

**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.  
*Status: Cleveland Brothers was awarded this bid, and construction on this project is currently underway.*
2. Complete the development of Town Creek Park, Phase 1 and open it for community use by September 30, 2003.  
*Status: The project is out to bid currently.*
3. Build the new cemetery on South Gay Street by September 30, 2003.  
*Status: The project is out to bid currently.*
4. Finish the construction of the clay court Tennis Center on Richland Road by August 31, 2003.  
*Status: Approval of the contract for the master plan was approved in August so construction will take place in FY04.*

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.  
*Status: The draft of the Land Use Plan has been presented to the Planning Commission.*
6. Open the work training center in cooperation with area industry and the Industrial Development Board in Industrial Park #1 by September 30, 2003.  
*Status: The training center is operating in temporary space in the incubator. We anticipate moving into a larger facility in FY 04.*
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.  
*Status: This project was redesigned to include only that section of roadway involved in the Bragg Avenue realignment from south of Glenn Avenue to north of Bragg Avenue.*
8. Purchase a new ladder truck for the Public Safety Department-Fire Division by July 31, 2003.  
*Status: Truck has been purchased and is in service.*
9. Extend the downtown street lighting project on Tichenor Avenue between North College Street and Gay Street by June 30, 2003.  
*Status: The Tichenor Avenue lighting project is complete.*
10. Complete the renovations to the Boykin Community Center by May 31, 2003.  
*Status: The renovations are complete.*
11. Implement the paperless City Council agenda by March 31, 2003.  
*Status: This goal has been removed by consensus of the City Council.*
12. Purchase the property needed for the Auburn Technology Park West by September 30, 2003.  
*Status: There is a purchasing contract in place. We expect the purchase to take place in the first quarter of FY04.*
13. 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.  
*Status: A committee of the three entities has been interviewing architects to select one to design the new facility. Selection should be made within the first quarter of FY04.*

## ***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 renovations to the Frank Brown Recreation Center and construct the addition of the teen center to the main building by September 30, 2004.
10. Cooperate with developers to extend Samford Avenue to East Glenn Avenue and Longleaf Drive to Cox Road by September 30, 2004.

## **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.  
*Status: This goal has been achieved. Being able to make these transfers electronically is saving untold hundreds of hours of labor. Thanks to Mr. Buston and his staff for enabling us to use this procedure.*
2. Review the workloads of all staff after the completion of the above goal by March 31, 2003.  
*Status: This review has been completed and some work assignment shifts have been made.*

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.  
*Status: We are continuing to review different proposals and providers regarding such services.*
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.  
*Status: We are continuing to work on this goal.*
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.  
*Status: This monitoring is and will continue to be done regularly.*
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.  
*Status: This monitoring is and will continue to be done quarterly.*
7. Work with Information Technology to complete the inception of on-line computer capabilities in the courtroom by September 30, 2003.  
*Status: We anticipate the accomplishment of this goal as scheduled.*

#### **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.

## **Information Technology Department**

### **James C. Buston, 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.  
*Status: This goal has been accomplished.*
2. Implement an Intranet with the purpose of providing a convenient, useful source of information and services for all departments by September 30, 2003.  
*Status: This goal has been accomplished.*
3. Implement the use of interactive forms with E-mail capability on the City's website by March 31, 2003.  
*Status: Form Views have been implemented. We are still working on getting full interactive form capabilities.*
4. Create GIS Division website with map viewing capabilities by September 30, 2003.  
*Status: Work on this goal is progressing on schedule. ArcIMS and ArcSDE have been installed. Configuration of these products is progressing.*
5. Complete GIS mapping of sewer manholes, sewer clean-outs, water valves, fire hydrants, and water meters by September 30, 2003.  
*Status: Work on this goal is progressing on schedule. We have completed approximately 80% of the sewer sections and about 30% of the water sections. We have 90% of the fire hydrants mapped and about 75% of the water meters.*
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.  
*Status: Work on this goal is progressing. The aerial photography company has delayed sending us the deliverables. They have encountered accuracy issues with the data and are trying to resolve them.*
7. Wire five new school buildings for computer and phone and connect them to the City's fiber optic backbone by September 30, 2003.  
*Status: Work on this goal is progressing on schedule. All of the new school constructions with the exception of one building at the Auburn Junior High School and the new gym at Auburn High School have been wired.*
8. Connect the City Schools to the IP phone system by September 30, 2003.  
*Status: Work on this goal is progressing on schedule. The School Board Office, Wrights Mill Road Elementary School and Drake Middle School are complete.*
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.  
*Status: This goal was eliminated.*
10. Implement phase one (50% replacement) of replacing the system wide computer tape backup system by October 31, 2002.  
*Status: Work on this goal is progressing. It was decided to implement 100% of this project in FY03. Three of the ten server tape drives have been installed.*

