are capitalized and expensed through depreciation and debt service payments of principal are recorded as a reduction of liabilities. The budget is prepared on a modified accrual basis: capital outlays and debt principal are reflected as expenses, for budgetary control purposes.

<sup>^</sup> During FY2012, a prior period adjustment totaling \$569,482 was recorded to adjust the accrual for unbilled revenues receivable at the beginning of the fiscal year. During FY2013, the City implemented GASB Statement 65, *Items Previously Reported as Assets and Liabilities*. This statement requires debt issuance costs be recognized as an expense in the period incurred. Previously, debt issuance costs were capitalized and amortized over the life of the associated debt. In accordance with GASB 65, a prior period adjustment totaling \$490,010 was recorded to remove the net book value of previously capitalized debt issuance costs as of October 1, 2012.

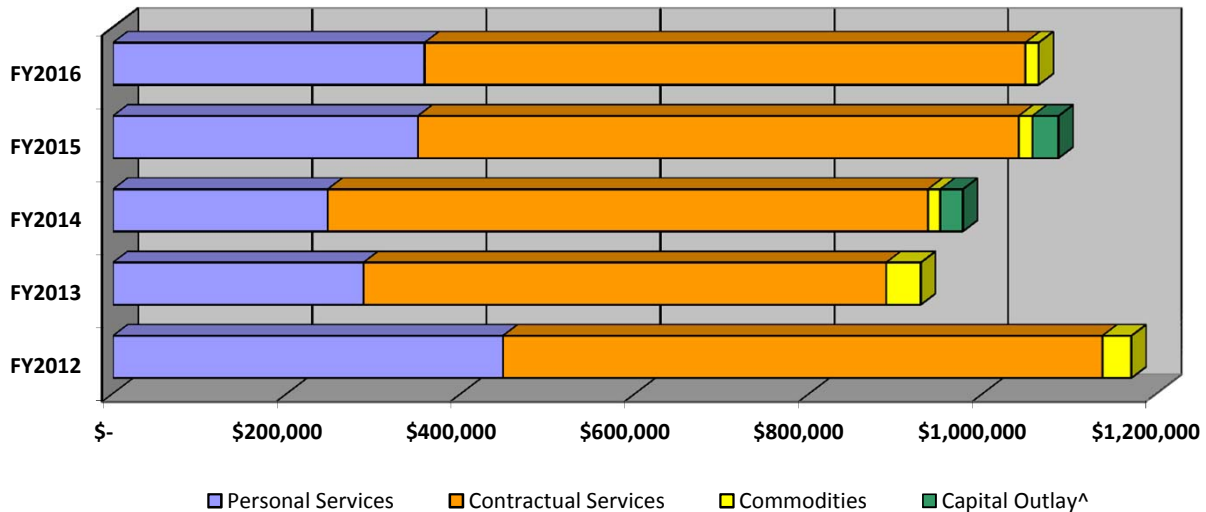
# Sewer Fund

## Administration Budget Summary

### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Personal Services	447,984	287,825	246,678	350,299	357,845
Contractual Services	689,847	600,666	690,000	691,000	691,000
Commodities	33,225	39,749	14,050	15,750	15,250
Capital Outlay^	-	-	26,000	30,000	-
<b>Totals</b>	<b>1,171,057</b>	<b>928,240</b>	<b>976,728</b>	<b>1,087,049</b>	<b>1,064,095</b>

### Five Year Budget Summary



^ Actual amounts are reported on the full accrual basis: capital assets are capitalized and expensed through depreciation and debt service payments of principal are recorded as a reduction of liabilities. The budget is prepared on a modified accrual basis: capital outlays and debt principal are reflected as expenses, for budgetary control purposes.

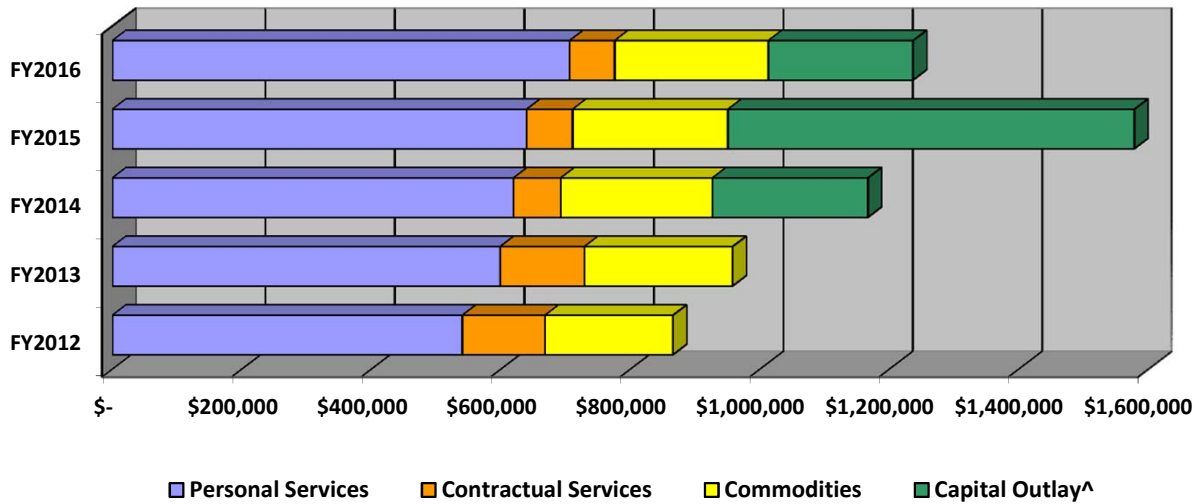
# Sewer Fund

## Maintenance Budget Summary

### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Personal Services	540,525	598,900	619,549	639,789	706,138
Contractual Services	127,719	130,091	73,000	71,000	69,500
Commodities	197,237	228,509	234,000	239,750	237,250
Capital Outlay <sup>^</sup>	-	-	240,000	628,000	223,500
<b>Totals</b>	<b>865,481</b>	<b>957,500</b>	<b>1,166,549</b>	<b>1,578,539</b>	<b>1,236,388</b>

### Five Year Budget Summary



<sup>^</sup> Actual amounts are reported on the full accrual basis: capital assets are capitalized and expensed through depreciation and debt service payments of principal are recorded as a reduction of liabilities. The budget is prepared on a modified accrual basis: capital outlays and debt principal are reflected as expenses, for budgetary control purposes.

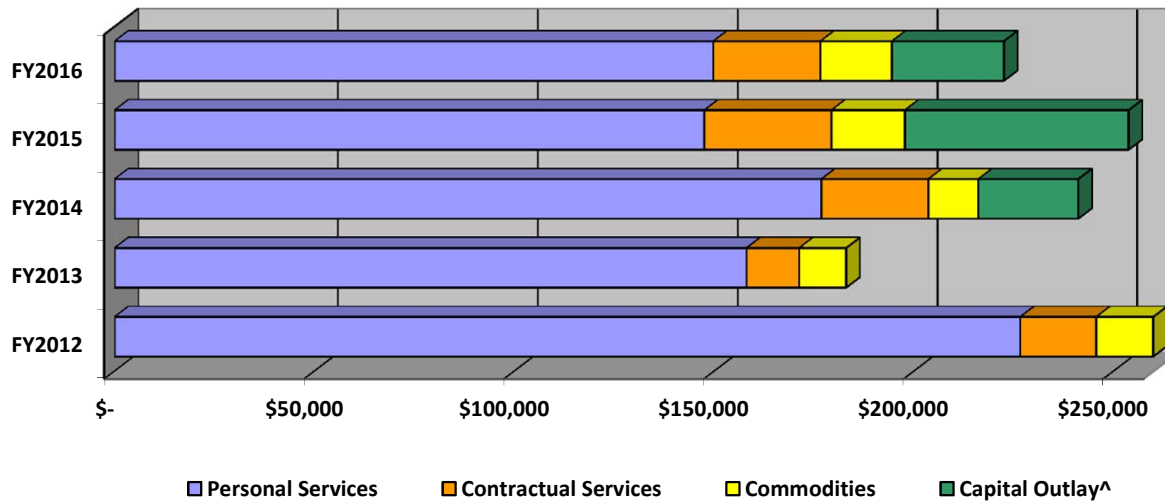
# Sewer Fund

## Watershed Budget Summary

### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Personal Services	226,619	158,078	176,813	147,522	149,770
Contractual Services	19,039	13,184	26,800	31,800	26,800
Commodities	14,245	11,730	12,500	18,400	17,900
Capital Outlay <sup>^</sup>	-	-	25,000	56,000	28,000
<b>Totals</b>	<b>259,903</b>	<b>182,993</b>	<b>241,113</b>	<b>253,722</b>	<b>222,470</b>

### Five Year Budget Summary



<sup>^</sup> Actual amounts are reported on the full accrual basis: capital assets are capitalized and expensed through depreciation and debt service payments of principal are recorded as a reduction of liabilities. The budget is prepared on a modified accrual basis: capital outlays and debt principal are reflected as expenses, for budgetary control purposes.



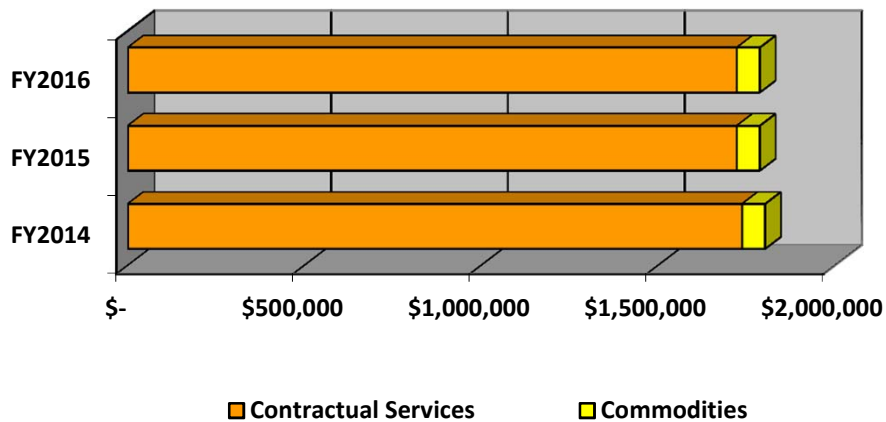
# Sewer Fund

## *Pumping and Treatment\* Budget Summary*

### **Comparative Budget Summary by Category**

	Budget		Budget	
	FY2014	FY2015	FY2015	FY2016
	\$	\$	\$	\$
Contractual Services	1,737,521	<b>1,722,521</b>	<b>1,722,521</b>	<b>1,722,521</b>
Commodities	65,000	<b>65,000</b>	<b>65,000</b>	<b>65,000</b>
<b>Totals</b>	<b>1,802,521</b>	<b>1,787,521</b>	<b>1,787,521</b>	<b>1,787,521</b>

### **Five Year Budget Summary**



\*This division was set up in FY2014 to isolate costs associated with operations of the sewer plant.

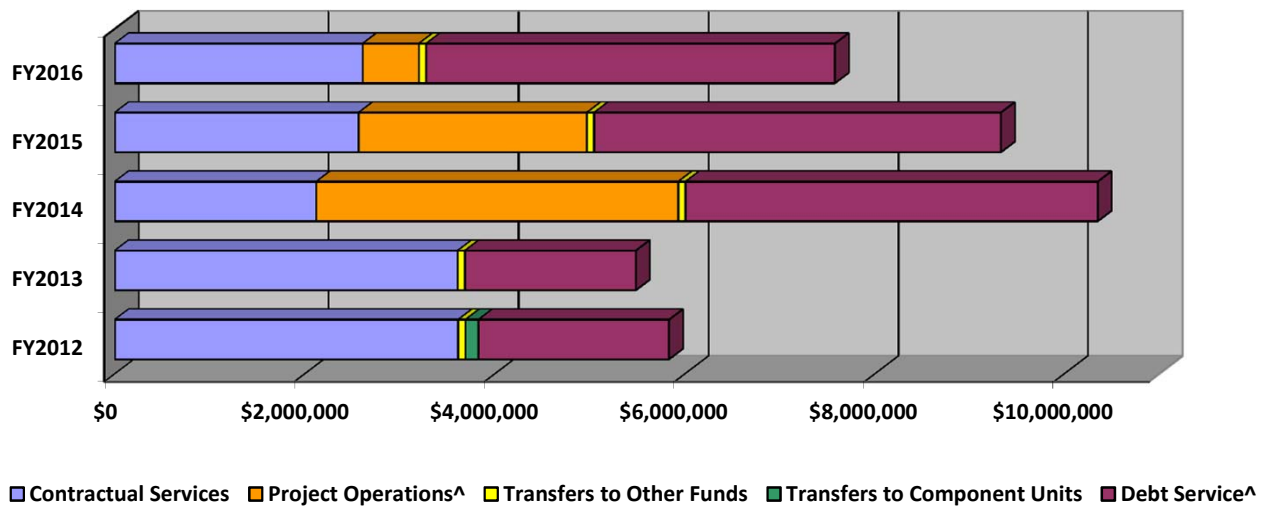
# Sewer Fund

## General Operations Budget Summary

### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Contractual Services	3,613,780	3,609,256	2,121,411	2,567,211	2,609,711
Project Operations^	-	-	3,808,100	2,401,000	591,000
Transfers to Other Funds	76,250	76,250	76,250	76,250	76,250
Transfers to Component Units	137,367	-	-	-	-
Debt Service^	2,004,419	1,796,768	4,347,142	4,285,818	4,300,068
<b>Totals</b>	<b>5,831,817</b>	<b>5,482,274</b>	<b>10,352,903</b>	<b>9,330,279</b>	<b>7,577,029</b>

### Five Year Budget Summary

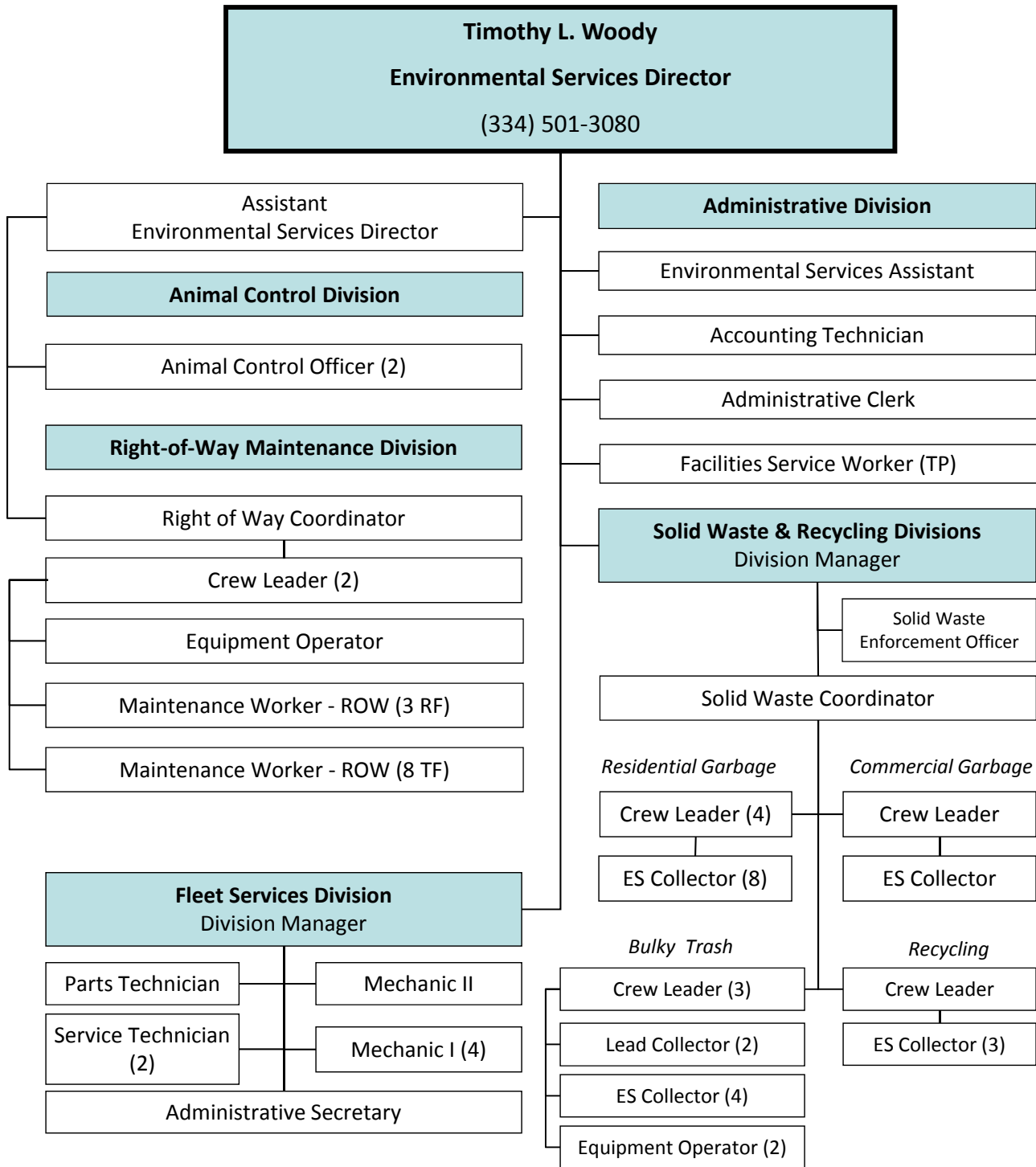


^ Actual amounts are reported on the full accrual basis: capital assets are capitalized and expensed through depreciation and debt service payments of principal are recorded as a reduction of liabilities. The budget is prepared on a modified accrual basis: capital outlays and debt principal are reflected as expenses, for budgetary control purposes.



City of Auburn

# Environmental Services Department



^ Administration Division personnel costs are allocated between the General Fund and the Solid Waste Mgt. Fund.

## Comparative Summary of Authorized Personnel (Regular Full-Time Only)

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Administration^	6	5	5	5	5
Recycling	16	16	15	15	16
Solid Waste	16	16	17	17	16
Animal Control	2	2	2	2	2
ROW Maint.	7	7	7	7	7
Fleet Services	10	10	10	10	10
<b>TOTAL Gen Fd/SWM Fd</b>	<b>25/32</b>	<b>24/32</b>	<b>24/32</b>	<b>24/32</b>	<b>24/32</b>

## City of Auburn

### *Solid Waste Management Fund Financing Structure*



The Solid Waste Management Fund accounts for the solid waste collection and disposal and recycling activities within the City of Auburn. Accounting for this fund moved to a separate enterprise fund at the beginning of fiscal year 2009. The City has historically accounted and budgeted for the costs of providing all of these services in the Environmental Services (ES) department of the General Fund.

The Solid Waste Management Fund receives revenue from garbage charges to customers, special trash pick-up fees, sales of recyclables and white goods tags (for pick-up of household appliances). Expenses include salaries and benefits of the ES employees whose duties include solid waste and recycling functions, landfill tipping fees, fuel and other supplies, and depreciation expense on the capital assets used in the solid waste and recycling functions. The City provides once a week pick-up of garbage (household waste), trash (yard waste) and recycling, at two levels of service: curb service and back-yard service to most residences within the City. ES also services some non-residential customers, primarily City facilities. Most commercial solid waste services are provided by outside contractors. Fees for the City's solid waste services as of October 1, 2014 are as follows:

Monthly fees for residential service		
Back yard service	\$	33.50
Curb service	\$	23.50
Security Deposit	\$	30.00
White goods tag fees		
Appliances containing coolants	\$	28.00
All other appliances	\$	5.00
Fees for excess yard waste (more than 5 cubic yards)		
Up to 1/2 truck load (truck = 22 cubic yards)	\$	50.00
More than 1/2 truck load up to 1 truck load	\$	100.00
Each load over one truck load	\$	100.00

Solid waste fees are included on the utility billings for water and sewer services, which are processed by the Water Works Board of the City of Auburn. In 2011, the City of Auburn contracted with Public Resources Management Group, Inc. (PRMG) to conduct a solid waste rate study that included a five-year financial forecast of the Solid Waste Management Fund. As part

of the findings, PRMG proposed rate increases for the FY2012 through FY2015 budgets. The City Council adopted the proposed rate structure in June of 2011, and the new rates are included in this document.

Some costs of the ES Administration Division are allocated to the Solid Waste Management Fund; the remaining costs of the ES Administration Division are budgeted in the General Fund. Through consultation and study of the positions contained in the administration division of the Environmental Services department, it has been determined that a majority of the time spent by these employees were on planning, analysis and supervision of the Solid Waste and Recycling activities. This is reflected in the salaries and benefits of the administrative staff allocated to the Solid Waste Management Fund.



## Environmental Services Department

Timothy L. Woody, Director



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### Mission

The *mission* of the City of Auburn Environmental Services Department is to process and dispose of materials that are placed out for collection by the residents and small businesses of Auburn, Alabama in a manner consistent with applicable local ordinances and state and federal regulations and to maintain public streets, rights-of-way, equipment, and municipal vehicles as directed through the policies and directives of the City Council and the City Manager. We will achieve this by:

- Providing our customers with an integrated solid waste management system that meets the performance standards established by the City Council and City Manager
- Providing environmentally sound management of the City of Auburn’s solid waste system through state-of-the-art facilities and equipment, high standards of operation, and a commitment to adhering to federal, state, and local regulations
- Developing a highly professional and technically competent staff
- Providing creative and innovative solutions to the diverse waste management issues facing the City of Auburn
- Maintaining the appearance of the City’s rights-of-way through grass cutting, curb trimming, and weed control
- Administering the City’s vehicle and equipment maintenance program in a timely and effective manner

### Major Functions of the Environmental Services Department

- ◆ Provide a comprehensive solid waste management program to the City’s residential and commercial services customer base
- ◆ Educate citizens as to proper animal care issues and enforce the city’s Animals and Fowls ordinance
- ◆ Maintain the City’s rights-of-way through cutting, trimming, litter collection and prevention, and street sweeping
- ◆ Provide an integrated mosquito abatement program
- ◆ Service and maintain the City’s vehicle and equipment fleet, assist with vehicle and equipment procurement, and implement the City’s capital equipment replacement program efficiently and effectively

## **Environmental Services FY2015 Goals**

### **Administration**

1. Develop the department's FY2016 - FY2020 Strategic Management Plan and FY2016 Program Plan through a comprehensive review of the department's previous plans.  
Anticipated to commence by **4/1/2015** and be completed by **9/30/2015**
2. In cooperation with the Human Resources Department, develop a safety manual for each departmental division.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
3. Work with multiple city departments to promote beautification in at least one neighborhood through debris removal, mowing and trimming, maintenance and repair of infrastructure, codes enforcement and tree canopy enhancement.  
Anticipated to commence by **1/1/2015** and be completed by **6/30/2015**

### **Animal Control**

1. Host or participate in at least three animal care and control outreach events.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**

### **Fleet Services**

1. Continue to expand upon automotive engineering training initiatives for mechanics to enhance knowledge, skills and abilities by identifying at least three training sessions for mechanics to attend.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
2. Using CityWorks and other potential software module(s), continue to expand on the city's comprehensive vehicle and equipment replacement plan that establishes a replacement timeline using lifecycle cost analysis consisting of repair and maintenance history, fuel use and other related factors.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**

### **Recycling**

1. Through presentations and other outreach efforts, work with environmental awareness groups and school programs to educate and encourage K - 12 aged children about recycling and waste reduction.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
2. Solicit bids and execute an agreement for the disposal of trash (bulky/yard waste).  
Anticipated to commence by **1/1/2015** and be completed by **6/30/2015**
3. Continue to work with the partnership to promote recycling and waste reduction on a county-wide level through collaborating on at least two outreach events.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**

### **Right-Of-Way Maintenance**

1. Remove vegetation on the city's rights-of-ways on an acceptable schedule to ensure vehicular and pedestrian safety and proper aesthetics at street intersections, along sidewalks and multi-use paths and other related areas.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**



2. Ensure the downtown area is maintained in an acceptable manner by removing litter, pressure washing sidewalks, and completing all maintenance tasks associated with special event activities in a timely fashion.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
3. Conduct one community litter index survey to assess litter prevention and clean-up efforts in the community.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**

### **Solid Waste**

1. Limit the number of customer service complaints received to 0.20% of the total number of pickups made for the fiscal year.  
Anticipated to commence by **10/1/2014** and be completed by **9/30/2015**
2. Solicit bids and execute an agreement for the collection and disposal of commercial garbage in the downtown area.  
Anticipated to commence by **1/1/2015** and be completed by **7/31/2015**

## **Environmental Services FY2016 Goals**

### **Administration**

1. Develop the department's FY2017 - FY2021 Strategic Management Plan and FY2017 Program Plan through a comprehensive review of the department's previous plans.  
Anticipated to commence by **4/1/2016** and be completed by **9/30/2016**
2. Work with multiple city departments to promote beautification in at least one neighborhood through debris removal, mowing and trimming, maintenance and repair of infrastructure, codes enforcement and tree canopy enhancement.  
Anticipated to commence by **1/1/2016** and be completed by **6/30/2016**

### **Animal Control**

1. Host or participate in at least three animal care and control outreach events.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

### **Fleet Services**

1. Continue to expand upon automotive engineering training initiatives for mechanics by identifying at least three training sessions for mechanics to attend.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

### **Recycling**

1. In cooperation with the Alabama Department of Environmental Management, work to develop a hub-and-spoke recycling model for use on a state-wide level by local governments and private sector recycling companies.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
2. Through presentations and other outreach efforts, work with stakeholder groups to educate and encourage K - 12 aged children about recycling and waste reduction.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
3. Continue to work with the partnership to promote recycling and waste reduction on a county-wide level through collaborating on at least two outreach events.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

### **Right-Of-Way Maintenance**

1. Remove vegetation on the city's rights-of-ways on an acceptable schedule to ensure vehicular and pedestrian safety and proper aesthetics at street intersections, along sidewalks and multi-use paths and other related areas.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**
2. Ensure the downtown area is maintained in an acceptable manner by removing litter, pressure washing sidewalks, and completing all maintenance tasks associated with special event activities in a timely fashion.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

3. Conduct one community litter index survey to assess litter prevention and clean-up efforts in the community.  
Anticipated to commence by **10/1/2015** and be completed by **9/30/2016**

### **Solid Waste**

1. Limit the number of customer service complaints to 0.25% of the total number of pickups made during the fiscal year.  
Anticipated to commence by **10/1/2016** and be completed by **9/30/2017**

## City of Auburn

### Solid Waste Management Fund

#### Overview of Revenues, Expenses and Changes in Net Position

Fiscal Years 2012-2016

	Audited Actual		Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Beginning net position	295,573	1,117,248	1,626,349	1,197,931	787,574
Revenues:					
Grants	104,468	16,237	-	-	-
Charges for services	3,554,524	3,862,452	4,026,300	4,296,300	4,359,300
Recycling revenue	36,638	36,119	38,000	40,000	40,000
Interest	247	861	200	1,000	1,000
Other revenue	1,503	-	-	-	-
Total revenues	3,697,380	3,915,668	4,064,500	4,337,300	4,400,300
Other financing sources (OFS):					
Sale of surplus assets	9,820	610	-	-	-
Transfer in general fund	735,000	566,892	350,000	100,000	-
Total OFS	744,820	567,502	350,000	100,000	-
<b>Total revenues and OFS</b>	<b>4,442,200</b>	<b>4,483,170</b>	<b>4,414,500</b>	<b>4,437,300</b>	<b>4,400,300</b>
Expenses	3,723,809	3,902,832	4,002,426	4,108,158	4,206,425
Capital outlays <sup>#</sup>	-	-	731,900	672,000	292,000
Projects <sup>#</sup>	17,699	16,237	53,592	12,500	12,500
Other financing uses (transfers)	104,194	55,000	55,000	55,000	55,000
<b>Total expenses and transfers</b>	<b>3,845,702</b>	<b>3,974,069</b>	<b>4,842,918</b>	<b>4,847,658</b>	<b>4,565,925</b>
Excess (deficit) of revenues and other sources over expenses, and transfers out	596,499	509,101	(428,418)	(410,358)	(165,625)
Prior period adjustment <sup>^</sup>	225,176	-	-	-	-
Ending net position	1,117,248	1,626,349	1,197,931	787,574	621,949

<sup>#</sup> Actual amounts are reported on the full accrual basis: capital assets are capitalized and expensed through depreciation. The budget is prepared on a modified accrual basis: capital outlays are reflected as expenses, for budgetary control purposes.

<sup>^</sup> During FY2012, a prior period adjustment totaling \$225,176 was recorded to adjust the accrual for unbilled revenues receivable at the beginning of the fiscal year. During fiscal year 2012, the City calculated the year-end accrual based upon various cycle billing dates.

