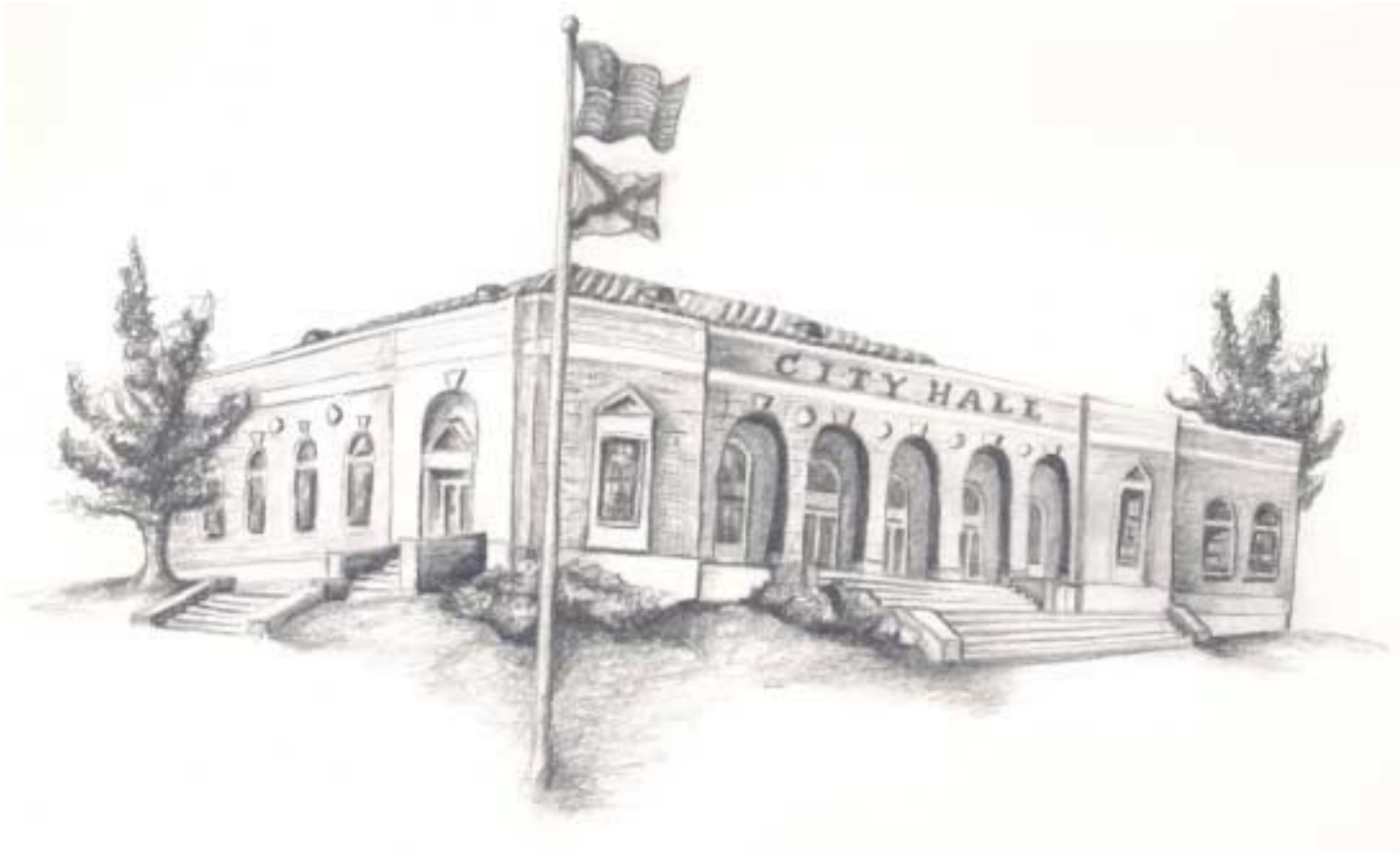


The City of Auburn Alabama



Biennial Budget
For the Fiscal Years Ending
September 30, 2003 and 2004

City of Auburn, Alabama FY03 & FY04 Biennial Budget

Mayor

Bill Ham, Jr.

City Council

Verlinda J. White

Logan B. Gray

Sheila Eckman

Roberta Jackel

K. Ted Wilson

Dick Phelan

Carolyn G. Mathews

Gene Dulaney

Management

Douglas J. Watson City Manager

Wendy L. Hassett Assistant City Manager

Andrea E. Jackson Finance Director

Jeffery L. Ramsey Director of Public Works

Rex B. Griffin Director of Water and Sewer

T. Phillip Dunlap Director of Economic Development

Steven A. Reeves Director of Human Resources

O. Clyde Prather Director of Public Safety

Robert J. Juster Director of Planning

Rebecca O. Richardson Director of Parks and Recreation

Margie B. Huffman Director of City Library

Alfred J. Davis Director of Environmental Services

James C. Buston, III Director of Information Technology

Joe S. Bailey Municipal Judge

City of Auburn
FY03 & FY04
Biennial Budget
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The City of Auburn, Alabama

“Home of Auburn University”
www.auburnalabama.org



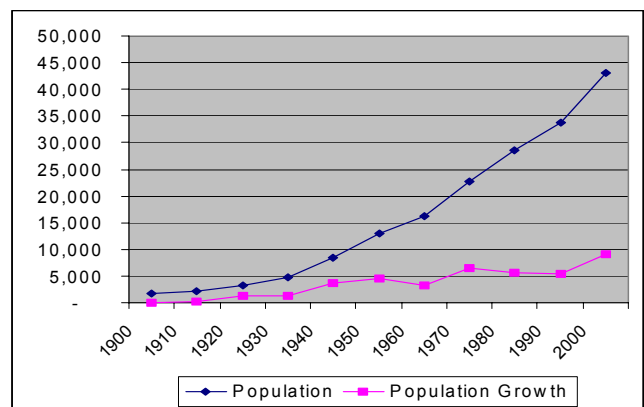
Welcome to Auburn, Alabama

The City of Auburn, located in east central Alabama, is a thriving and diverse university-based community. The City was incorporated in February of 1839. The establishment of Auburn University in 1856 marked the beginning of a mutually beneficial partnership producing what *Demographics Daily* recognized as a small city “dreamtown,” offering a high quality of life to all its residents.



Located near Georgia’s west central border, Auburn is conveniently located on Interstate Highway 85, 115 miles southwest of Atlanta and 60 miles east of Montgomery, the Alabama State Capitol. Auburn is 120 miles southeast of Birmingham, the largest city in Alabama and is 40 miles northwest of Columbus, Georgia. With easy access to highway, rail and air transportation, Auburn’s location has been a significant factor in its continuing growth.

Auburn’s population has grown from 1,831 in 1900 to an estimated 44,179 in 2001. Population growth has averaged slightly more than 3% per year. As the population has grown and the economic base has diversified, the City of Auburn has responded with expanded and innovative government services to provide for the needs and the expectations of a highly educated and multi-cultural citizenry.



Auburn’s population has grown steadily since 1960

Auburn has a Council/Manager form of municipal government. The City Council consists of eight members elected from four wards and the Mayor, who is elected at large. This legislative body establishes policy to guide the various City departments in providing services to citizens. The City Manager is the chief executive officer of the City, directing and managing the daily activities of the City government.

The City’s departments include:

Office of the City Manager	Judicial
Information Technology	Library
Human Resources	Finance
Economic Development	Planning
Environmental Services	Public Safety
Parks and Recreation	Public Works
Water and Sewer	

Approximately 340 City and 40 Water Board regular, full-time employees staff these departments, producing high-quality and cost-effective public services.

Public Safety Services. The Public Safety Department is comprised of these divisions: Police, Fire, Communications, Codes Enforcement, and Administration. The Police Division includes 73 police officers, providing an average emergency call response time of 3 minutes. The City's police force is augmented by Auburn University's 27 full-time sworn officers. The Fire Division includes 29 regular, full-time firefighters and 69 student firefighters, manning four fire stations. The staffing, training, and equipment levels in the Fire Division enable City residents to enjoy a Class 2 fire insurance rating. Communications provides E-911 emergency response and dispatch services to the public. Codes Enforcement monitors construction activities within the City and compliance with public safety ordinances.

Public Works Services. The City's Public Works Department oversees the development and maintenance of the City's roadway transportation system. Currently including over 194 miles of paved streets and less than 2.2 miles of unpaved roads, Public Works expends approximately \$1 million per fiscal year on the City's road maintenance.



Crack-sealing to extend the life of street surfaces

The Engineering Division of the Public Works Department performs

planning and design services for the City's future highway, bikeway, and sidewalk systems. In addition, Public Works also monitors and inspects the construction and renovation of City facilities, including buildings, storm drainage, and parks.

Environmental Services. Given Auburn University's origins as an agricultural and mechanical college, it is not surprising that Auburn's residents give a high priority to its environmental quality of life. The City's Environmental Services Department maintains the cleanliness of City's rights of way to a standard considered remarkable for a university town. Environmental Services collects household waste, recyclables and yard waste, offering citizens their choice of lower-cost curbside collection or higher-fee back yard collection service. This City Department is also responsible for animal control and maintenance of the City's vehicle fleet.

Leisure Services. In addition to the many diverse cultural opportunities afforded by Auburn University, the City's Parks and Recreation and City Library departments provide many leisure time choices to residents.



The new Auburn City Library

In April of 2001, the City Library moved into a new \$3.2M facility of 24,065 square feet, housing approximately 60,000 catalogued volumes.

The Parks and Recreation Department maintains fifteen City parks

and numerous recreation facilities, including three recreation centers, two pools, 14 tennis courts, two youth baseball complex, two soccer fields, a 1.6 mile bike path, an award-winning five-field competition class softball complex, a community arts center, a skateboard park, and more. Parks and Recreation provides programs ranging from organized team sports leagues for soccer, baseball, and softball to music and dancing lessons to summer day camps and swimming teams.

Education Services. The Auburn City Schools provide services to more than 4,400 students. The City Schools' facilities include an early education center, five elementary schools, two middle schools, and one high school. Teacher to student ratios range from 1:18 in the early education center to 1:23 in the middle and high schools. Of its teachers and administrators, 71% have advanced degrees and their average employment within the Auburn City system is twelve years. The City Schools expend an average of \$7,170 annually per pupil.

The City school system is accredited by the State Department of Education and the Southern Association of Colleges and Schools. The Auburn City Schools system has been rated among the top 100 school systems in the nation by *Offspring Parenting* magazine (a subsidiary of *The Wall Street Journal*). The system consistently produces a graduating class of which on average 3% are National Merit Scholarship finalists and seven are National Merit Scholars. Auburn High School offers an International Baccalaureate Program, a rigorous program based on the syllabi for 11th and 12th grades used by outstanding education systems throughout the world.

Enrichment classes and programs for gifted students are offered in all

grades. Auburn High School's Advanced Placement Program offers dual enrollment in Auburn University or Southern Union State Community College for exceptional students who wish to take courses not available at Auburn High School. The quality of the school system is a significant factor in the City's recent residential and industrial growth.

There are numerous colleges and technical schools within a 50-mile radius of Auburn:

- Auburn University, in Auburn
- Columbus State University, Columbus, GA
- Tuskegee University, Tuskegee, AL
- Southern Union State Community College, Opelika, AL
- Chattahoochee Valley Community College, Phenix City, AL
- LaGrange College, LaGrange, GA
- Central Alabama Community College, Alexander City, AL
- Auburn University at Montgomery, Montgomery, AL
- Huntingdon College, Montgomery, AL
- Alabama State University, Montgomery, AL
- Troy State University at Montgomery, Montgomery, AL
- Faulkner University, Montgomery, AL
- Patterson State Technical College, Montgomery, AL

Auburn University has been ranked among the top 50 public institutions in the nation for providing a quality education at an exceptional value by *US News & World Report* for ten consecutive years. Fall 2002 enrollment at Auburn University was 23,276.

Auburn University's student body is taught by 1,115 full-time and 115 part-time faculty members. Approximately 96% of Auburn students receiving their degrees are employed full-time after graduation. The University is nationally known for the

achievements of its veterinary medicine, engineering, and business graduates.



Historic Samford Hall at Auburn University

Southern Union State Community College is located in Auburn's sister city, Opelika, which is also the Lee County seat. Southern Union is less than ten miles from Auburn and offers courses in business, accounting, computer science, industrial electricity and electronics, drafting and design technology, automotive technology, welding and more. Southern Union serves a student body of approximately 2,800 in the academic division and 1,700 in the technical division.

Utilities and Telecommunications.

Electric power in Auburn is supplied by Alabama Power Company, an investor-owned utility that supplies approximately 86% of the State. Alabama Gas Corporation provides natural gas energy to Auburn and over 463,000 other residential and commercial customers within Alabama. The City's Water Works Board, drawing from Lake Ogletree as its main source, provides water services. The City operates two wastewater treatment plants with a total treatment capacity of 7.0 million gallons per day and is currently expanding their production and treatment capacities to 9.0 million gallons per day to accommodate the City's projected population growth.

Local exchange telephone service in Auburn is provided by BellSouth. AT&T, Sprint and MCI are the City's long-distance service providers, in addition to BellSouth. Fiber optic services, Frame Relay, T1 to OC48, ISDN, Cable Modem, DSL and many more voice and data services are available within the city limits.

Healthcare. The Auburn area is served by the East Alabama Medical Center, an outstanding regional medical facility. EAMC's cardiac and cancer treatment programs have received national recognition. EAMC was named as one of the top 100 cardiac care hospitals in the United States and ranked 18th on *Fortune's* "100 best companies to work for" list in 2002.



*East Alabama Medical Center,
a regional medical facility*

East Alabama Medical Center's main campus has 314 beds and is located in Opelika. EAMC provides emergency medical transport services to the City of Auburn. An auxiliary campus in Auburn provides assisted living, senior independent living, hospice care and fitness facilities.

Transportation. The Auburn area is highly accessible by various transportation modes. Situated at the intersections of Interstate 85 with US Highways 280 and 29, the cities of Atlanta, Montgomery and Birmingham are all within an easy two-hour drive. Auburn is served by four trucking terminals, all within 25 miles of the City;

three overnight package carriers and two commercial bus lines.

Auburn University operates the Auburn-Opelika Airport with the financial support of the three local governments in Lee County. Federally funded improvements are currently underway to accommodate the airport's growth in corporate jet activity. Last year the runway was lengthened to 5266 feet, and there are plans to install ILS approach technology and remodel the terminal building. Other conveniently accessible airports include Hartsfield International Airport in Atlanta (100 miles by Interstate 85), the Columbus (Georgia) regional airport (40 miles by US 280) and the Montgomery regional airport (60 miles by Interstate 85).

CSX Transportation provides local mainline rail service through its Southern Railway and Western Railway of Alabama divisions.

The Economy. From the founding of Auburn University in 1856, the City's economy was dominated by the University's presence. The University's students and faculty were attracted to the quality of life in Auburn and wanted to remain in the City on a long-term basis. Consequently, many of the residents suffered from underemployment. Many were overqualified for the available jobs, but chose to accept their underemployment in order to remain in Auburn.

In the mid-1980's, the City government began a conscious effort to strengthen the City's economic base through diversification. The City government created an Economic Development Department, whose mission it was to recruit small to medium-sized technology-based companies that could offer a higher level of employment to

citizens, with the corresponding improvements in salaries and benefits.

The City's Economic Development Department, in partnership with the City's Industrial Development Board, has achieved an outstanding level of success in this effort, having assisted in the recruitment of twenty companies that resulted in the creation of nearly 2,800 jobs. The location of these many companies in Auburn has meant that the City had to acquire and develop three industrial-technology parks, with a fourth currently under development.



Entrance to the Auburn Technology Park South

The City's innovative economic development tools include a Revolving Loan Fund program funded from a loan repayment stream that was the product of certain federal grant programs, facilitation of public-private technology partnerships with Auburn University, a small-business incubator facility, training program assistance, and property tax abatements. The focused and creative use of these tools resulted in the location of the following companies, among others, in the City's industrial parks and the Auburn Center for Developing Industries: Briggs & Stratton, Falk Corporation, Donaldson Company, Vermont American, EPOS Corporation, Hoerbiger Drivetech USA, Capitol Vial, Touchstone Precision, Inc., Stahlschmidt & Maiworm, and MasterBrand Cabinet Company (see Appendix I).

In addition to its business recruitment programs, the City through the Economic

Development Department has worked to improve housing opportunities in the City via an Affordable Housing Program, partnering with Habitat for Humanity and administering numerous housing rehabilitation and other public service programs funded by federal Community Development Block Grants.

Financial activities in the City are anchored by twelve different banks with a total of nineteen locations (excluding ATMs). These financial institutions have combined assets of approximately \$524 million. The largest bank in the City is an independent bank and the State's four largest bank holding companies all have offices in Auburn. In addition, there are two federal credit unions and six nationally associated investment brokers providing financial services to the City's residents and businesses.

Major employers within the City and the number they employ include:

Auburn University	5,224
Auburn City Schools	576
Briggs & Stratton (engine assembly)	475
City of Auburn and Water Works Board	380
MasterBrand Cabinets (manufacture wood cabinetry)	294
Capitol Vial (manufacture sterile vials)	248
Winn Dixie (retail grocery)	225
Auburn University Hotel and Dixon Conference Center	183
Federal government	181
Dillard's (retail department store)	170

The City's urban core boasts a vibrant collection of restaurants, coffee shops and a brewpub, bookstores and other retailers, and entertainment centers in addition to the typical banking, religious, and institutional activities. The University is directly adjacent to the downtown area, providing a lively pedestrian population and some

residential uses in the central areas of the City.

When the US Postal Service moved out of the downtown area to a new facility, the City of Auburn purchased the historic circa 1930 post office building. This building was renovated for use as the City Hall, providing a high profile presence for the municipal government in the central business district. The Office of the City Manager, and the departments of Finance, Economic Development, Information Technology, and Human Resources relocated to the new City Hall in July 2001.



The new downtown City Hall

Community Life. The Auburn area, through its ties to the University, its convenient accessibility to larger cities, and its active and diverse citizenry, enjoys a rich, varied and multi-cultural community life.

Community gathering places include the Auburn University Hotel and Dixon Conference Center, which was constructed in partnership with the City; Kiesel Park, a 127-acre pastoral park that includes the recently restored Nunn Winston House and a pavilion; the Jan Dempsey Community Arts Center; the Auburn Technology Park common area and gazebo; Chewacla State Park with its lake, waterfall and hiking trails; the City Library; Boykin Community Center; Hickory Dickory Park, a community-built children's playground; Frank Brown Recreation Center; Dean Road Recreation Center; and the Foy

Student Union Building, Davis Arboretum, Graves Amphitheater and Samford Park, all on the campus of Auburn University.



The Jan Dempsey Community Arts Center

Auburn's multi-cultural population is evident from the variety of the religions represented by the more than 50 churches in the area: Catholic, Baptist, Jewish, Muslim, Unitarian, Presbyterian, Church of God, Church of Christ, Methodist, Seventh Day Adventist, Episcopal, Assembly of God, Lutheran, and the Church of Jesus Christ of Latter Day Saints.

Cultural interests are promoted by the Auburn Arts Association and the various liberal arts schools at the University. The University and the City's Community Arts Center host plays, ballets, art exhibits and musical performances. The 1200-seat Performing Arts Center in nearby Opelika features world-class operas, playwrights, musicians and other forms of entertainment, including the San Francisco and New York City Opera Companies and Houston's Alley Theater.

Auburn University is constructing the Jule Collins Smith Museum of Art, a 40,000 square foot art museum currently under construction on a twenty-acre site located on the South College gateway into the City. This new museum, which will house a grand hall, six galleries of various sizes, an auditorium, restaurant and meeting rooms, is expected to become a major cultural presence in the Southeast. There are plans for botanical

gardens, a four-acre lake, walking trails and other outdoor areas to extend the museum experience. The museum, a \$13 million project, will house the University's collection that includes works by Georgia O'Keefe, Jacob Lawrence, John James Audubon and other internationally noted artists. The Jule Collins Smith Museum is expected to open in May 2003.

The Alabama Shakespeare Festival is just 60 miles away in Montgomery's Winton M. Blount Cultural Park. Also located in Montgomery is the Alabama Archives and History Museum and the Alabama State Capitol, one of only a few state capitols to be designated a National Historic Landmark. The State Theater of Georgia, the Springer Theater, is located in Columbus, Georgia. Columbus, about 45 minutes from Auburn, also hosts the Columbus Symphony, the Confederate Naval Museum, the Columbus Ballet and the U.S. Army Infantry Museum in the adjacent military installation, Fort Benning.

Special events unique to the Auburn area include:

- Floral Trail in late March and early April, a self-driving tour showcasing the area's azaleas and dogwoods.
- Auburn University's A-Day weekend in April, the annual intra-squad football game and University class reunions.
- Auburn City Fest, an annual outdoor festival including: music, arts & crafts, food, and children's activities.
- Mayor's Memorial Day Breakfast in honor of the area's war veterans.
- Summer concert series in Kiesel Park.
- The Loachapoka Syrup-Sopping festival and historical fair held at the Lee County Historical Society Museum.

- The annual Dogwood Dash, a road race comprised of two running segments and one biking segment.



Auburn maintains a Veterans Memorial, funded in part by donations from the sale of bricks engraved with the names and armed services data of local veterans.

- Football Fan Day at Auburn University, preceding the start of each football season.
- Auburn Spirit Triathlon, consisting of a 200 meter swim, eight mile bike ride and 1.8 mile run.
- Pine Hill Cemetery Lantern Tour, a walking history tour of Auburn's oldest cemetery, sponsored by the Auburn Heritage Association.
- Fourth of July Fireworks Celebration at Duck Samford Park.
- Labor Day Freedom Celebration at Duck Samford Park.
- Holiday Tour of Homes sponsored by the Auburn Heritage Association.
- Victorian Front Porch Christmas Tour in neighboring Opelika, where historical homes and their front porches are decorated for the holidays in Victorian style.

What makes Auburn unique?

The presence of Auburn University creates a cosmopolitan feeling in this Alabama city. An estimated two out of

three people living in Auburn are from other parts of the country or the world. The University's membership in the Southeastern Conference brings an influx of visitors, not only for home football games, but also for Auburn University basketball, baseball and women's softball games and swimming, tennis and gymnastics meets.

Auburn feels like a much larger city in many respects. But residents still enjoy the amenities of smaller town life: friendly townspeople, helpful neighbors, ease of movement from one part of town to another, a feeling of community and a sense of security. They also enjoy a spirit that is difficult to define or to describe: The Auburn Spirit.



City of Auburn

Industrial Development Board of the City of Auburn, Alabama

Results of Economic Development Activity ~ 1994 - 2002

Year	Company	Product	Corporate Headquarters	Capital Investment	Employment
1994	KD Industries	Metal stamping	Valley View, Ohio	\$ 1,300,000	24
	Langcourt, Ltd.	Re-manufactured engines and parts	Auburn, Alabama	650,000	8
	Briggs & Stratton	Gasoline engines	Milwaukee, Wisconsin	100,000,000	600
1995	Capitol Vial (expansion)	Sterile plastic vials	Fultonville, New York	25,000,000	250
	Auburn Millworks	Windows, doors, wood mouldings	Auburn, Alabama	1,000,000	30
	Falk Corp. (expansion)	Power transmitting gears	Rockford, Illinois	20,000,000	100
1996	Craftmaster, Inc.	Commercial printing	Auburn, Alabama	3,268,000	56
1997	Capitol Vial (expansion)	Sterile plastic vials	Fultonville, New York	3,950,000	46
	Southmark Steel	Steel slitting	Auburn, Alabama	834,000	10
	Family Properties, LLC	Office furniture	Auburn, Alabama	1,200,000	12
1998	Environmental Resource Analysts	Environmental engineering	Auburn, Alabama	500,000	9
	Southmark Tubing	Metal tubing	Auburn, Alabama	2,000,000	15
	Hoerbiger Drivotech USA	Clutch plates	Vienna, Austria	3,700,000	30
1999	Donaldson Company	Air filtration systems	Bloomington, Minnesota	25,000,000	300
	EPOS Corporation	Computer hardware and software	Auburn, Alabama	2,100,000	40
	Masterbrand Cabinets	Kitchen cabinets	Jasper, Indiana	13,500,000	600
	Prostarr Plastics	Plastic injection moulding	Auburn, Alabama	1,100,000	20
2000	National Center for Asphalt Technology	Asphalt research	Auburn University, Alabama	4,000,000	30
	Kauth Automotive	Warehouse/distribution	Denkingen, Germany	20,000	1
	American Truetschler	Textile equipment maintenance	Charlotte, North Carolina	150,000	5
2001	Touchstone Precision, Inc.	Automotive injection moulding	Kyoto, Japan	10,000,000	50
	Stahlschmidt & Maiworm, USA	Automotive wheels	Werdohl, Germany	49,000,000	310
	Hoerbiger Hydraulics, Inc.	Automotive hydraulics	Vienna, Austria	3,000,000	15
2002	Auburn Technologies	Tool and die	Hartland, Wisconsin	3,000,000	15
	FiberCore USA, Inc.*	Fiber optics	Charlton, Massachusetts	30,000,000	200
Total Capital Investment				\$ 304,272,000	
Total Employment					2,776

*Recently announced.

Miscellaneous Statistical Data

Auburn, Lee County, Alabama

Date of Incorporation: February 2, 1839

Form of Government:

Municipal: Council-Manager
County: Commission

City Council meetings:

First and Third Tuesdays each month
at 7:30 PM in the Council Chambers,
141 N. Ross Street

City in Square Miles: 44.0

Location: Auburn is located in east central Alabama at the junction of the Piedmont Plateau and the Coastal Plains, 50 miles northeast of Montgomery, 120 miles southeast of Birmingham, 112 miles southwest of Atlanta and 20 miles northwest of Columbus, Georgia.

Elevation: 732 feet. Auburn is the highest point between Atlanta and New Orleans.

City of Auburn Population:

1900 Federal Census	1,831
1910 Federal Census	2,145
1920 Federal Census	3,338
1930 Federal Census	4,727
1940 Federal Census	8,380
1950 Federal Census	12,939
1960 Federal Census	16,261
1970 Federal Census	22,767
1980 Federal Census	28,471
1990 Federal Census	33,830
2000 Federal Census	42,987
2001 Census Bureau estimate	44,179

Sales Tax Rates: 7.5%
(4% State, 2.5% City, 1% County)

Number of Schools:

City Schools:	9
Private School:	1
County Schools:	11

Recreation:

Number of parks/playgrounds	15
Number of tennis courts	14
Number of golf courses	5
Recreation/community centers	6

Major Employers:

Auburn University:	5,224 employed
Auburn City Schools:	576 employed
Briggs & Stratton:	475 employed
City of Auburn:	380 employed
MasterBrand Cabinets:	248 employed

City Police Force: 73 Officers

Response time: 3 minutes

City Fire Division: 29 career firefighters
105 student firefighters

Fire Insurance Rating: Class 2

Financial Institutions:

Banks	12
Credit Unions	2

Health Care Facility:

East Alabama Medical Center: 344 beds

Railroads with local mainline services:

Southern Railway
Western Railway of Alabama
(CSX Transportation)

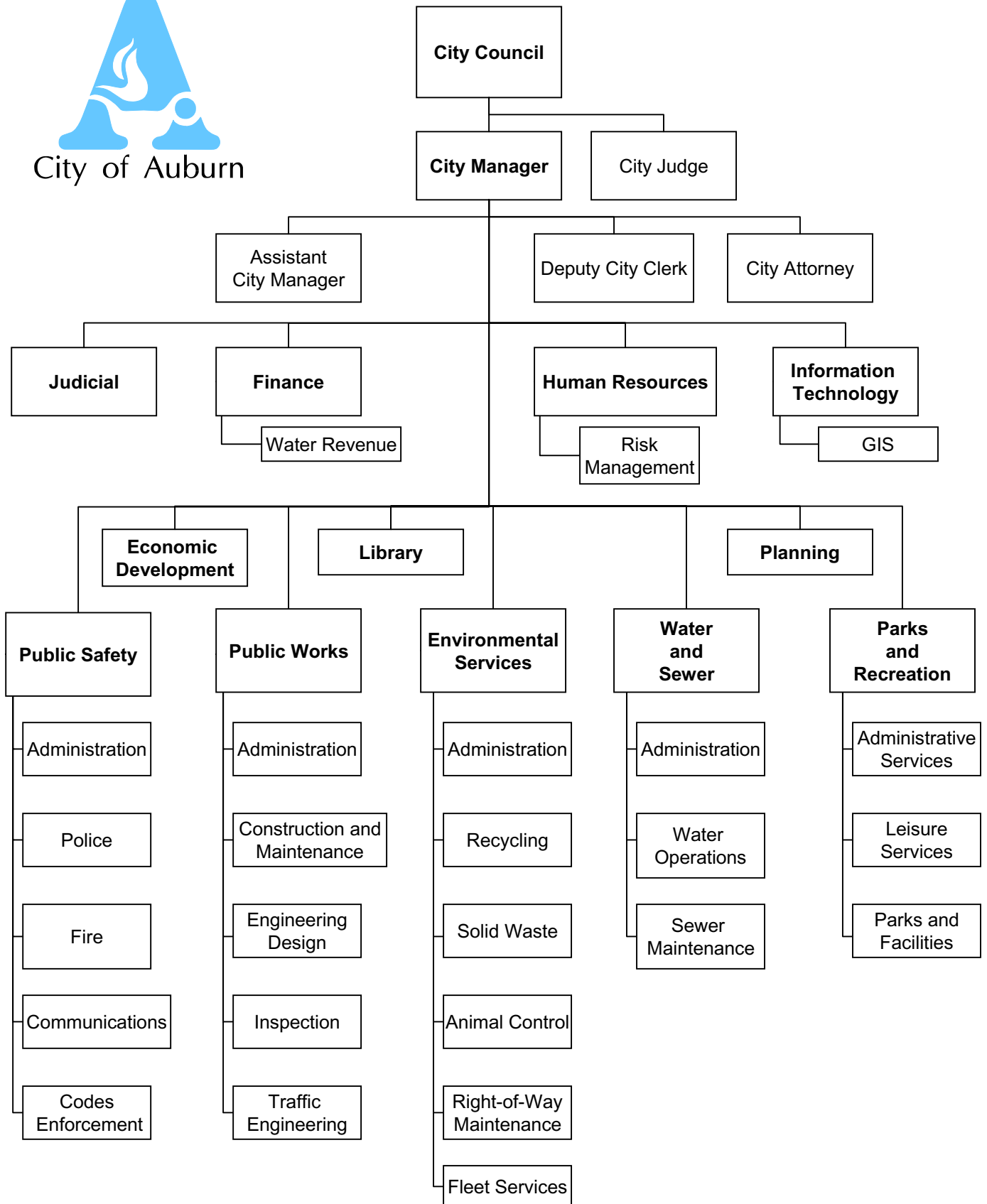
Airports:

Auburn-Opelika Airport, local
Columbus, Georgia, 40 miles
Montgomery, Alabama, 60 miles
Atlanta, Georgia, 115 miles

Climate:

Average Annual Rainfall: 56.60"
Average Annual Snowfall: 0"
Average Annual Temperature: 63°F

Organizational Chart



City of Auburn

Personnel Summary by Department and Division

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 policy has resulted in having well trained and highly motivated employees providing excellent services to the citizens of Auburn.

Authorized Regular Full Time Positions					
Department	Division	FY01	FY02	FY03	FY04
City Manager		5	5	5	5
Judicial		7	7	7	7
Information Technology	<i>Info Tech</i>	3	3	6	6
	<i>GIS*</i>	0	5	5	5
Finance		15	15	16	16
Economic Development		8	8	9	9
Human Resources		6	6	6	6
Public Safety	<i>Administration^</i>	3	3	5	5
	<i>Police^</i>	79	83	82	82
	<i>Fire^</i>	31	31	30	30
	<i>Communications</i>	6	6	6	6
	<i>Codes Enforcement</i>	4	4	5	5
Public Works	<i>Administration</i>	5	6	7	7
	<i>Construction and Maintenance</i>	12	12	15	15
	<i>Engineering</i>	8	8	9	9
	<i>Inspection</i>	4	4	4	4
	<i>Traffic Engineering</i>	3	3	3	3
	<i>GIS*</i>	3	0	0	0
Environmental Services	<i>Administration</i>	5	5	4	4
	<i>Recycling</i>	16	16	16	16
	<i>Solid Waste</i>	15	14	14	14
	<i>Animal Control</i>	2	2	2	2
	<i>Right of Way Maintenance</i>	7	7	7	7
	<i>Fleet Services</i>	9	9	9	9
Library		11	13	12	12
Parks and Recreation	<i>Administration</i>	5	5	5	5
	<i>Leisure Services</i>	15	17	15	15
	<i>Parks and Facilities</i>	24	24	24	24
Planning		7	7	7	7
Totals - General Fund		318	328	335	335
Water and Sewer	<i>Sewer Maintenance</i>	12	11	11	11
Grand Totals - City Employees		330	339	346	346
Water and Sewer	<i>Water Operations Admin</i>	3	3	3	3
	<i>Water Pumping and Purification</i>	7	7	7	7
	<i>Water Distribution</i>	12	14	13	13
	<i>Meter Reading</i>	5	5	5	5
	<i>Water Revenue Office Admin</i>	2	2	3	3
	<i>Billing and Collections</i>	7	7	7	7
Totals - Water Works Board Employees		36	38	38	38

* GIS Division was transferred from Public Works to Information Technology during FY02.

^ In FY 03, one administration position from Police Division and one administrative position from Fire Division will be transferred into the Public Safety Administration Division.

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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.
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 develop a consensual vision of the City in the year 2020.
Balance carried forward	The projected fund balance of a fund at the completion of the prior fiscal year; beginning balance for the budget year.
Balance to carry forward	The projected fund balance of a fund at the completion of the fiscal year under consideration; ending balance for the budget year.
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.
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.
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 \$1000).
CILO tax	Contribution In Lieu Of (CILO) ad valorem tax. CILO tax is negotiated with governmental and/or tax-exempt entities in exchange for the provision of municipal service.
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 four 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 annual budget, overseeing all personnel matters, and advising the City Council on policy matters.
Commodities	Tangible goods planned to be consumed in the course of governmental operations within a period of less than two years.
CDBG	Community Development Block Grant, a grant program of the federal Housing and Urban Development agency.
Component units	Organizations that are legally separate from but affiliated with and financially accountable to the City.
Contractual services	Services provided to the government by entities other than its own employees.
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.
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.
Debt Service Funds	Funds used to account for the accumulation of financial resources resources for and the payment of general long-term debt principal and interest.
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.
EAMC	East Alabama Medical Center located in Opelika, Alabama. The City of Auburn contracts with EAMC to provide emergency medical services.
EMS	Emergency Medical Services.
Encumbrance	Funding commitment related to unperformed contracts for goods and services.
Enterprise Funds	Funds used to account for activities that are operated and financed similar to private businesses—where the intent of the government is that the costs of providing services or goods to the general public on a continuing basis be recovered primarily through user charges.
EUD	East University Drive.
Expenditures	Decreases in a governmental fund's net financial resources resulting from the procurement of goods and services, the payment of principal and interest on general long-term debt and the transfer of resources to other entities.
Expenses	Outflows of net financial resources in a proprietary fund typically from the production and/or delivery of goods and services.
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 and quantity and quality of fire protection service.
Firewall	A dedicated "gateway" computer and related software that provide 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 budgeting 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.
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 of proprietary fund types.
FY	Fiscal year (see above).
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.

General obligation bonds	Bonds backed by the full faith and credit of the City. Full faith and credit is a pledge of the City's general taxing power to pay the debt service requirements of its debt obligations.
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.
GO bond	General obligation bond. A debt of the City that is secured by the Council's pledge of the City's full faith and credit.
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.
HR	Human Resources. The City department that provides personnel and risk management services.
ICMA	International City Management Association.
Internal Service Funds	Funds used to account for the provision of services or goods provided by a City department to other City departments on a cost reimbursement basis.
ISA	Independent Softball Association.
ISDN	Integrated Services Digital Network. A high-speed telephone line used to allow computers in various buildings 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 their personnel, equipment, and training.
ISTEA	Intermodal Surface Transportation Efficiency Act. A federal law that provides grants for municipal, transportation-related projects.
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.
MGD	Million gallons per day. A unit of measure used in reference to water or wastewater treatment facilities.
Millage	One mill is one tenth of a cent. A unit of measure used to refer to the calculation of ad valorem (property) taxes based on appraised value or some other valuation basis.
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 when the related liability is incurred.

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Moody's	Moody's Investors Service, one of the national credit rating Agencies (see "credit rating").
Non-departmental	Expenditures or expenses not specifically associated with any individual department or division.
OFS	Other financing sources.
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.
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.
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 benefits 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.
Purchase order	A written document issued by an entity to a vendor for ordering goods or services. The purchase order (P.O.) obligates the issuer to pay for the goods or services specified therein upon delivery.
Referendum	A direct vote of the Auburn 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.
Retained earnings	An equity account showing the accumulated net earnings of proprietary fund types.
Revenues	In governmental fund types, increases in net current assets other than from transfers in and debt proceeds. In proprietary fund types, increases in the net total assets other than from transfers in and capital contributions.
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.
Special Revenue Funds	Funds used to account for specific revenue sources restricted by law to expenditures for specified purposes.

Standard & Poors	One of the national credit rating agencies (see "credit rating").
TEA-21	A federal law that provides grants for municipal, transportation-related projects.
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.
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.

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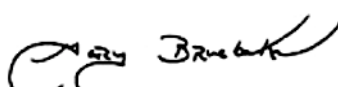


GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

**PRESENTED TO
City of Auburn,
Alabama**

**For the Biennium Beginning
October 1, 2000**


President


Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to The City of Auburn, Alabama for its annual budget for the biennium beginning October 1, 2000.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

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

The City of Auburn

Biennial Budget for FY 03 & FY 04

Budget Message from the City Manager

May 28, 2002

Honorable Mayor and Council Members
City of Auburn, Alabama

Dear Members of Council:

Two years ago, we presented to you the City's first biennial budget with the expectation that it would give you and the staff a longer time frame to plan, design, and implement the many projects that we have underway at any one time. In addition, we believed that the staff is capable of setting goals and estimating revenues and expenses over a two-year period. I believe that the statement we made in the last budget message has proven to be true: "A two-year budget gives a longer-range view of the City's needs, goals, and financial capabilities....the department heads and I are convinced that it will be a very valuable tool for us in planning and implementing the City's work plan." Nearing the end of our first biennial budget cycle, we feel that it has achieved all of the expectations that we had for it and are pleased to submit to you the City's second biennial budget for FY 03 and FY 04.

The Government Finance Officers Association presented the City with its Award for Distinguished Budget Presentation for the FY 01-02 Biennial Budget, as it has for the prior several annual budgets. Finance Director Andrea Jackson has been invited to write a feature article on biennial budgeting in the GFOA journal and to make a presentation on the Auburn budget at the GFOA annual conference. In addition, two academic journals have published or will publish articles about the City's unique use of citizen surveys in the budgeting process. We are pleased that our professional peers acknowledge our budgeting system as one worthy of recognition and I hope that you find it valuable in making the important decisions that will impact Auburn citizens and the City government over the next two years and into the future.

Accomplishments for the Quadrennium

As members of the Auburn City Council for the past four years, you should be proud of the long list of significant accomplishments by the City government. It seems that we often get caught up in the issues of the moment and do not reflect on where we were and where we are now. Since this will be the last budget that this Council considers, I thought it would be worthwhile for you to review some of the major accomplishments of your term of office.

From your first day in office, you rated school funding as your top priority. Over the past four years, the annual fifteen mill equivalent appropriation for the Auburn City Schools has gone from **\$2,822,247** in the first year of your term to **\$3,918,522** in your last year.

During your term, you stepped to the plate for the Schools when the Governor declared proration by providing an additional \$500,000 to blunt the impact of the State cuts. Furthermore, you provided a supplement of \$325,000 for fiscal years 2000 and 2001 and \$143,403 in the current year to help the Schools while it got its financial house in order. This represents a total of \$1,293,403 in funding supplemental to the fifteen mill equivalent funding to Auburn City Schools during your term.

One of the City's challenges is to maintain adequate infrastructure to accommodate the needs of current citizens, as well as those who are moving to Auburn because of the educational opportunities and quality of life found here. You have invested heavily in infrastructure to ensure that the City's streets, drainage, and sewerage system provide high quality service to our citizens. Improvements to major roads, such as South College Street, East Glenn Avenue, Webster Road, and Moore's Mill Road, have been completed. New sections or extensions of existing streets to make traffic flow more smoothly have been built on Dean Road, Longleaf Drive, Watercrest Boulevard, and Veterans Boulevard. Traffic safety has been improved through the installation of traffic signals at these high volume intersections: Grove Hill Road/Moore's Mill Road, North Dean Road/East University Drive, Mall Parkway/East University Drive and Longleaf Lane/South College Street. The contract with the County has provided the resources to resolve a long-standing issue over maintenance of the County-owned roads in the City limits and many of the unpaved streets that once were County roads have been paved.

A high percentage of the streets within the City have been resurfaced over the past four years because of the priority you have placed on street maintenance. Several intersections have been widened or improved- Dean Road/Opelika Road, Moore's Mill Road/Ogletree Road, Moore's Mill Road/East University Drive, Webster Road from Pumphrey Drive to McMillan Street, and others. Sidewalks have been built at a much greater rate than at any time in the City's history: South College Street, Dean Road, Ross Street, Cary Drive, Samford Avenue, Bragg Avenue, Shelton Mill Road, Wright Street, Dean Road, South Gay Street, Drake Avenue, and more. Bike trails have been established on many of the major streets and the Charlotte and Curtis Ward Bikeway has been dedicated.

You have commissioned a comprehensive storm drainage study and have appropriated the money necessary to address the most serious drainage problems in the City. Work on several of those problems has been completed, some are under construction, and some will be placed out to bid in the near future. Much stiffer requirements for detention facilities and erosion control will prevent the need in the future of a major effort like the one this Council has made to ensure that future residents will not be subjected to flooding. You have authorized the purchase of the wastewater treatment plants through which the City is able to upgrade our treatment capacity and quality and to extend sanitary sewer lines to areas that are now served with septic tanks. Your proactive steps with the wastewater system will have a long-term positive effect on Auburn's quality of life as we grow.

This Council has been concerned about children. You have placed the highest priority on the quality of education provided our children in the City Schools but you have also supported the vast improvement of the City's recreational facilities that serve children. You have built the Duck Samford baseball-softball facility that is one of the finest youth complexes in the State of Alabama, as evidenced by its selection to serve as the site of this year's State Dixie Youth tournament this summer. You have authorized the planning and construction of a state of the art soccer complex on Wire Road and the Town Creek Park, a

new passive park on South Gay Street. Of course, the Council had the vision to purchase the property for all of these facilities, as well as the 65-acre site at the corner of Moore's Mill Road and Society Hill Road for a future park. In addition, the expansion to the Boykin Community Center has provided space for quality programs for low and moderate-income children. During your term, the Drake Gym, Hickory Dickory Park, the Nunn-Winston House at Kiesel Park, and the Jan Dempsey Community Arts Center have been dedicated.

During the past four years, this Council has improved almost all of the departmental facilities. Of course, the showcase building is the new City Hall. One of the most important public buildings in Auburn has been preserved for future generations to enjoy. Its preservation has been widely supported by the Auburn community that now has a City Hall in which it can take pride. The purchase and subsequent renovation of the building now known as the City Hall Annex will also prove to be a wise investment in its short term use as a meeting hall and its long-term availability for an expansion of the City Hall years from now.

The new Library has upgraded the quality of library services to the community many times over. A city based on education should have a fine public library and we now do have a facility that meets the community standard for high quality. The creation of the Development Services Building is proving already to be a wise move and will improve service to citizens and builders/developers once it is fully operational. The conversion of the old Library for the Public Safety Department's administrative offices and the extensive renovation of the Police building give that department a first class home. Earlier, the Council upgraded the work places for the Environmental Services and Public Works Departments by building new facilities for them. This building program was based on a comprehensive plan to modernize the City's facilities that had been given little attention for many years.

You have also realized that these improvements for our Schools, streets, sidewalks, bikeways, parks, buildings, and other infrastructure are dependent on a strong economic base. Under the Alabama Constitution and laws, there are severe limitations on the use of property taxes to pay for the costs of government. Therefore, if a city is to be successful, it must generate resources from commercial and industrial businesses. Your support for the construction of the Auburn Technology Park North is already paying off with the groundbreaking for Stahlschmidt and Maiworm and the announcement of Auburn Technologies. Other industrial commitments will soon follow. Eventually, we expect that over 1000 jobs will be created in that Park alone.

Since you have been in office, the following major companies have come to Auburn: Donaldson Company, Schrock Cabinet Company, the National Center for Asphalt Technology, Touchstone Precision, Hoerbiger Drivetech USA, and FiberCore USA. Numerous smaller projects, such as Coach Comm, Health Information Designs, Kauth Automotive, American Truetschler, Hoerbiger Hydraulics and Pattern Technologies. In addition, Capitol Vial, KD Industries, Falk Corporation, Briggs & Stratton, and others have announced major additions to their workforces and facilities.

The City of Auburn has made significant progress during the past four years. The projects and actions mentioned above represent only a few of the Council's accomplishments. You have enacted legislation that will have a long-term effect on the community - the erosion control ordinance, the business license ordinance, the wireline ordinance, and the amendments to the alcoholic beverage ordinance that addressed

problems with the downtown restaurant-lounges. You have also recognized the value of the many military veterans in Auburn by the construction of the Veterans Monument. Importantly, you have dealt with issues that will face Auburn in the future. You discussed the question of growth in detail through consideration of the Growth Boundary Study. You authorized the Auburn Centers study, the Outer Loop Road study, the ten-year traffic engineering study, the Storm Drainage study, and the Land Use Plan update. The decisions you have made on streets were based on the Major Street Plan, sewers on the long-range Sewer Plan, and all projects on the Capital Improvements Program. The City is not strictly reacting to immediate problems but is placing them within long-term plans in each of these critical areas.

On-Going Projects - The City has many projects that are underway that will be completed by the end of FY 02 or will be under construction during the next few months that may not be completed until FY 03 or FY 04. They include the following:

- Expansion of the H.C. Morgan wastewater treatment plant
- Construction of major sewer lines in west and southwest Auburn
- Wrights Mill Road paving and bikeway construction
- Skateboard park at the Frank Brown Recreation Center
- Bragg Avenue and South College Street (Shug Jordan Parkway to Veterans Parkway) sidewalk projects
- South College Street landscaping project
- Drainage projects at Glenn Avenue/Debardeleben Avenue, Prather's Lake, Felton Little Park, Tacoma Drive, North College Street/Sanders Street, Toomer Street, White Street and Boykin Street
- Development Services Building renovation
- Public Safety Administration Building renovation
- Police Building renovation
- FY 02 Street resurfacing and striping project
- Auburn Centers planning project
- Land Use planning project
- Outer Loop Road study and presentation
- 911 Communications Center modernization

Council Priorities

The Council provides the direction for the staff in a number of essential ways. One of the important things that you do is to set priorities that the staff strives to reflect in the budget that we develop and present to you. Especially helpful are the comments that you include on your priority rating sheets. They give us a better understanding of the issues and projects you consider most pressing. The final budget approved by the Council is based on a consensus of the members. Not every project or funding level by every member of Council is included in the budget but through priority setting, we can learn the judgment of the Council as a whole. Over the four years, you have been consistent in your ranking of priorities. For the next biennium, you have placed the needs of the community in this order:

1. School Funding
2. Employee Pay Raises

3. Intersection and Street Widening
4. Commercial Development
5. Street Maintenance
6. (tie) Traffic Signal Improvements
- (tie) Parks Facilities/Greenspace
- (tie) New Sidewalk Construction
- (tie) Planning Study
- (tie) Bicycle Paths
11. Recreation Facilities
12. Fire Protection
13. Frank Brown Recreation Center/Teen Center
14. Downtown Improvements
15. Storm Drainage
16. Senior Center/Therapeutics Center
17. Additional Employees
18. Water & Sewer Building
19. Funding for Other Agencies

The ranking of your priorities for this budget is very similar to those of the last two years. Clearly, the Council has a strong interest in education, employees, streets and parks, including greenspace and bicycle paths. The consistency of the Council priorities indicates that there is a general consensus among members on the direction in which the City is heading. All of the Council priorities are critical for the City to maintain and improve the quality of life that we now have in Auburn. The high quality of our school system has made Auburn an even more attractive place to live and has helped fuel significant residential development. This, of course, creates the need for infrastructure to accommodate the growth, as well as to maintain the older infrastructure.

Auburn's growth over the past forty years has meant that we consistently have had to widen streets and intersections, build new roads, install sewers, and construct water treatment and distribution facilities, parks, and departmental buildings. Council priorities target our limited resources to address the most important needs of a growing community. We believe that the City has been effective in using its resources wisely to maintain and improve schools, services, and infrastructure.

Obviously, the City cannot do everything that everyone wants us to do because of limited resources. Several of the highest priorities of the City are demanding greater resources to maintain the quality that we have come to expect. Of course, using our resources to address these items limits what we can do in other areas. It requires that we manage our resources closely so that the priority items are addressed adequately. In the paragraphs that follow, I will explain how we are addressing the Council's top priorities.

Schools- In 1981, the City Council adopted an Ordinance that guaranteed the City Schools the equivalent of fifteen mills of property taxes from the City's General Fund. With the growth of the property tax base, the City's contribution to the Schools will rise to \$4,110,444 in FY 03 and to \$4,357,070 in FY 04. These increases will give the Schools \$191,922 more in FY 03 than in FY 02 and \$246,626 more in FY 04 than in FY 03. Over the past two years, more effective management by the Superintendent and the School Board of the financial resources of the City Schools has resulted in a larger ending balance than existed in the few preceding years. However, the Schools are expecting proration to be announced again by the Governor following the November election so we may be faced

with considering how to address the short-term effect of proration in FY 03. More importantly, we must consider a more stable long-term plan for adequate funding of our Schools.

The Council's increasing commitment to School funding can be seen by the following historical data:

Fiscal Year	15 Mill Equivalent	Supplement	Total
1991	\$ 1,567,427		\$ 1,567,427
1992	1,785,885	\$ 354,000	2,139,885
1993	1,936,830	63,845	2,000,675
1994	1,987,242		1,987,242
1995	2,036,976	157,924	2,194,900
1996	2,273,325		2,273,325
1997	2,504,616		2,504,616
1998	2,669,250		2,669,250
1999	2,822,247		2,822,247
2000	2,977,260	325,000	3,302,260
2001	3,307,014	825,000	4,132,014
2002	3,918,522	143,403	4,061,925
2003	4,110,444		4,110,444
2004	4,357,070		4,357,070

Revenue from the two School property tax funds managed by the City is projected to increase by \$1,127,500 in FY 03 and by \$450,000 in FY 04. Direct City funding to the Schools from these sources will increase by \$1,257,664 for FY 03 and by an additional \$158,561 in FY 04.

Transportation-Streets, Sidewalks, and Bikeways- This City Council, like prior Councils, has identified street maintenance, street and intersection improvements, and new street construction as high priorities for the City. Your commitment to this important part of the City's infrastructure is reflected well in the summary of the accomplishments of the past four years. In addition to the streets, we have built many sidewalks and bikeways to offer alternative modes of transportation to the public. We have invested heavily in this important segment of our infrastructure for a number of reasons, with the safety and convenience of our citizens foremost.

A majority of the Council asked that we budget \$1 million or more for both fiscal years, so we have included \$1 million in the budget each fiscal year for street maintenance. The Council's strong commitment to street maintenance during this decade has made a noticeable improvement in the condition of the streets in Auburn. However, since traffic and

weather continually contribute to the degradation of asphalt, we realize that this commitment will have to be an annual one if we expect to keep our streets in excellent condition. In addition, improving intersections to handle traffic movements more efficiently and constructing new street segments have led to improved traffic flow through and around the City over the past decade.

Over the next two years, we expect to continue to have significant improvements in our street network. Donahue Drive from the campus to Bragg Avenue will be widened and sidewalks will be installed. The intersections of Magnolia/Donahue, Glenn/Magnolia, and Bragg/Magnolia will be improved to allow more efficient and safer left turn movements and straight through traffic. The most visible change to this area will be the realignment of Martin Luther King Boulevard to connect to Bragg Avenue. The importance of this change will be to move the intersection away from the railroad tracks, thereby improving safety at this busy crossing. In addition, the extension of Samford Avenue to the East Glenn Avenue loop should be completed with private funding, as should the extension of Longleaf Drive to Cox Road. In the Major Street Plan, we are planning to extend Veterans Boulevard eastward to connect to Southview Drive eventually. This alternative route to East University Drive will lessen the traffic on EUD and on the section of South College south of Shug Jordan Parkway.

The major street infrastructure projects in this upcoming two-year period should be the widening of the bridge over the Interstate on South College Street and the building of the new interchange near Beehive Road. Included in the South College project is the widening of the section of US 29 from the bridge to Beehive Road and the replacement of the bridge over the creek along that section of roadway. Over the past several years, the Mayor, Council members, and hundreds of citizens have made known their desires to see both of these projects happen. Since they have been long promised and delayed by the State government, we will need to continue to press for funding to be sure that they are constructed. South College Street at the bridge is clearly the most urgent street improvement need the City has.

We are planning to continue the aggressive sidewalk construction program that we have had over the past several years. We will apply for TEA-21 funding for projects on North College Street from Drake Avenue to Shelton Mill Road, on Opelika Road from East University Drive to Commerce Drive, on Dumas Drive from Heard Avenue to Samford Avenue, and on Woodfield Drive from South College Street to Wrights Mill Road. In addition, we will apply for TEA-21 funding for a bikeway on Thach Avenue from Debardeleben Street to Ross Street. We have matching funds in the biennial budget for all of these projects.

Traffic light installation is another priority of the Council addressed in the budget. We are planning for the installation of traffic lights with either City, ALDOT, or private funding at the following locations over the next two years: Veterans Boulevard/South College Street, South College Street/Walmart entrance, East University Drive/South Donahue Drive, and Wrights Mill Road/East University Drive. Alignment improvements to the Samford Avenue/Dean Road intersection are included in the FY 04 budget. This project should lessen some of the traffic congestion near the two nearby schools.

Employee Pay and Benefits- At the end of July, I will have been the City Manager in Auburn for 20 years. The projects that the City has completed and the changes that the City government has made to address the needs of the community during my

tenure would comprise a very long list. However, I think the most significant single change in the Auburn City government of 1982 and that of today is the quality of our workforce. In every department, we have well-educated and well-trained employees that are highly dedicated to the City of Auburn and its citizens. I believe that you would have a difficult time finding the level of ability and commitment among any group of employees that we have with the people that work for Auburn's City government. It is gratifying to work with the department heads and other employees because they truly care about this City and the kind of work they do on behalf of Auburn residents. The high regard citizens have for our employees is reflected in the positive ratings given them by the annual citizen survey.

I believe we have this outstanding workforce as a result of City Councils over the years understanding that for the City to be successful it is necessary to invest in our most important asset, our employees. It sends a very strong positive message to our employees when you rate pay raises as your number two priority. You have made a commitment that employees should be compensated well, should have opportunities through training and development for personal and professional growth, and should have excellent benefits. As a result, the City of Auburn is a good place to work. We were pleased recently to be named as the Employer of the Year by the Employers' Child Care Alliance because of our family friendly programs and policies. The City's reputation as a quality employer is reflected in the statistics on longevity. Over forty percent of the City's regular workforce has been with us for ten years or longer. We are recruiting qualified people and they are staying with the City in all of our departments.

This year's budget is again pro-employee with substantial money invested in pay raises, training and education, and benefits. The proposed budget includes a three percent across the board increase in pay in both FY 03 and FY 04, as well as money necessary to fund the merit raises granted to employees based on their performance and time in service. By maintaining your commitment to our employees, we are competitive in the job market for employees, even for highly competitive jobs. Through our training and development programs, we have many young professionals in our departments that have the potential to be the future department heads and other management and supervisory employees of the City. This commitment to the future will provide long-term stability for the City government.

Park and Recreation Facilities- Twenty years ago, the parks and recreation facilities and programs were very few and not well supported by the City government. The first City-built facility- the Frank Brown Recreation Center- was constructed in the mid-1970s as the result of a bond referendum. Since the late 1980s, the City Council has committed an ever-increasing share of the City's budget to improving the parks and recreation facilities and programs to the level that they are now among the finest in the State. It would be easy to list the numerous projects that have been built and the programs added to allow us to reach the status that we now enjoy. A review of the Capital Improvement Programs of the past decade will give one a sense of how much has been accomplished. I believe the commitment to Parks and Recreation facilities and programs is based on the belief that they make a difference in the lives of children. We realize that this investment, like the investment in the Schools and the Library, has a significant impact on the activities that children decide to pursue. Through our programs and facilities, we are providing worthwhile alternatives for them.

In the FY 03 budget, we have included the construction of several major projects approved by the voters in the referendum last year. The design of the soccer complex will be completed in the next couple of months and construction will begin on this important

project on Wire Road. Town Creek Park will also be constructed during FY 03. It will provide a passive setting for those people that are interested in relaxing in a beautiful setting, permanently reserved as public space. Adjoining Town Creek Park will be the major new cemetery that also will be constructed during this next fiscal year.

For the past two years, we have been planning to build a tennis center with clay courts with annual memberships as the basis for the debt service payments. During this period, we have had donated to the City property for the site on Richland Road near Shug Jordan Parkway and we have hired a landscape architect to design the facility. Construction on the project will begin when the tennis center has approximately 350 members committed to pay the \$400 per year membership fee. The Tennis Center will be a project of the Public Parks and Recreation Authority and will be funded with revenue bonds that will be amortized by the membership fees paid by the members. Non-members will be welcome to play for a daily court fee. We estimate that the tennis center will cost approximately \$1 million.

We also have plans over the next two years to renovate the Boykin Community Center and the Frank Brown Recreation Center with Community Development Block Grant funds. Both facilities will be given facelifts so that they are to the same standard as our other facilities. The Boykin Center is fifty years old and the Frank Brown Center is nearly thirty years old, so it is time both of them were modernized. Also, in the budget are funds provided through CDBG for the construction of a teen center as part of an expansion to the Frank Brown Center. The architect envisions the Teen Center wrapping around the present building that will serve as a new façade for the Center and will allow use of the gymnasium by the teens using the teen center.

Commercial Development- You rated commercial development as your fourth highest priority this year. Councilwoman Carolyn Mathews wrote on her priority ranking sheet this year: "...the City's ability to fund all we expect and want is dependent on a strong tax base. If retail leaves Auburn, not only will the City not be able to fund many of these projects, but we will not be able to continue the additional funding given to our schools which is the citizens' first priority." Carolyn's analysis of the economic situation is exactly correct. Over forty percent of the City's revenue comes from sales taxes. Property taxes, business licenses, and occupational license fees on commercial properties provide an additional large share of the City's overall revenue. Residential development without accompanying commercial development will create a serious funding problem for the City government in future years.

As long as the tax situation remains as it is in Alabama, the City will continue to derive its revenue from the business-based taxes. Therefore, just as we have been active in the creation of an industrial base over the years, we have to continue to be active in the recruitment and development of a commercial base. I think the pattern of development that will be established over the next several years will provide a commercial anchor for the next two decades; so it will be important for the City to be alert to new commercial development opportunities that will locate in our area.

Other Key Recommendations- We have included in the budget a proposal to relocate the Water and Sewer Department offices and storage yards to a site at the terminus of Samford Avenue on Shug Jordan Parkway. The property is owned by the Industrial Development Board and is located behind the EMS station in Industrial Park #1.

In exchange for the building site, the Water Board will construct a road through the property to connect to Alabama Street, thereby creating access to several industrial lots for the IDB. The sources of funding for the project are the Water Board and the proceeds of the sale of the City-owned property at the corner of West Glenn Avenue and Donahue Drive. There is considerable interest in this property because of its proximity to the University. The Water and Sewer Department is landlocked at that location and needs a larger lot to accommodate its storage of equipment, pipe, and other supplies.

For the Fire service, we have included the purchase of a ladder truck to provide a more modern and dependable piece of equipment. The current ladder truck is 31 years old and was overhauled in the mid-1980s. Because of our contract for fire services with Auburn University, we need to have a dependable ladder truck to fight fires on campus with its larger buildings. We have also included funding for a fifth fire station in the South College Street area, probably at the entrance to the Auburn Technology Park. The additional student firefighters needed to man the station will be hired in late FY 04 and be on staff in FY 05.

With our success in industrial recruitment, we expect that the Technology Park North will be filled within the next several years. The first Technology Park was built in 1994 and all lots were sold or committed by 2002. Therefore, we will have to consider the purchase of approximately three hundred acres west of the current technology parks near the new Beehive Road interchange now under option by the IDB. The Capital Improvements Program has the purchase of the property listed in FY 03 and the construction of the improvements in FY 05. This property is located where the Outer Loop Road will eventually be extended so we will be able to address two major infrastructure needs with this one project.

Included in the budget for downtown improvements are the continuation of the new street lights on Tichenor Avenue from North College Street to Gay Street and the upgrading of the crosswalks, as proposed by the Downtown Task Force. We also have storm drainage projects planned for Pumphrey Drive and Burton Street to replace old pipes so that we do not have future drainage problems in those areas. Matching funds are also in the budget for continued improvements to the airport. Lastly, we propose the purchase of equipment that you will see itemized in the Summary of Capital Outlay in Section 2 of the budget document.

Issues and Initiatives for the Biennium

During the upcoming biennium, there will be major issues and projects for us to address:

Joint Jail Facility- For the past several years, we have pursued the cooperation of Lee County and the City of Opelika to build an addition to the County jail that will provide capacity to handle the prisoners from both cities. During the past year, we were able to secure an agreement with the Sheriff to take the City's prisoners in the County jail. This contract for services has saved the City money and has eliminated potential liability by not having to operate our own jail. Of course, the Sheriff was willing to work with us on the contract for services because of the Council's commitment to the addition to the County jail to accommodate prisoners for both cities and growth in the County's prisoner population.

The County also has a need to expand the Justice Center to provide more office and courtroom space. We realize that we will be expected to pay our fair share of the construction cost of the new jail and Justice Center, as well as the operational costs for them once they are built. We believe that this proposed arrangement is the best for both cities and the County. We expect that all parties will agree for this project to move forward during the next two years. It is very likely that an additional source of revenue will be needed Countywide to pay for these projects, the cost of which is estimated to exceed \$12 million.

School Funding- I mentioned earlier that the City Schools are expecting proration of the allocation it receives from the State of Alabama during the 2002-03 school year. Unless the State is willing to provide more funding for schools over the next year or so, it is likely that the City Council will have to wrestle with the need to find additional revenue for our Schools or School leaders will have to determine how they can work within the revenue that they now have. We are not far enough along in the process to know for sure the extent of the problem; but I feel we should at least be aware that the State's failure might present a problem for the City.

Financial Overview

The proposed budgets for FY 03 and FY 04 will maintain the City's strong financial position with an ending balance in excess of at least \$8 million each year. The \$8 million includes the \$4 million that the Council set aside in the Permanent Reserve Fund. While this amount is more than the Council's policy requirement of six percent, I feel that the City should maintain as healthy an ending balance as possible, especially in light of the unknown funding situation for the Schools. There are several other reasons for the City to have an adequate ending balance. One is that the rating agencies require us to have an ending balance in this range if we are to maintain our excellent credit ratings of AA- and AA3 from Standard & Poor's and Moody's Investor Services. A second reason is that on occasion unforeseen events that must be funded confront us. We pride ourselves on planning, but no amount of planning can predict every event that may impact us financially.

In order for us to maintain our strong financial position, we must keep our operating expenses at reasonable levels, so that we do not build in expenses that we will not be able to maintain if we do not have adequate growth in our revenue. Of course, the main expense in City government is Personal Services, which should be kept under fifty percent of the General Fund budget. In the FY 03 budget, the cost for Personal Services is 45.48 percent of the total General Fund and in FY 04, the percentage is 48.45 percent. Even with the pay raises both years, we have been able to keep the percentage of the budget for Personal Services below 50 percent. Some departments certainly could accomplish even more work if we were able to afford to provide additional employees to them. The additional employees shown in the General Fund are Information Technology workers that have been upgraded to regular full-time because of the workload through the contract with the Schools. By maintaining the number of employees at the level where efficiency is optimized, we are able to pay employees well, provide developmental opportunities for employees, fund the Schools, and have resources to build the necessary infrastructure for a growing city.

Revenues- Excluding debt proceeds and transfers, the biennial budget includes an increase in projected total revenue in the General Fund of \$403,458 (1.28%) for FY 03 and

\$1,130,318 (3.54%) for FY 04. The major sources of revenue are expected to remain strong through next two fiscal years, as shown in the table following this paragraph. Sales taxes are estimated to increase by 2.33 percent in FY 03 and by 2.27 percent in FY 04; ad valorem taxes by 4.06 percent in FY 03 and by 4.20 percent in FY 04; and occupation license fees by 3.13 percent in FY 03 and by 2.53 percent in FY 04. We are cautiously optimistic about the local economy based on the recent numbers that we have. However, we believe that our revenue estimates are realistic.

Top Four General Fund Revenue Sources

	FY 02	FY 03			FY 04		
	Budget [^]	Projected	Increase	As %	Projected	Increase	As %
Sales Taxes	\$ 12,900,000	\$ 13,200,000	\$ 300,000	2.33%	\$ 13,500,000	\$ 300,000	2.27%
Business License Fees*	4,965,000	5,065,500	100,500	2.02%	5,170,000	104,500	2.06%
Occupation License Fees	4,800,000	4,950,000	150,000	3.13%	5,075,000	125,000	2.53%
Ad Valorem Taxes	1,600,000	1,665,000	65,000	4.06%	1,735,000	70,000	4.20%

[^] As amended at Mid-Biennium or as proposed to be amended at End of Biennium.

* Includes franchise fees, residential and commercial rental fees and construction permits and fees.

The budget has one recommendation for an increase in revenue and that is to raise sewer rates by five percent in each of the next two years. The last sewer rate increase was in 1994 and the cost of providing that service has climbed since that time. This five percent increase is projected to result in an increase of less than fifty cents in the minimum monthly bill and less than \$1.00 in the average monthly bill for residential users. The need for an increase in the sewer service charge is not based on the improvements to the plants that will be made over the next two years. The sewer bond issue and the loan from the State Revolving Loan Fund will pay those costs. Future revenue from new customers will pay the cost of debt service for these improvements.

This summer, the Finance Department is scheduled to conduct the first triennial review of the City's revenue structure. Following this review and analysis, the staff will report on the growth and stability of the City's various revenue sources and will make recommendations concerning methods for strengthening the City's financial position and improving the equity of the licenses, taxes and fees that support the provision of the various City services.

Expenditures-The departmental budgets are projected to increase by 5.42 percent in FY 03 and by 2.71 percent in FY 04. The increase in departmental spending for FY 03 is \$1,202,916 and for FY 04 is \$634,378. The increases in department budgets are due, in large part, to the across the board pay raises of three percent, and the funding of the merit pay plan for both fiscal years. These increases comprise one-third of the total increase in the departmental spending plan and 8.89 percent of the total increase in the General Fund budget in FY 03. The FY 04 increase in personnel costs exceeds the increase in the departmental spending plan for FY 04. The total General Fund budget for FY 04 represents a \$483,039 decrease from FY 03. Non-routine "big ticket" capital outlay items included in the departmental budgets are the Fire Division's ladder truck in FY 03 (\$550,000) and new fire

station in FY 04 (\$400,000). There are some decreases in contractual services, commodities, and capital outlay for the departments. By cutting the departmental budgets in these areas, we have been able to afford the pay raises and capital items that are included in the budget. Also, several capital leases will pay out in FY 03 and FY 04, decreasing the amount that is needed for debt service in the departmental portion of the General Fund budget. The result is that we have fairly tight departmental budgets.

General Fund - Comparative Expenditures by Category

	FY 02		Proposed Budget - FY 03		Proposed Budget - FY 04		
	Mid-Bi Budget	Budgeted	Increase (Decrease)		Budgeted	Increase (Decrease)	
			Amount	As %		Amount	As %
Departments							
Personal services	\$ 16,370,591	\$ 16,772,140	\$ 401,549	2.45%	\$ 17,637,703	865,563	5.16%
Contractual services	2,965,231	3,225,623	260,392	8.78%	3,375,537	149,914	4.65%
Commodities	1,760,051	1,698,157	(61,894)	-3.52%	1,727,043	28,886	1.70%
Capital outlay	649,252	1,307,154	657,902	101.33%	997,110	(310,044)	-23.72%
Debt service	449,121	394,088	(55,033)	-12.25%	294,151	(99,937)	-25.36%
Total Departmental	22,194,246	23,397,162	1,202,916	5.42%	24,031,544	634,382	2.71%
Non-Departmental							
General operations	936,823	1,233,401	296,578	31.66%	1,062,493	(170,908)	-13.86%
Project operations	1,743,574	3,936,000	2,192,426	125.74%	2,458,500	(1,477,500)	-37.54%
Agency funding	4,781,536	4,861,312	79,776	1.67%	5,107,938	246,626	5.07%
Transfers to other funds	1,521,048	1,927,985	406,937	26.75%	1,954,682	26,697	1.38%
Debt service	1,812,616	2,152,039	339,423	18.73%	2,409,703	257,664	11.97%
Total Non-Departmental	10,795,597	14,110,737	3,315,140	30.71%	12,993,316	(1,117,421)	-7.92%
General Fund Totals	\$ 32,989,843	\$ 37,507,899	\$ 4,518,056	13.70%	\$ 37,024,860	\$ (483,039)	-1.29%

Growth in School funding for the biennium is substantial, as explained earlier, and comprises a significant portion of the expenditure growth in the non-departmental budget for FY04. Total funding from the General Fund to the Schools for FY 03 increased only \$48,519 because there is no supplemental funding in addition to the fifteen mill equivalent. It is understood that school funding is the Council's top priority and that it is important to fund the Schools at a level sufficient to provide high quality education for Auburn's school children. In order for the Schools to be adequately funded in the face of unreliable funding from the State and for the City to address the issues that will face us in the future, the Council may need to consider increasing revenue specifically for the Schools that will relieve some of the pressure on the General Fund.

Nearly half of the increase in total General Fund budgeted expenditures for FY 03 is represented by the increase in the non-departmental Project Operations. This increase is accounted for by the planned expenditure of \$1 million for the Tennis Complex, which will be funded by borrowing and the borrowing repaid by memberships and other Complex revenues, and another \$1M for improvements to the Duck Samford Stadium. The amount included for the Stadium renovations is a worst-case scenario. The actual amount required to make needed improvements will be based on the structural engineer's inspection report. In FY 04, non-departmental expenditures are expected to decrease by \$1.1 million.

The sections of the budget following this Budget Message will provide detailed analyses of the City's revenues and expenditures.

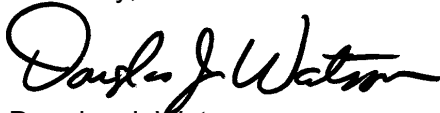
Conclusion

I believe that the proposed biennial budget addresses the priorities of the City Council and meets the needs of the departments. Of course, it does not address every need that everyone wants the City to fund; but it will result in two solid years of achievement for the Auburn City government. School funding will increase substantially from the General Fund. The \$1 million appropriated each year for street maintenance and the funding for the other major transportation projects will continue the City's strong effort to have an excellent street, sidewalk, and bikeway network. The pay raises for employees will help them provide a high quality of life for their families and maintain the City's position as a competitive employer in a very tight labor market.

The budget document also includes proposed long range goals, mission statements and annual goals for each department; revenue projections and proposed expenditures for the General Fund, the Sewer Fund, and all the other budgeted funds of the City, including analyses by category and function; overviews of revenue and debt; data on the number of authorized personnel; and the capital improvements program.

I want to express my appreciation to the department heads for their excellent work on the budget this year and every year. I especially appreciate the work of Finance Director Andrea Jackson, Assistant City Manager Wendy Hassett, Assistant Finance Directors Kimberly Byrd and Thomas Howard and the other members of the Finance staff that have worked on the budget this year, Human Resources Director Steve Reeves and his staff, and, of course, the department heads. Their fine work has resulted in a solid proposed budget that allows the Council to make well-informed decisions.

Sincerely,

A handwritten signature in black ink, reading "Douglas J. Watson". The signature is fluid and cursive, with the first name "Douglas" and last name "Watson" clearly legible.

Douglas J. Watson
City Manager

City of Auburn
Key Decisions of the City Council
Biennial Budget – FY 03 & FY 04

1. Should City employees receive three percent across the board pay raises, and the merit raises included in the pay plan in FY 03 and FY 04? In budget.

Yes__X__No_____

2. Should the following expenditures for capital improvement projects be approved? In budget.

a. \$1 million per year for street resurfacing (FY 03 & FY 04) Yes__X__No_____

b. \$100,000 for Samford/Dean intersection (FY 04) Yes__X__No_____

c. \$50,000 for EUD/South Donahue traffic light (FY 03) Yes__X__No_____

d. \$50,000 for EUD/Wrights Mill traffic light (FY 04) Yes__X__No_____

e. \$27,000 for Burton Street drainage (FY 03) Yes__X__No_____

f. \$17,000 for Pumphrey Avenue drainage (FY 03) Yes__X__No_____

g. \$25,000 for Saugahatchee Creek/Donahue bridge (FY 04) Yes__X__No_____

h. \$30,000 per year for airport improvements (FY 03 & FY 04) Yes__X__No_____

i. \$30,000 for Tichenor Street Lighting (FY 03) Yes__X__No_____

j. \$50,000 for Downtown pedestrian crossing (FY 04) Yes__X__No_____

k. \$100,000 for South College Street sewer (Sewer Fund, FY 03) Yes__X__No_____

3. Should the City proceed with plans for the following projects that relate to parks, recreation, and leisure time activities? In budget.

a. \$350,000 for Teen Center and renovations to Frank Brown Recreation Center (primarily using CDBG funds)

Yes__X__No_____

b. \$200,000 for Boykin Center renovations (CDBG funds)

Yes__X__No_____

4. Should the appropriation to the Auburn City Schools be increased by \$191,922 in FY 03 and by \$246,626 in FY 04 under the 15 mill formula? In budget.

Yes__X__No_____

5. Should the City sell the property it owns at the corner of West Glenn Avenue/Donahue Drive and invest the proceeds in a new Water and Sewer Department facility at the terminus of Samford Avenue on Shug Jordan Parkway in partnership with the Water Board? Cost to the Sewer Fund is \$250,000. In budget.

Yes X No _____

6. Should the sewer rates be increased by five percent each of the next two fiscal years? In budget.

Yes _____ No X _____

7. Should the City purchase a new ladder truck in FY 03 to replace the 1971 ladder truck as the primary responding ladder unit? In budget.

Yes X No _____

8. Should a new fire station be built in the vicinity of the Auburn Technology Park on South College Street in FY 04? In budget.

Yes X No _____

9. Should the City purchase the land that the Industrial Development Board has under option west of the ATP North near Beehive Road within the next two years? Not in budget.

Yes X No _____

10. Should match money be budgeted for a number of sidewalk and bikeway projects? In budget.

Yes X No _____

11. Should the following equipment be purchased? In budget.

	Yes	No
a. Trash loader-Environmental Services (\$100,000 in FY 03)	<u>X</u>	_____
b. Leaf loader-Environmental Services (\$35,000 in FY 03)	<u>X</u>	_____
c. Police cars-Pub. Saf. (\$176,000 in FY 03, \$225,000 in FY 04)	<u>X</u>	_____
d. Intrusion detection system-Information Technology (\$49,937 in FY 03)	<u>X</u>	_____
e. Tape backup system-Information Technology (\$40,000 in FY 03, \$49,874 in FY 04)	<u>X</u>	_____
f. In-car video cameras for Police cars-Public Safety (\$20,000 in FY 03, \$20,000 in FY 04)	<u>X</u>	_____
g. Mobile radios for Police-Public Safety (\$19,800 in FY 03, \$17,600 in FY 04)	<u>X</u>	_____

11. Should the following equipment be purchased? In budget. (*cont*) Yes No

h. Automobile for Fire Division-Public Safety (\$23,000 in FY 03) X _____

i. Pickup Truck-Parks and Recreation (\$20,000 in FY 03) X _____

12. Should the following agencies receive increases in funding? Not in budget.

Agency	Requested Increases		Yes	No
	FY 03	FY 04		
AU Airport (operations)	\$ 0	\$ 604	<u> X </u>	_____
AU Airport (FAA grant match) (<i>in budget</i>)	4,444	4,444	<u> X </u>	_____
Lee County Health Department	4,790	7,425	_____	<u> X </u>
East Alabama Mental Health	2,000	2,000	_____	<u> X </u>
Boys and Girls Clubs of Lee County	6,877	6,877	_____	<u> X </u>
Domestic Violence Intervention Center	1,000	1,500	_____	<u> X </u>
East Alabama AIDS Outreach	5,978	7,400	_____	<u> X </u>
Child Advocacy Center of East Ala.	5,000	5,000	_____	<u> X </u>
Southeast Alabama Sickle Cell Assn.	8,000	8,000	_____	<u> X </u>
Community Market (<i>in budget</i>)	25,000	25,000	<u> X </u>	_____

13. Should the Council appropriate \$100,000 to the State of Alabama to support the Hyundai project, with the appropriation divided in three payments over three fiscal years (\$33,333 in FY 02, \$33,333 in FY 03 and \$33,334 in FY 04). Not in budget.