11. Implement phase one (50% coverage) of installing an intrusion detection system for the City's computer network by September 30, 2003.  
*Status: It was decided to implement 100% of this project in FY03. This goal has been accomplished.*
12. Assist the Parks and Recreation Department in identifying a software program to handle facility reservations by June 30, 2003.  
*Status: Work on this goal is progressing. Parks and Recreation have submitted two software packages for evaluation.*
13. Assist the Economic Development Department with enhancing the Department web site by September 30, 2003.  
*Status: Work on this goal is progressing on schedule.*
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.  
*Status: This goal has been accomplished.*
15. Assist the Judicial Department with creating on-line computer capabilities in the courtroom by June 30, 2003.  
*Status: Work on this goal is progressing. The Court software is being modified to help accomplish this goal. The expected completion date for these modifications is September 30, 2003.*
16. Assist the Human Resources Department with the implementation of computer based skill testing for clerical applicants by December 31, 2003.  
*Status: This goal has been accomplished.*
17. Assist the Human Resources Department with the electronic distribution of employment applications via the Internet by September 30, 2003.  
*Status: Work on this goal is progressing. It has been recommended that we wait and see what the new financial/HR software contains to address this goal before proceeding.*
18. Assist the Planning Department with publishing the updated Zoning Ordinance and Zoning Map to the City's web site.  
*Status: Work on this goal is progressing on schedule. Some information has been published to the web site. The other will be posted when the ArcIMS product is finalized.*
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.  
*Status: This goal has been accomplished.*
20. Assist the Water and Sewer Department with the completion of 50% of the water and sewer base maps by September 30, 2003.  
*Status: Work on this goal is progressing on schedule. About 30% of this goal has been accomplished.*
21. Assist the Finance Department with the implementation of the GASB 34 requirements by September 30, 2003.  
*Status: Work on this goal is progressing on schedule. The new Finance/HR software will help in accomplishing this goal.*
22. Assist the Finance Department with the training in Excel and Access software by January 31, 2003.  
*Status: Some progress has been made on this goal. It has been determined that the new Finance/HR software will require training specific to its use so it has been recommended that we await the installation of the new software.*
23. Assist the Public Safety Department with updating the Police Division's web site by June 30, 2003.  
*Status: This goal has been accomplished.*
24. Assist the Public Safety Department in developing a database for tracking non-traffic citations by March 31, 2003.  
*Status: This goal has been accomplished.*
25. Assist the Public Safety Department in training personnel on the most effective use of the non-traffic citations database by March 31, 2003.  
*Status: Work on this goal is progressing. We are awaiting a training schedule from Public Safety in order to complete this goal.*
26. Assist the Public Safety Department in researching enhancements to the current fire records software by March 31, 2003.  
*Status: Some progress has been made on this goal. We are awaiting input from the Fire Division as to the steps we need to take to finish this goal.*