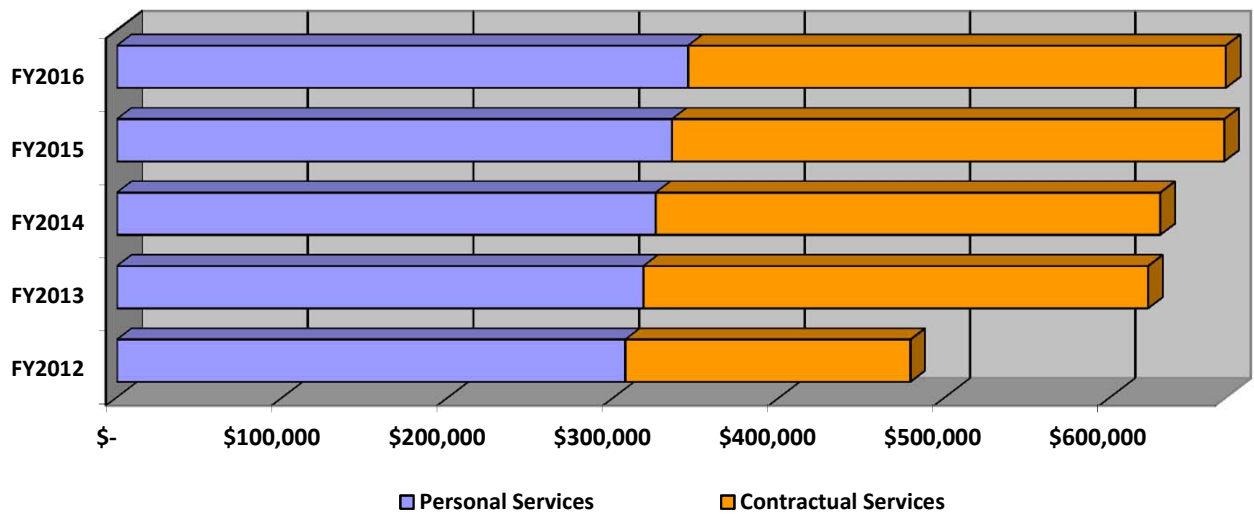
# Solid Waste Management Fund

## Administration Budget Summary

### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
Personal Services	\$ 306,839	\$ 317,810	\$ 325,209	\$ 335,054	\$ 344,774
Contractual Services	172,090	305,090	305,090	334,000	334,000
<b>Totals</b>	<b>478,929</b>	<b>622,900</b>	<b>630,299</b>	<b>669,054</b>	<b>678,774</b>

### Five Year Budget Summary



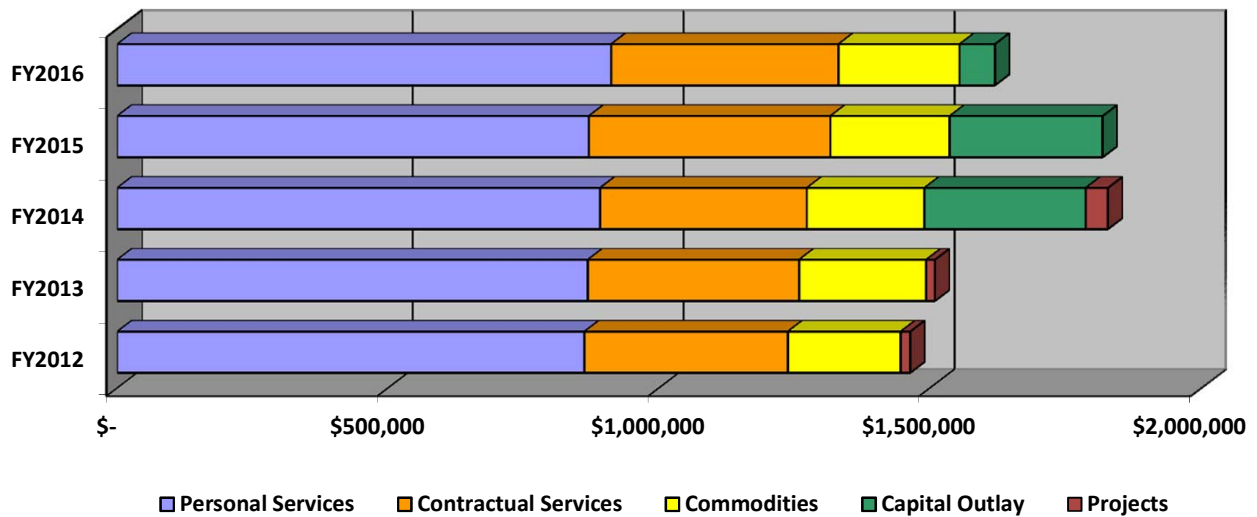
## Solid Waste Management Fund

### *Recycling Budget Summary*

#### **Comparative Budget Summary by Category**

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Personal Services	862,446	868,581	891,417	<b>870,599</b>	<b>911,660</b>
Contractual Services	375,302	389,985	381,500	<b>445,728</b>	<b>419,519</b>
Commodities	208,118	234,382	216,788	<b>220,025</b>	<b>223,311</b>
Capital Outlay	-	-	297,400	<b>282,000</b>	<b>65,000</b>
Projects	17,699	16,237	41,092	-	-
<b>Totals</b>	<b>1,463,566</b>	<b>1,509,185</b>	<b>1,828,197</b>	<b>1,818,352</b>	<b>1,619,490</b>

#### **Five Year Budget Summary**



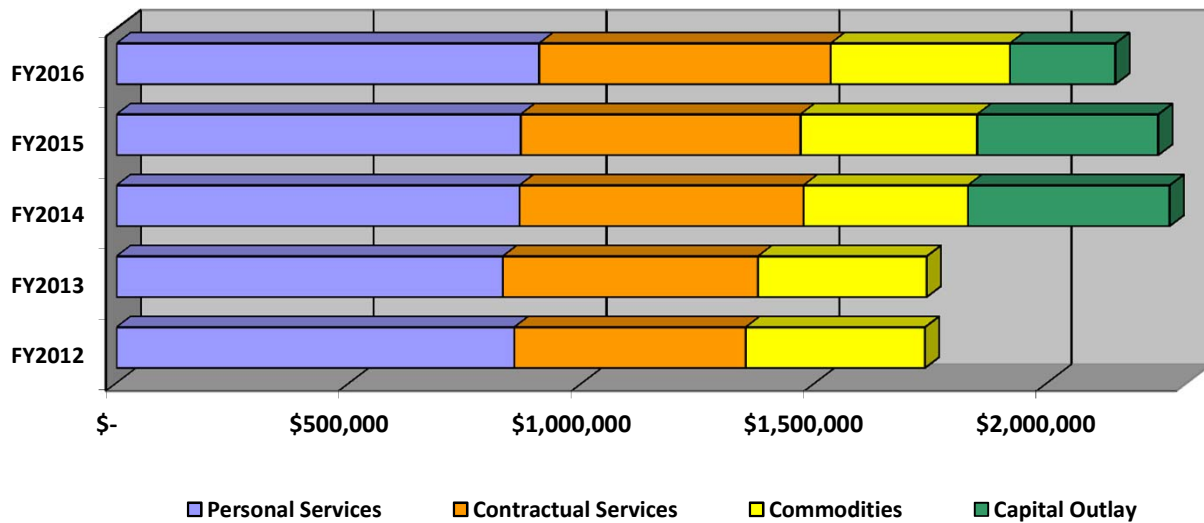
# Solid Waste Management Fund

## Solid Waste Budget Summary

### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Personal Services	854,304	829,568	865,442	868,000	907,427
Contractual Services	496,877	547,895	609,800	600,724	626,000
Commodities	385,302	362,796	354,075	380,423	386,129
Capital Outlay	-	-	434,500	390,000	227,000
<b>Totals</b>	<b>1,736,483</b>	<b>1,740,259</b>	<b>2,263,817</b>	<b>2,239,147</b>	<b>2,146,556</b>

### Five Year Budget Summary



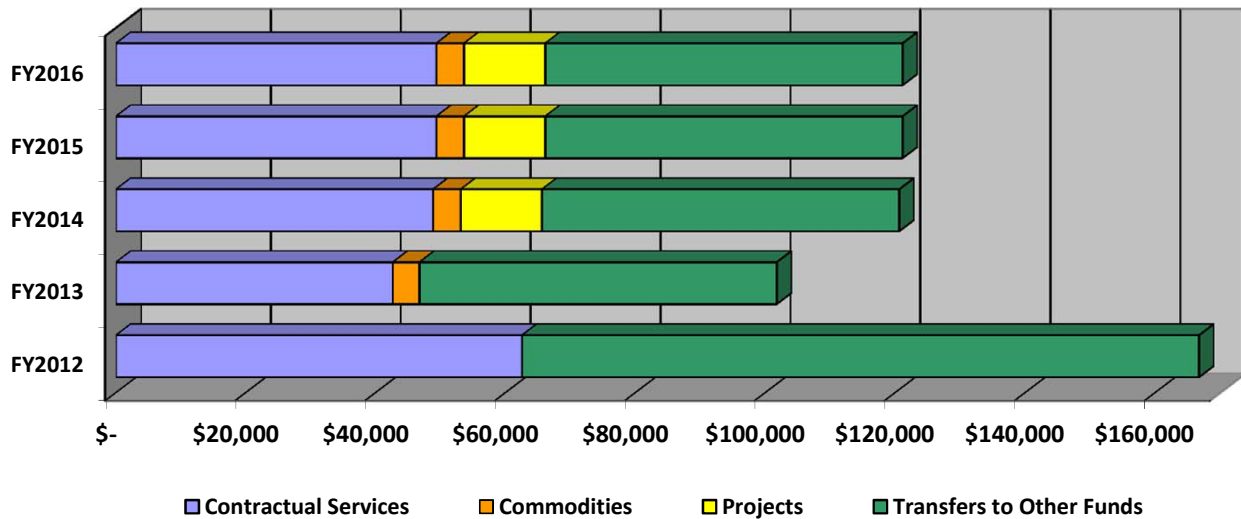
## Solid Waste Management Fund

### General Operations Budget Summary

#### Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Contractual Services	62,530	42,625	48,845	49,345	49,345
Commodities	-	4,100	4,260	4,260	4,260
Projects	-	-	12,500	12,500	12,500
Transfers to Other Funds	104,194	55,000	55,000	55,000	55,000
<b>Totals</b>	<b>166,723</b>	<b>101,725</b>	<b>120,605</b>	<b>121,105</b>	<b>121,105</b>

#### Five Year Budget Summary







City of Auburn



## City of Auburn

Biennial Budget for FY 2015 & FY 2016

### Special Revenue Funds

Description of and Trends in Special Revenue Funds .....	285
<i>Total Special Revenue Funds</i>	
Overview of Revenues, Expenditures and Changes in Fund Balance.....	286
<i>Individual Special Revenue Funds</i>	
Combining Statement of Projected Revenues, Budgeted Expenditures and Changes in Fund Balances .....	287
Comparative Statement of Revenues, Expenditures and Changes in Fund Balances	
State Seven Cent Gas Tax Fund.....	288
State Nine Cent Gas Tax Fund.....	288
Special School Tax Fund – <i>A Major Fund</i> .....	289
Public Safety Substance Abuse Fund .....	289



City of Auburn

# City of Auburn

## Description of and Trends in Special Revenue Funds

**Special revenue funds** are operating funds used to account for the proceeds of specific revenue sources that are legally restricted to be spent for specific purposes. Generally accepted accounting principles require these separate Special Revenue Funds, which demonstrate compliance with the legal restrictions on the use of these revenues. The City of Auburn budgets for the following special revenue funds:

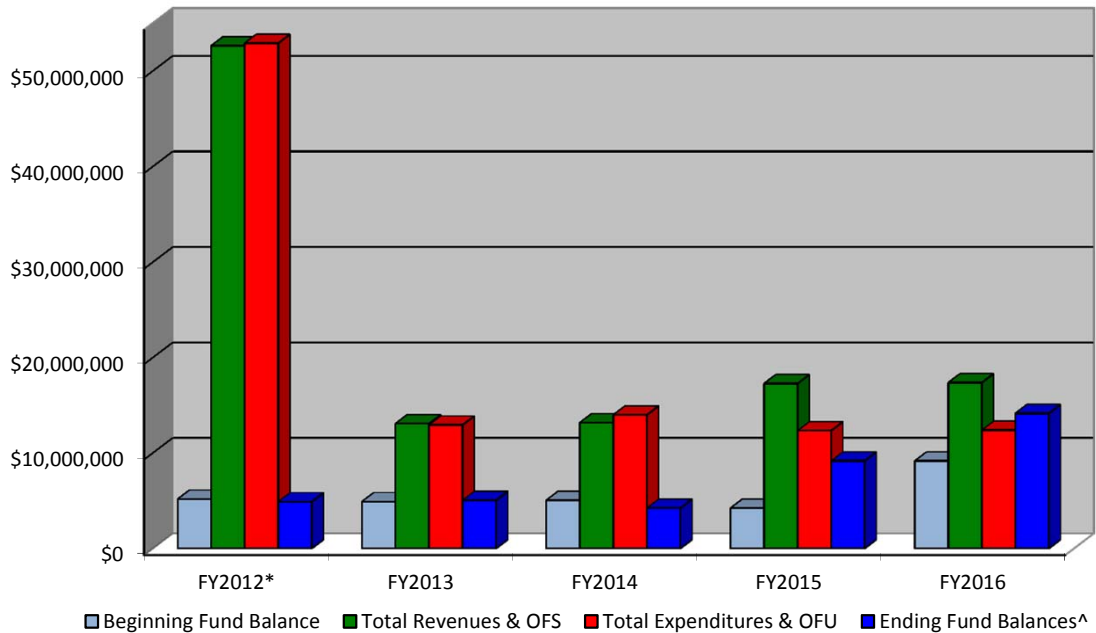
**Seven Cent State Gas Tax Fund** accounts for funds received from the State of Alabama and disbursed for street related projects.

**Nine Cent Gas Tax Fund** accounts for Auburn's share of the State of Alabama four cent and five cent gas tax revenues disbursed for the resurfacing and restoration of roads, bridges, and streets.

**Special School Tax Fund** accounts for five mill ad valorem tax revenues used to pay principal and interest on bonds issued for school purposes and eleven mill ad valorem tax revenues used in furtherance of education.

**Public Safety Substance Abuse Prevention Fund** accounts for funds received from the U.S. Marshals Service used for enforcement of laws against drug trafficking.

	Audited Actual		Budget	Budget	
	FY2012*	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
<b>Beginning Fund Balance</b>	5,172,207	4,909,775	5,050,153	4,234,896	9,176,704
<b>Total Revenues &amp; OFS</b>	52,648,128	13,087,001	13,184,250	17,290,888	17,384,273
<b>Total Expenditures &amp; OFU</b>	52,910,560	12,946,624	13,999,507	12,349,080	12,405,495
Excess of Revenues & OFS over Expenditures & OFU	(262,432)	140,377	(815,257)	4,941,808	4,978,778
<b>Ending Fund Balances<sup>^</sup></b>	4,909,775	5,050,153	4,234,896	9,176,704	14,155,482



\*In FY2012, \$18.08 million in school related debt was refunded. Also, an additional \$18.5 million in debt was issued for construction of an elementary school and purchase of land for a new high school.

<sup>^</sup>Beginning in FY2015, the Special School Tax Fund will receive a transfer in from General Fund equivalent to approximately 5 mills of general property tax causing fund balance to increase until future borrowings are in place for construction of a new high school and other school related capital improvements.

# City of Auburn

## Total Special Revenue Funds

### Overview of Revenues, Expenditures and Changes in Fund Balance

	Audited Actual		Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
<b>Revenues:</b>					
Locally levied taxes	12,874,786	12,759,368	12,860,000	13,147,955	13,473,550
State shared taxes	263,872	260,530	253,000	258,000	259,500
Other revenues	78,163	63,206	59,250	33,750	33,750
Total revenues	13,216,821	13,083,103	13,172,250	13,439,705	13,766,800
<b>Other financing sources (OFS):</b>					
Sale of Surplus Assets	-	3,898	12,000	-	-
Proceeds of debt	21,351,307	-	-	-	-
Proceeds of refunding	18,080,000	-	-	-	-
Transfers from other funds	-	-	-	3,851,183	3,617,473
<b>Total revenues and OFS</b>	<b>52,648,128</b>	<b>13,087,001</b>	<b>13,184,250</b>	<b>17,290,888</b>	<b>17,384,273</b>
<b>Expenditures</b>					
Public Safety	23,206	47,747	48,700	29,500	29,500
General Operations	422,901	398,903	505,000	502,000	509,000
Debt service (for Bd of Education)	5,683,530	5,974,974	6,420,807	6,424,557	6,426,807
Total expenditures	6,129,637	6,421,624	6,974,507	6,956,057	6,965,307
<b>Other financing uses (OFU):</b>					
Operating transfers to other funds	170,000	225,000	225,000	390,000	265,000
Transfer to Board of Education	25,861,274	6,300,000	6,800,000	5,003,023	5,175,188
Pymt to refunded bond escrow agt	20,749,649	-	-	-	-
<b>Total expenditures and OFU</b>	<b>52,910,560</b>	<b>12,946,624</b>	<b>13,999,507</b>	<b>12,349,080</b>	<b>12,405,495</b>
Excess of revenues and other sources over expenditures and other uses	(262,432)	140,377	(815,257)	4,941,808	4,978,778
<b>Fund balances, beginning of year</b>	<b>5,172,207</b>	<b>4,909,775</b>	<b>5,050,153</b>	<b>4,234,896</b>	<b>9,176,704</b>
<b>Fund balances, end of year</b>	<b>4,909,775</b>	<b>5,050,153</b>	<b>4,234,896</b>	<b>9,176,704</b>	<b>14,155,482</b>

## City of Auburn

### Special Revenue Funds

#### Combining Statement of Budgeted Revenues and Expenditures

	7 Cent State Gas Tax	9 Cent State Gas Tax	Special School Tax	Public Safety Substance Abuse Prevention	Total-All Budgeted Special Revenue Funds
	\$	\$	\$	\$	\$
<b>Audited fund balances, 9.30.2013</b>	<b>151,975</b>	<b>107,171</b>	<b>4,654,854</b>	<b>136,153</b>	<b>5,050,153</b>
FY2014 Projected revenues	145,500	108,500	12,890,000	40,250	<b>13,184,250</b>
FY2014 Projected expenditures	125,000	100,000	13,725,807	48,700	<b>13,999,507</b>
<b>Projected fund balances, 9.30.2014</b>	<b>172,475</b>	<b>115,671</b>	<b>3,819,047</b>	<b>127,703</b>	<b>4,234,896</b>
<b>FY2015 Budget</b>					
<b>Revenues</b>					
Taxes	145,500	112,500	13,147,955	-	<b>13,405,955</b>
Other revenue	500	500	30,000	2,750	<b>33,750</b>
<b>Total revenues</b>	<b>146,000</b>	<b>113,000</b>	<b>13,177,955</b>	<b>2,750</b>	<b>13,439,705</b>
<b>Other financing sources</b>					
Transfers from other funds	-	-	3,851,183	-	<b>3,851,183</b>
<b>Total revenues and other sources</b>	<b>146,000</b>	<b>113,000</b>	<b>17,029,138</b>	<b>2,750</b>	<b>17,290,888</b>
<b>Expenditures</b>					
Public Safety	-	-	-	29,500	<b>29,500</b>
Non-departmental					
General operations	-	-	502,000	-	<b>502,000</b>
Debt service	-	-	6,424,557	-	<b>6,424,557</b>
<b>Total expenditures</b>	<b>-</b>	<b>-</b>	<b>6,926,557</b>	<b>29,500</b>	<b>6,956,057</b>
<b>Other financing uses</b>					
Transfers to other funds	240,000	150,000	-	-	<b>390,000</b>
Transfers to Bd of Education	-	-	5,003,023	-	<b>5,003,023</b>
<b>Total expenditures and other uses</b>	<b>240,000</b>	<b>150,000</b>	<b>11,929,580</b>	<b>29,500</b>	<b>12,349,080</b>
<b>Projected fund balances, 9.30.2015</b>	<b>78,475</b>	<b>78,671</b>	<b>8,918,605</b>	<b>100,953</b>	<b>9,176,704</b>
<b>FY2016 Budget</b>					
<b>Projected fund balances, 9.30.2015</b>	<b>78,475</b>	<b>78,671</b>	<b>8,918,605</b>	<b>100,953</b>	<b>9,176,704</b>
<b>Revenues</b>					
Taxes	146,000	113,500	13,473,550	-	<b>13,733,050</b>
Other revenue	500	500	30,000	2,750	<b>33,750</b>
<b>Total revenues</b>	<b>146,500</b>	<b>114,000</b>	<b>13,503,550</b>	<b>2,750</b>	<b>13,766,800</b>
<b>Other financing sources</b>					
Transfers from other funds	-	-	3,617,473	-	<b>3,617,473</b>
<b>Total revenue and other sources</b>	<b>146,500</b>	<b>114,000</b>	<b>17,121,023</b>	<b>2,750</b>	<b>17,384,273</b>
<b>Expenditures</b>					
Public Safety	-	-	-	29,500	<b>29,500</b>
Non-departmental					
General operations	-	-	509,000	-	<b>509,000</b>
Debt service	-	-	6,426,807	-	<b>6,426,807</b>
<b>Total expenditures</b>	<b>-</b>	<b>-</b>	<b>6,935,807</b>	<b>29,500</b>	<b>6,965,307</b>
<b>Other financing uses</b>					
Transfers to other funds	150,000	115,000	-	-	<b>265,000</b>
Transfers to Bd of Education	-	-	5,175,188	-	<b>5,175,188</b>
<b>Total expenditures and other uses</b>	<b>150,000</b>	<b>115,000</b>	<b>12,110,995</b>	<b>29,500</b>	<b>12,405,495</b>
<b>Projected fund balances, 9.30.2016</b>	<b>74,975</b>	<b>77,671</b>	<b>13,928,633</b>	<b>74,203</b>	<b>14,155,482</b>

# City of Auburn

## Special Revenue Funds

### Overview of Revenues, Expenditures and Changes in Fund Balance

#### State Seven Cent Gax Tax Fund

	Audited Actual		Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Revenues:					
State shared gasoline tax	148,222	146,116	145,000	145,500	146,000
Interest	543	681	500	500	500
<b>Total revenues</b>	<b>148,765</b>	<b>146,797</b>	<b>145,500</b>	<b>146,000</b>	<b>146,500</b>
Other financing uses (OFU):					
<b>Operating transfers to other funds</b>	<b>90,000</b>	<b>125,000</b>	<b>125,000</b>	<b>240,000</b>	<b>150,000</b>
Excess of revenue and other sources over expenditures and other uses	58,765	21,797	20,500	(94,000)	(3,500)
<b>Fund balance, beginning of year</b>	<b>71,412</b>	<b>130,177</b>	<b>151,975</b>	<b>172,475</b>	<b>78,475</b>
<b>Fund balance, end of year</b>	<b>130,177</b>	<b>151,975</b>	<b>172,475</b>	<b>78,475</b>	<b>74,975</b>

#### State Nine Cent Gax Tax Fund

	Audited Actual		Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Revenues:					
State shared gasoline tax	115,650	114,414	108,000	112,500	113,500
Interest	401	478	500	500	500
<b>Total revenues</b>	<b>116,051</b>	<b>114,892</b>	<b>108,500</b>	<b>113,000</b>	<b>114,000</b>
Other financing uses (OFU):					
<b>Operating transfers to other funds</b>	<b>80,000</b>	<b>100,000</b>	<b>100,000</b>	<b>150,000</b>	<b>115,000</b>
Excess of revenue and other sources over expenditures and other uses	36,051	14,892	8,500	(37,000)	(1,000)
<b>Fund balance, beginning of year</b>	<b>56,229</b>	<b>92,280</b>	<b>107,171</b>	<b>115,671</b>	<b>78,671</b>
<b>Fund balance, end of year</b>	<b>92,280</b>	<b>107,171</b>	<b>115,671</b>	<b>78,671</b>	<b>77,671</b>

# City of Auburn

## Special Revenue Funds

### Overview of Revenues, Expenditures and Changes in Fund Balance

#### Special School Tax Fund - A Major Fund

	Audited Actual		Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Revenues:					
General property tax	12,874,786	12,759,368	12,860,000	13,147,955	13,473,550
Interest	36,801	32,200	30,000	30,000	30,000
Total revenues	12,911,587	12,791,568	12,890,000	13,177,955	13,503,550
Other financing sources (OFS)					
Proceeds of debt	21,351,307	-	-	-	-
Proceeds of refunding	18,080,000	-	-	-	-
Transfer in general fund	-	-	-	3,851,183	3,617,473
<b>Total revenues and OFS</b>	<b>52,342,894</b>	<b>12,791,568</b>	<b>12,890,000</b>	<b>17,029,138</b>	<b>17,121,023</b>
Expenditures:					
General Operations					
Tax administration fee	422,901	398,903	505,000	502,000	509,000
Debt Service	5,683,530	5,974,974	6,420,807	6,424,557	6,426,807
Other financing uses (OFU):					
Transfer to Bd. Of Education	25,861,274	6,300,000	6,800,000	5,003,023	5,175,188
Pymt to refunded bond escrow agt	20,749,649	-	-	-	-
<b>Total expenditures and OFU</b>	<b>52,717,354</b>	<b>12,673,877</b>	<b>13,725,807</b>	<b>11,929,580</b>	<b>12,110,995</b>
Excess of revenue and other sources over expenditures and other uses	(374,460)	117,691	(835,807)	5,099,558	5,010,028
<b>Fund balance, beginning of year</b>	<b>4,911,623</b>	<b>4,537,163</b>	<b>4,654,854</b>	<b>3,819,047</b>	<b>8,918,605</b>
<b>Fund balance, end of year</b>	<b>4,537,163</b>	<b>4,654,854</b>	<b>3,819,047</b>	<b>8,918,605</b>	<b>13,928,633</b>

#### Public Safety Substance Abuse Prevention Fund

	Audited Actual		Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Revenues:					
Confiscation Revenue	39,488	29,083	27,500	2,000	2,000
Interest	930	763	750	750	750
Total revenues	40,418	29,847	28,250	2,750	2,750
Other financing sources (OFS)					
Sale of Surplus Assets	-	3,898	12,000	-	-
<b>Total revenues and OFS</b>	<b>40,418</b>	<b>33,745</b>	<b>40,250</b>	<b>2,750</b>	<b>2,750</b>
Expenditures:					
<b>Public Safety</b>	<b>23,206</b>	<b>47,747</b>	<b>48,700</b>	<b>29,500</b>	<b>29,500</b>
Excess of revenue and other sources over expenditures and other uses	17,212	(14,002)	(8,450)	(26,750)	(26,750)
<b>Fund balance, beginning of year</b>	<b>132,943</b>	<b>150,156</b>	<b>136,153</b>	<b>127,703</b>	<b>100,953</b>
<b>Fund balance, end of year</b>	<b>150,156</b>	<b>136,153</b>	<b>127,703</b>	<b>100,953</b>	<b>74,203</b>





City of Auburn



## City of Auburn

Biennial Budget for FY 2015 & FY 2016

### Debt Service Fund

Debt Service Fund - The Special Five-Mill Tax Fund –

Overview of Revenues, Other Sources, Expenditures and Other Uses ..... 293

Special Five Mill Tax Fund History – Fiscal Years 2004-2013..... 294



City of Auburn

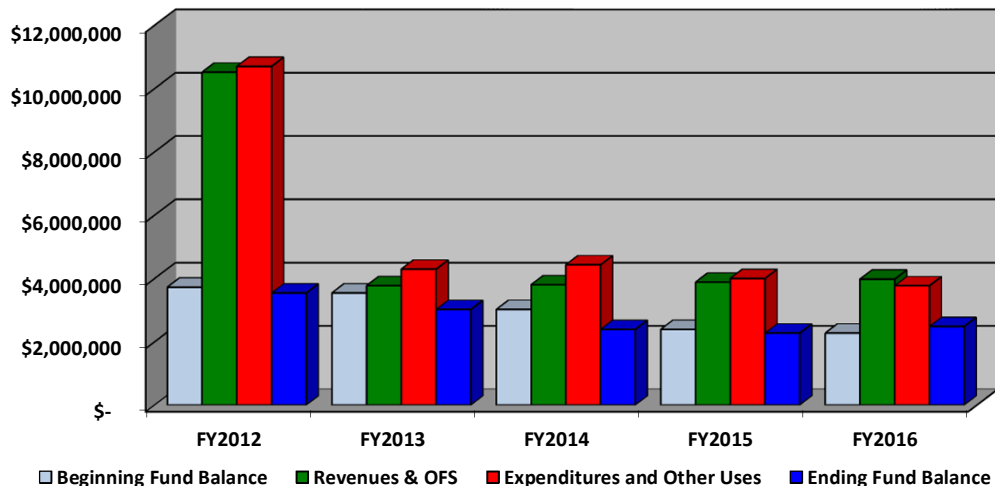
# City of Auburn

## Debt Service Fund

### Overview of Revenues, Other Sources, Expenditures and Other Uses

**Special 5-Mill Tax Fund** accounts for revenues received from five mills of ad valorem tax dedicated to the payment of principal and interest on bonds issued to finance projects approved by the Citizens of Auburn in referenda. Projects are selected based on priorities identified by residents in the annual Citizen Survey and through input from the City's various citizen advisory boards and commissions. Past projects include improvements to downtown parking facilities, construction of a Senior Center and renovations to Frank Brown Recreation Center. This budget proposes to use this fund for future school projects.

	Audited Actual		Budget	<b>Budget</b>	
	FY2012*	FY2013	FY2014	<b>FY2015</b>	<b>FY2016</b>
	\$	\$	\$	\$	\$
Revenues					
General property tax	3,812,162	3,752,491	3,780,000	<b>3,865,144</b>	<b>3,961,278</b>
Interest	28,869	19,538	20,000	<b>16,000</b>	<b>16,000</b>
Total revenues	<u>3,841,030</u>	<u>3,772,029</u>	<u>3,800,000</u>	<b><u>3,881,144</u></b>	<b><u>3,977,278</u></b>
Other financing sources (OFS):	6,673,473	-	-	-	-
<b>Total revenues and OFS</b>	<b><u>10,514,503</u></b>	<b><u>3,772,029</u></b>	<b><u>3,800,000</u></b>	<b><u>3,881,144</u></b>	<b><u>3,977,278</u></b>
Expenditures					
Tax Administration Fee	125,514	117,995	153,000	<b>146,875</b>	<b>150,529</b>
Debt Service					
Principal	2,905,000	3,295,000	3,495,000	<b>3,175,000</b>	<b>3,060,000</b>
Interest	969,931	873,569	772,236	<b>672,965</b>	<b>554,000</b>
Fiscal fees	89,265	5,775	10,000	<b>3,308</b>	<b>3,473</b>
Total expenditures	<u>4,089,710</u>	<u>4,292,340</u>	<u>4,430,236</u>	<b><u>3,998,148</u></b>	<b><u>3,768,002</u></b>
Other financing uses (OFU):					
Pymt to ref bond escrow agt	6,608,445	-	-	-	-
<b>Total expenditures and OFU</b>	<b><u>10,698,154</u></b>	<b><u>4,292,340</u></b>	<b><u>4,430,236</u></b>	<b><u>3,998,148</u></b>	<b><u>3,768,002</u></b>
Excess (deficit) of revenue and OFS over expenditures and OFU	(183,651)	(520,311)	(630,236)	<b>(117,004)</b>	<b>209,276</b>
<b>Fund balance, beginning of year</b>	<b><u>3,723,922</u></b>	<b><u>3,540,270</u></b>	<b><u>3,019,959</u></b>	<b><u>2,389,723</u></b>	<b><u>2,272,719</u></b>
<b>Fund balance, end of year</b>	<b><u>3,540,270</u></b>	<b><u>3,019,959</u></b>	<b><u>2,389,723</u></b>	<b><u>2,272,719</u></b>	<b><u>2,481,995</u></b>



\*During FY2012, \$6.18 million in debt was refunded.

