

Biennial Budget

Fiscal Years 2013 and 2014



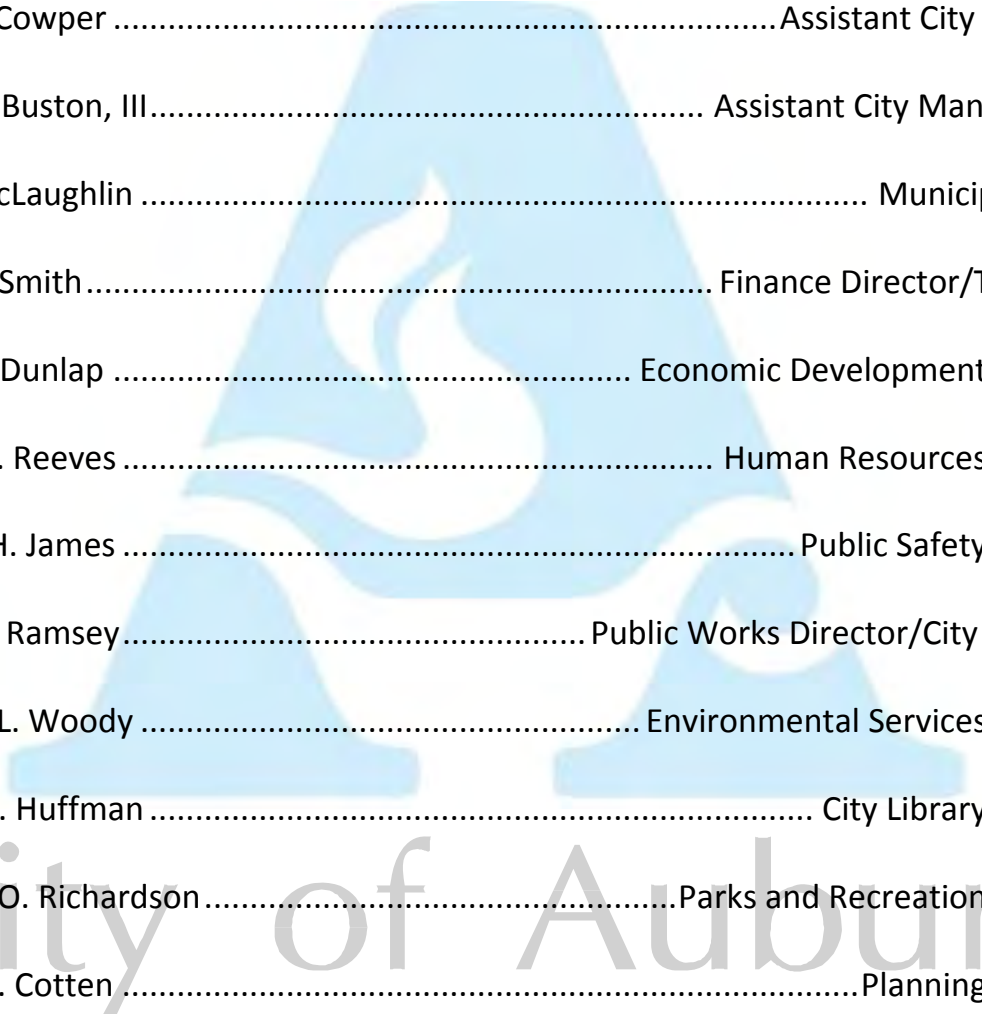
City of Auburn

Alabama

City of Auburn

Biennial Budget - Fiscal Years 2013 and 2014

Management Team



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

Budget Development Team

Penny Smith – Finance Director
Allison Edge – Assistant Finance Director
Erika Sprouse – Principal Financial Analyst
Andrew Zutter – Finance Information Officer
Michael Edwards – Budget Manager



City of Auburn



City of Auburn

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City of Auburn

Vision Statement

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

This community desires for all citizens:

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

Mission Statement

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

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



City of Auburn



City of Auburn
Home of Auburn University

August 8, 2012

Honorable Mayor and Council Members
City of Auburn, Alabama

Dear Mayor and Members of Council:

I am pleased to present for your consideration the City of Auburn's Proposed Biennial Budget for Fiscal Years 2013 and 2014. This budget represents the continuing commitment of our city government to delivering superior services and facilities while striving towards excellence in efficiency and taxpayer value. Reflected in this budget are the Council's goals, priorities, tradition of fiscal discipline, as well as the City's historically conservative management policies. Fiscal sustainability in the face of a slow national economic recovery remains a key factor in our budgeting strategy and, as always, input from the citizens we serve greatly directs our budget development.

Organization of this document

Our budget document is designed to provide the Council with complete, intensive information so that they can set the City's course for the next two years. To maintain transparency with the public this information is provided, in full, via the City's web site: www.auburnalabama.org/budget. Of course, with the wealth of information contained within this document one may feel overwhelmed by the number of charts, graphs, spreadsheets and statistics. To help reduce this feeling, the following descriptions provide a brief overview of the main areas of the budget document:

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

The General Fund accounts for a diverse stream of resources and a multitude of very different types of municipal activities thereby requiring numerous decisions to be made

on resource allocation. These decisions are influenced by the priorities of our residents, governing body, advisory boards, and management. The budget message not only gives a brief overview of our fiscal health, but also explains how those priorities translate into spending and policy decisions. For more detail on our governmental fund structure, please see the *Description of All Budgeted and Major Funds* on page 96.

General Information – This section contains a description of everything that influences our budget process including a combined view of all of our governmental funds. As the budget is guided by several policy, planning, and priority documents, this section contains our financial policies, a description of our budgetary system, Citizen Survey summary, and short and long term goal updates. It also contains the *Financial Overview* (page 74), which gives a much more in-depth review of our resources and revenues, as well as our debt. Lastly, it contains the City-wide organizational chart and a summary and history of authorized personnel (page 107).

General Fund - The largest section of the document, it contains revenue projections, trend analyses, and all of our proposed departmental and non-departmental expenditures in various presentation formats and at a high level of detail. Since many of our departments operate in different service areas, presented in this section is a program-level summary (page 119), where the various departments, divisions, and non-departmental activities are aggregated into broader categories, such as Parks, Leisure & Culture, Economic Development, and Public Safety. Because this section breaks down all of the various non-departmental expenditures, such as debt service and support to outside agencies, and combines them in distinct program areas, it gives a realistic picture of “where our money goes” in an easy to understand format. The program areas generally follow the ideals and objectives set forth in the City’s Vision and Mission Statements.

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

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

Capital Budgets – The City’s capital spending is outlined, including detail by funding source, project category, and department. The six-year Capital Improvement Plan (CIP) is also presented.

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

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

A very brief overview of accomplishments of the past biennium...

The City of Auburn continues to weather a challenging economy with relative strength. Without minimizing the impact of the economic downturn on our residents and their families and businesses, the continued, albeit slow, growth of our diverse local economy has provided a measure of stability in the services our residents have come to expect and on which they depend. We continue to strongly support our schools, successfully recruit major national and international companies, complete large numbers of capital projects and provide excellent municipal services. A brief recap of the progress made towards the priorities of the Council in the last two years in our community follows:

- **Education:** Auburn City Schools (ACS) consistently experiences record enrollment growth each year as parents are drawn to the excellent teachers, facilities, and programming ACS has to offer. ACS broke ground this year on their newest elementary school on the north side of town and has purchased land for a new high school. The City Council provided an additional \$2.5 million in local funding each year to facilitate this growth bringing the annual General Fund appropriation to just over \$9.5 million. We anticipate that establishing a permanent funding mechanism for the schools to ensure continued excellence will be a major focus over the next two years.
- **Economic Development:** Continued recruitment of progressive, high-technology manufacturing firms over the past two years will add 1133 new jobs and almost \$254 million in capital investment to our economy. Construction of the final phase of Auburn Technology Park West is underway and will be home to GE Aviation, SiO2 and many other firms. We have forged agreements with several new or expanding businesses to utilize a unique program of commercial incentives to encourage redevelopment and new projects, including the Shoppes at Cary Creek, home to



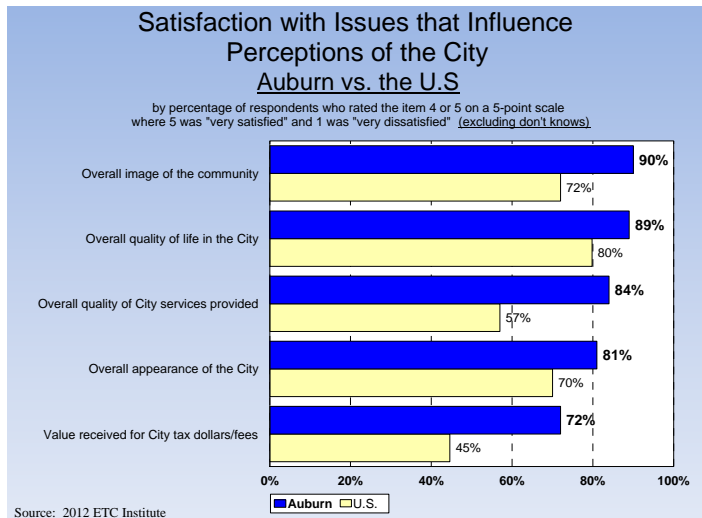
Auburn’s newest Publix and gateway to Cary Creek Parkway, and future residential and commercial development.

- **Roads & Bridges:** Our commitment to maintaining and improving the City’s infrastructure remains high. To that end, the last biennium saw the replacement of the North Donahue Bridge and the roadway widened. Additionally, we allocated \$3.8 million in total resurfacing for the biennium and the last of those resurfacing projects are slated for completion this year. Currently underway is the Hamilton Road reconstruction project where \$1.2 million has been designated to complete this project and includes expanding our bicycle network with new four-foot bicycle lanes on both sides of the road. Finally, although numerous developers defaulted on their obligations to complete neighborhood infrastructure, the City has been able to recover nearly \$750,000 from liquidated surety bonds and, supplementing with our own funds and crews, we moved 11 subdivisions towards final completion.

Markedly, the achievements listed above are all in addition to our employees continuing to deliver excellent services to our residents on a daily basis. Our Citizen Survey results indicate that Auburn residents remain extremely satisfied with the services we provide and with the value they receive for their tax dollar. To find out more about our accomplishments over the past biennium, please contact the Office of the City Manager.

Citizen Survey & Resident Priorities

Each year, the budget process kicks off with the annual Citizen Survey. The survey provides an opportunity to evaluate resident satisfaction with the services we provide and to gauge citizen



priorities for the investment of their tax dollars and fees. Once again, we were pleased to find that in almost every category measured, the City of Auburn performed well above the national average and, in many cases, set the bar for other communities. Auburn residents continue to feel good about their city as a place to live, work and raise a family. Included in this document on page 23 is the executive summary of the 2012 Annual Citizen Survey which provides an excellent synopsis of our citizens’ viewpoints, a

comparison of our city to other cities, and is worth taking time to read. The full text of the report, as well as the presentation of the results, can be found on the City’s website at www.auburnalabama.org/survey.

In developing the budget, we use the survey tool in several ways. First and foremost, we measure satisfaction trends over time in each service area, both overall and by department/division. This allows us to spot areas of concern and address them before they become problems. Page 28 of this document contains a summary of trends we have monitored over the past seven years. Of note is that over this period, 56 categories showed significant increases in citizen satisfaction, with only one category showing a decrease.

Second, we use the Citizen Survey's Importance/Satisfaction Matrix to determine which projects and services should be emphasized when developing the budget proposal for the next two years. Flow of traffic and congestion management, maintenance of City streets and facilities, police and fire protection, and continued support of Auburn City Schools are the priorities identified by residents, and this budget contains provisions for each. The additional penny of sales tax levied in 2011 has allowed the City to invest in each of these areas at a level which meets these expectations, and, quite frankly, would not be possible without it.

We also utilize the survey to rank specific capital investments. Typically, we use this as an early measure of preference for major projects in advance of the Special Five Mill referendums, or, to reaffirm priorities for projects on the near horizon. Not surprisingly, downtown parking continues to be a high priority, with 61% of residents identifying it as the highest priority project. Earlier this week, staff delivered a presentation on our plans for the first phase of the downtown parking project and we have proposed funding for a comprehensive downtown redevelopment plan with parking as a major focus; this is discussed in more detail later in this message. Sixty percent of residents identified road reconstruction and resurfacing also as a high priority project. As a result, resurfacing expenditures have reached their highest level than any previous biennium.

General Management & Budget Strategy

As the City developed the past two biennial budgets, a key component of management's strategy was to rely on reserves to absorb the impact of the recession in order to reduce any potential decreases to the level of service enjoyed by our residents. Another component of this strategy was to temporarily move the burden of transportation infrastructure and some capital equipment replacement to the Special Five Mill Fund and other special revenue funds where excess capacity was available. During this time, containment of operating costs was also a primary focus since keeping operating costs roughly level would allow modest growth in revenues to position the City to more easily absorb the return of capital investment to the General Fund after giving that fund a few years of relief.

This strategy has paid off. Overall, as the economy has begun to stabilize and show signs of growth, management's strategy has been to continue to contain operating costs while maintaining a high level of service and investing in capital asset maintenance and replacement. Also integral to our long-term management plan maintaining a balance between these fiscal strategies and policy initiatives designed to encourage sustainable and manageable growth.

The information that follows includes discussion of the key areas of revenues and expenditures we considered in developing this budget proposal. A detailed analysis and discussion of our revenue outlook and trends, as well as an overview on the City's debt position, is included in the Financial Overview starting on page 74 of this document.

Revenues, Resources and Outlook for the General Fund: Our fiscal year 2012 General Fund net ending fund balance is projected to be almost 30% of our expenditures. This is over our target range and an increase over currently budgeted amounts. As a result, we plan to draw down this balance in the next biennium by continuing to invest in capital infrastructure and vehicle and equipment replacement. The following table illustrates the six year outlook for the General Fund.

General Fund (100 Only) - Changes in Fund Balance									
	Actual	Actual	Budget	Biennial Budget		Projected			
	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
Beginning Fund Balance	25,686,770	23,374,404	25,532,419	23,332,145	20,107,948	19,992,670	19,947,438	21,048,952	22,326,760
Revenues	52,114,937	55,667,909	62,332,862	63,253,081	64,870,396	66,812,634	68,913,820	71,058,043	73,275,776
Other Financing Sources (OFS)	15,396,250	471,317	1,757,488	296,250	296,250	300,750	305,340	312,363	319,596
Total Revenues & OFS	67,511,187	56,139,225	64,090,350	63,549,331	65,166,646	67,113,384	69,219,160	71,370,406	73,595,373
Expenditures	46,971,169	45,788,038	53,137,482	55,502,769	54,049,165	55,647,695	56,315,933	57,987,547	57,052,291
Other Financing Uses (OFU)	22,852,384	8,193,172	13,153,142	11,270,759	11,232,759	11,510,922	11,801,713	12,105,051	12,420,898
Total Expenditures & OFU	69,823,553	53,981,210	66,290,624	66,773,528	65,281,924	67,158,617	68,117,646	70,092,598	69,473,189
<i>Change in Fund Balance</i>	(2,312,366)	2,158,015	(2,200,274)	(3,224,197)	(115,278)	(45,232)	1,101,514	1,277,808	4,122,184
Ending Fund Balance	23,374,404	25,532,419	23,332,145	20,107,948	19,992,670	19,947,438	21,048,952	22,326,760	26,448,944
Less: Permanent Reserve Fund	4,682,899	4,724,918	4,070,287	4,090,638	4,111,092	4,172,758	4,235,349	4,298,880	4,363,363
Net Ending Fund Balance	18,691,505	20,807,501	19,261,858	16,017,309	15,881,579	15,774,680	16,813,603	18,027,881	22,085,581
<i>NEFB as % of Exp. & OFU</i>	33.06%	38.55%	29.74%	23.99%	24.33%	23.49%	24.68%	25.72%	31.79%
<i>Unreserved, Undesignated</i>	11,265,468	13,053,936	11,472,021	8,477,347	8,592,404	8,727,233	10,008,855	11,466,827	15,725,873
<i>Unreserved, Undesignated as % of total</i>	48.20%	51.13%	49.17%	42.14%	42.93%	43.71%	47.51%	51.31%	59.41%
<i>Debt Svc. as a % of total adj Exp&OFU</i>	11.4%	14.5%	12.8%	12.5%	12.0%	9.7%	7.9%	7.7%	6.9%
<i>Personal Services as a %</i>	47.02%	50.45%	43.75%	43.53%	45.29%	45.11%	45.59%	45.41%	46.96%

Overall, our revenues have stabilized since the downturn, and we are beginning to see modest growth in most major revenue categories. As is our practice, our revenue projections are conservative, but realistic. Revenue from business license fees, as a lagging indicator, is projected to see a slight decline. We continue to see robust growth in our Occupational License Fee revenue as a result of our industrial development activities, and sales tax recovery continues indicating the growing strength in our local economy. For a more in-depth look at our General Fund revenue outlook, please see the *Financial Overview* on page 77.

The one percent sales tax increase authorized by the City Council in August of 2011 was intended to provide for school infrastructure investment, continued economic development, improvements to the Opelika Road corridor, and to maintain the current service levels provided to Auburn's citizens. The ordinance levying the additional penny contained a provision to rescind the increase if an Ad Valorem Tax increase is approved by voters in a millage sufficient to replace the penny. In recognition of this, we have targeted the proceeds of the sales tax increase primarily towards non-recurring capital investments. This complements our ongoing

strategy and positions the City to react to a potential reduction in sales tax revenues should the increase be rescinded.

Should a reduction occur, and if resulting revenue growth is insufficient to maintain existing service levels, we would reduce our General Fund capital investments while slowly scaling back service delivery in order to balance the budget over the longer term. This would require a return to the Special Five Mill Tax to fund infrastructure needs at a reduced level and eliminate or postpone quality of life projects (primarily future recreation center and park projects) and reconsideration of future economic development projects.

Operating Costs: In general, we have maintained our departmental operating costs roughly level since the downturn began. The proposed budget includes personnel cost increases sufficient to cover the merit plan, modest increases to cover rising maintenance and energy costs, funds to operate the new Senior Center, increased funds for mowing and trimming of rights-of-way, and additional overtime to accommodate increased Police patrols. A cost of living adjustment is not included in the budget recommendation.

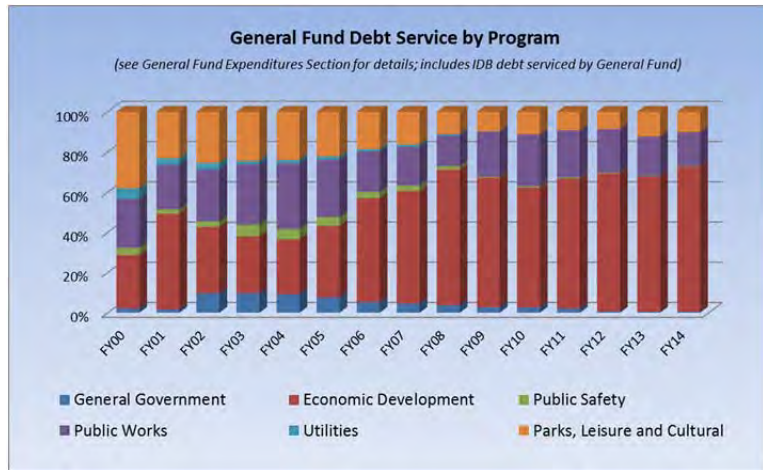
Personnel costs have historically accounted for roughly 50% of our total General Fund expenditures and about 75% of our departmental costs. Personnel costs are the largest single component of our operating cost structure. As such, controlling personnel costs is a critical component of our fiscal planning. With the increase in spending related to education,



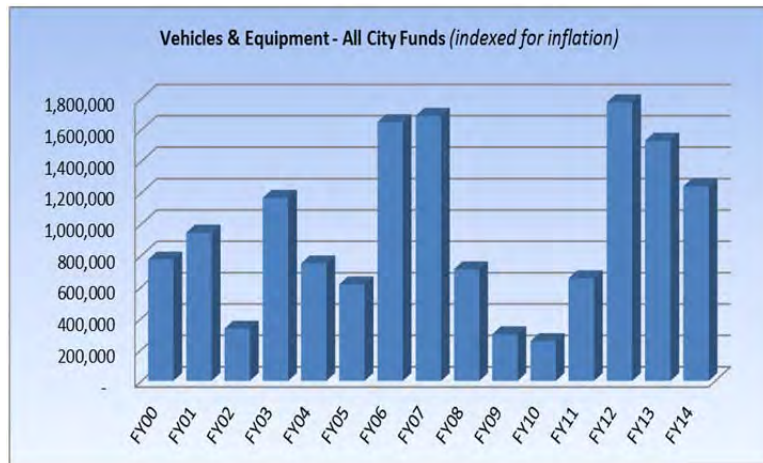
economic development, and capital investment, this ratio has dropped to around 45%, and is projected to remain at this level for the projection period. Ongoing organizational changes related to the creation of the Neighborhood, Growth, Development and Infrastructure Business Unit along with improvements in operations and technology across all departments have allowed us to reduce the overall number of

budgeted employees from the FY2008 level (see the chart above, and the *Personnel Authorization Summary table on page 107 for more detail*). Since the current biennium began, we have shed five regular full-time positions, and left two assistant director positions unfunded. Zero new positions are recommended in this proposed budget, and as stated above a cost-of-living adjustment (COLA) is not included. As the economy continues to improve, however, and our employees are asked to do more with less, we will have to reconsider this course to maintain our competitive position in the labor market and retain quality employees.

Capital Investments: Our capital investment strategy has remained consistent with the approach outlined in the past two biennial budgets. After several years of lean capital budgets the General Fund began in FY2012 taking a larger role in capital funding, including the replacement of aging vehicles and equipment in the City's fleet, and City infrastructure repair and maintenance projects.



Using General Fund cash for major capital investment has also been necessitated by a shift in our debt spending over the last several years. In the past, a large number of maintenance projects and large equipment purchases were funded through the issuance of general obligation debt. As our debt has increasingly shifted towards major investments in economic development (technology parks and major commercial developments like Sam's), we have begun to fund much of our routine road and infrastructure maintenance and the replacement of capital equipment to a pay-as-you-go basis, using cash. The chart at the top of this page illustrates the reprogramming in General Fund debt that has occurred to meet the Council's priority of industrial and commercial development.



The proposed budget contains \$11,397,657 in General Fund capital spending over the biennium, with over 85% of that amount providing for maintenance and improvements to infrastructure and facilities. The remaining capital

Budgeted Capital Outlay & Projects (by funding source)

	FY2013	FY2014	Total
General Fund	\$	\$	\$
Departmental Vehicles & Equipment Replacement	944,750	657,900	1,602,650
Departmental Vehicles & Equipment Expansion	13,900	18,480	32,380
Departmental Projects	759,000	65,000	824,000
General Operations Projects	135,000	35,000	170,000
Public Works Project Operations	4,482,848	4,285,779	8,768,627
Total - General Fund Capital Outlay & Projects	6,335,498	5,062,159	11,397,657
Sewer Fund			
Departmental Vehicles & Equipment Replacement	-	25,000	25,000
Departmental Vehicles & Equipment Expansion	105,000	25,000	130,000
Projects	5,137,000	1,538,500	6,675,500
Total - Sewer Fund	5,242,000	1,588,500	6,830,500
Solid Waste Management Fund			
Departmental Vehicles & Equipment Replacement	513,000	564,500	1,077,500
Departmental Vehicles & Equipment Expansion	-	-	-
Projects	12,500	12,500	25,000
Total - Solid Waste Management Fund	525,500	577,000	1,102,500
Public Parks & Recreation Board Fund			
Capital Outlay & Projects	61,000	-	61,000
Total - Public Parks & Recreation Board Fund	61,000	-	61,000
Total - Budgeted Capital Outlay & Projects	12,163,998	7,227,659	19,391,657

investment is applied towards the replacement of aging vehicles and equipment. Over the past several years, vehicle and equipment replacements have been postponed, resulting in higher operating and repair costs and a greater likelihood that downtime will result in service disruptions. The graph on the preceding page shows the City's spending trends on vehicles and equipment, and illustrates the lack of equipment replacement during the downturn. Since service and staffing levels have remained relatively constant over the past several years we have not enlarged our fleet. Therefore, the proposed non-project capital budget emphasizes replacement rather than expansion. Of the \$2,867,530 proposed for capital equipment and vehicles, approximately 95% replaces existing assets. The few items that are classified as expansion will enhance the efficiency and effectiveness of operations. It is important that the City continues to renew the fleet on a consistent basis in order to reduce overall operating costs and maintain service levels.

Growth & Development Issues: Our focus on growth management will help to ensure that we are maximizing the use of our existing infrastructure and services as we move into the next biennium. We have taken a number of positive steps in this direction over the last few years. Improvements to our development agreement process and increases in sewer access fees have helped to ensure developers participate in the public costs associated with growth projects, and the adoption of *CompPlan 2030* in October of 2011 reinforced the City Council's and management's commitment to smart growth principles. In general, the Future Land Use Plan, a key component of *CompPlan 2030*, emphasizes infill development and makes it easier to redevelop nonconforming sites. While infill development and redevelopment increases density, the maximum utilization of the existing infrastructure needed to provide service is less costly in the long run than expanding our service territory.

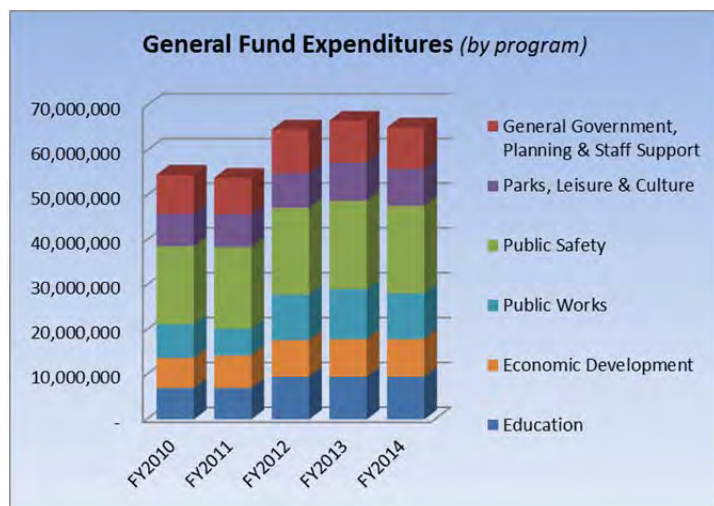
Upon adoption of *CompPlan 2030* by the City Council, the Planning staff (in concert with the Planning Commission) began working in earnest toward plan implementation. A priority implementation document was developed and it has served as the foundation upon which the initial phase of plan realization has been based.

To date, the City's Annexation Policy has been updated to reflect the City's optimal boundary growth strategy set forth for the 2030 planning horizon. Annexation analysis has been enhanced to include additional input from Auburn City Schools, the Codes Division of Public Safety, and the Animal Control Division of Environmental Services. This input supplements analysis already provided by the Environmental Services, Finance, Planning, Public Safety, Public Works, and Water Resource Management Departments. Finally, the policy takes a proactive approach by citing the future land use classification assigned to each subject property and providing potential zoning options to be considered.

As we continue to implement the policies and objectives in *CompPlan 2030*, we expect to see long-term improvements in land use and more strategic use of multi-family zoning that will result in better managed growth, more efficient use of infrastructure and services, and stronger neighborhoods.

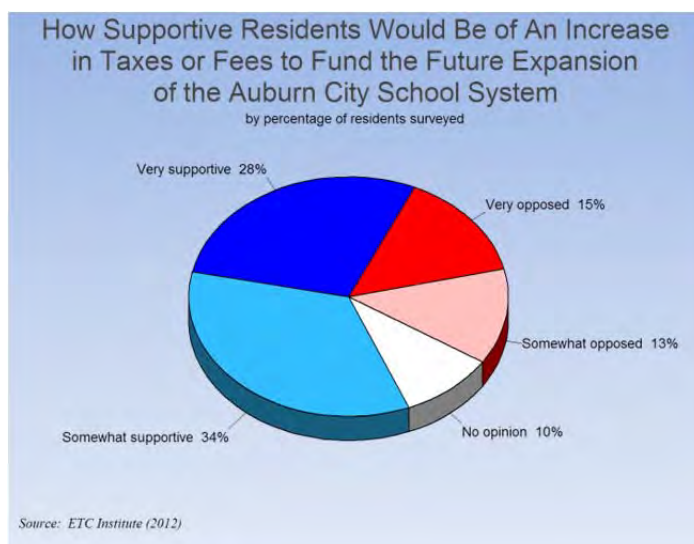
City Council Priorities

The City is fortunate to have a City Council that has maintained a very strong consensus on the priorities of the City's management and future direction. In preparation for the budget and through the completion of a priority ranking worksheet, the Council was asked to rank which projects and services should be given priority in the next biennium. The results of the ranking exercise again revealed a strong consensus on where our resources should be allocated and reaffirmed the course we are presently taking.



The chart to right gives a summary view of how the City's General Fund resources are allocated to meet these priorities; the program areas include the departments and divisions tasked with these services, as well as the non-departmental spending, such as debt service and agency support, required to fulfill those tasks. More information on the program areas can be found on pages 125-126 of this document. The top ten priorities that follow illustrate the Council's focus on each of these general categories. A packet of tables detailing these priorities is included in your binder. Note that while we do not include any public safety services areas in our ranking, the Council and our residents have continued to demand the highest level of protection in this regard as is demonstrated by our allocation of resources to this program area.

#1 - School Funding: The City Council, like our residents, continues to place a high priority on the funding of our local schools. With the decrease in state funding over the past several years and continued growth in enrollment, the City Council dedicated an additional \$2.5 million from the sales tax increase to Auburn City Schools (ACS) to help fund the construction of the new elementary school and purchase land for a new high school. The construction of the new elementary school is underway, with completion anticipated in time for the 2014 school year. Land has been purchased on East Samford Avenue and construction of a new high school is being evaluated. At the time of this writing, there is still much unresolved



regarding the future expansion plans of ACS, as well as the resources required to accommodate future growth. Given these funding needs, it is possible that Auburn City Schools and the City Council will begin the process to put a property tax referendum before voters in the next fiscal year. Should such a referendum pass, it would significantly impact school funding and the existing City fiscal structure. The Citizen Survey was utilized to gauge preliminary support for such referendum. Sixty-two percent of those responding were supportive of an increase in fees or taxes (see chart on preceding page). Of those answering in the affirmative, 65% preferred an increase in Ad Valorem taxes.

#2 - Industrial Development: Industrial development, as directed by the City’s Industrial Development Board (IDB) and carried out by the City’s Economic Development (ED) Department, has long been a priority of the City Council and management. The targeted activities of the IDB and ED create high-wage jobs for residents, increase revenues for the City, and increase opportunities for local businesses. The proposed budget includes debt service for the completion of Auburn Technology Park West and continued funding of the activities of the IDB.

#3 - Commercial Development: While the City has always strived to promote commercial development, efforts have been increased in recent years in order to compete with neighboring communities. In the last few years, our efforts in this regard have expanded to complement overall community redevelopment goals as well. In July of 2011, a presentation to the City Council outlined the new Commercial Development Incentive program, and we have already forged agreements with several new and existing businesses to use the sales tax sharing program to promote expansions and redevelopments. This program is expected to be a vital part of the efforts to reinvigorate Opelika Road and the downtown area.

#4 - Renew Opelika Road: The revitalization of Opelika Road was identified as a priority by City staff and the City Council as early as 2010. Of several focus areas identified for special study in *CompPlan 2030*, the Opelika Road Corridor rose to the top. As a result, the “Renew Opelika Road” planning initiative is well underway with completion anticipated in December 2012. Plan implementation will be coordinated largely by the Planning and Economic Development Departments. One million dollars is included in each year of the proposed budget and Capital Improvement Plan (CIP); this may be used for debt service or capital projects depending on the aforementioned plan, adoption and implementation details.

#5 - Street Maintenance & #7 - Intersection/Street Segment Improvements: With traffic flow and congestion concerns as priorities for citizens and Council, the proposed budget includes a number of capital projects addressing roadways. Two million dollars in general resurfacing and restriping projects are proposed each year, with an additional \$575K from the General Fund leveraging over \$1.3



million in ALDOT funding for Moores Mill and Shelton Mill Roads. The chart on the preceding page shows our increased resurfacing funding, as well as the larger role the General Fund is taking to meet the need. To alleviate congestion on South College and Longleaf, we have proposed almost \$1.0 million in intersection improvements in FY2014; this project will also improve traffic flow coming from the new interchange and Cox Road. Including state funds, we will construct almost \$6.9 million in road projects in the FY2013-FY2014 biennium. We will also finish the improvements to Shug Jordan/East University and South College intersection, which are included in the FY2012 budget. Additionally, we have proposed increased funding for right-of-way maintenance in order to improve our mowing, trimming and litter collection efforts along the roadways.

#6 - Downtown Parking, #8 - Downtown Event Space & #9 - Downtown Redevelopment Plan:

Downtown parking continues to be a priority for the residents and City Council, as well as our downtown businesses. There continues to be both the perception of insufficient parking, and the underutilization of existing parking. Further, pedestrian accessibility and way-finding issues, combined with a lack of landscaping and public space, do not create the welcoming atmosphere a vibrant downtown requires.

In January of last year, residents approved the 2012 Special Five Mill referendum, which in part targeted downtown parking improvements. We assembled an internal team to develop proposals and, after meeting several times with downtown businesses and residents, management delivered recommendations to the Council earlier this week.

The project will entail not only the addition of over 90 new public spaces, but also significant improvements to pedestrian facilities and landscaping. Public improvements are envisioned to be complemented with incentives to encourage businesses to improve the rear entrances to their buildings and open up additional outdoor dining and gathering spaces. Perhaps most innovative is the ability to convert the east lot into event space in order to enhance and expand our ability to host community events downtown. A preliminary design is shown on this page.



#10 - Facility and Building Maintenance: Identified on the Citizen Survey as an emerging issue, the Council ranked facility and building maintenance as a medium priority. During the downturn, some routine maintenance and necessary repairs were deferred or unable to be funded to the extent required. I have included some modest funding increases to the departmental operating budgets to facilitate these repairs. Additional funds of \$844,000 are proposed for deferred facility renovations and repairs, including replacement of the HVAC system at the Douglas J. Watson Municipal Complex, a new employee break room and vehicle wash rack at Fleet Services, and roof replacement at three fire stations. City Hall will also receive new paint and carpet for the first time in over ten years, as well as other repairs. The expenditures proposed meet citizen's expectations that their tax dollars are spent wisely to maintain clean, safe facilities in good repair while at the same time reduce the likelihood of more costly repairs down the road.

Also on the horizon...

Part of developing a two-year budget plan is recognizing that there will be issues and concerns that will be unresolved, unknown, or will require consideration during the budget implementation period. Since some of the known, although unresolved, issues have the potential to have a significant impact on the City's fiscal planning, they warrant some mention now.

- **Moores Mill Road Bridge** – Governor Bentley has announced that the City will receive \$4.8 million in funding for the replacement of the bridge over I-85. The cost estimates are still being reviewed, but the City will need to provide at least \$1.2 million as the local match. When we have a better picture of how much we will need, and when we will need to provide it, we will present the Council with a recommendation. If the amount is close to the estimate, we will likely propose either shifting money scheduled for resurfacing, or using any surplus funds from FY2012. If it is significantly higher, we may propose borrowing funds. This is an important project, and we do not wish to miss an opportunity to leverage state funds.
- **School funding** – Now that the new superintendent is in place, and the elementary school is under construction, the City will need to work with ACS to determine the school system's long term needs and how best to meet them. More than likely, this will involve putting a referendum for an Ad Valorem tax increase before the voters. This would impact more than just the schools since, as mentioned above, a property tax increase potentially could trigger the repeal of the sales tax increase which could require a major shift in the City's financial strategy. We anticipate much more discussion on this in the near future.
- **Parks & Recreation planning** – One initiative that will be undertaken by staff this biennium is to conduct a community recreation needs assessment to provide input for the development of a Parks & Recreation Master Plan. While we do have some undeveloped park lands in our current inventory, we need to make sure our future development of recreation facilities not only meets the needs of our residents, but that we secure sufficient space for long-term expansion. The proposed budget includes

funds for debt service should suitable land be found and the Council determines it is necessary.

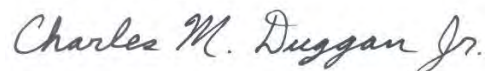
- **Facility needs** – We are in the process of evaluating our long-term facility needs in order to ensure we have adequate space for expansion in the future. Our Police Division is currently in need of additional space. In the next biennium, our space needs assessment will be completed, and options for future facilities will be brought to the Council. We will also be evaluating the designation of a facilities division to handle more routine maintenance in-house to reduce costs.
- **Maintaining a highly motivated workforce** – It has been several years (2009) since a cost-of-living adjustment (COLA) was granted to City employees and a COLA is not proposed for this year. This has been a prudent position during the downturn, however, as the economy recovers we should consider the need to attract and retain quality people and the rising competitiveness of other employers. It has long been a priority of the Council to ensure we have highly educated, qualified, and motivated personnel working in a professional organization. If this is to remain a priority, we will want to consider this at Mid-Biennium.

In closing...

The residents of Auburn expect superior service and accountability for their tax dollars. According to the Citizen Survey, the satisfaction with the value received for taxes and fees exceeds the national average by 27 points. The proposed budget is designed to continue to meet the expectations of our citizens, with enough flexibility to react to the continued economic uncertainty which defines our current revenue outlook.

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

Sincerely,



Charles M. Duggan, Jr.

City Manager

CITY OF AUBURN

Key Decisions

FY 2013 & FY 2014 Biennial Budget

1. Should the City's capital budget be adopted as proposed, including the adoption of the Capital Improvement Plan (CIP) with the understanding that projects included in FY 2013 and FY 2014 are budgeted, but projects listed for FY 2015-2018 are subject to change, depending on future economic conditions and changing citizen preferences and infrastructure needs? See Capital Budget section for details. In budget.

Yes No

2. Should the City increase its enforcement efforts for residential rental tax collection?

Yes No

3. Funding of Outside Agencies *A packet containing the copies of the agency request letters, as well as the Council's adopted policy on the funding of outside agencies, may be found in the binder pocket.*

- a. Should the City provide level funding to Outside Agencies in FY 2013 & FY 2014? In budget.

Yes No

- b. If no to 3a, should any or all agencies be increased or decreased, or should the City begin providing support to any new agencies? Please explain:

- c. Should the City provide an additional \$19,500 in FY2013 and 24,500 in FY2014 to the Lee-Russell Council of Governments as requested? These amounts are necessary to leverage federal and state funding. In budget.

Yes No

- d. Should the City provide \$50,000 to the Forest Ecology Preserve in FY2013 & FY2014 under the terms of the proposed pilot agreement (developed by City staff)? *A copy of the agreement may be found in the binder packet.* In budget.

Yes No

4. Should the City provide \$9.5 million to Auburn City Schools, which includes the supplemental appropriation of \$2.5M resulting from the Sales Tax increase? In budget.

Yes No

5. Should the City pursue the purchase of additional park land for future expansion? In budget.

Yes No



City of Auburn



City of Auburn

Biennial Budget for FY 2013 & FY 2014

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City of Auburn



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Auburn
Alabama**

For the Biennium Beginning

October 1, 2010



President

Executive Director



City of Auburn

City of Auburn

Financial Policies

Background

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

Overview

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

Legal Compliance

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

Generally Accepted Accounting Principles (GAAP)

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

Internal Controls

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

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

Component Units

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

Financial Reporting

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

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

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

Funds Structure

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

Interfund Transactions

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

Fund Balance/Net Assets

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

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

conditions. This fund balance goal is a *goal* and is not intended to be a legal requirement; there may be economic conditions under which attainment of this goal is not possible.

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

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

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

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

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

Cash Management

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

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

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

Investments

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

Accounts Receivable

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

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

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

Inventories (non-capital)

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

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

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

Capital Assets

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

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

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

Accounts Payable

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

Auditing Services

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

Banking Services

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

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

Revenue Administration

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

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

Purchasing

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

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

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

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

Debt Management

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

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

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

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

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

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

Employee Benefits Management

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

Budgeting

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

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

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

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

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

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

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

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

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

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

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

Capital Projects

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

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

Contracts Management

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

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

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



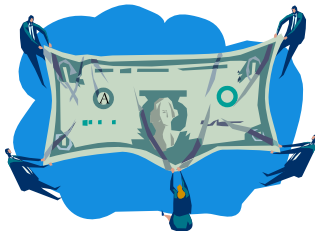
City of Auburn

Description of the Budgetary System

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

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

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



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

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

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

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



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

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

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

The departmental goals are also developed during this time and are submitted to the City Manager for approval as part of the development of the proposed budget. Departmental goals are based on the Council's strategic goals and on carrying out the priorities that the City Council set, based on the Citizen Survey results. The department heads present their departments' approved goals to the City Council during budget hearings. Departmental goals are an integral part of the budget process and serve to focus the activities of the departments throughout the year. (All departmental goals for FY2013 & FY2014 are provided in this document.) Like the budget requests, departmental goals are submitted electronically, with detailed funding information and estimated timelines. Goals are updated quarterly, and Council is presented with a comprehensive goals status report each quarter.

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

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



the upcoming biennium. Copies of the proposed budget are made available to the public at City Hall and the City Library, as well as via the City's web site; emails are sent to electronic subscribers with links to the document online. A public hearing on the proposed budget is advertised and held during a regular City Council meeting prior to adopting the budget. The Council finalizes the key decisions following the public hearing and prior to consideration of the budget ordinance for adoption. State law requires that the budget be approved no later than the first regular Council meeting each October (the City's fiscal year begins on October 1). The expenditures authorized by the budget ordinance are detailed by fund and, within the General Fund, by departments and divisions.

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

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

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



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

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

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

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

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

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

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

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

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



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

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

City of Auburn
Budget Calendar
FY2013 & 2014 Biennium

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January 2012						

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March 2012						
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April 2012						
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May 2012						
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June 2012						
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July 2012						
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August 2012						
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September 2012						
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January 2012

4 Begin Conducting Citizen Survey

March 2012

1 Begin another biennial cycle
 30 Outside Agency funding requests due

April 2012

13 Position budgets completed
 17 Citizen Survey results presented to Council
 25 Budget Kick-off for FY2013 & 2014 biennial budget
 27 Priorities finalized and distributed to Management Team and City Council
 27 Departmental budget requests opened
 30 Revenue forecasts completed

May 2012

9 Position budgets reviewed by Department Heads
 14 Departmental priority rankings due to OCM
 16 Priority rankings compiled and analyzed by OCM
 18 Initial budget strategy finalized by OCM
 18 Capital Improvement and New Position requests due from Departments

June 2012

5 Department Heads begin additional funding request meetings with City Manager
 15 Draft of departmental goals are due
 18 Capital Outlay needs review begins
 22 Model Budget Document distributed to Budget Team
 27 Final departmental budget submissions due
 29 Capital Outlay review completed

July 2012

10 Capital Outlay finalized
 10 Final department goals due to OCM
 12 Key Budget Decisions finalized
 30 Budget Document published

August 2012

6 Budget Document posted to website
 8 1st Council work session
 13 2nd Council work session
 14 Ordinance completed and submitted to Council
 21 1st Reading of Budget Ordinance

September 2012

4 2nd Reading & Adoption of Budget Ordinance

City of Auburn

Annual Citizen Survey

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

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

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

The 2012 Citizen Survey was conducted in early 2012, in preparation for the FY2013 & FY2014 biennial budget process. A six-page survey was mailed to a random sample of 1,500 households in the City of Auburn. Responses to the survey were entered into a computer database, enabling the survey results to be tabulated promptly. The confidence interval calculated for the 2012 survey indicates a 95% level of confidence with a precision of at least +/- 4.0%. In order to better understand how well services are being delivered in different areas of the City, the addresses of the respondents were geo-coded into the database.

The survey results reflect high levels of satisfaction with City services and the overall quality of life in Auburn. The areas that residents thought should receive the most increase in emphasis from the City over the next two years were (1) management of traffic flow in the City and (2) maintenance of City streets, buildings, and facilities. The Executive Summary from the 2012 survey is presented on the following pages. The complete results of the Citizen Survey are available from the City’s website at www.auburnalabama.org/citizensurvey.

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

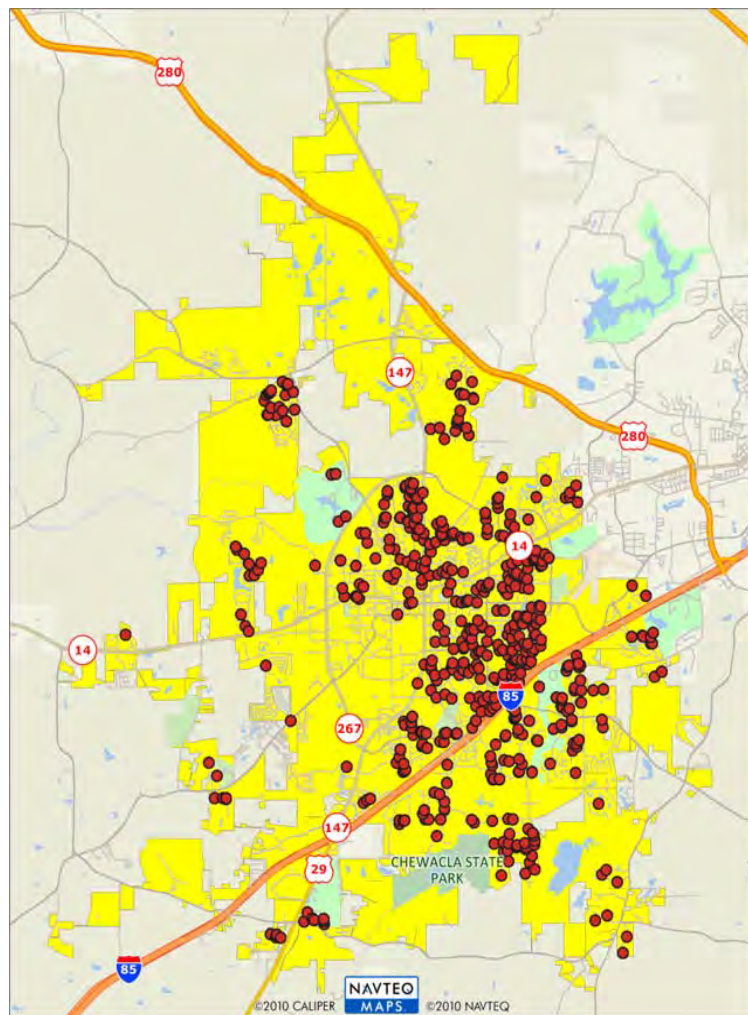
DirectionFinder® Survey

Executive Summary

Purpose and Methodology

ETC Institute administered the DirectionFinder® survey for the City of Auburn during February 2012. The survey was administered as part of the City's on-going effort to assess citizen satisfaction with the quality of city services. The City of Auburn has been administering an annual citizen survey since 1985.

Resident Survey. A seven-page survey was mailed to a random sample of 1,500 households in the City of Auburn. Approximately seven days after the surveys were mailed residents who received the survey were contacted by phone. Those who indicated that they had not returned the survey were given the option of completing it by phone. Of the households that received a survey, 235 completed the survey by phone and 372 returned it by mail for a total of 607 completed surveys (40% response rate). The results for the random sample of 607 households have a 95% level of confidence with a precision of at least +/- 4.0%. There were no statistically significant differences in the results of the survey based on the method of administration (phone vs. mail). In order to better understand how well services are being delivered by the City, ETC Institute geocoded the home address of respondents to the survey (see map to the right).



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

This report contains:

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

*Note: the results of the leader survey are provided in appendix A.

Major Findings

- **Overall Satisfaction with City services.** The overall City services that residents, *who had an opinion*, were most satisfied (rating of 4 or 5 on a 5-point scale) with were: the quality of the City’s school system (94%), police, fire, and ambulance services (91%) and the quality of City library facilities and services (87%). *The overall City service that showed a significant increase in satisfaction ratings was the quality of the City’s school system (+5%). The overall City services that showed a significant decrease in satisfaction ratings was the maintenance of City streets and facilities (-5%).*

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

- **Overall Priorities.** The overall areas that residents thought should receive the most emphasis from the City of Auburn over the next two years were: 1) flow of traffic and congestion management, 2) the maintenance of city streets and facilities and 3) the quality of the City’s school system.
- **Perceptions of the City.** Most (90%) of the residents surveyed, *who had an opinion*, were very satisfied with the overall image of Auburn; only 2% were dissatisfied and the remaining 8% gave a neutral rating. Most (89%) of the residents surveyed, *who had an opinion*, were also satisfied with the overall quality of life in Auburn; only 4% were dissatisfied and the remaining 7% gave a neutral rating.

*There were **no significant increases** in positive ratings in any of the items that were related to the overall perceptions of the City from 2011. The item that showed **a significant decrease** in positive ratings was the overall value received for City tax dollars and fees (-6%).*

- **Priorities to Address Growth.** The area that residents felt City officials should concentrate their efforts on most to address growth in the City, based upon the percentage of residents who rated the item as the highest priority, was the City's school system (53%). Other areas residents felt should be priorities were: traffic management (27%) and police protection (26%).
- **Public Safety.** The public safety services that residents, *who had an opinion*, were most satisfied (rating of 4 or 5 on a 5-point scale) with were: the quality of local police protection (89%), the quality of local fire protection (86%) and the response time of fire personnel (82%). The public safety services that residents felt should receive the most emphasis from City leaders over the next two years were: 1) efforts to prevent crime, and 2) the enforcement of speed limits in neighborhoods. *There were **no significant increases** in positive ratings in any of the public safety services rated from 2011. The public safety services that showed **significant decreases** in satisfaction ratings from 2011 were: the quality of animal control (-7%), the enforcement of traffic laws (-6%) and fire personnel emergency response time (-5%).*
- **Codes and Ordinances.** The codes and ordinances that residents, *who had an opinion*, were most satisfied (rating of 4 or 5 on a 5-point scale) with were: the clean-up of debris and litter in neighborhoods (77%), fire codes and regulations (74%) and sign regulations (64%). The codes and ordinances that residents felt should receive the most emphasis from City leaders over the next two years were: 1) the clean up of litter and debris in neighborhoods, 2) zoning regulations and 3) erosion and sediment control regulations. *There were **no significant increases** in positive ratings in any of the codes and ordinances rated from 2011. The codes and ordinances that showed **significant decreases** in satisfaction ratings were: zoning regulations (-10%), unrelated occupancy regulations (-7%), building codes (-6%), sign regulations (-4%), and erosion and sediment control regulations (-4%).*
- **Utility and Environmental Services.** Residents were generally satisfied with utility and environmental services in Auburn. The services that residents, *who had an opinion*, were most satisfied (rating of 4 or 5 on a 5-point scale) with were: residential garbage collection services (90%), yard waste removal service (85%), water service (83%) and sanitary sewer service (82%). The utility/environmental services that residents felt should receive the most emphasis from City leaders over the next two years were: 1) curbside recycling service and 2) residential garbage collection. *There were **no significant changes** in any of the utility and environmental services rated from 2011.*

- **City Maintenance.** The maintenance services that residents, *who had an opinion*, were most satisfied (rating of 4 or 5 on a 5-point scale) with were: water lines and fire hydrants (85%), the maintenance of City buildings (83%), the maintenance of downtown Auburn (83%) and the maintenance of traffic signals (83%). The maintenance service that residents felt should receive the most emphasis from City leaders over the next two years was the maintenance of streets. Residents also felt it was important to emphasize the adequacy of city street lighting and the maintenance of sidewalks. *The maintenance service that showed a significant increase in satisfaction ratings was adequacy of City street lighting (+4%). The maintenance service that showed a significant decrease in satisfaction ratings was the maintenance of City streets (-4%).*
- **Feeling of Safety in the City.** Most (91%) of the residents surveyed, *who had an opinion*, generally felt safe (rating of 4 or 5 on a 5-point scale) in Auburn. In addition, ninety-six percent (96%) of residents felt safe in their neighborhood during the day and 88% felt safe in downtown Auburn. *There were no significant changes in positive ratings in any of the safety issues rated from 2011.*
- **Parks and Recreation.** The parks and recreation services that residents, *who had an opinion*, were most satisfied with (rating of 4 or 5 on a 5-point scale) were: the maintenance of City parks (85%), the maintenance of cemeteries (82%), and youth athletic programs (77%). The parks and recreation services that residents felt should receive the most emphasis from City leaders over the next two years were: 1) maintenance of parks, 2) walking trails and 3) biking paths and lanes. *There were no significant increases in positive ratings in any of the parks and recreation services rated from 2011. The parks and recreation services that showed significant decreases in satisfaction ratings from 2011 were: outdoor athletic fields (-6%), the number of city parks (-5%), and other recreation programs (-5%).*
- **City Communications.** More than three-fourths (77%) of the residents surveyed, *who had an opinion*, were satisfied (rating of 4 or 5 on a 5-point scale) with the quality of the City's OPEN LINE newsletter and 75% were satisfied with the availability of information about city parks and recreation services. *There were no significant increases in positive ratings in any of the City communication services rated from 2011. There were significant decreases in satisfaction ratings for the following communication services: level of public involvement in decision-making (-9%), transparency of City government (-7%), quality of the City's web page (-4%) and the availability of information about other city services (-4%).*
- **Priority of Various City Projects.** The City projects that residents felt should be the highest priority, based upon the combined percent of residents who rated the item as a 1, 2 or 3 on a 10-point scale where a rating of 1 meant the item was *very important*, were: additional downtown parking (61%), road resurfacing/reconstruction (60%), and expanded police protection and facilities (50%).

Other Findings.

- Ninety-five percent (95%) of the residents surveyed, *who had an opinion*, rated the City as an excellent or good place to raise children; only 2% felt it was a below average place to raise children and 3% were neutral.
- Ninety-four percent (94%) of the residents surveyed, *who had an opinion*, rated the City as an excellent or good place to live; only 2% felt it was a below average place to live and 4% were neutral (*Note: Results do not add up to 100% because of rounding*).
- Sixty-two percent (62%) of the residents surveyed indicated they would be very or somewhat supportive of having an increase in taxes or fees to fund the expansion of the Auburn school system; 28% were very or somewhat opposed and 10% did not have an opinion. Nearly two-thirds (65%) of the residents surveyed were supportive of using property taxes to fund the expansion of the school system.
- Eighty-five percent (85%) of the residents surveyed, who had contacted the City during the past year, felt it was easy to contact the person they needed to reach; 14% felt it was difficult and 1% did not remember.
- Eighty-three percent (83%) of residents, who had contacted the City during the past year, felt the department they had contacted was responsive to their issue and 17% did not.
- There was a significant decrease in the percent of residents who felt the City was building sufficient streets, intersections, sidewalks and water/sewer systems to keep up with the City's growth (41% *yes* in 2012 versus 48% *yes* in 2011).

Long Term Trends.

Despite the number of decreases in positive ratings from 2011, Auburn continues to show improvement long term. Of the 81 items rated in both 2006 and 2012, there were 68 increases in positive ratings, 56 of these were *significant increases*. Four (4) of the items rated in both 2006 and 2012 stayed the same and 9 items showed decreases in satisfaction, only 1 of these was *a significant decrease*. The significant changes from 2006 are shown in the table on the following page.

Category				
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)	2012	2006	Change From 2006	Category
SIGNIFICANT INCREASES				
Enforcement of speed limits in neighborhoods	58%	38%	20%	Public Safety
Effectiveness of city communication	75%	60%	15%	Overall Satisfaction
Clean up of debris/litter in neighborhoods	77%	62%	15%	City Codes and Ordinances
Efforts to prevent crime	73%	59%	14%	Public Safety
Visibility of police in neighborhood	74%	61%	13%	Public Safety
Quality of city's stormwater runoff	70%	57%	13%	Overall Satisfaction
Unrelated occupancy regulations	48%	35%	12%	City Codes and Ordinances
Ease of east-west travel in Auburn	58%	46%	12%	Traffic Flow
Flow of traffic and congestion management	54%	43%	12%	Overall Satisfaction
Enforcement of traffic laws	70%	58%	12%	Public Safety
Police safety education programs	66%	54%	12%	Public Safety
Effectiveness of appointed boards	69%	59%	10%	City Leadership
Overall appearance of the City	81%	71%	10%	Perceptions of the City
Visibility of police in retail areas	70%	60%	10%	Public Safety
Quality of Customer Service received	80%	71%	9%	Overall Satisfaction
Overall image of the City	90%	81%	9%	Perceptions of the City
Enforcement of city codes/ordinances	65%	56%	9%	Overall Satisfaction
Ease of north-south travel in Auburn	52%	43%	9%	Traffic Flow
Zoning regulations	54%	46%	9%	City Codes and Ordinances
Effectiveness of the City Manager	76%	67%	9%	City Leadership
Maintenance of cemeteries	82%	73%	9%	Parks and Recreation Services
Swimming pools	56%	48%	8%	Parks and Recreation Services
Sign regulations	64%	56%	8%	City Codes and Ordinances
Leadership provided by City's elected officials	74%	66%	8%	City Leadership
Building codes	58%	50%	8%	City Codes and Ordinances
Quality of local ambulance service	78%	70%	8%	Public Safety
How quickly police respond-emergency	80%	72%	8%	Public Safety
Fire safety education programs	70%	62%	8%	Public Safety
Adequacy of city street lighting	68%	61%	7%	Maintenance Services
Overall quality of City services	84%	77%	7%	Perceptions of the City
Water lines and fire hydrants	85%	78%	7%	Maintenance Services
Ease of registering for programs	72%	65%	7%	Parks and Recreation Services
Overall quality of police protection	89%	82%	7%	Public Safety
Yard waste removal service	85%	78%	7%	Utility and Environmental Services
Police-fire-ambulance services	91%	85%	6%	Overall Satisfaction
Sewer lines and manholes	79%	73%	6%	Maintenance Services
Maintenance of streets (excl. AU campus)	63%	57%	6%	Maintenance Services
Fire personnel emergency response	82%	76%	6%	Public Safety
Residential garbage collection	90%	84%	6%	Utility and Environmental Services
Quality of the City's web page	67%	61%	6%	City Communication
In City parks	72%	66%	6%	Feeling of Safety
Fees charged for recreation programs	66%	60%	6%	Parks and Recreation Services
Other city recreation programs	63%	58%	6%	Parks and Recreation Services
Maintenance of city streets/facilities	65%	60%	5%	Overall Satisfaction
Water service	83%	78%	5%	Utility and Environmental Services
Community recreation centers	57%	52%	5%	Parks and Recreation Services
Overall cleanliness of streets/public areas	79%	74%	5%	Maintenance Services
Feeling of safety in commercial and retail areas	82%	77%	5%	Feeling of Safety
Level of public involvement in decision-making	48%	43%	5%	City Communication
Ease of pedestrian travel in Auburn	51%	47%	4%	Traffic Flow
Water Revenue Office customer service	75%	71%	4%	Utility and Environmental Services
Overall feeling of safety in Auburn	91%	87%	4%	Feeling of Safety
Quality of city school system	94%	90%	4%	Overall Satisfaction
Quality of OPEN LINE newsletter	77%	73%	4%	City Communication
Adult athletic programs	63%	59%	4%	Parks and Recreation Services
Overall value received for City tax dollars/fees	72%	68%	4%	Perceptions of the City
SIGNIFICANT DECREASE				
Biking paths and lanes	54%	58%	-4%	Parks and Recreation Services

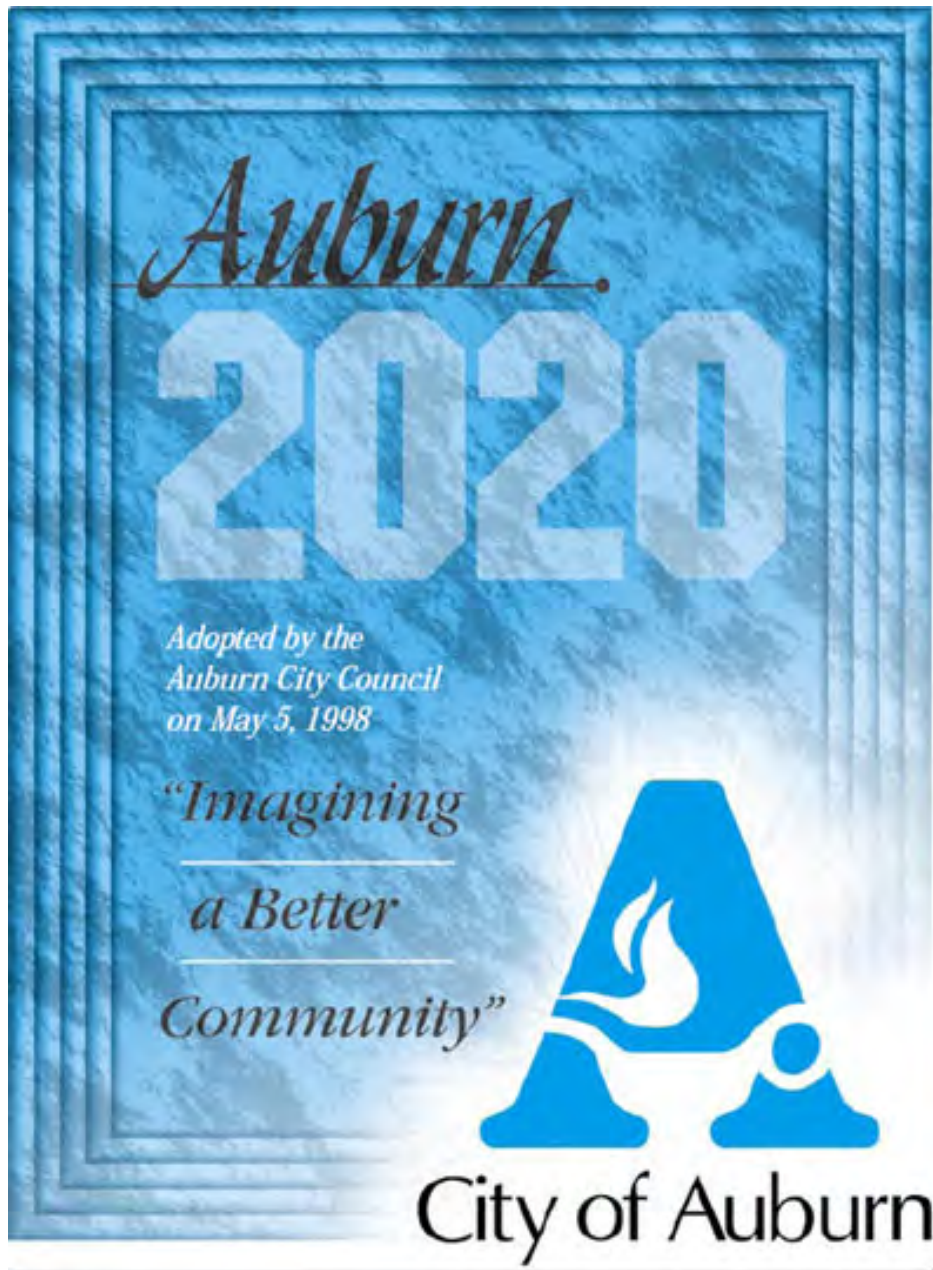


City of Auburn

Auburn 2020 Revisited

22 Long-Term Goals – Updated July 2012

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 Auburn 2020 goals and their status as of July 2012 are presented below.



1. Continue strong community financial support of Auburn City Schools with the goal of retaining the reputation as one of the outstanding public school systems in the Southeast.
 - The City Council has, in the past, worked within the parameters of a funding calculation to budget the appropriation to Auburn City Schools (ACS). In light of exceptional growth in enrollment and State funding cuts, the City worked with ACS to increase the funding amount on an annual basis and move to a level funding total for the next budget biennium. The appropriation was set at \$9.5 million. This level of funding and the additional support provided through a number of collaborative community art and education programs, places the City of Auburn as a leader in municipal support of its local school system in Alabama. Since Auburn 2020 was adopted in 1998, the City of Auburn has contributed a total of \$85,130,000 from the General Fund to Auburn City Schools.
 - The City issues debt on behalf of Auburn City Schools, enabling the School Board to supplement its resources with the City staff's financial expertise and the City's strong credit rating, resulting in lower interest costs on the School's bonds.
 - Enrollment in Auburn City Schools increased by over 2,800 students since 1999, with 6,966 pupils enrolled in 2011-2012.
 - Auburn City Schools' staff of 529 certified instructors and administrative personnel possesses a collective 21 doctoral degrees, 36 specialist certificates, 340 master's degrees and 133 bachelor's degrees.
 - ACS had Principals of the Year for Alabama for both elementary school and middle school in 2007. The 2010 Alabama State Teacher of the year was the music teacher at Ogletree Elementary School.
 - Auburn High School averages seven (7) National Merit finalists or semi-finalists each year from the senior class. Upon graduation, approximately 84% of the graduates move on to higher education. 1,148 Advanced Placement & International Baccalaureate tests were taken in 2011. The graduation rate for Auburn High School is approximately 97%, and each year seniors are awarded an average of \$6.0 million in scholarships.
 - The 2012 Senior Class was awarded over \$14 million in scholarships, and Auburn High School graduates are accepted each year at premier colleges and universities throughout the country.
 - Auburn Early Education Center garnered national attention in 2005 when it was named a School of Distinction by Intel Corporation and the children's book publisher Scholastic. Only twenty schools from across the nation were selected.
 - Expansion Management, a magazine providing the manufacturing sector with information on how to evaluate and compare communities nationally, has recognized Auburn City Schools as in the top 17% of school systems in the nation.

- For 13 consecutive years, ACS has been awarded the What Parents Want award presented by the research firm School Match. Only 16.2% of the nation's 15,573 public school districts have been so recognized.
 - The Auburn Early Education Center and Wright's Mill Road Elementary School have been recognized by Blue Ribbon Schools of Excellence, Inc. as Blue Ribbon Schools of Distinction.
2. Provide adequate facilities for all City departments to fulfill their missions of providing services to the Auburn community.
- City Hall
 - In 2001, City Hall was moved to newly renovated facilities at the former site of Auburn's Post Office.
 - In 2004, to further accommodate office space needs of other City Hall departments, the Human Resources Department moved into a renovated space in the east end of the City Hall Annex.
 - The City Meeting Room was moved to the southwest portion of the City Hall Annex to allow for the Human Resources Department's move.
 - Office space was made available to the City Attorney's office in the northwest portion of the City Hall Annex. In 2010, the City Attorney moved to a private office in downtown Auburn.
 - Following the move of the City Attorney's office, the Community Development Division of the Economic Development Department moved into the northwest corner of the City Hall Annex.
 - Development Services
 - After the move of City Hall, the former City Hall location was renovated to become the Development Services Building.
 - In 2005, more office space was added to the Public Works Construction and Maintenance facility.
 - The Water Resource Management department moved into a new facility, the Bailey-Alexander complex, in 2006.
 - Leisure Services
 - The upcoming Senior Center will provide new office space for Parks and Recreation personnel, alleviating overcrowding at the Dean Road Recreation Center.
 - Construction of the new Auburn Public Library on Thach Avenue was completed in 2001 and a 10,000 square foot expansion was added in 2008.

3. Establish a community learning center that will offer learning opportunities for Auburn adults, such as literacy schooling, GED training, high school diploma classes, and computer oriented activities.
 - Adult literacy and other training needs are currently addressed in the community through the Lee County Literacy Coalition (LCLC), a local non-profit agency that provides free literacy tutoring and GED training.
 - Workforce training is provided through the Auburn Training Connection, a non-profit workforce initiative that assists industries in training, supporting and maintaining a skilled workforce. We believe the Auburn Training Connection represents the only fully staffed municipal workforce division in Alabama. Through the Auburn Training Connection, the City of Auburn partners with local industry, the local high school, Southern Union State Community college and other local entities to provide workforce training and assistance to the community.
4. In cooperation with other local governments and school systems, establish an area-wide alternative school to serve at-risk children.
 - Auburn City Schools, Lee County Schools, and Opelika City Schools have studied the concept of an area-wide alternative school. Due to a number of factors, including the federal No Child Left Behind mandates, it has been deemed more effective for each school system to focus on their respective students. A top priority for Auburn City Schools is to identify at-risk students and employ early intervention programs to keep them on track for a high school diploma and beyond.
5. Establish an accredited educational program for three- and four-year-old children in the Auburn City Schools.
 - Auburn City Schools remains interested in such a program, but increased state funding would be required for implementation.
6. Update the Land Use Plan periodically over the next 20 years, including a comprehensive review prior to 2000.
 - In October 2004, the City of Auburn adopted a new Land Use Plan.
 - In October 2006, the City Council commissioned a contract for the Planning Department to work in tandem with private planning consultants (Van Buskirk, Ryffel, and Associates, Inc.) to develop and administer the Auburn Interactive Growth Model (AIGM). The AIGM provides population estimates for the City and distributes that population over time in five-year increments to build-out. The contract was completed and a final report was provided to the City Council and Planning Commission in July 2008.
 - In October 2011, the City Council adopted its first comprehensive plan, CompPlan 2030. This plan provides a blueprint and future growth plan for the City through the planning horizon (2030). It provides explicit goals, objectives, and policies related to areas such as future land use, natural systems, transportation, parks and recreation, utilities, public

safety, and historic preservation. The plan will be updated and extended every five years.

7. Construct with Auburn University a technology transfer center to promote the commercialization of technology developed at the University.
 - The City, along with the City's Industrial Development Board, partnered with Auburn University and the State of Alabama to construct the Auburn Research Park. The first building was completed in 2008, with Northrop Grumman being the first official tenant.
 - In the summer of 2009, Auburn University and Siemens Medical Solutions USA, Inc. announced a research agreement for the establishment of the Auburn University MRI Research Center, to be equipped with a Siemens 3T (Tesla) scanner, and a Siemens 7T device, one of the first of its kind in the United States. The Auburn University MRI Research Center is expected to place Auburn University at the forefront of MRI research.
 - Construction is currently underway for a third building which will be known as the Auburn University Center for Advanced Science, Innovation and Commerce.
8. Complete the construction of the infrastructure of the Auburn Technology Park expansion north of I-85, including an east/west boulevard from South College Street to Cox Road.
 - Construction of the West Veterans Boulevard is complete. Preliminary work on a proposed extension is underway. This road connection will provide a western connection between South College Street, the proposed outer loop and Auburn's forthcoming new I-85 interchange.
 - Construction of Auburn Technology Park North is complete. The park added a new tenant in late 2011 and currently the park is at capacity with eight companies. Relocating and expanding companies in Auburn Technology Park North have announced approximately \$334,892,000 in capital investment along with the creation of 1,565 jobs since the park was established in 2001. Phase I and Phase II infrastructure is complete for the 430-acre Auburn Technology Park West, Auburn's third technology park. Four companies have relocated and established operations in Auburn Technology Park West, and two new companies currently have buildings under construction. Relocating and expanding companies in Auburn Technology Park West have announced approximately \$161,575,000 in capital investment along with the creation of 886 jobs since the park was established in 2008. Efforts are underway to identify future industrial property.
9. Build additional parking facilities in downtown Auburn to ensure the prosperity and viability of the central city.
 - The City has completed a comprehensive parking study of the downtown area and has acquired additional land for a new public parking facility.
 - In 2009, results of a downtown parking review were presented to the Auburn City Council.

- The ground floor of the Auburn Municipal Parking Deck now features all metered spaces, providing additional transient parking for citizens frequenting downtown. Additional lighting, security cameras, and a new gating system were also installed. Maintenance and repair work has been performed on the Parking Deck to improve its use and extend its life to 2020 and beyond.
 - Additional metered parking has been provided at the East parking deck entrance.
 - Plans are being developed for a new surface lot along Gay Street between Magnolia and Tichenor.
 - In March of 2012, the City Council approved changes to the City’s parking regulations to ensure availability of parking downtown through improved administration and enforcement.
 - In 2012, as part of the 5-mill Referendum, voters approved downtown parking improvements including:
 - Demolition of old Auburn Bank drive-thru and consolidation of all surface parking on Gay Street along with new landscaping.
 - Repaving and landscaping the west parking lot located behind Toomer’s Drugs and all of its access drives.
 - Enhancing pedestrian access to and from the Downtown parking deck and surface lots, including enhanced lighting, signage and security features.
 - Implementing a modern parking meter system in the Downtown area.
10. In conjunction with the Alabama Department of Transportation, Auburn University, and other local governments, expand the mass transit program so that all citizens will have access to public transportation.
- Auburn University has expanded its campus transportation system, Tiger Transit, since this goal was established. As the University continues the transition to a pedestrian campus, the program is expected to grow to accommodate the needs of students.
 - Officials from the Lee-Russell Council of Governments continue to work in coordination with City officials to identify the most efficient means of operating the Lee-Russell Public Transit bus system.
 - Lee-Russell Public Transit held public hearings to discuss abandoning its fixed route system for an on-demand system. The transition to “Dial-a-Ride” was made in 2008.
 - Auburn University has begun operation of the “Toomer’s Ten” transportation system, providing night-time transportation for students from downtown bars and restaurants.
11. Construct the roads and streets shown on the current Major Street Plan and update the Major Street Plan at least every five years.
- The City has been very active in implementing the current Major Street Plan, adopted by the City Council on February 7, 2012. The plan has been instrumental in educating developers and citizens on the future layout of the City’s roadways.

- City staff members worked with a developer to extend Longleaf Drive to Cox Road. This project will bring relief to traffic congestion along portions of South College Street.
 - The project to extend Samford Avenue from East University Drive to Glenn Avenue was completed in 2009.
 - The City has extended Veterans Boulevard to tie Harmon Subdivision into the traffic signal at South College Street.
 - The City is working with a developer to build an east-west connector, Cary Creek Parkway, between North College Street and Shelton Mill Road. The first phase is complete. The developer has also included a connection between Watercrest Drive and East University Drive in his master plan.
12. Acquire funding from the Alabama Department of Transportation for the widening of the bridge over I-85 at South College Street and to construct a new interchange at I-85 and Cox Road.
- The bridge widening and interchange improvements at the South College interchange (Exit 51) were completed in fall 2005.
 - In early 2008, construction at the Bent Creek Interchange (Exit 57) was completed. The existing bridge was widened and improvements were made at all on and off ramps.
 - The City's forthcoming third I-85 Interchange, the Auburn Technology Park Interchange (Exit 50) is under construction and should be completed in late 2012. Federal funding for a significant portion of this project has been provided to ALDOT.
13. Establish a community network of sidewalks and bicycle trails that will allow all citizens to use alternative modes of transportation.
- The City Council's commitment to sidewalks and bicycle paths has been strong, with 38 miles of existing bike and multi-use paths available in the City and 115 miles proposed for the future. The City of Auburn currently has approximately 100 miles of sidewalks available.
 - Every fourth grader in the City participates in the school system's bicycle safety program.
 - Auburn was named a Bronze Level Bicycle Friendly Community by the League of American Bicyclists in 2012. Auburn is the only community in the State of Alabama to hold a bicycle friendly designation.
 - The City works with Auburn University, Auburn City Schools and the Lee County Sheriff's Office on the "Travel with Care" campaign to educate and raise awareness for good safety practices.
 - The City worked with Auburn University to make improvements on Magnolia Avenue and College Street to enhance safety for pedestrians and cyclists. Three decorative crosswalks were constructed on Magnolia Avenue. Each crosswalk is 10' wide and consist of a gray concrete border with a colored, stamped pattern on the interior. Two

cross walks, one at the intersection of Magnolia Avenue/Wright Street and the other at Magnolia Avenue/Cox Street, contain landscaped medians.

- The City of Auburn constructed 4,556 feet of sidewalk in 2012.
- The City Council adopted a policy requiring any new development adjacent to an arterial or collector that currently lacks a sidewalk to install one as part of the development.

15. Facilitate community-wide access to the Internet with a goal of becoming a “wired city” to improve the quality and quantity of information sharing between City government and citizens.

- The expansion of the Auburn Public Library in 2008 brought the addition of 22 new public access computers to the Library’s electronic services for a total of 46 computers that Library patrons can use for Internet access. In 2010, the Auburn Public Library began utilizing software that allows patrons to download audio books and informs patrons of past due book returns via text messaging.
- All City buildings, several parks and both City pools offer free wireless internet access to the public. Secured wireless connection to the City’s internal systems is also offered at every facility.
- The City’s mesh wireless initiative is continuing. Currently, a one square mile area in downtown Auburn features secured wireless internet access for City personnel including law enforcement. The wireless mesh network has been expanded to cover all of the Auburn University campus where secured wireless access for City and University personnel has been provided.
- The City of Auburn has fiber connectivity to the Auburn University network and it has broadband connectivity to the Lee County Sheriff’s Office by way of the Lee County Jail.
- The City of Auburn has used federal funding through the COPS grant program to develop and install a Wireless Mobile Data system for Police vehicles, providing secure, high speed data access to 87 mobile data terminals in police and fire vehicles.
- The City of Auburn partnered with the Lee County Emergency Management Agency, the Lee County Sheriff’s Department and the City of Opelika Police Department to create a multi-jurisdictional Mobile Command and Communication Vehicle. Using COPS grant funds and the City of Auburn’s IT staff, a state-of-the-art Mobile Command Center was developed. The Vehicle is self-contained and can be setup anywhere in Lee County and provide command, control and communication to police and fire personnel using a variety of communication options including direct connect, wireless mesh connectivity, Verizon 3G and 4G cellular data connectivity, multi-jurisdictional VHF Radio connectivity, multi-jurisdictional 800 MHz Radio connectivity and Satellite data connectivity. The vehicle is also equipped to operate as a mobile 911 center should the need present itself.
- The 2012 Citizen Survey indicated that 91% of residents have internet access at home. Of those, 94% have high-speed or broadband access.

- In 2010 the City of Auburn granted a non-exclusive franchise agreement to Knology Inc. to provide television, phone and Internet services to the Auburn community. Knology has completed 1/3 of its build out of the City using fiber-to-the-curb technology. Knology is the second cable television provider to enter the Auburn market. Charter Communications was the first.
- In 2010, partly due to the lobbying by City officials working with our federal congressional delegations, both Direct TV and Dish Network began carrying the Auburn “local television channels” as part of their television services.
- The City of Auburn established a Facebook and a Twitter presence in 2009 and that presence has expanded to include YouTube and LiveStream in 2010. The City has 3,181 Facebook fans and 1,156 Twitter followers as of this writing.

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

- In 2001, the Auburn Water Works Board (AWWB) completed a substantial expansion to Lake Ogletree to increase the storage volume in the reservoir which serves as AWWB’s primary water supply. Treatment and storage upgrades were also completed at the James Estes Water Treatment Plant (WTP).
- The AWWB has completed significant storage, pumping and distribution improvements including the Northwest Tank and Booster Station, the Gold Hill Booster Pump Station, the Teague Court Tank and water main, the Shug Jordan water main from Donahue Drive to College Street, the Magnolia Drive water main replacement project, and water main extensions on Samford Avenue, Cox Road, Wire Road and West Longleaf Drive.
- In 2007, the AWWB completed a Water Supply Master Plan and formed a Long Range Water Supply Planning Committee to evaluate water supply alternatives identified in the plan.
- The AWWB completed a groundwater test well in 2009 and evaluated this well as a potential part of the permanent water supply. The AWWB obtained a permit for a 1,200 gallon per minute water supply well and completed the design of this new well and associated water main in 2011. The AWWB completed construction of this new well and associated water main in June 2012. The new well provides an additional 1.3 million gallons of water per day for Auburn’s water supply.
- The AWWB is working to complete upgrades at the James Estes WTP which will allow for a high rate study to be completed at the WTP. The AWWB converted the WTP disinfection process from gaseous chlorination to bulk purchase sodium hypochlorite in 2009, completed a filter media replacement project in 2009, replaced two existing clarifiers at the WTP in 2011 and completed a chemical storage and pumping improvements project to replace aging Aluminum Sulfate, Fluoride and corrosion inhibitor storage tanks in 2012. A successful high rate study will allow the AWWB to request an increase in the capacity of the James Estes WTP from 8.0 million gallons per day to a maximum of 12.0 million gallons per day.

- The AWWB is completing hydraulic modeling of the existing water distribution system to evaluate options for purchasing additional water from adjacent utility companies.
- The AWWB approved a contract with a consultant to begin design of a new raw water pump station at Lake Ogletree in June 2012. Design of the raw water pump station will be completed in 2013 and construction will be completed in 2014.
- The AWWB continues to evaluate long range water supply options.

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

- In 2005, the H.C. Morgan (Southside) Plant's capacity was expanded to 9.0 mgd.
- Construction of the Northside WPCF Phase I Improvements Project was completed in 2007 and consisted primarily of the construction of a new 60 ft. diameter clarifier to increase the solids handling capability of the facility. The improvements allow the facility to operate more efficiently during wet weather events. The Northside WPCF Phase II Improvements Project was completed in 2009 and consisted of a new transfer pump station, upgrades to the existing influent pump station, and a new pump station just north of I-85. This project, in conjunction with the S-5 sewer system, will allow the City to transfer all flow from the Northside sewer basin to the H.C. Morgan sewer basin once additional improvements at the H.C. Morgan WPCF are completed in FY11–FY13.
- The S-5 Sewer Project began construction in May 2007 and was completed in February 2010. The S-5 project consisted of the following individual projects: Choctafaula Gravity Sewer Phases I and II, Northside Transfer Force Main, Timberwood Gravity Sewer and the Timberwood Sewer Reinforcement Project. The S-5 project consisted of constructing approximately 4,700 linear feet (LF) of 10-inch gravity sewer, 22,500 LF of 30-inch gravity sewer, 4,200 LF of 36-inch gravity sewer, 3,800 LF of 42-inch gravity sewer, 10,500 LF of 18-inch force main, 6,100 LF of 20-inch force main and 7,500 LF of 24-inch force main. Completion of the S-5 Sewer Project, in conjunction with the Northside WPCF Phase II Improvements project, will allow the City to transfer all flow from the Northside sewer basin to the H.C. Morgan sewer basin once additional improvements at the H.C. Morgan WPCF are made in FY11-FY13.
- The City completed a Wastewater Treatment and Disposal Master Plan in 2005. Facility Master Plans for Northside and H.C. Morgan WPCFs were completed in 2010. Recommended WPCF Improvements are currently being constructed or have been completed.
- Phase I of the WPCF Improvements Project was completed in FY11 and consisted of a new mechanical screen at the Northside WPCF and an additional belt press at the H.C. Morgan WPCF. These improvements were to allow the transfer of flow from the Northside WPCF to the H.C. Morgan WPCF.
- Phase II of the WPCF Improvements Project began construction in February 2012 and will be completed in FY13. These improvements are based on recommendations outlined in the Facility Master Plans. Completion of this project will allow for the

Northside WPCF to be closed for a period of time and all flow transferred from the Northside WPCF to the H.C. Morgan WPCF. These improvements will increase the rated capacity of the H.C. Morgan WPCF to 11.25 MGD which will provide adequate capacity until approximately 2025. This project will consist primarily of the replacement of the gaseous chlorination and dechlorination systems with ultraviolet light disinfection, the addition of a new gravity thickener and two new aerobic digesters, fine bubble diffuser replacement and other miscellaneous improvements.

- The Saugahatchee Interceptor Cured-In-Place Pipe (CIPP) sewer rehabilitation project was completed in 2008 and consisted of CIPP lining approximately 18,150 LF of 30-inch gravity sewer interceptor to address inflow and infiltration in the Northside sewer basin.
- Numerous sewer rehabilitation projects have helped address inflow and infiltration. The City has aggressively worked to address inflow and infiltration in the Northside sewer basin and the H.C. Morgan sewer basin. The 2009 Sewer Rehabilitation Improvements Project, which involved CIPP lining and point repairs to rehabilitate aging infrastructure in the Northside sewer basin, began construction in January 2010 and was completed in June 2010. Areas included in this project were targeted based on Sanitary Sewer Evaluation Surveys (SSEs) that were completed in 2008 and included areas with known sanitary sewer overflow problems. The Cary Woods Sanitary Sewer Rehabilitation Project, which involved pipe bursting an existing pipe to install a larger pipe with more capacity, was completed in 2008. A flow monitoring study in the H.C. Morgan sewer basin was completed in 2009. Surveys of areas prioritized from that flow monitoring study as contributing significant inflow and infiltration were completed in 2010 and additional rehabilitation projects will begin construction in 2012. A follow-up flow monitoring study was completed in the Northside sewer basin in 2011 and a 65 percent reduction in inflow and infiltration was identified.
- The Southside Sewer Interceptor CIPP sewer rehabilitation project was completed in 2012 and consisted of CIPP lining approximately 16,000 LF of 24-inch and 30-inch gravity sewer interceptor to address inflow and infiltration in the H.C. Morgan sewer basin.
- The West Glenn Avenue Downtown Sewer Rehabilitation Project was completed in 2012 and involved pipe bursting approximately 1,350 LF of 6-inch pipe and installing approximately 1,350 LF of 8-inch pipe on West Glenn Avenue between North Donahue Drive and Toomer Street.
- Design, bid and award of the Northeast Parallel Outfall Sewer project was completed in 2012. Construction will be completed in 2013. This project generally consists of installing approximately 2,859 LF of 20-inch ductile iron sewer main and 11 new manholes along Shug Jordan Parkway between North College Street and Hickory Dickory Park. The Northeast Parallel Outfall Sewer will provide additional sewer capacity for development in the Northeast Outfall basin.
- Design, bid and award of the Southside Sewer Basin 12 Rehabilitation Project was completed in 2012. Construction will be completed in 2013. This project generally consists of approximately 4,300 LF of 8-inch CIPP sanitary sewer rehabilitation, 1,100 LF

of 15-inch sanitary sewer rehabilitation and 100 vertical feet (VF) of manhole rehabilitation. This project will rehabilitate existing sanitary sewer infrastructure in the vicinity of Janet Drive, Heard Avenue, Brenda Avenue, Hollon Avenue, Wild Ginger Lane and East University Drive. This project will address inflow and infiltration issues that were identified in the Southside Flow Monitoring Study and Sewer System Evaluation Survey (SSES) that were completed in 2009 and 2010 respectively.

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

- The construction of the Jan Dempsey Community Arts Center marked the beginning of a new era in the City's art education programs. The Arts Center features a number of free gallery exhibitions each year available for public viewing. Auburn's focus on the arts includes extensive exhibitions, musical concerts, lectures, art classes, and special events for children & adults throughout the year. Community partnerships with groups such as the Auburn Arts Association, the Auburn Area Community Theatre, the Auburn Community Orchestra, and the Auburn Ballet have furthered the City's commitment to the arts.
- The City of Auburn presents two community-based art education programs to Auburn City Schools students each year, Adventures in Art and the Auburn Studio Project. These programs are a joint initiative by the City of Auburn, the Jule Collins Smith Museum of Fine Art at Auburn University, the Auburn Arts Association, and other community agencies. The programs focus on art education through interactive art projects, gallery talks, writing workshops, and performance workshops. In addition, the Young Artist Atelier program provides a summer art experience for young teens and is co-sponsored by the City of Auburn with the Auburn Arts Association and the Jule Collins Smith Museum.
- Auburn CityFest, a free annual arts & crafts festival presented by the City of Auburn, features an Annual Juried Art Exhibition and encourages the exhibition of fine arts.
- Recent additions to the City's art programs include a spring and fall concert series at Kiesel Park; the Polar Express, a morning of holiday craft projects and story time at the Arts Center; and SummerNight: a Downtown Art Walk.
- The City has provided funding to the Jule Collins Smith Museum for programming for Auburn City Schools Students and for opportunities for children in the City of Auburn's summer camps.

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.

- Construction on the new Auburn Senior Center is scheduled to begin in August 2012.

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

- Town Creek Park, a 90-acre passive park near the downtown area, was completed in 2006. A second phase of a nature trail was completed in 2010. Space is available for two additional expansions.

- Duck Samford Park was expanded in 2005 to add youth baseball fields prior to the City hosting the 50th Anniversary Dixie Youth World Series. This three field addition followed a four field addition completed in 2000.
 - The City of Auburn/Auburn University Yarbrough Tennis Center was completed in summer 2007, providing sixteen outdoor clay courts (including a stadium court,) twelve outdoor hard courts, and six indoor courts.
 - Auburn residents approved the use of monies from the Special Five Mill Tax Fund to construct the Auburn Soccer Complex on Wire Road. The new complex, completed in 2004, includes seven fields, six of which are lighted, parking and a control building. Property is available on the site for construction of five additional fields.
 - A number of Auburn's parks, including Felton Little Park, Martin Luther King Park, Sam Harris Park, Bowden Park and Hickory Dickory Park feature playgrounds. Playground equipment at Hickory Dickory Park is maintained and updated through the support of the Auburn Rotary Club. In addition, the Duncan Wright Fitness Trail at Town Creek Park was purchased with funds donated by the Auburn Kiwanis Club.
 - Other notable additions or upgrades include construction of Drake Pool, renovation of Samford Pool, renovations to Boykin Center, the renovation of the historic Nunn-Winston House and construction of a service building at Kiesel Park.
 - Property has been acquired on Lake Wilmore on Ogletree Road, at Society Hill Road and Moores Mill Road, at Asheton Lane and North College Street, on Windway Road, and on Forestdale Drive for future parks and greenspace. A mountain bike/walking trail has already been constructed on the Lake Wilmore site. In addition, the Hwy. 280 rest stop was deeded to the City of Auburn by ALDOT and plans are to create a park on the property. Other greenways and trails are being created through the development review process, utilizing the Greenway Master Plan.
21. Acquire and develop a new cemetery of sufficient size to serve Auburn through the year 2020.
- Town Creek Cemetery opened in 2006.
22. Continue the strong commitment to maintaining a city where citizens are safe from crime and fire hazards.
- In 2004, the Auburn University Campus Police Department merged with the City's Police Division. The merger allowed for more comprehensive and higher quality public safety protection for citizens and student residents without duplicating services. Recent Citizen Survey responses show an average 91% approval rating among Auburn citizens with the City's police, fire, and ambulance services.
 - Advancements in technology have created more efficient public safety services. Recently, Communications, Police and Fire personnel collaborated with Information Technology staff to complete a project that identifies individual fire zones and police beats for each portion of the City. Fire zones are assigned corresponding fire stations to

respond to calls from each zone, improving the efficiency of the City's fire response times. Police beats are assigned to efficiently target crime areas within the City.

- In 2007, the Fire Division added a fifth fire station in Auburn Technology Park South and a 95 foot aerial platform quint truck.
- The addition of bicycle patrols and T3 electric mobility vehicles has increased the Police Division's ability to patrol areas that are not as accessible by motor vehicle, such as Auburn University's campus; City events like CityFest, Bike Bash, the Annual 4th of July Celebration; and the downtown area. In 2010, the Auburn University substation was added to provide access to students and faculty. We are presently in the process of adding an additional canine dual-trained for narcotics detection and tracking.
- The City's wireless mobile data initiative allows patrol officers to remain in the field and visible, instead of at the station completing paperwork, and is expected to greatly enhance efficiency and effectiveness of the City's patrol activities.
- The Codes Enforcement Division and Fire Division continue to work together to inspect, follow-up and correct any deficiencies found in existing buildings. This effort works to mitigate any unsafe conditions and to ensure a safe environment.
- December 2010 holiday season burglaries in Auburn decreased significantly compared to burglary statistics during the December 2009 holiday season. Overall, total burglaries decreased by 47% during the 2010 holiday season compared to last year. Our Police Division has been very proactive in addressing crime and their successful efforts are evident in these statistics. There has been a 20% reduction in burglaries in 2012 as compared to the same period in 2011. Furthermore, a High Crime Unit was established in 2012
- An additional console was added in the Communications Center to aid in telephone and radio communications during special events and during times of a high calls for service.
- All Public Safety radios have been converted to narrowband width ahead of the January 1, 2013 deadline mandated by the Federal Communications Commission.
- Two additional radio frequencies were granted to the City of Auburn by the Federal Communications Commission. The equipment was purchased and has been installed. These additional channels are available for Public Safety personnel during special events or during high call volume emergency responses.