## ***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.
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.

**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.  
*Status: A preliminary group has met and work has begun on this implementation. Due to staff turnover, progress on this has been delayed.*
2. Develop procedures for expediting the processing of revenue by the City Revenue Office during "rush" periods by November 30, 2003.  
*Status: The Water Revenue Office staff is researching the feasibility of 1) providing a separate window for contractors to meet with the utility database coordinator, and 2) reserving the Development Services conference room during the afternoons of the Auburn University "rush" period, to minimize the number of students in the smaller open lobby area.*
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.  
*Status: The Water Revenue Office has instituted the use of "Customer Comment" cards. These cards are available to the public at the Water Revenue Office counter and can be mailed postage-paid. They allow customers to rate the service they received at the WRO and to provide written comments about specific problems or to provide positive feedback about their experiences at the Water Revenue Office. We have received only a couple of comments so far, and both were positive; one of these mentioned a specific employee.*
4. Provide training in spreadsheet (Excel) and database (Access) software to appropriate Finance and Water Revenue Office staff by January 31, 2003.  
*Status: Three Finance staff members and the Water Revenue Office Manager received training in a two-day Excel course in March. Due to staff vacancies and turnover, there likely will not be time to have the Access training in FY 03.*
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).  
*Status: The City's fiscal 2002 CAFR was published and submitted to the GFOA by March 31, 2003. Due to time constraints resulting from the delayed receipt of the auditors' work product, the Management Discussion and Analysis was not included in the 2002 CAFR.*
6. Develop criteria and a job description and recruit for a temporary part-time Student Public Finance Specialist position by March 31, 2003.  
*Status: Work on this job description has been delayed due to the expediting of the software search project.*
7. Revise the City's chart of accounts to accommodate the changes needed to implement GASB 34 by April 30, 2003.  
*Status: Some planning work has been done, but the work is not yet complete.*
8. Provide training to appropriate City staff on travel and training policies, procedures and forms by May 31, 2003.  
*Status: In preparation for this training the Travel and Training Policy and forms are being reviewed and proposed revisions drafted. The travel forms have been revised as necessary to accommodate the reimbursement rate changes that were effective October 1, 2002. This training will be completed during the fourth quarter.*

9. Provide training to appropriate City staff on year-end financial procedures by August 15, 2003.  
*Status: This training is in the planning phase.*
10. 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.  
*Status: This is an FY 04 goal. Work on this goal was begun during FY 03 due to new issues that have arisen with the current software vendor. A Request for Proposals for new software was developed based on input from every member of the Finance and Human Resources staff and appropriate members of the Information Technology staff. Seven software proposals were received by the June 11, 2003 deadline. After Information Technology's review of the hardware specifications and software compatibilities of the seven proposals, demonstrations have been scheduled with four of the software companies, to be held during the month of July. Upon completion of the software demos, Finance, Human Resources and Information Technology staff will analyze the proposals and demos of the "short listed" four companies as a basis for scheduling site visits. Following the site visits, Finance, Human Resources and Information Technology staff will perform further analysis to develop a recommendation to the City Manager.*
6. Provide training to appropriate City staff on accounts payable procedures by June 30, 2004.

### **FY 04 Goals**

1. Develop criteria and a job description and recruit for a temporary part-time Student Public Finance Specialist position by March 31, 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.