Yes _____ No _____ *

* City Council asked City Manager to request additional information from Governor's office .

City of Auburn

Financial Overview



The City of Auburn's financial outlook is significantly and positively affected by several factors:

- ◆ The economically stabilizing influence of Auburn University, the State's largest public university
- ◆ The economic diversity being achieved through the City Industrial Development Board's and Economic Development Department's efforts to attract financially sound, small to medium-sized companies that employ moderately to highly skilled persons in environmentally responsible business activities
- ◆ The excellence of the Auburn City Schools, which produces well-educated and productive citizens and which has attracted citizens whose jobs are not in Auburn, spurring residential and service sector growth
- ◆ The openness and the frequency of the communication between the City government and the citizens results in consensus building and informed decision-making
- ◆ The City government's successful management and fiscal practices that enable the government to achieve its numerous goals for enhancing its citizens' "quality of life," while maintaining a prudently conservative financial condition.

The City government takes pride in the continuous and diligent efforts of its employees to find new and better ways to achieve improved results. Many of the City's upper and middle management employees have won national, regional and statewide recognition for their professionalism and innovation.

Revenue Base – The Financial Foundation

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 primary revenue source in the City's General Fund, providing nearly 40% of revenue and about 35% of total General Fund resources. The second largest revenue source for the General Fund is the City's occupation license fee, which consists of 1% of the gross salaries and wages earned within the City, and produces a little less than 15% of General Fund revenues. Business license fees provide another 15% of revenue in the General Fund.

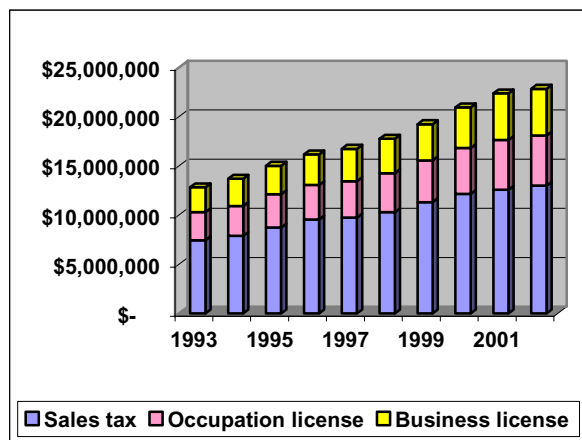
Together, these three revenue sources provide approximately 70% of the funds to finance the City services provided by the General Fund. All three of these revenue sources can be increased by a vote of the City Council without a citizens' referendum. Property tax increases are governed by the State Constitution and do require approval from the taxpayers. While property tax increases are often denied by voters, Auburn's university-based population has historically approved the conservative property tax increases proposed by the Council and the City's Board of Education. This gives the City Council a great deal of flexibility to provide the financial resources needed to finance municipal services, within the confines of political realities.

Growth in the City's sales tax revenue has mirrored the measured, steady expansion of the City's economic base. Over the past ten years, sales tax revenue has grown an average of 8.2% per year. Sales tax revenue

for FY02 represented a 74.2% increase over the same revenue source for FY93.

Similarly, occupation license fee revenue has grown an average of almost 8.9% per year. All persons employed within the City of Auburn are subject to the 1% occupation license fee, which is withheld from wages and remitted to the City by employers. The second largest General Fund revenue source, occupation license fee revenue for FY02 was 79.8% of that for FY93.

The increase in business license fee revenue has been even more robust: an average of nearly 9.8% per year since 1993 and an increase in the FY02 revenue over FY93 of 88.0%. The City's business license fee structure was revised in FY 99 to provide a more equitable business license fee structure. Most business license fees are calculated as a percentage of the business' gross receipts for the prior calendar year, so increasing business license fees represents growth in Auburn's economy.



Service charges for solid waste collection are the fourth largest revenue source in the City's General Fund, comprising about 6.6% of total revenue. Revenue from solid waste fees has increased 8.5% on average over the past ten years. The FY 02 solid waste fee revenue represents a 76.1% increase over FY 93, in spite of the City's offering a lower service level for a lower fee. This lower service level was first offered in limited areas in FY 97, and was first offered in all areas of the City in

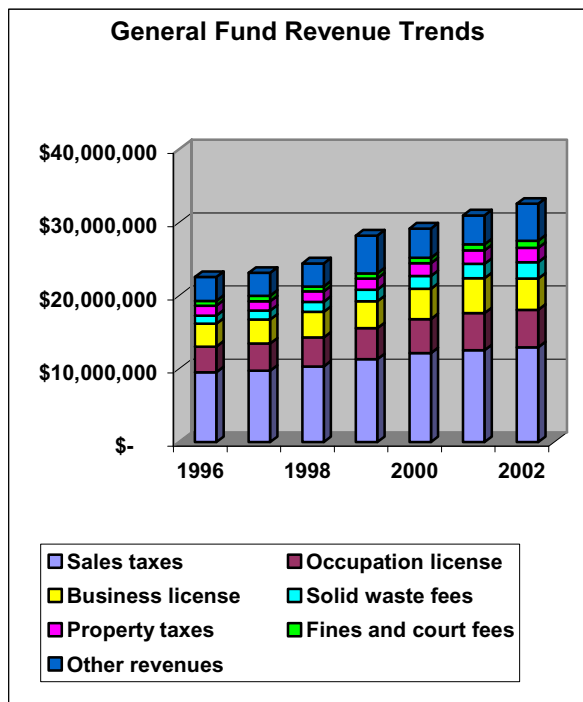
FY00. Except in certain areas, where the lower service level is required, citizens may choose the service level they desire.

Historically, solid waste collection fee revenues have not been sufficient to finance the total cost of providing services. In order to reduce the amount of General Fund revenues that are used to subsidize the solid waste services, the Environmental Services Department has developed several programs designed to increase the efficiency of the resources used in the solid waste collection activities. These programs have resulted in reduced overtime expenses as well as reduced costs to acquire, operate and maintain the department's equipment. Management anticipates that direct costs of solid waste collection will be fully funded from solid waste collection fees by FY 05.

Property taxes are the fifth largest General Fund revenue source, providing about 6.5% of total revenue in the General Fund. The State purchases all property for which the ad valorem taxes are not paid, for the amount of the unpaid property taxes. So, the City's property taxes are collected at 100% of taxes billed.

The State conducts a reappraisal of all real property every three years, allowing the increases in appraised values to be reflected in the City's property tax revenue. Property tax revenue is also affected by annexations of property into the City, which are frequently requested to give property owners access to the City school system. Property tax revenue growth has averaged 10.7% per fiscal year since 1993; and the FY02 revenue from this source was almost double the amount in FY 93.

Total revenues of the General Fund, excluding other financing sources, exhibit a solid growth trend similar to the top five sources. Total revenues increased an average of 8.8% per year since 1993. The FY 02 total revenue amount increased 179% since FY 93.



The City's second largest fund is its Sewer Enterprise 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 the services in a cost efficient manner and to contain sewer rates to an amount that will cover the full amount of expenses. Following a series of net losses due to increasing operating expenses in fiscal years 90-93, the City Council approved a two-phased sewer rate increase effective in July of 1993 and 1994. For fiscal years 1993-2002, the Sewer Fund has had an annual net income averaging approximately \$339,334.

For more information about the City funds' various revenue sources, please see the *Revenue Overview* in this section.

Debt Status

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. The Auburn City Schools follows an approach similar to the City, which is also the issuer for

School Board debt. To minimize total interest costs, debt terms are as short as feasible, taking cash flows and operating costs into consideration. For more details on debt policy and debt service requirements, please see the *Overview of Debt Policy and Outstanding Debt* in this section.

Under State law, the amount of debt issued by municipalities is limited to 20% of the assessed valuation of the taxable property within the city limits. The City of Auburn's percentage of outstanding debt applicable to its legal debt limit has been well under 60% since 1984, when this statistic was first reported in the audited financial statements.

The City's net bonded debt per capita first exceeded \$1,000 in FY98, following the sale of an \$11M School Board issue to finance the construction of two new schools. Debt per capita at the close of FY02 is approximately \$1,057, based on Census Bureau population estimates of Auburn's population in 2001, as projected to 2002.

Credit Rating

In November 2000, Moody's Investors Service upgraded the City of Auburn's bond rating from A1 to Aa3, representing the City's first "double A" rating. In its announcement, Moody's presented the rationale for the rating upgrade, "The rating upgrade from A1 to Aa3 reflects continued diversification and growth of the economic base with a large degree of economic stability provided by the presence of Auburn University. The rating is also based upon consistent improvement of the city's financial position through sound financial management and conservative budgeting practices as well as the city's manageable debt levels . . . Unemployment levels, currently at 3.5%, remain consistently below state and national averages . . . The city's financial position continues to improve as exemplified through continued operating surpluses and growth of the General Fund balance . . . Debt burden is manageable at approximately 2% and is slightly below comparable medians of similarly sized cities with payout of 60% of principal within ten

years.” The City’s “double A” rating was confirmed by Moody’s in May of 2002. Standard & Poor’s upgraded the City’s rating to AA- in February 2002 and the upgrade was confirmed in May 2002. For more information on trends in the General Fund’s balance, please see the *Overview of Fund Balance Trends* in **Section 3, General Fund**.

For the Future

The City’s solid financial position and track record for sound budgetary practices and conservative debt policy bode well for the future. While there are no plans for specific revenue increases, there are expense pressures in both the General and Sewer funds that could result in the need for additional revenue at some time in the foreseeable future.

The School Board requested supplemental General Fund appropriations in FY 00 through FY 02. Although no supplemental appropriations have been budgeted for FY 03 and FY 04, the School Board anticipates that without an overhaul of the State’s education funding mechanisms, there will be a continuing need for supplemental funding from the City. The Board and the City Council are considering various alternatives to provide a long-term solution for this need.

As a result of the continuing residential and commercial growth, one of the City’s two wastewater treatment plants was operating at near 100% capacity, while the second plant’s operating level continued to increase. Late in FY 01, the City issued \$24.74 million in debt to de-privatize the sewer treatment plants and expand the capacity of the sewage collection and treatment systems. This project is currently underway and completion is expected in FY 04. Based on the sewer

projects included in the City’s six-year capital improvement plan, the need for another borrowing in FY 04 is anticipated.

Aside from the circumstances described above, it appears that the General Fund’s solid upward revenue trend will be adequate to finance the costs of providing quality services to an expanding population and city limits. City management’s consistent monitoring of both revenue and expenditure budgetary performance will enable the government to address changing conditions and to make well-informed, well-planned economic decisions.

Recently, the Finance Department developed a simple economic model to project the revenues and expenditures for the General Fund. This simple model is based on the historical trends in revenues and expenditures and uses the trend data as the basis for projecting revenues, expenditures and fund balances for five or more years into the future.

Although very simple, the model also allows the projection of the effect on revenues, expenditures and fund balances of various scenarios that may be proposed to the Council for consideration. This economic model is helpful for examining the longer-term impacts of the need for revenue increases, the issuance of long-term debt, the initiation of new services or programs or the increase in financial support to the school system.

The General Fund’s six-year trend data and the model projecting the operating results in the General Fund through FY 11 are presented on the immediately following pages.

City of Auburn ~ General Fund ~ Six Year History

	Audited Amounts						Unaudited	FY 02 > FY 01		Six-Year Change		
	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	Amount	As %	Amount	As %	Avg %
Population (projected from Census data)	39,324	40,240	41,156	42,071	42,987	44,179	45,095	916	2.1%	5,771	14.68%	2.4%
Revenues												
Sales taxes	\$9,545,803	\$9,739,125	\$10,334,783	\$11,313,849	\$12,154,032	\$12,554,602	12,982,299	427,697	3.4%	\$3,436,496	36.00%	6.0%
Occupation license fees	3,503,339	3,715,925	3,969,148	4,253,353	4,654,854	5,063,472	5,102,558	39,086	0.8%	1,599,219	45.65%	7.6%
Business license fees	3,129,159	3,284,727	3,479,638	3,674,222	4,122,191	4,752,050	4,755,828	3,778	0.1%	1,626,669	51.98%	8.7%
Solid waste collection fees	1,105,324	1,226,380	1,382,085	1,587,285	1,745,808	1,975,982	2,106,984	131,002	6.6%	1,001,660	90.62%	15.1%
Property taxes	1,362,525	1,282,067	1,428,755	1,537,655	1,761,488	1,844,582	1,930,709	86,127	4.7%	568,184	41.70%	7.0%
Court and parking fines	660,466	746,696	675,476	693,541	752,607	816,976	806,154	(10,822)	-1.3%	145,688	22.06%	3.7%
Other revenues	3,259,240	3,133,737	3,142,648	5,157,294	3,998,241	3,968,843	5,244,999	1,276,156	32.2%	1,985,759	60.93%	10.2%
Total revenues	22,565,856	23,128,657	24,412,533	28,217,199	29,189,221	30,976,507	32,929,531	1,953,024	6.3%	10,363,675	45.93%	7.7%
Other financing sources												
Transfers in from other fds	84,138	347,098	459,374	321,465	745,031	526,750	678,350	151,600	28.8%	594,212	706.23%	117.7%
Borrowing proceeds	168,323	492,645	6,576,379	1,044,013	3,810,608	5,149,620	1,937,000	(3,212,620)	-62.4%	1,768,677	1050.76%	175.1%
Total OFS	252,461	839,743	7,035,753	1,365,478	4,555,639	5,676,370	2,615,350	(3,061,020)	-53.9%	2,362,889	935.94%	156.0%
Total revenues and OFS	22,818,317	23,968,400	31,448,286	29,582,677	33,744,860	36,652,877	35,544,881	(1,107,996)	-3.0%	12,726,564	55.77%	9.3%
Expenditures												
General government	2,461,687	2,717,182	3,015,775	2,429,832	3,009,853	2,841,878	2,995,366	153,488	5.4%	533,679	21.68%	3.6%
Public works	1,103,355	1,270,040	1,467,240	1,383,577	1,527,151	1,686,608	1,670,146	(16,462)	-1.0%	566,791	51.37%	8.6%
Environmental services	1,512,963	1,865,715	1,716,139	2,608,180	2,918,925	2,974,879	2,919,371	(55,508)	-1.9%	1,406,408	92.96%	15.5%
Public safety	5,646,631	6,147,784	6,813,788	7,105,414	7,261,944	7,762,650	8,124,980	362,330	4.7%	2,478,349	43.89%	7.3%
Library	354,015	367,581	358,274	405,091	524,062	598,854	737,572	138,718	23.2%	383,557	108.34%	18.1%
Parks and recreation	1,983,656	2,069,850	2,342,526	2,562,971	2,840,584	2,840,715	2,956,591	115,876	4.1%	972,935	49.05%	8.2%
Planning	353,385	332,435	328,312	297,658	317,167	315,014	382,794	67,780	21.5%	29,409	8.32%	1.4%
Economic development	177,110	206,533	261,766	390,174	316,925	329,237	351,377	22,140	6.7%	174,267	98.39%	16.4%
Total departmental	13,592,802	14,977,120	16,303,820	17,182,897	18,716,611	19,349,835	20,138,197	788,362	4.1%	6,545,395	48.15%	8.0%
General operations	532,797	232,535	346,634	583,137	723,764	728,298	873,580	145,282	19.9%	340,783	63.96%	10.7%
Disaster recovery	1,187,325	-	-	-	-	-	-	-	-	(1,187,325)	-100.00%	-16.7%
Education	2,273,325	2,504,616	2,713,718	3,679,997	3,302,260	4,132,014	4,061,925	(70,089)	-1.7%	1,788,600	78.68%	13.1%
Agency operations	622,742	680,746	846,374	816,976	728,522	782,616	805,748	23,132	3.0%	183,006	29.39%	4.9%
Debt service	1,650,188	1,331,134	978,861	1,173,521	1,676,478	4,117,381	2,336,865	(1,780,516)	-43.2%	686,677	41.61%	6.9%
Capital outlay	1,001,957	2,473,347	4,633,582	4,197,981	6,998,086	5,808,867	2,306,254	(3,502,613)	-60.3%	1,304,297	130.17%	21.7%
Total expenditures	20,861,136	22,199,498	25,822,989	27,634,509	32,145,721	34,919,011	30,522,569	(4,396,442)	-12.6%	9,661,433	46.31%	7.7%
Other financing uses												
To refunded bond escrow	-	-	3,314,600	-	-	-	-	-	-	-	-	-
Transfers to component units	190,059	350,481	401,559	406,091	857,911	1,413,512	1,024,604	(388,908)	-27.5%	834,545	439.10%	73.2%
Transfers to other funds	78,724	515,208	441,129	583,925	216,000	1,000	621,668	620,668	62067%	542,944	689.68%	114.9%
Total OFU	268,783	865,689	4,157,288	990,016	1,073,911	1,414,512	1,646,272	231,760	16.4%	1,377,489	512.49%	85.4%
Total expenditures and OFU	21,129,919	23,065,187	29,980,277	28,624,525	33,219,632	36,333,523	32,168,841	(4,164,682)	-11.5%	11,038,922	52.24%	8.7%
Excess (deficit) of revenues and OFS over expends and OFU	1,688,398	903,213	1,468,009	958,152	525,228	319,354	3,376,040	3,056,686	957.1%	1,687,642	99.96%	16.7%
Beginning fund balance	1,566,797	3,255,195	4,158,408	5,684,710	6,852,931	7,302,533	9,777,794	2,475,261	33.9%	8,210,997	524.06%	87.3%
Residual equity transfers	-	-	-	6,845	(75,626)	-	-	-	-	-	-	-
Prior period adjustments	-	-	58,293	203,224	-	2,155,907	-	(2,155,907)	-100.0%	-	-	-
Beginning fund bal, as restated	1,566,797	3,255,195	4,216,701	5,894,779	6,777,305	9,458,440	9,777,794	319,354	3.4%	8,210,997	524.06%	87.3%
Ending fund balance	3,255,195	4,158,408	5,684,710	6,852,931	7,302,533	9,777,794	13,153,834	3,376,040	34.5%	9,898,639	304.09%	50.7%
Ending fund bal as % of expends	15.41%	18.03%	18.96%	23.94%	21.98%	26.91%	40.89%	0	51.9%	25.5%	165.42%	27.6%
as number of months expends	1.85	2.16	2.28	2.87	2.64	3.23	4.91	2	51.9%	3.06	165.42%	27.6%
Revenues per capita	\$ 573.84	\$ 574.77	\$ 593.17	\$ 670.70	\$ 679.02	\$ 701.16	\$ 730.23	\$ 29.07	4.1%	\$ 1,795.82	312.95%	52.2%
Expenditures per capita	\$ 530.49	\$ 551.68	\$ 627.44	\$ 656.85	\$ 747.80	\$ 790.40	\$ 676.85	(114)	-14.4%	\$ 1,674.13	315.58%	52.6%
Debt proceeds as % of capital outlay	16.8%	19.9%	141.9%	24.9%	54.5%	88.7%	84.0%	-4.7%	-5.3%	135.6%	807.19%	134.5%

City of Auburn ~ General Fund Ten-Year Projection

Amounts shown in this projection are for illustrative purposes only.

	FY 2001 (audited)	FY 2002 unaudited actual	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Projec- tion %	Histor- ical %	City of Auburn
Population (projected from Census data)	44,179	45,270	46,388	47,534	48,708	49,911	51,144	52,407	53,702	55,028	56,388			
Revenues														
Sales taxes	12,554,602	13,000,000	13,650,000	14,332,500	14,905,800	15,502,032	16,122,113	16,766,998	17,437,678	18,135,185	18,860,592	4.00%	6.3%	
Occupation license fees	5,063,472	5,100,000	5,304,000	5,516,160	5,764,387	6,023,785	6,294,855	6,578,123	6,874,139	7,183,475	7,506,732	4.50%	8.9%	
Business license fees	4,752,050	4,678,066	4,911,969	5,157,568	5,415,446	5,686,218	5,970,529	6,269,056	6,582,509	6,911,634	7,257,216	5.00%	10.4%	
Solid waste collection fees	1,975,982	2,101,343	2,258,944	2,428,365	2,622,634	2,832,444	3,059,040	3,303,763	3,568,064	3,853,509	4,161,790	8.00%	15.8%	
Property taxes	1,844,582	1,906,435	1,973,160	2,042,221	2,113,699	2,187,678	2,264,247	2,343,495	2,425,518	2,510,411	2,598,275	3.50%	7.1%	
Court and parking fines	816,976	783,058	798,719	814,694	830,987	847,607	864,559	881,850	899,488	917,477	935,827	2.00%	4.7%	
Other revenues	3,968,843	4,421,787	4,510,223	4,600,427	4,692,436	4,786,284	4,882,010	4,979,650	5,079,243	5,180,828	5,284,445	2.00%	4.4%	
Total revenues	30,976,507	31,990,689	33,407,015	34,891,934	36,345,389	37,866,049	39,457,354	41,122,936	42,866,638	44,692,520	46,604,876			
Other financing sources														
Transfers in from other fds	526,750	853,750	1,914,098	1,003,771	532,018	537,338	542,711	548,138	553,620	559,156	564,747	1.00%	105.2%	
Borrowing proceeds	5,149,620	1,937,000	3,475,579	1,283,198									591.9%	
Total OFS	5,676,370	2,790,750	5,389,677	2,286,969	532,018	537,338	542,711	548,138	553,620	559,156	564,747			
Total revenues and OFS	36,652,877	34,781,439	38,796,692	37,178,903	36,877,406	38,403,387	40,000,065	41,671,075	43,420,258	45,251,675	47,169,624			
Expenditures														
General government	2,841,878	3,135,844	3,746,104	3,936,928	4,055,036	4,176,687	4,301,988	4,431,047	4,563,979	4,700,898	4,841,925	3.00%	3.1%	
Public works	1,686,608	1,742,260	2,087,969	2,141,458	2,205,702	2,271,873	2,340,029	2,410,230	2,482,537	2,557,013	2,633,723	3.00%	10.6%	
Environmental services	2,974,879	3,102,235	2,855,818	2,962,494	3,051,369	3,142,910	3,237,197	3,334,313	3,434,342	3,537,373	3,643,494	3.00%	19.3%	
Public safety	7,762,650	8,084,113	8,572,062	8,826,973	9,091,782	9,364,536	9,645,472	9,934,836	10,232,881	10,539,867	10,856,063	3.00%	7.5%	
Library	598,854	743,288	858,659	884,749	911,291	938,630	966,789	995,793	1,025,667	1,056,437	1,088,130	3.00%	13.8%	
Parks and recreation	2,840,715	3,028,791	3,227,849	3,539,563	3,645,750	3,755,122	3,867,776	3,983,809	4,103,324	4,226,423	4,353,216	3.00%	8.6%	
Planning	315,014	368,005	392,903	390,182	401,887	413,944	426,362	439,153	452,328	465,898	479,875	3.00%	-2.2%	
Economic development	329,237	337,406	381,657	398,532	410,488	422,803	435,487	448,551	462,008	475,868	490,144	3.00%	17.2%	
Total departmental	19,349,835	20,541,942	22,123,021	23,080,879	23,773,305	24,486,505	25,221,100	25,977,733	26,757,065	27,559,777	28,386,570			
General operations	728,298	975,337	1,230,400	1,059,493	1,112,468	1,168,091	1,226,496	1,287,820	1,352,211	1,419,822	1,490,813	5.00%	7.3%	
Education	4,132,014	4,061,925	4,110,444	4,357,070	4,705,636	5,082,086	5,488,653	5,927,746	6,401,965	6,914,123	7,467,252	8.00%	16.4%	
Agency operations	782,616	796,605	750,868	750,868	789,162	829,410	871,709	916,167	962,891	1,011,999	1,063,610	5.00%	5.1%	
Debt service	4,117,381	3,037,268	2,880,423	2,879,200	2,581,773	2,729,571	2,388,342	1,944,977	1,340,882	1,175,708	754,149	*	29.9%	
Capital outlay	5,808,867	2,934,979	5,196,154	3,458,610	3,631,541	3,813,118	4,003,773	4,203,962	4,414,160	4,634,868	4,866,612	5.00%	96.0%	
Total expenditures	34,919,011	32,348,056	36,291,310	35,586,120	36,593,884	38,108,781	39,200,073	40,258,405	41,229,174	42,716,296	44,029,006			
Other financing uses														
Transfers to component units	1,413,512	710,000	1,247,664	1,260,861	1,137,861	1,430,913	1,143,511	1,165,159	1,185,760	1,963,762	1,092,602	*	128.7%	
Transfers to other funds	1,000	559,473	378,100	391,600	317,196	256,929	208,112	168,571	136,542	110,599	89,586	-19.0%	-19.7%	
Total OFU	1,414,512	1,269,473	1,625,764	1,652,461	1,455,057	1,687,842	1,351,623	1,333,730	1,322,302	2,074,361	1,182,188			
Total expenditures and OFU	36,333,523	33,617,529	37,917,074	37,238,581	38,048,941	39,796,623	40,551,696	41,592,135	42,551,476	44,790,657	45,211,194			
Excess (deficit) of revenues and OFS over expends and OFU	319,354	1,163,910	879,618	(59,678)	(1,171,535)	(1,393,236)	(551,631)	78,940	868,781	461,018	1,958,430			
Beginning fund balance	7,302,533	9,777,794	10,941,704	11,821,322	11,761,644	10,590,109	9,196,873	8,645,242	8,724,182	9,592,963	10,053,981			
Prior period adjustments	2,155,907	-	-	-	-	-	-	-	-	-	-			
Beginning fund balance, as restated	9,458,440	9,777,794	10,941,704	11,821,322	11,761,644	10,590,109	9,196,873	8,645,242	8,724,182	9,592,963	10,053,981			
Ending fund balance	9,777,794	10,941,704	11,821,322	11,761,644	10,590,109	9,196,873	8,645,242	8,724,182	9,592,963	10,053,981	12,012,411			
Ending fund bal as % of expends	26.91%	32.55%	31.18%	31.58%	27.83%	23.11%	21.32%	20.98%	22.54%	22.45%	26.57%			
as number of months expends	3.23	3.91	3.74	3.79	3.34	2.77	2.56	2.52	2.71	2.69	3.19			
Cumulative impact on fund balance ~ FY 2003 - FY 2011:											1,070,707			
Revenues per capita	\$ 701.16	\$ 706.66	\$ 720.16	\$ 734.04	\$ 746.18	\$ 758.67	\$ 771.49	\$ 784.68	\$ 798.23	\$ 812.17	\$ 826.51			
Expenditures per capita	\$ 790.40	\$ 714.55	\$ 782.34	\$ 748.64	\$ 751.29	\$ 763.53	\$ 766.46	\$ 768.18	\$ 767.74	\$ 776.26	\$ 780.83			

* Some future expenditure requirements are based on legally established amounts.

The City of Auburn

Description of the Budgetary System

Auburn follows a comprehensive budgeting process that is founded in 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 1980, the City's leaders decided to take a more systematic approach to managing municipal affairs. 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 exploited. The result of this process was *Auburn 2000*, a plan that set forth goals, policies, and programs for encouraging and influencing positive change. Since their adoption, the City's officials have used these goals, policies, and programs 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 suggestions and recommendations on how to manage the inevitable changes Auburn will face during the next twenty years. As Auburn moves into the 21st Century, we will depend on the *Auburn 2020* plan to guide the decisions that will maintain the impetus for quality growth that has occurred in the past decade. The major goals identified in *Auburn 2020* 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 that was nearly as rigorous as the budget development each summer. With a Biennial Budget, the Mid-Year Review will be

streamlined and there will be an in-depth Mid-Biennium Review.

The City of Auburn's budget process begins in late winter with the annual Citizens' Survey. This process involves conducting telephone interviews of approximately 600 randomly selected Auburn residents. Based on a thorough analysis of the citizens' responses, rankings are given to the priorities. This 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 citizens' survey is included in this section of the budget document.



In early spring, the City Manager holds the annual Budget Kick-Off meeting with the department heads and distributes the budget request forms and instructions. At this meeting, the City Manager gives the department heads an overview of the expectations for the upcoming budget: the prospects for revenue growth or borrowing proceeds to fund increased expenditures, the amounts needed to fund cost of living pay increases at various levels, the amount by which the School Board's legislated appropriation will increase, etc. An overriding budgetary goal is to maintain salaries and benefits costs at less than 50% of the General Fund's budgeted expenditures.

Department heads are required to justify all budget requests, whether for personnel, services, commodities or equipment, specifying the expected cost savings, additional operating and maintenance expenses, and budgetary impact. At the same time, the Finance Director reviews current year revenues as well as revenue sources' histories and develops forecasts for the upcoming fiscal year.

The departmental goals are also developed during this time and are submitted to

the City Manager in April. Departmental goals are based on carrying out the priorities that the City Council set in March. The department heads present their departments' 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. The City Council is given quarterly written updates on the status of these goals. (All departmental goals for FY03 & FY 04 are provided in Section 4 of this document.)



Upon receipt of the departmental budgetary requests including requested capital equipment and projects, the City Manager develops a balanced budget and presents it to the City Council in June in the form of a proposed budget. The City Manager's proposed budget also addresses the Council's goal of maintaining a projected ending fund balance in the General Fund of at least 6% of budgeted expenditures. The proposed budget document identifies the key decisions to be addressed by the Council.

The Council holds budget hearings with all department heads and makes the key decisions. A public hearing is advertised and held during a regular City Council meeting prior to adopting the budget in July. State law requires that the budget be approved not later than the first regular Council meeting each October. The expenditures authorized by the budget ordinance are detailed by fund and, within the General Fund, by departments and divisions.

The City Council and City Manager 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. For departments whose expenditures are over

budget in a given fiscal year, encumbrances (outstanding purchase orders) at fiscal year-end must be funded from the subsequent year's budget. For departments whose expenditures are under budget in a given year, the City Manager recommends to the City Council at the following year's Mid Biennium Budget Review that the amount of the prior year's outstanding encumbrances be added to the current year's approved budget.

The City Council adjusts the budget in May, 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 across the board percentage 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.



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 August 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, no action is needed.
- If the revised revenue projections are not sufficient to provide for budgeted expenditures, the City Manager directs the Department Heads about the amount of budget reductions needed to maintain a balanced budget and the fund balance goal.



- And, 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.
- For departments that did not exceed their prior year's budget, the amount of the prior year's outstanding encumbrances (purchase orders outstanding for which the goods or services ordered had not yet been received at fiscal year-end) may be added to the requested departmental budget revisions, if the audited ending fund balance from the previous fiscal year-end and the revenue revisions will allow the budget year's ending fund balance goal to be achieved

In April of the second fiscal year of the biennium, the full-blown 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.

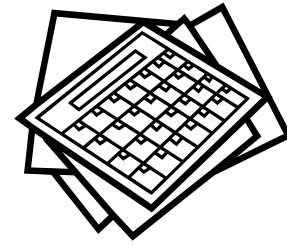
For a timeline listing of Auburn's budget process, please see the *Biennial Budget Calendar* that begins on the following page.

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 and Internal Service 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.

The City of Auburn

Biennial Budget Calendar



February 2002

- ◆ Conduct the annual Citizens Survey.

March 2002

- ◆ Compile and publish Citizens Survey results.
- ◆ City Council reviews Survey results and sets priorities.

Early April 2002

- ◆ Biennial Budget Kickoff at Department Head meeting.
- ◆ Council priorities provided to department heads.
- ◆ City Manager, Finance and other departments involved in capital projects review and tentatively revise the six-year Capital Improvement Plan based on Council priorities.
- ◆ Department Heads develop and submit to the City Manager proposed goals addressing Council priorities.
- ◆ Finance Department distributes budget forms and instructions to Department Heads.

Late April 2002

- ◆ Finance Department submits revenue estimates to City Manager for review.
- ◆ Department Heads submit budget requests to Finance for compilation and review.

May 2002

- ◆ Finance compiles departmental budget requests and provides results to City Manager for review.
- ◆ City Manager reviews expenditure requests in context of revenue projections.
- ◆ City Manager gives Finance Director guidelines for fund balance target, reductions in expenditure requests, changes in the Capital Improvement Plan and revision of revenue projections to include debt issuances.
- ◆ Expenditure requests returned to Department Heads, if necessary, for decisions about reductions to be made.
- ◆ Through this iterative process, a balanced budget that meets the fund balance target is developed.
- ◆ Proposed Budget document is published.

June 2002

- ◆ City Manager introduces the balanced biennial budget proposal to the City Council.
- ◆ City Council conducts budget hearings with City Manager and department heads.
- ◆ City Council makes Key Decisions presented by City Manager.
- ◆ Capital Improvement Plan is revised to reflect Council's decisions.
- ◆ Public hearing on the budget is held at a regularly scheduled City Council meeting.

July 2002

- ◆ Budget ordinance is adopted. State law requires adoption no later than the first regular City Council meeting in October, which is the first month of the City's fiscal year.

August 2002

- ◆ Working Budget document, reflecting approved amounts per the budget ordinance, is published for use by the City staff in preparing purchase orders and bid invitations.

September 2002

- ◆ Conduct end of year budget review for fiscal year 2002. Amending budget ordinance is adopted to officially authorize budget changes approved by Council since mid-biennium review.

November 2002

- ◆ Comprehensive Budget document is published, reflecting amounts per the budget ordinance.

February 2003

- ◆ Conduct the Annual Citizens Survey.

March 2003

- ◆ Compile and publish Citizens Survey results.
- ◆ City Council, City Manager and Department Heads review Survey results.

April 2003

- ◆ Streamlined Mid-Year Budget Review.
- ◆ Revenue projections reviewed by City Manager and Finance.
- ◆ If revenues appear adequate to finance budgeted expenditures, no further action is taken.
- ◆ If revenues do not appear adequate, Department Heads are asked to make cuts in approved expenditures and an ordinance is adopted to amend the biennial budget.
- ◆ Department Heads provide goals status update to City Council.

August 2003

- ◆ Mid-Biennium Review.
- ◆ Revenue projections reviewed by City Manager and Finance.
- ◆ If revenues appear adequate to finance budgeted expenditures, no further action is taken.
- ◆ If revenues do not appear adequate, Department Heads are asked to make cuts in approved expenditures and an ordinance is adopted to amend the biennial budget.
- ◆ If revised projections show that revenues will be significantly more than projected, City Council will determine whether or not to increase budgeted expenditures. If the Council decides to revise the budget for expenditures, an ordinance is adopted to amend the biennial budget.
- ◆ If the biennial budget is amended, the Capital Improvement Plan is updated and a revised Working Document is published.

February 2004

- ◆ Conduct the Annual Citizens Survey.

March 2004

- ◆ Compile and publish Citizens Survey results.
- ◆ City Council reviews Survey results and sets priorities.

Early April 2004

- ◆ Biennial Budget Kickoff at Department Head meeting.
- ◆ Council priorities provided to department heads.

- ◆ City Manager, Finance and other departments involved in capital projects review and tentatively revise the six-year goals and Capital Improvement Plan based on Council priorities.
- ◆ Department heads develop and submit to the City Manager proposed goals addressing Council priorities.
- ◆ Budget forms and instructions distributed to department heads

Late April 2004

- ◆ Finance Department submits revenue estimates to City Manager for review.
- ◆ Department Heads submit budget requests to Finance for compilation and review.

May 2004

- ◆ Finance compiles departmental budget requests and provides results to City Manager for review.
- ◆ City Manager reviews expenditure requests in context of revenue projections.
- ◆ City Manager gives Finance Director guidelines for fund balance target, reductions in expenditure requests, changes in the Capital Improvement Plan and revision of revenue projections to include debt issuances.
- ◆ Expenditure requests returned to department heads, if necessary, for decisions about reductions to be made.
- ◆ Through this iterative process, a balanced budget that meets the fund balance target is developed.
- ◆ Proposed Budget document for FY 03 & 04 is published.

June 2004

- ◆ City Manager introduces the balanced biennial budget proposal to the City Council.
- ◆ City Council conducts budget hearings with City Manager and department heads.
- ◆ City Council makes Key Decisions presented by City Manager.
- ◆ Capital Improvement Plan is revised to reflect Council's decisions.
- ◆ Public hearing on the budget is held at a regularly scheduled City Council meeting.

July 2004

- ◆ Biennial budget ordinance is adopted. State law requires adoption no later than the first regular City Council meeting in October, which is the first month of the City's fiscal year.

August 2004

- ◆ Working Budget document, reflecting approved amounts per the budget ordinance, is published for use by the City staff in preparing purchase orders and bid invitations.

September 2004

- ◆ Conduct end of year budget review for fiscal year 2004. Amending budget ordinance is adopted to officially authorize budget changes approved by Council since mid-biennium review.

November 2004

- ◆ Comprehensive Budget document for FY 03 & 04 is published, reflecting amounts per the 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. The views and interests of many people 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.

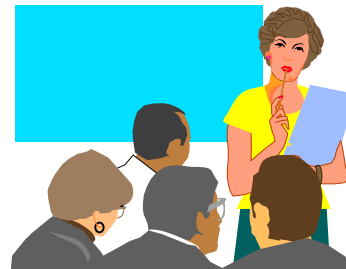
The Planning Department administers the telephone survey, hiring and training individuals to conduct the random survey that yields results with a 95 percent confidence level. Many of the survey questions have remained constant, allowing the City leaders to track public opinion over time. Other questions are added each year to reflect public sentiment on current issues.

The 2002 City of Auburn Citizen Survey was conducted in February 2002 in preparation for the FY2003 budget process. A random sample of residents is selected from the City of Auburn's Water Board customer database. In addition to the randomly selected citizens, ninety additional residents, identified as Auburn's community leaders, were added to the database. These community leaders are citizens who serve on various boards, commissions and committees in the City of Auburn. The questions included in the 2002 Survey are listed on the following pages.

Responses to the survey are entered into a computer database as the survey is being conducted, enabling the survey results to be tabulated promptly. The confidence interval calculated for the 2002 survey using Creative Research Systems' "Sample Size Calculator" indicates a 3.87 confidence interval based on a 95% confidence level.

Question 20 of the 2002 Survey asked the citizens to give an overall rating to the services provided by the City. The survey results reflect that 94.8% of respondents assessed the City's services as either excellent or good. In terms of funding priorities, 36.1% of those surveyed assigned top priority to school system funding. The surveyed citizens' second funding priority was police protection at 21.4% and then street improvements at 12.7%. More details on the results of the Citizen Survey are available from the City's website at www.auburnalabama.org.

Once the survey results are summarized and presented to the City Council for review, the Council establishes the priorities for the next budget year. The survey results are publicized through the City's web page and the local media, which provides several benefits. The citizens who participated in the survey can realize how their input was used and valued. 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 desires of the citizenry.



Rate as Excellent, Good, Fair, Poor or No Opinion

1. How would you rate the service provided by the Auburn Police Division?
2. How would you rate the service provided by the Auburn Fire Division?
3. How would you rate the household garbage collection services provided by the City of Auburn?
4. How would you rate the trash (yard debris) collection services provided by the City of Auburn?
5. How would you rate the recycling collection services provided by the City of Auburn?
6. How would you rate the animal control service provided by the City of Auburn?
7. How would you rate the City's recreational facilities and parks?
8. How would you rate the City's recreational programs?
9. How would you rate the condition of streets in Auburn (not including those on the Auburn University campus)?
10. How would you rate the condition of sidewalks in Auburn (not including those on the Auburn University campus)?
11. How would you rate the cleanliness and appearance of roadsides and medians in Auburn?
12. How would you rate the City of Auburn's Library facilities and services?
13. How would you rate the storm drainage system in Auburn?
14. How would you rate the service provided at the Water Revenue Office when you pay your water bill?

15. How would you rate the water service at your home provided by the City of Auburn's Water Board?
16. How would you rate the service provided by the Finance Department's Revenue Office at City Hall when you buy a dog tag, purchase a business license, pay sales tax, etc.?
17. How would you rate the sewer service at your home provided by the City of Auburn?
18. How would you rate the quality of the City's school system?
19. How would you rate the industrial/economic development efforts of the City of Auburn?
20. Overall, how would you rate the services provided by the City of Auburn?

Do you think the City of Auburn should spend *more* money or *the same* amount of money it is now spending or *less* money on the following functions

21. Fire protection
22. Garbage collection, trash collection (yard waste)
23. Recreational facilities and programs
24. Street improvements
25. New sidewalk construction
26. Library services
27. Sewer system
28. Water system
29. School system
30. Industrial/economic development
31. Police protection
32. Animal control
33. Street cleaning
34. Storm drainage
35. Land use planning and regulation
36. Bicycle paths and lanes

Among the following services, please tell us your 1st, 2nd, and 3rd choices for funding priority in the next fiscal year.

Police Protection

Street/Traffic

Signalization Improvement

Land Use planning & Regulation

Storm Drainage

Fire Protection

Garbage/Trash Collection

New Sidewalk Construction

School System

Library Service

Industrial/ Economic Development

Recreational Facilities and Programs

Other

37. First Choice

38. Second Choice

39. Third Choice

Yes, No Have not seen it, No Opinion

40. Have you found the city's monthly newsletter 'Open Line', which comes in your water bill, informative?

Yes or No

41. Do you believe that the City of Auburn is building sufficient streets, intersections, sidewalks, and water/sewer systems to keep up with the City's growth?

Yes, No, No Opinion

42. There is a limited fixed-route bus service in Auburn and Opelika. Would you support additional City Funding for expanding transit service?

Yes or No

43. Do you believe that the City has in place adequate land use controls, such as zoning and subdivision regulations, to ensure orderly future growth?

Go too far, About right, Not far enough

44. To control development, would you say that the City's zoning and subdivision requirements?

Regularly, Occasionally, Not at all

The City of Auburn provides residential garbage customers curbside recycling of brown and clear glass; aluminum; steel & tin cans; cardboard; and newsprint.

45. Do you participate in the recycling program?

46. The City of Auburn provide a recycling drop-off center which accepts brown, clear and green glass; aluminum; steel & tin cans; cardboard; plastic; newsprint; mixed office paper; magazines and batteries. Do you use the recycling drop-off center?

Not familiar with it, It's too much trouble, Other

47. Why don't you participate in the curbside or drop-off center recycling program?

Athletics, Social Programs, Arts, Other, Continue to offer same

48. Which of the following leisure time areas would you like to see additional programming in the future?

Yes or No

49. Do you support the City's efforts to acquire land for future parks/green space/ walking paths?

**More books, More public use
computers, More programs, More hours,
More videos, books on tape & music
CD's**

50. Auburn Public Library has moved into a new and larger facility. If addition funds are appropriated for the library, which of the following should be the first priority?

The weekend, Evenings

51. Having chosen more operating hours as your top priority, would you like to see more hours on...

Excellent, Good, Fair, Poor, No Opinion

52. What do you feel is the status of race relations in the City?

Excellent, Good, Fair, Poor

53. If you have had any personal contact with any City department during the past year, please rate the service you received. If the service was poor, please explain.

Yes or No

54. Would you like someone from the City Manager's Office to contact you and discuss the 'poor' rating you gave in the last question?

**All of the time, most of the time, rarely,
never, no opinion**

55. Generally, do you feel safe in the neighborhood in which you live?

56. Generally, do you feel safe in the City of Auburn?

Yes or No

57. Do you have a home computer?

Windows Based Pc, Apple/Mac, other

58. What type of computer do you have?

Yes or No

59. Do you have access to the Internet?

60. Briefly, are there any recommendations and/or suggestions that you would make to improve the operations or services offered by the City of Auburn?

61-66. A series of questions on the citizen's background; e.g. age, occupation, household income, length of residency in Auburn, place of employment, the reason for moving to Auburn and the place from which he/she moved, etc.



City of Auburn

Auburn 2020

22 Goals for 2020

The Auburn City Council involved the community in developing the following goals (not in priority order) during the *Auburn 2020* long range planning process. A group of over two hundred citizen volunteers joined with City staff and members of the various City boards and agencies to envision the City of Auburn in the year 2020. Committees were formed to address major areas of concern and develop long-range goals to address those concerns. These major goals present a blueprint for Auburn's future. The accomplishment of these goals over the next twenty years will enable the citizens of Auburn to make their collective vision of Auburn a reality.

-
1. Continue strong community financial support of the Auburn City Schools with the goal of retaining the reputation as one of the outstanding public school systems in the Southeast.
 2. Provide adequate facilities for all City departments to fulfill their missions of providing services to the Auburn community.
 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.
 4. In cooperation with other local governments and school systems, establish an area-wide alternative school to serve at-risk children.
 5. Establish an accredited educational program for three and four year old children in the Auburn City Schools.
 6. Update the land use plan periodically over the next 20 years, including a comprehensive review prior to 2000.
 7. Construct with Auburn University a technology transfer center to promote the commercialization of technology developed at the University.
 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.
 9. Identify and purchase additional suitable property for future industrial parks in order to maintain the City's positive industrial recruitment program.
 10. Build additional parking facilities in downtown Auburn to ensure the prosperity and viability of the central city.
 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.
 12. Construct the roads and streets shown on the current Master Street Plan and update the Master Street Plan at least every five 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.
 14. Establish a community network of sidewalks and bicycle trails that will allow all citizens to use alternative modes of transportation.
 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.
 16. Identify and develop water sources that will provide the City with an adequate quantity of potable water.
 17. Upgrade the City's wastewater treatment plants to ensure sufficient capacity to serve the needs of Auburn University and the community.
 18. Provide funding for facilities and programs for the arts through the Auburn City Schools and the Parks and Recreation Department.
 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.
 20. Acquire and develop additional parks, green spaces, playgrounds, and recreation facilities.
 21. Acquire and develop a new cemetery of sufficient size to serve Auburn through the year 2020.
 22. Continue the strong commitment to maintaining a city where citizens are safe from crime and fire hazards.

City of Auburn
Revenue Overview
FY 03 & 04 Biennial Budget

Revenue projections form the foundation of the budget. 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 acquisitions and construction costs.
- Projected revenues and borrowing coupled with the projected fund balance at the beginning of the new fiscal year must provide for a projected ending fund balance of at least 6% of the budgeted expenditures.

The City Manager proposes a revenue budget that is consistent with revenue and debt policy. The proposed revenues must finance a balanced budget 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. Then, the projections are reviewed and approved by the City Manager and incorporated into the proposed budget.

The Finance Department's Revenue Office maintains at least ten years' history on all major and many of the less significant revenue sources of the City's funds. Initial revenue projections are formulated in the following manner:

1. A projection is made 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,
 - national and regional economic trends as reported in national and state media,
 - residential and commercial building permit data from the City's Codes Enforcement Office,

- 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 various City departments concerning staffing and activity levels that affect revenue sources.
4. The Finance Director determines the initial revenue estimates based on the two projections and the various known socio-economic indicators outlined above. The Finance Director also considers pending grant applications, planned debt issuances and interfund transfers, and other relevant factors.

The City Manager then reviews the initial revenue projections and the various factors considered during the estimation process with the Finance Director. The City Manager's review ensures that relevant factors known at the chief executive level are considered in projecting the financing sources for the fiscal year's operation. If projected revenues are not adequate to fund the expenditures to be proposed to Council, the Finance Director provides an analysis of the capital spending included in the proposed expenditures; then reductions of proposed expenditures and borrowing options are considered by the City Manager. After any revisions resulting from this executive level review, the Finance Director makes additional revisions of the revenue projections as new information develops during the process of developing the budget proposal to Council and to incorporate the effect of any debt issuances that will be proposed.

In April of each year, the City management team reviews the operating results of the first half of the fiscal year (October through March). The City Manager and Finance Director compare budgeted revenues with actual revenues recorded through March 31. Then, they revise the revenue estimates as considered necessary. If the revised revenue projections at mid-year are adequate to fund the expenditures 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 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 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 of the second year of the biennium as necessary. Finance compiles the City departments' revised expenditure requests for the second year of the biennium and provides the revised revenue and expenditures data 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 adopted by the Council prior to the beginning of the second fiscal year 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.

General Fund Revenues

The top five revenue sources of the General Fund typically comprise about 80% of the total projected revenues available to finance the annual expenditures of the Fund:

Sources	FY 02		FY 03		FY 04	
	Actual (Unaudited)	% of Total Revenue	Budgeted	% of Total Revenue	Budgeted	% of Total Revenue
Sales and use taxes	\$12,966,504	39.9%	\$13,200,000	41.3%	\$13,500,000	40.8%
Occupation license fees	5,102,558	15.7%	4,950,000	15.5%	5,075,000	15.3%
Business license fees	4,282,168	13.2%	4,755,500	14.9%	4,849,000	14.6%
Solid waste collection fees	2,106,985	6.5%	2,130,600	6.7%	2,151,800	6.5%
Ad valorem (property) taxes	1,529,229	4.7%	1,665,000	5.2%	1,735,000	5.2%
Totals - Top Five Sources	\$25,987,444	80.0%	\$26,701,100	83.5%	\$27,310,800	82.5%
Total Revenues	\$32,498,932	100.0%	\$31,974,298	100.0%	\$33,104,616	100.0%

Sales and use tax: The City's sales and use tax rate is 2.5%. The State sales tax is 4% and the county sales tax is 1%, for a combined sales tax rate within the City of 7.5%. This rate is comparable to that levied in the neighboring city and compares favorably with other Alabama cities nearby. The City sales tax is administered by the Finance Department staff. Growth in the sales tax is attributed to geographic expansion and economic development of the City. Fiscal year 2000 was the first year in Auburn's history that the sales and use tax revenue averaged more than \$1 million per month.

Occupation license fee: Auburn levies a 1% occupation license fee on the compensation of all employees who work within the city limits. 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 the employer, the employee is individually responsible, under the City's ordinance, for remitting the license fee to the City. This revenue source directly reflects the impact of Auburn University's presence and the City's economic development effort. The recent locations of Stahlschmidt and Maiworm, CV Holdings and other companies in the Auburn Technology Park 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 diversify the economic base has produced growth in the occupation license fee revenue source averaging 9.8% per year since 1980. Revenue from this source in fiscal 2001 was more than six times that in FY1980, without an increase in the fee rate.

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. Typically, this revenue source reflects changes in economic conditions, an

increase in the number of businesses conducting operations in Auburn as well as the success of individual businesses and the Finance Department's enforcement efforts.

The City Council enacted an ordinance, effective January 1, 2000, revising the business license ordinance fee structure. The objective of the revised ordinance was to improve the equity and consistency of the fee structure, not to increase business license revenue. Under the previous fee structure, some business license fees were calculated based on the business' gross receipts in the prior year, some were flat fees, some were per-item fees, some had maximum fees and some fees were unlimited. An analysis conducted at the end of the business license renewal period in March 2000, showed that the growth in business license fee revenue was the result of growth in the businesses' gross receipts, i.e. that the goal of a revenue-neutral change in the license fee structure was achieved. In the three years since the ordinance was adopted, business license fees have increased by 33.2%.

Solid waste collection fee: The City currently provides collection services for residential customers and small business operations. A per household monthly fee increase from \$20.00 to \$22.00 for back yard service went into effect October 1, 2001. The rate for curbside service did not change and remained \$15.50 per month. Residential customers are given the option to choose the less costly front yard pickup service. The option, which became effective in October 1999, has resulted in approximately 65.6% of households electing to change from back yard to front yard service in the last year. The robust new housing market in Auburn contributes to the increase in this revenue source.

Ad valorem (property) tax: Effective October 1, 1996, the City's property tax rate is 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 provide revenue for the school board, 8 mills are earmarked for State purposes, 2.5 mills are revenue to the county hospital and 14.5 mills belong to the county treasury. Increases in this revenue source, an average 6.98% for the previous five years, reflect increases in assessed valuations and significant residential and commercial construction activity, as well as continuing annexations by the City.

Less significant General Fund revenue sources include court fines; franchise fees; building permit fees; taxes on hotel room rates, gasoline, liquor and cigarettes; grants; interest on idle funds; fees for services; and revenues shared by the State government.

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 two school tax funds for education purposes, and gasoline taxes levied by the City and 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, investment income and resources transferred from the General Fund.

Enterprise Funds Revenues

The operations of the City's enterprise funds are financed by service charges collected from customers (sewer system) and tenants (Industrial Development Board and the Auburn Center for Developing Industries), proceeds from the sale of the land (Industrial Development Board) and from the transfer of resources from the General Fund.

Internal Service Funds Revenues

The City's internal service funds receive revenues from charges for services to City employees (insurance premiums for health insurance benefits) and from the transfer of resources from the General Fund.

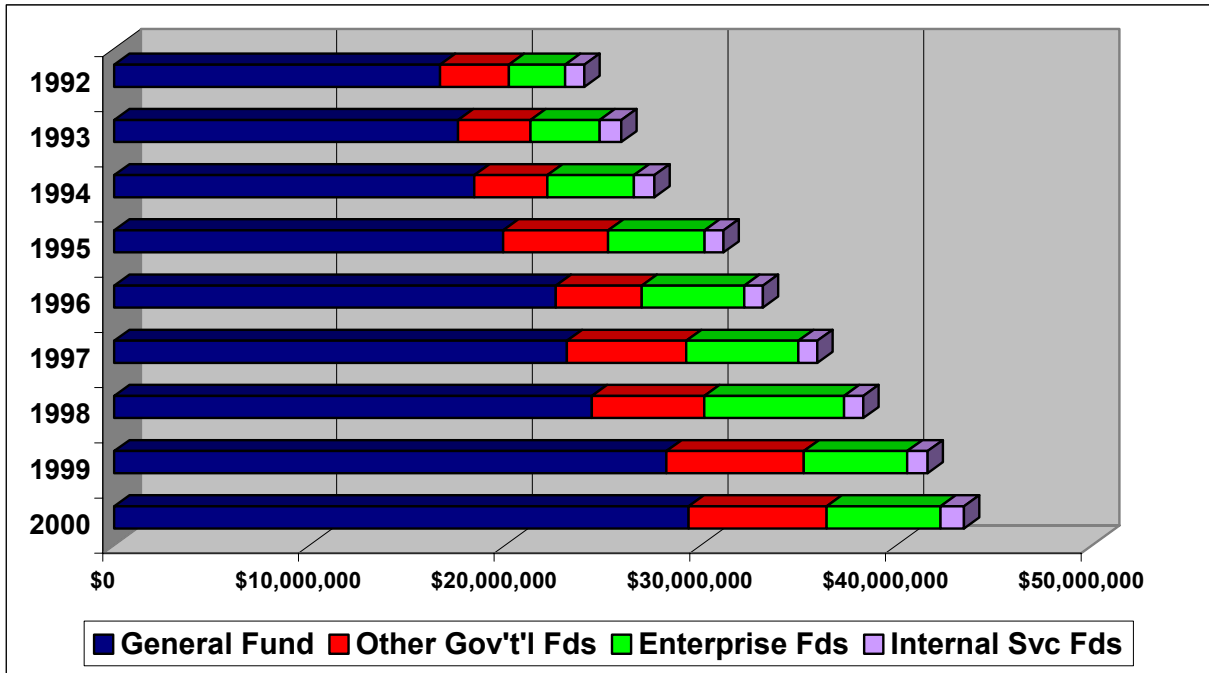
Growth in City Revenues

The following page presents data on the growth in total City revenues for fiscal years 1992 through 2002. These data reflect solid, steady growth with an average increase in total revenues of 7.1% over this ten-year period. The City's Industrial Development Board has had significant success in achieving a more diversified economy for the City that, in turn, stabilizes the tax base. The City Schools' reputation for excellence has stimulated residential construction and an accompanying expansion of the retail and service components of the economy.

As a result of these factors, combined with the economic resources provided by the presence of Auburn University, there have been no increases in the City's sales tax rate since 1991, nor in the occupation license fee rate since 1983. The business license fee schedule was updated for the year 2000 resulting in the first rate increase since 1977. However, the rates were increased only for some business license fee categories; the rates for other categories were decreased. A projected increase in the revenue received from these and other revenue sources included in the budgeted revenues is attributable to the stability and vitality of the City's economy.

City of Auburn

Growth in City Revenues ~ FY 1992 - FY 2002



Fiscal Year	Governmental Funds		Proprietary Funds		All City Funds	% Increase over Prior Year
	General Fund	Other Gov't'l	Enterprise**	Internal Svc		
1992	\$ 16,654,003	\$ 3,515,490	\$ 2,876,313	\$ 983,619	\$ 24,029,425	
1993	17,570,668	3,703,854	3,532,487	1,105,711	25,912,720	7.84%
1994	18,407,584	3,729,683	4,415,013	1,058,115	27,610,395	6.55%
1995	19,876,679	5,368,643	4,927,094	972,069	31,144,485	12.80%
1996	22,565,856	4,396,361	5,235,624	945,038	33,142,879	6.42%
1997	23,128,657	6,097,463	5,734,996	965,374	35,926,490	8.40%
1998	24,412,533	5,738,150	7,145,435	973,436	38,269,554	6.52%
1999	28,217,199	7,019,408	5,280,503	1,044,463	41,561,573	8.60%
2000	29,348,728	7,058,252	5,816,414	1,201,990	43,425,384	4.48%
2001	30,976,507	8,218,805	4,668,460	1,308,058	45,171,830	4.02%
2002 *	32,498,932	8,502,372	5,340,702	1,340,412	47,682,418	5.56%

Growth in total revenue from FY 92 to FY 02 98.43%

Average annual growth in total revenue 8.95%

* Unaudited

** In fiscal year 1996, financial reporting for the City's Industrial Development Board (IDB) was changed to present the IDB as a discretely (separately) presented component unit of the City. The 1996-2002 amounts reported above for Enterprise Funds include the IDB's revenues for comparability. Like,wise in 1997, the financial reporting for the Auburn Center for Developing Industries (ACDI) was changed to present the ACDI as a discretely presented component unit of the City. The 1997 - 2002 amounts reported above for Enterprise Funds includes the ACDI's revenues for comparability.

City of Auburn

Overview of Debt Policy and Outstanding Debt

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 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 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.

Debt Policies

The City Council and City Manager have established conservative policies for managing the City's debt level. The City's debt policies are summarized 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 financial advisor specializing in municipal financing in the State of Alabama.
- 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.
- If the impact of budgeted significant capital outlays on the current year's projected ending fund equities will cause fund equity to be less than 6% of annual budgeted expenditures, other financing sources (proceeds of long term debt) for the significant capital outlays will be included in the budget in order to maintain fund equity at an acceptable level.
- 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 City's 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 Five Mill Tax debt service fund as a debt repayment source, principal amounts and amortization schedules of proposed debt issues will be structured in a manner to maintain a positive fund balance in the 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 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 for capital leases will be budgeted in the department for which the equipment was purchased.
- When borrowing principal amounts that the local market can fund, general obligation notes or warrants will be issued to the financing source submitting the lowest responsible bid in a public opening of sealed bids. All invitations to bid on City borrowings that are issued to local institutions will be reviewed by and must receive the approval of the City's bond attorneys prior to their issuance.
- 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 Schools' property tax funds (the Special School Tax and Special Additional School Tax special revenue funds) that are held by the City.

Debt Repayment Resources

The Five Mill Tax Fund's revenues, expenditures and ending fund balances for the past eight fiscal years demonstrate the stability and conservative use of this source for debt repayment:

City of Auburn Five Mill Tax Fund History FY 1995-2002

Fiscal Year	1995	1996	1997	1998**	1999	2000	2001	2002*
Revenues	\$ 982,276	\$ 1,042,300	\$1,134,766	\$1,222,107	\$1,302,251	\$1,535,557	\$1,551,649	\$1,593,478
Expenditures								
Debt Service								
-Principal	280,000	280,000	250,000	705,000	765,000	830,000	905,000	1,275,000
-Interest	228,695	215,251	203,861	528,815	497,585	647,987	623,584	627,355
Tax Collection Fees	42,719	23,065	37,405	45,639	44,834	53,843	65,266	66,075
Refunding issue costs	-	-	-	99,537	-	-	-	-
Other Sources (Uses)^	-	-	-	(408,132)	-	(759,781)	-	-
Ending Fund Balance	\$ 2,061,854	\$2,585,838	\$3,229,338	\$2,664,322	\$2,659,154	\$1,903,100	\$1,860,899	\$1,485,947

* Unaudited

**FY98 transactions include the results of an advance refunding of certain 1988 Street Improvement Bonds.

^By law, any or all of the cumulative interest revenue of the Five Mill Tax Fund may be transferred to the General Fund to be used for capital expenditures.

General Obligation Debt

General obligation 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 the City's Board of Education. The City issues debt on behalf of the School Board to finance the Board's capital projects. School Board debt is repaid from property taxes received by the City, which are earmarked for education purposes.

The City's general obligation debt outstanding at September 30, 2002 is as follows:

<i>Issue</i>	<i>Payment Source</i>	<i>Principal Issued</i>	<i>Outstanding at 9/30/02</i>	<i>Calendar Year of Maturity</i>
Park and Recreation Facilities Bonds (74)	Five-Mill Tax	\$900,000	\$40,000	2003
Refunding Street Imp. Warrants (76)	City Gas Tax	1,000,000	270,000	2006
East Alabama Medical Center Note (96)	General Fund	250,000	150,000	2007
East Alabama Medical Center Note (97)	General Fund	250,000	164,331	2008
Capital Improvement Bonds (97)	Five-Mill Tax	6,500,000	5,445,000	2015
G.O. Warrant (98)	General Fund	750,000	56,238	2003
G.O. Refunding Warrants (98)	General Fund	3,370,000	2,030,000	2007
G.O. Warrant (98)	General Fund	810,672	535,172	2008
G.O. Warrant (98)	General Fund	1,200,000	796,707	2008
G.O. Refunding School Warrants (98)	School Tax	8,170,000	6,325,000	2011
G.O. Bonds (98)	Five-Mill Tax	2,000,000	1,615,000	2015
G.O. Warrants (99)	General Fund	650,000	295,778	2005
G.O. School Warrant (99)	School Tax	857,750	651,702	2009
G.O. Warrant (99)	Five-Mill Tax	3,700,000	3,700,000	2014
G.O. Warrants (99)	General Fund	4,110,000	3,710,000	2019
G.O. Warrant (00)	General Fund	1,507,034	1,251,710	2010
G.O. Warrant (01)	General Fund	428,000	381,651	2006
G.O. Warrant (01)	General Fund	1,035,400	953,309	2011
G.O. Warrants (01)	Sewer Fund	24,765,000	24,740,000	2024
G.O. Warrant (02)	General Fund	1,937,000	1,900,866	2012
G.O. Bonds (02)	Five-Mill Tax	7,250,000	6,960,000	2016
G.O. School Warrants (02)	School Tax	27,275,000	27,275,000	2026
Capital leases	General Fund	1,873,132	951,686	Various
Capital leases	Sewer Fund	169,203	76,488	2005
Total general obligation debt at September 30, 2002			\$90,275,638	

In August 2001, the City issued \$24,765,000 of general obligation warrants along with a non-interest bearing general obligation warrant with a maturity value of \$9,400,000. The original principal amount of the non-interest bearing warrant was \$5,257,326. In order to provide for the payment of the non-interest bearing warrant at its maturity, the City will make semi-annual sinking fund payments on January 1 and July 1 each year until maturity. The sinking fund will be invested in repurchase agreements fully collateralized by securities authorized by state law so that the earnings, together with the deposit, will be sufficient to pay the maturity value of \$9,400,000 on January 1, 2012. As of September 30, 2002, the total remaining sinking fund payments are \$6,388,921. The sinking fund payments required each fiscal year are \$672,518 through 2011. The final payment in 2012 is \$336,259. As of September 30, 2002, the amount payable is \$5,589,738, which equals the original principal amount of \$5,257,326 plus the accretion of interest through that date of \$332,412. It is the City Council's intention that the debt service on the interest bearing G.O. warrants and the sinking fund payments on the non-interest bearing warrant will be paid from the Sewer Fund.

The capital leases were used to finance the purchase of vehicles, communications equipment, heavy equipment and computer equipment. In compliance with legal requirements, the lease agreements include a funding clause which states that if funds are not appropriated for any future fiscal period, the City will not be obligated to make any lease payments due beyond the end of the current lease term. While this will not constitute an event of default, the leasing companies would be entitled to repossess the equipment and retain all sums previously paid as compensation for equipment use and its depreciation. The City has never defaulted on a capital lease. Leases are amortized with monthly payments.

Enterprise Funds and Industrial Development Board Debt

Sewer Enterprise Fund

In August 2001, the City issued a general obligation warrant for \$24,765,000 and a non-interest bearing General Obligation Warrant with a maturity value of \$9,400,000 to finance the de-privatization and expansion of the Northside and Southside Sewer Treatment Plants. In addition, the net proceeds were used to purchase equipment and several miles of interceptor lines and to provide funds for plant and line improvements and expansion. Debt service on the \$24,765,000 issue will be paid from the Sewer Fund. The non-interest bearing General Obligation Warrant was issued in favor of the seller of the sewer plants as additional purchase price of the assets. In order to provide for the payment of the Warrant at its maturity, the City will make semi-annual sinking fund payments each year beginning in January 2002. The sinking fund will be invested in repurchase agreements fully collateralized by securities authorized by state law so that the earnings, together with the deposit, will be sufficient to pay the maturity value on January 2012.

Industrial Development Board

In addition to general obligation debt, the City's Industrial Development Board has issued debt to finance its operations. The Industrial Development Board (IDB), a public corporation, is a separate legal entity, whose members are appointed by the City Council. In FY00, the IDB issued debt to finance the cost of industrial park improvements. Prior to issuance, the City Council approved an appropriation agreement to fund the IDB's debt service costs.

The City's Industrial Development Board debt outstanding at September 30, 2002 was as follows:

Issued to/Purpose/Payment Source	Principal Issued	Outstanding at 9/30/02	Year of Maturity
2000 Series A Non-taxable Bonds (00) / Improvements to Auburn Technology Park North / Appropriation Agreement with City Council	\$4,680,000	\$4,375,000	2020
2000 Series B Taxable Bonds (00) / Refund various IDB issues / Appropriation Agreement with City Council	7,710,000	7,060,000	2020
AuburnBank note (01) / finance the purchase of the East Alabama Food Bank building / operating lease payments	300,100	297,089	2006
Charter Bank note (01) / finance construction of the Touchstone Precision Inc. building / capital lease payments	1,500,000	1,444,891	2016
AuburnBank note (02) / finance construction of the Hoerbiger building in the industrial park / operating lease payments	957,500	953,490	2007
Compass Bank note (02) / refinance loan on building leased to Auburn University Gymnastics / operating lease payments	186,602	183,613	2007
Total Industrial Development Board debt outstanding at September 30, 2002		\$14,314,083	

In addition to the debt listed above, the Industrial Development Board has entered into a short-term construction loan with AuburnBank for \$952,574 to construct an additional building in the Auburn Technology Park to be used by an existing business. Once the construction is completed, the construction loan will be converted to permanent financing. The IDB will maintain ownership of the building and provide an operating lease to the business. The business' monthly lease payments will be structured to include the cost of the debt payments on the permanent financing.

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 that is subject to ad valorem taxation within the city limits. 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 September 30, 2001, is as follows:

Assessed value of property subject to taxation		\$339,151,500
Debt Limit: Twenty percent of assessed valuation		<u>\$ 67,830,300</u>
Amount of debt applicable to debt limit:		
Total bonded debt	\$78,366,373	
Other debt (accounts payable, etc.)	<u>1,613,233</u>	
Total debt		79,979,606
Less: Exempt indebtedness		<u>51,327,953</u>
Total amount of debt applicable to legal debt limit (42.24%)		<u>28,651,653</u>
Legal debt margin (limit of additional debt capacity)		\$ 39,178,647

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

Debt Per Capita

Debt per capita, or the amount of bonded debt per citizen, is a typical measurement of a government's debt status. Debt per capita is calculated using the U.S. Bureau of the Census population count, which is revised once every ten years. Auburn's debt per capita statistics as of the end of fiscal years 1994-2001 are shown below. These amounts were calculated using population estimates based on the City's 1990 and 2000 Census Bureau population counts.

Net Bonded Debt per Capita, September 30, 1994-2001 (includes debt issued by the City on behalf of the City Board of Education)								
Fiscal Year End	1994	1995	1996	1997	1998	1999	2000	2001
Population	37,494	38,410	39,326	40,242	41,158	42,074	42,990	43,906
Debt per Capita	\$ 644	\$ 586	\$ 779 ⁽¹⁾	\$ 958 ⁽²⁾	\$ 1,020	\$ 1,144	\$ 1,136	\$ 1,057
(1) The City issued \$11,000,000 of G.O. school warrants on behalf of the Board of Education to finance the construction of two new schools. In fiscal year 2002, this debt was refunded. (2) The City issued debt to fund the construction of a sports complex. This capital project was approved by the voters in a public referendum and the Five Mill Tax fund will pay the debt service.								

Five Mill Tax Fund Debt Issuances

The City's Five Mill Tax Fund receives property taxes that are earmarked by State law for the repayment of bonded debt issued to finance the construction of voted capital improvements. Recent debt issues secured by this revenue source include:

▪ **1999 Five Mill Tax Fund Capital Projects**

In August 1999, the City issued a \$3,700,000 million general obligation warrant to finance the construction of a new municipal Library (\$3.2 million) and the renovation of the existing library and old City Hall buildings for use as office space (\$500,000). The construction of the new Library was completed in April 2001. The renovation of the office space is ongoing and completion is anticipated in April 2003. Debt service on the \$3,700,000 issue is paid from the Five Mill Tax Fund.

▪ **2001 Five Mill Tax Fund Capital Projects**

In May 2002, the City issued a general obligation warrant for \$7,250,000 to finance the construction of a new Soccer Complex (\$2.5 million), park improvements (\$2 million) and cemetery development (\$2 million). The construction of the Soccer Complex is scheduled to begin in the January 2003. The park improvements and cemetery developments are expected to begin in October 2003. Debt service on the \$7,250,000 issue is paid from the Five Mill Tax Fund.

Auburn City Board of Education Issuances

In February 2002, the City issued general obligation school warrants for \$27,275,000. The warrants were issued to refund several outstanding debt issues totaling \$14,794,570 and to provide funding of \$12,480,430 for additions and renovations to existing schools. The construction projects include additions to two elementary schools, one middle school, the junior high school and the high school. The expected completion date on these construction projects is September 2003. The renovations projects include upgrades to three elementary schools, the junior high school and the high school. School Board debt is repaid from property taxes received by the City, which are earmarked for education purposes. Debt service on the \$27,275,000 issue is paid from the Special School Ad Valorem Tax Fund.

Other Recent Debt

In fiscal year 2001, the City issued a two general obligation warrants. The first issuance was in April 2001 for \$428,000 to purchase land to develop future park property. The second issuance was in September 2001 for \$1,035,400 to finance various drainage improvements. Debt service on these issuances is paid from the General Fund.

The City entered into several capital leases in fiscal 2001, totaling \$1,075,342. The capital leases were issued to pay for the following capital equipment items:

- Police vehicles (\$353,803)
- Telephone system (\$218,492)
- Fire truck refurbishment (\$177,000)
- Garbage truck (\$147,904)
- Pothole patch truck (\$92,367)
- Recycling Truck (\$85,776)

The terms of the capital leases range from three to five years.

The City issued a general obligation warrant for \$1,937,000 in June 2002 to finance various drainage improvements, street improvements and computer system improvements. Debt service on this warrant is paid from the General Fund.

Assessment Projects Financing

Under the State law, Alabama cities may construct public improvements that will benefit specific property owners and then assess the costs of the improvements to those property owners. The City of

Auburn initiates the assessment projects to construct streets through undeveloped properties. After the property owner and City come to agreement on the scope of the project, the City secures construction financing by inviting bids from local banks. After project construction is complete and the total project costs are known, permanent financing is arranged with a local bank through the competitive bid process. The property owner then executes a promissory note to the City, the terms of which are structured to provide a cash flow stream to cover the City's debt service requirements for the permanent financing. As a result of the assessment project process, the City's infrastructure is expanded or improved at no cost to the taxpayers.

The City currently has three assessment projects. The first of these projects is North Dean Road, which began construction in January 1997 and was completed in July 1998. The second assessment project is Watercrest Drive, which began in November 1999 and was completed in July 2001. The third assessment project is Longleaf Drive, which began in February 2001 and was completed in April 2001. The City is paying the debt on the Watercrest Drive and North Dean Road projects with funding provided by the property owners. The debt for Longleaf Drive was paid in full in February 2002.

Debt Issuances Planned for Fiscal Year 2003

The FY 03 budget includes borrowing a total of \$3,475,579 for the following capital outlays:

- \$1,000,000 to finance stadium improvements. This project is contingent upon a structural engineer's inspection report.
- \$1,000,000 to finance construction of a tennis complex. This project is contingent upon the enrollment of an adequate number of members signing a legally binding dues commitment. A general obligation warrant will be issued and paid by the General Fund. The membership dues will be structured to cover the cost of the debt payments.
- \$510,000 to finance street construction.
- \$755,000 to finance the purchase of several vehicles. The planned purchases are as follows:
 - Platform fire truck (\$550,000)
 - Knuckle boom loader (\$100,000)
 - Backhoe (\$70,000)
 - Self-contained vacuum leaf loader (\$35,000)
- \$89,937 to finance the purchase of computer system components.
- \$70,642 to finance sidewalk construction.
- \$50,000 to finance traffic signal installation.

The items listed above will be financed by the issuance of general obligation warrants; the debt service thereon will be paid by the General Fund.

Debt Issuances Planned for Fiscal Year 2004

The FY 04 budget includes borrowing proceeds totaling \$1,283,198 for the following capital outlays:

- \$350,000 for the construction of a new fire station.
- \$380,000 for street construction.
- \$200,000 for the construction of a new teen center.
- \$150,000 for the development of park property.
- \$73,202 for sidewalk construction.
- \$50,000 for traffic signal installation.

- \$49,874 for the purchase of computer system components.
- \$30,122 for bikeway construction.

The items listed above will be financed by the issuance of general obligation warrants and the debt service will be paid by the General Fund.

Future requirements for debt service

The following schedule shows the City's debt service requirements, including both principal and interest, to maturity for all obligations outstanding as of September 30, 2002. This schedule includes the debt service requirements for all of the recent issues mentioned above (debt issued through September 30, 2002).

City of Auburn
Projected Debt Service Requirements to Maturity
Principal and Interest
As of September 30, 2002

Fiscal Year	General Obligation Issues	Specific Revenue Source Issues	Proprietary Fund Issues	Industrial Development Board Issues	Total Projected Requirements
2003	\$ 2,425,334	\$ 4,038,139	\$ 1,602,521	\$ 1,289,865	\$ 9,355,859
2004	2,281,980	4,169,344	1,604,576	1,295,566	9,351,466
2005	1,905,998	4,272,486	1,569,606	1,294,865	9,042,956
2006	2,049,180	4,307,711	1,561,013	1,577,875	9,495,780
2007	1,709,099	4,261,158	1,564,467	2,281,497	9,816,220
2008	1,250,892	4,295,789	1,561,580	1,193,730	8,301,991
2009	934,169	4,321,995	1,559,943	1,201,830	8,017,937
2010	882,370	4,333,494	1,561,908	1,202,930	7,980,702
2011	725,274	4,379,624	1,559,907	1,217,330	7,882,135
2012	529,668	4,410,554	1,561,279	1,224,180	7,725,681
2013	336,735	4,441,461	2,225,097	1,233,780	8,237,073
2014	339,430	4,476,899	2,220,399	1,240,830	8,277,558
2015	341,200	4,056,734	2,221,580	1,250,330	7,869,844
2016	341,640	3,244,709	2,218,284	1,262,503	7,067,136
2017	341,240	2,466,406	2,214,875	1,101,100	6,123,621
2018	340,000	2,463,763	2,211,750	1,116,500	6,132,013
2019	337,920	2,466,250	2,209,750	1,133,200	6,147,120
2020	-	2,462,750	2,208,625	940,950	5,612,325
2021	-	2,465,250	2,208,125	-	4,673,375
2022	-	2,463,250	2,203,125	-	4,666,375
2023	-	2,461,750	2,203,375	-	4,665,125
2024	-	2,465,500	2,198,625	-	4,664,125
2025	-	2,464,000	-	-	2,464,000
2026	-	2,462,250	-	-	2,462,250
Totals	\$ 17,072,130	\$ 83,651,264	\$ 42,250,410	\$ 23,058,861	\$ 166,032,665

At present, the City has no debt service requirements beyond the year 2026. The above schedule does not reflect the non-interest bearing general obligation warrant will mature at the principal amount of \$9,400,000 in 2012. As of September 30, 2002, the total remaining sinking fund payments are \$6,388,921. The sinking fund payments required each fiscal year are \$672,518 through 2011. The final payment in 2012 is \$336,259.