Fiscal Year 2012 3rd Quarter Goals Update



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

City of Auburn, Alabama

Office of the City Manager



City of Auburn
Home of Auburn University

MEMORANDUM

Date: August 8, 2012

To: Mayor and Council Members

From: Charles M. Duggan, Jr., City Manager

Re: Fiscal Year 2012 3rd Quarter Goals Update

The attached report provides an update on the status of the City's Fiscal Year 2012 Departmental Goals.

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

This quarter was an eventful one and, as seen on the cover, included the expansion of Weidmann Plastics North America production facility in Auburn, the fine performance of the Public Safety Department in a time of intense pressure, the completion of the Cary Creek Parkway Project, and the observance of Earth Day.

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

Fiscal Year 2012 3rd Quarter Goals Update

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City of Auburn

Judicial FY2012 Goals

1. Strive to work out an agreement with the appropriate City management to obtain additional clerk/magistrate office space.
Anticipated to commence by **10/3/2011** and be completed by **6/29/2012**
This goal is ongoing. An inter-departmental committee has been established and measurements have been taken by members of the Judicial Department to determine the space needed.
2. Complete procedures so that Judicial employees will have feasible access to NCIC information.
Anticipated to commence by **10/3/2011** and be completed by **6/29/2012**
This goal has been accomplished. Two employees have been to a two day certification class and have access to NCIC in their designated office area.
3. Research the legality and feasibility of various electronic possibilities such as paperless, electronic filing.
Anticipated to commence by **1/2/2012** and be completed by **8/31/2012**
This goal is ongoing. Progress in this area will depend mainly upon rules promulgated by the Alabama Supreme Court. Judicial is working with the Public Safety and IT Departments to determine the best way to implement this goal.
4. Study annual report filings with AOC by other Alabama courts with special emphasis on case loads as compared to number of employee's and physical space.
Anticipated to commence by **4/2/2012** and be completed by **8/31/2012**
This goal is complete. The information was obtained from the Administrative Office of Courts and listed in our first update.
5. Formalize mandatory courtroom training procedures with Police Division for both new and current officers. Include video and power point presentations for future use.
Anticipated to commence by **5/1/2012** and be completed by **9/28/2012**
This goal is ongoing. Contact has been made with Public Safety in reference to scheduling efforts with hopes that an initial training date will be set in the near future.

Information Technology FY2012 Goals

1. Analyze all network equipment to determine a comprehensive replacement strategy for legacy systems.
Anticipated to commence by **10/3/2011** and be completed by **9/30/2012**
This goal has been completed. It was determined that three essential pieces of equipment in our network core were at end of support and were needed to be replaced. The three core switches identified as end of support included the main Catalyst 6509 switch at the Douglas J. Watson Municipal Complex, the Catalyst 6509 switch at City Hall and the Catalyst 6506 switch that is the main piece of hardware facing the outside world and helping secure our network. To economize we used some of the old parts from the existing 6500 series switches to offset the cost of purchasing completely populated new switches. We purchased the items needed off of the Alabama State Contract. Items are beginning to arrive and will be installed once all items have been received and a network downtime is scheduled.
2. Assist the Water Resource Management Department, Water Operations Division with the replacement of the water treatment plant Supervisory Control and Data Acquisition (SCADA) system.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
The new SCADA system has been installed and is functioning. This goal has been completed.
3. Assist the Water Resource Management Department, Watershed Management Division with the implementation of software that allows inspection reports to be filled out on PDAs in the field with the goal of making the inspection process more efficient.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
The new WRM Inspection Reporting Software has been written, reviewed and tested and is now being used in the field. This goal has been completed.
4. Assist the Planning Department with establishing a comprehensive GIS database of all required tree plantings and freestanding signage.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
We have had several conversations with Planning staff. We are awaiting information from Planning to move forward with this project.
5. Assist the Parks and Recreation Department, Administrative Services Division with the web integration of a comprehensive facilities guide.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
We have not had the opportunity to address this issue as our new Web Developer is working on a backlog of projects caused by the departure of the previous Web Developer. As soon as the backlog is eliminated, we will address this project.
6. Assist the Parks and Recreation Department, Parks and Facilities Division with the network wiring for the Frank Brown Recreation Center expansion and the new Senior Center complex.
Anticipated to commence by **2/28/2012** and be completed by **11/30/2012**
The 5 Mill Tax Referendum was held on January 24th and the voters approved the construction of the Senior Center and additional renovations to the Frank Brown Center. When the construction is far enough along for us to install the wiring we will do so. We are awaiting the beginning of construction and the eventual notification from the contractor that the facility is ready for wiring.

7. Assist the Public Safety, Fire Division with a review of all station assignments and GIS mapping to ensure efficiency in the delivery of services.
Anticipated to commence by **1/1/2012** and be completed by **8/31/2012**
This is the second stage of the project. The first stage was completed two years ago. The routes need to be revisited and refined. We are awaiting contact from Public Safety-Fire personnel to begin the second phase of this project.
8. Assist the Public Safety Department, Communications Division with the installation of an additional Gold Elite radio system and Vesta 911 telephony system in the Communications Center.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
The equipment has been purchased and was installed the week of April 9th. We encountered problems and have been working with the vendor to remedy the problems. We are awaiting information from the vendor to finalize the installation.
9. Assist the Public Safety, Police Division with the compiling of crime data to assist in the prevention of crimes by identifying trends and assigning resources.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
A real-time map depicting crimes, accidents and calls for service has been developed. Additional modifications to this system will come from feedback received from Public Safety-Police personnel. We are awaiting the feedback.
10. Assist the Judicial Department with the installation of NCIC terminals in the Court Clerk's and Court Magistrate's offices.
Anticipated to commence by **10/3/2011** and be completed by **6/29/2012**
We have installed NCIC terminals in the 911 Center, Public Safety Administration and in Judicial. This goal has been completed.
11. Assist the Judicial Department with researching the feasibility of paperless electronic filing.
Anticipated to commence by **1/2/2012** and be completed by **8/31/2012**
We are awaiting contact from Judicial personnel to begin working on this project.
12. Assist the Library Department with establishing videoconferencing capability for professional development use.
Anticipated to commence by **10/3/2011** and be completed by **9/3/2012**
We installed and tested a video conferencing system in the Public Library. This goal has been completed.
13. Assist the Public Works Department with the renovation of the old Vermont American building by establishing a computer data center in the building and wiring the building for phone and network.
Anticipated to commence by **10/31/2011** and be completed by **9/30/2012**
This goal is no longer valid as plans for occupying the old Vermont American building have been put on hold.
14. Assist the Environmental Services Department, Solid Waste Division with the implementation of a routing plan for solid waste collection.
Anticipated to commence by **10/1/2011** and be completed by **6/30/2012**
New routes have been created for Environmental Services Solid Waste Division. These routes are currently in use. This goal has been completed.

15. Assist the Finance Department with implementing paperless systems for taxpayer refunds, waiver requests, alcoholic beverage license applications, email notifications to taxpayers of delinquencies, tax deadlines, sales tax holidays, etc.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
We are awaiting contact from Finance personnel to begin working on this goal.

16. Assist the Finance Department with researching an automated payment system for credit card payments made by telephone.
Anticipated to commence by **10/1/2011** and be completed by **7/31/2012**
IT and Finance staff are working to replace the City's Utility Billing application and the City's Cashiering application. The software has been purchased and installed. Training has begun for the new Cashiering application. Finance and IT staff have met to discuss and design the integration of City Works into this process. This goal is proceeding toward an on-time completion.

17. Assist the Human Resources Department with updating and deploying to the web the New Employee Orientation Video.
Anticipated to commence by **10/3/2011** and be completed by **9/30/2012**
The video has been deployed to the Jobs website and is integrated into the job application system. This goal has been completed.

Finance FY2012 Goals

1. Through the recent acquisition of new software products and with support from Information Technology department, create and implement systems for additional paperless processes (taxpayer refund and waiver requests, email notifications to taxpayers of delinquencies / tax deadlines / sales tax holiday, etc.) in the Revenue Office.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
In order to accommodate installation of an Eden release that will maximize the use of the Tyler Output Processor, this project has been delayed. Preliminary implementation has begun and the project should be operational during the month of July 2012.
2. Through the recent acquisition of new software products and with support from Information Technology department, reduce paper and postage costs through wireless submittal, processing and payment of all monthly/quarterly reported taxes and license fees.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
Work on Web Extensions is ongoing. Webpage layouts have been built by Eden and are being reviewing by Information Technology. Implementation is expected to take place during the last quarter of the fiscal year.
3. Through the recent acquisition of new software products and with support from Information Technology department, expand the use of paperless processes related to accounting tasks (journal entries, vendor information and accounts payable documentation and communication). Other processes will be considered for paperless processes.
Anticipated to commence by **10/1/2011** and be completed by **6/30/2012**
In order to accommodate installation of an Eden release that will maximize the use of the Tyler Output Processor, this project has been delayed. Preliminary implementation has begun and the project should be operational during the month of July 2012.
4. Publish the FY 2011 CAFR and Water Board annual report by March 15, 2012.
Anticipated to commence by **1/2/2012** and be completed by **3/31/2012**
The FY 2011 CAFR and Water Board annual report were published on March 30, 2012.
5. With assistance from Information Technology, implement an interactive voice recognition (IVR) system to enable automated credit card payments made by telephone. This ability will improve customer service by reducing the amount of phone calls fielded by personnel as well as provide confidentiality of credit card information, and reduce the need to add staff.
Anticipated to commence by **10/1/2011** and be completed by **7/31/2012**
No work on this project during the third quarter. Work on this goal will progress as the Utility Billing software is implemented.
6. In cooperation with Water Resource Management and Environmental Services, develop a City utilities (sewer and garbage) policies and procedures statement for consideration by the City Manager/City Council.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
No work on this project during the third quarter. Work on this goal will progress as the Utility Billing software is implemented.
7. Update the City's Purchasing Policies statement to incorporate all process changes to date (purchasing cards, paperless processes).
Anticipated to commence by **10/1/2011** and be completed by **5/31/2012**
The report has been reviewed and additional revisions were required for E-Verify procedures, Cooperative Purchasing procedures, and other new processes. Final revisions should be made and approved by 7/31/2012.

8. With assistance from Information Technology, research the feasibility of and steps to implement paperless processes between Finance and other departments (e.g. paperless Parks & Recreation refund requests, paperless TT-1s and TT-2s) using SharePoint, InfoPath and other electronic formats/tools.
Anticipated to commence by **4/1/2012** and be completed by **9/30/2012**
The Utility Billing Software implementation was rescheduled to September 2012. Request to be resubmitted to the Information Technology department in October 2012 (fiscal year 2013).

9. In cooperation with Water Resource Management, revise the Water Board Policies and Procedures statement to update for process changes, rate changes and procedural changes, for consideration by the Water Board.
Anticipated to commence by **1/1/2012** and be completed by **9/30/2012**
Considerable progress has been made on the Water Works Board policies statements this quarter. Review of draft document will continue into the fourth quarter.

Economic Development FY2012 Goals

Workforce Development

1. Provide assistance to new industry to determine organizational structure, recruit and interview core personnel, determine wage rates and benefits, and determine skill sets. Partner with outside agencies and groups to ensure that training needs are met and full support is provided with a goal of three new companies in FY12.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
A MOU for "Industrial Machine System Technician Apprenticeship" will be signed July 16th. Four Auburn companies partnered with SUSCC, AU, and ATC to begin a structured apprenticeship program. We continue to work with outside entities to support Borbet Alabama. We are assisting GE Aviation and SIO2 in the planning phase for future staffing and training.
2. Provide assistance to existing companies to identify new business and streamline their processes. Training will be provided through ATC and partnering with outside agencies and groups with a goal of supporting two companies in FY12.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
ATC is working with Economic Development Partnership of Alabama, Alabama Technology Network and Auburn Technical Assistance Center to identify and promote their respective programs to expanding industry.
3. Operate the small business incubator through the Auburn Center for Developing Industries including lease management of tenants with the goal of assisting four companies in FY12.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
Eight companies leased space at ACDI as well as the Auburn University School of Aviation for a total of nine. GE Aviation is using office space while their plant is under construction.
4. Partner with Auburn High School to administer the Industrial Systems Technology curriculum per the needs of Auburn area industry and AHS students with the goal of six classes and 75 students during the 2011-2012 school year.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
30 students graduated last semester.
5. Work with outside partners to maintain a program to assimilate chronically unemployed or never employed people into the Auburn area workforce with the goal of graduating fifteen students by March 31, 2012.
Anticipated to commence by **10/1/2011** and be completed by **3/31/2012**
Nine students graduated. The date for the next session has not been determined.
6. Research the need for updating current wage and benefit survey, and if deemed necessary, conduct a comprehensive wage and benefits survey(s) of industry in Auburn and significant companies in surrounding areas by August 31, 2012.
Anticipated to commence by **10/1/2011** and be completed by **8/31/2012**
We continue to distribute the wage and benefit information to prospective companies and interested persons.
7. Develop, edit, print, distribute and secure funding for the "Focus on Your Future" student career catalog for school year 2011-2012.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
We continue to distribute this information.

8. Coordinate the administrative and fiscal functions for the State of Alabama's Regional Workforce Development Council (Region 8) via the Auburn Training Connection. Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
ATC continues to provide documentation, meeting minutes, agendas, state required forms, meeting reminders, etc... for Region 8.

9. Set up and manage topic-specific training for Auburn area industry. The classes are ongoing during FY12 and will all be completed by September 30, 2012. The classes include, but are not limited to: Management Training (four classes), Quality Training (two classes), TS16949 Training (two classes), Labor Relations (two classes), PLC and Other Automation Training (four classes), Precision Measurement including CMM (class size TBD). Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
OPCE conducted Dreamweaver April 23-25 with 4 participants, Access Level I April 26 with 6 participants, Access Level II April 27 with 4 participants and Tax Test Prep May 7-8 with 9 participants. ATN has conducted Six Sigma training June 25-29. Smart America conducted Lead RRP on April 26 with 3 participants. and May 31st and June 28th. AIDT conducted Leadership Skills II in Suite A May 22-23 with 25 participants; and Empowering Teams on June 26 and 27 with 25 participants. An additional class will be scheduled in the fall. V2 Composites conducted in-house training on May 14 with 6 participants.

Community Development Block Grant

1. Administer community development projects as approved in the 2011 Community Development Block Grant (CDBG) Action Plan. Staff will perform an annual assessment of each project to ensure all programs comply with regulations established by HUD and meet the expenditure requirement (having less than 1.5 times the amount of the 2011 allocation remaining in the CDBG Line of Credit) by April 15, 2012. Anticipated to commence by **10/1/2011** and be completed by **4/15/2012**
The expenditure requirement was met during the second quarter.

2. Continue to address the needs for low-income elderly citizens by allocating CDBG funds to non-profit agencies to subsidize programs to benefit senior residents. Anticipate five hundred citizens to benefit from the funding by May 31, 2012. Anticipated to commence by **10/1/2011** and be completed by **5/31/2012**
During the third quarter of FY12, 263 elderly households were provided service through the Brown Bag Program of Lee County.

3. Utilize Community Development Block Grant funds to assist low-to-moderate income citizens of Auburn with their monthly utility bills, rent, and mortgage. Anticipate two hundred citizens to benefit from the funding by May 31, 2012. Anticipated to commence by **10/1/2011** and be completed by **5/31/2012**
During the third quarter of FY12, 38 households were provided assistance through the CDBG Utility, Rental, and Mortgage Assistance Programs.

4. Provide financial assistance to various local non-profit agencies to address the needs of the youth, to include, but not limited to: childcare, sports, educational, and cultural arts programs. Anticipate fifty youths to benefit from the funding by May 31, 2012. Anticipated to commence by **10/1/2011** and be completed by **5/31/2012**
During the third quarter of FY12, an average of 234 youths benefited from various public service programs funded by the CDBG program.

5. Continue the housing rehab program to assist homeowners with home repairs. Anticipate assisting five households by May 31, 2012.
Anticipated to commence by **10/1/2011** and be completed by **5/31/2012**
During the third quarter of FY12, 6 units were rehabilitated.
6. Continue public improvement projects in low-to-moderate income residential areas funded by the CDBG. Expect to complete two projects by May 31, 2012.
Anticipated to commence by **10/1/2011** and be completed by **5/31/2012**
CDBG funds are not required for drainage improvements on Boykin Street. The funds will be utilized for CDBG housing activities.
7. Collaborate with North Auburn Housing Development Corporation to construct affordable housing units. Anticipate constructing three homes and assisting three families with homeownership assistance by May 31, 2012.
Anticipated to commence by **10/1/2011** and be completed by **5/31/2012**
During the third quarter, marketing efforts were enhanced in an effort to attract more applicants for the Affordable Housing Program. Three units are on the market to be sold.
8. Continue to address the needs of families that are homeless or temporarily displaced by providing a voucher to persons for up to three nights of shelter. Staff will also participate with a "Continuum of Care" coalition in the effort to address homelessness in Auburn and the surrounding areas.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
During the third quarter of FY12, 8 households (17 people) were provided temporary shelter through the CDBG Homeless Assistance Program.
9. Upon approval of being awarded Section 108 Loan Guarantee funds, anticipate the Moton redevelopment project will be underway by December 2011 and expect to approve an economic development loan to a qualified applicant that applies for financial assistance to support a small business.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
During the third quarter, the Section 108 loan with the Auburn Housing Authority was executed in the amount of \$1.5 million.

Commercial Development

1. Seek to attract new or expanding commercial developments by locating at least two projects in Auburn.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
Two new retailers that are new to the market have signed letters of intent to locate in Auburn. The Economic Development staff continues to work with the new owners of the Village Mall and K-Mart properties to assist with redevelopment and project locations.
2. Plan and attend two commercial trade shows.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
During the third quarter Economic Development Staff attended the ICSC Spring Convention. Attendance and business deal activity certainly increased at the show this year over the previous 3 years. The show was a big success with regard to various projects that have or will locate in Auburn.

3. Administer the City's revolving loan program for commercial projects with the goal of packaging at least two loans.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
Staff is still working with 3-4 sales tax rebate projects that will be placed on the City Council agenda during the fourth quarter.
4. Evaluate property and solicit private sector partners for redevelopment projects citywide with the goal of one (1) project per year.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
During the third quarter numerous meetings were held with the new owners of the Village Mall and the real estate brokers that represent the new K-Mart property owners. It is anticipated some redevelopment and new tenant activity will take shape in late FY12 and throughout FY13.
5. Continue to develop, in conjunction with the Planning Department, a redevelopment plan for Opelika Road that will include inventorying existing development, identifying needed improvements, and developing incentives and a long-term strategy for creating an improved and functional corridor.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
The Renew Opelika Road Plan is moving forward and the selected consulting firm (Design Workshop) visited Auburn twice during the third quarter.

Industrial Development

1. Seek to attract no less than eight industrial visits with the goal of locating at least one new industry by September 30, 2012.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
Five (5) industrial visits in the 3rd quarter of FY12, totaling twelve (12) industrial visits in FY12.
2. Administer the City's revolving loan program with the goal of packaging two loans in FY12 for new or expanding industries.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
No new loan activity in the 3rd quarter of FY 12.
3. Present business development opportunities in Auburn in the form of a speaking engagement at a business seminar such as Forum Amerika by September 30, 2012.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
Held seminar including presentation and one-on-one meetings in Tel Aviv in conjunction with The Israel Export & International Cooperation Institute.
4. Participate in four industrial trade shows or delegations, international and domestic, in FY12 with the goal of developing at least one industrial prospect.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
Attended the IndustrieForum in Wolfsburg Germany targeting automotive suppliers. Preparing for attendance of the Farnborough Air Show in early July.

5. Operate a business retention/expansion program with the following goals: 1) Develop an opportunity to assist with the expansion of at least one industry in FY12. 2) Market existing vacant buildings for new prospects as an ongoing activity in FY12. 3) Perform 3-4 surveys of existing industry in the form of on-site visits to be entered in E-Synchronist Software Program in each quarter in FY12.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
Two expansions are currently under construction, and all buildings are leased. Three surveys were performed in the 3rd quarter of FY12 totaling seven (7) surveys performed in FY12.
6. Market available sites and buildings in Auburn Technology Park West (ATPW) for the purpose of recruiting technology-based value-added jobs as an ongoing activity.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
Marketing available sites in the Auburn Technology Park West is ongoing.
7. Implement targeted marketing plan for the purpose of creating knowledge-based jobs.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
Marketing of the Research Park is ongoing.

Human Resources FY2012 Goals

1. Update the new employee orientation video.
Anticipated to commence by **10/3/2011** and be completed by **9/30/2012**
Production is underway.
2. In FY 2009, a feasibility study was conducted to explore the implementation of pre-employment physicals for jobs requiring significant physical effort. Due to budget considerations and limited local service options, implementation in FY10 was not recommended. The purpose of this goal is to reevaluate this proposal and implement if appropriate and financially feasible.
Anticipated to commence by **10/3/2011** and be completed by **1/31/2012**
The Risk Manager is preparing his report.
3. Present the Supervisor Certification Program to approximately 15 employees.
Anticipated to commence by **7/2/2012** and be completed by **9/28/2012**
Scheduled to begin in August.
4. Present the Crew Leader Development Program to approximately 15 employees.
Anticipated to commence by **2/1/2012** and be completed by **3/30/2012**
Accomplished. Twelve employees completed this training program.
5. Present the Customer Service Certification Program to approximately 15 employees.
Anticipated to commence by **5/1/2012** and be completed by **6/29/2012**
Accomplished. Nineteen employees completed the training program.
6. Present two Leadership Development programs.
Anticipated to commence by **10/3/2011** and be completed by **9/28/2012**
The motivation theory seminar is scheduled for September. A seminar on leadership is being considered.
7. Present three Human Resource Management seminars.
Anticipated to commence by **10/3/2011** and be completed by **9/28/2012**
A webinar entitled "Gossip, Gab and the Grapevine: How to Neutralize Negative Workplace Chatter" was presented; of 24, participants, 23 were supervisory personnel. A DVD of the presentation was obtained and is available to the departments.
8. Provide 12 Safety/Risk Management presentations.
Anticipated to commence by **10/3/2011** and be completed by **9/28/2012**
During this quarter, five presentations were delivered. These presentations covered CPR, ROW safety, forklift safety, and lifeguard safety and harassment avoidance training.
9. Conduct at least five employee events.
Anticipated to commence by **10/3/2011** and be completed by **9/28/2012**
The health check event, the basketball tournament and the golf tournament were delivered this quarter.
10. Continue to monitor health care reform mandates so sound and timely implementation actions can be taken.
Anticipated to commence by **10/3/2011** and be completed by **9/28/2012**
The Supreme Court has upheld the Affordable Care Act. We will continue to implement requirements as the due dates approach.

Public Safety FY2012 Goals

Administration

1. Make a comprehensive review of the Public Safety Student Programs brochure, update as necessary, and then publish the updated brochure.
Anticipated to commence by **10/1/2011** and be completed by **6/30/2012**
Some final editing of photos needs to be made before the brochure is complete. This should be completed by the end of July.
2. Work with each Division to evaluate existing city code sections that apply to Public Safety and propose updated amendments as necessary.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
The Codes Division made changes to two chapters and these changes were adopted by City Council on November 15, 2011. Other chapters are still being reviewed for possible changes.

Fire

1. Conduct a review of all station assignments and GIS mapping to ensure efficiency and the appropriate delivery of services. This review will ensure each station's identified service area is the most appropriate for quickest response.
Anticipated to commence by **1/1/2012** and be completed by **8/31/2012**
Identifying streets that need to be pushed to other zones is still being evaluated. After this is completed a new map will be produced.
2. Coordinate and conduct Cardiopulmonary Resuscitation (CPR) and Automated External Defibrillator (AED) classes for city personnel and the citizens of Auburn as they are requested. The goal is to certify at least 400 people by September 30, 2012.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
25 additional individuals have been certified.
3. Conduct a major training drill to include members from Auburn University, Lee County EMA, Auburn Police, Fire, Communications, and other area agencies. This drill will prepare area agencies to work together in the event of a disaster.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
No additional drills were conducted during the third quarter.
4. Construct a 14,000 gallon drafting pit that will aid in the training of fire personnel on pump operations and allow for the annual testing of fire apparatus pumps.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
No additional work has been completed on this goal at this time.
5. Working with Auburn University, continue to develop an on-line training program to train personnel on fire operations, streets and numbers, building locations and construction, and standard operating guidelines.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
Three in-house computer-based training courses were completed in the third quarter. Additional courses are planned for the fourth quarter.

Communications

1. Move Public Safety's remaining antennas from the old radio tower to the new Southern Link tower. This will improve reception as well as provide better lightning protection.
Anticipated to commence by **3/1/2012** and be completed by **9/30/2012**
This goal has been completed with the moving of the radio antennas to the new tower and the removal of the old tower.
2. Install and make operational an additional Gold Elite Radio system and Vesta 911 telephony system within the Communications Center.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
The majority of this goal has been completed. The additional position has been made operational and is currently being used for radio and telephone services. Two items are pending to complete this goal: a Simplex module from Auburn University for fire alarms and connection via COA gateway, which will eliminate the telephone modems currently in use.

Police

1. Have all Crime Prevention Officers certified in Crime Prevention Through Environmental Design (CPTED) and establish a CPTED relationship with the Planning Department. The purpose is to design buildings and development sites that may reduce crime opportunities.
Anticipated to commence by **10/1/2011** and be completed by **12/31/2011**
Two officers attended a Basic Crime Prevention Through Environmental Design class in May 2012. They will meet with the Planning Department to offer their recommendations on providing safer environmental designs for developments.
2. Plan and conduct a major county wide training drill to include Auburn University, Lee County EMA, Auburn Fire and Communications, as well as other area agencies. The drill will focus on working with other agencies during an emergency.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
This drill was completed during the first quarter.
3. Develop a crime analyst function that will compile crime data in a format that will assist the police division in preventing crimes. This data can be used to identify trends and allow the division to commit resources to address increases in particular crimes.
Anticipated to commence by **10/1/2011** and be completed by **12/31/2011**
To comply with an existing grant most work is being done on sex crimes or crimes of a sexual nature. Information garnered from this is then turned over to the investigations unit.
4. Develop a plan with the patrol section to assign two existing officers to high crime areas to concentrate solely on preventing criminal activity.
Anticipated to commence by **10/1/2011** and be completed by **3/30/2012**
During this quarter, these officers were responsible for 48 arrests which included charges for possession of marijuana and drug paraphernalia and probation violations.

5. Work toward developing and implementing more community oriented policing programs. Police would work with the Housing Authority and retail establishments in ways to reduce crime. They would also work in areas that have had increases in criminal activity. Anticipated to commence by **10/1/2011** and be completed by **3/30/2012**
We have increased foot patrols for the Housing Authority and retail areas during this period. The Crime Prevention/DARE Unit conducted two Neighborhood Watch programs.

Codes Enforcement

1. Continue the removal of abandoned/dilapidated structures by targeting at least ten buildings for demolition.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
Two structures were identified for razing in the 3rd quarter. A total of three structures have been razed this fiscal year, one by the City of Auburn and Two by the building owners.
2. Continue the efforts to have each inspector obtain an additional certification in inspections or plan review. This will enhance the knowledge and cross training for each inspector.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
Four codes inspectors attended training classes during the 3rd quarter. No additional certifications were obtained during the 3rd quarter.
3. Purchase and review the 2012 Editions of the International Codes and make a recommendation for adoption.
Anticipated to commence by **1/1/2012** and be completed by **9/30/2012**
No additional work has been completed during the 3rd quarter.
4. Review all City Codes that pertain to Public Safety-Codes Enforcement and amend for accuracy and consistency.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
This goal was reached after Chapters 5 and 15 were reviewed and adopted by City Council on November 15 2011.

Public Works FY2012 Goals

Administration

1. Maintain streets, drainage structures & sidewalks to include: street resurfacing, restriping and crack-sealing; detention pond inspections; sidewalk and drainage structure maintenance and repair; and maintenance of traffic signals and signs.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
The detention pond inspections are complete. The C & M crews have constructed/repared 1147 feet of sidewalk, performed a total of 3.5 miles of stream maintenance, and have crack-sealed 18.25 miles of roadway. C & M concrete crews assisted with the drainage project at 241 Payne St.
2. Oversee construction activities of private and public construction projects that deal with installation of public infrastructure.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
The construction of Cary Creek Parkway is substantially complete.
3. Construction of New Facility to House BDU - Coordinate with associated departments and consultant to assure proper design specifications for the Development and Environmental Services Building project that will accommodate the present and future space needs of the department.
Anticipated to commence by **10/31/2011** and be completed by **9/30/2012**
Plans for this project have been suspended.

Construction and Maintenance

1. Bent Creek Road Bridge Maintenance - This is a project to provide general maintenance to stabilize scour at Bent Creek Road Bridge over Moore's Mill Creek, pending availability of funding.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
No maintenance work was required during the third quarter.
2. Hamilton Road Multi-use Path Project - This is a project to construct an 8-foot wide sidewalk from Moore's Mill Road to Barkley Crest Drive. The project will be constructed in-house.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
The project is on hold pending funding.

Engineering Design

1. West Veterans Blvd Extension to West Tech Park - Design a new roadway to extend from Cox Road to the new West Technology Park.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
Right of way acquisition and environmental permitting is underway and plan development continues. We anticipate making an initial submittal of the plans to ALDOT in the 4th quarter.

2. Moore's Mill Road Resurfacing Project - This project involves resurfacing Moore's Mill Road from Dean Road to Samford Avenue, pending availability of funding.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
We received ATRIP funding for this project. Development of the construction plans is underway. We will make an initial submittal of the plans to ALDOT in the 4th quarter.

3. GPS Utility Inventory Project - This is a project to inventory utilities and incorporate into GPS. We will assist the WWB and Sewer on this project.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
We are refining our collection measures by use of the as-built spreadsheet and our data entry measures with the GIS division in order to streamline the process of getting data into the GIS system.

Inspection

1. FY 12 Streets Resurfacing & Restriping Project - Annual project to resurface various streets and restripe symbols and markings of those streets determined to be most in need throughout the City.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
The FY 12 Streets Resurfacing and FY 12 Streets Re-striping projects have been awarded to D&J Enterprises and Hornsby Striping respectively. The preconstruction meetings have been held for both projects. The FY 12 Streets Resurfacing began on June 25th and the FY 12 Streets Re-striping is scheduled to begin on July 9th.

Traffic Engineering

1. College Street/Timberwood Traffic Signal - A project to install a traffic signal at the intersection of College Street and Timberwood Drive.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
The traffic signal is not warranted at this time.

2. Wayfinding Graphic Design Project - This project involves implementing a coordinated system of wayfinding and public signage, pending availability of funding.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
The project is on hold pending funding.

Environmental Services FY2012 Goals

Administration

1. Develop a comprehensive approach to education and outreach that advises the public of the department's programs and policies, which will include brochures, revised web page information and other information.
Anticipated to commence by **10/1/2011** and be completed by **6/30/2012**
Additional web page information has been updated. In conjunction with the Auburn University Writing Studies graduate program, will work to revise and update the Community Resource Reuser Guide later this year.
2. Reduce recycling, solid waste and trash complaints by at least 2% over FY 2011.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
The number of complaints for this quarter (65) as compared to the same quarter last year (66) remains static.
3. In an effort to promote beautification by reducing litter and incidences of unkempt property, along with providing additional recycling opportunities, conduct one neighborhood clean-up event that will allow residents to dispose of and/or recycle wastes from public and private property in a yet-to-be-determined neighborhood location.
Anticipated to commence by **1/1/2012** and be completed by **9/30/2012**
Goal completed this quarter. Working with other City departments, completed the following: Cut and trimmed vegetation along the right of way, collected 5.3 tons of debris, took orders for tree plantings on private property, had private property owners mow 34 overgrown lots, painted 30 fire hydrants, completed 19 concrete and asphalt repairs, and replaced a number of worn traffic signs.
4. Develop a five year strategic management plan (SMP) for the department to identify and analyze strengths, weaknesses, opportunities and threats (SWOT). A corresponding program plan will also be developed and updated annually to address changes that may occur during the five-year period covered by the SMP. In addition, the plans will be used to assist with FY 2013 and FY 2014 budget planning.
Anticipated to commence by **10/1/2011** and be completed by **3/31/2012**
The plan has been implemented and distributed to the department's management staff. Staff will conduct quarterly reviews to assess the status of objectives and tasks as identified in the plan.

Animal Control

1. Host at least one Animal Care Week event with the goal of continuing to improve education and outreach efforts related to the care and control of animals, with emphasis at local schools.
Anticipated to commence by **1/1/2012** and be completed by **6/30/2012**
Animal Control is in the planning stages for participation in the Woofstock event hosted by the Lee County Humane Society. The event is scheduled to occur during the next quarter.

Fleet Services

1. Continue to expand upon mechanic training initiatives implemented during FY 2011 including automobile and equipment manufacturer-based training, community college programs and after-market parts manufacturers that provide enhanced knowledge of automotive engineering and technical specifications.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
During this quarter, three (3) mechanics attended welding fabrication training at Lawson State Community College.
2. Work with stakeholders to develop a vehicle and equipment capital outlay plan designed to assist with interdepartmental planning for replacing City vehicles and equipment based on life-cycle costs and other pertinent variables.
Anticipated to commence by **1/1/2012** and be completed by **9/30/2012**
Continued discussions with the Budget Analyst to revise the capital outlay plan for Solid Waste Management Fund equipment. Performed preliminary work in conjunction with OCM and other departments and anticipate full implementation in CityWorks.

Recycling

1. Based on the results of the curbside recycling pilot program initiated in FY 2011, expand the program to include additional service areas with the goal of utilizing a commingled or dual-stream collection approach.
Anticipated to commence by **1/1/2012** and be completed by **9/30/2012**
Continue to await the results of an ongoing evaluation by a private recycling company regarding the feasibility of locating a Materials Recovery Facility (MRF) in the region. If a MRF is located in the region, the opportunities for recycling program expansion would increase.
2. Based on the results of the apartment recycling feasibility review undertaken during FY 2011, in conjunction with property owners, realtors and waste disposal companies, implement a recycling pilot program.
Anticipated to commence by **1/1/2012** and be completed by **9/30/2012**
A recycling trailer was placed on Shug Jordan Parkway at the fire station and soccer fields in June 2012. Another trailer is scheduled to be placed at an apartment complex during the fall of 2012.
3. Work with East Alabama Recycling Partnership to continue to educate the public about recycling, commodity reuse and waste reduction on a City and County-wide basis.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
Co-hosted a county-wide electronics recycling and document shredding event during this quarter. A total of 11,766 pounds of electronics and 3,700 pounds of documents were recycled and 98 pounds of food were collected for the East Alabama Food Bank.

RightOfWay Maintenance

1. In conjunction with Public Safety, conduct at least three vehicle litter traffic stop education events focused on the reduction of litter caused by vehicular traffic.
Anticipated to commence by **1/1/2012** and be completed by **6/30/2012**
No litter stops held during this quarter, but held events with Auburn University sororities to collect litter at several locations.
2. Conduct annual litter index survey utilizing Keep America Beautiful reporting standards to assess the overall litter condition of the community. A combination of departmental staff and community volunteers will conduct the survey.
Anticipated to commence by **6/1/2012** and be completed by **9/30/2012**
The survey was completed during this quarter and included public and private property that was evaluated during a windshield tour of the City. Four (4) scorers conducted the survey and the average score was 1.6 out of 4 (1=no litter, 4=extremely littered). In 2011, the average score was also 1.6. Areas identified as in need of attention are being addressed.

Solid Waste

1. Utilizing information gathered during the FY 2011 review of municipal solid waste collection routes, implement a new routing plan with the goal of further streamlining routing efficiency. Provide public notification of collection schedule changes through a combination of door-to-door handouts in affected areas and other mediums.
Anticipated to commence by **10/1/2011** and be completed by **6/30/2012**
Goal complete. Routing efficiency will continue to be evaluated.

Library FY2012 Goals

1. Improve service to visually impaired patrons by substantially increasing the number of large print titles.
Anticipated to commence by **10/3/2011** and be completed by **4/30/2012**
We have added 281 new print items. We have added 661 titles in e-reader format with the capability of increased font size.
2. Establish a parenting and family resource center in Youth Services.
Anticipated to commence by **10/3/2011** and be completed by **5/31/2012**
Complete.
3. Update Young Adult nonfiction collection through weeding and increased purchases.
Anticipated to commence by **10/3/2011** and be completed by **5/31/2012**
Complete.
4. Utilize videoconferencing to increase opportunities for professional development.
Anticipated to commence by **10/3/2011** and be completed by **9/3/2012**
Complete.
5. Submit at least two grant applications.
Anticipated to commence by **10/3/2011** and be completed by **4/2/2012**
Complete.

Parks and Recreation FY2012 Goals

Administrative Services

1. Develop a comprehensive facilities guide that can be printed, posted online and integrated with the website.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
Draft has been completed for review by staff.
2. Develop a brochure and web page on the Parks and Recreation site that details how donations may be made to Parks and Recreation.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
Form of the publication has been developed.

Leisure Services

1. Develop one new special event for the community.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
Two outdoor movie nights have been held this quarter with approximately 150 attendees at each.
2. Hold at least 6 tournaments with a minimum of 30 teams at the Auburn Softball Complex.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
Hosted 4 USSSA Baseball and one Fastpitch Softball Qualifier with 30 plus teams. One tournament had 190 teams. Each tournament required a stay of two nights.
3. Hold at least 8 events of state level or higher at the Yarbrough Tennis Center.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
Alabama League Qualifier had 100 players over 2 nights. The Summer Invitational had 70 players with a stay of one night required.
4. Hold at least 4 tournaments at the Auburn Soccer Complex.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
The AISA State tournament had 8 teams and required a stay of one night.
5. Upon completion of the Frank Brown Center expansion and the construction of the new senior center, add two new programs at each facility.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
Facility has not been completed.

Parks and Facilities

1. Providing that the 5 mill tax referendum is successful, complete construction of the Frank Brown Recreation Center expansion, Senior Center and parking improvements.
Anticipated to commence by **2/28/2011** and be completed by **11/30/2011**
Construction is scheduled to begin in the 4th quarter.
2. Develop plans and implement landscaping of the Frank Brown Recreation Center, Senior Center project.
Anticipated to commence by **11/30/2011** and be completed by **1/31/2012**
No progress in third quarter.

3. Working with the Auburn Cemetery Trust, address the lack of grass and resulting erosion caused by the large trees.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
One area has been started and work will continue into the fall.

Planning FY2012 Goals

1. Conduct an annexation study and make recommendations for adjustments to the City's Annexation Policy in furtherance of CompPlan 2030 implementation.
Anticipated to commence by **1/1/2012** and be completed by **9/30/2012**
This goal has been completed.
2. Implement second round of zoning ordinance and subdivision regulation amendments in furtherance of CompPlan 2030 implementation.
Anticipated to commence by **5/1/2012** and be completed by **9/30/2012**
This effort will likely carry over into FY13 due to current focus on the Renew Opelika Road project.
3. Conduct a comprehensive study of the Opelika Road Corridor for purposes of inventorying existing development, identifying needed improvements, and developing incentives and a long-term strategy for realizing an improved and more functional corridor.
Anticipated to commence by **4/1/2012** and be completed by **7/31/2012**
This effort is currently on schedule to be completed by December 31, 2012.
4. Provide the Department's third offering of the Citizens' Planning Academy.
Anticipated to commence by **9/1/2011** and be completed by **12/31/2011**
This goal has been completed.
5. Establish a comprehensive GIS database of all required tree plantings and freestanding signage.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
This effort is currently on schedule to be completed by the projected completion date.
6. Provide the Fiscal Year 2011 comprehensive report to the Planning Commission.
Anticipated to commence by **10/1/2011** and be completed by **1/31/2012**
This goal has been completed.

Water Resource Management FY2012 Goals

Water Operations

1. Replace existing Alum, C9 and Fluoride storage tanks.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
Construction has begun on the proposed Alum containment structure as well as demolition and repair of the existing C9 and Fluoride tanks and containment. The new tanks are currently being fabricated and are scheduled to be delivered in 4th quarter FY12. Construction is expected to be completed during the 4th quarter of FY12.
2. Replace Supervisory Control and Data Acquisition (SCADA) system components in water system. This is the second year of a multi-year water system SCADA replacement project.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
Phase 2 - The Well No. 3 SCADA system is in service and will be completed in July 2012. The Phase 3 SCADA contract will be included in the Clear Well Replacement Project and will be completed as part of that contract.
3. Construct a new concrete clear well and complete associated pumping and electrical improvements.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
Design of this project continued during the 3rd quarter of FY12. Design will be completed during 4th quarter FY12 and the project will be advertised and bid during 4th quarter FY12. Construction is scheduled to begin during 1st quarter FY13.
4. Complete the design and construction of necessary effluent piping modifications to increase the Carbon Contact Basin Capacity. This project will be completed in conjunction with the Clear Well Replacement Project.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
This project is currently on hold until additional treatment capacity is needed. Additional water system capacity is being constructed with the Well No. 3 project.
5. Initiate and complete the preliminary design for the Raw Water Pump Station Replacement Project.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
A design contract for this project was awarded by the Water Board during 3rd quarter FY12. Detailed design of the new raw water pump station will begin during 4th quarter FY12. The project is scheduled to be bid during 2nd quarter FY13 and construction is scheduled to begin during 3rd quarter FY13.
6. Rehabilitation and painting of the Farmville Road, Shug Jordan Parkway and Teague Court tanks.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
No additional work on this project was performed during 3rd quarter FY12.
7. Complete the construction of a public supply well and associated water main.
Anticipated to commence by **1/1/2009** and be completed by **9/30/2012**
The water transmission main and water supply well projects were substantially completed during 3rd quarter FY12. The well and transmission main have been placed into service. Final completion of this project is expected during 4th quarter FY12.

Sewer Maintenance

1. Construction of necessary improvements at H.C. Morgan WPCF to enable transfer of flow from Northside WPCF to H.C. Morgan WPCF in accordance with the Saugahatchee TMDL Implementation Plan and the WPCF Facility Master Plans.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2013**
Construction of this project continued during 3rd quarter FY12. This project is scheduled to be completed by the Spring of 2013.
2. Install two (2) diesel bypass pumps per year at City pump stations - install at Woodland Park Ph. II and Hamilton Hills pump stations in FY12.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
A contractor was selected to install the bypass pumps for the Woodland Park Phase I and Graystone pump stations during 3rd quarter FY12. The pumps will be installed during 4th quarter FY12. Bypass pumps for the Hamilton Hills and Woodland Park Phase II pump station will be ordered during 4th quarter FY12.
3. Rehabilitation of Southside Interceptor using cured-in-place technology. This is a multi-year project.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
Contractor completed the manhole rehabilitation and site restoration work on this project during 3rd quarter FY12. Contractor is currently advertising completion of the project and the project will be closed out during the 4th quarter of FY12.
4. Upgrade capacity in Northeast Outfall with the installation of additional parallel sewer between North College Street and Shug Jordan Parkway. Commencement and completion of this project is dependent on the Cary Creek development project.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
Final design and advertisement for this project was completed during 3rd quarter FY12. Construction is scheduled to begin during 4th quarter FY12.
5. Complete design and construction of sanitary sewer rehabilitation project in Southside Basin 12.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
Staff completed design of this project during 3rd quarter FY12. Project was advertised, bid and awarded to Reynolds Inliner during 3rd quarter FY12. Construction is expected to begin during 4th quarter FY12.
6. Sewer system evaluation survey (SSES) in Southside Basins 13 and 17B identified as priority basins for inflow and infiltration issues in 2008/2009 Flow Monitoring Study.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
Contractor completed the manhole inspection portion of this contract during 3rd quarter FY12. Additional SSES work will be completed during 4th quarter FY12. This project will be completed early FY13.

Watershed Management

1. Implementation of software that allows inspection reports to be filled out on Personal Digital Assistants (PDAs) in the field to make inspection process more efficient.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
Staff are continuing to utilize the software for erosion and sediment control inspections and are coordinating with the IT Department for technical assistance when needed.
2. Begin Outfall Reconnaissance Inventory (ORI) inspections of stormwater outfalls in the Moores Mill Creek watershed.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
Staff mapped and assessed 65 stormwater outfalls and inspected approximately 18,000 feet (3.4 miles) of stream in the Parkerson Mill Creek watershed and Moore's Mill Creek watershed during 3rd quarter FY12. Staff completed the Parkerson Mill Creek ORI during 3rd quarter FY12 and began ORI work in the Moore's Mill Creek watershed during 3rd quarter FY12.
3. Target "hotspot" areas for the Saugahatchee Creek Total Phosphorus (TP) Total Maximum Daily Load (TMDL) Implementation by assigning basin-specific prioritization of best management practices appropriate for satisfactorily meeting the non-point source load allocations for TP within the Saugahatchee Watershed.
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
Staff conducted quarterly maintenance of the composite samplers during 3rd quarter FY12. Samplers were reinstalled for collection during later 3rd quarter FY12.

Administration

1. Prepare Professional Services Request for Proposals for general engineering services and execute Professional Services Agreement with selected firm(s).
Anticipated to commence by **10/1/2011** and be completed by **9/30/2012**
No work was completed on this project during 3rd quarter FY12. This project is expected to begin during 4th quarter FY12.

City of Auburn

Financial Overview

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

City of Auburn Mission Statement

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

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

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

After the audit of each fiscal year, the General Fund's actual revenues are typically in excess of projections and actual expenditures are usually well under budget. Management's proactive budget monitoring and recommendation of prudent budget adjustments to the Council provided a fund balance level that enabled the City to weather several years of economic challenge. The continued uncertainty of the 2013 & 2014 biennium mean that conservative revenue projections and careful expenditure planning are critical to the budget process.

Revenue Overview

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

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

Initial revenue projections are formulated in the following manner:

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

For the 2013 and 2014 biennium, consideration of the recovery from the nation's recession and its impact on the City's revenue trends was the most significant of all factors affecting revenue projections. Other sources of information used in developing the revenue projections included the Economic Development staff's analysis of revenue trends by geographic node and close monitoring of revenue results in the City Manager's quarterly revenue review meetings that include staff from the City Manager's Office, the Finance Department and the Economic Development Department. Also considered were the number of Auburn University home football games and the quality of their opponents scheduled for the home games.

4. The Finance Director determines the initial revenue estimates, considering the two projections and the various known socio-economic indicators outlined above. The Finance Director also considers planned debt issuances and interfund transfers, and other relevant factors.

5. The Budget Analyst reviews the Finance Director's estimates for consistency with the data and factors known at that level and makes proposed adjustments to the City Manager.

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

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

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

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

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

expenditure revisions are recommended. If the revised projected revenue and debt proceeds are inadequate to fund the originally approved expenditures, the City Manager directs the Budget Analyst and department heads in developing expenditure budget cuts.

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

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

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

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

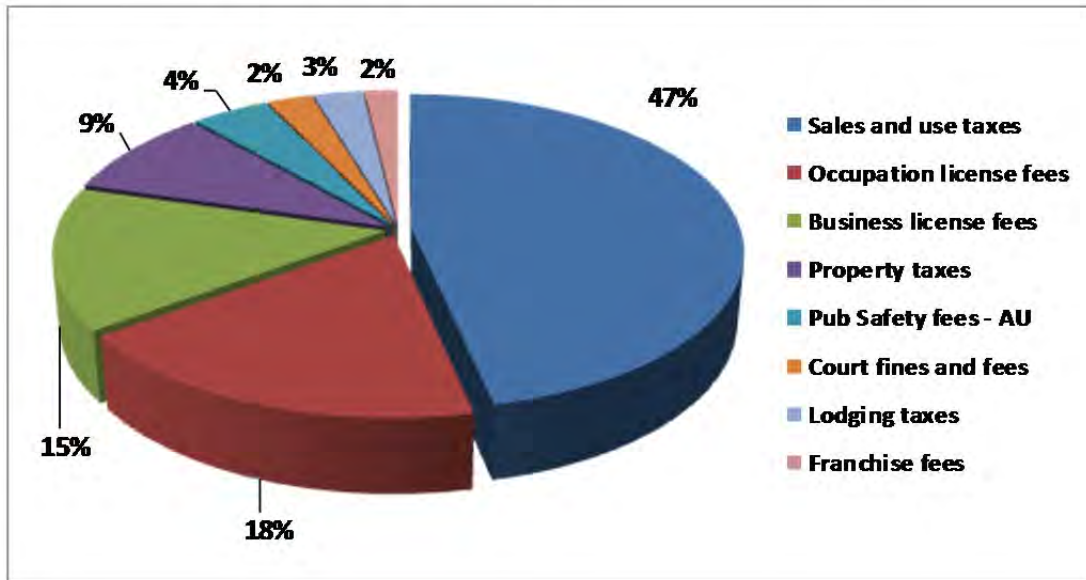
General Fund Revenues

As is typical in the State of Alabama, City of Auburn property taxes are relatively low and therefore, are not the City's primary revenue source. Sales taxes are the largest revenue source in the City's General Fund, providing approximately 45% of revenue. The second largest revenue source for the General Fund is the City's occupation license fee, which is a fee of 1% of the gross salaries and wages earned within the City and produces around 18% of General Fund revenues. The third largest revenue source, business license fees provide about 15% of revenue in the General Fund. Property taxes generate nearly 9% of total General Fund revenue.

Together, the top four revenue sources provide approximately 80% of the funds to finance the City services provided by the General Fund. The three largest revenue sources can be increased by a vote of the City Council without a citizens' referendum. Property tax increases are

governed by the State Constitution and require approval from the taxpayers via a referendum. The breakdown of revenues by source for fiscal 2011 (audited amounts) is shown below:

General Fund ~ Largest Revenue Sources - FY 2011



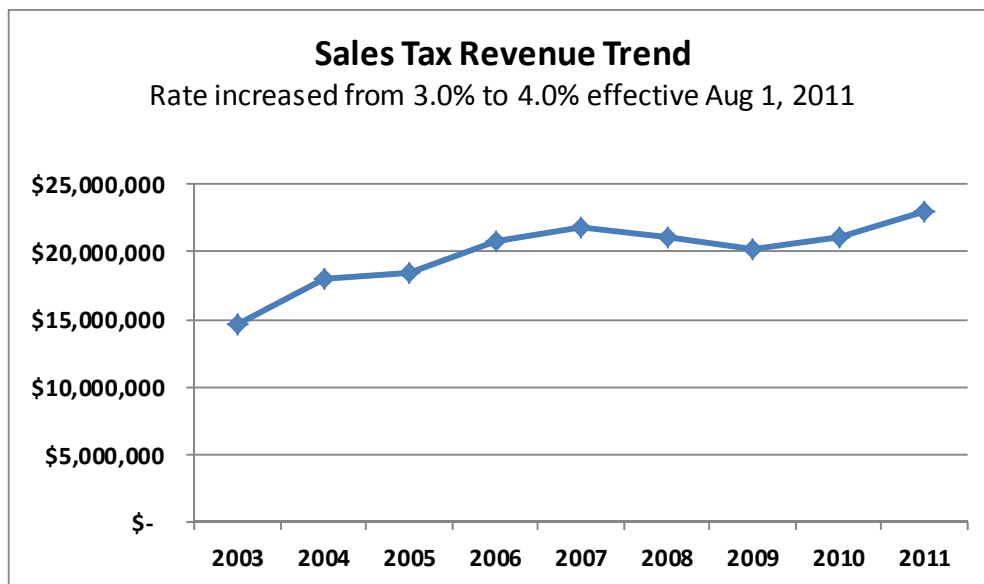
General Fund Revenue Trends

	Audited Actual		Projected	Budgeted	
	FY2010	FY2011	FY2012	FY 2013	FY 2014
Sales and use taxes	\$ 21,081,232	\$ 22,987,406	\$ 28,850,000	\$ 29,737,500	\$ 30,625,875
Occupation license fees	8,448,505	9,033,443	9,015,000	9,515,000	9,990,000
Business license fees	7,170,005	7,180,077	7,602,700	7,480,000	7,537,550
Ad valorem (property) taxes	4,092,017	4,423,726	4,445,000	4,490,200	4,570,654
Public Safety fees from Auburn Univ.	2,065,958	2,135,627	2,130,000	2,400,000	2,460,000
Total - top five revenues	\$ 42,857,717	\$ 45,760,279	\$ 52,042,700	\$ 53,622,700	\$ 55,184,079
<i>Change from prior year</i>	4.3%	6.8%	13.7%	3.0%	2.9%
Total revenues	\$ 52,114,936	\$ 55,667,900	\$ 62,332,862	\$ 63,253,081	\$ 64,870,396
<i>Change from prior year</i>	0.9%	6.8%	12.0%	1.5%	2.6%
Top five revenues as % of total	82.2%	82.2%	83.5%	84.8%	85.1%

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

Growth in the City’s sales tax revenue mirrored the measured, steady expansion of the City’s economic base until late in fiscal 2007. The national economic slowdown was reflected in the

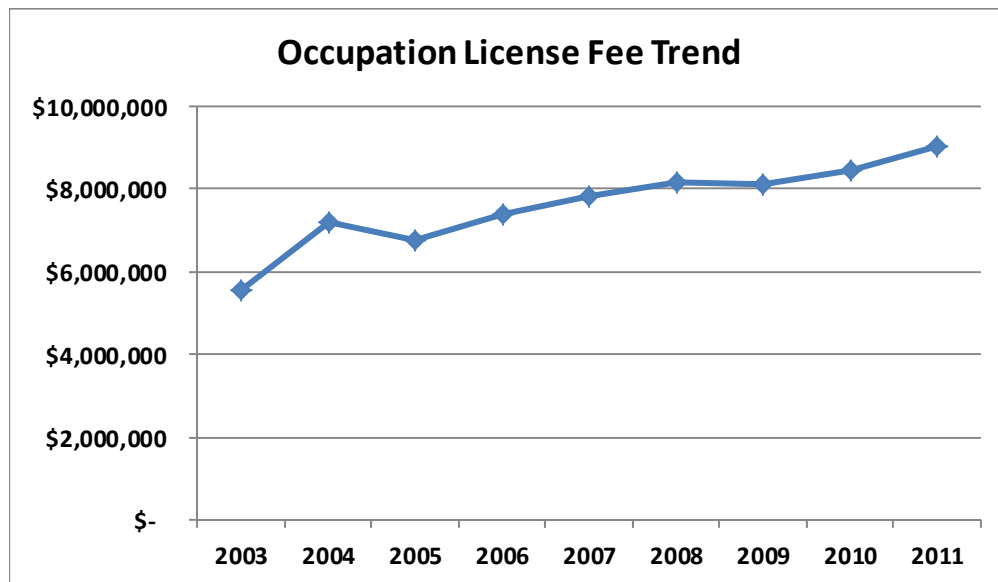
City’s revenue trends since 2007. Fiscal 2008 sales tax revenue decreased 3.4% (\$739,327) from 2007. An additional decline (4.3% or \$900,976) was experienced in fiscal 2009. Sales tax revenue recovered in fiscal year 2010 by of 4.7% (\$937,378) over 2009. Since fiscal 2010, there was moderate growth (9.1%) in sales tax revenue. This includes the effect of the sales tax rate increase in August 2011, as well as slight improvement in the national economy, industrial expansions, slight growth in student enrollment at Auburn University, and the success of Auburn University’s football team. Sales tax revenue for fiscal 2012 is projected to end the year with a 25.5% increase over 2011. This is a modest increase when considering the increased sales tax rate of 1%. The budget for the 2013 and 2014 biennium continues to be conservative, projecting increases of 3.0% each year.



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

This revenue source directly reflects the impact of Auburn University’s presence and the City’s economic development efforts. The recent announced locations of General Electric (GE) Aviation, Arkal Automotive USA, Inc., and HPM Alabama Corporation, and the announced expansions of Seohan Auto USA, Borbet Alabama USA, SCA, Inc., Cumberland Plastic Systems, and Weidmann Plastic North America are examples of the City’s ability to recruit new industries, creating a diversified economy for the citizens of Auburn. The City’s effort to broaden the economic base has produced growth in the occupation license fee revenue source

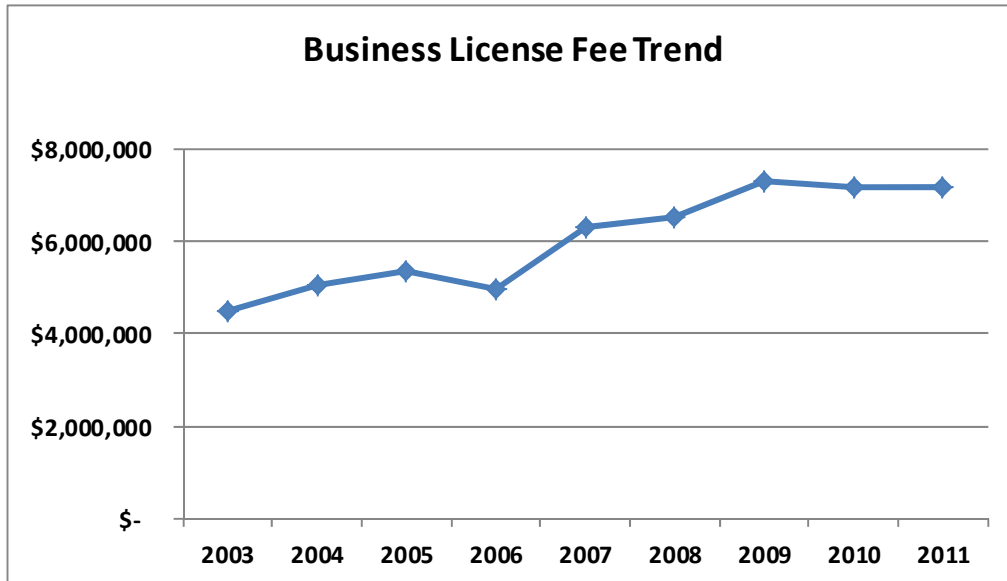
averaging approximately 6.7% per year from 2003 through 2011. In spite of the slowdown in the economy, 2008 revenue from occupation license fees increased by 4.4% (\$347,547) over 2007. In 2009, there was a slight decrease (\$67,178, less than 1%) in occupation license fees due to job losses; however, 2010 saw a moderate recovery of 4.2% (\$341,481). In fiscal 2011, occupation license fees continued to recover, increasing by \$584,938 (6.9%) over 2010. The May 2012 year-to-date occupation license fee revenue is down slightly from May 2011, but is expected to reach the projected budget of \$9,015,000 for the year. Occupation license fees for the 2013 & 2014 biennium are projected to increase approximately 5% each year.



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

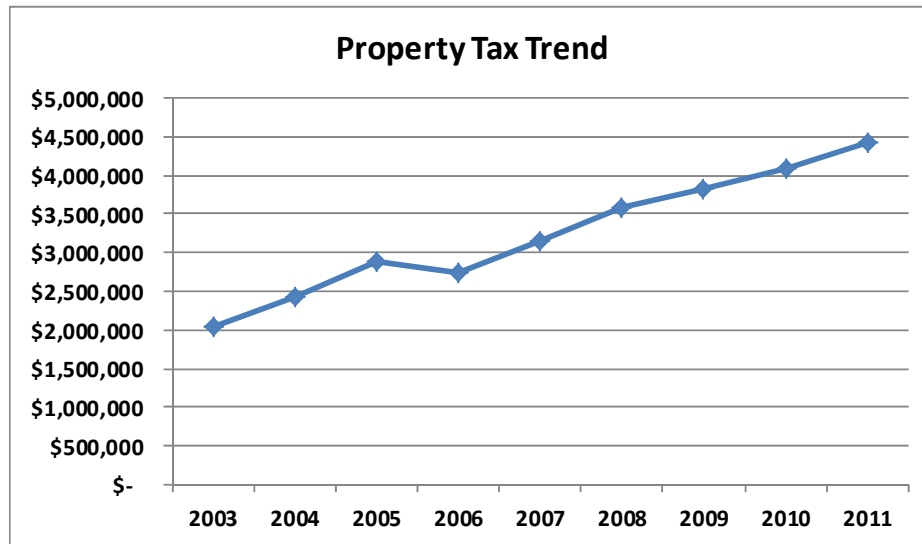
Growth in business license fee revenue, the General Fund’s third largest revenue source, has been vigorous, averaging an annual increase of 6.7% per year from 2003 to 2011. Except for those set by State law, business license fees are calculated as a percentage of the business’ gross receipts for the prior calendar year, so the 11.9% increase in 2009 business license fee revenue over 2008 was somewhat unexpected. The 2010 revenue decreased slightly by \$140,416 (1.9%) as compared to revenue in 2009; 2011 revenue remained stable, increasing only \$10,072. As of May 2012, revenue from business license fees is up 9.9% from May 2011. During 2012, as part of the increase in business license fees, construction percent increased 97% from 2011 due to the November tornadoes and an increase in residential and industrial construction. Business license revenue is projected to end fiscal 2012 at \$7,602,700, an increase of 5.9% over 2011. The fact that business license revenues seem to have been less affected by the economic slowdown is attributed to the one-year lag in the fee calculation method as well as increased enforcement efforts, which often result in the collection of

delinquent revenue related to prior periods. The projected revenue from business license fees in 2013 and 2014 is expected to be slightly less than the amount projected for 2012 (a decrease of slightly less than 1.5% each year), an acknowledgement of the slow economic recovery and that business license fees are a lagging indicator.



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

Property taxes, the fourth largest General Fund revenue source, are typically the most stable source of local governments’ revenue. Property tax revenue growth has averaged 10.4% per fiscal year from 2003 to 2011. The City’s reputation for high quality of life and an exceptional school system drove property values upward for a number of years. Property tax revenue is also affected by annexations of property into the City and by infill development. The State conducts a reappraisal of all real property every year, allowing the increases in appraised values to be reflected in the City’s property tax revenue. In 2008, property tax revenue increased 14.2% (\$445,996) over the prior year. The 2009 increase in property tax revenue was \$242,160 (6.8%). Fiscal 2010 saw a similar increase of \$263,280 (6.9%). Property tax revenue in 2012 is projected to be \$4,445,000, a minimal increase of .5% over 2011. The City is conservatively estimating a 1% increase in property tax revenue in both 2013 and 2014.



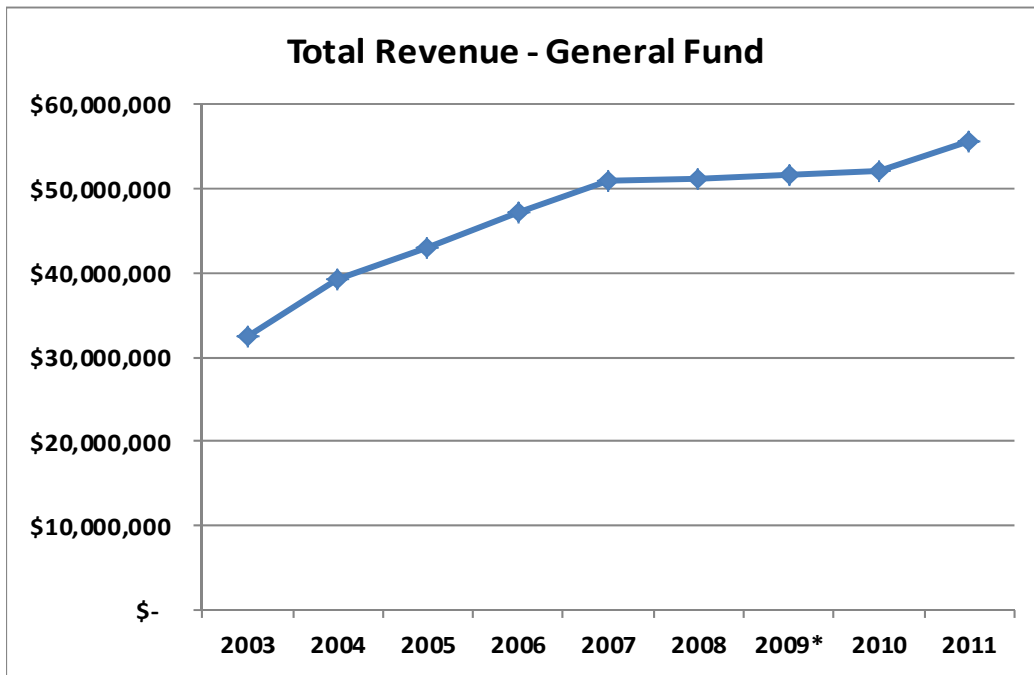
Public Safety charges from Auburn University: In July 2004, the Auburn University Public Safety Department was merged into the City’s Public Safety Department by mutual agreement between the two entities. The City and the University agreed that having a single entity with public safety authority and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

Revenue from this service agreement increased 3.4% (\$69,669) in 2011. The City is in the process of renegotiating the contract with Auburn University. If approved, the proposed changes should increase the revenue received for fiscal years 2013 and 2014. Management projects revenue for the budgeted biennium at a 12.7% (\$270,000) increase in 2013, and then increase from 2.5% to 3.0% each year for the contract term.

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

Total revenue of the General Fund has seen little change in the years from 2008 to 2010. Revenue for fiscal 2009 increased by 1.1% (\$554,701) over 2008. Revenue for 2010 increased slightly by 0.9% (\$451,228). In fiscal 2011, revenue increased by 6.8%, which results from improvements to the economy as well as from the increase in the City’s sales tax rate from 3% to 4%. Total revenue for 2012 is projected to increase by 12.0% (\$6,664,962) over 2011. The City’s policy of realistically conservative revenue projections for the 2013 and 2014 biennium forecast a 1.5 % (\$920,219) increase in 2013 and then a 2.6% (\$1,617,315) increase in 2014, based on the assumption that the national economy will continue to show improvement.

The City’s population growth and geographic expansion account for increases in many other revenue streams, as well. Total revenues of the General Fund, excluding other financing sources, exhibited a solid growth trend similar to the top sources. Total revenues increased 71.5% from 2003 to 2011, an average of 7.2% annually. The chart below shows the growth in General Fund revenues, adjusted for changes in accounting for solid waste and recycling activities and grants.



*In fiscal 2009, solid waste revenues and expenses were moved out of the General Fund into a separate business-type (enterprise) fund. If the solid waste revenues had remained in the General Fund in 2009, 2009 total revenues would have been relatively flat as compared to 2008.

Special Activities of the General Fund’s Revenues

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

Special Revenue Funds Revenues

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

Debt Service Funds Revenues

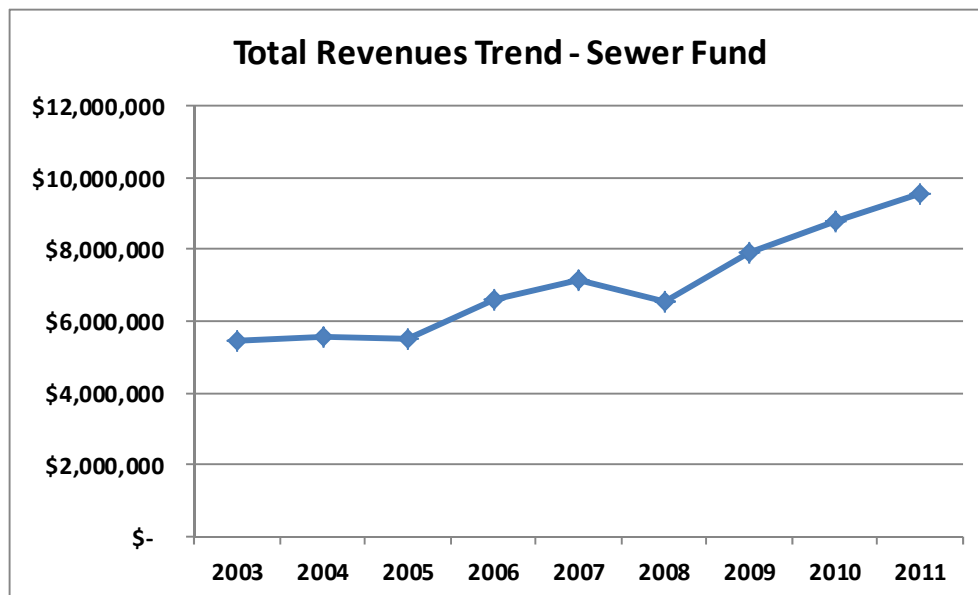
The primary revenue sources of the City’s debt service funds are the ad valorem tax described above and investment income.

Enterprise Funds Revenues

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

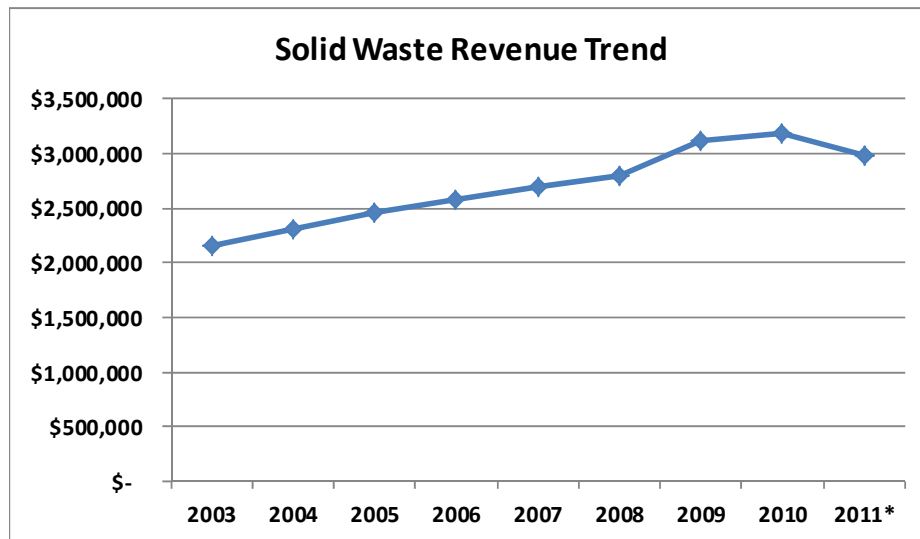
The Sewer Fund is the City’s second largest fund. All the revenues generated from the sewer services provided by the City and all the expenses incurred to provide those services are accounted for in this fund. Management’s goal with respect to sewer services is to provide services in a cost efficient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

Sewer revenues are affected by residential, commercial and industrial growth within the city, as well as the weather (since sewer usage is based on water usage, except for accounts having a separate irrigation water meter). Operating revenues in the Sewer Fund have increased an average of 8.3% per year from fiscal 2003 to 2011; total revenues increased 7.6% over the same period. The City conducted a sewer rate study in 2011, to ensure that regulatory-compliant capacity is available for Auburn’s future and that rates charged are structured to continue to cover the costs to provide sewer services. Following the completion of the sewer rate study, a 6.9% rate increase was recommended and became effective on October 1, 2011. Additional increases of 6.9% were recommended and approved and will be effective October 1, 2012 and October 1, 2013. More detailed financial information about the *Sewer Fund* is provided in the Enterprise Funds section of this document.



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

In fiscal 2009, accounting for the activities of the solid waste function was moved from the General Fund into a separate enterprise fund. The revenue trend information below is from the General Fund for fiscal years 2003-2008 and from the separate Solid Waste Management Fund for fiscal 2009-2011. Total revenues in the Solid Waste Management Fund have increased an average of 4.4% per year from fiscal 2003 to 2011. For more detailed financial information about the budget for the *Solid Waste Management Fund*, please see the Enterprise Funds section of this document.



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

Total City Revenues

The chart below shows the City’s top five revenue sources across all budgeted funds for the 2013 and 2014 biennium and displays the significant percentage of total revenue that the top five sources comprise. The City’s single largest revenue source, sales tax, makes up roughly

30.5% of total budgeted funds' revenues. Property taxes, the most stable revenue source, accounts for approximately 21.5% of total budgeted funds' revenue, as well. Taken together, the five largest revenue sources comprise approximately 92.0% of total budgeted funds' revenues for the new biennium.

	<i>Governmental Activities</i>			<i>Business-Type Activities</i>		Total - All Budgeted Funds
	General Fund Major Fund	Special School Tax Major Fund	All Non-Major Governmental Funds	Sewer Enterprise Major Fund	Solid Waste Management Non-Major	
Fiscal Year 2013	\$	\$	\$	\$	\$	\$
Sales taxes	29,737,500					29,737,500
Occupation license fees	9,515,000					9,515,000
Business license fees	7,480,000					7,480,000
Ad valorem (property) taxes	4,490,200	12,894,266	3,818,406			21,202,872
Charges for services	4,573,797		3,095,292	10,140,000	3,813,000	21,622,089
Subtotal - top five sources	<u>55,796,497</u>	<u>12,894,266</u>	<u>6,913,698</u>	<u>10,140,000</u>	<u>3,813,000</u>	<u>89,557,461</u>
Total revenues	<u>63,253,081</u>	<u>12,931,266</u>	<u>7,200,073</u>	<u>10,559,307</u>	<u>3,851,500</u>	<u>97,795,227</u>
Top five sources as % of total	88.2%	99.7%	96.0%	96.0%	99.0%	91.6%
Fiscal Year 2014	\$	\$	\$	\$	\$	\$
Sales taxes	30,625,875					30,625,875
Occupation license fees	9,990,000					9,990,000
Business license fees	7,537,550					7,537,550
Ad valorem (property) taxes	4,570,654	13,024,000	3,857,000			21,451,654
Charges for services	4,648,021		3,096,666	10,940,400	4,026,000	22,711,087
Subtotal - top five sources	<u>57,372,100</u>	<u>13,024,000</u>	<u>6,953,666</u>	<u>10,940,400</u>	<u>4,026,000</u>	<u>92,316,166</u>
Total revenues	<u>64,870,396</u>	<u>13,061,000</u>	<u>7,241,041</u>	<u>11,370,660</u>	<u>4,064,500</u>	<u>100,607,597</u>
Top five sources as % of total	88.4%	99.7%	96.0%	96.2%	99.1%	91.8%

The table on the following page shows that total City revenues for fiscal years 2002 through 2007 reflected solid, steady growth with a spike in the increase percentages in 2004, resulting from a sales tax rate increase from 2.5% to 3.0% in August 2003. The total revenue for all budgeted funds was relatively flat in fiscal 2008, when the economic slowdown affected the entire year's revenue. Fiscal 2009 shows an increase in revenue, primarily as a result of the fact that property taxes in Alabama are assessed and collected in arrears (increase of approximately \$1.4 million across all funds) and an infusion of federal grant revenue of nearly \$1 million.

The slowdown in the national economy has affected Auburn; but the effect has not been as severe as for other areas of the country and the State. Sales tax revenue in FY 2011 was up 9% over 2010, resulting from an improvement in the economy as well as a sales tax increase from 3% to 4% in August 2011. Fiscal 2012 will see an increase of approximately 25.5% in sales tax revenue. Total General Fund revenues for fiscal 2013 are projected to show a slight increase of 1.5% (\$920,000) from projected 2012; fiscal 2014 revenues are projected to increase less than 3% (\$1,617,315) over 2013. These revenue projections are consistent with the City's policy of projecting revenues in a realistically conservative manner.

Growth in Total City Revenues ~ Fiscal Years 2002-2011						
<i>Audited</i>						
Fiscal Year	Governmental Funds ⁽¹⁾			Proprietary Fds	Total City Revenues ⁽⁴⁾	Change from Prior Yr
	General Fund ⁽²⁾	Special Revenue	Debt Service	Enterprise Funds ⁽³⁾		
	\$	\$	\$	\$	\$	
2002	33,712,967	6,817,921	1,594,936	3,251,995	45,377,819	4.4%
2003	36,024,052	7,167,153	1,651,287	5,464,467	50,306,959	10.9% ⁽⁵⁾
2004	43,739,241	6,694,071	1,959,505	6,443,875	58,836,692	17.0% ⁽⁵⁾
2005	45,964,980	7,729,424	2,277,805	6,695,720	62,667,929	6.5%
2006	50,345,777	9,773,987	2,496,384	6,605,134	69,221,282	10.5%
2007	54,337,133	12,272,556	2,885,915	7,173,534	76,669,138	10.8%
2008	54,922,691	12,199,183	3,161,799	6,553,296	76,836,969	0.2%
2009	54,018,321 ⁽⁶⁾	15,289,486	3,557,303	11,050,245 ⁽⁶⁾	83,915,355	9.2%
2010	52,895,467	15,898,067	3,706,375	11,978,163	84,478,072	0.7%
2011	56,714,793	15,409,338	3,824,435	12,533,444	88,482,010	4.7% ⁽⁷⁾

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

⁽²⁾ Includes Special Activities of the General Fund sub-funds.

⁽³⁾ Includes both operating and non-operating revenues.

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

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

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

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

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

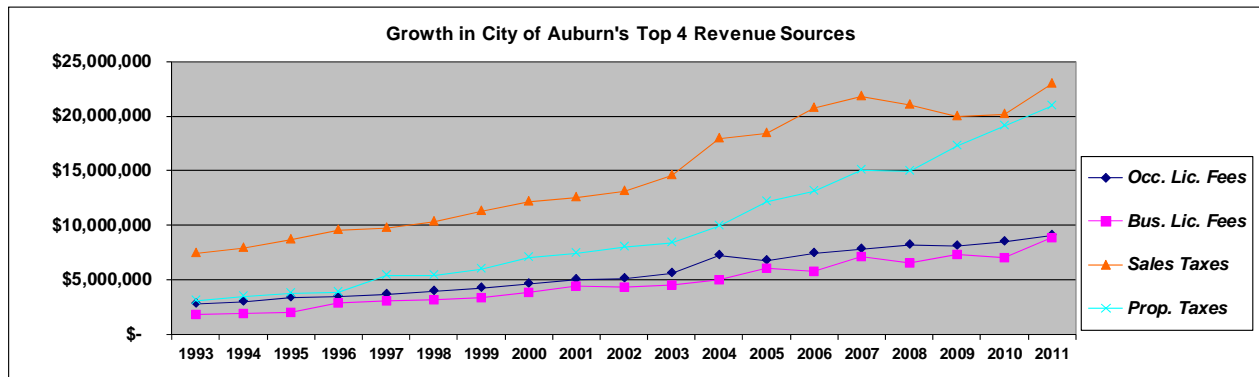
The City’s efforts to expand and diversify the tax base through its industrial and commercial development initiatives have helped to buffer the City’s revenue forecast from significant decreases. The tables on the next three pages provide evidence of the success of the City’s economic development program.

Industrial Development Board of the City of Auburn, Alabama
Results of Economic Development Activity ~ 1994 - 2011

Year	Company	Corporate Headquarters	Product	Capital Investment
1994	KD Industries	Valley View, Ohio	Metal stamping	\$ 1,300,000
	Langcourt, Ltd	Auburn, Alabama	Re-manufactured engines/parts	650,000
	Briggs & Stratton Corporation	Milwaukee, Wisconsin	Gasoline engines	100,000,000
1995	Auburn Millworks	Auburn, Alabama	Molding, window/door frames	1,000,000
	Capitol Vial (Expansion)	Fultonville, New York	Sterile plastic vials	25,000
	Falk Corporation (Expansion)	Rockford, Illinois	Power transmitting gears	20,000,000
1996	Craftmaster, Inc.	Auburn, Alabama	Commercial printing	3,268,000
1997	Capitol Vial (Expansion)	Fultonville, New York	Sterile plastic vials	3,950,000
	Family Properties, LLC	Auburn, Alabama	Office furniture	1,200,000
1998	Environmental Resource Analysts, Inc.	Auburn, Alabama	Environmental engineers	500,000
1999	Donaldson Company, Inc.	Bloomington, Minnesota	Air filtration systems	25,000,000
	EPOS Corporation	Auburn, Alabama	Computer hardware/software	2,100,000
	Masterbrands Cabinets, Inc.	Jasper, Indiana	Kitchen cabinets	13,500,000
2000	Natl Center for Asphalt Technology	Auburn University, AL	Asphalt research	4,000,000
2001	ATS Wheels	Werdohl, Germany	Automotive aluminum wheels	49,000,000
	Touchstone Precision Inc.	Kyoto, Japan	Injection molding/automotive	10,000,000
	Hoerbiger Hydraulics, Inc.	Vienna, Austria	Automotive hydraulics	3,000,000
2003	CV Partners	Amsterdam, NY	Sterile plastic vials	38,660,000
	Electric Fuel Corporation	Tel Aviv, Israel	Zinc air batteries	600,000
	IntraMicron, Inc.	Auburn, Alabama	Micro-fibrous materials	1,300,000
	MDT Armor Corporation	Tel Aviv, Israel	Armored cars	250,000
	Weidmann Plastics Technology NA, Inc.	Rapperswil, Switzerland	Automotive/injection molding	11,000,000
2004	Capitol Vial (expansion)	Fultonville, New York	Sterile plastic vials	3,500,000
	Pyongsan America, Inc.	Asan, Korea	Automotive HVAC tubing	2,955,000
	SCA, Inc.	Asan, Korea	Automotive injection molding	5,957,000
	Sommer Metal Craft (expansion)	Crawfordsville, Indiana	Wire fabrication	2,005,000
	Auburn Investment Casting	Auburn, Alabama	Steel casting	2,000,000
2005	ATS Engineering	Bad Duerkheim, Germany	Alloy casting tools	150,000
	Hightex, Inc.	Althengstett, Germany	Automotive textiles	569,948
	K.C. Sol-Tech, Inc.	Hwasang-City, S. Korea	Tool and die	200,000
	Rexnord [Former Falk] (expansion)	Milwaukee, Wisconsin	Power transmitting gears	9,300,000
	Briggs and Stratton (expansion)	Milwaukee, Wisconsin	Gasoline engines	13,000,000
2006	Nikki America Fuel Systems, LLC	Kawakawa, Japan	Automotive Fuel Systems	9,200,000
	Donaldson Company, Inc. (Expansion)	Bloomington, Minnesota	Air Filtration Systems	4,000,000
	Hoerbiger Hydraulics (Expansion)	Zug, Switzerland	Automotive Hydraulics	6,000,000
	Cumberland Plastic Systems, LLC	Auburn, Alabama	Automotive Plastics	3,700,000
2007	Aluminum Technology Schmid NA, Inc.	Stuttgart, Germany	Aluminum Parts for Automotive	5,000,000
	Seohan-NTN Driveshaft USA Corporation	Chungbuk, Korea	Drive Shafts	22,000,000
	Seohan Auto USA Corporation	Chungbuk, Korea	Front & Rear Axles	16,000,000
	Northrop Grumman Corporation	Los Angeles, California	Computer Systems Design	500,000
	Capitol Plastic Products, LLC (Expansion)	Amsterdam, NY	Specialty Plastic Packaging	8,000,000
	CV Holdings, LLC (Expansion)	Amsterdam, NY	Specialty Plastic Packaging	41,650,000
	Leggett & Platt, Inc. (Expansion)	Carthage, Missouri	Aluminum Castings	7,000,000
	HDI Solutions, Inc. (Expansion)	Auburn, AL	Data Management	500,000
	Health Information Design, Inc. (Expansion)	Auburn, AL	Drug Utilization Review	2,500,000
	Weidmann Plastics Technology (Expansion)	Rapperswil, Switzerland	Automotive/injection molding	8,500,000
	SCA Inc (Expansion)	Asan, Korea	Automotive injection molding	8,200,000
2008	CNJ, Inc.	Korea	Automotive Brake Discs & Knuckles	15,066,000
	Toolcare U.S. International, LLC	Auburn, AL	Specialized Tooling & Design	2,800,000
	Briggs & Stratton Corporation (Expansion)	Milwaukee, WI	Gasoline Engines	15,367,425
	Pyongsan America, Inc. (Expansion)	Asan, Korea	Automotive Plastics	5,400,000
	Kull Die Casting Technology NA, Inc.	Germany	Automotive Die Castings	1,500,000
	Stratford Plastic Components, Inc.	Canada	Automotive Plastics	3,400,000
	HANA Factory Automation Corporation	Korea	Industrial Automation	300,000
	SMI Auto USA, Inc.	Korea	Automotive Stamping	3,000,000
	Initial Outfitters, Inc.	Auburn, AL	Custom Home Party Solutions	700,000
	Aluminum Technology Schmid NA, Inc. (Expansion)	Stuttgart, Germany	Aluminum Parts for Automotive	3,800,000
	CV Holdings, LLC (Expansion)	Amsterdam, NY	Specialty Plastic Packaging	22,960,000
2009	Borbet Alabama, Inc. (Expansion)	Hallenberg-Hesborn, Germany	Aluminum Wheels for Automotive	19,740,000
	Straehle + Hess USA, Inc. (Expansion)	Althengstett, Germany	Special Technical Textiles for Automotive	500,000
	Seohan Auto USA Corporation (Expansion)	Chungbuk, Korea	Front Axles & Rear Carrier Assemblies for Automotive	9,690,000
	Seohan-NTN Driveshaft USA Corporation (Expansion)	Chungbuk, Korea	Driveshafts for Automotive	6,900,000
	Donaldson Company, Inc. (Expansion)	Bloomington, Minnesota	Emissions Systems	3,480,000
	Cumberland Plastic Systems, LLC (Expansion)	Auburn, AL	Plastic Components for Automotive	1,900,000
	Matrix Wire, Inc. (Expansion)	Auburn, AL	Custom Wire Fabrication	-
	Daehan USA, Inc.	Korea	Automotive Conveyor Systems	1,506,000
2010	Pyongsan America, Inc. (Expansion)	Asan, Korea	Automotive Plastics	5,500,000
	SCA, Inc. (Expansion)	Asan, Korea	Automotive Plastics	15,500,000
	Borbet Alabama USA, Inc. (Expansion)	Hallenberg-Hesborn, Germany	Automotive Aluminum Wheels	18,200,000
	Hoerbiger Automotive Comfort Systems, Inc. (Expansion)	Zug, Switzerland	Automotive Hydraulics	500,000
	CNJ, Inc. (Expansion)	Korea	Automotive Brake Discs & Knuckles	7,290,000
	Tube Technology Systems, Inc.	Germany	Automotive Brake Tubes	1,450,000
	Aluminum Technology Schmid NA, Inc. (Expansion)	Stuttgart, Germany	Automotive Aluminum Parts	2,500,000
	Health Information Designs, Inc. (Expansion)	Auburn, Alabama, USA	Healthcare Informatics Services	500,000
	CSP Technologies, Inc. (Expansion)	Amsterdam, New York, USA	Specialty Plastics Packaging	5,000,000
	Capitol Cups, Inc. (Expansion)	Amsterdam, New York, USA	Specialty Plastics Packaging	3,200,000
	Pyongsan America, Inc. (Expansion)	Asan, Korea	Automotive Plastics	5,000,000
	Capitol Plastic Products, LLC (Expansion)	Amsterdam, New York, USA	Specialty Plastics Packaging	6,770,000
	Viper Motorcycle Company, Inc.	Minneapolis, Minnesota, USA	Motorcycles	4,625,000
	GE Aviation	Cincinnati, Ohio, USA	Environmental Coatings	50,000,000
2011	HPM Alabama Corporation	Korea	Injection Moldable Fiber Reinf. Thermoplastics	9,250,000
	Arkal Automotive USA Inc	Israel	Automotive Plastic Parts	7,200,000
	CNJ, Inc. (Expansion)	Korea	Automotive Brake Discs & Knuckles	20,767,000
	Borbet Alabama, Inc. (Expansion)	Hallenberg-Hesborn, Germany	Automotive Aluminum Wheels	19,000,000
	Briggs & Stratton Corporation (Expansion)	Milwaukee, WI	5-22 HP Gasoline Engines	15,928,570
	Seohan Auto USA Corporation (Expansion)	Korea	Automotive Front & Rear Axle Assembly	7,900,000
	SCA, Inc. (Expansion)	Korea	Automotive Trimmed Exterior Plastic Parts	1,300,000
	Initial Outfitters, Inc. (Expansion)	Auburn, Alabama, USA	Custom Home Party Décor & Solutions	896,000
Total Capital Investment				\$ 798,975,943

Industrial Development Board of the City of Auburn, Alabama
Growth of City Revenue Sources Directly Affected by Industrial Recruitment[^]

Fiscal Year	Occupation License Fees		Business License Fees		Sales and Use Taxes		Property Taxes*	
	Revenue	Increase %	Revenue	Increase %	Revenue	Increase %	Revenue	Increase %
1993	\$ 2,837,947		\$ 1,788,429		\$ 7,451,555		\$ 3,126,195	
1994	3,026,679	6.65%	1,918,759	7.29%	7,897,169	5.98%	3,471,817	11.06%
1995	3,385,351	11.85%	2,022,174	5.39%	8,729,493	10.54%	3,790,864	9.19%
1996	3,503,339	3.49%	2,927,978	44.79%	9,545,803	9.35%	3,845,988	1.45%
1997	3,715,926	6.07%	3,049,061	4.14%	9,739,125	2.03%	5,390,311	40.15% ⁽¹⁾
1998	3,969,132	6.81%	3,219,091	5.58%	10,300,115	5.76%	5,431,807	0.77%
1999	4,253,353	7.16%	3,373,027	4.78%	11,313,849	9.84%	5,969,272	9.89%
2000	4,654,854	9.44%	3,815,737	13.13%	12,154,032	7.43%	7,082,494	18.65%
2001	5,063,472	8.78%	4,441,428	16.40%	12,554,602	3.30%	7,459,103	5.32%
2002	5,102,558	0.77%	4,344,629	-2.18%	13,160,761	4.83%	8,050,340	7.93%
2003	5,557,851	8.92%	4,490,842	3.37%	14,589,315	10.85% ⁽²⁾	8,388,489	4.20%
2004	7,197,943	29.51%	5,044,857	12.34%	17,959,076	23.10% ⁽²⁾	9,959,852	18.73%
2005	6,785,103	-5.74% ⁽³⁾	6,080,533	20.53% ⁽⁴⁾	18,429,012	2.62%	12,111,245	21.60%
2006	7,402,470	9.10%	5,770,776	-5.09% ⁽⁴⁾	20,773,724	12.72%	13,088,499	8.07%
2007	7,826,656	5.73%	7,141,457	23.75% ⁽⁵⁾	21,784,157	4.86%	15,057,103	15.04%
2008	8,174,202	4.44%	7,389,523	3.47%	21,044,830	-3.39%	14,948,469	-0.72%
2009	8,106,865	-0.82%	8,265,717	11.86%	19,996,427	-4.98%	18,696,415	25.07%
2010	8,448,505	4.21%	8,110,960	-1.87%	20,143,854	0.74%	19,053,632	1.91%
2011	9,033,443	6.92%	8,860,187	9.24%	22,987,406	14.12% ⁽⁶⁾	20,966,105	10.04%
Increases from 1993 to 2011	<u>\$ 6,195,496</u>	218.31%	<u>\$ 7,071,758</u>	395.42%	<u>\$ 15,535,851</u>	208.49%	<u>\$ 17,839,910</u>	570.66%
Increase in total growth from all sources 1993-2011			<u>\$ 46,643,015</u>	306.78%				
Amounts paid by entities on previous page during FY 2011	<u>\$ 1,541,202</u>		<u>\$ 88,493</u>		<u>\$ 310,222</u>		<u>\$ 1,742,913</u>	
Total paid to City by entities in App. I for FY 11			<u>\$ 3,682,830</u>					



[^] This data was provided by the City of Auburn Comprehensive Annual Financial Report
* Includes all City funds receiving property tax revenues.
(1) Special School Tax Fund millage increased from 5 mills to 11 mills, effective 10/01/96 (property taxes collected in arrears).
(2) Sales tax rate increased from 2.5% to 3.0%, effective 8/01/03.
(3) Fiscal 2004 year-end accrual was overestimated, so 2004 amount is overstated and 2005 amount is understated.
(4) Payment schedule for rental real estate business license fees was changed from quarterly to annually in FY06.
(5) Real estate business license fees were paid for the full year.
(6) Sales tax rate increased from 3.0% to 4.0%, effective 8/01/11.