**Public Works Department**  
**Jeff 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 Annalue Drive and Glenn Avenue by July 31, 2003.  
*Status: Project completed.*
2. In conjunction with ALDOT, complete the road widening of North Donahue Drive between Magnolia and Bragg by September 30, 2003.  
*Status: In the process of obtaining appraisals for ROW. The project is being modified to only include the section of Highway 14 realignment .*
3. Upgrade drainage pipes at the Burton House on Magnolia Avenue by June 30, 2003.  
*Status: Project awarded to McDonald Construction Inc May 20, and is 75 percent complete.*
4. Begin the Pumphrey Avenue Pipe Replacement Project near Shug Jordan Parkway by June 30, 2003.  
*Status: Project completed.*
5. Evaluate the structural integrity of the Duck Samford Stadium and the downtown parking deck by June 30, 2003.  
*Status: The evaluation of Duck Samford was conducted and completed by Volkert & Associates. Minor modifications are planned as a result. Preliminary report from a structural engineer indicated the parking deck is safe but recommended a more detailed evaluation for aesthetic modifications. Currently reviewing qualifications of two structural engineering firms.*
6. Install decorative streetlights on Tichenor Avenue by June 30, 2003.  
*Status: Project completed.*
7. Complete the Phase II Storm Water permitting with the Alabama Department of Environmental Management by March 10, 2003.  
*Status: Permit received May 16.*
8. Replace and repair twenty old-style inlets by September 30, 2003.  
*Status: Nine inlets have been replaced.*
9. Remove sediment at specific locations in Moore's Mill Creek to improve water quality by September 30, 2003.  
*Status: We fixed the road, removed a tree, and twice removed the sediment. Currently negotiating with a contractor to remove the sediment a third time.*
10. Monitor the water quality of Moore's Mill Creek and Parkerson Mill by September 30, 2003.  
*Status: Initial round of monitoring (2002 base line) is complete. Draft report received December 2002. Finalized report will be submitted in January of 2003. Monitoring indicates improvement in stream health for lower reaches of Moore's Mill Creek...upper reaches remained unchanged.*
11. Complete the 2003 Resurfacing Project by September 30, 2003.  
*Status: Only miscellaneous punch list items from final inspection remain.*

12. Complete the traffic signal installation at East University Drive and South Donahue Drive by September 30, 2003.  
*Status: All materials have arrived except the poles. Once the poles arrive, we will complete the signal installation at the intersection.*
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.  
*Status: No TEA-21 funding available for this project. Project will be completed using internal resources. Survey work is complete. Actual construction may be delayed.*
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.  
*Status: No TEA-21 funding available for this project. Project will be completed using internal resources. Construction may be delayed.*
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.

### **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.

**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.  
*Status:* We had 3 industrial visits during this quarter, bringing the total for the year to 12.
2. Purchase the property for the Auburn Technology Park West by September 30, 2003.  
*Status:* Purchase contract is in place.
3. Seek to attract new major commercial and retail development by locating at least one new project in Auburn by September 30, 2003.

*Status:* Numerous new retail establishments have come to the City this quarter, primarily restaurants and other small retailers. We have been working to attract major retailers to the market.

4. Administer the City's revolving loan program with the goal of packaging two (2) loans in FY03 and continue to use the State Economic Development loan fund where appropriate.  
*Status:* We packaged one loan this quarter to CV Partners. This brings the total number of loans packaged this fiscal year to 2.
5. 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.  
*Status:* No new tenants have been attracted nor graduated this quarter. One new tenant has been attracted this fiscal year.
6. Participate in the SAE show in Detroit in FY03 in support of State Development agencies with the goal of developing at least one industrial prospect.  
*Status:* We did not attend the SAE show this year due to other commitments with a new industry.
7. Participate in the Frankfurt Auto show in FY03 in support of State Development agencies with the goal of developing at least one industrial prospect.  
*Status:* We will be attending this show in the 4<sup>th</sup> quarter.
8. Utilize the Auburn Housing Assistance Network (AHAN) to complete a minimum of eight spot rehabilitations for needy residents by September 30, 2003.  
*Status:* Eleven rehabilitation project referrals to volunteers and community organizations were completed in the third quarter, which brings the AHAN rehabilitation projects to a total of 18 in FY 03
9. Administer the Community Development Block Grant Program as adopted by the City Council during FY03.  
*Status:* The City has continued with its grant program with the following grant activities:  
*Public Services:*
  - HIV/AIDS Emergency Assistance Program
  - Emergency Homeless Assistance Program
  - Alternatives for All Seasons youth program with the Auburn Housing Authority
  - Elderly Food Services program with the Food Bank of East Alabama
  - Emergency Housing Rehabilitation program with the Presbyterian Community Ministry*Infrastructure:*
  - CDBG Sidewalk project on Foster, Clark, and Boykin Streets*Public Facilities:*
  - Completion of the Boykin Center Renovations project
  - Preparation for the Sam Harris Park and Felton Little Park Improvements

Housing:

- *Completion of the rehabilitation of four homes in Auburn*
- *Housing Rehabilitation – Reconstruction Program with one home demolished and reconstructed.*

10. 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.