City of Auburn

Special Five Mill Tax Fund History - Fiscal Years 2004 - 2013

	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	Inc FY13>FY04	As%
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Amount	
<b>Revenues:</b>												
Ad Valorem Tax	1,910,566	2,109,363	2,355,551	2,724,946	3,044,712	3,464,143	3,657,712	3,777,188	3,812,161	3,752,491	1,841,925	96%
Interest	48,939	72,101	138,530	160,955	117,087	93,160	48,663	47,247	28,869	19,538	(29,401)	-60%
<b>Total Revenues</b>	<b>1,959,505</b>	<b>2,181,464</b>	<b>2,494,081</b>	<b>2,885,901</b>	<b>3,161,799</b>	<b>3,557,303</b>	<b>3,706,375</b>	<b>3,824,435</b>	<b>3,841,030</b>	<b>3,772,029</b>	<b>1,812,524</b>	<b>92%</b>
<b>Expenditures:</b>												
Cap imp wts 6.01.97 \$6.5M Principal	280,000	42,663	-	-	-	-	-	-	-	-	(280,000)	n/a
Cap imp wts 6.01.97 \$6.5M Interest (refunded by 2005 issue)	258,498	122,809	-	-	-	-	-	-	-	-	(258,498)	n/a
Cap imp wts 6.01.98 \$2.0M Principal	95,000	95,000	105,000	110,000	115,000	120,000	130,000	135,000	145,000	-	(95,000)	n/a
Cap imp wts 6.01.98 \$2.0M Interest (refunded by 2012 issue)	73,260	69,080	64,853	60,075	55,015	47,439	40,883	37,774	31,173	-	(73,260)	n/a
GO Warrants 8.01.99 (Lib) \$3.7M Principal	225,000	240,000	260,000	275,000	290,000	310,000	330,000	355,000	375,000	-	(225,000)	n/a
GO Warrants 8.01.99 (Lib) \$3.7M Interest (refunded by 2012 issue)	179,515	168,265	156,265	143,265	129,515	112,786	96,371	82,672	64,225	-	(179,515)	n/a
GO Warrants 8.01.02 \$7.25M Principal	330,000	355,000	375,000	405,000	435,000	465,000	495,000	530,000	565,000	-	(330,000)	n/a
GO Warrants 8.01.02 \$7.25M Interest (refunded by 2012 issue)	278,982	270,403	259,753	247,753	231,553	209,749	187,908	170,744	148,498	-	(278,982)	n/a
GO Warrants 3.01.05 \$5.0M Principal	-	-	355,000	450,000	550,000	625,000	705,000	785,000	865,000	900,000	900,000	n/a
GO Warrants 3.01.05 \$5.0M Interest	-	144,799	406,548	393,643	377,218	355,064	327,548	296,954	262,854	115,990	115,990	n/a
GO Warrants 1.01.07 \$5.2M Principal	-	-	-	225,000	240,000	250,000	265,000	280,000	300,000	315,000	315,000	n/a
GO Warrants 1.01.07 \$5.2M Interest	-	-	-	21,551	208,900	196,871	185,656	177,887	166,300	154,000	154,000	n/a
GO Bonds 6.09 \$9.0M Principal	-	-	-	-	-	-	620,000	635,000	655,000	675,000	675,000	n/a
GO Bonds 6.09 \$9.0M Interest	-	-	-	-	-	-	254,002	296,162	277,125	260,750	260,750	n/a
GO Bonds 5.01.12 \$4.0M Principal	-	-	-	-	-	-	-	-	19,757	250,000	250,000	n/a
GO Bonds 5.01.12 \$4.0M Interest	-	-	-	-	-	-	-	-	-	160,632	160,632	n/a
GO Bonds 8.01.12 \$6.18M Principal	-	-	-	-	-	-	-	-	-	1,155,000	1,155,000	n/a
GO Bonds 8.01.12 \$6.18M Interest	-	-	-	-	-	-	-	-	-	182,200	182,200	n/a
Non-Departmental*	69,710	74,385	100,189	81,007	97,614	120,376	126,441	141,347	125,514	117,995	48,285	69%
Trustee Fees	6,871	6,325	4,300	6,361	17,225	10,123	10,152	8,017	89,265	5,775	(1,096)	-16%
Bond/Warrant Issue Expense	-	96,342	-	101,314	-	-	-	-	-	-	-	n/a
<b>Total Expenditures</b>	<b>1,796,836</b>	<b>1,685,071</b>	<b>2,086,908</b>	<b>2,519,969</b>	<b>2,747,039</b>	<b>2,822,408</b>	<b>3,773,961</b>	<b>3,931,557</b>	<b>4,089,710</b>	<b>4,292,342</b>	<b>2,495,507</b>	<b>139%</b>
<b>Other Financing Sources and Uses</b>												
Proceeds of refunding bonds	-	9,905,000	-	-	-	-	-	-	6,180,000	-	-	n/a
Transfer to Component units	-	-	-	(103,763)	-	-	-	-	-	-	-	n/a
Premium on debt issued	-	328,038	-	-	-	-	-	-	493,473	-	-	n/a
Payment to refunded bond escrow	-	(5,026,414)	-	-	-	-	-	-	(6,608,445)	-	-	n/a
Operating transfers to other funds	-	(5,110,283)	-	456	-	-	-	-	-	-	-	n/a
<b>Total OFS/OFU</b>	<b>-</b>	<b>96,341</b>	<b>-</b>	<b>(103,308)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>65,028</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>Excess of Revenues &gt; Expenditures</b>	<b>162,670</b>	<b>592,734</b>	<b>407,173</b>	<b>262,625</b>	<b>414,761</b>	<b>734,895</b>	<b>(67,586)</b>	<b>(107,122)</b>	<b>(183,651)</b>	<b>(520,313)</b>	<b>(682,983)</b>	<b>-420%</b>
<b>Beginning fund balance</b>	<b>1,323,774</b>	<b>1,486,444</b>	<b>2,079,178</b>	<b>2,486,351</b>	<b>2,748,975</b>	<b>3,163,736</b>	<b>3,898,631</b>	<b>3,831,045</b>	<b>3,723,923</b>	<b>3,540,271</b>	<b>2,216,497</b>	<b>167%</b>
<b>Ending fund balance</b>	<b>1,486,444</b>	<b>2,079,178</b>	<b>2,486,351</b>	<b>2,748,975</b>	<b>3,163,736</b>	<b>3,898,631</b>	<b>3,831,045</b>	<b>3,723,923</b>	<b>3,540,271</b>	<b>3,019,958</b>	<b>1,533,515</b>	<b>103%</b>

\*Tax collection fees and property reappraisal fees



## City of Auburn

Biennial Budget for FY 2015 & FY 2016

### Special Activities of the General Fund

Description of and Trends in the Special Activities of the General Fund .....	297
Overview of Revenues, Expenditures and Changes in Fund Balances .....	298
Combining Statement of Projected Revenues, Budgeted Expenditures and Changes in Fund Balances .....	299
Comparative Revenues, Expenditures and Changes in Fund Balances	
Liability Risk Retention Sub-Fund .....	300
Employee Benefit Self-Insurance Sub-Fund .....	300



City of Auburn

# City of Auburn

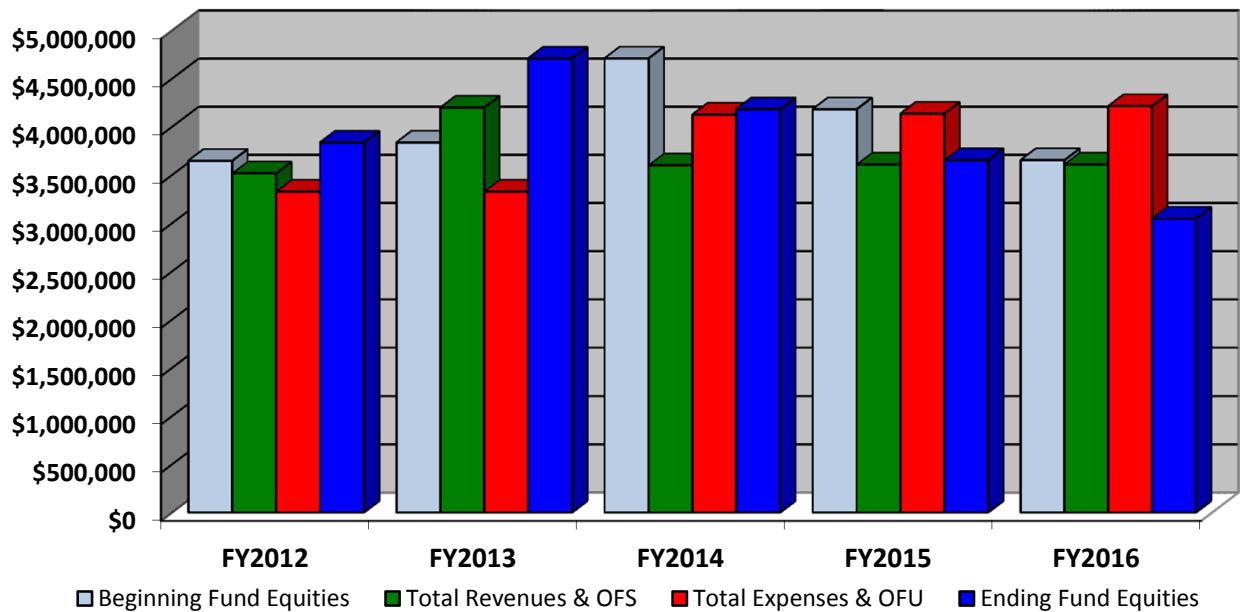
## *Description of and Trends in Special Activities of the General Fund*

**Special Activities of the General Fund** are used to provide a separate accounting for insurance-related services that are provided by the City to all City departments, as well as to the Auburn Water Works Board.

**Liability Risk Retention Sub-Fund** accounts for the costs of operating the City's general liability and workers' compensation self-insurance program and funding self-insured retentions for other liability exposures.

**Employee Benefit Self-Insurance Sub-Fund** accounts for the cost of operating the City's self-insured employee health benefits program.

	Audited Actual		Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
<b>Beginning Fund Equities</b>	3,646,387	3,836,424	4,709,074	4,181,180	3,652,555
<b>Total Revenues &amp; OFS</b>	3,514,746	4,197,260	3,597,166	3,606,177	3,607,841
<b>Total Expenses &amp; OFU</b>	3,324,709	3,324,610	4,125,060	4,134,802	4,212,646
Excess of Revenues & OFS over Expenditures & OFU	190,037	872,650	(527,894)	(528,625)	(604,805)
<b>Ending Fund Equities</b>	3,836,424	4,709,074	4,181,180	3,652,555	3,047,750





# City of Auburn

## Total Special Activities of the General Fund

### Overview of Revenues, Expenditures and Changes in Fund Balances

	Audited Actual		Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Revenues					
Charges for services					
Employer premiums	2,049,099	2,039,987	2,121,015	2,134,755	2,136,419
Employee premiums	931,743	942,381	975,651	974,622	974,622
Other revenues					
Interest	24,376	18,853	25,500	21,800	21,800
Claims reimbursement	39,123	219,703	-	-	-
Other	20,405	16,336	15,000	15,000	15,000
Total revenues	3,064,746	3,237,260	3,137,166	3,146,177	3,147,841
Other financing sources (OFS):					
Transfers in from other funds	450,000	960,000	460,000	460,000	460,000
<b>Total revenues and OFS</b>	<b>3,514,746</b>	<b>4,197,260</b>	<b>3,597,166</b>	<b>3,606,177</b>	<b>3,607,841</b>
Expenditures:					
General Operations					
Claims payments	2,806,061	2,778,059	3,349,861	3,299,922	3,345,151
Liability retention	1,513	10,975	162,000	160,000	160,000
Premium expenditures	309,354	323,652	336,365	344,869	364,157
Legal professional services	4,223	-	16,000	16,000	16,000
Administration fees	203,559	211,923	260,834	314,011	327,338
Total expenditures	3,324,709	3,324,610	4,125,060	4,134,802	4,212,646
<b>Total expenditures</b>	<b>3,324,709</b>	<b>3,324,610</b>	<b>4,125,060</b>	<b>4,134,802</b>	<b>4,212,646</b>
Excess (deficit) of revenue and OFS over expenditures and OFU	190,037	872,650	(527,894)	(528,625)	(604,805)
<b>Fund balance, beginning of year</b>	<b>3,646,387</b>	<b>3,836,424</b>	<b>4,709,074</b>	<b>4,181,180</b>	<b>3,652,555</b>
<b>Fund balance, end of year</b>	<b>3,836,424</b>	<b>4,709,074</b>	<b>4,181,180</b>	<b>3,652,555</b>	<b>3,047,750</b>

# City of Auburn

## Special Activities of the General Fund

*Combining Statement of Budgeted Revenues, Expenditures and Changes in Fund Balances*

	Liability Risk Retention	Employee Benefit Self-Insurance	Total All Special Activities of the General Fund
	\$	\$	\$
<b>Audited fund balances, 9.30.2013</b>	<b>1,594,752</b>	<b>3,114,322</b>	<b>4,709,074</b>
FY2014 Projected revenues	483,000	3,114,166	3,597,166
FY2014 Projected expenses	570,500	3,554,560	4,125,060
<b>Projected fund balances, 9.30.2014</b>	<b>1,507,252</b>	<b>2,673,928</b>	<b>4,181,180</b>
<b>FY2015 Budget</b>			
<b>Revenues</b>			
Interest	6,800	15,000	21,800
Insurance premiums	-	3,109,377	3,109,377
Other revenue	15,000	-	15,000
<i>Total revenues</i>	<u>21,800</u>	<u>3,124,377</u>	<u>3,146,177</u>
<b>Other financing sources</b>			
Transfers from other funds	460,000	-	460,000
<b>Total resources available</b>	<u><b>1,989,052</b></u>	<u><b>5,798,305</b></u>	<u><b>7,787,357</b></u>
<b>Expenditures</b>			
Risk management/employee benefits	570,500	3,564,302	4,134,802
<b>Total expenditures</b>	<u><b>570,500</b></u>	<u><b>3,564,302</b></u>	<u><b>4,134,802</b></u>
<b>Projected fund balances, 9.30.2015</b>	<b>1,418,552</b>	<b>2,234,003</b>	<b>3,652,555</b>
<b>FY2016 Budget</b>			
<b>Projected fund balances, 9.30.2015</b>	<b>1,418,552</b>	<b>2,234,003</b>	<b>3,652,555</b>
<b>Revenues</b>			
Interest	6,800	15,000	21,800
Insurance premiums	-	3,111,041	3,111,041
Other revenue	15,000	-	15,000
<i>Total revenues</i>	<u>21,800</u>	<u>3,126,041</u>	<u>3,147,841</u>
<b>Other financing sources</b>			
Transfers from other funds	460,000	-	460,000
<b>Total resources available</b>	<u><b>1,900,352</b></u>	<u><b>5,360,044</b></u>	<u><b>7,260,396</b></u>
<b>Expenditures</b>			
Risk management/employee benefits	570,500	3,642,146	4,212,646
<b>Total expenditures</b>	<u><b>570,500</b></u>	<u><b>3,642,146</b></u>	<u><b>4,212,646</b></u>
<b>Projected fund balances, 9.30.2016</b>	<u><b>1,329,852</b></u>	<u><b>1,717,898</b></u>	<u><b>3,047,750</b></u>

## City of Auburn

### Special Activities of the General Fund

#### Comparative Revenue, Expenditures and Changes in Fund Balances

Liability Risk Retention Fund					
	Audited Actual		Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Revenues:					
Interest	7,943	6,451	8,000	6,800	6,800
Insurance Reimbursement	8,711	4,829	-	-	-
Reimbursement from AU	11,694	11,507	15,000	15,000	15,000
Total revenues	28,348	22,787	23,000	21,800	21,800
Other financing sources (OFS):					
Transfers in from other funds	450,000	460,000	460,000	460,000	460,000
<b>Total revenues and OFS</b>	<b>478,348</b>	<b>482,787</b>	<b>483,000</b>	<b>481,800</b>	<b>481,800</b>
Expenditures:					
Claims payments	180,536	137,381	260,000	255,000	255,000
Liability retention	1,513	10,975	162,000	160,000	160,000
Premium expenditures	72,751	80,885	80,000	97,000	97,000
Legal professional services	4,223	-	16,000	16,000	16,000
Administration fees	35,112	26,840	52,500	42,500	42,500
<b>Total expenditures</b>	<b>294,135</b>	<b>256,081</b>	<b>570,500</b>	<b>570,500</b>	<b>570,500</b>
Excess of revenue and other sources over expenditures and other uses	184,213	226,706	(87,500)	(88,700)	(88,700)
<b>Fund balance, beginning of year</b>	<b>1,183,834</b>	<b>1,368,047</b>	<b>1,594,752</b>	<b>1,507,252</b>	<b>1,418,552</b>
<b>Fund balance, end of year</b>	<b>1,368,047</b>	<b>1,594,752</b>	<b>1,507,252</b>	<b>1,418,552</b>	<b>1,329,852</b>

Employee Benefit Self-Insurance Fund					
	Audited Actual		Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
	\$	\$	\$	\$	\$
Revenues:					
Employer premiums	2,049,099	2,039,987	2,121,015	2,134,755	2,136,419
Employee premiums	931,743	942,381	975,651	974,622	974,622
Interest	16,433	12,402	17,500	15,000	15,000
Claims reimbursement	39,123	219,703	-	-	-
Total revenues	3,036,398	3,214,473	3,114,166	3,124,377	3,126,041
Other financing sources (OFS):					
Transfers in from other funds	-	500,000	-	-	-
<b>Total revenues and OFS</b>	<b>3,036,398</b>	<b>3,714,473</b>	<b>3,114,166</b>	<b>3,124,377</b>	<b>3,126,041</b>
Expenditures:					
Claims payments	2,625,525	2,640,678	3,089,861	3,044,922	3,090,151
Premium expenditures	236,603	242,767	256,365	247,869	267,157
Administration fees	168,446	185,083	208,334	271,511	284,838
<b>Total expenditures</b>	<b>3,030,574</b>	<b>3,068,529</b>	<b>3,554,560</b>	<b>3,564,302</b>	<b>3,642,146</b>
Excess of revenue and other sources over expenditures and other uses	5,824	645,944	(440,394)	(439,925)	(516,105)
<b>Fund balance, beginning of year</b>	<b>2,462,553</b>	<b>2,468,378</b>	<b>3,114,322</b>	<b>2,673,928</b>	<b>2,234,003</b>
<b>Fund balance, end of year</b>	<b>2,468,378</b>	<b>3,114,322</b>	<b>2,673,928</b>	<b>2,234,003</b>	<b>1,717,898</b>



## City of Auburn

Biennial Budget for FY 2015 & FY 2016

### Public Park and Recreation Board

#### Tennis Center

Financing Structure.....	303
Overview of Revenues, Expenses and Changes in Net Position .....	305
Comparative Revenue, Expenses and Changes in Net Position .....	306

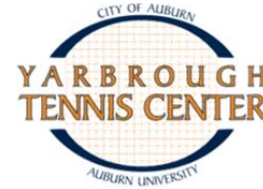


City of Auburn

# City of Auburn

## Public Park and Recreation Board

### Tennis Center Financing Structure



In July 2007, the City of Auburn opened its newest tennis facility, the Yarbrough Tennis Center. This facility provides the public with superlative opportunities for tournament play, individual play, and lessons. The Tennis Center provides 16 outdoor clay courts, 12 outdoor hard courts with stadium seating, and 6 indoor tennis courts. The Center also includes a clubhouse with pro shop, men's and women's locker rooms, concessions area and meeting space. The facilities are located on 18 acres in a beautifully landscaped setting in the southwestern portion of the City. The land for the complex was donated to the City of Auburn by the Cecil Yarbrough family.

The City financed and built the Tennis Center through a creative partnership with Auburn University (AU). A tennis center has been in the City's capital plan for a number of years. Construction plans for the heart of the Auburn University campus meant that the Tennis Team needed a new location for its headquarters. When the City began preparing for the design and construction of its tennis center, the University approached the City about expanding the Tennis Center project to accommodate the University's Tennis Team. The City and the University developed an agreement to construct expanded facilities to provide space for the AU Tennis Team. The portion of the facilities housing the University's Tennis Team is available to the public when not in use by the University. The larger facilities and additional court space mean that the Yarbrough Tennis Center is capable of accommodating a wider variety of and larger-scale tennis tournaments.



The construction that the City had originally planned was financed with general obligation bond proceeds that will be repaid from the City's Special Five-Mill Tax Debt Service Fund. Auburn voters approved the construction of the Tennis Center and an expansion of the City Library in a referendum; then, \$5.2 million in bonds were issued to fund these two projects in January 2007. Financing for the facilities used by the University was provided by a City general obligation warrant in the amount of \$3.7 million issued in September 2006. Prior to the construction of the tennis complex, the City leased the property to the Auburn Public Park and Recreation Board (PPRB). The PPRB oversaw the design and construction of the facilities, coordinating with the University on those facilities to be used by the Tennis Team. Auburn University leases the section of the Tennis Center used by the Tennis Team; the lease payments are structured to cover the principal and interest due on the G.O. warrants that financed the facilities leased to the University. City Parks and Recreation staff manages the complex and schedules all uses of the facilities. The University is billed for its proportionate share of the Tennis Center's operating costs.

The PPRB operates the Tennis Center on a user-charge basis. Members of the public can purchase annual passes or fees can be paid on a per visit basis. The fees for passes and per visit use of the complex are shown below.

<b>Yarbrough Tennis Center Court Fees</b>			
	<i>Clay Courts</i>	<i>Hard Courts*</i>	<i>Indoor Courts*</i>
Annual passes			
Individual	\$ 250.00	\$ 125.00	\$ 200.00
Family	\$ 400.00	\$ 225.00	\$ 350.00
Junior	\$ 120.00	\$ 75.00	\$ 150.00
Per visit	\$ 5.00	\$ 3.00	\$ 7.50
Added to Clay Court pass			
Individual		\$ 50.00	\$ 100.00
Family		\$ 100.00	\$ 250.00
* Use of hard and indoor courts is subject to availability based on scheduling of the Auburn University Tennis Team.			

The Yarbrough Tennis Center is owned, via a lease, by the Public Park and Recreation Board (PPRB). It is accounted for as a separate business-type activity (an Enterprise fund). The PPRB does not have its own employees; the Tennis Center is managed and operated by the City's Parks and Recreation Department staff. It is not the City Council's intention that the Tennis Center's revenues cover its costs (full-accrual expenses, including depreciation). Separately accounting for the Tennis Center as an enterprise enables the PPRB and City Management to evaluate the Tennis Center's operating results and make informed decisions concerning the fees to be charged to the public. The proposed operating budget for the fiscal years 2015 and 2016 is based on the actual operating data from the fiscal years 2012 through March of FY2014 (selected data presented below) and knowledge of the staff of the forecasted and booked number and size of tournaments and events hosted by the complex.

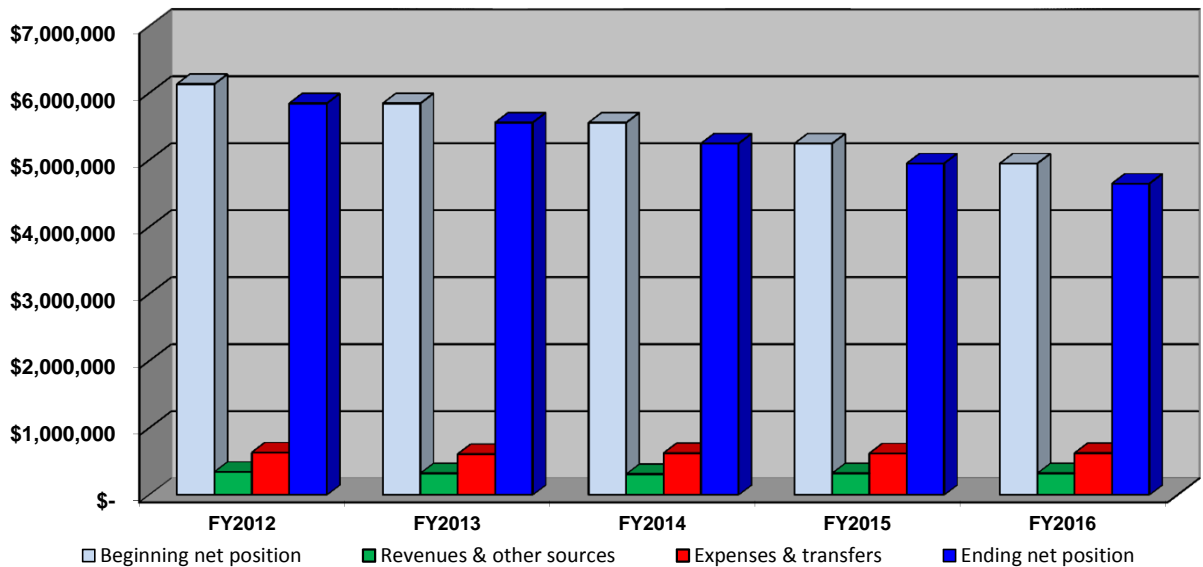
<b><u>PPRB - Tennis Center</u></b>	<b><u>FY2012</u></b>	<b><u>FY2013</u></b>	<b><u>FY2014</u></b>
	<i>Actual</i>	<i>Actual</i>	<i>Actual - Unaudited as of 3/31/14</i>
Operating revenues:			
Tennis rev ( <i>Court &amp; membership</i> )	\$ 70,820	\$ 77,965	\$ 33,494
Service charges to Auburn Univ.	75,363	57,016	51,927
<b>Total operating revenues</b>	<b>146,183</b>	<b>134,981</b>	<b>85,422</b>
Operating expenses:			
Personal Services	165,879	167,568	81,246
Contractual	103,706	115,826	45,770
Commodities	27,350	20,961	10,907
Depreciation	308,969	307,350	149,070
Capital Outlay^	-	-	-
<b>Total operating expenses</b>	<b>605,903</b>	<b>611,706</b>	<b>286,993</b>
<b>Operating income (loss)</b>	<b>(459,720)</b>	<b>(476,724)</b>	<b>(201,572)</b>
<b>Transfers (<i>General and Cap Proj</i>)</b>	<b>\$ 201,174</b>	<b>\$ 189,683</b>	<b>\$ 81,128</b>
^ Actual amounts are reported on the full-accrual basis (capital assets are capitalized and expensed through depreciation).			

# City of Auburn

## Public Parks and Recreation Board - Tennis Center

### Overview of Revenues, Expenses and Changes in Net Position

	Audited Actual		Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
			\$	\$	\$
Revenues	146,183	134,981	138,000	165,000	165,000
Other financing sources - appropriations from COA	201,174	189,683	175,000	160,000	160,000
<b>Total revenues and other sources</b>	<b>347,357</b>	<b>324,664</b>	<b>313,000</b>	<b>325,000</b>	<b>325,000</b>
Expenses <sup>#</sup>	636,026	611,706	625,781	622,028	626,664
<b>Total expenses and transfers</b>	<b>636,026</b>	<b>611,706</b>	<b>625,781</b>	<b>622,028</b>	<b>626,664</b>
Excess (deficit) of revenues and other sources over expenses and transfers out	(288,669)	(287,042)	(312,781)	(297,028)	(301,664)
<b>Beginning net position</b>	<b>6,135,890</b>	<b>5,847,221</b>	<b>5,560,180</b>	<b>5,247,399</b>	<b>4,950,371</b>
<b>Ending net position</b>	<b>5,847,221</b>	<b>5,560,180</b>	<b>5,247,399</b>	<b>4,950,371</b>	<b>4,648,707</b>



<sup>#</sup> Actual amounts are reported on the full accrual basis: capital assets are capitalized and expensed through depreciation. The budget is prepared on a modified accrual basis: capital outlays are reflected as expenses, for budgetary control purposes.