City of Auburn Description of All Budgeted Funds

Annual budgets are adopted each fiscal year for the funds described here.

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 with 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.

Governmental Funds

General Fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. The General Fund accounts for the financing of public improvements or services deemed to benefit the properties against which special assessments are levied.

City Gasoline Tax *Special Revenue* Fund accounts for one-half of the revenues received from the City's two-cent gasoline tax and disbursements related to the construction of and improvements to streets.

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, which are disbursed for the resurfacing, restoration of roads, bridges and streets.

Special School Tax *Special Revenue* Fund

accounts for eleven mill ad valorem tax revenues used to pay principal and interest on bonds issued for school purposes.

Special Additional School Tax *Special Revenue* Fund accounts for five 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. Marshal used for enforcement of laws against drug trafficking.

CDBG Grant *Special Revenue* Fund accounts for grants from the Dept. of Housing and Urban Development to be used for Community Development Block Program projects.

Special 5-Mill Tax *Debt Service* Fund accounts for general property tax receipts used to pay principal and interest on voted bonds of the City.

General Obligation Refunding Street Improvement Warrants (GORSIW) Series 76 *Debt Service* Fund accounts for payments of principal and interest on G.O. refunding street improvement warrants issued in 1976.

Proprietary Funds

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

ACDI *Enterprise* Fund accounts for rental revenue received from and costs incurred for the operation of the Auburn Center for Developing Industries.

Sewer Equipment Replacement *Enterprise* Fund accounts for original funds deposited with the City by the partner in the privatization of the City's wastewater treatment plants to provide financing for replacement equipment needed for treatment plant operations.

Industrial Park *Enterprise* Fund accounts for the acquisition and financing of property held for future economic development.

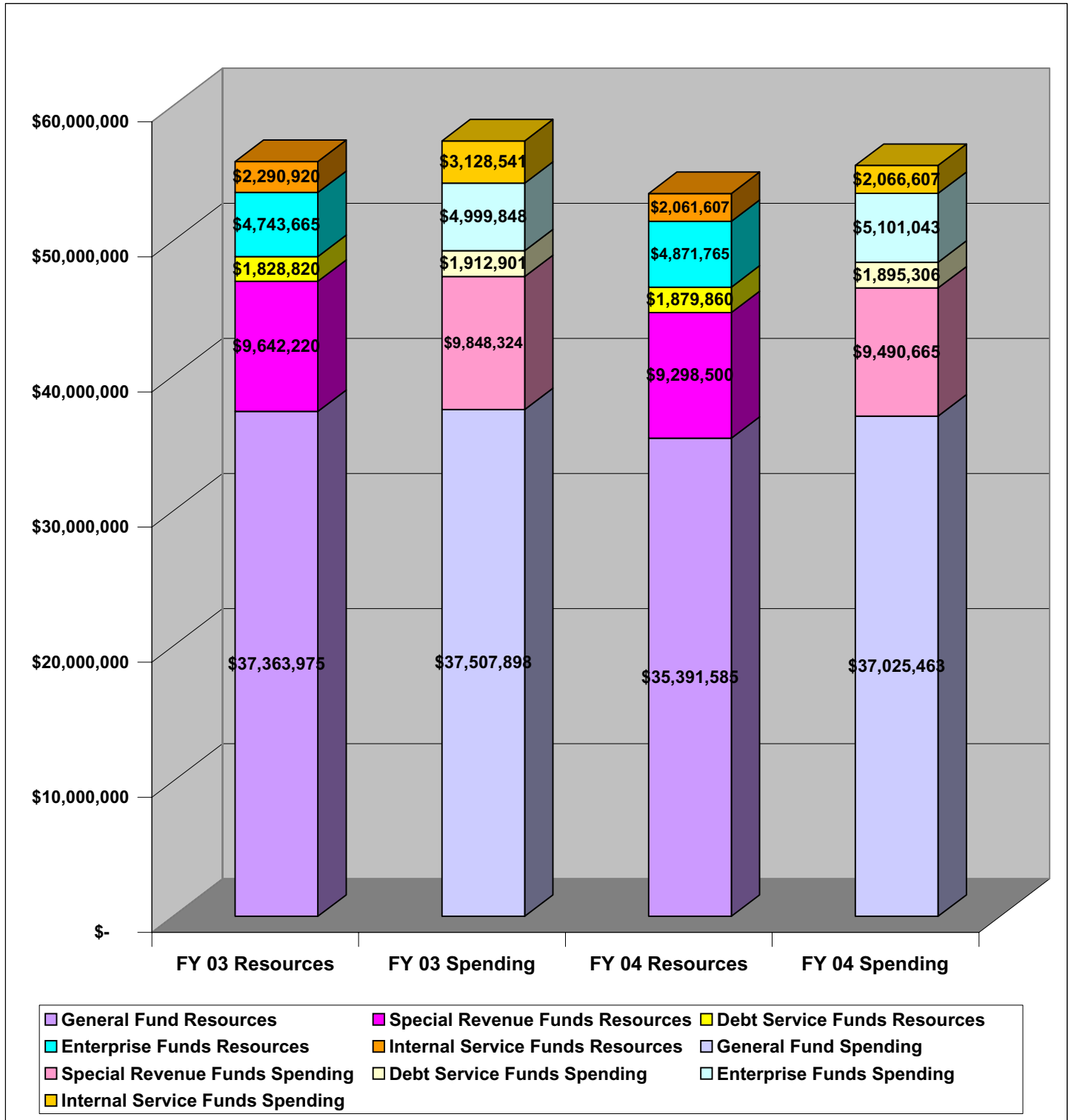
Employee Benefit Self-Insurance *Internal Service* Fund accounts for the costs of operating and the reserves provided for the City's self-insured employee benefits program.

Liability Risk-Retention *Internal Service* Fund accounts for the costs of operating and the reserves provided for the City's general liability and workers compensation self-insurance program.

City of Auburn

Overview of Projected Resources and Planned Spending ~ All Budgeted Funds

Biennial Budget - FY 03 & FY 04



City of Auburn

Summary of Budgeted Revenues and Expenditures/Expenses by Fund Type

Biennial Budget - FY 03 & FY 04

	Governmental Fund Types			Proprietary Fund Types		Total - All Budgeted Funds
	General	Special Revenue	Debt Service	Enterprise	Internal Service	
	FY03 Budget					
Revenues	\$ 31,974,298	\$ 6,392,220	\$ 1,751,000	\$ 4,642,665	\$ 1,658,057	\$46,418,240
Other Financing Sources	5,389,677	3,250,000	77,820	101,000	632,863	9,451,360
Total Revenues and Other Sources	37,363,975	9,642,220	1,828,820	4,743,665	2,290,920	55,869,600
Expenditures	35,579,913	6,078,324	1,912,901	-	-	43,571,138
Expenses	-	-	-	4,887,938	1,626,500	6,514,438
Other Financing Uses	1,927,985	3,770,000	-	111,910	1,502,041	7,311,936
Total Expenditures/ Expenses and Other Uses	37,507,898	9,848,324	1,912,901	4,999,848	3,128,541	57,397,512
Excess (deficit) of resources over (under) uses	(143,923)	(206,104)	(84,081)	(256,183)	(837,621)	(1,527,912)
Projected Beginning Fund Equity, 9.30.02	12,514,813	1,616,759	1,520,837	3,175,180	2,059,057	20,886,646
Projected Ending Fund Equity, 9.30.03	\$ 12,370,890	\$ 1,410,655	\$ 1,436,756	\$ 2,918,997	\$ 1,221,436	\$19,358,734
Ending Fund Equity as a % of Budgeted Expenditures	32.98%	14.32%	75.11%	58.38%	39.04%	33.73%
	FY04 Budget					
Revenues	\$ 33,104,616	\$ 5,748,500	\$ 1,801,000	\$ 4,870,765	\$ 1,671,007	\$47,195,888
Other Financing Sources	2,286,969	3,550,000	78,860	1,000	390,600	6,307,429
Total Revenues and Other Sources	35,391,585	9,298,500	1,879,860	4,871,765	2,061,607	53,503,317
Expenditures	35,070,781	5,416,665	1,895,306			42,382,752
Expenses				4,987,861	1,736,200	6,724,061
Other Financing Uses	1,954,682	4,074,000	-	113,182	330,407	6,472,271
Total Expenditures/ Expenses and Other Uses	37,025,463	9,490,665	1,895,306	5,101,043	2,066,607	55,579,084
Excess (deficit) of resources over (under) uses	(1,633,878)	(192,165)	(15,446)	(229,278)	(5,000)	(2,075,767)
Projected Ending Fund Equity, 9.30.03	12,370,890	1,410,655	1,436,756	2,918,997	1,221,436	19,358,734
Projected Ending Fund Equity, 9.30.04	\$ 10,737,012	\$ 1,218,490	\$ 1,421,310	\$ 2,689,719	\$ 1,216,436	\$17,282,967
Ending Fund Equity as a % of Budgeted Expenditures	29.00%	12.84%	74.99%	52.73%	58.86%	31.10%

City of Auburn
Details of Financing City Operations ~ All Budgeted Funds
Budget - FY 03*

	Governmental Fund Types			Proprietary Fund Types		FY 03 Total
	General	Special Revenue	Debt Service	Enterprise	Internal Service	All Budgeted Funds
Revenues						
Taxes	\$ 16,777,500	\$ 5,534,500	\$ 1,650,000	\$ -	\$ -	\$ 23,962,000
Licenses and permits	10,156,500	-	-	-	-	10,156,500
Intergovernmental revenue	312,098	-	-	-	-	312,098
Fines and costs	971,750	-	-	-	-	971,750
Charges for services	3,117,850	-	-	4,537,665	1,615,557	9,271,072
Federal Grant	-	820,220	-	-	-	820,220
Other revenue	638,600	37,500	101,000	105,000	42,500	924,600
Total revenue	31,974,298	6,392,220	1,751,000	4,642,665	1,658,057	46,418,240
Other financing sources						
Transfers in from other funds	1,914,098	-	77,820	1,000	632,863	2,625,781
Debt proceeds	3,475,579	3,250,000	-	100,000	-	6,825,579
Capital Contributions	-	-	-	-	-	-
Total revenue and other sources	37,363,975	9,642,220	1,828,820	4,743,665	2,290,920	55,869,600
Expenditures/expenses						
City Council	139,669	-	-	-	-	139,669
City Manager	448,384	-	-	-	-	448,384
Judicial	459,620	-	-	-	-	459,620
Information Technology	704,849	-	-	-	-	704,849
GIS	199,542	-	-	-	-	199,542
Finance	918,089	-	-	-	-	918,089
Economic Development	395,524	820,220	-	95,125	-	1,310,869
Human Resources	415,740	-	-	-	-	415,740
Risk Management	221,890	-	-	-	1,626,500	1,848,390
Public Safety - Administration	942,705	-	-	-	-	942,705
Police	4,583,642	4,000	-	-	-	4,587,642
Fire	3,305,541	-	-	-	-	3,305,541
Communications	423,188	-	-	-	-	423,188
Codes Enforcement	257,540	-	-	-	-	257,540
Public Works - Administration	543,812	-	-	-	-	543,812
Construction and Maintenance	809,878	-	-	-	-	809,878
Engineering	459,869	-	-	-	-	459,869
Inspection	221,184	-	-	-	-	221,184
Traffic Engineering	220,082	-	-	-	-	220,082
Environmental Services - Administration	401,913	-	-	-	-	401,913
Recycling	883,608	-	-	-	-	883,608
Solid Waste	862,392	-	-	-	-	862,392
Animal Control	132,875	-	-	-	-	132,875
Right of Way Maintenance	386,679	-	-	-	-	386,679
Fleet Services	471,740	-	-	-	-	471,740
Library	869,459	-	-	-	-	869,459
Parks and Recreation - Administration	679,447	-	-	-	-	679,447
Leisure Services	1,292,443	-	-	-	-	1,292,443
Parks and Facilities	1,343,004	-	-	-	-	1,343,004
Planning	402,854	-	-	-	-	402,854
Water and Sewer-Sewer Maintenance	-	-	-	3,184,092	-	3,184,092
Total departmental	23,397,162	824,220	-	3,279,217	1,626,500	29,127,099
Non-departmental	12,182,751	5,254,104	1,912,901	1,608,721	-	20,958,477
Total expenditures/expenses	35,579,913	6,078,324	1,912,901	4,887,938	1,626,500	50,085,576
Other financing uses						
Transfers out and bond escrow payments	1,927,985	3,770,000	-	111,910	1,502,041	7,311,936
Total expens. and other uses	37,507,898	9,848,324	1,912,901	4,999,848	3,128,541	57,397,512
Excess of resources over (under) uses	(143,923)	(206,104)	(84,081)	(256,183)	(837,621)	(1,527,912)
Projected ending fund equity, 9.30.02	12,514,813	1,616,759	1,520,837	3,175,180	2,059,057	20,886,646
Projected ending fund equity, 9.30.03	\$ 12,370,890	\$ 1,410,655	\$ 1,436,756	\$ 2,918,997	\$ 1,221,436	\$ 19,358,734

* Beginning and ending fund equities for budget years have been updated from the ordinance amounts to reflect unaudited actual fund equities at 9.30.02.

City of Auburn
Financing City Operations - All Budgeted Funds
Budget - FY 04*

	Governmental Fund Types			Proprietary Fund Types		FY 04 Total
	General	Special Revenue	Debt Service	Enterprise	Internal Service	All Budgeted Funds
Revenues						
Taxes	\$ 17,211,500	\$ 5,693,500	\$ 1,700,000	\$ -	\$ -	\$ 24,605,000
Licenses and permits	10,387,000	-	-	-	-	10,387,000
Intergovernmental revenue	579,316	-	-	-	-	579,316
Fines and costs	978,950	-	-	-	-	978,950
Charges for services	3,292,750	-	-	4,762,665	1,628,507	9,683,922
Federal Grants	-	-	-	-	-	-
Other revenue	655,100	55,000	101,000	108,100	42,500	961,700
Total revenue	33,104,616	5,748,500	1,801,000	4,870,765	1,671,007	47,195,888
Other financing sources						
Transfers in from other funds	1,003,771	3,550,000	78,860	1,000	390,600	5,024,231
Debt proceeds	1,283,198	-	-	-	-	1,283,198
Total revenue and other sources	35,391,585	9,298,500	1,879,860	4,871,765	2,061,607	53,503,317
Expenditures/expenses						
City Council	139,819	-	-	-	-	139,819
City Manager	465,135	-	-	-	-	465,135
Judicial	443,898	-	-	-	-	443,898
Information Technology	679,615	-	-	-	-	679,615
GIS	205,908	-	-	-	-	205,908
Finance	946,617	-	-	-	-	946,617
Economic Development	406,399	-	-	100,125	-	506,524
Human Resources	502,821	-	-	-	-	502,821
Risk Management	231,633	-	-	-	1,736,200	1,967,833
Public Safety - Administration	991,017	-	-	-	-	991,017
Police	4,782,371	4,000	-	-	-	4,786,371
Fire	3,215,672	-	-	-	-	3,215,672
Communications	437,194	-	-	-	-	437,194
Codes Enforcement	269,681	-	-	-	-	269,681
Public Works - Administration	538,414	-	-	-	-	538,414
Construction and Maintenance	796,074	-	-	-	-	796,074
Engineering	466,702	-	-	-	-	466,702
Inspection	224,925	-	-	-	-	224,925
Traffic Engineering	228,011	-	-	-	-	228,011
Environmental Services - Administration	413,670	-	-	-	-	413,670
Recycling	780,374	-	-	-	-	780,374
Solid Waste	873,544	-	-	-	-	873,544
Animal Control	136,105	-	-	-	-	136,105
Right of Way Maintenance	400,848	-	-	-	-	400,848
Fleet Services	491,307	-	-	-	-	491,307
Library	973,841	-	-	-	-	973,841
Parks and Recreation - Administration	733,007	-	-	-	-	733,007
Leisure Services	1,366,024	-	-	-	-	1,366,024
Parks and Facilities	1,495,732	-	-	-	-	1,495,732
Planning	395,182	-	-	-	-	395,182
Water and Sewer-Sewer Maintenance	-	-	-	2,907,863	-	2,907,863
Total departmental	24,031,540	4,000	-	3,007,988	1,736,200	28,779,728
Non-departmental	11,039,241	5,412,665	1,895,306	1,979,873	-	20,327,085
Total expenditures/expenses	35,070,781	5,416,665	1,895,306	4,987,861	1,736,200	49,106,813
Other financing uses						
Transfers to other funds	1,954,682	4,074,000	-	113,182	330,407	6,472,271
Total expens. and other uses	37,025,463	9,490,665	1,895,306	5,101,043	2,066,607	55,579,084
Excess of resources over (under) uses	(1,633,878)	(192,165)	(15,446)	(229,278)	(5,000)	(2,075,767)
Projected ending fund equity, 9.30.03	12,370,893	1,410,655	1,436,756	2,918,997	1,221,436	19,358,737
Projected ending fund equity, 9.30.04	\$ 10,737,015	\$ 1,218,490	\$ 1,421,310	\$ 2,689,719	\$ 1,216,436	\$ 17,282,970

* Beginning and ending fund equities for budget years have been updated from the ordinance amounts to reflect unaudited actual fund equities at 9.30.02.

City of Auburn
Overview of Other Funds - Special Revenue Funds
Biennial Budget - FY 03 & FY 04

	City Gas Tax	7 Cent State Gas Tax	9 Cent State Gas Tax	Special School Tax	Special Additional School Tax	Public Safety Substance Abuse Prevention	CDBG Grant	Total-All Budgeted Special Revenue Funds
Audited fund balances, 9.30.01	\$ 99,955	\$ 32,188	\$ 33,804	\$ 299,550	\$ 464,462	\$ 174,420	\$ -	\$ 1,104,379
FY 02 Actual revenues*	266,078	145,802	105,293	16,858,209	3,399,235	1,881	834,000	21,610,498
FY 02 Actual expenditures*	226,450	124,000	86,500	17,061,374	2,763,528	2,266	834,000	21,098,118
Projected fund balances, 9.30.02	139,583	53,990	52,597	96,385	1,100,169	174,035	-	1,616,759
FY 03 Budget								
Revenues								-
Taxes	265,000	129,500	90,000	1,650,000	3,400,000	-	-	5,534,500
Other revenue	-	1,000	1,000	-	35,000	500	820,220	857,720
Total revenues	265,000	130,500	91,000	1,650,000	3,435,000	500	820,220	6,392,220
Other financing sources								
Transfers from other funds	-	-	-	3,250,000	-	-	-	3,250,000
Total resources available	404,583	184,490	143,597	4,996,385	4,535,169	174,535	820,220	11,258,979
Expenditures								
Public Works	-	-	-	-	-	-	512,720	512,720
Public Safety	-	-	-	-	-	4,000	-	4,000
Parks and Recreation	-	-	-	-	-	-	-	-
Non-departmental								
General operations	-	-	-	74,200	155,000	-	307,500	536,700
Support to City Schools	-	-	-	2,800,000	-	-	-	2,800,000
Debt service	-	-	-	2,224,904	-	-	-	2,224,904
Total expenditures	-	-	-	5,099,104	155,000	4,000	820,220	6,078,324
Other financing uses								
Transfers to other funds	300,000	130,000	90,000	-	3,250,000	-	-	3,770,000
Total resources used	300,000	130,000	90,000	5,099,104	3,405,000	4,000	820,220	9,848,324
Projected fund balances, 9.30.03	104,583	54,490	53,597	(102,719)	1,130,169	170,535	-	1,410,655
FY 04 Budget								
Revenues								
Taxes	267,500	132,000	94,000	1,700,000	3,500,000	-	-	5,693,500
Other revenue	2,500	1,000	1,000	15,000	35,000	500	654,718	709,718
Total revenues	270,000	133,000	95,000	1,715,000	3,535,000	500	654,718	6,403,218
Other financing sources								
Transfers from other funds	-	-	-	3,550,000	-	-	-	3,550,000
Total resources available	374,583	187,490	148,597	5,162,281	4,665,169	171,035	654,718	11,363,873
Expenditures								
Public Works	-	-	-	-	-	-	-	-
Public Safety	-	-	-	-	-	4,000	-	4,000
Parks and Recreation	-	-	-	-	-	-	350,000	350,000
Non-departmental								
General operations	-	-	-	77,436	160,000	-	304,718	542,154
Support to City Schools	-	-	-	2,800,000	-	-	-	2,800,000
Debt service	-	-	-	2,375,229	-	-	-	2,375,229
Total expenditures	-	-	-	5,252,665	160,000	4,000	654,718	6,071,383
Other financing uses								
Transfers to other funds	300,000	130,000	94,000	-	3,550,000	-	-	4,074,000
Total resources used	300,000	130,000	94,000	5,252,665	3,710,000	4,000	654,718	10,145,383
Projected fund balances, 9.30.04	\$ 74,583	\$ 57,490	\$ 54,597	\$ (90,384)	\$ 955,169	\$ 167,035	\$ -	\$ 1,218,490

* Unaudited

City of Auburn
Overview of Other Funds - Debt Service Funds

Biennial Budget - FY 03 & FY 04

	Special Five Mill Tax	GORSIW Series '76	Total - All Budgeted Debt Service Funds
Audited fund balances, 9.30.01	\$ 1,860,899	\$ 33,431	\$ 1,894,330
FY 02 Actual revenues*	1,593,478	77,909	1,671,387
FY 02 Actual expenditures*	1,968,430	76,450	2,044,880
Projected fund balances, 9.30.02	1,485,947	34,890	1,520,837
FY 03 Budget			
Revenues			
Taxes - ad valorem	1,650,000	-	1,650,000
Other revenue	100,000	1,000	101,000
Total revenues	1,750,000	1,000	1,751,000
Other financing sources			
Transfers from other funds	-	77,820	77,820
Total resources available	3,235,947	113,710	3,349,657
Expenditures			
Non-departmental			
General operations	75,200	-	75,200
Debt service			
Principal	915,000	60,000	975,000
Interest	844,881	17,820	862,701
Total expenditures	1,835,081	77,820	1,912,901
Total resources used	1,835,081	77,820	1,912,901
Projected fund balances, 9.30.03	1,400,866	35,890	1,436,756
FY 04 Budget			
Revenues			
Taxes - ad valorem	1,700,000	-	1,700,000
Other revenue	100,000	1,000	101,000
Total revenues	1,800,000	1,000	1,801,000
Other financing sources			
Transfers from other funds	-	78,860	78,860
Total resources available	3,200,866	115,750	3,316,616
Expenditures			
Non-departmental			
General operations	77,500	-	77,500
Debt service			
Principal	930,000	65,000	995,000
Interest	808,946	13,860	822,806
Total expenditures	1,816,446	78,860	1,895,306
Total resources used	1,816,446	78,860	1,895,306
Projected fund balances, 9.30.04	\$ 1,384,420	\$ 36,890	\$ 1,421,310

* Unaudited

City of Auburn
Overview of Other Funds - Enterprise Funds

Biennial Budget - FY 03 & FY 04

	Sewer	Sewer Equipment Replace- ment	Auburn Center for Developing Industries	Industrial Park	Total - All Budgeted Enterprise Funds
Audited fund equity, 9.30.01	\$ 867,172	\$ 505,493	\$ 502,414	\$ (85,669)	\$ 1,789,410
FY 02 Projected revenues*	5,756,204	6,474	153,282	101,173	6,017,133
FY 02 Budgeted expenses*	4,497,430	33,471	100,272	190	4,631,363
Projected fund equity, 9.30.02	2,125,946	478,496	555,424	15,314	3,175,180
FY 03 Budget					
Revenues					
Charges for services	4,428,000	-	109,665	-	4,537,665
Other revenues	98,500	5,000	1,500	-	105,000
Total revenues	4,526,500	5,000	111,165	-	5,002,665
Other financing sources					
Debt proceeds	100,000	-	-	-	100,000
Transfers from other funds	-	-	-	1,000	1,000
Total resources available	6,752,446	483,496	666,589	16,314	7,918,845
Expenses					
Economic Development	-	-	94,125	1,000	95,125
Sewer	4,742,813	50,000	-	-	4,792,813
Total expenses	4,742,813	50,000	94,125	1,000	4,887,938
Other financing uses					
Transfers to other funds	111,910	-	-	-	111,910
Total resources used	4,854,723	50,000	94,125	1,000	4,999,848
Projected fund equity, 9.30.03	1,897,723	433,496	572,464	15,314	2,918,997
FY 04 Budget					
Revenues					
Charges for services	4,653,000	-	109,665	-	4,762,665
Other revenues	101,600	5,000	1,500	-	108,100
Total revenues	4,754,600	5,000	111,165	-	4,870,765
Other financing sources					
Debt proceeds	-	-	-	-	-
Transfers from other funds	-	-	-	1,000	1,000
Total resources available	6,652,323	438,496	683,629	16,314	7,790,762
Expenses					
Economic Development	-	-	99,125	1,000	100,125
Sewer	4,837,736	50,000	-	-	4,887,736
Total expenses	4,837,736	50,000	99,125	1,000	4,987,861
Other financing uses					
Transfers to other funds	113,182	-	-	-	113,182
Total resources used	4,950,918	50,000	99,125	1,000	5,101,043
Projected fund equity, 9.30.04	\$ 1,701,405	\$ 388,496	\$ 584,504	\$ 15,314	\$ 2,689,719

* Unaudited

^ Includes depreciation expense (non-cash) of \$692,000. FY 03 and FY 04 proposed expenses exclude depreciation.

City of Auburn
Overview of Other Funds - Internal Service Funds

Biennial Budget - FY 03 & FY 04

	Liability Risk Retention	Employee Benefit Self-Insurance	Total - All Budgeted Internal Service Funds
Audited fund balances, 9.30.01	\$ 602,672	\$ 1,525,764	\$ 2,128,436
FY 02 Actual revenues*	341,684	1,340,412	1,682,096
FY 02 Actual expenses*	143,751	1,607,723	1,751,474
Projected fund balances, 9.30.02	800,605	1,258,453	2,059,058
FY 03 Budget			
Revenues			
Charges for services	-	1,615,557	1,615,557
Other revenue	-	42,500	42,500
Total revenues	-	1,658,057	1,658,057
Other financing sources			
Transfers from other funds	632,863	-	632,863
Total resources available	1,433,468	2,916,510	4,349,978
Expenses			
Risk management/health benefits	377,100	1,150,000	1,527,100
Non-departmental	-	99,400	99,400
Total expenses	377,100	1,249,400	1,626,500
Other financing uses			
Transfers to other funds	-	1,502,041	1,502,041
Total resources used	377,100	2,751,441	3,128,541
Projected fund balances, 9.30.03	1,056,368	165,069	1,221,437
FY 04 Budget			
Revenues			
Charges for services	-	1,628,507	1,628,507
Other revenue	-	42,500	42,500
Total revenues	-	1,671,007	1,671,007
Other financing sources			
Transfers from other funds	390,600	-	390,600
Total resources available	1,446,968	1,836,076	3,283,044
Expenses			
Risk management/health benefits	390,600	1,245,500	1,636,100
Non-departmental	-	100,100	100,100
Total expenses	390,600	1,345,600	1,736,200
Other financing uses			
Transfers to other funds	5,000	325,407	330,407
Total resources used	395,600	1,671,007	2,066,607
Projected fund balances, 9.30.04	\$ 1,051,368	\$ 165,069	\$ 1,216,437

* Unaudited

City of Auburn
Summary of Capital Outlay by Fund and Department
General Fund - FY 03

	Capital Outlay	Estimated Budget Impact ~
City Council (none)	\$ -	
Office of the City Manager (none)	-	
Judicial		
Executive desks (7)	\$ 8,419	\$ -
Rolling file cabinets (2)	2,500	-
Total Judicial		10,919
Information Technology		
<i>Information Technology Division</i>		
Intrusion detection system (50%)	\$ 49,937 +	-
Tape backup system (50%)	40,000 +	-
Total Information Technology Division	89,937	-
<i>Geographic Information System (GIS) Division</i>		
Computers (2)	6,000	-
Mapping computer	3,000	-
Total GIS	9,000	
Total Information Technology		98,937
Finance		
Scanning equipment for Revenue Office	9,850	-
Bookcase	985	-
Computer (3)	6,205	-
Monitors (2)	1,970	-
Lateral files (2)	2,463	-
Total Finance		21,473
Economic Development		
Color laser printer		6,000 1,000
Human Resource Management		
<i>Human Resource Management Division</i>		
Computer	2,000	-
<i>Risk Management Division</i> (none)	-	-
Total Human Resource Management		2,000
Public Safety		
<i>Administration Division</i>		
Computers (3)	6,000	-
<i>Police Division</i>		
Mobile radios (9)	19,800	-
Police bicycles (2)	2,250	-
Police vehicles (8)	176,000	5,000
In-car video cameras (5)	20,000	-
Emergency light bars (6)	8,400	-
Total Police	204,400	
<i>Fire Division</i>		
75' Quint platform truck and equipment	550,000 ^	3,000
Automobile	23,000	1,000
Total Fire	573,000	

+ To be financed by issuance of a short-term general obligation warrant.

^ To be financed by issuance of a long-term general obligation warrant.

~ Indicates projected (negative) or positive impact to the FY 03 budget. Negative impacts result from net increased cost. Positive impacts result from net cost savings and/or increased revenue in excess of increased cost.

City of Auburn
Summary of Capital Outlay by Fund and Department
General Fund - FY 03

	Capital Outlay	Estimated Budget Impact~
Public Safety (continued)		
Communications Division (none)	\$ -	
Codes Enforcement Division (none)	-	
Total Public Safety	\$ 783,400	\$ 9,000
Public Works		
Administration Division		
Laser color printer	2,500	2,000
Computer	2,300	(500)
Large format copier	9,275	3,000
Total Administration	14,075	
Construction and Maintenance Division		
Backhoe	70,000 +	7,000
Engineering Design Division		
Computer	2,300	(500)
Inspection Division (none)	-	
Traffic Engineering		
Traffic signal installation (East University Dr / South Donahue)	50,000 +	2,000
Total Public Works	136,375	13,000
Environmental Services		
Administration Division (none)	-	
Recycling Division		
Self-contained vacuum leaf loader	35,000 +	26,800
Knuckle boom loader	100,000 ^	9,500
Total Recycling	135,000	
Solid Waste Division (none)	-	
Animal Control Division (none)	-	
Right-of-Way Maintenance Division (none)	-	
Fleet Services Division (none)	-	
Total Environmental Services	135,000	36,300
Library		
Computer equipment for disabled persons	2,200	-
Computer	2,000	-
Computer equipment (grant-funded)	6,600	-
Total Library	10,800	-
Parks and Recreation		
Administration Division		
Computers (3)	6,200	-

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City of Auburn
Summary of Capital Outlay by Fund and Department
General Fund - FY 03

	Capital Outlay	Estimated Budget Impact ~
Parks and Recreation (continued)		
<i>Leisure Services Division</i>		
Court resurfacing	\$ 15,000	\$ -
Samford Pool-filter renewal	6,000	-
Kiesel Park dog exercise area	4,000	-
Total Leisure Services	\$ 25,000	
<i>Parks and Facilities Division</i>		
Backhoe attachment for tractor	7,000	-
Spray rig	2,000	-
Court machine	5,000	500
Infield machine	7,500	-
Truck	20,000	-
Total Parks and Facilities	41,500	
Total Parks and Recreation	72,700	500
Planning		
Computers (2)	5,000	(750)
Color laser printer	2,500	(375)
Total Planning	7,500	(1,125)
Total Departmental	1,285,104	58,675
General Operations		
Property acquisition	\$ 1,000	-
Office furniture and equipment	1,000	-
Office furniture and equipment	1,000	-
Total General Operations	3,000	-
Project Operations - Public Works		
Street maintenance	1,000,000	50,000
Drainage Study projects		
(Burton St-\$27,000, Pumphrey Ave-\$17,000)	44,000	5,000
Street projects		
N Donahue Dr. Widening, Phase II		
(Bragg to Bedell, ROW)	220,000 ^	-
N Donahue Dr. Widening, Phase I		
(Magnolia to Bragg, constr'n)	290,000 ^	1,000
Total Street Projects	510,000	
Tichenor Avenue Street Light Project	30,000	4,000
Sidewalk projects		
N College-Drake to Shelton Mill		3,000
(grant \$89,584; City \$22,416 +)	112,000	
Opelika Rd-EUD to Commerce		
(grant \$191,774; City \$48,226 +)	240,000	6,000
Total Sidewalk Projects (grants \$281,358; City \$70,642)	352,000	
Total Project Operations- Public Works	1,936,000	69,000

^ To be financed by issuance of a long-term general obligation warrant.

+ To be financed by issuance of a short-term general obligation warrant.

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City of Auburn
Summary of Capital Outlay by Fund and Department
General Fund - FY 03

	Capital Outlay	Estimated Budget Impact ~
Project Operations - Parks and Recreation		
Duck Samford Stadium improvements	\$ 1,000,000 ^ #	\$ (2,500)
Tennis Complex	1,000,000 ^ &	62,500
Total Project Operations- Parks and Recreation	<u>\$ 2,000,000</u>	<u>60,000</u>
Total Project Operations	<u>3,936,000</u>	<u>129,000</u>
Total - Non-Departmental	<u>3,939,000</u>	<u>129,000</u>
Total Capital Outlay - General Fund	<u>\$ 5,224,104</u>	<u>\$ 187,675</u>

Community Development Block Grant (CDBG) Fund - FY 03

	Capital Outlay	Estimated Budget Impact ~
Parks and Recreation Projects		
Boykin Recreation Center Renovation	\$ 200,000	\$ (10,000)
Frank Brown Renovation	350,000	-
Total Parks and Recreation Projects	<u>\$ 550,000</u>	
Public Works Projects		
Bragg Ave SW	<u>25,500</u>	<u>3,000</u>
Total Capital Outlay - CDBG Fund**	<u>\$ 575,500</u>	<u>\$ (7,000)</u>

Five Mill Tax 2002 Capital Projects Fund - FY 03

	Capital Outlay	Estimated Budget Impact ~
Parks and Recreation Projects		
<i>New Cemetery</i>		
Backhoe	\$ 40,000	\$ -
Truck	<u>20,000</u>	<u>500</u>
Total Capital Outlay - Five Mill Tax 2002 Capital Projects Fund	<u>\$ 60,000</u>	<u>\$ 500</u>

^ To be financed by issuance of a long-term general obligation warrant (total of ^ = \$3,160,000)

+ To be financed by issuance of a short-term general obligation warrant (total of + = \$315,579)

** CDBG projects are subject to funding and program approval by the federal government.

Contingent upon structural engineer's inspection report. Amount will be adjusted during Mid-Biennium Review.

& Contingent upon enrollment of an adequate number of members who have signed a legally binding dues commitment.

~ Indicates projected (negative) or positive impact to the FY 03 budget. Negative impacts result from net increased cost. Positive impacts result from net cost savings and/or increased revenue in excess of increased cost.

City of Auburn
Summary of Capital Outlay by Fund and Department
Sewer Fund - FY 03

	Capital Outlay	Estimated Budget Impact ~
Sewer Maintenance		
Computers (2)	\$ 6,000	\$ 500
South College west side sewer line	100,000	-
New Sewer Complex	250,000	-
Total Sewer Fund	\$ 356,000	\$ 500

Sewer Capital Projects Fund - FY 03

	Capital Outlay	Estimated Budget Impact ~
Southside WWTP Expansion	\$ 4,500,000	\$ *
Northside Pump Station	372,785	(100,000)
Northside WWTP Force Main	406,421	-
S-5 Pump Station	745,570	(150,000)
S-5 Force Main	1,200,000	-
Dogwood Outfall	318,545	2,500
West Stage Road Outfall	22,420	1,500
North Cary/Sanders St Outfall	259,915	10,000
North Ross Outfall	127,855	7,500
Opelika Rd Outfall	114,010	5,000
Bent Creek Road Outfall	34,730	1,000
Woodfield Outfall	63,070	-
S-5 Gravity Main	1,800,000	(10,000)
N-5 Pump Station & Force Main	676,495	(7,500)
Total Sewer Capital Projects Fund	\$ 10,641,816	\$ (240,000)

- * Savings will be realized in FY 04, when the northside treatment plant is closed.
- ~ Indicates projected (negative) or positive impact to the FY 03 budget. Negative impacts result from net increased cost. Positive impacts result from net cost savings and/or increased revenue in excess of increased cost.

City of Auburn
Summary of Capital Outlay by Fund and Department
General Fund - FY 04

	Capital Outlay	Estimated Budget Impact~
City Council (none)	\$ -	
Office of the City Manager (none)	-	
Judicial (none)	-	
Information Technology		
<i>Information Technology Division</i>		
Tape back-up system	\$ 49,874 +	\$ -
<i>Geographic Information System (GIS) Division (none)</i>		
Mapping computer	\$ 4,000	-
GPS download computer	3,000	-
<i>Total GIS</i>	<u>7,000</u>	
Total Information Technology	56,874	<u>-</u>
Finance		
Printer for conference room	985	-
Printer for Finance Director's office	985	-
Monitors	2,955	-
Computers (3)	<u>5,319</u>	-
Total Finance	10,244	-
Economic Development (none)		
Human Resources		
<i>Human Resources Division</i>		
Computer	2,000	-
<i>Risk Management Division (none)</i>	<u>-</u>	-
Total Human Resources	2,000	<u>-</u>
Public Safety		
<i>Administration Division</i>		
Computers (3)	6,000	-
<i>Police Division</i>		
Police vehicles (10)	225,000	6,000
In-car video cameras (5)	20,000	-
Traffic radar units (4)	7,400	-
Emergency light bars (8)	11,200	-
Mobile radios (8)	<u>17,600</u>	-
Total Police	281,200	
<i>Fire Division</i>		
Fire Station # 5	400,000 **	(12,000)
<i>Communications Division (none)</i>	-	
<i>Codes Enforcement Division (none)</i>	<u>-</u>	
Total Public Safety	687,200	<u>(6,000)</u>

+ To be financed by issuance of a short-term general obligation warrant.

^ To be financed by issuance of a long-term general obligation warrant.

** Of this amount, only the \$350,000^ estimated construction cost will be financed through borrowing.

~ Indicates projected (negative) or positive impact to the FY 04 budget. Negative impacts result from net increased cost. Positive impacts result from net cost savings and/or increased revenue in excess of increased cost.

City of Auburn
Summary of Capital Outlay by Fund and Department
General Fund - FY 04

	Capital Outlay	Estimated Budget Impact ~
Public Works		
<i>Administration Division</i>		
Computer	\$ 2,300	\$ 500
<i>Construction and Maintenance Division</i>		
Computer	\$ 2,300	(500)
Concrete saw	10,000	1,000
Asphalt roller	20,000	2,000
Total Construction and Maintenance	32,300	
<i>Engineering Design Division</i>		
Computer	2,300	(500)
<i>Inspection Division</i>		
Computer	2,300	(500)
<i>Traffic Engineering</i>		
Traffic signal installation (Wrights Mill / East University)	50,000 +	2,000
Computer	2,300	(500)
Total Traffic Engineering	52,300	
Total Public Works	91,500	3,500
Environmental Services		
<i>Administration Division (none)</i>	-	
<i>Recycling Division (none)</i>	-	
<i>Solid Waste Division (none)</i>	-	
<i>Animal Control Division (none)</i>	-	
<i>Right-of-Way Maintenance Division (none)</i>	-	
<i>Fleet Services Division (none)</i>	-	
Total Environmental Services	-	
Library		
Integrated Library System (grant)	65,000	-
Integrated Library System (City)	22,092	-
Computer	2,000	-
Total Library	24,092	-
Parks and Recreation		
<i>Administration Division</i>		
Computers (2)	3,200	-
<i>Leisure Services Division (none)</i>	-	
<i>Parks and Facilities Division</i>		
Mower	10,000	500
Tractor	14,000	-
Trucks (2)	28,000	-
Total Parks and Facilities	52,000	
Total Parks and Recreation	55,200	500

+ To be financed by issuance of a short-term general obligation warrant.

~ Indicates projected (negative) or positive impact to the FY 04 budget. Negative impacts result from net increased cost. Positive impacts result from net cost savings and/or increased revenue in excess of increased cost.

City of Auburn
Summary of Capital Outlay by Fund and Department
General Fund - FY 04

	Capital Outlay	Estimated Budget Impact ~
Planning		
Computers (2)	\$ 5,000	\$ (750)
Total Departmental	\$ 932,110	(2,750)
General Operations		
Property acquisition	\$ 1,000	\$ -
Office furniture and equipment	1,000	-
Office furniture and equipment	1,000	-
Total General Operations	\$ 3,000	-
Project Operations- Public Works		
Street maintenance	1,000,000	50,000
Engineering Professional Services		
Saugahatchee Creek @ N Donahue Drive	25,000	-
Bridge Design		
Streets		
N Donahue Dr Widening, Phase II	380,000 ^	1,500
(Bragg to Bedell construction)		
Special Projects		
Urban Core pedestrian crossings improvements	50,000	500
Intersection Improvements		
Samford Ave/Dean Rd	100,000	2,000
Bikeways		
Thach Avenue (grant \$158,878; City \$30,122 +)	189,000	3,000
Sidewalks		
Dumas Dr-Heard to Samford	\$ 130,500	3,000
(grant \$104,400; City \$26,100 +)		
Woodfield Dr-S College to Wrights Mill		
(grant \$186,898; City \$47,102 +)	234,000	6,000
Total Sidewalks (grants \$291,298; City \$73,202)	364,500	
Total Project Operations - Public Works	2,108,500	66,000
(grants \$450,176; City \$103,324)		
Project Operations - Parks and Recreation		
Teen Center (CDBG Fund \$300,000; City \$200,000)	200,000 +	5,000
Lake Wilmore Park and Greenway	150,000	(10,000)
(grant \$50,000; City \$100,000 +)		
Total Project Operations - Parks & Rec	350,000	(5,000)
(grant \$50,000, City \$300,000)		
Total Project Operations	2,458,500	
(CDBG Fund \$300,000; grants \$500,176; City \$403,324)		
Total Non-Departmental	2,461,500	61,000
Total Capital Outlay - General Fund	\$ 3,393,610	\$ 58,250

^ To be financed by issuance of a long-term general obligation warrant (total of ^ = \$730,000)

+ To be financed by issuance of a short-term general obligation warrant (total of + = \$503,198)

~ Indicates projected (negative) or positive impact to the FY 04 budget. Negative impacts result from net increased cost. Positive impacts result from net cost savings and/or increased revenue in excess of increased cost.

City of Auburn

Summary of Capital Outlay by Fund and Department

Community Development Block Grant (CDBG) Fund - FY 04

	Capital Outlay	Estimated Budget Impact~
Parks and Recreation Projects		
Teen Center (CDBG \$300,000; General Fund \$200,000)	\$ 300,000	Impact shown
Felton Little Park improvements	50,000	in General Fund
Total Parks and Recreation Projects	\$ 350,000	
CDBG Program Administration		
Computer	2,300	-
Total Capital Outlay - CDBG Fund**	\$ 352,300	\$ -

Five Mill Tax Capital Projects Fund - FY 04

	Capital Outlay	Estimated Budget Impact~
Parks and Recreation Projects		
<i>Soccer Complex</i>		
Field liner / painter	\$ 10,000	\$ 100
Fertilizer spreader	4,500	500
Flail mower	6,500	500
Five-gang field mower	20,000	500
1-ton flatbed truck	35,000	500
Total Capital Equipment-Five Mill Tax 2002 Capital Projects Fund	\$ 76,000	\$ 2,100

Sewer Fund - FY 04

	Capital Outlay	Estimated Budget Impact~
Sewer Maintenance		
Computers (2)	\$ 5,000	-
Total Sewer Fund	\$ 5,000	\$ -

Sewer Capital Projects Fund - FY 04

	Capital Outlay	Estimated Budget Impact~
Southside WWTP Expansion	\$ 1,405,683	\$ (150,000)
S-5 Force Main	226,132	-
S-5 Gravity Main	624,980	(15,000)
Total Sewer Capital Projects Fund	\$ 624,980	\$ (165,000)

** CDBG projects are subject to funding and program approval by the federal government.

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The City of Auburn

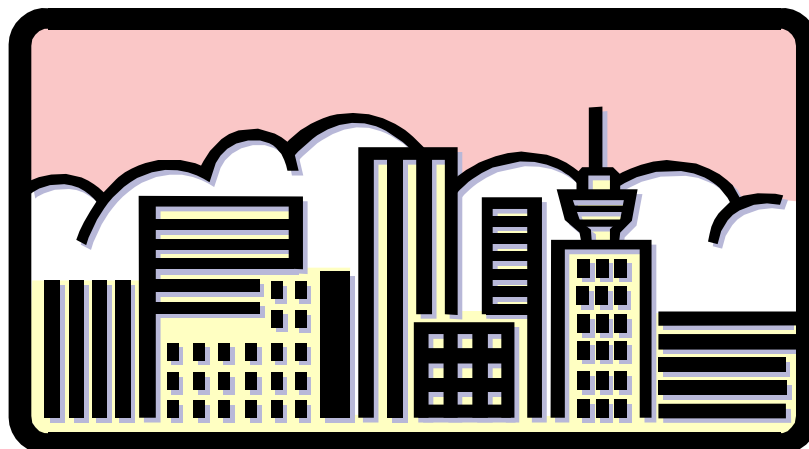
Overview of the Capital Improvement Program

Fiscal Year 2003 through Fiscal Year 2008

The Capital Improvement Program 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 Capital Improvement Program (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 sometimes change, the CIP is a flexible document that reflects the Council's current consensus on projects as priorities. 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.

In the development of the CIP during the budget process, the City Manager 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. After the department heads submit all the projects by the established deadline, the Finance Department, in close consultation with the City Manager, places the projects in a draft CIP based on the priority rankings determined by the department heads and City Manager. Following the development of the draft CIP, the City Manager, the Finance Director 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. This intense 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 budgeted presented to the council. Public input concerning the CIP is encouraged at the public hearing held on the budget. Citizens are made aware of the CIP through news stories about the budget process and notice to the community that the budget is available for review at City Hall. 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.



City of Auburn
Capital Improvements Program Schedule
FY 2003-2008

Project	<u>FY 03</u>	<u>FY 04</u>	<u>FY 05</u>	<u>FY 06</u>	<u>FY 07</u>	<u>FY 08</u>	<u>Funding Source</u>
LEISURE FACILITIES							
Soccer Complex	\$2,500,000						5-Mill Ad Tax Bond
Duck Samford Park - Phase II			\$2,000,000				5-Mill Ad Tax Bond
Cemetery Development	\$2,000,000						5-Mill Ad Tax Bond
Frank Brown Recreation Center Renovation/Teen Center	\$350,000						CDBG
Senior Citizen Center/Therapeutics/Office Space			\$1,000,000				General Fund/CDBG
Tennis Courts	\$1,000,000						GO Warrant/Membership
Teen Center/Playground		\$500,000					GO Warrant/CDBG
Felton Little Park Improvements		\$50,000					CDBG
Pitts Street Park				\$50,000			General Fund
Arts Center - Phase II			\$2,000,000				GO Warrant/5-Mill Ad Tax Bond
Lake Wilmore Park and Greenway **		\$150,000					GO Warrant/Trails Grant
Kiesel Park Improvements			\$2,000,000				GO Warrant
Parkerson Mill Park and Greenway **					\$500,000		General Fund/Trails Grant
Future Park Property			\$400,000			\$400,000	GO Warrant
Boykin CC Modernization	\$200,000						CDBG
Town Creek Park and Greenway - Phase I and Phase II	\$2,500,000			\$1,500,000			5-Mill Ad Tax Bond
MLK Park Lights				\$50,000			General Fund
Duck Samford Stadium Improvements *	\$1,000,000						GO Warrant
Baptist Hill Cemetery Fence					\$30,000		General Fund/Private
Saugahatchee Greenway						\$250,000	General Fund/Trails Grant
Stoker Street Park						\$50,000	General Fund
Drake School Playground					\$20,000		General Fund
SIDEWALKS AND BIKEWAYS							
TEA-21 Sidewalks							
North College Street: Drake Avenue to Shelton Mill Road (one side) **	\$112,000						GO Warrant/TEA-21
Opelika Road: East University Drive to Commerce Drive**	\$240,000						GO Warrant/TEA-21
Dumas Drive: Heard Avenue to Samford Avenue **		\$130,500					GO Warrant/TEA-21
Woodfield Drive: South College Street to Wrights Mill Road **		\$234,000					GO Warrant/TEA-21
North Donahue Drive: Bedell Avenue to Greentree Terrace**			\$50,000				General Fund/TEA-21
South Gay Street: Camellia Drive to East University Drive **			\$180,000				General Fund/TEA-21
Chewacla Drive: Thach Avenue to Samford Avenue **			\$150,000				General Fund/TEA-21
Future Sidewalks							
East University Drive: Gatewood Drive to Dean Road			\$70,000				General Fund
Armstrong Street: Moore Circle to Thach Avenue			\$62,000				General Fund
Drake Avenue and Perry Street: North College Street to Opelika Road			\$80,000				CDBG
Genelda Avenue: Cox Road to Toomer Street				\$20,000			CDBG
North Gay Street: Halal Court to Shelton Mill Road				\$55,000			General Fund
Thomas Street: Genelda Avenue to Magnolia Avenue				\$15,000			CDBG
Janet Drive: Hollon Avenue to Heard Avenue				\$64,000			General Fund
Opelika Road: Temple Street to Dean Road					\$130,000		General Fund
East University Drive: Dean Road to Shelton Mill Road					\$65,000		General Fund
Boykin Street: Mary Brooks Drive to Stubb Avenue					\$37,000		General Fund
East University Drive: Glenn Avenue to Samford Avenue					\$307,000		General Fund
Slaughter Avenue: 734 Slaughter Avenue to Foster Street					\$62,000		General Fund
Bedell Avenue						\$66,000	General Fund
Clark Avenue						\$92,300	General Fund
Glenn Avenue: Byrd Street to Donahue Drive						\$75,000	General Fund
Byrd Street: State Hwy 14 to Magnolia Avenue						\$86,200	General Fund
Magnolia Avenue: Byrd Street to Wire Road						\$190,000	General Fund
Foster Street						\$238,000	General Fund

City of Auburn
Capital Improvements Program Schedule
FY 2003-2008

Project	<u>FY 03</u>	<u>FY 04</u>	<u>FY 05</u>	<u>FY 06</u>	<u>FY 07</u>	<u>FY 08</u>	<u>Funding Source</u>
Bikeways							
Thach Avenue: Debardeleben Street to Ross Street **		\$189,000					GO Warrant/TEA-21
Martin Luther King Drive: Donahue Drive to Chadwick Lane **			\$1,100,000				GO Warrant/TEA-21
Webster Road **			\$310,000				GO Warrant/TEA-21
Wire Road: Webster Road to Chadwick Lane **				\$475,000			GO Warrant/TEA-21
Glenn Avenue: East University Drive to Bent Creek Road **					\$325,000		GO Warrant/TEA-21
Chadwick Lane **						\$475,000	GO Warrant/TEA-21
Hamilton Road: Bent Creek Road to Moores Mill Road **						\$360,000	GO Warrant/TEA-21
STREETS							
Intersection Improvements							
Samford Avenue/Dean Road		\$100,000					General Fund
Thach Avenue/Ross Street			\$180,000				General Fund
State Hwy 14/Willow Creek Road			\$75,000				General Fund/Private
State Hwy 14/Webster Road relocate			\$1,850,000				ALDOT/General Fund
Samford Avenue/East University Drive			\$100,000				General Fund
East University Drive/Shelton Mill Road				\$175,000			General Fund
College Street/Drake Avenue				\$150,000			General Fund
Glenn Avenue/Dean Road					\$250,000		General Fund
Samford Avenue/College Street						\$150,000	General Fund
Donahue Drive/Magnolia Avenue						\$125,000	General Fund
Byrd Street/State Hwy 14						\$75,000	General Fund
Resurfacing and Restriping	\$1,000,000	\$1,000,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	General Fund
Future Roads							
Samford Avenue Extension		\$900,000					Private
Veterans Boulevard: Sarah Drive to South College Street			\$175,000				GO Warrant/Private
North Dean Road: East University Drive to Academy Drive					\$800,000		Private
Gatewood Drive: EAMC Campus to Opelika Road						\$450,000	Private
Extension of Longwood Drive: Longwood Circle to Sandhill Road						\$1,000,000	Private
Academy Drive: Lee-Scott to Shelton Mill Road						\$1,000,000	Private
Longwood Drive: Windway Road to Ogletree Road						\$785,000	Private
Veterans Parkway extension to Southview Drive						\$380,000	GO Warrant/Private
Outerloop-Plans/ROW Acquisition/Construction			\$175,000	\$780,000			General Fund/GO Warrant
Bridge Improvements							
Wire Road@Talheim Drive					\$200,000		General Fund
Bent Creek Road/I-85			\$96,000		\$1,600,000		ALDOT/5-Mill Ad Tax Bond
Moores Mill Road/I-85				\$84,000		\$1,400,000	ALDOT/5-Mill Ad Tax Bond
Bent Creek Road at Moores Mill Creek						\$250,000	General Fund
Ogletree Road at Moores Mill Creek						\$250,000	General Fund
Bridge Replacements							
Saugahatchee Creek at North Donahue Drive		\$25,000	\$400,000				General Fund
Town Creek at Samford Avenue				\$300,000			General Fund
Town Creek at Thach Avenue					\$200,000		General Fund
Culvert replacement at Thach Avenue and Chewacla Drive					\$300,000		General Fund
TIP Road Projects							
N. Donahue Drive-Bragg Avenue to Bedell Avenue ROW/Construction	\$220,000	\$380,000					GO Warrant
N. Donahue Drive-Magnolia Avenue to Bragg Avenue Construction	\$290,000						GO Warrant

City of Auburn
Capital Improvements Program Schedule
FY 2003-2008

Project	<u>FY 03</u>	<u>FY 04</u>	<u>FY 05</u>	<u>FY 06</u>	<u>FY 07</u>	<u>FY 08</u>	<u>Funding Source</u>
TIP Intersection Projects							
East University Drive/Opelika Road			\$40,000				General Fund/DOT Safety
South College Street/Shug Jordan Parkway			\$30,000				General Fund/DOT Safety
Street Segment Improvements							
East Glenn Avenue Islands			\$465,000				General Fund
Samford Avenue: Moores Mill Road to Wrights Mill Road			\$144,000				General Fund
South College Street: Bridge to Beehive Road					\$2,000,000		ALDOT/General Fund
Traffic Signal Installation							
Veterans Boulevard/South College Street ^	\$55,000						ALDOT
South College Street/Walmart Entrance ^^	\$55,000						Private
East University Drive/South Donahue Drive	\$50,000						GO Warrant
Wright's Mill Road/East University Drive		\$50,000					GO Warrant/Private
Shell Toomer Parkway/South College Street			\$50,000				ALDOT/General Fund
Pumphrey Avenue/Shug Jordan Parkway			\$55,000				ALDOT/General Fund
Willow Creek Road/State Hwy 14			\$55,000				ALDOT/General Fund
Commerce Drive/Opelika Road			\$55,000				General Fund
Wright Street/Glenn Avenue			\$55,000				General Fund
Webster Road/State Hwy 14				\$55,000			General Fund
Dean Road/Stage Road				\$55,000			General Fund
Samford Avenue/Glenn Avenue					\$60,000		General Fund
Beehive Road/Hwy 29						\$60,000	General Fund
Cox Road/Wire Road						\$60,000	General Fund
SEWER SYSTEM							
Repair and replace existing lines							
Northside Pump Station	\$372,785						GO Warrant
Northside Force Main	\$545,335						SRLF
Dogwood Drive Outfall	\$318,545						SRLF
West Stage Road Outfall	\$22,420						SRLF
North Cary Drive/Sanders Street Outfall	\$259,915						SRLF
North Ross Street Outfall	\$127,855						SRLF
Opelika Road Outfall	\$114,010						SRLF
Bent Creek Road Outfall	\$34,730						SRLF
Woodfield Drive Outfall	\$63,070						SRLF
Construction for future expansion							
Southside Water Works Treatment Plant Expansion	\$4,500,000	\$1,405,683					GO Warrant
Northside Force Main	\$406,421						GO Warrant
S5 Pump Station	\$745,570						GO Warrant
S5 Force Main	\$1,200,000	\$226,132					GO Warrant
S5 Gravity Main	\$1,800,000	\$624,980					SRLF
N5 Pump Station and Force Main	\$131,160						SRLF
South College Street West Side	\$100,000						GO Warrant
Wright's Mill Road/Old Wright's Mill Road			\$280,000				SRLF
The Bottle Outfall			\$600,000				SRLF/Private
I-85/Bent Creek East			\$300,000				SRLF/Private
Goose Hollow Drive - Phase II			\$150,000				SRLF
Southview Drive			\$200,000				SRLF
VFW Road			\$170,000				SRLF
Timberwood Subdivision Extension			\$200,000				SRLF/Sewer Fund
Tanglewood Subdivision - Phase III			\$210,000				SRLF/Sewer Fund/Private
Willow Creek Subdivision South			\$1,100,000				SRLF/Sewer Fund/Private

City of Auburn
Capital Improvements Program Schedule
FY 2003-2008

<u>Project</u>	<u>FY 03</u>	<u>FY 04</u>	<u>FY 05</u>	<u>FY 06</u>	<u>FY 07</u>	<u>FY 08</u>	<u>Funding Source</u>
SEWER SYSTEM (cont.)							
Finley Drive/South Wrights Mill Road				\$500,000			SRLF
Saugahatchee Creek - Phase II				\$500,000			SRLF/Sewer Fund/Private
Donahue Drive to Shug Jordan Parkway West Outfall				\$60,000			SRLF/Sewer Fund/Private
Saugahatchee Road					\$290,000		SRLF/Sewer Fund/Private
Tamplin Farms Outfall					\$750,000		SRLF/Sewer Fund/Private
S-5A Outfall						\$1,250,000	SRLF/Sewer Fund/Private
S-5B Outfall						\$750,000	SRLF/Sewer Fund/Private
S-6 Pump Station and lines						\$800,000	SRLF/Sewer Fund/Private
DRAINAGE							
Burton Street	\$27,000						General Fund
Pumphrey Avenue pipe replacement	\$17,000						General Fund
Harper Avenue/Cook Street Detention Pond			\$15,000	\$100,000			CDBG/General Fund
Samford Regional Detention Pond			\$75,000				General Fund
Lake Wilmore Regional Detention Pond					\$200,000		General Fund
CITY BUILDINGS							
Water and Sewer Complex	\$3,500,000						Property Sale/Sewer/Water Bd./IDB
Public Works Equipment Shed			\$75,000				General Fund
Development Services Building Renovations			\$50,000				General Fund
Public Works Paving and Parking Lot			\$30,000				General Fund
Public Works Wash System				\$100,000			General Fund
PUBLIC SAFETY							
Fire Station #1 Renovations				\$300,000			GO Warrant
Fire Station #5 (S. College vicinity)		\$400,000					GO Warrant
Quint Apparatus for Station #1	\$550,000						GO Warrant
Ladder Truck replacement for Station #5						\$550,000	GO Warrant
ENVIRONMENTAL SERVICES							
Knuckle Boom Loader	\$100,000						GO Warrant
INDUSTRIAL PARKS							
Auburn Technology Park West							
Land Acquisition	\$4,300,000						GO Warrant
Infrastructure Development				\$4,500,000			GO Warrant
OTHER PROJECTS							
Airport - Runway extension	\$30,000	\$30,000					General Fund/GO Warrant/FAA/AU
Tichenor Avenue street lights	\$30,000						General Fund
Gay Street Streetscape			\$50,000	\$1,500,000			General Fund
South College Lighting: Veterans to East University Drive				\$125,000			General Fund
Pedestrian crossing improvements in the downtown***		\$50,000					General Fund
Aerial Topo Photography					\$150,000		General Fund

CDBG = Community Development Block Grant

SLRF = State Revolving Loan Fund

*Stadium Improvements are contingent upon findings of Structural Engineer review.

** Dependent on receipt of grant funding.

*** Per the Downtown Task Force report recommendations

^ ALDOT will pay for entire project

^^ Subject to ALDOT authorization

City of Auburn
FY 03 & FY 04
Biennial Budget
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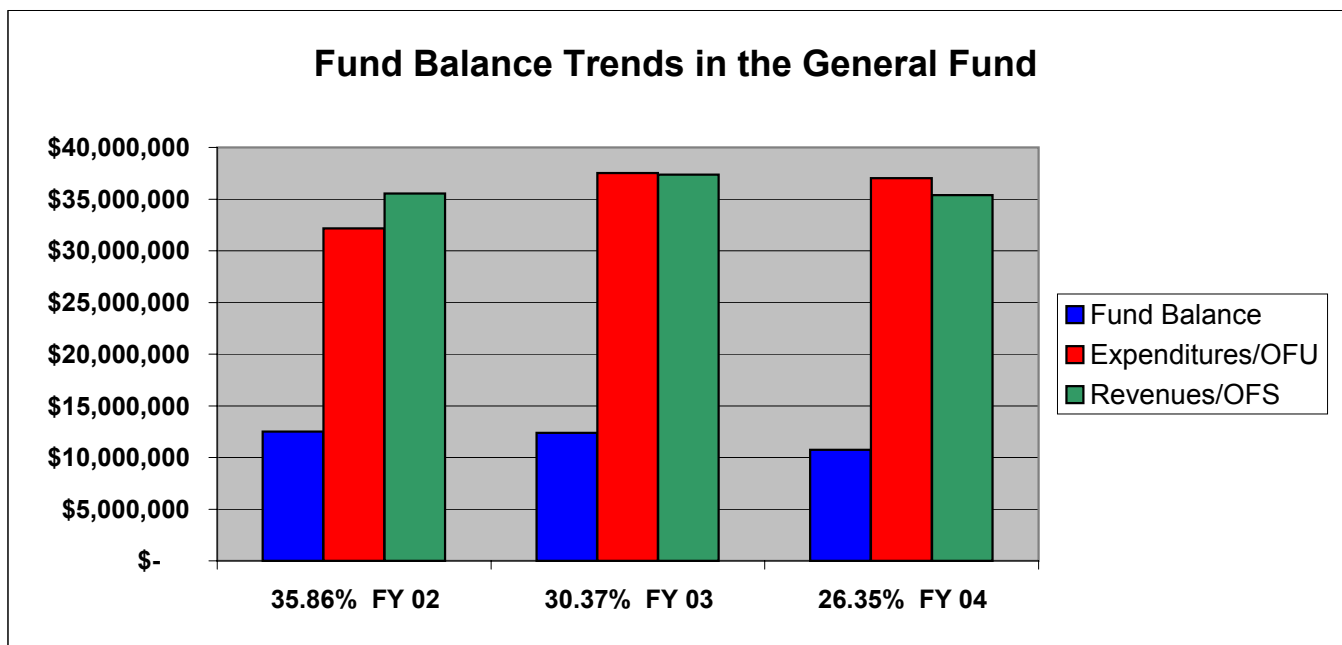
City of Auburn

General Fund - Overview of Changes in Fund Balance

Biennial Budget - FY 03 & FY 04

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. This approach has worked well over the years, and has sustained the City during recovery from natural disaster, such as Hurricane Opal in the fall of 1994, and during periods of economic stress, such as the recent recession.

	Actual FY02*	Budget	
		FY03	FY04
Revenues	32,498,932	31,974,298	33,104,616
Other Financing Sources (OFS)	3,045,950	5,389,677	2,286,969
Total Revenues and Other Sources	35,544,882	37,363,975	35,391,585
Expenditures	30,522,572	35,579,913	35,070,781
Other Financing Uses (OFU)	1,646,272	1,927,985	1,954,682
Total Expenditures and Other Uses	32,168,844	37,507,898	37,025,463
Excess (deficit) of Revenues and Other Sources over (under) Expenditures and Other Uses	3,376,038	(143,923)	(1,633,878)
Projected Beginning Fund Balances^	5,138,775 ~	8,514,813 #	8,370,890 #
Projected Ending Fund Balances^	8,514,813	8,370,890	6,737,012
Permanent Reserve	4,000,000	4,000,000	4,000,000
Projected Total Ending Fund Balances	\$ 12,514,813	\$ 12,370,890	\$ 10,737,012
Projected Total Ending Fund Balances as a percent of Expenditures and Other Financing Uses	38.90%	32.98%	29.00%



* Unaudited.

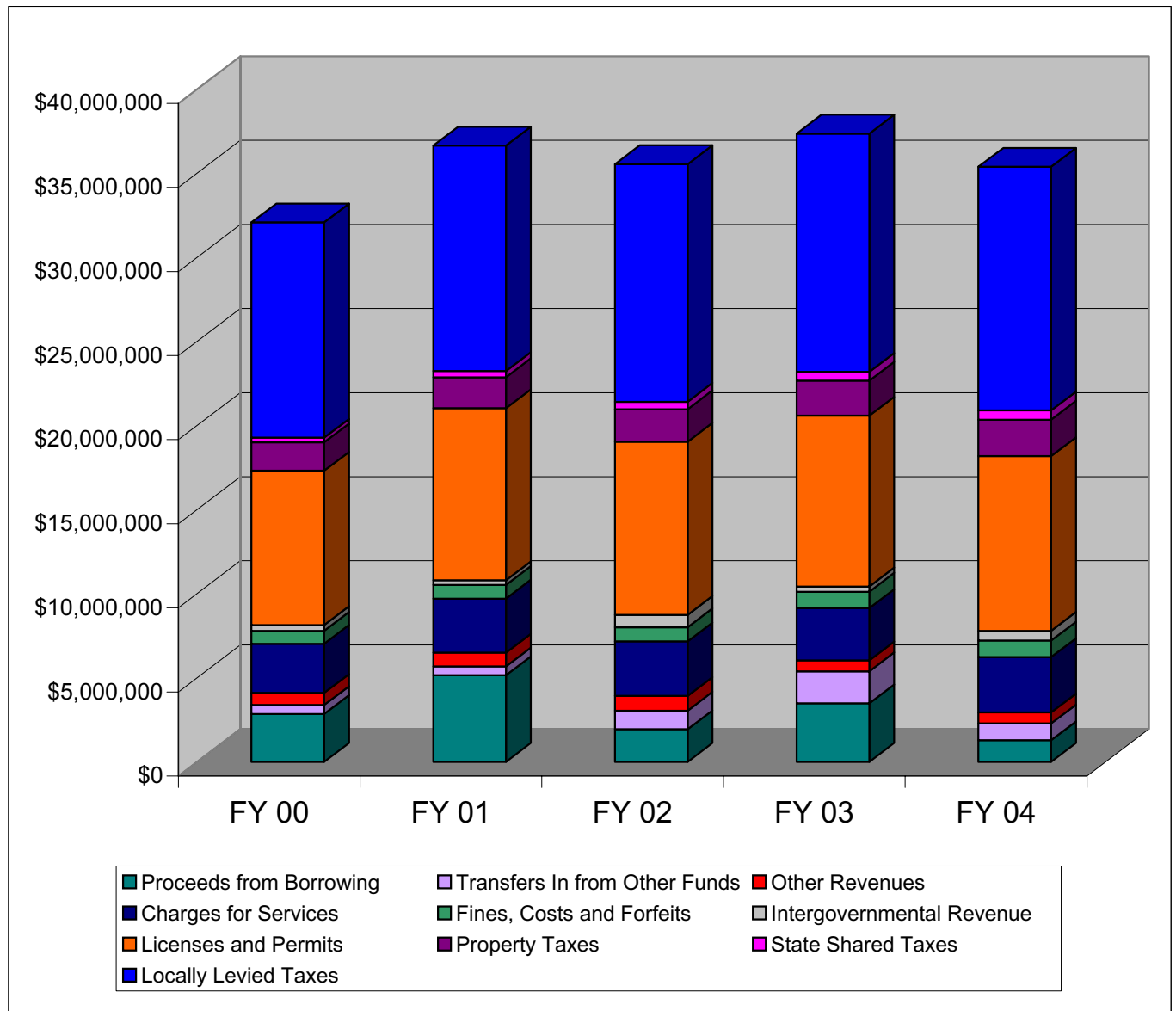
^ Excludes the \$4 million Permanent Reserve.

Projected amounts based on the unaudited ending fund balance for FY 02.

~ During FY01, a new accounting principle was implemented, increasing fund balance by \$2.156 million. The new accounting rule requires recording more revenues as receivable at fiscal year-end than were recorded under the prior rules. Revenue receivables are not fully liquid assets like cash and investments, so they become available to pay expenses over time and are not always collected at 100% of the receivable amount.

City of Auburn

Trends in Total Revenue and Other Financing Sources - General Fund

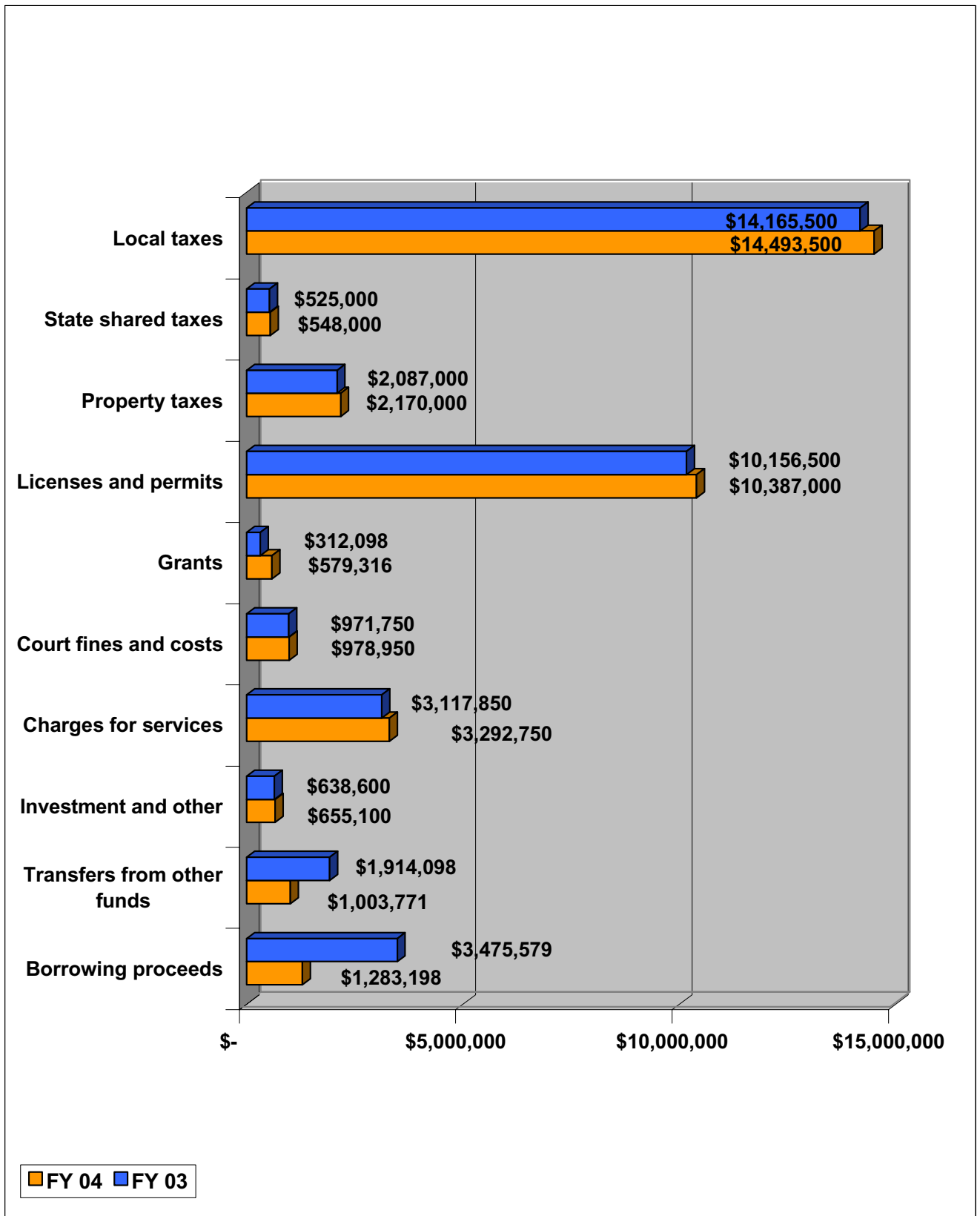


	Audited		Unaudited Actual		Budgeted
	FY00	FY01	FY02	FY03	FY04
Locally Levied Taxes	\$ 12,807,366	\$ 13,414,360	\$ 14,127,506	\$ 14,165,500	\$ 14,493,500
State Shared Taxes	270,517	363,038	443,921	525,000	548,000
Property Taxes	1,693,905	1,844,582	1,930,710	2,087,000	2,170,000
Licenses and Permits	9,177,431	10,229,779	10,299,173	10,156,500	10,387,000
Intergovernmental Revenue	343,278	276,760	739,200	312,098	579,316
Fines, Costs and Forfeits	764,436	816,976	842,167	971,750	978,950
Charges for Services	2,931,586	3,219,656	3,239,324	3,117,850	3,292,750
Other Revenues	714,905	811,356	876,932	638,600	655,100
Transfers In from Other Funds	533,965	526,750	1,108,950	1,914,098	1,003,771
Proceeds from Borrowing	2,846,683	5,149,620	1,937,000	3,475,579	1,283,198
Totals	\$ 32,084,072	\$ 36,652,877	\$ 35,544,882	\$ 37,363,975	\$ 35,391,585

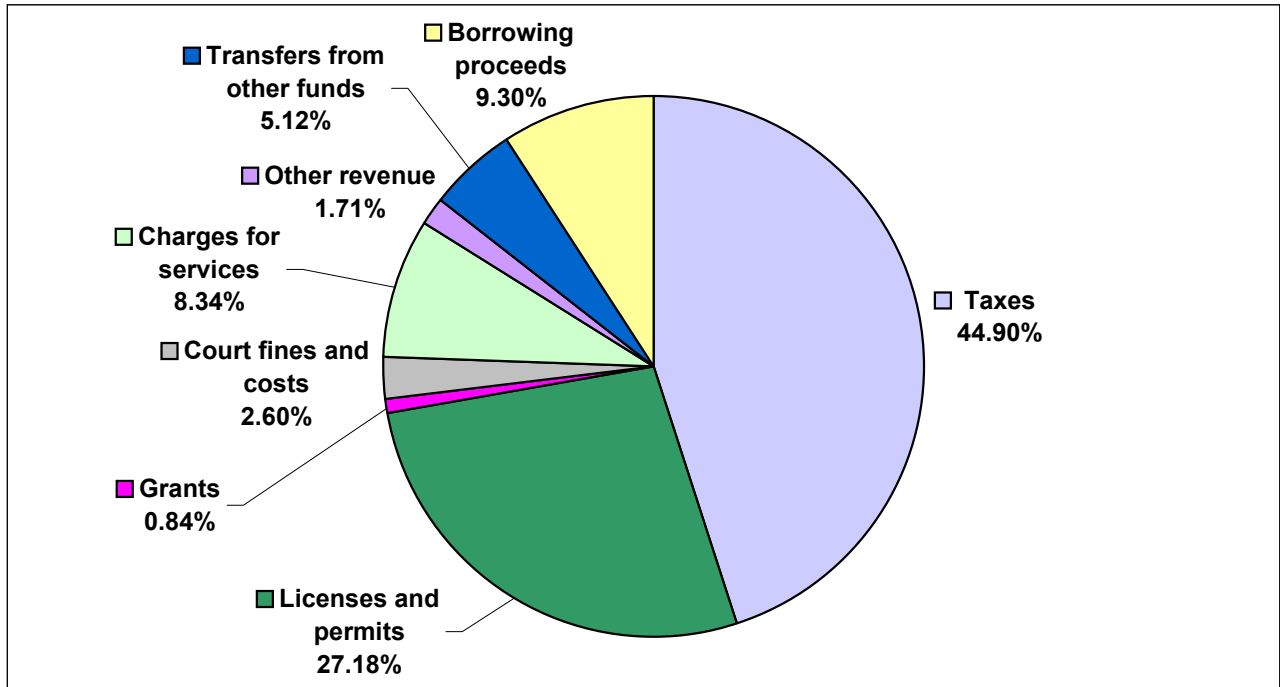
The City of Auburn

Overview of Projected Revenues by Source ~ General Fund

Biennial Budget Projections - FY 03 & FY 04



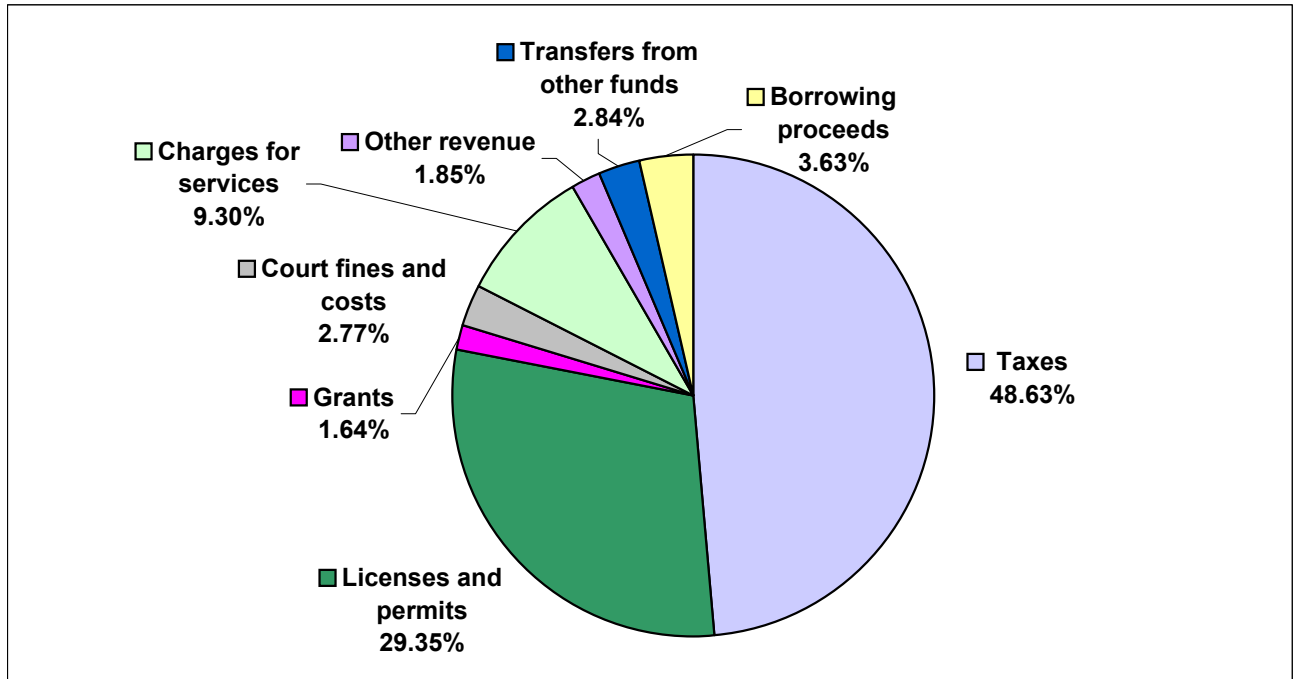
The City of Auburn
General Fund - Summary of Projected Revenues by Source
Budget - FY 03



Projected Revenues		% of Revenue	% of Total
Sales taxes	\$ 13,200,000	41.28%	35.33%
Other locally levied taxes	965,500	3.02%	2.58%
Total locally levied taxes	14,165,500	44.30%	37.91%
State shared taxes	525,000	1.64%	1.41%
Property taxes	2,087,000	6.53%	5.59%
Total taxes	16,777,500	52.47%	44.90%
Business license fees*	4,195,500	13.12%	11.23%
Occupation license fees	4,950,000	15.48%	13.25%
Other licenses and permits	1,011,000	3.16%	2.71%
Total licenses and permits	10,156,500	31.76%	27.18%
Grants	312,098	0.98%	0.84%
Court fines and costs	971,750	3.04%	2.60%
Solid waste collection fees	2,130,600	6.66%	5.70%
Other charges for services	987,250	3.09%	2.64%
Total charges for services	3,117,850	9.75%	8.34%
Investment income	415,000	1.30%	1.11%
Other miscellaneous revenue	223,600	0.70%	0.60%
Total projected revenues	31,974,298	100.00%	85.58%
Other financing sources			
Transfers in from other funds	1,914,098		5.12%
Proceeds from borrowing	3,475,579		9.30%
Total projected other financing sources	5,389,677		14.42%
Total projected revenues and other sources	37,363,975		100.00%
Projected beginning fund balance	12,514,813		
Total projected available resources	\$ 49,878,788		

* Includes residential and commercial rental "taxes" and construction percentage fees.