Status: *The City distributed information regarding CDBG/Affordable Housing during National Community Development Week in April. Other plans are being made to create a community development board, and plans for an information fair will be continued accordingly.*

11. Utilize Community Development Block Grant funds to assist in Workforce Development for low-to-moderate income citizens by September 30, 2003.

Status: *The City is coordinating plans with the Auburn Training Alliance to determine funding opportunities for low- and moderate-income citizens in the upcoming fiscal year.*

12. 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.

Status: *The City conducted two surveys in September/October 2002 to determine the community interest/need for coordinating a Continuum of Care coalition. Due to a lack of response, the US Department of Housing and Urban Development recommended that the City postpone the Continuum of Care until a later date when community interest is renewed.*

13. Establish and administer a training center for workforce development by March 31, 2003.

Status: *The training center is operating in a temporary space in the incubator. We anticipate moving in to a larger permanent facility in another incubator building during the 2<sup>nd</sup> quarter of FY 04.*

14. Revise marketing profile, revise the Economic Development Department website, and develop a newsletter for Auburn industries by August 31, 2003.

Status: *The marketing profile was updated during the first quarter. The website is under review and will be live in the 4<sup>th</sup> quarter. The newsletter is under development and we expect the first edition to be mailed out by the end of the fiscal year.*

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 FY04 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 FY04 in support of State Development agencies with the goal of developing at least one industrial prospect.
6. Participate in the Frankfurt Auto show in FY04 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 FY04.
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.

## **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.  
*Status: The software is in place and we are continuing to explore implementation options.*
2. Coordinate and present the Supervisor Certification Course for approximately 20 employees by May 31, 2003.  
*Status: This course has been rescheduled to begin in the summer.*
3. Update the employee orientation video by June 30, 2003.  
*Status: The narration has been completed and we are working with the producer to obtain video footage.*
4. Facilitate the employment application process by enabling the distribution of applications via the Internet by September 30, 2003.  
*Status: Accomplished. Applications can be downloaded from the City's website. We are now exploring the option of enabling people to submit applications on-line.*
5. Coordinate and present two human resources seminars by September 30, 2003.  
*Status: Accomplished. Several sessions of an ethics workshop were presented in March, and 143 employees attended. A seminar addressing customer service in the planning and regulatory permitting environment was delivered on April 15<sup>th</sup>, with attendance by 15 employees. A presentation regarding conflict resolution and serving emotionally disturbed customers was made to members of the Library Department and several other employees.*
6. Coordinate and present the Customer Service Certification Course for approximately 20 employees by September 30, 2003.  
*Status: Accomplished. All 13 participants passed and were recognized at a graduation ceremony on March 10<sup>th</sup>.*
7. Provide at least six safety training presentations by September 30, 2003.  
*Status: During this quarter, four presentations have been delivered; vehicle repair safety hazards, ROW maintenance safety, food preparation safety, and playground safety hazards. During the first quarter, an infant CPR course was presented resulting in the certification of seven employees.*
8. Implement a confined space entry program for the safety of affected employees by September 30, 2003.  
*Status: A draft policy has been developed and a trench box has been purchased. Affected department heads will be asked to review the draft policy and provide input, and confined space entry training will be provided.*
9. Implement a hearing protection program by September 30, 2003.  
*Status: A draft policy has been developed and is under review by affected department heads.*
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.  
*Status: No activity during this quarter.*

11. Conduct at least five employee events by September 30, 2003.  
*Status: During this quarter, the annual employee basketball tournament was held. Two events, the Sam Teague Employee Golf Tournament and the Monster's Bowl, were held during the first quarter. A "family fun night" event is in the planning stages.*