## City of Auburn

### Public Park and Recreation Board - Tennis Center

#### Comparative Revenue, Expenses and Changes in Net Position

	Audited Actual		Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016
Operating revenues:					
Tennis center revenue	14,022	16,397	13,000	13,000	13,000
Membership fees	30,410	25,970	28,000	20,500	20,500
Tennis court fees	26,388	31,474	27,000	31,500	31,500
Service charges to Auburn Univ.	75,363	57,016	70,000	100,000	100,000
Miscellaneous	1	4,124	-	-	-
<b>Total operating revenues</b>	<b>146,183</b>	<b>134,981</b>	<b>138,000</b>	<b>165,000</b>	<b>165,000</b>
Operating Expenses:					
Salaries and benefits	165,879	167,568	182,087	186,085	188,745
Utilities	87,018	94,560	97,158	98,615	100,095
Grounds maintenance	10,659	14,434	5,700	5,786	5,873
Miscellaneous contractual	6,029	6,832	9,962	10,357	10,447
Supplies	27,350	20,961	20,874	21,185	21,504
Depreciation	308,969	307,350	310,000	300,000	300,000
<b>Total operating expenses</b>	<b>605,903</b>	<b>611,706</b>	<b>625,781</b>	<b>622,028</b>	<b>626,664</b>
Operating income (loss)	(459,720)	(476,724)	(487,781)	(457,028)	(461,664)
Loss on disposal of assets	(30,123)	-	-	-	-
Appropriations from the City of Auburn	201,174	189,683	175,000	160,000	160,000
Change in net position	(288,669)	(287,042)	(312,781)	(297,028)	(301,664)
<b>Net position, beginning of year</b>	<b>6,135,890</b>	<b>5,847,221</b>	<b>5,560,180</b>	<b>5,247,399</b>	<b>4,950,371</b>
<b>Net position, end of year</b>	<b>5,847,221</b>	<b>5,560,180</b>	<b>5,247,399</b>	<b>4,950,371</b>	<b>4,648,707</b>



## City of Auburn

### Biennial Budget for FY 2015 & FY 2016

#### Capital Budgets

Capital Budgeting Overview.....	309
Budgeted Capital Outlay & Projects – Summary.....	313
Budgeted Capital Outlay – Vehicles and Equipment	
Fiscal Year 2015.....	314
Fiscal Year 2016.....	315
Budget Capital Outlay – Projects .....	316
Conditional Capital Outlay .....	317
Capital Improvement Plan by Funding Source .....	318
Capital Improvement Plan – Future Projects .....	320
Capital Improvement Plan Project Detail.....	321



City of Auburn

# The City of Auburn

## Capital Budgeting Overview

### Capital Improvement Plan for Fiscal Year 2015 through Fiscal Year 2020

The Capital Improvement Plan (CIP) is a six-year (three biennia) projection of major capital projects that the City Council has approved for funding based on the priorities established by Council. The CIP is carefully reviewed each biennium by the City Council following the development and presentation of the Plan by the City Manager and his staff. Since Council priorities and citizen preferences can change, the CIP is a flexible document that reflects the Council's current consensus on the priorities of various projects. The CIP guides the City's decision-making on debt issuance and capital budgeting and is a critical part of the City's biennial budget.

A number of different factors are considered during the development of the CIP. These include results of the Citizen Survey, priorities established by Council in their biennial ranking exercise, priorities from other advisory bodies, external studies, internal guiding documents and staff analysis. More detail on these factors follows.

**Citizen Survey** Conducted at the beginning of the second quarter of each fiscal year, the Citizen Survey is an independently conducted, statistically valid tool to measure satisfaction with various aspects of City services. The survey also contains targeted questions to gauge citizen preferences on a variety of potential projects and initiatives, and also measures satisfaction with different infrastructural conditions, such as biking trails or road conditions. The survey results are presented to Council at the beginning of the third fiscal quarter, and published to the City's website; they are also available in print at City Hall and the Auburn Public Library.

**Council Priorities** Following the presentation of the Citizen Survey, the City Manager's staff compiles a listing of a number of initiatives and projects. The listing contains descriptions of potential projects and broad strategic initiatives based on past priorities, citizen concerns based on the survey results, and needs identified by staff and consultants. Priorities are completed by individual Council members, then compiled by staff. Each item is ranked, based on average ranking, and placed in a matrix that allows for a



visual representation of the general consensus of Council. The management team then reviews this information to determine which capital needs to emphasize in their capital budget requests. The current list of priorities can be found in the City Manager's Budget Message in the Introductory Information in this document.

**Advisory Bodies** While non-binding, the input from other advisory bodies is often considered when examining which specific projects to consider within the broad categories. For example, the staff and Council may accept advice from the Bicycle Committee on which areas may need more bikeways; or the Parks and Recreation Advisory Board may offer a priority assessment under the broad Council priority of "Community Recreation Centers." The advisory bodies typically work with staff liaisons, who communicate their input to management.

**External Studies** As the process of evaluating and considering potential projects and long-range capital investment strategies, the input of professional consultants is often solicited to vet Council priorities and staff recommendations. This is often the case when consultants can offer considerably more technical expertise and experience on specific projects. For example, the Council's priority of redevelopment downtown and along the Opelika Road corridor, necessitated the need to solicit the skills and advice of known experts to gather citizen feedback and facilitate planning. External studies and professional services are typically, but not exclusively, sought regarding legal, engineering and financial concerns. Of course, staff thoroughly evaluates proposals and works closely with providers.

**Internal Guiding Documents** Over the last several decades, a number of principal guiding documents have been created, updated and relied upon in long-range planning. Chief among these are CompPlan 2030 and Auburn 2020 (and, previously, Auburn 2000.) These plans provides a broad strategic foundation for the long-range plans, and sets general timetables for reevaluating more specific internal guiding documents. Examples of the more specific documents include the Master Street Plan, Bicycle Plan, Greenways Master Plan and Land Use Plan.

**Staff Analysis** The City's professional staff utilizes both internal guiding documents and external studies to provide the optimal, most effective and efficient ways to meet those the priorities defined by the Citizen Survey and City Council. The Council relies on staff's professional judgment, recognizing their expertise and experience in providing for the needs of the community.

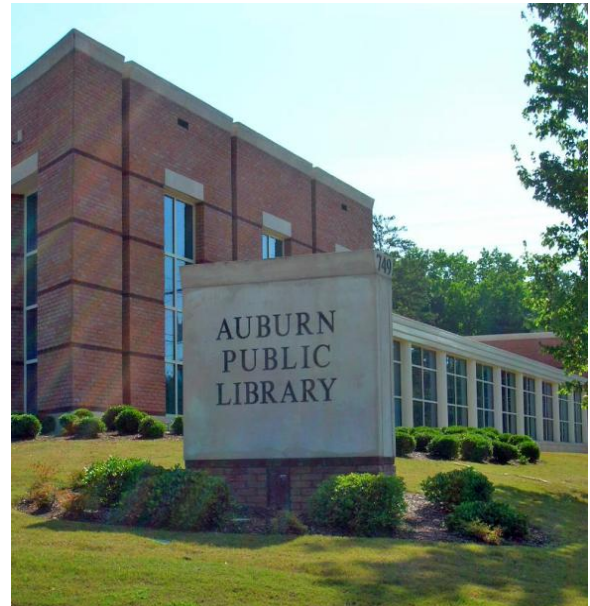
Early in the budget process, the City Manager's budget team requests that the department heads submit project proposals documenting projected capital and operating costs, benefits to the City and its citizens, other community impacts, and priority ranking. The project requests are submitted electronically, and cataloged in a database for further review. After the department heads submit all the projects by the established deadline, the City Manager's budget staff places the projects in a draft CIP based on the priority rankings determined by the department heads and City Manager, and in keeping with the Council and citizen priorities. Following the development of the draft CIP, the City Manager, and the department heads that have proposed projects for inclusion in the CIP meet to discuss each project and its relative importance to the City in meeting the objectives of Council and needs of residents. This meeting allows points of view from department heads not directly involved in each project to be expressed and considered.



The outcome of the CIP sessions is a consensus document that the City Manager submits to the City Council with the biennial budget. The CIP included in the Proposed Budget document identifies the projects by fiscal year and specifies the projected funding sources for the project. All projects listed for the earliest biennium are included in the proposed biennial budget presented to the Council. Public input concerning the CIP is encouraged at the public hearing held on the budget. Citizens informed

about the CIP during the budget work sessions, through press releases about the budget process, online access to the budget document, and printed copies available for review at City Hall and the Auburn Public Library. Citizens also have the opportunity to comment on the CIP during the public hearing held during a City Council meeting prior to adoption of the budget.

Following adoption of the budget and CIP, staff begins the process of initiating the included projects. For those projects in the immediate term, this may involve immediate construction; for those projects with a longer horizon, staff begins to fully explore design, engineering and financing options. In addition to the responsible department managing individual projects, the City Manager's budget team, in conjunction with Finance personnel, monitors the project expenditures and completion of major milestones to adjust overall budgets and planning horizons. As the projects contained on the CIP are typically reflected in the departmental goals, Council is updated quarterly on their progress. Additionally, construction updates are provided to Council weekly for all ongoing projects, and photo captioned reports are published on the City's website.





City of Auburn

## City of Auburn

### Budgeted Capital Outlay & Projects - Summary (by Funding Source)

*The budget includes several different categories of capital outlay in different funds. The totals appearing below summarize capital outlay for vehicle, equipment, project and infrastructure funding in the various departmental and non-departmental accounts, and across budgeted funds. Additional details can be found on the pages that follow .*

	FY2015	FY2016	Total
	\$	\$	\$
<b>General Fund</b>			
Departmental Vehicles & Equipment Replacement	1,471,700	932,500	2,404,200
Departmental Vehicles & Equipment Expansion	23,900	21,500	45,400
Departmental Projects	338,000	-	338,000
General Operations Projects	785,000	785,000	1,570,000
Public Works Project Operations	3,792,990	4,572,900	8,365,890
Transfers to IDB for ATPW Annex	1,675,000	100,000	1,775,000
<b>Total - General Fund Capital Outlay &amp; Projects</b>	<b>8,086,590</b>	<b>6,411,900</b>	<b>14,498,490</b>
<b>Sewer Fund</b>			
Departmental Vehicles & Equipment Replacement	714,000	213,500	927,500
Departmental Vehicles & Equipment Expansion	-	38,000	38,000
Projects	2,401,000	591,000	2,992,000
<b>Total - Sewer Fund</b>	<b>3,115,000</b>	<b>842,500</b>	<b>3,957,500</b>
<b>Solid Waste Management Fund</b>			
Departmental Vehicles & Equipment Replacement	672,000	292,000	964,000
Projects	12,500	12,500	25,000
<b>Total - Solid Waste Management Fund</b>	<b>684,500</b>	<b>304,500</b>	<b>989,000</b>
<b>Total - Budgeted Capital Outlay &amp; Projects</b>	<b>11,886,090</b>	<b>7,558,900</b>	<b>19,444,990</b>



## City of Auburn

### Budgeted Capital Outlay - Vehicles & Equipment (by Funding Source)

#### General Fund - FY2015

		Equipment Replacement	Equipment Expansion	Total
		\$	\$	\$
<b>Public Safety</b>				
Patrol Units (10)	Police	265,000		
Ladder Truck (Ladder 2, Station 5)	Fire	750,000		
1/2 Ton Extended Cab Pickup Truck	Fire	27,000		
Extrication Equipment	Fire		14,900	
Fire Extinguisher Training Equipment	Fire		9,000	
<b>Total - Public Safety</b>				<b>1,065,900</b>
<b>Public Works</b>				
Backhoe	Constr. & Maint.	100,000		
1 Ton Crew Cab Truck	Constr. & Maint.	52,500		
1/2 Ton Extended Cab 4WD Pickup Truck	Inspection	31,000		
<b>Total - Public Works</b>				<b>183,500</b>
<b>Environmental Services</b>				
Tractor w/ Rotary Cutter	ROW	35,700		
Tractor w/ Lift Cutter	ROW	32,500		
Mower Transport Truck	ROW	61,000		
<b>Total - Environmental Services</b>				<b>129,200</b>
<b>Parks &amp; Recreation</b>				
Backhoe	Parks & Facilities	77,000		
Dump Truck	Parks & Facilities	40,000		
<b>Total - Parks &amp; Recreation</b>				<b>117,000</b>
<b>Total - General Fund</b>		<b>1,471,700</b>	<b>23,900</b>	<b>1,495,600</b>

#### Sewer Fund - FY2015

<b>Water Resource Management</b>				
1/2 Ton 4WD Crew Cab Pickup	Administration	30,000		
1 Ton Crew Cab 4WD Pickup (2)	Sewer Maintenance	76,000		
Dump Truck	Sewer Maintenance	110,000		
Sewer Vacuum/Jetter Truck	Sewer Maintenance	380,000		
Side-by-side Utility Task Vehicle (UTV)	Sewer Maintenance	12,000		
Closed Circuit TV Inspection Equipment	Sewer Maintenance	50,000		
1/2 Ton 4WD Pickup Truck (2)	Watershed Mgt.	56,000		
<b>Total - Sewer Fund</b>		<b>714,000</b>	-	<b>714,000</b>

#### Solid Waste Management Fund - FY2015

<b>Environmental Services</b>				
Shuttle Loader and Debris Trailer	Recycling	127,000		
Recycling Trough Loader Truck	Recycling	155,000		
28Y Sideloading Automated Packer Truck	Solid Waste	290,000		
8Y Sideloading Automated Packer Truck	Solid Waste	100,000		
<b>Total - Solid Waste Management Fund</b>		<b>672,000</b>	-	<b>672,000</b>
<b>Total - All Funds</b>		<b>2,857,700</b>	<b>23,900</b>	<b>2,881,600</b>

## City of Auburn

### Budgeted Capital Outlay - Vehicles & Equipment (by Funding Source)

#### General Fund - FY2016

		Equipment Replacement	Equipment Expansion	Total
		\$	\$	\$
<b>Public Safety</b>				
Patrol Units (10)	Police	270,000		
Canine - Explosives Detection & Tracking	Police	10,000		
Fire Pumper Truck - (Engine 2, Station 2)	Fire	450,000		
Forcible Entry Training Equipment	Fire		9,000	
Trench Rescue Stabilization Equipment	Fire		12,500	
1/2 Ton Extended Cab Pickup Truck	Codes Enforcement	42,000		
<b>Total - Public Safety</b>				<b>793,500</b>
<b>Public Works</b>				
1/2 Ton Extended Cab 4WD Pickup Truck (2)	Inspections	62,000		
3/4 Ton Extended Cab 4WD Pickup Truck	Constr. & Maint.	35,500		
<b>Total - Public Works</b>				<b>97,500</b>
<b>Environmental Services</b>				
Litter Collection Van	ROW	22,000		
1/2 Ton Service Truck	Fleet Services	25,000		
<b>Total - Environmental Services</b>				<b>47,000</b>
<b>Parks &amp; Recreation</b>				
Tractor	Parks & Facilities	16,000		
<b>Total - Parks &amp; Recreation</b>				<b>16,000</b>
<b>Total - General Fund</b>		<b>932,500</b>	<b>21,500</b>	<b>954,000</b>

#### Sewer Fund - FY2016

<b>Water Resource Management</b>				
1 Ton 4WD Crew Cab Pickup	Sewer Maintenance	38,000	38,000	
Backhoe	Sewer Maintenance	120,000		
Air Compressor	Sewer Maintenance	20,000		
Rotary Cutter	Sewer Maintenance	7,500		
1/2 Ton 4WD Pickup	Watershed Mgt.	28,000		
<b>Total - Sewer Fund</b>		<b>213,500</b>	<b>38,000</b>	<b>251,500</b>

#### Solid Waste Management Fund - FY2016

<b>Environmental Services</b>				
Backhoe	Recycling	65,000		
25Y Rearloading Automated Packer Truck	Solid Waste	203,000		
3/4 Ton Pickup Truck	Solid Waste	24,000		
<b>Total - Solid Waste Management Fund</b>		<b>292,000</b>	-	<b>292,000</b>
<b>Total - All Funds</b>		<b>1,438,000</b>	<b>59,500</b>	<b>1,497,500</b>

**City of Auburn**

*Budgeted Capital Outlay - Projects (by Funding Source)*

**General Fund**

	Budgeted In	FY2015	FY2016	Total
		\$	\$	\$
<b>Departmental Projects</b>				
Time & Attendance Software	Human Resources	160,000		160,000
Back-up Generator Replacements for Fire Stations	PS - Fire	150,000		150,000
Sealcoating and Restriping of Library Parking Lot	Library	6,000		6,000
Library Garden Drainage Project	Library	10,000		10,000
Tinting of Clerestory Windows at Library Main Building	Library	12,000		12,000
<b>Total - Departmental</b>		<b>338,000</b>	-	<b>338,000</b>
<b>General Operations Projects</b>				
CityWorks Software Implementation Projects	Computer Software	35,000	35,000	70,000
Facilities Renovations and Improvements	Special Projects	750,000	750,000	1,500,000
<b>Total - General Operations Projects</b>		<b>785,000</b>	<b>785,000</b>	<b>1,570,000</b>
<b>Public Works Project Operations</b>				
Neighborhood Cleanup Projects	Special Projects	25,000	25,000	50,000
Exits 50 & 57 Lighting & Landscape Improvements (ATRIP Local Match)	Special Projects		553,698	553,698
GPS Utility Inventory Project	Special Projects	111,000	111,000	222,000
Auburn Technology Park South Deceleration Lane	Intersection Improvements	41,000		41,000
Toomer's Corner Improvements	Intersection Improvements	1,000,000		1,000,000
S. College/Samford/Gay Improvements (ATRIP Local Match)	Intersection Improvements		363,202	363,202
N. Donahue Drive Widening: Cary to Bedell	Road Reconstruction	512,000		512,000
Intersection Signalization Project (TBD upon warrant)	Traffic Signal Improvements	200,000	200,000	400,000
Traffic Signal Cabinet Rewiring (3 per year)	Traffic Signal Improvements	45,000	45,000	90,000
Signalized Intersection Coordination Project (AOMPO Local Match)	Traffic Signal Improvements	153,000		153,000
Annual Street Resurfacing & Restriping - Street Segments TBD	Street Resurfacing/Restriping	1,000,000	2,000,000	3,000,000
Woodfield Drive Resurfacing & Traffic Signal Replacement (AOMPO Local Match)	Street Resurfacing/Restriping	82,600		82,600
Donahue Drive Resurfacing (AOMPO Local Match)	Street Resurfacing/Restriping	99,640		99,640
Gay Street Resurfacing: Reese to Woodfield (AOMPO Local Match)	Street Resurfacing/Restriping	36,000		36,000
EUD Resurfacing: Windsor Drive (AOMPO Local Match)	Street Resurfacing/Restriping	28,000		28,000
EUD Resurfacing: McKinley to Old Mill (AOMPO Local Match)	Street Resurfacing/Restriping	53,750		53,750
Duck Samford Parking Lot Resurfacing	Street Resurfacing/Restriping	31,000		31,000
Parking Deck Inspection and Maintenance	Downtown & Parking Impr.	100,000		100,000
Downtown Improvements	Downtown & Parking Impr.		1,000,000	1,000,000
Cured-In-Place Pipe (CIPP) Storm Drain Rehabilitation	Drainage Projects	75,000	75,000	150,000
Sidewalk Construction Projects	Sidewalks	200,000	200,000	400,000
<b>Total - Public Works Project Operations</b>		<b>3,792,990</b>	<b>4,572,900</b>	<b>8,365,890</b>
Transfer to Industrial Development Board for Auburn Tech Park West Annex		1,675,000	100,000	1,775,000
<b>Total - General Fund Projects</b>		<b>6,590,990</b>	<b>5,457,900</b>	<b>12,048,890</b>

**Sewer Fund**

<b>Projects</b>				
WPCF Master Plan Update (Professional Services)	WPCF Improvements	200,000		200,000
WPCF Blower Replacement Project (turbo blowers)	WPCF Improvements	1,500,000		1,500,000
Lift Station Bypass Pumps - Stone Creek	Lift Station Improvements	80,000		80,000
Lift Station Bypass Pumps - Bent Brooke	Lift Station Improvements		80,000	80,000
Regional Sewer Capacity Improvements	Sewer Rehab Projects	150,000	150,000	300,000
Sewer Rehab Projects	Sewer Rehab Projects	100,000	250,000	350,000
Southside Flow Study (Follow Up)	Sewer Rehab Projects	125,000		125,000
Misc Sewer Rehab (Glenn Ave)	Sewer Rehab Projects	75,000		75,000
GPS Utility Inventory Project	GPS Water/Sewer Utility Proj.	111,000	111,000	222,000
Collection System Modeling Software	Computer Software	60,000		60,000
<b>Total - Sewer Fund Projects</b>		<b>2,401,000</b>	<b>591,000</b>	<b>2,992,000</b>

**Solid Waste Management Fund**

<b>Projects</b>				
CityWorks Software Implementation	Computer Software	12,500	12,500	25,000
<b>Total - Solid Waste Management Fund</b>		<b>12,500</b>	<b>12,500</b>	<b>25,000</b>

## City of Auburn

### Conditional Capital Outlay - Vehicles & Equipment

Conditional Capital Outlay includes vehicles and equipment that are necessary and warranted, but are not within the scope of the City's projected resource availability for the upcoming biennium. Each fiscal year of the biennium after the City completes the FY2014 and FY2015 financial audits, the Office of the City Manager, in conjunction with the Finance Director, Fleet Services Manager and impacted department directors, will re-evaluate these items for purchase based on a revised projection of available resources. If these items are approved for purchase, or if items scheduled for FY2016 are moved up to FY2015, budget adjustments will be requested at Mid-Biennium.

		<u>Equipment Replacement</u>	<u>Expansion - Other</u>	<u>Total</u>
		\$	\$	\$
<b>Public Works</b>				
Dump Truck (2)	Constr. & Maint.	176,000		
Asphalt Roller	Constr. & Maint.	45,000		
1/2 Ton 4WD Extended Cab Truck (2)	Engineering	62,000		
1/2 Ton 4WD Extended Cab Truck	Inspections	31,000		
1/2 Ton 4WD Extended Cab Truck	Traffic Eng.	31,000		
Bucket Truck	Traffic Eng.	180,000		
<b>Total - Public Works</b>				<b>525,000</b>
 <b>Parks &amp; Recreation</b>				
Tractor	Parks & Facilities	18,000		
Sport Utility Vehicle	Parks & Facilities	24,000		
1/2 Ton Pickup Truck (2)	Parks & Facilities	48,000		
Compact Pickup Truck (3)	Parks & Facilities	60,000		
7-passenger Mini Van	Parks & Facilities	24,000		
Dump Truck	Parks & Facilities	40,000		
3/4 Ton Pickup Truck	Parks & Facilities	28,000		
<b>Total - Parks &amp; Recreation</b>				<b>242,000</b>
<b>Total - General Fund</b>		<u><b>767,000</b></u>	<u><b>-</b></u>	<u><b>767,000</b></u>

### Conditional Capital Outlay - Projects

Conditional Capital Outlay - Projects includes medium and high priority projects which are warranted, but that are not critical and funding has not yet been identified. These projects will be evaluated over the next biennium following the completion of the City's FY2014 and FY2015 financial audits for priority funding. These projects appear on the Capital Improvement Plan.

Cox Road/Wire Road Intersection Improvements and Widening Project	1,769,000
Highway 14/Webster Road Intersection Improvements	361,000
Renew Opelika Road - Mall Corridor	1,000,000
Renew Opelika Road - Dean Road Area	1,000,000
Enterprise Financial Software Replacement	300,000
Parks & Recreation Facilities Upgrades	500,000
<b>Total - General Fund</b>	<u><b>4,930,000</b></u>

## City of Auburn

### Capital Improvement Plan by Project Category

#### Fiscal Years 2015 - 2020

The City of Auburn maintains a Capital Improvement Plan (CIP) which covers a six-year, or 3 biennia, period. This plan details both the timing and funding sources of various capital infrastructure needs of the City, as determined by the City's management team and professional engineering staff, and is reflective of the priorities of City Council and residents. Through annual updating and continual monitoring of infrastructure conditions, funding status and a changing urban environment, the CIP is a flexible tool for developing an attractive built-environment, while realizing the constraints imposed by limited resources. The table below offers a summary of funding capacity from a number of sources, and is organized by year. Projects are grouped into category by type and the funding source available is identified by the color-coding in the table below. Only projects with an identified funding source appear on the CIP. The last four years represent a reasonable assumption of available funding, both from internal and external sources. Expenditures for projects on the CIP are included in the City's

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Total
General Fund	6,590,990	5,457,900	4,230,000	4,973,000	5,723,000	5,590,000	32,564,890
<b>General Fund Conditional</b>	<b>3,019,000</b>	<b>1,911,000</b>	<b>2,250,000</b>	<b>1,250,000</b>	<b>1,250,000</b>	<b>1,250,000</b>	<b>10,930,000</b>
<b>General Obligation Debt</b>			9,905,000				9,905,000
<b>Solid Waste Management Fund</b>	<b>12,500</b>	<b>12,500</b>					25,000
<b>ALDOT/MPO</b>	<b>1,808,400</b>	<b>4,780,803</b>	750,000	750,000	750,000	750,000	9,589,203
<b>Sewer Fund</b>	<b>2,401,000</b>	591,000	500,000	450,000	450,000	500,000	4,892,000
<b>Water Works Board</b>	<b>111,000</b>	<b>111,000</b>	<b>50,000</b>			<b>50,000</b>	<b>322,000</b>
<b>Total</b>	<b>13,942,890</b>	<b>12,864,203</b>	<b>17,685,000</b>	<b>7,423,000</b>	<b>8,173,000</b>	<b>8,140,000</b>	<b>68,228,093</b>

Projects	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Total
<b>Redevelopment &amp; Neighborhood Enhancement Projects</b>							
Downtown Improvements - Toomer's Corner	1,000,000						1,000,000
Downtown Improvements - South College		1,000,000					1,000,000
Downtown Improvements - Future Projects			1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
Renew Opelika Road - Mall Corridor	1,000,000						1,000,000
Renew Opelika Road - Dean Road Area		1,000,000					1,000,000
Renew Opelika Road - Future Projects			1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
Neighborhood Cleanup Projects	25,000	25,000	25,000	25,000	25,000	25,000	150,000
New Sidewalk Construction Projects <sup>1</sup>	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Exits 50 & 57 Lighting/Landsc. Projects - City Portion		553,698					553,698
Exits 50 & 57 Lighting/Landsc. Projects - ATRIP Portion		2,214,792					2,214,792
<b>Total - Redevelopment &amp; N/E Projects</b>	<b>2,225,000</b>	<b>4,993,490</b>	<b>2,225,000</b>	<b>2,225,000</b>	<b>2,225,000</b>	<b>2,225,000</b>	<b>16,118,490</b>

<b>Technology Investments</b>							
Sewer Collec. on System Modeling Software	60,000						60,000
CityWorks Software Implementation - General Fund	35,000	35,000	35,000	35,000	35,000	35,000	210,000
CityWorks Software Impl. - Solid Waste Mgt. Fund	12,500	12,500					25,000
Time & Attendance Software Replacement	160,000						160,000
Enterprise Financial Software Replacement		300,000					300,000
GPS Utility Inventory Project- City General Fund Portion	111,000	111,000				-	222,000
GPS Utility Inventory Project - City SewerFund Portion	111,000	111,000				-	222,000
GPS Utility Inventory Project - AWWB Portion	111,000	111,000				-	222,000
Signalized Intersection Coord. Project - City Portion	153,000						153,000
Signalized Intersection Coord. Project - AOMPO Portion	608,400						608,400
Aerial Topographical Mapping - City General Fund Portion			50,000			50,000	100,000
Aerial Topographical Mapping - City Sewer Fund Portion			50,000			50,000	100,000
Aerial Topographical Mapping - AWWB Portion			50,000			50,000	100,000
<b>Total - Technology Investments</b>	<b>1,361,900</b>	<b>680,500</b>	<b>185,000</b>	<b>35,000</b>	<b>35,000</b>	<b>185,000</b>	<b>2,482,400</b>

<b>City Facility Improvements</b>							
Facilities Renovation and Improvement Projects <sup>2</sup>	750,000	750,000	750,000	750,000	750,000	750,000	4,500,000
Parks & Recreation Facilities Upgrades <sup>3</sup>	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
Library Maintenance and Improvement Projects	28,000						28,000
Parking Deck Routine Inspection and Maintenance	100,000		100,000		100,000		300,000
Duck Samford Parking Lot Resurfacing	31,000						31,000
Back up Generators for Fire Stations	150,000	-		-	-	-	150,000
Fire Station Number 6 (Northside)	-	-	950,000		-	-	950,000
Auburn Technology Park West Annex	1,675,000	100,000	9,905,000				11,680,000
<b>Total - City Facility Improvements</b>	<b>2,984,000</b>	<b>1,100,000</b>	<b>11,955,000</b>	<b>1,000,000</b>	<b>1,100,000</b>	<b>1,000,000</b>	<b>19,139,000</b>

**City of Auburn**  
**Capital Improvement Plan by Project Category**  
**Fiscal Years 2015 - 2020**

Projects	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Total
<b>Transportation Improvements</b>							
South College/Auburn Tech Park South Decel. Lane	41,000	-	-	-	-	-	41,000
Annual Street Resurfacing and Restriping	1,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	11,000,000
Projected AOMPO Project Funding for Road Projects		750,000	750,000	750,000	750,000	750,000	3,750,000
N. Donahue Dr. Widening: Cary Dr. to Bedell Ave.	512,000	-	-	-	-	-	512,000
Woodfield Dr. Resurfacing & Traffic Signal - City Portion	82,600	-	-	-	-	-	82,600
Woodfield Dr. Resurfacing & Traffic Signal - AOMPO Portion	330,440	-	-	-	-	-	330,440
Donahue Drive Resurfacing - City Portion	99,640	-	-	-	-	-	99,640
Donahue Dr. Resurfacing - AOMPO Portion	398,560	-	-	-	-	-	398,560
Gay St. Resurfacing: Reese to Woodfield - City Portion	36,000	-	-	-	-	-	36,000
Gay St. Resurfacing: Reese to Woodfield - AOMPO Portion	144,000	-	-	-	-	-	144,000
EUD Resurfacing: Windsor Drive - City Portion	28,000	-	-	-	-	-	28,000
EUD Resurfacing: Windsor Drive - AOMPO Portion	112,000	-	-	-	-	-	112,000
EUD Resurfacing: McKinley to Old Mill - City Portion	53,750	-	-	-	-	-	53,750
EUD Resurfacing: McKinley to Old Mill - AOMPO Portion	215,000	-	-	-	-	-	215,000
S. College St./Samford Ave./Gay St. Imprv. - City Portion	-	363,202	-	-	-	-	363,202
S. College St./Samford Ave./Gay St. Imprv. - ATRIP Portion	-	1,816,011	-	-	-	-	1,816,011
Cox Rd./Wire Rd. Intersection Impr. & Widening	1,769,000	-	-	-	-	-	1,769,000
Hwy. 14/Webster Road Intersection Improvements	-	361,000	-	-	-	-	361,000
Traffic Signal Rewiring Projects	45,000	45,000	45,000	45,000	45,000	45,000	270,000
Intersection Signalization Projects <sup>4</sup>	200,000	200,000	-	200,000	200,000	200,000	1,000,000
Gay Street at Town Creek Bridge Replacement	-	-	-	643,000	-	-	643,000
Old Mill Road Bridge Replacement	-	-	-	-	643,000	-	643,000
Dean Rd. Improvements	-	-	-	-	650,000	-	650,000
Bragg Ave. Widening	-	-	-	-	-	1,210,000	1,210,000
<b>Total - Transportation Improvements</b>	<b>5,066,990</b>	<b>5,535,213</b>	<b>2,795,000</b>	<b>3,638,000</b>	<b>4,288,000</b>	<b>4,205,000</b>	<b>25,528,203</b>
<b>Sewer &amp; Stormwater Improvements</b>							
CIPP - Cured-In-Place-Pipe Drainage Improvements	75,000	75,000	75,000	75,000	75,000	75,000	450,000
WPCF Master Plan Update (Professional Services)	200,000	-	-	-	-	-	200,000
WPCF Blower Replacement Project (turbo blowers)	1,500,000	-	-	-	-	-	1,500,000
Lift Station Bypass Pumps -Stone Creek	80,000	-	-	-	-	-	80,000
Lift Station Bypass Pumps -Bent Brooke	-	80,000	-	-	-	-	80,000
Regional Sewer Capacity Improvements	150,000	150,000	200,000	200,000	200,000	200,000	1,100,000
Sewer Rehab Projects	100,000	250,000	250,000	250,000	250,000	250,000	1,350,000
Southside Flow Study (Follow Up)	125,000	-	-	-	-	-	125,000
Misc Sewer Rehab (Glenn Ave)	75,000	-	-	-	-	-	75,000
<b>Total - Sewer &amp; Stormwater Improvements</b>	<b>2,305,000</b>	<b>555,000</b>	<b>525,000</b>	<b>525,000</b>	<b>525,000</b>	<b>525,000</b>	<b>4,960,000</b>
<b>Total - Projects</b>	<b>13,942,890</b>	<b>12,864,203</b>	<b>17,685,000</b>	<b>7,423,000</b>	<b>8,173,000</b>	<b>8,140,000</b>	<b>68,228,093</b>

1 - The FY2015-FY2020 CIP includes a reduced budget for new sidewalks. Sidewalk segments that are planned can be found on the Future Projects page following the CIP. Segments will be constructed in the areas of highest need first as the annual budget allows. The City will continue to aggressively seek grant funding for sidewalk projects.