The City of Auburn
General Fund - Summary of Projected Revenues by Source
Budget - FY 04



		% of Revenue	% of Total
Projected Revenues			
Sales taxes	\$ 13,500,000	40.78%	38.14%
Other locally levied taxes	993,500	3.00%	2.81%
Total locally levied taxes	14,493,500	43.78%	40.95%
State shared taxes	548,000	1.66%	1.55%
Property taxes	2,170,000	6.55%	6.13%
Total taxes	17,211,500	51.99%	48.63%
Business license fees*	4,283,000	12.94%	12.10%
Occupation license fees	5,075,000	15.33%	14.34%
Other licenses and permits	1,029,000	3.11%	2.91%
Total licenses and permits	10,387,000	31.38%	29.35%
Grants	579,316	1.75%	1.64%
Court fines and costs	978,950	2.96%	2.77%
Solid waste collection fees	2,151,800	6.50%	6.08%
Other charges for services	1,140,950	3.45%	3.22%
Total charges for services	3,292,750	9.95%	9.30%
Investment income	426,000	1.29%	1.20%
Other miscellaneous revenue	229,100	0.69%	0.65%
Total projected revenues	33,104,616	100.00%	93.54%
Other financing sources			
Transfers in from other funds	1,003,771		2.84%
Proceeds from borrowing	1,283,198		3.63%
Total projected other financing sources	2,286,969		6.46%
Total projected revenues and other sources	35,391,585		100.00%
Projected beginning fund balance	12,370,890		
Total projected available resources	\$ 47,762,475		

* Includes residential and commercial rental "taxes" and construction percentage fees.

City of Auburn
General Fund - Detail of Projected Revenues
Biennial Budget - FY 03 & FY 04

Description	FY02 Unaudited Actual	FY03 Budget Projection	Increase (Decrease) Over FY02 EOY Adjustments		FY04 Budget Projection	Increase (Decrease) Over FY03 Proposed Budget	
			Amount	As a %		Amount	As a %
Cigarette Tax	\$ 105,414	\$ 107,500	\$ 2,500	2.38%	\$ 110,000	\$ 2,500	2.33%
Gasoline Tax	262,704	235,000	5,500	2.40%	240,000	5,000	2.13%
Sales and Use Tax	12,966,504	13,200,000	300,000	2.33%	13,500,000	300,000	2.27%
Lodging Tax	462,444	415,000	10,000	2.47%	427,000	12,000	2.89%
Rental and Leasing Tax	330,440	208,000	8,000	4.00%	216,500	8,500	4.09%
Locally Levied Taxes	14,127,506	14,165,500	326,000	2.36%	14,493,500	328,000	2.32%
Financial Inst Tax	7,868	35,000	-	0.00%	35,000	-	0.00%
Business Privilege Tax	152,658	155,000	2,400	1.57%	157,500	2,500	1.61%
Alcoholic Beverage Tax	20,341	17,000	500	3.03%	17,500	500	2.94%
Motor Vehicle Tax	263,053	% of Total	5,000	3.13%	170,000	5,000	3.03%
Alabama Trust Fund	138,980	153,000	14,020	10.09%	168,000	15,000	9.80%
State Shared Taxes	582,900	525,000	22,000	4.37%	548,000	23,000	4.38%
Ad Valorem Tax	1,529,229	1,665,000	65,000	4.06%	1,735,000	70,000	4.20%
Contrib In-Lieu of Tax	401,480	422,000	12,000	2.93%	435,000	13,000	3.08%
Property Taxes	1,930,709	2,087,000	77,000	3.83%	2,170,000	83,000	3.98%
Franchise Fees	411,202	560,000	5,000	0.90%	566,000	6,000	1.07%
General Business License	3,096,277	3,080,000	75,000	2.50%	3,157,000	77,000	2.50%
Residential Rental Tax	760,118	777,000	2,000	0.26%	780,000	3,000	0.00%
Wine Wholesale	24,053	25,000	-	0.00%	25,000	-	0.00%
Construction Percent	419,773	328,000	8,000	2.50%	335,000	7,000	2.13%
Commercial Rental Tax	6,000	10,500	500	5.00%	11,000	500	4.76%
Construction Permits	373,623	310,000	10,000	3.33%	321,000	11,000	3.55%
Occupational License	\$ 5,102,558	\$ 4,950,000	\$ 150,000	3.13%	\$ 5,075,000	\$ 125,000	2.53%
Leased Parking	73,257	85,000	15,000	21.43%	85,000	-	0.00%
Metered Parking - Street	21,627	21,000	1,000	5.00%	22,000	1,000	4.76%
Dog License	10,684	10,000	-	0.00%	10,000	-	0.00%
Licenses and Permits	10,299,172	10,156,500	266,500	2.69%	10,387,000	230,500	2.27%
State Reimb-Indigent Def	14,140	14,140	-	0.00%	14,140	-	0.00%

General Fund - Detail of Projected Revenues

Biennial Budget - FY 03 & FY 04

Description	FY02 Unaudited Actual	FY03 Budget Projection	Increase (Decrease) Over FY02 EOY Adjustments		FY04 Budget Projection	Increase (Decrease) Over FY03 Proposed Budget	
			Amount	As a %		Amount	As a %
Misc Grants	586,080	297,958	(303,042)	-50.42%	565,176	267,218	89.68%
Intergovernmental	600,220	312,098	(303,042)	-49.26%	579,316	267,218	85.62%
Court Fines	693,203	655,000	5,000	0.77%	660,000	5,000	0.76%
Parking Fines	112,953	130,000	-	0.00%	130,000	-	0.00%
Court Awarded Restitution	460	50	-	0.00%	50	-	0.00%
Judicial Fees	27,312	12,500	-	0.00%	12,500	-	0.00%
Drug Screening Fee	8,240	4,200	200	5.00%	4,400	200	4.76%
Correction Collection	160,872	170,000	2,000	1.19%	172,000	2,000	1.18%
Fines and Cost	1,003,040	971,750	7,200	0.75%	978,950	7,200	0.74%
Solid Waste Collection Fees	2,075,303	2,101,000	21,000	1.01%	2,122,000	21,000	1.00%
Solid Waste-Special Collections	17,552	13,000	-	0.00%	13,000	-	0.00%
Solid Waste - White Goods	5,680	4,600	200	4.55%	4,800	200	4.35%
Solid Waste - Downtown	8,450	12,000	-	0.00%	12,000	-	0.00%
Cemetery Fees	75,080	68,000	3,000	4.62%	70,000	2,000	2.94%
Cemetery Granite Sales	2,145	2,000	2,000	0.00%	3,000	1,000	0.00%
Pool & Recreation Fees	110,828	102,000	2,000	2.00%	104,000	2,000	1.96%
Softball Complex Fees	\$ 17,145	\$ 6,000	\$ 1,000	20.00%	\$ 7,000	\$ 1,000	16.67%
Tennis Complex Fees	-	-	-	0.00%	136,200	-	0.00%
E-911 Service Fee	292,726	320,000	5,000	1.59%	325,000	5,000	1.56%
Wireless E-911 Svs Fee	81,302	79,000	3,000	3.95%	82,500	3,500	4.43%
Finance Fees	17,051	15,500	500	3.33%	16,000	500	3.23%
Planning Fees	34,847	36,000	1,500	4.35%	37,500	1,500	4.17%
Sewer Management Fee	126,000	126,000	-	0.00%	126,000	-	0.00%
Public Works Charges	710	750	-	0.00%	750	-	0.00%
Public Safety Charges	157,070	176,000	1,000	0.57%	177,000	1,000	0.57%
PS-Downtown Law Enf Fee	45,000	45,000	-	0.00%	45,000	-	0.00%
Library Fees	11,563	11,000	-	0.00%	11,000	-	0.00%
Charges for Services	3,078,452	3,117,850	40,200	1.31%	3,292,750	174,900	5.61%
Rent & Lease Income	71,471	65,000	1,000	1.56%	66,000	1,000	1.54%
Investment Interest	397,990	350,000	20,000	6.06%	360,000	10,000	2.86%

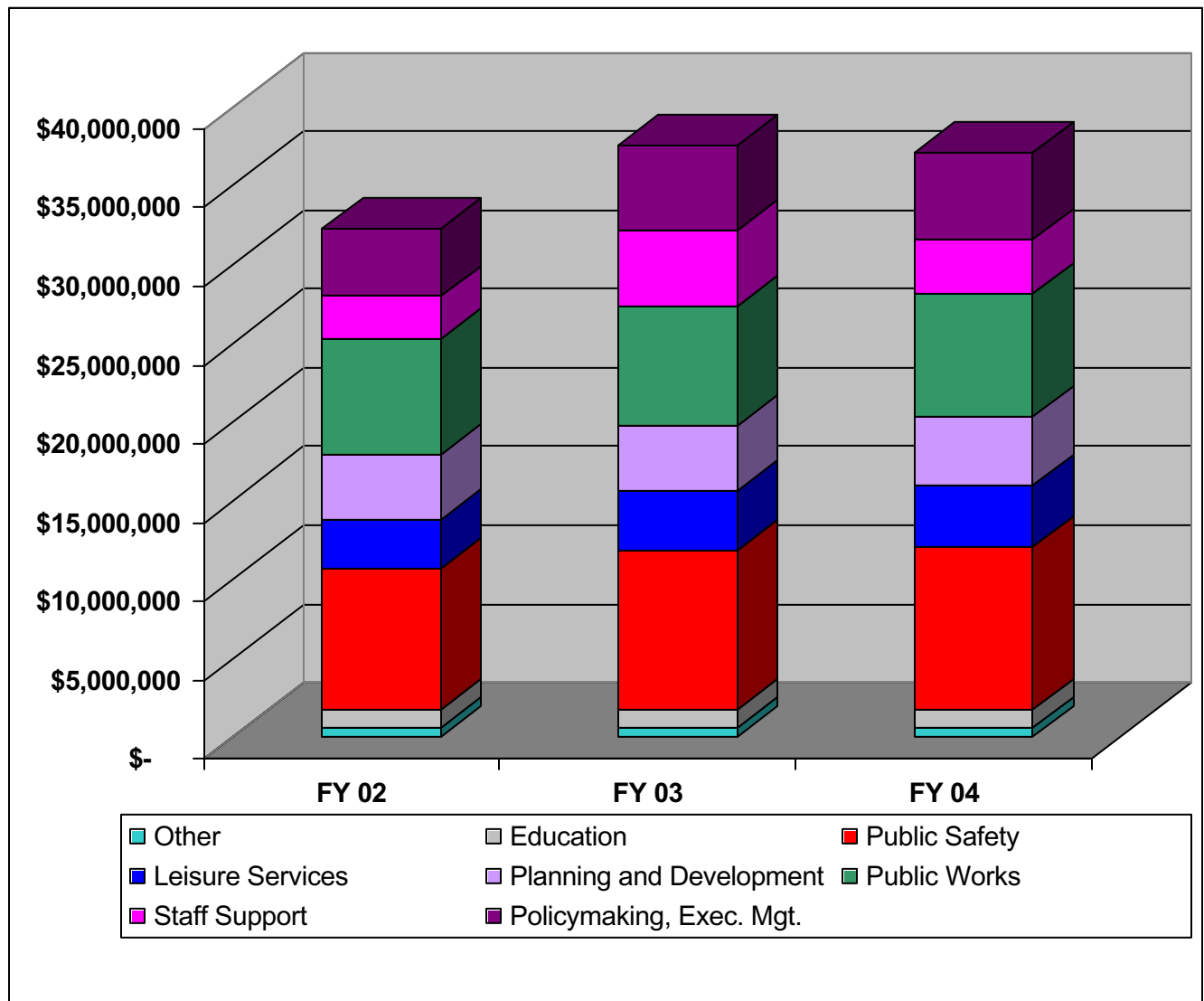
City of Auburn
General Fund - Detail of Projected Revenues
Biennial Budget - FY 03 & FY 04

Description	FY02 Unaudited Actual	FY03 Budget Projection	Increase (Decrease) Over FY02 EOY Adjustments		FY04 Budget Projection	Increase (Decrease) Over FY03 Proposed Budget	
			Amount	As a %		Amount	As a %
Concessions Income	63,795	46,000	1,000	2.22%	47,000	1,000	2.17%
Sale of Publications	2,943	1,000	(700)	-41.18%	1,000	-	N/A 0.00%
Certificate of Competency	90	100	-	0.00%	100	-	0.00%
Gifts & Donations	65,267	2,000	(33,000)	-94.29%	2,000	-	0.00%
Recycling Revenue	11,585	13,500	500	3.85%	14,000	500	3.70%
Donations/Therapeutic Prog	3,000	5,000	-	0.00%	5,000	-	0.00%
Sales of Surplus Assets	65,473	5,000	(24,200)	-82.88%	5,000	-	0.00%
Supplies for Resale	\$ 2,686	\$ 4,000	\$ 500	14.29%	\$ 5,000	\$ 1,000	25.00%
Miscellaneous Revenue	28,795	5,000	-	0.00%	5,000	-	0.00%
Reimb'mt from Water Board	44,317	65,000	500	0.78%	66,000	1,000	1.54%
Reimb'mt from Bd of Ed	107,173	67,000	2,000	3.08%	69,000	2,000	2.99%
Reinsurance Reimbursement	12,348	10,000	-	0.00%	10,000	-	0.00%
Other Revenue	876,933	638,600	(32,400)	-4.83%	655,100	16,500	2.58%
Total Revenue	32,498,932	31,974,298	403,458	1.28%	33,104,616	1,130,318	3.54%
Other Financing Sources:							
Transfer from City Gas Tax	150,000	300,000	150,000	100.00%	300,000	-	0.00%
Transfer from State 7c Gas Tax	124,000	130,000	6,000	4.84%	130,000	-	0.00%
Transfer from State 9c Gas Tax	86,500	90,000	3,500	4.05%	94,000	4,000	4.44%
Transfer in from Sewer	71,250	111,910	40,660	57.07%	113,182	1,272	1.14%
Transfer in from Internal Svc Fds	255,200	1,242,278	1,242,278	N/A	325,407	(916,871)	-73.81%
Transfer in from Capital Projs Fds	422,000	39,910			41,182		
Transfers in from Other Funds	1,108,950	1,914,098	1,482,348	343.33%	1,003,771	(910,327)	-61.41%
Proceeds from Borrowing	1,937,000	3,475,579	1,828,579	111.02%	1,283,198	(2,192,381)	-63.08%
Proceeds from Capital Lease	-	-	-	N/A	-	-	N/A
Proceeds from Long Term Debt	1,937,000	3,475,579	1,828,579	111.02%	1,283,198	(2,192,381)	-119.90%
Total Other Financing Sources	3,045,950	5,389,677	3,310,927	159.27%	2,286,969	(3,102,708)	0.00%
Grand Totals	\$ 35,544,882	\$ 37,363,975	\$ 3,714,385	11.04%	\$ 35,391,585	\$ (1,972,390)	0.00%

City of Auburn

Trends in General Fund Expenditures by Program

Biennial Budget - FY 03 & FY 04

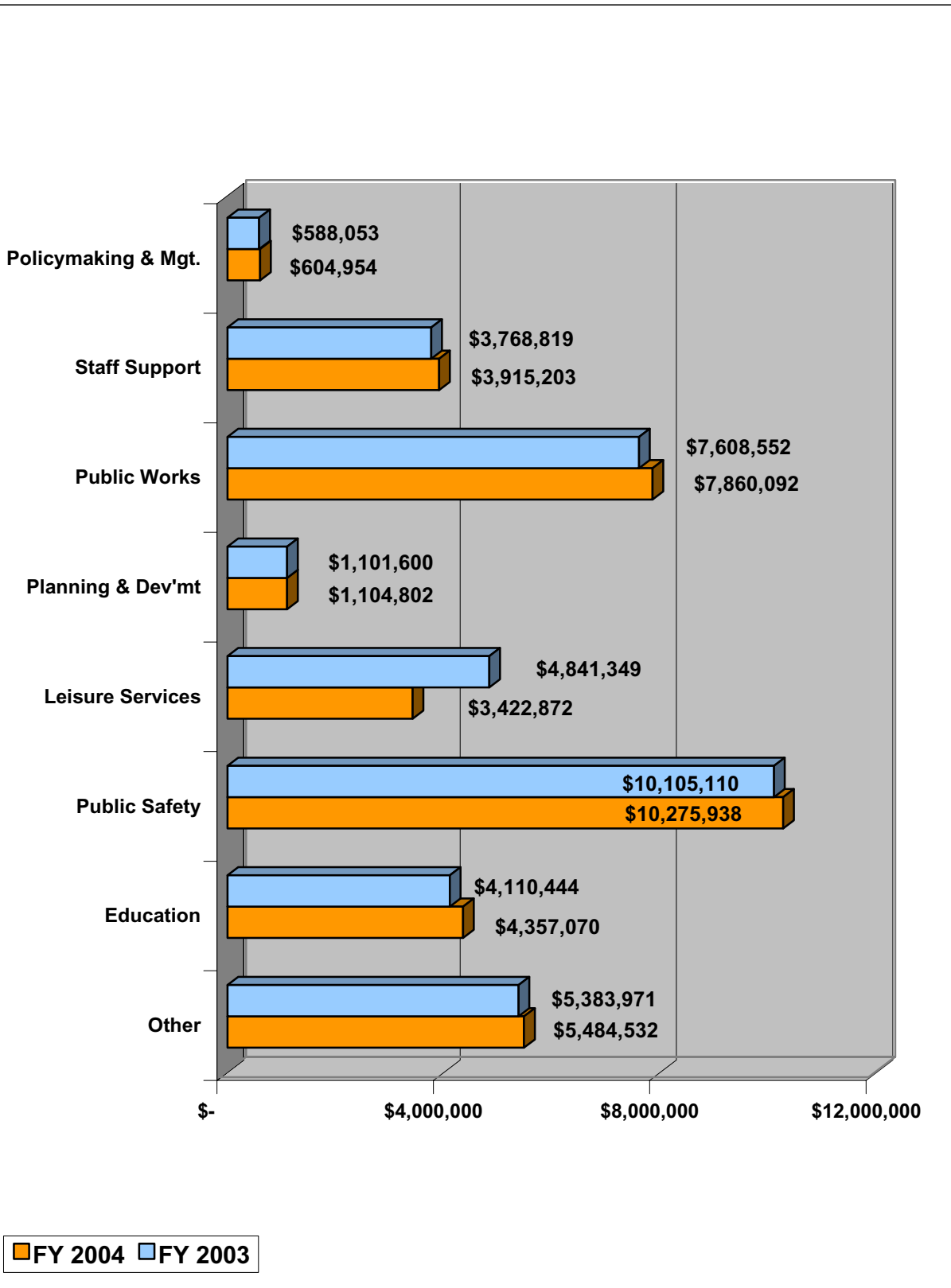


	Actual (Unaudited) FY02	Approved Budget	
		FY03	FY04
Policymaking, Executive Management	\$ 550,927	\$ 588,053	\$ 604,954
Staff Support	3,091,227	3,768,819	3,915,203
Public Works	7,435,034	7,608,552	7,860,092
Planning and Development	1,168,601	1,101,600	1,104,802
Leisure Services	2,641,896	4,841,349	3,422,872
Public Safety	8,965,832	10,105,110	10,275,938
Education	4,061,925	4,110,444	4,357,070
Other	4,253,402	5,383,971	5,484,532
Totals	<u>\$ 32,168,844</u>	<u>\$ 37,507,898</u>	<u>\$ 37,025,463</u>

City of Auburn

Overview of Expenditures by Program - General Fund

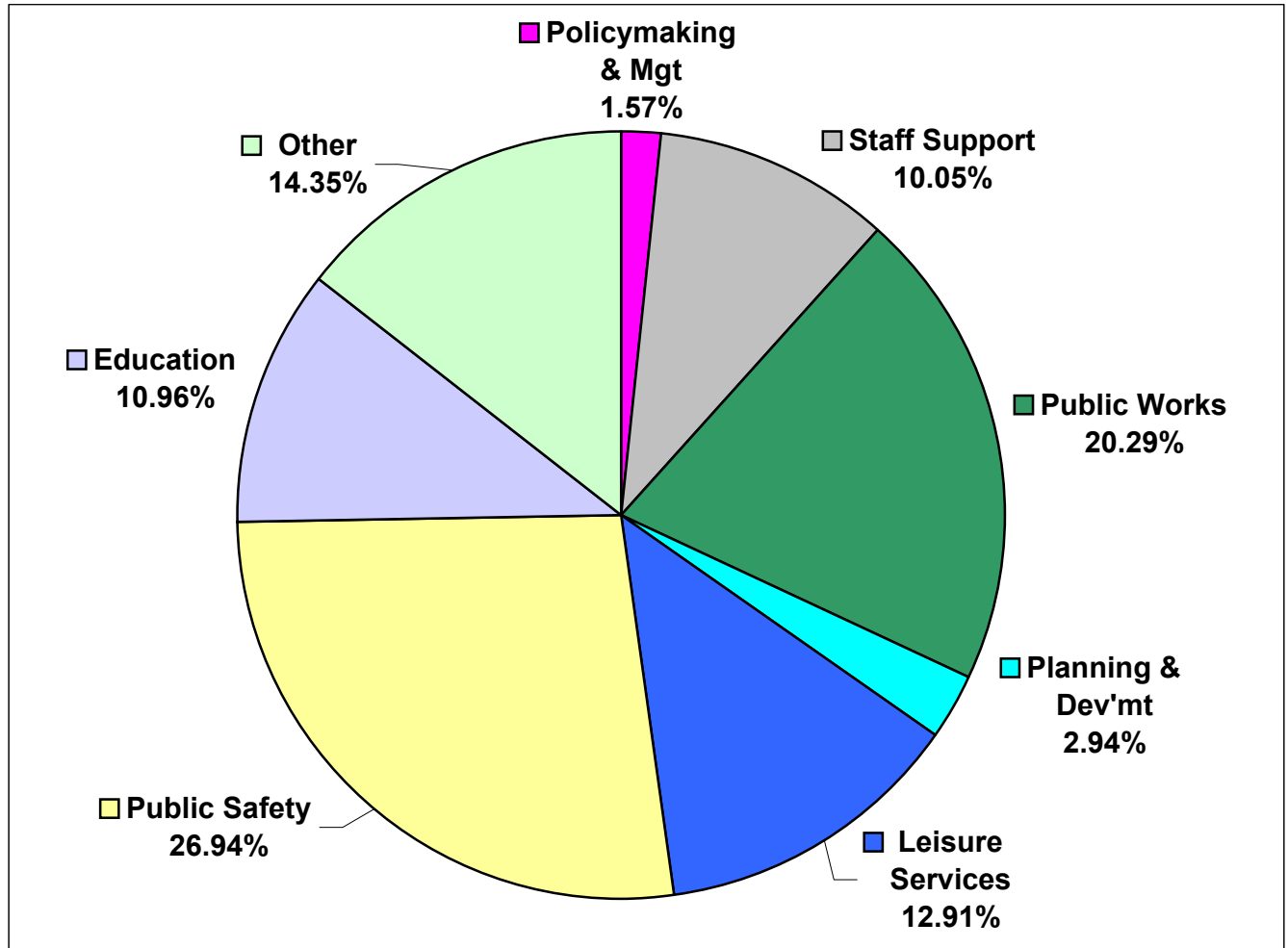
Biennial Budget - FY 03 & FY 04



City of Auburn

Summary of Expenditures by Program - General Fund

Budget - FY 03



Program Areas

Budget - FY 03

Policymaking and Management	\$ 588,053	1.57%
Staff Support	3,768,819	10.05%
Public Works	7,608,552	20.29%
Planning and Development	1,101,600	2.94%
Leisure Services	4,841,349	12.91%
Public Safety	10,105,110	26.94%
Education	4,110,444	10.96%
Other	5,383,971	14.35%
Total Expenditures & Other Uses	37,507,898	100.00%
Balance to carry forward	12,370,890	32.98%
Totals	\$ 49,878,788	

City of Auburn

Detail of Expenditures by Program - General Fund

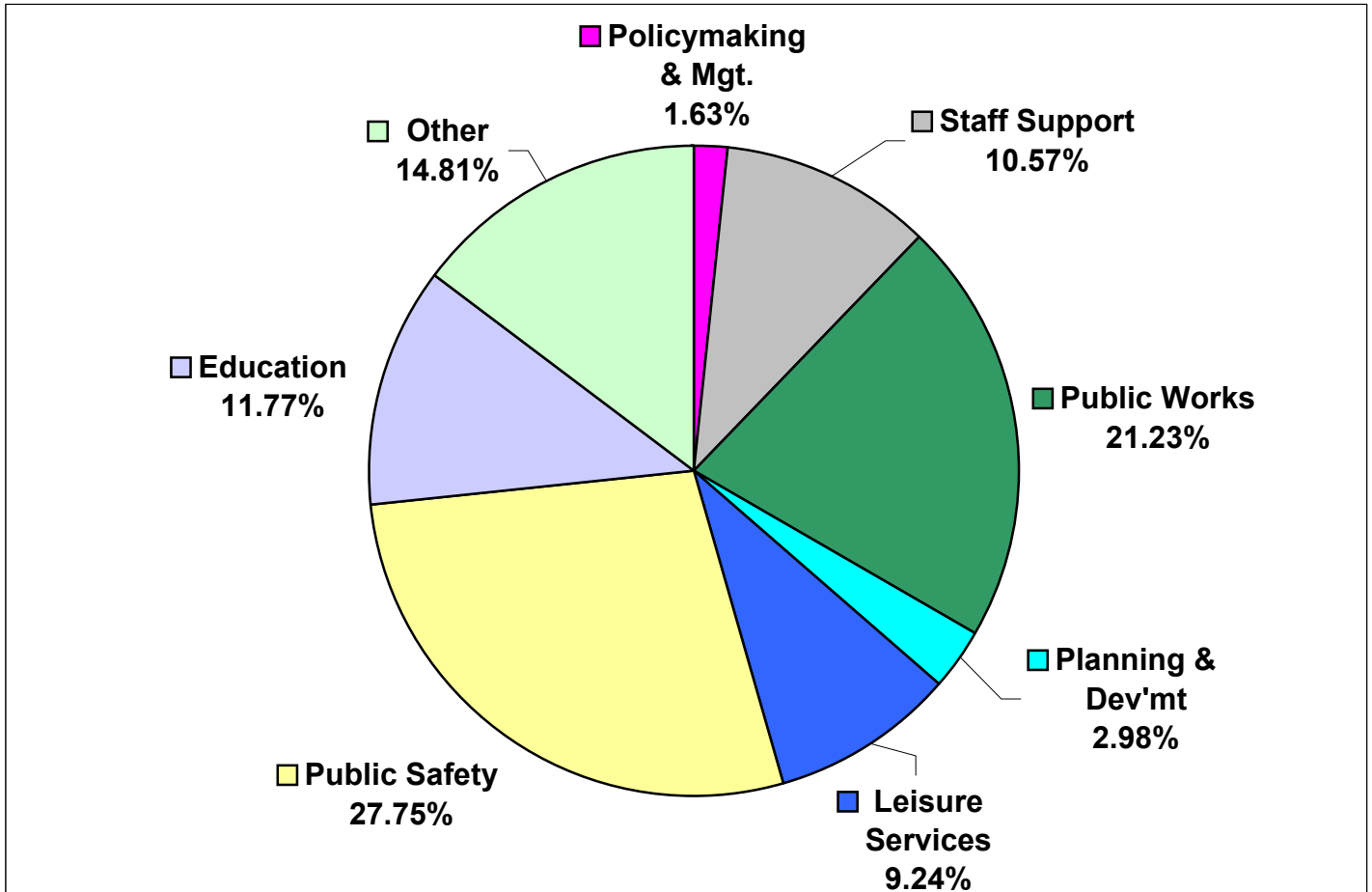
Budget - FY 03

<i>Program Area</i>		<i>Program Total</i>	<i>As %</i>
Policymaking and Management		\$ 588,053	1.57%
City Council	\$ 139,669		
Office of the City Manager	448,384		
Staff Support		3,768,819	10.05%
Information Technology	704,849		
Finance	918,089		
Engineering Design	459,869		
Geographic Information System (GIS)	199,542		
Fleet Services	471,740		
Human Resource Mgt.	415,740		
Risk Management	598,990		
Public Works		7,608,552	20.29%
Public Works Administration	543,812		
Public Works Construction and Maint.	809,878		
Public Works Inspection	221,184		
Public Works Traffic Engineering	220,082		
Public Works Project Operations	1,936,000		
Environmental Services Administration	401,913		
Solid Waste	862,392		
Recycling	883,608		
Rights of Way Maintenance	386,679		
Parks and Facilities	1,343,004		
Planning and Development		1,101,600	2.94%
Economic Development	395,524		
Planning	402,855		
Industrial Development	303,221		
Leisure Services		4,841,349	12.91%
Parks and Recreation Admin	679,447		
Parks and Rec. Leisure Services	1,292,443		
Parks and Rec. Project Operations	2,000,000		
Library	869,459		
Public Safety		10,105,110	26.94%
Judicial	459,620		
Public Safety Admin	942,704		
Police	4,583,642		
Fire	3,305,541		
Communications	423,188		
Codes Enforcement	257,540		
Animal Control	132,875		
Education		4,110,444	10.96%
Support to Board of Education	4,110,444		
Other		5,383,971	14.35%
Support to Other Agencies	750,868		
Debt Service	3,399,703		
General Operations	1,233,400		
Total Expenditures and Other Financing Uses		\$ 37,507,898	100.00%
Balance to Carry Forward		12,370,890	32.98%
Totals		\$ 49,878,788	

City of Auburn

General Fund - Summary of Expenditures by Program

Budget - FY 04



Program Areas

Budget - FY 04

Policymaking and Management	\$ 604,954	1.63%
Staff Support	3,915,203	10.57%
Public Works	7,860,092	21.23%
Planning and Development	1,104,802	2.98%
Leisure Services	3,422,872	9.24%
Public Safety	10,275,938	27.75%
Education	4,357,070	11.77%
Other	5,484,532	14.81%
Total Expenditures	37,025,463	100.00%
Balance to carry forward	10,737,012	29.00%
Totals	\$ 47,762,475	

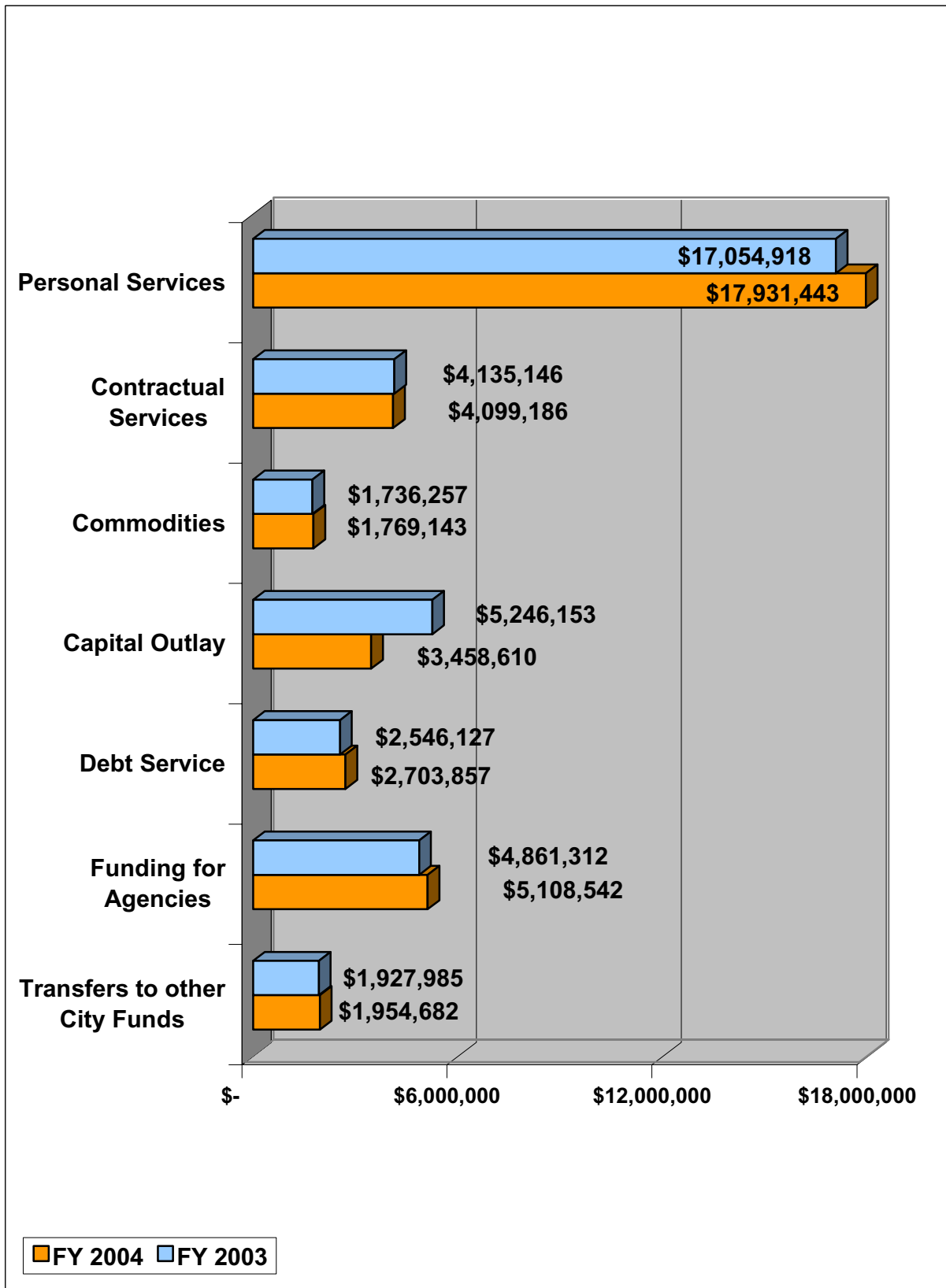
City of Auburn
Details of Expenditures by Program
Budget - FY 04

Program Area		Program Total	As %
Policymaking and Management		\$ 604,954	1.63%
City Council	\$ 139,819		
Office of the City Manager	465,135		
Staff Support		3,915,203	10.57%
Information Technology	679,615		
Finance	946,617		
Engineering Design	466,702		
Geographic Information System (GIS)	205,908		
Fleet Services	491,307		
Human Resource Mgt.	502,821		
Risk Management	622,233		
Public Works		7,860,092	21.23%
Public Works Administration	538,414		
Public Works Construction and Maint.	796,074		
Public Works Inspection	224,925		
Public Works Traffic Engineering	228,011		
Public Works Project Operations	2,108,500		
Environmental Services Administration	413,670		
Solid Waste	873,544		
Recycling	780,374		
Rights of Way Maintenance	400,848		
Parks and Facilities	1,495,732		
Planning and Development		1,104,802	2.98%
Economic Development	406,399		
Planning	395,182		
Industrial Development	303,221		
Leisure Services		3,422,872	9.24%
Parks and Recreation Admin	733,007		
Parks and Rec. Leisure Services	1,366,024		
Parks and Rec. Project Operations	350,000		
Library	973,841		
Public Safety		10,275,938	27.75%
Judicial	443,898		
Public Safety Admin	991,017		
Police	4,782,371		
Fire	3,215,672		
Communications	437,194		
Codes Enforcement	269,681		
Animal Control	136,105		
Education		4,357,070	11.77%
Support to Board of Education	4,357,070		
Other		5,484,532	14.81%
Support to Other Agencies	751,472		
Debt Service	3,670,567		
General Operations	1,062,493		
Total Expenditures and Other Financing Uses		\$ 37,025,463	100.00%
Balance to Carry Forward		10,737,012	29.00%
Totals		\$ 47,762,475	

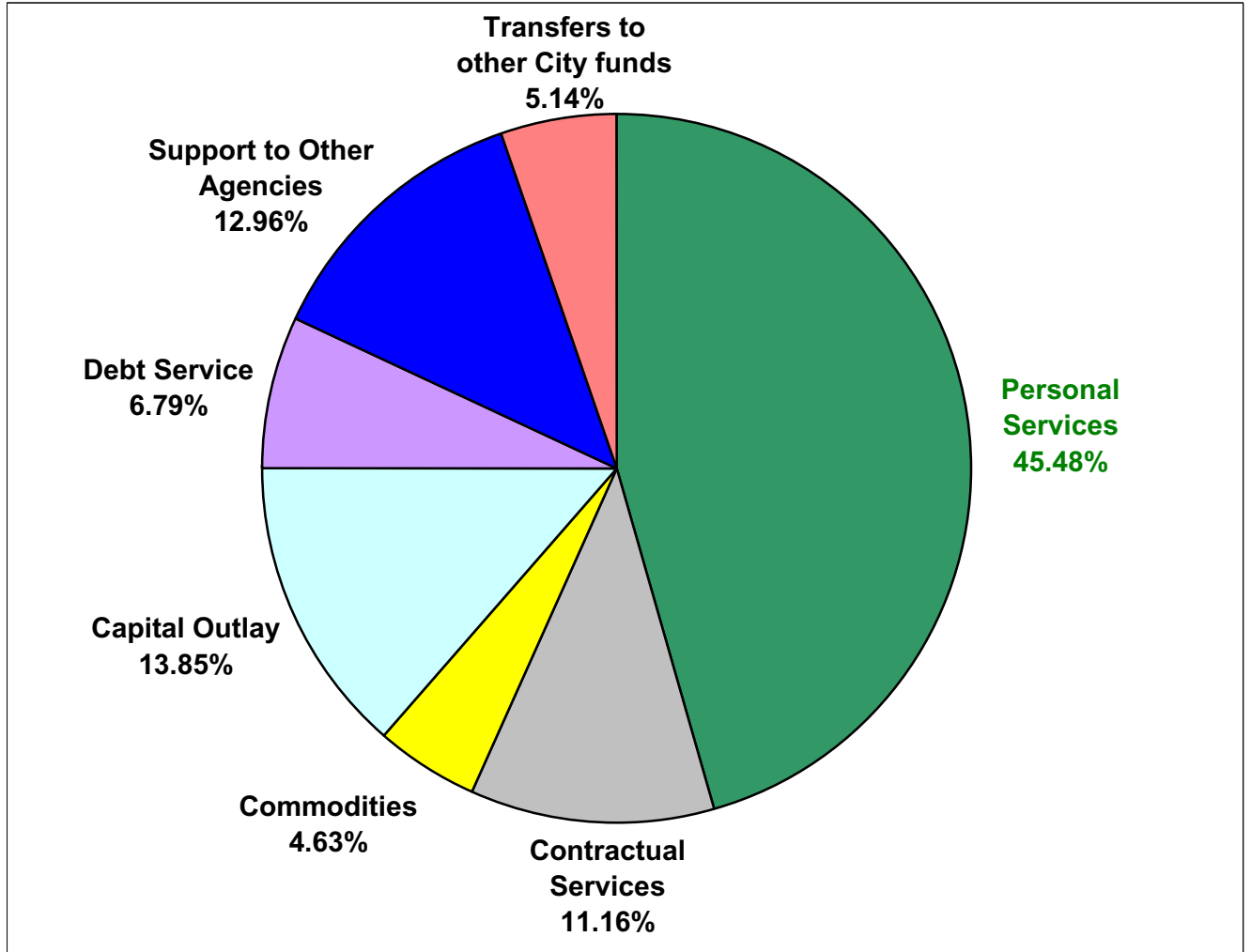
City of Auburn

Overview of Expenditures by Category - General Fund

Biennial Budget - FY 03 & FY 04



City of Auburn
Summary of Expenditures by Category - General Fund
Budget - FY 03



General Fund Expenditures by Category

Personal Services (salaries and benefits to employees)	\$ 17,054,918	45.47%
Contractual Services	4,135,146	11.02%
Commodities	1,736,257	4.63%
Capital Outlay	5,246,153	13.99%
Debt Service (principal and interest on debt)	2,546,127	6.79%
Support to Other Agencies	4,861,312	12.96%
Transfers to other City funds	1,927,985	5.14%
Total General Fund Expenditures	\$ 37,507,898	100.00%

City of Auburn

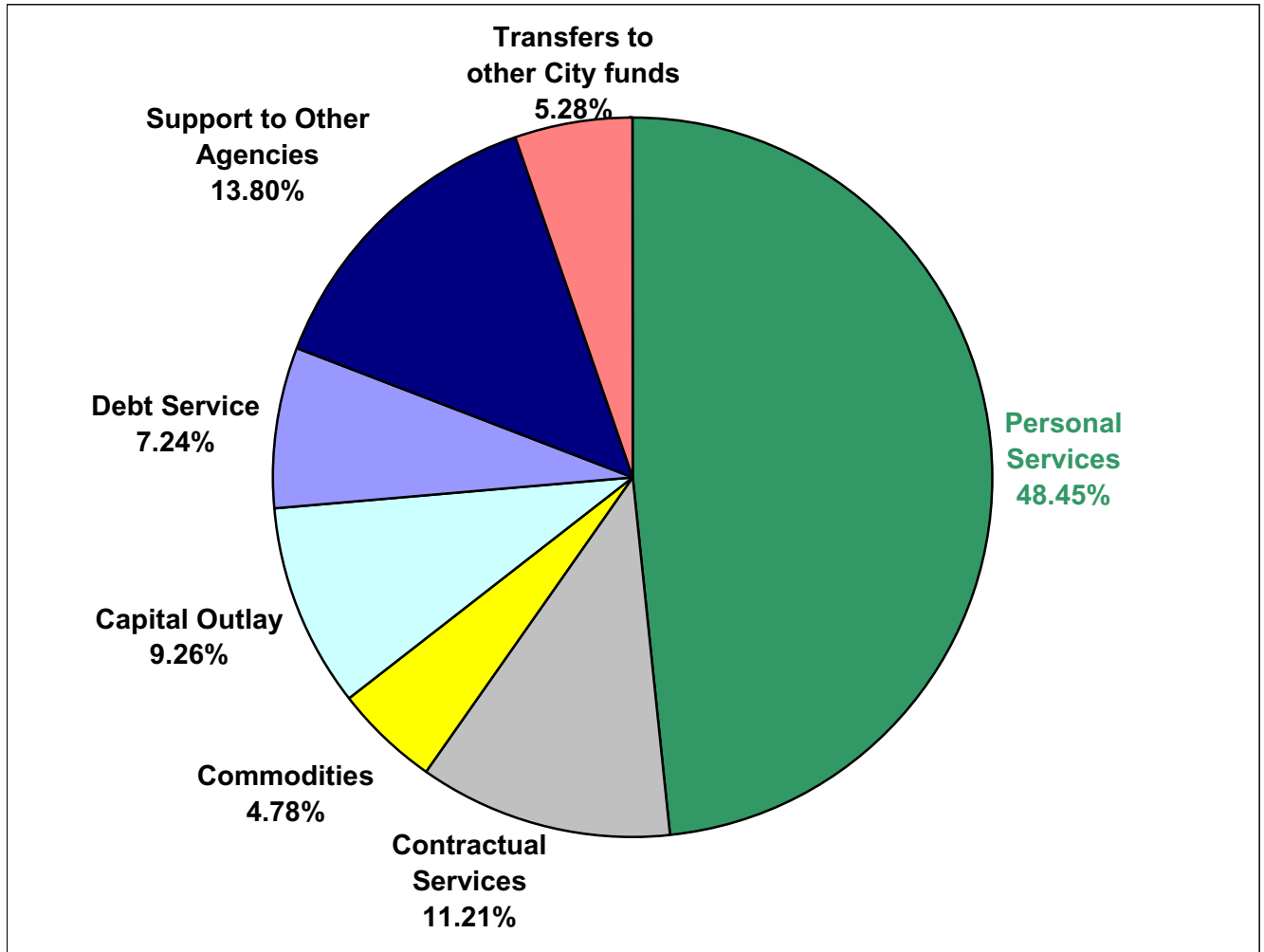
Detail of Expenditures by Department and Category - General Fund

Budget - FY 03

Department	Personal Services	Contractual Services	Commodities	Capital Outlay	Debt Service	Other	Totals
City Council	\$ 58,562	\$ 81,107	\$ -	\$ -	\$ -	\$ -	\$ 139,669
Office of the City Manager	395,807	39,865	12,712	-	-	-	448,384
Judicial	326,809	87,820	34,072	10,919	-	-	459,620
Information Technology							
Information Technology	418,472	117,904	73,085	89,937	5,451	-	704,849
GIS	175,002	9,870	5,670	9,000	-	-	199,542
Finance	737,096	92,078	67,443	21,472	-	-	918,089
Economic Development	355,338	17,473	8,846	6,000	7,867	-	395,524
Human Resources							
Human Resources	297,315	108,450	7,975	2,000	-	-	415,740
Risk Management	-	221,890	-	-	-	-	221,890
Public Safety							
Administration	243,344	640,070	48,550	6,000	4,740	-	942,704
Police	3,924,503	49,000	257,800	226,450	125,889	-	4,583,642
Fire	2,460,067	88,000	130,000	573,000	54,474	-	3,305,541
Communications	333,038	65,000	25,150	-	-	-	423,188
Codes Enforcement	240,984	8,716	7,840	-	-	-	257,540
Public Works							
Administration	323,774	154,463	51,500	14,075	-	-	543,812
Construction	501,077	81,450	133,388	70,000	23,963	-	809,878
Design Engineering	381,769	44,100	31,700	2,300	-	-	459,869
Inspection	169,566	33,000	12,100	-	6,518	-	221,184
Traffic Engineering	109,987	9,800	50,295	50,000	-	-	220,082
Environmental Services							
Administration	294,047	71,808	33,606	-	2,452	-	401,913
Recycling	527,382	142,600	48,200	135,000	30,426	-	883,608
Solid Waste	432,258	251,346	85,738	-	93,050	-	862,392
Animal Control	68,825	54,986	9,064	-	-	-	132,875
ROW	307,955	15,575	40,688	-	22,461	-	386,679
Fleet Services	403,714	30,103	37,923	-	-	-	471,740
Library	656,797	90,212	111,650	10,800	-	-	869,459
Parks and Recreation							
Administration	230,390	402,950	36,432	6,200	3,475	-	679,447
Leisure Services	1,071,568	68,525	127,350	25,000	-	-	1,292,443
Parks and Facilities	988,812	107,522	194,300	41,500	10,870	-	1,343,004
Planning	337,883	39,940	15,080	7,500	2,452	-	402,855
General Operations	282,777	909,523	38,100	3,000	2,152,039	6,789,297 *	10,174,736
Project Operations	-	-	-	3,936,000	-	-	3,936,000
Total Expenditures	\$ 17,054,918	\$ 4,135,146	\$ 1,736,257	\$ 5,246,153	\$ 2,546,127	\$ 6,789,297	\$ 37,507,898
As %	45.47%	11.02%	4.63%	13.99%	6.79%	18.10%	100.00%
Balance to Carry Forward							12,370,890
Total							\$ 49,878,788

* "Other" includes support to other agencies of \$4,861,312 and transfers to other funds of \$1,927,985.

City of Auburn
General Fund - Summary of Expenditures by Category
Budget - FY 04



General Fund Expenditures by Category

Personal Services (salaries and benefits to employees)	\$ 17,931,443	48.43%
Contractual Services	4,099,186	11.07%
Commodities	1,769,143	4.78%
Capital Outlay	3,458,610	9.34%
Debt Service (principal and interest on debt)	2,703,857	7.30%
Support to Other Agencies	5,108,542	13.80%
Transfers to other City funds	1,954,682	5.28%
Total General Fund Expenditures	\$ 37,025,463	100.00%

City of Auburn

Detail of Expenditures by Department and Category - General Fund

Budget - FY 04

Department	Personal Services	Contractual Services	Commo- dities	Capital Outlay	Debt Service	Other	Totals
City Council	\$ 58,562	\$ 81,257	\$ -	\$ -	\$ -	\$ -	\$ 139,819
Office of the City Manager	412,418	39,928	12,789	-	-	-	465,135
Judicial	341,813	88,059	14,026	-	-	-	443,898
Information Technology							
<i>Information Technology</i>	439,091	119,755	70,895	49,874	-	-	679,615
<i>GIS</i>	183,318	9,870	5,720	7,000	-	-	205,908
Finance	772,853	92,373	71,147	10,244	-	-	946,617
Economic Development	372,108	17,473	8,951	-	7,867	-	406,399
Human Resources							
<i>Human Resources</i>	309,681	183,165	7,975	2,000	-	-	502,821
<i>Risk Management</i>	-	231,633	-	-	-	-	231,633
Public Safety							
<i>Administration</i>	292,097	644,370	48,550	6,000	-	-	991,017
<i>Police</i>	4,096,008	49,000	265,600	281,200	90,563	-	4,782,371
<i>Fire</i>	2,555,223	88,000	131,250	400,000	41,199	-	3,215,672
<i>Communications</i>	347,044	65,000	25,150	-	-	-	437,194
<i>Codes Enforcement</i>	252,775	8,716	8,190	-	-	-	269,681
Public Works							
<i>Administration</i>	339,211	154,403	42,500	2,300	-	-	538,414
<i>Construction</i>	523,897	85,450	133,259	32,300	21,168	-	796,074
<i>Engineering Design</i>	400,402	44,100	19,900	2,300	-	-	466,702
<i>Inspection</i>	177,525	33,000	12,100	2,300	-	-	224,925
<i>Traffic Engineering</i>	114,907	9,800	51,004	52,300	-	-	228,011
Environmental Services							
<i>Administration</i>	308,256	71,808	33,606	-	-	-	413,670
<i>Recycling</i>	552,594	147,600	49,755	-	30,425	-	780,374
<i>Solid Waste</i>	452,310	253,346	85,738	-	82,150	-	873,544
<i>Animal Control</i>	71,774	54,986	9,345	-	-	-	136,105
<i>ROW</i>	322,750	15,575	41,744	-	20,779	-	400,848
<i>Fleet Services</i>	422,784	30,358	38,165	-	-	-	491,307
Library	684,539	94,560	105,650	89,092	-	-	973,841
Parks and Recreation							
<i>Administration</i>	241,279	451,028	37,500	3,200	-	-	733,007
<i>Leisure Services</i>	1,146,380	70,250	149,394	-	-	-	1,366,024
<i>Parks and Facilities</i>	1,090,660	119,022	234,050	52,000	-	-	1,495,732
Planning	355,440	21,652	13,090	5,000	-	-	395,182
General Operations	293,744	723,649	42,100	3,000	2,409,706	7,063,224 *	10,535,423
Project Operations	-	-	-	2,458,500	-	-	2,458,500
Total Expenditures	\$ 17,931,443	\$ 4,099,186	\$ 1,769,143	\$ 3,458,610	\$ 2,703,857	\$ 7,063,224	37,025,463
As %	48.43%	11.07%	4.78%	9.34%	7.30%	19.08%	100.00%
Balance to Carry Forward							10,737,012
Total							\$ 47,762,475

* "Other" includes support to other agencies of \$5,108,542 and transfers to other funds of \$1,954,682.

City of Auburn
Comparative Budgeted Expenditures by Department - General Fund
Biennial Budget - FY 03 & FY 04

	FY 02		Budget - FY 03			Budget - FY 04		
	Unaudited Actual	Budget	Increase (Decrease)		Budget	Increase (Decrease)		
			Amount	As %		Amount	As %	
City Council	\$ 112,232	\$ 139,669	\$ 27,437	24.45%	\$ 139,819	\$ 150	0.11%	
Office of the City Manager	438,695	448,384	9,689	2.21%	465,135	16,751	3.74%	
Judicial	427,971	459,620	31,649	7.40%	443,898	(15,722)	-3.42%	
Information Technology								
Information Technology (1)	560,827	704,849	144,022	25.68%	679,615	(25,234)	-3.58%	
GIS (2)	113,838	199,542	85,704	75.29%	205,908	6,366	3.19%	
<i>Total Info Tech</i>	674,665	904,391	229,726	34.05%	885,523	(18,868)	-2.09%	
Finance	848,309	918,089	69,780	8.23%	946,617	28,528	3.11%	
Economic Development	360,623	395,524	34,901	9.68%	406,399	10,875	2.75%	
Human Resources								
Human Resources	384,924	415,740	30,816	8.01%	502,821	87,081	20.95%	
Risk Management	201,122	221,890	20,768	10.33%	231,633	9,743	4.39%	
<i>Total Human Res.</i>	586,046	637,630	51,584	8.80%	734,454	96,824	15.18%	
Public Safety								
Administration (3)	507,441	942,704	435,263	85.78%	991,017	48,313	5.12%	
Police	4,485,452	4,583,642	98,190	2.19%	4,782,371	198,729	4.34%	
Fire	2,803,186	3,305,541	502,355	17.92%	3,215,672	(89,869)	-2.72%	
Communications	391,195	423,188	31,993	8.18%	437,194	14,006	3.31%	
Codes	196,965	257,540	60,575	30.75%	269,681	12,141	4.71%	
<i>Total Public Safety</i>	8,384,239	9,512,615	1,128,376	13.46%	9,695,935	183,320	1.93%	
Public Works								
Administration	484,012	543,812	59,800	12.36%	538,414	(5,398)	-0.99%	
Construction	670,795	809,878	139,083	20.73%	796,074	(13,804)	-1.70%	
Engineering Design	387,366	459,869	72,503	18.72%	466,702	6,833	1.49%	
Inspection	201,293	221,184	19,891	9.88%	224,925	3,741	1.69%	
GIS*	108	-	(108)	n/a	-	-	n/a	
Traffic Engineering	194,129	220,082	25,953	13.37%	228,011	7,929	3.60%	
<i>Total Public Works</i>	1,937,703	2,254,825	317,122	16.37%	2,254,126	(699)	-0.03%	
Environmental Services								
Administration	454,326	401,913	(52,413)	-11.54%	413,670	11,757	2.93%	
Recycling	719,760	883,608	163,848	22.76%	780,374	(103,234)	-11.68%	
Solid Waste	879,977	862,392	(17,585)	-2.00%	873,544	11,152	1.29%	
Animal Control	153,623	132,875	(20,748)	-13.51%	136,105	3,230	2.43%	
Rights-of-Way Maint.	434,350	386,679	(47,671)	-10.98%	400,848	14,169	3.66%	
Fleet Services	494,841	471,740	(23,101)	-4.67%	491,307	19,567	4.15%	
<i>Total Env'l Svcs.</i>	3,136,877	3,139,207	2,330	0.07%	3,095,848	(43,359)	-1.38%	
Library	745,218	869,459	124,241	16.67%	973,841	104,382	12.01%	
Parks and Recreation								
Administration	655,993	679,447	23,454	3.58%	733,007	53,560	7.88%	
Leisure Services	1,240,685	1,292,443	51,758	4.17%	1,366,024	73,581	5.69%	
Parks and Facilities	1,327,007	1,343,004	15,997	1.21%	1,495,732	152,728	11.37%	
<i>Total Parks & Rec</i>	3,223,685	3,314,894	91,209	2.83%	3,594,763	279,869	8.44%	
Planning	382,794	402,855	20,061	5.24%	395,182	(7,673)	-1.90%	
Departmental Totals	21,259,057	23,397,162	2,138,105	10.06%	24,031,540	634,378	2.71%	

(continues on following page)

- (1) FY 03 increase includes approximately \$90,000 for computer system technology upgrades and increased salaries, supplies and contractual services needed due to staffing increases in FY 02 to provide services to the Schools. The Schools reimburse the City for Info Tech services.
- (2) GIS (Geographic Information Systems) Division was moved from Public Works to Information Technology in FY 02.
- (3) FY 03 increase includes salaries and benefits for two administrative positions transferred from Police and Fire Divisions, jail services costs moved to Administration from the Police Division and increased utilities and maintenance costs for additional office space.

City of Auburn
Comparative Expenditures by Department - General Fund

Proposed Biennial Budget - FY 03 & FY 04

(continued from previous page)

	FY 02	Budget - FY 03			Budget - FY 04		
	End of Year Budget	Proposed Budget	Increase (Decrease)		Proposed Budget	Increase (Decrease)	
			Amount	As %		Amount	As %
Non-Departmental							
General Operations (4)	\$ 886,660	\$ 1,233,400	\$ 346,740	39.11%	\$ 1,062,493	\$ (170,907)	-13.86%
Project Operations (5)	1,648,606	3,936,000	2,287,394	138.75%	2,458,500	(1,477,500)	-37.54%
Support of Agencies	4,867,674	4,861,312	(6,362)	-0.13%	5,108,542	247,230	5.09%
Debt Service	1,860,574	2,152,039	291,465	15.67%	2,409,706	257,667	11.97%
Transfers to Other Funds	1,646,273	1,927,985	281,712	17.11%	1,954,682	26,697	1.38%
Non-Departmental Total	10,909,787	14,110,736	3,200,949	29.34%	12,993,923	(1,116,813)	-7.91%
Total Budgeted Expenditures	\$ 32,168,844	\$ 37,507,898	\$ 5,339,054	16.60%	\$ 37,025,463	\$ (482,435)	-1.29%

- (4) The FY 03 increase in General Operations results from increased debt service requirements, increased funding for City Schools, increased maintenance costs as City Hall will no longer be under the contractor's warrant and the inclusion of an amount for contingencies. Most of the FY 04 increase is accounted for by the increase in School funding; the remainder is attributable to increases in debt service requirements.
- (5) The FY 03 increase in Project Operations results from the \$1M planned for the Tennis Complex, which will be funded by the issuance of debt, and the \$1M provided for Duck Samford Stadium renovations, which amount is contingent upon the inspection report from the structural engineer. The \$1M is the estimated amount for a worst-case scenario and the actual amount is expected to be much less.

City of Auburn
Biennial Budget
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FY 03 & FY 04

Departmental Budgets

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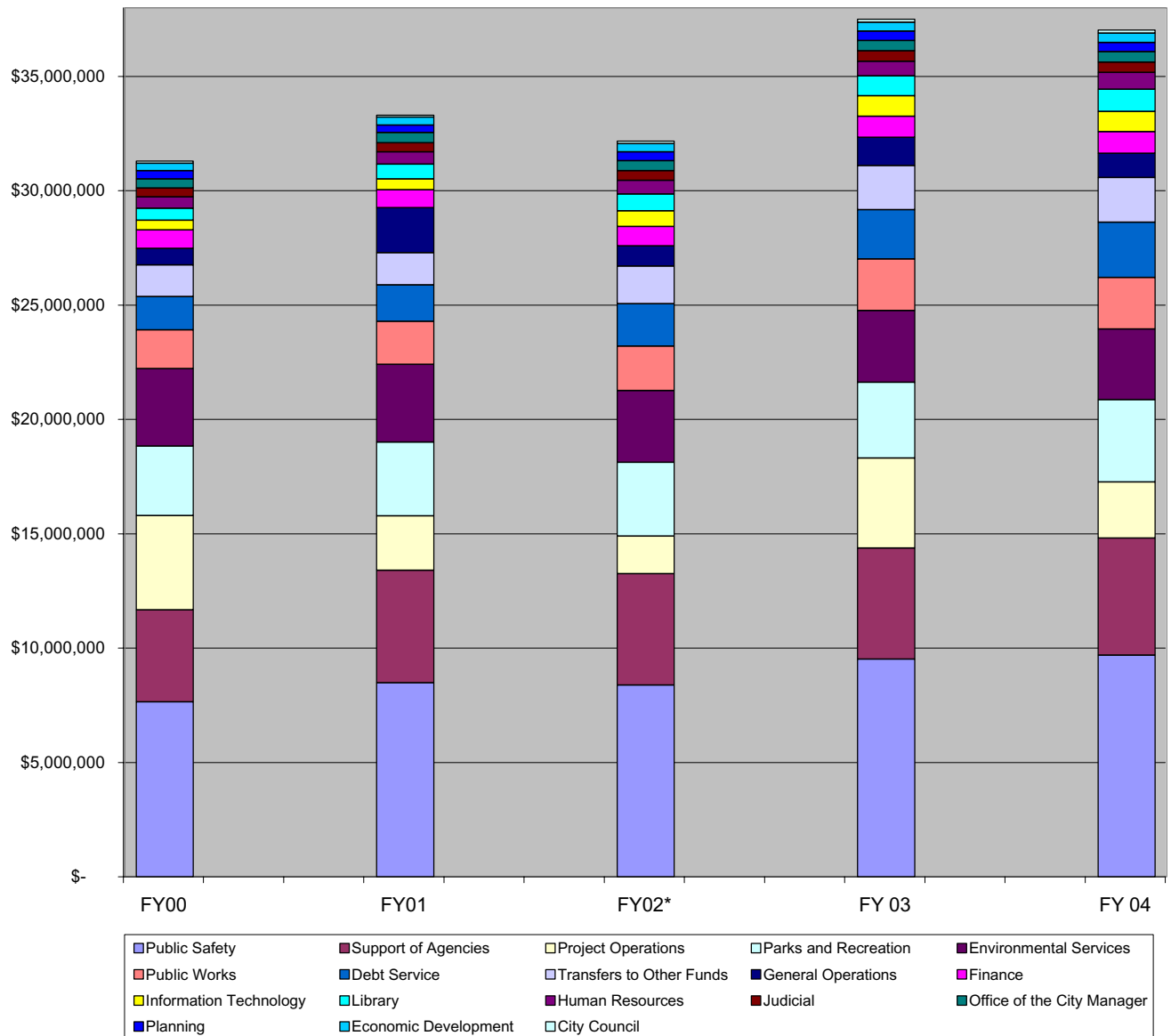
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City of Auburn

Trends in Expenditures by Department - General Fund

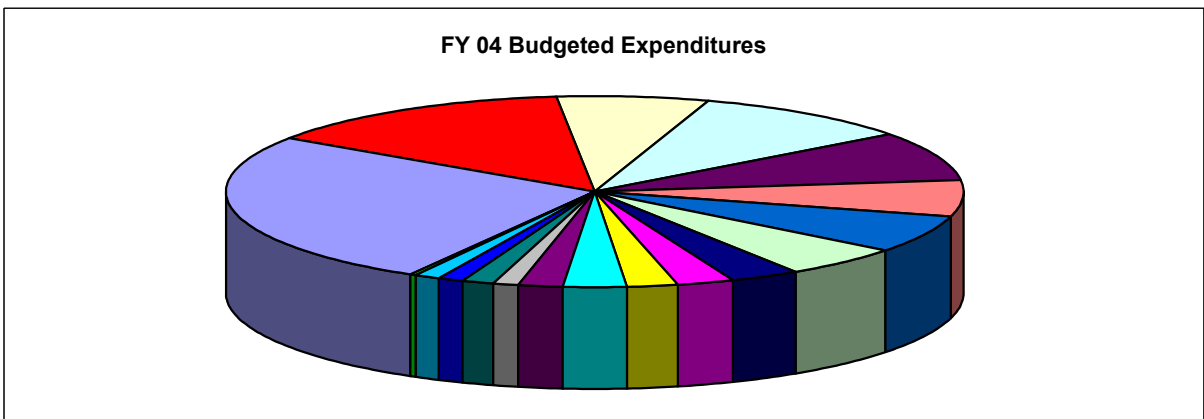
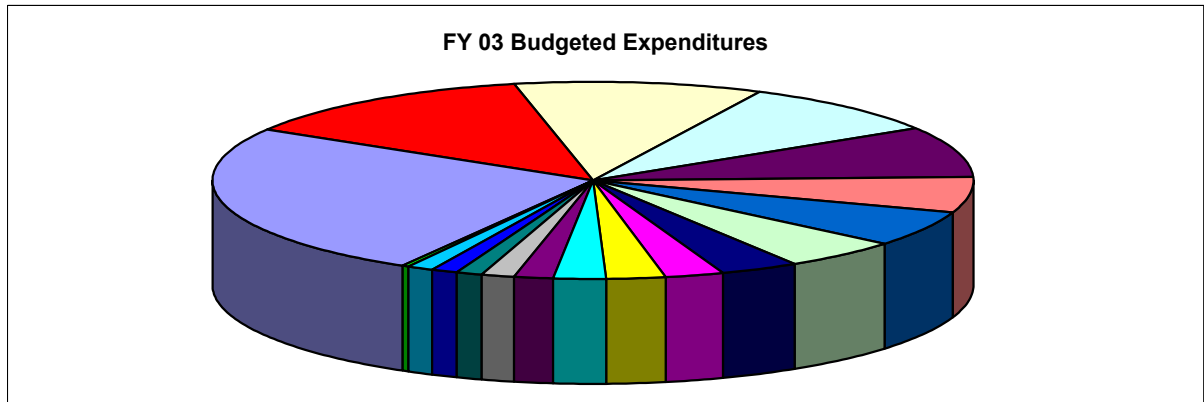
FY 2000 - FY 2004



	Audited				Unaudited				Budgeted			
	FY 00		FY 01		FY 02 *		FY 03		FY 04			
Public Safety	\$ 7,643,129	24.42%	\$ 8,481,036	25.46%	\$ 8,384,239	26.06%	\$ 9,512,615	25.36%	\$ 9,695,935	26.19%		
Support of Agencies	4,030,782	12.88%	4,914,630	14.76%	4,867,674	15.13%	4,861,312	12.96%	5,108,542	13.80%		
Project Operations	4,116,858	13.15%	2,386,587	7.17%	1,648,606	5.12%	3,936,000	10.49%	2,458,500	6.64%		
Parks and Recreation	3,042,247	9.72%	3,228,617	9.69%	3,223,686	10.02%	3,314,894	8.84%	3,594,763	9.71%		
Environmental Services	3,392,274	10.84%	3,400,650	10.21%	3,136,878	9.75%	3,139,207	8.37%	3,095,848	8.36%		
Public Works	1,691,516	5.40%	1,875,009	5.63%	1,937,703	6.02%	2,254,825	6.01%	2,254,126	6.09%		
Debt Service	1,450,680	4.63%	1,592,226	4.78%	1,860,573	5.78%	2,152,039	5.74%	2,409,706	6.51%		
Transfers to Other Funds	1,390,076	4.44%	1,414,512	4.25%	1,646,272	5.12%	1,927,985	5.14%	1,954,682	5.28%		
General Operations	723,764	2.31%	1,965,082	5.90%	886,660	2.76%	1,233,400	3.29%	1,062,493	2.87%		
Finance	808,032	2.58%	782,615	2.35%	848,309	2.64%	918,089	2.45%	946,617	2.56%		
Information Technology	417,717	1.33%	475,002	1.43%	674,665	2.10%	904,391	2.41%	885,523	2.39%		
Library	530,863	1.70%	648,606	1.95%	745,218	2.32%	869,459	2.32%	973,841	2.63%		
Human Resources	496,497	1.59%	539,163	1.62%	586,046	1.82%	637,630	1.70%	734,454	1.98%		
Judicial	375,641	1.20%	392,549	1.18%	427,971	1.33%	459,620	1.23%	443,898	1.20%		
Office of the City Manager	406,286	1.30%	447,303	1.34%	438,695	1.36%	448,384	1.20%	465,135	1.26%		
Planning	358,119	1.14%	322,372	0.97%	382,794	1.19%	402,855	1.07%	395,182	1.07%		
Economic Development	325,189	1.04%	348,730	1.05%	360,623	1.12%	395,524	1.05%	406,399	1.10%		
City Council	100,355	0.32%	92,600	0.28%	112,232	0.35%	139,669	0.37%	139,819	0.38%		
Departmental Totals	\$ 31,300,025	100%	\$ 33,307,289	100%	\$ 32,168,844	100%	\$ 37,507,898	100%	\$ 37,025,463	100%		

* Beginning in FY02, the GIS (Geographic Information Systems) division was moved from Public Works to Information Technology.

City of Auburn
Overview of Expenditures by Department - General Fund
FY 03 and FY 04



Public Safety	Support of Agencies	Project Operations	Parks and Recreation
Environmental Services	Public Works	Debt Service	Transfers to Other Funds
General Operations	Finance	Information Technology	Library
Human Resources	Judicial	Office of the City Manager	Planning
Economic Development	City Council		

	FY 03		FY 04	
Public Safety	\$	9,512,615 25.36%	\$	9,695,935 26.19%
Support of Agencies		4,861,312 12.96%		5,108,542 13.80%
Project Operations		3,936,000 10.49%		2,458,500 6.64%
Parks and Recreation		3,314,894 8.84%		3,594,763 9.71%
Environmental Services		3,139,207 8.37%		3,095,848 8.36%
Public Works		2,254,825 6.01%		2,254,126 6.09%
Debt Service		2,152,039 5.74%		2,409,706 6.51%
Transfers to Other Funds		1,927,985 5.14%		1,954,682 5.28%
General Operations		1,233,400 3.29%		1,062,493 2.87%
Finance		918,089 2.45%		946,617 2.56%
Information Technology		904,391 2.41%		885,523 2.39%
Library		869,459 2.32%		973,841 2.63%
Human Resources		637,630 1.70%		734,454 1.98%
Judicial		459,620 1.23%		443,898 1.20%
Office of the City Manager		448,384 1.20%		465,135 1.26%
Planning		402,855 1.07%		395,182 1.07%
Economic Development		395,524 1.05%		406,399 1.10%
City Council		139,669 0.37%		139,819 0.38%
Total Budgeted Expenditures	\$	37,507,898 100.00%	\$	37,025,463 100.00%

City Council Long Range Goals

1. Complete the construction of the Soccer Complex on Wire Road so that play can begin by the end of FY 03.
2. Complete the construction of Town Creek Park, Phase 1 by the end of FY 03 and of Phase 2 by the end of FY 08.
3. Build the new cemetery on South Gay Street by the end of FY 03.
4. Finish the construction of the clay court Tennis Center on Richland Road by the end of FY 03, contingent upon enrollment of a sufficient number of individuals willing to commit to paying an annual membership fee to generate enough membership revenue to pay the debt service on the debt issued to finance construction of the Tennis Center.
5. Complete the Land Use Plan, have the Planning Commission and City Council study it, and adopt it by the end of FY 03.
6. Open the Work Training Center in cooperation with area industry and the Industrial Development Board in Industrial Park #1 by the end of FY 03.
7. Upgrade the treatment capacity at the H. C. Morgan wastewater treatment facility to 9 MGD by the end of FY 04 and close the Northside wastewater treatment plant to remove nutrients and improve water quality in Saugahatchee Creek by the end of FY 05.
8. Install the major sewer line extensions and replacements approved in FY 02 by the end of FY 04.
9. Construct a new headquarters facility for the Water and Sewer Department on Shug Jordan Parkway by the end of FY 04.
10. Work to ensure that the State of Alabama widens the bridge over the Interstate on South College Street and extends the road improvements from Shell Toomer Parkway to Beehive Road by the end of FY 04.
11. Participate with the State of Alabama in the street, drainage, and sidewalk improvements to Donahue Drive from Magnolia Avenue to Bragg Avenue by the end of FY 04 and from Bragg Avenue to Bedell Avenue by the end of FY 06.
12. Expand Frank Brown Recreation Center to include a teen center by the end of FY 04; build a senior center/therapeutics center by the end of FY 05; and construct Phase 2 of the Jan Dempsey Arts Center by the end of FY 06.
13. Continue the City's commitment through grant funding and local funding to the construction of sidewalks, bikeways, and greenways as shown in the Capital Improvements Program over the next six years.
14. Work to ensure that the State of Alabama completes the installation of a new Interstate interchange near Beehive Road by the end of FY 06.
15. Purchase the property for the Auburn Technology Park West by the end of FY 03 and construct the needed improvements so that the Park can be open by the end of FY 06.
16. Acquire the right of way and develop the plans for the missing segments of the Outer Loop Road by the end of FY 05 and construct the roadway and install other improvements by the end of FY 06.
17. Participate in the local funding for the installation of safety landing equipment and construction of a new terminal at the Auburn-Opelika Airport by the end of FY 04.
18. Finalize agreements with the Sheriff, the Lee County Commission, and the City of Opelika to build additional jail space at the Lee County Detention Center by the end of FY 03 and construct the needed improvements by the end of FY 05.
19. Facilitate with private developers the construction of Major Street Plan projects: Longleaf Drive extension to Cox Road and the Samford Avenue extension to East Glenn Avenue by the end of FY 04; Veterans Boulevard from Sarah Drive to South College Street by the end of FY 04; North Dean Road from East University Drive to South College Street by the end of FY 07; and others listed in the Capital Improvements Program.
20. Purchase a new ladder truck for the fire service by the end of FY 03 and begin construction of fire station # 5 in the South College Street area by the end of FY 04.
21. Complete the improvements and extensions to the sewer system shown on the Master Sewer Plan and listed in the Capital Improvements Program by the end of FY 08.
22. Fund the second phase of the Duck Samford youth baseball-softball complex during FY 05 and complete construction by the end of FY 06.