City of Auburn

Economic Impact of Economic Development Activities on the City of Auburn General Fund ~ 2011⁽¹⁾

	Occupation License Fees	Business License Fees	Sales and Use Taxes	Property Taxes	Total
Total General Fund revenue from the top four revenue sources - FY 2011	<u>\$ 9,033,443</u>	<u>\$ 8,860,187</u>	<u>\$ 22,987,406</u>	<u>\$ 20,966,105</u>	<u>\$ 61,847,141</u>
Total General Fund revenue from industries recruited to Auburn - FY 2011	<u>\$ 1,541,202</u>	<u>\$ 88,493</u>	<u>\$ 310,222</u>	<u>\$ 1,742,913</u> ⁽²⁾	<u>\$ 3,682,830</u>
Payroll paid by recruited industries as estimated from occupation license fees	\$ 154,120,200				
Estimated % of recruited industries' payroll spent in Auburn	<u>46.48%</u>				
Estimated spending in Auburn resulting from industrial recruitment	71,635,069				
Estimated spending in Auburn on taxable goods ⁽³⁾	<u>x 65%</u>				
Estimated economic impact of recruited industries	<u>\$ 46,562,795</u>				
Sales tax on estimated economic impact					<u>1,396,884</u>
Top four revenue sources generated by recruited industries					<u>\$ 5,079,715</u>
Top four revenue sources generated by recruited industries as a % of General Fund total of top four sources					<u>8.21%</u>
Total General Fund revenue - FY 2011 ⁽⁴⁾					<u>\$ 73,257,172</u>
<i>Top four revenue sources generated by recruited industries as a percentage of total General Fund revenue</i>					<u>6.93%</u>

⁽¹⁾ This data was provided by the City of Auburn Revenue Office

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

⁽³⁾ Based on a conservative calculation of six rounds of spending for every \$1 with 60% leakage occurring in each round and 30% payroll tax leakage in round 1.

⁽⁴⁾ Includes all City funds receiving property tax revenues.

Debt Overview

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

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

When interest rates decline, the City and its debt advisors will review the currently outstanding debt for possible interest cost savings via refinancing. During fiscal 2009, the City refinanced a portion of Sewer Fund bonds outstanding; and in June 2010, a Schools bond issue was refunded, to take advantage of lower interest rates. Currently, the City, along with its debt advisors, is reviewing outstanding debt and will refund approximately \$50 million in bonds and warrants during fiscal 2012.

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

For "smaller" borrowings (less than \$20 million), the City has obtained financing from financial institutions without going to the national bond market. Such financings are obtained via a competitive process, through which all local financial institutions, and any others that have indicated an interest in providing financing to the City, have the opportunity to propose interest rates. This process results in significantly lower debt issuance costs, as well as very competitive interest rates. The documents for such borrowings are prepared by the City's bond counsel. These "local borrowings" are submitted to Council for approval and are evidenced by the City's issuance of a general obligation warrant, which is a long-term liability for the City, just as are GO bonds.

The City's general obligation long-term debt outstanding at June 15, 2012, is shown below.

	Date	General	Principal	Year of
Indebtedness	Issued	Payment Source	Outstanding	Final
			6/15/2012	Maturity
<u>General obligation bonds (general purposes)</u>				
General Obligation Cap. Improvement Bonds	6/1/1998	5-mill ad valorem tax	620,000	2015
General Obligation Bonds	8/1/1999	5-mill ad valorem tax	1,200,000	2014
General Obligation Cap. Improvement Bonds	5/1/2002	5-mill ad valorem tax	3,260,000	2016
General Obligation Bonds	3/1/2005	5-mill ad valorem tax	5,570,000	2021
General Obligation Bonds	1/1/2007	5-mill ad valorem tax	3,640,000	2021
General Obligation Bonds	7/1/2009	5-mill ad valorem tax	7,090,000	2021
General Obligation Cap. Improvement Bonds	5/1/2012	5-mill ad valorem tax	4,000,000	2024
			25,380,000	
<u>General obligation warrants (school purposes)</u>				
General Obligation School Warrants	8/1/2005	Special school ad val. tax	30,995,000	2035
General Obligation Warrant, Series 2008-I	12/19/2008	Special school ad val. tax	7,517,952	2028
General Obligation Refunding School Warrants, Series 2010-A	6/1/2010	Special school ad val. tax	25,480,000	2026
General Obligation School Warrant, Series 2012-A	2/22/2012	Special school ad val. tax	18,237,365	2032
			82,230,317	
<u>General obligation warrants (general purposes)</u>				
General Obligation Warrants	8/1/1999	General revenues	2,145,000	2019
General Obligation Warrants	12/23/2003	General revenues	1,171,802	2013
General Obligation Warrants	11/28/2005	General revenues	1,868,406	2014
General Obligation Warrants	2/9/2006	General revenues	1,726,382	2015
General Obligation Warrants	9/22/2006	General revenues	2,964,578	2026
General Obligation Warrant, Series 2008-C	5/29/2008	General revenues	5,663,911	2018
General Obligation Warrant, Series 2008-D	5/29/2008	General revenues	5,757,437	2018
General Obligation Warrant, Series 2008-E	5/27/2008	General revenues	1,313,727	2015
General Obligation Warrant, Series 2008-F	10/10/2008	General revenues	1,030,205	2015
General Obligation Warrant, Series 2010-B	7/27/2010	General revenues	2,522,186	2020
General Obligation Warrant, Series 2010-C	7/27/2010	General revenues	9,301,974	2024
General Obligation Warrant, Series 2010-D	8/20/2010	General revenues	1,639,236	2022
General Obligation Road Construction Warrant	10/7/2011	General revenues	1,426,840	2012
			38,531,684	
<u>General obligation warrants (sewer purposes)</u>				
General Obligation Warrants	8/1/2001	Sewer revenues ⁽¹⁾	4,700,000	2016
General Obligation Warrants, Series 2008-H	12/18/2008	Sewer revenues ⁽¹⁾	23,675,000	2033
General Obligation Warrants, Series 2009-A	9/10/2009	Sewer revenues ⁽¹⁾	15,245,000	2024
			43,620,000	
<i>Total bonds and warrants, outstanding as of June 15, 2012</i>			\$189,762,001	

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

Similarly, an innovative partnership was formed in fiscal year 2007 among the City of Auburn, Auburn University and the State of Alabama, to build a research park on the University campus.

The City of Auburn committed \$5 million for project infrastructure (roads, a bridge and street lighting). The research park infrastructure will be owned by Auburn University (a component unit of the State of Alabama), but the debt principal is included in the City's liabilities.

In fiscal year 2006, the City entered into an agreement with Auburn University to facilitate the issuance of debt to enable Auburn University to finance the construction of an expansion of the City's new tennis complex. Payment of principal and interest on this debt is reimbursed by Auburn University's lease payments to the City for use of the tennis facilities. The joint tennis facility is owned and operated by the City's Public Park and Recreation Board, a component unit of the City. The debt principal of \$3.0 million is included in the City's liabilities; however, the Tennis Center facilities are shown as a capital asset of the Public Park and Recreation Board.

Total City debt issued to benefit the City Schools and outstanding at June 15, 2012, was \$82.2 million. Debt outstanding in respect to agreements made with Auburn University totaled \$4.7 million. The effect of eliminating the Auburn City Schools' and Auburn University-related debt from the City's total debt outstanding at June 15, 2012, is shown below.

General Obligation Long-Term Debt		
		As of June 15, 2012
Payable from:		
General Fund		\$ 38,531,684
Special Five-Mill Tax Fund		25,380,000
School Tax Funds		82,230,317
Sewer Fund		43,620,000
	Total G.O. Long-Term Debt	\$ 189,762,001
Less:		
Auburn City Schools' Debt		(82,230,317)
Auburn University-related debt		
Auburn Research Park		(1,726,382)
Tennis Center ("AU portion")		(2,964,578)
	Total City Only	\$ 102,840,724

Legal Debt Limit

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

Computation of the legal debt margin for the City of Auburn at June 15, 2012, is as follows:

Net assessed value	797,827,496
Debt limitation (20% of net assessed value)	159,565,499
Long-term debt outstanding as of June 15, 2012	\$189,762,001
Less: Debt not chargeable to debt limit:	
Debt issued for schools	(82,230,317)
Debt issued for sewer	<u>(43,620,000)</u>
Debt chargeable to debt limit	<u>63,911,684</u>
Debt margin	<u>95,653,815</u>

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

Debt Issuances for the Biennium including Fiscal Years 2013 and 2014

The City has one potential borrowing in the General Fund during the new biennium. Debt service for a borrowing to purchase park property land is budgeted in the General Fund; final decisions about this purchase will be made in late fiscal 2012 or early fiscal 2013. In addition, the City is currently in the process of refunding several warrants and bonds in an effort to save interest costs for the City. Biennial budgets are reviewed during the summer of the first fiscal year of the biennium and may be amended at that time to reflect updated revenue projections and changing conditions, priorities and capital projects' status. Mid-biennium budget review amendments may also adjust debt service for any borrowing done that were not included in the original budget.

Debt Service Requirements to Maturity

The table on the following page shows the City's debt service requirements to maturity (principal and interest payments) for all City debt as of June 15, 2012, excluding the potential refunding during fiscal 2012. The General Fund has no debt service requirements beyond 2026; the Special Five Mill Tax Fund's last scheduled debt payments are in 2023. Debt service payments from School Tax funds extend through 2035; and the Sewer Fund has debt service obligations through 2034.

Debt Service to Maturity - Principal and Interest					
<i>As of June 15, 2012</i>					
Fiscal Year	General Fund	Special Five-Mill Tax Fund	School Tax Funds	Sewer Fund	Total Principal and Interest
2013	7,356,203	4,288,794	6,059,982	3,944,300	21,649,279
2014	6,785,197	4,354,736	6,510,482	3,941,401	21,591,816
2015	5,490,852	3,952,845	6,514,732	3,944,708	19,903,137
2016	4,350,969	3,710,288	6,511,982	3,954,506	18,527,745
2017	4,350,569	2,280,875	6,515,257	3,950,074	17,096,775
2018	3,803,529	2,274,675	6,510,807	3,951,205	16,540,216
2019	2,164,046	2,272,675	6,515,557	3,948,705	14,900,983
2020	1,797,190	2,275,800	6,509,407	3,945,080	14,527,477
2021	1,478,901	2,229,488	6,517,407	3,940,518	14,166,314
2022	1,478,901	442,000	6,512,007	3,939,768	12,372,676
2023	1,292,658	442,000	6,511,107	3,940,674	12,186,439
2024	1,207,904		6,514,057	3,932,758	11,654,719
2025	275,613		6,514,807	1,828,261	8,618,681
2026	275,613		6,510,244	1,829,461	8,615,318
2027			4,049,569	1,827,511	5,877,080
2028			3,880,155	1,827,280	5,707,435
2029			3,382,012	1,826,824	5,208,836
2030			3,377,262	1,826,496	5,203,758
2031			3,378,762	1,825,969	5,204,731
2032			2,674,148	1,829,063	4,503,211
2033			2,172,063	1,827,094	3,999,157
2034			2,173,500	1,824,922	3,998,422
2035			2,176,219		2,176,219
Totals	\$ 42,108,145	\$ 28,524,176	\$ 117,991,525	\$ 65,606,578	\$ 254,230,424

Credit Rating

The City's credit ratings were most recently reviewed in August 2012; Moody's confirmed the Aa2 rating and Standard & Poors confirmed the City's credit rating of AA+. The Water Board's Aa2 from Moody's was confirmed in May 2010; the Water Board's previous Moody's rating was Aa3.

City of Auburn

Description of All Budgeted Funds and Major Funds

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

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

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

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

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

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Governmental Funds

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

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

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

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

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

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

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

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Proprietary Funds

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

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

Funds with Project Budgets

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

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

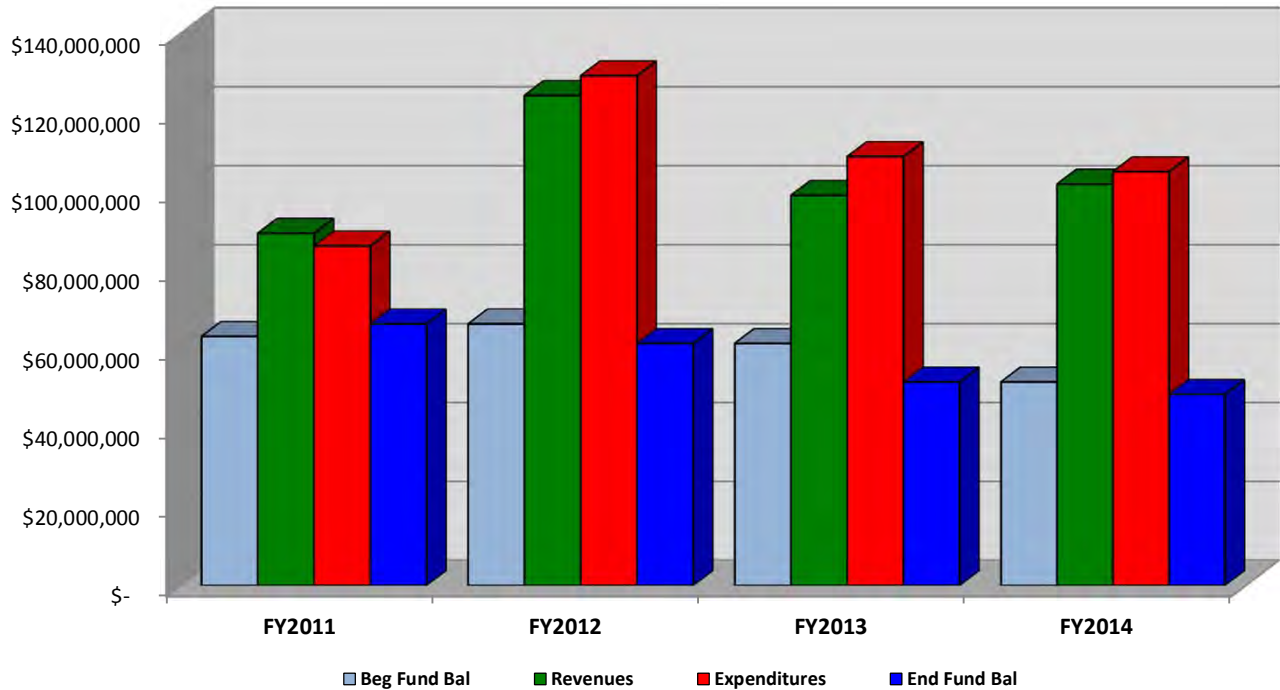
- **Auburn Technology Park West Phase II *Capital Projects Fund***
- **2012 Special Five Mill *Capital Projects Fund***
- **2009 Special Five Mill *Capital Projects Fund***
- **2003 Infrastructure Projects *Capital Projects Fund***

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

City of Auburn

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

	Audited Actual	Budget	Budget	
	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$
Beginning fund balances/net assets including Permanent Reserve	63,216,772	66,420,033	61,463,831	51,658,958
Revenues	88,206,130	94,816,089	97,802,227	100,621,807
Other financing sources*	1,158,138	29,437,488	1,161,250	1,161,250
Total available resources	152,581,040	190,673,610	160,427,308	153,442,015
Expenditures/expenses	69,735,051	90,166,393	90,731,341	86,440,272
Other financing uses	16,425,956	39,043,386	18,037,009	18,499,009
Total expenditures and other uses	86,161,006	129,209,779	108,768,350	104,939,281
Excess (deficit) of revenues and other sources over expenditures/expenses and other uses	3,203,261	(4,956,202)	(9,804,873)	(3,156,225)
Ending fund balances/net assets	66,420,033	61,463,831	51,658,958	48,502,734
Less: Permanent Reserve	4,724,918	4,070,287	4,090,638	4,111,092
Ending fund balances/net assets excluding Permanent Reserve	61,695,115	57,393,544	47,568,320	44,391,642

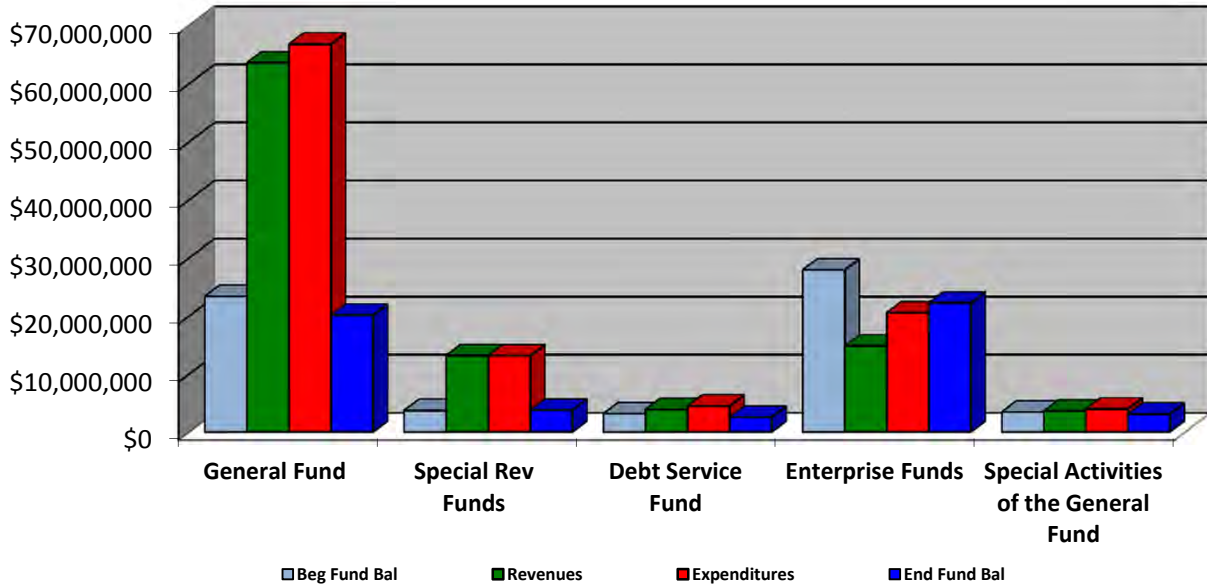


* In FY2012, other financing sources includes budgeted borrowings of \$18,025,000 for Auburn City Schools and \$8,165,000 to fund sewer projects.

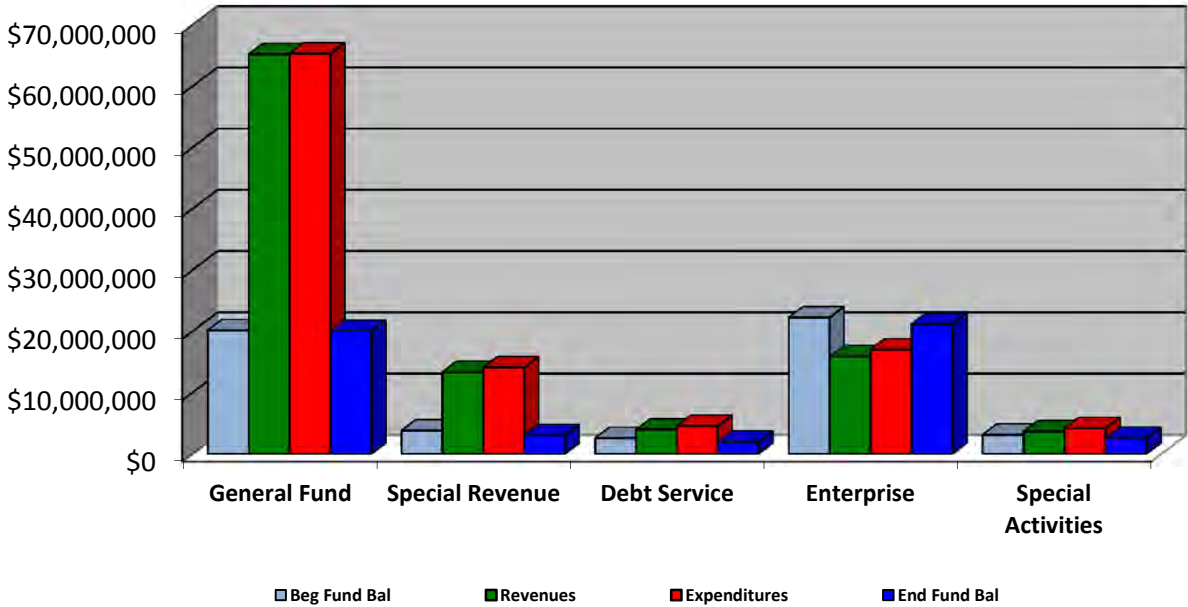
City of Auburn

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

Fiscal Year 2013



Fiscal Year 2014



City of Auburn

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

	Budgeted Governmental Activities			Budgeted Business- Type Activities		Total
	General Major Fund	Special School Tax Major Fund	All Other Governmental Funds	Sewer Enterprise Major Fund	Solid Waste Management Non-Major	
	FY2013 Budget					
Projected Ending Fund Equity, 9.30.2012*	\$ 23,332,145	\$ 3,424,503	\$ 6,818,424	\$ 27,649,191	\$ 239,569	\$ 61,463,831
Revenues	63,253,081	12,931,266	7,200,073	10,566,307	3,851,500	97,802,227
Other Financing Sources	296,250	-	460,000	55,000	350,000	1,161,250
Total Available Resources	86,881,476	16,355,769	14,478,496	38,270,498	4,441,069	160,427,308
Expenditures/Expenses	55,502,769	6,548,772	8,413,055	16,193,462	4,073,282	90,731,341
Other Financing Uses	11,270,759	6,300,000	225,000	186,250	55,000	18,037,009
Total Budgeted Expenditures/Expenses	66,773,528	12,848,772	8,638,055	16,379,712	4,128,282	108,768,350
<i>Change in net assets</i>	(3,224,197)	82,494	(977,982)	(5,758,405)	73,218	(9,804,873)
Projected Ending Fund Equity, 9.30.2013	20,107,948	3,506,997	5,840,441	21,890,786	312,786	51,658,958
Ending Fund Equity as a % of Budgeted Expenditures	30.11%	27.29%	67.61%	133.65%	7.58%	47.49%
	FY2014 Budget					
Projected Ending Fund Equity, 9.30.2013	20,107,948	3,506,997	5,840,441	21,890,786	312,786	51,658,958
Revenues	64,870,396	13,061,000	7,241,041	11,384,870	4,064,500	100,621,807
Other Financing Sources	296,250	-	460,000	55,000	350,000	1,161,250
Total Available Resources	85,274,594	16,567,997	13,541,482	33,330,656	4,727,286	153,442,015
Expenditures/Expenses	54,049,165	7,005,582	8,660,796	12,565,358	4,159,371	86,440,272
Other Financing Uses	11,232,759	6,800,000	225,000	186,250	55,000	18,499,009
Total Budgeted Expenditures/Expenses	65,281,924	13,805,582	8,885,796	12,751,608	4,214,371	104,939,281
<i>Change in net assets</i>	(115,278)	(744,582)	(1,184,755)	(1,311,738)	200,129	(3,156,225)
Projected Ending Fund Equity, 9.30.2014	19,992,670	2,762,415	4,655,686	20,579,048	512,915	48,502,734
Ending Fund Equity as a % of Budgeted Expenditures	30.63%	20.01%	52.39%	161.38%	12.17%	46.22%

* Ending fund equity for FY2012 is the beginning fund equity for FY2013.

City of Auburn

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

	Governmental Funds				Total - All Governm'l	Proprietary Funds	Total
	General	Gen. Fd. Spec. Act.	Special Revenue	Debt Service		Enterprise	All Budgeted Funds
FY2013 Budget							
Projected Ending Fund Equity, 9.30.2012*	\$	\$	\$	\$	\$	\$	\$
	23,332,145	3,425,562	3,690,587	3,126,777	33,575,072	27,888,760	61,463,831
Revenues	63,253,081	3,134,792	13,148,141	3,848,406	83,384,420	14,417,807	97,802,227
Other Financing Sources	296,250	460,000	-	-	756,250	405,000	1,161,250
Total Available Resources	86,881,476	7,020,354	16,838,728	6,975,183	117,715,741	42,711,567	160,427,308
Expenditures/Expenses	55,502,769	3,946,261	6,566,772	4,448,794	70,464,596	20,266,745	90,731,341
Other Financing Uses	11,270,759	-	6,525,000	-	17,795,759	241,250	18,037,009
Total Budgeted Expenditures/Expenses	66,773,528	3,946,261	13,091,772	4,448,794	88,260,355	20,507,995	108,768,350
Projected Ending Fund Equity, 9.30.2013*	20,107,948	3,074,093	3,746,956	2,526,389	29,455,386	22,203,572	51,658,958
Ending Fund Equity as a % of Budgeted Expenditures	30.11%	77.90%	28.62%	56.79%	33.37%	108.27%	47.49%
FY2014 Budget							
Projected Ending Fund Equity, 9.30.2013*	\$	\$	\$	\$	\$	\$	\$
	20,107,948	3,074,093	3,746,956	2,526,389	29,455,386	22,203,572	51,658,958
Revenues	64,870,396	3,137,166	13,277,875	3,887,000	85,172,437	15,449,370	100,621,807
Other Financing Sources	296,250	460,000	-	-	756,250	405,000	1,161,250
Total Available Resources	85,274,594	6,671,259	17,024,831	6,413,389	115,384,073	38,057,942	153,442,015
Expenditures/Expenses	54,049,165	4,125,060	7,023,582	4,517,736	69,715,543	16,724,730	86,440,272
Other Financing Uses	11,232,759	-	7,025,000	-	18,257,759	241,250	18,499,009
Total Budgeted Expenditures/Expenses	65,281,924	4,125,060	14,048,582	4,517,736	87,973,302	16,965,980	104,939,281
Projected Ending Fund Equity, 9.30.2014*	19,992,670	2,546,199	2,976,249	1,895,654	27,410,772	21,091,962	48,502,734
Ending Fund Equity as a % of Budgeted Expenditures	30.63%	61.73%	21.19%	41.96%	31.16%	124.32%	46.22%

* Ending fund equity for FY2012 is the beginning fund equity for FY2013.

City of Auburn

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

FY2013 Budget

	Governmental Activities			Business-Type Activities		FY2013 Total
	General Fd Major Fund	Spec. School Major Fund	All Other Gov't'l Funds	Sewer Major Fund	Solid Waste Non-Major	All Budgeted Funds
Revenues	\$	\$	\$	\$	\$	\$
Taxes	37,572,420	12,894,266	4,031,906	-	-	54,498,592
Licenses and permits	18,741,700	-	-	-	-	18,741,700
Fines and costs	1,212,000	-	-	-	-	1,212,000
Charges for services	4,579,797	-	3,095,292	10,140,400	3,813,000	21,628,489
Other revenue	1,147,164	37,000	72,875	425,907	38,500	1,721,446
Total revenue	63,253,081	12,931,266	7,200,073	10,566,307	3,851,500	97,802,227
Other financing sources						
Transfers in from other funds	296,250	-	460,000	-	350,000	1,106,250
Sale of surplus assets	-	-	-	5,000	-	5,000
Capital contributions	-	-	-	50,000	-	50,000
Total revenue and other sources	63,549,331	12,931,266	7,660,073	10,621,307	4,201,500	98,963,477
Expenditures/expenses						
City Council	190,776	-	-	-	-	190,776
City Manager	851,911	-	-	-	-	851,911
Judicial	746,735	-	-	-	-	746,735
Information Technology						
IT	1,012,502	-	-	-	-	1,012,502
GIS	396,327	-	-	-	-	396,327
Finance	1,442,512	-	-	-	-	1,442,512
Economic Development	1,005,854	-	-	-	-	1,005,854
Human Resources						
HR	742,346	-	-	-	-	742,346
Risk Management	272,000	-	-	-	-	272,000
Public Safety						
Administration	2,294,194	-	-	-	-	2,294,194
Police	9,402,377	-	18,000	-	-	9,420,377
Fire	5,345,881	-	-	-	-	5,345,881
Communications	964,995	-	-	-	-	964,995
Codes Enforcement	572,143	-	-	-	-	572,143
Public Works						
Administration	1,119,565	-	-	-	-	1,119,565
Construction and Maintenance	1,391,884	-	-	-	-	1,391,884
Engineering	865,036	-	-	-	-	865,036
Inspection	472,284	-	-	-	-	472,284
Traffic Engineering	424,023	-	-	-	-	424,023
Environmental Services						
Administration	257,529	-	-	-	-	257,529
Animal Control	225,245	-	-	-	-	225,245
Right of Way Maintenance	787,381	-	-	-	-	787,381
Fleet Services	851,065	-	-	-	-	851,065
Library	1,665,657	-	-	-	-	1,665,657
Parks and Recreation						
Administration	1,459,790	-	-	-	-	1,459,790
Leisure Services	1,629,827	-	-	-	-	1,629,827
Parks and Facilities	2,274,214	-	-	-	-	2,274,214
Planning	796,394	-	-	-	-	796,394
Water and Sewer						
Sewer Administration	-	-	-	1,327,818	-	1,327,818
Sewer Maintenance	-	-	-	1,083,531	-	1,083,531
Watershed Management	-	-	-	278,899	-	278,899
Solid Waste Management						
Administration	-	-	-	-	607,576	607,576
Recycling	-	-	-	-	1,550,088	1,550,088
Solid Waste	-	-	-	-	1,858,518	1,858,518
Total departmental	39,460,447	-	18,000	2,690,248	4,016,182	46,184,877
Non-departmental	16,042,322	6,548,772	8,395,055	13,503,214	57,100	44,546,463
Total expenditures/expenses	55,502,769	6,548,772	8,413,055	16,193,462	4,073,282	90,731,341
Other financing uses (OFU):						
Transfers out	11,270,759	6,300,000	225,000	186,250	55,000	18,037,009
Total expenditures/expenses and OFU	66,773,528	12,848,772	8,638,055	16,379,712	4,128,282	108,768,350

City of Auburn

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

FY2014 Budget

	Governmental Activities			Business-Type Activities		FY2014 Total
	General Fd Major Fund	Spec. School Major Fund	All Other Gov't'l Funds	Sewer Major Fund	Solid Waste Non-Major	All Budgeted Funds
Revenues	\$	\$	\$	\$	\$	\$
Taxes	38,573,866	13,024,000	4,070,500	-	-	55,668,366
Licenses and permits	19,278,125	-	-	-	-	19,278,125
Fines and costs	1,224,120	-	-	-	-	1,224,120
Charges for services	4,648,021	-	3,096,666	10,940,400	4,026,000	22,711,087
Other revenue	1,146,264	37,000	73,875	444,470	38,500	1,740,109
Total revenue	64,870,396	13,061,000	7,241,041	11,384,870	4,064,500	100,621,807
Other financing sources						
Transfers in from other funds	296,250	-	460,000	-	350,000	1,106,250
Sale of surplus assets	-	-	-	5,000	-	5,000
Capital contributions	-	-	-	50,000	-	50,000
Total revenue and other sources	65,166,646	13,061,000	7,701,041	11,439,870	4,414,500	101,783,057
Expenditures/expenses						
City Council	190,776	-	-	-	-	190,776
City Manager	865,898	-	-	-	-	865,898
Judicial	758,051	-	-	-	-	758,051
Information Technology						
IT	1,125,560	-	-	-	-	1,125,560
GIS	403,556	-	-	-	-	403,556
Finance	1,467,132	-	-	-	-	1,467,132
Economic Development	1,030,381	-	-	-	-	1,030,381
Human Resources						
HR	756,495	-	-	-	-	756,495
Risk Management	292,000	-	-	-	-	292,000
Public Safety						
Administration	2,200,986	-	-	-	-	2,200,986
Police	9,573,544	-	18,000	-	-	9,591,544
Fire	4,942,150	-	-	-	-	4,942,150
Communications	984,279	-	-	-	-	984,279
Codes Enforcement	581,187	-	-	-	-	581,187
Public Works						
Administration	624,427	-	-	-	-	624,427
Construction and Maintenance	1,377,796	-	-	-	-	1,377,796
Engineering	914,699	-	-	-	-	914,699
Inspection	480,723	-	-	-	-	480,723
Traffic Engineering	551,431	-	-	-	-	551,431
Environmental Services						
Administration	260,439	-	-	-	-	260,439
Animal Control	226,852	-	-	-	-	226,852
Right of Way Maintenance	726,997	-	-	-	-	726,997
Fleet Services	796,277	-	-	-	-	796,277
Library	1,591,039	-	-	-	-	1,591,039
Parks and Recreation						
Administration	1,480,922	-	-	-	-	1,480,922
Leisure Services	1,642,811	-	-	-	-	1,642,811
Parks and Facilities	2,390,365	-	-	-	-	2,390,365
Planning	661,578	-	-	-	-	661,578
Water and Sewer						
Sewer Administration	-	-	-	1,363,479	-	1,363,479
Sewer Maintenance	-	-	-	994,919	-	994,919
Watershed Management	-	-	-	305,896	-	305,896
Solid Waste Management						
Administration	-	-	-	-	616,299	616,299
Recycling	-	-	-	-	1,494,955	1,494,955
Solid Waste	-	-	-	-	1,991,017	1,991,017
Total departmental	38,898,351	-	18,000	2,664,294	4,102,271	45,682,916
Non-departmental	15,150,814	7,005,582	8,642,796	9,901,064	57,100	40,757,356
Total expenditures	54,049,165	7,005,582	8,660,796	12,565,358	4,159,371	86,440,272
Other financing uses (OFU):						
Transfers out	11,232,759	6,800,000	225,000	186,250	55,000	18,499,009
Total expenditures/expenses and OFU	65,281,924	13,805,582	8,885,796	12,751,608	4,214,371	104,939,281

City of Auburn

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

FY2013 Budget

	Governmental Funds				Proprietary	FY2013 Total All Budgeted Funds
	General	Gen. Fd. Spec. Act.	Special Revenue	Debt Service	Funds Enterprise	
	\$	\$	\$	\$	\$	
Revenues						
Taxes	37,572,420	-	13,107,766	3,818,406	-	54,498,592
Licenses and permits	18,741,700	-	-	-	-	18,741,700
Fines and costs	1,212,000	-	-	-	-	1,212,000
Charges for services	4,579,797	3,095,292	-	-	13,953,400	21,628,489
Other revenue	1,147,164	39,500	40,375	30,000	464,407	1,721,446
Total revenues	63,253,081	3,134,792	13,148,141	3,848,406	14,417,807	97,802,227
Other financing sources						
Transfers in from other funds	296,250	460,000	-	-	350,000	1,106,250
Sale of surplus assets	-	-	-	-	5,000	5,000
Capital contributions	-	-	-	-	50,000	50,000
Total revenue and other sources	63,549,331	3,594,792	13,148,141	3,848,406	14,822,807	98,963,477
Expenditures/expenses						
City Council	190,776	-	-	-	-	190,776
City Manager	851,911	-	-	-	-	851,911
Judicial	746,735	-	-	-	-	746,735
Information Technology						
IT	1,012,502	-	-	-	-	1,012,502
GIS	396,327	-	-	-	-	396,327
Finance	1,442,512	-	-	-	-	1,442,512
Economic Development	1,005,854	-	-	-	-	1,005,854
Human Resources						
HR	742,346	-	-	-	-	742,346
Risk Management	272,000	-	-	-	-	272,000
Public Safety						
Administration	2,294,194	-	-	-	-	2,294,194
Police	9,402,377	-	18,000	-	-	9,420,377
Fire	5,345,881	-	-	-	-	5,345,881
Communications	964,995	-	-	-	-	964,995
Codes Enforcement	572,143	-	-	-	-	572,143
Public Works						
Administration	1,119,565	-	-	-	-	1,119,565
Construction and Maintenance	1,391,884	-	-	-	-	1,391,884
Engineering	865,036	-	-	-	-	865,036
Inspection	472,284	-	-	-	-	472,284
Traffic Engineering	424,023	-	-	-	-	424,023
Environmental Services						
Administration	257,529	-	-	-	-	257,529
Animal Control	225,245	-	-	-	-	225,245
Right of Way Maintenance	787,381	-	-	-	-	787,381
Fleet Services	851,065	-	-	-	-	851,065
Library	1,665,657	-	-	-	-	1,665,657
Parks and Recreation						
Administration	1,459,790	-	-	-	-	1,459,790
Leisure Services	1,629,827	-	-	-	-	1,629,827
Parks and Facilities	2,274,214	-	-	-	-	2,274,214
Planning	796,394	-	-	-	-	796,394
Water and Sewer						
Sewer Administration	-	-	-	-	1,327,818	1,327,818
Sewer Maintenance	-	-	-	-	1,083,531	1,083,531
Watershed Management	-	-	-	-	278,899	278,899
Solid Waste Management						
Administration	-	-	-	-	607,576	607,576
Recycling	-	-	-	-	1,550,088	1,550,088
Solid Waste	-	-	-	-	1,858,518	1,858,518
Total departmental	39,460,447	-	18,000	-	6,706,430	46,184,877
Non-departmental	16,042,322	3,946,261	6,548,772	4,448,794	13,560,314	44,546,463
Total expenditures	55,502,769	3,946,261	6,566,772	4,448,794	20,266,745	90,731,341
Other financing uses (OFU):						
Transfers out	11,270,759	-	6,525,000	-	241,250	18,037,009
Total expenditures/expenses and OFU	66,773,528	3,946,261	13,091,772	4,448,794	20,507,995	108,768,350

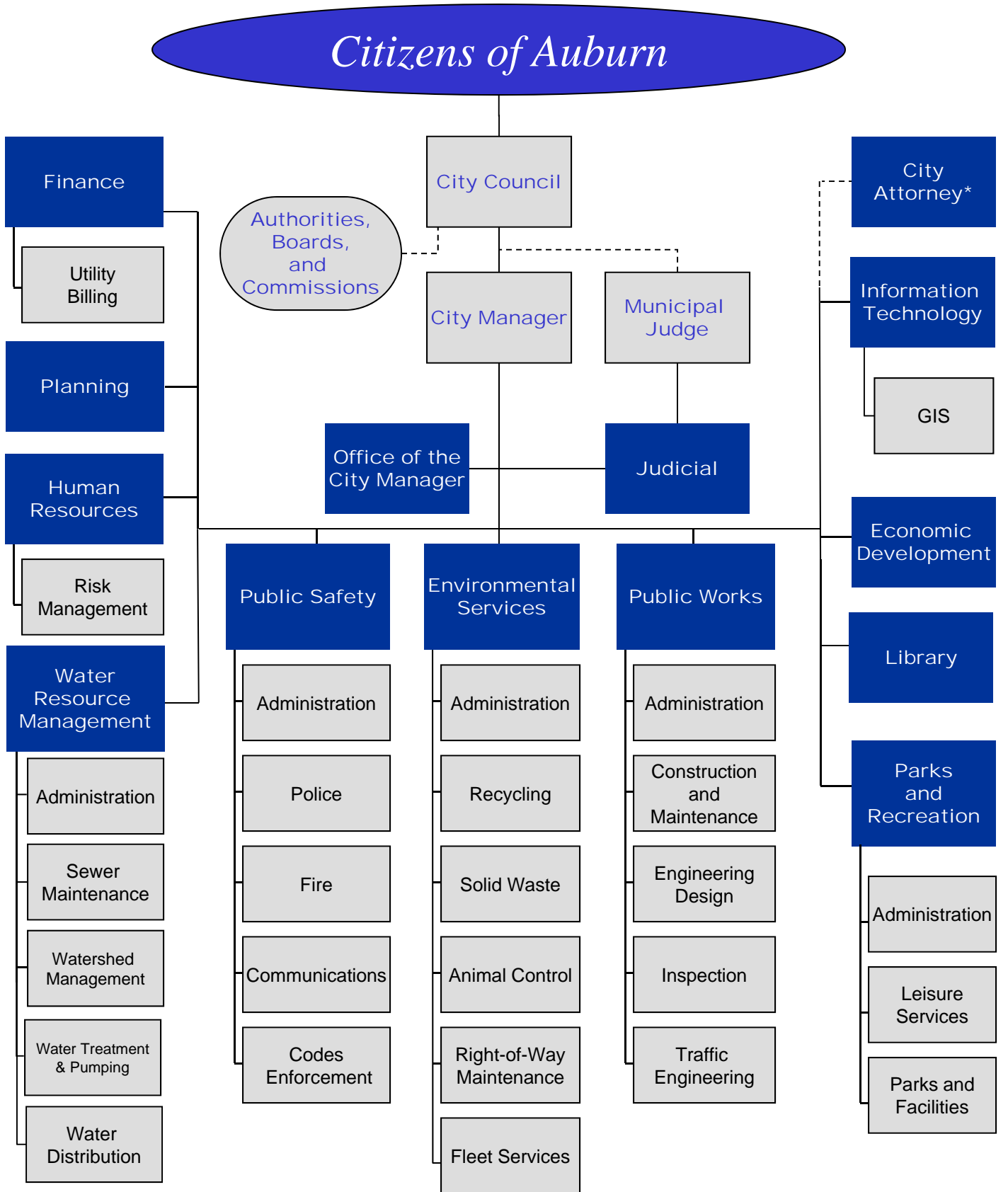
City of Auburn

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

FY2014 Budget

	Governmental Funds				Proprietary	FY2014 Total All Budgeted Funds
	General	Gen. Fd. Spec. Act.	Special Revenue	Debt Service	Funds Enterprise	
	\$	\$	\$	\$	\$	
Revenues						
Taxes	38,573,866	-	13,237,500	3,857,000	-	55,668,366
Licenses and permits	19,278,125	-	-	-	-	19,278,125
Fines and costs	1,224,120	-	-	-	-	1,224,120
Charges for services	4,648,021	3,096,666	-	-	14,966,400	22,711,087
Other revenue	1,146,264	40,500	40,375	30,000	482,970	1,740,109
Total revenues	64,870,396	3,137,166	13,277,875	3,887,000	15,449,370	100,621,807
Other financing sources						
Transfers in from other funds	296,250	460,000	-	-	350,000	1,106,250
Sale of surplus assets	-	-	-	-	5,000	5,000
Capital contributions	-	-	-	-	50,000	50,000
Total revenue and other sources	65,166,646	3,597,166	13,277,875	3,887,000	15,854,370	101,783,057
Expenditures/expenses						
City Council	190,776	-	-	-	-	190,776
City Manager	865,898	-	-	-	-	865,898
Judicial	758,051	-	-	-	-	758,051
Information Technology						
IT	1,125,560	-	-	-	-	1,125,560
GIS	403,556	-	-	-	-	403,556
Finance	1,467,132	-	-	-	-	1,467,132
Economic Development	1,030,381	-	-	-	-	1,030,381
Human Resources						
HR	756,495	-	-	-	-	756,495
Risk Management	292,000	-	-	-	-	292,000
Public Safety						
Administration	2,200,986	-	-	-	-	2,200,986
Police	9,573,544	-	18,000	-	-	9,591,544
Fire	4,942,150	-	-	-	-	4,942,150
Communications	984,279	-	-	-	-	984,279
Codes Enforcement	581,187	-	-	-	-	581,187
Public Works						
Administration	624,427	-	-	-	-	624,427
Construction and Maintenance	1,377,796	-	-	-	-	1,377,796
Engineering	914,699	-	-	-	-	914,699
Inspection	480,723	-	-	-	-	480,723
Traffic Engineering	551,431	-	-	-	-	551,431
Environmental Services						
Administration	260,439	-	-	-	-	260,439
Animal Control	226,852	-	-	-	-	226,852
Right of Way Maintenance	726,997	-	-	-	-	726,997
Fleet Services	796,277	-	-	-	-	796,277
Library	1,591,039	-	-	-	-	1,591,039
Parks and Recreation						
Administration	1,480,922	-	-	-	-	1,480,922
Leisure Services	1,642,811	-	-	-	-	1,642,811
Parks and Facilities	2,390,365	-	-	-	-	2,390,365
Planning	661,578	-	-	-	-	661,578
Water and Sewer						
Sewer Administration	-	-	-	-	1,363,479	1,363,479
Sewer Maintenance	-	-	-	-	994,919	994,919
Watershed Management	-	-	-	-	305,896	305,896
Solid Waste Management						
Administration	-	-	-	-	616,299	616,299
Recycling	-	-	-	-	1,494,955	1,494,955
Solid Waste	-	-	-	-	1,991,017	1,991,017
Total departmental	38,898,351	-	18,000	-	6,766,565	45,682,916
Non-departmental	15,150,814	4,125,060	7,005,582	4,517,736	9,958,164	40,757,356
Total expenditures	54,049,165	4,125,060	7,023,582	4,517,736	16,724,730	86,440,272
Other financing uses (OFU):						
Transfers out	11,232,759	-	7,025,000	-	241,250	18,499,009
Total expenditures/expenses and OFU	65,281,924	4,125,060	14,048,582	4,517,736	16,965,980	104,939,281

Organization Chart



* City Attorney services are contracted outside the organization

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

Personnel Authorization Summary

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

Department	Division	Authorized Regular Full-Time Positions						
		FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Office of the City Manager		5	7	7	7	7	7	7
Judicial		6	7	7	7	7	7	7
Information Technology	Info Tech	7	6	6	6	6	6	6
	GIS	3	3	3	4	4	4	4
	<i>Total Information Technology</i>	10	9	9	10	10	10	10
Finance	Finance	17	17	17	17	16	16	16
	Utility Billing Office ¹	9	9	9	9	9	9	9
	<i>Total Finance</i>	26	26	26	26	25	25	25
Economic Development		14	13	13	13	12	12	12
Human Resources		6	7	7	7	7	7	7
Public Safety	Administration ⁷	4	4	4	4	4	3	3
	Police	113	111	113	113	113	113	113
	Fire	43	43	43	43	43	43	43
	Communications	11	11	11	11	11	11	11
	Codes Enforcement	9	9	9	9	8	8	8
	<i>Total Public Safety</i>	180	178	180	180	179	178	178
Public Works	Administration	6	6	6	6	6	6	6
	Construction and Maintenance	18	18	18	18	18	18	18
	Engineering ²	11	11	11	11	11	11	11
	Inspection	6	6	6	6	6	6	6
	Traffic Engineering	3	3	3	3	3	3	3
	<i>Total Public Works</i>	44	44	44	44	44	44	44
Environmental Services ³	Administration ⁷	6	6	6	6	6	5	5
	Recycling	16	16	16	16	16	16	16
	Solid Waste	16	16	16	16	16	16	16
	Animal Control	2	2	2	2	2	2	2
	Right of Way Maintenance	7	7	7	7	7	7	7
	Fleet Services	10	10	10	10	10	10	10
	<i>Total Environmental Services</i>	57	57	57	57	57	56	56
Library		15	16	16	17	17	17	17
Parks and Recreation	Administration	5	5	5	5	5	5	5
	Leisure Services ⁴	15	15	15	15	15	15	15
	Parks and Facilities	26	26	26	26	26	26	26
	<i>Total Parks and Recreation</i>	46	46	46	46	46	46	46
Planning ⁵		8	8	8	8	8	8	8
General Operations		1	1	1	1	1	1	1
Water Resource Mgt ⁶	Administration	9	9	9	9	9	9	9
	Sewer Maintenance	10	10	10	11	11	11	11
	Watershed Management	3	3	3	3	3	3	3
	Water Treatment & Pumping	8	7	7	7	7	7	7
	Water Distribution	17	18	18	18	18	18	18
	<i>Total Water Resource Mgt</i>	47	47	47	48	48	48	48
	Total employees	465	466	468	471	468	466	466
	Employees by funding source:							
	City - General Fund	409	410	412	374	371	370	370
	City - Sewer Fund	19	19	19	20	20	20	20
	City - Solid Waste Mgt Fund	0	0	0	38	38	37	37
	City - Public Park & Rec Board	0	0	0	2	2	2	2
	Total City employees	428	429	431	434	431	429	429
	Water Works Board	37	37	37	37	37	37	37
	Total employees	465	466	468	471	468	466	466

1 - Water Works Board employees.

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

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

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

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

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

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



City of Auburn



City of Auburn

Biennial Budget for FY 2013 & FY 2014

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City of Auburn

Biennial Budget for FY 2013 & FY 2014

General Fund – A Major Fund (continued)

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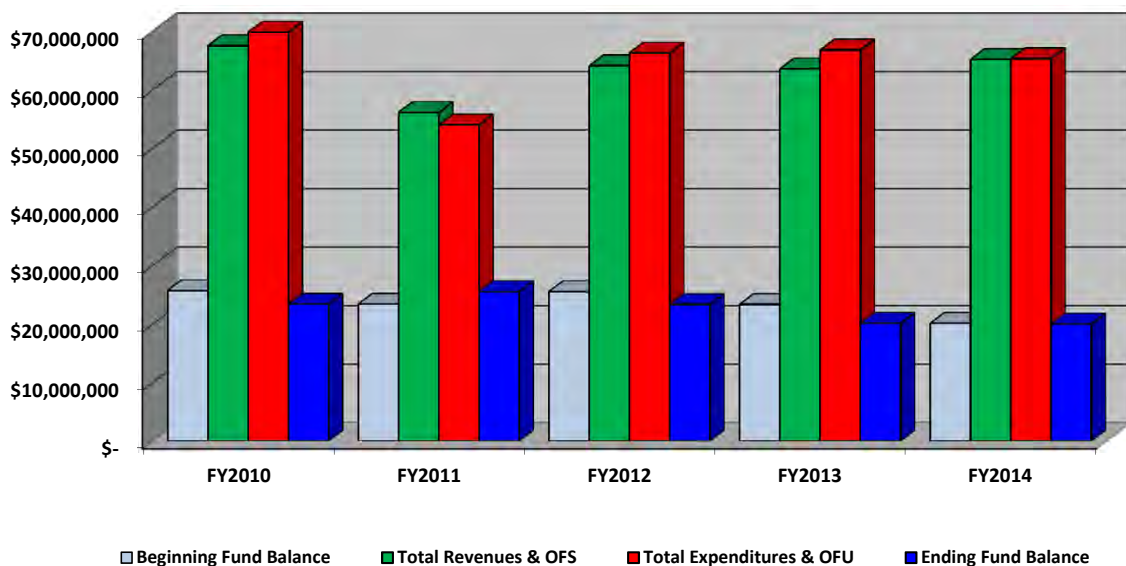
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City of Auburn

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

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

	Audited Actual	Audited Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Beginning Fund Balance*	25,686,771	23,374,404	25,532,419	23,332,145	20,107,948
Revenues	52,114,936	55,667,909	62,332,862	63,253,081	64,870,396
Other Financing Sources (OFS)	15,396,250	471,317	1,757,488	296,250	296,250
Total Revenues & OFS	67,511,186	56,139,226	64,090,350	63,549,331	65,166,646
Expenditures	46,971,169	45,788,038	53,137,482	55,502,769	54,049,165
Other Financing Uses (OFU)	22,852,384	8,193,172	13,153,142	11,270,759	11,232,759
Total Expenditures & OFU	69,823,553	53,981,211	66,290,624	66,773,528	65,281,924
Excess of Revenues & OFS over Expenditures & OFU	(2,312,367)	2,158,015	(2,200,274)	(3,224,197)	(115,278)
Ending Fund Balance	23,374,404	25,532,419	23,332,145	20,107,948	19,992,670
Less: Permanent Reserve Fund	4,682,899	4,724,918	4,070,287	4,090,638	4,111,092
Net Ending Fund Balance	18,691,505	20,807,501	19,261,858	16,017,309	15,881,579
Net Ending Fund Balance as a % of Expenditures and OFU	26.77%	38.55%	29.06%	23.99%	24.33%



* Beginning fund balances include the Permanent Reserve.

City of Auburn

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

Fiscal Years 2006-2011

	Actual (Audited)						Increase FY11 > FY06			Increase FY11 > FY10	
	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	Amount	As %	Avg %	Amount	As %
Revenues											
Sales taxes	\$ 20,773,724	\$ 21,784,157	\$ 21,044,830	\$ 20,143,854	\$ 21,081,232	\$ 22,987,406	\$ 2,213,682	10.7%	2.1%	\$ 1,906,174	9.0%
Occupation license fees	7,402,470	7,826,656	8,174,202	8,107,024	8,448,505	9,033,443	1,630,972	22.0%	4.4%	584,938	6.9%
Business license fees	5,770,776	7,182,637	7,443,091	8,277,159	8,122,444	8,105,396	2,334,620	40.5%	8.1%	(17,047)	-0.2%
Property taxes	2,730,687	3,140,581	3,586,577	3,828,737	4,092,017	4,423,726	1,693,039	62.0%	12.4%	331,709	8.1%
Solid waste collection fees	2,557,582	2,665,251	2,762,401	-	-	-	(2,557,582)	-100.0%	-20.0%	-	n/a
Court and parking fines	1,082,822	1,332,108	1,267,362	1,203,777	1,323,298	1,247,137	164,315	15.2%	3.0%	(76,161)	-5.8%
Construction permits	942,508	1,015,305	674,493	814,662	629,600	511,992	(430,516)	-45.7%	-9.1%	(117,608)	-18.7%
E-911 fees	415,753	429,522	530,753	553,486	570,795	554,718	138,965	33.4%	6.7%	(16,077)	-2.8%
Rental and leasing tax	499,315	488,266	484,973	440,120	408,718	467,226	(32,089)	-6.4%	-1.3%	58,508	14.3%
Public safety charges	2,165,192	2,295,704	2,373,847	2,353,554	2,390,973	2,859,876	694,684	32.1%	6.4%	468,903	19.6%
Interest	814,558	816,881	572,988	415,464	244,203	160,912	(653,646)	-80.2%	-16.0%	(83,291)	-34.1%
Lodging taxes	1,085,063	1,369,273	1,425,637	1,184,540	1,253,511	1,371,789	286,726	26.4%	5.3%	118,278	9.4%
State shared taxes	1,040,720	919,494	950,199	1,166,771	654,127	830,381	(210,339)	-20.2%	-4.0%	176,254	26.9%
Grants	321,315	235,479	450,412	-	-	-	(321,315)	-100.0%	-20.0%	-	n/a
Corrections "fund" fees	181,448	210,383	203,802	207,270	232,024	233,577	52,129	28.7%	5.7%	1,554	0.7%
Contributions from the public	215,206	39,138	193,409	214,935	(100,934)	18,675	(196,531)	-91.3%	-18.3%	119,609	-118.5%
Other revenues	2,118,251	2,061,997	2,209,865	2,770,354	2,764,424	2,861,655	743,404	35.1%	7.0%	97,231	3.5%
Total revenues	50,117,390	53,812,832	54,348,842	51,663,708	52,114,936	55,667,909	5,550,519	11.1%	2.2%	3,552,973	6.8%
Other financing sources (OFS)											
Transfers in from other funds	1,070,272	605,995	753,375	293,307	241,250	471,317	(598,955)	-56.0%	-11.2%	230,067	95.4%
Borrowing proceeds	-	7,000,000	23,468,100	2,031,270	15,155,000	-	-	n/a	n/a	(15,155,000)	n/a
Total OFS	1,070,272	7,605,995	24,221,475	2,324,577	15,396,250	471,317	(598,955)	-56.0%	-11.2%	(14,924,933)	-96.9%
Total revenues and OFS	51,187,662	61,418,827	78,570,317	53,988,284	67,511,186	56,139,226	4,951,564	9.7%	1.9%	(11,371,961)	-16.8%
Expenditures											
Departmental											
Personal services	23,015,907	23,929,007	26,006,304	25,532,874	26,477,101	27,163,935	4,148,028	18.0%	3.6%	686,834	2.6%
Contractual services	4,151,435	4,068,390	4,185,505	4,565,246	4,731,759	4,869,275	717,840	17.3%	3.5%	137,516	2.9%
Commodities	3,057,112	3,248,932	3,984,964	2,582,836	2,705,371	2,798,649	(258,462)	-8.5%	-1.7%	93,279	3.4%
Capital outlay	2,415,455	2,276,189	1,266,016	440,829	655,833	784,191	(1,631,264)	-67.5%	-13.5%	128,358	19.6%
Debt service	69,524	-	-	-	-	-	(69,524)	-100.0%	-20.0%	-	n/a
Total departmental expends	32,709,433	33,522,518	35,442,789	33,121,785	34,570,064	35,616,051	2,906,618	8.9%	1.8%	1,045,987	3.0%
Non-departmental											
Personal services	62,364	51,649	44,552	48,516	106,208	67,138	4,774	7.7%	1.5%	(39,070)	-36.8%
Contractual services	874,599	882,251	1,074,879	1,246,073	1,272,576	1,273,091	398,492	45.6%	9.1%	515	0.0%
Commodities	38,296	40,929	47,691	56,793	47,928	59,772	21,476	56.1%	11.2%	11,844	24.7%
Capital outlay	982,986	1,506,085	3,546,061	2,749,919	3,736,073	42,891	(940,095)	-95.6%	-19.1%	(3,693,182)	-98.9%
Debt service	5,378,585	6,142,549	27,603,157	6,419,251	6,425,399	7,853,013	2,474,428	46.0%	9.2%	1,427,614	22.2%
Intergovernmental	1,647,115	1,371,446	1,410,281	1,207,208	812,921	876,083	(771,032)	-46.8%	-9.4%	63,162	7.8%
Total non-deptl expends	8,983,945	9,994,910	33,726,621	11,727,762	12,401,105	10,171,987	1,188,042	13.2%	2.6%	(2,229,118)	-18.0%
Total expenditures	41,693,378	43,517,428	69,169,410	44,849,546	46,971,169	45,788,038	4,094,660	9.8%	2.0%	(1,183,131)	-2.5%
Other financing uses											
Transfers to component units											
Bd of Education	6,795,523	6,795,523	6,795,523	6,988,003	7,050,759	7,050,759	255,236	3.8%	0.8%	-	0.0%
Industrial Development Bd	1,870,375	1,847,110	1,761,896	1,669,563	14,831,200	650,830	(1,219,545)	-65.2%	-13.0%	(14,180,370)	-95.6%
Commercial Development Auth	-	7,005,300	1,805,170	3,450	375	-	-	n/a	n/a	(375)	n/a
Public Park and Rec Board	-	101,017	-	546,087	149,946	183,463	183,463	n/a	n/a	33,517	22.4%
Water Board	-	-	-	-	-	-	-	n/a	n/a	-	n/a
Total trsfrs to comp units	8,665,898	15,748,950	10,362,589	9,207,103	22,032,280	7,885,052	(780,846)	-9.0%	-1.8%	(14,147,228)	-64.2%
Transfers to other funds	351,934	424,269	564,412	637,680	820,104	308,120	(43,814)	-12.4%	-2.5%	(511,984)	-62.4%
Total other financing uses	9,017,832	16,173,219	10,927,001	9,844,783	22,852,384	8,193,172	(824,660)	-9.1%	-1.8%	(14,659,212)	-64.1%
Total expends & OFU	50,711,210	59,690,647	80,096,411	54,694,329	69,823,553	53,981,211	3,270,001	6.4%	1.3%	(15,842,343)	-22.7%
Excess (deficit) of revs/OFS>exps/OFU	\$ 476,452	\$ 1,728,180	\$ (1,526,094)	\$ (706,045)	\$ (2,312,367)	\$ 2,158,015	1,681,563	352.9%	70.6%	4,470,382	-193.3%

Notes: In August of 2011 the Sales Tax Rate increased by 1%.

Debt service and borrowing proceeds reflect financing needs in certain fiscal years which increases or decreases revenues and/or expenditures disproportionately.

Revenues associated with Solid Waste and Recycling removed from General Fund Projection; those functions are budgeted in a separate enterprise fund beginning in fiscal 2009.

City of Auburn

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

	FY2011	FY2012				FY2013	FY2014	FY2015	FY2016
	Actual (audited)	Mid-Biennium Budget	@ May31 66.7% of FY	as % of Budget	Adjusted Budget	Budgeted	Budgeted	Projected	Projected
Revenues									
Sales taxes	\$ 22,987,406	28,541,500	21,222,794	73.6%	28,850,000	29,737,500	30,625,875	31,540,901	32,483,378
Occupation license fees	9,033,443	8,873,000	6,309,522	70.0%	9,015,000	9,515,000	9,990,000	10,389,000	10,803,960
Business license fees	8,105,396	8,089,500	8,485,295	99.0%	8,572,700	8,455,000	8,517,425	8,672,775	8,831,159
Property taxes	4,423,726	4,278,067	4,291,411	96.5%	4,445,000	4,490,200	4,570,654	4,688,887	4,810,477
Court and parking fines	1,247,137	1,108,640	952,000	78.5%	1,212,000	1,212,000	1,224,120	1,240,543	1,257,195
Construction permits	511,992	460,000	715,838	125.6%	570,000	510,000	510,000	520,200	530,604
E-911 fees	554,718	534,460	441,931	76.9%	575,000	561,960	565,000	577,000	589,480
Rental and leasing tax	467,226	441,000	311,285	70.0%	445,000	445,000	445,000	447,225	449,461
Public safety charges	2,859,876	2,649,000	1,658,236	63.9%	2,595,000	2,865,000	2,925,000	2,998,125	3,073,078
Interest	160,912	166,840	83,945	65.8%	127,628	108,200	107,300	207,300	407,300
Lodging taxes	1,371,789	1,403,500	1,418,987	77.1%	1,841,500	1,435,120	1,463,802	1,507,686	1,552,887
State shared taxes	830,381	635,640	784,239	92.7%	845,648	679,100	681,680	715,745	752,714
Corrections "fund" fees	233,577	210,000	186,514	79.9%	233,500	240,000	245,000	254,800	264,992
Contributions from the public	18,675	100	8,300	n/a	-	100	100	100	100
Other revenues	2,861,655	2,984,692	2,052,939	68.3%	3,004,886	2,998,901	2,999,440	3,052,347	3,107,034
Total Revenues	55,667,909	60,375,939	48,923,238	78.5%	62,332,862	63,253,081	64,870,396	66,812,634	68,913,820
Other financing sources									
Transfers in from other funds	471,317	241,250	160,833	66.7%	241,250	296,250	296,250	300,750	305,340
Borrowing proceeds	-	-	-	n/a	1,516,238	-	-	-	-
Total Other Fin Sources	471,317	241,250	160,833	9.2%	1,757,488	296,250	296,250	300,750	305,340
Total Revenue & Other Sources	56,139,226	60,617,189	49,084,071	76.6%	64,090,350	63,549,331	65,166,646	67,113,384	69,219,160
Expenditures									
Departmental									
Personal services	27,163,935	28,163,038	17,995,372	63.7%	28,235,438	28,935,429	29,430,326	30,166,084	30,920,236
Contractual services	4,682,501	5,027,791	2,840,354	56.0%	5,076,366	5,335,690	5,221,080	5,299,396	5,378,887
Commodities	2,798,649	3,041,290	1,745,593	55.4%	3,152,978	3,194,035	3,227,922	3,276,341	3,325,486
Capital outlay	738,093	1,225,000	906,173	57.9%	1,564,117	1,702,650	676,380	1,007,092	1,027,234
Projects	46,098	15,000	2,890	19.3%	15,000	15,000	65,000	15,150	15,302
Agency support	186,774	297,035	154,413	55.8%	276,643	277,643	277,643	281,808	286,035
Total departmental expenditures	35,616,051	37,769,154	23,644,795	61.7%	38,320,542	39,460,447	38,898,351	40,045,871	40,953,179
Non-departmental									
Personal services	67,138	124,802	45,045	43.0%	104,802	126,270	128,338	131,546	134,835
Debt service	7,853,013	8,292,720	5,030,772	60.7%	8,292,720	8,374,415	7,803,408	6,509,061	5,369,180
Project Operations	42,891	3,163,500	854,544	22.4%	3,815,999	4,617,848	4,320,779	5,988,650	6,836,000
Outside Agencies	876,083	890,389	504,695	56.7%	890,389	969,789	928,789	927,977	937,257
Other	1,332,863	1,533,030	990,384	57.8%	1,713,030	1,954,000	1,969,500	2,044,590	2,085,482
Total non-deptl expenditures	10,171,987	14,004,441	7,425,440	50.1%	14,816,940	16,042,322	15,150,814	15,601,824	15,362,754
Total expenditures	45,788,038	51,773,595	31,070,235	58.5%	53,137,482	55,502,769	54,049,165	55,647,695	56,315,933
Other financing uses									
Transfers to component units									
Bd of Education	7,050,759	9,550,759	6,367,173	66.7%	9,550,759	9,550,759	9,550,759	9,837,282	10,132,400
Industrial Development Bd	650,830	681,000	1,992,904	90.7%	2,197,238	756,500	756,500	771,630	787,063
Commercial Development Auth	-	500	-	0.0%	500	500	500	510	520
Public Park and Rec Board	183,463	173,873	122,506	70.5%	173,873	213,000	175,000	178,500	182,070
Transfers to other funds	308,120	1,090,000	726,667	59.0%	1,230,772	750,000	750,000	723,000	699,660
Total other financing uses	8,193,172	11,496,132	9,209,249	70.0%	13,153,142	11,270,759	11,232,759	11,510,922	11,801,713
Total expenditures & Other Uses	53,981,211	63,269,727	40,279,484	60.8%	66,290,624	66,773,528	65,281,924	67,158,617	68,117,646
Excess (deficit) of revs>OFS>exps>OFU	2,158,015	(2,652,538)			(2,200,274)	(3,224,197)	(115,278)	(45,232)	1,101,514
Beginning Fund Balance	23,374,404	25,532,419			25,532,419	23,332,145	20,107,948	19,992,670	19,947,438
Ending Fund Balance	25,532,419	22,879,881			23,332,145	20,107,948	19,992,670	19,947,438	21,048,952



City of Auburn



City of Auburn

Biennial Budget for FY 2013 & FY 2014

General Fund – A Major Fund

General Fund Revenues

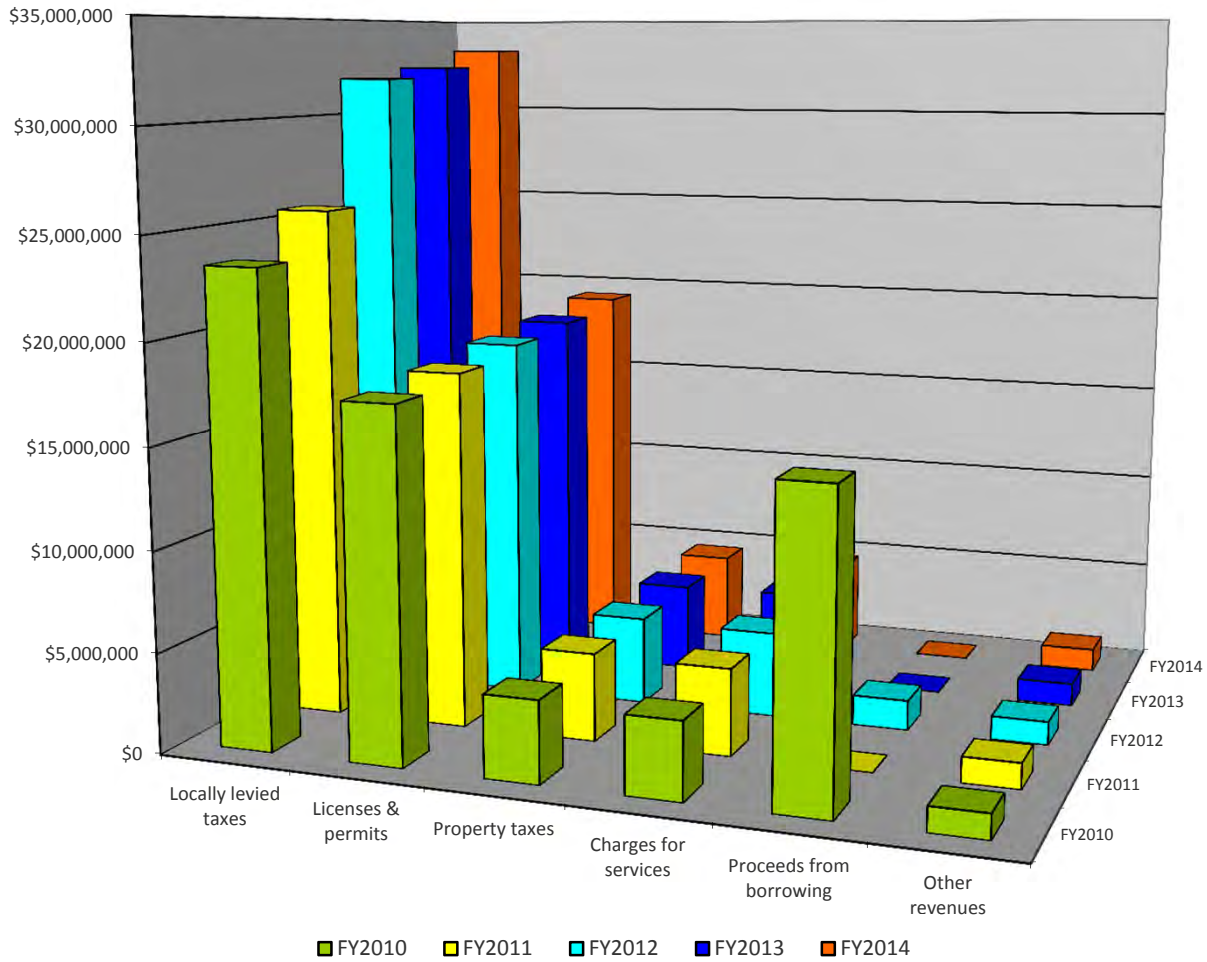
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City of Auburn

City of Auburn

Trends in Total Revenue and Other Financing Sources - General Fund

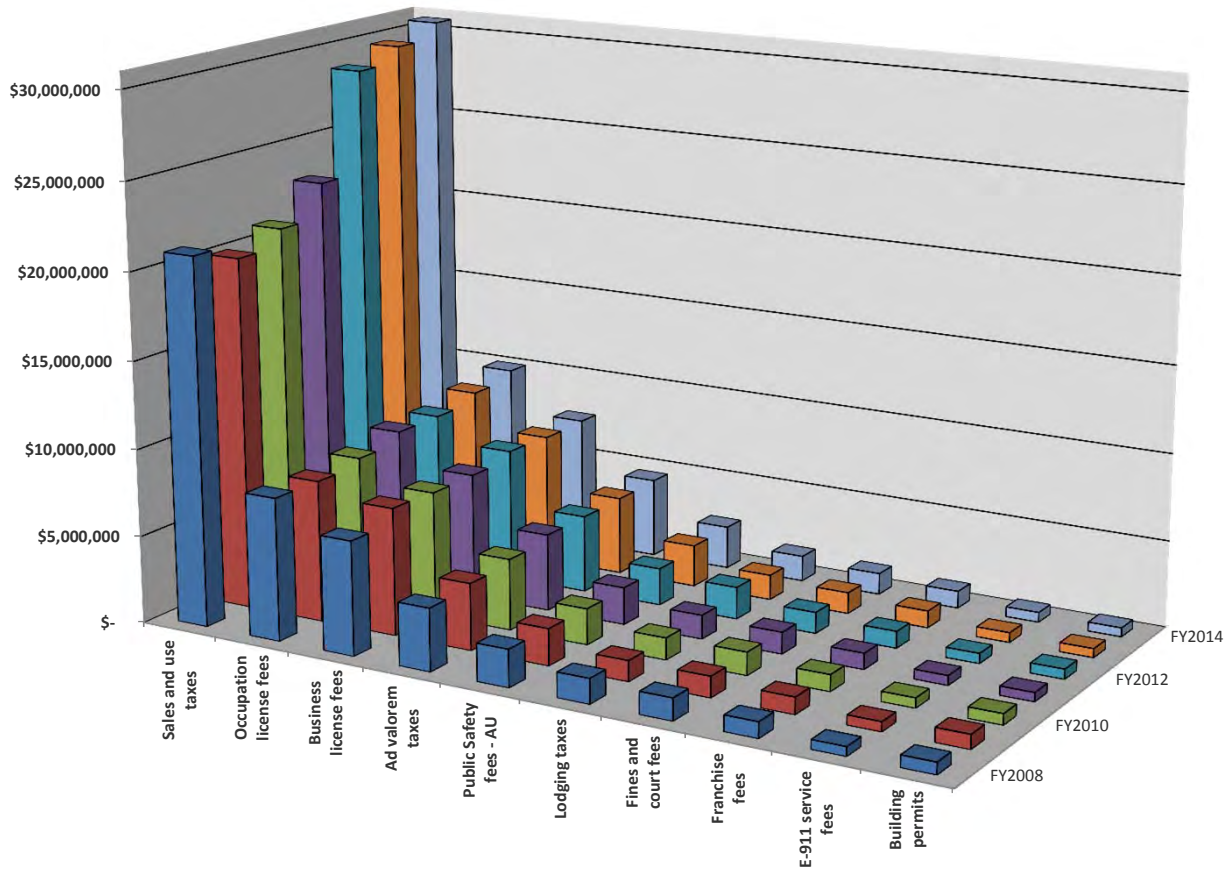


	Audited		Budget		Budget
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Locally levied taxes	23,490,000	25,614,248	31,925,500	32,403,120	33,321,532
Licenses & permits	17,462,586	17,900,135	18,404,100	18,741,700	19,278,125
Property Taxes & Govt Serv Fee	4,092,017	4,423,726	4,445,000	4,490,200	4,570,654
Charges for services	3,862,333	4,366,234	4,324,472	4,579,797	4,648,021
Proceeds from borrowing	15,155,000	-	1,516,238	-	-
Fines and court fees	1,323,298	1,247,137	1,212,000	1,212,000	1,224,120
Other revenues	1,230,575	1,286,048	1,176,142	1,147,164	1,146,264
Transfers in	241,250	471,317	241,250	296,250	296,250
State shared taxes	654,127	830,381	845,648	679,100	681,680
Totals	67,511,186	56,139,226	64,090,350	63,549,331	65,166,646

City of Auburn

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

	Audited Actual				Budget	Budget	
	FY2008	FY2009	FY2010	FY2011*	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$	\$	\$
Sales and use taxes	21,044,830	20,143,854	21,081,232	22,987,406	28,850,000	29,737,500	30,625,875
Occupation license fees	8,174,202	8,107,024	8,448,505	9,033,443	9,015,000	9,515,000	9,990,000
Business license fees	6,532,255	7,310,421	7,170,005	7,180,077	7,602,700	7,480,000	7,537,550
Ad valorem taxes	3,586,577	3,828,737	4,092,017	4,423,726	4,445,000	4,490,200	4,570,654
Public Safety fees - AU	2,152,573	2,108,618	2,065,958	2,135,627	2,130,000	2,400,000	2,460,000
Lodging taxes	1,425,637	1,184,540	1,253,511	1,371,789	1,841,500	1,435,120	1,463,802
Fines and court fees	1,267,362	1,203,777	1,323,298	1,247,137	1,212,000	1,212,000	1,224,120
Franchise fees	910,836	966,738	952,439	925,319	970,000	975,000	979,875
E-911 service fees	530,753	553,486	570,795	554,718	575,000	561,960	565,000
Building permits	674,493	814,662	629,600	511,992	570,000	510,000	510,000
Totals	46,299,519	46,221,857	47,587,359	50,371,234	57,211,200	58,316,780	59,926,876



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

City of Auburn

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

Revenue Sources:	Audited Actual							Budget		Budget		Increase FY 13 > FY 12	
	FY2008 \$	FY2009 \$	09>08	FY2010 \$	10>09	FY2011* \$	11>10	FY2012 \$	12>11	FY2013 \$	FY2014 \$	Amount	As %
1 Sales and use taxes	21,044,830	20,143,854	-4.3%	21,081,232	4.7%	22,987,406	9.0%	28,850,000	25.5%	29,737,500	30,625,875	887,500	3.1%
2 Occupation license fees	8,174,202	8,107,024	-0.8%	8,448,505	4.2%	9,033,443	6.9%	9,015,000	-0.2%	9,515,000	9,990,000	500,000	5.5%
3 Business license fees													
<i>General business licenses</i>	4,911,151	5,304,898	8.0%	5,494,868	3.6%	5,558,640	1.2%	5,748,000	3.4%	5,765,000	5,822,550	17,000	0.3%
<i>Residential rental bus. lic.</i>	1,001,016	1,128,644	12.7%	1,169,660	3.6%	1,138,438	-2.7%	1,275,000	12.0%	1,205,000	1,205,000	(70,000)	-5.5%
<i>Contractors' percentage lic.</i>	610,436	866,284	41.9%	495,582	-42.8%	472,908	-4.6%	570,000	20.5%	500,000	500,000	(70,000)	-12.3%
<i>Commercial rental bus. lic.</i>	9,652	10,594	9.8%	9,895	-6.6%	10,092	2.0%	9,700	-3.9%	10,000	10,000	300	3.1%
Total business license fees	6,532,255	7,310,421	11.9%	7,170,005	-1.9%	7,180,077	0.1%	7,602,700	5.9%	7,480,000	7,537,550	(122,700)	-1.6%
4 Ad valorem taxes	3,586,577	3,828,737	6.8%	4,092,017	6.9%	4,423,726	8.1%	4,445,000	0.5%	4,490,200	4,570,654	45,200	1.0%
5 Public Safety fees - AU	2,152,573	2,108,618	-2.0%	2,065,958	-2.0%	2,135,627	3.4%	2,130,000	-0.3%	2,400,000	2,460,000	270,000	12.7%
6 Lodging taxes	1,425,637	1,184,540	-16.9%	1,253,511	5.8%	1,371,789	9.4%	1,841,500	34.2%	1,435,120	1,463,802	(406,380)	-22.1%
7 Fines and court fees	1,267,362	1,203,777	-5.0%	1,323,298	9.9%	1,247,137	-5.8%	1,212,000	-2.8%	1,212,000	1,224,120	-	0.0%
8 Franchise fees	910,836	966,738	6.1%	952,439	-1.5%	925,319	-2.8%	970,000	4.8%	975,000	979,875	5,000	0.5%
9 E-911 service fees	530,753	553,486	4.3%	570,795	3.1%	554,718	-2.8%	575,000	3.7%	561,960	565,000	(13,040)	-2.3%
10 Building permits	674,493	814,662	20.8%	629,600	-22.7%	511,992	-18.7%	570,000	11.3%	510,000	510,000	(60,000)	-10.5%
Total - Top Ten Revenues	46,299,519	46,221,857	-0.2%	47,587,359	3.0%	50,371,234	5.9%	57,211,200	13.6%	58,316,780	59,926,876	1,105,580	1.9%
Total Revenues	54,348,842	51,663,708	-4.9%	52,114,936	0.9%	55,667,909	6.8%	62,332,862	12.0%	63,253,081	64,870,396	920,219	1.5%
Top Ten as % of Total	85.2%	89.5%		91.3%		90.5%		91.8%		92.2%	92.4%		

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

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

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

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

4 Property tax levy within the City is 54 mills, of which 16 is dedicated to schools, 5 mills are for General Fund purposes and 5 mills are for debt service on voted projects. This category includes government services fee.

5 In 2004, Auburn University's Public Safety Department merged with the City's. The University pays a fee to the City for the public safety services provided on campus. The fee calculation is based on a contract between the City and the University

6 Total lodging tax within the City is 13%, comprised of 4% State, 2% County and 7% City. The City increased the rate from 4% to 7% effective in February 2006.

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

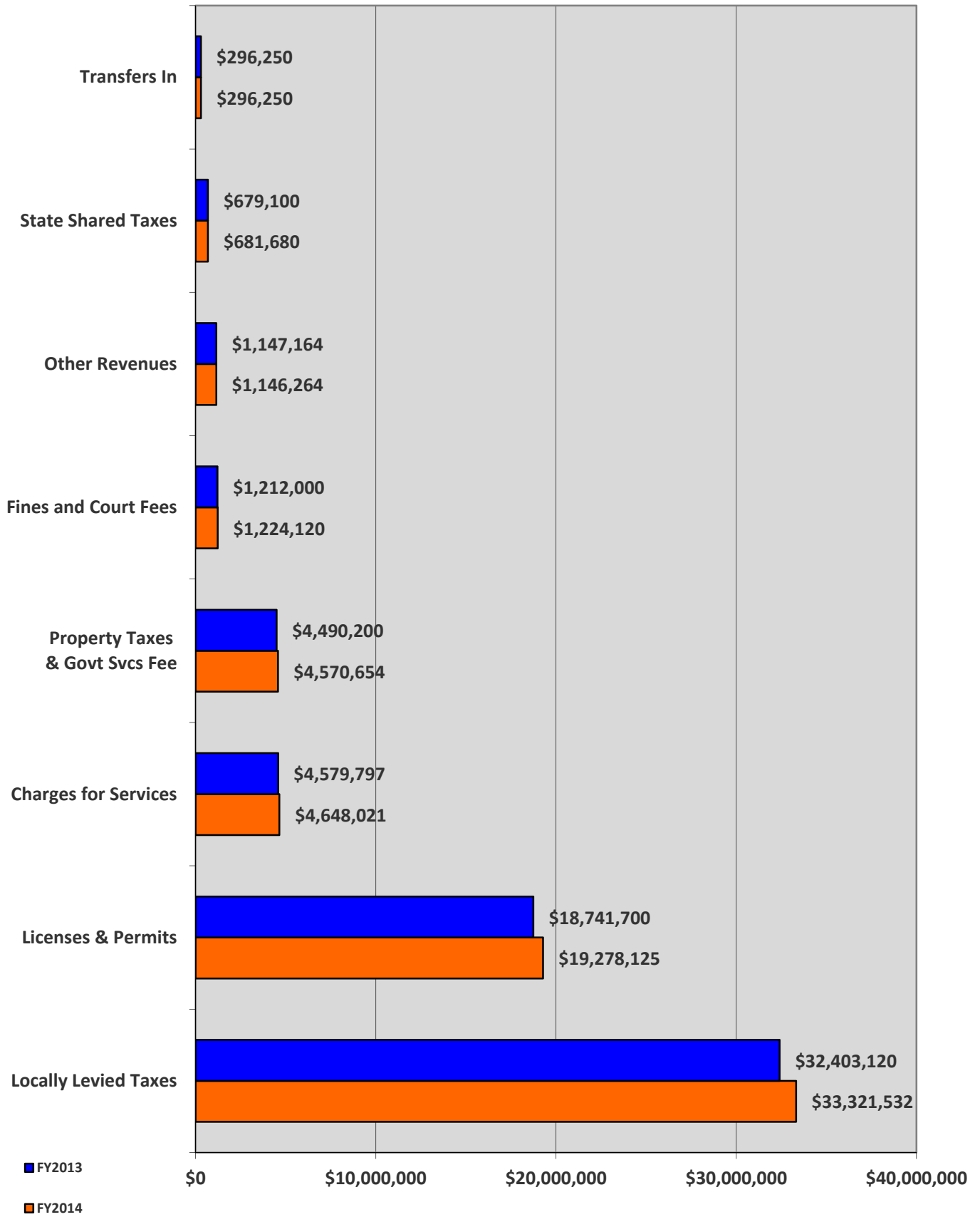
8 Franchise fees are collected from utility-type entities in exchange for the use of public rights-of-way owned by the City.

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

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

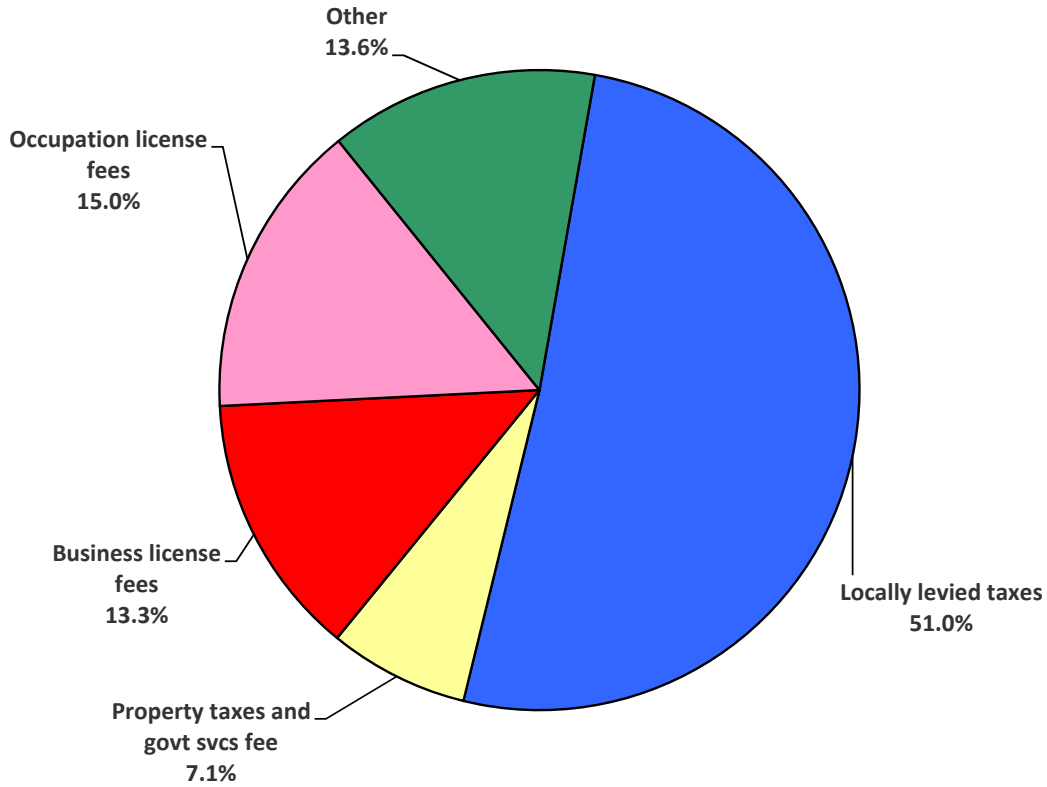
City of Auburn

General Fund - Overview of Revenues by Source



City of Auburn

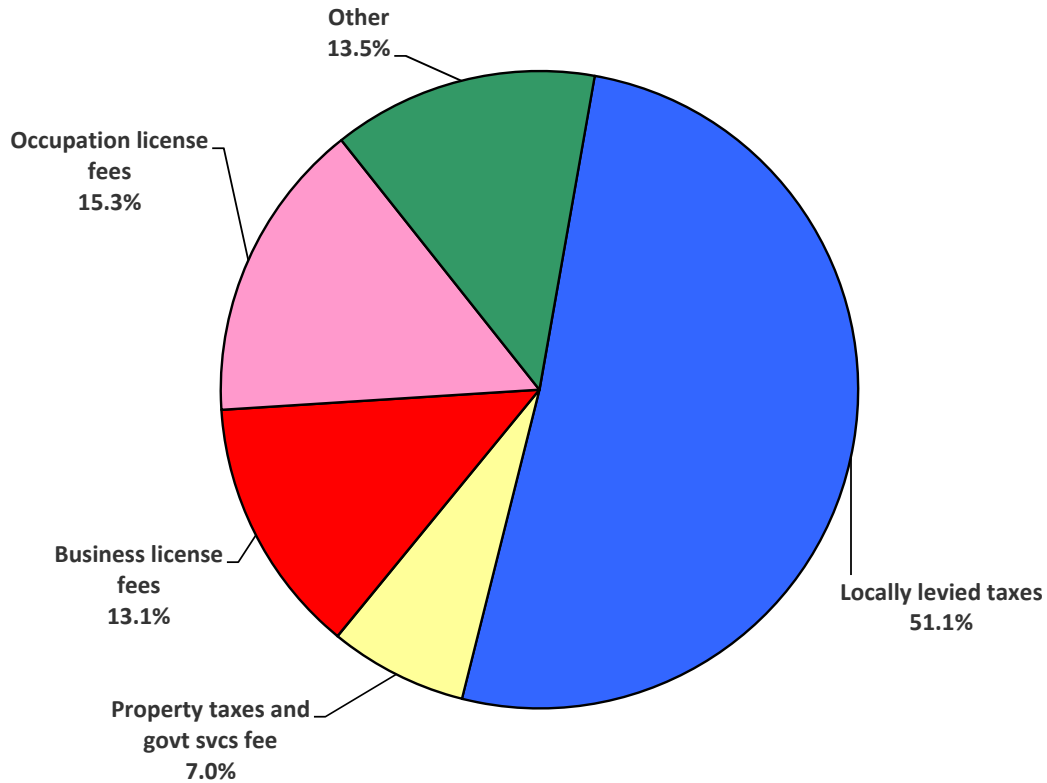
General Fund - Summary of Revenues by Source - FY2013



Projected Revenues	\$	
Sales and use tax	29,737,500	46.8%
Other locally levied taxes	2,665,620	4.2%
Total locally levied taxes	32,403,120	51.0%
Property taxes and govt svcs fees	4,490,200	7.1%
State shared taxes	679,100	1.1%
Total taxes	37,572,420	59.2%
Business license fees	8,455,000	13.3%
Occupation license fees	9,515,000	15.0%
Other licenses and permits	771,700	1.2%
Total licenses and permits	18,741,700	29.5%
Fines and court fees	1,212,000	1.9%
Public safety charges	2,865,000	4.5%
Other charges for services	1,714,797	2.7%
Investment income	108,200	0.2%
Other miscellaneous revenue	1,038,964	1.6%
Total projected revenues	63,253,081	99.6%
Other financing sources		
Transfers in from other funds	296,250	0.4%
Total projected other financing sources	296,250	0.4%
Total projected revenues and other sources	63,549,331	100.0%

City of Auburn

General Fund - Summary of Revenues by Source - FY2014



Projected Revenues

	\$	
Sales and use tax	30,625,875	47.0%
Other locally levied taxes	2,695,657	4.1%
Total locally levied taxes	<u>33,321,532</u>	<u>51.1%</u>
Property taxes and govt svcs fees	4,570,654	7.0%
State shared taxes	681,680	1.0%
Total taxes	<u>38,573,866</u>	<u>59.1%</u>
Business license fees	8,517,425	13.1%
Occupation license fees	9,990,000	15.3%
Other licenses and permits	770,700	1.2%
Total licenses and permits	<u>19,278,125</u>	<u>29.6%</u>
Fines and court fees	1,224,120	1.9%
Public safety charges	2,925,000	4.5%
Other charges for services	1,723,021	2.6%
Investment income	107,300	0.2%
Other miscellaneous revenue	1,038,964	1.6%
Total projected revenues	<u>64,870,396</u>	<u>99.5%</u>
Other financing sources		
Transfers in from other funds	296,250	0.5%
Total projected other financing sources	<u>296,250</u>	<u>0.5%</u>
Total projected revenues and other sources	<u>65,166,646</u>	<u>100.0%</u>



City of Auburn

Biennial Budget for FY 2013 & FY 2014

General Fund – A Major Fund

General Fund Expenditures

Trends in Expenditures by Program – Fiscal Years 2010-2014.....	119
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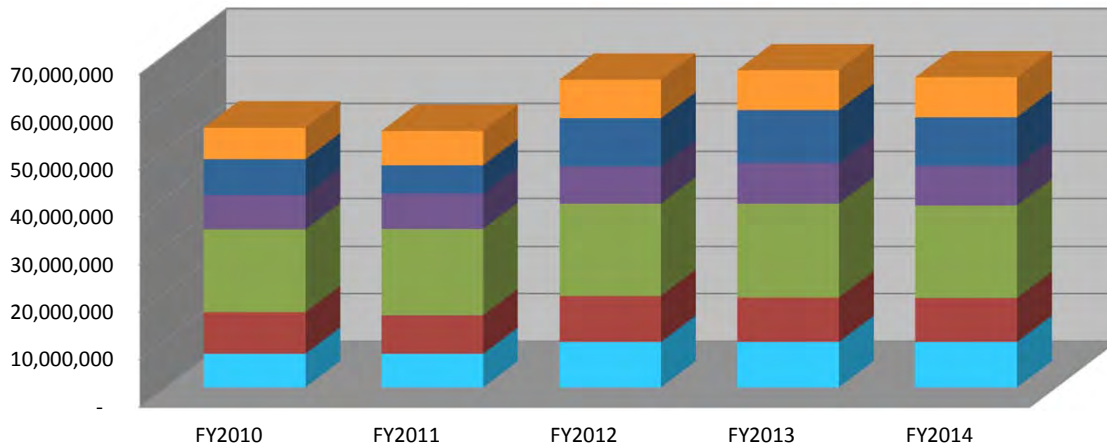
City of Auburn

City of Auburn

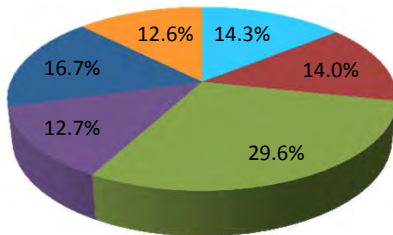
General Fund - Detail of Expenditures by Program Area

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

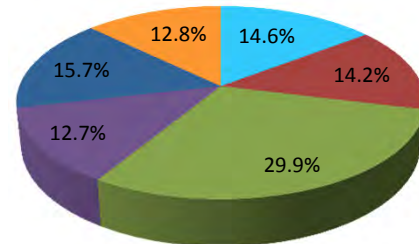
Expenditure Trend by Program Area



FY2013



FY2014



General Fund Expenditures by Program Area

	FY2010	FY2011	FY2012	FY2013	FY2014
Education	7,050,759	7,050,759	9,550,759	9,550,759	9,550,759
General Government, Planning & Staff Support	8,742,152	8,121,138	9,707,165	9,361,073	9,275,286
Public Safety	17,459,487	18,204,065	19,427,351	19,795,597	19,511,076
Parks, Leisure & Culture	7,271,371	7,401,743	7,786,940	8,498,998	8,295,799
Public Works & Maintenance	7,467,463	6,008,871	10,158,142	11,178,421	10,266,795
Economic Development	6,701,764	7,194,637	8,144,029	8,388,681	8,382,208

City of Auburn

General Fund - Detail of Expenditures by Program Area

	Audited Actual		Audited Actual		Budget		Budget		Budget	
	FY2010	as %	FY2011	as %	FY2012	as %	FY2013	as %	FY2014	as %
Education - General Fund Appropriation to ACS	7,050,759	12.9%	7,050,759	13.1%	9,550,759	14.7%	9,550,759	14.3%	9,550,759	14.6%
General Government, Planning & Staff Support										
Departmental										
OCM	826,096		789,114		838,511		851,911		865,898	
City Council	173,309		165,959		190,776		190,776		190,776	
Information Technology	1,340,658		1,446,709		1,469,622		1,408,829		1,529,116	
Finance	1,376,452		1,332,986		1,500,034		1,442,512		1,467,132	
Human Resources	868,512		876,505		1,011,825		1,014,346		1,048,495	
Environmental Svcs-Admin	253,596		242,409		264,687		257,529		260,439	
Environmental-Fleet Svcs.	660,870		766,761		725,151		851,065		796,277	
Planning	671,641		595,582		702,624		796,394		661,578	
Total - Departmental	6,171,133		6,216,025		6,703,230		6,813,362		6,819,711	
Non-departmental										
Support provided to Outside Agencies	108,450		108,450		108,450		128,400		133,400	
General Operations ¹	1,465,181		1,320,291		1,712,352		1,632,270		1,534,838	
Debt Service	177,284		168,253		58,133		37,041		37,337	
Transfer to other funds	820,104		308,120		1,125,000		750,000		750,000	
Total - Non-departmental	2,571,019		1,905,114		3,003,935		2,547,711		2,455,575	
Total - General Government, Planning & Staff Support	8,742,152	16.0%	8,121,138	15.0%	9,707,165	15.0%	9,361,073	14.0%	9,275,286	14.2%
Public Safety										
Departmental										
Judicial	710,462		783,603		742,984		746,735		758,051	
Public Safety	16,312,181		16,938,086		18,166,359		18,579,590		18,282,146	
Environmental-Animal Cont	173,234		218,767		259,294		225,245		226,852	
Total - Departmental	17,195,878		17,940,456		19,168,637		19,551,570		19,267,049	
Non-departmental										
Support provided to Outside Agencies	219,119		219,119		219,119		219,119		219,119	
Debt Service	44,490		44,490		39,595		24,908		24,908	
Total - Non-departmental	263,609		263,609		258,714		244,027		244,027	
Total - Public Safety	17,459,487	31.9%	18,204,065	33.7%	19,427,351	30.0%	19,795,597	29.6%	19,511,076	29.9%
Parks, Leisure & Culture										
Departmental										
Library	1,443,504		1,466,527		1,515,127		1,665,657		1,591,039	
Parks & Recreation	4,785,778		4,859,617		5,218,612		5,363,831		5,514,098	
Total - Departmental	6,229,282		6,326,144		6,733,739		7,029,488		7,105,137	
Non-departmental										
Support provided to Outside Agencies	165,623		165,623		165,623		215,623		215,623	
Transfer to PPRB	149,946		183,463		173,873		213,000		175,000	
Debt Service	726,520		726,512		713,705		1,040,887		800,039	
Total - Non-departmental	1,042,089		1,075,598		1,053,201		1,469,510		1,190,662	
Total - Parks, Leisure & Culture	7,271,371	13.3%	7,401,743	13.7%	7,786,940	12.0%	8,498,998	12.7%	8,295,799	12.7%
Public Works & Maintenance										
Departmental										
Public Works	3,466,159		3,397,740		4,151,983		4,272,792		3,949,076	
Environmental Services - ROW Maint.	553,704		763,835		574,512		787,381		726,997	
Total - Departmental	4,019,862		4,161,575		4,726,495		5,060,173		4,676,073	
Non-departmental										
Public Works Project Operations	1,792,632		6,254		3,536,479		4,482,848		4,285,779	
Debt Service	1,654,969		1,841,042		1,789,396		1,635,400		1,304,943	
Transfer to Assessment Project Fund	-		-		105,772		-		-	
Total - Non-departmental	3,447,601		1,847,296		5,431,647		6,118,248		5,590,722	
Total - Public Works & Maintenance	7,467,463	13.7%	6,008,871	11.1%	10,158,142	15.7%	11,178,421	16.7%	10,266,795	15.7%
Economic Development										
Departmental										
Economic Development Department	953,909		971,851		988,441		1,005,854		1,030,381	
Total - Departmental	953,909		971,851		988,441		1,005,854		1,030,381	
Non-departmental										
Support provided to Outside Agencies	319,729		382,891		397,197		406,647		360,647	
Transfers to IDB ²	1,566,241		650,830		681,500		757,000		757,000	
General Operations - Comm. Dev. Incentive Program	39,749		116,349		385,000		385,000		598,000	
Debt Service	3,822,136		5,072,716		5,691,891		5,636,180		5,636,180	
Total - Non-departmental	5,747,855		6,222,786		7,155,588		7,382,827		7,351,827	
Total - Economic Development	6,701,764	12.3%	7,194,637	13.3%	8,144,029	12.6%	8,388,681	12.6%	8,382,208	12.8%
Total - Adjusted General Fund Expenditures	54,692,996	100%	53,981,213	100%	64,774,386	100%	66,773,528	100%	65,281,924	100%

1 - FY2010 General Operations adjusted to exclude the \$1,865,223 purchase of the Vermont American building, which was financed by debt. The effect is captured in debt service

2 - IDB Transfers in FY2010 excludes the principal transfer of \$13,265,334 related to refinancings; FY2012 excludes repayment of line of credit used for ATPW. The effect of each is captured in debt service.