2 - With the increased appropriation to Auburn City Schools, planned expansions and new construction of City facilities has been placed on hold. City staff is currently developing a comprehensive plan to renovate existing facilities in order to optimize them for continued occupancy without the need for significant additional square footage. When a plan that can be implemented within the budget constraints has been fully developed, staff will present the City Council with additional information.

3 - The primary funding mechanism for Parks & Recreation facilities projects, the Special Five Mill Tax Fund, has been dedicated for use by Auburn City Schools. Upgrades and improvements to Auburn parks and leisure facilities will be made as funding allows and as recommended by the Parks, Leisure and Culture Master Plan, currently underway.

4 - Intersections that are planned for signalization are included in the Future Projects page following the CIP. Signals will be installed once traffic volumes warrant them and as the budget allows. Signals planned for state-controlled roads are contingent upon ALDOT approval.

<b>FY2013-2018 CIP Funding Source Key</b>	General Fund	GF Conditional	SWMF	AWWB	G.O. Debt	Sewer Fund	ALDOT/MPO
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# City of Auburn

## Capital Improvement Plan - Future Projects

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*Projects appearing on the Capital Improvement Plan - Future Projects include projects that have been delayed due to the need to provide additional funds to Auburn City Schools, or projects for which no significant design or detailed cost estimation has been performed. Many of these projects have been identified through one or more long-range studies or conceptual plans and are part of the City's long-term plans. As projects on the current CIP are completed or as local conditions change, these projects are evaluated for further consideration and funding.*

### Recreational Facilities

Lake Wilmore Community Center and pool/aquatics facility  
Additional multi-use practice fields (soccer, lacrosse, etc...)  
New basketball courts, both indoor and outdoor  
Renovations to and replacement of existing community pools  
Duck Samford baseball complex renovations  
Upgrades to Dean Road Recreation Center  
Town Creek Park Phase II  
Jan Dempsey Community Arts Center Expansion  
Kiesel Park Improvements  
Performing Arts Center

### Sidewalks Segments

Drake: College to Gay and Perry to Ross  
East University: S. College to S. Donahue  
Annaloe Drive: Dean to EUD  
West Glenn Sidewalk: Hemlock to N. Donahue  
Harper Avenue: Dean to Ross  
Moores Mill Road: Dean to Samford  
Sanders Street: Near Norwood (incl. pedestrian bridge)  
School Sidewalks: Ogletree Elementary  
School Sidewalks: Yarbrough Elementary (Byrd St.)  
School Sidewalks: Drake Middle School  
School Sidewalks: Dean Road Elementary  
East Glenn  
Moores Mill Road: Samford to University  
Moores Mill Road: Bent Creek to East Lake  
Ogletree: Moores Mill to Rock Fence  
Rock Fence Road: Ogletree to Fairway  
North College: Asheton Lakes to Cary Creek Parkway  
North Donahue: Yarbrough Elem to Farmville Road.  
Glenn Avenue: Segments b/t Bent Creek Rd. & EUD  
Drake Avenue: College Street to Gay Street  
Drake Avenue: Perry Street to Ross Street  
Cary Woods Subdivision  
Varnor: College to Cary Woods  
North Cedarbrook, South Cedarbrook  
Harper Avenue: Dean Road to Ross Street  
Byrd Street: Railroad Ave. to Zellars Ave.  
Pleasant Ave: Lindsey to Foster  
McKinley Av: Green to Dean  
Magnolia: Green to Dean

### Street Segment Improvements

Samford Ave. Widening  
Sandhill Road: Mill Creek to South College  
East Glenn Avenue Median

### Intersection Improvements

Byrd Street/Hwy. 14  
North College/Drake  
Glenn Avenue/Dean  
Shug Jordan Pkwy/Ware Drive

### Future Roads

Southview Dr. Extension  
Outerloop Rd.: Cox Rd. to Wire Rd.  
N. Dean Rd. Extension: EUD to Academy Dr.  
Academy Drive Ext.: Lee Scott to Shelton Mill

### Bikeways/Greenways

Parkerson Mill Bikeway  
Wire Road Bikeway  
Saugahatchee Greenway  
North Donahue Bikeway

### Traffic Signals

S. College St. & Shell Toomer Pkwy.  
Hwy. 14 & Willow Creek  
N. Donahue Dr. & Farmville Rd.  
S. College & Beehive/Cox  
Shug Jordan & Samford Avenue  
Dean Road/Stage Road

### Other

South College Street Lighting: I-85 to Samford  
Public Safety Training Classroom Building  
Fire Training Facility Upgrades  
Tiger Transit Pull-outs  
Downtown Parking Deck

**City of Auburn**  
**Capital Improvement Plan Project Detail**  
**Fiscal Years 2015-2016**

**Project:** Downtown Improvements Toomer’s Corner

**Responsible Department:** Public Works

**Description:** Project includes improvements to the intersection of Magnolia Avenue and College Street (Toomer’s Corner) designed to improve aesthetics, pedestrian access, and vehicular traffic. This project is part of the implementation of the Downtown Master Plan, and will complement the improvements to Samford Park currently being constructed by Auburn University.

**Impact on Operating Budget:** None



Project Costs	FY 2015	FY 2016
	\$ 1,000,000	\$ -
Funding Source	FY 2015	FY 2016
General Fund	\$ 1,000,000	\$ -

**Project:** Annual Street Resurfacing & Restriping

**Responsible Department:** Public Works

**Description:** This project entails comple. on of several incomplete subdivisions within the City, as well as resurfacing numerous streets throughout the city and restriping of various collector and arterial streets as needed throughout the city. The street segments will be determined by the City Engineer based on street condition ratings, and are part of the City’s 5-year Resurfacing Plan.

**Impact on Operating Budget:** Performing resurfacing on a regular schedule prevents more costly reconstruction due to material and base failures and reduces long-term maintenance costs.



Project Costs	FY 2015	FY 2016
	\$ 1,000,000	\$ 2,750,000
Funding Source	FY 2015	FY 2016
General Fund	\$ 1,000,000	\$ 2,000,000
AOMPO	\$ -	\$ 750,000



**Project:** Auburn Technology Park West Annex

**Responsible Department:** Economic Development

**Description:** The City purchased 80 acres of property adjacent to Auburn Technology Park West in FY2014. The first phase of this project will install infrastructure and perform site improvements in order to develop lots for industrial tenants. The FY2015-FY2016 costs also include options for the purchase of an additional 300 acres of property for future build-out. The Industrial Development Board plans to purchase and develop that land in FY2017 to support continued industrial development initiatives.

**Impact on Operating Budget:** The Industrial Development Board will incur additional operating costs to cover ongoing landscape and infrastructure maintenance and utilities costs for any public utilities on the site.

Project Costs	FY 2015	FY 2016
	\$ 1,675,000	\$ 100,000

Funding Source	FY 2015	FY 2016
General Fund	\$ 1,675,000	\$ 100,000



**Project:** N. Donahue Dr. Widening: Cary Dr. to Bedell Ave.

**Responsible Department:** Public Works

**Description:** This project will widen a segment of North Donahue Drive to three lanes (including turn lane) between Cary Drive and Bedell Avenue to improve traffic flow and safety and reduce congestion on that road. This project will be constructed in conjunction with the AOMPO-funded resurfacing of Donahue Drive from Cary Drive to Shug Jordan Parkway.

**Impact on Operating Budget:** None

Project Costs	FY 2015	FY 2016
	\$ 512,000	\$ -

Funding Source	FY 2015	FY 2016
General Fund	\$ 512,000	\$ -



**Project:** Intersection Signalization Projects

**Responsible Department:** Public Works

**Description:** This funding will be applied to the signalization of non-signalized intersections, or the upgrades to existing signalized intersections as traffic conditions dictate. The intersections currently targeted for signalization at South College Street & Shell Toomer Parkway; Highway 14 & Willow Creek; North Donahue Drive & Farmville Road; South College Street & Beehive/Cox Road; Shug Jordan Drive & West Samford Avenue; and Dean Road & Stage Road. Since some of these intersections are on State roadways, they are conditioned on approval from the Alabama Department of Transportation.

**Impact on Operating Budget:** There will be minimal additional operating costs associated with power and ongoing maintenance for the traffic signals and associated hardware.

Project Costs	FY 2015	FY 2016
	\$ 200,000	\$ 200,000

Funding Source	FY 2015	FY 2016
General Fund	\$ 200,000	\$ 200,000



**Project:** Back up Generators for Fire Stations

**Responsible Department:** Public Safety

**Description:** Currently, Fire Stations 1, 2, 3 and 4 maintain small portable generators for emergency use in the event of a power outage. This project will install automatic generators capable of running most building systems, allowing the stations to remain fully operational in the event of an emergency accompanied with power loss.

**Impact on Operating Budget:** Additional minor routine maintenance costs to keep generators in service, as well as a minor additional fuel costs due to the increased requirements to test/exercise whole building generators.

Project Costs	FY 2015	FY 2016
	\$ 150,000	\$ -

Funding Source	FY 2015	FY 2016
General Fund	\$ 150,000	\$ -



**Project:** Parking Deck Routine Inspection and Maintenance

**Responsible Department:** Public Works

**Description:** This project involves ongoing scheduled maintenance/enhancements to the existing parking deck, as well as unscheduled maintenance that may arise as a result of any inspections performed during the next two years.

**Impact on Operating Budget:** None

Project Costs	FY 2015	FY 2016
	\$ 100,000	\$ -

Funding Source	FY 2015	FY 2016
General Fund	\$ 100,000	\$ -



**Project:** New Sidewalk Construction Projects

**Responsible Department:** Public Works

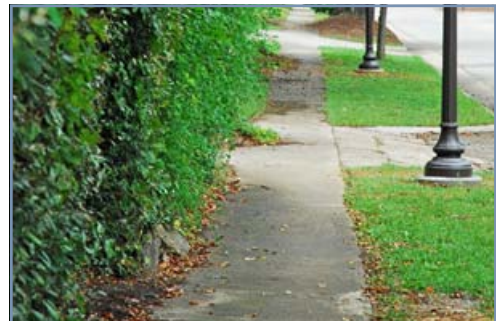
**Description:** New sidewalks will be constructed, and existing sidewalks repaired, as part of this project. Segments targeted are included on the Future Projects page of the Capital Budgets section, and will be constructed as growth, pedestrian, and neighborhood needs are evaluated and budgets allow.

**Impact on Operating Budget:** None

Project Costs	FY 2015	FY 2016
	\$ 200,000	\$ 200,000

Funding Source	FY 2015	FY 2016
General Fund	\$ 200,000	\$ 200,000



**Project:** Exits 50 & 57 Lighting/Landscaping Projects

**Responsible Department:** Public Works

**Description:** This project will involve landscaping improvements and the installation of decorative lighting at all four entrance/exit ramps on I-85 at both Bent Creek Road and Cox Road/Technology Parkway interchanges. 80% of this project will be funded through the ATRIP state grant program, with 20% being the local match.

**Impact on Operating Budget:** City will have maintenance responsibility for the lights and landscaping a well as electrical bill.

Project Costs	FY 2015	FY 2016
	\$ -	\$ 2,768,490

Funding Source	FY 2015	FY 2016
General Fund	\$ -	\$ 553,698
ATRIP	\$ -	\$ 2,214,792



**Project:** S. College St./Samford Ave./Gay St. Improvements

**Responsible Department:** Public Works

**Description:** This project consists of widening of South College Street at Samford Avenue to accommodate two southbound through lanes, installation of northbound and southbound right turn deceleration lanes and upgrading the drainage system along Samford Ave and Gay Street. This project is funded at 80% with an ATRIP award.

**Impact on Operating Budget:** None

Project Costs	FY 2015	FY 2016
	\$ -	\$ 2,179,213

Funding Source	FY 2015	FY 2016
General Fund	\$ -	\$ 363,202
ATRIP	\$ -	\$ 1,816,011



**Project:** Downtown Improvements College Street

**Responsible Department:** Public Works

**Description:** This project consists of improvements to South College Street based in furtherance of the implementation of the Downtown Improvement Plan. Construction will include transportation, parking, lighting, pedestrian and landscaping improvements on South College Street between Samford Avenue and Magnolia Avenue and will be built in coordination with the South College/Gay/Samford intersection and Toomers Corner improvements projects.

**Impact on Operating Budget:** None

Project Costs	FY 2015	FY 2016
	\$ -	\$ 1,000,000
Funding Source	FY 2015	FY 2016
General Fund	\$ -	\$ 1,000,000



**Project:** Signalized Intersection Coordination Project

**Responsible Department:** Public Works

**Description:** This project will utilize Intelligent Transportation System (ITS) technologies to link traffic signals at intersections throughout the City to a network to allow Traffic Engineering staff to remotely control and adjust signal timing and settings to facilitate faster and smoother traffic flow. This will also implement adaptive response technology to allow signalized intersections to automatically adjust for changes in traffic patterns in real-time. Funding for this projects is available through the Auburn Opelika Metropolitan Planning Organization (AOMPO).

**Impact on Operating Budget:** Implementation of ITS will reduce personnel costs associated with manual adjustment of traffic signal timing and other settings.

Project Costs	FY 2015	FY 2016
	\$ 761,400	\$ -
Funding Source	FY 2015	FY 2016
General Fund	\$ 153,000	\$ -
AOMPO	\$ 608,400	\$ -





## City of Auburn

### Biennial Budget for FY 2015 & FY 2016

#### Reference Information

Community Profile.....	329
Schedule of General Tax and Fee Rates.....	357
Property Tax Summary .....	358
Schedule of Utility Fees and Charges.....	359
Miscellaneous Statistical Data	
Demographic and Economic Statistics – Fiscal Years 2004-2013.....	360
Principal Revenue Remitters of Sales and Use Tax .....	361
Principal Revenue Remitters of Property Tax .....	361
Fund Balances of Governmental Funds – Fiscal Years 2004-2013 .....	362
Ratios of Outstanding Debt by Type – Fiscal Years 2004-2013 .....	363
Operating Indicators by Function and Program – Fiscal Years 2004-2013 .....	364
Capital Asset Statistics by Function and Program – Fiscal Years 2004-2013.....	365
Components of Sales Tax Revenue – Fiscal Years 2004-2013.....	366
Principal Employers – 2004 and 2013.....	367
Glossary .....	368



City of Auburn



# CITY OF AUBURN COMMUNITY PROFILE

# 2014



City of Auburn

**Economic  
Development  
Department**

144 Tichenor Ave, Ste 2  
Auburn, AL 36830

Phone: 334.501.7270  
Fax: 334.501.7298

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# CONTENTS

<b>WELCOME</b> .....	<b>3</b>
<b>NATIONAL RECOGNITION</b> .....	<b>4</b>
<b>LOCATION</b> .....	<b>5</b>
<b>DEMOGRAPHICS &amp; HOUSING</b> .....	<b>6</b>
<b>MUNICIPAL &amp; UTILITIES</b> .....	<b>7</b>
<b>EDUCATION</b> .....	<b>8-9</b>
<b>COLLEGES &amp; UNIVERSITIES</b> .....	<b>10-12</b>
<b>HEALTHCARE</b> .....	<b>13</b>
<b>TRANSPORTATION</b> .....	<b>14-15</b>
<b>PARKS &amp; RECREATION</b> .....	<b>16-18</b>
<b>GOLF</b> .....	<b>19</b>
<b>CULTURAL ARTS</b> .....	<b>20</b>
<b>SPECIAL EVENTS</b> .....	<b>21</b>
<b>COMMERCIAL DEVELOPMENT</b> .....	<b>22</b>
<b>INDUSTRIAL DEVELOPMENT</b> .....	<b>23-26</b>
<b>LABOR &amp; WORKFORCE TRAINING</b> .....	<b>27</b>
<b>TAXES &amp; INCENTIVES</b> .....	<b>28</b>





# WELCOME

## Home to Auburn University, the City of Auburn offers many of the amenities of a larger city while maintaining a small town feel.

The **City of Auburn** was founded in 1836. The city is known as one of the more progressive cities in the south with a nationally ranked public school system and a diverse population. Auburn University creates a significant international presence within the community with 1,076 international students enrolled and 1,100 international employees. Many other foreign nationals live and work in the community, and it is estimated that two of three residents are from other parts of the country creating a cosmopolitan feel.

## Auburn University's presence makes the town quite different from most small cities.

A sense of community pride is created from the university as Auburn citizens and local alumni proudly identify themselves as being from Auburn, home of Auburn University. As a member of one of the nation's top athletic conferences (SEC), the university hosts major sporting events year-round. These events continue to generate a tremendous amount of excitement and entertainment for area residents. The university offers many other activities of interest as well including art shows, theatre, speakers, and concerts.



*Jordan-Hare Stadium, home to Auburn University's football team, is the nation's 10th largest on-campus football stadium with a seating capacity of 87,451.*

## Downtown is the heart of Auburn, located adjacent to the University's main campus.



*Toomer's Drugs is known for its lemonade.*

Downtown Auburn is lively with thriving retail that includes unique shops, fine and casual dining, quaint coffee shops, bookstores, banks, and nightlife. Toomer's Corner, an Auburn tradition since the late 1800s, is the focal point of downtown. Toomer's Corner is known as the gateway from the Auburn community to Auburn University. The Tiger Trail of downtown honors the greatest athletes, coaches and administrators from Auburn University. Each inductee is presented with a granite plaque placed in the sidewalk of downtown.

## NATIONAL RECOGNITION



**Forbes 2014** “Top 25 City for Retirement in the U.S.”



**Movoto Real Estate 2014** “Best City in Alabama”



**Lumosity 2013** “Smartest City in Alabama and 44th Smartest City in the U.S.”



**Forbes 2013** “18th Best Small Place for Business and Careers in the U.S.”



**Milken Institute 2013** “37th Best Performing City for Economic Growth in the U.S.”



**CNNMoney 2013** “22nd Best County for Job Growth in the U.S.”



**Forbes 2013** “10th Best Small City for Jobs in the U.S.”



**United States Census Bureau 2013** “14th Fastest Growing City in the U.S.”



**NewGeography 2012** “64th Best Small City for Job Growth in the U.S.”



**Forbes 2012** “17th Best Small Place for Business and Careers in the U.S.”



**The Princeton Review 2012** “4th Best College for Quality of Life in the U.S.”



**Livability 2011** “6th Best College Town in the U.S.”



**Southern Living 2011** “One of the South’s Best College Towns”



**Businessweek 2011** “Best Affordable Place in Alabama”



**Forbes 2010** “6th Best Small Place for Business and Careers in the U.S.”



**Forbes 2009** “10th Best Small Place for Business and Careers in the U.S.”



**Forbes 2009** “1st in Projected Job Growth in the U.S.”



**U.S. News & World Report 2009** “Top 10 Best Places to Live in the U.S.”



**Where to Retire 2009** “Top Place to Retire in the U.S.”



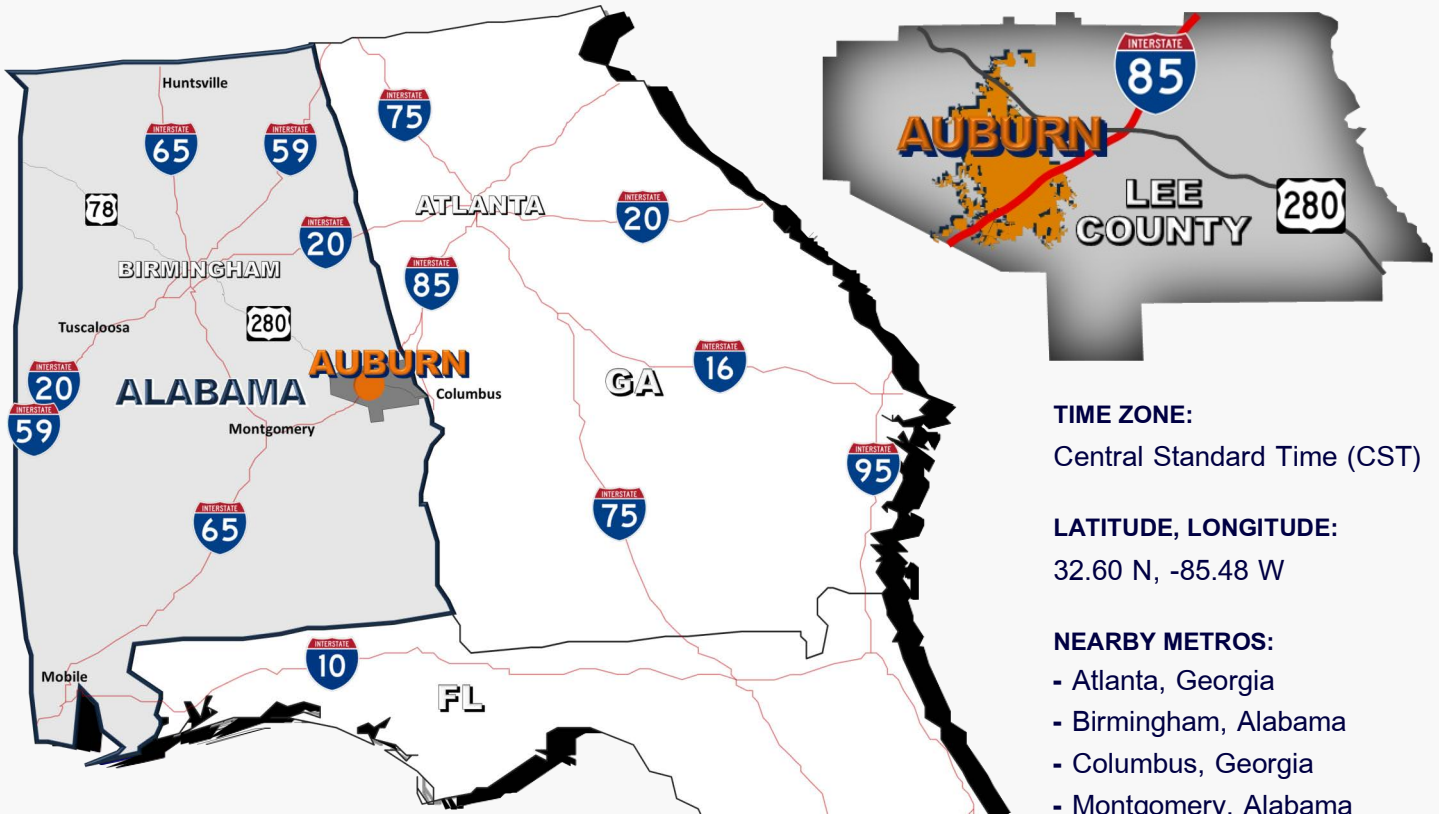
**CNNMoney 2009** “16th Best Small Place to Launch a Business in the U.S.”



**Businessweek 2009** “Best City for Business Start-up in Alabama”

# LOCATION

**Auburn is conveniently located along Interstate 85 in East Central (Lee County) Alabama, at the junction of the Piedmont Plateau and Coastal Plains.**



**Hartsfield-Jackson Atlanta International Airport, the world's busiest airport, is only a 1.5 hour drive. The Gulf of Mexico, one of the world's most popular vacation destinations, is only a 3.5 hour drive.**

### DISTANCE & DRIVE TIME TO SELECTED CITIES:

<b>Columbus, GA</b> 35 miles, 35 min	<b>Panama City, FL</b> 200 miles, 4 hrs	<b>Columbia, SC</b> 320 miles, 4.5 hrs
<b>Montgomery, AL</b> 50 miles, 50 min	<b>Mobile, AL</b> 220 miles, 3.5 hrs	<b>Nashville, TN</b> 330 miles, 5 hrs
<b>Atlanta, GA</b> 110 miles, 1.5 hrs	<b>Huntsville, AL</b> 220 miles, 3.5 hrs	<b>Charlotte, NC</b> 350 miles, 5.5 hrs
<b>Birmingham, AL</b> 120 miles, 2 hrs	<b>Pensacola, FL</b> 220 miles, 3.5 hrs	<b>New Orleans, LA</b> 360 miles, 5.5 hrs
<b>Tuscaloosa, AL</b> 170 miles, 3 hrs	<b>Biloxi, MS</b> 280 miles, 4 hrs	<b>Orlando, FL</b> 420 miles, 7 hrs

**Auburn enjoys a warm and sunny climate with mild winters. The average annual temperature is 64°F (18°C), and the average annual rainfall is 53 in (1,346 mm).**

### AVERAGE SEASONAL TEMPERATURE:

Season	Average High	Average Low
Winter	58°F (14°C)	36°F (2°C)
Spring	74°F (23°C)	52°F (11°C)
Summer	89°F (32°C)	69°F (21°C)
Fall	78°F (26°C)	54°F (12°C)
<b>ANNUAL</b>	<b>75°F (24°C)</b>	<b>53°F (12°C)</b>



# DEMOGRAPHICS & HOUSING

Since 1960, Auburn has averaged slightly more than 3% in population growth per year.

## POPULATION:

<b>City of Auburn (2012 Est.)</b>	56,908
<b>Auburn-Opelika MSA (2012 Est.)</b>	147,257

## HISTORICAL POPULATION 1960-2010 (CITY OF AUBURN):

1960	1970	1980	1990	2000	2010
16,221	22,767	28,471	33,830	41,987	53,587

## AGE & GENDER (CITY OF AUBURN):

Male	Female	Median Age	Under 18 Years	18-64 Years	65 Years & Over
49.8%	50.2%	22.9	17.1%	76.9%	6.0%

## INCOME (CITY OF AUBURN):

<b>Median Family Income</b>	\$87,694
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## RACE (CITY OF AUBURN):

<b>White</b>	75.2%
<b>Black or African American</b>	17.3%
<b>American Indian &amp; Alaskan Native</b>	0.3%
<b>Asian</b>	5.8%
<b>Hawaiian &amp; Other Pacific Islander</b>	0.1%
<b>Some Other Race</b>	0.2%
<b>Two or More Races</b>	1.2%
<b>Hispanic or Latino</b>	3.0%

## EDUCATIONAL ATTAINMENT (CITY OF AUBURN):

<b>Less than 9th Grade</b>	2.1%
<b>9th to 12th Grade, No Diploma</b>	3.6%
<b>High School Graduate</b>	15.3%
<b>Some College, No Degree</b>	13.7%
<b>Associate's Degree</b>	5.4%
<b>Bachelor's Degree</b>	31.8%
<b>Graduate or Professional Degree</b>	28.3%
<b>High School Graduate or Higher</b>	94.4%
<b>Bachelor's Degree or Higher</b>	60.0%

Source: U.S. Census Bureau

Auburn has a wide range of housing options due to a diverse population that includes families, students, professionals and retirees.