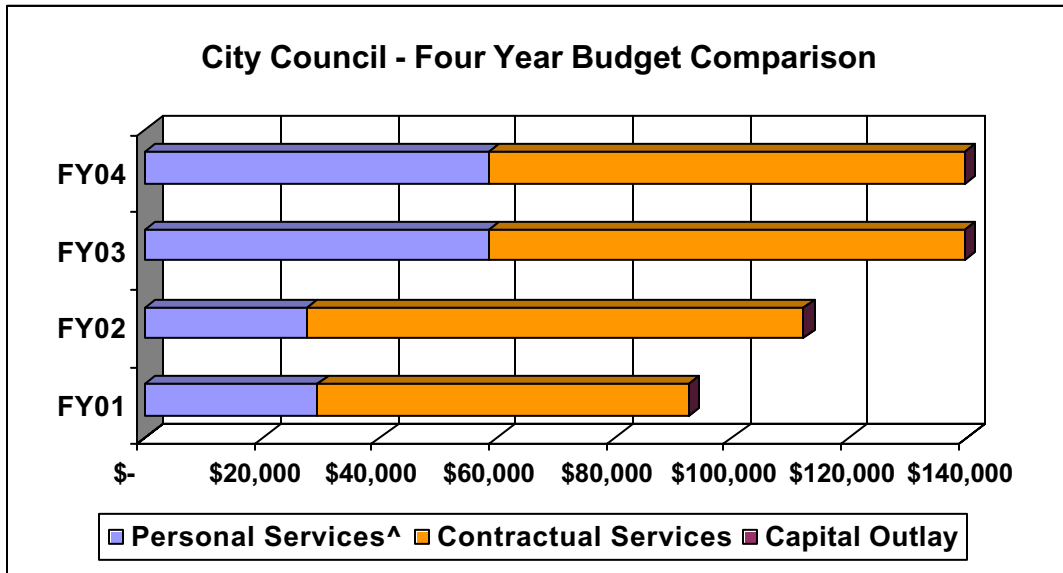
City Council

Budget Summary

Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted	
	Audited	Unaudited	FY03	FY04
	FY01	FY02		
Personal Services^	\$29,465	\$ 27,554	\$ 58,562	\$ 58,562
Contractual Services	63,135	84,678	81,107	81,257
Commodities	-	-	-	-
Capital Outlay	-	-	-	-
Totals	\$92,600	\$ 112,232	\$ 139,669	\$ 139,819



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	0	0	0	0

^ Council salaries will increase from \$100 per month to \$400 per month, effective October 1, 2002 (FY 03).

GENERAL FUND

Expenditures

City Council**Classification of Expenditures****Amount Appropriated****FY 03****FY 04**Personal Services

Salaries and Wages	\$ 54,400	\$ 54,400
Social Security	4,162	4,162
	<hr/>	<hr/>
TOTAL PERSONAL SERVICES	\$ 58,562	\$ 58,562

Contractual Services

Cellular Phone	\$ 3,000	\$ 3,150
Conference and Training	9,777	9,777
Public Relations	489	489
Unclassified Prof Svs	1,000	1,000
Special Events	2,400	2,400
Memberships and Subscriptions	9,000	9,000
Advertising	24,441	24,441
Miscellaneous Contractual Services	31,000	31,000
	<hr/>	<hr/>
TOTAL CONTRACTUAL SERVICES	\$ 81,107	\$ 81,257
	<hr/>	<hr/>
GRAND TOTAL- CITY COUNCIL	\$ 139,669	\$ 139,819

Major Functions of the Office of the City Manager

- ◆ Management of daily City operations
- ◆ Advising 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

Major Accomplishments in FY 02

- ◆ Conducted the election for members of the City Council in August 2002.
- ◆ Conducted engineering feasibility studies and completed construction designs of strategic regional detention facilities intended to reduce storm water volume and velocities that cause flooding and erode stream banks. Began construction of several high priority storm drainage projects, including the completion of the Town Creek project. Other projects, including the Tacoma Drive Basin and Cary Woods Drainage projects, are expected to be completed in FY 03.
- ◆ Completed all transactions necessary to expand the capacity of the H.C. Morgan Wastewater Treatment Plant from 5.4 MGD capacity to 9.0 MGD and to install the S-5 major interceptor sewer line. Began engineering to convert the North Side Treatment Plant into a pump station.
- ◆ Completed the reconstruction of the former Library building for the Public Safety Department and completed renovation of the Police building, including the City Council chambers. Completion of renovations of the former City Hall for the Development Services Building is expected in FY 03. Completed renovations on the City Hall

Annex for use as meeting and conference rooms.

- ◆ Completed construction of the Auburn Skate Park, a 6,000 square foot facility located near Frank Brown Recreation Center.

Benchmarks Achieved in FY 02

- ◆ Assured satisfactory resolution or completion of 90% of departmental annual goals.
- ◆ Presented the proposed biennial budget to the City Council at least 45 days prior to the beginning of the new budget period.
- ◆ Distributed City Council meeting agendas at least 48 hours prior to all Council meetings.
- ◆ Continued publication of a monthly newsletter to inform citizens about the activities of the City government. Published the newsletter monthly by the first of each month for enclosure with the monthly City utility services billings.
- ◆ Responded to all citizen contacts for assistance within eight hours, if by phone, and 24 hours if by written communication.

Office of the City Manager

Douglas J. Watson, 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. 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 decisions and setting community goals
- Implementing the policy choices of the City Council through enforcement of ordinances, resolutions, policies, other directives, and budget
- Providing administrative leadership in the coordination and direction of the work of the various departments of the City government
- Preparing for the future of the community and the City government through long-range planning/ programming and economic development
- 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

FY 03 Goals

1. Complete the construction of the Soccer Complex on Wire Road by September 30, 2003.
2. Complete the development of Town Creek Park, Phase 1 and open it for community use by September 30, 2003.
3. Build the new cemetery on South Gay Street by September 30, 2003.
4. Finish the construction of the clay court Tennis Center on Richland Road by August 31, 2003.
5. Assist the consultant to complete the Land Use Plan, present it to the Planning Commission and City Council, and adopt it by May 31, 2003.
6. Open the **Auburn Workforce Training Alliance Training Center** in Industrial Park #1 in cooperation with area industry and the Industrial Development Board by September 30, 2003.
7. Participate with the State of Alabama to complete the purchase of necessary right of way for the improvements to Donahue Drive from Magnolia Avenue to Bragg Avenue by December 31, 2003 and place out to bid the improvement project by April 30, 2003.

8. Purchase a new ladder truck for the Public Safety Department-Fire Division by July 31, 2003.
9. Extend the downtown street lighting project on Tichenor Avenue between North College Street and Gay Street by June 30, 2003.
10. Complete the renovations to the Boykin Community Center by May 31, 2003.
11. Implement the paperless City Council agenda by March 31, 2003.
12. Purchase the property needed for the Auburn Technology Park West by September 30, 2003.
13. Complete the renovations to the Frank Brown Recreation Center and construct the addition of the teen center to the main building by September 30, 2003.
14. Finalize agreements with the Sheriff, the Lee County Commission, and the City of Opelika to build additional jail space at the Lee County Detention Center by June 30, 2003.

FY 04 Goals

1. Upgrade the treatment capacity at the H. C. Morgan wastewater treatment facility to 9 MGD by February 29, 2004.
2. Install the major sewer line extensions and replacements approved in FY 02 by August 31, 2004.
3. Complete the construction of a new headquarters facility for the Water and Sewer Department on Shug Jordan Parkway by April 30, 2004.
4. Work to ensure that the State of Alabama widens the bridge over the Interstate on South College Street and extends the road improvements from Shell Toomer Parkway to Beehive Road by September 30, 2004.
5. Participate with the State of Alabama to complete the construction of the street, drainage, and sidewalk improvements to Donahue Drive from Magnolia Avenue to Bragg Avenue by August 31, 2004.
6. Place out to bid the construction of Fire Station #5 in the vicinity of the Auburn Technology Park on South College Street by December 31, 2003.
7. Identify property for a future park in North Auburn that can be acquired by July 31, 2004.
8. Install new pedestrian crossings in the downtown area by September 30, 2004.
9. Complete the construction of a senior center/therapeutics that will also serve as the headquarters for the Parks and Recreation Department by June 30, 2004.
10. Cooperate with developers to extend Samford Avenue to East Glenn Avenue and Longleaf Drive to Cox Road by September 30, 2004.

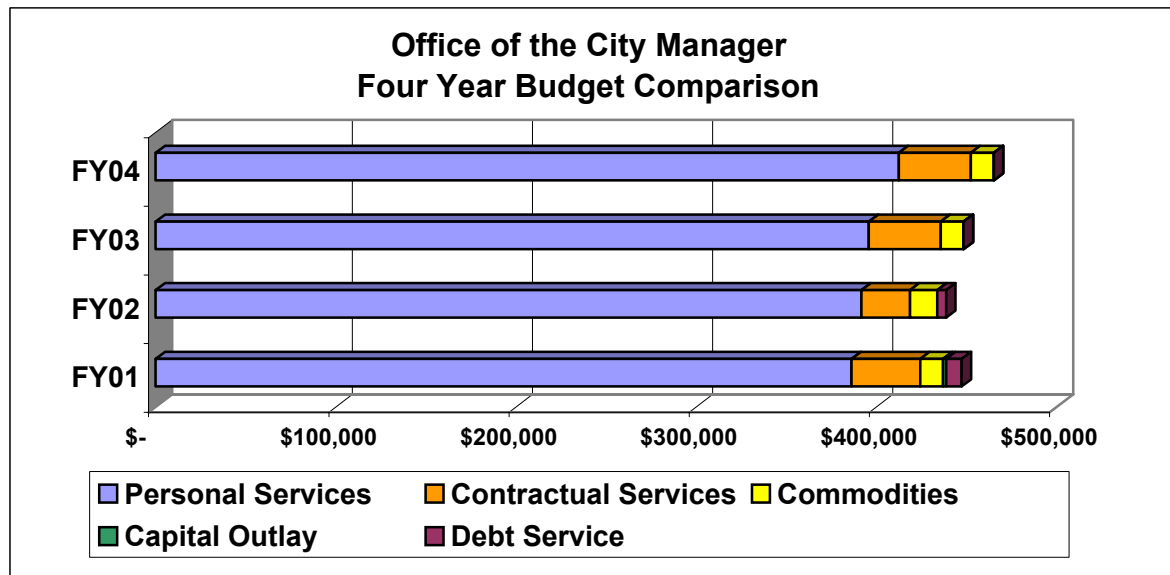
Office of the City Manager

Budget Summary

Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted	
	Audited	Unaudited		
	FY01	FY02	FY03	FY04
Personal Services	\$ 386,207	\$ 391,700	\$ 395,807	\$ 412,418
Contractual Services	38,084	26,971	39,865	39,928
Commodities	12,590	14,998	12,712	12,789
Capital Outlay	1,806	-	-	-
Debt Service	8,616	5,026	-	-
Totals	\$ 447,303	\$ 438,695	\$ 448,384	\$ 465,135



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	5	5	5	5

GENERAL FUND

Expenditures

City Manager's Office**Classification of Expenditures****Amount Appropriated****FY 03****FY 04**Personal ServicesSalaries/Wages

Regular Full Time	\$ 341,950	\$ 358,825
Overtime	1,000	1,000

TOTAL SALARIES AND WAGES	<u>\$ 342,950</u>	<u>\$ 359,825</u>
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Social Security	\$ 26,236	\$ 27,527
Retirement Contributions	12,689	14,033
Health Insurance Contributions	8,880	8,880
Group Life Insurance Contributions	2,052	2,153
Tuition Reimbursement	3,000	-

TOTAL PERSONAL SERVICES	<u>\$ 395,807</u>	<u>\$ 412,418</u>
-------------------------	-------------------	-------------------

Contractual Services

Vehicles	\$ 672	\$ 672
Buildings / Grounds	5,090	5,090
Office Equipment and Machines	1,000	1,000
Telephone	1,444	1,444
Water	1,258	1,321
Conference and Training	5,532	5,532
Awards/Gratuities/Banquet	772	772
Contract'l Temp Employees	3,000	3,000
Unclassified Prof Svs	1,444	1,444
Office Equipment and Copier R & L	15,000	15,000
Memberships and Subscriptions	3,881	3,881
Miscellaneous Contractual Services	772	772

TOTAL CONTRACTUAL SERVICES	<u>\$ 39,865</u>	<u>\$ 39,928</u>
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GENERAL FUND

Expenditures

City Manager's Office (cont'd)

Classification of Expenditures	Amount Appropriated	
	FY 03	FY 04
<u>Commodities</u>		
Office Supplies	\$ 4,832	\$ 4,832
Postage	3,952	3,952
Computer Supplies	2,000	2,000
Fuel	770	847
Tires	386	386
Batteries and Accessories	194	194
Vehicles Repair Parts	578	578
	<hr/>	<hr/>
TOTAL COMMODITIES	\$ 12,712	\$ 12,789
	<hr/>	<hr/>
 GRAND TOTAL - CITY MANAGER'S OFFICE	 <u>\$ 448,384</u>	 <u>\$ 465,135</u>

Major Functions of the Judicial Department

- ◆ Conduct probable cause hearings and issue arrest warrants for violations of municipal ordinances and state misdemeanors
- ◆ Conduct trials for all other cases
- ◆ Receive, process and docket for trial Uniform Traffic Citations issued by Auburn City Police and Auburn University 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 City Police
- ◆ Monitor those sentenced to served time in the City Jail and to work on the Weekend Bus Detail
- ◆ Through our Court Referral Officer, direct all convicted of drug or alcohol crimes to various counseling programs and monitor their progress/completion
- ◆ Conduct our Domestic Violence Intervention Program
- ◆ Monitor the Part Payment Program for those paying on their fines via a payment plan

Major Accomplishments in FY 02

- ◆ Continued to use a private probation service to provide certain routine functions, such as monitoring compliance with orders to perform community service and collection of past due fines.
- ◆ Increased the number of graduates from the Court Referral Program by over 10% from previous year.
- ◆ Continued to adequately staff the Weekend Bus Trash Detail with workers throughout FY00.

Benchmarks Achieved in FY02

- ◆ Traffic cases filed: 8,805; traffic cases disposed: 8,610; traffic cases appealed: 31.
- ◆ Non-traffic cases filed: 2,483; non-traffic cases disposed: 2,319; non-traffic cases appealed: 64.
- ◆ DUI cases filed: 338; DUI cases disposed: 301; DUI cases appealed: 11.

Judicial Department Joe Bailey, Municipal Judge

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 warrants of arrest are issued before probable cause is established to support the warrant
- Ensuring that no person is deprived of his or her 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

FY 03 Goals

1. Finalize inception of program with the Alabama Department of Public Safety and the Information Technology Department so that all Uniform Traffic Citation (traffic ticket) dispositions can be electronically transferred by December 31, 2002.
2. Review the workloads of all staff after the completion of the above goal by March 31, 2003.
3. Continue to consider private probation services for services such as house arrest as alternatives to incarceration on an ongoing basis by April 30, 2003.

4. Work with Public Safety to insure the continuance of the Weekend Trash Bus Detail and develop a method of targeting areas needing special cleaning attention on an ongoing basis by September 30, 2003.
5. Monitor the number of successful graduates from the Court Referral Programs quarterly to make sure the numbers of graduates are consistent with the past and with the numbers of cases handled by the court.
6. Monitor the collection of delinquent accounts by Professional Probation Services quarterly in an effort to monitor these collections as a part of the information needed to determine the usefulness of the contractual service.
7. Work with Information Technology to complete the inception of on-line computer capabilities in the courtroom by September 30, 2003.

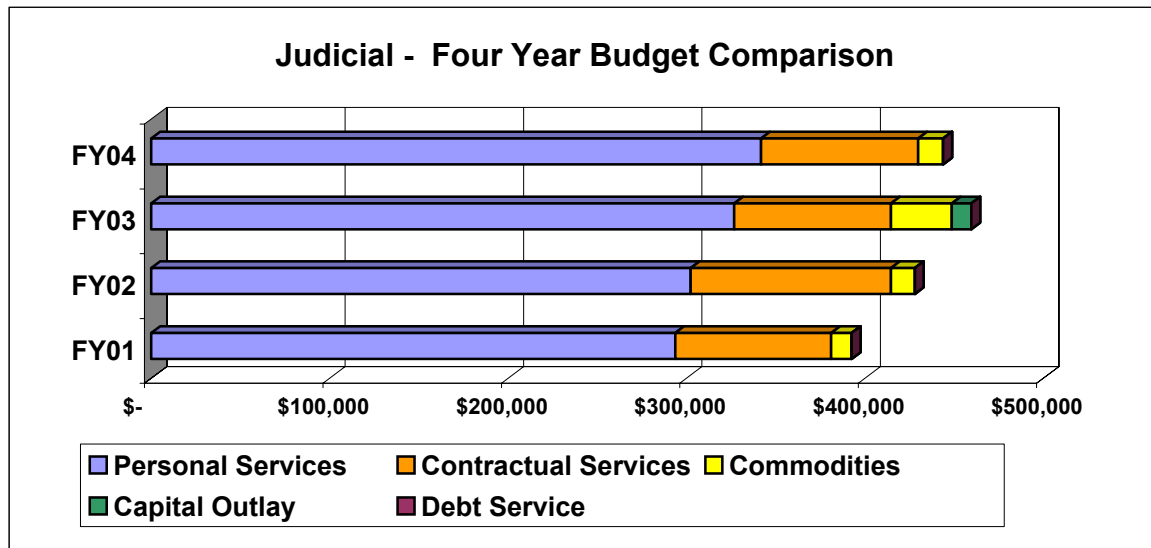
FY 04 Goals

1. Review all aspects of our Court Referral Program and the providers of counseling services on an ongoing basis to insure that these providers are continuing to provide quality, effective, and efficient services by September 30, 2004.
2. Review case loads handled by the Court Referral Officer anticipating the possible need for additional staff in this area by September 30, 2004.
3. Consider private probation services for collection of all part payment of fines by March 31, 2004.
4. Continue to monitor the delinquent fines collections by Professional Probation Services quarterly in an effort to monitor these collections as a part of the information needed to determine the usefulness of the contractual service.
5. Complete the accessibility to the Alabama Criminal Justice Information System so that the Judicial staff will have access to all defendants' criminal histories by September 30, 2004.

Judicial
Budget Summary
Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted*	
	Audited	Unaudited		
	FY01	FY02	FY03	FY04
Personal Services	\$ 293,671	\$ 302,352	\$ 326,809	\$ 341,813
Contractual Services	87,360	112,221	87,820	\$ 88,059
Commodities	11,518	13,398	34,072	\$ 14,026
Capital Outlay	-	-	10,919	-
Debt Service	-	-	-	-
Totals	\$ 392,549	\$ 427,971	\$ 459,620	\$ 443,898



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	7	7	7	7

* For Capital Outlay details, see Summary of Capital Outlay by Fund and Department beginning on page 77.

GENERAL FUND

Expenditures

Judicial

Classification of Expenditures	Amount Appropriated	
	FY 03	FY 04
<u>Personal Services</u>		
<u>Salaries/Wages</u>		
Regular Full Time	\$ 260,424	\$ 273,310
Overtime	15,582	15,582
	<hr/>	<hr/>
TOTAL SALARIES AND WAGES	\$ 276,006	\$ 288,892
Social Security	21,114	22,100
Retirement Contributions	10,212	11,267
Health Insurance Contributions	15,540	15,540
Group Life Insurance Contributions	1,563	1,640
Tuition Reimbursement	2,374	2,374
	<hr/>	<hr/>
TOTAL PERSONAL SERVICES	\$ 326,809	\$ 341,813
<u>Contractual Services</u>		
Cellular Phone	\$ 372	\$ 372
Telephone	300	300
Conference and Training	9,244	9,244
Legal Professional Services	76,444	76,683
Memberships and Subscriptions	1,460	1,460
	<hr/>	<hr/>
TOTAL CONTRACTUAL SERVICES	\$ 87,820	\$ 88,059
<u>Commodities</u>		
Office Supplies	\$ 29,846	\$ 9,800
Postage	4,226	4,226
	<hr/>	<hr/>
TOTAL COMMODITIES	\$ 34,072	\$ 14,026
<u>Capital Outlay</u>		
Office Equip/Mach R	\$ 10,919	\$ -
	<hr/>	<hr/>
GRAND TOTAL - JUDICIAL	\$ 459,620	\$ 443,898

Major Functions of the Information Technology Department

- ◆ Provide technical assistance and advice to the City Manager, Department Heads, and City School System on all Information Technology concerns.
 - ◆ Operate and maintain a fiscally sound and reliable 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
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Major Accomplishments in FY 02

- ◆ Maintained and enhanced the integrity and reliability of the City's computing infrastructure through constant monitoring and preventative maintenance.
 - ◆ Obtained Microsoft Certified Systems Associate (MCSA) Certification for three staff members.
 - ◆ Incorporated the GIS Division into the Information Technology Department.
 - ◆ Rolled out the City's IP Phone system to Auburn City Schools.
 - ◆ Established video over internet protocol capabilities for the City's and City Schools' network. Now, these networks transport data, voice and video signals using the same transport protocol. This enables City and School Board employees to distributed a video signal from a traditional video source (cable television, video cassette recorder, digital video disk) to desktop computers, using only the computer network's data cabling.
 - ◆ Assisted the Public Safety Department by providing technical advice and technical specifications for the 911-center relocation and hardware upgrade.
 - ◆ Inventoried all computer systems on the network and established an automated inventory capability for the network.
 - ◆ Designed and implemented an on-line work order system to track Information Technology Department work orders.
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Information Technology Department

James C. Buston III, Director

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 School System 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.

FY 03 Goals

1. Conduct interviews with key personnel in all departments to determine how to best tailor web content to the City's needs by December 31, 2002.
2. Implement an Intranet with the purpose of providing a convenient, useful source of information and services for all departments by September 30, 2003.
3. Implement the use of interactive forms with E-mail capability on the City's website by March 31, 2003.
4. Create GIS Division website with map viewing capabilities by September 30, 2003.
5. Complete GIS mapping of sewer manholes, sewer clean-outs, water valves, fire hydrants, and water meters by September 30, 2003.
6. Assist in the completion of the City's aerial photography project through regular discussions with all agencies involved and implement corresponding GIS map enhancements by January 31, 2003.
7. Wire five new school buildings for computer and phone and connect them to the City's fiber optic backbone by September 30, 2003.
8. Connect the City Schools to the IP phone system by September 30, 2003.
9. Implement a program to provide the City Council with a paperless agenda and council meeting documentation for viewing via laptop by September 30, 2003.
10. Implement phase one (50% replacement) of replacing the system wide computer tape backup system by October 31, 2002.
11. Implement phase one (50% coverage) of installing an intrusion detection system for the City's computer network by September 30, 2003.
12. Assist the Parks and Recreation Department in identifying a software program to handle facility reservations by June 30, 2003.
13. Assist the Economic Development Department with enhancing the Department web site by September 30, 2003.
14. Assist the Judicial Department with implementing a program to transfer traffic citations electronically to the Alabama Department of Public Safety by March 31, 2003.
15. Assist the Judicial Department with creating on-line computer capabilities in the courtroom by June 30, 2003.
16. Assist the Human Resources Department with the implementation of computer based skill testing for clerical applicants by December 31, 2003.
17. Assist the Human Resources Department with the electronic distribution of employment applications via the Internet by September 30, 2003.

18. Assist the Planning Department with publishing the updated Zoning Ordinance and Zoning Map to the City's web site.
19. Assist the Public Library Department with identifying computer hardware and software specifications to be used in grant applications for electronic services enhancements by March 31, 2003.
20. Assist the Water and Sewer Department with the completion of 50% of the water and sewer base maps by September 30, 2003.
21. Assist the Finance Department with the implementation of the GASB 34 requirements by September 30, 2003.
22. Assist the Finance Department with the training in Excel and Access software by January 31, 2003.
23. Assist the Public Safety Department with updating the Police Division's web site by June 30, 2003.
24. Assist the Public Safety Department in developing a database for tracking non-traffic citations by March 31, 2003.
25. Assist the Public Safety Department in training personnel on the most effective use of the non-traffic citations database by March 31, 2003.
26. Assist the Public Safety Department in researching enhancements to the current fire records software by March 31, 2003.
4. Assist the Library Department with identifying computer hardware and software specifications to be used in grant applications for electronic services enhancements by March 31, 2004.
5. Assist the Library Department with replacing the obsolete integrated on-line card catalog by September 30, 2004.
6. Assist the Finance Department with identifying accounting, budgeting and payroll software by June 30, 2004.
7. Assist the Finance Department with researching electronic tagging methods for maintaining capital assets inventory by March 31, 2004.
8. Assist the Public Safety Department with the modification of CAD, Police records, fire records, and Codes Enforcement software to allow for benchmark performance measuring by September 30, 2004.
9. Assist the Public Safety Department with the creation of a Police Division Intranet for posting Department related information that can be accessed via mobile computer terminals in the vehicles by June 30, 2004.
10. Assist the Public Safety Department in developing an automated case file program for the Detective section by March 31, 2004.
11. Assist the Public Safety Department with implementing an automated scheduling system to track Police Division training dates and hours for range operation by December 31, 2004.
12. Assist the Public Safety Department with developing an electronic benchmark to track detective case loads by September 30, 2004.
13. Assist the Public Safety Department with updating the CAD database to correspond with the Lee County 911 Master Street Address Guide by September 30, 2004.
14. Assist the Public Safety Department with researching software for building permitting that can be viewed on-line by March 31, 2004.

FY 04 Goals

1. Complete GIS mapping of sewer lines and water lines by September 30, 2004.
2. Update the GIS maps for planning zones, subdivisions, water utility, storm water utility, annexation/city limit and streetlights by September 30, 2004.
3. Assist the Judicial Department with installing and configuring terminals to access the Alabama Criminal Justice Information System by September 30, 2004.

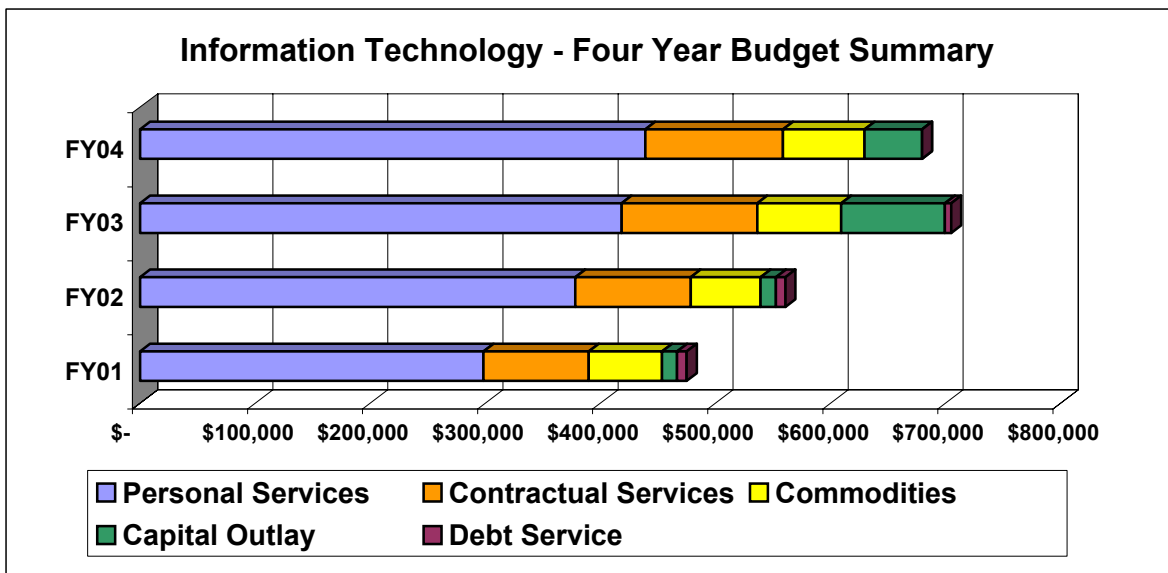
Information Technology

Budget Summary

Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted*	
	Audited	Unaudited		
	FY01	FY02	FY03	FY04
Personal Services	\$ 298,510	\$ 378,260	\$ 418,472	\$ 439,091
Contractual Services	91,540	100,338	117,904	119,755
Commodities	63,681	60,652	73,085	70,895
Capital Outlay	13,094	13,400	89,937	49,874
Debt Service	8,177	8,177	5,451	-
Totals	\$ 475,002	\$ 560,827	\$ 704,849	\$ 679,615



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	3	3	6	6

* For Capital Outlay details, see Summary of Capital Outlay by Fund and Department, beginning on page 77.

GENERAL FUND**Expenditures****Information Technology****Classification of Expenditures****Amount Appropriated****FY 03****FY 04**Personal ServicesSalaries/Wages

Regular Full Time	\$ 310,493	\$ 325,687
Temporary Part Time Non-student	55,527	58,303
Total Salaries and Wages	\$ 366,020	\$ 383,990
Social Security	28,001	29,346
Retirement Contributions	11,488	12,702
Health Insurance Contributions	11,100	11,100
Group Life Insurance Contributions	1,863	1,954
TOTAL PERSONAL SERVICES	\$ 418,472	\$ 439,092

Contractual Services

Vehicles	\$ 3,400	\$ 3,400
Office Furniture and Machines	23,153	24,310
Cellular Phone	3,500	3,500
Telephone	500	500
Conference and Training	13,956	14,650
Office Equipment Rental and Leasing	500	500
Memberships and Subscriptions	6,195	6,195
Miscellaneous Contractual Services	66,700	66,700
TOTAL CONTRACTUAL SERVICES	\$ 117,904	\$ 119,755

Commodities

Office Supplies	\$ 3,040	\$ 3,100
Postage	285	285
Computer Supplies	34,210	34,210
Computer Software	34,250	32,000
Fuel	700	700
Oils/Lubes	200	200
Tires	100	100
Batteries / Accessories	100	100
Vehicles/Parts	200	200
TOTAL COMMODITIES	\$ 73,085	\$ 70,895

GENERAL FUND

Expenditures

Information Technology (cont'd)

Classification of Expenditures	Amount Appropriated	
	FY 03	FY 04
<u>Capital Outlay</u>		
Computer Equipment - Expansion	\$ 49,937	\$ 49,874
Computer Equipment - Replacement	40,000	-
TOTAL CAPITAL OUTLAY	<u>\$ 89,937</u>	<u>\$ 49,874</u>
<u>Debt Service</u>		
Lease Purchase - Principal	\$ 5,325	\$ -
Lease Purchase - Interest	126	-
TOTAL DEBT SERVICE	<u>\$ 5,451</u>	<u>\$ -</u>
TOTAL - INFORMATION TECHNOLOGY	<u>\$ 704,849</u>	<u>\$ 679,616</u>

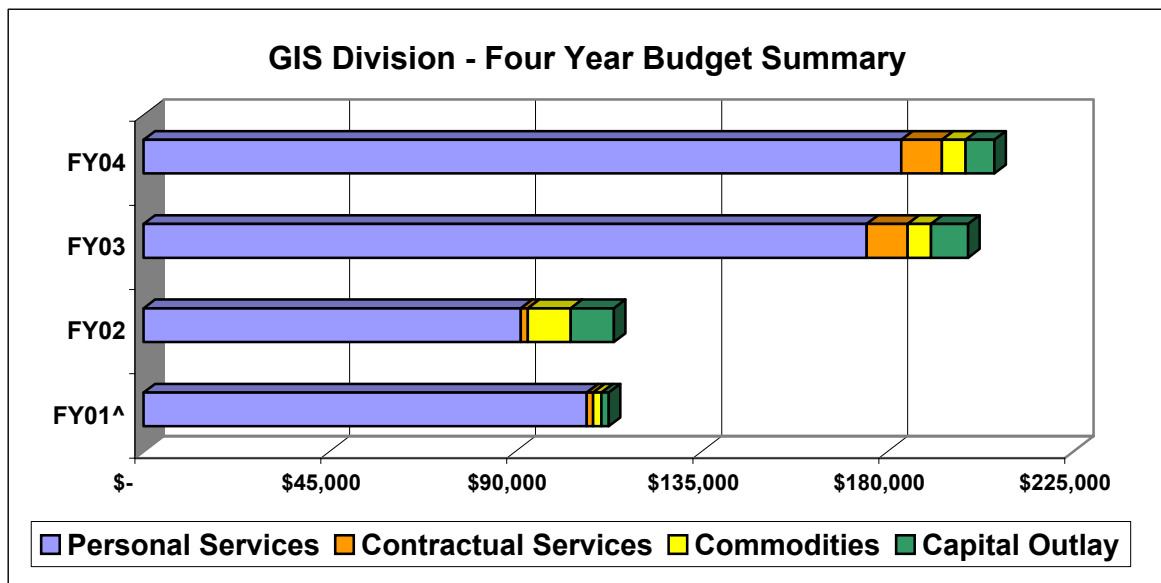
Information Technology

Geographic Information System (GIS) Division Budget Summary

Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted*	
	Audited	Unaudited	FY03	FY04
	FY01^	FY02		
Personal Services	\$ 107,269	\$ 91,313	\$ 175,002	\$ 183,318
Contractual Services	1,495	1,678	9,870	9,870
Commodities	2,046	10,407	5,670	5,720
Capital Outlay	1,800	10,440	9,000	7,000
Debt Service	-	-	-	-
Totals	\$ 112,610	\$ 113,838	\$ 199,542	\$ 205,908



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	3^	5	5	5

^ GIS Division was transferred from Public Works to Information Technology in FY 02. FY 01 amounts shown above were budgeted in Public Works and are presented here for comparison purposes only.

* For Capital Outlay details, see Summary of Capital Outlay by Fund and Department, beginning on page 77.

GENERAL FUND

Expenditures

Information Technology- GIS

Classification of Expenditures

Amount Appropriated

FY 03

FY 04

Personal Services

Salaries/Wages

Regular Full Time	\$ 133,610	\$ 140,290
Temporary Part Time Non-student	10,262	10,775
Overtime	2,500	2,500
Total Salaries and Wages	\$ 146,372	\$ 153,565
Social Security	11,197	11,748
Retirement Contributions	5,036	5,569
Health Insurance Contributions	11,100	11,100
Group Life Insurance Contributions	817	857
Tuition Reimbursement	480	480
TOTAL PERSONAL SERVICES	\$ 175,002	\$ 183,319

Contractual Services

Cellular Phone	\$ 300	\$ 300
Conference and Training	3,000	3,000
Engineering Prof Svs	6,000	6,000
Membership and Subscriptions	570	570
TOTAL CONTRACTUAL SERVICES	\$ 9,870	\$ 9,870

Commodities

General Office Supplies	\$ 500	\$ 500
Computer Software	2,500	2,500
Fuel	650	700
Tires	120	120
Batteries / Accessories	100	100
Vehicle Parts	1,500	1,500
Communication Equip/Parts	300	300
TOTAL COMMODITIES	\$ 5,670	\$ 5,720

GENERAL FUND

Expenditures

Information Technology- GIS (cont'd)

Classification of Expenditures	Amount Appropriated	
	FY 03	FY 04
<u>Capital Outlay</u>		
Computer Equipment - Expansion	\$ 6,000	\$ 4,000
Computer Equipment - Replacement	<u>3,000</u>	<u>3,000</u>
TOTAL CAPITAL OUTLAY	<u>\$ 9,000</u>	<u>\$ 7,000</u>
 GRAND TOTAL - GIS	 <u>\$ 199,542</u>	 <u>\$ 205,909</u>
 GRAND TOTAL - INFORMATION TECHNOLOGY	 <u>\$ 904,391</u>	 <u>\$ 885,525</u>

Major Functions of the Finance Department

- ◆ Perform centralized treasury functions 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 Resource Management Department)
- ◆ Maintain capital assets inventory for all City departments
- ◆ 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

Major Accomplishments in FY 02

- ◆ Published the FY 01 Comprehensive Annual Financial Report (CAFR) on March 18, 2002, the earliest publication date since the FY 93 CAFR.
- ◆ Published the FY 03 & FY 04 Biennial Budget Working Document and distributed to all City departments prior to the end of FY 02, the earliest publication date ever for the Working Document.
- ◆ Developed an electronic spreadsheet model for preparing long-term projections of General Fund revenues, expenditures and fund balances.
- ◆ Provided data to the City Manager to support the development of a revised ordinance governing restaurant-lounges and restaurant-pubs.
- ◆ Issued a Request for Proposals for credit card services; analyzed proposals and identified the best service provider. Reorganized the credit card accounts to provide a higher level of service to City departments and to expedite the processing of credit card billings.
- ◆ Expanded and updated the departmental policies and procedures manual to include: documentation of year-end closing procedures, Forms W-2 and 1099 preparation, taxpayer reporting, building maintenance

- procedures and contacts and budget review procedures.
- ◆ Provided training sessions on the City's accounts payable and project accounting procedures for staff members of other City departments.
 - ◆ Made presentations on the City's biennial budget process at the national Government Finance Officers Assn. (GFOA) Annual Meeting, at the GFOA of Alabama Summer Workshop and at the Alabama City/County Management Association's Fall Workshop.
 - ◆ Developed a standardized invoice summary for use by all contractors in submitting interim pay requests to provide uniformity of payment calculations and to expedite payment processing.
 - ◆ Developed and implemented a centralized grants documentation and tracking procedure.
 - ◆ Developed and implemented a procedure for weekly monitoring of purchase order preparation timeliness.
 - ◆ Provided input on the design and layout of the Water Revenue Office portion of the new Water and Sewer Complex to be constructed in FY 03.
 - ◆ Worked with the Off Campus Association (OCA) to update the agreement between the OCA and the Auburn Water Works Board.
 - ◆ Assisted the independent auditors by preparing ten spreadsheets in addition to those prepared last year. Year-end closing procedures were updated and provided to the auditors for their review and suggestions for improvements. Finance staff efforts resulted in an earlier delivery date of the City's Comprehensive Annual Financial Report than in the prior year.

Benchmarks Achieved in FY 02

- ◆ Moody's Investor Services confirmed the City's credit Aa3 credit rating. Standard & Poor's confirmed the City's AA- credit rating.
- ◆ Moody's confirmed the Water Board's rating upgrade to Aa3.
- ◆ General Fund revenue per capita in FY 02 - \$730.23, FY 01 - \$701.16, FY 00: \$679.02, FY 99: \$670.70
- ◆ Business licenses issued in FY 02: 4,373 (a 3.5% increase over FY 01)
- ◆ Average cash balances as a % of General Fund operating expenditures: 23.2%
- ◆ Average number of utility customers billed per month: 14,853 (a 3.0% increase over FY 01)
- ◆ Percentage of utility billings (water, sewer, solid waste collection) collected: 98.78%

Finance Department
Andrea Jackson, Director

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.

FY 03 Goals

1. Form a GASB 34 Implementation Quality Circle, including appropriate staff from Public Works and Information Technology, to determine the tasks required for implementation, recommend policy changes to the City Manager and monitor the progress of the implementation process with the goal of implementing the minimum requirements of GASB 34 by September 30, 2003.
2. Develop procedures for expediting the processing of revenue by the City Revenue Office during "rush" periods by November 30, 2003.
3. Survey the City's utility customers to assess ways to improve the customer service provided by the Water Revenue Office by December 31, 2002.
4. Provide training in spreadsheet (Excel) and database (Access) software to appropriate Finance

and Water Revenue Office staff by January 31, 2003.

5. Assist the City's independent auditors with preparation of the City's audited financial statements and publish the City's Comprehensive Annual Financial Report for FY02 in accordance with generally accepted accounting principles, including GASB 34, by February 28, 2003. Include in the FY02 audit report Management's Discussion and Analysis as defined by Governmental Accounting Standards Statement Number 34 (not required until FY03).
6. Develop criteria and a job description and recruit for a temporary part-time Student Public Finance Specialist position by March 31, 2003.
7. Revise the City's chart of accounts to accommodate the changes needed to implement GASB 34 by April 30, 2003.
8. Provide training to appropriate City staff on travel and training policies, procedures and forms by May 31, 2003.
9. Provide training to appropriate City staff on year-end financial procedures by August 15, 2003.

FY 04 Goals

1. Form a Software Search Quality Circle, including appropriate staff from Information Technology and Human Resources, to identify accounting, budgeting and payroll software that exceeds the performance of the existing software on the desired hardware platform by June 30, 2004.
2. Provide training to appropriate City staff on capital projects procedures by December 31, 2003.
3. Assist the City's independent auditors with preparation of the City's audited financial statements and publish the City's Comprehensive Annual Financial Report for FY03 in accordance with generally accepted accounting principles, including GASB 34, by March 31, 2004.
4. Research the cost and features of electronic tagging methods for maintaining the capital assets inventory by March 31, 2004.
5. Perform a mid-year inventory of FY04 infrastructure capital outlays by May 31, 2004.
6. Provide training to appropriate City staff on accounts payable procedures by June 30, 2004.

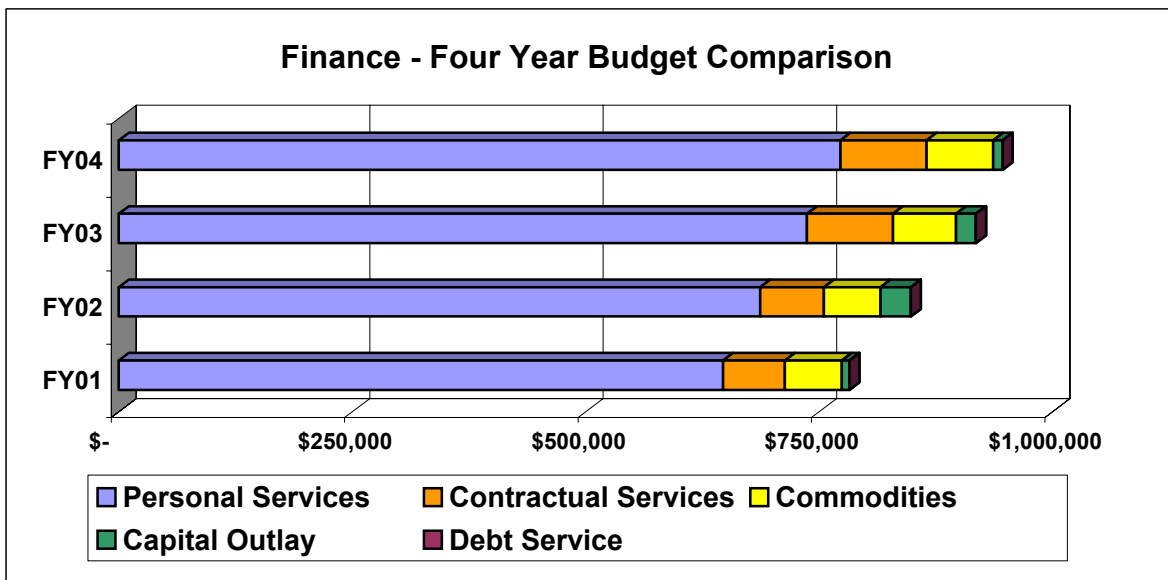
Finance

Budget Summary

Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted*	
	Audited	Unaudited		
	FY01	FY02	FY03	FY04
Personal Services	\$ 647,197	\$ 687,072	\$ 737,096	\$ 772,853
Contractual Services	66,312	68,280	92,078	92,373
Commodities	60,746	60,534	67,443	71,147
Capital Outlay	8,360	32,423	21,472	10,244
Debt Service	-	-	-	-
Totals	\$ 782,615	\$ 848,309	\$ 918,089	\$ 946,617



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	15	15	16	16

* For Capital Outlay details, see Summary of Capital Outlay by Fund and Department, beginning on page 77.

GENERAL FUND**Expenditures****Finance****Classification of Expenditures****Amount Appropriated****FY 03****FY 04**Personal ServicesSalaries and Wages

Regular Full Time	\$ 589,136	\$ 618,177
Regular Part Time	15,289	16,054
Temporary Part Time Non-student	20,786	21,826
Overtime	1,773	1,773

Total Salaries and Wages	\$ 626,984	\$ 657,830
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Social Security	47,964	50,324
Retirement Contribution	22,429	24,804
Health Insurance Contribution	26,240	26,240
Life Insurance Contribution	3,627	3,805
Tuition Reimbursement	9,850	9,850

TOTAL PERSONAL SERVICES	\$ 737,094	\$ 772,853
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Contractual Services

Office Equipment and Machines	\$ 478	\$ 478
Cellular Phone	478	478
Telephone	985	985
Conference and Training	17,198	17,198
Contractual Temporary Employees	2,462	2,462
Data Processing - Professional Services	28,663	28,663
Administrative Costs/Fees	492	492
Unclassified Professional Services	29,550	29,550
Office Equipment Rental and Leasing	8,077	8,372
Memberships and Subscriptions	2,955	2,955
Advertising	739	739

TOTAL CONTRACTUAL SERVICES	\$ 92,077	\$ 92,372
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GENERAL FUND

Expenditures

Finance (cont'd)**Classification of Expenditures****Amount Appropriated****FY 03****FY 04**Commodities

Office Supplies	\$ 34,475	\$ 36,445
Postage	16,745	17,198
Computer Supplies	5,713	5,713
Computer Software	492	788
Fuel	1,477	1,477
Oils/Lubes	89	89
Tires	236	236
Batteries/Accessories	89	89
Vehicle Repair Parts	1,477	1,477
Supplies for Resale	5,910	6,895
Office Equip - Non Capital	739	739
	<hr/>	<hr/>
TOTAL COMMODITIES	\$ 67,442	\$ 71,146

Capital Outlay

Office Furniture and Machines - Expansion	\$ 9,850	\$ -
Office Furniture and Machines - Replacement	3,447	-
Computer Equipment - Expansion	2,659	1,970
Computer Equipment - Replacement	5,516	8,274
	<hr/>	<hr/>
TOTAL CAPITAL OUTLAY	\$ 21,472	\$ 10,244
	<hr/>	<hr/>
GRAND TOTAL - FINANCE	\$ 918,085	\$ 946,615

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.

Major Accomplishments in FY 02

- ◆ Completed construction of Auburn Technology Park North (ATPN), a \$4.5 million project funded with bonds issued by the Industrial Development Board. ATPN is a 170-acre technology park and included the completion of Veterans Boulevard from Cox Road to South College Street.
- ◆ Stahlschmidt & Maiworm USA began the first phase of construction on a 350,000 square foot facility in Auburn Technology Park North. Stahlschmidt's total capital investment is \$49 million and will create 350 jobs when it is fully ramped up. Stahlschmidt manufactures aluminum wheels and will supply Mercedes Benz, Nissan, and BMW.
- ◆ Auburn Technologies, Inc. (ATI) completed construction on a 20,000 square foot facility in Auburn Technology Park North. ATI is Auburn's first tool & die maker. ATI employs 15 people and has a capital investment of \$3,000,000.
- ◆ Touchstone Precision, Inc. (TPI) completed construction on a 30,000 square foot facility in Auburn Technology Park South. TPI's total capital investment is \$10,000,000 and will employ 50 people when fully ramped up. TPI is a plastic injection moulder for the automotive industry.
- ◆ Hoerbiger Hydraulics completed construction on an 18,000 square foot facility in Auburn Technology Park South. Hoerbiger's total capital investment is \$3,000,000 and they have created 20 jobs. Hoerbiger Hydraulics manufactures hydraulic mechanisms for BMW Z3 convertibles.
- ◆ Master's Tooling announced that they would locate in an existing building in the Auburn Industrial Park. Master's Tooling is Auburn's second tool & die maker. They will employ 15 people and have a capital investment of \$2,500,000.
- ◆ Colonial Properties announced a 280,000 square foot expansion to the Auburn-Opelika Colonial Mall. The total

investment for the expansion will be \$50,000,000 and is estimated to generate over \$1 million annually in new sales tax and occupation license fee revenue.

- ◆ The Auburn Workforce Development Task Force was organized in September 2000 and is made up of members from manufacturing, education, and government. In September 2002 the task force evolved into a permanent board called the Auburn Training Connection. This board will develop programs to improve the overall availability of skilled manufacturing labor in the Auburn area. Some of the programs ATC is currently working on are a school-to-work program, an advertising campaign, a job fair at Auburn High School, and training classes.
- ◆ Participated in the Society of Automotive Engineers (SAE) show in Detroit in support of State agencies and identified several potential prospects.
- ◆ Utilized CDBG funds to construct the Boykin Community Center Addition, as well as funding the renovations to the existing Center to be completed in FY 03.
- ◆ Utilized CDBG funds to complete construction of the Bragg Avenue Sidewalk, as well as conduct street resurfacing on twelve streets located in low-to-moderate income areas of Auburn.
- ◆ Utilized CDBG funds to assist the Food Bank of East Alabama in acquiring additional space for an expansion of their services to the counties in east Alabama.
- ◆ Inspected, tested, and rehabilitated four low-income elderly households with CDBG funds.
- ◆ Completed the analysis of the Affordable Housing Taskforce findings and identified property to develop low-to-moderate housing in FY 03 and 04.

Benchmarks Achieved in FY 02

- ◆ Attracted fifteen industrial visits during the year.
- ◆ Packaged three revolving loans; one for a commercial project and two for existing industries.
- ◆ Operated the small business incubator through the Auburn Center for Developing Industries and accepted two new tenants.
- ◆ Provided utility assistance to over 80 beneficiaries and 31 households with CDBG funds.
- ◆ Referred 12 homeowners in the Housing Assistance Network/Helping Hands Program in which homeowners with housing needs were referred for help by community agencies and/or volunteer groups.
- ◆ Funded a youth program, Alternatives for All Seasons, through the Auburn Housing Authority, which provided gymnastics and soccer classes for 20-30 youths.
- ◆ Contributed funds to the Food Bank of East Alabama Brown Bag program to provide food for over 100 residents of Auburn.
- ◆ Funded the Re-cycle Bike program through the Parks and Recreation Department for 10 youths to repair and receive a bicycle.
- ◆ Pursued the HUD Continuum of Care Network within the Auburn/Lee County Area to determine needs of the homeless in the area. In response to this issue, the City allocated homeless funding for two programs in FY 03.

Economic Development Department Phillip Dunlap, Director

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

FY 03 Goals

1. Seek to attract no less than eight industrial visits with the goal of locating at least one new industry in Auburn by September 30, 2003.
2. Seek to attract new major commercial and retail development by locating at least one new project in Auburn by September 30, 2003.
3. Administer the City's revolving loan program with the goal of packaging two (2) loans in FY 03 and continue to use the State Economic Development loan fund where appropriate.
4. Operate the small business incubator through the Auburn Center for Developing Industries with the goal of graduating one tenant and attracting one new tenant by September 30, 2003.
5. Participate in the SAE show in Detroit in FY 03 in support of State Development agencies with the goal of developing at least one industrial prospect.
6. Participate in the Frankfurt Auto show in FY 03 in support of State Development agencies with the goal of developing at least one industrial prospect.
7. Utilize the Housing Assistance Network to complete a minimum of eight spot rehabilitations for needy residents by September 30, 2003.
8. Administer the Community Development Block Grant Program in FY 03 as adopted by the City Council.

9. Conduct a "Community Development Day" information fair that will provide a forum for non-profits and other community service providers to share information about their services with the community by September 30, 2003.
10. Utilize Community Development Block Grant funds to assist in Workforce Development for low-to-moderate income citizens by September 30, 2003.
11. Coordinate a "Continuum of Care" coalition that consists of community partnerships in the effort to address housing, job training, and quality of life issues for low-to-moderate income citizens of Auburn by September 30, 2003.
12. Establish and administer a training center for workforce development by March 31, 2003.
13. Revise marketing profile, revise the Economic Development Department website, and develop a newsletter for Auburn industries by August 31, 2003.

FY 04 Goals

1. Seek to attract no less than eight industrial visits with the goal of locating at least one new industry in Auburn by September 30, 2004.
2. Seek to attract new major commercial and retail development by locating at least one new project in Auburn by September 30, 2004.
3. Administer the City's revolving loan program with the goal of packaging two (2) loans in FY 04 and continue to use the State Economic Development loan fund where appropriate.
4. Operate the small business incubator through the Auburn Center for Developing Industries with the goal of graduating one tenant and attracting one new tenant by September 30, 2004.
5. Participate in the SAE show in Detroit in FY 04 in support of State Development agencies with the goal of developing at least one industrial prospect.
6. Participate in the Frankfurt Auto show in FY 04 in support of State Development agencies with the goal of developing at least one industrial prospect.
7. Utilize the Housing Assistance Network by completing a minimum of eight spot rehabilitations for needy residents by September 30, 2004.
8. Administer the Community Development Block Grant Program as adopted by the Auburn City Council during FY 04.
9. Conduct a "Community Development Day" information fair that will provide a forum for non-profits and other community service providers to share information about their services with the community by September 30, 2004.
10. Utilize Community Development Block Grant funds to assist in Workforce Development for low-to-moderate income citizens by September 30, 2004.
11. Coordinate a "Continuum of Care" coalition that consists of community partnerships in the effort to address housing, job training, and quality of life issues for low-to-moderate income citizens of Auburn by September 30, 2004.

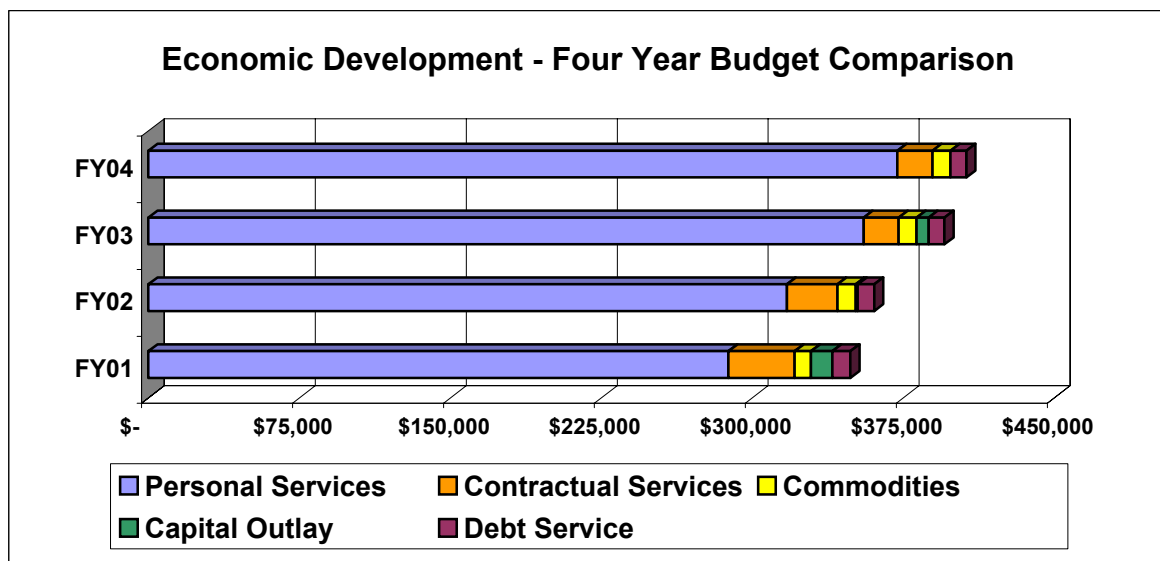
Economic Development

Budget Summary

Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted*	
	Audited	Unaudited		
	FY01	FY02	FY03	FY04
Personal Services	\$ 288,196	\$ 317,187	\$ 355,338	\$ 372,108
Contractual Services	32,956	25,178	17,473	17,473
Commodities	8,085	9,012	8,846	8,951
Capital Outlay	10,540	1,054	6,000	-
Debt Service	8,953	8,192	7,867	7,867
Totals	\$ 348,730	\$ 360,623	\$ 395,524	\$ 406,399



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	8	8	9	9

* For Capital Outlay details, see Summary of Capital Outlay by Fund and Department, beginning on page 77.

GENERAL FUND

Expenditures

Economic Development

Classification of Expenditures

Amount Appropriated

FY 03

FY 04

Personal Services

Regular Full Time	\$ 302,383	\$ 316,797
Social Security	23,132	24,235
Retirement Contribution	11,188	12,355
Health Insurance Contribution	13,320	13,320
Group Life Insurance Contribution	1,814	1,901
Tuition Reimbursement	3,500	3,500
TOTAL PERSONAL SERVICES	\$ 355,337	\$ 372,108

Contractual Services

Vehicles Contractual Svs	\$ 232	\$ 232
Office Equipment and Machinery	500	500
Telephone	1,500	1,500
Conference and Training	7,000	7,000
Legal Professional Services	1,000	1,000
Unclassified Professional Services	1,000	1,000
Office Equipment/Copier R & L	2,141	2,141
Memberships and Subscriptions	2,100	2,100
Advertising	2,000	2,000
TOTAL CONTRACTUAL SERVICES	\$ 17,473	\$ 17,473

Commodities

Office Supplies	\$ 3,026	\$ 3,026
Postage	2,870	2,870
Fuel	795	875
Oils/Lubes	75	100
Tires	100	100
Batteries/Accessories	150	150
Vehicles/Parts	1,830	1,830
TOTAL COMMODITIES	\$ 8,846	\$ 8,951

GENERAL FUND

Expenditures

Economic Development (cont'd)

Classification of Expenditures	Amount Appropriated	
	FY 03	FY 04
<u>Capital Outlay</u>		
Computer Equipment E	\$ 6,000	\$ -
<u>Debt Service</u>		
Lease Purchase - Principal	\$ 7,867	\$ 7,867
GRAND TOTAL- ECONOMIC DEVELOPMENT	<u>\$ 395,523</u>	<u>\$ 406,399</u>

**Human Resources Department
Steven A. Reeves, Director**



Major Functions of the Human Resource Management Department

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

Major Accomplishments in FY 02

- | | |
|---|---|
| ◆ Presented three employment-related training seminars to City employees. Training topics included legal issues in employee selection, the impact of perception and world-view on creative problem solving, and writing skills for effective business correspondence. | Halloween Contest and the Chili Cook-Off event. |
| ◆ Coordinated and graduated two classes through the City's tested, multi-session, "Customer Service Certification" program. Thirty-nine employees successfully completed this program. | ◆ Conducted a comprehensive pay and benefits survey, receiving data from 33 of 39 organizations surveyed. |
| ◆ Delivered six safety presentations, a First Aid and CPR certification class, and several facility safety inspections, including a safety survey of all playgrounds. | ◆ Conducted the annual employee health and benefits fair. |
| ◆ Coordinated six employee events including the golf, basketball, softball and bowling tournaments, the | ◆ Processed 38 (100%) on-time payrolls. |
| | ◆ Obtained an average of 40 applications per vacancy. |
| | ◆ Hired and completed the employment process for 175 temporary and regular employees. |
| | ◆ Received zero employee grievances. |
-

Human Resources Department

Steven A. Reeves, Director

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

FY 03 Goals

1. Implement computer-based skill testing of clerical applicants in the use of various Microsoft software programs by December 31, 2003.
2. Coordinate and present the Supervisor Certification Course for approximately 20 employees by May 31, 2003.
3. Update the employee orientation video by June 30, 2003.
4. Facilitate the employment application process by enabling the distribution of applications via the Internet by September 30, 2003.
5. Coordinate and present two human resources seminars by September 30, 2003.

6. Coordinate and present the Customer Service Certification Course for approximately 20 employees by September 30, 2003.
7. Provide at least six safety training presentations by September 30, 2003.
8. Implement a confined space entry program for the safety of affected employees by September 30, 2003.
9. Implement a hearing protection program by September 30, 2003.
10. In conjunction with the Environmental Services Department, develop and implement an on-site adult basic education program for City employees by September 30, 2003.
11. Conduct at least five employee events by September 30, 2003.

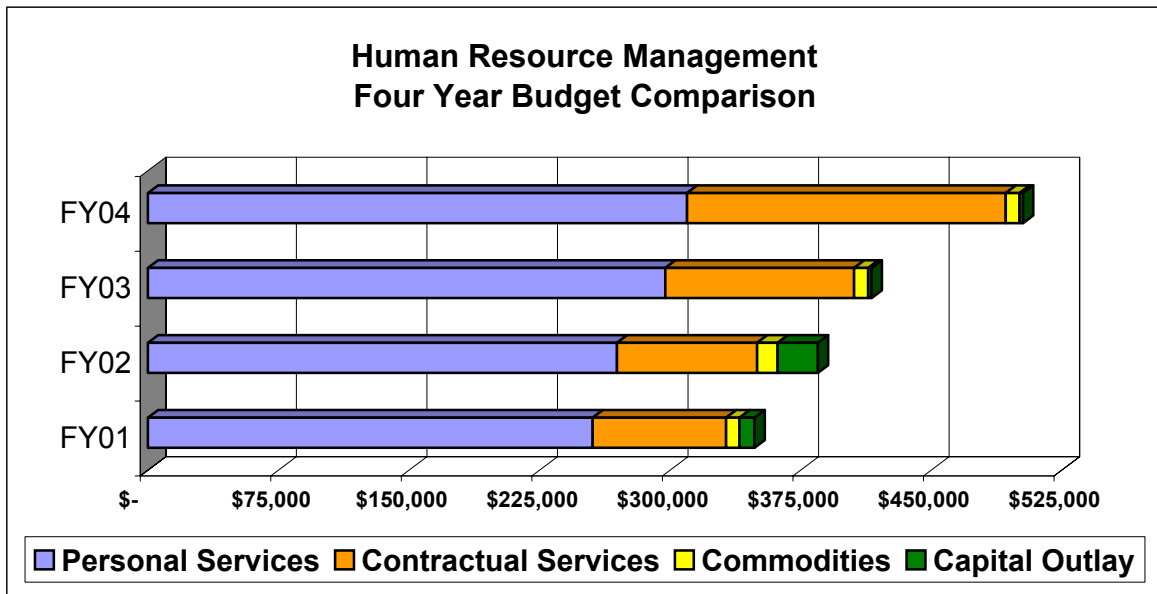
FY 04 Goals

1. Conduct a job classification and pay and benefits study to ensure internal and external equity in the compensation of City employees by September 30, 2004.
2. Coordinate and present the Customer Service Certification Course for approximately 20 employees by September 30, 2004.
3. Coordinate and Present the Crew Leader Development Course for approximately 15 crew leaders by September 30, 2004.
4. Coordinate and present two human resources seminars by September 30, 2004.
5. Provide at least six safety training presentations by September 30, 2004.
6. Conduct at least five employee events by September 30, 2004.

Human Resources Department
Human Resources Division Budget Summary
Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted*	
	Audited	Unaudited		
	FY01	FY02	FY03	FY04
Personal Services	\$ 255,477	\$ 269,448	\$ 297,315	\$ 309,681
Contractual Services	76,634	80,592	108,450	183,165
Commodities	7,825	11,800	7,975	7,975
Capital Outlay	8,637	23,084	2,000	2,000
Debt Service	-	-	-	-
Totals	\$ 348,573	\$ 384,924	\$ 415,740	\$ 502,821



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	6	6	6	6

* For Capital Outlay details, see Summary of Capital Outlay by Fund and Department, beginning on page 77.

GENERAL FUND

Expenditures

Human Resources (HR) Human Resources Division

Classification of Expenditures

Amount Appropriated

FY 03

FY 04

Personal Services

Salaries and Wages

Regular Full Time	\$ 248,637	\$ 260,823
Overtime	975	975
Total Salaries and Wages	\$ 249,612	\$ 261,798
Social Security	19,095	20,028
Retirement Contributions	9,236	10,210
Health Insurance Contributions	8,880	8,880
Group Life Insurance Contributions	1,492	1,565
Tuition Reimbursement	9,000	7,200
TOTAL PERSONAL SERVICES	\$ 297,315	\$ 309,681

Contractual Services

Vehicles Contractual Svs	\$ 195	\$ 195
Cellular Phone	980	980
Telephone	850	850
Conference and Training	6,680	6,680
Personnel Recruitment/Services	16,630	16,630
Employee Events and Relations	15,775	23,000
Contractual Temp Employees	1,500	1,500
Risk Management Administration	5,000	5,000
Data Processing Professional Services	5,000	5,200
Training and Consulting	18,500	12,530
Unclassified Prof Svs	32,000	105,000
Office Equipment Rental and Leasing	3,300	3,500
Memberships and Subscriptions	2,040	2,100
TOTAL CONTRACTUAL SERVICES	\$ 108,450	\$ 183,165

GENERAL FUND

Expenditures

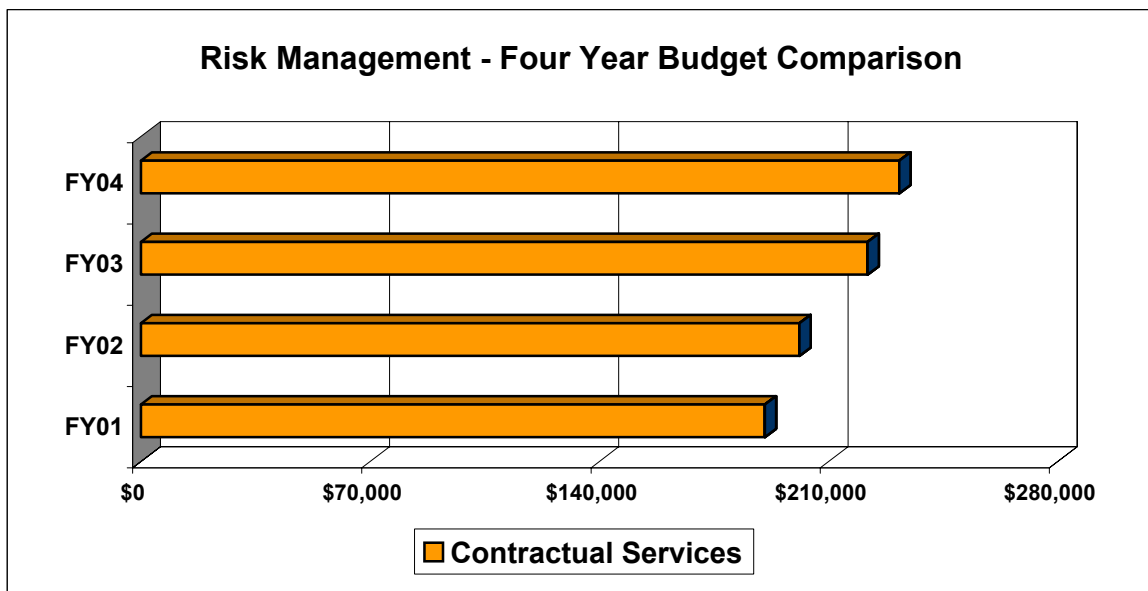
**Human Resources (HR)
Human Resources Division (cont'd)**

Classification of Expenditures	Amount Appropriated	
	FY 03	FY 04
<u>Commodities</u>		
Office Supplies	\$ 4,250	\$ 4,250
Postage	3,120	3,120
Computer Supplies	330	330
Fuel	175	175
Vehicle Repair Parts	100	100
	<hr/>	<hr/>
TOTAL COMMODITIES	\$ 7,975	\$ 7,975
	<hr/>	<hr/>
<u>Capital Outlay</u>		
Computer Equip Replacement	\$ 2,000	\$ 2,000
	<hr/>	<hr/>
TOTAL- HUMAN RESOURCES DIVISION	<u>\$ 415,740</u>	<u>\$ 502,821</u>

Human Resources Department
Risk Management Division Budget Summary
Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted	
	Audited	Unaudited		
	FY01	FY02	FY03	FY04
Personal Services	\$ -	\$ -	\$ -	\$ -
Contractual Services	190,590	201,122	221,890	231,633
Commodities	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Totals	\$ 190,590	\$ 201,122	\$ 221,890	\$ 231,633



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	0	0	0	0

GENERAL FUND

Expenditures

Human Resources (HR) Risk Management Division

Classification of Expenditures

Amount Appropriated

FY 03

FY 04

Contractual Services

Other Insurance	\$ 250	\$ 250
Auto Liability and Collision Insurance	72,500	77,500
Trolley Liability	2,000	2,000
Property Insurance	47,640	49,383
Personal Liability Bond	2,000	2,000
Law Enforcement Liability	23,000	24,000
Public Official Liability	26,000	27,500
General Liability Insurance	<u>48,500</u>	<u>49,000</u>
TOTAL RISK MANAGEMENT	<u>\$ 221,890</u>	<u>\$ 231,633</u>
GRAND TOTAL - HUMAN RESOURCES	<u>\$ 637,630</u>	<u>\$ 734,454</u>

Public Safety Department
Clyde Prather, Director



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

Major Accomplishments in FY 02

- ◆ Completed the renovations of the Public Safety Administration Building (Old Library) and occupied it in March 2002.
- ◆ Re-Bid the Development Services Building (Old City Hall) and the Public Safety Building and started the renovations in April 2002.
- ◆ Razed three abandoned/dilapidated buildings. One additional abandoned structure was burned by the fire division as a training exercise.
- ◆ Conducted a Disaster Simulation Field Exercise to test our Incident Command System for the Public Safety Management Team.
- ◆ Developed a career development plan for the Public Safety Codes Inspectors.
- ◆ Completed an audit and up-date of the training records of each Public Safety Division.
- ◆ Bid and purchased the equipment to upgrade our 911 Communications System and relocate the Communication Center in the new Public Safety Administration Building.
- ◆ Completed the Needs Assessment for Fire Station #5.
- ◆ Recruited and trained twenty-one student firefighters, who then achieved State certification.

Benchmarks Achieved in FY 02

- ◆ Average Police Division response time to emergency calls (dispatch to arrival): 3 minutes

(continued on next page)

Benchmarks Achieved in FY 02*(continued)*

- ◆ Crime clearance rates and number of cases by type of crime:
Murder 100% (3 cases)
Rape 82% (11 cases)
Robbery 46% (26 cases)
Assault 75% (84 cases)
Burglary 9% (301 cases)
Theft 20% (1566 cases)
Motor vehicle theft 25% (40 cases)
- ◆ Average Fire Division response time: 4.13 minutes
- ◆ Number of career firefighters: 30 (0.71 per 1,000 population)
- ◆ Number of career and student firefighters: 72 (1.71 per 1,000 population)
- ◆ Average number of fire calls per month: 77.5
- ◆ Percentage of E-911 calls answered within 5 seconds: 96.8%
- ◆ Emergency communications dispatchers' error rate (wrong address or other critical information): less than 1%
- ◆ Average time from receipt of E-911 call to dispatch:
 - > Emergency calls – 15 seconds
 - > Non-emergency calls received by E-911 – 5.2 minutes
- ◆ Average number of inspections per inspector per day by type:
 - Building – 7
 - Plumbing – 6
 - Mechanical – 3
 - Electrical – 8
- ◆ Average time between inspection request and completion of inspection: 1.5 hours
- ◆ Percentage of inspections completed within 24 hours of request or by next business day: 100%

Public Safety Department

O. Clyde Prather, Director

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

FY 03 Goals

1. Complete the design, bid, and installation of the driveway/parking, lighting, and signage plan for the Public Safety/Development Services Complex by March 31, 2003.
2. Work with the Police Chief and Fire Chief to develop a procedure for them to provide daily police and fire activity information to the Director by December 31, 2002.
3. Working with the Public Works Director and Police Chief, develop a parking plan for the Ross Street complex that will effectively provide for the needs of the public, the employees, and the police units by March 31, 2003.
4. Develop a plan for training potential leadership in management for the Police Division, in light of retirement options of key high-ranking personnel by September 30, 2003.
5. Update the Police Division's web site to increase the usefulness of information provided to our citizens by June 30, 2003.
6. Evaluate the Police Patrol Manpower study and develop a proposal for implementing the recommendation by September 30, 2003.
7. Working with the Police Chief and Information Technology Director, develop a tracking system for the use of the non-traffic citations and develop a training program to insure maximum application by March 31, 2003.
8. Develop a proposal to expand the hours of the student public safety officers to provide after-business hours manning of the front desk by December 31, 2002.
9. Complete the plans and specifications for Fire Station 5 and bid the construction by September 30, 2003.
10. Recruit and train the student firefighters needed to staff Station 5 and recruit and train the student firefighters needed to maintain full staffing for FY 04 by September 30, 2003.
11. Develop a comprehensive vehicle replacement program for the Fire Division by December 31, 2002.
12. Work with the Fire Chief and Information Technology Director to evaluate and upgrade our current fire records software to comply with State and Federal fire records reporting requirements by March 31, 2003.
13. Work with the Opelika Fire Department to develop a program to expand the capabilities of the Fire Training Center by June 30, 2003.
14. Work with Information Technology and Planning to incorporate the cross street data into our CAD system so that we can provide automated location and route information to the Public Safety units by September 30, 2003.
15. Work with the Police and Fire Divisions to consolidate the maintenance and repair of all Public Safety Communication Equipment under one contract by December 31, 2002.
16. Continue the removal of abandoned/dilapidated structures by targeting at least five buildings for demolition by September 30, 2003.
17. Have each Codes inspector take at least one continuing education class and become certified in at least one area of inspection by September 30, 2003.

18. Purchase, review and have the City Council adopt the 2002 National Electrical Code by March 31, 2003.
19. Work with the Assistant City Manager to provide life/fire/home safety tips in Open Line by December 31, 2002.
20. Work with the Fire Inspector and Fire Division to expand the City's fire inspection program to include public awareness, fire alarms, sprinkler systems, gas tank installations, and day care inspections by June 30, 2003.
8. Conduct a study to determine the potential of increased interagency cooperation to provide maximum fire protection within the City's Growth Boundary Area by March 31, 2004.
9. Conduct a study to determine which fire service evaluation/rating system is the most reliable and beneficial to the Fire Division and citizens of Auburn by June 30, 2004.
10. Develop an improved accountability system for tracking fire personnel during fire-ground operations by December 31, 2003.

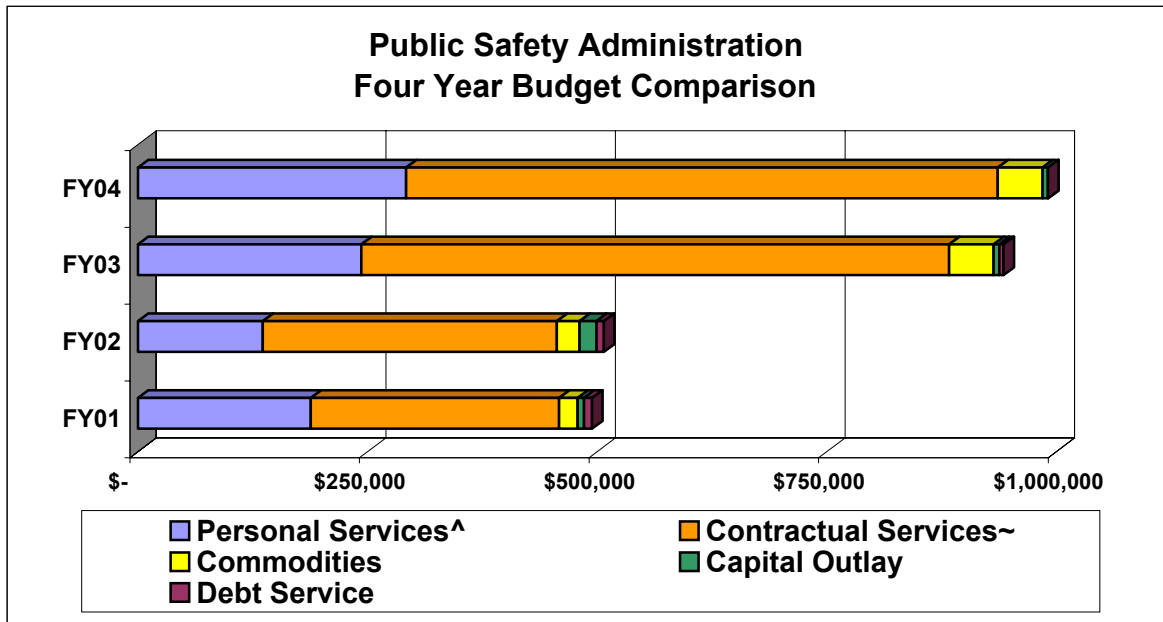
FY 04 Goals

1. Work with the Division Heads to develop a set of benchmarks to measure performance of the Police, Fire, Communications, and Codes Divisions and modify the CAD system to provide timely reporting of performance by September 30, 2004.
2. Work with the Police Chief and Fire Chief to develop a schedule and reporting procedure for the police officer and firefighter physical fitness testing by March 31, 2004.
3. Work with the Police Chief and Information Technology Director to develop a Police Division electronic bulletin board for posting of extra-duty employment and other items of information which officers can access through their mobile computers by June 30, 2004.
4. Work with the Police Chief and Information Technology Director to develop the case file program on the City network for use by the detective section, to expedite the completion of case files and reduce paper usage by March 31, 2004.
5. Establish a schedule on the network of Police Division training dates and hours for range operations to reduce overtime and comp-time for the sworn officers by December 31, 2003.
6. Develop a program to ensure that all Police officers receive the twelve hours of State mandated training prior to July of each year by June 30, 2004.
7. Work with Information Technology and the Police Chief to develop a system to evaluate detective case loads and establish benchmarks to track the detective section's performance by September 30, 2004.
11. Conduct a water resources study of the City's Growth Boundary Area to determine the fire protection capabilities where there are inadequate or no water mains and fire hydrants by September 30, 2004.
12. Recruit and train the student firefighters needed to maintain full staffing for FY 05 by September 30, 2004.
13. Work with Information Technology and Planning to update our CAD data base information to correspond with the Lee County 911 Master Street Address Guide by September 30, 2004.
14. Identify spots of poor police and fire radio reception within the City's Growth Boundary Area and develop possible solutions to resolve the problems by June 30, 2004.
15. Continue the removal of abandoned/dilapidated structures by targeting at least five buildings for demolition by September 30, 2004.
16. Have each Codes inspector take at least one continuing education class and become certified in at least one area of inspection or plan review by September 30, 2004.
17. Develop and implement a re-inspection fees schedule to reduce the number of re-inspections caused by a lack of contractor job site management by June 30, 2004.
18. Work with Information Technology to develop or purchase the software for a building permitting system that incorporates completed inspections and the automatic status update of each inspection to allow contractors to check the status of an inspection on-line at anytime by March 31, 2004.