## **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.

## ***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.  
*Status: Currently 68.60 (6,433) percent of residential garbage customers (9,378) subscribe to cart service.*
2. Continue a recycling program in FY 03 that will focus on increasing recycling tonnage by 5 percent over FY 02.  
*Status: Goal Complete. Over 461 tons of materials were recycled over this same period last year, compared to 471 tons year-to-date.*
3. Continue to provide animal control services with the goal of increasing the number of dog licenses by 15 percent over FY 02.  
*Status: Goal Complete. Approximately 800 dog licenses were purchased in FY 02 and over 1,000 year-to-date.*
4. In conjunction with the Human Resources Department, develop and implement an adult literacy program for Environmental Services employees by September 30, 2003.  
*Status: No progress to date.*
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  
*Status: Goal delayed until FY 04 to correspond to a proposed Alabama SWANA driving rodeo.*
  - b. Conducting four safety programs by September 30, 2003.  
*Status: Goal Ongoing. All Environmental Services divisions conduct monthly safety meetings.*
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.  
*Status: Goal Complete. The school based recycling educational program will continue during the 2003-2004 school year.*
  - b. Distribute a recycling school kit to all elementary school teachers in the Auburn City School system by November 30, 2002.  
*Status: Goal complete. The recycling school kits were distributed to all elementary and middle schoolteachers.*
  - c. Conduct ten presentations on animal care to local school and civic groups by September 30, 2003.  
*Status: Seven (7) presentations have been conducted to date.*
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.  
*Status: No Progress to Date.*

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.

*Status: The Fleet Services Quality Circle is continuing to identify concerns of Fleet Services customers and is examining possible solutions to the concerns identified.*

9. Expand the litter control program to include recycling of aluminum cans by December 31, 2003.

*Status: Goal Complete.*

### **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.



## 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.  
*Status: The design of the driveway/parking has been completed and the construction is about 90% complete. The lighting and signage plans should be completed early in the 4<sup>th</sup> quarter.*
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.  
*Status: Complete. Both the fire and police reports are entered into the public safety network daily and distributed by e-mail.*
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.  
*Status: The parking design for the complex has been completed and construction of the changes and additions is about 90% complete. We are currently working on the assignment of parking spaces and the required signage.*
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.  
*Status: The first phase of the leadership training started in May when one of the lieutenants was assigned to the administrative section to assist the chief. All of the lieutenants will rotate into this assignment to gain additional management experience.*
5. Update the Police Division's web site to increase the usefulness of information provided to our citizens by June 30, 2003.  
*Status: The existing information on the web site has been reviewed and proposed updates and corrections have been made. We will work with the IT website manager to get the updates installed.*
6. Evaluate the Police Patrol Manpower study and develop a proposal for implementing the recommendation by September 30, 2003.  
*Status: We have been evaluating all the recommendations in the study and some have been implemented. We are working on a plan that will deal with the implementation of the remaining recommendations.*
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.  
*Status: No progress to date.*
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.  
*Status: Complete. In December 2002, the student public safety officers started manning the front desk from 5:00 PM until 10:00 PM, Monday through Friday.*
9. Complete the plans and specifications for Fire Station 5 and bid the construction by September 30, 2003.  
*Status: Letters are being sent out to architects requesting presentations. We expect to select an architect during the fourth quarter of this year and be ready to bid the construction during the first quarter of FY 04.*