City of Auburn

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

Budget - FY2013

Department	Personal Services	Contractual Services	Commo- dities	Capital Outlay & Projects	Debt Service	Other	Totals
	\$	\$	\$	\$	\$	\$	\$
City Council	79,226	87,300	24,250	-	-	-	190,776
Office of the City Manager	791,428	42,383	18,100	-	-	-	851,911
Judicial	509,414	213,353	23,968	-	-	-	746,735
Information Technology							
Information Technology	581,029	191,925	239,548	-	-	-	1,012,502
GIS	261,103	59,329	75,895	-	-	-	396,327
Finance	1,172,937	201,805	67,770	-	-	-	1,442,512
Economic Development	946,796	37,844	21,214	-	-	-	1,005,854
Human Resources							
Human Resources	565,788	167,783	8,775	-	-	-	742,346
Risk Management	-	272,000	-	-	-	-	272,000
Public Safety							
Administration	274,000	1,834,036	87,158	99,000	-	-	2,294,194
Police	8,339,348	105,095	677,934	280,000	-	-	9,402,377
Fire	4,468,506	98,643	255,282	523,450	-	-	5,345,881
Communications	829,311	106,319	29,365	-	-	-	964,995
Codes Enforcement	515,751	43,626	12,766	-	-	-	572,143
Public Works							
Administration	415,730	158,860	44,975	500,000	-	-	1,119,565
Construction	962,225	152,674	211,985	65,000	-	-	1,391,884
Engineering Design	796,207	34,583	34,246	-	-	-	865,036
Inspection	430,051	19,293	22,940	-	-	-	472,284
Traffic Engineering	214,962	71,608	137,453	-	-	-	424,023
Environmental Services							
Administration	100,828	114,974	41,727	-	-	-	257,529
Animal Control	114,487	6,858	15,257	-	-	88,643	225,245
ROW	591,981	36,569	83,531	75,300	-	-	787,381
Fleet Services	578,275	59,770	69,120	143,900	-	-	851,065
Library	1,317,997	180,600	167,060	-	-	-	1,665,657
Parks and Recreation							
Administration	378,418	578,632	317,740	-	-	185,000	1,459,790
Leisure Services	1,378,436	92,719	143,672	15,000	-	-	1,629,827
Parks and Facilities	1,762,501	160,859	334,854	16,000	-	-	2,274,214
Planning	558,694	206,250	27,450	-	-	4,000	796,394
General Operations	126,270	1,881,500	72,500	135,000	-	-	2,215,270
Project Operations	-	-	-	4,482,848	-	-	4,482,848
Outside Agencies Funding	-	-	-	-	-	969,789	969,789
Transfers to Component Units	-	-	-	-	-	10,520,759	10,520,759
Transfers to Other Funds	-	-	-	-	-	750,000	750,000
Debt Service	-	-	-	-	8,374,415	-	8,374,415
Total Expenditures	29,061,699	7,217,190	3,266,535	6,335,498	8,374,415	12,518,191	66,773,528
As %	43.5%	10.8%	4.9%	9.5%	12.5%	18.8%	100%

City of Auburn

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

Budget - FY2014

Department	Personal Services	Contractual Services	Commo-dities	Capital Outlay & Projects	Debt Service	Other	Totals
	\$	\$	\$	\$	\$	\$	\$
City Council	79,226	87,300	24,250	-	-	-	190,776
Office of the City Manager	805,415	42,383	18,100	-	-	-	865,898
Judicial	520,730	213,353	23,968	-	-	-	758,051
Information Technology							
Information Technology	593,931	191,925	289,704	50,000	-	-	1,125,560
GIS	268,332	59,329	75,895	-	-	-	403,556
Finance	1,199,557	205,405	62,170	-	-	-	1,467,132
Economic Development	970,323	38,844	21,214	-	-	-	1,030,381
Human Resources							
Human Resources	579,937	167,783	8,775	-	-	-	756,495
Risk Management	-	292,000	-	-	-	-	292,000
Public Safety							
Administration	279,792	1,834,036	87,158	-	-	-	2,200,986
Police	8,510,515	105,095	677,934	280,000	-	-	9,573,544
Fire	4,571,274	98,643	253,753	18,480	-	-	4,942,150
Communications	848,595	106,319	29,365	-	-	-	984,279
Codes Enforcement	524,795	43,626	12,766	-	-	-	581,187
Public Works							
Administration	425,592	158,860	39,975	-	-	-	624,427
Construction	980,137	152,674	211,985	33,000	-	-	1,377,796
Engineering Design	810,870	34,583	34,246	35,000	-	-	914,699
Inspection	438,490	19,293	22,940	-	-	-	480,723
Traffic Engineering	217,370	66,608	137,453	130,000	-	-	551,431
Environmental Services							
Administration	103,738	114,974	41,727	-	-	-	260,439
Animal Control	116,094	6,858	15,257	-	-	88,643	226,852
ROW	599,997	36,569	83,531	6,900	-	-	726,997
Fleet Services	588,887	59,770	62,620	85,000	-	-	796,277
Library	1,243,379	180,600	167,060	-	-	-	1,591,039
Parks and Recreation							
Administration	388,300	589,882	317,740	-	-	185,000	1,480,922
Leisure Services	1,404,175	93,279	145,357	-	-	-	1,642,811
Parks and Facilities	1,787,677	164,159	335,529	103,000	-	-	2,390,365
Planning	573,198	56,930	27,450	-	-	4,000	661,578
General Operations	128,338	1,897,000	72,500	35,000	-	-	2,132,838
Project Operations	-	-	-	4,285,779	-	-	4,285,779
Outside Agencies Funding	-	-	-	-	-	928,789	928,789
Transfers to Component Units	-	-	-	-	-	10,482,759	10,482,759
Transfers to Other Funds	-	-	-	-	-	750,000	750,000
Debt Service	-	-	-	-	7,803,408	-	7,803,408
Total Expenditures	29,558,664	7,118,080	3,300,422	5,062,159	7,803,408	12,439,191	65,281,924
As %	45.1%	10.9%	5.1%	7.8%	12.0%	19.1%	100%

City of Auburn

General Fund - Comparative Expenditures by Department and Division

	FY2012	Budget - FY2013			Budget - FY2014		
	Adjusted	Increase (Decrease)			Increase (Decrease)		
	Budget	Budget	Amount	As %	Budget	Amount	As %
	\$	\$	\$		\$	\$	
City Council	190,776	190,776	-	0.00%	190,776	-	0.00%
Office of the City Manager	838,511	851,911	13,400	1.60%	865,898	13,987	1.64%
Judicial	742,984	746,735	3,751	0.50%	758,051	11,316	1.52%
Information Technology							
Information Technology	1,084,935	1,012,502	(72,433)	-6.68%	1,125,560	113,058	11.17%
GIS	384,687	396,327	11,640	3.03%	403,556	7,229	1.82%
Total Info Tech	1,469,622	1,408,829	(60,793)	-4.14%	1,529,116	120,287	8.54%
Finance	1,500,034	1,442,512	(57,522)	-3.83%	1,467,132	24,620	1.71%
Economic Development	988,441	1,005,854	17,413	1.76%	1,030,381	24,527	2.44%
Human Resources							
Human Resources	721,825	742,346	20,521	2.84%	756,495	14,149	1.91%
Risk Management	290,000	272,000	(18,000)	-6.21%	292,000	20,000	7.35%
Total Human Res.	1,011,825	1,014,346	2,521	0.25%	1,048,495	34,149	3.37%
Public Safety							
Administration	2,280,827	2,294,194	13,367	0.59%	2,200,986	(93,208)	-4.06%
Police	9,201,933	9,402,377	200,444	2.18%	9,573,544	171,167	1.82%
Fire	5,059,301	5,345,881	286,580	5.66%	4,942,150	(403,731)	-7.55%
Communications	1,014,015	964,995	(49,020)	-4.83%	984,279	19,284	2.00%
Codes	610,283	572,143	(38,140)	-6.25%	581,187	9,044	1.58%
Total Public Safety	18,166,359	18,579,590	413,231	2.27%	18,282,146	(297,444)	-1.60%
Public Works							
Administration	597,647	1,119,565	521,918	87.33%	624,427	(495,138)	-44.23%
Construction	1,778,374	1,391,884	(386,490)	-21.73%	1,377,796	(14,088)	-1.01%
Engineering Design	883,871	865,036	(18,835)	-2.13%	914,699	49,663	5.74%
Inspection	467,570	472,284	4,714	1.01%	480,723	8,439	1.79%
Traffic Engineering	424,521	424,023	(498)	-0.12%	551,431	127,408	30.05%
Total Public Works	4,151,983	4,272,792	120,809	2.91%	3,949,076	(323,716)	-7.58%
Environmental Services							
Administration	264,687	257,529	(7,158)	-2.70%	260,439	2,910	1.13%
Animal Control	259,294	225,245	(34,049)	-13.13%	226,852	1,607	0.71%
Rights-of-Way Maint.	574,512	787,381	212,869	37.05%	726,997	(60,384)	-7.67%
Fleet Services	725,151	851,065	125,914	17.36%	796,277	(54,788)	-6.44%
Total Env'l Svcs.	1,823,644	2,121,220	297,576	16.32%	2,010,565	(110,655)	-5.22%
Library	1,515,127	1,665,657	150,530	9.94%	1,591,039	(74,618)	-4.48%
Parks and Recreation							
Administration	1,377,152	1,459,790	82,638	6.00%	1,480,922	21,132	1.45%
Leisure Services	1,567,241	1,629,827	62,586	3.99%	1,642,811	12,984	0.80%
Parks and Facilities	2,274,219	2,274,214	(5)	0.00%	2,390,365	116,151	5.11%
Total Parks & Rec	5,218,612	5,363,831	145,219	2.78%	5,514,098	150,267	2.80%
Planning	702,624	796,394	93,770	13.35%	661,578	(134,816)	-16.93%
Departmental Total	38,320,542	39,460,447	1,139,905	2.97%	38,898,351	(562,096)	-1.42%
Non-Departmental							
General Operations	2,097,352	2,215,270	117,918	5.62%	2,132,838	(82,432)	-3.72%
Project Operations	3,536,479	4,482,848	946,369	26.8%	4,285,779	(197,069)	-4.40%
Outside Agencies Funding	890,389	969,789	79,400	8.9%	928,789	(41,000)	-4.23%
Transfers to Component Units	11,922,370	10,520,759	(1,401,611)	-11.8%	10,482,759	(38,000)	-0.36%
Transfers to Other Funds	1,230,772	750,000	(480,772)	-39.1%	750,000	-	0.00%
Debt Service	8,292,720	8,374,415	81,695	1.0%	7,803,408	(571,007)	-6.82%
Non-Departmental Total	27,970,082	27,313,081	(657,001)	-2.35%	26,383,573	(929,508)	-3.40%
Total Budgeted Expenditures	66,290,624	66,773,528	482,904	0.73%	65,281,924	(1,491,604)	-2.23%



City of Auburn



City of Auburn

Biennial Budget for FY 2013 & FY 2014

General Fund – A Major Fund

General Fund Expenditures

Departmental Expenditures

Trends in Expenditures by Department 125

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

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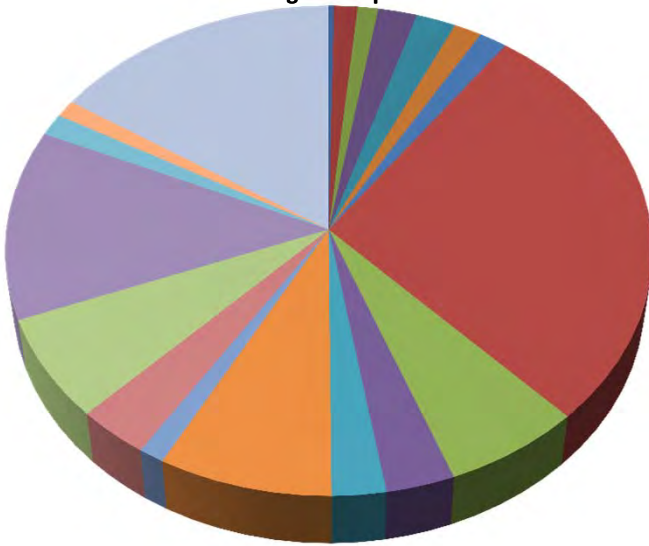


City of Auburn

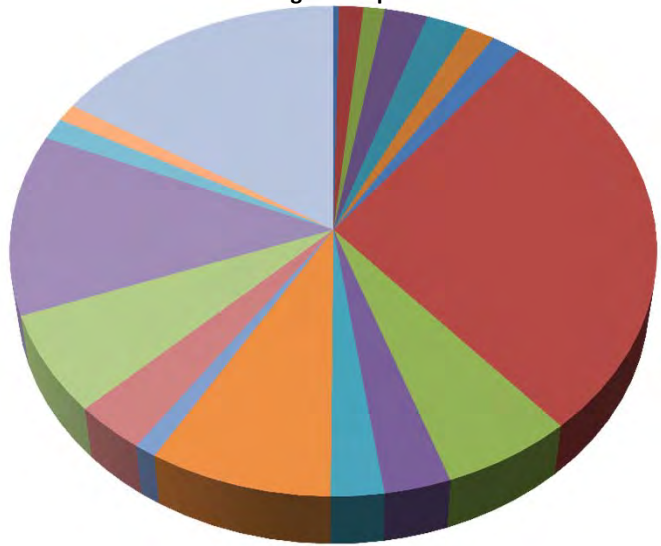
City of Auburn
General Fund - Trends in Expenditures by Department
 FY2010 - FY2014

	Audited Actual				Budget		Budget			
	FY2010		FY2011		FY2012		FY2013		FY2014	
	\$		\$		\$	\$	\$	\$	\$	
City Council	173,309	0.25%	165,960	0.31%	190,776	0.29%	190,776	0.29%	190,776	0.29%
Office of the City Manager	826,096	1.18%	789,114	1.46%	838,511	1.26%	851,911	1.28%	865,898	1.33%
Judicial	710,462	1.02%	783,603	1.45%	742,984	1.12%	746,735	1.12%	758,051	1.16%
Information Technology	1,340,658	1.92%	1,446,709	2.68%	1,469,622	2.22%	1,408,829	2.11%	1,529,116	2.34%
Finance	1,376,452	1.97%	1,332,986	2.47%	1,500,034	2.26%	1,442,512	2.16%	1,467,132	2.25%
Economic Development	953,909	1.37%	971,851	1.80%	988,441	1.49%	1,005,854	1.51%	1,030,381	1.58%
Human Resources	868,512	1.24%	876,505	1.62%	1,011,825	1.53%	1,014,346	1.52%	1,048,495	1.61%
Public Safety	16,312,181	23.36%	16,938,086	31.38%	18,166,359	27.40%	18,579,590	27.82%	18,282,146	28.00%
Public Works	3,466,159	4.96%	3,397,740	6.29%	4,151,983	6.26%	4,272,792	6.40%	3,949,076	6.05%
Environmental Services	1,641,403	2.35%	1,991,772	3.69%	1,823,644	2.75%	2,121,220	3.18%	2,010,565	3.08%
Library	1,443,504	2.07%	1,466,527	2.72%	1,515,127	2.29%	1,665,657	2.49%	1,591,039	2.44%
Parks & Recreation	4,785,778	6.85%	4,859,617	9.00%	5,218,612	7.87%	5,363,831	8.03%	5,514,098	8.45%
Planning	671,641	0.96%	595,582	1.10%	702,624	1.06%	796,394	1.19%	661,578	1.01%
General Operations	3,370,153	4.83%	1,436,637	2.66%	2,097,352	3.16%	2,215,270	3.32%	2,132,838	3.27%
Project Operations	1,792,632	2.57%	6,254	0.01%	3,536,479	5.33%	4,482,848	6.71%	4,285,779	6.57%
Debt Service	6,425,398	9.20%	7,853,013	14.55%	8,292,720	12.51%	8,374,415	12.54%	7,803,408	11.95%
Outside Agencies Funding	812,921	1.16%	876,083	1.62%	890,389	1.34%	969,789	1.45%	928,789	1.42%
Transfers to Other Funds	820,104	1.17%	308,120	0.57%	1,230,772	1.86%	750,000	1.12%	750,000	1.15%
Transfers to Component Units	22,032,280	31.55%	7,885,052	14.61%	11,922,370	17.99%	10,520,759	15.76%	10,482,759	16.06%
Total	69,823,553	100.00%	53,981,210	100.00%	66,290,624	100.00%	66,773,528	100.00%	65,281,924	100.00%

FY2013 Budgeted Expenditures



FY2014 Budgeted Expenditures

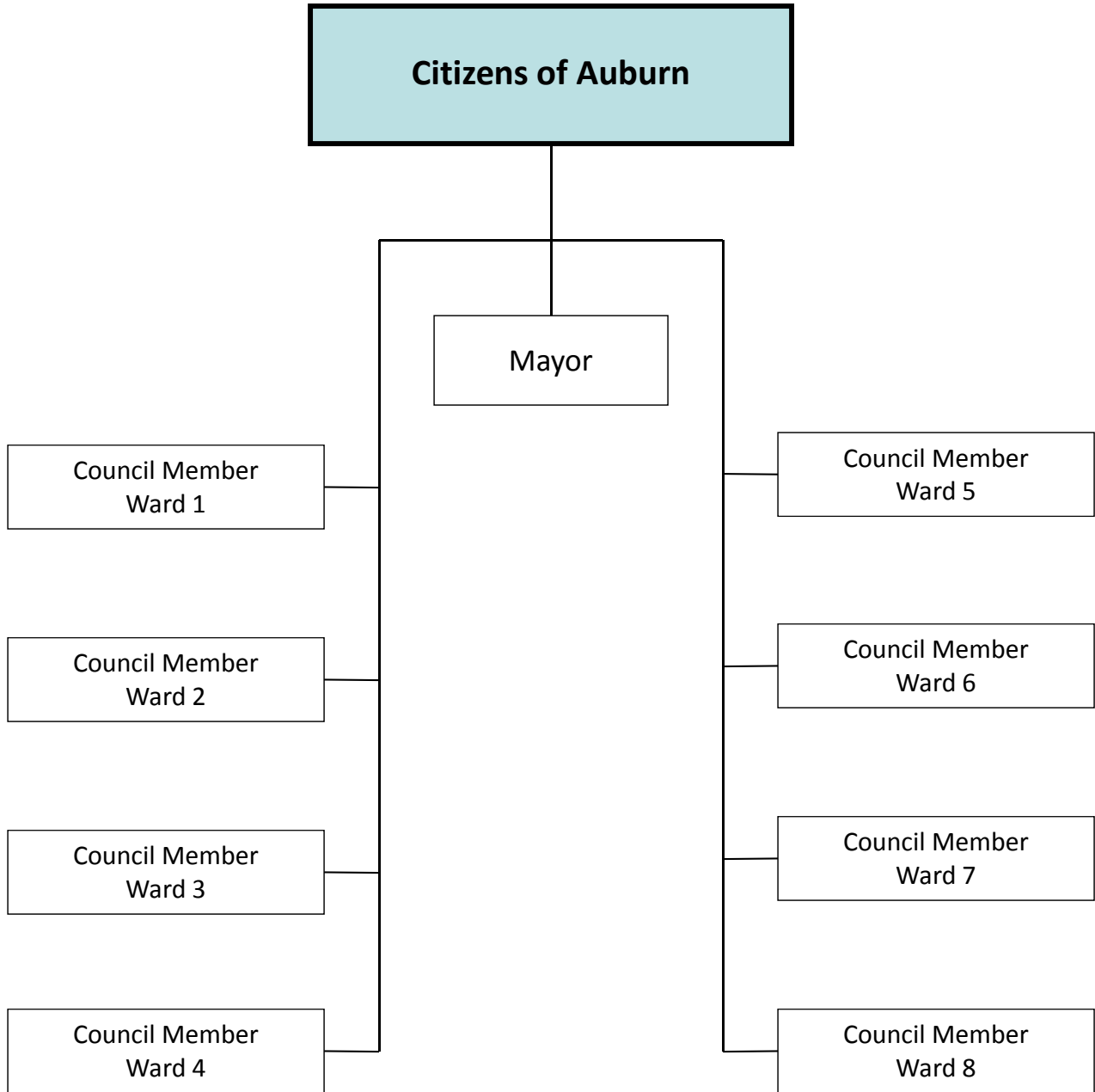


- City Council
- Office of the City Manager
- Judicial
- Information Technology
- Finance
- Economic Development
- Human Resources
- Public Safety
- Public Works
- Environmental Services
- Library
- Parks & Recreation
- Planning
- General Operations
- Project Operations
- Debt Service
- Outside Agencies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



City of Auburn

City Council





City of Auburn
Home of Auburn University

City of Auburn Mission Statement

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

We will achieve this by:

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

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



City of Auburn
Home of Auburn University

City Council Strategic Goals

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

adopted June 1, 2004

City of Auburn

Matrix Linking Departmental Missions to City Council Strategic Goals

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

City of Auburn

Matrix Linking Departmental Missions to City Council Strategic Goals

		City Council Strategic Goals				
		High Quality of Life	A Unique Place	Planned Growth	A Shared Sense of Responsibility	Efficient Use of Resources
Department	Department Mission					
Environmental Services	The <i>mission</i> 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.					
Administration		X	X		X	X
Recycling		X	X			
Solid Waste			X			
Animal Control		X	X			
Right of Way Maintenance			X			
Fleet Services						X
Library	The <i>mission</i> of the Auburn Public Library is to provide excellent library service to all residents of Auburn. Excellent service includes convenient library service hours and appropriately trained staff to provide access to educational, cultural, and recreational library resources.	X	X			X
Parks and Recreation	The <i>mission</i> 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.					
Administration		X	X		X	X
Leisure Services		X	X		X	
Parks and Facilities		X	X			
Planning	The <i>mission</i> of the Planning Department is to promote planned and managed change as a means of creating and maintaining an attractive "built environment" and conserving and protecting the City's "natural environment."	X	X	X	X	X
Water Resource Management	The <i>mission</i> of the City's Water Resource Management Department is to provide excellent water, sewer and watershed management services to all residents and businesses. Excellent service includes appropriate service hours and a trained, courteous staff to provide timely, accurate, and appropriate information and assistance.	X		X		X

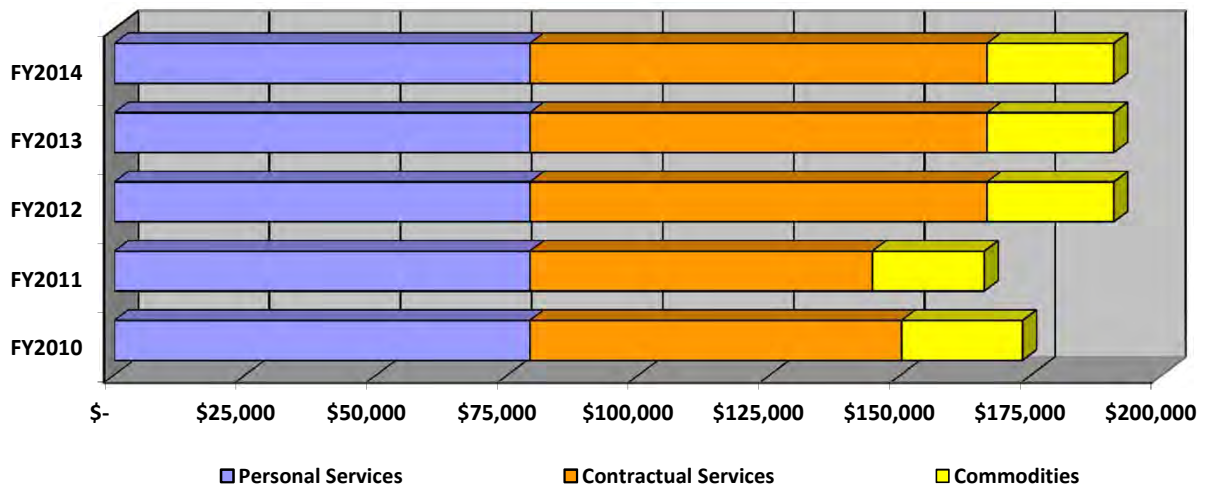
City Council

Budget Summary

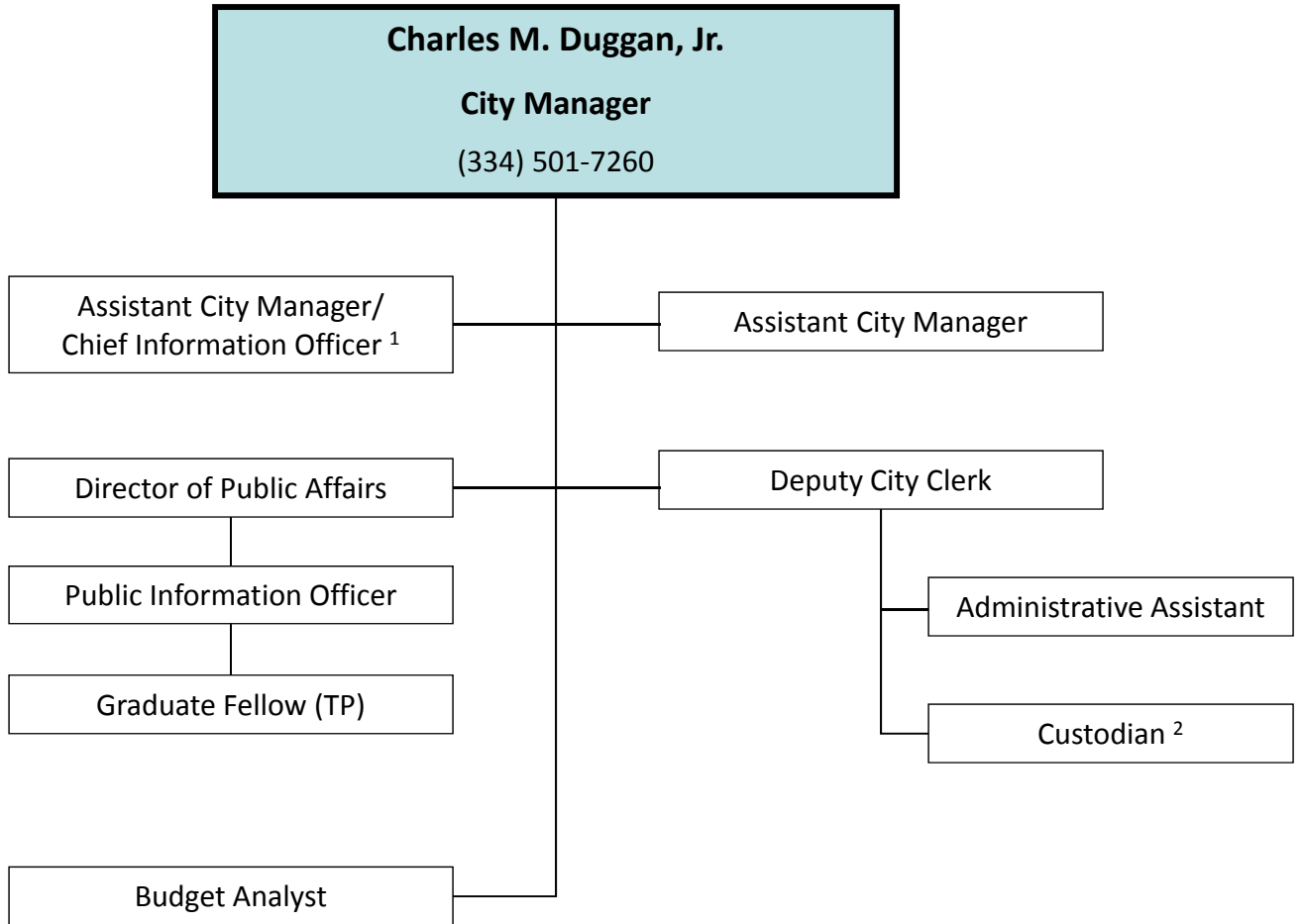
Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
Personal Services	\$ 79,231	\$ 79,231	\$ 79,226	\$ 79,226	\$ 79,226
Contractual Services	70,932	65,309	87,300	87,300	87,300
Commodities	23,146	21,420	24,250	24,250	24,250
Totals	173,309	165,960	190,776	190,776	190,776

Five Year Budget Summary



Office of the City Manager



¹Also serves as Department Head for and is budgeted in the Information Technology Department

²Position budgeted in General Operations

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

FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
7	7	7	7	7



Office of the City Manager

Charles M. Duggan, Jr., City Manager

Mission

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

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

Major Functions of the Office of the City Manager

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

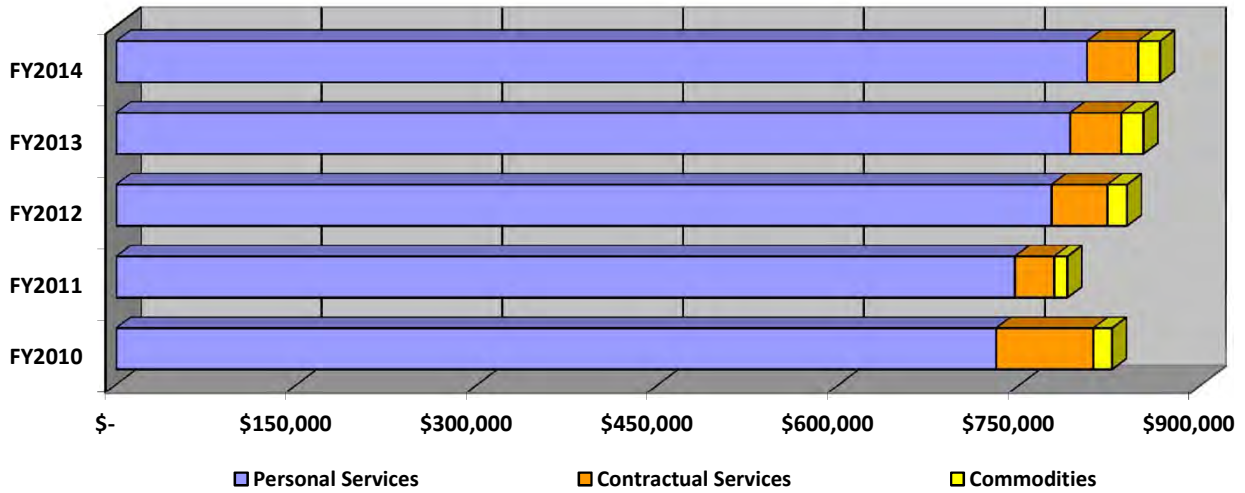
Office of the City Manager

Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
Personal Services	\$ 730,138	\$ 745,662	\$ 776,028	\$ 791,428	\$ 805,415
Contractual Services	80,473	32,499	46,283	42,383	42,383
Commodities	15,485	10,953	16,200	18,100	18,100
Totals	826,096	789,114	838,511	851,911	865,898

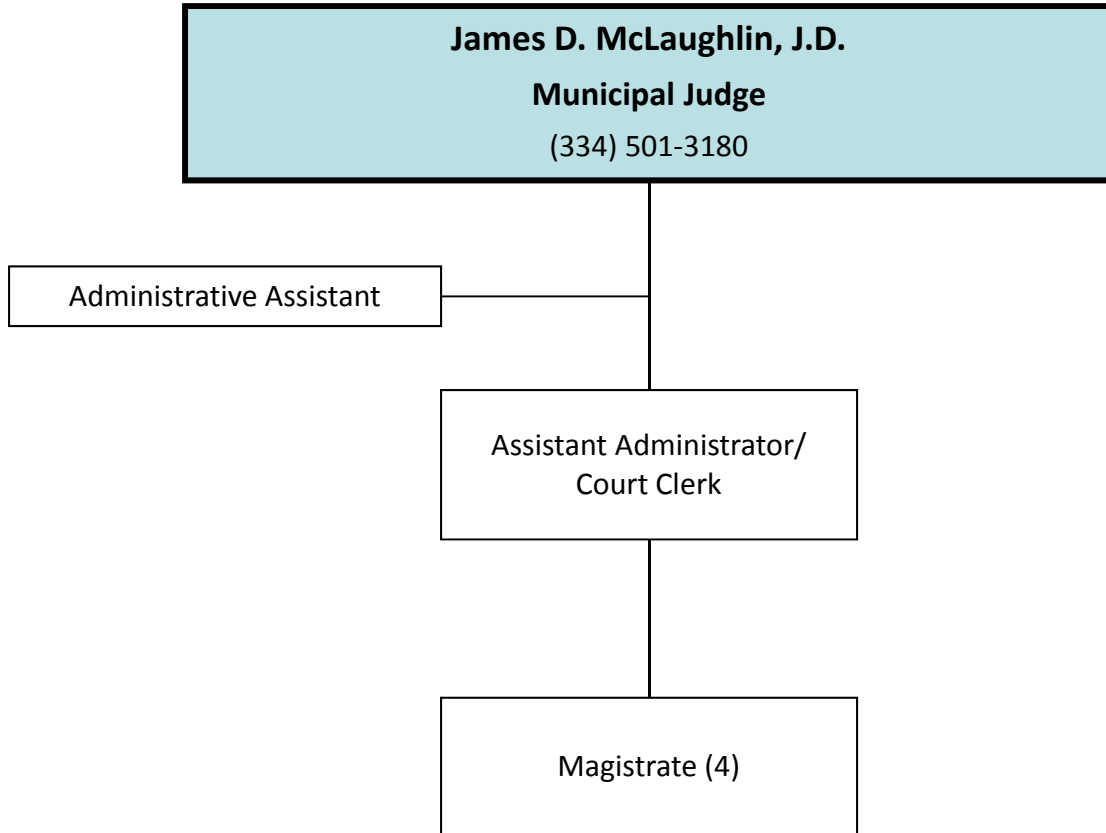
Five Year Budget Summary





City of Auburn

Judicial Department



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

FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
7	7	7	7	7

Judicial Department

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



Mission

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

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

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

Major Functions of the Judicial Department

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

Judicial FY2013 Goals

1. Increase efficiency and accuracy of data entry by partnering with IT department to establish e-ticketing program
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
2. Research electronically storing all closed case files to reduce storage needs.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
3. Institute online payment for Uniform Traffic Citations and Non-Arrest Uniform Traffic Citations.
Anticipated to commence by **10/1/2012** and be completed by **12/31/2013**

Judicial FY2014 Goals

1. Institute search for Chief Clerk to replace current clerk upon retirement
Anticipated to commence by **1/1/2013** and be completed by **9/30/2014**
2. Research/institute methods for relieving space/storage needs
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
3. Notify Bondsmen and resolve outstanding bond forfeiture cases
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

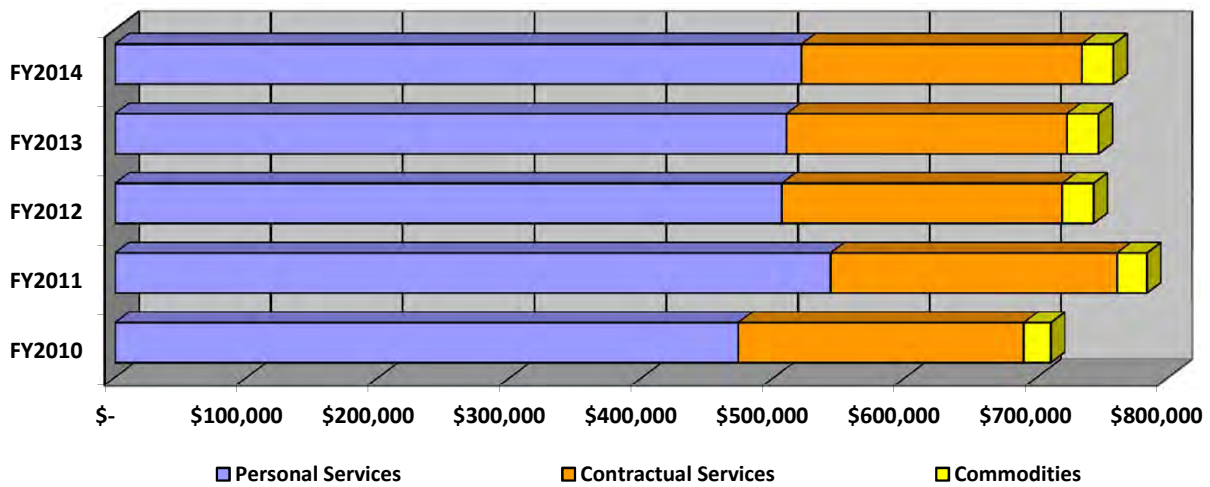
Judicial

Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
Personal Services	\$ 472,806	\$ 542,800	\$ 505,722	\$ 509,414	\$ 520,730
Contractual Services	217,066	218,232	213,353	213,353	213,353
Commodities	20,590	22,571	23,909	23,968	23,968
Totals	710,462	783,603	742,984	746,735	758,051

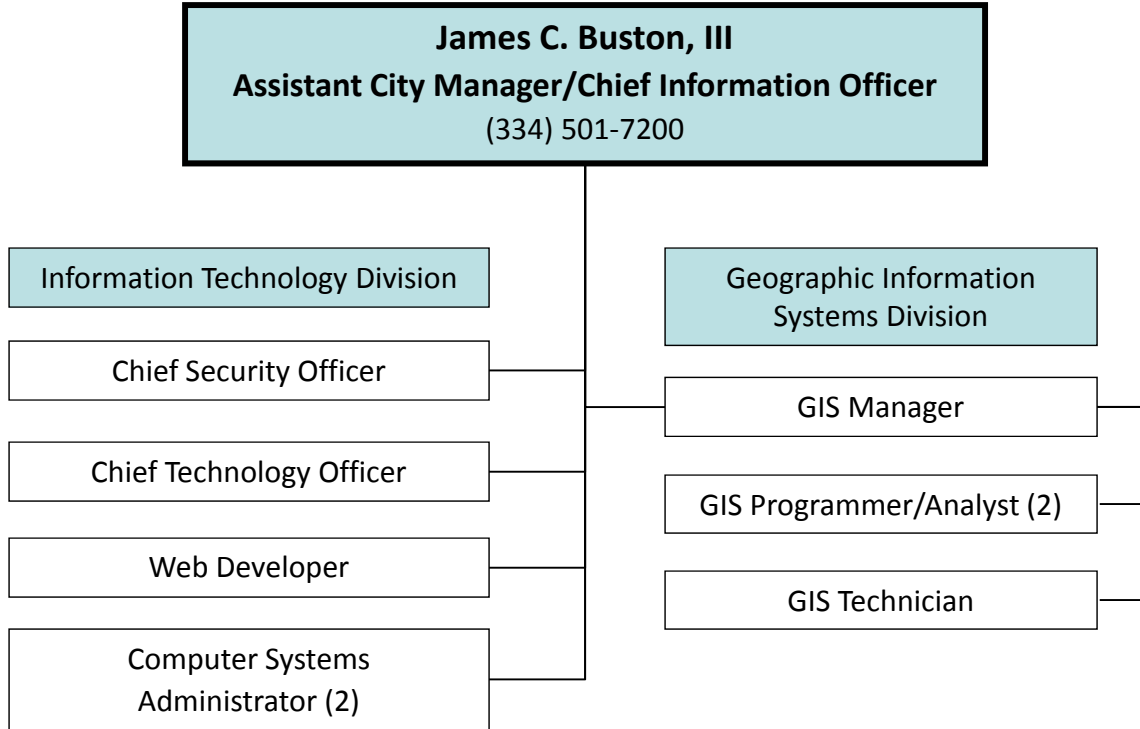
Five Year Budget Summary





City of Auburn

Information Technology Department



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

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Info Tech	6	6	6	6	6
GIS	3	4	4	4	4
TOTAL	9	10	10	10	10

Information Technology Department

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



Mission

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

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

Major Functions of the Information Technology Department

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

Information Technology FY2013 Goals

1. CityWorks integration with Utility Billing - While this project began in FY2012, a significant effort will be needed in FY2013 to finalize the implementation including testing, modifying and enhancing the product.
Anticipated to commence by **10/1/2012** and be completed by **2/28/2013**
2. Create a CityWorks work request and inventory control system for Fleet Services.
Anticipated to commence by **11/1/2012** and be completed by **4/30/2013**
3. Create a CityWorks work request and inventory control system for Transportation Inventory/Maintenance, Sign Inventory/Maintenance and Stormwater infrastructure tracking and Maintenance for the Public Works Department.
Anticipated to commence by **1/7/2013** and be completed by **9/30/2013**
4. In order to provide added feature sets and better integration with in-house programmed applications, it is necessary to keep current with the ESRI software releases. As we are so heavily dependent on GIS in so many areas, a core ESRI software deployment takes considerable effort assuring that all applications are compatible and coordinating the upgrade with all staff using GIS.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
5. Investigate the feasibility of converting current GIS applications to a public facing, cross-platform (desktop, tablet, phone, Windows, iOS, Android) HTML5 technology.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
6. Upgrade current SharePoint to the Version 10 product.
Anticipated to commence by **10/1/2012** and be completed by **5/31/2013**
7. Create an application that will accept parking ticket payments online. This application will integrate the current automated parking ticket issuing application and the Municipal Court parking ticket payment system.
Anticipated to commence by **10/1/2012** and be completed by **4/30/2013**
8. Redesign and deploy a new look for the City's website. The new website will focus on being more mobile friendly as well as being updated to accommodate more online e-Services such as paying taxes, licenses, etc. through the website. The website will also integrate the CityWorks system.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
9. Install a video surveillance system at Public Safety buildings to include the police building, police administration building and the back parking lot of the Douglas J. Watson Municipal Complex.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
10. Develop the ability to take Utility Billing payments over the phone through an automated system controlled by our existing IPCC product.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
11. Develop the ability to take parking ticket payments over the phone through an automated system controlled by our exiting IPCC product.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
12. Replace end-of-life Call Manager server hardware with supported hardware and upgrade Call Manager software to latest version.
Anticipated to commence by **10/1/2012** and be completed by **3/31/2013**

13. Work with Water Resource Management and Public Works to implement a GPS Utility Mapping Project. The project is estimated to take approximately five years with the goal of a completely mapped water, sewer and stormwater infrastructure for the City.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
14. With the addition of the EDEN Utility Billing software implementation along with the Public Safety Police Records Management software and the Fire Incident Tracking software adding a significant load to the SQL server which is currently managing database storage and retrieval for EDEN Financials, Stromberg Time and Attendance, GIS, Laserfiche, all in-house developed applications and a variety of other databases, our current SQL server is feeling the strain. We need to upgrade the hardware to a more powerful platform and upgrade the SQL software to the most recent version.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
15. Upgrade our current Microsoft System Center (the software that controls all of our patching and software deployment) to the newest 2012 version.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**

Information Technology FY2014 Goals

1. Every three years, the City has contracted for new aerial photography including LIDAR, infrared imagery, and a variety of planametric data. The last project was completed in 2011. It is time to fly aerals once again.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
2. Integrate the CityWorks system with current EDEN Permits and Inspections Software to allow for field access to permits and inspection data and to better provide the public with information on the permitting and inspection process.
Anticipated to commence by **10/1/2013** and be completed by **4/30/2014**
3. CityWorks software design and implementation for Parks and Recreation Tree Inventory, Cemetery Inventory and Maintenance and Irrigation Inventory and Maintenance.
Anticipated to commence by **2/3/2014** and be completed by **9/30/2014**
4. Develop an Event Planning and Layout application for Kiesel Park.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
5. Install network cabling for the new Senior Center.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

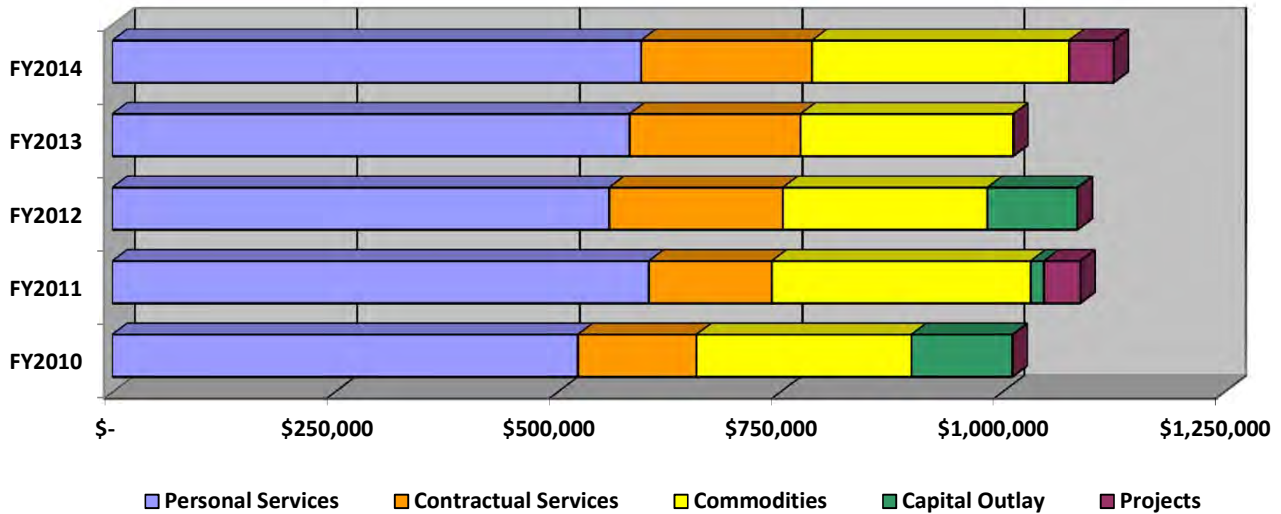
Information Technology

Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
Personal Services	\$ 522,890	\$ 602,605	\$ 558,144	\$ 581,029	\$ 593,931
Contractual Services	133,228	138,057	194,925	191,925	191,925
Commodities	241,590	291,549	230,193	239,548	289,704
Capital Outlay	113,975	15,000	101,673	-	-
Projects	-	40,880	-	-	50,000
Totals	1,011,683	1,088,091	1,084,935	1,012,502	1,125,560

Five Year Budget Summary



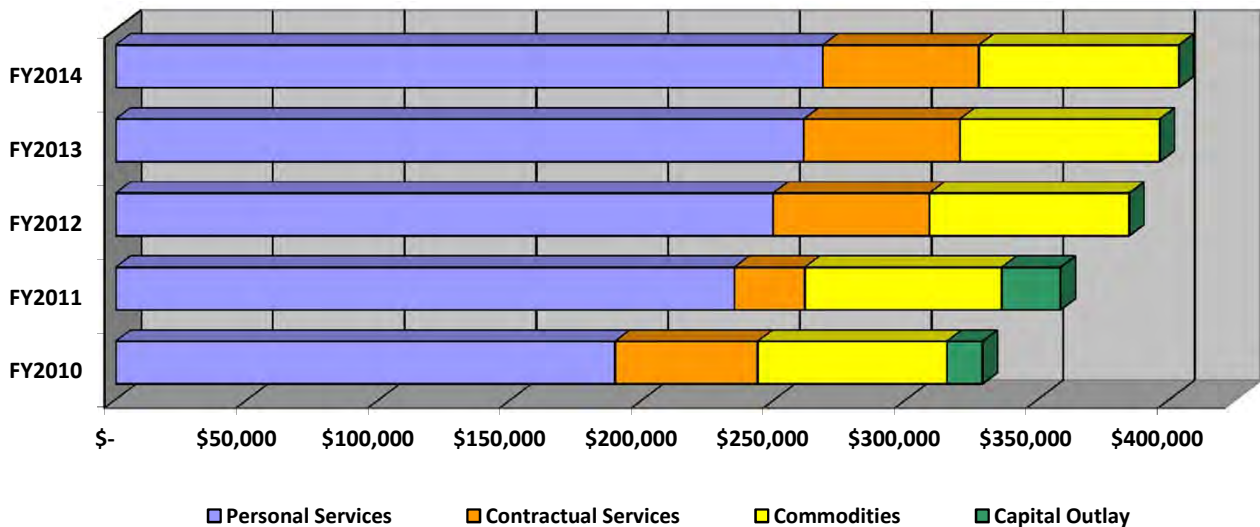
Information Technology

Geographic Information System (GIS) Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
Personal Services	\$ 189,515	\$ 234,797	\$ 249,481	\$ 261,103	\$ 268,332
Contractual Services	54,088	26,746	59,329	59,329	59,329
Commodities	71,897	74,789	75,877	75,895	75,895
Capital Outlay	13,475	22,286	-	-	-
Totals	328,975	358,618	384,687	396,327	403,556

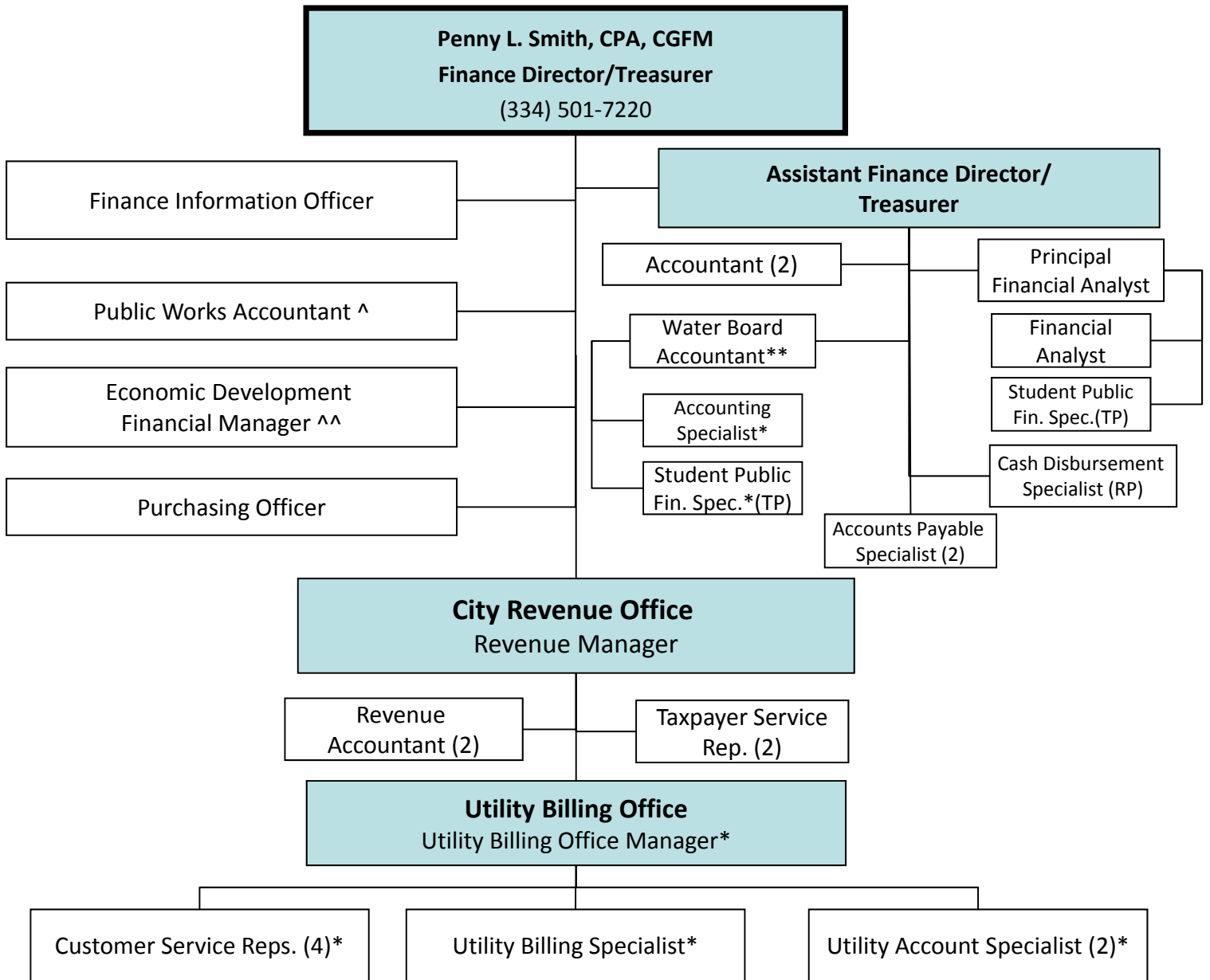
Five Year Budget Summary





City of Auburn

Finance Department



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

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

* Water Board employees reporting to the Finance Department under the City's management agreement with the Water Board

** Water Board reimburses City for this position's salary and benefits

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

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Finance – City	17	17	16	16	16
Utility Billing Office*	9	9	9	9	9
Total	26	26	25	25	25



Finance Department

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

Mission

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

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

Major Functions of the Finance Department

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

Finance FY2013 Goals

1. Publish the FY2012 CAFR by March 15, 2013 and the Water Board Annual Report by March 1, 2013. Anticipated to commence by **10/1/2012** and be completed by **3/15/2013**
2. While this selection and conversion of the Eden Utility Billing Software began in fiscal year 2012, with the assistance of the Information Technology Department, we plan to go live in late fall of 2013 with new Utility Billing Software. This will allow integration with present financial software and make use of current technologies for both the customer and staff in many areas. Anticipated to commence by **10/1/2012** and be completed by **12/1/2012**
3. Assist the Information Technology Department with the set up and integration of CityWorks service order system and Eden Utility Billing module. Anticipated to commence by **10/1/2012** and be completed by **12/1/2012**
4. With assistance from Information Technology, implement an interactive voice recognition (IVR) system to enable automated credit card payments by telephone. This will improve customer service by reducing the amount of phone calls fielded by personnel, provide confidentiality of credit card information and offer citizens a convenient 24 hour method of paying their bills. Anticipated to commence by **8/1/2012** and be completed by **11/30/2012**
5. Research bulk purchasing opportunities for items, such as office supplies or car parts, that are purchased consistently over time and propose to management any opportunities that will provide economies of scale benefits to the City or Water Board. Anticipated to commence by **10/1/2012** and be completed by **1/1/2013**
6. With assistance from the Office of the City Manager, produce a concise communication/publication to citizens on the most recent budget adopted. Anticipated to commence by **10/1/2012** and be completed by **11/30/2012**
7. Research and present to management a planned approach to analysis of internal control for all cash intake and billing locales across the City. Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
8. With support from the Information Technology Department, study ways to utilize the GIS system to increase enforcement in both the City Revenue Office and Utility Billing Office. Also, utilize GIS to sweep for fraudulent vendors which will strengthen internal control for accounts payable functions. Anticipated to commence by **1/1/2013** and be completed by **9/30/2013**
9. Assist Judicial, Office of the City Manager and Information Technology with the design and setup of a payment system for downtown parking, leased spaces and parking tickets that will allow convenient payment options, multiple collection points and integration with current financial systems. Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
10. Work with various departments on the continued implementation of interactive sites (Web Extensions) for our taxpayers and customers to gain information and have multiple payment options for various City and Water Board services. This includes Licensing, Utility Billing, Accounts Receivable and Permits and Inspection. Anticipated to commence by **10/1/2012** and be completed by **4/1/2013**

11. In partnership with Environmental Services, analyze the duties that are engaged in the billing and collection of Solid Waste Management services to see if efficiencies can be gained from combining, exchanging or shifting workload between employees and/or physical locations for Environmental Services - Solid Waste Management and Finance - Water Revenue Office, thereby offering better customer service.
Anticipated to commence by **10/1/2012** and be completed by **3/31/2013**
12. In cooperation with Water Resource Management and Environmental Services, develop a City utilities (sewer and garbage) policies and procedures statement for consideration by the City Manager/City Council.
Anticipated to commence by **2/1/2012** and be completed by **12/31/2012**
13. Develop a plan to expand the use of direct deposit ACH for payments to vendors, by utilizing the functionality of the Tyler Output Processor for payment notification. Also, in cooperation with Human Resources, develop an enrollment process for employees who would like to receive payroll direct deposit stubs via email. This process will utilize the functionality of the Tyler Output Processor.
Anticipated to commence by **10/1/2012** and be completed by **7/31/2013**
14. With the successful implementation of Cashiering (a more efficient and accurate software/hardware for collection of payments) at City Hall and various Parks and Recreation locations, continue to explore opportunities to utilize/expand this software's capabilities at other monetary intake points around the City.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
15. With the successful approval of Purchasing Policies and Procedures in FY2012, the Purchasing Officer will conduct training for both management and requisitioners on Bid Law, Immigration Law as it applies to purchases and changes in the purchasing policies and procedures.
Anticipated to commence by **10/1/2012** and be completed by **3/31/2013**
16. Research the possibility of expanded use of purchasing cards in traveling and training for departments. Assuming positive investigation and management feedback, begin research with current software and departments of most suitable implementation methods.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
17. In partnership with Environmental Services, Office of the City Manager and Information Technology, design and setup an integrated fleet management system with CityWorks. Finance will assist with the capital, inventory management and dissemination and payment of vendors for parts and services provided to City departments. This has the capability of streamlining the requisition and inventory process, provide added internal control in management of inventory and parts for the City's fleet and added efficiencies through integration with current financial software.
Anticipated to commence by **11/1/2012** and be completed by **4/30/2013**

Finance FY2014 Goals

1. Publish the FY2013 CAFR by March 15, 2014 and the Water Board Annual Report by March 1, 2014.
Anticipated to commence by **10/1/2013** and be completed by **3/15/2014**
2. With assistance from Information Technology, research the feasibility of and steps to implement paperless processes between Finance and other departments (e.g. paperless Parks & Recreation refund requests, paperless TT-1s and TT-2s) using SharePoint, InfoPath and other electronic formats/tools.
Anticipated to commence by **10/1/2013** and be completed by **3/31/2014**

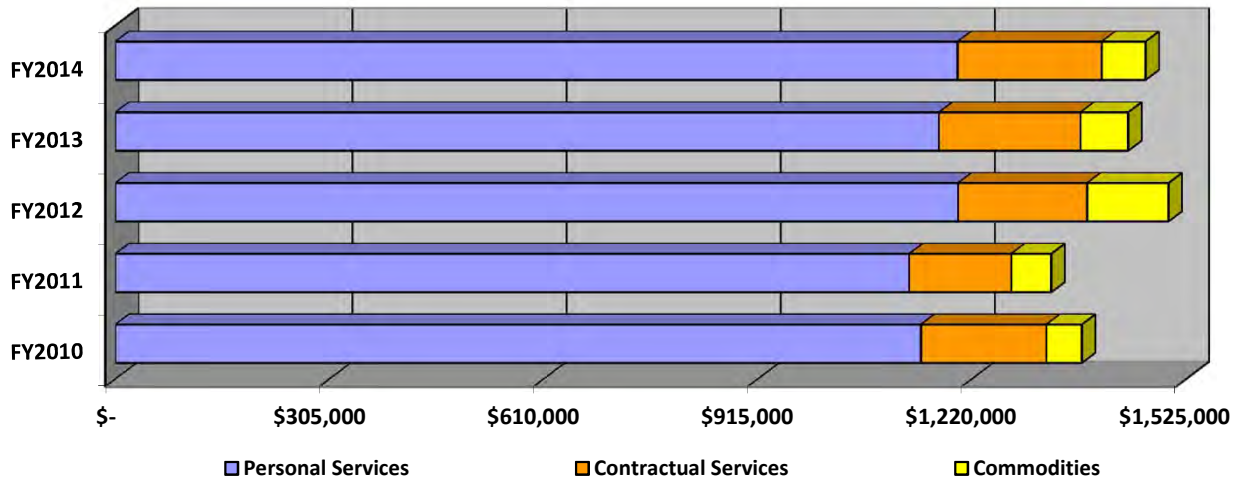
Finance

Budget Summary

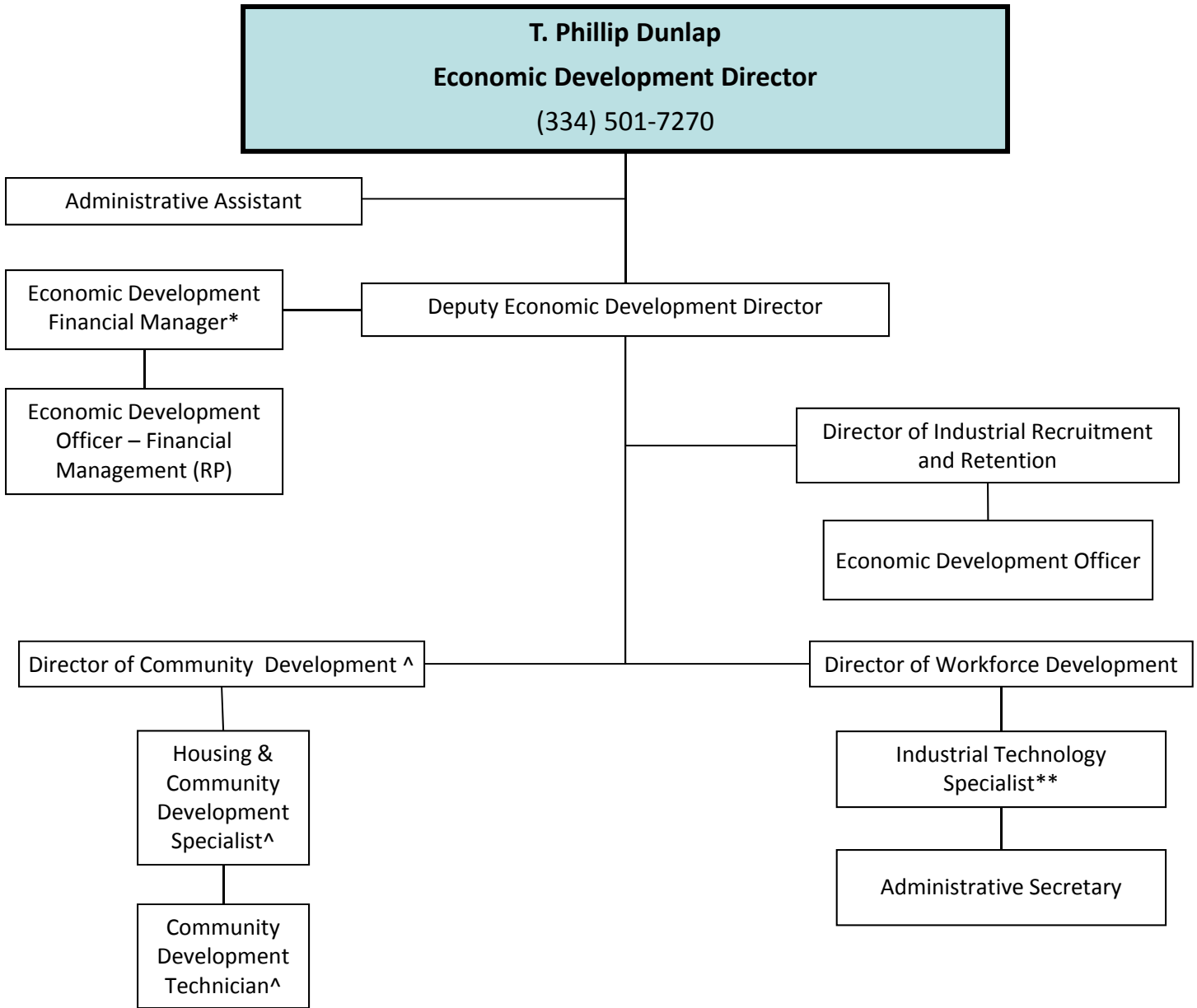
Comparative Budget Summary by Category

	Actual FY2010	Actual FY2011	Budget FY2012	Budget FY2013	Budget FY2014
Personal Services	\$ 1,147,376	\$ 1,130,689	\$ 1,200,184	\$ 1,172,937	\$ 1,199,557
Contractual Services	178,704	145,428	184,014	201,805	205,405
Commodities	50,372	56,869	115,836	67,770	62,170
Totals	1,376,452	1,332,986	1,500,034	1,442,512	1,467,132

Five Year Budget Summary



Economic Development Department



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

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

FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
13	13	12	12	12

Economic Development Department

T. Phillip Dunlap, Director



Mission

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

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

Major Functions of the Economic Development Department

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

Economic Development FY2013 Goals

Workforce Development

1. Provide assistance to new industry to determine organizational structure, recruit and interview core personnel, determine wage rates and benefits, determine skill sets, and provide employment law consultation. Partner with educational institutions, outside agencies and groups to ensure that skill sets and training needs are met and full support is provided with a goal of two new companies in FY13.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
2. Provide assistance to existing companies to identify new business and streamline their processes. Training will be provided through ATC and partnering with outside agencies and groups with a goal of supporting two companies in FY13.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
3. Operate the small business incubator through the Auburn Center for Developing Industries including building maintenance and lease management of tenants with the goal of assisting four companies in FY13.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
4. Partner with Auburn High School to administer the Industrial Systems Technology curriculum per the needs of Auburn area industry and AHS students with the goal of six classes and 75 students during the 2012-2013 school year. In addition 6 students to be dually enrolled at Southern Union State Community College.
Anticipated to commence by **8/13/2012** and be completed by **5/24/2013**
5. Work with outside partners to maintain a program to assimilate chronically unemployed or never employed people into the Auburn area workforce with the goal of graduating 20 students in FY13.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
6. Research the need for updating current wage and benefit survey, and if deemed necessary, conduct a comprehensive wage and benefits survey(s) of industry in Auburn and significant companies in surrounding areas in FY13.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
7. Develop, edit, print, distribute and secure funding for the "Focus on Your Future" student career catalog for school year 2012-2013.
Anticipated to commence by **8/13/2012** and be completed by **5/24/2013**
8. Coordinate the administrative and fiscal functions for the State of Alabama's Regional Workforce Development Council (Region 8) via the Auburn Training Connection.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
9. Research needs for, set up and manage topic-specific training for Auburn area industry. The classes include, but are not limited to: Management Training (four classes), Quality Training (two classes), TS16949 Training (one class), Employment Law (two classes), PLC and Other Automation Training (two classes), Precision Measurement including CMM (class size TBD), lean manufacturing, and logistics.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**

Community Development Block Grant

1. Administer community development projects as approved in the 2012 Action Plan
Anticipated to commence by **6/1/2012** and be completed by **5/31/2013**
2. CDBG funds will be appropriated to address the needs of low-income seniors by partnering with non-profit agencies to subsidize programs to benefit senior residents. Services includes but are not limited to food, transportation, and adult day care services. 200 seniors are expected to benefit from the services during FY13.
Anticipated to commence by **6/1/2012** and be completed by **5/31/2013**
3. CDBG funds will be utilized to address the needs of low to moderate-income youth by partnering with non-profit agencies to subsidize programs to benefit Auburn youth. Services includes but are not limited to child care, recreational, and educational services. 50 youth are expected to benefit from the services during FY13.
Anticipated to commence by **6/1/2012** and be completed by **5/31/2013**
4. Address the needs of low to moderate-income households that are experiencing a hardship by allocating CDBG funds to assist with their utility bills, rent, or mortgage. 100 households are expected to benefit from the services during FY13.
Anticipated to commence by **6/1/2012** and be completed by **5/31/2013**
5. CDBG funds will be appropriated to provide homeless assistance to persons that are homeless or temporarily displaced. Services are provided to prevent chronic homelessness. 20 people are expected to benefit from the services during FY13.
Anticipated to commence by **6/1/2012** and be completed by **5/31/2013**
6. Collaborate with the North Auburn Housing Development Corporation to construct affordable housing units in an effort to provide homeownership opportunities for low to moderate-income families. Funds will also be made available to assist homeowners with closing costs. It is anticipated that 3 to 5 units will be constructed and sold during FY13 and 3 to 5 families will be provided homeownership assistance.
Anticipated to commence by **6/1/2012** and be completed by **5/31/2013**
7. CDBG funds will be allocated to address substandard housing. Loans and grants will be made available to low to moderate-income homeowners to assist with interior and exterior repairs. It is anticipated that 7 to 10 units will be rehabilitated during FY13.
Anticipated to commence by **6/1/2012** and be completed by **5/31/2013**
8. Section 108 Loan Guaranteed funds will be utilized to fund the Micro-Loan and Economic Development Fund. The Micro-Loan Program offers short-term loans for active small businesses and small business start-ups. The Economic Development Fund will be established for undertaking special economic development activities eligible under the CDBG program. It is anticipated that up to 3 loans will be approved during FY13.
Anticipated to commence by **6/1/2012** and be completed by **5/31/2013**

Industrial Development

1. Seek to attract no less than eight industrial visits with the goal of locating at least one new industry by September 30, 2013
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**

2. Administer the City's revolving loan program with the goal of packaging two loans in FY13 for new or expanding industries
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
3. Present business development opportunities in Auburn in the form of a speaking engagement at a business seminar such as Forum Amerika by September 30, 2013
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
4. Participate in four industrial trade shows or delegations, international and domestic, in FY13 with the goal of developing at least one industrial prospect
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
5. Operate a business retention/expansion program with the following goals: 1) Develop an opportunity to assist with the expansion of at least one industry in FY13. 2) Market existing vacant buildings for new prospects as an ongoing activity in FY13. 3) Perform 3-4 surveys of existing industry in the form of on-site visits to be entered in E-Synchronist Software Program in each quarter in FY13.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
6. Market available sites and buildings in Auburn Technology Park West (ATPW) for the purpose of recruiting technology-based, value-added jobs as an ongoing activity
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
7. Implement targeted marketing plan for the purpose of creating knowledge- based jobs
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
8. Complete construction of infrastructure in Auburn Technology Park West
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**

Commercial Development

1. Seek to attract new or expanding commercial developments by locating at least two projects in Auburn.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
2. Plan to attend two commercial trade shows.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
3. Administer the City's Sales Tax Sharing incentive program for commercial projects with the goal of assisting at least two projects.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
4. Evaluate property and solicit private sector partners for redevelopment projects citywide with the goal of one project per year.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
5. Continue to develop, in conjunction with the Planning Department, a redevelopment plan for Opelika Road.
Anticipated to commence by **10/1/2012** and be completed by **4/1/2013**
6. Provide assistance and input as needed for CompPlan 2030 priority implementation.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**

Economic Development FY2014 Goals

Workforce Development

1. Provide assistance to new industry to determine organizational structure, recruit and interview core personnel, determine wage rates and benefits, determine skill sets, and provide employment law consultation. Partner with educational institutions, outside agencies and groups to ensure that skill sets and training needs are met and full support is provided with a goal of two new companies in FY14.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
2. Provide assistance to existing companies to identify new business and streamline their processes. Training will be provided through ATC and partnering with outside agencies and groups with a goal of supporting two companies in FY14.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
3. Operate the small business incubator through the Auburn Center for Developing Industries including building maintenance and lease management of tenants with the goal of assisting four companies in FY14.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
4. Partner with Auburn High School to administer the Industrial Systems Technology curriculum per the needs of Auburn area industry and AHS students with the goal of six classes and 75 students during the 2013-2014 school year. In addition 8 students to be dually enrolled at Southern Union State Community College.
Anticipated to commence by **8/12/2013** and be completed by **5/23/2014**
5. Work with outside partners to maintain a program to assimilate chronically unemployed or never employed people into the Auburn area workforce with the goal of graduating 25 students in FY14.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
6. Research the need for updating current wage and benefit survey, and if deemed necessary, conduct a comprehensive wage and benefits survey(s) of industry in Auburn and significant companies in surrounding areas in FY14.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
7. Develop, edit, print, distribute and secure funding for the "Focus on Your Future" student career catalog for school year 2013-2014.
Anticipated to commence by **8/12/2013** and be completed by **5/23/2014**
8. Coordinate the administrative and fiscal functions for the State of Alabama's Regional Workforce Development Council (Region 8) via the Auburn Training Connection.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
9. Research needs for, set up and manage topic-specific training for Auburn area industry. The classes include, but are not limited to: Management Training (four classes), Quality Training (two classes), TS16949 Training (one class), Employment Law (two classes), PLC and Other Automation Training (two classes), Precision Measurement including CMM (class size TBD), lean manufacturing, and logistics.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

Community Development Block Grant

1. Administer community development projects as approved in the 2013 Action Plan.
Anticipated to commence by **6/1/2013** and be completed by **5/31/2014**
2. CDBG funds will be appropriated to address the needs of low-income seniors by partnering with non-profit agencies to subsidize programs to benefit senior residents. Services includes but are not limited to food, transportation, and adult day care services. 150 seniors are expected to benefit from the services during FY14.
Anticipated to commence by **6/1/2013** and be completed by **5/31/2014**
3. CDBG funds will be utilized to address the needs of low to moderate-income youth by partnering with non-profit agencies to subsidize programs to benefit Auburn youth. Services includes but are not limited to child care, recreational, and educational services. 40 youth are expected to benefit from the services during FY14.
Anticipated to commence by **6/1/2013** and be completed by **5/31/2014**
4. Address the needs of low to moderate-income households that are experiencing a hardship by allocating CDBG funds to assist with their utility bills, rent, or mortgage. 75 households are expected to benefit from the services during FY14.
Anticipated to commence by **6/1/2013** and be completed by **5/31/2014**
5. CDBG funds will be appropriated to provide homeless assistance to persons that are homeless or temporarily displaced. Services are provided to prevent chronic homelessness. 20 people are expected to benefit from the services during FY14.
Anticipated to commence by **6/1/2013** and be completed by **5/31/2014**
6. Collaborate with the North Auburn Housing Development Corporation to construct affordable housing units in an effort to provide homeownership opportunities for low to moderate-income families. Funds will also be made available to assist homeowners with closing costs. It is anticipated that 3 to 5 units will be constructed and sold during FY14 and 3 to 5 families will be provided homeownership assistance.
Anticipated to commence by **6/1/2013** and be completed by **5/31/2014**
7. CDBG funds will be allocated to address substandard housing. Loans and grants will be made available to low to moderate-income homeowners to assist with interior and exterior repairs. It is anticipated that 7 to 10 units will be rehabilitated during FY14.
Anticipated to commence by **6/1/2013** and be completed by **5/31/2014**
8. Section 108 Loan Guaranteed funds will be utilized to fund the Micro-Loan and Economic Development Fund. The Micro-Loan Program offers short-term loans for active small businesses and small business start-ups. The Economic Development Fund will be established for undertaking special economic development activities eligible under the CDBG program. It is anticipated that up to 3 loans will be approved during FY14.
Anticipated to commence by **6/1/2013** and be completed by **5/31/2014**

Industrial Development

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

Commercial Development

1. Seek to attract new or expanding commercial developments by locating at least two projects in Auburn.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
2. Plan to attend two commercial trade shows.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
3. Administer the City's Sales Tax Sharing incentive program for commercial projects with the goal of assisting at least two projects.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
4. Evaluate property and solicit private sector partners for redevelopment projects citywide with the goal of one project per year.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
5. Provide assistance and input as needed for CompPlan 2030 priority implementation.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

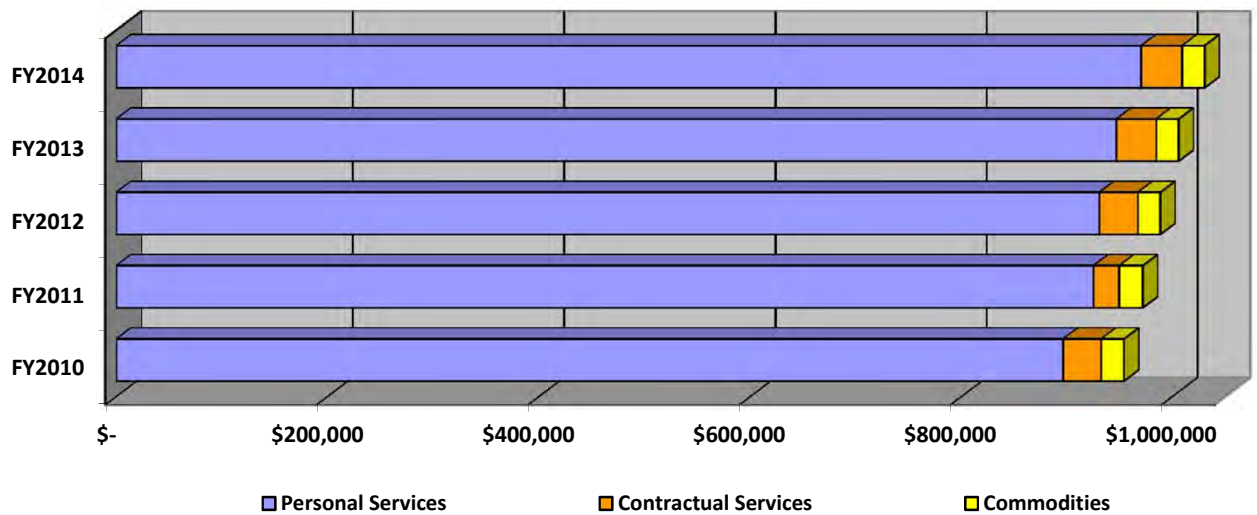
Economic Development

Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
Personal Services	\$ 896,260	\$ 925,127	\$ 930,683	\$ 946,796	\$ 970,323
Contractual Services	36,097	24,415	36,544	37,844	38,844
Commodities	21,552	22,309	21,214	21,214	21,214
Totals	953,909	971,851	988,441	1,005,854	1,030,381

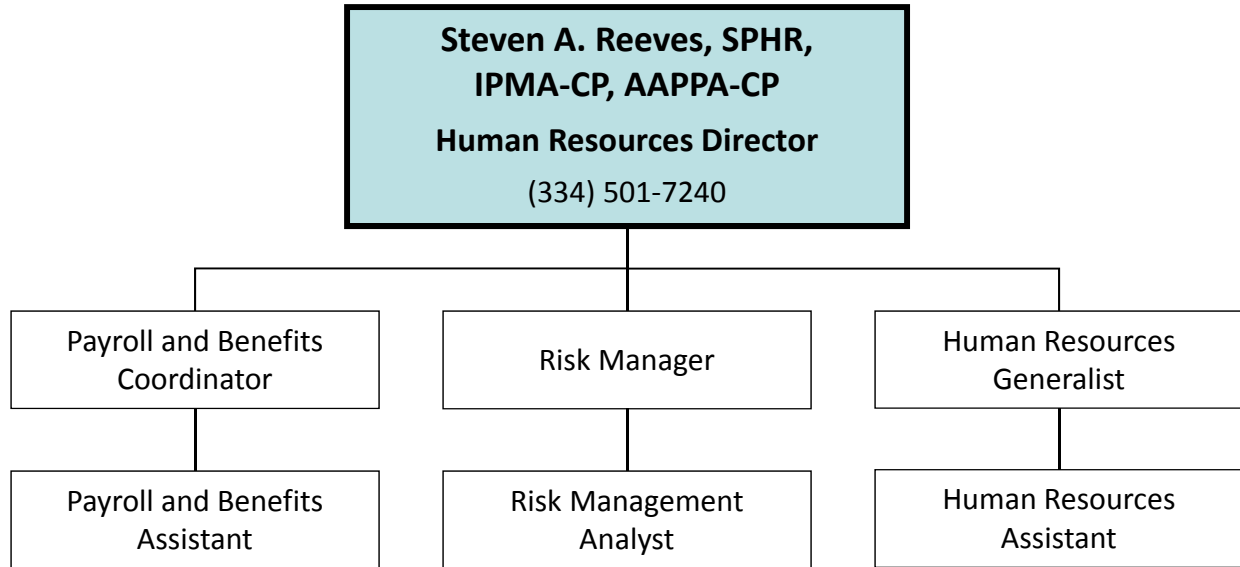
Five Year Budget Summary





City of Auburn

Human Resources Department



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

FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
7	7	7	7	7

Human Resources Department

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



Mission

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

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

Major Functions of the Human Resources Department

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

Human Resources FY2013 Goals

1. Enhance City-wide recruitment program through acquisition and development of displays to be used at recruiting events.
Anticipated to commence by **10/8/2012** and be completed by **12/31/2012**
2. Continue to monitor for changes in health care reform mandates and implement mandates as appropriate.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
3. Present the Supervisor Certification Program to approximately 15 employees.
Anticipated to commence by **6/10/2013** and be completed by **8/16/2013**
4. Present the Crew Leader Development Program to approximately 15 employees.
Anticipated to commence by **2/1/2013** and be completed by **3/29/2013**
5. Present the Customer Service Certification Program to approximately 15 employees.
Anticipated to commence by **4/1/2013** and be completed by **5/17/2013**
6. Provide payroll training to employees engaged in payroll processing throughout the organization.
Anticipated to commence by **4/1/2013** and be completed by **4/30/2013**
7. Complete at least 12 safety inspections of city facilities and workplaces.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
8. Present 20 safety and risk management training programs to City employees.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
9. Present three seminars regarding human resource management topics.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
10. Present two leadership development seminars.
Anticipated to commence by **1/7/2013** and be completed by **9/30/2013**
11. Implement pre-employment physicals for jobs requiring significant physical effort.
Anticipated to commence by **1/7/2013** and be completed by **5/31/2013**
12. Develop a safety and risk management awareness program for City supervisors.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
13. Conduct at least six employee events.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**

Human Resources FY2014 Goals

1. Present the Supervisor Certification Program to approximately 15 employees.
Anticipated to commence by **6/2/2014** and be completed by **8/15/2014**
2. Continue to monitor for changes in health care reform mandates and implement mandates as appropriate.
Anticipated to commence by and be completed by
3. Present the Crew Leader Development Program to approximately 15 employees.
Anticipated to commence by **2/3/2014** and be completed by **3/28/2014**
4. Present the Customer Service Certification Program to approximately 15 employees.
Anticipated to commence by **4/1/2014** and be completed by **5/30/2014**
5. Present two leadership development seminars.
Anticipated to commence by **1/6/2014** and be completed by **9/30/2014**
6. Present three seminars regarding human resource management topics.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
7. Present a safety and risk management awareness program to approximately 20 supervisors.
Anticipated to commence by **10/1/2013** and be completed by **12/31/2013**
8. Complete at least 12 safety inspections of city facilities and workplaces.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
9. Deliver 20 safety and risk management training programs to City employees.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
10. Conduct at least six employee events.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

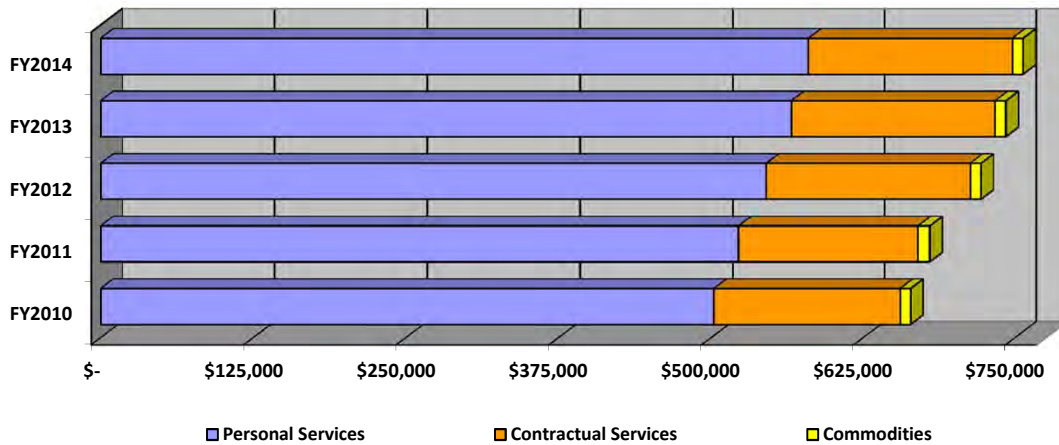
Human Resources

Human Resources Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
Personal Services	\$ 502,200	\$ 522,361	\$ 545,267	\$ 565,788	\$ 579,937
Contractual Services	153,305	147,733	167,783	167,783	167,783
Commodities	8,394	9,566	8,775	8,775	8,775
Totals	663,899	679,660	721,825	742,346	756,495

Five Year Budget Summary

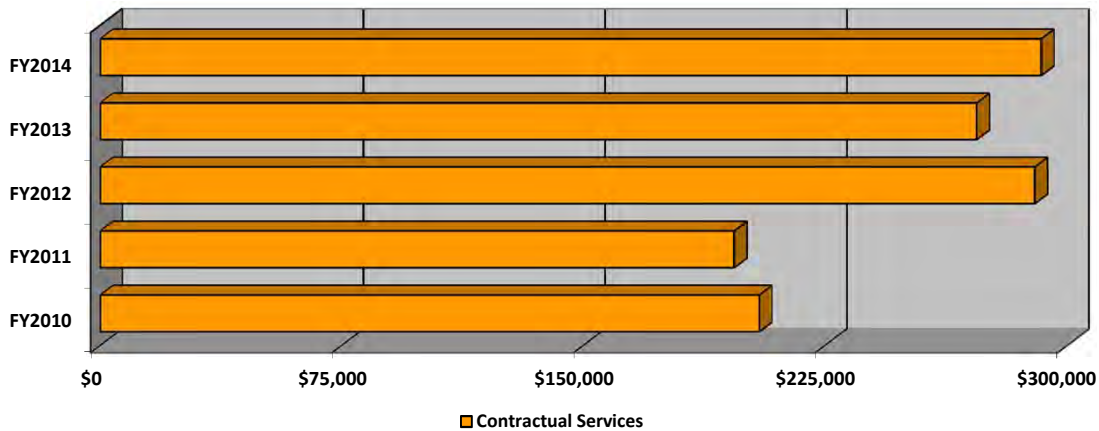


Risk Management Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
Contractual Services	\$ 204,613	\$ 196,845	\$ 290,000	\$ 272,000	\$ 292,000

Five Year Budget Summary

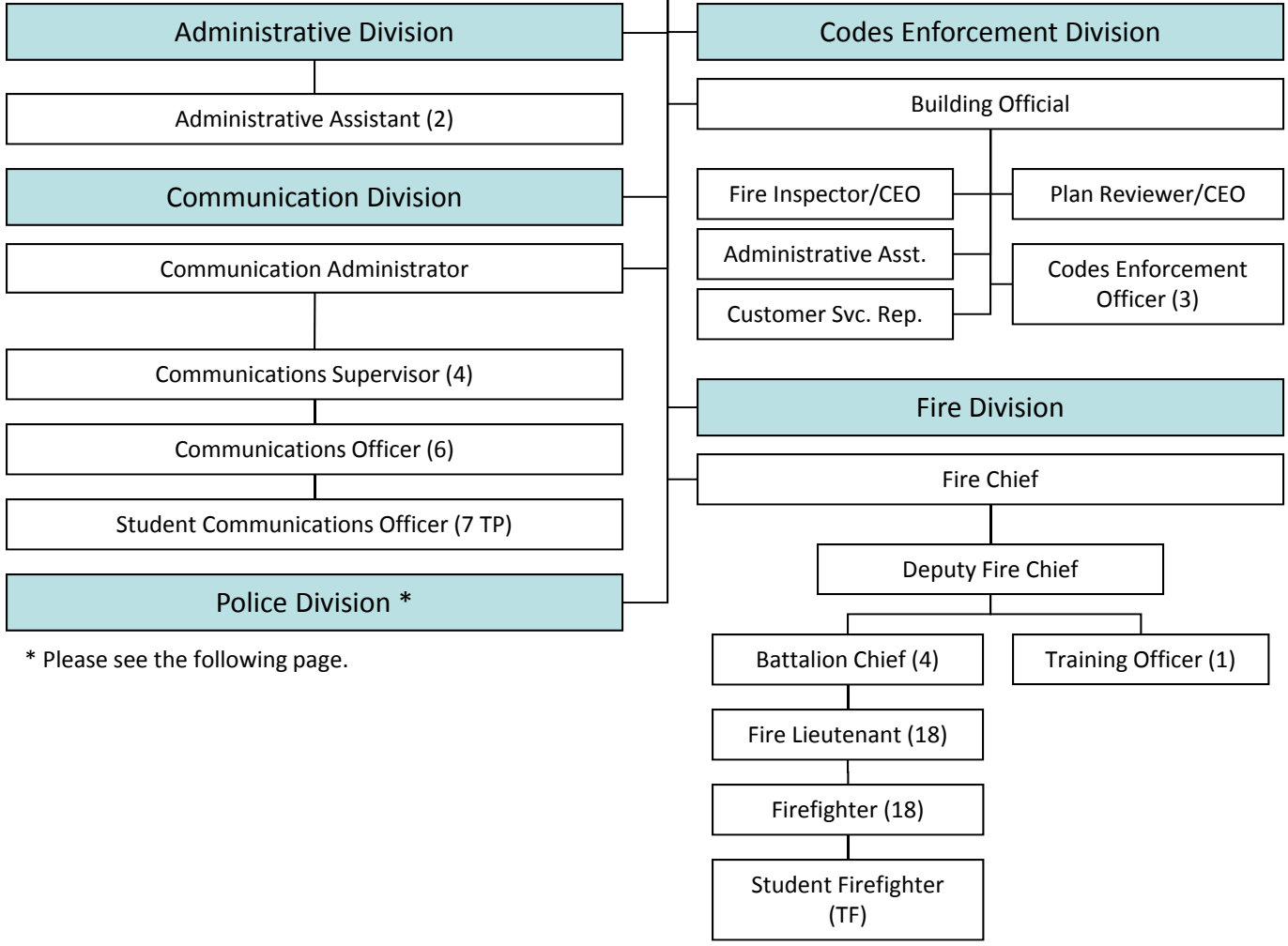




City of Auburn

Public Safety Department

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



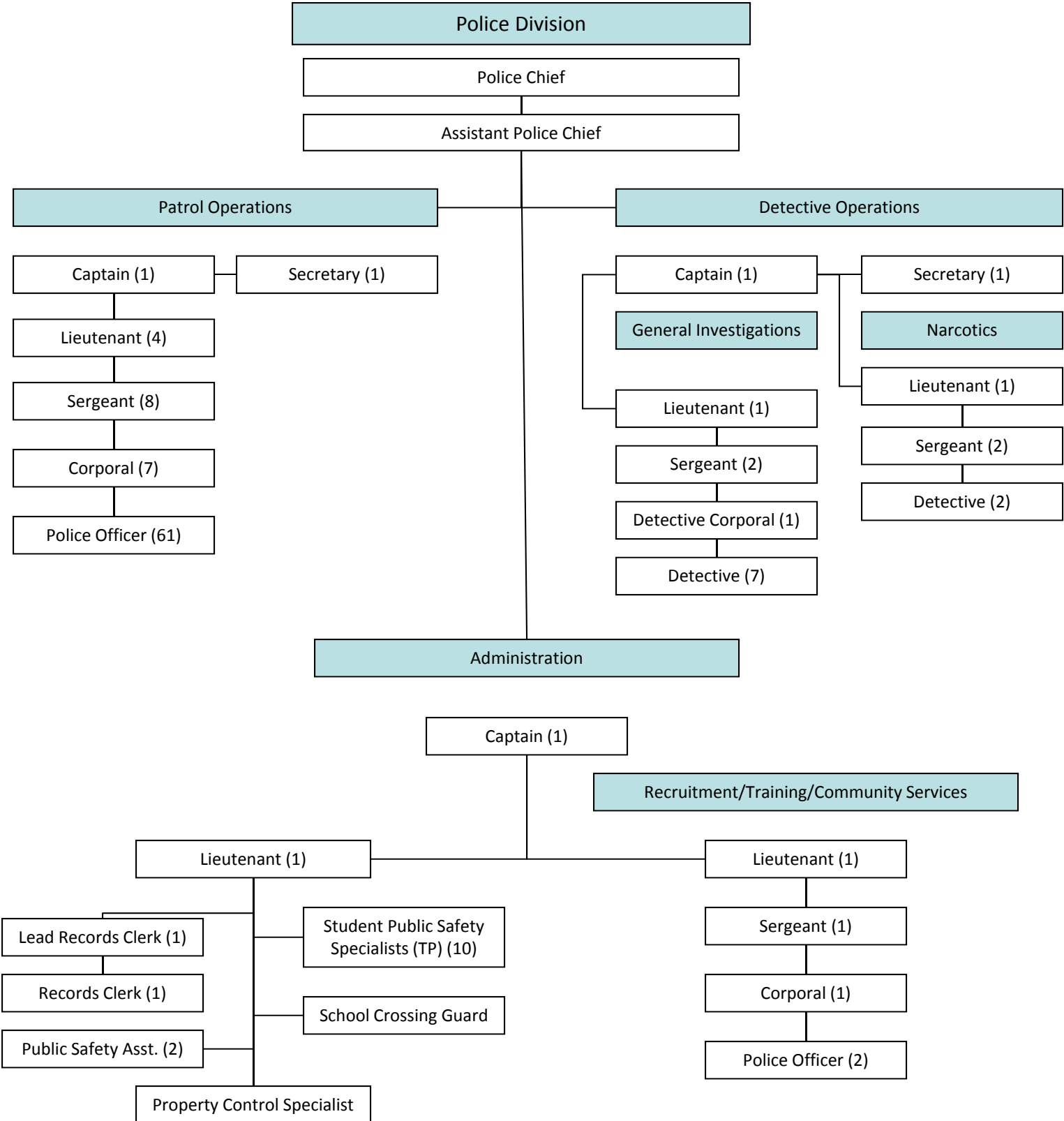
* Please see the following page.