**RESIDENTIAL MEDIAN HOME VALUE:** \$228,668

**RESIDENTIAL HOME MEAN SALE PRICE:** \$255,482

**RENTER-OCCUPIED MEDIAN HOME VALUE:** \$746 monthly

Source: U.S. Census Bureau/Lee County Association of Realtors 2013

# MUNICIPAL & UTILITIES

**The City of Auburn was incorporated on February 2, 1839. Since 1986, the City of Auburn has conducted an annual citizen survey. The 2012 Citizen Survey revealed very high levels of satisfaction from citizens in City services, the overall value received for their tax dollar, and quality of life, exceeding the national average of cities surveyed in 57 areas.**

**COUNCIL-MANAGER:** The City's form of government, led by a City Council, Mayor, and City Manager.

**CITY COUNCIL:** Includes eight members elected from eight wards and the mayor elected in the city at-large. Each member of the city council serves four-year terms. The city council acts as a legislative body of the city, passing laws and regulations, and appointing citizens to various boards and commissions.


**MAYOR:** Conducts city council meetings and is a voting member of the city council. The mayor serves as the primary contact for the governor of the State of Alabama.

**CITY MANAGER:** Appointed by the city council, acts as the city's chief administrative officer, responsible for the overall operations of day-to-day public services and city government.



Auburn City Hall

## CITY DEPARTMENTS:

	<b>Economic Development</b>	<b>Environmental Services</b>
	<b>Finance</b>	<b>Human Resources</b>
	<b>Information Technology</b>	<b>Judicial</b>
	<b>Library</b>	<b>Parks &amp; Recreation</b>
	<b>Planning</b>	<b>Public Safety</b>
	<b>Public Works</b>	<b>Water Resource Management</b>



**POLICE:** 120 police officers serve the city with the responsibility of preserving peace and order within the city limits of Auburn as well as on the Auburn University campus. The police division is centrally located adjacent to downtown Auburn.



**FIRE:** 100 firefighters serve the city at five station locations. The fire division is responsible for fire suppression, rescue services, and building inspections within the city limits of Auburn as well as on the Auburn University campus.

<http://www.auburnalabama.org>

**ALABAMA POWER COMPANY:** Serves electricity to homes and businesses in Auburn. <http://www.alabamapower.com>

**ALABAMA GAS CORPORATION:** Provides natural gas to homes and businesses in Auburn. <http://www.alagasco.com>

**WATERWORKS BOARD - CITY OF AUBURN:** Provides quality water and sewer services to homes and businesses in the city limits of Auburn. <http://www.auburnalabama.org/wrm>

**ENVIRONMENTAL SERVICES - CITY OF AUBURN:** Serves Auburn citizens and businesses in solid waste pickup, right-of-way maintenance, recycling, and animal control. <http://www.auburnalabama.org/es>

**AT&T:** Provides phone and internet to homes and businesses. <http://www.att.com>

**CHARTER COMMUNICATIONS:** Provides cable, phone, and internet to homes and businesses. <http://www.charter.com>

**WOW:** Provides cable, phone, and internet to homes and businesses. <http://www.wowway.com>



**Auburn City Schools (ACS), the fastest growing school district in Alabama over the last five years, is recognized among the nation’s top public school systems each year, due to a progressive use of technology and continued support from the City and the community.**



**Accredited by:** Alabama State Department of Education, Southern Association of Colleges and Schools (SACS), Council on Accreditation and School Improvement (CASI), and AdvancED.



**STUDENT ENROLLMENT:** 7,780 (2013-2014)

**ANNUAL SPENDING PER STUDENT:** \$8,710

**STUDENT-TEACHER RATIO:** 25-1

**STUDENT-COMPUTER RATIO:** 3-1 (U.S. Avg. 5-1)

**TEACHERS WITH ADVANCED DEGREES:** 75%

**TEACHERS WITH DOCTORATES:** 21

**AVERAGE TEACHER EXPERIENCE:** 11.3 Years

**AVERAGE TEACHER’S SALARY:** \$53,436

**HIGH SCHOOL GRADUATES:** 443 (2013)

**SCHOLARSHIPS AWARDED:** 18.3 Million (2013)

**AVERAGE ACT SCORE:** 23.2 (2013)


**LANGUAGES SPOKEN BY ACS STUDENTS:** 39

<http://www.auburnschools.org>

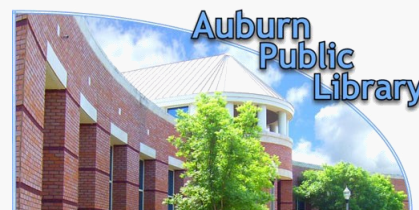


**INTERNATIONAL BACCALAUREATE (IB):** Offers high quality programs of international education to 3,665 schools in 146 countries. Auburn High School has been an IB World School since 1997 and is one of only 12 high schools in Alabama to offer an IB diploma. <http://www.ibo.org>

**ADVANCED PLACEMENT (AP):** Offers 32 college level courses of which AHS offers 19 with exams taken during 11th and 12 grades. AP is an opportunity for high school students to earn placement in advanced college courses or earn college credit, while experiencing the type of work that is required of college students.

 **FOUNDATION FOR AUBURN’S CONTINUING ENRICHMENT IN SCHOOLS (FACES):** Promotes innovative FACES opportunities that enrich the educational experiences of ACS students. <http://www.auburnschools.org/faces>

**CITY OF AUBURN PUBLIC LIBRARY:** Serves approximately 30,000 registered library card holders meeting the needs of Auburn’s citizens for information, education, and recreation offering an extensive collection of books, audio books, CDs, video, and other resources including internet, CD-ROMs, and the Alabama Virtual Library. <http://www.auburnalabama.org/library>





Auburn City Schools are housed on 11 different campuses with 1 high school, 1 junior high, 1 middle school, and 8 elementary schools. ACS has six schools of national distinction.




**AUBURN HIGH SCHOOL**



*U.S. News & World Report 2013*  
"#4 Public High School in the State"



<http://www.auburnschools.org/AHS>




**AUBURN JUNIOR HIGH SCHOOL**



*U.S. Blue Ribbon 2010*  
"Lighthouse School"  
*SMART Technologies 2010*  
"SMART Showcase School"



<http://www.auburnschools.org/AJHS>




**WRIGHT'S MILL ROAD ELEMENTARY SCHOOL**



*U.S. Blue Ribbon 2008*  
"School of Excellence"  
*SMART Technologies 2006*  
"SMART Showcase School"



<http://www.auburnschools.org/WMRES>






**AUBURN EARLY EDUCATION CENTER**




*U.S. Blue Ribbon 1999*  
"School of Excellence"  
*U.S. Blue Ribbon 2005*  
"Lighthouse School"  
*SMART Technologies 2006*  
"SMART Showcase School"



<http://www.auburnschools.org/AEEC>

**DEAN ROAD ELEMENTARY SCHOOL**



*Institute for America's Health*  
"WAY Model School"

<http://www.auburnschools.org/DRES>



**J.F. DRAKE MIDDLE SCHOOL**



*SMART Technologies 2011-2013*  
"SMART Showcase Elite School"

<http://www.auburnschools.org/DMS>







**CARY WOODS ELEMENTARY SCHOOL**  
<http://www.auburnschools.org/CWES>

**OGLETREE ELEMENTARY SCHOOL**  
<http://www.auburnschools.org/OES>

**PICK ELEMENTARY SCHOOL**  
<http://www.auburnschools.org/PES>

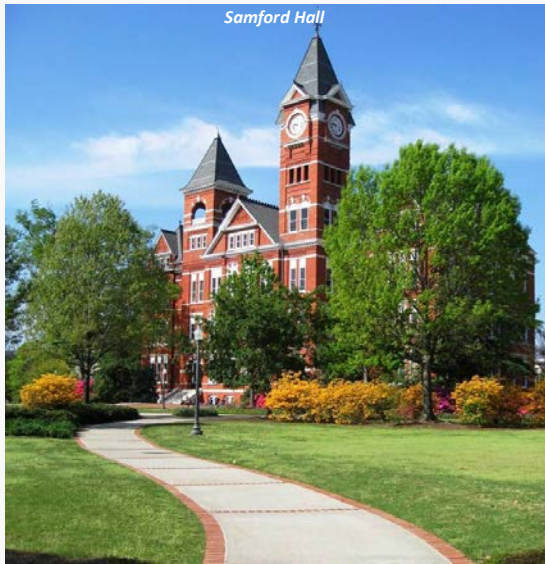
**RICHLAND ELEMENTARY SCHOOL**  
<http://www.auburnschools.org/RES>

**YARBROUGH ELEMENTARY SCHOOL**  
<http://www.auburnschools.org/YES>





**Auburn University (AU), established in 1856, is a comprehensive land, space and sea grant research institution blending arts and applied sciences. The university is the city’s largest employer with approximately 5,500 employees. Located adjacent to downtown Auburn, the main campus covers more than 1,800 acres including a total of 427 buildings.**



**STUDENT ENROLLMENT:**

<b>In-State Students</b>	14,461
<b>Out-of-State Students</b>	10,403
<b>TOTAL (Fall 2013):</b>	<b>24,864</b>

**HISTORICAL ENROLLMENT 1960-2010:**

1960	1970	1980	1990	2000	2010
8,829	14,229	18,603	21,537	21,860	25,078



**U.S. News & World Report 2014**  
 “#40 Best Public University  
 in the U.S.”



**BestColleges.com**

**Best Colleges 2014**  
 “8th Highest Student  
 Satisfaction Rate for  
 Public Universities  
 in the U.S.”

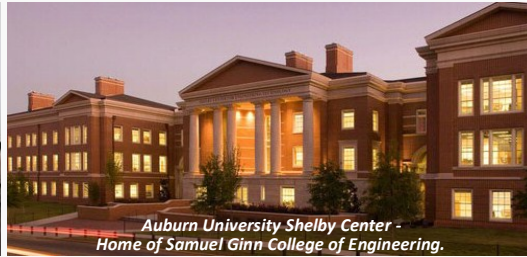
- ◆ Oldest 4-year, coeducational school in Alabama and 2nd oldest in the Southeast.
- ◆ Six NASA astronauts and three past directors of Kennedy Space Center graduated from Auburn University, placing AU in the top 5 nationally with such a distinction.
- ◆ Cancer research is a top focus of the College of Veterinary Medicine, one of the few veterinary colleges in the country with an on-campus linear accelerator, MRI and CT-scan.
- ◆ 1st in the U.S. to offer a bachelor degree in wireless engineering.
- ◆ 1st in the Southeast to offer a software engineering program.
- ◆ The automotive engineering and manufacturing curriculum is the first of its kind in the Southeast.
- ◆ The United Nations’ World Food Programme selected AU as its lead academic partner in the global “war on hunger.”
- ◆ An Urban Modeling Lab is helping the town of Cheng Du, China, rebuild from the massive 2008 earthquake.
- ◆ Awarded the 2013 Tree Campus designation by the Arbor Day Foundation.



<http://www.auburn.edu>

## COLLEGES & UNIVERSITIES

**Auburn University offers studies in 14 schools and colleges, with more than 140 majors at the undergraduate, graduate, and professional levels. Offering engineering courses since 1872, AU has a long and rich tradition of excellence in engineering education.**



**SAMUEL GINN COLLEGE OF ENGINEERING:** The state's largest and most prestigious engineering program, is consistently ranked among the highest public universities offering doctoral programs and produces more than one third of Alabama's engineering graduates. AU's College of Engineering consists of 5,177 undergraduate and graduate students. Programs include: *Aerospace, Biosystems, Chemical, Civil, Computer Science & Software, Electrical & Computer, Industrial & Systems, Mechanical, Materials, Polymer & Fiber, and Wireless.*

### AU SCHOOLS & COLLEGES:

College of Agriculture	College of Education		Graduate School	Harrison School of Pharmacy
College of Architecture, Design & Construction	Samuel Ginn College of Engineering		Honors College	College of Veterinary Medicine
Raymond J. Harbert College of Business	School of Forestry & Wildlife Sciences		College of Human Sciences	College of Sciences & Mathematics
			College of Liberal Arts	
			School of Nursing	

<http://www.auburn.edu>

**AU ranks 45th in the nation in research expenditures with \$60.1 million and ranked in the top 50 for the past seven years. Focus areas include Energy & Environment, Cyber Security & Information Technology, Infrastructure & Transportation, Biomedical & Pharmaceutical, Materials & Nanotechnology, and Advanced Manufacturing.**



**AUBURN RESEARCH PARK:** A partnership between the State of Alabama, City of Auburn, and Auburn University with a vision to develop a mixed-use, entrepreneurial research and business campus focusing on technology/knowledge-based businesses, research centers, and university research facilities located on 156 acres in approximately 15 buildings totaling 750,000 to 1,000,000 square feet over the next 10-12 years. In addition, support businesses such as law and accounting firms, banks, hotels, and restaurants will locate in the park. Established in 2008, the park now consists of three LEED certified buildings totaling 170,793 square feet which includes a business incubator, MRI Research Center, and the Center for Advanced Science, Innovation and Commerce. The Edward Via College of Osteopathic Medicine at Auburn University and a new research building are planned to open in 2015. <http://www.auburnrtf.com>





**Southern Union State Community College (SUSCC) serves more than 5,000 students at three campuses in East Alabama in Opelika, Valley, and Wadley with an educational emphasis on academic programs for transferability, technical programs for specialized career competencies and health sciences programs for specialized training in the health field. The main campus is located in Opelika, AL, only five miles from Auburn.**



**ACADEMIC:** Includes departments in *Business, Child Development, Fine Arts, Language Arts, Mathematics, Science, Social Science, Health & Wellness, and Therapeutic Massage.*

**HEALTH SCIENCES:** Includes programs in *Emergency Medical Services, Emergency Medical Technician, Advanced Emergency Technician, Paramedic, Continuing Education, Nursing, Associate Degree Nursing (RN), Practical Nursing (LPN), Mobility - LPN to RN, Mobility - Paramedic to RN, Mobility - Paramedic to RN Fast Track, Home Health Aide, Nursing Assistant, Radiologic Technology, Computed Tomography, Magnetic Resonance Imaging, Surgical Technology, and Therapeutic Massage.*

**TECHNICAL:** Includes programs in *Air Conditioning & Refrigeration, Automotive Service Technology, Cosmetology, Industrial Electricity/Electronics, Manufacturing Technology, Machine Shop Technology, and Welding Technology, and Engineering Graphics & Design.*

<http://www.suscc.edu>

## COLLEGES & UNIVERSITIES WITHIN 50 MILES:

<b>Auburn University</b> Auburn, AL 0 miles	<b>Southern Union State Community College</b> Opelika, AL 6 miles	<b>Tuskegee University</b> Tuskegee, AL 7 miles	<b>Columbus Technical College</b> Columbus, GA 32 miles
<b>Troy University at Phenix City</b> Phenix City, AL 33 miles	<b>Chattahoochee Valley Community College</b> Phenix City, AL 33 miles	<b>Columbus State University</b> Columbus, GA 34 miles	<b>Central Alabama Community College</b> Alexander City, AL 35 miles
<b>West Georgia Technical College</b> LaGrange, GA 38 miles	<b>LaGrange College</b> LaGrange, GA 40 miles	<b>Auburn University at Montgomery</b> Montgomery, AL 43 miles	<b>Faulkner University</b> Montgomery, AL 46 miles
<b>Trenholm State Technical College</b> Montgomery, AL 48 miles	<b>Troy University at Montgomery</b> Montgomery, AL 50 miles	<b>Huntingdon College</b> Montgomery, AL 50 miles	<b>Alabama State University</b> Montgomery, AL 50 miles



**East Alabama Medical Center (EAMC) is an acute-care regional referral center serving more than 150,000 people annually in east Alabama and west Georgia with approximately 150 physicians, practicing in more than 30 different specialties. EAMC is the area’s second largest employer with more than 2,600 people and has facilities in Auburn and Opelika.**



**iVantage Health Analytics 2013**  
 “Top 100 Strongest Hospitals in the U.S.”

**WomenCertified 2011**  
 “Top Hospital for Patient Experience in the U.S.”

**FACILITIES:** 340-bed hospital, a cancer center, four assisted and independent living facilities, a nursing home, a fitness center, a wound treatment center, and the Auburn University Medical Clinic.

**AUBURN UNIVERSITY MEDICAL CLINIC (AUMC):** Full-service primary care clinic serving Auburn University students as well as members of the university administration, faculty, staff, and citizens from the surrounding community and visitors to the area. <http://www.auburn.edu/medical>



**EAMC SERVICES:**

Assisted & Independent Living	HealthPlus Fitness Center	Psychiatric Services
Auburn University Medical Clinic	Imaging Services	RehabWorks
Comprehensive Cancer Services	Neurosurgery	Renal & Dialysis Facilities
Cardiology	Oak Park Nursing Home	Skilled Nursing Facility
Cardiovascular Surgery	Orthopaedic Joint Center of Excellence	Sleep Disorders Center
Diabetes & Nutrition Center	Outpatient Services Center	Women & Children’s Center
Emergency Department	Pain Clinic	Wound Treatment Center



**EMERGENCY MEDICAL SERVICES (EAMC-EMS):** Responds from three locations using seven advanced life support (ALS) ambulances, two ALS ambulance/rescue vehicles, an ALS rescue truck and a non-emergency transport vehicle. This department also operates the E-911 emergency medical dispatching center.

<http://www.eamc.org>

**Healthcare options are plentiful with a number of established practices and many new doctors relocating to the Auburn area. Auburn is home to several emergency care facilities with extended days and hours of operation.**

**The City continues to make major roadway infrastructure improvements to meet the needs of Auburn citizens and ease traffic flow. Auburn is easily accessible by road from one major interstate and three highways.**



**INTERSTATE 85 (I-85 NORTH/SOUTH):** Provides access to Auburn via Exit 50 (Auburn Technology Parkway/ Cox Road), Exit 51 (U.S. Hwy 29/South College Street), and Exit 57 (Bent Creek Road).



**U.S. HIGHWAY 280 (US HWY 280 EAST/WEST):** Provides access to Auburn via North College Street, Shelton Mill Road, and Opelika Road.

**U.S. HIGHWAY 29 (US HWY 29 NORTH/SOUTH):** Provides access to Auburn via South College Street.

**ALABAMA HIGHWAY 14 (AL HWY 14 EAST/WEST):** Provides access to Auburn from Martin Luther King Drive.



**Five airports are located within 110 miles of Auburn including the Atlanta Airport, the busiest airport in the world with more than 2,500 daily flights.**

**HARTSFIELD-JACKSON ATLANTA INTERNATIONAL AIRPORT (ATL):** Serves more than 150 U.S. destinations and more than 60 international cities in 50 countries in Atlanta, GA (100 miles). <http://www.atlanta-airport.com>

**BIRMINGHAM-SHUTTLESWORTH INTERNATIONAL AIRPORT (BHM):** Offers more than 100 daily flights to over 25 U.S. cities in Birmingham, AL (110 miles), served 2.8 million passengers in 2012. <http://www.bhamintairport.com>



*Auburn University Regional Airport, Auburn, AL*

**MONTGOMERY REGIONAL AIRPORT (MGM):** Serves 400,000 travelers each year in Montgomery, AL (60 miles). <http://www.iflymontgomery.com>

**COLUMBUS AIRPORT (CSG):** Serves 100,000 passengers each year in Columbus, GA (35 miles). <http://www.flycolumbusga.com>

**AUBURN UNIVERSITY REGIONAL AIRPORT (AUO):** Serves the Auburn area as a public use facility in Auburn, AL off of Interstate 85, Exit 57 and is owned and operated by Auburn University. <http://www.auoairport.com>

**Three deepwater ports are located within 290 miles of Auburn, and a Class I main line railroad travels through Auburn owned and operated by CSX Transportation.**

**PORT OF MOBILE:** 12th largest seaport in the U.S., located in Mobile, AL (220 miles). <http://www.asdd.com>



**PORT OF SAVANNAH:** Largest single-terminal container facility of its kind in North America. The port has the 4th largest container handling facilities in the U.S., located in Savannah, GA (275 miles). <http://www.gaports.com>

**PORT OF BRUNSWICK:** Home to the South Atlantic's fastest growing bulk export/import operation. The port is located in Brunswick, GA (280 miles). <http://www.gaports.com>

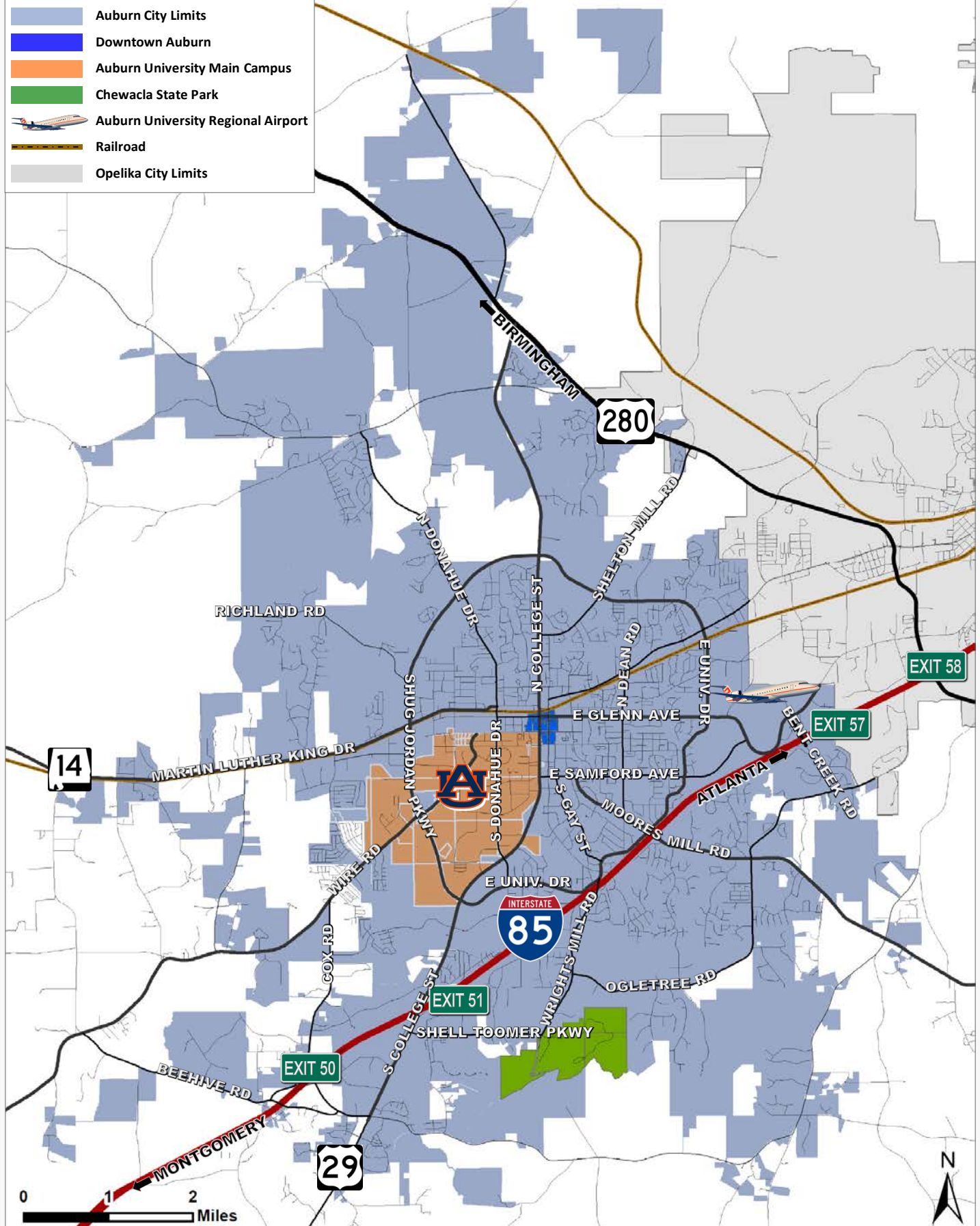


# TRANSPORTATION

## LEGEND

-  Auburn City Limits
-  Downtown Auburn
-  Auburn University Main Campus
-  Chewacla State Park
-  Auburn University Regional Airport
-  Railroad
-  Opelika City Limits

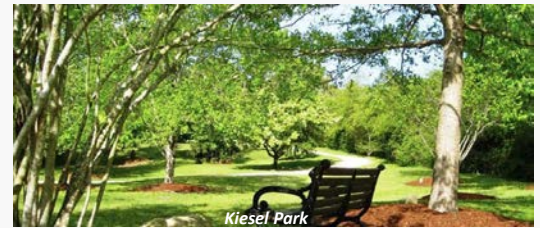
## AUBURN CITY MAP



# PARKS & RECREATION

**The City of Auburn is committed to preserving green space as the city grows to ensure the next generation's enjoyment of City parks for years to come. Auburn is home to several top-notch recreational parks, walking trails, and bike trails**

**KIESEL PARK:** The City's largest park includes a pavilion, a pond, a garden, a pet-friendly 2 1/4 mile walking trail and the historic Nunn-Winston House, a perfect venue for small events. Kiesel hosts the annual CityFest which attracts more than 35,000 people each year. The 157 acre dog friendly park is known for its colorful nature trails and horticultural beauty (520 Chadwick Ln.).



**TOWN CREEK PARK:** Auburn's newest green space, includes a 9/10 mile long walking trail, swinging benches, a pavilion, picnic tables, and a historic tree trail (1150 S. Gay St.).



**HICKORY DICKORY PARK:** A nursery rhyme themed playground for children located off of Shug Jordan Parkway (1400 Hickory Ln.).

**DUCK SAMFORD PARK:** Features a ballpark, a playground and a pavilion with picnic tables (1720 E. University Dr.).

**MOORES MILL PARK:** Features a sand volleyball court, a wooded area and picnic tables (900 E. University Dr.).

**MARTIN LUTHER KING PARK:** Includes a pavilion, a playground, a basketball goal and a ball field (190 Byrd St.).

**SALMON PARK:** Includes a grassy area with picnic tables located next to Town Creek Park (1000 S. Gay St.).

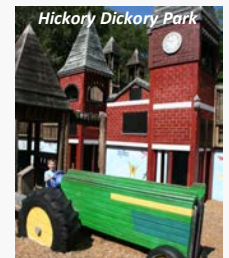
**SAM HARRIS PARK:** Includes a playground, a pavilion and a walking trail (850 Foster St.).

**FELTON LITTLE PARK:** Includes a playground, ball fields and picnic tables (341 E. Glenn Ave.).

**WESTVIEW PARK:** Includes two basketball courts as well as picnic tables (657 Westview Dr.).

**GRAHAM MCTEER PARK:** Includes a wooded area with picnic tables (200 Chewacla Dr.).

**BOWDEN PARK:** Includes a playground and an open grassy area (340 Bowden Dr.).



## WALKING TRAILS:

**Duck Samford Walking Track**  
(1623 E. Glenn Ave.) 3 ¼ laps = 1 mile

**Duncan Wright Fitness Trail**  
(465 Wrights Mill Rd.) 1 lap = .5 mile

**Sam Harris Park Walking Trail**  
(85 Foster St.) 6 laps = 1 mile

**Duck Samford Baseball Walking Trail**  
(335 Airport Road) 1 lap = ¼ mile

**Kiesel Park Walking Trail**  
(520 Chadwick Ln.) 1 lap = 2 ¼ miles

**Town Creek Park Trail**  
(1150 S. Gay St.) 1 lap = .87 mile

<http://www.auburnalabama.org/parks>



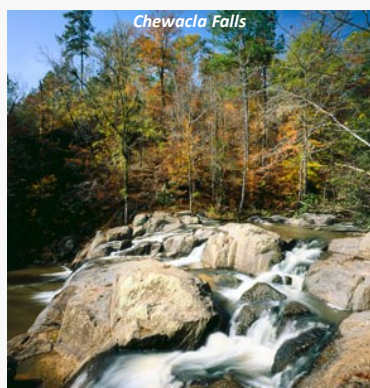
**Auburn is one of 150 U.S. cities to be named a bicycle friendly community by the League of American Bicyclists and remains the only Bicycle Friendly Community in Alabama with more than 44 miles of bike paths.**



<http://www.auburnalabama.org/cycle>



## PARKS & RECREATION

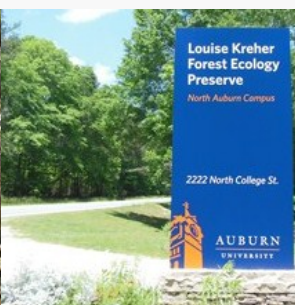


Chewacla Falls

**CHEWACLA STATE PARK:** Features a 26-acre lake, a swimming area, peaceful waterfalls, bike trails, hiking trails, playgrounds, campsite areas, picnic areas with tables, grills with shelters, and newly renovated cabins. The scenic 696-acre park includes eight trails including a mountain bike trail and the Charlotte and Curtis Ward bike path which consists of 3 miles along Shell Toomer Parkway. The main entrance to Chewacla State Park is located in the city limits of Auburn 1.5 miles southeast of Exit 51, Interstate 85, off of Shell Toomer Parkway. <http://www.alapark.com/chewacla>



Charlotte & Curtis Ward Bike Path



**LOUISE KREHER FOREST ECOLOGY PRESERVE:** Outreach program of the Auburn University School of Forestry and Wildlife Sciences, features five miles of trails over 120 acres, an amphitheater, pavilion, and nature playground. Educational programs, hikes, camps, trail runs and other activities take place throughout each year. The preserve is located in the city limits of Auburn on North College Street. <http://www.auburn.edu/preserve>

**DONALD E. DAVIS ARBORETUM:** An Auburn University facility dedicated to the display of native woody plants of the Southeastern United States. The Davis Arboretum provides visitors with a peaceful natural setting for reflection and relaxation, but the primary purposes are those of conservation, education and research on ecosystem preservation and diversity. It is a teaching resource for many university classes. <http://www.auburn.edu/cosam/arboretum>



### Many other recreational attractions are located outside the city limits within 25 miles.

**LAKE MARTIN:** A very popular attraction located 25 miles outside the city limits of Auburn. The 44,000-acre lake features over 750 miles of wooded shoreline with activities that include boating, fishing, skiing, swimming, and golfing. Lake Martin's main attractions are Chimney Rock, Kowaliga Bridge, Willow Point Country Club, and Stillwaters Resort. Lake Martin hosts special events year-round including concerts, fishing tournaments, holiday celebrations and more. <http://www.lakemartin.com>

**LAKE HARDING:** A 5,850-acre reservoir on the Chattahoochee River 10 miles from Auburn with portions of the lake located in Georgia and Alabama. The lake offers fishing, boating, and more. <http://www.lakeharding.com>

**TUSKEGEE NATIONAL FOREST:** Includes camping facilities, bike trails, hiking trails, horseback riding trails, a shooting range, and wildlife viewing areas.