Public Safety Department
Administration Division Budget Summary
Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted*	
	Audited	Unaudited		
	FY01	FY02	FY03	FY04
Personal Services^	\$ 188,425	\$ 136,161	\$ 243,344	\$ 292,097
Contractual Services~	270,288	320,199	640,070	644,370
Commodities	20,228	24,665	48,550	48,550
Capital Outlay	6,752	18,290	6,000	6,000
Debt Service	8,803	8,126	4,740	-
Totals	\$ 494,496	\$ 507,441	\$ 942,704	\$ 991,017



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	3	3	5^	5^

^ One position will be moved from Police Division and one from Fire Division into the Administration Division, effective FY 03.

~The expense for jail services will be accounted for in Public Safety Admin instead of Police, beginning in FY 03, as a result of the outsourcing of jail services to the Lee County Sheriff's Department.

* For Capital Outlay details, see Summary of Capital Outlay by Fund and Department, beginning on page 77.

GENERAL FUND**Expenditures****Public Safety
Administration Division****Classification of Expenditures****Amount Appropriated****FY 03****FY 04**Personal Services

Regular Full Time	\$ 208,282	\$ 250,555
Social Security	15,934	19,167
Retirement Contributions	7,706	9,772
Health Insurance Contributions	9,990	11,100
Group Life Insurance Contributions	1,433	1,503
TOTAL PERSONAL SERVICES	\$ 243,345	\$ 292,097

Contractual Services

Vehicles	\$ 1,500	\$ 1,500
Building and Grounds	37,000	37,000
Communications Equipment	48,000	48,000
Office Equipment and Machinery	9,000	9,000
Cellular Phone	35,000	35,000
Electricity	113,000	116,000
Natural Gas	9,500	10,000
Telephone	35,500	35,500
Water	16,000	16,800
Conference and Training	72,000	72,000
Other Travel	1,750	1,750
Awards/Gratuities/Banquet	750	750
Vehicles Rental/Leasing	3,370	3,370
Office Equipment and Copier Rental/Leasing	26,000	26,000
Membership and Subscriptions	1,500	1,500
Advertising	1,200	1,200
Miscellaneous Contractual Services	4,000	4,000
Jail Services	225,000	225,000
TOTAL CONTRACTUAL SERVICES	\$ 640,070	\$ 644,370

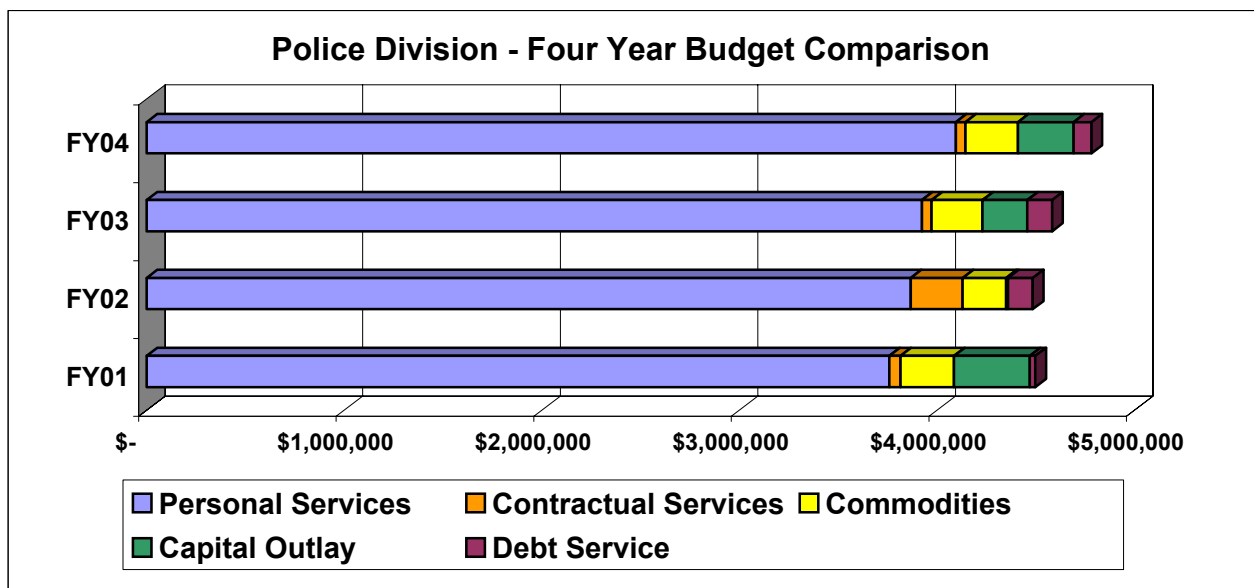
GENERAL FUND**Expenditures****Public Safety
Administration Division (cont'd)**

Classification of Expenditures	Amount Appropriated	
	FY 03	FY 04
<u>Commodities</u>		
Office Supplies	\$ 4,500	\$ 4,500
Postage	2,000	2,000
Computer Supplies	13,000	13,000
Computer Software	4,500	4,500
Fuel	1,500	1,500
Oils/Lubes	150	150
Tires	1,200	1,200
Batteries/Accessories	200	200
Vehicles/Parts	500	500
Building/Grounds Materials	3,000	3,000
Communications Equip/Parts	10,000	10,000
Parking Meter Parts	8,000	8,000
TOTAL COMMODITIES	<u>\$ 48,550</u>	<u>\$ 48,550</u>
<u>Capital Outlay</u>		
Computer Equipment - Replacement	<u>\$ 6,000</u>	<u>\$ 6,000</u>
<u>Debt Service</u>		
Principal -Lease Purchase	\$ 4,642	\$ -
Interest - Lease Purchase	98	-
TOTAL DEBT SERVICE	<u>\$ 4,740</u>	<u>\$ -</u>
TOTAL - ADMINISTRATION	<u>\$ 942,705</u>	<u>\$ 991,017</u>

Public Safety Department
Police Division Budget Summary
Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted*	
	Audited	Unaudited	FY03	FY04
	FY01	FY02		
Personal Services	\$ 3,758,870	\$ 3,867,159	\$ 3,924,503	\$ 4,096,008
Contractual Services	57,038	263,511	49,000	49,000
Commodities	271,422	219,564	257,800	265,600
Capital Outlay	382,621	9,970	226,450	281,200
Debt Service	28,685	125,248	125,889	90,563
Totals	\$ 4,498,636	\$ 4,485,452	\$ 4,583,642	\$ 4,782,371



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	79	83	82^	82^

^ One position will be transferred from Police Division to Public Safety Administration Division in FY 03.

* For Capital Outlay details, see Summary of Capital Outlay by Fund and Department, beginning on page 77.

GENERAL FUND

Expenditures

Public Safety Police Division

Classification of Expenditures

Amount Appropriated

FY 03

FY 04

Personal Services

Salaries and Wages

Regular Full Time	\$ 2,883,540	\$ 3,027,567
Temporary Full Time Student	34,480	36,204
Temporary Part Time Non-Student	28,463	29,886
Overtime	412,000	412,000
Total Salaries and Wages	3,358,483	3,505,657

Social Security	256,924	268,183
Retirement Contributions	121,935	134,143
Health Insurance Contributions	139,860	139,860
Group Life Insurance Contributions	17,301	18,165
Tuition Reimbursement	30,000	30,000

TOTAL PERSONAL SERVICES	<u>\$ 3,924,503</u>	<u>\$ 4,096,008</u>
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Contractual Services

Vehicles	\$ 25,000	\$ 25,000
Heavy Machine / Equipment Contract	10,000	10,000
Medical Professional Services	9,000	9,000
Memberships and Subscriptions	5,000	5,000

TOTAL CONTRACTUAL SERVICES	<u>\$ 49,000</u>	<u>\$ 49,000</u>
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Commodities

Office Supplies	\$ 20,000	\$ 20,000
Janitorial Supplies	8,000	8,000
Camera Supplies	4,000	4,000
Minor Equipment and Tools	19,000	19,000
Arms, Ammunition, and Accouterments	20,000	20,000
Agricultural and Chemical Supplies	2,000	2,000
Fuel	77,000	84,700

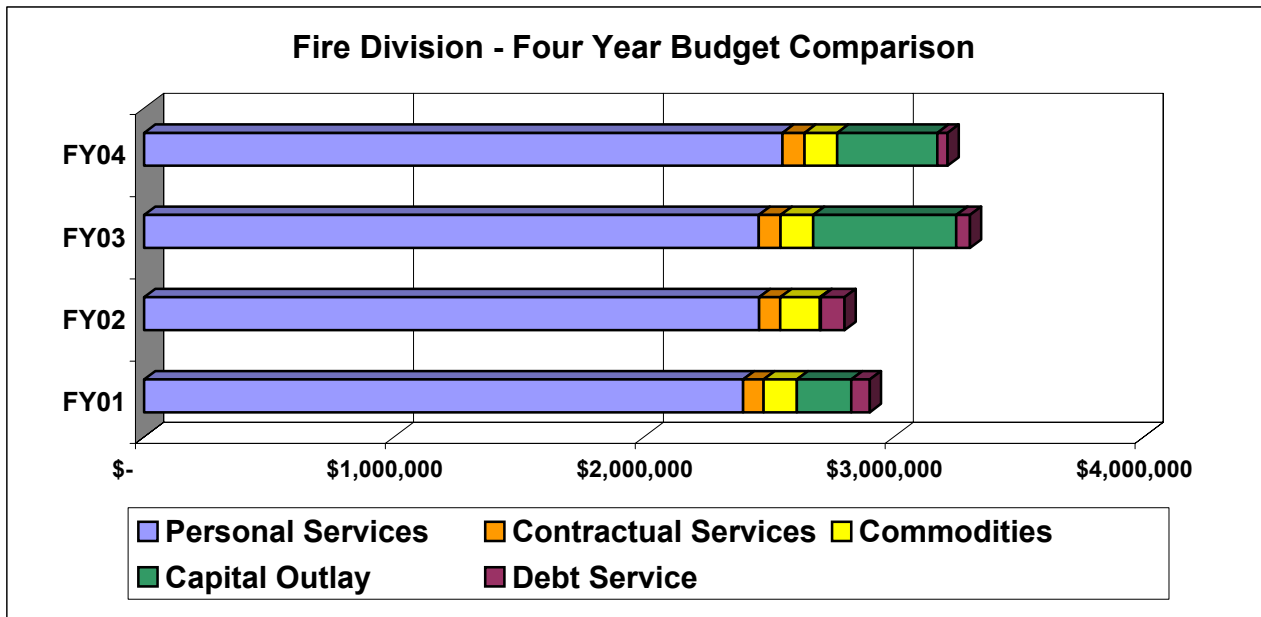
GENERAL FUND**Expenditures****Public Safety
Police Division (cont'd)**

Classification of Expenditures	Amount Appropriated	
	FY 03	FY 04
<u>Commodities (cont'd)</u>		
Lubricants	\$ 1,600	\$ 1,700
Tires	10,000	10,000
Batteries and Accessories	4,000	4,000
Vehicle Repair Parts	35,000	35,000
Communication Equipment / Parts	6,000	6,000
Clothing Purchases	26,500	26,500
Special Purpose Clothing	14,000	14,000
Linen Purchases	500	500
City Employees - Food	1,200	1,200
Miscellaneous Commodities	9,000	9,000
TOTAL COMMODITIES	<u>\$ 257,800</u>	<u>\$ 265,600</u>
<u>Capital Outlay</u>		
Communication Equipment - Replacement	\$ 19,800	\$ 17,600
Vehicles - Replacement	178,250	225,000
Emergency Svs Equip Expansion	20,000	-
Emergency Svs Equip Replacement	8,400	38,600
TOTAL CAPITAL OUTLAY	<u>\$ 226,450</u>	<u>\$ 281,200</u>
<u>Debt Service</u>		
Principal - Lease Purchase	\$ 119,045	\$ 88,952
Interest - Lease Purchase	6,844	1,611
TOTAL DEBT SERVICE	<u>\$ 125,889</u>	<u>\$ 90,563</u>
TOTAL - POLICE	<u>\$ 4,583,642</u>	<u>\$ 4,782,371</u>

Public Safety Department
Fire Division Budget Summary
Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted*	
	Audited	Unaudited		
	FY01	FY02	FY03	FY04
Personal Services	\$ 2,397,883	\$ 2,461,843	\$ 2,460,067	\$ 2,555,223
Contractual Services	81,138	84,898	88,000	88,000
Commodities	134,077	158,821	130,000	131,250
Capital Outlay	216,962	3,695	573,000	400,000
Debt Service	74,563	93,929	54,474	41,199
Totals	\$ 2,904,623	\$ 2,803,186	\$ 3,305,541	\$ 3,215,672



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	31	31	30^	30^

^ One position will be transferred from Fire Division to Public Safety Administration Division in FY 03.

* For Capital Outlay details, see Summary of Capital Outlay by Fund and Department, beginning on page 77.

GENERAL FUND

Expenditures

Public Safety Fire Division

Classification of Expenditures

Amount Appropriated

FY 03

FY 04

Personal Services

Salaries and Wages

Regular Full Time	\$ 1,183,464	\$ 1,226,562
Temporary Full Time Student	775,829	814,620
Temporary Part Time Student	46,255	48,568
Overtime - Regular	46,000	46,000
Overtime - Temporary	6,000	6,000
Total Salaries and Wages	2,057,548	2,141,750
Social Security	157,402	163,844
Retirement Contributions	45,490	49,630
Health Insurance Contributions	62,160	62,160
Group Life Insurance Contributions	7,467	7,839
Tuition Reimbursement	130,000	130,000
TOTAL PERSONAL SERVICES	\$ 2,460,067	\$ 2,555,223

Contractual Services

Vehicles	\$ 10,000	\$ 10,000
Office Furniture and Machines	250	250
Water	71,250	71,250
Medical Professional Services	6,000	6,000
Memberships and Subscriptions	500	500
TOTAL CONTRACTUAL SERVICES	\$ 88,000	\$ 88,000

Commodities

Office Supplies	\$ 8,000	\$ 8,000
Janitorial Supplies	9,000	9,000
Camera Supplies	400	400
Minor Tools and Equipment	21,000	21,000
Fire Prevention Supplies	4,000	4,000

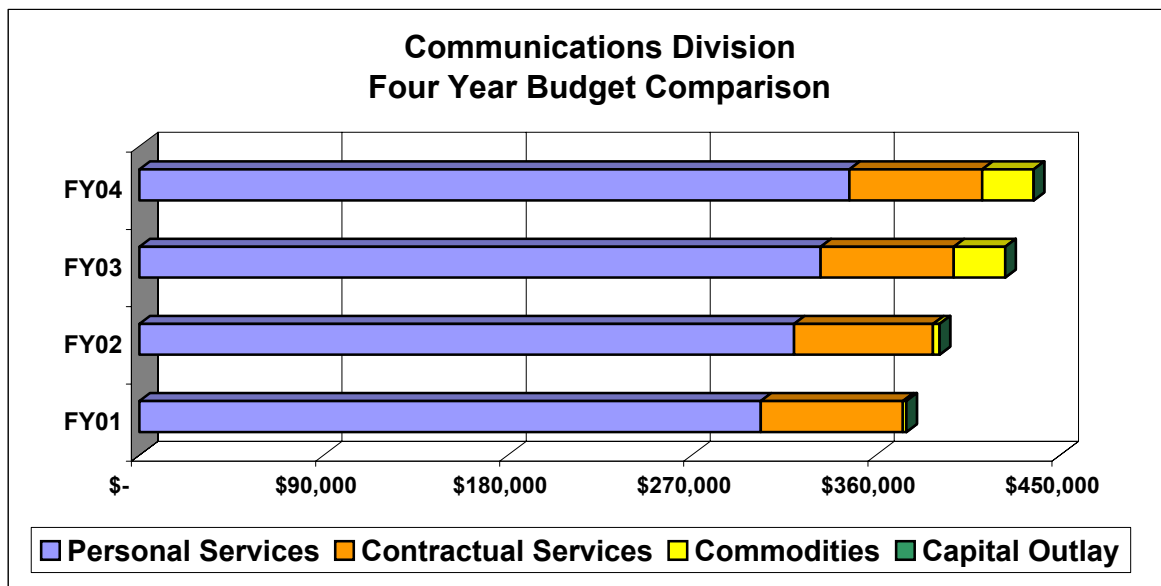
GENERAL FUND**Expenditures****Public Safety
Fire Division (cont'd)**

Classification of Expenditures	Amount Appropriated	
	FY 03	FY 04
<u>Commodities (cont'd)</u>		
Fuel	\$ 12,600	\$ 13,800
Lubricants	500	550
Tires	4,000	4,000
Batteries and Accessories	1,000	1,000
Vehicle Repair Parts	20,000	20,000
Communication Equipment / Parts	2,000	2,000
Clothing Purchase	22,000	22,000
Special Purpose Clothing	25,000	25,000
Linens	500	500
	<hr/>	<hr/>
TOTAL COMMODITIES	\$ 130,000	\$ 131,250
<u>Capital Outlay</u>		
Vehicles - Expansion	\$ 550,000	\$ -
Vehicles - Replacement	23,000	-
Buildings & Improvements Expansion	-	400,000
	<hr/>	<hr/>
TOTAL CAPITAL OUTLAY	\$ 573,000	\$ 400,000
<u>Debt Service</u>		
Principal - Capital Lease	\$ 47,478	\$ 36,512
Interest - Capital Lease	6,996	4,687
	<hr/>	<hr/>
TOTAL DEBT SERVICE	\$ 54,474	\$ 41,199
TOTAL - FIRE	<u>\$ 3,305,541</u>	<u>\$ 3,215,672</u>

Public Safety Department
Communications Division Budget Summary
Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted	
	Audited	Unaudited		
	FY01	FY02	FY03	FY04
Personal Services	\$ 303,708	\$ 319,962	\$ 333,038	\$ 347,044
Contractual Services	69,443	68,012	65,000	65,000
Commodities	1,754	3,221	25,150	25,150
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Totals	\$ 374,905	\$ 391,195	\$ 423,188	\$ 437,194



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	6	6	6	6

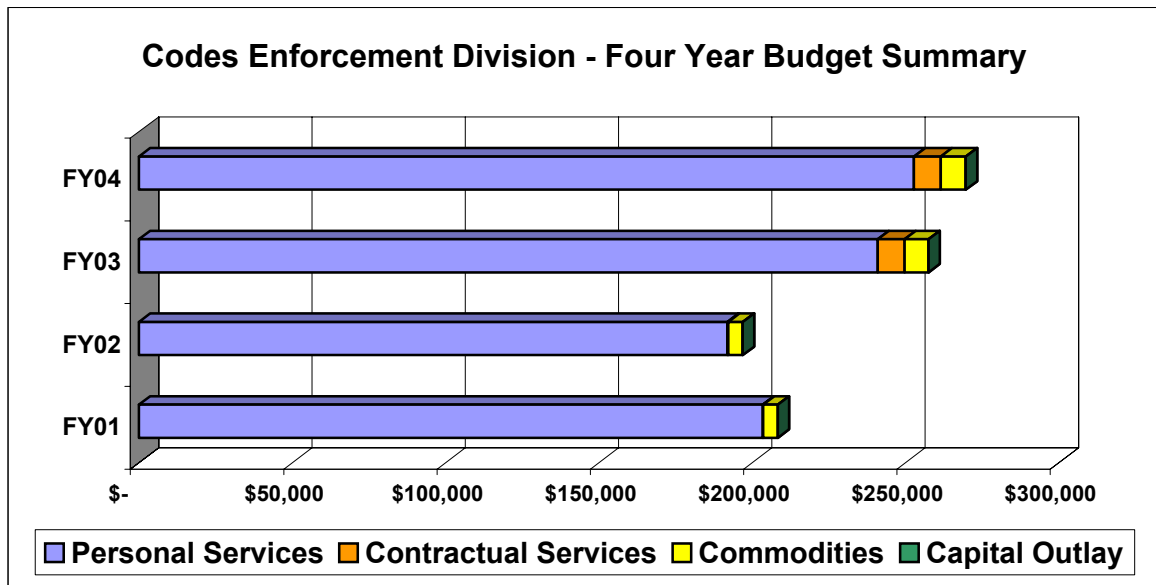
<p align="center">GENERAL FUND</p> <p align="center">Expenditures</p> <p align="center">Public Safety Communications Division</p>

Classification of Expenditures	Amount Appropriated	
	FY 03	FY 04
<u>Personal Services</u>		
<u>Salaries and Wages</u>		
Regular Full Time	\$ 196,690	\$ 206,419
Temporary Part Time Student	49,469	51,942
Overtime	20,000	20,000
	<hr/>	<hr/>
Total Salaries and Wages	266,159	278,361
Social Security	20,361	21,295
Retirement Contributions	8,018	8,830
Health Insurance Contributions	13,320	13,320
Group Life Insurance Contributions	1,180	1,239
Tuition Reimbursement	24,000	24,000
	<hr/>	<hr/>
TOTAL PERSONAL SERVICES	\$ 333,038	\$ 347,045
	<hr/>	<hr/>
<u>Contractual Services</u>		
Telephone	\$ 65,000	\$ 65,000
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<u>Commodities</u>		
Office Supplies	\$ 3,000	\$ 3,000
Computer Software	19,000	19,000
Communications Equipment	3,150	3,150
	<hr/>	<hr/>
TOTAL COMMODITIES	\$ 25,150	\$ 25,150
	<hr/>	<hr/>
TOTAL- COMMUNICATIONS	\$ 423,188	\$ 437,195

Public Safety Department
Codes Enforcement Division Budget Summary
Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted	
	Audited	Unaudited		
	FY01	FY02	FY03	FY04
Personal Services	\$ 203,460	\$ 191,912	\$ 240,984	\$ 252,775
Contractual Services	130	297	8,716	8,716
Commodities	4,786	4,756	7,840	8,190
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Totals	\$ 208,376	\$ 196,965	\$ 257,540	\$ 269,681



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	4	4	5	5

<p align="center">GENERAL FUND</p> <p align="center">Expenditures</p> <p align="center">Public Safety</p> <p align="center">Codes Enforcement Division</p>

Classification of Expenditures	Amount Appropriated	
	FY 03	FY 04
<u>Personal Services</u>		
Regular Full Time	\$ 205,345	\$ 215,493
Social Security	15,709	16,485
Retirement Contributions	7,598	8,404
Health Insurance Contributions	11,100	11,100
Group Life Insurance Contributions	1,232	1,293
TOTAL PERSONAL SERVICES	<u>\$ 240,984</u>	<u>\$ 252,775</u>
<u>Contractual Services</u>		
Vehicles	<u>\$ 1,000</u>	<u>\$ 1,000</u>
<u>Commodities</u>		
Office Supplies	\$ 3,500	\$ 3,500
Fuel	3,400	3,750
Tires	300	300
Batteries and Accessories	140	140
Vehicle Repair Parts	500	500
TOTAL COMMODITIES	<u>\$ 7,840</u>	<u>\$ 8,190</u>
<u>Debt Service</u>		
Principal - Capital Lease	<u>\$ 7,716</u>	<u>\$ 7,716</u>
TOTAL CODES ENFORCEMENT	<u>\$ 257,540</u>	<u>\$ 269,681</u>
GRAND TOTAL - PUBLIC SAFETY	<u><u>\$ 9,512,616</u></u>	<u><u>\$ 9,695,936</u></u>

Major Functions of the Public Works Department

- ◆ Provide project technical assistance to 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

Major Accomplishments in FY 02

- ◆ Completed design of major storm drainage projects for Felton Little Park, White Street, Tacoma Drive, North Cary Drive, and Hickory Lane.
- ◆ Completed the South Gay Street (Samford to Camelia) and South College Street (Reese to Donahue) Sidewalk Projects.
- ◆ Completed the Outer Loop Study.
- ◆ Completed resurfacing of former County Roads: Kuderna Acres, and Fieldview Drive.
- ◆ Completed widening of South College Street.
- ◆ Provided project management for the construction of the Auburn Technology Park North.
- ◆ Completed a neighborhood pipe replacement project at Burke Place.

Benchmarks Achieved in FY 02

- ◆ Replaced and repaired twenty-four old-style inlets.

Public Works Department
Jeffery Ramsey, City Engineer and
Public Works Director

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

FY 03 Goals

1. Design/construct the new sidewalk on Dean Road between Annaloe Drive and Glenn Avenue by July 31, 2003.
2. In conjunction with ALDOT, complete the road widening of North Donahue Drive between Magnolia and Bragg by September 30, 2003.
3. Upgrade drainage pipes at the Burton House on Magnolia Avenue by June 30, 2003.
4. Begin the Pumphrey Avenue Pipe Replacement Project near Shug Jordan Parkway by June 30, 2003.
5. Evaluate the structural integrity of the Duck Samford Stadium and the downtown parking deck by June 30, 2003.
6. Install decorative streetlights on Tichenor Avenue by June 30, 2003.
7. Complete the Phase II Storm Water permitting with the Alabama Department of Environmental Management by March 10, 2003.
8. Replace and repair twenty old-style inlets by September 30, 2003.

9. Remove sediment at specific locations in Moore's Mill Creek to improve water quality by September 30, 2003.
10. Monitor the water quality of Moore's Mill Creek and Parkerson Mill by September 30, 2003.
11. Complete the 2003 Resurfacing Project by September 30, 2003.
12. Complete the traffic signal installation at East University Drive and South Donahue Drive by September 30, 2003.
13. Pending funding from Transportation Enhancement grant, design/construct the North College Street Sidewalk between Drake Avenue and Shelton Mill Road by September 30, 2003.
14. Pending funding from Transportation Enhancement grant, design/construct the Opelika Road Sidewalk Project between East University Drive and Commerce Drive by September 30, 2003.

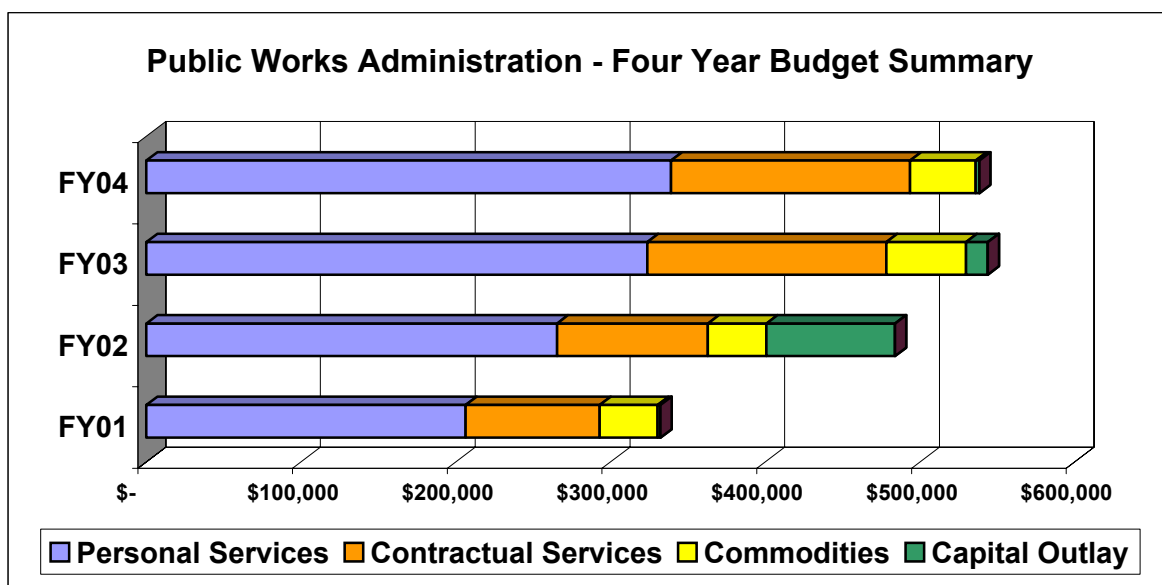
FY 04 Goals

1. Pending funding from Transportation Enhancement grant, design/construct the Dumas Drive Sidewalk between Heard Avenue and Samford Avenue by September 30, 2004.
2. Pending funding from Transportation Enhancement grant, design/construct the Woodfield Drive Sidewalk Project between South College and Wright's Mill Road by September 30, 2004.
3. Pending funding from Transportation Enhancement grant, construct the Thach Avenue Bikeway Project between Debardeleben and Ross Street by September 30, 2004.
4. In conjunction with ALDOT, complete the road widening of North Donahue Drive between Bragg and Bedell by September 30, 2004.
5. Complete intersection improvements at the Samford Ave./Dean Road intersection by September 30, 2004.
6. Design a new bridge on North Donahue Drive at Saugahatchee Creek by September 30, 2004.
7. Remove sediment at specific locations in Moore's Mill Creek to improve water quality by September 30, 2004.
8. Improve pedestrian crossings in the downtown area by September 30, 2004.
9. Replace and repair twenty old-style inlets by September 30, 2004.
10. Monitor the water quality of Moore's Mill Creek and Parkerson Mill Creek by September 30, 2004.
11. Complete the 2004 Resurfacing Project by September 30, 2004.
12. Complete the traffic signal installation at the East University Drive/Wright's Mill Road intersection by September 30, 2004.

Public Works Department
Administration Division Budget Summary
Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted*	
	Audited	Unaudited	FY03	FY04
	FY01	FY02		
Personal Services	\$ 206,512	\$ 265,464	\$ 323,774	\$ 339,211
Contractual Services	86,641	97,479	154,463	154,403
Commodities	37,362	37,843	51,500	42,500
Capital Outlay	1,800	83,226	14,075	2,300
Debt Service	-	-	-	-
Totals	\$ 332,315	\$ 484,012	\$ 543,812	\$ 538,414



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	5	6	7	7

* For Capital Outlay details, see Summary of Capital Outlay by Fund and Department, beginning on page 77.

GENERAL FUND**Expenditures****Public Works
Administration Division****Classification of Expenditures****Amount Appropriated****FY 03****FY 04**Personal Services

Regular Full Time	\$ 271,117	\$ 284,407
Overtime	500	500
	<hr/>	<hr/>
TOTAL SALARIES AND WAGES	271,617	284,907
Social Security	20,371	21,387
Retirement Contributions	9,852	10,903
Health Insurance Contributions	15,540	15,540
Group Life Insurance Contributions	1,595	1,674
Tuition Reimbursement	4,800	4,800
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TOTAL PERSONAL SERVICES	\$ 323,775	\$ 339,211

Contractual Services

Vehicles	\$ 1,000	\$ 1,000
Building and Grounds	26,150	26,150
Office Furniture and Machines	1,000	1,000
Cellular Phone	20,000	20,000
Electricity	17,510	17,000
Natural Gas	7,900	7,900
Telephone	15,000	15,000
Water	3,500	3,675
Conference and Training	4,000	4,000
Contractual Temp Employees	1,100	1,100
Engineering Services	3,000	3,000
Unclassified Prof Svs	150	150
Office Equipment Rental and Leasing	18,000	18,000
Memberships and Subscriptions	2,000	2,000
Advertising	1,500	1,500
Miscellaneous Contractual Services	12,653	12,928
Unfunded Mandate Expenses	20,000	20,000
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TOTAL CONTRACTUAL SERVICES	\$ 154,463	\$ 154,403

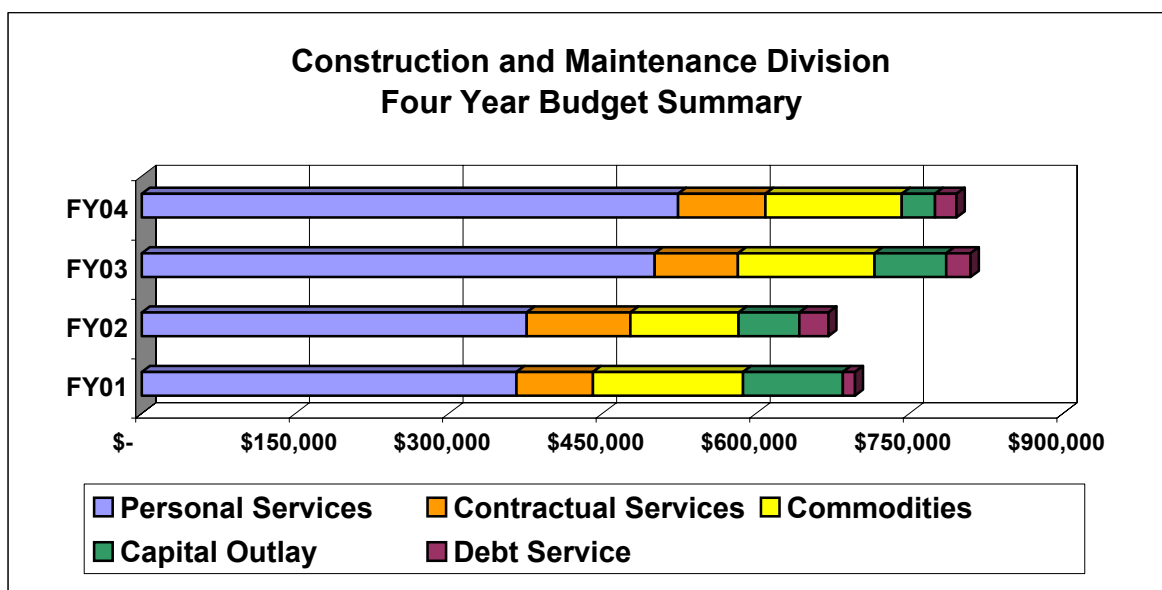
GENERAL FUND**Expenditures****Public Works
Administration Division (cont'd)**

Classification of Expenditures	Amount Appropriated	
	FY 03	FY 04
<u>Commodities</u>		
Office Supplies	\$ 25,000	\$ 25,000
Postage	1,800	1,800
Janitorial Supplies	8,000	8,000
Computer Supplies	2,500	2,500
Computer Software	9,000	-
Service/ Finance Charge	50	50
Fuel	1,300	1,300
Tires	400	400
Batteries and Accessories	250	250
Vehicle Repair Parts	1,300	1,300
Buildings and Grounds Materials	1,000	1,000
Communications Equipment	900	900
TOTAL COMMODITIES	<u>\$ 51,500</u>	<u>\$ 42,500</u>
<u>Capital Outlay</u>		
Computer Equipment - Expansion	\$ 4,800	\$ 2,300
Computer Equipment - Replacement	9,275	-
TOTAL CAPITAL OUTLAY	<u>\$ 14,075</u>	<u>\$ 2,300</u>
TOTAL - ADMINISTRATION	<u>\$ 543,813</u>	<u>\$ 538,414</u>

Public Works Department
Construction and Maintenance Division Budget Summary
Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted*	
	Audited	Unaudited	FY03	FY04
	FY01	FY02		
Personal Services	\$ 365,967	\$ 375,979	\$ 501,077	\$ 523,897
Contractual Services	74,802	101,412	81,450	85,450
Commodities	146,538	105,738	133,388	133,259
Capital Outlay	97,591	59,230	70,000	32,300
Debt Service	11,984	28,436	23,963	21,168
Totals	\$ 696,882	\$ 670,795	\$ 809,878	\$ 796,074



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	12	12	15	15

* For Capital Outlay details, see Summary of Capital Outlay by Fund and Department, beginning on page 77.

GENERAL FUND**Expenditures****Public Works
Construction and Maintenance Division****Classification of Expenditures****Amount Appropriated****FY 03****FY 04**Personal ServicesSalaries and Wages

Regular Full Time	\$ 397,648	\$ 417,531
Overtime	23,252	23,251
	<hr/>	<hr/>
TOTAL SALARIES AND WAGES	420,900	440,782
Social Security	31,078	32,543
Retirement Contributions	13,284	14,657
Health Insurance Contributions	33,300	33,300
Group Life Insurance Contributions	2,015	2,115
Tuition Reimbursement	500	500
	<hr/>	<hr/>
TOTAL PERSONAL SERVICES	\$ 501,077	\$ 523,897

Contractual Services

Vehicles	\$ 7,000	\$ 7,000
Communications Equipment	400	400
Heavy Machinery and Equipment	15,000	15,000
Streets and Right of Way	40,000	44,000
Conference and Training	5,000	5,000
Unclassified Prof Svs	2,500	2,500
Heavy Machinery and Equipment Rental/Leasing	4,000	4,000
Special Purpose Clothing Maintenance	7,550	7,550
	<hr/>	<hr/>
TOTAL CONTRACTUAL SERVICES	\$ 81,450	\$ 85,450

Commodities

Minor Equipment and Tools	\$ 8,500	\$ 8,500
Computer Software	4,500	4,500
Fuel	11,000	11,000
Tires	4,000	4,000
Batteries and Accessories	850	850
Vehicle and Repair Parts	15,000	15,000

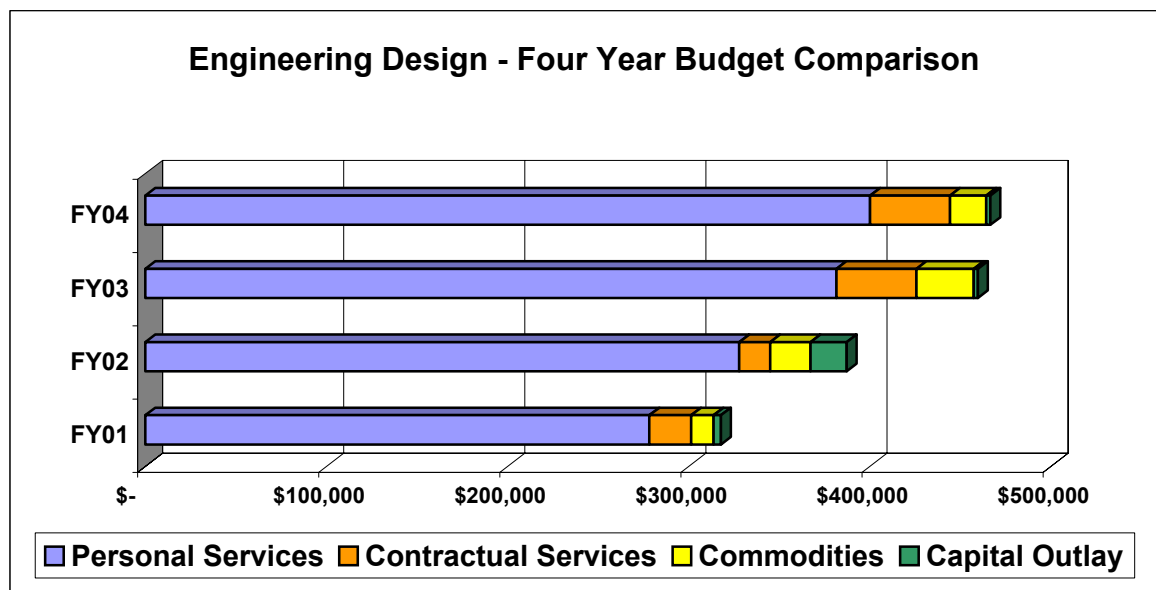
GENERAL FUND**Expenditures****Public Works
Construction and Maintenance Division
(cont'd)**

Classification of Expenditures	Amount Appropriated	
	FY 03	FY 04
<u>Commodities (cont'd)</u>		
Buildings and Grounds	\$ 4,500	\$ 4,500
Communication Equip / Parts	1,000	1,000
Heavy Machinery and Equipment	10,000	10,000
Traffic Signs and Signals	1,000	1,000
Infrastructure	68,538	68,409
Safety and Protective Equipment	<u>4,500</u>	<u>4,500</u>
TOTAL COMMODITIES	<u>\$ 133,388</u>	<u>\$ 133,259</u>
<u>Capital Outlay</u>		
Heavy Machinery & Equipment - Expansion	\$ -	\$ 20,000
Heavy Machinery & Equipment - Replacement	70,000	10,000
Computer Equipment - Expansion	<u>-</u>	<u>2,300</u>
TOTAL CAPITAL OUTLAY	<u>\$ 70,000</u>	<u>\$ 32,300</u>
<u>Debt Service</u>		
Principal - Lease Purchase	\$ 20,351	18,587
Interest - Lease Purchase	<u>3,612</u>	<u>2,581</u>
TOTAL DEBT SERVICE	<u>\$ 23,963</u>	<u>\$ 21,168</u>
TOTAL - CONSTRUCTION AND MAINTENANCE	<u>\$ 809,878</u>	<u>\$ 796,074</u>

Public Works Department
Engineering Design Budget Summary
Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted*	
	Audited	Unaudited		
	FY01	FY02	FY03	FY04
Personal Services	\$ 278,438	\$ 328,097	\$ 381,769	\$ 400,402
Contractual Services	23,050	17,093	44,100	44,100
Commodities	12,435	22,183	31,700	19,900
Capital Outlay	3,985	19,993	2,300	2,300
Debt Service	-	-	-	-
Totals	\$ 317,908	\$ 387,366	\$ 459,869	\$ 466,702



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	8	8	9	9

* For Capital Outlay details, see Summary of Capital Outlay by Fund and Department, beginning on page 77.

GENERAL FUND**Expenditures****Public Works
Engineering Design Division****Classification of Expenditures****Amount Appropriated****FY 03****FY 04**Personal ServicesSalaries and Wages

Regular Full Time	\$ 320,785	\$ 336,824
Overtime	1,500	1,500
Total Salaries and Wages	322,285	338,324
Social Security	24,655	25,882
Retirement Contributions	11,925	13,195
Health Insurance Contributions	19,980	19,980
Group Life Insurance Contributions	1,925	2,021
Tuition Reimbursement	1,000	1,000
TOTAL PERSONAL SERVICES	\$ 381,770	\$ 400,402

Contractual Services

Vehicles	\$ 1,000	\$ 1,000
Machinery and Equipment	600	600
Conference and Training	4,500	4,500
Engineering Services	36,000	36,000
Clothing Maintenance	500	500
Memberships and Subscriptions	1,500	1,500
TOTAL CONTRACTUAL SERVICES	\$ 44,100	\$ 44,100

Commodities

Minor Tools and Equipment	\$ 4,500	\$ 4,500
Computer Supplies	1,000	1,000
Computer Software	15,000	3,200
Fuel	3,000	3,000
Tires	500	500
Batteries and Accessories	200	200
Vehicle Repair Parts	5,000	5,000
Buildings and Grounds	2,000	2,000
Communication Equip/Parts	500	500
TOTAL COMMODITIES	\$ 31,700	\$ 19,900

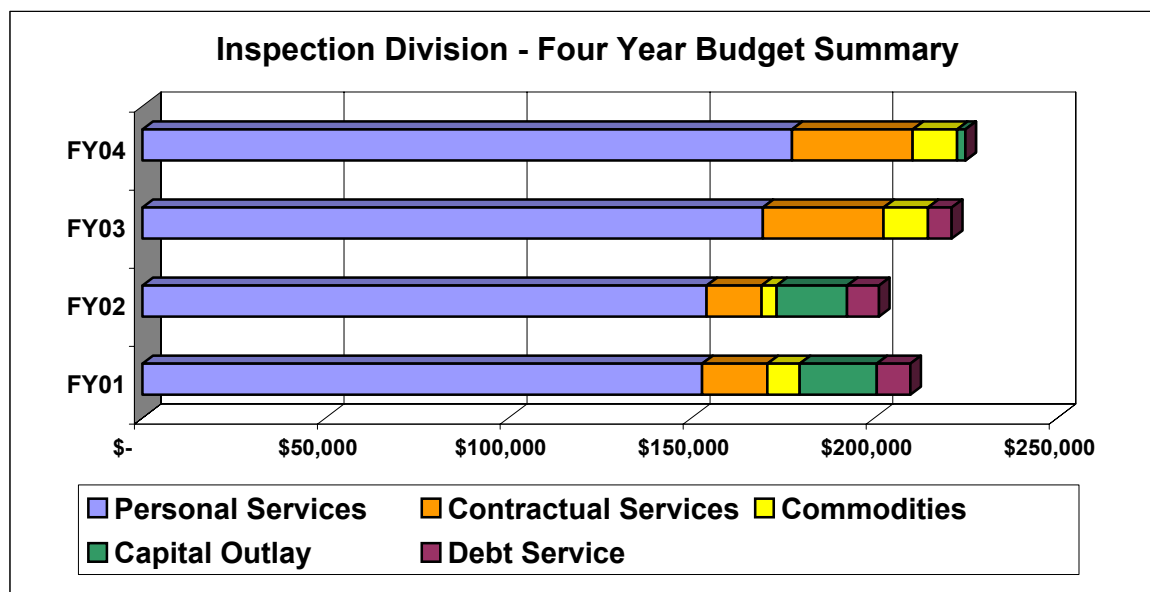
Capital Outlay

Computer Equipment - Expansion	2,300	2,300
TOTAL - ENGINEERING DESIGN	\$ 459,870	\$ 466,702

Public Works Department
Inspection Division Budget Summary
Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted*	
	Audited	Unaudited		
	FY01	FY02	FY03	FY04
Personal Services	\$ 152,977	\$ 154,202	\$ 169,566	\$ 177,525
Contractual Services	17,834	14,992	33,000	33,000
Commodities	8,829	4,098	12,100	12,100
Capital Outlay	21,027	19,311	-	2,300
Debt Service	9,174	8,690	6,518	-
Totals	\$ 209,841	\$ 201,293	\$ 221,184	\$ 224,925



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	4	4	4	4

* For Capital Outlay details, see Summary of Capital Outlay by Fund and Department, beginning on page 77.

GENERAL FUND

Expenditures

Public Works Inspection Division

Classification of Expenditures

Amount Appropriated

FY 03

FY 04

Personal Services

Regular Full Time	\$ 136,793	\$ 143,633
Overtime	5,880	5,880
Social Security	10,914	11,438
Retirement Contributions	5,279	5,831
Health Insurance Contributions	8,880	8,880
Group Life Insurance Contributions	821	862
Tuition Reimbursement	<u>1,000</u>	<u>1,000</u>
TOTAL PERSONAL SERVICES	<u>\$ 169,567</u>	<u>\$ 177,524</u>

Contractual Services

Vehicles	\$ 1,000	\$ 1,000
Communications Equipment	400	400
Conference and Training	2,000	2,000
Professional Services	26,000	26,000
Special Purpose Clothing Maintenance	3,400	3,400
Memberships and Subscriptions	<u>200</u>	<u>200</u>
TOTAL CONTRACTUAL SERVICES	<u>\$ 33,000</u>	<u>\$ 33,000</u>

Commodities

Minor Equipment and Tools	\$ 1,700	\$ 1,700
Fuel	5,000	5,000
Tires	1,000	1,000
Batteries and Accessories	400	400
Vehicle and Repair Parts	3,000	3,000
Communication Equip / Parts	500	500
Special Purpose Clothing Purchase	<u>500</u>	<u>500</u>
TOTAL COMMODITIES	<u>\$ 12,100</u>	<u>\$ 12,100</u>

GENERAL FUND

Expenditures

Public Works Inspection Division (cont'd)

Classification of Expenditures

Amount Appropriated

FY 03

FY 04

Capital Outlay

Computer Equipment - Expansion

\$ - \$ 2,300

Debt Service

Principal - Capital Lease

\$ 6,351 \$ -

Interest- Capital Lease

167 -

TOTAL DEBT SERVICE

\$ 6,518 \$ -

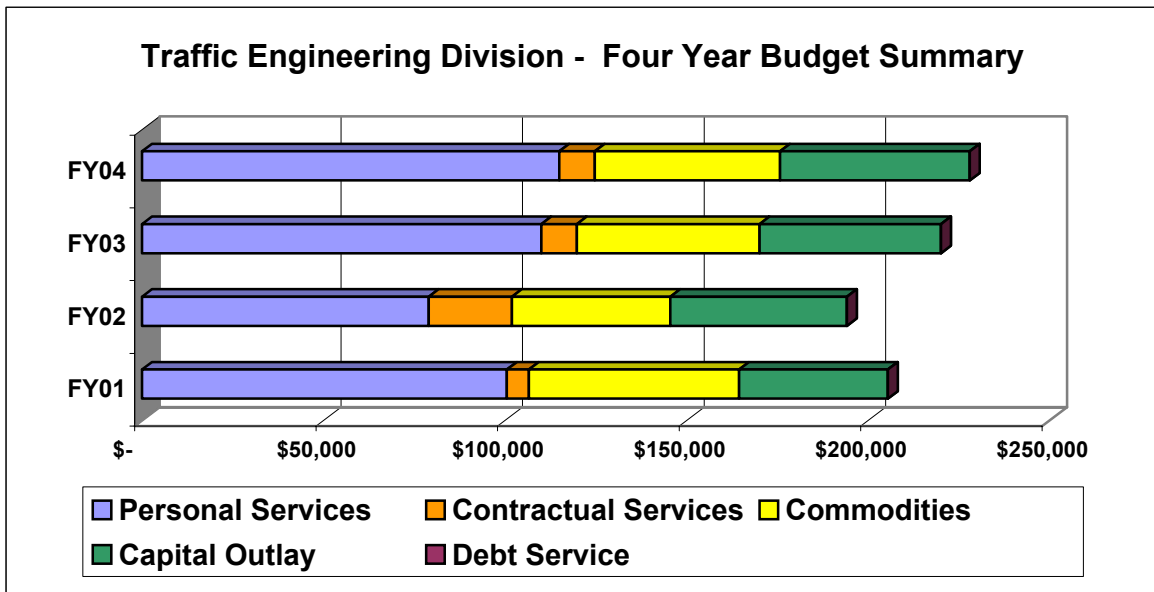
TOTAL - INSPECTION

\$ 221,185 \$ 224,924

Public Works Department
Traffic Engineering Budget Summary
Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted*	
	Audited	Unaudited		
	FY01	FY02	FY03	FY04
Personal Services	\$ 100,502	\$ 78,935	\$ 109,987	\$ 114,907
Contractual Services	6,016	22,909	9,800	9,800
Commodities	57,895	43,615	50,295	51,004
Capital Outlay	41,040	48,670	50,000	52,300
Debt Service	-	-	-	-
Totals	\$ 205,453	\$ 194,129	\$ 220,082	\$ 228,011



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	3	3	3	3

* For Capital Outlay details, see Summary of Capital Outlay by Fund and Department, beginning on page 77.

GENERAL FUND

Expenditures

**Public Works
Traffic Engineering Division****Classification of Expenditures****Amount Appropriated****FY 03****FY 04**Personal ServicesSalaries and Wages

Regular Full Time	\$ 84,498	\$ 88,722
Overtime Regular	7,840	7,840
TOTAL SALARIES AND WAGES	\$ 92,338	\$ 96,562

Social Security	7,064	7,387
Retirement Contributions	3,417	3,766
Health Insurance Contributions	6,660	6,660
Group Life Insurance Contributions	507	532
TOTAL PERSONAL SERVICES	\$ 109,986	\$ 114,907

Contractual Services

Vehicles	\$ 500	\$ 500
Communication Equipment	100	100
Traffic	4,000	4,000
Cellular Phone	400	400
Conference and Training	3,000	3,000
Clothing Maintenance	800	800
Memberships and Subscriptions	1,000	1,000
TOTAL CONTRACTUAL SERVICES	\$ 9,800	\$ 9,800

Commodities

Minor Tools/Equipment	\$ 600	\$ 600
Fuel	3,000	3,000
Tires	400	400
Batteries	100	100
Repair Parts/Vehicles	2,400	2,400
Communication Equip / Parts	1,000	1,000
Traffic Signal Parts/Materials	42,795	43,504
TOTAL COMMODITIES	\$ 50,295	\$ 51,004

Capital Outlay

Traffic Signal Improvements	\$ 50,000	\$ 50,000
Computer	-	2,300
TOTAL CAPITAL OUTLAY	\$ 50,000	\$ 52,300

TOTAL - TRAFFIC ENGINEERING	\$ 220,081	\$ 228,011
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GRAND TOTAL- PUBLIC WORKS	<u>\$2,254,827</u>	<u>\$ 2,254,125</u>
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**Environmental Services
Department
Alfred Davis, Director**



Major Functions of the Environmental Services Department

- ◆ Provide once a week residential backdoor or cart service, trash and recycling collection
- ◆ Provide commercial collection service for small businesses
- ◆ Maintain a recycling drop off center, which is open 24 hours a day
- ◆ Maintain the City's right-of-ways through grass cutting, curb trimming and weed control.
- ◆ Maintain the appearance of the city streets through scheduled street sweeping
- ◆ Maintain City's vehicles and equipment
- ◆ Provide litter control along the City's right-of-ways
- ◆ Maintain the City's downtown area through cleaning the sidewalks, curbs and gutters.
- ◆ Provide a public education program, including sponsoring a recycling education character, environmental awareness programs, speakers bureau on environmental issues, and the distribution of educational material on solid waste management, recycling, animal control, right-of-way and fleet maintenance.
- ◆ Provide animal control services.

Major Accomplishments in FY 02

- ¥ · The number of homes converting from back yard service to cart service increased 16 percent in FY 02. Currently 65 percent (5,994) of residential garbage customers (9,284) subscribe to cart service (curbside garbage collection).
- ¥ · Continued the Environmental Services educational programs, which included developing and distributing a recycling school kits to all elementary school teachers in the Auburn City school system, making ten presentations on animal care to local groups, and expanding the number of presentations to school classes.
- ¥ · Updated the litter detail routing schedule to include a recycling component. The litter detail now recycles aluminum.
- ¥ · Continued the Employee Safety Program, including Introducing a program of daily exercise activities.
- ¥ · Improved relations with local veterinarians by visiting all local veterinary clinics and by promoting public service programs specifically designed to educate and encourage responsible dog owners.

Environmental Services Department

Alfred J. Davis, Director

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

FY 03 Goals

1. Increase the number of homes that subscribe to residential cart service to 70 percent of all residential garbage accounts by September 30, 2003.
2. Continue a recycling program in FY 03 that will focus on increasing recycling tonnage by 5 percent over FY 02.
3. Continue to provide animal control services with the goal of increasing the number of dog licenses by 15 percent over FY 02.
4. In conjunction with the Human Resources Department, develop and implement an adult literacy program for Environmental Services employees by September 30, 2003.
5. Continue the employee safety program with the goal of completing the following:
 - a. Hosting a driving competition for Environmental Services employees by March 31, 2003
 - b. Conducting four safety programs by September 30, 2003.
6. Continue to develop and manage a variety of Environmental Services educational programs as they relate to the disposal of solid waste, recycling, and animal control with the goal of completing the following activities:
 - a. Continue the school based recycling educational program.
 - b. Distribute a recycling school kit to all elementary school teachers in the Auburn City School system by November 30, 2002.

- c. Conduct ten presentations on animal care to local school and civic groups by September 30, 2003.

7. In conjunction with the Auburn Chamber of Commerce, develop a plan to involve 25% more businesses in the RecycleAuburn program by September 30, 2003.
8. In cooperation with the Fleet Services Quality Circle, develop and implement an in-house customer service questionnaire to determine the level of satisfaction with services provided by Fleet Services by September 30, 2003.
9. Expand the litter control program to include recycling of aluminum cans by December 31, 2003.

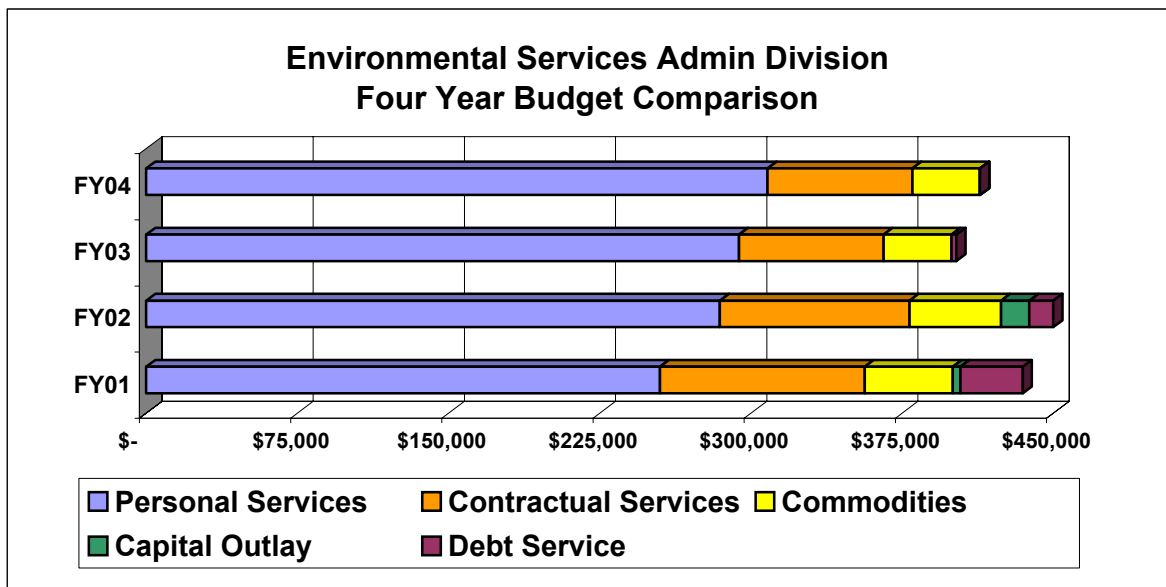
FY 04 Goals

1. Increase the number of homes that subscribe to residential cart service to 75 percent of all residential garbage accounts by September 30, 2004.
2. Continue to provide animal control services with the goal of increasing the number of dog licenses by 15 percent over FY 03.
3. Continue the Employee Safety Program with the goal of completing the following:
 - a. Hosting the second annual driving competition for Environmental Services employees by March 31, 2004.
 - b. Conducting four safety programs by September 30, 2004.
4. Continue to develop and manage a variety of Environmental Services educational programs as they relate to the disposal of solid waste, recycling, and animal control with the goal of completing the following activities:
 - a. Distributing a recycling school kit to all elementary school teachers in the Auburn City School system by November 30, 2003.
 - b. Conducting ten presentations on animal care to local school and civic groups by September 30, 2004.
5. Evaluate the effectiveness of the RecycleAuburn's school based program, local businesses recycling effort, and the RecycleAuburn Drop Off Center with the goal of completing the following by September 30, 2004:
 - a. Distributing and compiling the results of a RecycleAuburn evaluation of all elementary school teachers in the Auburn City School system.
 - b. Distributing and compiling the results of a RecycleAuburn evaluation of all Environmental Services commercial customers and local businesses that use the RecycleAuburn Drop Off Center.
 - c. Installing a drop box for a RecycleAuburn evaluation form for users of the RecycleAuburn Drop Off Center at the Battery Recycling and Information Center.
 - d. Develop and implement the "Put Auburn First" litter control program.

Environmental Services Department
Administration Division Budget Summary
Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted	
	Audited	Unaudited		
	FY01	FY02	FY03	FY04
Personal Services	\$ 254,813	\$ 284,616	\$ 294,047	\$ 308,256
Contractual Services	101,603	94,059	71,808	71,808
Commodities	43,614	45,311	33,606	33,606
Capital Outlay	3,817	14,096	-	-
Debt Service	31,024	16,244	2,452	-
Totals	\$ 434,871	\$ 454,326	\$ 401,913	\$ 413,670



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	5	5	4	4

GENERAL FUND

Expenditures

Environmental Services Administration Division

Classification of Expenditures

Amount Appropriated

FY 03

FY 04

Personal Services

Salaries and Wages

Regular Full Time	\$ 213,957	\$ 224,412
Temporary Full Time Non Student	18,672	19,606
Temporary Part Time Non Student	19,511	20,487
Overtime - Temporary	500	500
Total Salaries and Wages	\$ 252,640	\$ 265,005
Social Security	19,327	20,273
Retirement Contributions	7,916	8,752
Health Insurance Contributions	11,100	11,100
Group Life Insurance Contributions	1,284	1,346
Tuition Reimbursement	1,780	1,780
TOTAL PERSONAL SERVICES	<u>\$ 294,047</u>	<u>\$ 308,256</u>

Contractual Services

Buildings and Grounds	\$ 10,000	\$ 10,000
Communication Equipment	700	700
Office Equipment	1,000	1,000
Cellular Phone	17,000	17,000
Electricity	3,000	3,000
Telephone	6,000	6,000
Water	2,500	2,500
Conference and Training	6,100	6,100
Contractual Temp Employees	2,000	2,000
Other Services and Consultants	4,000	4,000
Communications Equipment Rental/Leasing	1,000	1,000
Office Equipment Rental/Leasing	6,000	6,000
Special Purpose Clothing	10,000	10,000
Memberships and Subscriptions	2,508	2,508
TOTAL CONTRACTUAL SERVICES	<u>\$ 71,808</u>	<u>\$ 71,808</u>

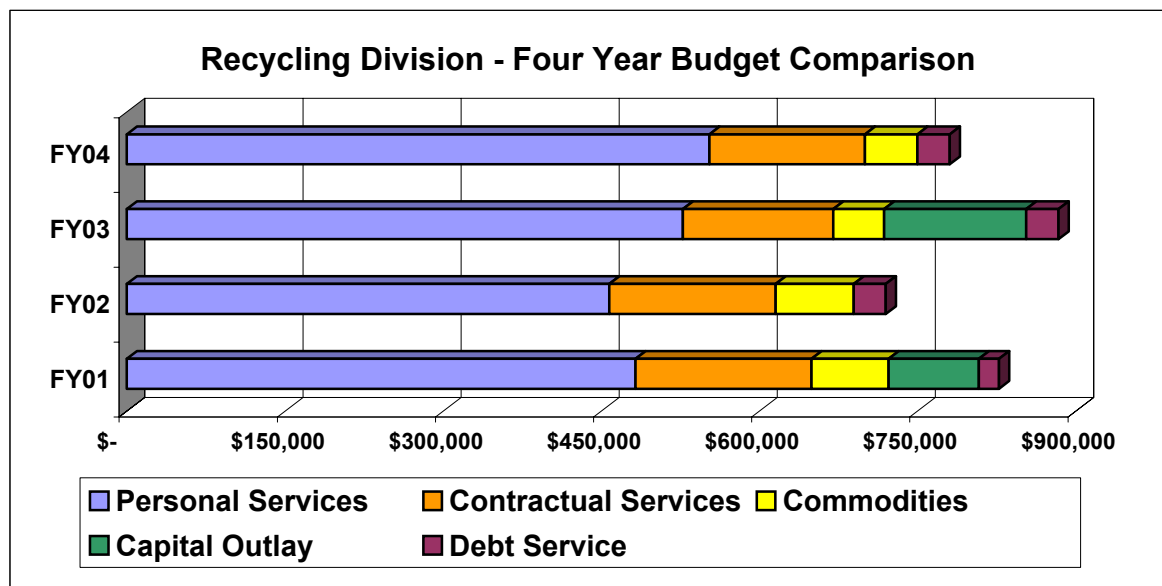
GENERAL FUND**Expenditures****Environmental Services
Administration Division (cont'd)**

Classification of Expenditures	Amount Appropriated	
	FY 03	FY 04
<u>Commodities</u>		
Office Supplies	\$ 5,000	\$ 5,000
Postage	4,856	4,856
Janitorial Supplies	3,000	3,000
Camera / Camera Supplies	1,500	1,500
Computer Supplies	2,000	2,000
Fuel	2,750	2,750
Tires	1,500	1,500
Vehicle Repair Parts	1,500	1,500
Building / Ground Materials	4,000	4,000
Communications Equip / Parts	3,000	3,000
Special Purpose Clothing	4,500	4,500
TOTAL COMMODITIES	\$ 33,606	\$ 33,606
<u>Debt Service</u>		
Principal - Capital Lease	\$ 2,423	\$ -
Interest- Capital Lease	29	-
TOTAL DEBT SERVICE	\$ 2,452	\$ -
TOTAL- ADMINISTRATION	<u>\$ 401,913</u>	<u>\$ 413,670</u>

Environmental Services Department
Recycling Division Budget Summary
Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted*	
	Audited	Unaudited		
	FY01	FY02	FY03	FY04
Personal Services	\$ 482,576	\$ 457,475	\$ 527,382	\$ 552,594
Contractual Services	166,772	157,949	142,600	147,600
Commodities	73,144	73,910	48,200	49,755
Capital Outlay	85,776	-	135,000	-
Debt Service	18,873	30,426	30,426	30,425
Totals	\$ 827,141	\$ 719,760	\$ 883,608	\$ 780,374



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	16	16	16	16

* For Capital Outlay details, see Summary of Capital Outlay by Fund and Department, beginning on page 77.

GENERAL FUND

Expenditures

**Environmental Services
Recycling Division****Classification of Expenditures****Amount Appropriated****FY 03****FY 04**Personal ServicesSalaries and Wages

Regular Full Time	\$ 413,937	\$ 434,634
Temporary Full Time	20,000	21,000
Overtime	15,000	15,000
Total Salaries and Wages	448,937	470,634
Social Security	35,671	37,397
Retirement Contributions	15,871	17,536
Health Insurance Contributions	24,420	24,420
Group Life Insurance Contributions	2,484	2,608
TOTAL PERSONAL SERVICES	\$ 527,383	\$ 552,595

Contractual Services

Vehicles	\$ 15,000	\$ 15,000
Communication Equipment	1,500	1,500
Cellular Phone	500	500
Conference and Training	1,600	1,600
Unclassified Prof Svs	4,000	4,000
Tipping Fees - C/D Landfill	120,000	125,000
TOTAL CONTRACTUAL SERVICES	\$ 142,600	\$ 147,600

Commodities

Minor Tools and Equipment	\$ 4,000	\$ 4,000
Agricultural and Chemical Supplies	1,500	1,500
Recycling Equipment	6,701	6,856
Fuel	13,999	15,399
Tires	5,000	5,000
Batteries and Accessories	500	500

GENERAL FUND

Expenditures

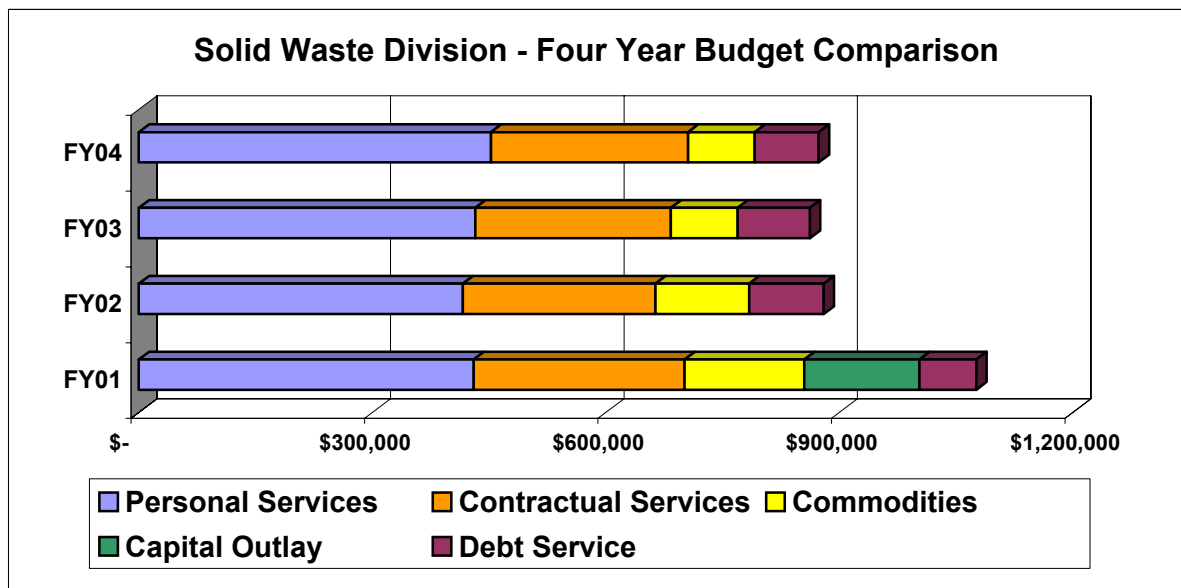
**Environmental Services
Recycling Division (cont'd)**

Classification of Expenditures	Amount Appropriated	
	FY 03	FY 04
<u>Commodities</u> (cont'd)		
Vehicle Repair Parts	\$ 15,000	\$ 15,000
Heavy Machinery and Equipment	<u>1,500</u>	<u>1,500</u>
TOTAL COMMODITIES	<u>\$ 48,200</u>	<u>\$ 49,755</u>
<u>Capital Outlay</u>		
Heavy Mach/Equip Expansion	\$ 35,000	\$ -
Heavy Mach/Equip Replacement	<u>100,000</u>	<u>-</u>
TOTAL CAPITAL OUTLAY	<u>\$ 135,000</u>	<u>\$ -</u>
<u>Debt Service</u>		
Principal - Lease Purchase	\$ 25,968	\$ 27,515
Interest - Lease Purchase	<u>4,458</u>	<u>2,910</u>
TOTAL DEBT SERVICE	<u>\$ 30,426</u>	<u>\$ 30,425</u>
TOTAL- RECYCLING	<u>\$ 883,609</u>	<u>\$ 780,375</u>

Environmental Services Department
Solid Waste Division Budget Summary
Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted	
	Audited	Unaudited		
	FY01	FY02	FY03	FY04
Personal Services	\$ 430,278	\$ 416,342	\$ 432,258	\$ 452,310
Contractual Services	271,136	247,319	251,346	253,346
Commodities	153,637	120,420	85,738	85,738
Capital Outlay	147,904	-	-	-
Debt Service	73,130	95,896	93,050	82,150
Totals	\$ 1,076,085	\$ 879,977	\$ 862,392	\$ 873,544



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	15	14	14	14

GENERAL FUND

Expenditures

Environmental Services Solid Waste Division

Classification of Expenditures	Amount Appropriated	
	FY 03	FY 04
<u>Personal Services</u>		
<u>Salaries and Wages</u>		
Regular Full Time	\$ 327,463	\$ 343,836
Temporary Full Time	18,672	19,606
Overtime - Regular	15,000	15,000
Total Salaries and Wages	361,135	378,442
Social Security	27,627	28,951
Retirement Contributions	12,671	13,995
Health Insurance Contributions	28,860	28,860
Group Life Insurance Contributions	1,965	2,063
TOTAL PERSONAL SERVICES	\$ 432,258	\$ 452,311
<u>Contractual Services</u>		
Vehicles	\$ 15,000	\$ 15,000
Communication Equipment	1,500	1,500
Cellular Phone	500	500
Conference and Training	3,100	3,100
Collection Service Downtown	10,321	10,321
Tipping Fees - Sanitary Landfill	210,000	212,000
East Alabama Regional Solid Waste Authority	10,925	10,925
TOTAL CONTRACTUAL SERVICES	\$ 251,346	\$ 253,346
<u>Commodities</u>		
Minor Tools and Equipment	\$ 40,000	\$ 40,000
Agriculture and Chemical Supplies	3,000	3,000
Fuel	19,238	19,238
Tires	8,000	8,000
Batteries and Accessories	500	500
Vehicle Repair Parts	15,000	15,000
TOTAL COMMODITIES	\$ 85,738	\$ 85,738

GENERAL FUND

Expenditures

**Environmental Services
Solid Waste Division (cont'd)**

Classification of Expenditures

Amount Appropriated

FY 03

FY 04

Debt Service

Principal - Lease Purchase

\$ 82,267

\$ 76,134

Interest - Lease Purchase

10,783

6,016

TOTAL DEBT SERVICE

\$ 93,050

\$ 82,150

TOTAL- SOLID WASTE

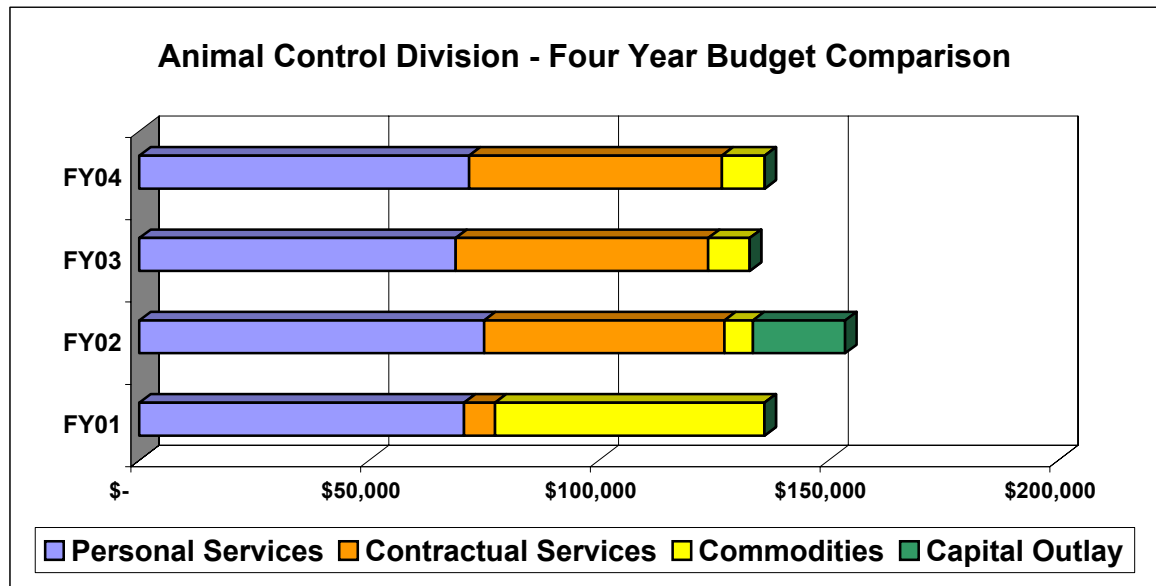
\$ 862,392

\$ 873,545

Environmental Services Department
Animal Control Division Budget Summary
Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted	
	Audited	Unaudited		
	FY01	FY02	FY03	FY04
Personal Services	\$ 70,685	\$ 75,051	\$ 68,825	\$ 71,774
Contractual Services	6,737	52,274	54,986	54,986
Commodities	58,661	6,189	9,064	9,345
Capital Outlay	-	20,109	-	-
Debt Service	-	-	-	-
Totals	\$ 136,083	\$ 153,623	\$ 132,875	\$ 136,105



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	2	2	2	2

GENERAL FUND

Expenditures

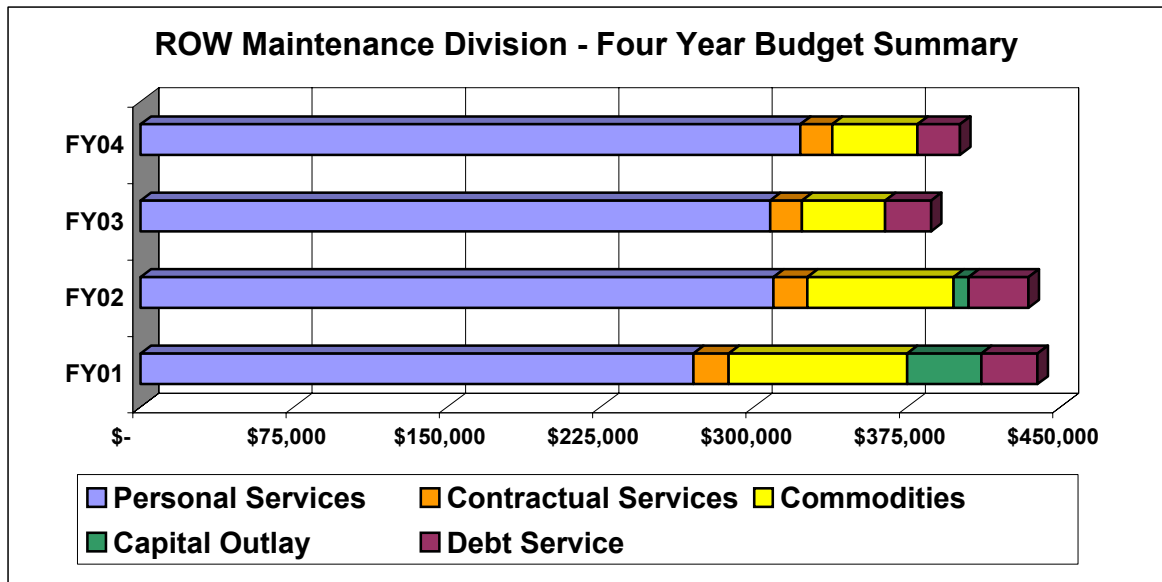
Environmental Services Animal Control Division

Classification of Expenditures	Amount Appropriated	
	FY 03	FY 04
<u>Personal Services</u>		
Regular Full Time	\$ 50,550	\$ 53,077
Overtime	7,000	7,000
	<hr/>	<hr/>
TOTAL SALARIES AND WAGES	57,550	60,077
Social Security	4,403	4,596
Retirement Contributions	2,129	2,343
Health Insurance Contributions	4,440	4,440
Group Life Insurance Contributions	303	318
	<hr/>	<hr/>
TOTAL PERSONAL SERVICES	\$ 68,825	\$ 71,774
<u>Contractual Services</u>		
Vehicles	\$ 1,500	\$ 1,500
Conference and Training	2,000	2,000
Medical Professional Services	2,500	2,500
Lee Co Humane Society	48,986	48,986
	<hr/>	<hr/>
TOTAL CONTRACTUAL SERVICES	\$ 54,986	\$ 54,986
<u>Commodities</u>		
Minor Tools and Equipment	\$ 1,000	\$ 1,000
Printed Supplies	1,000	1,000
Fuel	2,814	3,095
Tires	1,000	1,000
Batteries and Accessories	150	150
Vehicle Repair Parts	3,000	3,000
Animal Control Food	100	100
	<hr/>	<hr/>
TOTAL COMMODITIES	\$ 9,064	\$ 9,345
TOTAL- ANIMAL CONTROL	<u>\$ 132,875</u>	<u>\$ 136,105</u>

Environmental Services Department
Right of Way Maintenance Division Budget Summary
Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted	
	Audited	Unaudited		
	FY01	FY02	FY03	FY04
Personal Services	\$ 270,393	\$ 309,592	\$ 307,955	\$ 322,750
Contractual Services	17,257	16,591	15,575	15,575
Commodities	87,325	71,497	40,688	41,744
Capital Outlay	36,260	7,430	-	-
Debt Service	27,508	29,240	22,461	20,779
Totals	\$ 438,743	\$ 434,350	\$ 386,679	\$ 400,848



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	7	7	7	7

GENERAL FUND

Expenditures

**Environmental Services
Right of Way Maintenance Division****Classification of Expenditures****Amount Appropriated****FY 03****FY 04**Personal Services

Regular Full Time	\$ 181,752	\$ 190,840
Temporary Full Time Non Student	78,610	82,541
Overtime - Regular	4,000	4,000
Overtime - Temporary	4,000	4,000
Total Salaries and Wages	268,362	281,381
Social Security	20,530	21,526
Retirement Contributions	6,873	7,599
Health Insurance Contributions	11,100	11,100
Group Life Insurance Contributions	1,091	1,145
TOTAL PERSONAL SERVICES	\$ 307,956	\$ 322,751

Contractual Services

Vehicles	\$ 1,500	\$ 1,500
Communication Equipment	500	500
Heavy Machinery and Equipment	1,875	1,875
Streets/ROW	6,000	6,000
Cellular Phone	700	700
Conference and Training	2,000	2,000
Other Services and Consultants	3,000	3,000
TOTAL CONTRACTUAL SERVICES	\$ 15,575	\$ 15,575

Commodities

Minor Tools and Equipment	\$ 6,000	\$ 6,000
Agriculture and Chemical Supplies	2,000	2,000
Fuel	7,263	8,319
Tires	3,375	3,375
Batteries and Accessories	50	50
Vehicle Repair Parts	14,000	14,000

GENERAL FUND

Expenditures

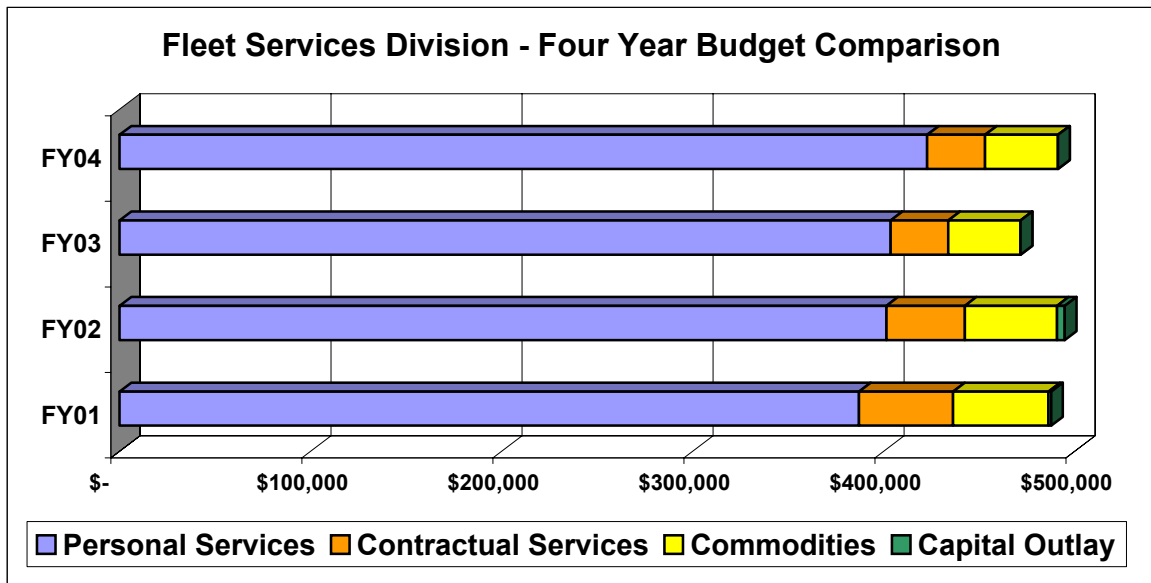
Environmental Services Right of Way Maintenance Division (cont'd)

Classification of Expenditures	Amount Appropriated	
	FY 03	FY 04
<u>Commodities</u> (cont'd)		
Heavy Machinery and Equipment	\$ 8,000	\$ 8,000
TOTAL COMMODITIES	\$ 40,688	\$ 41,744
<u>Debt Service</u>		
Principal - Lease Purchase	\$ 20,492	\$ 19,948
Interest - Lease Purchase	1,969	831
TOTAL DEBT SERVICE	\$ 22,461	\$ 20,779
TOTAL- RIGHT OF WAY MAINTENANCE	\$ 386,680	\$ 400,849

Environmental Services Department
Fleet Services Division Budget Summary
Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted	
	Audited	Unaudited		
	FY01	FY02	FY03	FY04
Personal Services	\$ 387,155	\$ 401,423	\$ 403,714	\$ 422,784
Contractual Services	49,203	41,090	30,103	30,358
Commodities	49,890	48,261	37,923	38,165
Capital Outlay	1,479	4,067	-	-
Debt Service	-	-	-	-
Totals	\$ 487,727	\$ 494,841	\$ 471,740	\$ 491,307



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	9	9	9	9

GENERAL FUND

Expenditures

Environmental Services Fleet Services Division

Classification of Expenditures

Amount Appropriated

FY 03

FY 04

Personal Services

Salaries and Wages

Regular Full Time	\$ 327,853	\$ 344,246
Overtime	15,000	15,000
	<hr/>	<hr/>
TOTAL SALARIES AND WAGES	342,853	359,246
Social Security	26,228	27,482
Retirement Contributions	12,686	14,011
Health Insurance Contributions	19,980	19,980
Group Life Insurance Contributions	1,967	2,065
	<hr/>	<hr/>
TOTAL PERSONAL SERVICES	\$ 403,714	\$ 422,784

Contractual Services

Vehicles	\$ 1,536	\$ 1,536
Building and Ground Contract	3,000	3,000
Communications Equipment Contractual	500	500
Office Equipment/Machine Contractual	500	500
Heavy Machinery and Equipment	1,000	1,000
Cellular Phone	1,200	1,200
Electricity	8,037	8,037
Natural Gas	5,100	5,355
Telephone	2,500	2,500
Water	1,500	1,500
Conference and Training	2,000	2,000
Office Equipment/Copier Rental/Leasing	1,200	1,200
Memberships and Subscriptions	2,030	2,030
	<hr/>	<hr/>
TOTAL CONTRACTUAL SERVICES	\$ 30,103	\$ 30,358

GENERAL FUND

Expenditures

**Environmental Services
Fleet Services Division (cont'd)**

Classification of Expenditures	Amount Appropriated	
	FY 03	FY 04
<u>Commodities</u>		
Office Supplies	\$ 1,500	\$ 1,500
Postage	103	103
Janitorial Supplies	1,000	1,000
Camera/Camera Supplies	300	300
Minor Tools and Equipment	5,000	5,000
Shop Supplies	18,000	18,000
Computer Supplies	1,000	1,000
Fuel	2,420	2,662
Tires	1,500	1,500
Batteries and Accessories	400	400
Vehicle Repair Parts	3,000	3,000
Buildings and Grounds Materials	1,000	1,000
Heavy Machinery and Equipment	700	700
Special Purpose Clothing Purchase	2,000	2,000
TOTAL COMMODITIES	<u>\$ 37,923</u>	<u>\$ 38,165</u>
TOTAL FLEET SERVICES	<u>\$ 471,740</u>	<u>\$ 491,307</u>
GRAND TOTAL- ENVIRONMENTAL SERVICES	<u>\$3,139,209</u>	<u>\$ 3,095,851</u>

Major Functions of the Library Department

- ◆ 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

Major Accomplishments in FY 02

- ◆ Greatly increased programming for youth and adult patrons.
- ◆ Provided free computer use lessons for adults.
- ◆ Wrote two successful grant applications.