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 FY2004 by September 30, 2003.  
*Status:* We are currently training 20 student firefighters to maintain full staffing for FY 04. As soon as construction starts on Station 5, we will recruit and train the additional student firefighters needed.
11. Develop a comprehensive vehicle replacement program for the Fire Division by December 31, 2002.  
*Status:* A vehicle history form has been developed and is being updated for all fire vehicles. When the histories are completed, the proposed replacement program will be submitted for review and consideration.
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.  
*Status:* No progress to date.
13. Work with the Opelika Fire Department to develop a program to expand the capabilities of the Fire Training Center by June 30, 2003.  
*Status:* The Fire Chief has had several work sessions with the Opelika Fire Chief and they are looking at some projects that will improve the training center's capabilities.
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.  
*Status:* Work on this goal will begin now that the new communications center is operational.
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.  
*Status:* The consolidated maintenance plan has been developed and will be in the final stages of implementation now that the new communications center is operational.
16. Continue the removal of abandoned/dilapidated structures by targeting at least five buildings for demolition by September 30, 2003.  
*Status:* Two houses on Stubb Avenue and two houses on West Glenn Avenue are in the process of being removed.
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.  
*Status:* The new fire inspector completed Fire Inspector certification in May. Other inspectors will be registering for classes as soon as the new course schedule comes out.
18. Purchase, review and have the City Council adopt the 2002 National Electrical Code by March 31, 2003.  
*Status:* No progress to date.
19. Work with the Assistant City Manager to provide life/fire/home safety tips in Open Line by December 31, 2002.  
*Status:* The first safety tip appeared in the December Open Line. The Fire and Codes divisions will continue to provide safety tips for future use.
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.  
*Status:* The Fire and Codes Divisions are developing the procedures to coordinate the fire inspections and the pre-fire planning. Both inspections will include these public awareness elements and other areas listed.

### **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 caseloads and establish benchmarks to track the detective section's performance by September 30, 2004.
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.
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 FY2005 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.

**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 required standards by September 30, 2003.  
Status: *Work is underway.*
2. Write one grant application for collection development funds and one grant application for electronic services enhancements by March 31, 2003.  
Status: *Completed.*
3. Edit all on-line cataloging records to insure conformity with Auburn Public Library's established format by September 30, 2003.  
Status: *Eighty percent of all records have been checked and changed where necessary.*
4. Purge patron files of all inactive records by September 30, 2003.  
Status: *Completed.*

5. Develop a training manual for cataloging and processing non-print materials by September 30, 2003.  
Status: *Completed.*
6. Provide a second photocopier for public use by September 30, 2003.  
Status: *Completed.*
7. Provide staff with in-service training opportunities and provide cross training for reference staff in basic cataloging by September 30, 2003.  
Status: *A full day of in-service training for all staff was held on December 19, 2002. A detailed cataloging procedures guide has been completed for use in cross training in cataloging. Cataloging instruction has begun.*
8. Work with the Library Board of Trustees to conduct a review of library hours of operation by March 30, 2003.  
Status: *The review is underway.*

---

---

***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.

**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.  
*Status: Construction is currently underway.*
2. Complete work on the renovation of Frank Brown Recreation Center and construction of a Teen Center by September 30, 2003.  
*Status: Project was delayed for this year.*
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.  
*Status: The City of Auburn will host four national tournaments, two state tournaments, and two district tournaments in 2003.*

4. Complete construction of the Town Creek Park and Cemetery project by September 30, 2003.  
*Status: Project was redesigned due to cost of the soccer complex and is scheduled to be bid this summer.*
5. Complete construction of the Tennis Complex by September 30, 2003.  
*Status: Project was redirected due to cost. A proposal on this redirection has been developed.*
6. Research and identify a software program to handle facility reservations by June 30, 2003.  
*Status: Two software programs have been identified. Purchase will be made in FY 04.*
7. Host the ISA National Convention in Auburn by December 31, 2002.  
*Status: The convention was hosted successfully in December of 2002.*
8. Develop and implement two special events at the skatepark by September 30, 2003.  
*Status: An event was planned for the skatepark but has not been held.*
9. Develop an exercise area for dogs at Kiesel Park by September 30, 2003.  
*Status: Components have been selected and will be purchased and installed once the Master Plan update for Kiesel Park has been completed.*
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.  
*Status: Work on the Coaches Background Check portion of this program is underway with the other aspects on schedule to be implemented in September.*
11. Update the Master Plan for Kiesel Park by June 30, 2003.  
*Status: Work on this project is underway with Goodwyn, Mills and Cawood doing the work.*

## ***FY 04 Goals***

---

---

1. Develop a Master Plan for the Lake Wilmore property by September 30, 2004.
2. Complete plans and begin work on the Frank Brown Recreation Center renovation and expansion by September 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 for tournaments to be played in 2005.
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.
11. Complete construction of Yarbrough Tennis Center by September 30, 2004.
12. Complete construction of Town Creek Cemetery and Town Creek Park Phase I by September 30, 2004.