**SPRING VILLA PARK:** A 325-acre park in Opelika, AL including a 30-acre spring-fed lake, a picnic shelter, an outdoor volleyball court, horseshoe pit, walking trails and a campground.

**LEE COUNTY LAKE:** A 130-acre fishing lake owned by the State of Alabama, located 9 miles from Auburn.



# PARKS & RECREATION

**Auburn has some of the premier athletic facilities in the state, hosting national and collegiate tournaments, and the Dixie Youth World Series.**



**AUBURN SOFTBALL COMPLEX:** Named one of the premier complexes in the U.S. by USA Softball Magazine and an Alabama ASA Hall of Fame inductee, the complex has been awarded the 1999, 2001, 2005, 2006, 2008, 2010 & 2013 Alabama ASA Complex of the Year and the 1999 ISA National Complex of the Year. The complex has hosted 20 ASA National Championships, 10 ISA World Championships as well as local leagues and many district, sub-state, and state tournaments. The facility is located off of Exit 51, Interstate 85 on U.S. Hwy 29 (2560 S. College St.). Girl's youth softball leagues are held at Felton Little Park (341 E. Glenn Ave.).

**CITY OF AUBURN/AUBURN UNIVERSITY YARBROUGH TENNIS CENTER:** A joint tennis facility maintained by the City and the University and is home to the Auburn University tennis team as well as all City programs and events. The facility features 16 clay courts, 12 outdoor hard courts, and six indoor courts. The tennis complex is located off of Shug Jordan Parkway on Richland Road (777 Yarbrough Farms Blvd.). Additional courts are available at the Samford Avenue Tennis Center (901 E. Samford Ave.) and Indian Pines (900 Indian Pines Dr.).

**AUBURN SOCCER COMPLEX:** Includes seven lighted fields and is home to the Auburn Soccer Association (ASA) leagues. The complex is located in southwest Auburn (2340 Wire Rd). Additional fields are also available at Margie Piper Bailey Park (910 Wrights Mill Rd.) and Shug Jordan Soccer Fields (950 Pride Ave.).



**DUCK SAMFORD PARK:** Recognized as one of the most prestigious baseball complexes in the nation. The park hosted the 2002 Dixie Youth Majors State Tournament as well as the 2005 Dixie Youth World Series. Duck Samford includes 10 lighted baseball fields, two press boxes, batting cages, bull pens, a picnic pavilion, children's facilities, concessions, and hiking trails. The park is located off of E. Glenn Ave. (334 Airport Rd.).

**FRANK BROWN RECREATIONAL CENTER:** Offers parties, game rooms, basketball, and fitness (235 Opelika Rd.).

**BOYKIN COMMUNITY CENTER:** Offers basketball, aikido classes, and senior programs (400 Boykin St.).

**SAMFORD POOL:** Offers public swimming for Auburn citizens as well as aquatics programs during the summer months (465 Wright Mill Rd.). Drake Pool is also available to the public (653 Spencer Ave.).

**The City offers recreational programs and classes for citizens of all ages to enjoy throughout each year.**

## RECREATIONAL PROGRAMS:

Adults 50+  
Aquatics

Arts & Crafts  
Athletics

Birthdays & Showers  
Camps

Ceramics  
Dance

Fitness  
Martial Arts

Special Interests  
Therapeutics

<http://www.auburnalabama.org/parks>

# Golf Digest

**Golf Digest 2005 “#1 Metro for Golf in the U.S.”**



**AUBURN LINKS AT MILL CREEK:** 18-hole public golf course in south Auburn directly off of Exit 51, Interstate 85. The course features 7,145 yards from the back tees, large bermuda grass greens and rolling fairways. <http://www.auburnlinksgolf.com>

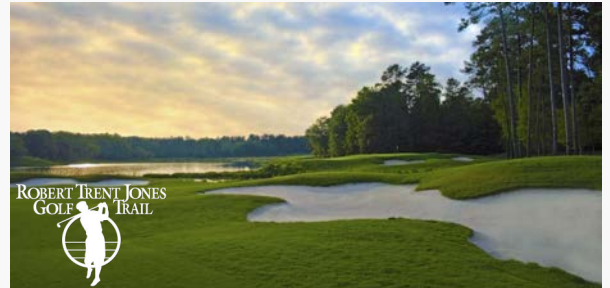


## Golf Digest

**Golf Digest 2008/2009 “4-Star Golf Course”**

**INDIAN PINES GOLF COURSE:** 18-hole public golf course located in northeast Auburn off of East University Drive. Indian Pines Golf Course opened in 1976, was redesigned in 1999, and a new clubhouse was added in 2006. The par 71 golf course features 6,213 yards and Bermuda grass greens.

**ROBERT TRENT JONES GOLF TRAIL AT GRAND NATIONAL:** A popular vacation destination and world renowned golf complex in Opelika, AL. The complex features two 18-hole golf courses and an 18-hole par three course. <http://www.rtj.com/grandnational>



**GolfWorld 2009 “#1 Location for Public Golf”**



**AUBURN UNIVERSITY CLUB:** 18-hole private golf club with facilities for tennis, swimming, and a clubhouse with a restaurant located off of North Donahue Drive in northwest Auburn. A new fitness center is currently under construction. Established in 1999, the club serves as the official home of the Auburn University golf teams. The AU Club hosted NCAA regionals in 2013 for the women and will host NCAA regionals for the men in May 2014. <http://www.augolfclub.com>

**MOORE’S MILL CLUB:** 18-hole private golf club off of Moore’s Mill Road in southeast Auburn. The golf course features 7,000 yards throughout rolling terrain and dense hardwoods. Moore’s Mill Creek twists and turns throughout 15 of the 18 holes. The club’s facilities include tennis courts, two swimming pools, a fitness center, and a clubhouse with a restaurant, lounge and an outdoor pavilion. <http://www.mooremillclub.com>



**SAUGAHATCHEE COUNTRY CLUB:** 18-hole newly renovated private golf club in Opelika, AL off of Exit 57, Interstate 85. Saugahatchee’s club facilities include tennis courts, a swimming pool, fitness and dining. <http://www.saugahatcheecountryclub.com>



# CULTURAL ARTS



**JAN DEMPSEY COMMUNITY ARTS CENTER (JDCAC):** A facility of the City's Parks and Recreation department containing an art gallery, two studio/classrooms, a children's gallery, a conference room and a performance room. The City's arts center provides area residents with access to an outstanding active schedule of exhibitions, visual arts, concerts, theatre, dance, lectures, art classes, and special events for adults and children throughout the year. JDCAC also provides artists, dancers, and actors the opportunity to offer programs and instructional classes to area citizens. <http://www.auburnlabama.org/arts>



**JULE COLLINS SMITH MUSEUM OF FINE ART (JCSM):** Auburn University's 40,000 square foot museum includes a landscape of 15 acres with botanical gardens, walking paths, and a lake. JCSM offers a permanent collection, a children's program, lectures by artists and scholars, traveling exhibitions, and concerts. The museum's interior includes a large lobby, café, gift shop, an auditorium, and a sun-filled terrace that overlooks the lake. Jule Collins is in the 6 percentile of American museums that are accredited. <http://www.julecollinssmithmuseum.com>



**AUBURN UNIVERSITY TELFAIR B. PEET THEATRE:** Provides classical and modern productions year-round, located at the corner of East Samford Avenue and Duncan Drive at Auburn University. <http://www.auburnl.edu/theatre>

**AUBURN AREA COMMUNITY THEATRE:** Offers citizens education and participation in theatre. <http://www.auburnact.org>

**AUBURN UNIVERSITY JONATHAN B. LOVELACE ATHLETIC MUSEUM & HALL OF HONOR:** Displays and honors the history of collegiate athletics at Auburn University, located at the Auburn Arena (250 Beard-Eaves Ct.).

**MUSEUM OF EAST ALABAMA:** Exhibits historical items and memorabilia in Opelika, AL. <http://www.eastalabama.org>

**ALABAMA SHAKESPEARE FESTIVAL:** Produces classics from ancient to modern times and attracts visitors from all 50 states and over 50 countries each year. The internationally acclaimed Shakespeare Festival is located 50 miles from Auburn in Montgomery, Alabama. <http://www.asf.net>

**COLUMBUS MUSEUM:** A very unique focus on American art and regional history. One of the southeast's largest museums is located 35 miles from Auburn in Columbus, Georgia. <http://www.colubusmuseum.com>

**AUBURN ARTS ASSOCIATION:** Offers quality arts for youth, arts initiatives, scholarships, arts education, social activities, and professional opportunities for area artists (222 E. Drake Ave.). <http://www.auburnartsassociation.org>

**AUBURN COMMUNITY ORCHESTRA:** Presents orchestral concerts to area residents throughout each year.

**AUBURN CITYKIDS:** Exposes at-risk children to the arts. The program offers children the opportunity to learn in a fun and comfortable environment as well as develop meaningful relationships.

**OPELIKA CENTER FOR THE PERFORMING ARTS:** An 1,200 seat hall which hosts major theatre productions and events throughout each year in Opelika, AL. <http://www.eastalabamaarts.org>

**THE ARTS ASSOCIATION OF EAST ALABAMA:** Provides arts education and events. <http://www.eastalabamaarts.org>

**STUDIO 222:** A group of artists that explore, experiment, and enjoy working in fiber and related art form.

# SPECIAL EVENTS

The City organizes over 30 events each year and many events are held by Auburn University and other various organizations in the surrounding area for citizens to enjoy.

## CALENDAR OF EVENTS 2014:



Daddy-Daughter Date Night



Auburn CityFest



Auburn Veterans Day Ceremony

2nd Annual Polar Plunge	February 1
25th Annual Daddy-Daughter Date Night	February 6-8
25th Annual Love Your Heart Run	February 22
7th Annual Crank Your Heart Ride	February 22
Bark in the Park	April 5
Bike Bash	April 12
33rd Annual Easter Egg Hunt	April 19
Auburn CityFest Juried Art Show Preview Reception	April 24
Auburn CityFest at Kiesel Park	April 26
May Concert Series at Town Creek Park	May 1, 8, 15, 22, 29
S'more Fun with Mom - A Mother-Son Event	May 9
22nd Annual Fishing Rodeo	May 17
Annual Mayor's Memorial Day Breakfast	May 26
Family Fun Day at the Forest Ecology Preserve	June 7
SummerNight Downtown Art Walk	June 13
Float-N-Movie	June 20
Day in Clay	June 21
Friday Night Splash	June 27
Annual Fourth of July Celebration	July 4
Float-N-Movie	July 18
Friday Night Splash	July 25
Farewell Summer Block Party	August 1
Float-N-Movie	August 15
End of Summer Luau	August 22
Fall Concert Series at Kiesel Park	Sept. 4, 11, 18, 25
Fall Movie Series at Kiesel Park	October 2, 9, 16, 23
14th Annual Downtown Trick or Treat	TBD
Annual Veterans Day Ceremony	November 10
Polar Express Holiday Celebration	December 6
Holiday Outdoor Movie	December 6
Holiday Art Sale	December 13

**AUBURN FLORAL TRAIL:** 14 miles of the most beautiful spring blooms the south has to offer in Auburn, AL.

**A-DAY:** The Auburn University football team's final spring scrimmage at Jordan-Hare Stadium in Auburn, AL.

**FOOTBALL FAN DAY:** Provides Auburn sports fans the opportunity for autographs and pictures with players, coaches, cheerleaders and Auburn's mascot "Aubie." Fan Day is held annually in August in Auburn, AL.

**AHSAA SUPER 6 CHAMPIONSHIPS:** Alabama's high school state football championships, held bi-yearly at Jordan-Hare Stadium in Auburn, AL. <http://www.super6al.com>

**AUBURN CHRISTMAS PARADE:** Celebrated annually in downtown during December in Auburn, AL.

**AUBURN TOUR OF HOMES:** Held annually in Auburn, AL. <http://www.auburnpreservationleague.org>

**SYRUP SOPPING:** Held annually in October in nearby Loachapoka, AL 10 miles away. <http://www.syrupsopping.org>



**A positive business environment, a viable workforce, a fantastic education system and a high quality of life have all fueled Auburn's economy and growth in the past several years. Driven by continued population growth in East Alabama, rapidly expanding tourism and travel marketing, Auburn continues to experience steady commercial growth.**



The exit 57 area (Bent Creek Road/East Glenn Avenue) has expanded to accommodate Sam's Club, Academy Sports, and a number of other retailers and restaurants. The new West Pace development off of Exit 51/South College Street is underway, and the downtown area continues to attract unique retailers and restaurants. The Auburn Village Mall, anchored by Dillard's, Belk, and JCPenney, offers 524,097 square feet of fully-enclosed retail shopping and dining. The Village Mall is home to more than 60 specialty retailers and is located at the intersection of East University Drive and Opelika Road. Two new Publix shopping centers (Hamilton Place and Shoppes at Cary Creek) have opened within the last four years including adjacent retailers and restaurants. The new Shoppes at the Heart of Auburn on South College Street completed construction in 2013 with CVS Pharmacy as the anchor tenant. The development will also include other retailers and restaurants.

## COMMERCIAL PROJECTS WITH CITY ASSISTANCE:

Academy Sports & Outdoors	Ace Hardware	Acre
Applebee's	Auburn Alumni Center	Auburn Furniture
Auburn Links at Mill Creek	Auburn Pediatric & Adult Medicine	Auburn University Club
Berney Office Solutions	Bob's Victory Grille	Carl Gregory Ford-Lincoln
Central Park	Chili's	Chipotle Mexican Grill
Clinical Psychologists	CVS Pharmacy (Ogletree Rd.)	CVS Pharmacy (Opelika Rd.)
CVS Pharmacy (S. College St.)	Downtown Facades	Dunkin Donuts
Earth Fare	Family Dollar	Five Guys
Glenn Dean	Hamilton Place	Hampton Inn
Hotel at Auburn University	Hyundai of Auburn	Kia of Auburn
Magnolia Plaza	Monkee's of Auburn	Niffer's Place
Ogletree Village	Publix (E. University Dr.)	Publix (Moores Mill Rd.)
Red Lobster	Ruby Tuesday	Sam's Club
Shoppes at Cary Creek	Shoppes at Heart of Auburn	Sleep Inn
SunSouth Auburn	Tiger Crossing	Tiger Theatre
Train Depot	Village Mall	Train Depot
Walmart Supercenter	Ware Jewelers	Waffle House
West Pace Village	Wynnsong 16	Wendy's





**The City's investment in industrial development has resulted in announcements of over 6,000 jobs and more than \$1 billion in capital investment since 1994.**

Auburn's industrial base is built around small to medium-sized value added technology based manufacturing firms. The main areas of focus include small engines and generators, specialty plastics packaging, wireless technologies, aviation components, power transmission parts, kitchen and bath cabinetry, filtration solutions, and automotive areas including aluminum wheels, front and rear axles, driveshafts, hydraulics systems, plastic components, and aluminum parts.

**Over the last five years, the City has announced 46 new and expanding industrial projects with a total of 2,450 in job creation and a total capital investment of \$534,226,923.**



**AUBURN TECHNOLOGY PARK SOUTH:** Established in 1994, Technology Park South is located 3/4 mile southwest of Exit 51, Interstate 85, and one mile east of Exit 50, Interstate 85. The park is fully occupied with 15 national and international companies based in the United States, Germany, Japan, Korea, and Switzerland with a total employment of 1,600.



**AUBURN TECHNOLOGY PARK NORTH:** Established in 2002, Technology Park North is located one mile northwest of Exit 51, Interstate 85, and one-half of a mile northeast of Exit 50, Interstate 85. The park is fully occupied with eight national and international companies based in the United States, Germany, and Korea with a total employment of 1,200.



**AUBURN TECHNOLOGY PARK WEST:** Established in 2008, Technology Park West is located three miles northwest of Exit 51, Interstate 85, and one mile northwest of Exit 50, Interstate 85. The park is occupied with seven national and international companies based in the United States, Israel, Germany and Korea with a total employment of 200. Two new projects are currently under construction.

**AUBURN INDUSTRIAL PARK:** Established in 1974 as the City's first industrial park. The industrial park is located three miles north of Exit 51, Interstate 85, and four miles north of Exit 50, Interstate 85. The park is occupied by 46 national and international corporations including companies based in England, Germany, Israel, Korea, and the United States with a total employment of 2,200.

# INDUSTRIAL DEVELOPMENT

## AUBURN TECHNOLOGY PARK SOUTH COMPANY LOCATIONS:



Company	Headquarters	Product
Briggs & Stratton Corporation	Milwaukee, WI, USA	Gasoline Engines
Capitol Cups, Inc.	Amsterdam, NY, USA	Specialty Plastic Cups
Capitol Medical Devices, Inc.	Amsterdam, NY, USA	Specialty Plastic Medical Devices
Capitol Plastic Products, LLC	Amsterdam, NY, USA	Specialty Plastic Packaging
CoachComm, LLC	Auburn, AL, USA	Wireless Communications
Donaldson Company, Inc.	Minneapolis, MN, USA	Motors
Environmental Resource Analysts, Inc.	Auburn, AL, USA	Environmental Testing
Hoerbiger Automotive Comfort Systems, LLC	Germany	Automotive Hydraulics
National Center for Asphalt Technology	Auburn, AL, USA	Asphalt Research & Development
Nikki America Fuel Systems, LLC	Japan	Gasoline Engine Carburetors
Official Payments Holdings, Inc.	Reston, VA, USA	Web Transaction Systems
Pyongsan America, Inc. (Plant II)	Korea	Automotive Plastics
SiO2 Medical Products, Inc.	Amsterdam, NY, USA	Medical Plastics
Touchstone Precision, Inc.	Japan	Automotive Plastics
Weidmann Plastics Technology North America, Inc.	Switzerland	Automotive Plastics

## AUBURN TECHNOLOGY PARK NORTH COMPANY LOCATIONS:



Company	Headquarters	Product
Borbet Alabama, Inc.	Germany	Automotive Aluminum Wheels
CV Holdings, LLC	Amsterdam, NY, USA	Specialty Plastic Packaging
K.C. Sol-Tech, Inc.	Korea	Tooling and Die
Lotte Chemical Alabama Corporation	Korea	Polypropylene Resins
Pyongsan America, Inc.	Korea	Automotive Plastics
SCA, Inc.	Korea	Automotive Plastics
Straehle + Hess USA, Inc.	Germany	Automotive Textiles
Toolcare U.S. International, LLC	Auburn, AL, USA	Custom Tooling Design & Repair



# INDUSTRIAL DEVELOPMENT

## AUBURN TECHNOLOGY PARK WEST COMPANY LOCATIONS:



Company	Headquarters	Product
Aluminum Technology Schmid North America, Inc.	Germany	Automotive Aluminum Parts
Arkal Automotive USA, Inc.	Israel	Automotive Plastics
Donghee Kautex, LLC	Korea	Automotive Plastic Fuel Tanks
GE Aviation	Cincinnati, OH, USA	Jet Engine Components
Kemmerich USA, L.P. - Under Construction	Germany	Automotive Metals
Rausch & Pausch, L.P.	Germany	Automotive Solenoid Valves
SiO2 Medical Products, Inc.	Amsterdam, NY, USA	Medical Plastics
Viper Motorcycle Company, Inc.	Auburn, AL, USA	Motorcycles
Seohan Auto USA Corp. (Plant II) - Under Construction	Korea	Automotive Axles

## AUBURN INDUSTRIAL PARK COMPANY LOCATIONS:



Company	Headquarters	Product
Alabama Korean Times	Auburn, AL, USA	Newspaper
Alabama Power Company, Inc.	Birmingham, AL, USA	Electric Utility Service
Archangel Systems, Inc.	Auburn, AL, USA	Inertial Sensing Systems
Air Engineers, LLC	Birmingham, AL, USA	HVAC Service
Auburn Millwork, Inc.	Auburn, AL, USA	Windows & Doors
Chattahoochee Oil Company, Inc.	Auburn, AL, USA	Gasoline & Oil
CNJ, Inc.	Korea	Automotive Brake Discs
Criterion-Sollie Engineers	Auburn, AL, USA	Engineering Consulting
Cumberland Plastic Solutions, LLC	Auburn, AL, USA	Plastic Components
Daewon America, Inc.	Korea	Automotive Metal Springs
Electric Fuel Battery Corporation	Ann Arbor, MI	Military Batteries
Elite Logistic America Corporation	Korea	Logistics Service
Food Bank of East Alabama	Auburn, AL, USA	Food Donation
Gummoon USA, LLC	Korea	Automotive Plastics
HDI Solutions, Inc.	Auburn, AL, USA	Data Management
Health Information Designs, Inc.	Auburn, AL, USA	Drug Utilization Review
Heartstrings Enterprises, Inc.	Auburn, AL, USA	Custom Jewelry & Gifts
Hyperion Technology Group, Inc.	Tupelo, MS, USA	Engineering Service
Initial Outfitters, Inc.	Auburn, AL, USA	Home Party Solutions
Innotive Tech, Inc.	Korea	Automotive Plastics
Intramicon, Inc.	Auburn, AL, USA	Microfibrous Materials



# INDUSTRIAL DEVELOPMENT

## AUBURN INDUSTRIAL PARK COMPANY LOCATIONS:

Company	Headquarters	Product
Jintech America Corporation	Korea	Equipment & Plas cs Pain ng
J-One FA, Inc.	Korea	Automotive Conveyors & Pallets
KD Bearings, Inc.	Auburn, AL, USA	Unground Bearings
KG USA, Inc.	Korea	Cranes
Langcourt Limited, Inc.	England	Cylinder Pla ng
Leonard Peterson & Company, Inc.	Auburn, AL, USA	Wood Lab & O e Furniture
Mammoth Printshop, LLC	Auburn, AL, USA	Screen Prin ng
Marjam Supply Company, Inc.	Farmingdale, NY, USA	Building Materials
Masterbrand Cabinets, Inc.	Jasper, IN, USA	Kitchen & Bath Cabinetry
MDT Armor Corporation	Ann Arbor, MI, USA	Armored Vehicles
Nashville Wire Products Manufacturing Co., Inc.	Nashville, TN, USA	Wire
Radiance Technologies, Inc.	Huntsville, AL, USA	Military Systems
R.E. Hodges, LLC	Auburn, AL, USA	Chemical Analyzers
Rexnord Industries, LLC	Milwaukee, WI, USA	Gear Couplings
Rice Signs, LLC	Auburn, AL, USA	Road Signs
Satellites Unlimited, Inc.	Auburn, AL, USA	Satellite Systems
Savvy Business Services, LLC	Auburn, AL, USA	Business Consul ng
Seohan Auto USA Corporation	Korea	Automotive Axles
Seohan-NTN Driveshaft USA Corporation	Korea	Automotive Drivesha s
Super Signs	Auburn, AL, USA	Screen Prin ng
Swigro, LLC	Auburn, AL, USA	3D Prin ng
TGL Communications, Inc.	Auburn, AL, USA	Phone & Internet Service
Thermo Fisher Scientific, Inc.	Waltham, MA, USA	Plas cs Packaging
Tube Technology Systems, Inc.	Germany	Automotive Brake Tubes
Weston Solutions, Inc.	West Chester, PA, USA	Environmental Solu ons



**ACDI** AUBURN CENTER FOR DEVELOPING INDUSTRIES (ACDI): Established in 1986, the City's small business incubator provides office and production space during relocation or start-up for targeted industries in light manufacturing, advanced technologies, and research and development. The City's incubator program has been successful over the years, graduating several companies to the City's industrial and technology parks. Located in the Auburn Industrial Park, ACDI is operated by the City's Economic Development Department. The complex is currently home to nine companies.

## CITY OF AUBURN TOP EMPLOYERS:

 Auburn University	 Auburn City Schools	 City of Auburn	 Briggs & Stratton Corp.
 SCA, Inc.	 Masterbrand Cabinets, Inc.	 Borbet Alabama, Inc.	 CV Holdings, LLC
 Walmart	 Seohan Auto USA Corp.	 Donaldson Company, Inc.	 Rexnord Industries, LLC

# LABOR & WORKFORCE TRAINING

Auburn's workforce consists primarily of residents from Lee County, AL. A significant portion of the city's workforce is made up of residents from the contiguous counties.

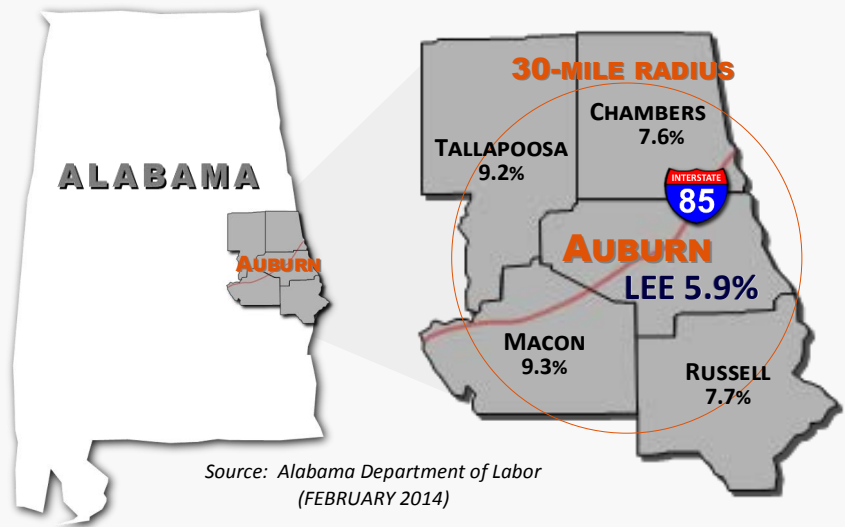
LEE COUNTY:		
Civilian Labor Force	Unemployment	Unemployment Rate
70,220	4,115	5.9%

CONTIGUOUS COUNTIES (CHAMBERS, MACON, RUSSELL & TALLAPOOSA):		
Civilian Labor Force	Unemployment	Unemployment Rate
63,893	5,299	8.3%

5-COUNTY REGION (LEE, CHAMBERS, MACON, RUSSELL & TALLAPOOSA):		
Civilian Labor Force	Unemployment	Unemployment Rate
134,113	9,414	7.0%



AUBURN'S TOTAL WORKFORCE CONSISTS OF 25,000 WHICH INCLUDES 4,600 JOBS IN MANUFACTURING.



Source: Alabama Department of Labor (FEBRUARY 2014)

**Alabama is a "Right-to-Work" state.**  
**No unions exist in city of Auburn manufacturing facilities.**



**AUBURN TRAINING CONNECTION (ATC):** Tailors workforce training specific to the needs of local industry. ATC offers programs including Career Technical Education at Auburn High School, Dual Enrollment, Industrial Maintenance Technology, and the annual Manufacturing Academy. The Auburn Training Connection is administered by the workforce division of the City's Economic Development department and has been recognized with eight regional, national, and international awards in workforce development.

**AUBURN TECHNICAL ASSISTANCE CENTER (ATAC):** The Auburn University affiliate of the Alabama Technology Network (ATN), offers business process improvement training and continuous improvement assistance.



**ALABAMA INDUSTRIAL DEVELOPMENT TRAINING (AIDT):** Services include employee recruitment, assessment/training of potential employees, development/production of job training materials, and delivery of job-specific services. All services are provided at no cost to eligible new/expanding industries.



**ALABAMA CAREER CENTER:** Assists employers in employee recruitment and training in conjunction with Southern Union State Community College in Opelika, Alabama.

## TAXES & INCENTIVES

	City	County	Schools	State	Other
Rate	26 mils	14.5 mils	3 mils	6.5 mils	4 mils *
Official Ratio of Assessment <i>(20% of Market Value)</i>					
Actual Ratio of Assessment					
Residential **	10%	10%	10%	10%	10%
Industrial Real	20%	20%	20%	20%	20%
Industrial Personal	20%	20%	20%	20%	20%
Production, Machinery & Equipment	20%	20%	20%	20%	20%
Raw Materials Inventory	N/A	N/A	N/A	N/A	N/A
Goods-in-Process Inventory	N/A	N/A	N/A	N/A	N/A
Finished Goods Inventory	N/A	N/A	N/A	N/A	N/A

\* Hospital Tax, 2.5 mils; Lee County Dependent Children, 1.5 mils    \*\* With Homestead Exemption (Without Homestead Exemption, 20%)

**INDUSTRIAL PROPERTIES WITHIN THE CITY'S CORPORATE LIMITS:** Subject to City and County taxes including hospital and dependent children taxes.

**INDUSTRIAL PROPERTIES OUTSIDE THE CITY'S CORPORATE LIMITS:** Subject to County taxes only.

**SALES TAX:** 9% (State of Alabama - 4%, City of Auburn - 4%, Lee County - 1%)

**OCCUPATIONAL LICENSE FEE:** 1% of gross income per year of each person who works in the City.

**LOCAL TAXATION POLICY TOWARDS INDUSTRY:** City will consider tax abatements for industrial projects.

**BUSINESS LICENSE FEE:** Levied for any businesses with the privilege of conducting business in the city limits of Auburn. The City's business license fee is based on gross receipts of business conducted.