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

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Administration	4	4	4	3	3
Police	113	113	113	113	113
Fire	43	43	43	43	43
Comm.	11	11	11	11	11
Codes	9	9	8	8	8
TOTAL	180	180	179	178	178

Department of Public Safety

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



Public Safety Department

William H. James, Director



Mission

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

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

Major Functions of the Public Safety Department

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

Public Safety FY2013 Goals

Administration

1. Many positions in Public Safety require mandatory training each year to maintain certifications or proficiency in a particular position. To reduce costs for out of town travel we will work toward hosting more training in-house. This can reduce airfare and hotel costs.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
2. Work with each Division as well as Human Resources to determine if there should be a cap on the amount of tuition that is reimbursed to an employee in a fiscal year. Tuition costs are increasing each year and is impacting the department budget.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
3. Work with the Police Chief to fully utilize the Uniform Non-Traffic Citation when possible in lieu of an arrest. Using this citation will reduce jail costs associated with an arrest and incarceration.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**

Police

1. Plan and conduct a major county-wide training drill to include Auburn University, Lee County, Auburn Fire and Communications, as well as other area agencies. This drill will focus on working with other agencies during an emergency.
Anticipated to commence by **10/1/2012** and be completed by **5/31/2013**
2. Purchase, train and have in-service a drug/tracking canine for Police Division use. We currently request assistance from Lee County Sheriff Office or Opelika Police Department when we have to track a suspect. At times a tracking dog is not available. Having one in-house and cross trained for drug detection will benefit the Division.
Anticipated to commence by **10/1/2012** and be completed by **3/31/2013**
3. Purchase and have in-service a mobile reconnaissance robot. This robot will be used to investigate dangerous situations that could be hazardous to public safety personnel.
Anticipated to commence by **10/1/2012** and be completed by **12/31/2012**
4. Locate a secure location for a Police impound lot to help alleviate parking issues behind the DJW Complex.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
5. Develop a course for responding to citizen complaints and have supervisors complete this training.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
6. Work with the Planning Department to incorporate Crime Prevention Through Environmental Design Concepts into the planning phase of the development review process. This review will focus efforts to reduce the opportunity for crime and provide for an overall safe environment for citizens of Auburn.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**

Fire

1. Conduct one major training drill and one tabletop exercise to include Auburn University, Lee County EMA, Auburn Police and Communications as well as area agencies.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**

2. Conduct a minimum of three officer in-service training courses to cover topics related to leadership, management and tactical decision making.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
3. Work with Public Safety Administration and Information Technology to place mobile data terminals in the remaining front run fire vehicles.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
4. Host a minimum of one National Fire Academy Leadership course on Leadership and Management in the fire service.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
5. Conduct an assessment of the Student Firefighter program to evaluate staffing, costs, recruitment and make recommendations if modifications are needed.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**

Communications

1. Working with Information Technology, Judicial and the Police Division, activate the Criminal Papers module option of Southern Software. Activation of this module will permit more efficient warrant queries from the Communications Division and permit units to check warrant status via MDT's.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
2. Working with the Lee County 911 Board, obtain and make operable an 800 MZ radio capable of radio communications with Opelika Police Department. This would be a stand alone radio that would be utilized by the Communications Division.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
3. Work with Information Technology to development and implement a computer/monitor rotation schedule for the Division's critical systems to include CAD and Gold Elite computers. A reasonable lifespan for these systems is 3-5 years and replacing these in a timely manner will keep abreast with the latest operating systems.
Anticipated to commence by **10/2/2012** and be completed by **9/30/2013**

Codes Enforcement

1. Identify at least ten structures that are abandoned and/or dilapidated and have them razed.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
2. Review all office and inspection procedures for record keeping to help reconcile the records for needed data in the ICMA studies and for keeping the National Flood Insurance Program records updated.
Anticipated to commence by **10/1/2012** and be completed by **3/31/2013**
3. Continue to have each inspector attend continuing education classes in an effort to become certified in another area of inspection or plan review.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
4. Continue to focus on nuisance enforcement to identify and eliminate nuisances such as unsightly vegetation, junk and abandoned vehicles.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**

Public Safety FY2014 Goals

Administration

1. Work on a proposal to utilize in-house employees to do maintenance work for the Department outside their normal shift schedule. This could potentially save money over using an outside vendor for minor repair projects.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
2. Work with the Fire Chief to evaluate the septic tank systems at Stations 2 and 3.
Anticipated to commence by **10/1/2013** and be completed by **3/30/2014**
3. Complete a detailed inventory of Public Safety Vehicles.
Anticipated to commence by **10/1/2013** and be completed by **3/30/2014**

Police

1. Plan and conduct a major county-wide training drill to include Auburn University, Lee County, Auburn Fire and Communications, as well as other area agencies.
Anticipated to commence by **10/1/2013** and be completed by **6/30/2014**
2. Purchase an Advanced Firearms Training System (FATS) to provide officers with high quality shoot/don't shoot scenarios.
Anticipated to commence by **10/1/2013** and be completed by **3/30/2014**
3. Work with Information Technology to create a web application and/or smart phone application to provide citizens with timely information and notifications.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
4. Obtain certification through the FCC and EMA to provide local cellular networks with emergency notifications to be broadcast over the existing Commercial Mobile Alert System(CMAS)
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
5. Emphasize and increase community outreach by providing instructional and prevention courses in domestic violence, firearm safety, prescription drug safety and disposal, and safe driving practices utilizing personnel with specific training and skills in those areas.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
6. Complete a study to expand the police fleet with refurbished vehicles so each officer can have a take home vehicle.
Anticipated to commence by **10/1/2013** and be completed by **3/30/2014**

Fire

1. Conduct one major training drill and one tabletop exercise to include Auburn University, Lee County EMA, Auburn Police and Communications as well as other area agencies.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
2. Conduct a minimum of three officer in-service training courses to cover topics related to Leadership, Management and Tactical Decision Making
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

3. Conduct a review of all fire station assignments and GIS mapping to ensure efficiency in the delivery of services. Call data and response times will be used to make any needed station reassignments of apparatus or equipment.
Anticipated to commence by **10/1/2013** and be completed by **8/31/2014**
4. Host a minimum of one National Fire Academy course on leadership and management.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
5. Working with the Communications Division to migrate all Fire Division radios toward a digital platform.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

Communications

1. Working with Information Technology, procure a blocked and unpublished phone line dedicated to outgoing phone calls to be used in periods of high incoming call volume related to incidents such as inclement weather, major traffic accidents, university functions or any other event that make generate a high volume of calls.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
2. Working with the Fire Division work toward migrating all radios in the Fire Division to a digital platform.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2104**
3. Working with Public Safety Administration, install a sound barrier such as a " drop ceiling" in the 911 center to reduce outside noise especially during heavy rainfall.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

Codes Enforcement

1. Identify at least ten structures that are abandoned and/or dilapidated and have them razed. This will improve the appearance of area neighborhoods.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
2. Continue to have each inspector attend continuing education classes in an effort to become certified in another area of inspection or plan review.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2104**
3. Purchase, review and recommend for adoption the 2014 Edition of the National Electrical Code.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
4. Continue to focus on nuisance enforcement to identify and eliminate nuisances such as unsightly vegetation, junk and abandoned vehicles.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

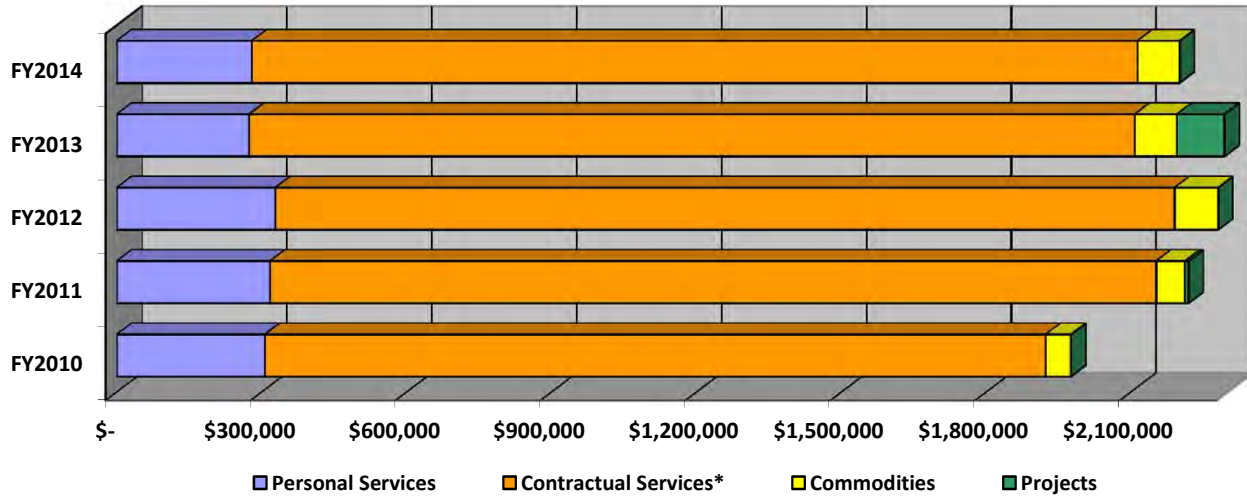
Public Safety

Administration Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Personal Services	306,811	317,470	328,374	274,000	279,792
Contractual Services*	1,616,570	1,835,194	1,862,561	1,834,036	1,834,036
Commodities	52,230	59,300	89,892	87,158	87,158
Projects	-	7,785	-	99,000	-
Totals	1,975,611	2,219,749	2,280,827	2,294,194	2,200,986

Five Year Budget Summary



* Beginning in FY2010, contractual services in this division include gameday service charges to Auburn University for an additional police presence during Auburn University athletic events.

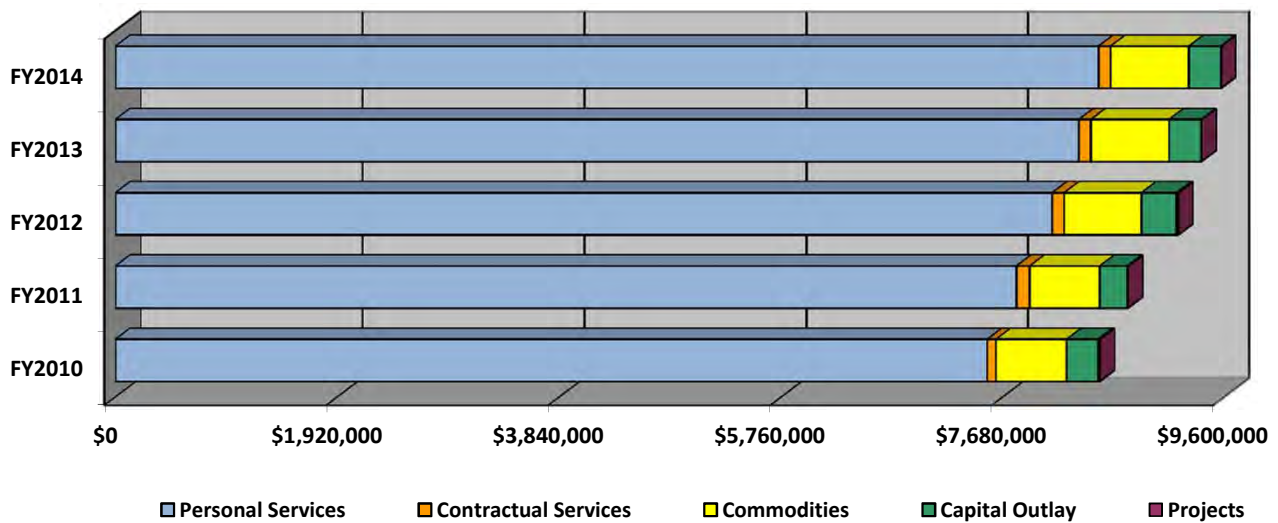
Public Safety

Police Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Personal Services	7,543,373	7,797,370	8,107,258	8,339,348	8,510,515
Contractual Services	76,798	116,235	105,095	105,095	105,095
Commodities	612,502	607,099	670,444	677,934	677,934
Capital Outlay	273,635	239,019	304,136	280,000	280,000
Projects	13,926	5,218	15,000	-	-
Totals	8,520,234	8,764,941	9,201,933	9,402,377	9,573,544

Five Year Budget Summary



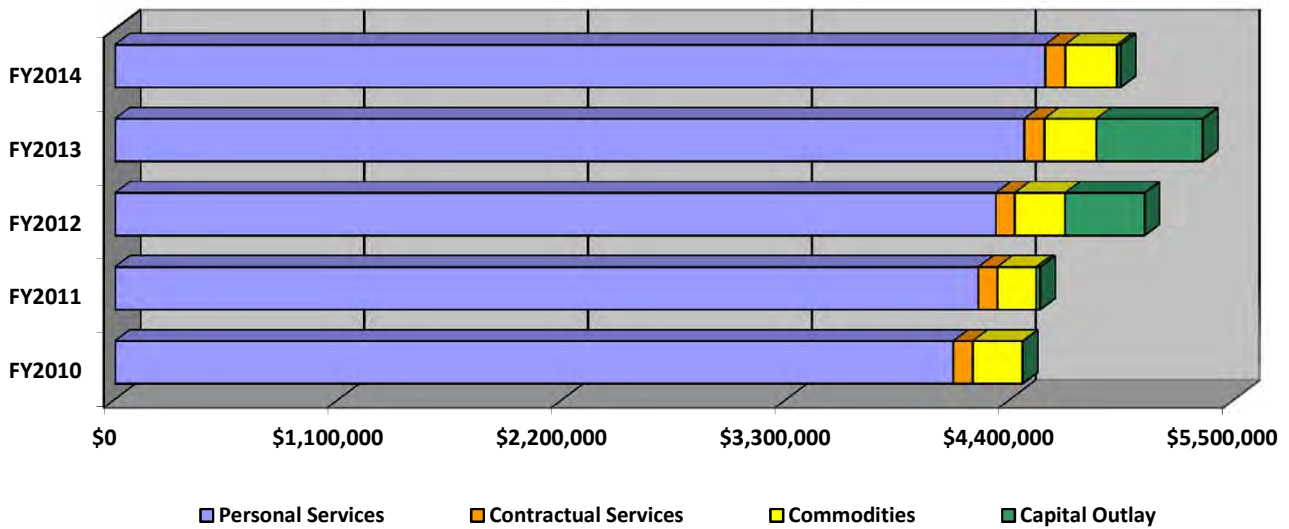
Public Safety

Fire Division Budget Summary

Comparative Budget Summary by Category

	Actual FY2010	Actual FY2011	Budget FY2012	Budget FY2013	Budget FY2014
Personal Services	\$ 4,119,296	\$ 4,242,237	\$ 4,328,889	\$ 4,468,506	\$ 4,571,274
Contractual Services	96,077	94,045	92,316	98,643	98,643
Commodities	244,874	190,384	247,596	255,282	253,753
Capital Outlay	-	19,956	390,500	523,450	18,480
Totals	4,460,247	4,546,622	5,059,301	5,345,881	4,942,150

Five Year Budget Summary



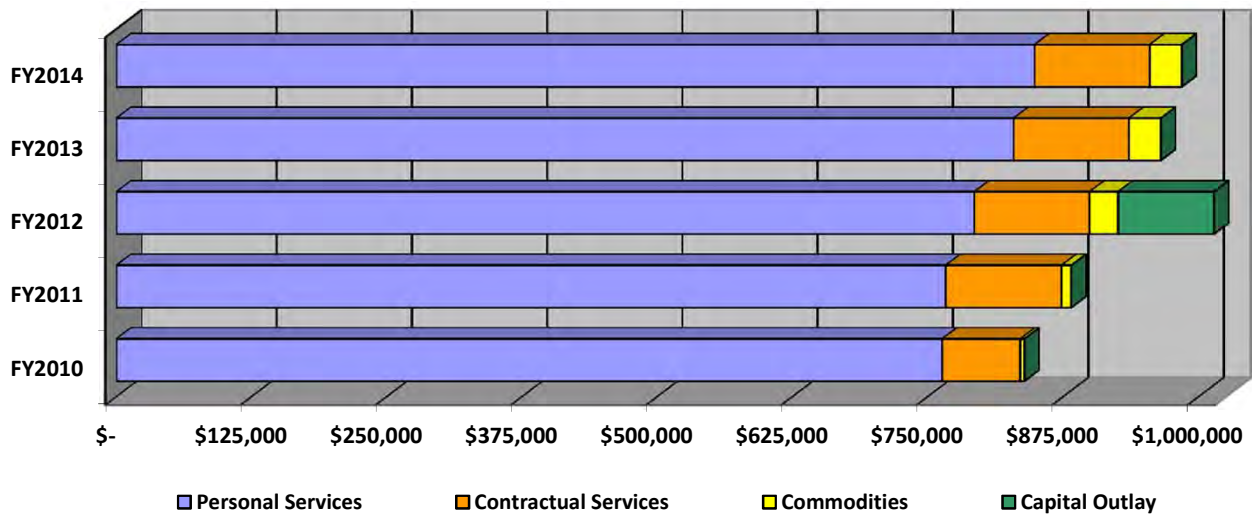
Public Safety

Communications Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
Personal Services	\$ 763,319	\$ 766,609	\$ 792,990	\$ 829,311	\$ 848,595
Contractual Services	72,097	106,880	106,319	106,319	106,319
Commodities	3,678	8,898	26,365	29,365	29,365
Capital Outlay	-	-	88,341	-	-
Totals	839,094	882,387	1,014,015	964,995	984,279

Five Year Budget Summary



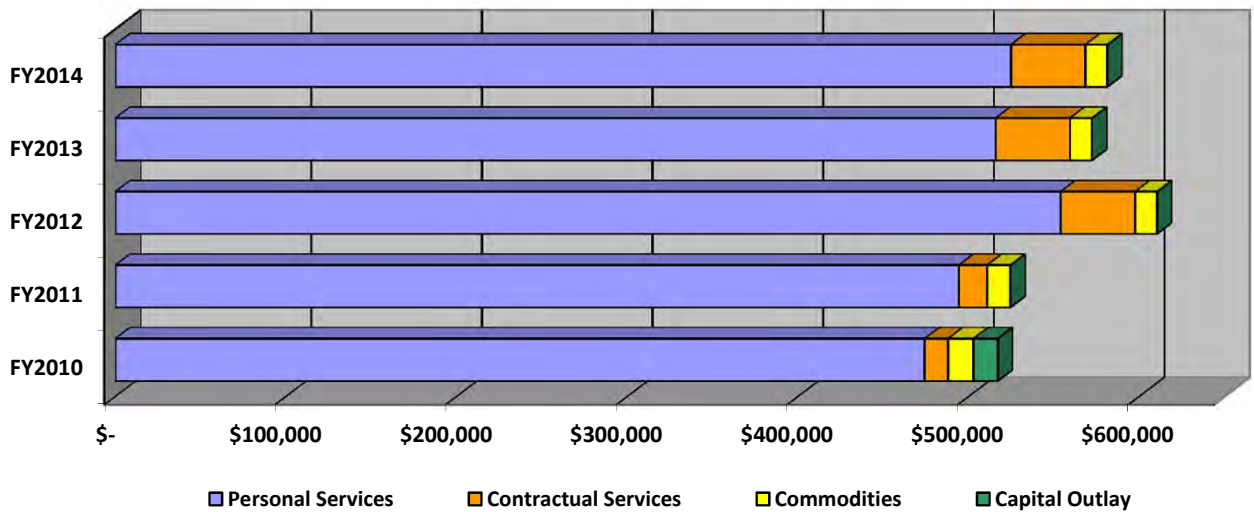
Public Safety

Codes Enforcement Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
Personal Services*	\$ 474,127	\$ 494,245	\$ 553,891	\$ 515,751	\$ 524,795
Contractual Services	13,775	16,586	43,626	43,626	43,626
Commodities	14,822	13,556	12,766	12,766	12,766
Capital Outlay	14,271	-	-	-	-
Totals	516,995	524,387	610,283	572,143	581,187

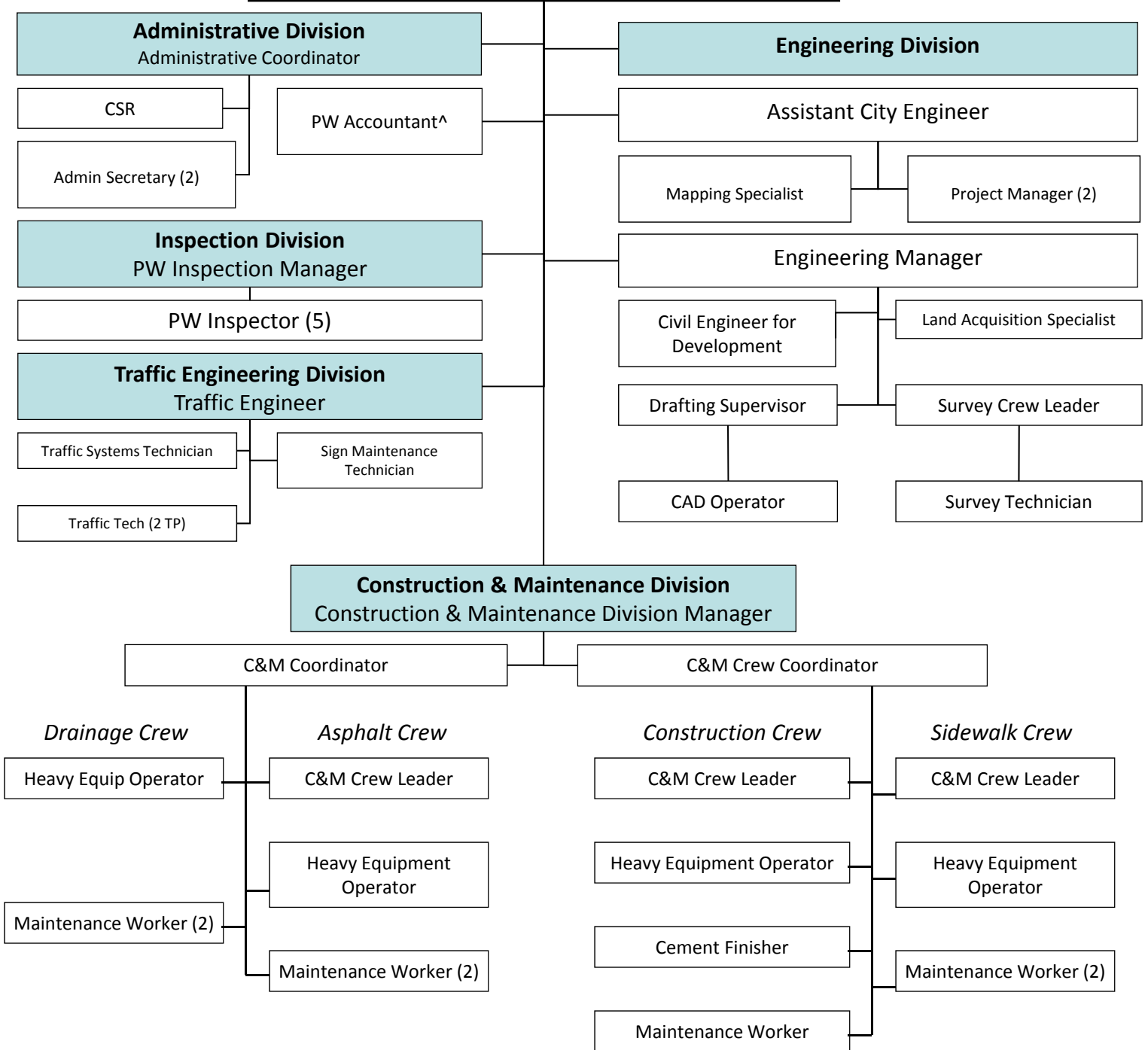
Five Year Budget Summary



* For FY2012, Personal Services includes a vacant, budgeted position.

Public Works Department

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



^Supervised jointly by the Public Works Director and Finance Director

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

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Administration	6	6	6	6	6
Engineering	11	11	11	11	11
Traffic Eng.	3	3	3	3	3
Inspection	6	6	6	6	6
Construction & Maintenance	18	18	18	18	18
TOTAL	44	44	44	44	44

Public Works Department

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



Mission

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

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

Major Functions of the Public Works Department

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

Public Works FY2013 Goals

Administration

1. Continue to convert old and new paper files to digital format by scanning into LaserFiche.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
2. Develop and implement standard operating procedures for the Administrative Division.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
3. Review current construction contract documents to make sure they follow federal, state, and local statutes.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
4. Implement procedures to make changes to project manuals on a case by case basis to reflect specific guidelines for the project as needed. Provide all needed administration for pre-bid and post-bid contracted construction projects.
Anticipated to commence by **10/1/2012** and be completed by **12/31/2012**
5. Review and update the Public Works Manual and Major Street Plan as needed.
Anticipated to commence by **10/1/2012** and be completed by **12/31/2012**

Construction and Maintenance

1. Maintenance of streets, sidewalks, and drainage structures consists of crack-sealing, roadway and sidewalk repairs, and drainage structure maintenance.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
2. Conduct an annual training for all departments for emergency response preparation and management. Implement COA Business Continuity Plan in the event of a natural or man-made disaster.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
3. Annual Neighborhood Clean-up at locations to be determined. Construction and Maintenance crews will repair potholes and repair or replace sidewalk, curb & gutter, etc....
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**

Engineering Design

1. The Widening of Moores Mill Road Bridge over I-85 Project consists of widening the Moores Mill Road Bridge over I-85 to five lanes.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
2. The Technology Parkway/Thistle Lane Extension Project consists of extending West Veterans Boulevard from Cox Road to ATP-West.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
3. The Moores Mill Road Resurfacing Project consists of resurfacing Moores Mill Road from Dean Road to Samford Avenue.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**

4. The Shelton Mill Road Resurfacing Project consists of resurfacing Shelton Mill Road from College Street to just south of Copper Beech.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
5. Oversee the construction of the Shug Jordan and South College Intersection Improvements Project.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
6. The North College Street Sidewalk Project will consist of designing and constructing a sidewalk on North College Street from Drake Avenue to North Cedarbrook Drive.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
7. Coordinate inventory of the City's infrastructure assets using GPS technology.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
8. The Cured-in-Place Project will coordinate repair of old corrugated metal pipe with cured in place pipe liners.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
9. In conjunction with the Planning Department, the Opelika Road Renewal Project will consist of completing improvements to Opelika Road upon review of the consultant's findings.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**

Inspection

1. Inspect all stormwater detention facilities located throughout the City and coordinate with the owners for any maintenance needs.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
2. Annual projects to resurface various streets and restripe symbols and markings of those streets determined to be most in need throughout the City.
Anticipated to commence by **10/1/2012** and be completed by **10/1/2013**
3. The project consists of rating City streets by using the U.S. Department of Transportation's street rating method to develop a five year resurfacing plan.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
4. The PW Inspections Division will inspect both City owned and private developments within the City.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
5. Coordinate the replacement of the HVAC system for the Development Services Building.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
6. Construction of a block retaining wall on Alabama Street to stabilize a steep bank.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**

Traffic Engineering

1. Facilitate the annual Travel with Care Safety Campaign.
Anticipated to commence by **1/1/2013** and be completed by **4/30/2013**
2. Perform traffic signal warrant analysis at three intersections.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
3. Perform traffic signal timing improvements at three intersections.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
4. Perform a City-wide traffic accident analysis to include those involving bicycles and pedestrians.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
5. Rehabilitate three signalized intersections.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
6. Inspect the downtown parking deck and coordinate any repairs.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
7. Continue replacing concrete street markers with blue street name signs throughout the City.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
8. Coordinate with a consultant to update the traffic counts throughout the City.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**

Public Works FY2014 Goals

Administration

1. Continue to convert old and new paper files to digital format by scanning into LaserFiche.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
2. Implement procedures to make changes to project manuals on a case by case basis to reflect specific guidelines for the project as needed. Provide all needed administration for pre-bid and post-bid contracted construction projects.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
3. Review and update the Public Works Manual and Major Street Plan as needed.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

Construction and Maintenance

1. Maintenance of streets, sidewalks, and drainage structures consists of crack-sealing, roadway and sidewalk repairs, and drainage structure maintenance.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
2. Conduct an annual training for all departments for emergency response preparation and management. Implement COA Business Continuity Plan in the event of a natural or man-made disaster.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
3. Annual Neighborhood Clean-up at locations to be determined. Construction and Maintenance crews will repair potholes and repair or replace sidewalk, curb & gutter, etc....
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

Engineering Design

1. The Widening of Moores Mill Road Bridge over I-85 consists of widening the Moores Mill Road Bridge over I-85 to five lanes.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
2. Coordinate inventory of the City's infrastructure assets using GPS technology.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
3. The Cured-in-Place Project will coordinate repair of old corrugated metal pipe with cured in place pipe liners.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
4. In conjunction with the Planning Department, the Opelika Road Renewal Project will consist of completing improvements to Opelika Road upon review of the consultant's findings.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
5. The Hamilton Road Sidewalk Project will consist of installing sidewalk from Moores Mill Road to Barkley Crest.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

6. Oversee the construction of the South College Street and Longleaf Drive Intersection Improvements Project.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

Inspection

1. Inspect all stormwater detention facilities located throughout the City and coordinate with the owners for any maintenance needs.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
2. Annual projects to resurface various streets and restripe symbols and markings of those streets determined to be most in need throughout the City.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
3. This work will include inspection of both City owned and private developments within the City.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

Traffic Engineering

1. Facilitate the annual Travel with Care Safety Campaign.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
2. Perform traffic signal warrant analysis at three intersections.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
3. Perform traffic signal timing improvements at three intersections.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
4. Perform a City-wide traffic accident analysis to include those involving bicycles and pedestrians.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
5. Rehabilitate three signalized intersections.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
6. Coordinate with a consultant to update the traffic counts throughout the City.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

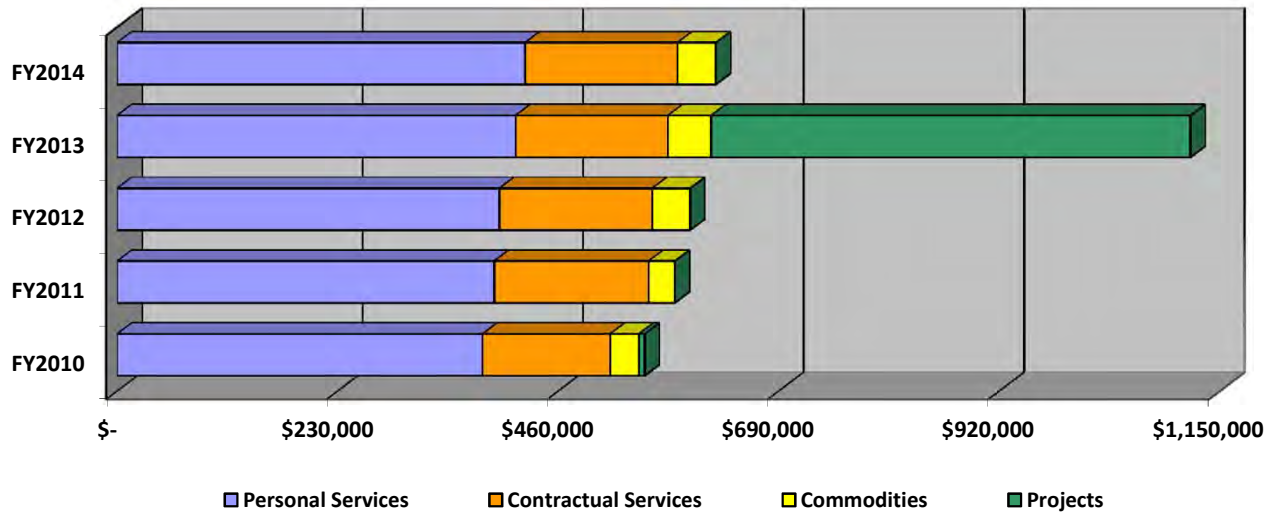
Public Works

Administration Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
Personal Services	\$ 381,212	\$ 393,399	\$ 398,812	\$ 415,730	\$ 425,592
Contractual Services	133,251	161,081	159,435	158,860	158,860
Commodities	29,821	27,163	39,400	44,975	39,975
Projects	6,055	-	-	500,000	-
Totals	550,339	581,643	597,647	1,119,565	624,427

Five Year Budget Summary



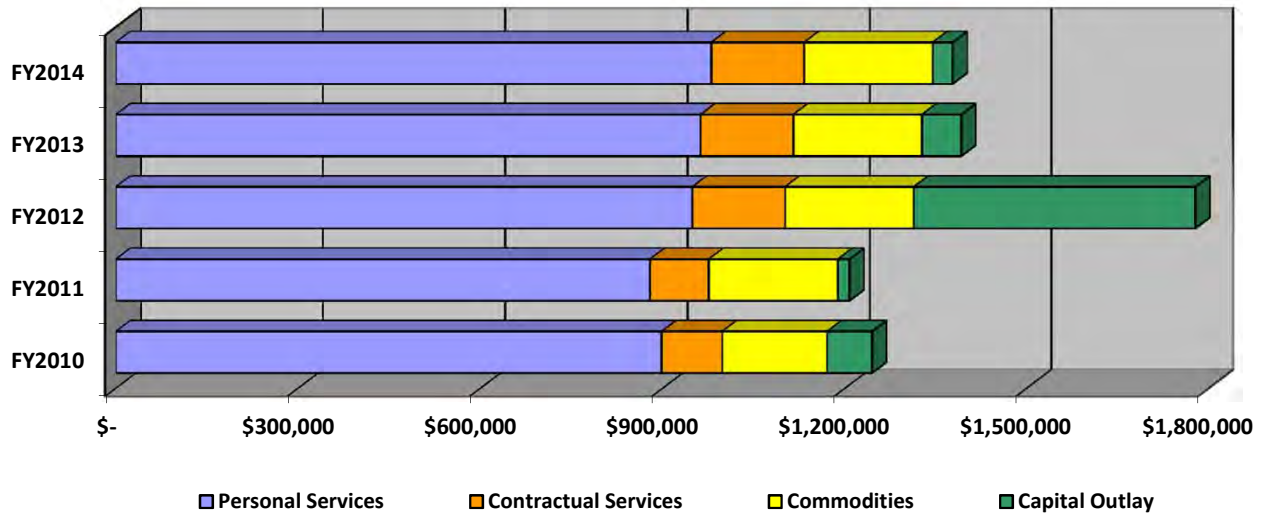
Public Works

Construction and Maintenance Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
Personal Services	\$ 898,171	\$ 878,945	\$ 948,715	\$ 962,225	\$ 980,137
Contractual Services	99,826	96,857	152,674	152,674	152,674
Commodities	172,429	212,329	211,985	211,985	211,985
Capital Outlay	74,145	19,159	465,000	65,000	33,000
Totals	1,244,571	1,207,290	1,778,374	1,391,884	1,377,796

Five Year Budget Summary



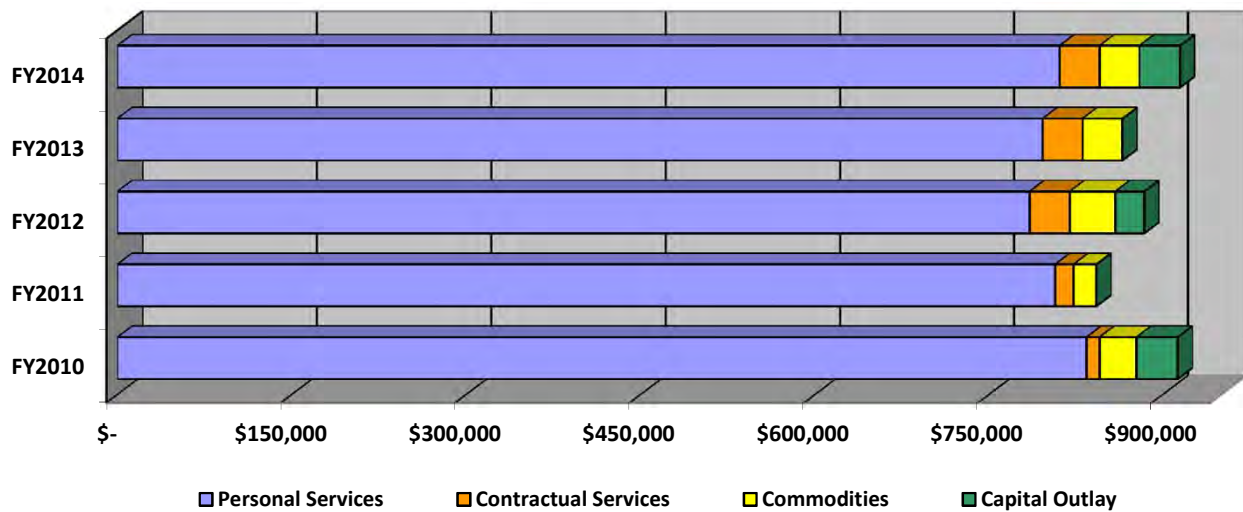
Public Works

Engineering Design Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
Personal Services	\$ 834,040	\$ 807,067	\$ 785,042	\$ 796,207	\$ 810,870
Contractual Services	11,316	15,851	34,583	34,583	34,583
Commodities	31,811	19,575	39,246	34,246	34,246
Capital Outlay	35,532	-	25,000	-	35,000
Totals	912,699	842,493	883,871	865,036	914,699

Five Year Budget Summary



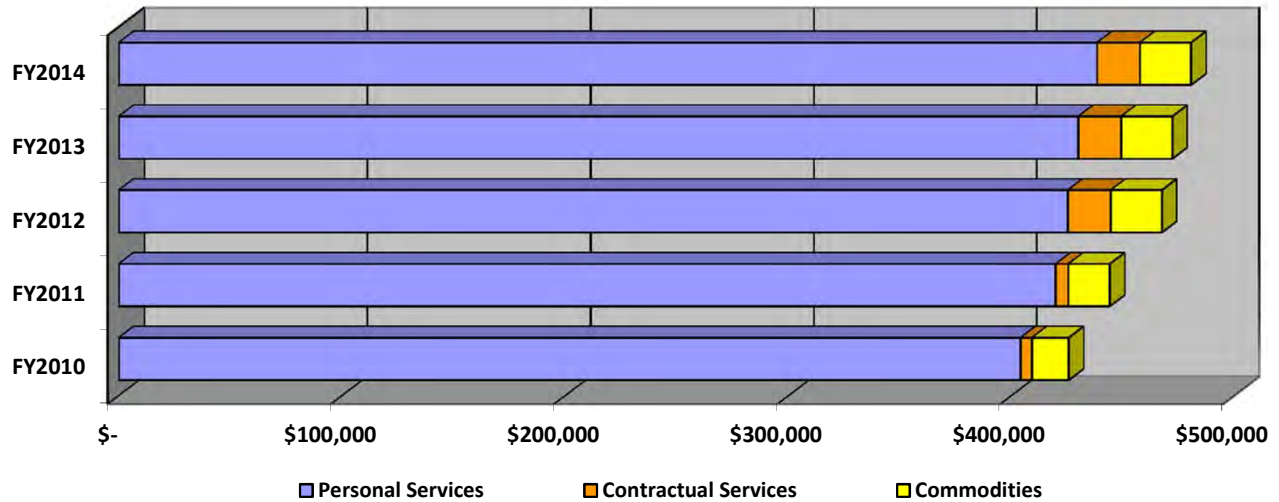
Public Works

Inspection Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
Personal Services	\$ 404,083	\$ 419,867	\$ 425,337	\$ 430,051	\$ 438,490
Contractual Services	5,104	5,705	19,293	19,293	19,293
Commodities	16,529	18,611	22,940	22,940	22,940
Totals	425,716	444,183	467,570	472,284	480,723

Five Year Budget Summary



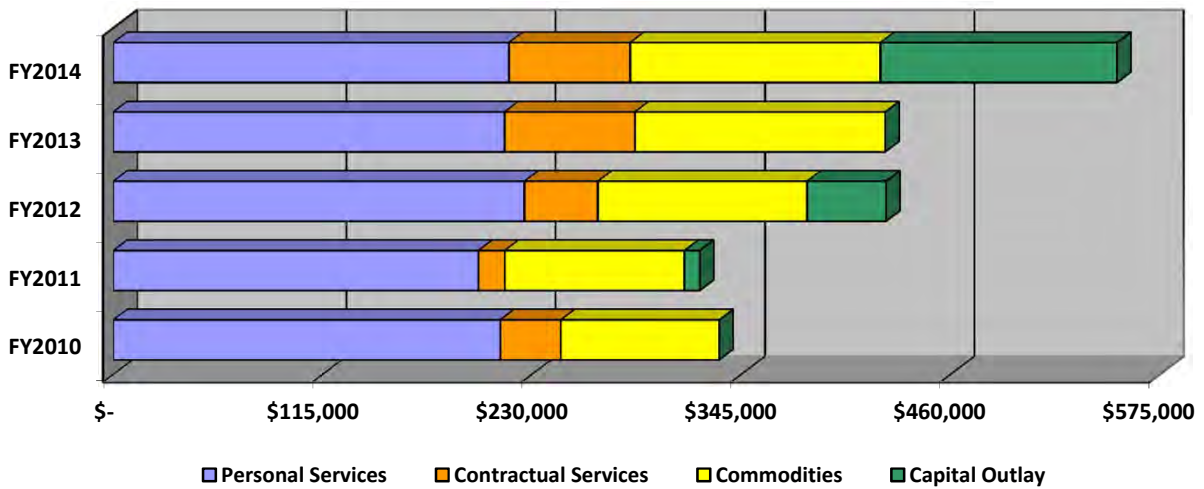
Public Works

Traffic Engineering Budget Summary

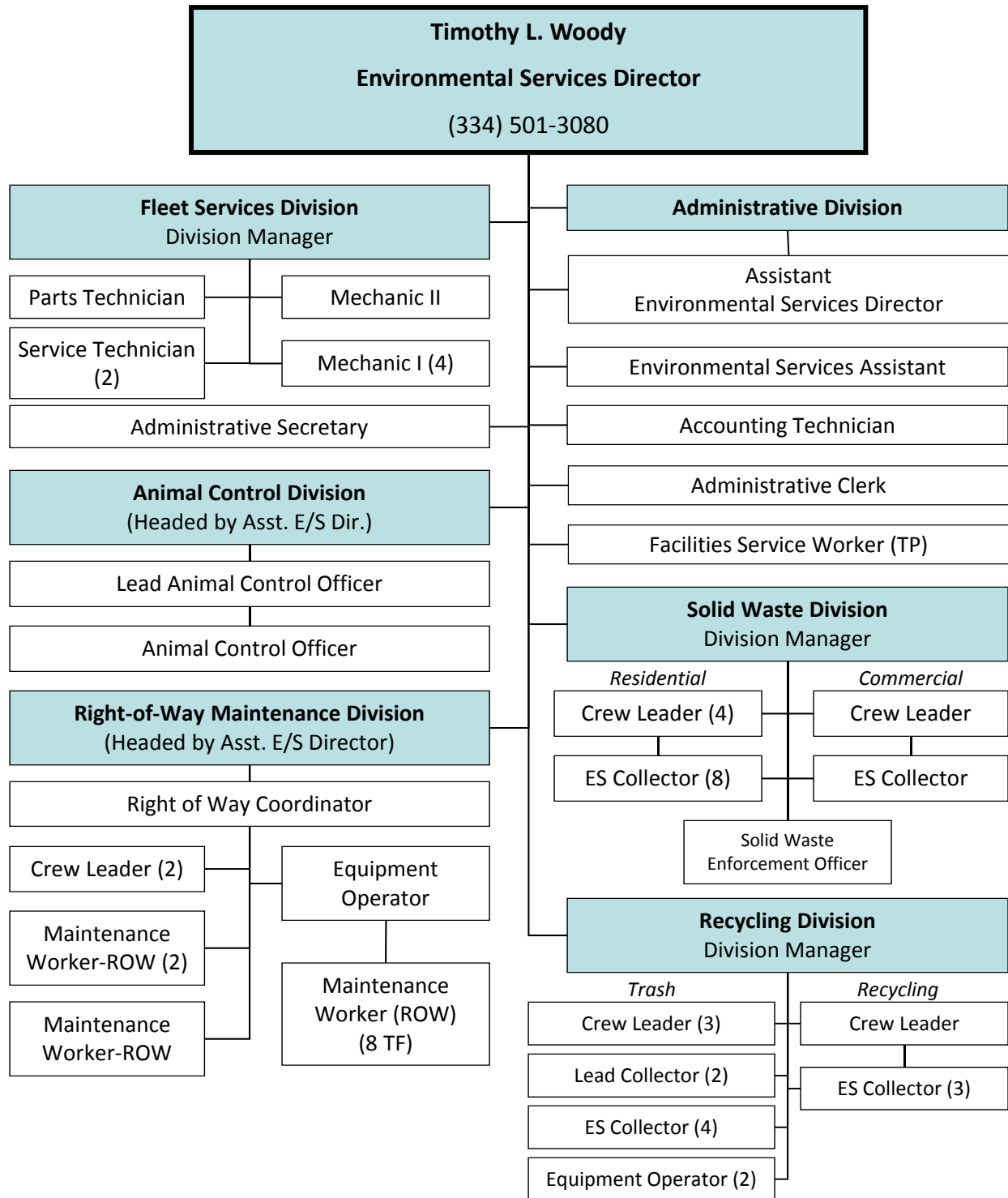
Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
Personal Services	\$ 212,611	\$ 200,587	\$ 225,893	\$ 214,962	\$ 217,370
Contractual Services	33,313	14,435	40,327	71,608	66,608
Commodities	86,910	98,709	114,874	137,453	137,453
Capital Outlay	-	8,400	43,427	-	130,000
Totals	332,834	322,131	424,521	424,023	551,431

Five Year Budget Summary



Environmental Services Department



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

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

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Administration [^]	6	6	6	5	5
Recycling	16	16	16	16	16
Solid Waste	16	16	16	16	16
Animal Control	2	2	2	2	2
ROW Maint.	7	7	7	7	7
Fleet Services	10	10	10	10	10
TOTAL Gen Fd/SWM Fd	25/32	25/32	25/32	24/32	24/32

Environmental Services Department

Timothy L. Woody, Director



Mission

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

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

Major Functions of the Environmental Services Department

- ◆ Provide a comprehensive solid waste management program to the City’s residential and commercial services customer base
- ◆ Educate citizens as to proper animal care issues and enforce the city’s Animals and Fowls ordinance
- ◆ Maintain the City’s rights-of-way through cutting, trimming, litter collection and prevention, and street sweeping
- ◆ Provide an integrated mosquito abatement program

Environmental Services FY2013 Goals

Administration

1. Develop the department's FY 2014 Program Plan through a comprehensive review of the department's FY 2013 - FY 2017 five-year Strategic Management Plan and accompanying FY 2013 Program Plan; and the department's FY 2014 budget.
Anticipated to commence by **3/1/2013** and be completed by **7/31/2013**
2. Work with multiple City departments to promote beautification in at least one neighborhood by removing bulky/yard debris and litter; mowing and trimming vegetation along the right-of-way; repairing sidewalks, potholes and other street problems; replacing worn street signage; painting fire hydrants; conducting code enforcement surveys of property; and planting trees to enhance the tree canopy.
Anticipated to commence by **1/1/2013** and be completed by **6/30/2013**
3. Develop a set of no more than three (3) to five (5) questions for use by supervisory and administrative staff to solicit feedback from citizens that call or visit the department to inquire about service delivery issues. The intent is to generate responses that will provide staff with information that will serve as additional guidance about potential programming modification or other needs that will improve service delivery and citizen satisfaction.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
4. In partnership with the Finance Department, analyze the duties that are engaged in the billing and collection of Solid Waste Management services to see if efficiencies can be gained from combining, exchanging or shifting workload between employees and/or physical locations for Environmental Services staff and Finance - Utility Billing Office thereby offering better customer service.
Anticipated to commence by **10/1/2012** and be completed by **3/31/2013**

Animal Control

1. Develop an animal mortality plan to provide guidance in addressing emergency management needs arising from an animal mortality event such as infectious diseases (e.g., avian flu) or natural disasters.
Anticipated to commence by **1/1/2013** and be completed by **6/30/2013**
2. Host or participate in at least three (3) animal care and control outreach events.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**

Fleet Services

1. Relocate equipment wash station and break room facility.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
2. Research the possibility of developing a student co-operative program with Southern Union State Community College.
Anticipated to commence by **10/1/2012** and be completed by **6/30/2013**
3. Identify at least three (3) training sessions for mechanics to attend that focus on manufacturer-based automotive engineering technologies.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**

4. Work with the Information Technology Department to create a work request and inventory control system through CityWorks.
Anticipated to commence by **11/1/2012** and be completed by **4/30/2013**

Recycling

1. In collaboration with other East Alabama Recycling Partnership members, continue to work at locating a Materials Recovery Facility (MRF) in the geographic area that will afford partners the opportunity to enhance recycling programming.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
2. Collaborate with the members of the East Alabama Recycling partnership to host at least two (2) county-wide recycling and waste reduction outreach events to increase public awareness.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
3. Host or participate in at least three (3) recycling and waste reduction outreach events to provide citizens the opportunity to recycle waste and to increase public awareness.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
4. Partner with an Auburn University graduate level Technical and Professional Editing class to copyedit the department's Community Reuser Resource Guide to provide updated information and to ensure accuracy, completeness, consistency, and correctness.
Anticipated to commence by **10/1/2012** and be completed by **3/31/2013**

Right-Of-Way Maintenance

1. To coincide with Codes Enforcement efforts to focus on nuisance enforcement in areas such as unsightly vegetation, junk and dilapidated structures on private property, continue to work at executing the plan to maintain the city's rights-of-ways on an appropriate schedule including attention to detailed mowing/trimming needs.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
2. Utilizing Keep America Beautiful litter reporting standards, conduct one (1) community litter index survey designed to assess litter prevention and cleanup needs in the community. On a scale of 1.0 to 4.0 (1.0-no litter, 4.0-littered) the goal is to present survey results that depict an index score of 2.0 or less.
Anticipated to commence by **4/1/2013** and be completed by **8/31/2013**

Solid Waste

1. Limit the number of customer service complaints received to 0.25% of the total number of pickups made for the fiscal year.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**

Environmental Services FY2014 Goals

Administration

1. Develop the department's FY 2015 Program Plan through a comprehensive review of the department's FY 2013 - FY 2017 five-year Strategic Management Plan and accompanying FY 2014 Program Plan.
Anticipated to commence by **3/1/2014** and be completed by **7/31/2014**
2. Complete a 10-Year Solid Waste Management Plan Update that will address the management, processing and/or disposal of municipal solid waste generated within the City.
Anticipated to commence by **1/1/2014** and be completed by **9/30/2014**
3. Work with multiple city departments to promote beautification in at least one neighborhood by removing bulky/yard debris and litter; mowing and trimming vegetation along the right-of-way; repairing sidewalks, potholes and other street problems; replacing worn street signage; painting fire hydrants; conducting code enforcement surveys of property; and planting trees to enhance the tree canopy.
Anticipated to commence by **1/1/2014** and be completed by **6/30/2014**

Animal Control

1. Host or participate in at least three (3) animal care and control outreach events.
Anticipated to commence by **1/1/2014** and be completed by **9/30/2014**

Fleet Services

1. Continue to expand upon automotive engineering training initiatives for mechanics including manufacturer-based training by identifying at least three (3) training sessions for mechanics to attend.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

Recycling

1. Continue to collaborate with East Alabama Partnership members host at least two (2) county-wide recycling and waste reduction outreach events to increase public awareness.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
2. Host or participate in at least three (3) recycling and waste reduction outreach events to provide citizens the opportunity to recycle waste and to increase public awareness.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

Right-Of-Way Maintenance

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

Solid Waste

1. Work with neighboring local governments to solicit proposals and secure an agreement for solid waste disposal services. The goal is to secure an agreement that provides the lowest possible transportation and disposal fees over the longest feasible contractual term.
Anticipated to commence by **10/1/2013** and be completed by **6/30/2014**
2. Limit the number of customer service complaints received to 0.25% of the total number of pickups made for the fiscal year.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

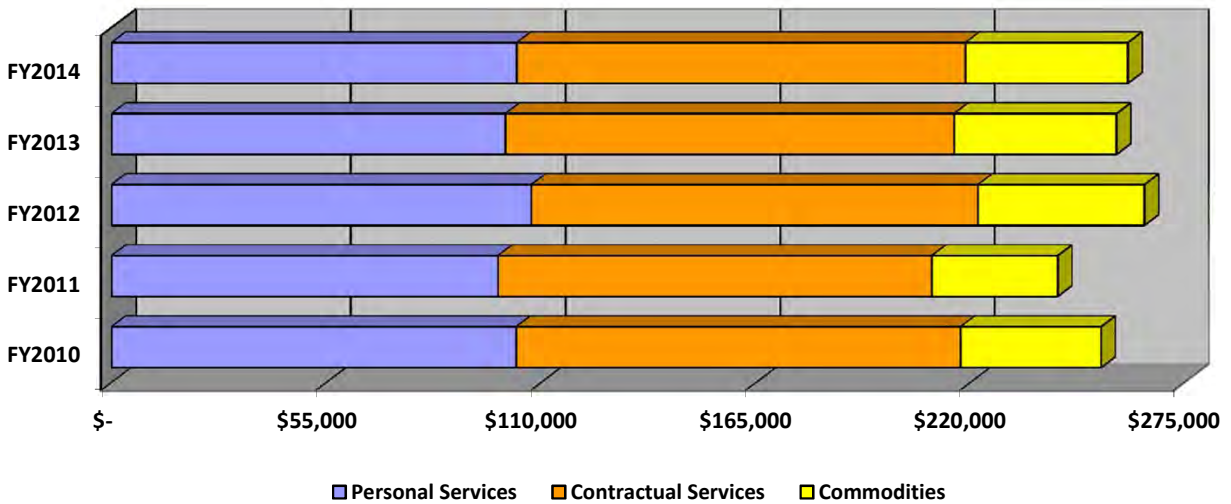
Environmental Services

Administration Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
Personal Services	\$ 103,587	\$ 98,925	\$ 107,486	\$ 100,828	\$ 103,738
Contractual Services	113,907	111,147	114,474	114,974	114,974
Commodities	36,101	32,337	42,727	41,727	41,727
Totals	253,595	242,409	264,687	257,529	260,439

Five Year Budget Summary



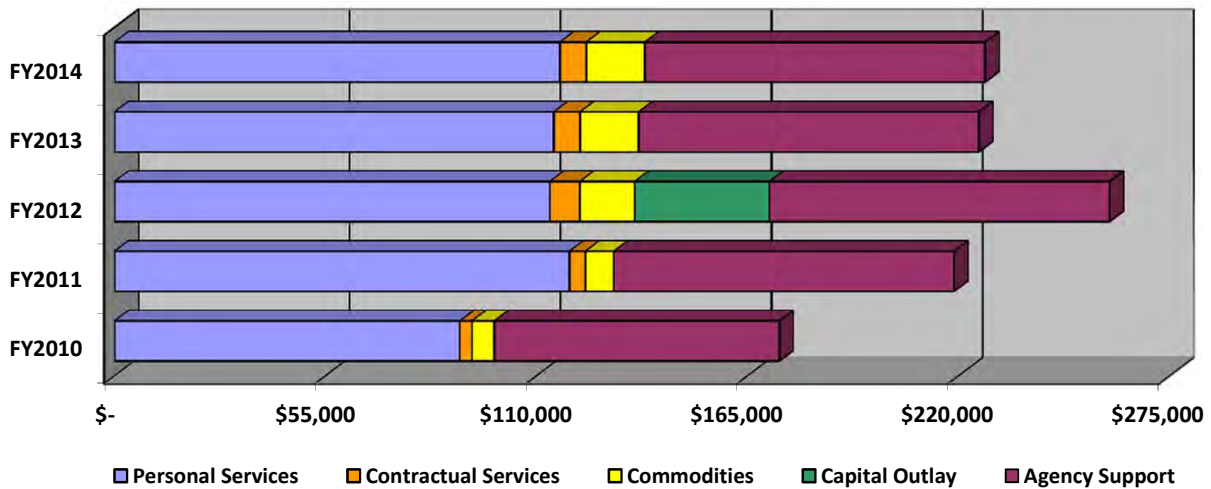
Environmental Services

Animal Control Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
Personal Services	\$ 89,995	\$ 118,568	\$ 113,422	\$ 114,487	\$ 116,094
Contractual Services	3,159	4,170	7,858	6,858	6,858
Commodities	5,806	7,384	14,257	15,257	15,257
Capital Outlay	-	-	35,114	-	-
Agency Support	74,274	88,643	88,643	88,643	88,643
Totals	173,234	218,767	259,294	225,245	226,852

Five Year Budget Summary



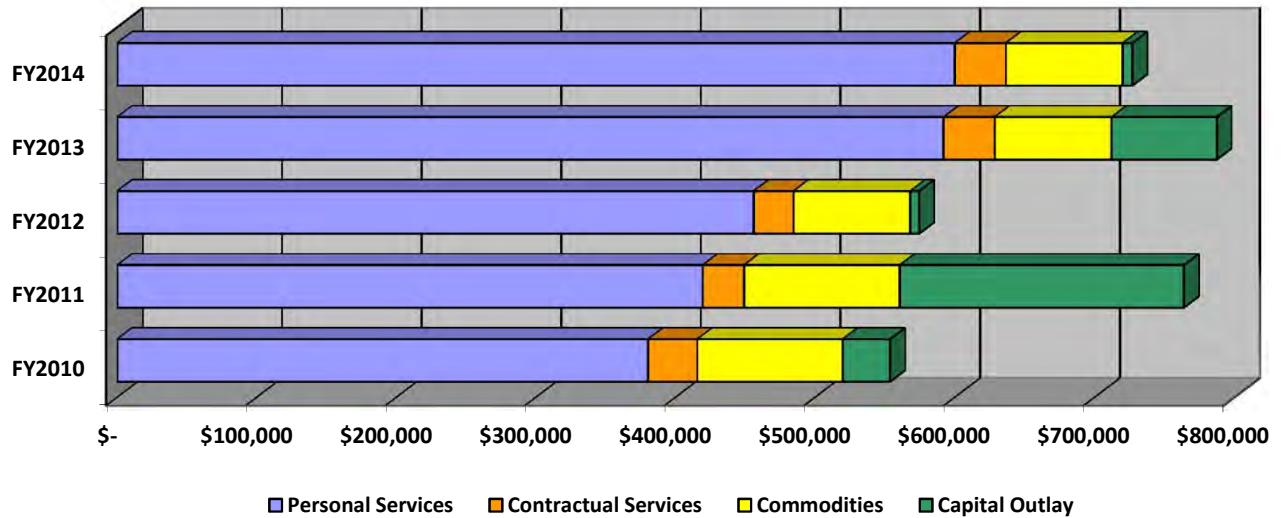
Environmental Services

Right-of-Way Maintenance Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
Personal Services	\$ 380,358	\$ 419,468	\$ 456,017	\$ 591,981	\$ 599,997
Contractual Services	35,260	29,630	28,569	36,569	36,569
Commodities	104,128	111,509	83,531	83,531	83,531
Capital Outlay	33,958	203,228	6,395	75,300	6,900
Totals	553,704	763,835	574,512	787,381	726,997

Five Year Budget Summary



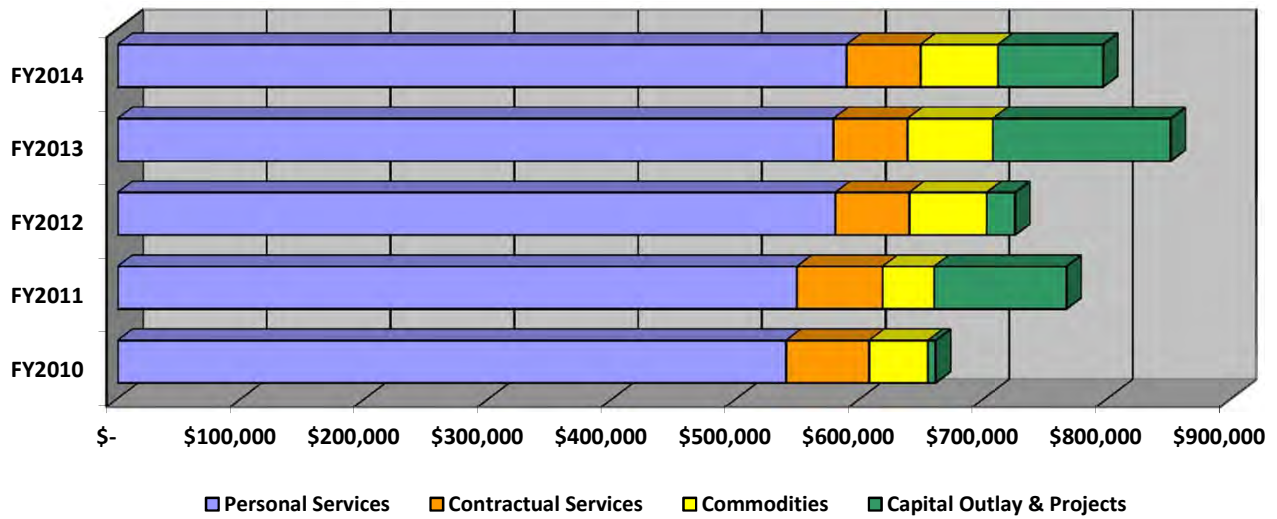
Environmental Services

Fleet Services Division Budget Summary

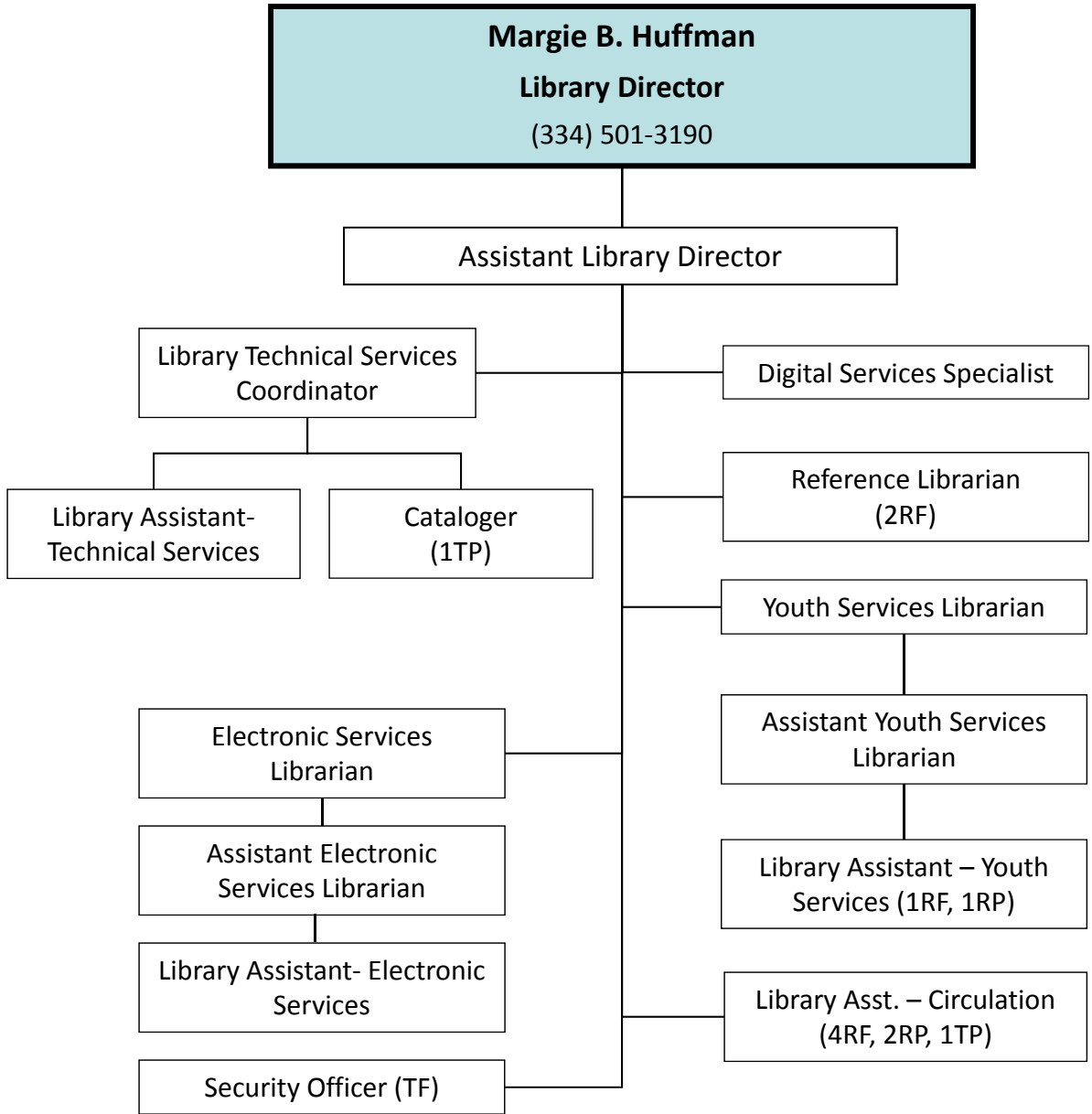
Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
Personal Services	\$ 539,963	\$ 548,723	\$ 579,761	\$ 578,275	\$ 588,887
Contractual Services	67,122	69,226	59,770	59,770	59,770
Commodities	47,585	41,745	62,620	69,120	62,620
Capital Outlay & Projects	6,200	107,067	23,000	143,900	85,000
Totals	660,870	766,761	725,151	851,065	796,277

Five Year Budget Summary



Auburn Public Library



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

FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
16	17	17	17	17

Auburn City Library

Margie B. Huffman, Director



Mission

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

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

Major Functions of the City Library

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

Library FY2013 Goals

1. Upgrade the existing public access computer management program by adding three modules: automated print management; money collection; and computer reservations.
Anticipated to commence by **10/1/2012** and be completed by **1/31/2013**
2. Reconfigure the library automated system to interface with the City's existing financial software to provide library users with the ability to pay fines with debit and/or credit cards through the online patron access interface.
Anticipated to commence by **10/1/2012** and be completed by **1/31/2013**
3. Partner with at least one local businesses to host regular workshops for the public demonstrating various devices which utilize downloadable media.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
4. Submit one LSTA grant application for the acquisition of technology, materials, and programming for special needs children.
Anticipated to commence by **10/1/2012** and be completed by **4/4/2013**
5. Transition from print format to electronic format at least 50% of the investment periodicals now subscribed to.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
6. Reallocate 40% of reference expenditures to the purchase of materials in electronic format.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**

Library FY2014 Goals

1. Provide educational support materials, technology, and programming for special needs children and their parents.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
2. Investigate possibilities for utilization of social media to reach young patrons.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
3. Submit at least one grant application.
Anticipated to commence by **10/1/2013** and be completed by **4/4/2014**

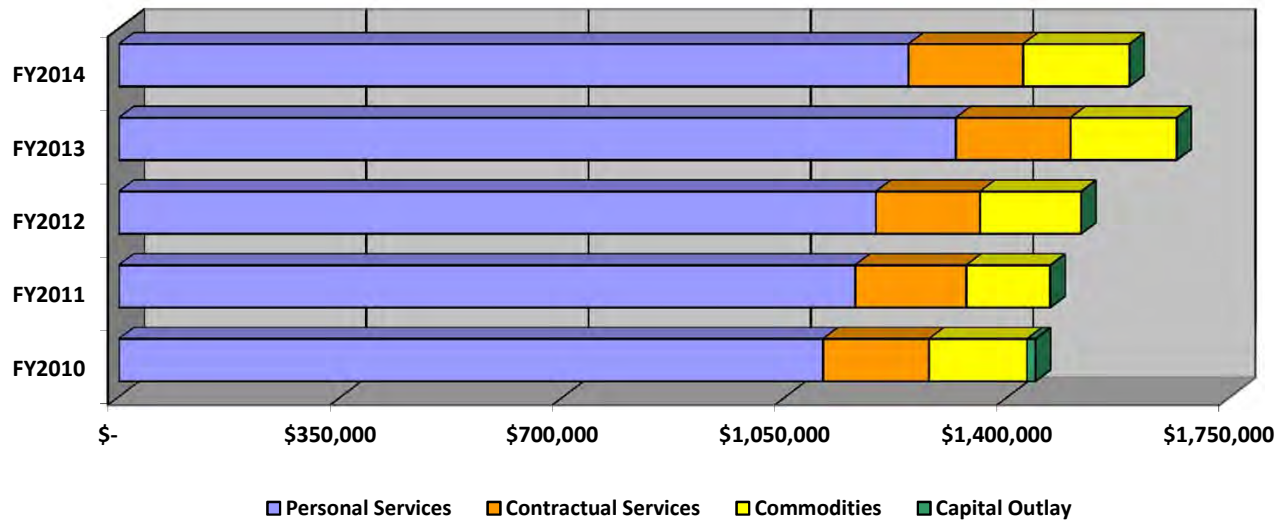
Library

Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Personal Services	1,108,848	1,159,507	1,192,210	1,317,997	1,243,379
Contractual Services	166,888	175,087	163,857	180,600	180,600
Commodities	154,351	131,933	159,060	167,060	167,060
Capital Outlay	13,417	-	-	-	-
Totals	1,443,504	1,466,527	1,515,127	1,665,657	1,591,039

Five Year Budget Summary

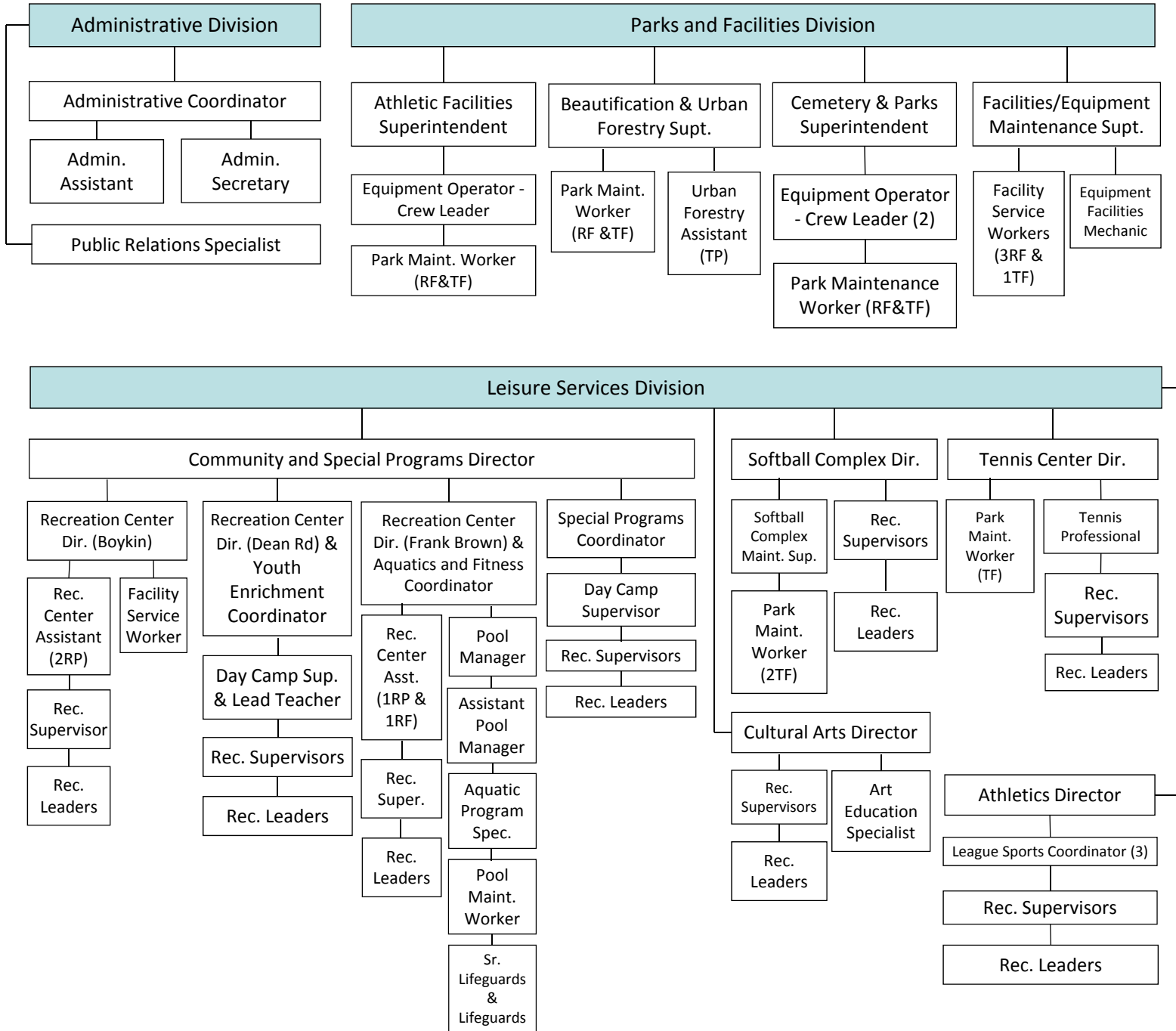




City of Auburn

Parks and Recreation Department

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



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

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Administration	5	5	5	5	5
Leisure Services.	15	15	15	15	15
Parks and Facilities	26	26	26	26	26
TOTAL	46	46	46	46	46

Parks and Recreation Department

Rebecca O. Richardson, Director



Mission

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

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

Major Functions of the Parks & Recreation Department

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

Parks and Recreation FY2013 Goals

Administrative Services

1. Design and Construct a Parks and Recreation Needs Assessment Survey.
Anticipated to commence by **10/1/2012** and be completed by **6/30/2013**
2. Explore feasibility of creating a Parks and Recreation Master Plan.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
3. Complete Construction of the Senior Center and the parking improvements.
Anticipated to commence by **10/1/2012** and be completed by **7/31/2013**
4. Utilize the donor program to initiate fund raising for two projects.
Anticipated to commence by **10/1/2012** and be completed by **3/31/2013**

Leisure Services

1. Add one new special program.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
2. Host a minimum of 6 tournaments with 30 or more teams at the Auburn Softball Complex, a minimum of 12 events at the Yarbrough Tennis Center and 3 tournaments at the Auburn Soccer Complex as well as assisting with the Super Six playoffs.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**

Parks and Facilities

1. Complete landscaping of the Senior Center and parking improvement project using as much native and drought resistant material as possible.
Anticipated to commence by **7/1/2013** and be completed by **9/30/2013**
2. Using Soccer Association funds, construct a playground at the Auburn Soccer Complex.
Anticipated to commence by **10/1/2012** and be completed by **12/31/2012**

Parks and Recreation FY2014 Goals

Administrative Services

1. If a Recreation Master Plan is determined to be feasible, work with the Planning Department to begin work on a Master Plan in FY14.
Anticipated to commence by **10/1/2013** and be completed by **12/31/2013**
2. Update the Greenspace Master Plan.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
3. Working with Information Technology, develop a wedding and event planning tool for Kiesel Park.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

Leisure Services

1. Add one new special program.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
2. Host a minimum of 6 tournaments with 30 or more teams at the Softball Complex, 12 tournaments or events at the Yarbrough Tennis Center and 3 tournaments at the Auburn Soccer Complex.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

Parks and Facilities

1. Complete two donor program projects.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
2. Develop accurate pricing and phasing plan for renovations to the three old fields at Duck Samford.
Anticipated to commence by **10/1/2013** and be completed by **3/31/2014**

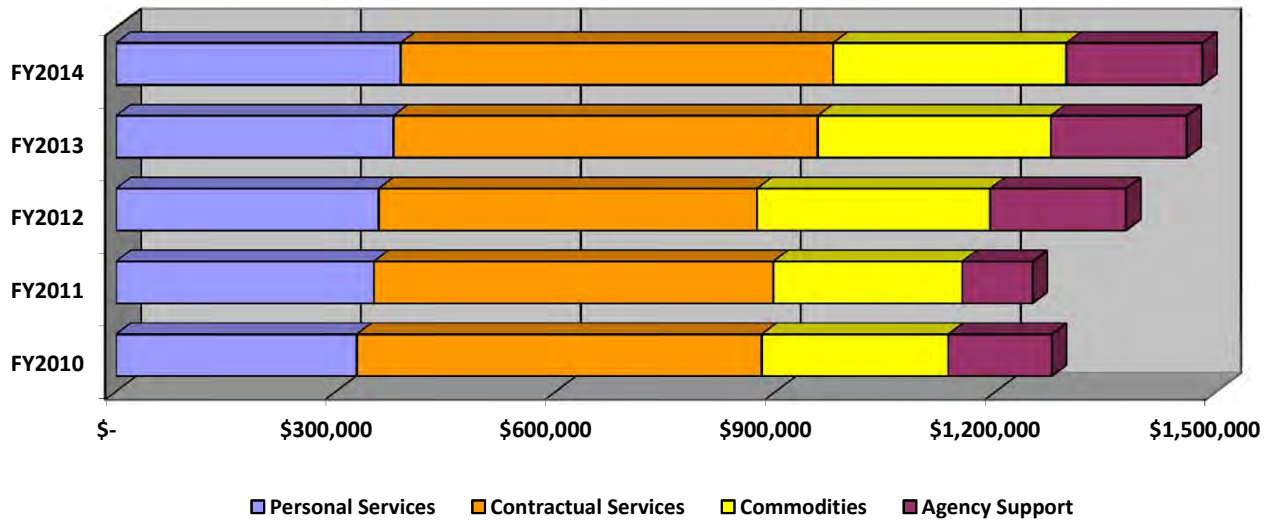
Parks and Recreation

Administration Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
Personal Services	\$ 328,396	\$ 351,852	\$ 358,330	\$ 378,418	\$ 388,300
Contractual Services	552,338	544,742	516,082	578,632	589,882
Commodities	254,441	257,692	317,740	317,740	317,740
Agency Support	140,762	95,591	185,000	185,000	185,000
Totals	1,275,937	1,249,877	1,377,152	1,459,790	1,480,922

Five Year Budget Summary



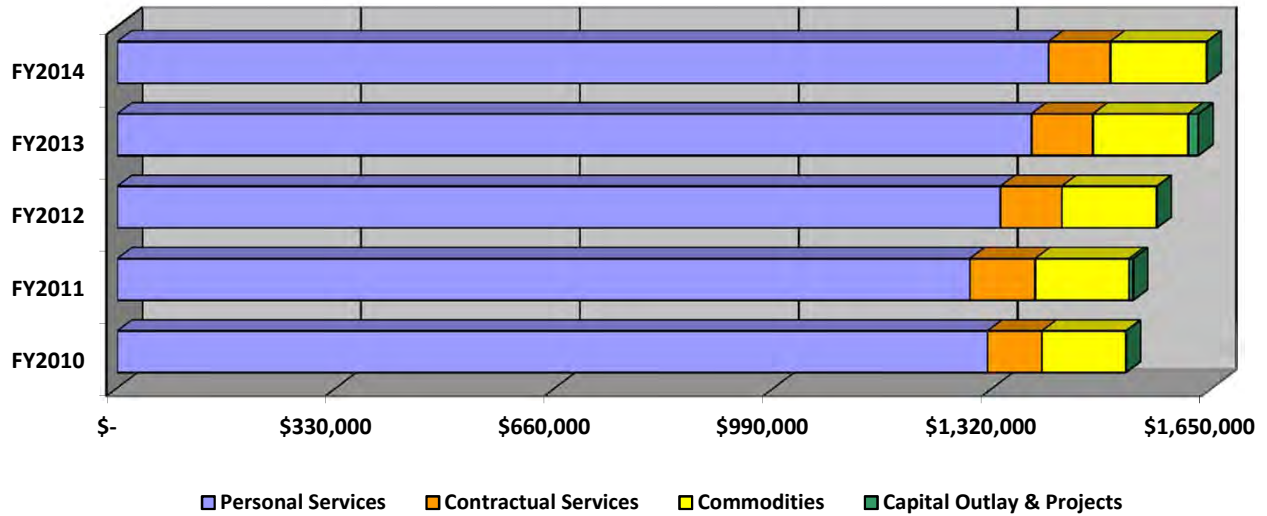
Parks and Recreation

Leisure Services Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Personal Services	1,311,970	1,285,562	1,331,605	1,378,436	1,404,175
Contractual Services	82,082	98,364	92,529	92,719	93,279
Commodities	126,581	141,742	143,107	143,672	145,357
Capital Outlay & Projects	-	6,078	-	15,000	-
Totals	1,520,633	1,531,746	1,567,241	1,629,827	1,642,811

Five Year Budget Summary



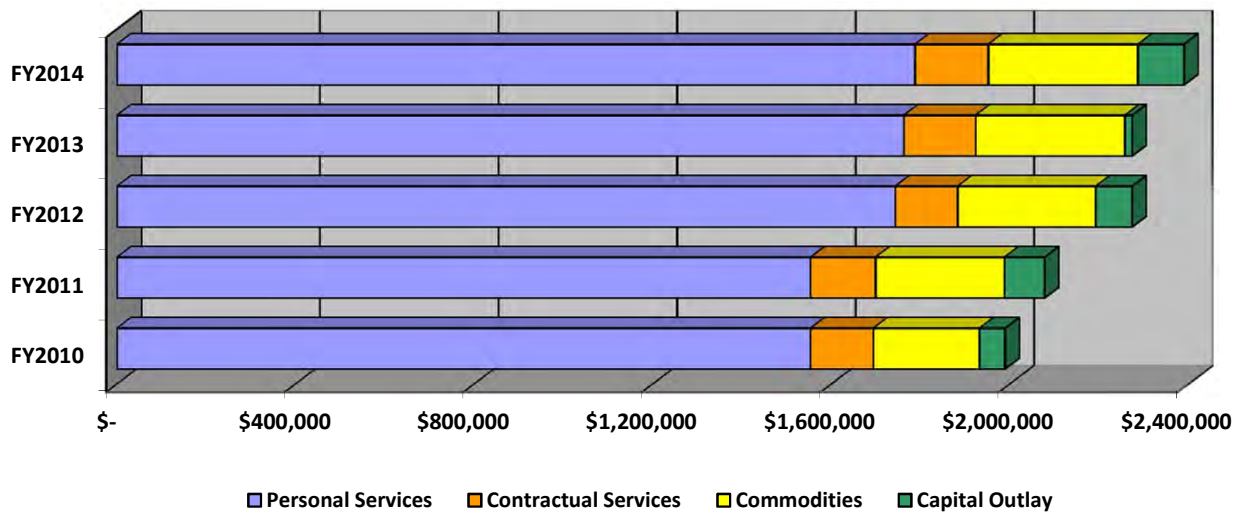
Parks and Recreation

Parks and Facilities Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Personal Services	1,553,180	1,553,390	1,743,300	1,762,501	1,787,677
Contractual Services	140,879	145,543	139,759	160,859	164,159
Commodities	237,905	288,946	309,629	334,854	335,529
Capital Outlay	57,244	90,115	81,531	16,000	103,000
Totals	1,989,208	2,077,994	2,274,219	2,274,214	2,390,365

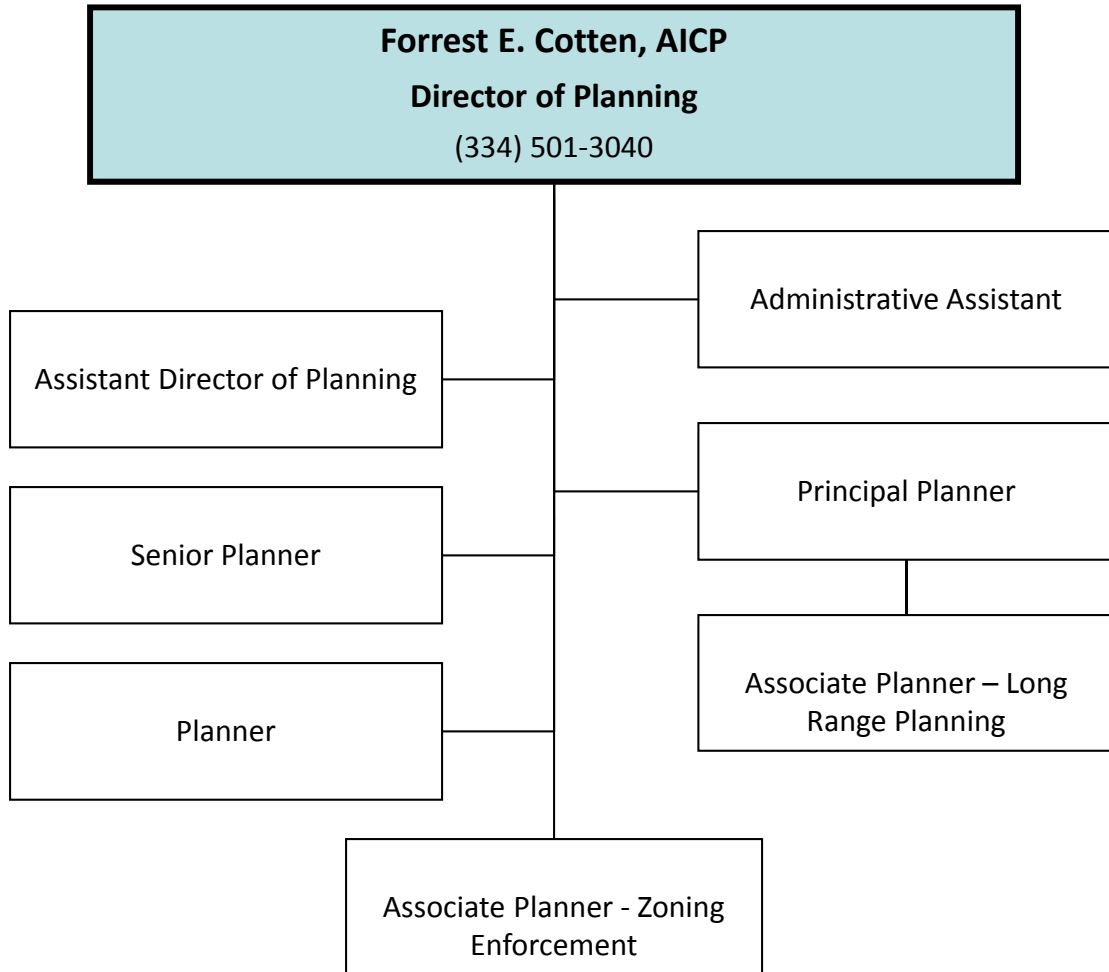
Five Year Budget Summary





City of Auburn

Planning Department



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

FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
8	8	8	8	8

Planning Department

Forrest E. Cotten, AICP, Director



Mission

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

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

Major Functions of the Planning Department

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

Planning FY2013 Goals

1. Commission and complete a Downtown Master Plan as recommended in CompPlan 2030 and effectuate the expansion of the Urban Core (UC) by adopting new UC2 and UC3 regulations and mapping those districts.
Anticipated to commence by **3/1/2013** and be completed by **12/31/2013**
2. Develop strategy for activity center realization and formulation of zoning regulations as part of CompPlan 2030 implementation program.
Anticipated to commence by **3/13/2013** and be completed by **9/30/2013**
3. Develop and implement appropriate zoning regulations for Opelika Road corridor to facilitate and incentivize redevelopment activity as part of CompPlan 2030 implementation program.
Anticipated to commence by **1/1/2013** and be completed by **5/31/2013**
4. In conjunction with Public Works and Water Resource Management Departments, conduct a thorough review and analysis of the Impervious Surface Ratio (ISR) requirements in the zoning ordinance to determine if amendments are warranted in light of heightened engineering requirements for stormwater runoff (while still maintaining the integrity and intent of our performance standards).
Anticipated to commence by **10/1/2012** and be completed by **2/28/2013**
5. Develop appropriate zoning designations and regulations for Beehive Road Interchange as part of CompPlan 2030 implementation program.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
6. Publish FY 2012 Annual Report to the Planning Commission.
Anticipated to commence by **10/1/2012** and be completed by **1/31/2013**

Planning FY2014 Goals

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

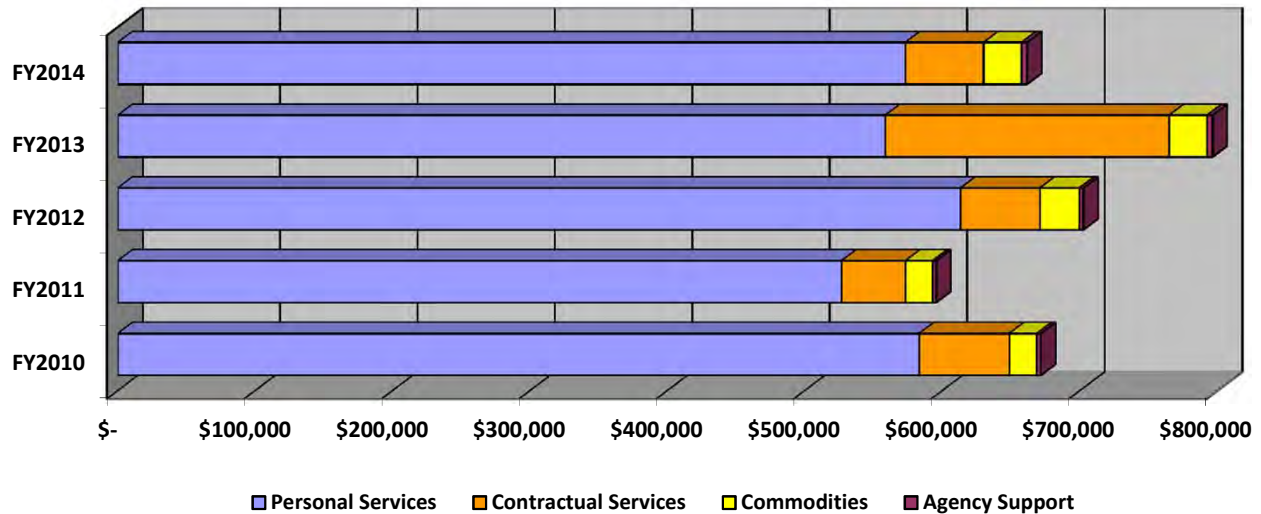
Planning

Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
Personal Services	\$ 583,344	\$ 526,872	\$ 613,371	\$ 558,694	\$ 573,198
Contractual Services	65,476	46,458	57,708	206,250	56,930
Commodities	19,841	19,712	28,545	27,450	27,450
Agency Support	2,980	2,540	3,000	4,000	4,000
Totals	671,641	595,582	702,624	796,394	661,578

Five Year Budget Summary





City of Auburn



City of Auburn

Biennial Budget for FY 2013 & FY 2014

General Fund – A Major Fund

General Fund Expenditures

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City of Auburn

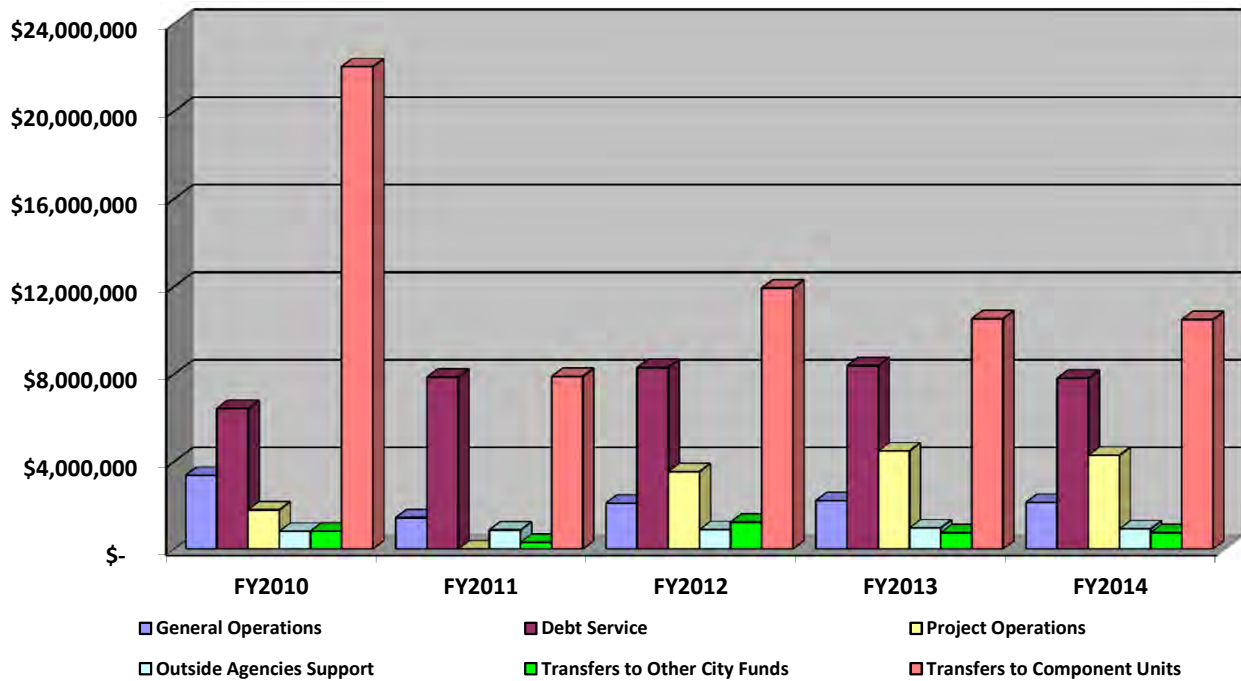
City of Auburn

General Fund - Overview of Non-Departmental Expenditures

Comparative Budget Summary by Category

	Actual FY2010	Actual FY2011	Budget FY2012	Budget FY2013	Budget FY2014
	\$	\$	\$	\$	\$
General Operations	3,370,153	1,436,637	2,097,352	2,215,270	2,132,838
Debt Service	6,425,398	7,853,013	8,292,720	8,374,415	7,803,408
Project Operations	1,792,632	6,254	3,536,479	4,482,848	4,285,779
Outside Agencies Support	812,921	876,083	890,389	969,789	928,789
Transfers to Other City Funds	820,104	308,120	1,230,772	750,000	750,000
Transfers to Component Units ^{^*}	22,032,280	7,885,052	11,922,370	10,520,759	10,482,759
Totals	35,253,489	18,365,160	27,970,082	27,313,081	26,383,573

Five Year Budget Summary



[^] In FY2010, Transfers to component units included a transfer to the Industrial Development Board for debt refunding of \$13,285,000.