Benchmarks Achieved in FY 02

- ◆ Total circulation: 132,530 items
- ◆ Average annual circulation per item: 3
- ◆ Average time user waited for interlibrary loan: 10 days
- ◆ Reference request completion rate: 92%
- ◆ Average service hours per week: 62
- ◆ Number of patrons attending special library programs: 5,465

Auburn Public Library
Margie B. Huffman, Director

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

FY 03 Goals

1. Evaluate all aspects of Auburn Public Library using *A Plan for Excellence: Alabama Public Library Standards* and meet all requires standards by September 30, 2003.
2. Write one grant application for collection development funds and one grant application for electronic services enhancements by March 31, 2003.
3. Edit all on-line cataloging records to insure conformity with Auburn Public Library's established format by September 30, 2003.
4. Purge patron files of all inactive records by September 30, 2003.

5. Develop a training manual for cataloging and processing non-print materials by September 30, 2003.
6. Provide a second photocopier for public use by September 30, 2003.
7. Provide staff with in-service training opportunities and provide cross training for reference staff in basic cataloging by September 30, 2003.
8. Work with the Library Board of Trustees to conduct a review of library hours of operation by March 30, 2003.

FY 04 Goals

1. Apply to the Alabama Library Association for certification of standards achievement by January 15, 2004.
2. Write one grant application for collection development funds and one grant application for electronic services enhancement by March 31, 2004.
3. Inventory all library holdings by September 30, 2004.
4. Continue to improve the Youth Services division of the library by establishing a "homework help" program for students through the sixth grade that will provide instruction on research and study skills as well as Internet use by August 31, 2004.
5. Improve services to local adult literacy programs by creating a collection of high-interest/low-reading-level books by September 30, 2004.
6. Replace obsolete integrated on-line library operating system with more efficient system by September 30, 2004.

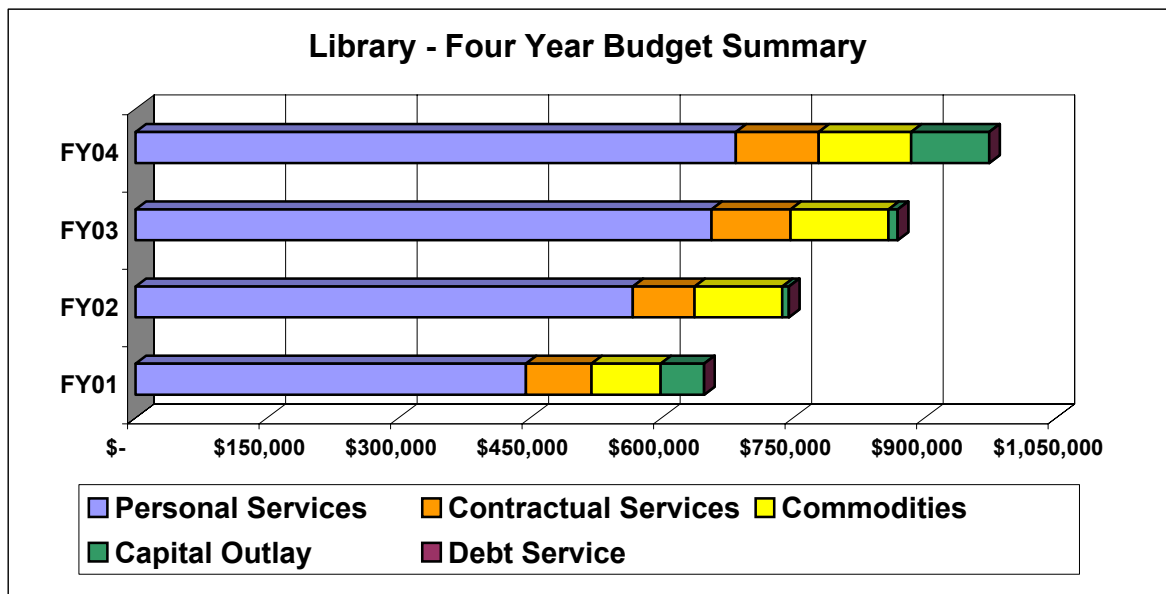
Library

Budget Summary

Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted*	
	Audited	Unaudited		
	FY01	FY02	FY03	FY04
Personal Services	\$ 445,261	\$ 567,081	\$ 656,797	\$ 684,539
Contractual Services	74,828	70,509	90,212	94,560
Commodities	78,765	99,982	111,650	105,650
Capital Outlay	49,752	7,646	10,800	89,092
Debt Service	-	-	-	-
Totals	\$ 648,606	\$ 745,218	\$ 869,459	\$ 973,841



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	11	13	12	12

* For Capital Outlay details, see Summary of Capital Outlay by Fund and Department, beginning on page 77.

GENERAL FUND

Expenditures

Library**Classification of Expenditures****Amount Appropriated****FY 03****FY 04**Personal ServicesSalaries and Wages

Regular Full Time	\$ 428,377	\$ 449,656
Regular Part Time	85,587	85,587
Temporary Part Time Non Student	52,944	55,591
Total Salaries and Wages	566,908	590,834
Social Security	43,368	45,199
Retirement Contributions	19,017	20,874
Health Insurance Contributions	24,420	24,420
Group Life Insurance Contributions	3,084	3,211
TOTAL PERSONAL SERVICES	\$ 656,797	\$ 684,538

Contractual Services

Buildings and Grounds	\$ 20,000	\$ 20,000
Office Equipment / Machines	9,612	12,060
Electricity	45,500	47,000
Telephone	1,800	1,800
Water	7,600	8,000
Conference and Training	1,500	1,500
Office Equipment	3,200	3,200
Memberships and Subscriptions	1,000	1,000
TOTAL CONTRACTUAL SERVICES	\$ 90,212	\$ 94,560

Commodities

Office Supplies	\$ 14,600	\$ 15,600
Postage	4,950	4,950
Janitorial Supplies	3,000	3,000
Library Supplies	77,000	80,000
Computer Software	2,000	2,000
Supplies for Resale	100	100
Grant Funded Expenditures	10,000	-
TOTAL COMMODITIES	\$ 111,650	\$ 105,650

GENERAL FUND

Expenditures

Library (cont'd)

Classification of Expenditures

Amount Appropriated

FY 03

FY 04

Capital Outlay

Office Furn/Mach/Equip - Expansion

\$ 4,200

\$ 24,092

Grant Funded Expenditures

6,600

65,000

TOTAL CAPITAL OUTLAY

\$ 10,800

\$ 89,092

GRAND TOTAL - LIBRARY

\$ 869,459

\$ 973,840

Major Functions of the Parks and 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

Major Accomplishments in FY 02

- ◆ Hosted 3 ASA and 1 ISA national softball tournaments, receiving an award from ASA for those tournaments being among the highest rated in the country.
- ◆ Completed construction of a skate park with components that can be used by skateboards, inline skates, and bikes.
- ◆ Completed construction of an addition to Boykin Community Center for use by area non-profit agencies.
- ◆ Successfully hosted the 2002 Dixie Youth State Baseball Tournament at Duck Samford Park.
- ◆ Successfully implemented a day camp program for the mentally and physically challenged that was partially funded by a grant.
- ◆ In cooperation with the Cemetery Trust, completed two cemetery improvement projects in City-owned cemeteries.
- ◆ Successfully bid to host the 2002 ISA National Softball Convention.
- ◆ Increased programming at Jan Dempsey Community Arts Center by 15% and

successfully completed “A Day at the Arts Center” program for all elementary schools.

- ◆ Developed and implemented the “Downtown Monster Merchants” program to provide a safe trick-or-treat environment and to promote the Downtown Merchants.
- ◆ Developed an online newsletter to promote Parks and Recreation activities.

Benchmarks Achieved in FY 02

- ◆ Auburn has 890 acres of recreation areas and green space, which is 20.7 acres per 1,000 population.
- ◆ Percentage of registrants signing up for an athletic activity by the registration deadline that are placed on a team or in a league: 100%.
- ◆ Parks and Recreation Department and its programs rated excellent, good or fair by 76.4% of respondents to the annual Citizens Survey.
- ◆ All athletic fields maintained daily.
- ◆ All parks mowed and trimmed to a specific standard on a ten-day schedule (once in each ten-day period).

Parks and Recreation Department

Rebecca O. Richardson, Director

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

FY 03 Goals

1. Complete construction of and begin play on the new Soccer Complex by September 30, 2003.
2. Complete work on the renovation of Frank Brown Recreation Center and construction of a Teen Center by September 30, 2003.
3. Attend all ASA and ISA national and state conventions with the goal of obtaining a minimum of three national, state, and district tournaments for FY 03 by March 31, 2003.
4. Complete construction of the Town Creek Park and Cemetery project by September 30, 2003.
5. Complete construction of the Tennis Complex by September 30, 2003.
6. Research and identify a software program to handle facility reservations by June 30, 2003.
7. Host the ISA National Convention in Auburn by December 31, 2002.
8. Develop and implement two special events at the skate park by September 30, 2003.

9. Develop an exercise area for dogs at Kiesel Park by September 30, 2003.
10. Organize a positive behavior program for coaches, parents, players and officials of youth sports with the goal of reaching Community Partnership Status in the Time Out for Better Sports for Kids Program by September 30, 2003.
11. Update the Master Plan for Kiesel Park by June 30, 2003.

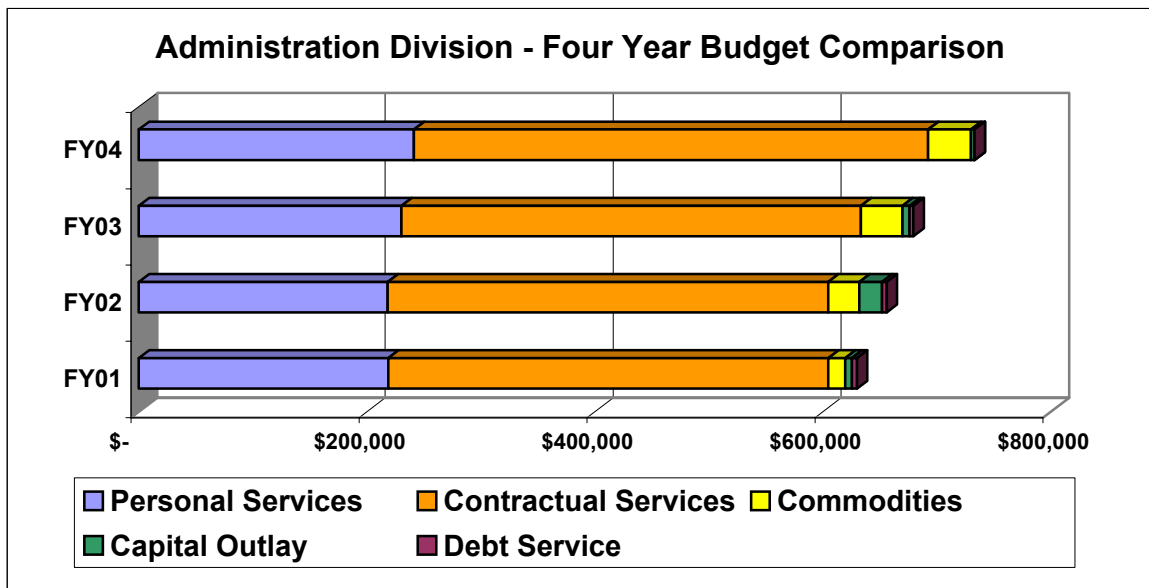
FY 04 Goals

1. Develop a plan and, if grant funding is available, begin construction on a greenway at Lake Wilmore by September 30, 2004.
2. Complete work on the construction of a senior citizen/therapeutic center and administration building by June 30, 2004.
3. Attend all ASA and ISA national and state conventions with the goal of obtaining a minimum of three national, state and district tournaments for FY 04 by March 31, 2004.
4. Develop plans for the Phase 2 of the Duck Samford Park expansion by September 30, 2004.
5. Working with the Public Works Department, designate green areas to be retained in drainage projects by September 30, 2004.
6. Develop a new cemetery services brochure by September 30, 2004.
7. Submit a bid on one additional state tournament and one Southern tournament to be held at the tennis complex by February 29, 2004.
8. Develop at least two new fitness programs designed to meet the Surgeon General's call to action against obesity by September 30, 2004.
9. Develop a teen oriented playground on the Frank Brown Recreation Center site by September 30, 2004.
10. Develop a fitness program to draw attention to the advantages of greenways by September 30, 2004.

Parks and Recreation Department
Administration Division Budget Summary
Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted*	
	Audited	Unaudited		
	FY01	FY02	FY03	FY04
Personal Services	\$ 218,694	\$ 218,287	\$ 230,390	\$ 241,279
Contractual Services	385,965	386,341	402,950	451,028
Commodities	14,830	27,425	36,432	37,500
Capital Outlay	5,844	19,770	6,200	3,200
Debt Service	4,517	4,170	3,475	-
Totals	\$ 629,850	\$ 655,993	\$ 679,447	\$ 733,007



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	5	5	5	5

* For Capital Outlay details, see Summary of Capital Outlay by Fund and Department, beginning on page 77.

GENERAL FUND

Expenditures

**Parks and Recreation
Administration Division****Classification of Expenditures****Amount Appropriated****FY 03****FY 04**Personal ServicesSalaries and Wages

Regular Full Time	\$ 190,474	\$ 199,837
Other Pay	1,320	1,320
Overtime - Regular	4,000	4,000
Total Salaries and Wages	\$ 195,794	\$ 205,157
Social Security	14,877	15,594
Retirement Contributions	7,196	7,950
Health Insurance Contributions	8,880	8,880
Group Life Insurance Contributions	1,143	1,199
Tuition Reimbursement	2,500	2,500
TOTAL PERSONAL SERVICES	\$ 230,390	\$ 241,280

Contractual Services

Office Equipment / Machines	\$ 5,000	\$ 5,000
Cellular Phone	19,650	19,650
Electricity	150,000	197,000
Natural Gas	34,000	34,000
Telephone	30,000	34,000
Water	62,000	91,500
Conference / Training	5,000	5,000
Unclassified Professional Services	60,000	25,000
Office Equipment / Copier Rental/Leasing	15,000	17,078
Memberships / Subscriptions	4,800	4,800
Advertising	17,500	18,000
TOTAL CONTRACTUAL SERVICES	\$ 402,950	\$ 451,028

GENERAL FUND

Expenditures

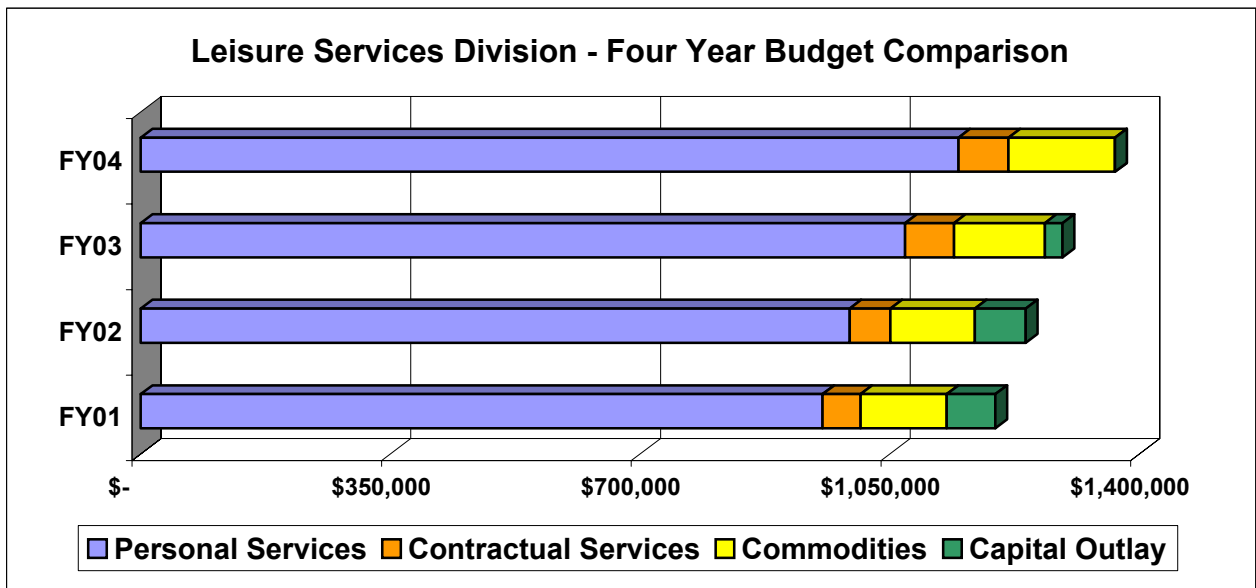
**Parks and Recreation
Administration Division (cont'd)**

Classification of Expenditures	Amount Appropriated	
	FY 03	FY 04
<u>Commodities</u>		
General Office Supplies	\$ 9,000	\$ 9,000
Postage	5,000	5,500
Camera / Camera Supplies	4,432	4,500
Computer Supplies	5,000	5,000
Computer Software	2,000	2,000
Copier Supplies	3,500	4,000
Supplies for Resale	<u>7,500</u>	<u>7,500</u>
TOTAL COMMODITIES	<u>\$ 36,432</u>	<u>\$ 37,500</u>
<u>Capital Outlay</u>		
Computer Equipment - Expansion	<u>\$ 6,200</u>	<u>\$ 3,200</u>
<u>Debt Service</u>		
Principal - Lease Purchase	\$ 3,379	\$ -
Interest - Lease Purchase	<u>96</u>	<u>-</u>
TOTAL DEBT SERVICE	<u>\$ 3,475</u>	<u>\$ -</u>
TOTAL- ADMINISTRATION	<u>\$ 679,447</u>	<u>\$ 733,008</u>

Parks and Recreation Department
Leisure Services Division Budget Summary
Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted*	
	Audited	Unaudited	FY03	FY04
	FY01	FY02		
Personal Services	\$ 955,938	\$ 993,872	\$ 1,071,568	\$ 1,146,380
Contractual Services	53,165	57,055	68,525	70,250
Commodities	120,879	118,561	127,350	149,394
Capital Outlay	68,059	71,197	25,000	-
Debt Service	-	-	-	-
Totals	\$ 1,198,041	\$ 1,240,685	\$ 1,292,443	\$ 1,366,024



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	15	17	15	15

* For Capital Outlay details, see Summary of Capital Outlay by Fund and Department, beginning on page 77.

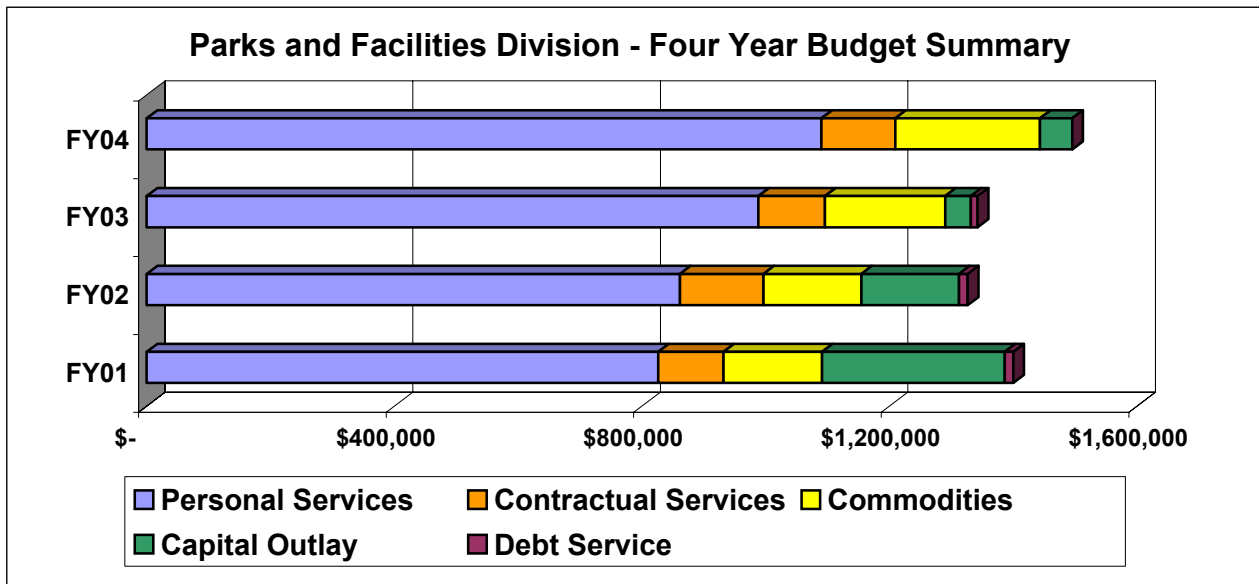
GENERAL FUND**Expenditures****Parks and Recreation
Leisure Services Division**

Classification of Expenditures	Amount Appropriated	
	FY 03	FY 04
<u>Personal Services</u>		
<u>Salaries and Wages</u>		
Regular Full Time	\$ 521,340	\$ 547,407
Regular Part Time	61,597	64,677
Temporary Full Time Non Student	10,191	10,701
Temporary Part Time Non Student	348,000	386,150
Other Pay	660	-
Overtime -Regular	600	600
Overtime - Temporary	900	900
Total Salaries and Wages	943,288	1,010,435
Social Security	72,111	77,298
Retirement Contributions	21,591	23,895
Health Insurance Contributions	31,080	31,080
Group Life Insurance Contributions	3,498	3,673
TOTAL PERSONAL SERVICES	<u>\$ 1,071,568</u>	<u>\$ 1,146,381</u>
<u>Contractual Services</u>		
Recreation Equipment	\$ 2,375	\$ 4,350
Conference and Training	7,850	7,600
Unclassified Professional Services	58,300	58,300
TOTAL CONTRACTUAL SERVICES	<u>\$ 68,525</u>	<u>\$ 70,250</u>
<u>Commodities</u>		
Recreation Supplies	\$ 57,850	\$ 70,450
Special Purpose Clothing	7,500	7,500
Concessions / Supplies Food	50,000	59,444
Supplies for Resale	12,000	12,000
TOTAL COMMODITIES	<u>\$ 127,350</u>	<u>\$ 149,394</u>
<u>Capital Outlay</u>		
Buildings & Improvements - Replacement	\$ 25,000	\$ -
TOTAL- LEISURE SERVICES	<u>\$ 1,292,443</u>	<u>\$ 1,366,025</u>

Parks and Recreation Department
Parks and Facilities Division Budget Summary
Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted*	
	Audited	Unaudited	FY03	FY04
	FY01	FY02		
Personal Services	\$ 826,563	\$ 861,694	\$ 988,812	\$ 1,090,660
Contractual Services	105,423	134,977	107,522	119,022
Commodities	159,258	158,378	194,300	234,050
Capital Outlay	295,473	157,466	41,500	52,000
Debt Service	14,009	14,492	10,870	-
Totals	\$ 1,400,726	\$ 1,327,007	\$ 1,343,004	\$ 1,495,732



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	24	24	24	24

* For Capital Outlay details, see Summary of Capital Outlay by Fund and Department, beginning on page 77.

GENERAL FUND**Expenditures****Parks and Recreation
Parks and Facilities Division****Classification of Expenditures****Amount Appropriated****FY 03****FY 04**Personal ServicesSalaries and Wages

Regular Full Time	\$ 640,904	\$ 672,950
Temporary Full Time Non Student	173,316	232,473
Temporary Part Time Non Student	17,900	18,750
Overtime -Regular	15,000	15,000
Overtime - Temporary	2,000	2,000
Total Salaries and Wages	849,120	941,173
Social Security	64,958	72,000
Retirement Contributions	24,268	26,830
Health Insurance Contributions	46,620	46,620
Group Life Insurance Contributions	3,845	4,038
TOTAL PERSONAL SERVICES	\$ 988,811	\$ 1,090,661

Contractual Services

Vehicles	\$ 3,000	\$ 3,000
Buildings and Grounds	67,722	78,172
Comm Equip	500	500
Heavy Mach / Equip	4,000	4,000
Swimming Pools Construction	19,450	20,500
Conference and Training	2,000	2,000
Heavy Mach / Equip Rental/Leasing	3,050	3,050
Clothing Maintenance	7,800	7,800
TOTAL CONTRACTUAL SERVICES	\$ 107,522	\$ 119,022

Commodities

Janitorial Supplies	\$ 25,000	\$ 28,000
Minor Equipment and Tools	16,250	18,150
Trees	4,000	4,000
Agricultural and Chemical Supplies	45,075	73,475
Fuel	27,500	30,250
Oils / Lubes	1,050	1,050

GENERAL FUND**Expenditures****Parks and Recreation
Parks and Facilities Division (cont'd)**

Classification of Expenditures	Amount Appropriated	
	FY 03	FY 04
<u>Commodities (cont'd)</u>		
Tires	\$ 3,500	\$ 3,500
Vehicle Repair Parts	3,000	3,000
Building / Ground Materials	34,450	38,350
Communication Equip & Parts	2,000	2,000
Heavy Machinery and Equipment	20,000	20,000
Swimming Pool Materials	5,000	4,800
Cemetery Materials	4,000	4,000
Special Purpose Clothing Purchase	2,975	2,975
Trolley Expense	500	500
	<hr/>	<hr/>
TOTAL COMMODITIES	\$ 194,300	\$ 234,050
<u>Capital Outlay</u>		
Heavy Mach. and Equip. - Expansion	\$ 14,000	\$ 10,000
Heavy Mach. and Equip. - Replacement	7,500	14,000
Vehicles - Replacement	20,000	28,000
	<hr/>	<hr/>
TOTAL CAPITAL OUTLAY	\$ 41,500	\$ 52,000
<u>Debt Service</u>		
Principal - Lease Purchase	\$ 10,591	\$ -
Interest - Lease Purchase	279	-
	<hr/>	<hr/>
TOTAL DEBT SERVICE	\$ 10,870	\$ -
	<hr/>	<hr/>
TOTAL PARKS AND FACILITIES	\$ 1,343,003	\$ 1,495,733
	<hr/>	<hr/>
GRAND TOTAL-		
PARKS AND RECREATION	\$ 3,314,893	\$ 3,594,766

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 Regulations.
 - ◆ Assist developers, citizens and other governmental agencies.
 - ◆ Conduct the annual Citizen Survey.
 - ◆ Monitor current case law and update land use ordinances accordingly.
 - ◆ Process annexation requests.
 - ◆ Represent City of Auburn in long-range transportation planning with the Lee-Russell Council of Governments
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Major Accomplishments in FY 02

- ◆ Worked closely with the Office of City Manager to redistrict the City's voting ward boundaries based on the 2002 U.S. Census population counts.
 - ◆ Upgraded the Departmental portion of the City of Auburn web page to include the Zoning Ordinance and Subdivision Regulations.
 - ◆ Completed a comprehensive review of the City of Auburn Subdivision Regulations. Amendments were adopted by the Planning Commission in August 2002.
 - ◆ Continued to maintain and rectify discrepancies in the land use layer of the City's GIS.
 - ◆ Provided extensive documentation and data to KPS, Inc. for use in the Auburn Villages Study and Future Land Use Plan update.
 - ◆ Continued updating of computer hardware and software to accommodate increased requirements for utilizing GIS and presentation programs.
 - ◆ Initiated the Zoning Ordinance Triennial Review with Planning Commission. Conducted work sessions on proposed amendments. Invited Department Heads from Finance, Public Works, Judicial, and Water/Sewer to speak on topics as they relate to the comprehensive plan for the City. Howard Porter also made a presentation on the private developer's perspective of the process.
 - ◆ Developed a Zoning Atlas for use by the public who visit the Development Services Building. Atlas will replace a large paper map. Zoning information will be updated more frequently as reprinting the entire map will not be necessary.
- Benchmarks Achieved in FY02**
- ◆ Distributed Planning Commission and Board of Zoning Adjustment agendas at least six days prior to all regular meetings.
 - ◆ Responded to 90% of all citizen contacts within 24 hours or the next business day.
 - ◆ Updated all current information, including meeting agendas, on the department's portion of the City's web page within 24 hours of their distribution date.
 - ◆ Submitted the departmental budget request and supporting documentation prior to the City Manager's deadlines
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Planning Department
Robert J. Juster, Director

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

FY 03 Goals

1. Complete the Triennial Review of the Zoning Ordinance and coordinate this review with the work on the Comprehensive Plan by September 30, 2003.
2. Working in conjunction with the KPS Group, complete the preparation of the Land Use Plan by September 30, 2003.
3. Submit a report of the annexations for calendar year 2002 to the City Manager by January 30, 2003.
4. Place the City’s Zoning Map on the web page by September 30, 2003.

5. Carry out the Annual Citizens Survey and submit a report on the results to the City Manager by April 30, 2003.
6. Transition a portion of the address/E911 maintenance to the Public Safety Department by December 31, 2002.
7. Initiate work on a management system to implement the Comprehensive Plan by September 30, 2003.
8. Hold an orientation and training program for the members of the Planning Commission and the Board of Adjustment throughout FY 03.
9. Carry out the annual survey of developers as a function of the City’s Development Quality Circle by March 31, 2003.

FY 04 Goals

1. Complete the preparation of a management system for implementing the Land Use Plan by March 31, 2004.
2. In cooperation with the Public Works, Water and Sewer, Public Safety, and Information Technology Departments, prepare and implement an integrated development permitting system by September 30, 2004.
3. Submit a report of annexations for calendar year 2003 to the City Manager by January 30, 2004.
4. Conduct the Annual Citizens Survey and submit a report of the results to the City Manager by April 30, 2004.
5. Conduct the annual survey of developers as a function of the City’s Development Quality Circle by March 31, 2004.
6. Hold an orientation and training program for members of the Planning Commission and the Board of Adjustment throughout FY 04.

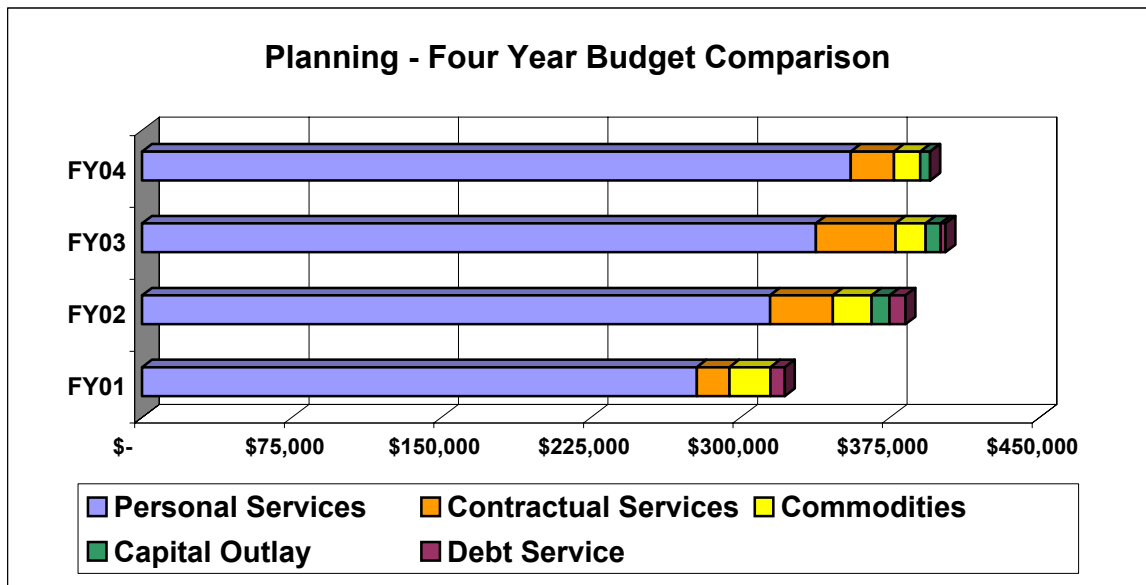
Planning Department

Budget Summary

Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted*	
	Audited	Unaudited	FY03	FY04
	FY01	FY02		
Personal Services	\$ 278,105	\$ 314,851	\$ 337,883	\$ 355,440
Contractual Services	16,394	31,495	39,940	21,652
Commodities	20,515	19,466	15,080	13,090
Capital Outlay	-	9,011	7,500	5,000
Debt Service	7,358	7,971	2,452	-
Totals	\$ 322,372	\$ 382,794	\$ 402,855	\$ 395,182



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	7	7	7	7

* For Capital Outlay details, see Summary of Capital Outlay by Fund and Department, beginning on page 77.

GENERAL FUND

Expenditures

Planning**Classification of Expenditures****Amount Appropriated****FY 03****FY 04**Personal Services

Regular Full Time	\$ 284,679	\$ 298,814
Social Security	21,778	22,859
Retirement Contributions	10,533	11,654
Health Insurance Contributions	13,320	13,320
Group Life Insurance Contributions	1,708	1,793
Tuition Reimbursement	5,865	7,000
TOTAL PERSONAL SERVICES	\$ 337,883	\$ 355,440

Contractual Services

Vehicles Contractual Svs	\$ 150	\$ 150
Office Equip/Mach	430	430
Cellular Phone	1,220	1,220
Telephone	500	500
Conference and Training	9,000	6,712
Unclassified Professional Services	840	840
Office Equip / Copier Rental/Leasing	6,800	6,800
Memberships and Subscriptions	2,000	2,000
Advertising	19,000	3,000
TOTAL CONTRACTUAL SERVICES	\$ 39,940	\$ 21,652

Commodities

Office Supplies	\$ 8,000	\$ 7,200
Postage	3,490	3,490
Computer Supplies	600	600
Fuel	840	700
Tires	200	200
Batteries and Accessories	50	50
Vehicle Repair Parts	350	350
Communications Equipment & Parts	1,550	500
TOTAL COMMODITIES	\$ 15,080	\$ 13,090

GENERAL FUND

Expenditures

Planning (cont'd)

Classification of Expenditures

Amount Appropriated

FY 03

FY 04

Capital Outlay

Computer Equipment Expansion
Computer Equipment Replacement

\$ 2,500
5,000

\$ -
5,000

TOTAL CAPITAL OUTLAY

\$ 7,500

\$ 5,000

Debt Service

Principal - Lease Purchase
Interest - Lease Purchase

\$ 2,423
29

\$ -
-

TOTAL DEBT SERVICE

\$ 2,452

\$ -

GRAND TOTAL- PLANNING

\$ 402,855

\$ 395,182

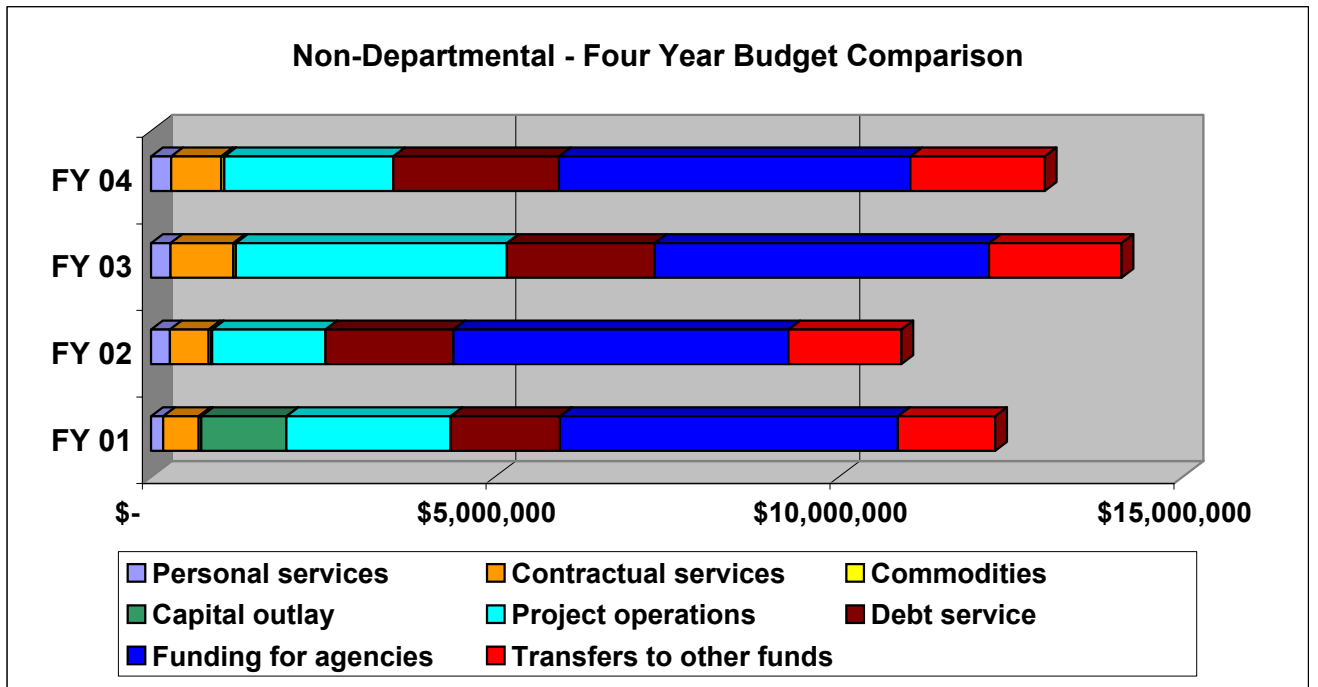
Non-Departmental

Budget Summary

Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted*	
	Audited	Unaudited		
	FY01	FY02	FY03	FY04
Personal Services	\$ 176,830	\$ 272,024	\$ 282,777	\$ 293,744
Contractual Services	514,594	563,478	909,523	723,649
Commodities	36,874	36,031	38,100	42,100
Capital Outlay	1,236,784	15,127	3,000	3,000
Total General Operations	1,965,082	886,660	1,233,400	1,062,493
Project Operations	2,386,586	1,648,606	3,936,000	2,458,500
Debt Service	1,592,224	1,860,574	2,152,039	2,409,706
Funding for Agencies	4,914,630	4,867,674	4,861,312	5,108,542
Transfers to Other City Funds	1,414,512	1,646,272	1,927,985	1,954,682
Totals	\$ 12,273,034	\$ 10,909,786	\$ 14,110,736	\$ 12,993,923



* For Capital Outlay details, see Summary of Capital Outlay by Fund and Department, beginning on page 77.

GENERAL FUND

Expenditures

**Non Departmental
General Operations****Classification of Expenditures****Amount Appropriated****FY 03****FY 04**Personal Services

Cost of Living Increase for Retirees	\$ 158,625	\$ 163,384
Other Pay	124,152	130,360
TOTAL PERSONAL SERVICES	\$ 282,777	\$ 293,744

Contractual Services

Bank Fees -Admin	\$ 2,800	\$ 2,800
Buildings and Grounds	69,864	69,864
Electricity - Traffic Signals (Seven Cent Gas Tax)	22,000	22,000
Electricity - Street Lights (Seven Cent Gas Tax)	200,000	200,000
Electricity	78,000	81,900
Natural Gas	1,500	1,500
Telephone	130,000	130,000
Water	2,500	2,500
Miscellaneous Utilities	1,000	1,000
Fiscal Professional Services	80,000	88,000
Legal Professional Services	35,000	35,000
Administrative Costs/Fees	500	500
Unclassified Professional Services	6,000	6,000
Memberships and Subscriptions	5,000	5,000
Tax Collection Fee	41,200	42,436
Property Reappraisal Fee	32,960	33,949
Contingency	200,000	-
Wright Street Parking Lot	1,200	1,200
TOTAL CONTRACTUAL SERVICES	\$ 909,524	\$ 723,649

Commodities

General Office Supplies	\$ 1,000	\$ 1,000
Janitorial Supplies	15,000	18,000
Miscellaneous Commodities	5,000	5,000
Inventory Expense	17,000	18,000
Cash Shortage	100	100
TOTAL COMMODITIES	\$ 38,100	\$ 42,100

GENERAL FUND

Expenditures

**Non Departmental
General Operations (cont'd)**

Classification of Expenditures

Amount Appropriated

FY 03

FY 04

Capital Outlay

Office Furniture / Machines - Expansion	\$ 1,000	\$ 1,000
Office Furniture / Machines - Replacement	1,000	1,000
Property Acquisition	<u>1,000</u>	<u>1,000</u>
TOTAL CAPITAL OUTLAY	<u>\$ 3,000</u>	<u>\$ 3,000</u>
TOTAL- GENERAL OPERATIONS	<u>\$ 1,233,401</u>	<u>\$ 1,062,493</u>

GENERAL FUND

Expenditures

Project Operations**Classification of Expenditures****Amount Appropriated****FY 03****FY 04****Capital Outlay****PUBLIC WORKS**

Engineering Prof Svs	\$ -	\$ 25,000
Special Projects	-	50,000
Intersection Improvments	-	100,000
Street/Roadway Replacement	510,000	380,000
Street Resurfacing/Strip	1,000,000	1,000,000
Drainage Projects	44,000	-
Street Lights	30,000	-
ISTEA Bikeways	-	189,000
ISTEA Sidewalks	352,000	364,500
	<u> </u>	<u> </u>
TOTAL PUBLIC WORKS CAPITAL OUTLAY	<u>\$ 1,936,000</u>	<u>\$ 2,108,500</u>

PARKS & RECREATION

Stadium Improvments	\$ 1,000,000	\$ -
Teen Center	-	200,000
Lake Wilmore Park & Greenway	-	150,000
Tennis Complex	1,000,000	-
	<u> </u>	<u> </u>
TOTAL PARKS & RECREATION CAPITAL OUTLAY	<u>\$ 2,000,000</u>	<u>\$ 350,000</u>
	<u> </u>	<u> </u>
TOTAL PROJECT OPERATIONS	<u><u>\$ 3,936,000</u></u>	<u><u>\$ 2,458,500</u></u>

GENERAL FUND**Expenditures****Non Departmental
Debt Service****Classification of Expenditures****Amount Appropriated****FY 03****FY 04**

Bond/Warrant Issue Expense	\$	70,000	\$	3,600
Principal - Telephone System- Capital Lease		73,073		70,257
Principal - Combined PW/SW Facilities		56,238		-
Principal - Capital Lease - New City Hall Furniture		86,252		90,530
Principal - EAMC		49,160		50,368
Principal - G.O. Bonds '98		370,000		390,000
Principal - G.O. Warrants Series '98		115,347		121,817
Principal - G.O. Warrant - Wright Street		125,875		146,035
Principal - Salmon Property - G.O. Warrant		124,980		133,921
Principal - G.O. Warrant (City Hall Project)		140,000		150,000
Principal - G.O. Warrant (Park Property)		33,130		35,709
Principal - Drainage Improvments		126,472		134,272
Principal - Tennis Complex		133,225		133,225
Principal - G.O. Warrant (Capital Outlay- Long Term)		-		106,678
Principal - G.O. Warrant (Capital Outlay- Short Term)		-		81,597
Interest - Telephone System - Capital Lease		5,496		1,765
Interest - Combined PW/SW Facilities		595		-
Interest - Capital Lease - New City Hall Furniture		44,676		40,398
Interest - EAMC		8,217		7,009
Interest - G.O. Bonds '98		76,358		61,060
Interest - Dean Road Assessment G.O. Warrants		-		-
Interest - G.O. Warrants Series '98		40,717		34,246
Interest - G.O. Warrant - Wright Street		13,320		5,815
Interest - Salmon Property - G.O. Warrant		84,213		75,273
Interest - G.O. Warrant (City Hall Project)		197,265		190,265
Interest - G.O. Warrant (Park Property)		27,774		25,195
Interest - Drainage Improvments		92,949		85,149
Interest - Tennis Complex		53,707		48,803
Interest - G.O. Warrant (Capital Outlay- Long Term)		-		168,592
Interest - G.O. Warrant (Capital Outlay- Short Term)		-		15,125
Bond Trustee Fees		3,000		3,000
TOTAL DEBT SERVICE	\$	2,152,039	\$	2,409,704

GENERAL FUND**Expenditures****Non Departmental
Funding for Agencies**

Classification of Expenditures	Amount Appropriated	
	FY 03	FY 04
Tree Commission	\$ 2,500	\$ 2,500
Lee County Council of Governments	73,543	73,543
Auburn University Airport	21,043	21,647
Alabama Cooperative Extension Service	10,000	10,000
Lee County Emergency Management Agency	20,000	20,000
Ambulance Service (EAMC)*	300,000	300,000
General Health	47,904	47,904
Mental Health	42,000	42,000
Board of Education	4,110,444	4,357,070
East Alabama Services for Elderly	12,500	12,500
Juvenile Court	18,612	18,612
Lee County Youth Development Center	45,200	45,200
Auburn Day Care	50,000	50,000
Boys & Girls Club of Lee County	18,123	18,123
Junior Service League of Lee County	3,040	3,040
E. Alabama Task Force for Battered Women	15,000	15,000
Lee County AIDS Outreach	3,500	3,500
AU Airport Runway Extension	30,000	30,000
Lee County EMA - Warning Sirens	11,903	11,903
Auburn Historic Preservation Commission	1,000	1,000
Community Market of Lee County	25,000	25,000
TOTAL- SUPPORT SERVICES	<u>\$ 4,861,312</u>	<u>\$ 5,108,542</u>

GENERAL FUND

Expenditures

**Non Departmental
Transfers to Other Funds**

Classification of Expenditures	Amount Appropriated	
	FY 03	FY 04
Liability / Workers Comp. Fund	\$ 377,100	\$ 390,600
Industrial Development Board Fund	302,221	302,221
Industrial Park Fund	1,000	1,000
IDB / Debt Service	<u>1,247,664</u>	<u>1,260,861</u>
TOTAL- TRANSFERS TO OTHER FUNDS	<u>\$ 1,927,985</u>	<u>\$ 1,954,682</u>
 GRAND TOTAL - NON DEPARTMENTAL	 <u>\$ 14,110,737</u>	 <u>\$ 12,993,921</u>

Major Functions of the Water and Sewer Department

- ◆ Maintain approximately 180 miles of sewer lines, 4000 manholes, 11,000 service lines, five pumping stations, and 80 miles of easements
- ◆ Respond to approximately 400 service calls each year, inspect all grease traps twice each year, dig and repair approximately 50 line segments each year
- ◆ Work with new developments on the review and approval of water, sewer, and fire protection systems
- ◆ Work with the private contractor on wastewater treatment for the City of Auburn
- ◆ Operate and maintain the water treatment plant to produce adequate quantities of high quality water for the citizens of Auburn
- ◆ Maintain good customer relations with approximately 14,000 accounts
- ◆ Operate and maintain a water distribution system consisting of approximately 200 miles of water lines, 2000 fire hydrants, 6 elevated tanks and over 14,000 meters
- ◆ Manage a 32 square mile watershed and a 260 acre water supply reservoir
- ◆ Maintain the water system to support a class 2 fire insurance rating
- ◆ Provide customers with written summary each year of the test results, health effects, and other information about the water system
- ◆ Maintain a master plan for both water and sewer improvements and financing to insure adequate capacity for the future

Major Accomplishments in FY 02

- ◆ Completed the installation of an altitude control valve on the Shug Jordan water tank to improve water pressure in higher elevation locations.
- ◆ Completed improvements to the water treatment plant to increase capacity to 12 million gallons per day.
- ◆ Completed and mailed the "consumer confidence report" required by the federal Environmental Protection Agency.
- ◆ Completed the installation of a two million gallon per day metering point near the intersection of US Highway 280 and Farmville Road.
- ◆ Completed the Willow Creek Phase II sewer line. Project is under construction.

Benchmarks Achieved in FY 02

- ◆ Percentage of Biological Oxygen Demand removed from wastewater treatment plant effluent: Northside plant-98%, Southside plant-96%
- ◆ Percentage of Total Suspended Solids removed from wastewater treatment plants' effluent: 97%
- ◆ One main sewer line blockage per 5.71 miles
- ◆ One sewer service blockage per 30.46 customers
- ◆ Average production of water treatment plant and purchase of finished water: 5.3 million gallons per day
- ◆ Average Threshold Odor Number in finished water: 0
- ◆ Average operating level of chloride in finished water: 2.09 parts per million

Water and Sewer Department Rex Griffin, Director

The mission of the City's Water and Sewer Department is to provide excellent water and sewer 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 and sewer 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 and sewer needs of the city based on new developments, annexations, and industrial growth
- Encouraging environmental awareness and education as they relate to clean water issues
- Pursuing knowledge of the best available technology and procedures relating to the field of water and sewer

FY 03 Goals

1. Begin \$15 million worth of improvements to the sewerage treatment and collection system to provide adequate treatment capacity for the next twenty years by October 31, 2002.
2. In conjunction with the Alabama Department of Conservation and Martin Marietta, complete the pumping and monitoring system to improve the base flow to Chewacla Creek from Lake Ogletree to Sandhill Road by July 31, 2003.
3. Complete the testing and have at least one of the raw water wells in operation at Lake Ogletree by April 30, 2003.
4. In conjunction with the Public Works Department, complete a Design Manual to

aid developers and consultants with utility issues for new projects by June 30, 2003.

5. In conjunction with the Information Technology Department, complete 50% of the water and sewer base maps by September 30, 2003.

FY 04 Goals

1. Complete the new Water and Sewer office and warehouse complex off Shug Jordan Parkway by April 30, 2004.
2. Complete several water line replacement and extension projects such as Dogwood Street, Byrd Street, Cox Road, and Highway 14 west by October 31, 2004.
3. Drain, clean, and inspect the water tanks on Shug Jordan Pkwy and Summerhill Road by September 30, 2004.
4. In conjunction with the Information Technology Department, complete 75% of the water and sewer base maps by September 30, 2004.
5. Complete the installation of two new 1MG elevated water storage tanks and a booster pumping station to improve water pressure and fire protection to west and northwest Auburn by April 30, 2004.
6. In conjunction with ALDOT plan the utility relocations and system reinforcement needed for the US 29 widening, exit 51 bridge, and Beehive interchange projects by June 30, 2004.
7. Complete the \$15 million worth of improvements to the sewerage treatment and collection system to provide adequate treatment capacity for the next twenty years by August 31, 2004.
8. Have plans completed to implement the Control Management and Operations Maintenance (CMOM) program of EPA by September 30, 2004.

City of Auburn *Water and Sewer Department Financing Structure*

The operations of the City of Auburn's Water and Sewer Department are not financed by the General Fund, as are the other City departments' activities. The Sewer Maintenance Division and Sewer General Operations are budgeted within a separate City Sewer Fund. 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 budget begins on the next page of this document.

The Water Divisions' operations are financed by the City of Auburn Water Works Board, a legal entity separate from the City. The City Council appoints the members of the Water Works Board. The City has a contract with the Water Board to provide management services to the Board. The head of the City's Water and Sewer Department supervises the operation of the water treatment plant and distribution system as well as the meter reading team and water source planning efforts. The City's Finance Director is responsible for the Water Revenue Office, which includes the customer service representatives, billing and collection, accounting and financial reporting functions. The City's Human Resources department provides employee and risk management services to the Water Board. The city's Information Technology Department provides computer hardware and software support services and GIS services to the Water Board.

The Water Works Board sets the water rates and deposit amounts to be charged to its customers, establishes policies for its operations and approves a separate budget. The budget approved by the Water Board for fiscal years 2003 and 2004, which includes a 5% rate increase in FY 04, is summarized below:

City of Auburn Water Works Board

Biennial Budget - FY 03 & FY 04

	Actual		Budget	
	Audited	Unaudited		
	FY 01	FY 02	FY 03	FY 04
Revenues				
Water sales to customers	\$ 4,072,367	\$ 4,514,796	\$ 4,276,000	\$ 4,404,000
Impact fees	305,500	515,000	220,000	220,000
Fire protection fees	102,303	107,240	100,000	110,000
Consumer penalties & collection fees	71,558	105,107	59,000	62,000
Tapping fees	66,835	126,865	50,000	50,000
Service initiation fees	58,940	67,483	35,000	40,000
Sale of electricity	31,641	31,641	32,000	33,000
Investment income	426,693	279,725	525,000	540,000
Other revenues	15,674	71,584	30,000	30,000
Total revenues	5,151,511	5,819,441	5,327,000	5,489,000
Expenses				
Water treatment and distribution	1,213,675	1,133,164	1,212,752	1,244,482
Water system maintenance	494,298	510,692	659,825	701,934
Meter reading	148,428	168,229	189,057	209,783
Operations administration	220,542	234,743	314,679	323,786
Customer service, billings & collections	310,644	343,736	353,198	364,090
Revenue office administration	99,968	93,545	143,943	150,269
Depreciation and amortization*	934,827	1,011,276	1,123,456	1,123,456
Interest and fiscal charges	432,993	1,062,039	939,968	923,084
Other general operations	441,283	359,088	470,104	473,983
Total expenses	4,296,658	4,916,512	5,406,982	5,514,867
Net income	\$ 854,853	\$ 902,929	\$ (79,982)	\$ (25,867)

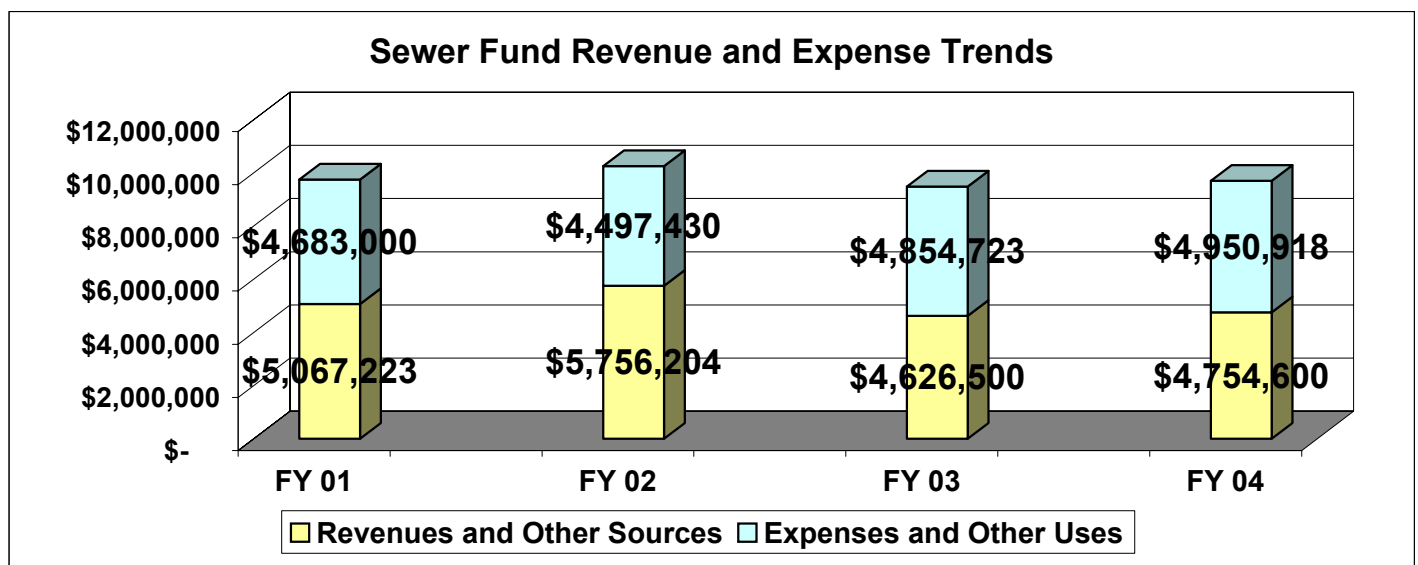
* Depreciation and amortization are non-cash expenses.

City of Auburn

Overview of Sewer Fund Operations

Biennial Budget - FY 03 & FY 04

	Audited Actual FY 01	Unaudited Actual FY 02	Approved Budget FY 03	Approved Budget FY 04
Revenues	\$ 4,562,913	\$ 4,943,156	\$ 4,526,500	\$ 4,754,600
Other financing sources	-	24,773	100,000	-
Capital contributions**	504,310	788,275	-	-
Total revenues and other sources	5,067,223	5,756,204	4,626,500	4,754,600
Expenses*	4,611,750	4,426,180	4,742,813	4,837,736
Other financing uses	71,250	71,250	111,910	113,182
Total expenses and other uses	4,683,000	4,497,430	4,854,723	4,950,918
Excess (deficit) of revenues and other sources over expenses and transfers	384,223	1,258,774	(228,223)	(196,318)
Beginning fund equity	447,746	867,172	2,125,946	1,897,723
Prior period adjustments	27,494			
Residual equity transfer in	7,709			
Ending fund equity^	\$ 867,172	\$ 2,125,946	\$ 1,897,723	\$ 1,701,405
Depreciation expense (non-cash)	\$ 328,949	\$ 692,000	\$ 692,000	\$ 692,000



* Expenses include depreciation, which is a non-cash expense.

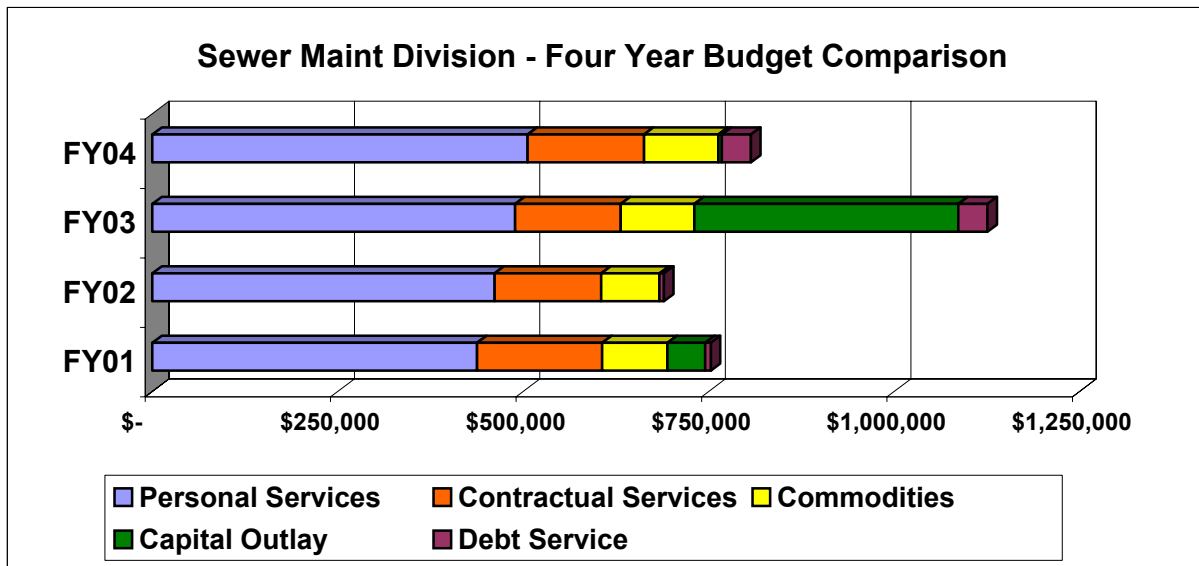
** Capital contributions by developers are not budgeted since they are a non-cash item.

^ Ending fund equity amounts for FY 02, FY 03 and FY 04 are projected amounts.

Sewer Fund
Sewer Maintenance Division Budget
Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual [^]		Budgeted*	
	Audited	Unaudited		
	FY01	FY02	FY03	FY04
Personal Services	\$ 437,792	\$ 461,395	\$ 489,232	\$ 506,111
Contractual Services	168,692	143,885	142,200	156,700
Commodities	88,033	78,511	99,100	100,000
Capital Outlay	50,914	-	356,000	5,000
Debt Service	7,387	5,870	39,066	39,065
Totals	\$ 752,818	\$ 689,661	\$ 1,125,598	\$ 806,876



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	12	11	11	11

* For Capital Outlay details, see Summary of Capital Outlay by Fund and Department, beginning on page 77.

[^] Actual amounts reflect an accounting method in which most capital outlays are not expensed; but depreciation expense is recorded instead. Budgeted amounts exclude depreciation, but include capital outlays.

SEWER FUND

Expenditures

Sewer Maintenance

Classification of Expenditures	Amount Appropriated	
	FY 03	FY 04
<u>Personal Services</u>		
Regular Full Time	\$ 399,197	\$ 413,006
Overtime	16,000	16,500
Total Salaries and Wages	\$ 415,197	\$ 429,506
Social Security	31,763	32,857
Retirement Contributions	15,362	16,751
Health Insurance Contributions	24,420	24,420
Life Insurance Contributions	2,491	2,577
TOTAL PERSONAL SERVICES	\$ 489,233	\$ 506,111
<u>Contractual Services</u>		
Software	\$ 1,500	\$ 1,500
Vehicles Contractual Services	3,000	3,200
Buildings and Grounds	1,500	1,500
Communications Equipment	1,800	1,800
Office Equipment and Machinery	750	750
Heavy Machinery and Equipment	10,000	10,000
Cellular Phone	7,200	7,200
Electricity	13,000	25,000
Telephone	-	2,000
Water	750	750
Conference and Training	7,500	7,500
Fiscal Professional Services	12,000	12,000
Unclassified Professional Services	75,000	75,000
Heavy Machinery/Equipment Rental/Leasing	500	500
Special Purpose Clothing Maintenance	7,700	8,000
Memberships and Subscriptions	2,000	2,000
TOTAL CONTRACTUAL SERVICES	\$ 144,200	\$ 158,700
<u>Commodities</u>		
Office Supplies	\$ 5,000	\$ 5,000
Postage	350	350
Janitorial Supplies	1,500	1,500

SEWER FUND

Expenditures

Sewer Maintenance (cont'd)

Classification of Expenditures	Amount Appropriated	
	FY 03	FY 04
<u>Commodities (cont'd)</u>		
Minor Tools/Equipment	\$ 2,000	\$ 2,000
Computer Supplies	1,000	1,000
Computer Software	2,500	2,000
Agricultural and Chemical Supplies	17,500	17,500
Fuel	8,600	9,500
Oils / Lubes	750	750
Tires	2,000	2,000
Batteries and Accessories	1,000	1,000
Vehicle Parts	10,000	10,000
Buildings and Grounds Materials	500	1,000
Communication Equip / Parts	1,000	1,000
Heavy Machinery and Equipment Parts	15,000	15,000
Transmission Line Materials	20,000	20,000
Special Purpose Clothing	1,200	1,200
City Employee Food	200	200
Minor Tools and Equipment - Expansion	5,000	5,000
Minor Tools and Equipment - Replacement	2,000	2,000
TOTAL COMMODITIES	<u>\$ 97,100</u>	<u>\$ 98,000</u>
<u>Capital Outlay</u>		
Office Furniture and Machines - Expansion	\$ 6,000	\$ 5,000
Buildings and Improvements - Replacment	250,000	-
Transmission Line/Equipment - Expansion	100,000	-
TOTAL CAPITAL OUTLAY	<u>\$ 356,000</u>	<u>\$ 5,000</u>
<u>Debt Service</u>		
Principal - Capital Lease - Jet Rodder	\$ 35,564	\$ 37,683
Interest - Capital Lease - Jet Rodder	3,501	1,382
TOTAL DEBT SERVICE	<u>\$ 39,065</u>	<u>\$ 39,065</u>
TOTAL- SEWER MAINTENANCE	<u>\$ 1,125,598</u>	<u>\$ 806,876</u>

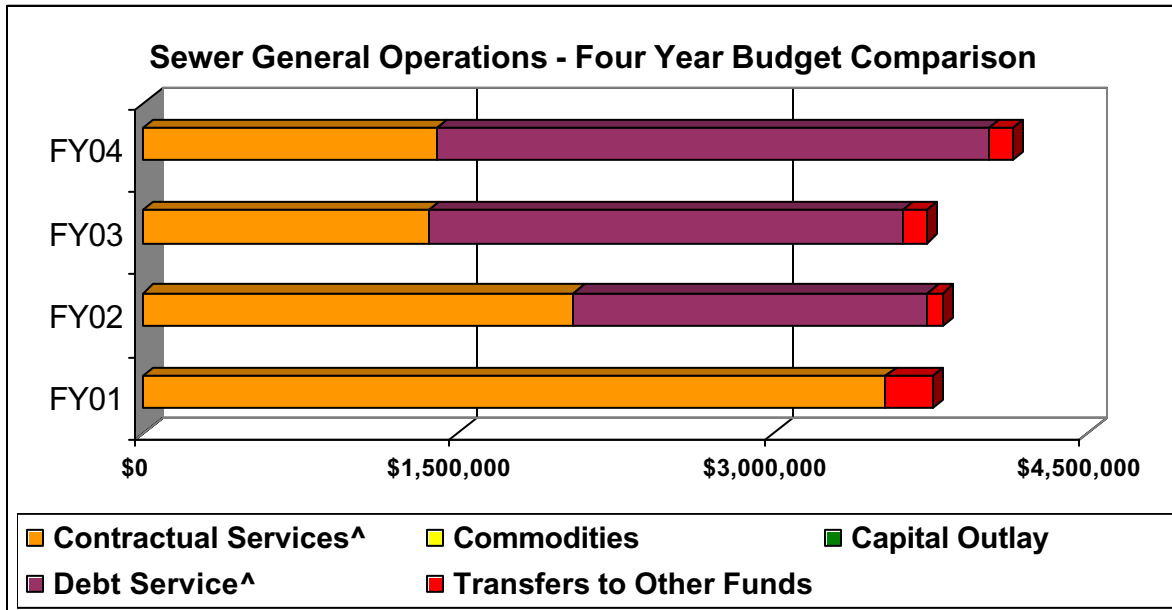
Sewer Fund

Sewer General Operations Budget

Biennial Budget - FY 03 & FY 04

Comparative Budget Summary by Category

	Actual		Budgeted	
	Audited	Unaudited		
	FY01	FY02	FY03	FY04
Personal Services	\$ -	\$ -	\$ -	\$ 5,844
Contractual Services^	3,536,420	2,052,718	1,360,042	1,396,690
Commodities	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service^	-	1,683,801	2,257,173	2,628,326
Transfers to Other Funds	222,517	71,250	111,910	113,182
Totals	\$ 3,758,937	\$ 3,807,769	\$ 3,729,125	\$ 4,144,042



Comparative Summary of Authorized Personnel

	FY01	FY02	FY03	FY04
Full-time employees	0	0	0	0

^ As a result of the City's de-privatization of the wastewater treatment plants in August 2001, amounts paid to US Filter for debt service that were classified as *contractual services* in FY 01, are classified as *debt service* in FY 02, FY 03 and FY 04.

SEWER FUND

Expenditures

**Sewer
General Operations****Classification of Expenditures****Amount Appropriated****FY 03****FY 04**Contractual Services

Payroll Contingency	\$ -	\$ 5,844
Administrative Costs and Fees	126,000	126,000
Unclassified Professional Services	1,500	1,500
Management Professional Services	1,221,542	1,258,190
Automobile Liability and Collision Insurance	9,000	9,000
Property Insurance	2,000	2,000
TOTAL CONTRACTUAL SERVICES	\$ 1,360,042	\$ 1,402,534

Capital Outlay

Depreciation Expense	\$ 692,000	\$ 692,000
----------------------	------------	------------

Transfers to Other Funds

To General Fund	\$ 111,910	\$ 113,182
Sinking Fund	672,518	672,518
TOTAL TRANSFERS TO OTHER FUNDS	\$ 784,428	\$ 785,700

Debt Service

Principal - G.O. Sewer Warrants 01	\$ 400,000	\$ 415,000
Principal - State Revolving Fund 03	-	248,990
Principal - G.O. Sewer Warrants 03	-	6,085
Interest - G.O. Sewer Warrants 01	1,169,655	1,157,255
Interest - State Revolving Fund 03	-	108,208
Interest - G.O. Sewer Warrants 03	-	5,270
Bond Trustee Fees	15,000	15,000
TOTAL DEBT SERVICE	\$ 1,584,655	\$ 1,955,808
TOTAL GENERAL OPERATIONS	\$ 4,421,125	\$ 4,836,042
GRAND TOTAL - SEWER FUND	\$ 5,546,723	\$ 5,642,918

SEWER CAPITAL PROJECTS FUND

Expenditures

Sewer Capital Projects*

Classification of Expenditures	Amount Appropriated	
	FY 03	FY 04
Southside WWTP Expansion	\$ 4,500,000	\$ 1,405,683
Northside Pump Station	372,785	-
Northside WWTP Force Main	406,421	-
S-5 Pump Station	745,570	-
S-5 Force Main	1,200,000	226,132
Dogwood Outfall	318,545	-
West Stage Road Outfall	22,420	-
North Cary/Sanders Street Outfall	259,915	-
North Ross Outfall	127,855	-
Opelika Road Outfall	114,010	-
Bent Creek Road Outfall	34,730	-
Woodfield Outfall	63,070	-
S-5 Gravity Main	1,800,000	624,980
N-5 Pump Station & Force Main	676,495	-
GRANT TOTAL - SEWER		
CAPITAL PROJECTS	\$ 10,641,816	\$2,256,795

* These expenditures are funded from bond proceeds, so are budgeted in a separate fund.