**BUSINESS PRIVILEGE TAX:** Applies to corporations conducting business in Alabama.

**CORPORATE INCOME TAX:** Levied based on the corporation's net taxable income derived from business being conducted within the state of Alabama.

**PROPERTY TAX:** Classified and assessed at 20% of fair and reasonable market value for non-exempt business property in Alabama.

**CAPITAL INVESTMENT TAX CREDIT:** Income tax credit of up to five percent annually for 20 years of initial capital costs of qualifying projects to new and expanding companies.

**PROPERTY TAX ABATEMENTS:** Available to qualified new and expanding industries for non-educational taxes on equipment and building for a period of up to 10 years.

**SALES & USE TAX ABATEMENTS:** Available to qualified new and expanding industries for non-educational taxes on construction materials and equipment used in manufacturing.

**CORPORATE INCOME TAX CREDITS & DEDUCTIONS:** Available for Alabama Corporate taxpayers.

**INDUSTRIAL DEVELOPMENT GRANT PROGRAM:** State grant to pay for site preparation costs for property owned by public corporations including municipalities, industrial development boards, etc.

**INDUSTRIAL REVENUE BONDS:** May be used as long-term financing of up to 100% of a project for acquisition of land, buildings, site preparation and improvements; building construction; furnishings, fixtures and equipment acquisition and installation; and soft costs.

# City of Auburn

## Schedule of Tax and Fee Rates

Revenue Source	Rates				Effective Date of Most Recent City Rate Change	
	City	County	State	Total		
<b>General Fund</b>						
Sales Tax	general items	4%	1%	4%	9%	August 1, 2011
	automobiles	1.1%	0.25%	2%	3.35%	
	manufacturing and farm machines	1.5%	0.25%	1.5%	3.25%	
Occupation License Fee		1%			1%	January 20, 1970
Business License Fees	various percentages of gross receipts, \$100 minimum					January 1, 2000
Ad valorem (property) tax	5 mills (\$.50 per \$100)	<i>(see summary on next page)</i>				Prior to 1948
Lodging Tax	7% (1% is committed to the Visitors Bureau)		2%	4%	13%	February 1, 2006
Cigarette Tax	\$ .04 per pack	- 0 -	42.5¢	46.5¢		March 10, 1981
Rental and Leasing Tax	1 1/4% of lease amount on automobiles		1.5%	3.75%		April 1, 2001
	2 1/2% of lease amount on all other items		4%	6.5%		
	linens/clothing		2%	4.5%		
	video rental	10¢		10¢		
Gasoline Taxes	2¢ per gallon (1¢ to General Fund, 1¢ to City Gas Tax Fund)		- 0 -	16¢	18¢	March 23, 1976
Building Permit Fees	Graduated base fee + additional fee. Up to \$50,000 valuation, \$7/\$1,000. Demolition-\$100/structure.					1990
Leased Parking	\$75/month, effective April 1, 2008 \$100/month, effective October 1, 2008					August 21, 2007
Parking Fines	\$10, meter violation (\$20 if not paid in 48 hours) \$50, parking in leased space \$100, parking in handicapped space					March 6, 2012
Library Fees	Overdue fees are \$.50 per day for DVD's and videos; \$.10 per day for all other items. Library cards for individuals not living in or working in the City or attending Auburn University are \$25 annually.					September 2008
Planning Fees	various					January 1, 2003
Inspection Fees	First and second inspections included in building permit fee; \$25 for third inspection; \$100 thereafter.					March 16, 2004
<b>Five Mill Tax Fund</b>						
Ad valorem (property) tax	5 mills (\$.50 per \$100)	<i>(see summary on next page)</i>				Prior to 1948
<b>Special School Tax Fund</b>						
Ad valorem (property) tax	11 mills (\$1.10 per \$100)	<i>(see summary on next page)</i>				October 1, 1996
Ad valorem (property) tax	5 mills (\$.50 per \$100)	<i>(see summary on next page)</i>				October 1, 1960

# City of Auburn

## Property Tax Summary

	Mills <sup>^</sup>	
<b>City of Auburn</b>		
General Fund	5.0	
Education	16.0 *	
Debt repayment	5.0	
<i>Total City of Auburn</i>	<hr/>	26.0
<b>Lee County</b>		
General Fund	6.5	
Education	5.0 *	
Roads and bridges	3.0	
<i>Total Lee County</i>	<hr/>	14.5
<b>Distributed by Lee County</b>		
Lee County Hospital (EAMC)	2.5	
Children's homes	1.5	
Auburn District Schools	3.0 *	
<i>Total Distributed by Lee County</i>	<hr/>	7.0
<b>State of Alabama</b>		
General Fund	2.5	
Education	3.0 *	
Veterans' Pension	1.0	
<i>Total State of Alabama</i>	<hr/>	6.5
<b><i>Total mills on property within Auburn</i></b>		<hr/> <hr/>
		54.0

\* Total mills for education = 27

<sup>^</sup> A mill of property tax is calculated as one cent per dollar (\$10 per \$1,000) of the property's assessed valuation. Residential property is assessed at 10% of its appraised valuation.

**CITY OF AUBURN**  
**FEE SCHEDULE FOR WATER, SEWER AND SOLID WASTE (GARBAGE) SERVICES**  
*Effective October 1, 2013*

**DEPOSITS**

METER SIZE	WATER		SEWER		GARBAGE
	Residential	Commercial	Residential	Commercial	Residential
3/4"	\$ 27.50	\$ 37.50	\$ 30.00	\$ 50.00	\$ 30.00
1"	75.00	75.00	85.00	100.00	
1½"	135.00	135.00	165.00	180.00	
2"		225.00		300.00	
3"		450.00		600.00	
4"		750.00		1,000.00	
6" or larger		1,200.00		1,595.00	

**ACCESS FEES**

METER SIZE	WATER*	SEWER*
3/4"	\$ 1,200	\$ 1,800
1"	2,400	4,500
1½"	4,800	9,000
2"	9,600	14,400
3"	19,200	28,800
4"	36,000	45,000
6"	60,000	90,000
8"	120,000	144,000
10"	180,000	144,000

**WATER METER SET FEES (EXISTING "STUBBED OUT" SERVICES)**

WATER METER SIZE	FEE
3/4"	\$ 200
1"	225

\*Water and Sewer Access Fees for single family, multi-family and master metered residential development are calculated on a per unit basis.

**TAP FEES**

METER SIZE	WATER	SEWER
1"	\$ 750	Outside of street (up to 30ft) No Paving \$490 plus \$12 each additional linear foot
2"	1,200	Street (up to 30ft) \$865 plus \$25 each additional linear foot Street (Over 30ft) \$25.00/FT

**MINIMUM MONTHLY CHARGES**

METER SIZE	WATER	SEWER
3/4"	\$ 12.60	\$ 14.81
1"	20.95	24.76
1½"	41.89	49.49
2"	62.82	74.23
3"	136.12	160.83
4"	272.27	321.64
6"	544.50	643.30
8"	1,089.04	643.30
10" +	2074.36	N/A

**MONTHLY CHARGES (BASED ON WATER USAGE)**

WATER USAGE	WATER**	SEWER**	GARBAGE ^^	
0 - 3,000 gallons	\$ 12.60	\$ 14.81	Curb-side pick-up	\$ 22.50
Over 3,000 gallons	\$3.33 per 1,000 gallons	\$4.94 per 1,000 gallons	Back yard pick-up	32.50

\*\* Master Metered residential is charged the greater of the minimum charge per unit or the charge for the actual usage.

^^ Residential garbage service includes once-weekly pick-up of household garbage, yard waste and recycling.

**City of Auburn ~ Primary Government**  
**Demographic and Economic Statistics**

Last Ten Fiscal Years  
*Unaudited*

Fiscal Year	Population <sup>(1)</sup>	Personal Income (expressed in thousands) <sup>(2)</sup>	Per Capita Personal Income	Unemployment Rate <sup>(3)</sup>
	\$	\$	\$	
2004	46,111	1,089,695	23,632	4.6%
2005	47,571	1,124,198	23,632	3.0%
2006	48,644	1,149,555	23,632	2.8%
2007	49,705	1,232,883	24,804	2.8%
2008	50,651	1,286,485	25,399	4.1%
2009	52,733	1,368,052	25,943	7.8%
2010	53,380	1,391,350	26,065	7.7%
2011	54,566	1,337,413	24,510	7.5%
2012	54,872	1,308,148	23,840	6.9%
<b>2013</b>	<b>57,051 **</b>	<b>1,455,257</b>	<b>25,508 *</b>	<b>4.9%</b>

<sup>(1)</sup> U. S. Census Bureau

<sup>(2)</sup> U. S. Department of Commerce, Bureau of Economic Analysis

<sup>(3)</sup> State of Alabama, Department of Labor, (September, 2013)

\* ESRI® Demographic and Income Profile 2012

\*\* Projection based on historical U.S. Census Bureau data



**City of Auburn ~ Primary Government**  
**Principal Revenue Remitters of Sales and Use Tax<sup>1</sup>**

Current Year and Nine Years Ago

*Unaudited*

<b>Employer</b>	<b>2004</b>	<b>2013</b>
	<b>Rank</b>	<b>Rank</b>
Wal-Mart	1	1
Sam's Club		2
Auburn University Financial Reporting	2	3
Kroger	3	4
Publix #1355		5
Academy Sports		6
Chartwells		7
Publix #1294		8
Dillard's (formerly Gayfers)	4	9
Builders First Source SE (formerly Waid True Value)	5	10

<sup>1</sup> State law prohibits the disclosure of the amount of sales tax remitted and any information that could enable the disclosure or calculation of confidential taxpayer information

**City of Auburn ~ Primary Government**  
**Principal Remitters of Property Tax**

*Unaudited*

<b>Taxpayers</b>	<b>Total Assessed Value - Property in City Limits<sup>1</sup></b>	<b>Property Taxes Paid<sup>2</sup></b>	<b>Taxes Paid as Total of City's Property Tax</b>
	\$	\$	
Alabama Power Company	17,636,560	912,077	4.35%
The Greens At Auburn, LP	9,612,600	519,080	2.48%
Borbet Alabama Inc.	11,444,720	382,705	1.82%
Copper Beech Townhome Communities	6,918,960	373,624	1.78%
Briggs & Stratton Corp.	6,865,220	335,658	1.60%
Fairfield Auburn Exchange II, LLC	6,087,060	328,701	1.57%
HSRE Preiss Auburn, LLC	4,502,420	244,232	1.16%
Redus Alabama Commercial, LLC	4,387,660	236,934	1.13%
GS Logan Owner Co. LLC	4,287,320	231,515	1.10%
202 West Long Leaf Holdings, LLC	3,312,000	178,848	0.85%

Source: Lee County Revenue Commissioner

<sup>1</sup> Assessed 2012; collected October 2012 through September 2013

<sup>2</sup> 26-mill City levy only



City of Auburn

Fund Balances of Governmental Funds

Last Ten Fiscal Years

	Fiscal Year									
	2004	2005	2006	2007	2008	2009	2010	2011 <sup>(1)</sup>	2012	2013
\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
General Fund										
Reserved	8,697,744	7,820,742	9,305,314	8,701,444	12,967,664	8,844,309	7,451,985	-	-	-
Unreserved	21,426,238	19,488,460	18,451,274	19,436,335	15,882,269	19,983,950	19,649,481	-	-	-
Nonspendable	-	-	-	-	-	-	-	7,504,505	7,038,187	6,753,924
Restricted	-	-	-	-	-	-	-	176,679	237,639	298,192
Assigned	-	-	-	-	-	-	-	4,854,720	4,778,855	2,840,828
Unassigned	-	-	-	-	-	-	-	16,489,870	20,973,636	29,025,058
Total general fund	30,123,982	27,309,202	27,756,588	28,137,779	28,849,933	28,828,259	27,101,466	29,025,774	33,028,317	38,918,002
All other governmental funds										
Reserved	4,520,843	2,991,480	4,190,300	1,888,965	2,166,922	2,135,901	4,075,582	-	-	-
Unreserved, reported in:										
Special revenue funds	2,526,426	4,634,413	3,898,499	4,924,456	5,072,970	5,692,659	4,766,559	-	-	-
Debt service funds	1,523,137	2,116,996	2,499,525	2,748,975	3,163,736	3,898,630	3,831,043	-	-	-
Capital projects funds	4,775,796	6,405,416	11,280,128	8,362,129	1,667,086	6,402,424	1,297,837	-	-	-
Nonspendable	-	-	-	-	-	-	-	560,000	-	-
Restricted	-	-	-	-	-	-	-	10,015,439	13,631,350	13,152,780
Unassigned	-	-	-	-	-	-	-	-	(347,364)	-
Total all other governmental funds	13,346,202	16,148,305	21,868,452	17,924,525	12,070,714	18,129,614	13,971,021	10,575,439	13,283,986	13,152,780

<sup>(1)</sup> For fiscal year 2011, GASB Statement No. 54 was implemented requiring additional classifications

**City of Auburn ~ Primary Government**  
**Ratios of Outstanding Debt by Type <sup>(1)</sup>**

Last Ten Fiscal Years

(dollar amounts expressed in thousands, except per capita amount)

*Unaudited*

Fiscal Year	Governmental Activities			Business-Type Activities			Total Debt as	
	General Obligation Bonds	Capital Leases	Capital Leases	General Obligation Bonds <sup>(2)</sup>	Capital Leases	Primary Government	Percentage of Personal Income	Total Debt Per Capita
	\$	\$	\$	\$	\$	\$	%	\$
2004	79,058	199	38	30,253	-	109,548	10.05%	2,376
2005	113,591	68	-	30,111	-	143,770	12.79%	3,022
2006	122,272	-	-	30,054	-	152,326	13.25%	3,131
2007	127,635	-	-	28,263	-	155,898	12.64%	3,136
2008	124,476	-	-	34,220	-	158,696	12.34%	3,133
2009	133,947	-	-	62,240	-	196,187	14.34%	3,720
2010	139,143	-	-	45,880	-	185,023	13.28%	3,460
2011	128,679	-	-	44,775	-	173,454	12.97%	3,179
2012	141,120	-	-	48,950	-	190,070	14.41%	3,434
<b>2013</b>	<b>134,143</b>	-	-	<b>46,840</b>	-	<b>180,983</b>	<b>12.55%</b>	<b>3,201</b>

Note: Details regarding the City's outstanding debt can be found in the notes to the financial statements.

<sup>(1)</sup> The City does not have any special assessment bonds.

<sup>(2)</sup> The City has issued General Obligation Bonds/Warrants for the Sewer Revenue Fund. It is the intention of the Council that the Bonds/Warrants be repaid from Sewer Fund revenue.

**City of Auburn ~ Primary Government**  
**Operating Indicators by Function/Program**

Last Ten Fiscal Years  
*Unaudited*

Function	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
<b>Police</b>										
Physical arrests	2,339	2,921	2,574	2,978	3,143	2,480	2,643	2,712	3,096	3,053
Traffic violations	7,892	9,490	10,435	14,077	14,516	19,556	20,618	23,736	25,016	21,510
<b>Fire</b>										
Number of calls answered	1,149	1,147	1,342	2,258	2,330	2,523	4,025	4,065	4,303	4,367
Inspections^	6,256	6,324	1,860	1,857	1,792	1,752	1,575	1,391	1,559	1,760
<b>Public Works</b>										
Potholes repaired	403	414	347	230	210	273	750	625	454	70
<b>Environmental Services</b>										
Refuse collected (tons/day)*	72	85	85	86	86	88	91	104	103	102
Recyclable collected (tons/day)*	3.38	3.52	3.89	3.38	4.21	4.39	4.36	4.40	5.82	5.60
<b>Parks and Recreation</b>										
Athletic participants	5,391	4,956	4,623	5,154	5,648	5,031	4,959	2,964	4,540	4,478
Recreation center admissions	75,001	83,374	114,484	96,106	92,291	111,960	138,751	150,690	164,888	241,042
<b>Sewer</b>										
Average daily sewage treatment (millions of gallons)	6.15	6.86	6.10	5.90	5.60	6.70	6.69	6.02	6.28	6.70

^A change in software lowered the number of inspections performed in 2006.

\*Each year consists of 251 work days.

Source: City departments

**City of Auburn ~ Primary Government**  
**Capital Asset Statistics by Function/Program**

Last Ten Fiscal Years  
*Unaudited*

Function	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Public Safety										
Police:										
Stations	1	1	1	1	1	1	1	1	1	1
Patrol units	77	86	88	89	91	91	98	94	96	96
Fire stations	4	4	4	4	5	5	5	5	5	5
Environmental Services										
Collection trucks	8	8	8	8	8	8	8	8	8	8
Public Works										
Streets (lane miles)	565	597	650	658	696	3	693	693	700	739
Signalized Intersections	49	50	50	55	56	58	59	60	60	60
Parks and Recreation										
Parks acreage	1,914	1,914	1,914	1,914	1,944	1,944	1,944	1,944	1,944	1,944
Swimming pools	2	2	2	2	2	2	2	2	2	2
Tennis courts	14	10	10	44	44	44	44	44	44	44
Community centers	3	3	3	3	3	3	4	4	4	5
Sewer										
Sanitary sewers (miles)	195	201	210	235	240	245	248	300	300	330
Maximum daily treatment capacity (millions of gallons)	7	7	7	8	8	11	11	11	13	13

Source: City departments

**City of Auburn ~ Primary Government  
Components of Sales Tax Revenue**

Last Ten Fiscal Years

(amounts expressed in thousands)

*Unaudited*

	2004	2005	2006	2007	2008	2009	2010	2011 <sup>^</sup>	2012	2013
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Apparel Stores	30,979	38,138	74,473	71,846	66,699	57,276	60,201	68,169	66,354	90,358
Grocery Stores	57,269	59,929	53,307	60,280	51,372	51,435	55,799	70,663	77,901	117,991
Eating & Drinking Establishments	70,983	75,052	101,287	111,409	120,987	120,462	127,753	148,302	131,813	192,114
Mass General Merchandise Stores	98,680	97,799	86,922	88,571	110,116	115,686	114,644	122,437	116,691	148,447
Auto Dealers & Supplies	151,290	160,833	103,690	116,070	40,203	33,484	39,021	42,278	38,291	52,628
Building Materials	28,674	32,569	49,464	55,721	34,454	32,257	31,794	26,698	36,185	60,616
Home Furnishing & Appliances	4,503	2,471	9,240	15,468	14,823	11,085	9,733	11,126	12,477	23,124
All Other Retail Sales	155,255	146,209	211,555	271,889	258,296	244,863	254,509	273,606	289,079	375,762
Totals	597,633	613,000	689,938	791,254	696,950	666,548	693,454	763,279	768,791	1,061,039

<sup>^</sup> City sales tax rate increased from 3.0% to 4.0% effective August 1, 2011.

**City of Auburn ~ Primary Government**  
**Principal Employers**

Current Year and Nine Years Ago  
*Unaudited*

Employer	2004			2013		
	Employees	Rank	Percentage of Total City Employment	Employees	Rank	Percentage of Total City Employment
Auburn University	7,008	1	33.26%	5,500	1	23.19%
Auburn City Schools	645	3	3.06%	950	2	4.00%
City of Auburn and Auburn Water Works Board	426 *	6	2.02%	750	3	3.16%
Briggs & Stratton Corporation	960	2	4.56%	425	4	1.79%
SCA, Inc.	-	-	-	410	5	1.73%
CV Holdings, LLC	-	-	-	400	6	1.69%
Borbet Alabama, Inc.	-	-	-	350	7 (tie)	1.48%
Wal-Mart Supercenter	-	-	-	350	7 (tie)	1.48%
Rexnord Industries, LLC	-	-	-	230	8	0.97%
Pyongsan America, Inc.	-	-	-	215	9	0.91%
Seohan Auto USA Corporation	-	-	-	205	10	0.86%
<b>Total</b>	<b>9,039</b>		<b>42.90%</b>	<b>9,785</b>		<b>41.25%</b>

\* Includes temporary and seasonal employees.

Source: City of Auburn Economic Development Department, Alabama Department of Labor

## Glossary of Terms and Acronyms

### A

**Accrual Basis-** Accounting method in which revenues are recorded when earned and expenses recorded when the associated liability is incurred, irrespective of the timing of the related cash receipts and disbursements.

**ADA-** Americans with Disabilities Act.

**ADEM-** Alabama Department of Environmental Management.

**Ad valorem tax-** A property tax based on the valuation assigned to property by the elected county tax assessor. State law establishes the method of valuing property and calculating the tax assessment.

**ALDOT-** Alabama State Department of Transportation.

**Appropriation-** A legislative authorization for expenditures for specific purposes within a specific time frame.

**ASA-** Amateur Softball Association.

**Assessment-** Compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

**AU-** Auburn University, the State's land grant university, located in Auburn, Alabama.

**Auburn 2020-** The City's long-range planning process, whereby the City Council and management, community leaders, and the citizens of Auburn developed a consensual vision of the City in the year 2020.

### B

**Basis of accounting-** The timing for recognition of revenues and expenditures or expenses.

**BCC-** Boykin Community Center.

**Biennium-** A twenty-four month period for measuring financial activities, which may be divided into two twelve month periods, ending on a date specified by law. A biennial budget is a two-year budget, which may consist of two one-year budgets adopted at the same time.

**Bond-** A document evidencing the City's promise to pay a specified sum of money on a specified future date and periodic interest at a specified rate.

**Budget-** A financial plan showing projected costs and revenue for a specified time period.

### C

**Capital Improvement Program (CIP)-** A six-year projection of capital improvements spending for long-term assets, which includes sources of funding and estimated project costs.

**Capital lease-** An agreement that gives the right to use real property or equipment for a stated period of time and that meets the accounting criteria for capitalization. The City uses such agreements as a financing method.

**Capital Outlay-** Expenditures for items with an estimated useful life of more than two years and of a substantial cost (more than \$5,000).

**Census Bureau-** An entity of the federal government responsible for determining the population of the states and cities within the United States.

**City Council-** The nine-person governing body of the City of Auburn. The Mayor is elected at-large and serves as a member of the City Council. The other eight members are elected from eight districts. All members serve concurrent four-year terms.

**City Manager-** The person hired by the City Council to serve as the chief executive officer of the City Council. The City Manager's duties include recommending the biennial budget, overseeing all personnel matters, and advising the City Council on policy matters.

**Commodities-** Tangible goods to be consumed in the course of governmental operations with a period of less than two years.

**CDBG-** Community Development Block Grant, a grant program of the US Housing and Urban Development agency of the federal government.

**Component units-** Organizations that are legally separate from but affiliated with and financially accountable to the primary government, in this case, the City.

**Contractual services-** Services provided to the government by entities other than its own employees.

## Glossary of Terms and Acronyms

**Credit rating-** A rating assigned by a professional organization as an indicator of the organization's evaluation of the degree of risk associated with the debt issued by a company or a governmental entity. A high credit rating indicates that the rating organization considers the debt to have a low risk of default. The national rating agencies include Moody's Investors Service and Standard & Poors, Inc.

### D

**Debt-** An obligation to pay money in the future for borrowing money or receiving goods or services presently.

**Debt limit-** The legally permitted maximum amount of outstanding debt of the City under the provisions of State law.

**Debt service-** The amount of money needed to pay principal and interest on borrowed funds for a specified period.

**Debt Service Funds-** Funds used to account for the payment of principal and interest on long-term debt.

**Department-** A major administrative unit that indicates overall management responsibility for an operation or a group of related operations within a functional area. A department may have more than one division.

**Department head-** The person appointed by the City Manager to oversee the day-to-day operations of a City department.

**DRRC-** Dean Road Recreation Center.

### E

**EAMC-** East Alabama Medical Center located in Opelika, Alabama. The City of Auburn contracts with EAMC for the provision of emergency medical services.

**EMS-** Emergency Medical Services.

**Encumbrance-** Funding commitment related to unperformed contracts for goods and services.

**Enterprise Funds-** Proprietary fund type used to report an activity for which a fee is charged to external users for goods or services.

**EUD-** East University Drive.

**Expenditures-** Decreases in a governmental fund's net financial resources resulting from the procurement of goods and services or the payment of principal and interest on general long-term debt.

**Expenses-** Outflows of net financial resources in a proprietary fund typically from the production and/or delivery of goods and services.

### F

**FAA-** Federal Aviation Administration.

**FBRC-** Frank Brown Recreation Center.

**FICA-** Social Security and Medicare.

**Fire insurance rating-** A rating from 1 to 10 (with 1 being the best) assigned by the Insurance Services Office which reflects the adequacy of water supply as well as the quantity and quality of fire protection service.

**Firewall-** A dedicated "gateway" computer and related software that provides security measures to protect a network of more loosely administered computers from being accessed by computer networks and individuals outside the organization.

**Fiscal year-** A twelve-month period used by a government, not necessarily a calendar year. The City of Auburn's fiscal year begins October 1 and ends September 30, as required by State law.

**Full faith and credit-** A pledge of the City's general taxing power to pay the debt service requirement (principal and interest) of its debt obligations.

**Fund-** An accounting entity comprised of a group of self-balancing accounts.

**Fund balance-** The excess or deficit of fund assets over fund liabilities of governmental fund types.

**Fund equity-** The excess or deficit of fund assets over fund liabilities, equivalent to net position.

**FY-** Fiscal year (*see below*).

### G

**General Fund-** The main operating fund of the City which is used to account for all City financial resources except those required by generally accepted accounting principles to be accounted for in another fund.



## Glossary of Terms and Acronyms

**General obligation bonds (GO Bond)**- Bonds backed by the full faith and credit of the City.

**GIS**- Geographic Information System. A type of computer generated mapping system used to organize various types of map-related data for reference and analysis.

**Goal**- A specific and measurable target that managers are expected to achieve.

**Governmental funds**- Funds generally used to account for tax-supported activities- the general fund, special revenue funds, and debt service funds are all governmental funds.

**Government Services Fee**- Government Services Fee is negotiated with governmental and/or tax-exempt entities in exchange for the provision of municipal services.

**GPS**- Global Positioning System. A type of computer generated mapping system that identifies the latitude, longitude, and elevation of a particular point on earth, such as a building or a fire hydrant.

### H

**HR**- Human Resources. The City department that provides personnel and risk management services.

### I

**ICMA**- International City/County Management Association.

**ISA**- Independent Softball Association.

**ISDN**- Integrated Services Digital Network. A high-speed telephone line used to allow computers in various building to communicate.

**ISO**- Insurance Services Office. A private, national organization that provides quasi-regulatory services to the insurance industry and that assigns ratings to fire organizations based on the personnel, equipment, and training.

### K

**Key decisions**- Decisions made by the City Council that have been identified by the Council and management as the critical decisions that will affect the budget each fiscal year.

### M

**MGD**- Million gallons per day. A unit of measure used in reference to water or wastewater treatment facilities.

**Major fund**- Any fund for which certain financial statement components (assets, liabilities, revenues, expenditures) meet certain thresholds when compared with comparable components of either total governmental funds or the total of governmental and proprietary funds. By definition, the general fund of a government is always a major fund.

**Management Team**- the upper level management staff of the City, including the City Manager, assistant city managers, and the City Attorney.

**Millage**- A unit of measure used to refer to the calculation of ad valorem (property) taxes based on appraised value or some other valuation basis. One mill is one tenth of a cent.

**Mission**- The central purposes of the organization that represent the reasons for the organization's existence.

**Modified accrual basis**- The basis of accounting used in governmental fund types wherein revenues and other financial resources are recognized when both measurable and available and expenditures are recognized in the period in which governments in general normally liquidate the related liability.

**Moody's**- Moody's Investors Service, one of the national credit rating agencies (see "credit rating").

### N

**Net position**- The difference between (a) assets and deferred outflows of resources and (b) liabilities and deferred inflows of resources, where full accrual-basis accounting is used, e.g. in Enterprise fund types.

**Non-departmental**- Expenditures or expenses not specifically associated with any individual department or division.

### O

**OFS**- Other financing sources. Inflows of financial resources other than from revenues, such as from borrowing proceeds or the receipt of resources transferred from another fund.

**OFU**- Other financing uses. Outflows of financial resources other than for expenditures, such as for transfers of resources to other City funds or component units or for deposit of refunding bond proceeds with a trustee/escrow agent.

## Glossary of Terms and Acronyms

### P

**PC-** Personal computer. A computer designed to be used by one person at a time.

**Personal services-** Expenditure category including all salaries, wages, and fringe benefit expenditures paid to or on behalf of the government's employees. Fringe benefits include FICA, State of Alabama retirement, medical insurance, dental insurance, life insurance, workers compensation, education assistance, and other employee benefits.

**Principal-** The face or par value of bonds or warrants payable at maturity.

**Program-** A group of activities, operations, or departments or divisions focused on achieving specific objectives.

**Property tax** – *see ad valorem tax.*

**Proprietary funds-** Funds that focus on the determination of operating income, changes in net position, financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

**Purchase order-** A written document issued by an entity to a vendor for ordering goods or services. The purchase order (PO) obligates the issuer to pay for the goods or services specified therein upon delivery.

### R

**Referendum-** A direct vote of the citizens to decide local issues.

**Revenue-** Increases in a fund's net financial resources, typically resulting from such things as the collection of taxes, fees, charges for services, and earnings on invested resources.

**ROW-** Right-of-Way. The real property that a governmental or utility agency has the right to declare as public use property for transportation or utility purposes.

### S

**Special Revenue Funds-** Funds used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

**Standard & Poor's-** One of the national credit rating agencies. (*see "credit rating"*).

### T

**TIP-** Transportation Improvement Plan. The short-range transportation capital improvement plan for the Auburn-Opelika metropolitan area managed by the Lee-Russell Council of Governments.

### W

**Warrant-** A document authorized by the City Council directing the Treasurer to pay a specified amount to a specified entity. If the warrant specifies an interest rate and due date, it functions much like a bond.