* Includes appropriation to Auburn City Schools

General Operations

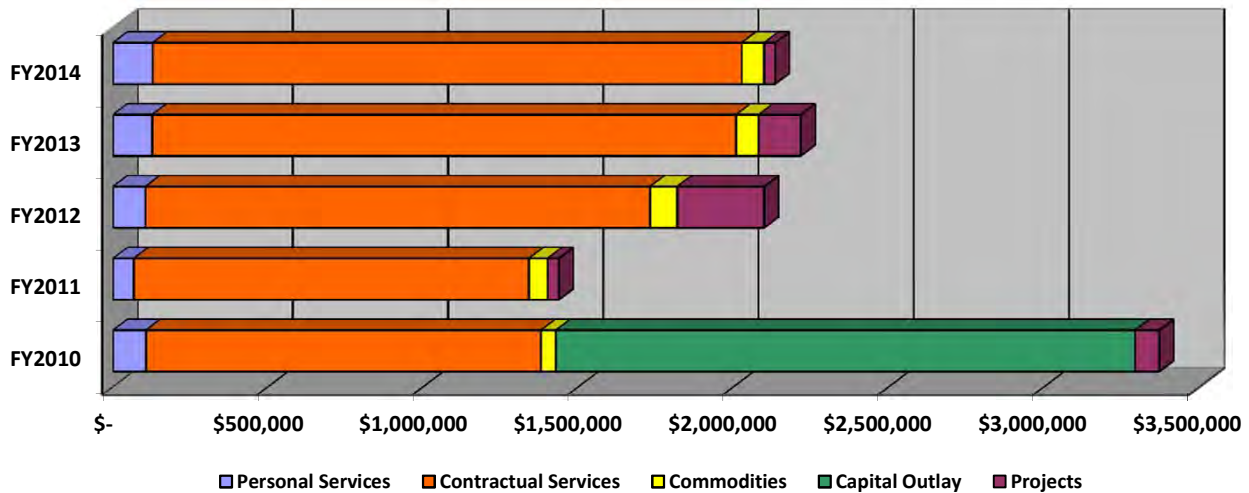
Budget Summary

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

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
Personal Services	\$ 106,208	\$ 67,138	\$ 104,802	\$ 126,270	\$ 128,338
Contractual Services	1,272,576	1,273,091	1,625,796	1,881,500	1,897,000
Commodities	47,928	59,772	87,234	72,500	72,500
Capital Outlay*	1,865,223	-	-	-	-
Projects	78,218	36,637	279,520	135,000	35,000
Totals	3,370,153	1,436,637	2,097,352	2,215,270	2,132,838

Five Year Budget Summary



* Purchase of Alabama Street property from the Industrial Development Board in FY2010.

Project Operations

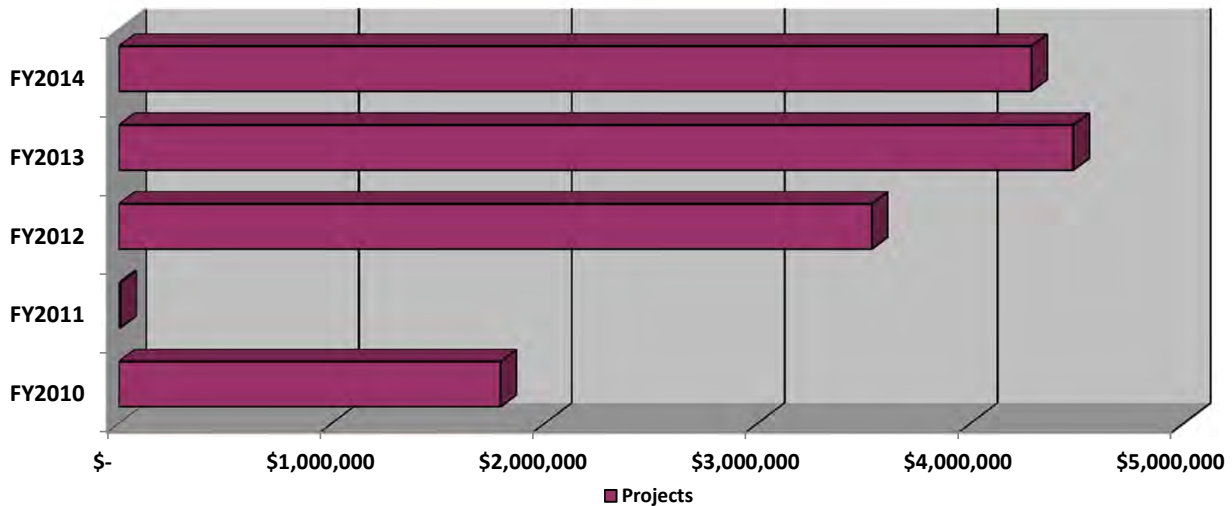
Budget Summary

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

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Street Resurfacing/Striping	-	-	2,521,479	2,579,131	2,000,000
Intersection Improvements	1,683,273	-	500,000	-	963,096
Traffic Signal Improvements	67,422	-	45,000	45,000	45,000
Drainage	-	1,360	90,000	50,000	50,000
Sidewalks	13,777	-	50,000	462,717	91,683
Parking Improvements	28,161	-	-	70,000	-
Special Projects	-	4,894	330,000	1,276,000	1,136,000
Totals	1,792,632	6,254	3,536,479	4,482,848	4,285,779

Five Year Budget Summary



Debt Service

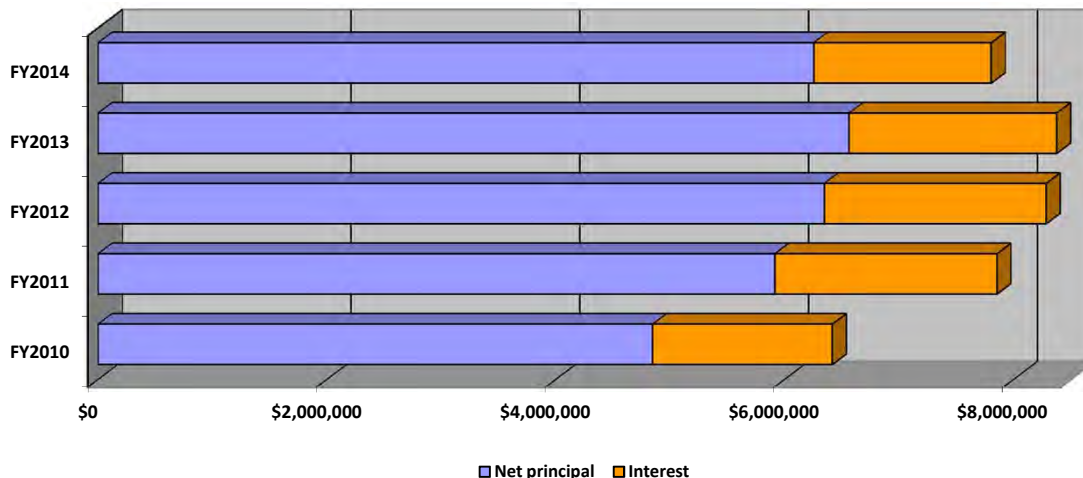
Budget Summary

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

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Debt issuance expenditures	9,009	-	10,000	-	-
Principal and Interest					
'99 GO warrant (City Hall, streets)	339,515	339,315	338,395	336,735	339,430
'01 GO warrant (drainage projects)	130,928	130,928	10,910	-	-
'03 GO warrant (infrastructure improvements)	764,934	764,934	764,934	764,934	191,233
'05 GO warrant (West Tech Park)	783,198	783,198	783,198	783,197	783,197
'06 GO warrant (AU Res Park infrastructure)	664,717	664,717	664,717	664,717	664,718
'06 GO warrant (Tennis Ctr-AU part)	275,613	275,613	275,613	275,614	275,613
'08 GO warrant (Comm Dev Authority)	1,082,663	1,082,663	1,082,663	1,082,663	1,082,663
'08 GO warrant (Comm Dev Authority)	1,100,540	1,100,540	1,100,540	1,100,541	1,100,540
'08 GO warrant (refinance & property)	825,419	825,419	734,594	462,117	462,118
'09 GO warrant (Samford Ave Extension)	335,173	335,173	335,171	335,173	335,172
'10 GO warrant (refunding)	28,935	347,224	347,225	347,224	347,224
'10 GO warrant (refunding)	84,754	1,017,045	1,017,045	1,017,045	1,017,045
'10 GO warrant (Alabama St. property)	-	186,243	186,243	186,243	186,243
'12 GO warrant (West Tech Park)	-	-	641,472	652,655	652,655
'12 GO warrant (Park Land Purchase)	-	-	-	365,557	365,557
Total principal and interest	6,416,389	7,853,013	8,282,720	8,374,415	7,803,408
Total debt service	6,425,398	7,853,013	8,292,720	8,374,415	7,803,408
Principal	4,848,073	5,915,163	6,347,215	6,563,415	6,253,456
Interest	1,568,316	1,937,850	1,935,505	1,811,001	1,549,953
Net principal and interest	6,416,389	7,853,013	8,282,720	8,374,415	7,803,408
Net principal and interest as a % of total net expenditures and other uses^	11.3%	14.5%	12.5%	12.5%	12.0%

Five Year Budget Summary



^FY2010 net expenditures and other uses is adjusted for a transfer to the Industrial Development Board for debt refunding of \$13,285,000.

City of Auburn

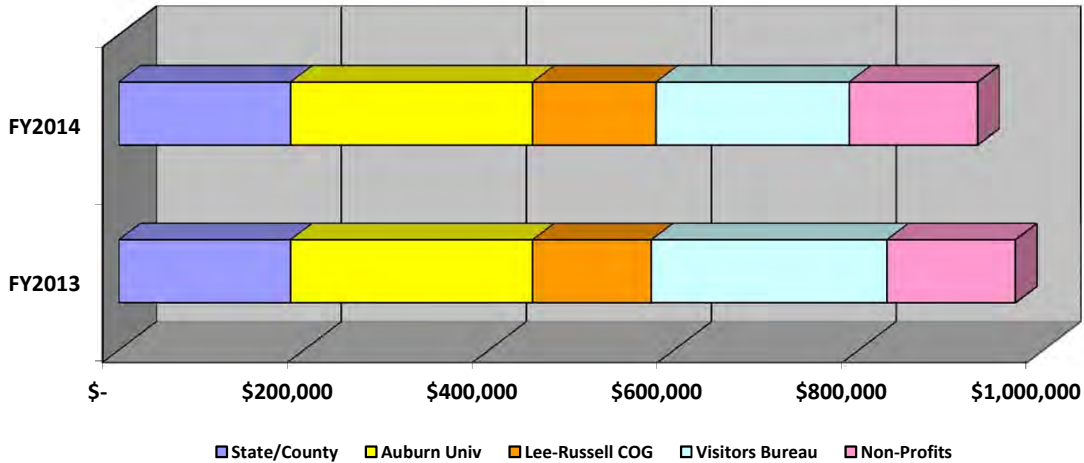
Trends in Outside Agencies Funding

	Audited	Audited	Adjusted	Requested		Budget	Incr/(Decr)	Budget	Incr/(Decr)
	Actual	Actual	Budget	FY2013	FY2014	FY2013	of Proposed	FY2014	of Proposed
	FY2010	FY2011	FY2012	FY2013	FY2014	FY2013	over FY2012	FY2014	over FY2013
	\$	\$	\$	\$	\$	\$	\$	\$	\$
AL Cooperative Extension Svc	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ 10,000	\$ -
AU Airport - Operations	21,647	21,647	21,647	21,647	21,647	21,647	-	21,647	-
AU Airport - Terminal Improv.	100,000	100,000	100,000	100,000	100,000	100,000	-	100,000	-
AU Airport-FAA Match	21,545	14,352	30,000	30,000	30,000	30,000	-	30,000	-
AU Jule Collins Smith Museum	50,000	50,000	50,000	50,000	50,000	50,000	-	50,000	-
Auburn Day Care Centers, Inc.	50,000	50,000	50,000	50,000	50,000	50,000	-	50,000	-
Boys & Girls Club of Lee County	18,123	18,123	18,123	30,000	30,000	18,123	-	18,123	-
Chamber of Commerce*	-	-	25,000	-	-	-	(25,000)	-	-
Child Advocacy Center	5,000	5,000	5,000	5,000	5,000	5,000	-	5,000	-
Community Market of Food Bank	25,000	25,000	25,000	25,000	25,000	25,000	-	25,000	-
Convention & Visitor's Bureau	176,537	196,892	220,550	n/a	n/a	205,000	(15,550)	209,000	4,000
CVB - Special Activities	-	50,000	-	n/a	n/a	50,000	50,000	-	(50,000)
Domestic Violence Intervention Ctr	15,000	15,000	15,000	17,500	18,000	15,000	-	15,000	-
Unity Wellness Center (formerly East Alabama AIDS Outreach)	3,500	3,500	3,500	10,000	10,000	3,500	-	3,500	-
East AL Mental Health Board	42,000	42,000	42,000	48,000	48,000	42,000	-	42,000	-
East AL Svcs for the Elderly	12,500	12,500	12,500	15,000	15,000	12,500	-	12,500	-
Forest Ecology Preserve	-	-	-	50,000	50,000	50,000	-	50,000	-
Lee County EMA-Operations	20,000	31,903	31,903	42,000	42,000	31,903	-	31,903	-
Lee County EMA-Warning Sirens	11,903	-	-	-	-	-	-	-	-
Lee County Health Department	47,904	47,904	47,904	47,904	47,904	47,904	-	47,904	-
Lee County Juvenile Court	18,612	18,612	18,612	23,612	23,612	18,612	-	18,612	-
Lee County Youth Dev Ctr	45,200	45,200	45,200	45,200	45,200	45,200	-	45,200	-
Lee-Russell COG-Operations	108,450	108,450	108,450	128,400	133,400	128,400	19,950	133,400	5,000
LRCOG-Transit Software	-	-	-	-	-	-	-	-	-
Red Cross	10,000	10,000	10,000	-	-	10,000	-	10,000	-
Totals	812,921	876,083	890,389	749,263	754,763	969,789	29,400	928,789	(41,000)

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

City of Auburn

Outside Agencies Funding by Agency Type



	<i>FY2013 Budget</i>	<i>FY2014 Budget</i>
	\$	\$
Governmental -		
State of Alabama / Lee County		
Administrative Office of Courts-Lee County Juvenile Court	18,612	18,612
Department of Public Health-Lee County Health Department	47,904	47,904
Department of Mental Health-East Alabama Mental Health	42,000	42,000
Lee Co. Emergency Management Agency (EMA)-Operations	31,903	31,903
Lee County Youth Development Center	45,200	45,200
<i>Total - State and County</i>	185,619	185,619
Auburn University		
Alabama Cooperative Extension Service	10,000	10,000
Airport - Operations	21,647	21,647
Airport - Terminal Improvements	100,000	100,000
Airport - FAA Match	30,000	30,000
Jule Collins Smith Museum of Fine Art	50,000	50,000
Forest Ecology Preserve	50,000	50,000
<i>Total - Auburn University</i>	261,647	261,647
Lee-Russell Council of Governments (COG)	128,400	133,400
Auburn-Opelika Convention and Visitors Bureau	255,000	209,000
<i>Total Governmental Entities</i>	830,666	789,666
Non-Profit Organizations		
Auburn Day Care Centers, Inc.	50,000	50,000
Boys and Girls Clubs of Lee County	18,123	18,123
Child Advocacy Center	5,000	5,000
Community Market of the Lee County Food Bank	25,000	25,000
Domestic Violence Intervention Center	15,000	15,000
Unity Wellness Center (formerly East Alabama AIDS Outreach)	3,500	3,500
East Alabama Services for the Elderly (EASE)	12,500	12,500
Red Cross	10,000	10,000
<i>Total Non-Profit Organizations</i>	139,123	139,123
Total Outside Agencies Funding	969,789	928,789

Transfers

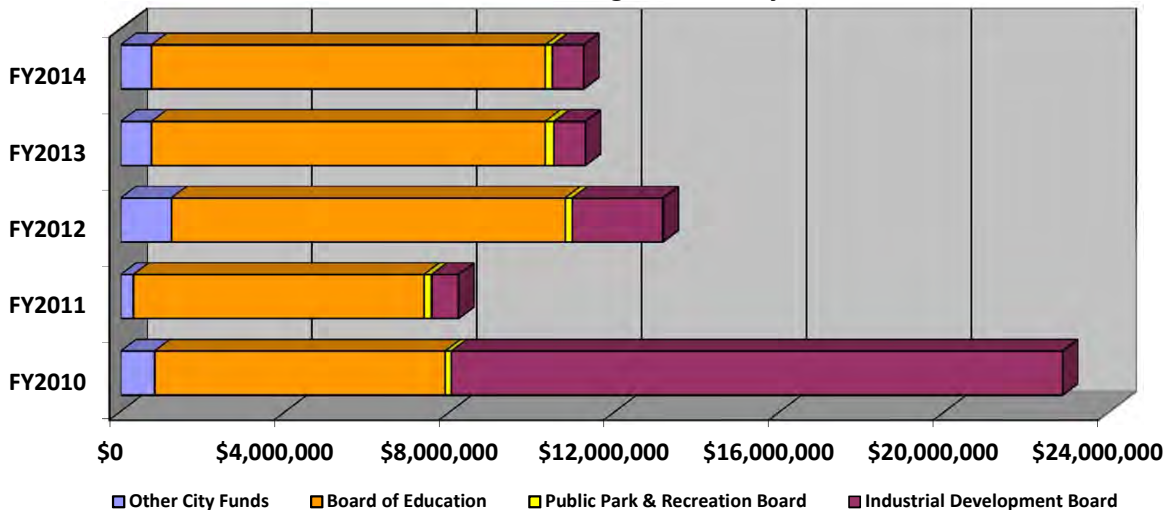
Budget Summary

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

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Transfers to Other City Funds					
Liability Risk Retention Fund	560,000	-	390,000	400,000	400,000
Assessment Project Fund	-	-	105,772	-	-
Solid Waste Management Fund	260,104	308,120	735,000	350,000	350,000
Total Transfers to Other Funds	820,104	308,120	1,230,772	750,000	750,000
Transfers to Component Units					
Board of Education	7,050,759	7,050,759	9,550,759	9,550,759	9,550,759
Public Park & Recreation Board	149,946	183,463	173,873	213,000	175,000
Industrial Development Board					
General Operations	155,200	310,030	265,000	265,000	265,000
Debt Service*	14,370,000	-	1,607,238	166,500	166,500
Industrial Recruitment	194,000	234,399	210,000	210,000	210,000
AU Research Park	-	-	25,000	25,000	25,000
Commercial Development	82,450	78,328	75,000	75,000	75,000
Workforce Development	14,550	13,823	15,000	15,000	15,000
Chamber of Commerce	15,000	14,250	-	-	-
Commercial Development Authority	375	-	500	500	500
Total Transfers to Component Units	22,032,280	7,885,052	11,922,370	10,520,759	10,482,759
Totals	22,852,384	8,193,172	13,153,142	11,270,759	11,232,759

Five Year Budget Summary



* In FY2010, Debt Service included debt refunding for Industrial Development Board debt totaling \$13,285,000.



City of Auburn



City of Auburn

Biennial Budget for FY 2013 & FY 2014

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Solid Waste Management Fund Enterprise

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City of Auburn

Biennial Budget for FY 2013 & FY 2014

Enterprise Funds *(continued)*

Solid Waste Management Fund Enterprise (continued)

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City of Auburn

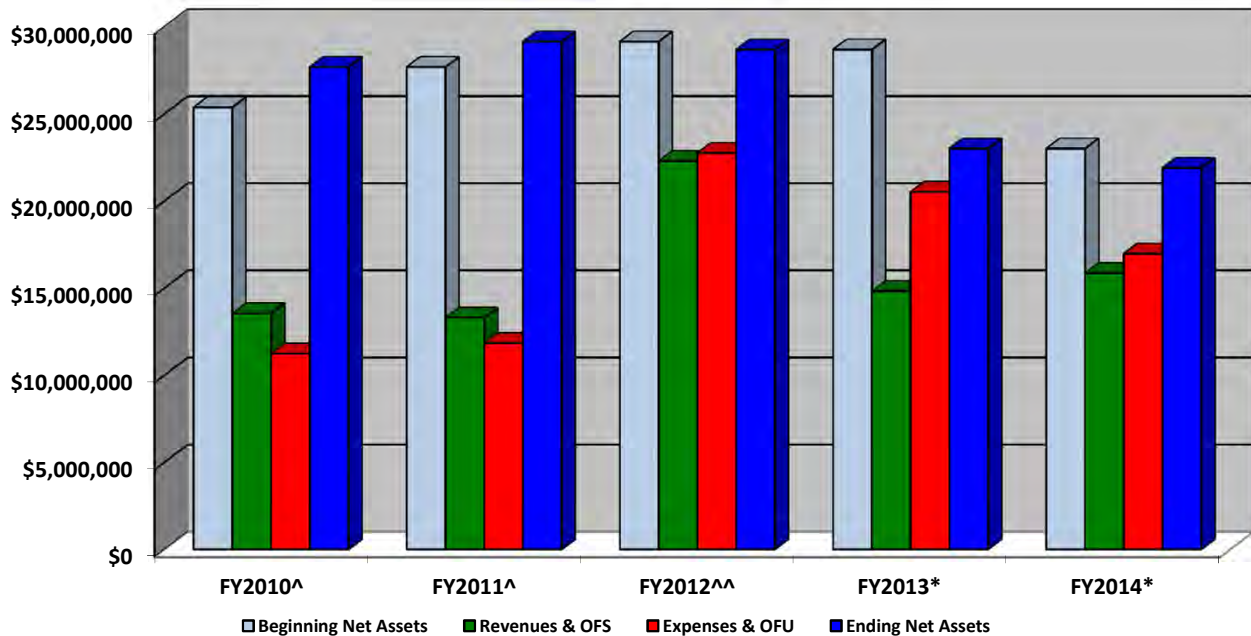
Description of and Trends in Enterprise Funds

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

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

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

Total Enterprise Funds - Revenues, Expenses, and Net Assets



[^] Audited

^{^^} Adjusted Budget

^{*} Budget

City of Auburn

Total Enterprise Funds

Overview of Revenues, Expenses and Changes in Net Assets

Fiscal Years 2010-2014

	Audited Actual		Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Beginning net assets	25,367,046	26,887,397	28,345,098	27,888,760	22,203,573
Revenues:					
Grants	140,331	98,959	-	-	-
Charges for services	11,482,856	12,039,211	12,606,300	13,948,700	14,961,700
Reimbursements and contributions	353,168	372,740	382,707	385,407	403,970
Interest	45,538	48,728	45,500	40,200	40,200
Other revenue	57,269	51,170	45,000	43,500	43,500
Total revenues	12,079,163	12,610,808	13,079,507	14,417,807	15,449,370
Other financing sources (OFS):					
Sale of surplus assets	17,488	(754)	5,000	5,000	5,000
Proceeds from borrowing	-	-	8,165,000	-	-
Transfer in general fund	260,104	308,120	735,000	350,000	350,000
Concession payment	675,000	-	-	-	-
Capital contributions	504,467	373,520	300,000	50,000	50,000
Total OFS	1,457,059	680,886	9,205,000	405,000	405,000
Total revenues & OFS	13,536,222	13,291,694	22,284,507	14,822,807	15,854,370
Expenses	9,213,845	9,446,041	9,889,233	10,204,827	10,268,462
Capital outlays [^]	-	-	723,413	618,000	614,500
Projects [^]	37,926	34,251	8,372,680	5,149,500	1,551,000
Debt payments	1,788,251	2,089,557	3,514,269	4,294,417	4,290,767
Other financing uses (transfers)	182,117	264,144	241,250	241,250	241,250
Total expenses & transfers	11,222,138	11,833,993	22,740,845	20,507,994	16,965,980
Excess (deficit) of revenues and other sources over expenses, and transfers out	2,314,084	1,457,701	(456,338)	(5,685,187)	(1,111,610)
Prior period adjustments*	(793,733)				
Ending net assets	26,887,397	28,345,098	27,888,760	22,203,573	21,091,963

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

* During FY2011, the City began recording customer receivables in the Sewer Fund and Solid Waste Management Fund; as a result a prior period adjustment totaling \$793,733 was recorded to adjust customer receivables for accounts written off and to adjust allowance accounts. FY2010 ending net assets has been adjusted to include the prior period adjustments.

City of Auburn

Total Enterprise Funds

Combining Statement of Budgeted Revenues and Expenses

	Sewer Fund \$	Solid Waste Management Fund \$	Total Enterprise Funds \$
Audited net assets, 9.30.11	28,049,524	295,574	28,345,098
FY2012 Projected revenues and other financing sources	18,139,207	4,145,300	22,284,507
FY2012 Projected expenses and other financing uses	18,539,540	4,201,305	22,740,845
Projected net assets, 9.30.12	27,649,191	239,569	27,888,760
FY2013 Budget			
Revenues			
Sewer service fees	9,400,000	-	9,400,000
Sewer access fees	635,400	-	635,400
Sewer penalties	100,000	-	100,000
Tapping fees	5,000	-	5,000
Miscellaneous revenue	500	300	800
Investment interest	40,000	200	40,200
Reimbursements & contributions	385,407	-	385,407
Solid waste collection fees	-	3,732,000	3,732,000
Solid waste special collections	-	20,000	20,000
Solid waste white goods	-	1,000	1,000
Solid waste penalties	-	60,000	60,000
Recycling	-	38,000	38,000
<i>Total revenues</i>	<u>10,566,307</u>	<u>3,851,500</u>	<u>14,417,807</u>
Other financing sources			
Sale of surplus assets	5,000	-	5,000
Transfer in - General Fund	-	350,000	350,000
Capital contributions	50,000	-	50,000
Total revenues and other sources	<u>10,621,307</u>	<u>4,201,500</u>	<u>14,822,807</u>
Expenses			
Sewer Fund - Administration	1,327,818	-	1,327,818
Sewer Fund - Maintenance	1,083,531	-	1,083,531
Sewer Fund - Watershed management	278,899	-	278,899
Sewer Fund - General operations	4,071,797	-	4,071,797
Sewer Fund - Debt service	4,294,417	-	4,294,417
Sewer Fund - Project operations	5,137,000	-	5,137,000
Solid Waste Fund - Administration	-	607,576	607,576
Solid Waste Fund - Recycling	-	1,550,088	1,550,088
Solid Waste Fund - Solid Waste	-	1,858,518	1,858,518
Solid Waste Fund - General Operations	-	57,100	57,100
<i>Total expenses</i>	<u>16,193,462</u>	<u>4,073,282</u>	<u>20,266,744</u>
Other financing uses			
Operating transfers			
To General Fund	76,250	55,000	131,250
To Water Works Board	110,000	-	110,000
Total expenses and other uses	<u>16,379,712</u>	<u>4,128,282</u>	<u>20,507,994</u>
Projected net assets, 9.30.13	21,890,786	312,787	22,203,573

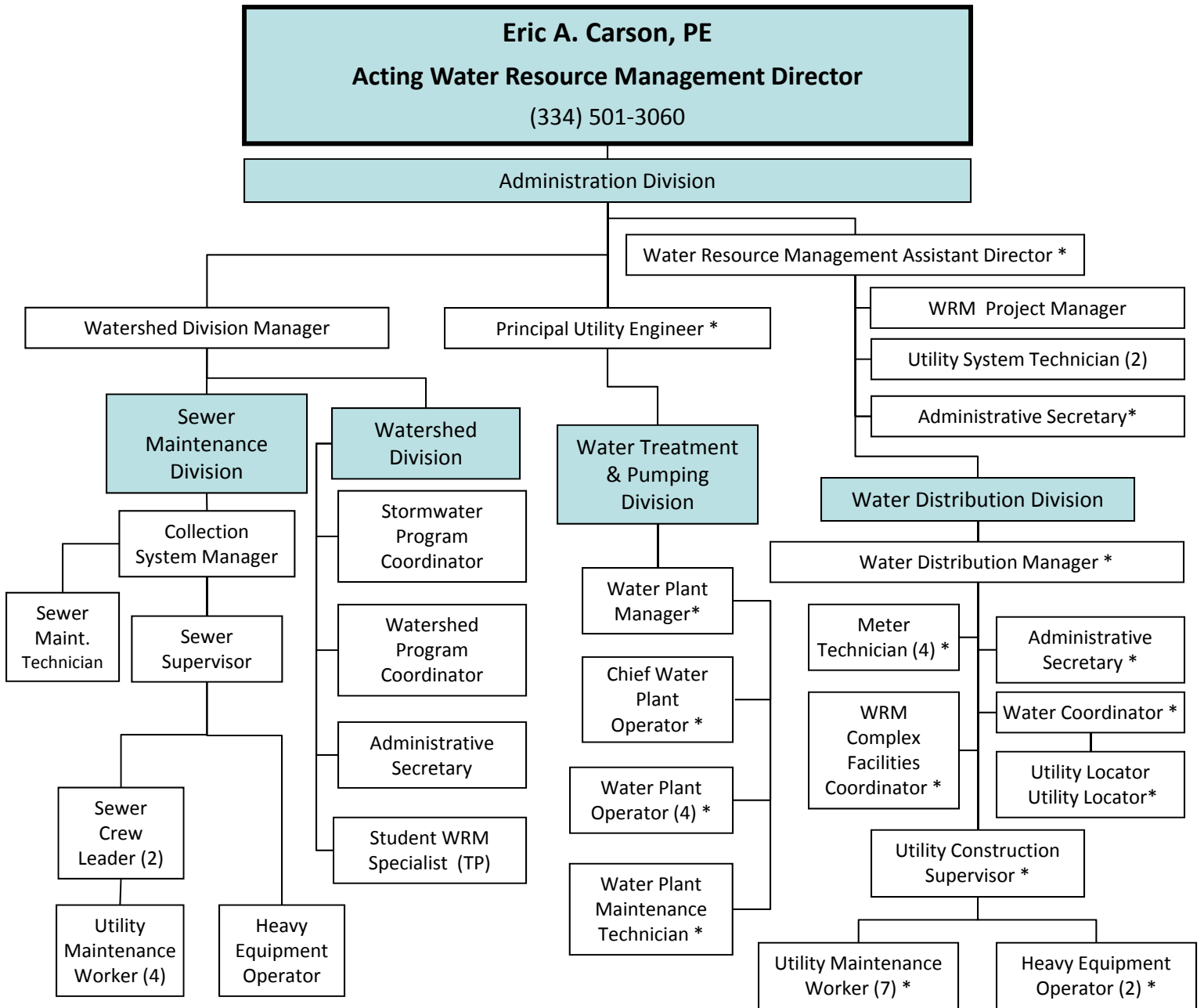
City of Auburn

Total Enterprise Funds

Combining Statement of Budgeted Revenues and Expenses

	Sewer Fund \$	Solid Waste Management Fund \$	Total Enterprise Funds \$
Projected net assets, 9.30.13	21,890,786	312,787	22,203,573
FY2014 Budget			
Revenues			
Sewer service fees	10,200,000	-	10,200,000
Sewer access fees	635,400	-	635,400
Sewer penalties	100,000	-	100,000
Tapping fees	5,000	-	5,000
Miscellaneous revenue	500	300	800
Investment interest	40,000	200	40,200
Reimbursements & contributions	403,970	-	403,970
Solid waste collection fees	-	3,945,000	3,945,000
Solid waste special collections	-	20,000	20,000
Solid waste white goods	-	1,000	1,000
Solid waste penalties	-	60,000	60,000
Recycling	-	38,000	38,000
<i>Total revenues</i>	<u>11,384,870</u>	<u>4,064,500</u>	<u>15,449,370</u>
Other financing sources			
Sale of surplus assets	5,000	-	5,000
Transfer in - General Fund	-	350,000	350,000
Capital contributions	50,000	-	50,000
Total revenues and other sources	<u>11,439,870</u>	<u>4,414,500</u>	<u>15,854,370</u>
Expenses			
Sewer Fund - Administration	1,363,479	-	1,363,479
Sewer Fund - Maintenance	994,919	-	994,919
Sewer Fund - Watershed management	305,896	-	305,896
Sewer Fund - General operations	4,071,797	-	4,071,797
Sewer Fund - Debt service	4,290,767	-	4,290,767
Sewer Fund - Project operations	1,538,500	-	1,538,500
Solid Waste Fund - Administration	-	616,299	616,299
Solid Waste Fund - Recycling	-	1,494,955	1,494,955
Solid Waste Fund - Solid Waste	-	1,991,017	1,991,017
Solid Waste Fund - General Operations	-	57,100	57,100
<i>Total expenses</i>	<u>12,565,358</u>	<u>4,159,371</u>	<u>16,724,730</u>
Other financing uses			
Operating transfers			
To General Fund	76,250	55,000	131,250
To Water Works Board	110,000	-	110,000
Total expenses and other uses	<u>12,751,608</u>	<u>4,214,371</u>	<u>16,965,980</u>
Projected net assets, 9.30.14	20,579,048	512,915	21,091,963

Water Resource Management Department



* Water Board employee(s)

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

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Administration	8	8	8	8	8
Sewer Maintenance	10	11	11	11	11
Watershed Division	4	4	4	4	4
Water Treatment and Pumping	7	7	7	7	7
Distribution	18	18	18	18	18
TOTAL /City/WB	47/19/28 *	48/20/28 *	48/20/28	48/20/28 *	48/20/28 *

City of Auburn

Water Resource Management Department Financing Structure

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

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

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

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

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

The Water Works Board approves a separate biennial budget for its operations. The budget approved by the Water Board for fiscal year 2012 is shown below, along with comparative, audited data for fiscal years 2010 and 2011. Actual revenues and expenses through May 31, 2012 are presented with projected ending 2012 information, as well.

City of Auburn Water Works Board					
	Audited Actual		Budget	Actual*	Projected
	FY10	FY11	FY2012	FY2012	FY2012
Revenues	\$	\$	\$	\$	\$
Water sales	7,606,027	8,519,360	8,048,261	5,000,700	7,500,000
Access fees	415,200	357,600	350,000	854,026	1,000,000
Fire protection fees	110,177	116,137	122,148	90,338	96,900
Penalties & collection fees	428,591	341,083	318,882	222,290	325,000
Tapping fees	93,965	86,990	105,600	58,630	90,000
Service initiation fees	79,340	81,650	60,000	30,440	82,000
Investment income	156,716	131,895	119,500	64,750	97,000
Other revenues	574,786	551,521	397,292	438,572	550,000
Total revenues	<u>9,464,802</u>	<u>10,186,236</u>	<u>9,521,683</u>	<u>6,759,746</u>	<u>9,740,900</u>
Expenses					
Pumping & purification	1,990,226	2,853,980	2,461,087	1,085,370	2,425,000
Water distribution	860,563	940,441	956,278	584,726	950,000
Meter reading & maintenance	452,753	436,283	463,340	316,019	450,000
Water Revenue Office	695,468	718,646	816,651	452,785	680,000
Operations administration	247,489	251,704	267,169	175,142	250,000
Bond operations	591,206	851,902	946,988	680,683	905,000
General operations	3,483,830	3,319,166	3,504,724	1,985,954	3,000,000
Total expenses	<u>8,321,535</u>	<u>9,372,122</u>	<u>9,416,237</u>	<u>5,280,679</u>	<u>8,660,000</u>
Net income	<u>1,143,267</u>	<u>814,114</u>	<u>105,446</u>	<u>1,479,067</u>	<u>1,080,900</u>

* as of May 31, 2012

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



Water Resource Management Department

Eric A. Carson, P.E., Acting Director



Mission

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

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

Major Functions of the Water Resource Management Department

- ◆ Maintain sewer lines, manholes and service lines
- ◆ Respond to sanitary sewer service calls each year, inspect grease traps, perform approximately line locate requests and inspect gravity sewers and major interceptor sewers
- ◆ Respond to water service calls annually and maintain meters, storage tanks, booster pump stations and Lake Ogletree.
- ◆ Work with new developments on the review and approval of water and sanitary sewer systems internal to the development and evaluate the effects of the water and sewer systems on surrounding watersheds
- ◆ Manage the contract operator of the Water Pollution Control Facilities (WPCF) in treating domestic wastewater
- ◆ Operate and maintain a water distribution system
- ◆ Provide an annual water system consumer confidence report that summarizes water quality data and water system and watershed activities for the past year
- ◆ Operate and maintain the James Estes Water Treatment Plant and raw water pumping facilities at Lake Ogletree to produce potable drinking water
- ◆ Manage capital projects associated with the water and sewer system
- ◆ Oversee compliance with current regulatory requirements regarding the water, sewer and stormwater management programs and address changing regulatory requirements as necessary
- ◆ Provide annual Municipal Water Pollution Prevention (MWPP) reports to ADEM as required
- ◆ Manage implementation and compliance of the City's Phase II Stormwater Program
- ◆ Conduct erosion and sediment control inspections on all developments within the City of Auburn
- ◆ Manage a comprehensive water quality sampling program
- ◆ Respond to customer calls concerning water quality issues
- ◆ Provide public education and outreach programs to raise awareness of stormwater-related issues

Water Resource Management FY2013 Goals

Water Operations

1. Upgrade existing office space and lighting at the James Estes Water Treatment Plant.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
2. Design and construction of a new clear well (Clear Well No. 4), replacement of existing tube settlers, and Phase 3 SCADA Improvements at the James Estes WTP. Phase 3 SCADA Improvements will include filter controls and PLC communications upgrades.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
3. Initiate and complete final design for the Raw Water Pump Station Replacement Project and begin construction.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2014**
4. Evaluate and implement long term use options for the Armstrong and East University Drive water storage tanks.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**

Sewer Maintenance

1. Construction of necessary improvements at the H.C. Morgan WPCF to enable transfer of flow from Northside WPCF to the H.C. Morgan WPCF in accordance with the Saugahatchee TMDL Implementation Plan and the WPCF Facility Master Plans. Completion of work necessary to temporarily close the Northside WPCF.
Anticipated to commence by **2/1/2012** and be completed by **9/30/2013**
2. Complete the design and construction of grease handling improvements.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
3. Install two (2) diesel bypass pumps per year at City lift stations - Install at Highlands and Wimberly Station Phase II lift stations in FY13.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
4. Upgrade capacity in Northeast Outfall with the installation of additional parallel sewer between North College Street and Shug Jordan Parkway.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
5. Upgrade capacity in the Northeast Outfall with the construction of sewer improvements between North College Street and Shelton Mill Road.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2014**
6. Complete construction of sanitary sewer rehabilitation project in Southside Sewer Basin 12 (vicinity of Janet Drive, Brenda Avenue, Heard Avenue and Hollon Avenue).
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
7. Complete sewer system evaluation survey (SSES) in Southside Sewer Basins 13 and 17B. Complete design and begin construction of necessary rehabilitation improvements in Southside Sewer Basins 13 and 17B (Basin 13 - vicinity of Wire Road and Webster Road, Basin 17 - vicinity of North College Street and Samford Avenue).
Anticipated to commence by **10/1/2012** and be completed by **9/30/2014**

8. Complete sewer system evaluation survey (SSES) in Northside Sewer Basin 5 (vicinity of Lee County Humane Shelter).
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**

Watershed Management

1. Complete ORI of stormwater outfalls in the Moore's Mill Creek Watershed to eliminate illicit discharges and correct sources of sanitary sewer overflows.
Anticipated to commence by **5/1/2012** and be completed by **9/30/2013**
2. Complete delineation of Martin Marietta watershed to provide protection boundaries for this watershed.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
3. Begin implementation of new water quality monitoring database.
Anticipated to commence by **6/1/2012** and be completed by **9/30/2013**
4. Construction of permanent monitoring sites for long term deployment of Hydrolab water quality monitoring sondes.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**

Administration

1. Initiate a multi-year GPS data collection project with the IT and Public Works Departments to collect existing water, sewer and stormwater infrastructure. Project to be jointly funded from the Water Fund, Sewer Fund and General Fund.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2015**

Water Resource Management FY2014 Goals

Water Operations

1. Complete construction of the Raw Water Pump Station Replacement Project.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2014**
2. Completion of SCADA improvements at remote sites to include water storage tanks and booster pumping stations.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
3. Design and implement a water conservation education and outreach program targeted to promote the use of drought tolerant landscaping and native species and to promote the use of rain sensors for irrigation.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
4. Initiate design of new spillway and emergency overflow structure at Lake Ogletree. This is a multi-year project.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2015**
5. Complete the design and construction of a new automated entry gate at the James Estes WTP.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

Sewer Maintenance

1. Upgrade capacity in the Northeast Outfall with the construction of sewer improvements between North College Street and Shelton Mill Road.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
2. Install two (2) diesel bypass pumps per year at City lift stations - Install at Solamere and Shadow Woods lift stations in FY14.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
3. Complete construction of necessary rehabilitation improvements in Southside Sewer Basins 13 and 17B (Basin 13 - vicinity of Wire Road and Webster Road, Basin 17 - vicinity of North College Street and Samford Avenue).
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
4. Complete the design and begin construction of necessary rehabilitation improvements in Northside Sewer Basin 5.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2015**

Watershed Management

1. Complete ORI of stormwater outfalls in the Town Creek Watershed to eliminate illicit discharges and correct sources of sanitary sewer overflows.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
2. Installation of remote telemetry monitoring equipment for the City's Hydrolab water quality monitoring units.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

3. Development and implementation of a stormwater reuse education and outreach program.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

Administration

1. Initiate a multi-year GPS data collection project with the IT and Public Works Departments to collect existing water, sewer and stormwater infrastructure. Project to be jointly funded from the Water Fund, Sewer Fund and General Fund.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2015**

City of Auburn

Sewer Fund - Capital Improvement Plan

Fiscal Years 2013 - 2018

Projects	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	Total
Sewer							
WPCF Improvements							
Phase II (H.C. Morgan Improvements)	1,000,000	-	-	-	-	-	1,000,000
Phase II (Professional Services)	75,000	-	-	-	-	-	75,000
Phase II (Northside Closure)	800,000	-	-	-	-	-	800,000
Phase III (Professional Services)	100,000	-	-	-	-	-	100,000
Phase III (Grease Handling)	1,000,000	-	-	-	-	-	1,000,000
Lift Station Bypass Pumps	-	-	-	-	-	-	-
FY 13 Lift Stations (Highlands, Wimberly Station 2)	155,000	-	-	-	-	-	155,000
FY 14 Lift Stations (Solamere, Shadow Wood)	-	155,000	-	-	-	-	155,000
FY 15 Lift Station (Stone Creek)	-	-	80,000	-	-	-	80,000
Regional Sewer Capacity Improvements	75,000	75,000	150,000	150,000	200,000	200,000	850,000
Northeast Outfall Capacity Upgrade	-	-	-	-	-	-	-
Ph. I (N. College St. to Shug Jordan Pkwy.)	603,500	-	-	-	-	-	603,500
Ph. II (N. College St. to Shelton Mill Rd.)	400,000	400,000	-	-	-	-	800,000
Southside Sewer Basin 12 Rehab	150,000	-	-	-	-	-	150,000
Southside Sewer Basins 13 and 17B SSES	25,000	-	-	-	-	-	25,000
Southside Sewer Basins 13 and 17B Rehab	250,000	250,000	-	-	-	-	500,000
Sewer Rehab Projects	25,000	25,000	100,000	250,000	250,000	250,000	900,000
Downtown Parking Improvements - Sewer Replacement	150,000	-	-	-	-	-	150,000
WPCF Master Plan Update (Professional Services)	-	-	200,000	-	-	-	200,000
Southside Flow Study (Follow Up)	-	-	125,000	-	-	-	125,000
Northside Sewer Basin 5 SSES	100,000	-	-	-	-	-	100,000
Northside Sewer Basin 5 Rehab	-	250,000	-	-	-	-	250,000
Misc Sewer Rehab (Glenn Ave/Dekalb St)	100,000	-	-	-	-	-	100,000
Sewer SCADA Improvements (12 remote sites)	-	200,000	200,000	-	-	-	400,000
WPCF Blower Replacement Project (turbo blowers)	-	-	1,500,000	1,500,000	-	-	3,000,000
WPCF Clarifier Drive Replacements (clarifier #1 and #2)	-	-	150,000	150,000	-	-	300,000
GPS Utility Inventory Project	111,000	111,000	-	-	-	-	222,000
City Works Software Implementation	17,500	17,500	-	-	-	-	35,000
Aerial Topographical Mapping	-	55,000	-	-	-	-	55,000
Total - Sewer CIP	5,137,000	1,538,500	2,505,000	2,050,000	450,000	450,000	12,130,500

City of Auburn

Sewer Fund History - Fiscal Years 2006-2011

	Audited Actual						Increase FY2011 > FY2006		
	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	Amount	As %	Avg % per yr
	\$	\$	\$	\$	\$	\$			
Operating revenues	6,169,581	6,737,157	6,487,408	7,761,985	8,758,207	9,499,465	3,329,884	54.0%	9.0%
Operating expenses	4,741,504	4,873,858	5,666,927	5,934,314	5,983,680	6,084,309	1,342,805	28.3%	4.7%
Operating income (loss)	1,428,077	1,863,299	820,481	1,827,671	2,774,527	3,415,156	1,987,079	139.1%	23.2%
Nonoperating revenues (exps)									
Gain (loss) on disposal of assets	18,895	66,128	22,625	13,112	(32,269)	908	(17,987)	-95.2%	-15.9%
Interest earned	412,605	366,082	43,263	136,999	45,246	48,669	(363,936)	-88.2%	-14.7%
Interest and fiscal charges	(1,493,713)	(1,432,052)	(1,236,928)	(1,890,914)	(1,788,254)	(2,089,603)	(595,890)	39.9%	6.6%
Total nonoperating	(1,062,213)	(999,842)	(1,171,040)	(1,740,803)	(1,775,277)	(2,040,026)	(977,813)	92.1%	15.3%
Income before trsfrs & cap contrns	365,864	863,457	(350,559)	86,868	999,250	1,375,130	1,009,266	275.9%	46.0%
Grants	-	-	15,000	-	-	-	-	0.0%	n/a
Transfers out	(113,734)	(107,291)	(106,111)	(70,116)	(71,250)	(71,060)	42,674	-37.5%	-6.3%
Special Item - Concession Payment	-	-	-	-	675,000	-	-	0.0%	n/a
Capital contributions from developers	1,731,865	2,961,120	595,781	507,760	504,467	373,520	(1,358,345)	-78.4%	-13.1%
Change in net assets	1,983,995	3,717,286	154,111	524,512	2,107,467	1,677,590	(306,405)	-15.4%	-2.6%
Prior period adjustment	-	-	-	-	(441,021)	-	-	n/a	n/a
Net assets, beginning	18,325,580	20,309,575	24,026,861	24,180,972	24,705,484	26,371,930	8,046,350	43.9%	7.3%
Net assets, ending	20,309,575	24,026,861	24,180,972	24,705,484	26,371,930	28,049,520	7,739,945	38.1%	6.4%
Cash flows -									
Operations	2,439,777	3,223,507	2,243,739	3,365,131	3,609,547	5,262,879	2,823,102	115.7%	19.3%
Noncapital financing	(113,734)	(107,291)	(106,111)	(70,116)	(71,250)	(71,060)	42,674	-37.5%	-6.3%
Capital and related	(3,132,200)	(8,535,846)	(3,386,807)	17,637,539	(20,107,731)	(5,112,851)	(1,980,651)	63.2%	10.5%
Investing	(470,217)	4,094,072	43,263	(864,316)	(1,707,792)	766,670	1,236,887	-263.0%	-43.8%
Net increase (decrease) in cash	(1,276,374)	(1,325,558)	(1,205,916)	20,068,238	(18,277,226)	845,638	2,122,012	-166.3%	-27.7%
Beginning cash & equivalents	4,919,384	3,643,010	2,317,452	1,111,536	21,179,774	2,902,548	(2,016,836)	-41.0%	-6.8%
Ending cash & equivalents	3,643,010	2,317,452	1,111,536	21,179,774	2,902,548	3,748,186	105,176	2.9%	0.5%

City of Auburn

Sewer Fund Operating Projections

Financial projections are based on assumptions and are subject to continuous change as actual revenue and expense information is updated and assumptions revised. These projections do not include the effect of any borrowings or any rate increases beyond those already approved.

	Budget			% Increases		Projected			
	FY2012	FY2013	FY2014	Hist'l	Proj'n	FY2015	FY2016	FY2017	FY2018
	\$	\$	\$			\$	\$	\$	\$
Operating revenues	9,624,207	10,526,307	11,344,870	9.0%	1.5%	11,515,043	11,687,768	11,863,085	12,041,031
Operating expenses	6,447,591	6,657,045	6,686,091	4.7%	5.0%	7,020,396	7,371,415	7,739,986	8,126,985
Operating income (loss)	3,176,616	3,869,262	4,658,779			4,494,647	4,316,353	4,123,099	3,914,046
Nonoperating revenues (exps)									
Gain (loss) on disposal of assets	5,000	5,000	5,000	n/a	0.0%	5,000	5,000	5,000	5,000
Interest earned	45,000	40,000	40,000	-14.7%	1.0%	40,400	40,804	41,212	41,624
Interest and fiscal charges	(2,359,269)	(2,174,417)	(2,115,767)	amort'n sched		(2,070,536)	(1,993,086)	(1,889,792)	(1,767,323)
Total nonoperating	(2,309,269)	(2,129,417)	(2,070,767)			(2,025,136)	(1,947,282)	(1,843,580)	(1,720,699)
Income before transfers & capital contributions	867,347	1,739,845	2,588,011			2,469,511	2,369,071	2,279,519	2,193,347
Transfers out	(186,250)	(186,250)	(186,250)	-6.3%	0.0%	(186,250)	(186,250)	(186,250)	(186,250)
Capital contributions from developers	300,000	50,000	50,000	-13.1%	0.0%	50,000	50,000	50,000	50,000
Change in net assets	981,097	1,603,595	2,451,761			2,333,261	2,232,821	2,143,269	2,057,097
Net assets, beginning	28,049,520	29,030,617	30,634,212			33,085,973	35,419,235	37,652,055	39,795,324
Net assets, ending*	29,030,617	30,634,212	33,085,973			35,419,235	37,652,055	39,795,324	41,852,421

This projection is reported on the full accrual basis. Per Generally Accepted Accounting Principles (GAAP) other sources and uses of funds from capital outlays, debt issuances and debt principal payments (past present and future) are not reflected in the numbers listed above. For your reference we have included the actual and projected amounts below.

Adjusted net assets, beginning	28,049,520	27,649,187	21,890,782			20,579,043	18,137,305	15,960,125	15,128,394
Change in net assets	981,097	1,603,595	2,451,761			2,333,261	2,232,821	2,143,269	2,057,097
Add: Debt Proceeds	8,165,000	-	-			-	-	-	-
Less: Capital outlay and projects	(8,391,430)	(5,242,000)	(1,588,500)			(2,505,000)	(2,050,000)	(450,000)	(450,000)
Principal Debt Repayment	(1,155,000)	(2,120,000)	(2,175,000)			(2,270,000)	(2,360,000)	(2,525,000)	(2,655,000)
Adjusted net assets, ending	27,649,187	21,890,782	20,579,043			18,137,305	15,960,125	15,128,394	14,080,491

City of Auburn

Sewer Fund

Overview of Revenues, Expenses and Changes in Net Assets

Fiscal Years 2010-2014

	Audited Actual		Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Beginning net assets	24,705,484	26,371,933	28,049,524	27,649,191	21,890,786
Revenues:					
Charges for services	8,368,933	9,115,706	9,238,000	10,135,400	10,935,400
Sewer tap fees	490	5,395	3,000	5,000	5,000
Reimbursements and contributions	353,168	372,740	382,707	385,407	403,970
Interest	45,246	48,669	45,000	40,000	40,000
Other revenue	35,616	5,625	500	500	500
Total revenues	8,803,453	9,548,134	9,669,207	10,566,307	11,384,870
Other financing sources (OFS):					
Sale of surplus assets	3,010	908	5,000	5,000	5,000
Proceeds from borrowing	-	-	8,165,000	-	-
Capital contributions	504,467	373,520	300,000	50,000	50,000
Concession payment	675,000	-	-	-	-
Total OFS	1,182,477	374,428	8,470,000	55,000	55,000
Total revenues & OFS	9,985,930	9,922,562	18,139,207	10,621,307	11,439,870
Expenses	5,908,093	5,968,633	6,447,591	6,657,045	6,686,091
Capital outlays [#]	-	-	30,000	105,000	50,000
Projects [#]	-	-	8,361,430	5,137,000	1,538,500
Debt payments [#]	1,788,251	2,089,557	3,514,269	4,294,417	4,290,767
Other financing uses (transfers)	182,117	186,780	186,250	186,250	186,250
Total expenses and transfers	7,878,461	8,244,970	18,539,540	16,379,712	12,751,608
Excess (deficit) of revenues and other sources over expenses, and transfers out	2,107,470	1,677,591	(400,333)	(5,758,405)	(1,311,738)
Prior Period Adjustment [^]	(441,021)				
Ending net assets	26,371,933	28,049,524	27,649,191	21,890,786	20,579,048

[#] Actual amounts are reported on the full accrual basis: capital assets are capitalized and expensed through depreciation and debt service payments of principal are recorded as a reduction of liabilities. The budget is prepared on a modified accrual basis: capital outlays and debt principal are reflected as expenses, for budgetary control purposes.

[^] During FY2011, the City began recording customer receivables directly in the Sewer Fund; as a result, a prior period adjustment totaling \$441,021 was recorded to adjust customer receivables for accounts written off and to adjust allowance accounts. FY2010 Ending Net Assets has been adjusted to include the prior period adjustment.

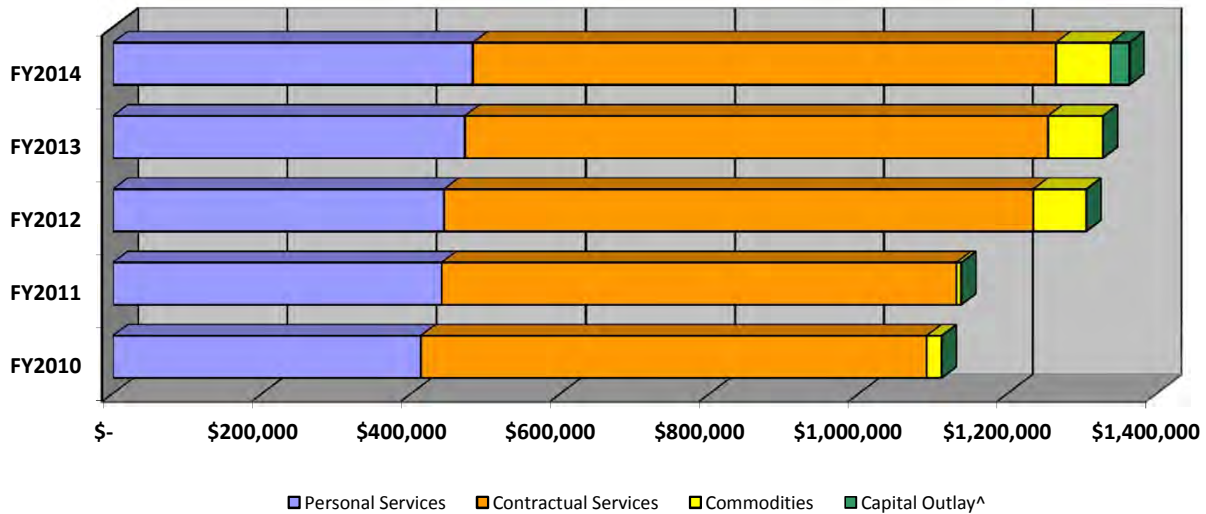
Sewer Fund

Administration Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Personal Services	412,598	440,537	443,768	471,618	482,279
Contractual Services	678,344	690,487	790,500	782,600	782,600
Commodities	19,903	6,402	71,100	73,600	73,600
Capital Outlay^	-	-	-	-	25,000
Totals	1,110,845	1,137,426	1,305,368	1,327,818	1,363,479

Five Year Budget Summary



^ Actual amounts are reported on the full accrual basis: capital assets are capitalized and expensed through depreciation and debt service payments of principal are recorded as a reduction of liabilities. The budget is prepared on a modified accrual basis: capital outlays and debt principal are reflected as expenses, for budgetary control purposes.

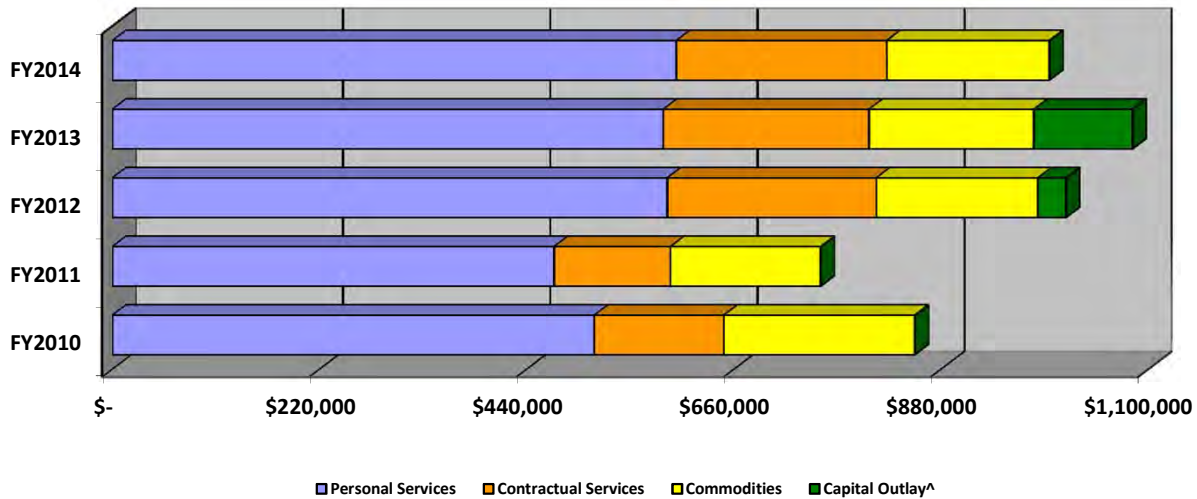
Sewer Fund

Sewer Maintenance Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Personal Services	511,647	469,003	589,073	584,831	598,719
Contractual Services	137,490	123,529	222,000	218,500	223,500
Commodities	202,729	159,435	171,700	175,200	172,700
Capital Outlay^	-	-	30,000	105,000	-
Totals	851,866	751,967	1,012,773	1,083,531	994,919

Five Year Budget Summary



^ Actual amounts are reported on the full accrual basis: capital assets are capitalized and expensed through depreciation and debt service payments of principal are recorded as a reduction of liabilities. The budget is prepared on a modified accrual basis: capital outlays and debt principal are reflected as expenses, for budgetary control purposes.

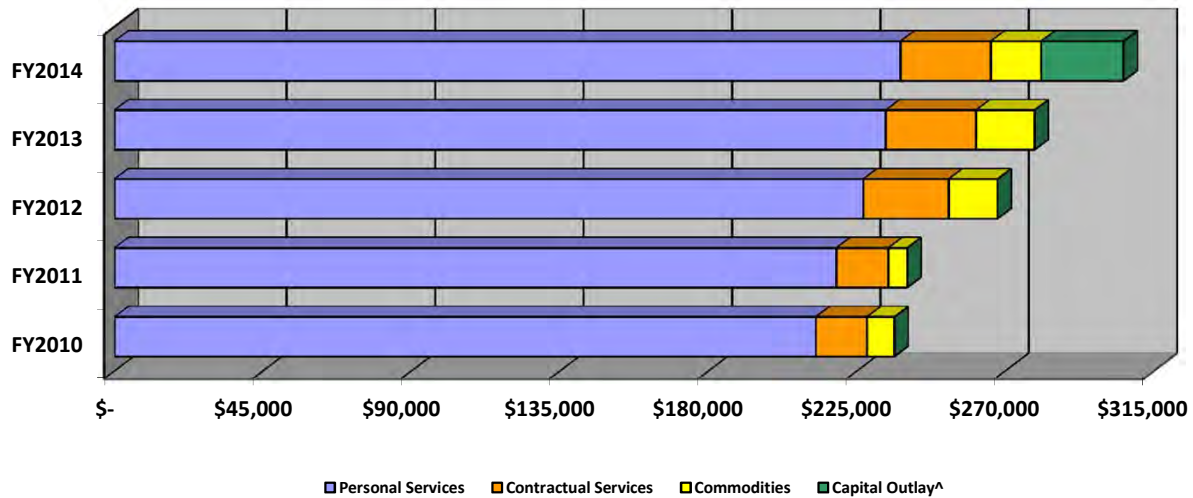
Sewer Fund

Watershed Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Personal Services	212,526	218,749	226,960	233,749	238,246
Contractual Services	15,521	15,776	25,900	27,400	27,400
Commodities	8,308	5,710	14,750	17,750	15,250
Capital Outlay [^]	-	-	-	-	25,000
Totals	236,355	240,235	267,610	278,899	305,896

Five Year Budget Summary



[^] Actual amounts are reported on the full accrual basis: capital assets are capitalized and expensed through depreciation and debt service payments of principal are recorded as a reduction of liabilities. The budget is prepared on a modified accrual basis: capital outlays and debt principal are reflected as expenses, for budgetary control purposes.

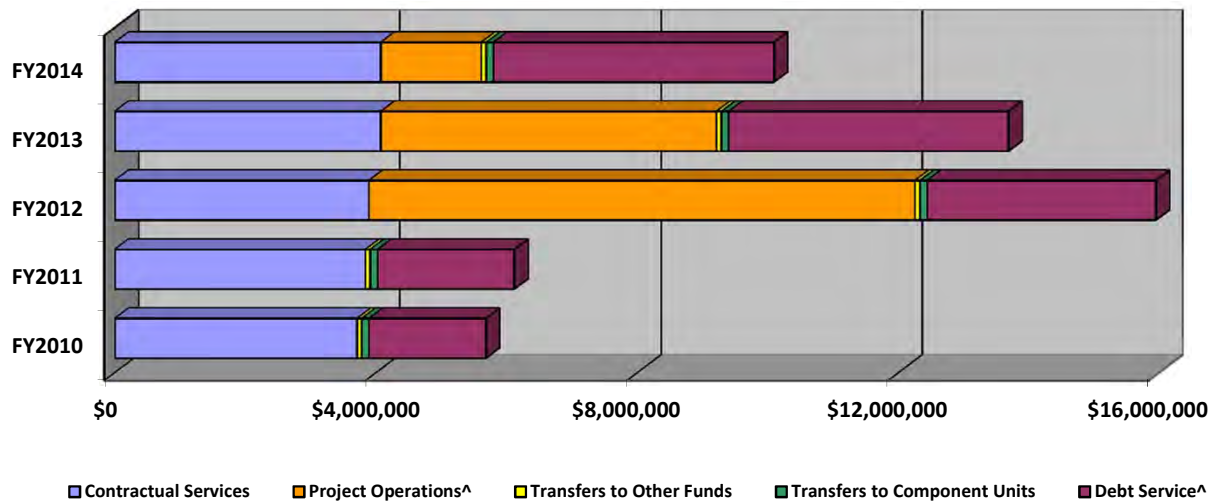
Sewer Fund

General Operations Budget Summary

Comparative Budget Summary by Category

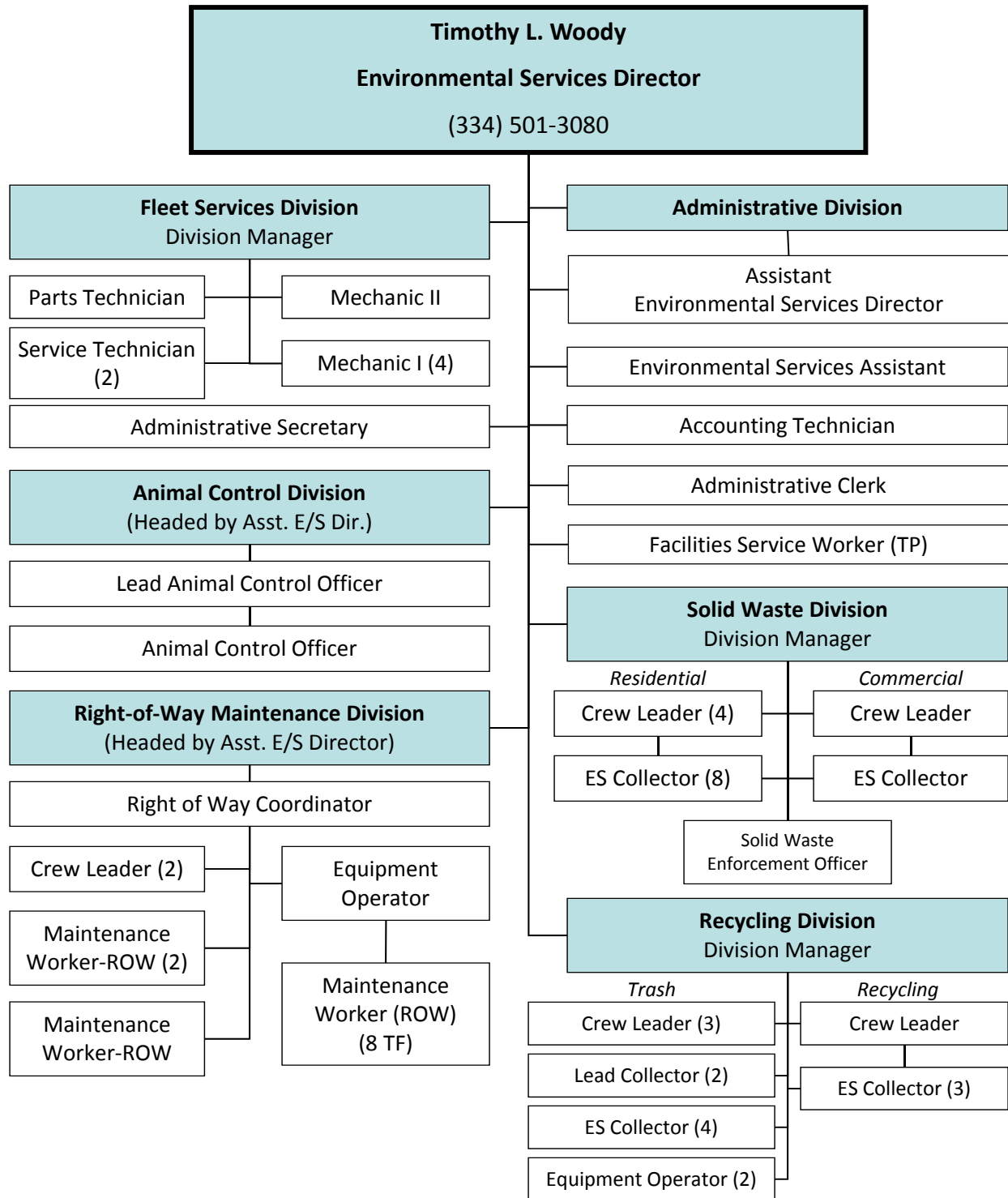
	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Contractual Services	3,709,027	3,839,005	3,891,840	4,071,797	4,071,797
Project Operations [^]	-	-	8,361,430	5,137,000	1,538,500
Transfers to Other Funds	71,250	71,250	76,250	76,250	76,250
Transfers to Component Units	110,867	115,530	110,000	110,000	110,000
Debt Service [^]	1,788,251	2,089,557	3,514,269	4,294,417	4,290,767
Totals	5,679,395	6,115,342	15,953,789	13,689,464	10,087,314

Five Year Budget Summary



[^] Actual amounts are reported on the full accrual basis: capital assets are capitalized and expensed through depreciation and debt service payments of principal are recorded as a reduction of liabilities. The budget is prepared on a modified accrual basis: capital outlays and debt principal are reflected as expenses, for budgetary control purposes.

Environmental Services Department



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

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

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Administration [^]	6	6	6	5	5
Recycling	16	16	16	16	16
Solid Waste	16	16	16	16	16
Animal Control	2	2	2	2	2
ROW Maint.	7	7	7	7	7
Fleet Services	10	10	10	10	10
TOTAL Gen Fd/SWM Fd	25/32	25/32	25/32	24/32	24/32

City of Auburn

Solid Waste Management Fund Financing Structure



The Solid Waste Management Fund accounts for the solid waste collection and disposal and recycling activities within the City of Auburn. Accounting for this fund moved to a separate enterprise fund at the beginning of fiscal year 2009. The City has historically accounted and budgeted for the costs of providing all of these services in the Environmental Services (ES) department of the General Fund. However, since governmental accounting principles allow state and local governments the option to use business-type accounting for activities that involve providing services to the general public on a user-charge basis, the City's management decided to account for the solid waste and recycling activities of Environmental Services separately beginning in fiscal year 2009.

Although the activities are still managed by the Environmental Services (ES) Department, establishing a separate Solid Waste Management enterprise fund provides several distinct advantages for the financial management of the City. Since enterprise funds use full accrual basis accounting, as businesses do, a separate fund enables the Council and management to see the revenues and expenses of providing solid waste and recycling services to the public, apart from the other activities of the General Fund. Full accrual accounting provides matching of the actual costs to provide services in a given period with the revenues earned during the same period. There is a clear reporting of whether the user charges (revenues) covered the costs to provide the services and the amount of any excess or deficit of revenues over costs. Using a separate enterprise fund will also facilitate budgeting for and financing purchases of the equipment needed to perform the solid waste and recycling functions, without these capital needs having to compete directly with the General Fund's capital plans.

The Solid Waste Management Fund receives revenue from garbage charges to customers, special trash pick-up fees, sales of recyclables and white goods tags (for pick-up of household appliances). Expenses include salaries and benefits of the ES employees whose duties include solid waste and recycling functions, landfill tipping fees, fuel and other supplies, and depreciation expense on the capital assets used in the solid waste and recycling functions. The City provides once a week pick-up of garbage (household waste), trash (yard waste) and recycling, at two levels of service: curb service and back-yard service to most residences within the City. ES also services some non-residential customers, primarily City facilities. Most commercial solid waste services are provided by outside contractors. Fees for the City's solid waste services as of October 1, 2012 are as follows:

Monthly fees for residential service	
Back yard service	\$ 31.50
Curb service	\$ 21.50
Security Deposit	
	\$ 30.00
White goods tag fees	
Appliances containing coolants	\$ 28.00
All other appliances	\$ 5.00
Fees for excess yard waste (more than 5 cubic yards)	
Up to 1/2 truck load (truck = 22 cubic yards)	\$ 50.00
More than 1/2 truck load up to 1 truck load	\$ 100.00
Each load over one truck load	\$ 100.00

Solid waste fees are included on the utility billings for water and sewer services, which are processed by the Water Works Board of the City of Auburn. In 2011, the City of Auburn contracted with Public Resources Management Group, Inc. (PRMG) to conduct a solid waste rate study that included a five-year financial forecast of the Solid Waste Management fund. As part of the findings, PRMG proposed rate increases for the FY2013 and FY2014 biennial budgets. The City Council adopted the proposed rate structure in June of 2011, and the new rates are included in this document.

Some costs of the ES Administration Division are allocated to the Solid Waste Management fund; the remaining costs of the ES Administration Division are budgeted in the General Fund. Through consultation and study of the positions contained in the administration division of the Environmental Services department, it has been determined that a majority of the time spent by these employees were on planning, analysis and supervision of the Solid Waste and Recycling activities. This is reflected in the salaries and benefits of the administrative staff allocated to the Solid Waste Management Fund.



Environmental Services Department

Timothy L. Woody, Director



Mission

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

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

Major Functions of the Environmental Services Department

- ◆ Provide a comprehensive solid waste management program to the City’s residential and commercial services customer base
- ◆ Educate citizens as to proper animal care issues and enforce the city’s Animals and Fowls ordinance
- ◆ Maintain the City’s rights-of-way through cutting, trimming, litter collection and prevention, and street sweeping
- ◆ Provide an integrated mosquito abatement program

Environmental Services FY2013 Goals

Administration

1. Develop the department's FY 2014 Program Plan through a comprehensive review of the department's FY 2013 - FY 2017 five-year Strategic Management Plan and accompanying FY 2013 Program Plan; and the department's FY 2014 budget.
Anticipated to commence by **3/1/2013** and be completed by **7/31/2013**
2. Work with multiple City departments to promote beautification in at least one neighborhood by removing bulky/yard debris and litter; mowing and trimming vegetation along the right-of-way; repairing sidewalks, potholes and other street problems; replacing worn street signage; painting fire hydrants; conducting code enforcement surveys of property; and planting trees to enhance the tree canopy.
Anticipated to commence by **1/1/2013** and be completed by **6/30/2013**
3. Develop a set of no more than three (3) to five (5) questions for use by supervisory and administrative staff to solicit feedback from citizens that call or visit the department to inquire about service delivery issues. The intent is to generate responses that will provide staff with information that will serve as additional guidance about potential programming modification or other needs that will improve service delivery and citizen satisfaction.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
4. In partnership with the Finance Department, analyze the duties that are engaged in the billing and collection of Solid Waste Management services to see if efficiencies can be gained from combining, exchanging or shifting workload between employees and/or physical locations for Environmental Services staff and Finance - Utility Billing Office thereby offering better customer service.
Anticipated to commence by **10/1/2012** and be completed by **3/31/2013**

Animal Control

1. Develop an animal mortality plan to provide guidance in addressing emergency management needs arising from an animal mortality event such as infectious diseases (e.g., avian flu) or natural disasters.
Anticipated to commence by **1/1/2013** and be completed by **6/30/2013**
2. Host or participate in at least three (3) animal care and control outreach events.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**

Fleet Services

1. Relocate equipment wash station and break room facility.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
2. Research the possibility of developing a student co-operative program with Southern Union State Community College.
Anticipated to commence by **10/1/2012** and be completed by **6/30/2013**
3. Identify at least three (3) training sessions for mechanics to attend that focus on manufacturer-based automotive engineering technologies.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**

4. Work with the Information Technology Department to create a work request and inventory control system through CityWorks.
Anticipated to commence by **11/1/2012** and be completed by **4/30/2013**

Recycling

1. In collaboration with other East Alabama Recycling Partnership members, continue to work at locating a Materials Recovery Facility (MRF) in the geographic area that will afford partners the opportunity to enhance recycling programming.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
2. Collaborate with the members of the East Alabama Recycling partnership to host at least two (2) county-wide recycling and waste reduction outreach events to increase public awareness.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
3. Host or participate in at least three (3) recycling and waste reduction outreach events to provide citizens the opportunity to recycle waste and to increase public awareness.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
4. Partner with an Auburn University graduate level Technical and Professional Editing class to copyedit the department's Community Reuser Resource Guide to provide updated information and to ensure accuracy, completeness, consistency, and correctness.
Anticipated to commence by **10/1/2012** and be completed by **3/31/2013**

Right-Of-Way Maintenance

1. To coincide with Codes Enforcement efforts to focus on nuisance enforcement in areas such as unsightly vegetation, junk and dilapidated structures on private property, continue to work at executing the plan to maintain the city's rights-of-ways on an appropriate schedule including attention to detailed mowing/trimming needs.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**
2. Utilizing Keep America Beautiful litter reporting standards, conduct one (1) community litter index survey designed to assess litter prevention and cleanup needs in the community. On a scale of 1.0 to 4.0 (1.0-no litter, 4.0-littered) the goal is to present survey results that depict an index score of 2.0 or less.
Anticipated to commence by **4/1/2013** and be completed by **8/31/2013**

Solid Waste

1. Limit the number of customer service complaints received to 0.25% of the total number of pickups made for the fiscal year.
Anticipated to commence by **10/1/2012** and be completed by **9/30/2013**

Environmental Services FY2014 Goals

Administration

1. Develop the department's FY 2015 Program Plan through a comprehensive review of the department's FY 2013 - FY 2017 five-year Strategic Management Plan and accompanying FY 2014 Program Plan.
Anticipated to commence by **3/1/2014** and be completed by **7/31/2014**
2. Complete a 10-Year Solid Waste Management Plan Update that will address the management, processing and/or disposal of municipal solid waste generated within the City.
Anticipated to commence by **1/1/2014** and be completed by **9/30/2014**
3. Work with multiple city departments to promote beautification in at least one neighborhood by removing bulky/yard debris and litter; mowing and trimming vegetation along the right-of-way; repairing sidewalks, potholes and other street problems; replacing worn street signage; painting fire hydrants; conducting code enforcement surveys of property; and planting trees to enhance the tree canopy.
Anticipated to commence by **1/1/2014** and be completed by **6/30/2014**

Animal Control

1. Host or participate in at least three (3) animal care and control outreach events.
Anticipated to commence by **1/1/2014** and be completed by **9/30/2014**

Fleet Services

1. Continue to expand upon automotive engineering training initiatives for mechanics including manufacturer-based training by identifying at least three (3) training sessions for mechanics to attend.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

Recycling

1. Continue to collaborate with East Alabama Partnership members host at least two (2) county-wide recycling and waste reduction outreach events to increase public awareness.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**
2. Host or participate in at least three (3) recycling and waste reduction outreach events to provide citizens the opportunity to recycle waste and to increase public awareness.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

Right-Of-Way Maintenance

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

Solid Waste

1. Work with neighboring local governments to solicit proposals and secure an agreement for solid waste disposal services. The goal is to secure an agreement that provides the lowest possible transportation and disposal fees over the longest feasible contractual term.
Anticipated to commence by **10/1/2013** and be completed by **6/30/2014**
2. Limit the number of customer service complaints received to 0.25% of the total number of pickups made for the fiscal year.
Anticipated to commence by **10/1/2013** and be completed by **9/30/2014**

City of Auburn

Solid Waste Management Fund

Overview of Revenues, Expenses and Changes in Net Assets

Fiscal Years 2010-2014

	Audited Actual		Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Beginning net assets	661,562	515,464	295,574	239,569	312,787
Revenues:					
Grants	140,331	98,959	-	-	-
Charges for services	3,113,923	2,923,506	3,368,300	3,813,300	4,026,300
Recycling revenue	19,512	38,486	41,000	38,000	38,000
Interest	292	59	500	200	200
Other revenue	1,652	1,665	500	-	-
Total revenues	3,275,710	3,062,674	3,410,300	3,851,500	4,064,500
Other financing sources (OFS):					
Sale of surplus assets	14,478	(1,662)	-	-	-
Transfer in general fund	260,104	308,120	735,000	350,000	350,000
Total OFS	274,582	306,458	735,000	350,000	350,000
Total revenues & OFS	3,550,292	3,369,132	4,145,300	4,201,500	4,414,500
Expenses	3,305,752	3,477,408	3,441,642	3,547,782	3,582,371
Capital outlays [#]	-	-	693,413	513,000	564,500
Projects [#]	37,926	34,251	11,250	12,500	12,500
Other financing uses (transfers)	-	77,364	55,000	55,000	55,000
Total expenses and transfers	3,343,677	3,589,023	4,201,305	4,128,282	4,214,371
Excess (deficit) of revenues and other sources over expenses, and transfers out	206,614	(219,891)	(56,005)	73,218	200,129
Prior period adjustment [^]	(352,712)	-	-	-	-
Ending net assets	515,464	295,574	239,569	312,787	512,916

[#] Actual amounts are reported on the full accrual basis: capital assets are capitalized and expensed through depreciation. The budget is prepared on a modified accrual basis: capital outlays are reflected as expenses, for budgetary control purposes.

[^] During FY2011, the City began recording customer receivables directly in the Solid Waste Management Fund; as a result, a prior period adjustment totaling \$352,712 was recorded to adjust customer receivables for accounts written off and to adjust allowance accounts. FY2010 Ending Net Assets has been adjusted to include the prior period adjustment.