**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.  
*Status: During the 2003 fiscal year, the members of the Planning Commission have been holding an average of three working meetings per month to review the Zoning Ordinance. Some of these meetings have involved consideration of modifications to the text of the Ordinance. However, in contrast to previous reviews, most of the members' time and consideration has been devoted to broader issues relating to zoning and development. While changes to the Ordinance will be recommended by the end of the fiscal year, the review will continue since the Ordinance will need to be*

*integrated into a management system to implement the Comprehensive Plan.*

2. Working in conjunction with the KPS Group, complete the preparation of the Land Use Plan by September 30, 2003.  
*Status: During the first part of the 03 fiscal year, the staff of the Planning Department provided support services to the KPS Group in the form of the compilation of information and assistance in preparing for the Town Meeting that was held in February 2003. During the Third Quarter of the fiscal year most of the work was carried out by the KPS Group. A draft of a land use plan was presented to the Planning Commission on April 17, 2003, and was made generally available on the City's web site on April 28, 2003.*
3. Submit a report of the annexations for calendar year 2002 to the City Manager by January 30, 2003.  
*Status: Complete.*
4. Place the City's Zoning Map on the web page by September 30, 2003.  
*Status: The zoning map has been computerized and placed on the ArcIMS web site. This is an internal web site, and the map is being fine-tuned prior to being placed on the City's public web site.*
5. Carry out the Annual Citizens Survey and submit a report on the results to the City Manager by April 30, 2003.  
*Status: Since this was not a budget-preparation year, the Citizens Survey was delayed so that questions relating to the comprehensive plan could be added. The telephone interviews were carried out between June 16 and June 24, 2003; and it is anticipated that the report will be completed by mid-July.*
6. Transition a portion of the address/E911 maintenance to the Public Safety Department by December 31, 2002.  
*Status: Complete.*

7. Initiate work on a management system to implement the Comprehensive Plan by September 30, 2003.  
*Status: Work on this goal is dependent upon inputs from the KPS Group. These inputs are expected during the Fourth Quarter.*
8. Hold an orientation and training program for the members of the Planning Commission and the Board of Adjustment throughout FY 03.  
*Status: This is, and has been, an ongoing activity throughout the fiscal year.*
9. Carry out the annual survey of developers as a function of the City's Development Quality Circle by March 31, 2003.  
*Status: The Development Quality Circle has not met to date. It will be convened during the Fourth Quarter.*

#### **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 Zoning Adjustment throughout FY 04.



**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.  
*Status: H.C. Morgan Plant Upgrade Contract has been awarded and work is under way. The S-5 Pump Station is out to bid. Slow easement acquisitions are delaying the remaining line work.*
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.

*Status: Easement needed has been acquired, awaiting approval by Fish and Wildlife of Safe Harbor Agreement for full implementation.*

3. Complete the testing and have at least one of the raw water wells in operation at Lake Ogletree by April 30, 2003.  
*Status: Pump testing of Well 4 is completed with very good results. Testing of Well 1 is scheduled for this fall with final report and implementation to follow in 2004.*
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.  
*Status: Completed with public meeting and briefing of contractors and developers already held.*
5. In conjunction with the Information Technology Department, complete 50% of the water and sewer base maps by September 30, 2003.  
*Status: Work on this goal is progressing on schedule. The Information Technology Department completed approximately 80% of the sewer sections and about 30% of the water sections. That Department has mapped 90% of the fire hydrants and about 75% of the water meters.*

**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.