City of Auburn
FY 03 & FY 04
Biennial Budget
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Section 5

Special Revenue Funds

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City of Auburn

Description of and Trends in Special Revenue Funds

Description of 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:

City Gasoline Tax Fund accounts for one-half of the revenues received from the City's two-cent gasoline tax and disbursements related to the construction of and improvements to streets.

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

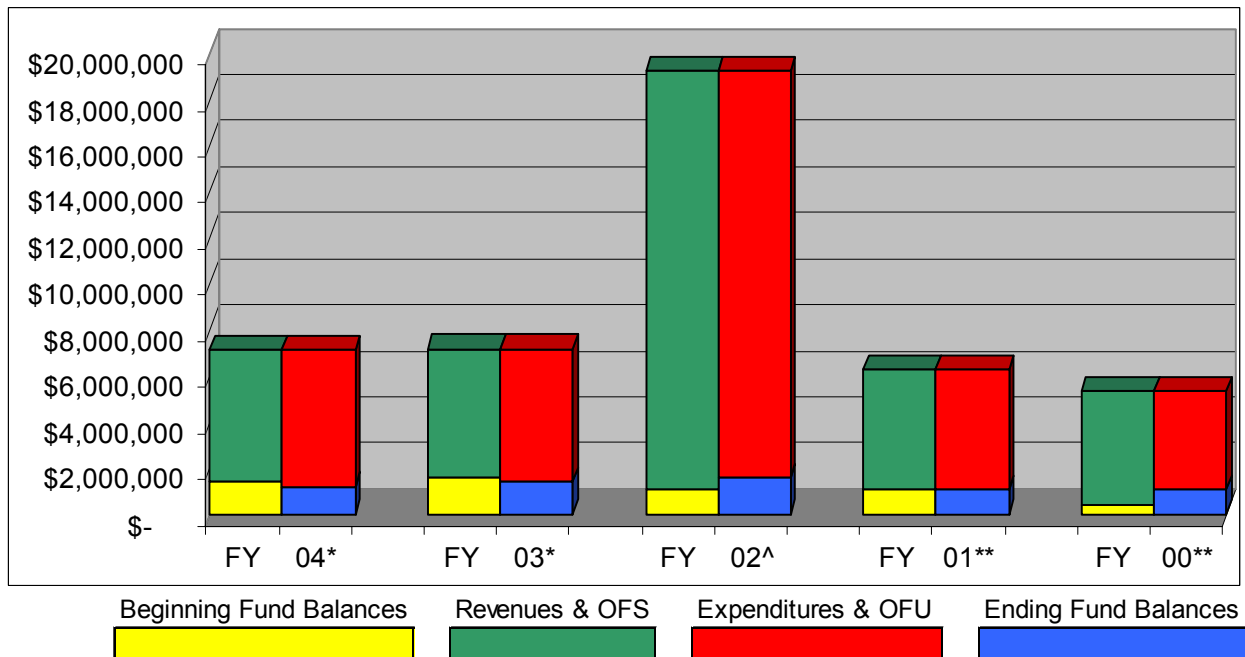
Nine Cent Gas Tax Fund accounts for Auburn's share of the State of Alabama four cent and five cent gas tax revenues which is disbursed for the resurfacing, restoration of roads, bridges and streets.

Special School Tax Fund accounts for eleven mill ad valorem tax revenues used to pay principal and interest on bonds issued for school purposes.

Special Additional School Tax Fund accounts for five mill ad valorem tax revenues used for the furtherance of education.

Public Safety Substance Abuse Prevention Fund accounts for funds received from the U.S. Marshal used for enforcement of laws against drug trafficking.

CDBG Grant Fund accounts for grants from the Dept. of Housing and Urban Development to be used for Community Development Block Program projects.



* Budgeted amounts

^ Actual amounts, unaudited

**Actual amounts, audited

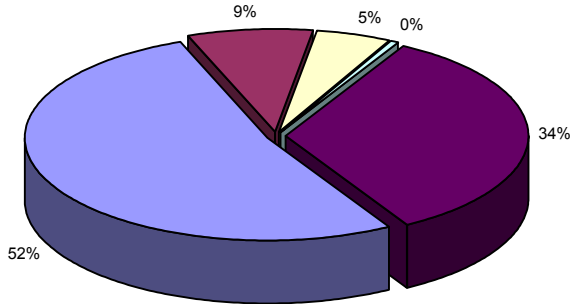
Note: Fiscal Year 2002 revenue and other financing sources include proceeds of a refunding debt issuance and the FY02 expenditure and other financing uses include payments to refund long-term debt.

City of Auburn

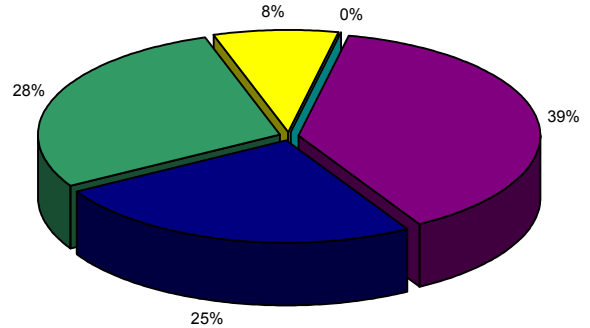
Overview of Total Special Revenue Funds ~ Revenues and Expenditures

FY 03

Revenues

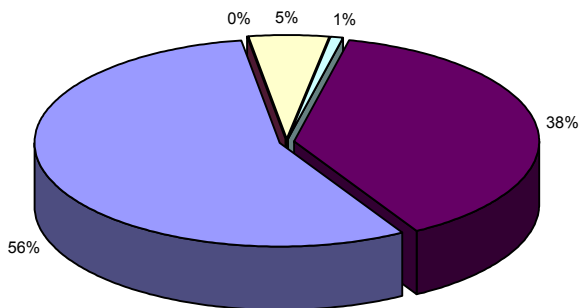


Expenditures

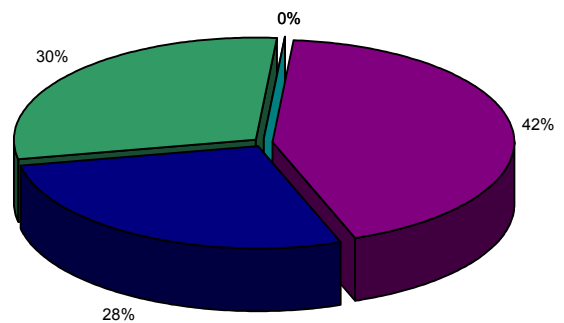


FY 04

Revenues



Expenditures



Fiscal Year 2003

Revenues

Expenditures

Revenues

Property taxes	\$ 5,050,000
Federal grants	820,220
Gasoline taxes	484,500
Interest income	37,500
Other Financing Sources	3,250,000

Expenditures

Debt service and admin fees	\$ 2,454,104
Education	2,800,000
Community development	820,220
Law enforcement	4,000
Other Financing Uses	3,770,000

Totals

\$ 9,642,220

\$ 9,848,324

Fiscal Year 2004

Revenues

Expenditures

\$ 5,200,000
-
493,500
55,000
3,550,000

\$ 2,612,665
2,800,000
-
4,000
4,074,000

\$ 9,298,500

\$ 9,490,665

City of Auburn

Total Special Revenue Funds

Comparative Revenues, Expenditures and Changes in Fund Balances

	Budgeted [^]		Actual (Unaudited)	Actual (Audited)		Five Year Percent Change
	FY04	FY03	FY02	FY01	FY00	
Revenues:						
Locally levied taxes						
Property taxes for schools	\$5,200,000	\$5,050,000	\$5,005,804	\$4,602,887	\$4,375,724	18.84%
Gasoline taxes	267,500	265,000	262,704	244,387	238,487	12.17%
State shared taxes						
Gasoline taxes	226,000	219,500	247,422	208,478	224,045	0.87%
Intergovernmental						
Federal grants	-	820,220	834,000	853,000	819,000	-100.00%
Other revenues						
Confiscation revenues	-	-	1,085	17,841	3,803	-100.00%
Interest income	55,000	37,500	61,969	98,191	76,175	-27.80%
Total revenues	5,748,500	6,392,220	6,412,984	6,024,784	5,737,234	0.20%
Other financing sources (OFS):						
Proceeds of debt ^{^^}	-	-	26,877,867	-	-	n/a
Transfers in from other funds	3,550,000	3,250,000	-	-	-	n/a
Total revenues and OFS	9,298,500	9,642,220	33,290,851	6,024,784	5,737,234	62.07%
Expenditures:						
Public safety						
Current operations	4,000	4,000	2,266	2,831	4,369	-8.45%
Capital outlay	-	-	-	32,765	62,300	-100.00%
Economic Development						
Current operations	-	307,500	256,445	274,091	252,368	-100.00%
Capital outlay	-	512,720	577,555	578,909	566,632	-100.00%
General operations						
School tax administration fees	237,436	229,200	223,818	211,631	175,602	35.21%
Intergovernmental						
Appropriations to School Board	2,800,000	2,800,000	14,580,431	1,900,000	1,222,425	129.05%
Debt service on behalf of School Bd.	2,375,229	2,224,904	2,403,569	2,489,635	2,387,438	-0.51%
Total expenditures	5,416,665	6,078,324	18,044,084	5,489,862	4,671,134	15.96%
Other financing uses (OFU):						
Debt refunding	-	-	14,297,436	-	-	n/a
Operating transfers to other funds						
To General Fund for street maint.	524,000	520,000	436,950	535,580	414,380	26.45%
To Debt Service Fund on behalf of School Board	3,550,000	3,250,000	-	-	-	n/a
Total other financing uses*	4,074,000	3,770,000	14,734,386	535,580	414,380	883.16%
Total expenditures and OFU	9,490,665	9,848,324	32,778,470	6,025,442	5,085,514	86.62%
Excess of revenues and other sources over expenditures and other uses	(192,165)	(206,104)	512,381	(658)	651,720	-129.49%
Fund balances, beginning of year	1,410,655	1,616,759	1,104,379	1,105,037	453,317	211.19%
Fund balances, end of year	\$1,218,490	\$1,410,655	\$1,616,760	\$1,104,379	\$1,105,037	10.27%

[^] Beginning and ending fund balances for budgeted years have been updated from budget ordinance amounts to reflect unaudited ending fund balances at September 30, 2002.

^{^^} Includes refunding debt proceeds

City of Auburn
Detail of Special Revenue Funds

	City Gas Tax Fund	State 7 Cent Gas Tax Fund	State 9 Cent Gas Tax Fund	Special School Tax Fund	Special Additional School Tax Fund	Public Safety Drug Seizure Fund	Community Dev. Block Grant Fund*	Total-All Budgeted Special Rev. Funds
FY 03 Budget								
Revenues								
Locally levied taxes								
Property taxes for schools	-	-	-	\$ 1,650,000	\$ 3,400,000	-	-	\$ 5,050,000
Gasoline taxes	\$ 265,000	-	-	-	-	-	-	265,000
State shared taxes								
Gasoline taxes	-	\$ 129,500	\$ 90,000	-	-	-	-	219,500
Other revenues								
Federal grants	-	-	-	-	-	-	\$ 820,220	820,220
Confiscation revenue	-	-	-	-	-	-	-	-
Interest	-	1,000	1,000	-	35,000	\$ 500	-	37,500
Total revenues	265,000	130,500	91,000	1,650,000	3,435,000	500	820,220	6,392,220
Other financing sources (OFS)								
Transfers in from other funds	-	-	-	3,250,000	-	-	-	3,250,000
Total revenues and OFS	265,000	130,500	91,000	4,900,000	3,435,000	500	820,220	9,642,220
Expenditures								
Public safety								
Current operations	-	-	-	-	-	4,000	-	4,000
General operations								
Tax administration fees	-	-	-	74,200	155,000	-	-	229,200
Grant program administration	-	-	-	-	-	-	120,000	120,000
Grant program current operations	-	-	-	-	-	-	187,500	187,500
Grant programs capital outlay	-	-	-	-	-	-	512,720	512,720
Appropriations to Bd. of Education	-	-	-	2,800,000	-	-	-	2,800,000
Debt service	-	-	-	2,224,904	-	-	-	2,224,904
Total expenditures	-	-	-	5,099,104	155,000	4,000	820,220	6,078,324
Other financing uses (OFU)								
Transfers to other funds	300,000	130,000	90,000	-	3,250,000	-	-	3,770,000
Total expenditures and OFU	300,000	130,000	90,000	5,099,104	3,405,000	4,000	820,220	9,848,324
Excess of resources over (under) uses	(35,000)	500	1,000	(199,104)	30,000	(3,500)	-	(206,104)
Fund balances, October 1, 2002[^]	139,583	53,990	52,597	96,385	1,100,169	174,035	-	1,616,759
Projected Fund Balances, Sep 30, 2003	\$ 104,583	\$ 54,490	\$ 53,597	\$ (102,719)	\$ 1,130,169	\$ 170,535	\$ -	\$ 1,410,655
FY 04 Budget								
Revenues								
Locally levied taxes								
Property taxes for schools	-	-	-	\$ 1,700,000	\$ 3,500,000	-	-	\$ 5,200,000
Gasoline taxes	\$ 267,500	-	-	-	-	-	-	267,500
State shared taxes								
Gasoline taxes	-	\$ 132,000	\$ 94,000	-	-	-	-	226,000
Other revenues								
Federal grants	-	-	-	-	-	-	-	-
Confiscation revenue	-	-	-	-	-	-	-	-
Interest	2,500	1,000	1,000	15,000	35,000	500	-	55,000
Total revenues	270,000	133,000	95,000	1,715,000	3,535,000	500	-	5,748,500
Other financing sources (OFS)								
Transfers in from other funds	-	-	-	3,550,000	-	-	-	3,550,000
Total revenues and OFS	270,000	133,000	95,000	5,265,000	3,535,000	500	-	9,298,500
Expenditures								
Public safety								
Current operations	-	-	-	-	-	4,000	-	4,000
General operations								
Tax administration fees	-	-	-	77,436	160,000	-	-	237,436
Appropriations to Bd. of Education	-	-	-	2,800,000	-	-	-	2,800,000
Debt service	-	-	-	2,375,229	-	-	-	2,375,229
Total expenditures	-	-	-	5,252,665	160,000	4,000	-	5,416,665
Other financing uses (OFU)								
Transfers to other funds	300,000	130,000	94,000	-	3,550,000	-	-	4,074,000
Total expenditures and OFU	300,000	130,000	94,000	5,252,665	3,710,000	4,000	-	9,490,665
Excess of resources over (under) uses	(30,000)	3,000	1,000	12,335	(175,000)	(3,500)	-	(192,165)
Projected Fund Balances, Sep 30, 2003	104,583	54,490	53,597	(102,719)	1,130,169	170,535	-	1,410,655
Projected Fund Balances, Sep 30, 2004	\$ 74,583	\$ 57,490	\$ 54,597	\$ (90,384)	\$ 955,169	\$ 167,035	\$ -	\$ 1,218,490

* FY04 Grant funds will be applied for in the summer of FY03. Funds are approved one year in advance and are not guaranteed in subsequent years.

[^] FY 02 ending fund balance amounts have been updated from ordinance amounts to reflect unaudited actual amounts.

Note: Amounts shown in blue denote transfers between two Special Revenue Funds

City of Auburn
City Gas Tax Special Revenue Fund
Comparative Revenues, Expenditures and Changes in Fund Balances

	Budgeted[^]		Actual (Unaudited)	Actual (Audited)		Five Year Percent
	FY 04	FY 03	FY02	FY01	FY00	Change
Revenues:						
Locally levied gasoline tax	\$ 267,500	\$ 265,000	\$ 262,704	\$ 244,387	\$ 238,487	12.17%
Interest	2,500	-	3,374	8,898	5,610	-55.44%
Total revenues	270,000	265,000	266,078	253,285	244,097	10.61%
Other financing uses (OFU):						
Operating transfers to other funds	300,000	300,000	226,450	330,080	208,380	43.97%
Excess of revenues and other sources over expenditures and other uses	(30,000)	(35,000)	39,628	(76,795)	35,717	-183.99%
Fund balance, beginning of year	104,583	139,583	99,955	176,750	141,033	-25.85%
Fund balance, end of year	\$ 74,583	\$ 104,583	\$ 139,583	\$ 99,955	\$ 176,750	-57.80%

[^] Beginning and ending fund balances for budgeted years have been updated from budget ordinance amounts to reflect unaudited ending fund balance at September 30, 2002.

City of Auburn
State Seven Cent Gas Tax Fund
Comparative Revenues, Expenditures and Changes in Fund Balances

	Budgeted[^]		Actual	Actual (Audited)		Five Year
	FY 04	FY 03	(Unaudited)	FY01	FY00	Percent
			FY02			Change
Revenues:						
State shared gasoline tax	\$ 132,000	\$129,500	\$ 143,812	\$ 121,289	\$ 130,086	1.47%
Interest	1,000	1,000	1,990	2,428	3,402	-70.61%
Total revenues	133,000	130,500	145,802	123,717	133,488	-0.37%
Other financing uses (OFU):						
Operating transfers to other funds	130,000	130,000	124,000	120,000	120,000	8.33%
Excess of revenues and other sources over expenditures and other uses	3,000	500	21,802	3,717	13,488	-77.76%
Fund balance, beginning of year	54,490	53,990	32,188	28,471	14,983	263.68%
Fund balance, end of year	\$ 57,490	\$ 54,490	\$ 53,990	\$ 32,188	\$ 28,471	101.92%

[^] Beginning and ending fund balances for budgeted years have been updated from budget ordinance amounts to reflect unaudited ending fund balance at September 30, 2002.

City of Auburn
State Nine Cent Gas Tax Fund
Comparative Revenues, Expenditures and Changes in Fund Balances

	Budgeted[^]		Actual (Unaudited)	Actual (Audited)		Five Year Percent Change
	FY 04	FY 03	FY02	FY01	FY00	
Revenues:						
State shared gasoline tax	\$ 94,000	\$ 90,000	\$ 103,611	\$ 87,189	\$ 93,959	0.04%
Interest	1,000	1,000	1,682	2,162	2,908	-65.61%
Total revenues	95,000	91,000	105,293	89,351	96,867	-1.93%
Other financing uses (OFU):						
Operating transfers to other funds	94,000	90,000	86,500	85,500	86,000	9.30%
Excess of revenues and other sources over expenditures and other uses	1,000	1,000	18,793	3,851	10,867	-90.80%
Fund balance, beginning of year	53,597	52,597	33,804	29,953	19,086	180.82%
Fund balance, end of year	\$ 54,597	\$ 53,597	\$ 52,597	\$ 33,804	\$ 29,953	82.28%

[^] Beginning and ending fund balances for budgeted years have been updated from budget ordinance amounts to reflect unaudited ending fund balance at September 30, 2002.

Note: Beginning in FY00, State 9 Cent Gas Tax Fund monies were transferred into the General Fund and expended from the General Fund for street maintenance purposes.

City of Auburn
Special School Tax Fund
Comparative Revenues, Expenditures and Changes in Fund Balances

	Budgeted[^]		Actual (Unaudited)	Actual (Audited)		Five Year Percent Change
	FY 04	FY 03	FY02	FY01	FY00	
Revenues:						
General property tax	\$ 1,700,000	\$ 1,650,000	\$ 1,652,854	\$ 1,526,106	\$ 1,442,314	17.87%
Interest	15,000	-	7,841	16,347	9,224	62.62%
Total revenues	1,715,000	1,650,000	1,660,695	1,542,453	1,451,538	18.15%
Other financing sources (OFS):						
Proceeds of debt ^{^^}	-	-	26,877,867	-	-	n/a
Transfers in from other funds	3,550,000	3,250,000	2,617,083	1,650,000	2,379,303	49.20%
Total revenues and OFS	5,265,000	4,900,000	31,155,645	3,192,453	3,830,841	37.44%
Expenditures:						
General operations						
Tax administration fees	77,436	74,200	77,374	70,520	58,621	32.10%
Appropriation to Bd. of Education	2,800,000	2,800,000	14,580,431	530,000	1,195,452	134.22%
Debt service	2,375,229	2,224,904	2,403,569	2,489,635	2,387,438	-0.51%
Total expenditures	5,252,665	5,099,104	17,061,374	3,090,155	3,641,511	44.24%
Other financing uses (OFU):						
Debt refunding	-	-	14,297,436	-	-	n/a
Total expenditures and OFU	5,252,665	5,099,104	31,358,810	3,090,155	3,641,511	44.24%
Excess of revenues and other sources over expenditures and other uses	12,335	(199,104)	(203,165)	102,298	189,330	-93.48%
Fund balance, beginning of year	(102,719)	96,385	299,550	197,252	7,922	-1396.63%
Fund balance, end of year	\$ (90,384) *	\$ (102,719) *	\$ 96,385	\$ 299,550	\$ 197,252	-145.82%

[^] Beginning and ending fund balances for budgeted years have been updated from budget ordinance amounts to reflect unaudited ending fund balance at September 30, 2002.

^{^^} Includes refunding debt proceeds

* The negative fund balances at FY03 and FY04 result from a less than expected fund balance at 9/30/02. The fund balance in Additional School Tax Fund is adequate to make up the deficit. Both funds will be adjusted at mid-biennium.

City of Auburn
Special Additional School Tax Fund
Comparative Revenues, Expenditures and Changes in Fund Balances

	Budgeted[^]		Actual (Unaudited)	Actual (Audited)		Five Year Percent Change
	FY 04	FY 03	FY02	FY01	FY00	
Revenues:						
General property tax	\$ 3,500,000	\$ 3,400,000	\$ 3,352,949	\$ 3,076,781	\$ 2,933,410	19.32%
Interest	35,000	35,000	46,286	58,939	41,741	-16.15%
Total revenues	3,535,000	3,435,000	3,399,235	3,135,720	2,975,151	18.82%
Expenditures:						
General operations						
Tax administration fees	160,000	155,000	146,444	141,111	116,981	36.77%
Appropriation to Bd. of Education	-	-	-	1,370,000	26,973	-100.00%
Other financing uses (OFU):						
Operating transfers to other funds	3,550,000	3,250,000	2,617,084	1,650,000	2,379,303	49.20%
Total expenditures and OFU	3,710,000	3,405,000	2,763,528	3,161,111	2,523,257	47.03%
Excess of revenues and other sources over expenditures and other uses	(175,000)	30,000	635,706	(25,391)	451,894	-138.73%
Fund balance, beginning of year	1,130,169	1,100,169	464,462	489,853	37,959	2877.34%
Fund balance, end of year	\$ 955,169	\$ 1,130,169	\$ 1,100,168	\$ 464,462	\$ 489,853	94.99%

[^] Beginning and ending fund balances for budgeted years have been updated from budget ordinance amounts to reflect unaudited ending fund balance at Septmeber 30, 2002.

City of Auburn

Public Safety Drug Seizure Fund

Comparative Revenues, Expenditures and Changes in Fund Balances

	Budgeted [^]		Actual (Unaudited)	Actual (Audited)		Five Year Percent Change
	FY 04	FY 03	FY02	FY01	FY00	
Revenues:						
Confiscation revenues			\$ 1,085	\$ 17,841	\$ 3,803	-100.00%
Interest	500	500	796	9,417	13,290	-96.24%
Total revenues	500	500	1,881	27,258	17,093	-97.07%
Expenditures:						
Public safety						
Current operations	4,000	4,000	2,266	2,831	4,369	-8.45%
Capital outlay				32,765	62,300	-100.00%
Total expenditures	4,000	4,000	2,266	35,596	66,669	-94.00%
Excess of revenues and other sources over expenditures and other uses	(3,500)	(3,500)	(385)	(8,338)	(49,576)	-92.94%
Fund balance, beginning of year	170,535	174,035	174,420	182,758	232,334	-26.60%
Fund balance, end of year	\$167,035	\$170,535	\$174,035	\$174,420	\$182,758	-8.60%

[^] Beginning and ending fund balances for budgeted years have been updated from budget ordinance amounts to reflect unaudited ending fund balance at September 30, 2002.

City of Auburn

Community Development Block Grant Fund

Comparative Revenues, Expenditures and Changes in Fund Balances

	Budgeted		Actual (Unaudited)	Actual (Audited)		Five Year Percent Change
	FY 04^	FY 03	FY02	FY01	FY00	
Revenues:						
Federal Government Grant		\$ 820,220	\$ 834,000	\$ 853,000	\$ 819,000	-100.00%
Interest	-		-	-	-	n/a
Total revenues	-	820,220	834,000	853,000	819,000	-100.00%
Expenditures:						
Economic Development						
Current operations	-	307,500	256,445	274,091	252,368	-100.00%
Capital outlay		512,720	577,555	578,909	566,632	-100.00%
Total expenditures	-	820,220	834,000	853,000	819,000	-100.00%
Excess of revenues and other sources over expenditures and other uses	-	-	-	-	-	n/a
Fund balance, beginning of year	-		-		-	n/a
Fund balance, end of year	\$ -	\$ -	\$ -	\$ -	\$ -	n/a

^ FY04 Grant funds will be applied for in the summer of FY03. Funds are approved one year in advance and are not guaranteed in subsequent years.

City of Auburn
FY 03 & FY 04
Biennial Budget
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Debt Service Funds

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City of Auburn

Description of and Trends in Debt Service Funds

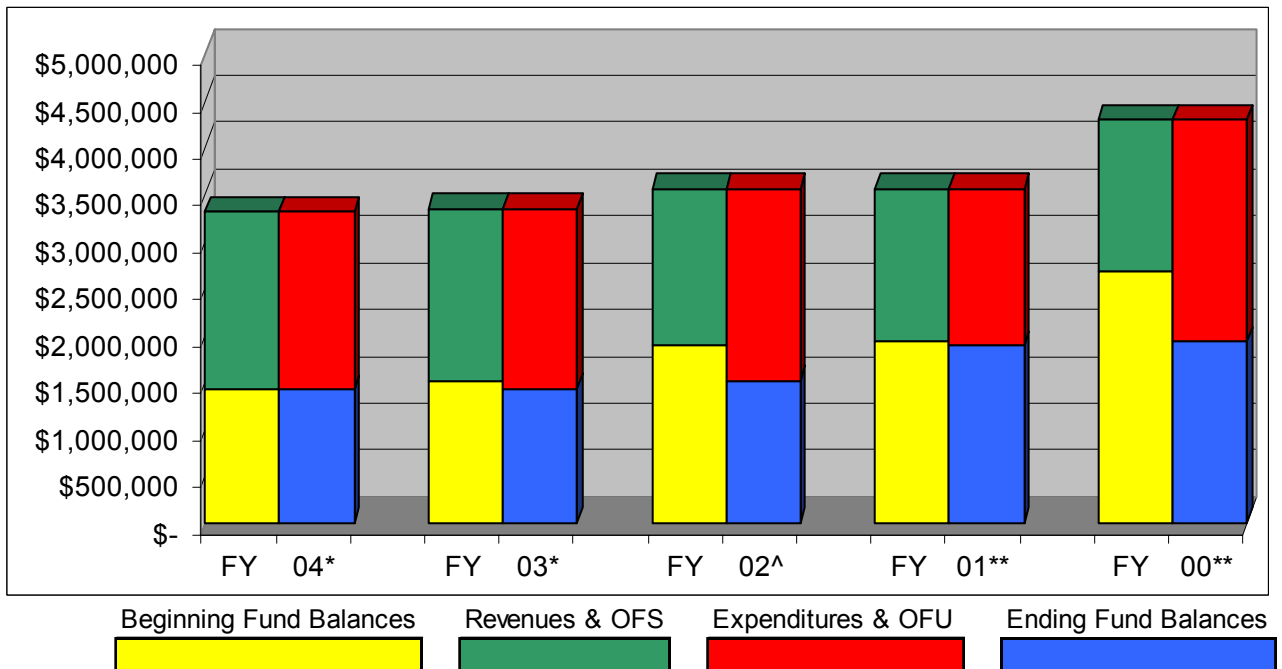
Description of Debt Service Funds

Debt service funds are funds used to account for the payment of principal and interest on long-term debt. Debt Service revenues are from taxes and other operating revenues, some of which are pledged specifically to repay certain outstanding bond issues. The City of Auburn budgets for the following debt service funds:

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 approved by the Citizens of Auburn in a special election.

General Obligation Refunding Street Improvement Warrants (GORSIW) Series 76 Fund accounts for payments of principal and interest on G.O. refunding street improvement warrants issued August 3, 1976.

94 Warrant Fund accounts for payments of principal and interest on G.O. school capital improvement warrants issued on May 1, 1994.



* Budgeted amounts

^ Actual amounts, unaudited

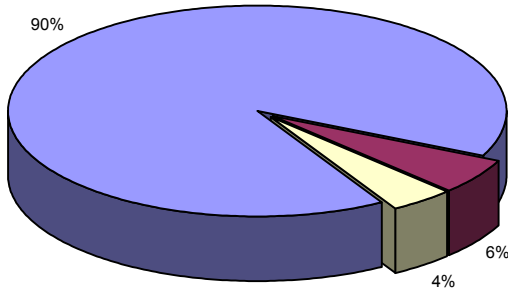
** Audited

City of Auburn

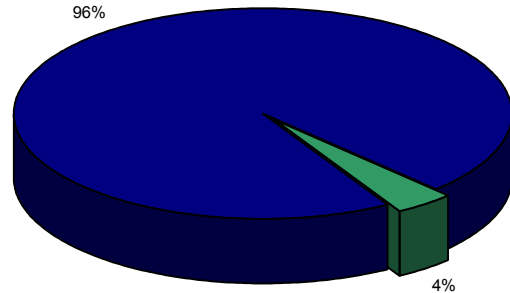
Overview of Total Debt Service Revenue Funds ~ Revenues and Expenditures

FY 03

Revenues

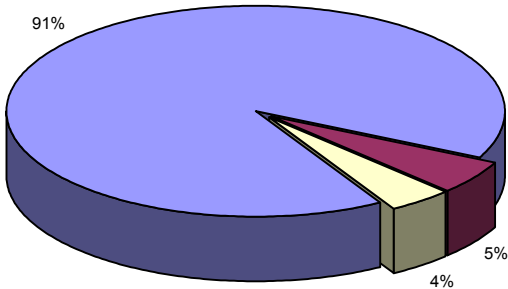


Expenditures

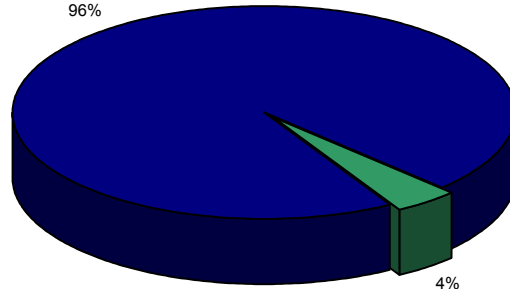


FY 04

Revenues



Expenditures



Fiscal Year 2003

Fiscal Year 2004

Revenues

Property taxes
Interest income
Other Financing Sources

	\$	1,650,000
		101,000
		77,820

Expenditures

Debt service
Tax administrative fees

	\$	1,838,701
		74,200

Totals

\$ 1,828,820 \$ 1,912,901

Revenues Expenditures

\$ 1,700,000
101,000
78,860

\$ 1,818,806
76,500

\$ 1,879,860 \$ 1,895,306

City of Auburn

Total Debt Service Funds

Comparative Revenues, Expenditures and Changes in Fund Balances

	Budgeted [^]		Actual (Unaudited)	Actual (Audited)		Five Year Percent Change
	FY 04	FY 03	FY02	FY01	FY00	
Revenues:						
General property tax	\$ 1,700,000	\$ 1,650,000	\$ 1,515,308	\$ 1,420,812	\$ 1,346,753	26.23%
Interest income	101,000	101,000	79,629	133,393	191,512	-47.26%
Total revenues	1,801,000	1,751,000	1,594,937	1,554,205	1,538,265	17.08%
Other financing sources (OFS):						
Transfers in from other funds	78,860	77,820	76,450	80,080	78,380	0.61%
Total revenues and OFS	1,879,860	1,828,820	1,671,387	1,634,285	1,616,645	16.28%
Expenditures:						
General operations						
Tax administrative fees	76,500	74,200	73,074	68,907	60,369	26.72%
Debt service						
Principal	995,000	975,000	1,330,000	960,000	880,000	13.07%
Interest	823,806	863,701	641,806	645,023	669,841	22.99%
Total expenditures	1,895,306	1,912,901	2,044,880	1,673,930	1,610,210	17.71%
Other financing uses (OFU):						
Operating transfers to other funds						
Total other financing uses	-	-	-	-	759,781	-100.00%
Total expenditures and OFU	1,895,306	1,912,901	2,044,880	1,673,930	2,369,991	-20.03%
Excess of revenues and other sources over expenditures and other uses	(15,446)	(84,081)	(373,493)	(39,645)	(753,346)	-97.95%
Fund balances, beginning of year	1,436,756	1,520,837	1,894,330	1,933,975	2,687,321	-46.54%
Fund balances, end of year	\$ 1,421,310	\$ 1,436,756	\$ 1,520,837	\$ 1,894,330	\$ 1,933,975	-26.51%

[^] Beginning and ending fund balances for budgeted years have been updated from budget ordinance amounts to reflect unaudited ending fund balance at September 30, 2002.

City of Auburn

Detail of Debt Service Funds

	Special 5 Mill Tax Fund	GORSIW* Series '76 Tax Fund	Total-All Budgeted Debt Service Funds
	FY 03 Budget		
Revenues			
Locally levied taxes			
Property taxes	1,650,000	-	\$ 1,650,000
Other revenues			-
Interest	100,000	1,000	101,000
<i>Total revenues</i>	1,750,000	1,000	1,751,000
Other financing sources (OFS)			
Transfers in from other funds	-	77,820	77,820
Total revenues and OFS	1,750,000	78,820	1,828,820
Expenditures			
General operations			
Tax administration fees	74,200	-	74,200
Debt service			
Principal	915,000	60,000	975,000
Interest	845,881	17,820	863,701
<i>Total expenditures</i>	1,835,081	77,820	1,912,901
Excess of resources over (under) uses	(85,081)	1,000	(84,081)
Fund balances, October 1, 2002[^]	1,485,947	34,890	1,520,837
Projected Fund Balances, Sep 30, 2003	\$ 1,400,866	\$ 35,890	\$ 1,436,756
	FY 04 Budget		
Revenues			
Locally levied taxes			
Property taxes	1,700,000		\$ 1,700,000
Other revenues			
Interest	100,000	1,000	101,000
<i>Total revenues</i>	1,800,000	1,000	1,801,000
Other financing sources (OFS)			
Transfers in from other funds	-	78,860	78,860
Total revenues and OFS	1,800,000	79,860	1,879,860
Expenditures			
General operations			-
Tax administration fees	76,500	-	76,500
Debt service			
Principal	930,000	65,000	995,000
Interest	809,946	13,860	823,806
<i>Total expenditures</i>	1,816,446	78,860	1,895,306
Excess of resources over (under) uses	(16,446)	1,000	(15,446)
Projected Fund Balances, Sep 30, 2003	1,400,866	35,890	1,436,756
Projected Fund Balances, Sep 30, 2004	\$ 1,384,420	\$ 36,890	\$ 1,421,310

* GORSIW = General Obligation Refunding Street Improvement Warrants.

[^] FY 02 ending fund balance amounts have been updated from ordinance amounts to reflect unaudited actual amounts.

City of Auburn

Special Five Mill Tax Fund

Comparative Revenues, Expenditures and Changes in Fund Balances

	Budgeted [^]		Actual (Unaudited)	Actual (Audited)		Five Year Percent Change
	FY 04	FY 03	FY02	FY01	FY00	
Revenues:						
General property tax	\$ 1,700,000	\$ 1,650,000	\$ 1,515,308	\$ 1,420,812	\$ 1,346,753	26.23%
Interest	100,000	100,000	78,170	130,837	188,804	-47.04%
Total revenues	1,800,000	1,750,000	1,593,478	1,551,649	1,535,557	17.22%
Expenditures:						
General operations						
Tax administration fees	76,500	74,200	66,075	65,266	53,843	42.08%
Debt Service						
Principal	930,000	915,000	1,275,000	905,000	830,000	12.05%
Interest	809,946	845,881	627,355	623,584	647,987	24.99%
Other financing uses (OFU):						
Operating transfers to other funds	-	-	-	-	759,781	-100.00%
Total expenditures and OFU	1,816,446	1,835,081	1,968,430	1,593,850	2,291,611	-20.73%
Excess of revenues and other sources over expenditures and other uses	(16,446)	(85,081)	(374,952)	(42,201)	(756,054)	-97.82%
Fund balance, beginning of year	1,400,866	1,485,947	1,860,899	1,903,100	2,659,154	-47.32%
Fund balance, end of year	\$ 1,384,420	\$ 1,400,866	\$ 1,485,947	\$ 1,860,899	\$ 1,903,100	-27.25%

[^] Beginning and ending fund balances for budgeted years have been updated from budget ordinance amounts to reflect unaudited ending fund balance at September 30, 2002.

City of Auburn
GORSIW* Series 76 Tax Fund
Comparative Revenues, Expenditures and Changes in Fund Balances

	Budgeted^		Actual (Unaudited)	Actual (Audited)		Five Year Percent Change
	FY 04	FY 03	FY02	FY01	FY00	
Revenues:						
Interest	\$ 1,000	\$ 1,000	\$ 1,459	\$ 2,556	\$ 2,708	-63.07%
Total revenues	1,000	1,000	1,459	2,556	2,708	-63.07%
Other financing sources (OFS):						
Transfers in from other funds	78,860	77,820	76,450	80,080	78,380	0.61%
Total revenues and OFS	79,860	78,820	77,909	82,636	81,088	-1.51%
Expenditures:						
Debt service						
Principal	65,000	60,000	55,000	55,000	50,000	30.00%
Interest	13,860	17,820	21,450	25,080	28,380	-51.16%
Total expenditures	78,860	77,820	76,450	80,080	78,380	0.61%
Excess of revenues and other sources over expenditures and other uses	1,000	1,000	1,459	2,556	2,708	-63.07%
Fund balance, beginning of year	35,890	34,890	33,431	30,875	28,167	27.42%
Fund balance, end of year	\$ 36,890	\$ 35,890	\$ 34,890	\$ 33,431	\$ 30,875	19.48%

* GORSIW = General Obligation Refunding Street Improvement Warrants.

^Beginning and ending fund balances for budgeted years have been updated from budget ordinance amounts to reflect unaudited ending fund balance at September 30, 2002.

City of Auburn
FY 03 & FY 04
Biennial Budget
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Enterprise Funds

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City of Auburn

Description of and Trends in Enterprise Funds

Description of Enterprise Funds

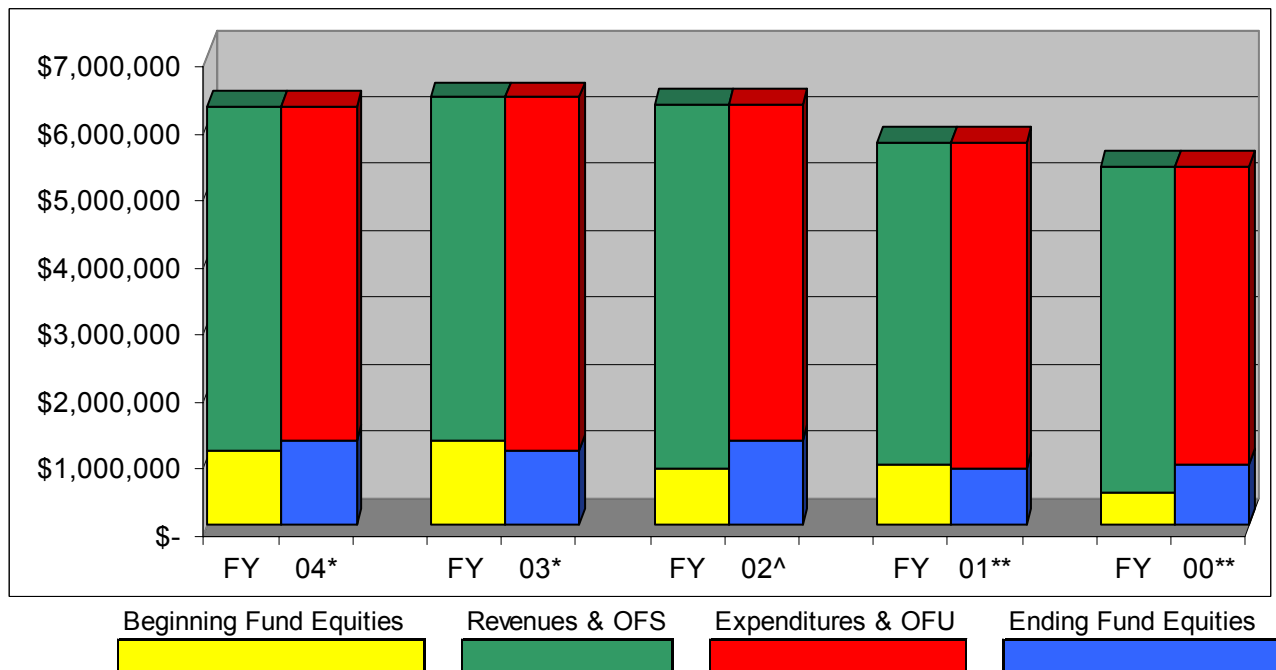
Enterprise Funds are funds used to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that the cost, including depreciation, of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Sewer Revenue Fund accounts for revenues earned from and costs related to the provision of sewer service.

Sewer Equipment Replacement Fund accounts for original funds deposited with the City by the partner in the privatization of the City's wastewater treatment plants to provide financing for replacement equipment needed for treatment plant operation.

Auburn Center for Developing Industries Fund accounts for rental revenue received from and costs incurred for the operation of the Auburn Center for Developing Industries.

Industrial Park Fund accounts for the acquisition and financing of property held for future economic development.



* Budgeted amounts

^ Actual amounts, unaudited

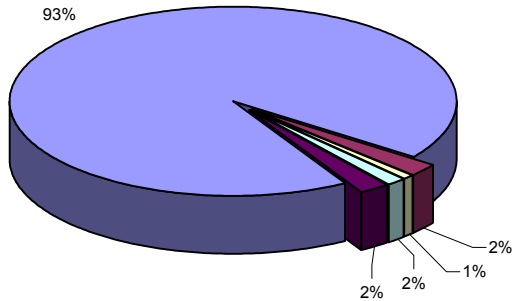
**Audited

City of Auburn

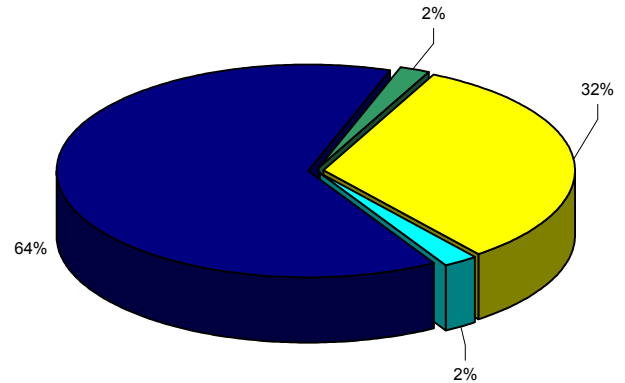
Overview of Total Enterprise Funds ~ Revenues and Expenditures

FY 03

Revenues

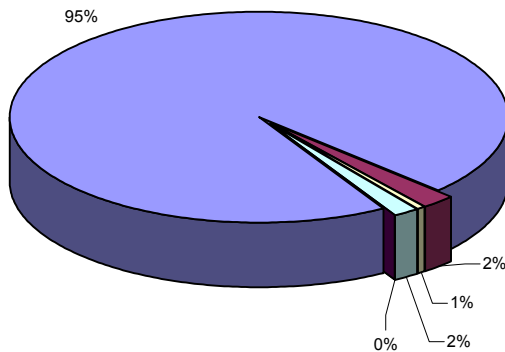


Expenditures

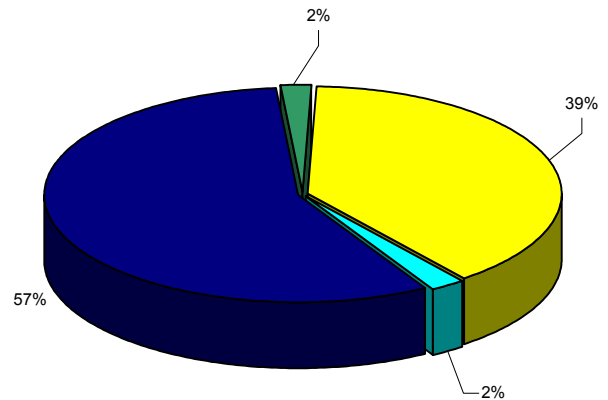


FY 04

Revenues



Expenditures



Fiscal Year 2003

Fiscal Year 2004

Revenues

Sewer Fund charges
Rent and Utility Reimb.
Interest
Reimb. From Water Board
Other Financing Sources



Revenues

\$ 4,428,000
109,665
31,500
73,500
101,000

Expenditures

\$ 3,184,092
95,125
1,608,721
111,910

Revenues

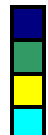
\$ 4,653,000
109,665
31,000
77,100
1,000

Expenditures

\$ 2,907,863
100,125
1,979,873
113,182

Expenditures

Sewer operations
Economic Development
Debt Service
Transfers to other funds



Totals

\$ 4,743,665

\$ 4,999,848

\$ 4,871,765

\$ 5,101,043

City of Auburn

Total Enterprise Funds

Comparative Revenues, Expenditures and Changes in Fund Balances

	Budgeted [^]		Actual (Unaudited)	Actual (Audited)		Five Year Percent Change
	FY 04	FY 03	FY02	FY01	FY00	
Revenues:						
Charges for services						
Sewer fees from customers	\$4,650,000	\$4,425,000	\$4,841,030	\$4,515,765	\$4,960,076	-6.25%
Sewer surcharges	3,000	3,000	-	7,340	3,102	-3.29%
Industrial Park fees	-	-	-	-	4,000	-100.00%
Rent and Utility reimbursement	109,665	109,665	149,560	99,620	83,488	31.35%
Other revenues						
Interest	31,000	31,500	41,245	45,735	48,574	-36.18%
Reimb. from outside agencies	77,100	73,500	71,250	-	-	n/a
Total revenues	4,870,765	4,642,665	5,103,085	4,668,460	5,099,240	-4.48%
Other financing sources (OFS):						
Transfers in from other funds	1,000	1,000	125,773	506,493	121,199	-99.17%
Proceeds from Borrowing	-	100,000	-	-	-	n/a
Capital Contributions	-	-	788,275	504,310	-	n/a
Total revenues and OFS	4,871,765	4,743,665	6,017,133	5,679,263	5,220,439	-6.68%
Expenditures:						
Sewer						
Sewer Maintenance	817,811	1,136,532	717,262	1,029,278	942,784	-13.26%
General Operations	2,090,052	2,047,560	2,052,719	3,439,947	3,709,852	-43.66%
Economic Development						
Utilities	74,300	74,300	63,561	52,147	60,964	21.88%
General Operations	25,825	20,825	36,900	60,286	49,685	-48.02%
Debt service						
Principal	707,758	435,565	561,552	-	-	n/a
Interest	1,272,115	1,173,156	1,128,119	142,525	8,338	15157%
Total expenditures	4,987,861	4,887,938	4,560,113	4,724,183	4,771,623	4.53%
Other financing uses (OFU):						
Operating transfers to other funds						
Operating transfers to other funds	113,182	111,910	71,250	71,250	386,104	-70.69%
Loss on disposal of fixed assets	-	-	-	-	6,231	-100.00%
Total expenditures and OFU	5,101,043	4,999,848	4,631,363	4,795,433	5,163,958	-1.22%
Excess of revenues and other sources over expenditures and other uses	(229,278)	(256,183)	1,385,770	883,830	56,481	-505.94%
Fund equities, beginning of year	2,918,997	3,175,180	1,789,410	870,377	813,896	258.64%
Prior period adjustments	-	-	-	27,494	-	n/a
Residual equity transfer in (out)	-	-	-	7,709	-	n/a
Fund equities, end of year	\$2,689,719	\$2,918,997	\$3,175,180	\$1,789,410	\$ 870,377	209.03%

[^] Beginning and ending fund balances for budgeted years have been updated from budget ordinance amounts to reflect actual unaudited fund balance at September 30, 2002.

City of Auburn
Detail of Enterprise Funds

	Sewer Revenue	Sewer Equipment Replacement	Auburn Center For Developing Industries	Industrial Park	Total-All Budgeted Enterprise Funds
FY 03 Budget					
Revenues					
Charges for Services					
Service fees from customers	\$ 4,425,000	\$ -	\$ -	\$ -	\$ 4,425,000
Sewer surcharges	3,000	-	-	-	3,000
Rent & Utility reimbursement	-	-	109,665	-	109,665
Other revenues					
Interest	25,000	5,000	1,500	-	31,500
Reimb. From Water Board	73,500	-	-	-	73,500
Total revenues	4,526,500	5,000	111,165	-	4,642,665
Other financing sources (OFS)					
Proceeds from Borrowing	100,000	-	-	-	100,000
Transfers in from other funds	-	-	-	1,000	1,000
Total revenues and OFS	4,626,500	5,000	111,165	1,000	4,743,665
Expenditures					
Sewer					
Sewer Maintenance	1,086,532	50,000	-	-	1,136,532
General Operations	2,047,560	-	-	-	2,047,560
Economic Development					
Utilities	-	-	73,300	1,000	74,300
General Operations	-	-	20,825	-	20,825
Debt service					
Principal	435,565	-	-	-	435,565
Interest	1,173,156	-	-	-	1,173,156
Total expenditures	4,742,813	50,000	94,125	1,000	4,887,938
Other financing uses (OFU)					
Transfers to other funds	111,910	-	-	-	111,910
Total expenditures and OFU	4,854,723	50,000	94,125	1,000	4,999,848
Excess of resources over (under) uses	(228,223)	(45,000)	17,040	-	(256,183)
Fund equities, October 1, 2002[^]	2,125,946	478,496	555,424	15,314	3,175,180
Projected Fund Equities, Sep. 30, 2003	\$ 1,897,723	\$ 433,496	\$ 572,464	\$ 15,314	\$ 2,918,997
FY 04 Budget					
Revenues					
Charges for Services					
Service fees from customers	\$ 4,650,000	\$ -	\$ -	\$ -	\$ 4,650,000
Sewer surcharges	3,000	-	-	-	3,000
Rent & Utility reimbursement	-	-	109,665	-	109,665
Other revenues					
Interest	26,000	5,000	-	-	31,000
Reimb. From Water Board	75,600	-	1,500	-	77,100
Total revenues	4,754,600	5,000	111,165	-	4,870,765
Other financing sources (OFS)					
Transfers in from other funds	-	-	-	1,000	1,000
Total revenues and OFS	4,754,600	5,000	111,165	1,000	4,871,765
Expenditures					
Sewer					
Sewer Maintenance	767,811	50,000	-	-	817,811
General Operations	2,090,052	-	-	-	2,090,052
Economic Development					
Utilities	-	-	73,300	1,000	74,300
General Operations	-	-	25,825	-	25,825
Debt service					
Principal	707,758	-	-	-	707,758
Interest	1,272,115	-	-	-	1,272,115
Total expenditures	4,837,736	50,000	99,125	1,000	4,987,861
Other financing uses (OFU)					
Transfers to other funds	113,182	-	-	-	113,182
Total expenditures and OFU	4,950,918	50,000	99,125	1,000	5,101,043
Excess of resources over (under) uses	(196,318)	(45,000)	12,040	-	(229,278)
Projected Fund Equities, Sep. 30, 2003	1,897,723	433,496	572,464	15,314	2,918,997
Projected Fund Equities, Sep. 30, 2004	\$ 1,701,405	\$ 388,496	\$ 584,504	\$ 15,314	\$ 2,689,719

[^] FY 02 ending fund balance amounts have been updated from ordinance amounts to reflect unaudited actual amounts.

City of Auburn

Sewer Revenue Fund

Comparative Revenues, Expenditures and Changes in Fund Balances

	Budgeted [^]		Actual (Unaudited)	Actual (Audited)		Five Year Percent Change
	FY 04	FY 03	FY02	FY01	FY00	
Revenues:						
Charges for Services						
Sewer fees from customers	\$ 4,650,000	\$ 4,425,000	\$ 4,841,030	\$ 4,515,765	\$ 4,960,076	-6.25%
Sewer surcharges	3,000	3,000	-	7,340	3,102	-3.29%
Other revenues						
Interest	26,000	25,000	30,876	39,808	43,384	-40.07%
Reimb. from outside agencies	75,600	73,500	71,250	-	-	n/a
Total revenues	4,754,600	4,526,500	4,943,156	4,562,913	5,006,562	-5.03%
Other financing sources (OFS):						
Proceeds from Borrowing	-	100,000	-	-	-	n/a
Transfers in from other funds	-	-	24,773	-	-	n/a
Capital Contributions	-	-	788,275	504,310	-	n/a
Total revenues and OFS	4,754,600	4,626,500	5,756,204	5,067,223	5,006,562	-5.03%
Expenditures:						
Sewer						
Sewer Maintenance	767,811	1,086,532	683,791	1,029,278	942,784	-18.56%
General Operations	2,090,052	2,047,560	2,052,718	3,439,947	3,709,852	-43.66%
Debt Service						
Principal	707,758	435,565	561,552	-	-	n/a
Interest	1,272,115	1,173,156	1,128,119	142,525	8,338	15157%
Total expenditures	4,837,736	4,742,813	4,426,180	4,611,750	4,660,974	
Other financing uses (OFU):						
Operating transfers to other funds	113,182	111,910	71,250	71,250	71,250	58.85%
Loss on disposal of fixed assets	-	-	-	-	6,231	-100.00%
Total expenditures and OFU	4,950,918	4,854,723	4,497,430	4,683,000	4,738,455	4.48%
Excess of revenues and other sources over expenditures and other uses	(196,318)	(228,223)	1,258,774	384,223	268,107	-173.22%
Fund equity, beginning of year	1,897,723	2,125,946	867,172	447,746	179,639	-956.41%
Prior period adjustments	-	-	-	27,494	-	n/a
Residual equity transfer in (out)	-	-	-	7,709	-	n/a
Fund equity, end of year	\$ 1,701,405	\$ 1,897,723	\$ 2,125,946	\$ 867,172	\$ 447,746	279.99%

[^] Beginning and ending fund balances for budgeted years have been updated from budget ordinance amounts to reflect actual unaudited ending fund balance at September 30, 2002.

City of Auburn
Sewer Equipment Replacement Fund
Comparative Revenues, Expenditures and Changes in Fund Balances

	Budgeted[^]		Actual (Unaudited)	Actual (Audited)		Five Year Percent Change
	FY 04	FY 03	FY02	FY01	FY00	
Revenues:						
Other revenues						
Interest	\$ 5,000	\$ 5,000	\$ 6,474	\$ -	\$ -	n/a
Reimb. from outside agencies	-	-	-	-	-	n/a
<i>Total revenues</i>	<u>5,000</u>	<u>5,000</u>	<u>6,474</u>	<u>-</u>	<u>-</u>	n/a
Other financing sources (OFS):						
Transfers in from other funds	-	-	-	505,493	58,375	-100.00%
Total revenues and OFS	<u>5,000</u>	<u>5,000</u>	<u>6,474</u>	<u>505,493</u>	<u>58,375</u>	n/a
Expenditures:						
Sewer						
Sewer Maintenance	50,000	50,000	33,471	-	-	n/a
Total expenditures	<u>50,000</u>	<u>50,000</u>	<u>33,471</u>	<u>-</u>	<u>-</u>	n/a
Excess of revenues and other sources over expenditures and other uses	(45,000)	(45,000)	(26,997)	505,493	58,375	n/a
Fund equity, beginning of year	<u>433,496</u>	<u>478,496</u>	<u>505,493</u>	<u>-</u>	<u>(58,375)</u>	n/a
Fund equity, end of year	<u>\$ 388,496</u>	<u>\$ 433,496</u>	<u>\$ 478,496</u>	<u>\$ 505,493</u>	<u>\$ -</u>	n/a

[^] Beginning and ending fund balances for budgeted years have been updated from budget ordinance amounts to reflect actual unaudited ending fund balance at September 30, 2002.

City of Auburn
Auburn Center for Developing Industries Fund
Comparative Revenues, Expenditures and Changes in Fund Balances

	Budgeted[^]		Actual (Unaudited)	Actual (Audited)		Five Year Percent Change
	FY 04	FY 03	FY02	FY01	FY00	
Revenues:						
Charges for services						
Rent and utility reimbursement	\$ 109,665	\$ 109,665	\$ 149,560	\$ 99,620	\$ 83,488	31.35%
Other revenues						
Interest	1,500	1,500	3,722	4,563	3,710	-59.57%
Total revenues	111,165	111,165	153,282	104,183	87,198	27.49%
Expenditures:						
Economic Development						
Utilities	73,300	73,300	63,372	51,962	60,751	20.66%
General Operations	25,825	20,825	36,900	60,285	49,635	-47.97%
Total expenditures	99,125	94,125	100,272	112,247	110,386	-10.20%
Excess of revenues and other sources over expenditures and other uses	12,040	17,040	53,010	(8,064)	(23,188)	-151.92%
Fund equity, beginning of year	572,464	555,424	502,414	510,478	533,666	7.27%
Fund equity, end of year	\$ 584,504	\$ 572,464	\$ 555,424	\$ 502,414	\$ 510,478	14.50%

[^] Beginning and ending fund balances for budgeted years have been updated from budget ordinance amounts to reflect actual unaudited ending fund balance at September 30, 2002.

City of Auburn
Industrial Park Fund
Comparative Revenues, Expenditures and Changes in Fund Balances

	Budgeted[^]		Actual (Unaudited)	Actual (Audited)		Five Year Percent Change
	FY 04	FY 03	FY02	FY01	FY00	
Revenues:						
Charges for services						
Service fees from customers	\$ -	\$ -	\$ -	\$ -	\$ 4,000	-100.00%
Interest	-	-	172	1,364	1,480	-100.00%
<i>Total revenues</i>	-	-	172	1,364	5,480	-100.00%
Other financing sources (OFS):						
Transfers in from other funds	1,000	1,000	101,000	1,000	121,198	-99.17%
Total revenues and OFS	1,000	1,000	101,172	2,364	126,678	-99.21%
Expenditures:						
Economic Development						
Utilities	1,000	1,000	189	185	213	369.18%
General operations	-	-	-	-	50	-100.00%
<i>Total expenditures</i>	1,000	1,000	189	185	263	280.52%
Other financing uses (OFU):						
Operating transfers to other funds	-	-	-	-	314,854	-100.00%
Total expenditures and OFU	1,000	1,000	189	185	315,117	-99.68%
Excess of revenues and other sources over expenditures and other uses	-	-	100,983	2,179	(188,440)	-100.00%
Fund equity, beginning of year	15,314	15,314	(85,669)	(87,848)	100,591	-84.78%
Fund equity, end of year	\$ 15,314	\$ 15,314	\$ 15,314	\$ (85,669)	\$ (87,849)	-117.43%

[^] Beginning and ending fund balances for budgeted years have been updated from budget ordinance amounts to reflect actual unaudited ending fund balance at September 30, 2002.

City of Auburn
FY 03 & FY 04
Biennial Budget
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City of Auburn

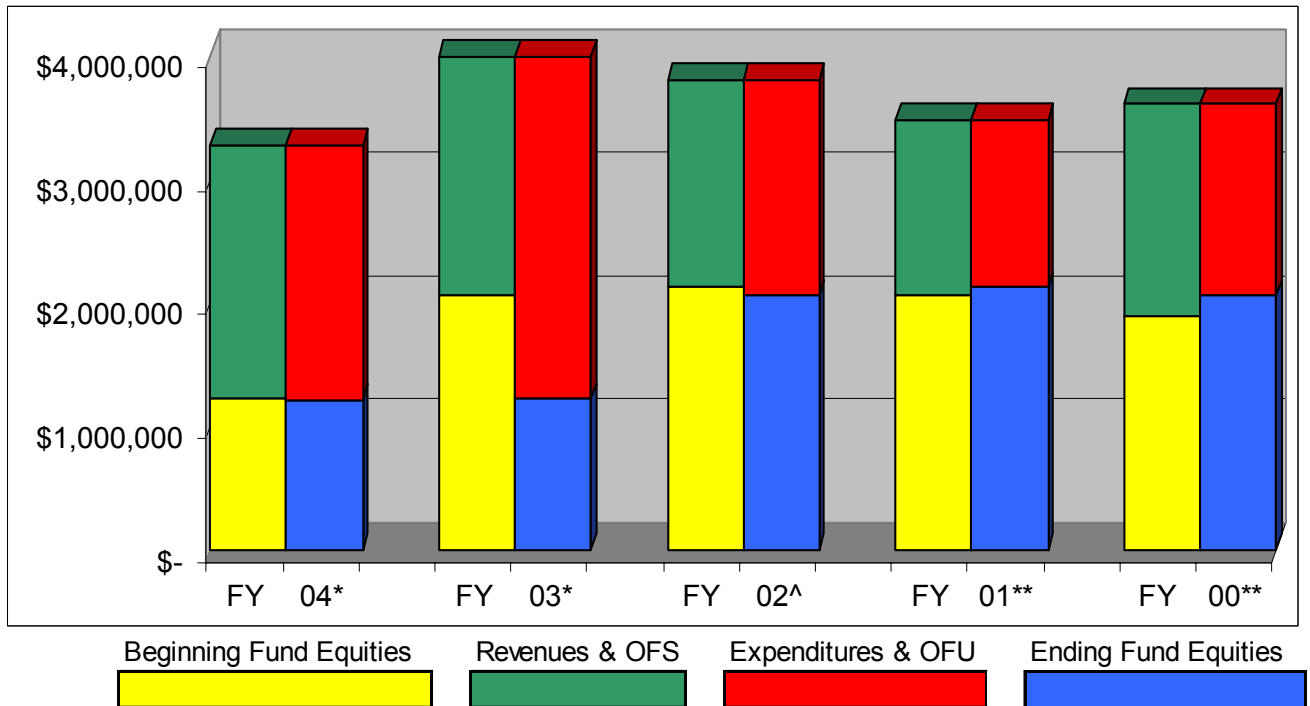
Description of and Trends in Internal Service Funds

Description of Internal Service Funds

Internal service funds are funds used to account for the financing of goods and services provided by one department or agency to other departments or agencies of the City, on a cost-reimbursement basis.

Liability Risk Retention Fund accounts for the costs of operating and the reserves provided for by the City's general liability and workers compensation self-insurance program.

Employee Benefit Self-Insurance Fund accounts for the cost of operating and the reserves provided for the City's self-insurance employee benefit program.



* Budgeted amounts

^ Actual amounts, unaudited

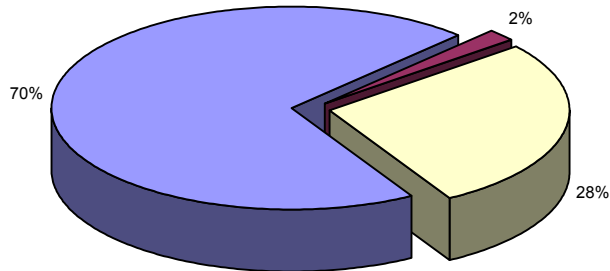
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City of Auburn

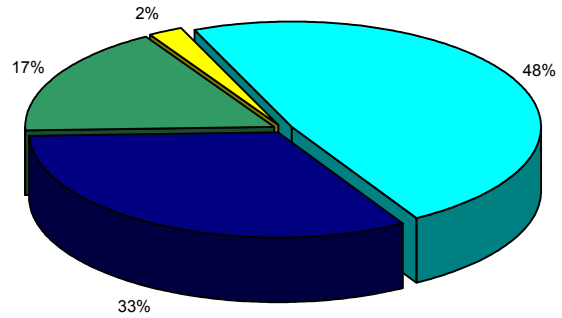
Overview of Total Internal Service Funds ~ Revenues and Expenditures

FY 03

Revenues

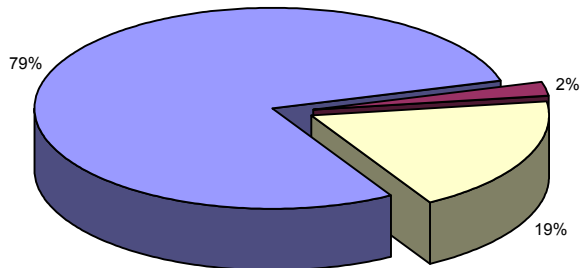


Expenditures

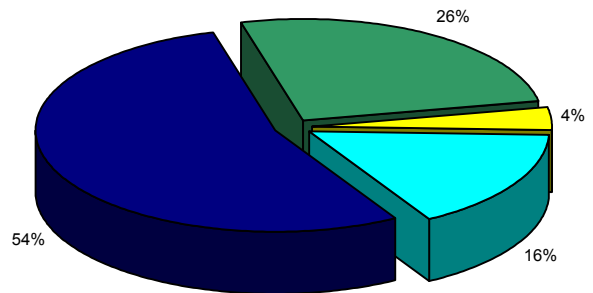


FY 04

Revenues



Expenditures



Fiscal Year 2003

Fiscal Year 2004

Revenues

Charges for Services
Interest
Other Financing Sources



Revenues
\$ 1,615,557
42,500
632,863

Expenditures

Expenditures

Claims Expense
Insurance
Administration
Other Financing Uses



\$ 1,025,000
528,000
73,500
1,502,041

Revenues
\$ 1,628,507
42,500
390,600

Expenditures

\$ 1,119,500
539,700
77,000
330,407

Totals

\$ 2,290,920

\$ 3,128,541

\$ 2,061,607

\$ 2,066,607

City of Auburn
Total Internal Service Funds
Comparative Revenues, Expenditures and Changes in Fund Balances

	Budgeted[^]		Actual (Unaudited)	Actual (Audited)		Five Year Percent Change
	FY 04	FY 03	FY02	FY01	FY00	
Revenues:						
Charges for Services						
Employer premiums	\$ 656,700	\$ 654,200	\$ 657,325	\$ 767,026	\$ 524,138	25.29%
Employee premiums	971,807	961,357	628,445	464,188	605,671	60.45%
Other revenues						
Interest	42,500	42,500	71,658	110,491	101,434	-58.10%
Claims reimbursement	-	-	28,968	5,000	150,000	-100.00%
<i>Total revenues</i>	<u>1,671,007</u>	<u>1,658,057</u>	<u>1,386,396</u>	<u>1,346,705</u>	<u>1,381,243</u>	20.98%
Other financing sources (OFS):						
Transfers in from other funds	390,600	632,863	295,700	76,949	343,155	13.83%
Total revenues and OFS	<u>2,061,607</u>	<u>2,290,920</u>	<u>1,682,096</u>	<u>1,423,654</u>	<u>1,724,398</u>	19.56%
Expenditures:						
General Operations						
Claims payments	1,119,500	1,025,000	872,155	937,613	1,143,953	-2.14%
Insurance premiums	539,700	528,000	355,814	353,599	338,132	59.61%
Administration fees	77,000	73,500	72,606	67,984	62,761	22.69%
<i>Total expenditures</i>	<u>1,736,200</u>	<u>1,626,500</u>	<u>1,300,575</u>	<u>1,359,196</u>	<u>1,544,846</u>	12.39%
Other financing uses (OFU):						
Operating transfers to other funds	330,407	1,502,041	450,900	-	-	n/a
Total expenditures and OFU	<u>2,066,607</u>	<u>3,128,541</u>	<u>1,751,475</u>	<u>1,359,196</u>	<u>1,544,846</u>	33.77%
Excess of revenues and other sources over expenditures and other uses	(5,000)	(837,621)	(69,379)	64,458	179,552	-102.78%
Fund equity, beginning of year	<u>1,221,436</u>	<u>2,059,057</u>	<u>2,128,436</u>	<u>2,063,978</u>	<u>1,884,426</u>	-35.18%
Fund equity, end of year	<u>\$ 1,216,436</u>	<u>\$ 1,221,436</u>	<u>\$ 2,059,057</u>	<u>\$ 2,128,436</u>	<u>\$ 2,063,978</u>	-41.06%

[^] Beginning and ending fund balances for budgeted years have been updated from budget ordinance amounts to reflect actual unaudited ending fund balances at September 30, 2002.

City of Auburn

Detail of Internal Service Funds

	Employee Benefit/Self Insurance Fund	Liability Risk Retention Fund	Total-All Budgeted Internal Service Funds
	FY 03 Budget		
Revenues			
Charges for Services			
Employer premiums	\$ 654,200	\$ -	\$ 654,200
Employee premiums	961,357	-	961,357
Other revenues			
Interest	42,500	-	42,500
<i>Total revenues</i>	<u>1,658,057</u>	<u>-</u>	<u>1,658,057</u>
Other financing sources (OFS)			
Transfers in from other funds	-	632,863	632,863
Total revenues and OFS	<u>1,658,057</u>	<u>632,863</u>	<u>2,290,920</u>
Expenditures			
General Operations			
Claims payments	905,000	120,000	1,025,000
Insurance premiums	270,900	257,100	528,000
Administrative fees	73,500	-	73,500
<i>Total expenditures</i>	<u>1,249,400</u>	<u>377,100</u>	<u>1,626,500</u>
Other financing uses (OFU)			
Transfers to other funds	1,502,041	-	1,502,041
Total expenditures and OFU	<u>2,751,441</u>	<u>377,100</u>	<u>3,128,541</u>
Excess of resources over (under) uses	<u>(1,093,384)</u>	<u>255,763</u>	<u>(837,621)</u>
Fund equity, October 1, 2002[^]	<u>1,258,452</u>	<u>800,605</u>	<u>2,059,057</u>
Projected Fund Equities, Sep 30, 2003	<u>\$ 165,068</u>	<u>\$ 1,056,368</u>	<u>\$ 1,221,436</u>
	FY 04 Budget		
Revenues			
Charges for Services			
Employee premiums	\$ 656,700	\$ -	\$ 656,700
City premiums	971,807	-	971,807
Other revenues			
Interest	42,500	-	42,500
<i>Total revenues</i>	<u>1,671,007</u>	<u>-</u>	<u>1,671,007</u>
Other financing sources (OFS)			
Transfers in from other funds	-	390,600	390,600
Total revenues and OFS	<u>1,671,007</u>	<u>390,600</u>	<u>2,061,607</u>
Expenditures			
General Operations			
Claims payments	989,500	130,000	1,119,500
Insurance premiums	279,100	260,600	539,700
Administrative fees	77,000	-	77,000
<i>Total expenditures</i>	<u>1,345,600</u>	<u>390,600</u>	<u>1,736,200</u>
Other financing uses (OFU)			
Transfers to other funds	325,407	5,000	330,407
Total expenditures and OFU	<u>1,671,007</u>	<u>395,600</u>	<u>2,066,607</u>
Excess of resources over (under) uses	<u>-</u>	<u>(5,000)</u>	<u>(5,000)</u>
Projected Fund Equities, Sep 30, 2003	<u>165,068</u>	<u>1,056,368</u>	<u>1,221,436</u>
Projected Fund Equities, Sep 30, 2004	<u>\$ 165,068</u>	<u>\$ 1,051,368</u>	<u>\$ 1,216,436</u>

[^] FY 02 ending fund equity amounts have been updated from ordinance amounts to reflect unaudited actual amounts.

City of Auburn
Liability Risk Retention Fund
Comparative Revenues, Expenditures and Changes in Fund Balances

	Budgeted[^]		Actual (Unaudited)	Actual (Audited)		Five Year Percent Change
	FY 04	FY 03	FY02	FY01	FY00	
Revenues:						
Other revenues						
Interest	\$ -	\$ -	\$ 18,673	\$ 33,047	\$ 45,100	-100.00%
Claims reimbursement	-	-	27,311	5,000	150,000	-100.00%
<i>Total revenues</i>	-	-	45,984	38,047	195,100	-100.00%
Other financing sources (OFS):						
Transfers in from other funds	390,600	632,863	295,700	76,949	316,165	23.54%
Total revenues and OFS	390,600	632,863	341,684	114,996	511,265	-23.60%
Expenditures:						
General Operations						
Claims payments	130,000	120,000	36,972	60,587	370,383	-64.90%
Insurance premiums	260,600	257,100	95,179	100,719	138,923	87.59%
Administration fees	-	-	3,000	30	-	n/a
<i>Total Expenditures</i>	390,600	377,100	135,151	161,336	509,306	-23.31%
Other financing uses (OFU):						
Operating transfers to other funds	5,000	-	8,600	-	-	n/a
Total expenditures and OFU	395,600	377,100	143,751	161,336	509,306	-22.33%
Excess of revenues and other sources over expenditures and other uses	(5,000)	255,763	197,933	(46,340)	1,959	-355.23%
Fund equity, beginning of year	1,056,368	800,605	602,672	649,012	647,053	63.26%
Fund equity, end of year	\$ 1,051,368	\$ 1,056,368	\$ 800,605	\$ 602,672	\$ 649,012	62.00%

[^] Beginning and ending fund balances for budgeted years have been updated from budget ordinance amounts to reflect actual unaudited ending fund balance at September 30, 2002.

City of Auburn
Employee Benefit Self-Insurance Fund
Comparative Revenues, Expenditures and Changes in Fund Balances

	Budgeted[^]		Actual (Unaudited)	Actual (Audited)		Five Year Percent Change
	FY 04	FY 03	FY02	FY01	FY00	
Revenues:						
Charges for Services						
Employer premiums	\$ 656,700	\$ 654,200	\$ 657,324	\$ 767,026	\$ 524,138	25.29%
Employee premiums	971,807	961,357	628,445	464,188	605,671	60.45%
Other revenues						
Interest	42,500	42,500	52,985	77,444	56,334	-24.56%
Claims reimbursement	-	-	1,657	-	-	n/a
<i>Total revenues</i>	<u>1,671,007</u>	<u>1,658,057</u>	<u>1,340,411</u>	<u>1,308,658</u>	<u>1,186,143</u>	40.88%
Other financing sources (OFS):						
Transfers in from other funds	-	-	-		26,990	-100.00%
Total revenues and OFS	<u>1,671,007</u>	<u>1,658,057</u>	<u>1,340,411</u>	<u>1,308,658</u>	<u>1,213,133</u>	37.74%
Expenditures:						
General Operations						
Claims payments	989,500	905,000	835,183	877,026	773,570	27.91%
Insurance premiums	279,100	270,900	260,635	252,880	199,209	40.10%
Administration fees	77,000	73,500	69,605	67,954	62,761	22.69%
<i>Total Expenditures</i>	<u>1,345,600</u>	<u>1,249,400</u>	<u>1,165,423</u>	<u>1,197,860</u>	<u>1,035,540</u>	29.94%
Other financing uses (OFU):						
Operating transfers to other funds	325,407	1,502,041	442,300	-	-	n/a
Total expenditures and OFU	<u>1,671,007</u>	<u>2,751,441</u>	<u>1,607,723</u>	<u>1,197,860</u>	<u>1,035,540</u>	61.37%
Excess of revenues and other sources over expenditures and other uses	-	(1,093,384)	(267,312)	110,798	177,593	-100.00%
Fund equity, beginning of year	<u>165,068</u>	<u>1,258,452</u>	<u>1,525,764</u>	<u>1,414,966</u>	<u>1,237,373</u>	-86.66%
Fund equity, end of year	<u>\$ 165,068</u>	<u>\$ 165,068</u>	<u>\$ 1,258,452</u>	<u>\$ 1,525,764</u>	<u>\$ 1,414,966</u>	-88.33%

[^] Beginning and ending fund equities for budgeted years have been updated from budget ordinance amounts to reflect actual unaudited ending fund equity at September 30, 2002.