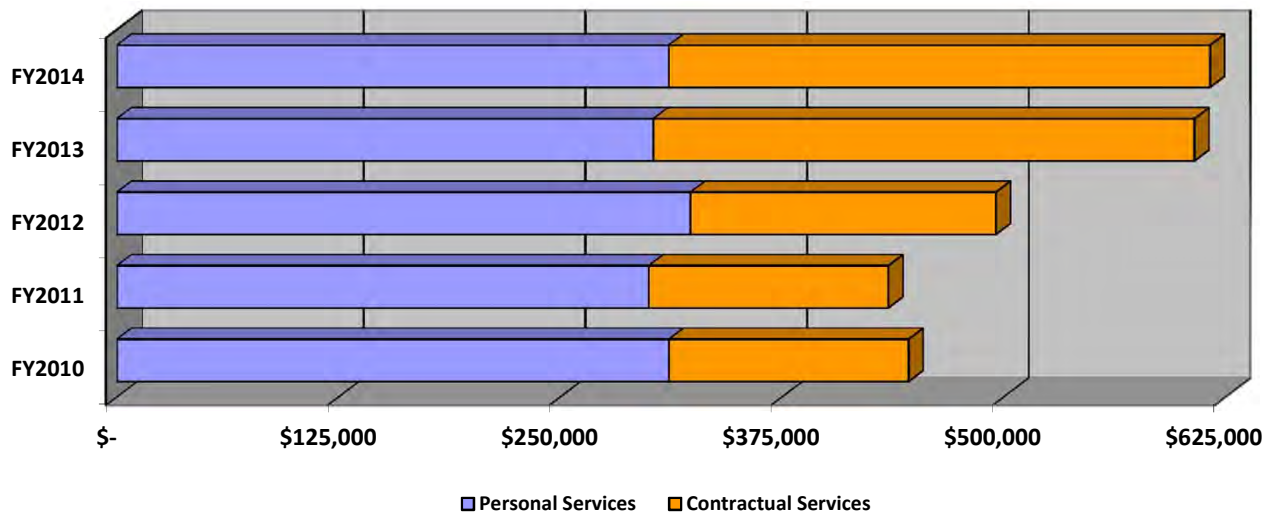
Solid Waste Management Fund

Administration Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Personal Services	311,304	299,846	323,431	302,486	311,209
Contractual Services	135,000	135,000	172,090	305,090	305,090
Totals	446,304	434,846	495,521	607,576	616,299

Five Year Budget Summary



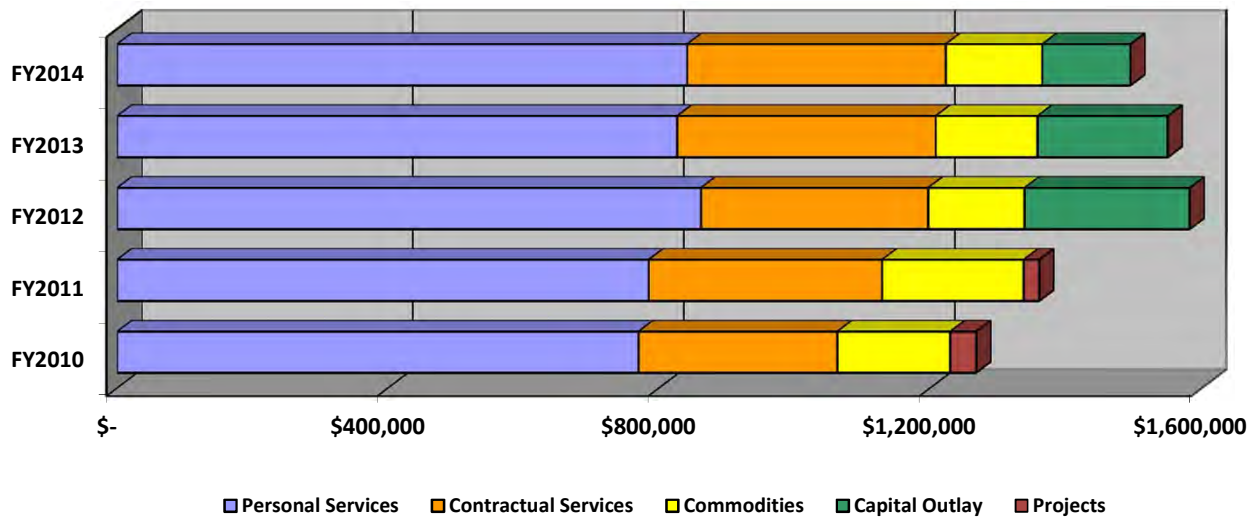
Solid Waste Management Fund

Recycling Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Personal Services	769,585	784,624	861,860	826,550	841,417
Contractual Services	293,593	344,436	335,000	381,500	381,500
Commodities	166,259	208,525	142,038	150,038	142,038
Capital Outlay	-	-	243,413	192,000	130,000
Projects	37,926	23,001	-	-	-
Totals	1,267,363	1,360,584	1,582,311	1,550,088	1,494,955

Five Year Budget Summary



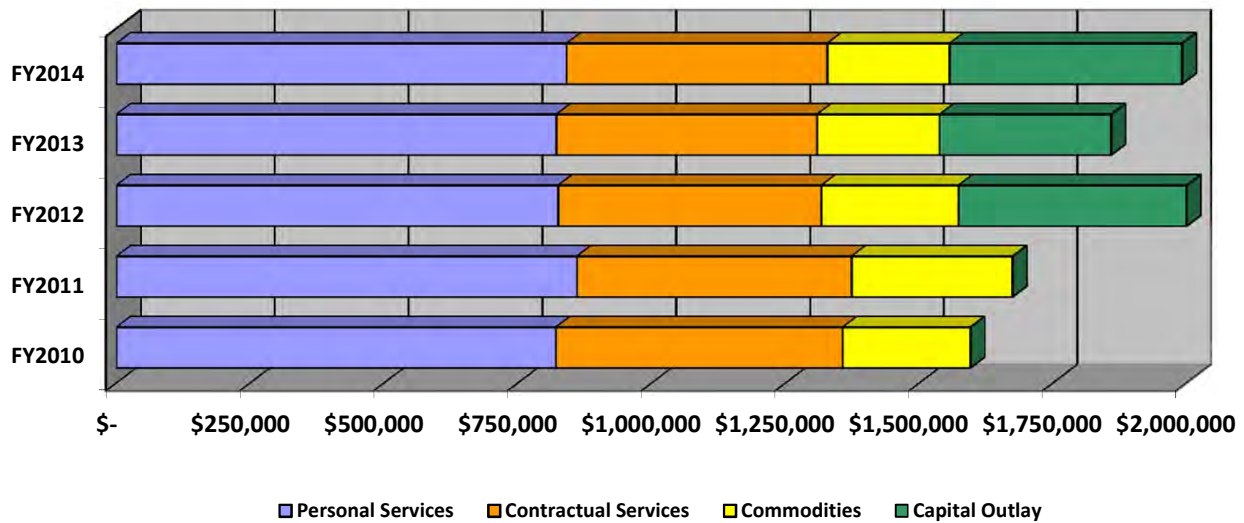
Solid Waste Management Fund

Solid Waste Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Personal Services	820,669	859,973	824,891	821,443	840,442
Contractual Services	535,623	512,929	491,683	487,000	487,000
Commodities	238,790	301,024	256,549	229,075	229,075
Capital Outlay	-	-	450,000	321,000	434,500
Totals	1,595,082	1,673,926	2,023,123	1,858,518	1,991,017

Five Year Budget Summary



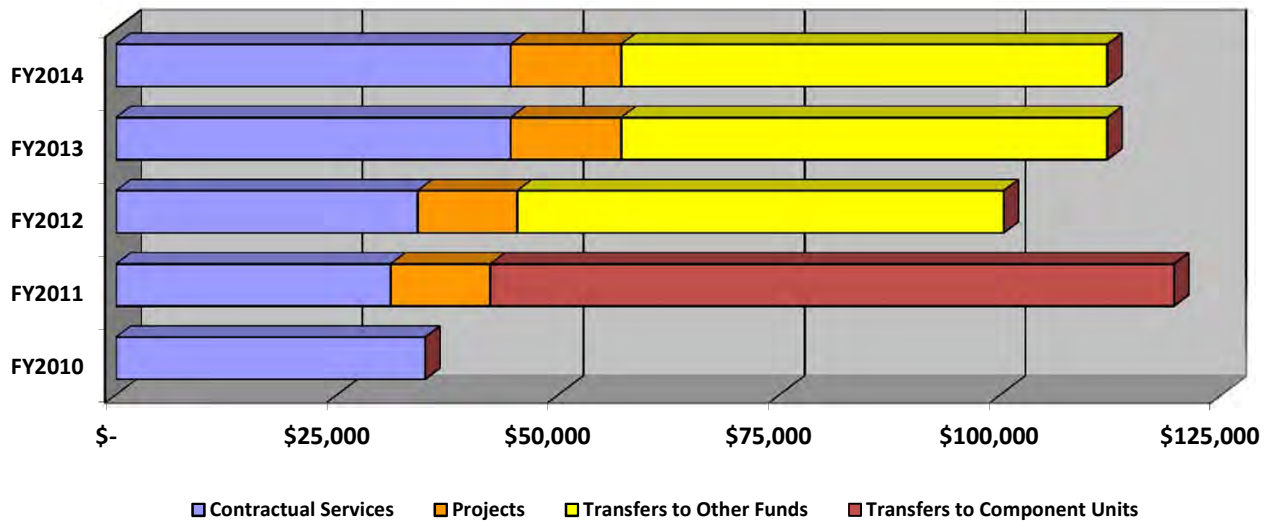
Solid Waste Management Fund

General Operations Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Contractual Services	34,929	31,052	34,100	44,600	44,600
Projects	-	11,250	11,250	12,500	12,500
Transfers to Other Funds	-	-	55,000	55,000	55,000
Transfers to Component Units	-	77,364	-	-	-
Totals	34,929	119,666	100,350	112,100	112,100

Five Year Budget Summary





City of Auburn



City of Auburn

Biennial Budget for FY 2013 & FY 2014

Special Revenue Funds

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City of Auburn

City of Auburn

Description of and Trends in Special Revenue Funds

Special revenue funds are operating funds used to account for the proceeds of specific revenue sources that are legally restricted to be spent for specific purposes. Generally accepted accounting principles require these separate Special Revenue Funds, which demonstrate compliance with the legal restrictions on the use of these revenues. The City of Auburn budgets for the following special revenue funds:

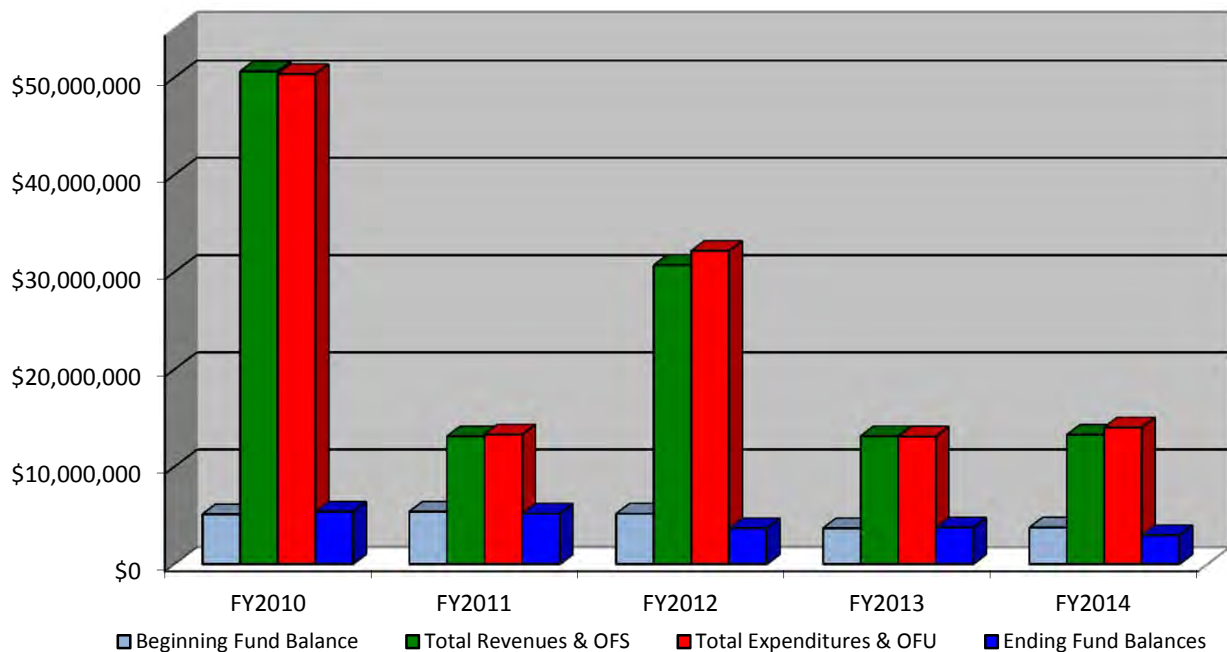
Seven Cent State Gas Tax Fund accounts for funds received from the State of Alabama and disbursed for street related projects.

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

Special School Tax Fund accounts for five mill ad valorem tax revenues used to pay principal and interest on bonds issued for school purposes and eleven mill ad valorem tax revenues used in furtherance of

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

	Audited Actual		Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Beginning Fund Balance	5,122,085	5,385,358	5,172,207	3,690,587	3,746,956
Total Revenues & OFS	50,629,765	13,109,552	30,698,850	13,148,141	13,277,875
Total Expenditures & OFU	50,366,493	13,322,703	32,180,470	13,091,772	14,048,582
Excess of Revenues & OFS over Expenditures & OFU	263,273	(213,151)	(1,481,620)	56,369	(770,707)
Ending Fund Balances	5,385,358	5,172,207	3,690,587	3,746,956	2,976,249



City of Auburn

Total Special Revenue Funds

Overview of Revenues, Expenditures and Changes in Fund Balance

	Audited Actual		Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Revenues:					
Locally levied taxes	12,419,405	12,765,191	12,405,350	12,894,266	13,024,000
State shared taxes	241,153	241,496	213,500	213,500	213,500
Other revenues	180,570	96,930	55,000	40,375	40,375
Total revenues	12,841,129	13,103,617	12,673,850	13,148,141	13,277,875
Other financing sources (OFS):					
Sale of Surplus Assets	-	5,935	-	-	-
Proceeds of debt	29,333,257	-	18,025,000	-	-
Transfers in from other funds	8,455,380	-	-	-	-
Total revenues and OFS	50,629,765	13,109,552	30,698,850	13,148,141	13,277,875
Expenditures					
Public Safety	209,316	16,292	18,000	18,000	18,000
General Operations	428,528	477,904	467,600	488,290	494,600
Debt service (for Bd of Education)	34,623,232	4,859,868	6,045,876	6,060,482	6,510,982
Total expenditures	35,261,077	5,354,064	6,531,476	6,566,772	7,023,582
Other financing uses (OFU):					
Operating transfers to other funds	8,625,380	395,000	195,000	225,000	225,000
Transfer to Board of Education	6,480,036	7,573,639	25,453,994	6,300,000	6,800,000
Total expenditures and OFU	50,366,493	13,322,703	32,180,470	13,091,772	14,048,582
Excess of revenues and other sources over expenditures and other uses	263,273	(213,151)	(1,481,620)	56,369	(770,707)
Fund balances, beginning of year	5,122,085	5,385,358	5,172,207	3,690,587	3,746,956
Fund balances, end of year	5,385,358	5,172,207	3,690,587	3,746,956	2,976,249

City of Auburn

Special Revenue Funds

Combining Statement of Budgeted Revenues and Expenditures

	7 Cent State Gas Tax	9 Cent State Gas Tax	Special School Tax	Public Safety Substance Abuse Prevention	Total-All Budgeted Special Revenue Funds
	\$	\$	\$	\$	\$
Audited fund balances, 9.30.2011	71,413	56,228	4,911,623	132,943	5,172,207
FY2012 Projected revenues	119,500	96,000	30,480,350	3,000	30,698,850
FY2012 Projected expenditures	100,000	95,000	31,967,470	18,000	32,180,470
Projected fund balances, 9.30.2012	90,913	57,228	3,424,503	117,943	3,690,587
FY2013 Budget					
Revenues					
Taxes	118,500	95,000	12,894,266	-	13,107,766
Other revenue	500	500	37,000	2,375	40,375
<i>Total revenues</i>	119,000	95,500	12,931,266	2,375	13,148,141
Total revenues and other sources	119,000	95,500	12,931,266	2,375	13,148,141
Expenditures					
Public Safety	-	-	-	18,000	18,000
Non-departmental					
General operations	-	-	488,290	-	488,290
Debt service	-	-	6,060,482	-	6,060,482
<i>Total expenditures</i>	-	-	6,548,772	18,000	6,566,772
Other financing uses					
Transfers to other funds	125,000	100,000	-	-	225,000
Transfers to Bd of Education	-	-	6,300,000	-	6,300,000
Total expenditures and other uses	125,000	100,000	12,848,772	18,000	13,091,772
Projected fund balances, 9.30.2013	84,913	52,728	3,506,997	102,318	3,746,956
FY2014 Budget					
Projected fund balances, 9.30.2013	84,913	52,728	3,506,997	102,318	3,746,956
Revenues					
Taxes	118,500	95,000	13,024,000	-	13,237,500
Other revenue	500	500	37,000	2,375	40,375
<i>Total revenues</i>	119,000	95,500	13,061,000	2,375	13,277,875
Total revenue and other sources	119,000	95,500	13,061,000	2,375	13,277,875
Expenditures					
Public Safety	-	-	-	18,000	18,000
Non-departmental					
General operations	-	-	494,600	-	494,600
Debt service	-	-	6,510,982	-	6,510,982
<i>Total expenditures</i>	-	-	7,005,582	18,000	7,023,582
Other financing uses					
Transfers to other funds	125,000	100,000	-	-	225,000
Transfers to Bd of Education	-	-	6,800,000	-	6,800,000
Total expenditures and other uses	125,000	100,000	13,805,582	18,000	14,048,582
Projected fund balances, 9.30.2014	78,913	48,228	2,762,415	86,693	2,976,249

City of Auburn

Special Revenue Funds

Overview of Revenues, Expenditures and Changes in Fund Balance

State Seven Cent Gax Tax Fund

	Audited Actual		Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Revenues:					
State shared gasoline tax	135,549	135,626	118,500	118,500	118,500
Interest	1,286	1,104	1,000	500	500
Total revenues	136,835	136,730	119,500	119,000	119,000
Other financing uses (OFU):					
Operating transfers to other funds	90,000	225,000	100,000	125,000	125,000
Excess of revenue and other sources over expenditures and other uses	46,835	(88,270)	19,500	(6,000)	(6,000)
Fund balance, beginning of year	112,848	159,683	71,413	90,913	84,913
Fund balance, end of year	159,683	71,413	90,913	84,913	78,913

State Nine Cent Gax Tax Fund

	Audited Actual		Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Revenues:					
State shared gasoline tax	105,604	105,870	95,000	95,000	95,000
Interest	1,005	836	1,000	500	500
Total revenues	106,609	106,706	96,000	95,500	95,500
Other financing uses (OFU):					
Operating transfers to other funds	80,000	170,000	95,000	100,000	100,000
Excess of revenue and other sources over expenditures and other uses	26,609	(63,294)	1,000	(4,500)	(4,500)
Fund balance, beginning of year	92,913	119,522	56,228	57,228	52,728
Fund balance, end of year	119,522	56,228	57,228	52,728	48,228

City of Auburn

Special Revenue Funds

Overview of Revenues, Expenditures and Changes in Fund Balance

Special School Tax Fund - A Major Fund

	Audited Actual		Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Revenues:					
General property tax	12,419,405	12,765,191	12,405,350	12,894,266	13,024,000
Interest	68,555	60,617	50,000	37,000	37,000
Total revenues	12,487,960	12,825,808	12,455,350	12,931,266	13,061,000
Other financing sources (OFS)					
Proceeds of debt	29,333,257	-	18,025,000	-	-
Transfers in from other funds	8,455,380	-	-	-	-
Total revenues and OFS	50,276,597	12,825,808	30,480,350	12,931,266	13,061,000
Expenditures:					
General Operations					
Tax administration fee	428,528	477,904	467,600	488,290	494,600
Transfer to Bd. Of Education	6,480,036	7,573,639	25,453,994	6,300,000	6,800,000
Debt Service	34,623,232	4,859,868	6,045,876	6,060,482	6,510,982
Transfers	8,455,380	-	-	-	-
Total expenditures and OFU	49,987,176	12,911,411	31,967,470	12,848,772	13,805,582
Excess of revenue and other sources over expenditures and other uses	289,421	(85,603)	(1,487,120)	82,494	(744,582)
Fund balance, beginning of year	4,707,805	4,997,226	4,911,623	3,424,503	3,506,997
Fund balance, end of year	4,997,226	4,911,623	3,424,503	3,506,997	2,762,415

Public Safety Substance Abuse Prevention Fund

	Audited Actual		Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Revenues:					
Confiscation Revenue	107,704	33,141	500	1,500	1,500
Grants	-	-	-	-	-
Interest	2,020	1,232	2,500	875	875
Total revenues	109,724	34,373	3,000	2,375	2,375
Other financing sources (OFS)					
Sale of Surplus Assets	-	5,935	-	-	-
Total revenues and OFS	109,724	40,308	3,000	2,375	2,375
Expenditures:					
Public Safety	209,316	16,292	18,000	18,000	18,000
Excess of revenue and other sources over expenditures and other uses	(99,592)	24,016	(15,000)	(15,625)	(15,625)
Fund balance, beginning of year	208,519	108,927	132,943	117,943	102,318
Fund balance, end of year	108,927	132,943	117,943	102,318	86,693



City of Auburn



City of Auburn

Biennial Budget for FY 2013 & FY 2014

Debt Service Fund

Debt Service Fund - The Special Five-Mill Tax Fund –

Overview of Revenues, Other Sources, Expenditures and Other Uses	275
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City of Auburn

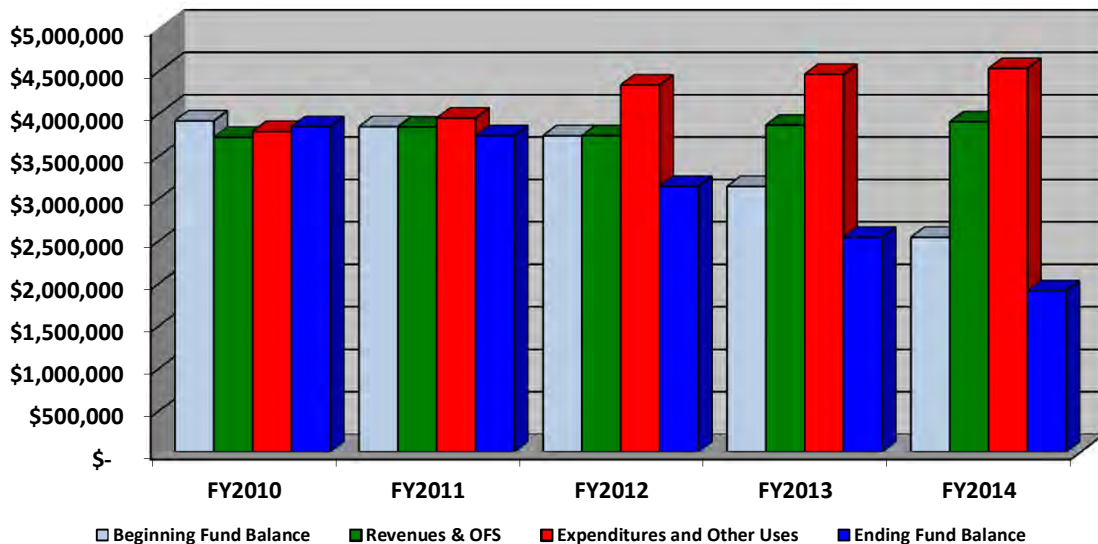
City of Auburn

Debt Service Fund

Overview of Revenues, Other Sources, Expenditures and Other Uses

Special 5-Mill Tax Fund accounts for revenues received from five mills of ad valorem tax dedicated to the payment of principal and interest on bonds issued to finance projects approved by the Citizens of Auburn in referenda. Projects are selected based on priorities identified by residents in the annual Citizen Survey and through input from the City's various citizen advisory boards and commissions. Past projects include the Donahue Bridge replacement, Town Creek Park, Yarbrough Tennis Center, Auburn Soccer Complex, and expansion of the Auburn Public Library. Current projects include improvements to downtown parking facilities; construction of a Senior Center and reconfigured parking.

	Audited Actual		Budget	<i>Budget</i>	
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Revenues					
General property tax	3,657,712	3,777,188	3,679,030	3,818,406	3,857,000
Interest	48,663	47,247	45,000	30,000	30,000
Total revenues	3,706,375	3,824,434	3,724,030	3,848,406	3,887,000
Expenditures					
Tax Administration Fee	126,441	141,347	145,000	150,000	153,000
Debt Service					
Principal	2,545,000	2,720,000	2,996,000	3,295,000	3,495,000
Interest	1,092,369	1,062,192	1,050,175	993,794	859,736
Fiscal fees	10,152	8,017	130,000	10,000	10,000
Total expenditures and OFU	3,773,962	3,931,556	4,321,175	4,448,794	4,517,736
Excess (deficit) of revenue and OFS over expenditures and OFU	(67,587)	(107,122)	(597,145)	(600,388)	(630,736)
Fund balance, beginning of year	3,898,631	3,831,044	3,723,922	3,126,777	2,526,389
Fund balance, end of year	3,831,044	3,723,922	3,126,777	2,526,389	1,895,653



City of Auburn

Special Five Mill Tax Fund History - Fiscal Years 2002 - 2011

	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	Inc FY11>FY02	
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Amount	As%
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$		
Revenues:												
Ad Valorem Tax	1,515,308	1,592,323	1,910,566	2,109,363	2,355,551	2,724,946	3,044,712	3,464,143	3,657,712	3,777,188	2,261,880	149%
Interest	78,169	57,454	48,939	72,101	138,530	160,955	117,087	93,160	48,663	47,247	(30,922)	-40%
Total Revenues	1,593,477	1,649,777	1,959,505	2,181,464	2,494,081	2,885,901	3,161,799	3,557,303	3,706,375	3,824,434	2,230,957	140%
Expenditures:												
Principal '71	10,000	-	-	-	-	-	-	-	-	-	(10,000)	n/a
Interest '71	305	-	-	-	-	-	-	-	-	-	(305)	n/a
Principal'74	40,000	40,000	-	-	-	-	-	-	-	-	(40,000)	n/a
Interest '74	5,280	2,640	-	-	-	-	-	-	-	-	(5,280)	n/a
Cap imp wts 6.01.97 \$6.5M Principal	245,000	260,000	280,000	42,663	-	-	-	-	-	-	(245,000)	n/a
Cap imp wts 6.01.97 \$6.5M Interest (refunded by 2005 issue)	280,978	270,198	258,498	122,809	-	-	-	-	-	-	(280,978)	n/a
Cap imp wts 6.01.98 \$2.0M Principal	85,000	90,000	95,000	95,000	105,000	110,000	115,000	120,000	130,000	135,000	50,000	59%
Cap imp wts 6.01.98 \$2.0M Interest	80,742	77,130	73,260	69,080	64,853	60,075	55,015	47,439	40,883	37,774	(42,968)	-53%
GO Ref Bds 9.01.98 \$2.095M Prin	605,000	-	-	-	-	-	-	-	-	-	(605,000)	n/a
GO Ref Bds 9.01.98 \$2.095M Interest	24,200	-	-	-	-	-	-	-	-	-	(24,200)	n/a
GO Warrants 8.01.99 (Lib) \$3.7M Prin	-	215,000	225,000	240,000	260,000	275,000	290,000	310,000	330,000	355,000	355,000	n/a
GO Warrants 8.01.99 (Lib) \$3.7M Int	190,265	190,265	179,515	168,265	156,265	143,265	129,515	112,786	96,371	82,672	(107,593)	-57%
GO Warrants 8.01.02 \$7.25M Prin	290,000	310,000	330,000	355,000	375,000	405,000	435,000	465,000	495,000	530,000	240,000	83%
GO Warrants 8.01.02 \$7.25M Int	33,797	285,183	278,982	270,403	259,753	247,753	231,553	209,749	187,908	170,744	136,947	405%
GO Warrants 3.01.05 \$5.0M Prin	-	-	-	-	355,000	450,000	550,000	625,000	705,000	785,000	785,000	n/a
GO Warrants 3.01.05 \$5.0M Int	-	-	-	144,799	406,548	393,643	377,218	355,064	327,548	296,954	296,954	n/a
GO Warrants 10.06 \$5.2M Prin	-	-	-	-	-	225,000	240,000	250,000	265,000	280,000	280,000	n/a
GO Warrants 10.06 \$5.2M Int	-	-	-	-	-	21,551	208,900	196,871	185,656	177,887	177,887	n/a
GO Bonds 6.09 \$9.0M Prin	-	-	-	-	-	-	-	-	620,000	635,000	635,000	n/a
GO Bonds 6.09 \$9.0M Int	-	-	-	-	-	-	-	-	254,002	296,162	296,162	n/a
Non-Departmental*	66,075	64,605	69,710	74,385	100,189	81,007	97,614	120,376	126,441	141,347	75,272	114%
Trustee Fees	11,788	6,931	6,871	6,325	4,300	6,361	17,225	10,123	10,152	8,017	(3,771)	-32%
Bond/Warrant Issue Expense	-	-	-	96,342	-	101,314	-	-	-	-	-	n/a
Total Expenditures	1,968,430	1,811,952	1,796,836	1,685,071	2,086,908	2,519,969	2,747,039	2,822,408	3,773,962	3,931,556	1,963,127	100%
Other Financing Sources and Uses												
Proceeds of refunding bonds	-	-	-	9,905,000	-	-	-	-	-	-	-	n/a
Transfer to Component units	-	-	-	-	-	(103,763)	-	-	-	-	-	n/a
Premium on debt issued	-	-	-	328,038	-	-	-	-	-	-	-	n/a
Payment to refunded bond escrow	-	-	-	(5,026,414)	-	-	-	-	-	-	-	n/a
Operating transfers to other funds	-	-	-	(5,110,283)	-	456	-	-	-	-	-	n/a
Total OFS/OFU	-	-	-	96,341	-	(103,308)	-	-	-	-	-	n/a
Excess of Revenues > Expenditures	(374,953)	(162,175)	162,670	592,734	407,173	262,625	414,761	734,895	(67,587)	(107,122)	267,831	-71%
Beginning fund balance	1,860,901	1,485,948	1,323,774	1,486,443	2,079,178	2,486,351	2,748,975	3,163,736	3,898,631	3,831,044	1,970,143	106%
Ending fund balance	1,485,948	1,323,774	1,486,443	2,079,178	2,486,351	2,748,975	3,163,736	3,898,631	3,831,044	3,723,922	2,237,974	151%

*Tax collection fees and property reappraisal fees

City of Auburn

Projection of the Special Five-Mill Tax Fund

	Bonds Pay Out in CY	FY2012		Budget		Projected					
		FY2011	FY2012	FY2012		FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
		Actual	Proj. @ YE	Actual (YTD)	Budget						
		\$	\$	\$	\$	\$	\$	\$	\$	\$	
Revenues:											
Ad Valorem Tax (1)		3,777,188	3,800,000	3,619,224	3,679,030	3,818,406	3,857,000	3,972,710	4,091,891	4,255,567	4,425,790
Interest		47,247	30,000	17,367	45,000	30,000	30,000	25,000	30,000	30,000	30,000
Total Revenues		3,824,434	3,830,000	3,636,590	3,724,030	3,848,406	3,887,000	3,997,710	4,121,891	4,285,567	4,455,790
Expenditures:											
Non-Departmental*		141,347	145,000	115,545	145,000	150,000	153,000	163,710	175,170	187,432	200,552
Bond/Warrant Issue Expense		-	40,000	-	120,000	-	-	-	-	-	-
Trustee Fees		8,017	10,000	500	10,000	10,000	10,000	10,500	11,025	11,576	12,155
Cap imp wts 6.01.98 \$2.0M Principal	2015	135,000	145,000	-	145,000	150,000	160,000	165,000	-	-	-
Cap imp wts 6.01.98 \$2.0M Interest		37,774	31,173	15,586	31,173	23,995	16,495	8,415	-	-	-
GO Warrants 8.01.99 (Lib) \$3.7M Prin	2014	355,000	375,000	-	375,000	400,000	425,000	-	-	-	-
GO Warrants 8.01.99 (Lib) \$3.7M Int		82,672	64,225	32,113	64,225	44,350	22,950	-	-	-	-
GO Warrants 8.01.02 \$7.25M Prin	2016	530,000	565,000	-	565,000	605,000	650,000	695,000	745,000	-	-
GO Warrants 8.01.02 \$7.25M Int		170,744	148,498	74,249	148,498	124,203	97,280	67,705	35,388	-	-
GO Warrants 3.01.05 \$5.0M Prin	2021	785,000	865,000	865,000	865,000	900,000	965,000	1,030,000	975,000	350,000	350,000
GO Warrants 3.01.05 \$5.0M Int		296,954	262,854	138,671	262,854	225,865	185,995	142,875	92,750	61,375	47,375
GO Warrants 1.07 \$5.2M Prin	2021	280,000	300,000	300,000	300,000	315,000	335,000	355,000	380,000	400,000	425,000
GO Warrants 1.07 \$5.2M Int		177,887	166,300	86,150	166,300	154,000	139,325	122,075	103,700	84,200	6,570
GO Warrants 2009 Cap. Impr. \$9.0M Prin	2021	635,000	655,000	-	655,000	675,000	695,000	720,000	750,000	780,000	810,000
GO Warrants 2009 Cap. Impr. \$9.0M Int		296,162	277,125	138,563	277,125	260,750	240,500	219,650	196,250	170,000	138,800
GO Warrants 2011 Cap. Proj. \$9.0M Prin^	2026	-	-	-	91,000	-	-	-	-	-	-
GO Warrants 2011 Cap. Proj. \$9.0M Int.		-	-	-	100,000	-	-	-	-	-	-
GO Bonds 2012 Cap. Proj. \$4.0M Prin	2028	-	-	-	-	250,000	265,000	275,000	290,000	305,000	320,000
GO Bonds 2012 Cap. Proj. \$4.0M Int		-	-	-	-	160,632	157,191	152,125	142,200	130,300	117,800
GO Warrants 2015 Cap. Proj. \$5.75M Prin^	2030	-	-	-	-	-	-	141,737	292,035	303,833	316,108
GO Warrants 2015 Cap. Proj. \$5.75M Int^		-	-	-	-	-	-	115,000	221,439	209,641	197,366
GO Warrants 2018 Cap. Proj. \$5.0M Prin^	2033	-	-	-	-	-	-	-	-	-	123,250
GO Warrants 2018 Cap. Proj. \$5.0M Int^		-	-	-	-	-	-	-	-	-	100,000
Total Expenditures		3,931,556	4,050,175	1,766,376	4,321,175	4,448,794	4,517,736	4,383,792	4,409,957	2,993,357	3,164,976
Excess of Revenues > Expenditures		(107,122)	(220,175)	1,870,214	(597,145)	(600,388)	(630,736)	(386,082)	(288,066)	1,292,210	1,290,814
Beginning fund balance		3,831,044	3,723,922	3,723,922	3,723,922	3,126,777	2,526,389	1,895,653	1,509,571	1,221,506	2,513,716
Ending fund balance		3,723,922	3,503,747	5,594,136	3,126,777	2,526,389	1,895,653	1,509,571	1,221,506	2,513,716	3,804,530

(1) Average increase in property tax revenue since FY 98 has been 16.57%. To be conservative, projection calculated at an annual rate of 2.0%.

*Tax collection fees and property reappraisal fees

^ Planned future issues are based on Capital Improvement Plan and reflect term bonds issued at 4% for 15 years with semi-annual payments.

Note: Proceeds and expenditures related to borrowings are accounted for in separate capital projects funds.



City of Auburn



City of Auburn

Biennial Budget for FY 2013 & FY 2014

Special Activities of the General Fund

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Combining Statement of Projected Revenues, Budgeted Expenditures and Changes in Fund Balances	281
Comparative Revenues, Expenditures and Changes in Fund Balances Liability Risk Retention Sub-Fund	282
Employee Benefit Self-Insurance Sub-Fund	282



City of Auburn

City of Auburn

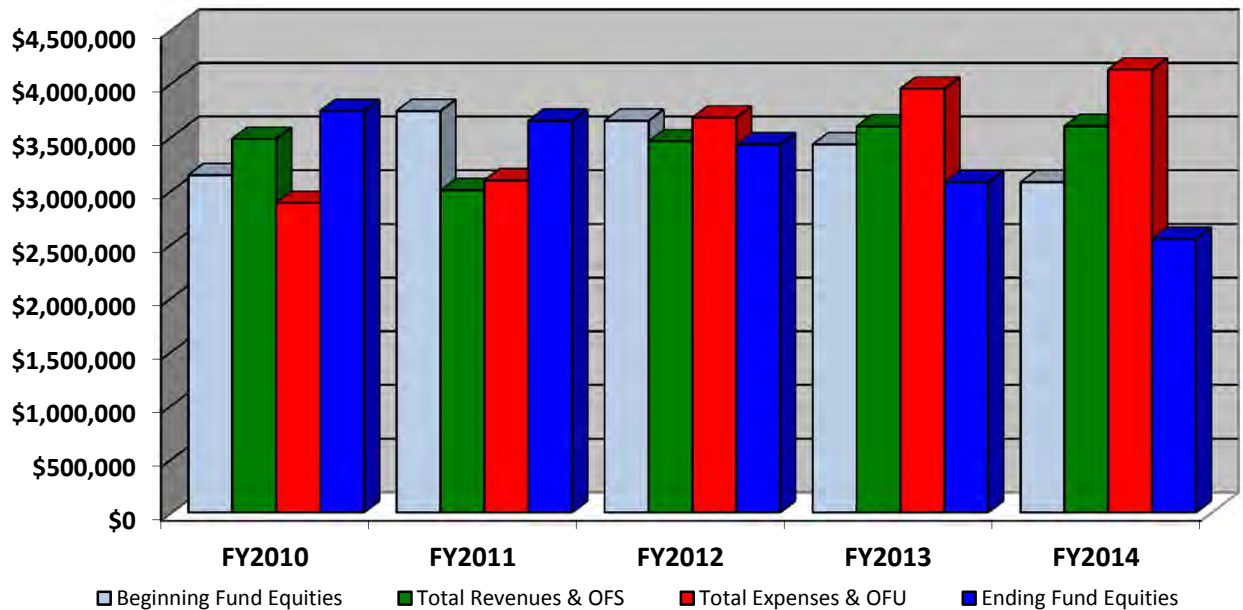
Description of and Trends in Special Activities of the General Fund

Special Activities of the General Fund are used to provide a separate accounting for insurance-related services that are provided by the City to all City departments, as well as to the Auburn Water Works

Liability Risk Retention Sub-Fund accounts for the costs of operating the City's general liability and workers' compensation self-insurance program and funding self-insured retentions for other liability exposures.

Employee Benefit Self-Insurance Sub-Fund accounts for the cost of operating the City's self-insured employee health benefits program.

	Audited Actual		Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Beginning Fund Equities	3,141,490	3,738,569	3,646,387	3,425,562	3,074,093
Total Revenues & OFS	3,479,382	2,999,362	3,455,840	3,594,792	3,597,166
Total Expenses & OFU	2,882,303	3,091,544	3,676,665	3,946,261	4,125,060
Excess of Revenues & OFS over Expenditures & OFU	597,079	(92,182)	(220,825)	(351,469)	(527,894)
Ending Fund Equities	3,738,569	3,646,387	3,425,562	3,074,093	2,546,199



City of Auburn

Total Special Activities of the General Fund

Overview of Revenues, Expenditures and Changes in Fund Balances

	Audited Actual		Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Revenues					
Charges for services					
Employer premiums	1,818,181	1,806,083	1,865,800	1,913,942	1,915,316
Employee premiums	1,059,224	1,082,611	1,083,040	1,181,350	1,181,350
Other revenues					
Interest	36,118	38,532	33,000	24,500	25,500
Claims reimbursement	5,759	59,216	-	-	-
Other	100	12,920	24,000	15,000	15,000
Total revenues	2,919,382	2,999,362	3,005,840	3,134,792	3,137,166
Other financing sources (OFS):					
Transfers in from other funds	560,000	-	450,000	460,000	460,000
Total revenues and OFS	3,479,382	2,999,362	3,455,840	3,594,792	3,597,166
Expenditures:					
General Operations					
Claims payments	2,312,675	2,570,649	2,918,650	3,197,175	3,349,861
Liability retention	105,721	33,584	160,965	162,000	162,000
Premium expenditures	263,015	280,025	338,700	324,909	336,365
Legal professional services	2,377	3,870	10,000	15,000	16,000
Administration fees	198,515	203,417	248,350	247,177	260,834
Total expenditures	2,882,303	3,091,544	3,676,665	3,946,261	4,125,060
Total expenditures	2,882,303	3,091,544	3,676,665	3,946,261	4,125,060
Excess (deficit) of revenue and OFS over expenditures and OFU	597,079	(92,182)	(220,825)	(351,469)	(527,894)
Fund balance, beginning of year	3,141,490	3,738,569	3,646,387	3,425,562	3,074,093
Fund balance, end of year	3,738,569	3,646,387	3,425,562	3,074,093	2,546,199

City of Auburn

Special Activities of the General Fund

Combining Statement of Budgeted Revenues, Expenditures and Changes in Fund Balances

	Liability Risk Retention	Employee Benefit Self-Insurance	Total All Special Activities of the General Fund
	\$	\$	\$
Audited fund balances, 9.30.2011	1,183,834	2,462,553	3,646,387
FY2012 Projected revenues	486,000	2,969,840	3,455,840
FY2012 Projected expenses	569,665	3,107,000	3,676,665
Projected fund balances, 9.30.2012	1,100,169	2,325,393	3,425,562
FY2013 Budget			
Revenues			
Interest	8,000	16,500	24,500
Insurance premiums	-	3,095,292	3,095,292
Other revenue	15,000	-	15,000
<i>Total revenues</i>	<u>23,000</u>	<u>3,111,792</u>	<u>3,134,792</u>
Other financing sources			
Transfers from other funds	460,000	-	460,000
Total resources available	<u>1,583,169</u>	<u>5,437,185</u>	<u>7,020,354</u>
Expenditures			
Risk management/employee benefits	568,500	3,377,761	3,946,261
Total expenditures	<u>568,500</u>	<u>3,377,761</u>	<u>3,946,261</u>
Projected fund balances, 9.30.2013	1,014,669	2,059,424	3,074,093
FY2014 Budget			
Projected fund balances, 9.30.2013	1,014,669	2,059,424	3,074,093
Revenues			
Interest	8,000	17,500	25,500
Insurance premiums	-	3,096,666	3,096,666
Other revenue	15,000	-	15,000
<i>Total revenues</i>	<u>23,000</u>	<u>3,114,166</u>	<u>3,137,166</u>
Other financing sources			
Transfers from other funds	460,000	-	460,000
Total resources available	<u>1,497,669</u>	<u>5,173,590</u>	<u>6,671,259</u>
Expenditures			
Risk management/employee benefits	570,500	3,554,560	4,125,060
Total expenditures	<u>570,500</u>	<u>3,554,560</u>	<u>4,125,060</u>
Projected fund balances, 9.30.2014	<u>927,169</u>	<u>1,619,030</u>	<u>2,546,199</u>

City of Auburn

Special Activities of the General Fund

Comparative Revenue, Expenditures and Changes in Fund Balances

Liability Risk Retention Fund

	Audited Actual		Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Revenues:					
Interest	13,470	12,988	12,000	8,000	8,000
Insurance Reimbursement	100	250	-	-	-
Reimbursement from AU	-	12,670	24,000	15,000	15,000
Total revenues	13,570	25,908	36,000	23,000	23,000
Other financing sources (OFS):					
Transfers in from other funds	560,000	-	450,000	460,000	460,000
Total revenues and OFS	573,570	25,908	486,000	483,000	483,000
Expenditures:					
Claims payments	211,940	75,535	256,650	260,000	260,000
Liability retention	105,721	33,584	160,965	162,000	162,000
Premium expenditures	65,328	63,288	92,200	79,000	80,000
Legal professional services	2,377	3,870	10,000	15,000	16,000
Administration fees	31,265	34,523	49,850	52,500	52,500
Total expenditures	416,631	210,799	569,665	568,500	570,500
Excess of revenue and other sources over expenditures and other uses	156,938	(184,891)	(83,665)	(85,500)	(87,500)
Fund balance, beginning of year	1,211,786	1,368,724	1,183,834	1,100,169	1,014,669
Fund balance, end of year	1,368,724	1,183,834	1,100,169	1,014,669	927,169

Employee Benefit Self-Insurance Fund

	Audited Actual		Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
	\$	\$	\$	\$	\$
Revenues:					
Employer premiums	1,818,181	1,806,083	1,865,800	1,913,942	1,915,316
Employee premiums	1,059,224	1,082,611	1,083,040	1,181,350	1,181,350
Interest	22,648	25,544	21,000	16,500	17,500
Claims reimbursement	5,759	59,216	-	-	-
Total revenues	2,905,813	2,973,454	2,969,840	3,111,792	3,114,166
Total revenues and OFS	2,905,813	2,973,454	2,969,840	3,111,792	3,114,166
Expenditures:					
Claims payments	2,100,735	2,495,114	2,662,000	2,937,175	3,089,861
Premium expenditures	197,687	216,737	246,500	245,909	256,365
Administration fees	167,250	168,894	198,500	194,677	208,334
Total expenditures	2,465,672	2,880,745	3,107,000	3,377,761	3,554,560
Excess of revenue and other sources over expenditures and other uses	440,141	92,709	(137,160)	(265,969)	(440,394)
Fund balance, beginning of year	1,929,704	2,369,845	2,462,553	2,325,393	2,059,424
Fund balance, end of year	2,369,845	2,462,553	2,325,393	2,059,424	1,619,030



City of Auburn

Biennial Budget for FY 2013 & FY 2014

Public Park and Recreation Board

Tennis Center

Financing Structure.....	283
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City of Auburn

City of Auburn

Public Park and Recreation Board

Tennis Center Financing Structure



In July 2007, the City of Auburn opened its newest recreation facility, the Yarbrough Tennis Center. This facility provides the public with superlative opportunities for tournament play, individual play, and lessons. The Tennis Center provides 16 outdoor clay courts, 12 outdoor hard courts with stadium seating, and 6 indoor tennis courts. The Center also includes a clubhouse with pro shop, men's and women's locker rooms, concessions area and meeting space. The facilities are located on 18 acres in a beautifully landscaped setting in the southwestern portion of the City. The land for the complex was donated to the City of Auburn by the Cecil Yarbrough family.

The City financed and built the Tennis Center through a creative partnership with Auburn University (AU). A tennis center has been in the City's capital plan for a number of years. Construction plans for the heart of the Auburn University campus meant that the Tennis Team needed a new location for its headquarters. When the City began preparing for the design and construction of its tennis center, the University approached the City about expanding the Tennis Center project to accommodate the University's Tennis Team. The City and the University developed an agreement to construct expanded facilities to provide space for the AU Tennis Team. The portion of the facilities housing the University's Tennis Team is available to the public when not in use by the University. The larger facilities and additional court space mean that the Yarbrough Tennis Center is capable of accommodating a wider variety of and larger-scale tennis tournaments.



The construction that the City had originally planned was financed with general obligation bond proceeds that will be repaid from the City's Special Five-Mill Tax Debt Service Fund. Auburn voters approved the construction of the Tennis Center and an expansion of the City Library in a referendum; then, \$5.2 million in bonds were issued to fund these two projects in January 2007. Financing for the facilities used by the University was provided by a City general obligation warrant in the amount of \$3.7 million issued in September 2006. Prior to the construction of the tennis complex, the City leased the property to the Auburn Public Park and Recreation Board (PPRB). The PPRB oversaw the design and construction of the facilities, coordinating with the University on those facilities to be used by the Tennis Team. Auburn University leases the section of the Tennis Center used by the Tennis Team; the lease payments are structured to cover the principal and interest due on the G.O. warrants that financed the facilities leased to the University. City Parks and Recreation staff manages the complex and schedules all uses of the facilities. The University is billed for its proportionate share of the Tennis Center's operating costs.

The PPRB operates the Tennis Center on a user-charge basis. Members of the public can purchase annual passes or fees can be paid on a per visit basis. The fees for passes and per visit use of the complex are shown below.

Yarbrough Tennis Center Court Fees			
	<i>Clay Courts</i>	<i>Hard Courts*</i>	<i>Indoor Courts*</i>
Annual passes			
Individual	\$ 250.00	\$ 125.00	\$ 200.00
Family	\$ 400.00	\$ 225.00	\$ 350.00
Junior	\$ 120.00	\$ 75.00	\$ 150.00
Per visit	\$ 5.00	\$ 3.00	\$ 7.50
Added to Clay Court pass			
Individual		\$ 50.00	\$ 100.00
Family		\$ 100.00	\$ 250.00
* Use of hard and indoor courts is subject to availability based on scheduling of the Auburn University Tennis Team.			

The Yarbrough Tennis Center is owned, via a lease, by the Public Park and Recreation Board (PPRB). It is accounted for as a separate business-type activity (an Enterprise fund). The PPRB does not have its own employees; the Tennis Center is managed and operated by the City's Parks and Recreation Department staff. It is not the City Council's intention that the Tennis Center's revenues cover its costs (full-accrual expenses, including depreciation). Separately accounting for the Tennis Center as an enterprise enables the PPRB and City Management to evaluate the Tennis Center's operating results and make informed decisions concerning the fees to be charged to the public. The proposed operating budget for the fiscal years 2013 and 2014 is based on the actual operating data from the fiscal years 2010 through May of FY2012 (selected data presented below) and knowledge of the staff of the forecasted and booked number and size of tournaments and events hosted by the complex.

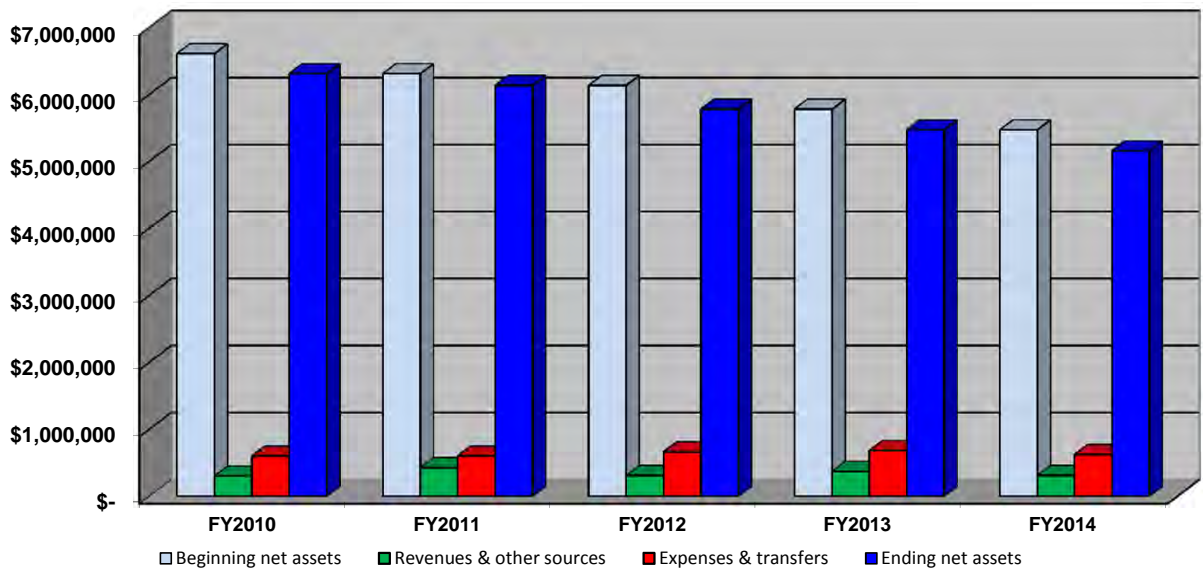
<i>PPRB - Tennis Center</i>	FY2010	FY2011	FY2012
Operating revenues:	<i>Actual</i>	<i>Actual</i>	<i>Actual - Unaudited</i>
Tennis rev (<i>Court & membership</i>)	74,052	72,586	45,672
Service charges to Auburn Univ.	63,173	68,315	80,511
Total operating revenues	137,225	140,901	126,183
Operating expenses:			
Personal Services	174,449	159,184	105,978
Contractual	114,533	113,657	54,106
Commodities	15,327	23,627	12,425
Depreciation	299,303	307,233	206,119
Capital Outlay [^]	-	-	38,600
Total operating expenses	603,612	603,701	417,228
Operating income (loss)	(466,387)	(462,800)	(291,045)
Transfers (<i>General and Cap Proj</i>)	167,381	287,877	115,063
[^] Actual amounts are reported on the full-accrual basis (capital assets are capitalized and expensed through depreciation).			

City of Auburn

Public Parks and Recreation Board - Tennis Center

Overview of Revenues, Expenses and Changes in Net Assets

	Audited Actual		Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
			\$	\$	\$
Revenues	137,225	140,901	156,945	161,000	138,000
Other financing sources - appropriations from COA	167,381	287,877	155,000	213,000	175,000
Total revenues and other sources	304,606	428,778	311,945	374,000	313,000
Expenses [#]	603,612	603,701	665,435	684,258	625,781
Total expenses and transfers	603,612	603,701	665,435	684,258	625,781
Excess (deficit) of revenues and other sources over expenses and transfers out	(299,006)	(174,923)	(353,490)	(310,258)	(312,781)
Beginning net assets	6,609,815	6,310,809	6,135,886	5,782,396	5,472,138
Ending net assets	6,310,809	6,135,886	5,782,396	5,472,138	5,159,357



[#] Actual amounts are reported on the full accrual basis: capital assets are capitalized and expensed through depreciation. The budget is prepared on a modified accrual basis: capital outlays are reflected as expenses, for budgetary control purposes.

City of Auburn

Public Park and Recreation Board - Tennis Center

Comparative Revenue, Expenses and Changes in Net Assets

	Audited Actual		Budget	Budget	
	FY2010	FY2011	FY2012	FY2013	FY2014
Operating revenues:					
Tennis center revenue	14,223	12,815	13,000	13,000	13,000
Membership fees	27,251	29,447	27,000	28,000	28,000
Tennis court fees	32,267	30,297	33,000	27,000	27,000
Service charges to Auburn Univ.	63,173	68,315	83,310	93,000	70,000
Miscellaneous	311	27	635	-	-
Total operating revenues	137,225	140,901	156,945	161,000	138,000
Operating Expenses:					
Salaries and benefits	174,449	159,184	179,131	179,564	182,087
Utilities	97,226	89,558	111,408	97,158	97,158
Grounds maintenance	10,231	16,698	5,700	5,700	5,700
Miscellaneous contractual	7,076	7,401	9,722	9,962	9,962
Supplies	15,327	23,627	20,874	20,874	20,874
Depreciation	299,303	307,233	300,000	310,000	310,000
Capital Outlay [#]	-	-	38,600	61,000	-
Total operating expenses	603,612	603,701	665,435	684,258	625,781
Operating income (loss)	(466,387)	(462,800)	(508,490)	(523,258)	(487,781)
Appropriations from the City of Auburn	167,381	287,877	155,000	213,000	175,000
Change in net assets	(299,006)	(174,923)	(353,490)	(310,258)	(312,781)
Net assets, beginning of year	6,609,815	6,310,809	6,135,886	5,782,396	5,472,138
Net assets, end of year	6,310,809	6,135,886	5,782,396	5,472,138	5,159,357

[#] Actual amounts are reported on the full accrual basis: capital assets are capitalized and expensed through depreciation. The budget is prepared on a modified accrual basis: capital outlays are reflected as expenses, for budgetary control purposes.



City of Auburn

Biennial Budget for FY 2013 & FY 2014

Capital Budgets

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City of Auburn

The City of Auburn

Capital Budgeting Overview

Capital Improvement Plan for Fiscal Year 2013 through Fiscal Year 2018

The Capital Improvement Plan (CIP) is a six-year (three biennia) projection of major capital projects that the City Council has approved for funding based on the priorities established by Council. The CIP is carefully reviewed each biennium by the City Council following the development and presentation of the Plan by the City Manager and his staff. Since Council priorities and citizen preferences can change, the CIP is a flexible document that reflects the Council's current consensus on the priorities of various projects. The CIP guides the City's decision-making on debt issuance and capital budgeting and is a critical part of the City's biennial budget.

A number of different factors are considered during the development of the CIP. These include results of the Citizen Survey, priorities established by Council in their biennial ranking exercise, priorities from other advisory bodies, external studies, internal guiding documents and staff analysis. More detail on these factors follows.

Citizen Survey Conducted at the beginning of the second quarter of each fiscal year, the Citizen Survey is an independently conducted, statistically valid tool to measure satisfaction with various aspects of City services. The survey also contains targeted questions to gauge citizen preferences on a variety of potential projects and initiatives, and also measures satisfaction with different infrastructural conditions, such as biking trails or road conditions. The survey results are presented to Council at the beginning of the third fiscal quarter, and published to the City's website; they are also available in print at City Hall and the Auburn Public Library.

Council Priorities Following the presentation of the Citizen Survey, the City Manager's staff compiles a listing of a number of initiatives and projects. The listing contains descriptions of potential projects and broad strategic initiatives based on past priorities, citizen concerns based on the survey results, and needs identified by staff and consultants. Priorities are completed by individual Council members, then compiled by staff. Each item is ranked, based on average ranking, and placed in a matrix that allows for a



visual representation of the general consensus of Council. The management team then reviews this information to determine which capital needs to emphasize in their capital budget requests. The current list of priorities can be found in the City Manager's Budget Message in the Introductory Information in this document.

Advisory Bodies While non-binding, the input from other advisory bodies is often considered when examining which specific projects to consider within the broad categories. For example, the staff and Council may accept advice from the Bicycle Committee on which areas may need more bikeways; or the Parks and Recreation Advisory Board may offer a priority assessment under the broad Council priority of "Community Recreation Centers." The advisory bodies typically work with staff liaisons, who communicate their input to management.

External Studies As the process of evaluating and considering potential projects and long-range capital investment strategies, the input of professional consultants is often solicited to vet Council priorities and staff recommendations. This is often the case when consultants can offer considerably more technical expertise and experience on specific projects. The Council's high priority of downtown parking, for example, necessitated the need to engage the advisory services of a nationally-renowned parking consultant to examine alternatives. External studies and professional services are typically, but not exclusively, sought regarding legal, engineering and financial concerns. Of course, staff thoroughly evaluates proposals and works closely with providers.

Internal Guiding Documents Over the last several decades, a number of principal guiding documents have been created, updated and relied upon in long-range planning. Chief among these is Auburn 2020 (and, previously, Auburn 2000.) This plan provides a broad strategic foundation for the long-range plans, and sets general timetables for reevaluating more specific internal guiding documents. Examples of the more specific documents include the Master Street Plan, Bicycle Plan, Greenways Master Plan and Land Use Plan.

Staff Analysis The City's professional staff utilizes both internal guiding documents and external studies to provide the optimal, most effective and efficient ways to meet those the priorities defined by the Citizen Survey and City Council. The Council relies on staff's professional judgment, recognizing their expertise and experience in providing for the needs of the community.

Early in the budget process, the City Manager's budget staff requests that the department heads submit project proposals documenting projected capital and operating costs, benefits to the City and its citizens, other community impacts, and priority ranking. The project requests are submitted electronically, and cataloged in a database for further review. After the department heads submit all the projects by the established deadline, the City Manager's budget staff places the projects in a draft CIP based on the priority rankings determined by the department heads and City Manager, and in keeping with the Council and citizen priorities. Following the development of the draft CIP, the City Manager, and the department heads that have proposed projects for inclusion in the CIP meet to discuss each project and its relative importance to the City in meeting the objectives of Council and needs of residents. This meeting allows points of view from department heads not directly involved in each project to be expressed and considered.



The outcome of the CIP sessions is a consensus document that the City Manager submits to the City Council with the biennial budget. The CIP included in the Proposed Budget document identifies the projects by fiscal year and specifies the projected funding sources for the project. All projects listed for the earliest biennium are included in the proposed biennial budget presented to the Council. Public input concerning the CIP is encouraged at the public hearing held on the budget. Citizens informed about the CIP during the budget work sessions, through

press releases about the budget process, online access to the budget document, and printed copies available for review at City Hall and the Auburn Public Library. Citizens also have the opportunity to comment on the CIP during the public hearing held during a City Council meeting prior to adoption of the budget.

Following adoption of the budget and CIP, staff begins the process of initiating the included projects. For those projects in the immediate term, this may involve immediate construction; for those projects with a longer horizon, staff begins to fully explore design, engineering and financing options. In addition to the responsible department managing individual projects, the City Manager's budget staff, in conjunction with Finance personnel, monitors the project expenditures and completion of major milestones to adjust overall budgets and planning horizons. As the projects contained on the CIP are typically reflected in the departmental goals, Council is updated quarterly on their progress. Additionally, construction updates are provided to Council weekly for all ongoing projects, and photo captioned reports are published on the City's website.





City of Auburn

City of Auburn

Budgeted Capital Outlay & Projects - Summary (by Funding Source)

The budget includes several different categories of capital outlay in different funds. The totals appearing below summarize capital outlay for vehicle, equipment, project and infrastructure funding in the various departmental and non-departmental accounts, and across budgeted funds. Expenditures made from capital project funds (i.e., temporary funds established to account for major capital projects funded by debt proceeds) are not included in this summary, although they are listed on the City's Capital Improvement Plan (CIP).

	FY2013	FY2014	Total
General Fund	\$	\$	\$
Departmental Vehicles & Equipment Replacement	944,750	657,900	1,602,650
Departmental Vehicles & Equipment Expansion	13,900	18,480	32,380
Departmental Projects	759,000	65,000	824,000
General Operations Projects	135,000	35,000	170,000
Public Works Project Operations	4,482,848	4,285,779	8,768,627
Total - General Fund Capital Outlay & Projects	6,335,498	5,062,159	11,397,657
Sewer Fund			
Departmental Vehicles & Equipment Replacement	-	25,000	25,000
Departmental Vehicles & Equipment Expansion	105,000	25,000	130,000
Projects	5,137,000	1,538,500	6,675,500
Total - Sewer Fund	5,242,000	1,588,500	6,830,500
Solid Waste Management Fund			
Departmental Vehicles & Equipment Replacement	513,000	564,500	1,077,500
Departmental Vehicles & Equipment Expansion	-	-	-
Projects	12,500	12,500	25,000
Total - Solid Waste Management Fund	525,500	577,000	1,102,500
Public Parks & Recreation Board Fund			
Capital Outlay & Projects	61,000	-	61,000
Total - Public Parks & Recreation Board Fund	61,000	-	61,000
Total - Budgeted Capital Outlay & Projects	12,163,998	7,227,659	19,391,657

City of Auburn

Budgeted Capital Outlay - Vehicles & Equipment (by Funding Source)

General Fund - FY2013

		<u>Equipment Replacement</u>	<u>Equipment Expansion</u>	<u>Total</u>
		\$	\$	\$
Public Safety				
Patrol Units (10)	Police	265,000		
Fire Pumper Truck (Station 4)	Fire	425,000		
3/4 Ton Pickup Truck (2)	Fire	52,500		
Extrication Equipment	Fire	36,750		
SCBA Test-fit Machine	Fire	9,200		
	Total - Public Safety			788,450
Public Works				
Backhoe	Constr. & Maint.	65,000		
	Total - Public Works			65,000
Environmental Services				
Riding Mowers (4)	ROW	34,800		
1/2 Ton Pickup Truck w/Lift Gate	ROW	22,000		
1/2 Ton Pickup Truck	ROW	18,500		
Tire Changer & Balancer	Fleet Services		13,900	
	Total - Environmental Services			89,200
Parks & Recreation				
Riding Mower (2) and Trailer	Parks & Facilities	16,000		
	Total - Parks & Recreation			16,000
	Total - General Fund	944,750	13,900	958,650

Sewer Fund - FY2013

Water Resource Management				
Right-of-Way Mulching Machine	Sewer Maintenance		105,000	
	Total - Sewer Fund	-	105,000	105,000

Solid Waste Management Fund - FY2013

Environmental Services				
Recycling Truck	Recycling	192,000		
28Y Sideloaded Packer Truck	Solid Waste	225,000		
10Y Mini-packer Truck	Solid Waste	96,000		
	Total - Solid Waste Management Fund	513,000	-	513,000
	Total - All Funds	1,457,750	118,900	1,576,650

City of Auburn

Budgeted Capital Outlay - Vehicles & Equipment (by Funding Source)

General Fund - FY2014

		Equipment Replacement	Equipment Expansion	Total
		\$	\$	\$
Public Safety				
Marked Patrol Units (10)	Police	265,000		
Vehicle Stabilization Equipment	Fire		18,480	
Total - Public Safety				283,480
Public Works				
1 Ton Crew Cab Tool Body Pickup	Constr. & Maint.	33,000		
Van - Survey Crew	Engineering	35,000		
Sign Truck w/ Lift Bucket	Traffic Engineering	130,000		
Total - Public Works				198,000
Environmental Services				
Rotary Cutters (3)	ROW	6,900		
Service Truck	Fleet Services	51,000		
3/4 Ton Pickup Truck	Fleet Services	25,000		
Air Compressor	Fleet Services	9,000		
Total - Environmental Services				91,900
Parks & Recreation				
3/4 Ton Pickup Truck (3)	Parks & Facilities	69,000		
Sport Utility Vehicle (Arts Center)	Parks & Facilities	24,000		
Riding Mower	Parks & Facilities	10,000		
Total - Parks & Recreation				103,000
Total - General Fund		657,900	18,480	676,380

Sewer Fund - FY2014

Water Resource Management				
Sport Utility Vehicle	Administration	25,000		
Stormwater Telemetry Equipment	Watershed		25,000	
Total - Sewer Fund		25,000	25,000	50,000

Solid Waste Management Fund - FY2014

Environmental Services				
Debris Truck w/Boom Loader and Trailer	Recycling	130,000		
25Y Rearloading Packer Truck	Solid Waste	182,000		
28Y Automated Sideload Packer Truck	Solid Waste	230,000		
3/4 Ton Pickup Truck	Solid Waste	22,500		
Total - Solid Waste Management Fund		564,500	-	564,500
Total - All Funds		1,247,400	43,480	1,290,880

City of Auburn

Budgeted Capital Outlay - Projects (by Funding Source)

General Fund

	Budgeted In	FY2013	FY2014	Total
		\$	\$	\$
Departmental Projects				
DJWMC Waterproofing & Sealant Project	PS - Admin	75,000		75,000
Fire Station Roof Replacement (2, 3 & 4)	PS - Admin	24,000		24,000
DARE Project Expenditures	PS - Police	15,000	15,000	30,000
Development Svcs. HVAC System Replacement	PW - Admin	500,000		500,000
Wash Rack & Break Room Replacement	ES - Fleet Services	130,000		130,000
Drake Pool Replaster	P&R - Leisure Svcs.	15,000		15,000
Aerial Topographical Mapping	Information Tech.		50,000	50,000
Total - Departmental		759,000	65,000	824,000
General Operations Projects				
Eden & CityWorks Projects	Computer Software	35,000	35,000	70,000
City Hall Complex Renovations & Maintenance	Special Projects	100,000		100,000
Total - General Operations Projects		135,000	35,000	170,000
Public Works Project Operations				
Neighborhood Cleanup Projects	Special Projects	25,000	25,000	50,000
Blue Street Sign Replacement Project	Special Projects	75,000		75,000
Renew Opelika Road	Special Projects	1,000,000	1,000,000	2,000,000
GPS Utility Inventory Project	Special Projects	111,000	111,000	222,000
Alabama Street Retaining Wall	Special Projects	65,000		65,000
Moore's Mill Road - ATRIP Grant Local Match	Road Reconstruction	257,169		257,169
Shelton Mill Road - AOMPO Funding Local Match	Road Reconstruction	321,962		321,962
Traffic Signal Cabinet Rewiring (3 per year)	Traffic Signal Improvements	45,000	45,000	90,000
Annual Street Resurfacing & Restriping	Street Resurfacing/Restriping	2,000,000	2,000,000	4,000,000
Parking Deck Inspection and Maintenance	Parking Improvements	70,000		70,000
Cured-In-Place Pipe (CIPP) Storm Drain Rehabilitation	Drainage Projects	50,000	50,000	100,000
North College Street Sidewalks (Drake to N. Cedarbrook)	Sidewalks	462,717		462,717
Hamilton Road Sidewalk (Moore's Mill to Barkley Crest)	Sidewalks		91,683	91,683
S. College at Longleaf Drive Intersection Impr. Phase II	Intersection Improvements		963,096	963,096
Total - Public Works Project Operations		4,482,848	4,285,779	8,768,627
Total - General Fund Projects		5,376,848	4,385,779	9,762,627

Sewer Fund

Departmental				
GPS Utility Inventory Project	Sewer Maintenance	111,000	111,000	222,000
Aerial Topographical Mapping	Sewer Maintenance		55,000	55,000
Total - Departmental		111,000	166,000	277,000
Projects				
CityWorks Software Implementation	Computer Software	17,500	17,500	35,000
Misc Sewer Rehab - Glenn Ave/Dekalb St	Sewer Rehab Projects	100,000		100,000
Southside Sewer Basin 12 Rehab	Sewer Rehab Projects	150,000		150,000
Southside Sewer Basins 13 and 17B SSES	Sewer Rehab Projects	25,000		25,000
Southside Sewer Basins 13 and 17B Rehab	Sewer Rehab Projects	250,000	250,000	500,000
Downtown Parking Improvements - Sewer Replacement	Sewer Rehab Projects	150,000		150,000
Northside Sewer Basin 5 SSES	Sewer Rehab Projects	100,000		100,000
Northside Sewer Basin 5 Rehab	Sewer Rehab Projects		250,000	250,000
Miscellaneous Rehabs	Sewer Rehab Projects	25,000	25,000	50,000
Regional Improvements	Regional Improvements	75,000	75,000	150,000
Phase II (H.C. Morgan Improvements)	WPCF Improvements	1,000,000		1,000,000
Phase II (Professional Services)	WPCF Improvements	75,000		75,000
Phase II (Northside Closure)	WPCF Improvements	800,000		800,000
Phase III (Professional Services)	WPCF Improvements	100,000		100,000
Phase III (Grease Handling)	WPCF Improvements	1,000,000		1,000,000
Lift Stations - Highlands and Wim. Sta. 2	Lift Station Improvements	155,000		155,000
Lift Stations - Solamere and Shadow Wood	Lift Station Improvements		155,000	155,000
NE Outfall Cap. Upgrade Ph I (N. College St to Shug)	NE Outfall Cap. Upgrade	603,500		603,500
NE Outfall Cap. Upgrade Ph II (N. College St to Shelton Mill Rd)	NE Outfall Cap. Upgrade	400,000	400,000	800,000
SCADA Improvements (12 remote sites)	SCADA Improvements		200,000	200,000
Total - Projects		5,026,000	1,372,500	6,398,500
Total - Sewer Fund Projects		5,137,000	1,538,500	6,675,500

Solid Waste Management Fund

Projects				
CityWorks Software Implementation	Computer Software	12,500	12,500	25,000
Total - Solid Waste Management Fund		12,500	12,500	25,000

Public Parks & Recreation Board Fund

Yarbrough Tennis Center				
Resurface 16 Clay Courts		38,000		38,000
Replace Wind Screens & Pad (Reimbursed by AU)		23,000		23,000
Total - Public Parks & Recreation Board Fund		61,000	-	61,000

City of Auburn

Conditional Capital Outlay - Vehicles & Equipment

Conditional Capital Outlay includes vehicles and equipment that are necessary and warranted, but are not within the scope of the City's projected resource availability for the upcoming biennium. After the City completes the FY2012 and FY2013 financial audits, the Office of the City Manager, in conjunction with the Finance Director, Fleet Services Manager and impacted department directors, will re-evaluate these items for purchase based on a revised projection of available resources. If these items are approved for purchase, or if items scheduled for FY2014 are moved up to FY2013, budget adjustments will be requested at Mid-Biennium.

		Equipment Replacement	Expansion - Other	Total
		\$	\$	\$
Public Safety				
Mobile Data Terminals in Front-run Vehicles	Fire		10,400	
Communications Headset in Front-run Vehicles	Fire		36,450	
Digital Handheld Radios (60)	Fire		50,000	
Thermal Imaging Cameras	Fire		21,500	
Total - Public Safety				118,350
Environmental Services				
Multi-use/Sidewalk Sweeper	ROW Maint.		62,500	
Medium-duty Mobile Vehicle Lift	Fleet Services		42,000	
Total - Environmental Services				104,500
Parks & Recreation				
Utility Cart	Parks & Facilities	7,000		
Infield Machine	Parks & Facilities	11,500		
Total - Parks & Recreation				18,500
Total - General Fund		18,500	222,850	241,350

Conditional Capital Outlay - Projects

Conditional Capital Outlay - Projects includes projects for which are warranted, but that are not critical and funding has not yet been identified. These projects will be evaluated following the completion of the City's FY2012 and FY2013 financial audits for priority funding. The City's local match for Moores Mill Bridge is contingent upon a pending grant award from the state.

Moores Mill Rd/I-85 Bridge Replacement - City Portion	1,208,203
Public Safety Security Camera System	40,000
Mitcham Ave/Gay St Drainage Improvements	91,000
Opelika Rd at Guthrie's Drainage Improvements - Phase I	171,000
Parking Meter Replacement	330,000
Wayfinding Project	200,000
Fiber to Boykin Project	55,000
Public Safety - Fire Training Drafting Pit	20,000
Public Safety - Fire Training Rescue Maze	17,000
Mrs. James Road Reconstruction	864,838
College St/Magnolia Ave Traffic Signal	65,000

City of Auburn
Capital Improvement Plan by Project Category
Fiscal Years 2013 - 2018

The City of Auburn maintains a Capital Improvement Plan (CIP) which covers a six-year, or 3 biennia, period. This plan details both the timing and funding sources of various capital infrastructure needs of the City, as determined by the City's management team and professional engineering staff, and is reflective of the priorities of City Council and residents. Through annual updating and continual monitoring of infrastructure conditions, funding status and a changing urban environment, the CIP is a flexible tool for developing an attractive built-environment, while realizing the constraints imposed by limited resources.

The table below offers a summary of funding capacity from a number of sources, and is organized by year. Projects are grouped into category by type and the funding source available is identified by the color-coding in the table below. Only projects with an identified funding source appear in the first biennium, with the exception of those projects of low to medium priority which are funded conditionally based on sufficient revenues to the General Fund. The last four years represent a reasonable assumption of available funding, both from internal and external sources.

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	Total
General Fund	6,274,848	4,285,779	6,738,650	7,686,000	7,475,000	6,131,000	38,591,277
General Fund Conditional	681,000	2,381,041	1,600,000	1,455,000	100,000	-	6,217,041
General Obligation Debt	5,500,000	-	-	-	-	-	5,500,000
2012 5 Mill	1,250,000	-	-	-	-	-	1,250,000
Future 5 Mill	-	-	5,750,000	-	-	5,000,000	10,750,000
Grant Funding Sought	-	307,000	800,000	868,175	-	-	1,975,175
Grant Funding Secured	1,945,600	-	-	-	-	-	1,945,600
ALDOT/MPO	1,688,677	4,832,812	-	-	-	-	6,521,489
Sewer Fund	111,000	111,000	111,000	111,000	111,000	-	555,000
Water Works Board	111,000	111,000	111,000	111,000	111,000	-	555,000
Funded by Developer	-	-	273,000	-	-	-	273,000
Other	373,000	-	-	-	-	-	373,000
Total	17,935,125	12,028,632	15,383,650	10,231,175	7,797,000	11,131,000	74,506,582

Projects	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	Total
Bridges							
Moore's Mill Rd./I-85 Bridge Replacement - City Portion	-	1,208,203	-	-	-	-	1,208,203
Moore's Mill Rd./I-85 Bridge Replacement - ATRIP Grant	-	4,832,812	-	-	-	-	4,832,812
Gay Street at Town Creek Bridge Replacement	-	-	575,000	-	-	-	575,000
Old Mill Road Bridge Replacement	-	-	-	575,000	-	-	575,000
Total - Bridges	-	6,041,015	575,000	575,000	-	-	7,191,015

City Buildings/Facilities							
Fleet Services Wash Station/Break Room	130,000	-	-	-	-	-	130,000
City Hall Complex Renovations	100,000	-	-	-	-	-	100,000
Public Safety Security Camera System	40,000	-	-	-	-	-	40,000
Fire Station Roof Replacements	24,000	-	-	-	-	-	24,000
DJWMC Waterproofing and Roof Repair	75,000	-	-	-	-	-	75,000
DJWMC HVAC Replacement	500,000	-	-	-	-	-	500,000
Back up Generators for Fire Stations	-	-	120,000	-	-	-	120,000
Total - City Buildings/Facilities	869,000	-	120,000	-	-	-	989,000

Drainage							
CIPP - Cured-In-Place-Pipe Drainage Improvements	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Mitcham Ave./Gay St. Drainage Improvements	-	91,000	-	-	-	-	91,000
Total - Drainage	50,000	141,000	50,000	50,000	50,000	50,000	391,000

Renew Opelika Road Projects							
Opelika Rd. at Guthrie's Drainage Improvements - Phase I	171,000	-	-	-	-	-	171,000
E. University Dr./Opelika Rd. Intersection Improvements	-	-	1,420,000	-	-	-	1,420,000
Opelika Rd. at Guthrie's Drainage Improvements - Phase II	-	-	-	1,260,000	-	-	1,260,000
Opelika Road Corridor Improvements	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
Total - Renew Opelika Road	1,171,000	1,000,000	2,420,000	2,260,000	1,000,000	1,000,000	8,851,000

Downtown Redevelopment Projects							
Downtown Parking Improvements	1,250,000	-	-	-	-	-	1,250,000
Parking Meter Replacement	330,000	-	-	-	-	-	330,000
Parking Deck Routine Inspection and Maintenance	70,000	-	70,000	-	70,000	-	210,000
Wayfinding Project	-	200,000	-	-	-	-	200,000
Parking Study	-	-	-	-	100,000	-	100,000
Parking Deck Design	-	-	-	-	-	150,000	150,000
Total - Downtown	1,650,000	200,000	70,000	-	170,000	150,000	2,240,000

Intersection Improvements							
S. College St./Shug Jordan Pkwy. Intersection Improvements	500,000	-	-	-	-	-	500,000
S. College St./Shug Jordan Pkwy. ALDOT Contribution	500,000	-	-	-	-	-	500,000
S. College St./Longleaf Dr. Intersection Improvements Phase 2	-	963,096	-	-	-	-	963,096
Cox Rd./Wire Rd. Intersection Improvements	-	-	265,000	-	-	-	265,000
ATPS Deceleration Lane	-	-	38,650	-	-	-	38,650
S. College St./Samford Ave. Intersection Improvements	-	-	-	-	1,419,000	-	1,419,000
Hwy. 14/Webster Rd. Intersection Improvements	-	-	-	-	-	361,000	361,000
Total - Intersection Improvements	1,000,000	963,096	303,650	-	1,419,000	361,000	4,046,746

City of Auburn
Capital Improvement Plan by Project Category
Fiscal Years 2013 - 2018

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	Total
Leisure Facilities							
Clay Court Resurfacing at Yarbrough Tennis Center	38,000	-	-	-	-	-	38,000
Pads & Windscreens at Yarbrough Tennis Center (AU)	23,000	-	-	-	-	-	23,000
Duck Samford Baseball Renovations	-	-	1,400,000	-	-	-	1,400,000
Lake Wilmore Community Center	-	-	4,350,000	-	-	-	4,350,000
Samford Pool Renovations	-	-	-	-	140,000	-	140,000
Multi Use Sports Fields	-	-	-	-	-	5,000,000	5,000,000
Total - Leisure	61,000	-	5,750,000	-	140,000	5,000,000	10,951,000
Other							
Fiber to Boykin Project	55,000	-	-	-	-	-	55,000
Blue Street Sign Replacement	75,000	-	-	-	-	-	75,000
Alabama St. Retaining Wall	65,000	-	-	-	-	-	65,000
GPS Utility Inventory - General Fund Portion	111,000	111,000	111,000	111,000	111,000	-	555,000
GPS Project - Sewer Portion	111,000	111,000	111,000	111,000	111,000	-	555,000
GPS Project - AWWB Portion	111,000	111,000	111,000	111,000	111,000	-	555,000
Neighborhood Cleanup Projects	25,000	25,000	25,000	25,000	25,000	25,000	150,000
ATPW - Phase II	5,500,000	-	-	-	-	-	5,500,000
ATPW - Cox Road Connection - Industrial Access Grant	1,945,600	-	-	-	-	-	1,945,600
Outerloop Corridor Study	-	-	800,000	-	-	-	800,000
Total - Other	7,998,600	358,000	1,158,000	358,000	358,000	25,000	10,255,600
Public Safety							
Custom Pumper for Station 4	425,000	-	-	-	-	-	425,000
Drafting Pit	20,000	-	-	-	-	-	20,000
Rescue Maze	-	17,000	-	-	-	-	17,000
Replacement of Ladder 2	-	-	750,000	-	-	-	750,000
Public Safety Training Center Drill Towers	-	-	180,000	-	-	-	180,000
Fire Station Number 6	-	-	-	950,000	-	-	950,000
Expansion of Current Burn Building	-	-	-	195,000	-	-	195,000
Custom Fire Pumper for Station 6	-	-	-	425,000	-	-	425,000
Engine 2 Replacement	-	-	-	425,000	-	-	425,000
Total - Public Safety	445,000	17,000	930,000	1,995,000	-	-	3,387,000
Road Reconstruction							
Street Resurfacing and Restriping	2,000,000	2,000,000	2,500,000	2,500,000	3,000,000	3,500,000	15,500,000
Shelton Mill Rd. Resurfacing - MPO Portion	160,000	-	-	-	-	-	160,000
Shelton Mill Rd. - City Portion	321,962	-	-	-	-	-	321,962
Moore's Mill Rd. Improvements - ATRIP Grant	1,028,677	-	-	-	-	-	1,028,677
Moore's Mill Rd. Improvements - General Fund Portion	257,169	-	-	-	-	-	257,169
Mrs. James Road Reconstruction	-	864,838	-	-	-	-	864,838
N. Donahue Dr. Widening: Cary Dr. to Bedell Ave.	-	-	512,000	-	-	-	512,000
Cox Rd. Improvements	-	-	-	915,000	-	-	915,000
Bragg Ave. Widening	-	-	-	-	1,100,000	-	1,100,000
Dean Rd. Improvements	-	-	-	-	-	650,000	650,000
Total - Road Reconstruction	3,767,808	2,864,838	3,012,000	3,415,000	4,100,000	4,150,000	21,309,646
Sidewalks/Bikeways/Greenways							
N. College Street Sidewalk	462,717	-	-	-	-	-	462,717
Hamilton Road Sidewalk: MMR to Barkley Crest	-	91,683	-	-	-	-	91,683
Wire Road Bikeway	-	307,000	-	-	-	-	307,000
Sidewalk Construction Projects	-	-	350,000	350,000	350,000	350,000	1,400,000
Saugahatchee Greenway	-	-	-	868,175	-	-	868,175
Total - Sidewalks/Bikeways/Greenways	462,717	398,683	350,000	1,218,175	350,000	350,000	3,129,575
Traffic Signals							
Traffic Signal Rewiring Projects	45,000	45,000	45,000	45,000	45,000	45,000	270,000
W. Samford Ave./Shug Jordan Pkwy. Signal Installation (AU)	350,000	-	-	-	-	-	350,000
College St./Magnolia Ave. Traffic Signal	65,000	-	-	-	-	-	65,000
Cox Rd./Wire Rd. Traffic Signal Installation	-	-	300,000	-	-	-	300,000
S. College St./Timberwood Traffic Signal Installation	-	-	120,000	-	-	-	120,000
S. College St./Shell Toomer Pkwy. Traffic Signal Installation	-	-	153,000	-	-	-	153,000
S. College St./Shell Toomer Pkwy. Traffic Signal - City Portion	-	-	27,000	-	-	-	27,000
Hwy. 14/Willow Creek Traffic Signal Installation	-	-	-	150,000	-	-	150,000
N. Donahue Dr./Farmville Rd. Traffic Signal Installation	-	-	-	165,000	-	-	165,000
S. College St./Beehive Rd. Traffic Signal Installation	-	-	-	-	165,000	-	165,000
Total - Traffic Signals	460,000	45,000	645,000	360,000	210,000	45,000	1,765,000
Total - Projects	17,935,125	12,028,632	15,383,650	10,231,175	7,797,000	11,131,000	74,506,582
FY2013-2018 CIP Funding Source Key							
General Fund	ALDOT/MPO	Sewer Fund	Grant Funding Sought	General Obligation Debt			
General Fund Conditional	Future Five Mill	Funded by Developer	Water Works Board	2012 Five Mill			
		Grant Funding Secured	Other				

City of Auburn

Capital Improvement Plan - Future Projects

Projects appearing on the Capital Improvement Plan - Future Projects include projects for which no significant design or detailed cost estimation has been performed. Typically, these projects have been identified through one or more long-range studies or conceptual plans and are part of the City's long-term plans. As projects on the current CIP are completed, these projects are evaluated for further consideration and funding.

Recreational Facilities

Town Creek Park Phase II
Lake Wilmore Pool and Splash Pad
Lake Wilmore Trails
Jan Dempsey Community Arts Center Expansion
Kiesel Park Improvements
Performing Arts Center

Sidewalks/Bikeways/Multiuse Paths/Greenways

Shelton Road Multi-use Path
Hwy. 14 Bikeway: Webster Road to Shug Jordan
East University Drive Multi-use Path
North Donahue Dr. Multi-use Path
Cox Road Bikeway: Wire Road to Longleaf
Glenn Ave. Bikeway: EUD to Bent Creek Rd.
Webster Rd. Bikeway
Parkerson Mill Creek Greenway
Rock Fence Rd. Multi-use Path: Fairway to Ogletree
Binford Dr. Bikeway
Harper Ave. Bike Lanes
Chadwick Lane Bikeway
Magnolia Ave. Sidewalk: Byrd St. to Donahue Dr.
N. Ross St. Sidewalk: Opelika Rd. to Mary Ln.
Opelika Road Sidewalk: Dean Rd. to Old Stage Rd.
Opelika Road Sidewalk: EUD to Commerce
Moores Mill Rd. Multi-use Path: Bent Brooke to E. Lake
Annalue Drive Sidewalk
West Glenn Avenue Sidewalk
Moores Mill Road Sidewalk: Dean to Samford
Commerce Drive Sidewalk

Street Segment Improvements

Samford Ave. Widening
Sandhill Road: Mill Creek to South College
East Glenn Avenue Median
Shug Jordan Pkwy.: N. College to S. College

Intersection Improvements

Byrd Street/Hwy. 14
North College/Drake
Glenn Avenue/Dean
Shug Jordan Pkwy/Ware Drive
S. College St./Samford Ave.
S. College St./Southparke
N. College St./Shelton Mill Rd.

Future Roads

Southview Dr. Extension
Outerloop Rd.: Cox Rd. to Wire Rd.
N. Dean Rd. Extension: EUD to Academy Dr.
Academy Drive Ext.: Lee Scott to Shelton Mill

Other

Intelligent Transportation System Project
South College Street Lighting: I-85 to Samford
City Records Retention Facility
Public Safety Training Classroom Building
Tiger Transit Pull-outs

Traffic Signals

Dean Road/Stage Road
Hamilton Road/Bent Creek

City of Auburn
Capital Improvement Plan Project Detail
Fiscal Years 2013-2014

Project: Development Services Building HVAC Replacement
Responsible Department: Public Works

Replace existing HVAC air handling units, replace thermostats and upgrade the ductwork throughout the building.

Development Services Building is located at 171 Ross Street.

Project Costs	FY2013	FY2014
Total	\$ 500,000	\$ -

Funding Source	FY2013	FY2014
General Fund	\$ 500,000	\$ -



Impact on Operating Budget:

The new HVAC system will reduce repair costs by \$2,500 per year.

Project: Douglas J. Watson Municipal Complex Waterproofing and Roofing Repairs
Responsible Department: Public Safety

Repair roof and waterproof exterior of building to decrease risk of water intrusion.

The Douglas J. Watson Municipal Complex is located at 161 & 171 Ross Street.

Project Costs	FY2013	FY2014
Total	\$ 75,000	\$ -

Funding Source	FY2013	FY2014
Five Mill Fund	\$ 75,000	\$ -

Impact on Operating Budget:

There will be a reduction in exterior maintenance costs.

Project: City Hall Complex Renovations

Responsible Department: Office of the City Manager

Renovation of City Hall buildings including new carpet and paint and installation of an HVAC control system for more efficient use of HVAC system.

The City Hall Complex is located at 144 Tichenor Avenue.

Project Costs	FY2013	FY2014
Total	\$ 100,000	\$ -

Funding Source	FY2013	FY2014
General Fund	\$ 100,000	\$ -



Impact on Operating Budget:

There will be a per year reduction in electrical costs of \$5,000.

Project: Wash Station and Break Room

Responsible Department: Environmental Services

Relocate the current wash station to the back of the Fleet property for proper connection to sanitary sewer. Relocate the current break room for better ventilation and mitigation of mold.

The Environmental Services Department - Fleet division is located at 356 North Donahue Drive.

Project Costs	FY2013	FY2014
Total	\$ 130,000	\$ -

Funding Source	FY2013	FY2014
General Fund	\$ 130,000	\$ -



Impact on Operating Budget:

None.

Project: Opelika Road Corridor Improvements
Responsible Department: Public Works

Revitalize and redevelop area by enhancing visual environment, improve building utilization and lot configurations, and improve traffic flow.

Project Costs	FY2013	FY2014
Total	\$ 1,000,000	\$ 1,000,000

Funding Source	FY2013	FY2014
General Fund	\$ 1,000,000	\$ 1,000,000

Impact on Operating Budget:
 None



Project: Downtown Parking Improvements
Responsible Department: Public Works

Revitalize and reconfigure downtown parking to create more parking spaces available to citizens and create an outdoor entertainment space for City sponsored events.

Project Costs	FY2013	FY2014
Total	\$ 1,250,000	\$ -

Funding Source	FY2013	FY2014
Five Mill Fund	\$ 1,250,000	\$ -

Impact on Operating Budget:
 None.



Project: South College Street/Shug Jordan Parkway Improvements
Responsible Department: Public Works

Installation of dual northbound left turn lanes on South College Street to improve traffic flow and alleviate congestion.

Project Costs	FY2013	FY2014
Total	\$ 1,000,000	\$ -

Funding Source	FY2013	FY2014
General Fund	\$ 500,000	\$ -
ALDOT Funding	500,000	-
Total	\$ 1,000,000	\$ -

Impact on Operating Budget:
 None

Project: South College Street/Longleaf Drive Intersection Improvements
Responsible Department: Public Works

Complete Phase II of intersection improvements including installation of dual southbound and eastbound left turn lanes, westbound right turn lane, repaving the intersection and replacing the current traffic signal.

Project Costs	FY2013	FY2014
Total	\$ -	\$ 963,096

Funding Source	FY2013	FY2014
General Fund	\$ -	\$ 963,096

Impact on Operating Budget:
 None.

Project: Aerial Photography - GIS

Responsible Department: Information Technology

Photogrammetric services including 6-inch aerial imagery, elevation contours, and other mapping features for the Auburn city limits and surrounding area.

Project Costs	FY2013	FY2014
Total	\$ -	\$ 105,000

Funding Source	FY2013	FY2014
General Fund	\$ -	\$ 50,000
Sewer Fund	-	55,000
Total	\$ -	\$ 105,000



Impact on Operating Budget:

None

Project: GPS Utility Inventory Project

Responsible Department: Information Technology

Geospatial data collection services to collect City assets related to sanitary sewer, storm water and water utility infrastructure as well as analytics to support maintenance and modeling of said infrastructure.

Project Costs	FY2013	FY2014
Total	\$ 333,000	\$ 333,000

Funding Source	FY2013	FY2014
General Fund	\$ 111,000	\$ 111,000
Sewer Fund	111,000	111,000
Auburn Water Board	111,000	111,000
Total	\$ 333,000	\$ 333,000

Impact on Operating Budget:

None.

Project: Auburn Technology Park West Phase II
Responsible Department: Economic Development

Complete construction of remaining infrastructure to fully service all developable property and Auburn Technology Parkway connecting Cox Road to Riley Street.

Project Costs	FY2013	FY2014
Total	\$ 5,500,000	\$ -

Funding Source	FY2013	FY2014
General Obligation Debt	\$ 5,500,000	\$ -

Impact on Operating Budget:
 None

Project: Shelton Mill Road Resurfacing
Responsible Department: Public Works

Resurface approximately 3,350 feet of roadway along Shelton Mill Road from North College Street to just south of the entrance to Copper Beach Apartment Complex. Milling will be performed between College Street and Gay Street to preserve the existing curb, gutter and sidewalk.

Project Costs	FY2013	FY2014
Total	\$ 481,962	\$ -

Funding Source	FY2013	FY2014
General Fund	\$ 321,962	\$ -
MPO Funding	160,000	-
Total	\$ 481,962	\$ -

Impact on Operating Budget:
 None.

Project: North College Street Sidewalk
Responsible Department: Public Works

Construction of a 5’ wide sidewalk on North College Street from Drake Avenue to North Cedarbrook Drive (approximately 7,103 feet) to complete a missing segment of sidewalk on a major arterial street.

Project Costs	FY2013	FY2014
Total	\$ 462,717	\$ -

Funding Source	FY2013	FY2014
General Fund	\$ 462,717	\$ -

Impact on Operating Budget:
 None

Project: Custom Pumper for Fire Station 4
Responsible Department: Public Safety

Purchase new Custom Pumper Fire Truck for Station #4. Remove E4 (1997 Freightliner Pumper) from frontline service and move to reserve.

Station 4 is located on Stoker Street.

Project Costs	FY2013	FY2014
Total	\$ 425,000	\$ -

Funding Source	FY2013	FY2014
General Fund	\$ 425,000	\$ -



Impact on Operating Budget:
 The new truck will have lower maintenance and fuel costs by \$10,000 a year.



City of Auburn



City of Auburn

Biennial Budget for FY 2013 & FY 2014

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City of Auburn

CITY OF AUBURN COMMUNITY PROFILE

2012

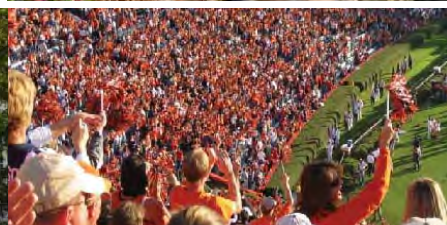


City of Auburn
**Economic
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www.AuburnAlabama.org



WELCOME

Home to Auburn University, the City of Auburn offers many of the amenities of a larger city while maintaining a small town feel.

The City of Auburn was founded in 1836. Today, the City is known as one of the more progressive cities in the south with a nationally ranked public school system and diverse population. Auburn University creates a significant international presence with over 1,076 international students enrolled and 1,100 international employees. Many other foreign nationals also live and work in the community, and it is estimated that two of three Auburn residents are from other parts of the country creating a cosmopolitan feel.

Auburn University's presence makes the town quite different from most small cities.

A sense of community pride is created from the university as Auburn citizens and local alumni proudly identify themselves as being from Auburn, home of Auburn University. As a member of one of the nation's top collegiate athletic conferences (SEC), the university hosts major sporting events year-round, and these events continue to generate a tremendous amount of excitement and entertainment for area residents. The university offers many other activities of interest including art shows, theatre, speakers, and concerts.

Downtown is the heart of the loveliest village on the plains, located adjacent to Auburn University.



TOOMER'S CORNER IS KNOWN FOR ITS WORLD FAMOUS LEMONADE.

Downtown Auburn is lively with thriving retail that includes unique shops, fine and casual dining, quaint coffee shops, bookstores, banks, and nightlife.

Toomer's Corner, an Auburn tradition since the late 1800s, is the focal point of downtown. Located at the intersection of South College Street and Magnolia Avenue, Toomer's is known as the gateway from the Auburn community to Auburn University.

The Tiger Trail of Downtown honors the greatest athletes, coaches and administrators from Auburn University each year. Each inductee is presented with a granite plaque placed in the sidewalk of downtown.

Jordan-Hare Stadium, home to the Auburn University football team, is the nation's tenth largest on-campus football stadium. The stadium seats a capacity of 87,451.



NATIONAL RECOGNITION

Forbes

Forbes.com 2012 “#17 BEST SMALL PLACE FOR BUSINESS AND CAREERS IN THE U.S.”

**The
Princeton
Review**

The Princeton Review 2012 “#4 COLLEGE IN THE U.S. WITH BEST QUALITY OF LIFE.”

LIVABILITY

Livability.com 2011 “#6 COLLEGE TOWN IN THE U.S.”

Southern Living

Southern Living Magazine 2011 “ONE OF THE SOUTH’S BEST COLLEGE TOWNS.”

**Bloomberg
Businessweek**

Businessweek.com 2011 “BEST AFFORDABLE PLACE IN ALABAMA.”

Forbes

Forbes.com 2010 “#6 BEST SMALL PLACE FOR BUSINESS AND CAREERS IN THE U.S.”

Forbes

Forbes.com 2009 “#10 BEST SMALL PLACE FOR BUSINESS AND CAREERS IN THE U.S.”

Forbes

Forbes.com 2009 “#1 IN PROJECTED JOB GROWTH IN THE U.S.”

**U.S. News
& World Report**

U.S. News & World Report 2009 “TOP 10 BEST PLACES TO LIVE IN THE U.S.”

**WHERE
to RETIRE**

Where to Retire Magazine 2009 “TOP PLACES TO RETIRE”

CNN Money

CNNMoney.com 2009 “16TH BEST SMALL PLACE TO LAUNCH A BUSINESS”

**Bloomberg
Businessweek**

Businessweek.com 2009 “BEST CITY FOR BUSINESS START-UP IN ALABAMA.”

TODAY

NBC Today Show 2008 “A GREAT PLACE TO LIVE.”

Forbes

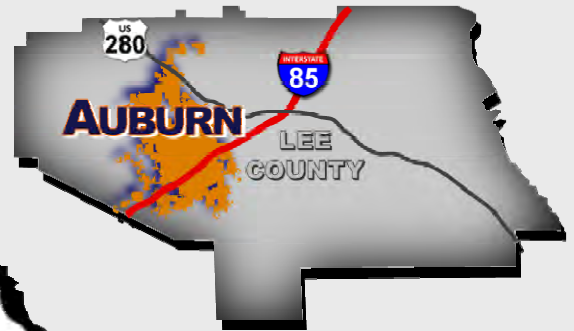
Forbes.com 2008 “6TH FASTEST GROWING SMALL METRO IN THE U.S.”

Inc.

Inc.com 2008 “5TH BEST CITY FOR DOING BUSINESS IN THE NATION”

LOCATION

Auburn is conveniently located along Interstate 85 in East Central (Lee County) Alabama, at the junction of the Piedmont Plateau and Coastal Plains.



TIME ZONE
Central Standard Time

LATITUDE & LONGITUDE
32.60 N, -85.48 W

NEARBY METRO AREAS
Atlanta, GA →
Birmingham, AL →
Columbus, GA →
Montgomery, AL →

DISTANCE & DRIVE TIME TO AUBURN

COLUMBUS, GA 35 miles, 35 min	PANAMA CITY, FL 200 miles, 4 hrs	COLUMBIA, SC 320 miles, 4.5 hrs
MONTGOMERY, AL 50 miles, 50 min	MOBILE, AL 220 miles, 3.5 hrs	NASHVILLE, TN 330 miles, 5 hrs
ATLANTA, GA 110 miles, 1.5 hrs	HUNTSVILLE, AL 220 miles, 3.5 hrs	CHARLOTTE, NC 350 miles, 5.5 hrs
BIRMINGHAM, AL 120 miles, 2hrs	PENSACOLA, FL 220 miles, 3.5 hrs	NEW ORLEANS, LA 360 miles, 5.5 hrs
TUSCALOOSA, AL 170 miles, 3 hrs	BILOXI, MS 280 miles, 4 hrs	ORLANDO, FL 420 miles, 7 hrs

Auburn is fortunate to be in a centralized location. Hartsfield-Jackson Atlanta International Airport, the world's busiest airport, is only a one and half hour drive. The Gulf of Mexico, one of the world's most popular vacation destinations, is only a three and half hour drive.

CLIMATE

Auburn enjoys a warm and sunny climate with mild winters.

AVERAGE SEASONAL TEMPERATURES

Season	Avg. High	Avg. Low
Winter	58°F (14°C)	36°F (2°C)
Spring	74°F (23°C)	52°F (11°C)
Summer	89°F (32°C)	69°F (21°C)
Fall	78°F (26°C)	54°F (12°C)
Annual	75°F (24°C)	53°F (12°C)

AVERAGE ANNUAL RAINFALL 53 in (1,346 mm)



THE AVERAGE ANNUAL TEMPERATURE IN AUBURN IS 64° F.

DEMOGRAPHICS

Since 1960, Auburn's population has averaged slightly more than 3% growth per year. In 2008, a *Forbes.com* article cited Auburn officials' decision to recruit "small and medium-sized employers in the technology sectors" as a driving force behind the area's growth.

POPULATION

City of Auburn	53,380
Auburn-Opelika MSA	140,247

CITY OF AUBURN HISTORICAL POPULATION

Year	Population
1960	16,261
1970	22,767
1980	28,471
1990	33,830
2000	41,987
2010	53,380

AGE

Median Age (Years)	23.3
Under 18 Years	17.5%
18 - 64 Years	75.7%
65 Years & Over	6.9%

SEX

Male	50.1%
Female	49.9%

INCOME

Median Family Income	\$72,949
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RACE

White	75.1%
Black or African American	16.5%
American Indian & Alaskan Native	0.3%
Asian	5.3%
Hawaiian & Other Pacific Islander	0.0%
Some Other Race	1.1%
Two or More Races	1.6%
Hispanic or Latino	2.9%

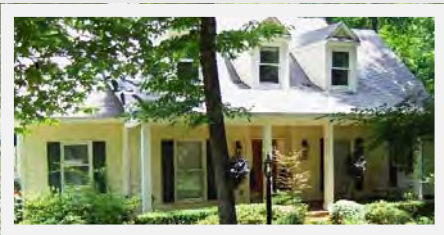
EDUCATIONAL ATTAINMENT (25 YEARS & OLDER: POPULATION 22,347)

Less than 9th Grade	1.9%
9th to 12th Grade, No Diploma	3.9%
High School Graduate	13.9%
Some College, No Degree	14.9%
Associate's Degree	5.0%
Bachelor's Degree	31.2%
Graduate or Professional Degree	29.3%
High School Graduate or Higher	94.2%
Bachelor's Degree or Higher	60.4%

Source: U.S. Census Bureau 2010

HOUSING

Auburn has a wide range of housing options due to a diverse population that includes families, students, professionals and retirees.



HOME VALUES

Owner-Occupied Median Value	\$215,100
Rent Median Value (Monthly)	\$718

HOUSEHOLD SIZE

Owner-Occupied Average Size	2.45
Renter-Occupied Average Size	2.09

HOME SALES 2010

Residential Mean Sold Price	\$253,335
Condos Mean Sold Price	\$147,855
Residential Homes Sold	436
Condos Sold	157
Homes Sold Total Dollar Volume	\$109,394,066

HOUSING OCCUPANCY

Owner-Occupied Units	9,812
Renter-Occupied Units	12,299
Vacant Housing Units	2,613
Homeowner Vacancy Rate	5.1
Rental Vacancy Rate	7.0

Source: U.S. Census Bureau 2010 and Alabama Center for Real Estate

MUNICIPAL

The City of Auburn was incorporated on February 2, 1839.

COUNCIL-MANAGER: The City's form of government, led by a City Council, Mayor and City Manager.

CITY COUNCIL: Includes eight members elected from eight wards and the mayor elected in the city at-large. Each member of the city council serves four-year terms. The city council acts as a legislative body of the city, passing laws and regulations, and appointing citizens to various boards and commissions.



AUBURN CITY HALL

MAYOR: a voting member of the City Council, conducts city council meetings and serves as the governor's primary contact.

CITY MANAGER: appointed by the city council, acts as the city's chief administrative officer, responsible for the overall operations of day-to-day public services and city government.

Since 1986, the City of Auburn has conducted an annual citizen survey. The 2012 Citizen Survey revealed very high levels of satisfaction from citizens in City services, the overall value received for their tax dollar, and quality of life, exceeding the national average of cities surveyed in 57 areas.

CITY DEPARTMENTS
OFFICE OF THE CITY MANAGER
ECONOMIC DEVELOPMENT
ENVIRONMENTAL SERVICES
FINANCE
HUMAN RESOURCES
INFORMATION TECHNOLOGY
JUDICIAL
LIBRARY
PLANNING
PARKS & RECREATION
PUBLIC SAFETY
PUBLIC WORKS
WATER RESOURCE MANAGEMENT



FIRE DIVISION operates five fire stations in Auburn with approximately 100 firefighters serving the city. The Fire division is responsible for fire suppression, rescue services, and building inspections within the city of Auburn as well as on the Auburn University campus.



POLICE DIVISION is centrally located adjacent to downtown Auburn. The City's Police Division serves Auburn with approximately 120 police officers and is responsible for preserving the peace and order of the City and Auburn University.

more info- WWW.AUBURNALABAMA.ORG

UTILITIES



ALABAMA POWER COMPANY supplies electricity to 1.4 million homes and businesses in the state of Alabama including Auburn. more info- WWW.ALABAMAPOWER.COM



ALABAMA GAS CORPORATION serves 450,000 customers in 200 Alabama cities including Auburn. more info- WWW.ALAGASCO.COM



WATERWORKS BOARD OF THE CITY OF AUBURN provides Auburn citizens and businesses with quality water and sewer services. more info- WWW.AUBURNALABAMA.ORG/WRM



CITY OF AUBURN ENVIRONMENTAL SERVICES serves Auburn citizens in right-of-way maintenance, solid waste, recycling and animal control. more info- WWW.AUBURNALABAMA.ORG/ES



AT&T provides telephone and internet services to Auburn area residents and businesses. AT&T is the nation's largest provider of broadband. more info- WWW.ATT.COM



CHARTER COMMUNICATIONS provides cable, telephone and internet services to area residents and businesses. more info- WWW.CHARTER.NET

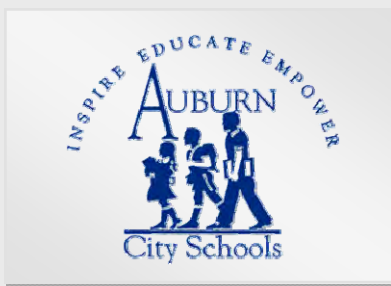


KNOLOGY recently established an office in Auburn. Cable, telephone and internet service is currently available in some areas. more info- WWW.KNOLOGY.COM

EDUCATION

SOUTHERN ASSOCIATION OF COLLEGES & SCHOOLS named Auburn City Schools a “**QUALITY SCHOOL SYSTEM.**”

AUBURN CITY SCHOOLS, the sixth fastest growing school district in Alabama, is accredited by the Alabama State Department of Education, the Southern Association of Colleges and schools (SACS), the Council on Accreditation and School Improvement (CASI), and AdvancED.



Auburn City Schools is recognized among the nation’s top public school systems each year, thanks to a progressive use of technology and constant support from the community and City of Auburn.

The use of computers is integrated with classroom instruction for all grades (K-12), and the student-computer ratio is 3-1 (U.S. average: 5-1) in Auburn City Schools. More than 68% of teachers and administrators in Auburn City Schools hold advanced degrees, and 12 have earned doctorates. The Board of Education is committed to keeping Auburn teachers’ salaries in the state’s top 10%. Currently, Auburn teachers rank 4th in the state with an average salary of \$46,000, and an average of 11 years teaching experience.

STUDENT-TEACHER RATIO
23-1 (Grades K-3: 18-1)

STUDENT ENROLLMENT
6,743 (2010-2011)

SPENDING PER STUDENT
\$8,774 Annually

SCHOOLS	
AUBURN EARLY EDUCATION CENTER (AEEC)	JF DRAKE MIDDLE SCHOOL
AUBURN JUNIOR HIGH SCHOOL (AJHS)	OGLETREE ELEMENTARY SCHOOL
AUBURN HIGH SCHOOL (AHS)	RICHLAND ELEMENTARY SCHOOL
CARY WOODS ELEMENTARY SCHOOL	YARBROUGH ELEMENTARY SCHOOL
DEAN ROAD ELEMENTARY SCHOOL	WRIGHTS MILL ROAD ELEMENTARY SCHOOL

Auburn City Schools has 499 students whose first language is not English. A total of 42 languages are spoken by students in Auburn City Schools.

PUBLIC LIBRARY



AUBURN PUBLIC LIBRARY serves approximately 30,000 citizens as registered library card holders. The City’s public library meets the needs of Auburn citizens for information, education, and recreation. The Auburn Public Library offers an extensive collection of books, audio books, CDs, video tapes, and many other resources including access to the internet, CD-ROM based reference materials, and the Alabama Virtual Library. **more info- WWW.AUBURNALABAMA.ORG/LIBRARY**

SPECIAL EDUCATION PROGRAMS

FOUNDATION FOR AUBURN’S CONTINUING ENRICHMENT IN SCHOOLS (FACES) is a non-profit foundation with the mission of promoting innovative opportunities that enrich the educational experiences of Auburn City Schools students. **more info- WWW.AUBURNSCHOOLS.ORG/FACES**

ADVANCED PLACEMENT (AP) offers 18 college level courses with exams taken during 11th and 12th grades. AP is an opportunity for high school students to earn placement in advanced college courses or earn college credit, while experiencing the type of work that is required of college students.

INTERNATIONAL BACCALAUREATE (IB) offers high quality programs of international education to a worldwide community of schools (582,000 IB students at 2,168 schools in 125 countries). Auburn High School, an IB World School since 1997, is one of 11 high schools in Alabama to offer the IB program.

EDUCATION

Auburn City Schools has four schools of national distinction.

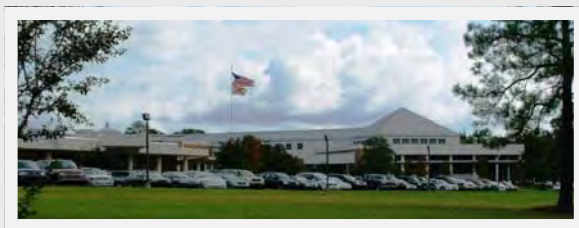
AUBURN HIGH SCHOOL (AHS) students consistently score above the state and national averages on the Scholastic Aptitude Test - SAT and the American College Test - ACT. The average ACT score for 2009 AHS seniors was 22.6. In 2010, approximately 400 Auburn High School senior students graduated with seven National Merit Scholars and \$6.9 million awarded in scholarships.



HOME OF THE TIGERS

Newsweek

**NEWSWEEK MAGAZINE 2010
"#2 BEST PUBLIC HIGH SCHOOL IN THE
STATE AND #354 BEST IN THE U.S."**



AUBURN HIGH SCHOOL



WRIGHTS MILL ROAD ELEMENTARY SCHOOL

WRIGHTS MILL ROAD ELEMENTARY SCHOOL



**2008
U.S. BLUE RIBBON
SCHOOL OF EXCELLENCE**

**2006
SMART TECHNOLOGIES
SHOWCASE SCHOOL**



AUBURN EARLY EDUCATION CENTER (AEEC)

**2008 INTERNATIONAL
EXEMPLARY READING PROGRAM**

**2006 SMART TECHNOLOGIES
SHOWCASE SCHOOL**

**2006 GEORGE LUCAS
FOUNDATION DOCUMENTARY**

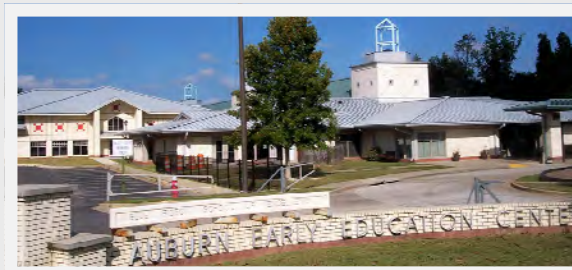
**2005 U.S. BLUE RIBBON
LIGHTHOUSE SCHOOL**

**2007 NATIONAL
DISTINGUISHED PRINCIPAL**

**2006 SMART TECHNOLOGIES
EXEMPLARY EDUCATOR**

**2005 INTEL & SCHOLASTIC
SCHOOL OF DISTINCTION**

**1999 U.S. BLUE RIBBON
SCHOOL OF EXCELLENCE**



AUBURN EARLY EDUCATION CENTER



AUBURN JUNIOR HIGH SCHOOL

AUBURN JUNIOR HIGH SCHOOL



**2010
U.S. BLUE RIBBON
LIGHTHOUSE SCHOOL**

**2010
SMART TECHNOLOGIES
SHOWCASE SCHOOL**



Auburn City Schools was named the "**1st SMART SHOWCASE DISTRICT IN THE U.S.**" Virtually every classroom in the Auburn City Schools district has a **SMART** interactive white board.

more info- WWW.AUBURNSCHOOLS.ORG

PRIVATE SCHOOLS

LEE-SCOTT ACADEMY (LSA) is a private preschool through 12 grade college preparatory school serving over 600 students from Auburn, Opelika, and the surrounding area. Lee-Scott Academy is accredited by the Southern Association of Colleges and Schools, Alabama Independent School Association, the Alabama Association of Independent Schools, and Southern Association of Independent Schools. **more info- WWW.LEE-SCOTT.ORG**



LEE SCOTT ACADEMY

COLLEGES & UNIVERSITIES



AUBURN UNIVERSITY (AU), established in 1856, is a comprehensive land, space and sea grant research institution blending arts and applied sciences. The university offers degrees in 13 schools and colleges, with over 140 majors at the undergraduate, graduate, and professional levels. The main campus is located in Auburn, AL, adjacent to downtown. The main area of campus consists of 427 buildings, which includes 206 academic buildings, located on more than 1,800 acres.



HISTORIC SAMFORD HALL

STUDENT ENROLLMENT

In-State Students	14,674
Out-of-State Students	10,795
TOTAL (Fall 2011):	25,469

FACULTY & STAFF

Full-Time Faculty	1,177
Full-Time Staff	3,433
TOTAL (Fall 2011):	4,610

HISTORICAL ENROLLMENT

Year	Enrollment
1960	8,829
1970	14,229
1980	18,603
1990	21,537
2000	21,860
2010	25,078



PRINCETON REVIEW, ranked Auburn University as a "BEST VALUE."



U.S. NEWS & WORLD REPORT 2011, ranked Auburn University the "38TH BEST PUBLIC INSTITUTION."



"AUBIE" IS THE TIGER MASCOT OF AUBURN UNIVERSITY ATHLETICS, THE SPIRIT LEADER SINCE 1979.



"ROLLING TOOMER'S," AN AUBURN TRADITION CELEBRATED AFTER AUBURN FOOTBALL VICTORIES SINCE THE EARLY 1960S.



"WAR EAGLE" IS THE BATTLE CRY OF AU. THE EAGLE FLIES DURING PREGAME AT ALL HOME FOOTBALL GAMES.

COLLEGES & SCHOOLS
COLLEGE OF AGRICULTURE
COLLEGE OF ARCHITECTURE, DESIGN, & CONSTRUCTION
COLLEGE OF BUSINESS
COLLEGE OF EDUCATION
SAMUEL GINN COLLEGE OF ENGINEERING
SCHOOL OF FORESTRY & WILDLIFE SCIENCES
GRADUATE SCHOOL
HONORS COLLEGE
COLLEGE OF HUMAN SCIENCES
COLLEGE OF LIBERAL ARTS
SCHOOL OF NURSING
HARRISON SCHOOL OF PHARMACY
COLLEGE OF SCIENCES & MATHEMATICS
COLLEGE OF VETERINARY MEDICINE

Auburn University has a long and rich tradition of excellence in engineering education.

AUBURN UNIVERSITY SAMUEL GINN COLLEGE OF ENGINEERING has offered courses since 1872. In 2011, 3,890 students were enrolled as undergraduates and 810 as graduates, with a total enrollment of 4,700. AU's College of Engineering areas of study include: **Aerospace, Biosystems, Chemical, Civil, Computer Science, Electrical, Environmental Science, Industrial & Systems, Materials, Mechanical, Polymers & Fiber, Software, and Wireless.**

AU's College of Engineering ranks in the "TOP 50 INSTITUTIONS NATIONALLY IN RESEARCH EXPENDITURES."

more info- WWW.AUBURN.EDU

COLLEGES & UNIVERSITIES

Home to 16 research centers, Auburn University is committed to the discovery of new technologies. The university is ranked among the top research universities in the U.S. with traditional strengths in agriculture and forestry, engineering, veterinary medicine, and basic sciences.



Auburn University has identified seven high priority research areas known as “Peaks of Excellence.”

**INFORMATION TECHNOLOGY
DETECTION & FOOD SAFETY**

**POULTRY PRODUCTS SAFETY & QUALITY
CELL & MOLECULAR BIOSCIENCES
TRANSPORTATION**

**FISHERIES & AQUACULTURE
FOREST SUSTAINABILITY**

CARNEGIE FOUNDATION classified AU as a research institution with **“HIGH RESEARCH ACTIVITY.”**



AUBURN UNIVERSITY RESEARCH PARK, a partnership between Auburn University, the State of Alabama and the City of Auburn, is expected to generate 3,600 knowledge-based jobs. The research park is located at the southern edge of Auburn University’s main campus, two miles from I-85, Exit 51. The 156-acre site has a phased build-out that is designed for 1 million square feet of LEED certified office and lab space.

Building One of the research park opened in 2008 as Northrop Grumman Corporation, a fortune 100 company, was announced as the park’s first tenant. Building Two, Auburn University’s new MRI Research Center, was completed in Fall 2010. Construction is currently underway for Building three which will be known as the Center for Advanced Science, Innovation and Commerce. [more info- WWW.AUBURNRESEARCHPARK.COM](http://WWW.AUBURNRESEARCHPARK.COM)

NATURAL RESOURCES MANAGEMENT & DEVELOPMENT INSTITUTE (NRMDI) is an organization bringing together the resources of the AU College of Agriculture, Alabama Cooperative Extension System, the AU School of Forestry and Wildlife Sciences, and the Alabama Agriculture Experiment Station to respond to challenges concerning the use and conservation of our natural resources. [more info- WWW.NRMDI.AUBURN.EDU](http://WWW.NRMDI.AUBURN.EDU)

AUBURN UNIVERSITY FACTS

- ◆ The oldest 4-year, coeducational school in the state of Alabama and the 2nd oldest in the Southeast.
- ◆ In 2009, AU doubled the number of National Merit Scholars, moving up to 34th nationally, 4th in SEC.
- ◆ 6 NASA astronauts and 3 past directors of Kennedy Space Center graduated from Auburn University, placing AU in the top 5 universities nationally with such a distinction.
- ◆ 1st in the U.S. to offer a wireless engineering bachelor degree.
- ◆ 1st in the Southeast to offer a software engineering program.
- ◆ A leader in aviation research and education since 1941.
- ◆ New automotive engineering and manufacturing curriculum is the first of its kind in the Southeast.
- ◆ AU is the primary source of instruction and research for Alabama industries including automotive, aerospace, biotech, wireless technologies, and microelectronics.
- ◆ AU’s Raptor Center is the only on-campus rehabilitation center for birds of prey in the Southeast.
- ◆ The United Nations’ World Food Programme selected AU as its lead academic partner in the global “war on hunger.”
- ◆ AU’s Ralph Draughon Library is the largest library in the state, containing 2.9 million volumes.



COLLEGES & UNIVERSITIES



SOUTHERN UNION STATE COMMUNITY COLLEGE (SUSCC), located in Opelika, AL, 5 miles from Auburn, is a vocational-technical school and community college. Southern Union State Community College provides quality academic, technical, and health science programs that are affordable and responsive to business, industry, and government needs. SUSCC has campuses in Wadley, AL and Valley, AL that serve the region as well.

Southern Union awards the Associate in Science, Associate in Occupational Technologies, and Associate in Applied Science degrees.

STUDENT
ENROLLMENT
3,318

ADMINISTRATION,
FACULTY & STAFF
188



SOUTHERN UNION ADMINISTRATION CENTER IN OPELIKA, AL

INSTRUCTIONAL DIVISIONS

ACADEMIC DIVISION at SUSCC offers the Associate in Science degree and the Associate in Applied Science degree. The Academic Division departments include: **Business, Child Development, Computer Science, Fine Arts, Language Arts, Mathematics, Office Management, Real Estate, Science, and Social Science.**

HEALTH SCIENCES DIVISION at SUSCC offers programs including: **Emergency Medical Services, Nursing, Physical & Health Education, Radiologic Technology, Surgical Technology, and Therapeutic Massage.**

TECHNICAL & WORKFORCE DIVISION at SUSCC offers the Associate in Occupational Technologies degree and the Associate of Applied Science degree. The Technical and Workforce Division trains existing employees for continued employment, prepares students for immediate employment, and promotes local economic development. The Technical and Workforce Division programs include: **Air Conditioning & Refrigeration, Automotive Collision Repair, Automotive Manufacturing Technology, Automotive Mechanics Technology, Cosmetology, Engineering & Graphics Design, Industrial Electricity & Electronics Technology, Machine Shop Technology, Manufacturing Technology, and Welding Technology.**

more info- WWW.SUSCC.EDU

COLLEGES & UNIVERSITIES WITHIN 50 MILES

College/University	Location	Distance
SOUTHERN UNION STATE COMMUNITY COLLEGE	Opelika, AL	6 miles
TUSKEGEE UNIVERSITY	Tuskegee, AL	7 miles
COLUMBUS TECHNICAL COLLEGE	Columbus, GA	32 miles
TROY UNIVERSITY AT PHENIX CITY	Phenix City, AL	33 miles
CHATTAHOOCHEE VALLEY COMMUNITY COLLEGE	Phenix City, AL	33 miles
COLUMBUS STATE UNIVERSITY	Columbus, GA	34 miles
CENTRAL ALABAMA COMMUNITY COLLEGE	Alexander City, AL	35 miles
WEST GEORGIA TECHNICAL COLLEGE	LaGrange, GA	38 miles
LAGRANGE COLLEGE	LaGrange, GA	40 miles
AUBURN UNIVERSITY AT MONTGOMERY	Montgomery, AL	43 miles
FAULKNER UNIVERSITY	Montgomery, AL	46 miles
TRENHOLM STATE TECHNICAL COLLEGE	Montgomery, AL	48 miles
TROY UNIVERSITY AT MONTGOMERY	Montgomery, AL	50 miles
HUNTINGDON COLLEGE	Montgomery, AL	50 miles
ALABAMA STATE UNIVERSITY	Montgomery, AL	50 miles

HEALTHCARE

Healthcare options are plentiful with numerous established practices and new doctors relocating to the area. More than 180 physicians serve the Auburn-Opelika area and portions of Lee County.

eamc **EAST ALABAMA MEDICAL CENTER (EAMC)** is a 352-bed hospital, located only five miles from downtown Auburn in Opelika, AL. With over 140 physicians practicing in 31 different specialties, EAMC serves more than 150,000 people annually in east Alabama and west Georgia. East Alabama Medical Center is the second largest employer in Lee County.

EAMC excels in five essential areas.

**CARDIOLOGY
CARDIOVASCULAR SURGERY
COMPREHENSIVE CANCER SERVICES
NEUROSURGERY
ORTHOPAEDIC JOINT CENTER OF EXCELLENCE**



EAST ALABAMA MEDICAL CENTER

EAMC has been recognized three times for having a **"TOP 100 HEART PROGRAM."**

EAMC offers the following services: **Assisted & Independent Living, Auburn University Medical Clinic, Bethany House Inpatient Hospice Care, Diabetes & Nutrition Center, Emergency Department, HealthPlus Fitness Center, Home Care, HomeMed Medical Equipment, Hospice, Oak Park Nursing Home, Outpatient Center, Psychiatric, RehabWorks, Renal & Dialysis, Skilled Nursing Facility, Sleep Disorders Center, Women & Children's Center, Wound Treatment Center**

EAMC scores in the **"NATION'S TOP 5% FOR INPATIENT SATISFACTION."**

U.S. NEWS & WORLD REPORT 2011 ranked EAMC **"HIGH IN CUSTOMER SATISFACTION."**



AUBURN UNIVERSITY MEDICAL CLINIC

AUBURN UNIVERSITY MEDICAL CLINIC (AUMC) is a full service primary care clinic offered by EAMC. AUMC has physicians, nurse practitioners, a full nursing staff, lab and x-ray facilities, and an optical clinic. AUMC is located on the campus of Auburn University. The clinic serves AU students, faculty and staff, and the Auburn community. **more info- WWW.AUBURN.EDU/AU_MEDICAL/**

EMERGENCY MEDICAL SERVICES (EMS) is operated by EAMC and serves the citizens of Lee County as the pre-hospital emergency medical service. EMS responds from three locations and uses seven advanced life support ambulances, two advanced life support ambulance/rescue vehicles, an ALS rescue truck and a non-emergency transport vehicle. EMS also operates the E-911 emergency medical dispatching center.



more info- WWW.EAMC.ORG

URGENT CARE

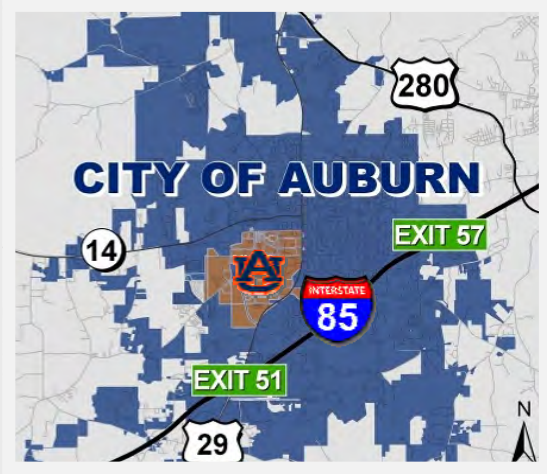
AUBURN URGENT CARE has three convenient locations in the Auburn area. Auburn Urgent Care offers same day attention, on-site x-ray and lab services, diagnosis and treatment of illness, minor emergency care, and more. **more info- WWW.AUBURNURGENTCARE.COM**

AUBURN ACUTE CARE is located in north Auburn on N. Dean Rd. Auburn Acute Care capabilities include same day appointments, X-rays, on-site lab testing, etc. Medical services include physical examinations, medical care and adolescent immunization, minor surgical procedures, sports medicine, women's routine health care, and more. **more info- WWW.AUBURNACUTECARE.COM**

MOORE'S MILL URGENT CARE is located in south Auburn on Moore's Mill Rd. offering a wide range of services including x-rays, immunizations, sports physicals, DOT physicals, foreign body removal, skin tag removal, and more. **more info- WWW.MOORES MILLURGENTCARE.COM**

TRANSPORTATION

HIGHWAYS



INTERSTATE 85 I-85 North-South provides access to Auburn via Exit 51 - South College Street / US Hwy 29, and Exit 57 - Bent Creek Road. Atlanta, GA - 110 miles (I-85 North); Montgomery, AL - 45 miles (I-85 South).

US Hwy 280 US-280 East-West provides access to the city from the north. Birmingham, AL - 110 miles (US-280 West); Columbus, GA - 35 miles (US-280 East).

US Hwy 29 US-29 North-South provides access to the city from the south. Tuskegee, AL - 15 miles (US-29 South).

AL Hwy 14 AL-14 East-West provides access from the west.

AIRPORTS

HARTSFIELD-JACKSON ATLANTA INTERNATIONAL AIRPORT is the world's busiest airport, serving over 90 million passengers in 2008. The Atlanta Airport is located in Atlanta, GA, 100 miles via I-85 north.

BIRMINGHAM-SHUTTLESWORTH INTERNATIONAL AIRPORT is one of the top 75 airports in the country in terms of passengers served, located in Birmingham, AL, 110 miles via US-280 west.

MONTGOMERY REGIONAL AIRPORT serves 400,000 passengers annually. Montgomery Regional is located in Montgomery, AL, 60 miles via I-85 south.

COLUMBUS AIRPORT serves 100,000 passengers each year in Columbus, GA, 40 miles via US-280 east.

AUBURN UNIVERSITY REGIONAL AIRPORT serves the Auburn area as a public use facility, located in Auburn, AL, .5 mile from Interstate 85, Exit 57. The AU Regional Airport is owned and operated by Auburn University. The facilities are used as a training ground for AU aviation students. In 2010, a new 26,000 square foot terminal and flight line was completed. [more info- WWW.AUOAIRPORT.COM](http://www.auoairport.com)



AU REGIONAL AIRPORT - NEW TERMINAL

DEEPWATER PORTS

PORT OF MOBILE Mobile, AL, 230 miles
PORT OF SAVANNAH Garden City, GA, 280 miles
PORT OF BRUNSWICK Brunswick, GA, 290 miles

TRUCKING

AUBURN-OPELIKA DELIVERY SERVICES Opelika, AL
CLARKSVILLE REFRIGERATED LINES Opelika, AL
CSS TRANSPORT Auburn, AL
FEDEX NATIONAL LTL Opelika, AL
GREANEY WHITE & ASSOCIATES Valley, AL
L & L HAULING COMPANY Auburn, AL
MCKENZIE TANK LINES Opelika, AL
OLD DOMINION FREIGHT LINE Opelika, AL
THOMPSON CARRIERS Opelika, AL
WAR EAGLE LOGISTICS Opelika, AL

NAVIGABLE WATERWAYS

PORT OF MONTGOMERY Montgomery, AL, 60 miles
CHATTAHOOCHEE-APALACHICOLA Phenix City, AL, 35 miles

RAIL

CSX TRANSPORTATION Class I Main Line
NORFOLK SOUTHERN RAILWAY Class I Main Line

PUBLIC TRANSIT

TIGER TRANSIT Transportation for Auburn University
DRIVEWAY VALET Designated Driving Service
EXPRESS 85 Atlanta Airport Shuttle Service
FAST SERVICE CAB COMPANY Local Taxi Service
GREYHOUND BUS LINES Intercity Bus Transportation
LRPT Public Transportation in Lee and Russell County
TIGER TAXI Local Taxi Service
TWIN CITY TAXI Local Taxi Service

PARKS & RECREATION

ATHLETIC FACILITIES

AUBURN SOCCER COMPLEX includes seven full-size lighted soccer fields, concessions, office space and meeting space. The City of Auburn Soccer Complex is home to the Auburn Soccer Association (ASA). All games for ASA teams are played at the soccer complex. The City has soccer fields at several other various locations in Auburn as well. [more info- WWW.AUBURNALABAMA.ORG/SOCCER](http://WWW.AUBURNALABAMA.ORG/SOCCER)

AUBURN SOFTBALL COMPLEX is a state-of-the-art five-field softball facility. The softball complex has hosted 18 ASA National Championships and 10 ISA World Championships. In 2010, the Auburn Softball Complex hosted the ASA Men's Church National Championship. The complex also hosts local leagues and has been host site to many district and state tournaments. [more info- WWW.AUBURNALABAMA.ORG/SOFTBALL](http://WWW.AUBURNALABAMA.ORG/SOFTBALL)

The Auburn Softball Complex was awarded the **"1999 ISA NATIONAL COMPLEX OF THE YEAR,"** followed by the **"1999, 2001, 2005, 2006 & 2008 ALABAMA ASA COMPLEX OF THE YEAR"** awards.



AUBURN SOCCER COMPLEX



AUBURN SOFTBALL COMPLEX



YARBROUGH TENNIS CENTER

DUCK SAMFORD BASEBALL FIELDS is recognized as one of the most prestigious youth baseball complexes in the nation. In 2002, Duck Samford played host to the Dixie Youth Majors State Tournament. In 2005, the baseball complex hosted Dixie Youth's 50th World Series. [more info- WWW.AUBURNALABAMA.ORG/BASEBALL](http://WWW.AUBURNALABAMA.ORG/BASEBALL)

BO CAVIN BASEBALL FIELDS includes four youth baseball fields adjacent to the Duck Samford Baseball Fields. Baseball fields are also located at Felton Little Park. [more info- WWW.AUBURNALABAMA.ORG/BASEBALL](http://WWW.AUBURNALABAMA.ORG/BASEBALL)

YARBROUGH TENNIS CENTER is a partnership between the City of Auburn and Auburn University that opened in 2007. The complex includes six indoor courts, 12 outdoor hard courts, 16 outdoor clay courts (including a stadium court), locker rooms, a pro shop and more. Yarbrough hosts all city tennis programs and serves as home to the Auburn University tennis teams. [more info- WWW.AUBURNALABAMA.ORG/TENNIS](http://WWW.AUBURNALABAMA.ORG/TENNIS)

SAMFORD AVENUE TENNIS CENTER, located adjacent to Auburn High School, includes six outdoor hard courts. Courts are also available at Indian Pines. [more info- WWW.AUBURNALABAMA.ORG/TENNIS](http://WWW.AUBURNALABAMA.ORG/TENNIS)

RECREATION FACILITIES

BOYKIN COMMUNITY CENTER is home to the Boys and Girls Club of Lee County. The center includes a gym for drop-in basketball, and meeting rooms. Boykin also hosts a variety of other activities.

DEAN ROAD RECREATION CENTER is the main office of the City's Parks and Recreation Department. The Dean Road Recreation Center includes a gym, meeting areas and ceramics studio. Recreational programs are held in late afternoons and evenings at the center.

FRANK BROWN RECREATION CENTER holds a variety of activities including drop-in basketball, game rooms, walking for fitness, birthday parties for children, and various games for senior citizens. Renovations to the facility's interior were completed in December 2009.

SAMFORD AVENUE POOL & DRAKE POOL offers swimming activities for Auburn citizens during Summer months.



NEWLY RENOVATED FRANK BROWN RECREATION CENTER

PARKS & RECREATION

CITY PARKS

The City of Auburn is committed to preserving green space as the city grows to ensure that the next generation of residents will have plenty of beautiful parks to enjoy.



CHARLOTTE & CURTIS WARD BIKE PATH



HICKORY DICKORY PARK



TOWN CREEK PARK WALKING TRAIL

KIESEL PARK is Auburn’s largest and most recognized park covering 157 acres in northwest Auburn. The dog friendly park is known for its nature trails, horticultural beauty and the historic Nunn Winston House. Kiesel Park is home to Auburn’s CityFest, an outdoor festival attracting 35,000 people each year in April.

CHARLOTTE AND CURTIS WARD BIKE PATH is a popular three mile trail for biking, walking, and running, located adjacent to Chewacla State Park.

HICKORY DICKORY PARK is a unique playground experience for children to enjoy, located in north Auburn.

TOWN CREEK PARK is the City’s newest park. It includes walking trails, a beautiful lake, historic trees, and swings. The City’s Parks & Recreation Department also maintains the following parks and walking trails:

BOWDEN PARK	FELTON LITTLE PARK	MOORES MILL PARK
DUCK SAMFORD BASEBALL TRAIL	GRAHAM MCTEER PARK	SAM HARRIS PARK
DUCK SAMFORD PARK	KIESEL PARK TRAIL	SAM HARRIS PARK TRAIL
DUCK SAMFORD STADIUM TRACK	MARTIN LUTHER KING PARK	TOWN CREEK PARK TRAIL
DUNCAN WRIGHT FITNESS TRAIL	MARTIN LUTHER KING PARK TRAIL	WESTVIEW PARK

CITY RECREATION PROGRAMS

The City of Auburn Parks & Recreation Department continues to establish quality programs to meet the needs and diverse leisure interests of Auburn’s citizens.



AUBURN DIXIE YOUTH BASEBALL

Parks & Recreation Department programs include: **Arts & Crafts, Athletics, Birthday Party Packages/Showers, Camps, Ceramics, Clubs, Dance, Fitness, Hobbies, Martial Arts, Music, Seniors, Special Events, Swimming, Tennis, Theatre, Therapeutics, and Unique Activities.**

Preregistration and minimum participation is required for all programs. For further details on recreation programs offered by the City, please see the quarterly brochure at the City’s Parks & Recreation website.

more info- WWW.AUBURNALABAMA.ORG/PARKS

CYCLING

Cycling is very popular in Auburn. The City is committed to creating and maintaining a bicycle friendly community. Area neighborhoods and parks lend themselves to biking, and a number of cycling events are held throughout the year in including “Bike Bash” and the “Bike Challenge.” The City of Auburn has more than 44 miles of adventurous bike paths with an additional 118 miles of bike paths proposed.

more info- WWW.AUBURNALABAMA.ORG/CYCLE



The City of Auburn is the only city in the State of Alabama to be nationally recognized by the **LEAGUE OF AMERICAN BICYCLISTS** with the “**BICYCLE FRIENDLY COMMUNITY AWARD.**”

PARKS & RECREATION

AREA ATTRACTIONS

CHEWACLA STATE PARK, located in south Auburn, provides 696 acres of scenic nature and wildlife. The dog friendly park includes a 26-acre lake, rental boats, swimming area, playgrounds, hiking trails, a modern campground and picnic areas with tables, grills and shelters, and family cabins. A trail system of 8 distinct trails, features a mountain bike trail and tree trail, covering from a mountain range to a 30-foot dam and waterfall.

more info- WWW.ALAPARK.COM/CHEWACLA

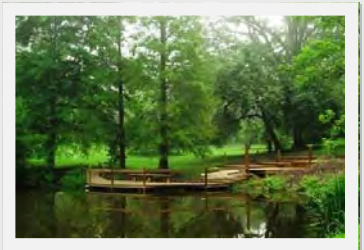


CHEWACLA STATE PARK

LOUISE KREHER FOREST ECOLOGY PRESERVE is located in north Auburn. It includes 110 acres of beautiful wooded hiking trails, boardwalks, camping, and many other features. The Preserve provides programs on a regular basis presented by professionals in their field. The nature center was established by the Auburn University School of Forestry & Wildlife Sciences as an outreach program designed to reach out to all people with a strong focus on families and children. **more info-** [HTTPS://FP.AUBURN.EDU/PRESERVE](https://FP.AUBURN.EDU/PRESERVE)

DONALD E. DAVIS ARBORETUM is located on the Auburn University campus. The Arboretum provides visitors with a natural setting for reflection and relaxation with walking trails. The primary purposes of the Arboretum are those of conservation, education, and research on ecosystem preservation and diversity. It is home to 150 different species of flora and fauna native to Alabama and the Southeast.

more info- WWW.AUBURN.EDU/ARBORETUM



THE ARBORETUM

LAKE MARTIN is a very popular attraction located 25 miles outside the city limits of Auburn. The 44,000-acre lake features over 750 miles of wooded shoreline with activities that include boating, fishing, skiing, swimming, and golfing. Lake Martin's main attractions are Chimney Rock, Kowaliga Bridge, Willow Point Country Club, and Stillwaters Resort. Lake Martin is host to many special events year-round including concerts, fishing tournaments, holiday celebrations and more.

LAKE HARDING is a 5,850-acre reservoir on the Chattahoochee River with portions of the lake located in Georgia and Alabama. Located 10 miles from Auburn, the lake offers fishing, boating, and more.

TUSKEGEE NATIONAL FOREST, located only 15 miles west of Auburn, includes camping facilities, bike trails, hiking trails, horse trails, a shooting range, and wildlife viewing areas.

SPRING VILLA PARK is a 325-acre park in Opelika, AL, with 24 campsites, a lodge, swimming pool, and walking trails. The park is home to the historic 1850s William Penn Yonge home.



LAKE MARTIN

LEE COUNTY LAKE is a 130-acre fishing lake owned by the State of Alabama, located nine miles east of Auburn.

PARKS & RECREATION

Golf Digest *GOLF DIGEST 2005*, “#1 METRO AREA IN AMERICA FOR GOLF.”

PUBLIC GOLF COURSES

AUBURN LINKS AT MILL CREEK, an 18-hole public golf course in south Auburn, features 7,145 yards from the back tees, large bermuda grass greens and rolling fairways. **more info-** WWW.AUBURNLINKS.COM

Golf Digest

GOLF DIGEST 2008 rated Auburn Links a
“4-STAR GOLF COURSE.”

INDIAN PINES GOLF COURSE is an 18-hole public golf course located in northeast Auburn. Indian Pines Golf Course opened in 1976, was redesigned in 1999, and a new clubhouse was added in 2006. The par 71 golf course features 6,213 yards and Bermuda grass greens.



AUBURN LINKS AT MILL CREEK, HOLE #4



THE LAKE COURSE AT GRAND NATIONAL, HOLE #16

ROBERT TRENT JONES GOLF TRAIL AT GRAND NATIONAL is a very popular vacation destination and a world renowned golf complex located in Opelika, AL. The complex features two 18-hole golf courses and an 18-hole par three course.

more info- WWW.RTJGOLF.COM/GRANDNATIONAL

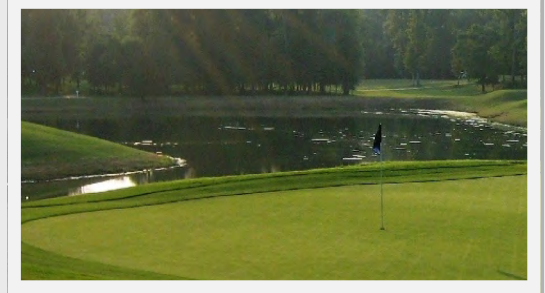
GolfWorld *GOLF WORLD 2009* ranked Grand National the “#1 LOCATION FOR PUBLIC GOLF.”

Golf Digest *GOLF DIGEST* listed Grand National as one of the “TOP 10 AFFORDABLE COURSES.”

PRIVATE GOLF COURSES

AUBURN UNIVERSITY CLUB AT YARBROUGH FARMS is a private golf club located in northwest Auburn featuring 18 holes of golf and first-class practice facilities. Established in 1999, the club serves as the official home of the Auburn University golf teams. The 18-hole golf course of 225 acres and 7,326 yards includes beautiful rolling hills and woodlands. The club offers tennis, a swimming pool, and a 12,000 square foot clubhouse with locker rooms and a restaurant. Residential real estate is also available at Yarbrough Farms. In 2009, the Auburn University Club played host to the PGA Qualifying School.

more info- WWW.AUCYF.COM



AUBURN UNIVERSITY CLUB, HOLE #17

MOORE'S MILL CLUB is a private golf club in Auburn. The club features 18-holes of golf stretching close to 7,000 yards throughout rolling terrain and dense hardwoods. Facilities also include tennis courts, two swimming pools, a fitness center, and a clubhouse with restaurant, lounge, full-service bar, locker rooms, meeting space, a golf pro shop, club storage area, and pavilion. **more info-** WWW.MOORES MILL CLUB.COM



MOORE'S MILL GOLF CLUB, HOLE #18

SAUGAHATCHEE COUNTRY CLUB is a private club located in Opelika, AL, featuring an 18-hole golf course, tennis, a swimming pool, fitness and dining. The private golf course includes club storage, locker rooms, pro shop and practice areas.

more info- WWW.SAUGAHATCHEECOUNTRYCLUB.COM

Golf Digest

GOLF DIGEST ranks Saugahatchee Country Club as one of the “TOP 5 GOLF COURSES IN ALABAMA.”

PARKS & RECREATION

ARTS FACILITIES



JAN DEMPSEY COMMUNITY ARTS CENTER

JAN DEMPSEY COMMUNITY ARTS CENTER - JDCAC is one of the premiere facilities of the City's Parks and Recreation Department. JDCAC contains an art gallery, two studio/classrooms, a children's gallery, a conference room and a performance room. The arts center provides area residents with access to an outstanding active schedule of exhibitions, visual arts, concerts, theatre, dance, lectures, art classes, and special events for adults and children throughout the year. JDCAC also provides artists, dancers, and actors the opportunity to offer programs and instructional classes to area citizens. **more info- WWW.AUBURNALABAMA.ORG/ARTS**



JULE COLLINS SMITH MUSEUM OF FINE ART - JCSM is located in Auburn on South College Street. Auburn University's unique 40,000 square foot museum includes a landscape of 15 acres with botanical gardens, walking paths, and a lake.

JULE Collins Smith MUSEUM The museum's interior includes a large lobby, café, gift shop, a 126-seat auditorium, and a sun-filled terrace overlooking the lake. Jule Collins Smith Museum of Fine Art offers a permanent collection, a children's programs, lectures by artists and scholars, concerts, and traveling exhibitions. **more info- WWW.JULECOLLINSMITHMUSEUM.COM**



JULE COLLINS SMITH MUSEUM OF FINE ART

AUBURN UNIVERSITY TELFAIR B. PEET THEATRE provides classical and modern theatre productions year-round. The theatre is located on the campus of Auburn University. **more info- WWW.CLA.AUBURN.EDU/THEATRE**

AUBURN UNIVERSITY JONATHAN B. LOVELACE ATHLETIC MUSEUM & HALL OF HONOR displays and honors the collegiate athletic history of Auburn University. The museum is located on the Auburn University campus.

MUSEUM OF EAST ALABAMA houses over 5,000 artifacts in Opelika, AL. **more info- WWW.EASTALABAMA.ORG**

ALABAMA SHAKESPEARE FESTIVAL is internationally acclaimed, producing classics from ancient to modern times and attracting visitors from all 50 states and over 50 countries each year. The Shakespeare Festival is located 50 miles from Auburn in Montgomery, Alabama. **more info- WWW.ASF.NET**

COLUMBUS MUSEUM is located in Columbus, GA, 35 miles from Auburn. The Columbus Museum, one of the Southeast's largest, is very unique in its focus on American art and regional history.

ARTS ORGANIZATIONS

AUBURN ARTS ASSOCIATION provides quality arts experiences for the area's youth, encourages arts initiatives, scholarships, arts education projects, social activities, and professional opportunities for area artists. **more info- WWW.AUBURNARTS.ORG**

AUBURN AREA COMMUNITY THEATRE offers the opportunity for education and participation in theatre for area residents. **more info- WWW.AUBURNACT.ORG**

AUBURN COMMUNITY ORCHESTRA presents orchestral concerts to area residents.

AUBURN CITYKIDS was created to expose at-risk children to the arts. The program offers children the opportunity to learn in a fun and comfortable environment as well as develop meaningful relationships.

ARTS ASSOCIATION OF EAST ALABAMA, located in Opelika, AL, hosts performing arts events year-round at the Opelika Center for the Performing Arts. **more info- WWW.EASTALABAMAARTS.ORG**

STUDIO 222 is a group of artists that explore, experiment, and enjoy working in fiber and related art form.

SPECIAL EVENTS

CITY OF AUBURN CALENDAR OF SPECIAL EVENTS 2012



ANNUAL VETERANS DAY CEREMONY



DADDY-DAUGHTER DATE NIGHT



AUBURN CITYFEST AT KIESEL PARK

Event	Date
23RD ANNUAL DADDY-DAUGHTER DATE NIGHT	February 9-11
23RD ANNUAL LOVE YOUR HEART RUN & 5TH ANNUAL CRANK YOUR HEART RIDE BIKE BASH 2012	February 18
BEST BUDDIES & THERAPEUTICS EASTER EGG HUNT & COOKOUT	March 17
31ST ANNUAL EASTER EGG HUNT	April 3
CITY OF AUBURN EARTH WEEK	April 7
AUBURN CITYFEST JURIED ART SHOW PREVIEW RECEPTION	April 11-12
AUBURN CITYFEST 5K & FUN RUN / AUBURN CITYFEST 2012	April 27
SUNDOWN CONCERT SERIES AT TOWN CREEK PARK	April 28
20TH ANNUAL FISHING RODEO	May 3, 10, 17, 24, 31
14TH ANNUAL MAYOR'S MEMORIAL DAY BREAKFAST	May 5
SUMMER NIGHT DOWNTOWN ART WALK	May 28
INDEPENDENCE DAY CELEBRATION	June 15
FAREWELL SUMMER BLOCK PARTY	July 4
SUNDOWN CONCERT SERIES AT KIESEL PARK	TBA
SUNDOWN CONCERT SERIES AT KIESEL PARK	Sept. 13, 20, 27
12TH ANNUAL DOWNTOWN TRICK OR TREAT	Oct. 4, 11, 18, 25
AUBURN VETERANS DAY CEREMONY	October 31
POLAR EXPRESS HOLIDAY CELEBRATION	TBA
HOLIDAY ART SALE	December 1
	December 8

more info- WWW.AUBURNALABAMA.ORG/PARKS

OTHER EVENTS

AUBURN FLORAL TRAIL is 14 miles of the most beautiful spring blooms the south has to offer. The trail is hosted annually in March by the Auburn Beautification Council and the Auburn-Opelika Tourism Bureau.

PINE HILL CEMETERY LANTERN TOUR is a bi-annual tour of Auburn's oldest cemetery.

AUBURN UNIVERSITY'S A-DAY is a preview of the Auburn University football team at their final spring scrimmage. A-Day is held annually in April at Jordan-Hare Stadium.

FOOTBALL FAN DAY gives Auburn sports fans the opportunity for autographs and pictures with players, coaches, cheerleaders and Auburn's beloved mascot "Aubie." Football Fan Day is held annually in August.

SUPER 6 is Alabama's high school state football championships, held bi-yearly at Jordan-Hare Stadium.

AUBURN CHRISTMAS PARADE is celebrated annually in downtown Auburn during December.

AUBURN TOUR OF HOMES is held annually by the Auburn Preservation League in Auburn, Alabama.

COMMERCIAL DEVELOPMENT



A positive business environment, a viable workforce, a fantastic education system and a high quality of life have all fueled Auburn's economy and growth in the past several years.

Driven by continued population growth in East Alabama, rapidly expanding tourism and travel marketing, Auburn continues to experience steady commercial growth. The exit 57 area (Bent Creek Road / East Glenn Avenue) has expanded to accommodate Sam's Club, Academy Sports, and a number of other retailers and restaurants. The new West Pace development off of South College Street / Exit 51 is underway, and the downtown area continues to attract unique retailers and restaurants.



Publix opened its first store in Auburn in 2010 as the anchor tenant to south Auburn's new Hamilton Place Shopping Center located at the corner of Hamilton Road and Moores Mill Road. In February 2012, a second Publix opened to anchor the new Shoppes at Cary Creek in north Auburn located at the corner of East University Drive and North College Street. Approximately 85,000 square feet of commercial space is planned for the first phase of the Cary Creek development. A variety of future tenants are anticipated including a local bank, and other restaurants and small shops. Auburn's two newest shopping centers will accommodate other new retailers and restaurants as well.



SAM'S CLUB



AUBURN VILLAGE MALL



ACADEMY SPORTS AND OUTDOORS

The Economic Development Department has assisted in the following commercial projects.

- ACADEMY SPORTS & OUTDOORS
- AUBURN 57
- APPLEBEE'S
- AUBURN FORD (CARL GREGORY)
- AUBURN LINKS GOLF COURSE
- AUBURN ALUMNI CENTER
- AUBURN UNIVERSITY GOLF CLUB
- AU HOTEL & CONFERENCE CENTER
- BERNEY OFFICE SOLUTIONS
- BRUNO'S
- CHILI'S
- CLINICAL PSYCHOLOGISTS
- CORNER MARKET
- CVS PHARMACY (OGLETREE RD.)
- CVS PHARMACY (OPELIKA RD.)
- DOWNTOWN FACADE PROGRAM

- DYAS TOYOTA
- EARTH FARE
- FIVE GUYS
- GLENN DEAN SHOPPING CENTER
- GYMTIGER GYMNASIUM
- HAMILTON PLACE - PUBLIX
- HAMPTON INN
- HYUNDAI OF AUBURN
- JOHNNY CARINOS (EL DORADO)
- JUBILEE JUNCTION
- LYNCH NISSAN (WEST PACE)
- LYNCH TOYOTA (WEST PACE)
- MAGNOLIA PLAZA
- NORTH DEAN ROAD/CENTRAL PARK
- OLDE AUBURN ALE HOUSE
- RED LOBSTER

- RUBY TUESDAY'S
- SAM'S CLUB
- SANTA FE STEAKHOUSE
- SHOPPES AT CARY CREEK - PUBLIX
- SLEEP INN
- SUN SOUTH
- SURFSIDE WATER PARK
- TIGER CROSSING SHOPPING CENTER
- TIGER THEATRE RENOVATION
- UNIV. CROSSING SHOPPING CENTER
- VILLAGE MALL EXPANSION
- WAFFLE HOUSE (DOWNTOWN)
- WALMART REDEVELOPMENT
- WALMART SUPERCENTER
- WENDY'S (E. GLENN AVE.)
- WYNNSONG 16 (CARMIKE CINEMAS)

INDUSTRIAL DEVELOPMENT

The City's investment in industrial development has resulted in 5,991 announced jobs and approximately \$950 million in announced capital investment since 1984.

The City of Auburn's industrial base is built around small to mid-sized value added technology based manufacturing corporations. The City has three technology parks and one industrial park where the main areas of focus include small engines and generators, specialty plastics packaging, wireless technologies, power transmission parts, kitchen and bath cabinetry, filtration solutions, and automotive areas that include aluminum wheels, front and rear axles, driveshafts, hydraulics systems, plastic components, and aluminum parts.



In October 2011, GE Aviation broke ground on its new jet engine components factory. The 300,000 square foot facility will open in late 2012 and is expected to employ 300-400. In 2011-2012, the City has announced twelve industrial projects creating 953 jobs and a total capital investment of \$188,441,570.



INDUSTRIAL PARKS

AUBURN TECHNOLOGY PARK SOUTH was established in 1994 and since then the majority of the City's industrial growth has taken place. Auburn Technology Park South is located 3/4 mile southwest of Interstate 85, Exit 51. The technology park is fully occupied by 12 national and international corporations based in Germany, Japan, Korea, Switzerland, and the United States with a total employment of more than 1,200.



AUBURN TECHNOLOGY PARK NORTH LAKE & PAVILION AREA

is home to four national and international corporations based in Germany, Israel, and the United States with a total employment of approximately 100. GE Aviation, a global leader in jet engine and aircraft systems production, will soon be established as the park's fifth tenant. Currently, 200 acres are available for industrial development, and sites are actively being marketed by the City's Economic Development Department and the Industrial Development Board.

AUBURN INDUSTRIAL PARK was established in 1974 as the City's first industrial park. The Auburn Industrial Park is located five miles northwest of Interstate 85, Exit 51. More than 25 national and international corporations occupy the industrial park including companies based in England, Korea, and the United States. The park employs a total of more than 1,500.

AUBURN TECHNOLOGY PARK NORTH was established in 2002 and is currently fully occupied by eight national and international corporations based in Germany, Korea, and the United States with a total employment of more than 800. Auburn Technology Park North is located 3/4 mile northwest of Interstate 85, Exit 51.

AUBURN TECHNOLOGY PARK WEST is the City's newest industrial park. Auburn Technology Park West is located three miles northwest of Interstate 85, Exit 51. The park



AUBURN TECHNOLOGY PARK WEST LAKE & PAVILION AREA

INDUSTRIAL DEVELOPMENT

AUBURN TECHNOLOGY PARK SOUTH COMPANY LOCATIONS



BRIGGS & STRATTON CORPORATION



COACHCOMM, LLC



WEIDMANN PLASTICS TECHNOLOGY NA, INC.

Company Name	Headquarters	Primary Product
BRIGGS & STRATTON CORPORATION	Milwaukee, WI	Gasoline Engines
CAPITOL PLASTIC PRODUCTS, LLC	Amsterdam, NY	Specialty Plastics Packaging
COACHCOMM, LLC	Auburn, AL	Wireless Communications
DONALDSON COMPANY, INC.	Minneapolis, MN	Mufflers
ENVIRONMENTAL RESOURCE ANALYSTS, INC.	Auburn, AL	Environmental Testing
HOERBIGER AUTOMOTIVE COMFORT SYSTEMS, LLC	Germany	Automotive Hydraulics
NATIONAL CENTER FOR ASPHALT TECHNOLOGY	Auburn, AL	Asphalt Research & Dev.
NIKKI AMERICA FUEL SYSTEMS, LLC	Japan	Small Engine Carburetors
PYONGSAN AMERICA, INC. (PLANT II)	Korea	Automotive Hoses & Pipes
TIER TECHNOLOGIES, INC.	Reston, VA	Web Transaction Systems
TOUCHSTONE PRECISION, INC.	Japan	Automotive Plastics
WEIDMANN PLASTICS TECHNOLOGY NORTH AMERICA, INC.	Switzerland	Automotive Plastics

AUBURN TECHNOLOGY PARK NORTH COMPANY LOCATIONS



BORBET ALABAMA, INC.



CV HOLDINGS, LLC



STRAEHLE + HESS USA, INC.

Company Name	Headquarters	Primary Product
BORBET ALABAMA, INC.	Germany	Auto Aluminum Wheels
CV HOLDINGS, LLC	Amsterdam, NY	Specialty Plastics Packaging
HPM ALABAMA CORPORATION	Korea	Polypropylene Resins
K.C. SOL-TECH, INC.	Korea	Tool & Die
PYONGSAN AMERICA, INC.	Korea	Automotive Hoses & Pipes
SCA, INC.	Korea	Automotive Plastics
STRAEHLE + HESS USA, INC.	Germany	Automotive Textiles
TOOLCARE US INTERNATIONAL, LLC	Auburn, AL	Custom Tooling & Repair

INDUSTRIAL DEVELOPMENT

AUBURN TECHNOLOGY PARK WEST COMPANY LOCATIONS



ALUMINUM TECHNOLOGY SCHMID NA, INC.



AUBURN TECH PARK WEST ENTRANCE



VIPER MOTORCYCLE COMPANY, INC.

Company Name	Headquarters	Primary Product
ALUMINUM TECHNOLOGY SCHMID NORTH AMERICA, INC.	Germany	Automotive Aluminum Parts
ARKAL AUTOMOTIVE USA, INC.	Israel	Automotive Plastics
GE AVIATION (OPENING 2012)	Cincinnati, OH	Aviation Parts
TUBE TECHNOLOGY SYSTEMS, INC.	Germany	Automotive Brake Tubes
VIPER MOTORCYCLE COMPANY, INC.	Minneapolis, MN	Motorcycles

AUBURN INDUSTRIAL PARK COMPANY LOCATIONS



CUMBERLAND PLASTIC SOLUTIONS, LLC



CNJ, INC.



MASTERBRAND CABINETS, INC.

Company Name	Headquarters	Primary Product
ALABAMA POWER COMPANY	Birmingham, AL	Electric Utility Service
ARCHANGEL SYSTEMS, INC.	Auburn, AL	Inertial Sensing Systems
AUBURN MILLWORK, INC.	Auburn, AL	Windows & Doors
BUILDING MATERIALS WHOLESALE, INC.	Auburn, AL	Building Materials
CNJ, INC.	Korea	Automotive Brake Discs
CRITERIUM-SOLLIE ENGINEERS	Auburn, AL	Engineering Consulting
CUMBERLAND PLASTIC SOLUTIONS, LLC	Auburn, AL	Plastic Components
DAEHAN USA, INC.	Korea	Automotive Conveyors
EAST ALABAMA SHREDDING & SECURITY, INC.	Auburn, AL	Shredding & Security Service
ELECTRIC FUEL BATTERY CORPORATION	Ann Arbor, MI	Military Batteries
HDI SOLUTIONS, INC.	Auburn, AL	Data Management
HEALTH INFORMATION DESIGNS, INC.	Auburn, AL	Drug Utilization Review
HEARTSTRINGS ENTERPRISES, INC.	Auburn, AL	Custom Jewelry & Gifts
INITIAL OUTFITTERS, INC.	Auburn, AL	Home Party Solutions
INTRAMICRON, INC.	Auburn, AL	Microfibrous Materials
KD BEARINGS, INC.	Auburn, AL	Unground Bearings
LANGCOURT LIMITED, INC.	England	Cylinder Plating

INDUSTRIAL DEVELOPMENT

AUBURN INDUSTRIAL PARK COMPANY LOCATIONS

Company Name	Headquarters	Primary Product
LEONARD PETERSON & COMPANY, INC.	Auburn, AL	Wood Lab & Office Furniture
MAMMOTH PRINTSHOP, LLC	Auburn, AL	Screen Printing
MASTERBRAND CABINETS, INC.	Jasper, IN	Kitchen & Bath Cabinetry
MATRIX WIRE, INC.	Auburn, AL	Metal Wire
MDT ARMOR CORPORATION	Ann Arbor, MI	Armored Vehicles
PACIFIC GLOBAL LOGISTICS, INC.	Korea	Logistics
PLAMASTIC, LLC	Korea	Consulting & Staffing
RADIANCE TECHNOLOGIES, INC.	Huntsville, AL	Military Systems
R.E. HODGES, LLC	Auburn, AL	Chemical Analyzers
REXNORD INDUSTRIES, LLC	Milwaukee, WI	Gear Couplings
RICE SIGNS, LLC	Auburn, AL	Highway & Road Signs
SEOHAN AUTO USA CORPORATION	Korea	Automotive Axles
SEOHAN-NTN DRIVESHAFT USA CORPORATION	Korea	Automotive Driveshafts
SUPER SIGNS	Auburn, AL	Screen Printing
THE FOOD BANK OF EAST ALABAMA	Auburn, AL	Food Donation
THERMO FISHER SCIENTIFIC, INC.	Waltham, MA	Plastics Packaging
WESTON SOLUTIONS, INC.	West Chester, PA	Environmental Solutions
WILSON OIL, INC.	Auburn, AL	Gasoline & Oil

BUSINESS INCUBATOR



ACDI AUBURN CENTER FOR DEVELOPING INDUSTRIES (ACDI) was established as one of the state's first three incubators in 1986. ACDI provides office and production space during relocation or start-up to targeted industries in advanced technologies, assembly, light manufacturing, and research and development. The City's incubator program has been very successful over the years, graduating several companies to Auburn's industrial parks. ACDI is operated by the City's Economic Development Department. Located in the Auburn Industrial Park, the complex is currently home to seven companies.

CITY OF AUBURN TOP EMPLOYERS



AUBURN UNIVERSITY



AUBURN CITY SCHOOLS



CITY OF AUBURN



BRIGGS & STRATTON CORPORATION



BORBET ALABAMA, INC.



CV HOLDINGS, LLC



WALMART SUPERCENTER



SCA, INC.



DONALDSON COMPANY, INC.



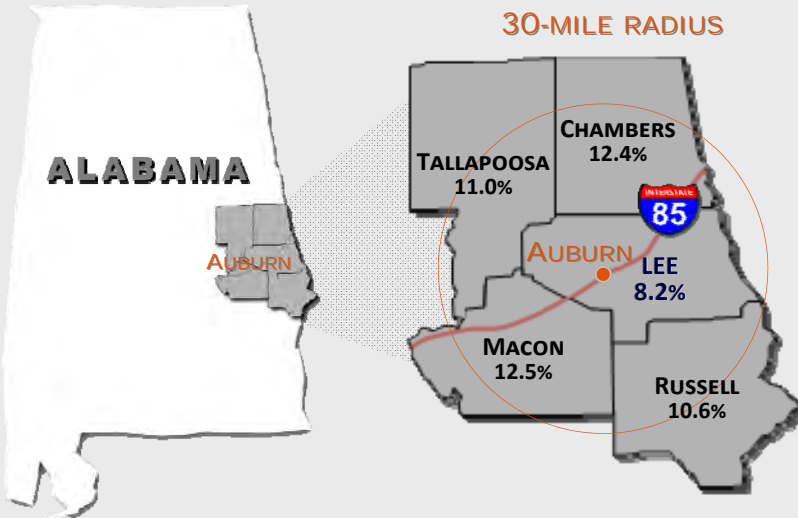
REXNORD INDUSTRIES, LLC

LABOR

Auburn's workforce consists primarily of residents from Lee County, Alabama. A significant portion of the city's workforce is made up of residents from the contiguous counties.

LEE COUNTY

Unemployment Rate	Unemployment	Civilian Labor Force
8.2%	5,444	66,145



CONTIGUOUS COUNTIES

Civilian Labor Force	64,123
Unemployment	7,310
Unemployment Rate	11.4%

5-COUNTY REGION

Civilian Labor Force	130,268
Unemployment	12,754
Unemployment Rate	9.8%

Source: Alabama Department of Industrial Relations LMI (June 2012)

**Alabama is a "Right-to-Work" State.
No Unions Exist in City of Auburn Manufacturing Facilities.**

more info- WWW2.DIR.ALABAMA.GOV

WORKFORCE TRAINING



AUBURN TRAINING CONNECTION (ATC) is a partnership among local industry, Auburn City Schools, Auburn University, City of Auburn, and the Industrial Development Board. The ATC's main objective is to tailor workforce training specific to the needs of local industry. ATC offers programs including Career Technical Education at Auburn High School, Dual Enrollment, Industrial Maintenance Technology, and the annual Manufacturing Academy. The ATC is administered by the workforce division of the City's Economic Development Department and is a recipient of eight regional, national, and international awards in workforce development. [more info- WWW.AUBURNALABAMA.ORG/ATC](http://WWW.AUBURNALABAMA.ORG/ATC)



AUBURN TECHNICAL ASSISTANCE CENTER (ATAC) is the Auburn University affiliate of the Alabama Technology Network (ATN) and an Economic Development Administration University Center. ATAC offers business process improvement training and continuous improvement assistance in key areas. [more info- WWW.AUBURNWORKS.ORG](http://WWW.AUBURNWORKS.ORG)



ALABAMA INDUSTRIAL DEVELOPMENT TRAINING (AIDT) is the only ISO 9002-Certified training program in the U.S. and is consistently ranked among the top workforce training programs in the nation. AIDT services include recruitment, assessment and training of potential employees, provision of training facilities, development and production of job-related training materials, and delivery of job-specific services. All services are provided at no cost to eligible new and expanding industries. [more info- WWW.AIDT.EDU](http://WWW.AIDT.EDU)



ALABAMA CAREER CENTER assists area employers in employee recruitment and training in conjunction with Southern Union State Community College. [more info- WWW.JOBLINK.ALABAMA.GOV](http://WWW.JOBLINK.ALABAMA.GOV)

TAXES

	City	County	Schools	State	Other
Rate	26 mils	14.5 mils	3 mils	6.5 mils	4 mils *
Official Ratio of Assessment <i>(20% of Market Value)</i>					
Actual Ratio of Assessment					
Residential **	10%	10%	10%	10%	10%
Industrial Real	20%	20%	20%	20%	20%
Industrial Personal	20%	20%	20%	20%	20%
Production, Machinery & Equipment	20%	20%	20%	20%	20%
Raw Materials Inventory	n/a	n/a	n/a	n/a	n/a
Goods-in-Process Inventory	n/a	n/a	n/a	n/a	n/a
Finished Goods Inventory	n/a	n/a	n/a	n/a	n/a

* Hospital Tax, 2.5 mils; Lee County Dependent Children, 1.5 mils

** With Homestead Exemption (Without Homestead Exemption, 20%)

INDUSTRIAL PROPERTIES WITHIN THE CITY'S CORPORATE LIMITS are subject to City and County taxes including hospital and dependent children taxes.

INDUSTRIAL PROPERTIES OUTSIDE THE CITY'S CORPORATE LIMITS are subject to County taxes only.

SALES TAX - 9% (State of Alabama - 4%, City of Auburn - 4%, Lee County - 1%)

OCCUPATIONAL LICENSE FEE is 1% of gross income per calendar year of each person who works in the City.

LOCAL TAXATION POLICY TOWARDS INDUSTRY - City will consider tax abatements for industrial projects.

BUSINESS LICENSE FEE is levied for any businesses with the privilege of conducting business in the city limits of Auburn. The City's business license fee is based on the gross receipts of the business conducted.

BUSINESS PRIVILEGE TAX applies to corporations conducting business in Alabama or under Alabama laws.

CORPORATE INCOME TAX is levied based on the Alabama corporation's net taxable income derived from business conducted within the state.

PROPERTY TAX is classified and assessed at 20% of fair and reasonable market value for all non-exempt business property in Alabama.

INCENTIVES

CAPITAL INVESTMENT TAX CREDIT is an income tax credit of up to five percent annually for twenty years of initial capital costs of qualifying projects to new and expanding companies.

PROPERTY TAX ABATEMENTS are available to qualified new and expanding industries for non-educational taxes on equipment and building for a period of up to ten years.

SALES AND USE TAX ABATEMENTS are available to qualified new and expanding industries for non-educational taxes on construction materials and equipment used in manufacturing.

CORPORATE INCOME TAX CREDITS AND DEDUCTIONS are available for Alabama Corporate taxpayers.

INDUSTRIAL DEVELOPMENT GRANT PROGRAM - State grant to pay for site preparation costs for property owned by public corporations including municipalities, industrial development boards, etc.

INDUSTRIAL REVENUE BONDS may be used as long-term financing of up to 100 percent of a project for acquisition of land, buildings, site preparation and improvements; Construction of buildings; Acquisition and installation of furnishings, fixtures and equipment; and soft costs.

City of Auburn

Schedule of Tax and Fee Rates

Revenue Source	Rates				Effective Date of Most Recent City Rate Change	
	City	County	State	Total		
General Fund						
Sales Tax	general items	4%	1%	4%	9%	August 1, 2011
	automobiles	1.1%	0.25%	2%	3.35%	
	manufacturing and farm machines	1.5%	0.25%	1.5%	3.25%	
Occupation License Fee		1%			1%	January 20, 1970
Business License Fees	various percentages of gross receipts, \$100 minimum					January 1, 2000
Ad valorem (property) tax	5 mills (\$.50 per \$100)		<i>(see summary on next page)</i>			Prior to 1948
Lodging Tax	7% (1% is committed to the Visitors Bureau)		2%	4%	13%	February 1, 2006
Cigarette Tax	\$.04 per pack		- 0 -	42.5¢	46.5¢	March 10, 1981
Rental and Leasing Tax	1 1/4% of lease amount on automobiles			1.5%	3.75%	April 1, 2001
	2 1/2% of lease amount on all other items			4%	6.5%	
	linens/clothing			2%	4.5%	
	video rental		10¢		10¢	
Gasoline Taxes	2¢ per gallon (1¢ to General Fund, 1¢ to City Gas Tax Fund)		- 0 -	16¢	18¢	March 23, 1976
Building Permit Fees	Graduated base fee + additional fee. Up to \$50,000 valuation, \$7/\$1,000. Demolition-\$100/structure.					1990
Leased Parking	\$75/month, effective April 1, 2008 \$100/month, effective October 1, 2008					August 21, 2007
Parking Fines	\$10, meter violation (\$20 if not paid in 48 hours) \$50, parking in leased space \$100, parking in handicapped space					March 6, 2012
Library Fees	Overdue fees are \$.50 per day for DVD's and videos; \$.10 per day for all other items. Library cards for individuals not living in or working in the City or attending Auburn University are \$25 annually.					September 2008
Planning Fees	various					January 1, 2003
Inspection Fees	First and second inspections included in building permit fee; \$25 for third inspection; \$100 thereafter.					March 16, 2004
Five Mill Tax Fund						
Ad valorem (property) tax	5 mills (\$.50 per \$100)		<i>(see summary on next page)</i>			Prior to 1948
Special School Tax Fund						
Ad valorem (property) tax	11 mills (\$1.10 per \$100)		<i>(see summary on next page)</i>			October 1, 1996
Ad valorem (property) tax	5 mills (\$.50 per \$100)		<i>(see summary on next page)</i>			October 1, 1960

City of Auburn

Property Tax Summary

	Mills [^]	
City of Auburn		
General Fund	5.0	
Education	16.0 *	
Debt repayment	5.0	
<i>Total City of Auburn</i>	<hr/>	26.0
Lee County		
General Fund	6.5	
Education	5.0 *	
Roads and bridges	3.0	
<i>Total Lee County</i>	<hr/>	14.5
Distributed by Lee County		
Lee County Hospital (EAMC)	2.5	
Children's homes	1.5	
Auburn District Schools	3.0 *	
<i>Total Distributed by Lee County</i>	<hr/>	7.0
State of Alabama		
General Fund	2.5	
Education	3.0 *	
Veterans' Pension	1.0	
<i>Total State of Alabama</i>	<hr/>	6.5
<i>Total mills on property within Auburn</i>		<hr/> <hr/>
		54.0

* Total mills for education = 27

[^] A mill of property tax is calculated as one cent per dollar (\$10 per \$1,000) of the property's assessed valuation. Residential property is assessed at 10% of its appraised valuation.

CITY OF AUBURN
FEE SCHEDULE FOR WATER, SEWER AND SOLID WASTE (GARBAGE) SERVICES
Effective October 1, 2012

DEPOSITS

METER SIZE	WATER		SEWER		GARBAGE
	Residential	Commercial	Residential	Commercial	Residential
3/4"	\$ 27.50	\$ 37.50	\$ 30.00	\$ 50.00	\$ 30.00
1"	60.00	75.00	85.00	100.00	
1½"	120.00	135.00	165.00	180.00	
2"		225.00		300.00	
3"		450.00		600.00	
4"		750.00		1,000.00	
6" or larger		1,200.00		1,595.00	

ACCESS FEES

METER SIZE	WATER*	SEWER*
3/4"	\$ 1,200	\$ 1,800
1"	2,400	4,500
1½"	4,800	9,000
2"	9,600	14,400
3"	19,200	28,800
4"	36,000	45,000
6"	60,000	90,000
8"	120,000	144,000
10"	180,000	144,000

WATER METER SET FEES (EXISTING "STUBBED OUT" SERVICES)

WATER METER SIZE	FEE
3/4"	\$ 200
1"	225

*Water and Sewer Access Fees for single family, multi-family and master metered residential development are calculated on a per unit basis.

TAP FEES

METER SIZE	WATER	SEWER
1"	\$ 750	Outside of street (up to 30ft) No Paving \$490 plus \$12 each additional linear foot
2"	1,200	Street (up to 30ft) \$865 plus \$25 each additional linear foot Street (Over 30ft) \$25.00/FT

MINIMUM MONTHLY CHARGES

METER SIZE	WATER	SEWER
3/4"	\$ 12.60	\$ 14.81
1"	20.95	24.76
1½"	41.89	49.49
2"	62.82	74.23
3"	136.12	160.83
4"	272.27	321.64
6"	544.50	643.30
8"	1,089.04	643.30

MONTHLY CHARGES (BASED ON WATER USAGE)

WATER USAGE	WATER**	SEWER**	GARBAGE ^^	
0 - 3,000 gallons	\$ 12.60	\$ 14.81	Curb-side pick-up	\$ 21.50
Over 3,000 gallons	\$3.33 per 1,000 gallons	\$4.94 per 1,000 gallons	Back yard pick-up	31.50

** Master Metered residential is charged the greater of the minimum charge per unit or the charge for the actual usage.

^^ Residential garbage service includes once-weekly pick-up of household garbage, yard waste and recycling.

City of Auburn ~ Primary Government

Demographic and Economic Statistics

Last Ten Fiscal Years

Unaudited

Fiscal Year	Population ⁽¹⁾	Personal Income (expressed in thousands) ⁽²⁾	Per Capita Personal Income (Lee County) ⁽²⁾	Unemployment Rate ⁽³⁾
		\$	\$	
2002	44,822	961,925	21,461	4.2%
2003	46,032	1,025,731	22,283	4.0%
2004	48,096	1,136,605	23,632	4.2%
2005	48,348	1,142,560	23,632	3.0%
2006	49,928	1,179,898	23,632	2.8%
2007	51,906	1,498,267	24,804	3.5%
2008	54,348	1,499,487	25,399	4.5%
2009	56,088	1,499,913	25,943	4.1%
2010	57,608	1,501,560	26,065	7.6%
2011	60,022	1,471,139	24,510	7.9%

⁽¹⁾ U. S. Census Bureau & Auburn Interactive Growth Model

⁽²⁾ U. S. Department of Commerce, Bureau of Economic Analysis

⁽³⁾ State of Alabama, Department of Industrial Relations

City of Auburn ~ Primary Government
Principal Revenue Remitters of Sales and Use Tax¹

Current Year and Nine Years Ago

Unaudited

Employer	2002 Rank	2011 Rank
Wal-Mart	1	1
Auburn University Financial Reporting	2	2
Sam's Club		3
Kroger	3	4
Academy Sports		5
Publix #1294		6
Chartwells		7
Dillard's	4	8
Belk		9
Winn Dixie (Store 579)	7	10

¹ State law prohibits the disclosure of the amount of sales tax remitted and any information that could enable the disclosure or calculation of confidential taxpayer information.

City of Auburn ~ Primary Government
Principal Remitters of Property Tax

Unaudited

Taxpayers	Total Assessed Value - Property in City Limits¹	Property Taxes Paid²	Taxes Paid as Total of City's Property Tax
	\$	\$	
Alabama Power Company (public utility)	16,108,020	825,972	3.94%
Briggs & Stratton (industrial)	10,059,720	442,929	2.11%
Copper Beech Townhome Communities (real estate development)	6,656,000	359,424	1.71%
Fairfield Auburn Exchange II, LLC (real estate development)	6,456,620	348,657	1.66%
HSRE Preiss Auburn, LLC (real estate management)	6,058,280	328,849	1.57%
Borbet Alabama, Inc. (industrial)	9,217,140	303,888	1.45%
Marelda University Village Mall (commercial retail)	4,921,500	265,761	1.27%
Pace Industries, Inc. (industrial)	4,890,180	240,450	1.15%
GEM Auburn, LLC/ Schenk Auburn. LLC (real estate management)	3,945,360	213,049	1.02%
Cleveland Brothers, Inc. (real estate development)	3,841,940	209,039	1.00%

Source: Lee County Revenue Commissioner

¹ Assessed 2010; collected October 2010 through September 2011

² 26-mill City levy only

City of Auburn
Fund Balances of Governmental Funds

Last Ten Fiscal Years

	Fiscal Year									
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011 ⁽¹⁾
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
General Fund										
Reserved	1,463,210	5,559,675	8,697,744	7,820,742	9,305,314	8,701,444	12,967,664	8,844,309	7,451,985	-
Unreserved	12,635,576	13,480,580	21,426,238	19,488,460	18,451,274	19,436,335	15,882,269	19,983,950	19,649,481	-
Nonspendable	-	-	-	-	-	-	-	-	-	7,504,505
Restricted	-	-	-	-	-	-	-	-	-	176,679
Assigned	-	-	-	-	-	-	-	-	-	4,854,720
Unassigned	-	-	-	-	-	-	-	-	-	16,489,870
Total general fund	<u>14,098,786</u>	<u>19,040,255</u>	<u>30,123,982</u>	<u>27,309,202</u>	<u>27,756,588</u>	<u>28,137,779</u>	<u>28,849,933</u>	<u>28,828,259</u>	<u>27,101,466</u>	<u>29,025,774</u>
All other governmental funds										
Reserved	3,702,320	1,423,641	4,520,843	2,991,480	4,190,300	1,888,965	2,166,922	2,135,901	4,075,582	-
Unreserved, reported in:										
Special revenue funds	1,687,538	1,213,631	2,526,426	4,634,413	3,898,499	4,924,456	5,072,970	5,692,659	4,766,559	-
Debt service funds	-	1,360,172	1,523,137	2,116,996	2,499,525	2,748,975	3,163,736	3,898,630	3,831,043	-
Capital projects funds	6,461,000	3,510,899	4,775,796	6,405,416	11,280,128	8,362,129	1,667,086	6,402,424	1,297,837	-
Nonspendable	-	-	-	-	-	-	-	-	-	560,000
Restricted	-	-	-	-	-	-	-	-	-	6,291,517
Committed	-	-	-	-	-	-	-	-	-	3,723,922
Total all other governmental funds	<u>11,850,858</u>	<u>7,508,343</u>	<u>13,346,202</u>	<u>16,148,305</u>	<u>21,868,452</u>	<u>17,924,525</u>	<u>12,070,714</u>	<u>18,129,614</u>	<u>13,971,021</u>	<u>10,575,439</u>

⁽¹⁾ For fiscal year 2011, GASB Statement No. 54 was implemented requiring additional classificatio

City of Auburn ~ Primary Government
Ratios of Outstanding Debt by Type ⁽¹⁾

Last Ten Fiscal Years

(dollar amounts expressed in thousands, except per capita amount)

Unaudited

Fiscal Year	Governmental Activities		Business-Type Activities		Total Debt Primary Government	Total Debt as Percentage of Personal Income	Total Debt Per Capita
	General Obligation Bonds	Capital Leases	General Obligation Bonds ⁽²⁾	Capital Leases			
	\$	\$	\$	\$	\$		\$
2002	65,805	952	30,330	74	97,161	12.04%	2,168
2003	67,872	530	30,253	38	98,693	11.33%	2,144
2004	79,058	199	30,253	38	109,548	12.04%	2,278
2005	113,591	68	30,111	-	143,770	12.58%	2,974
2006	122,272	-	30,054	-	152,326	12.91%	3,051
2007	127,635	-	28,263	-	155,898	10.41%	3,003
2008	124,476	-	34,220	-	158,696	10.58%	2,920
2009	133,947	-	62,240	-	196,187	13.01%	3,498
2010	139,143	-	45,880	-	185,023	12.32%	3,212
2011	128,679	-	44,775	-	173,454	11.79%	2,889

Note: Details regarding the city's outstanding debt can be found in the notes to the financial statements.

⁽¹⁾ The City does not have any special assessment bonds.

⁽²⁾ The City has issued General Obligation Bonds/Warrants for the Sewer Revenue Fund. It is the intention of the Council that the Bonds/Warrants be repaid from Sewer Fund revenue.

City of Auburn ~ Primary Government
Operating Indicators by Function/Program
 Last Ten Fiscal Years
Unaudited

Function	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Police										
Physical arrests	2,595	2,135	2,339	2,921	2,574	2,978	3,143	2,480	2,643	2,712
Traffic violations	7,058	6,535	7,892	9,490	10,435	14,077	14,516	19,556	20,618	23,736
Fire										
Number of calls answered	1,119	1,167	1,149	1,147	1,342	2,258	2,330	2,523	4,025	4,065
Inspections^	6,208	6,314	6,256	6,324	1,860	1,857	1,792	1,752	1,575	1,391
Public Works										
Potholes repaired	939	805	403	414	347	230	210	273	750	625
Environmental Services										
Refuse collected (tons/day)*	67	68	72	85	85	86	86	88	91	104
Recyclable collected (tons/day)*	3.49	3.46	3.38	3.52	3.89	3.38	4.21	4.39	4.36	4.40
Parks and Recreation										
Athletic participants	4,824	4,501	5,391	4,956	4,623	5,154	5,648	5,031	4,959	2,964
Community center admissions	87,033	81,659	75,001	83,374	114,484	96,106	92,291	111,960	138,751	150,690
Sewer										
Average daily sewage treatment (millions of gallons)	5.14	6.60	6.15	6.86	6.10	5.90	5.60	6.70	6.69	6.02

*Each year consists of 251 work days.

^A change in software lowered the number of inspections performed in 2006.

Source: City departments

City of Auburn ~ Primary Government
Capital Asset Statistics by Function/Program

Last Ten Fiscal Years

Unaudited

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Function										
Public Safety										
Police:										
Stations	1	1	1	1	1	1	1	1	1	1
Patrol units	59	59	77	86	88	89	91	91	98	94
Fire stations	4	4	4	4	4	4	5	5	5	5
Environmental Services										
Collection trucks	8	8	8	8	8	8	8	8	8	8
Public Works										
Streets (lane miles)	286	313	565	597	650	658	696	3	693	693
Signaled Intersections	47	48	49	50	50	55	56	58	59	60
Parks and Recreation										
Parks acreage	1,838	1,914	1,914	1,914	1,914	1,914	1,944	1,944	1,944	1,944
Swimming pools	2	2	2	2	2	2	2	2	2	2
Tennis courts	14	14	14	10	10	44	44	44	44	44
Community centers	3	3	3	3	3	3	3	3	4	4
Sewer										
Sanitary sewers (miles)	176	183	195	201	210	235	240	245	248	300
Maximum daily treatment capacity (millions of gallons)	7	7	7	7	7	8	8	11	11	11

Source: City departments

City of Auburn ~ Primary Government

Components of Sales Tax Revenue

Last Ten Fiscal Years

(amounts expressed in thousands)

Unaudited

	2002	2003^A	2004	2005	2006	2007	2008	2009	2010	2011^B
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Apparel Stores	24,133	25,743	30,979	38,138	74,473	71,846	66,699	57,276	60,201	68,169
Grocery Stores	55,523	56,877	57,269	59,929	53,307	60,280	51,372	51,435	55,799	70,663
Eating & Drinking Establishments	65,441	68,641	70,983	75,052	101,287	111,409	120,987	120,462	127,753	148,302
Mass General Merchandise Stores	98,117	95,854	98,680	97,799	86,922	88,571	110,116	115,686	114,644	122,437
Auto Dealers & Supplies	100,730	134,933	151,290	160,833	103,690	116,070	40,203	33,484	39,021	42,278
Building Materials	21,080	57,692	28,674	32,569	49,464	55,721	34,454	32,257	31,794	26,698
Home Furnishing & Appliances	4,327	4,543	4,503	2,471	9,240	15,468	14,823	11,085	9,733	11,126
All Other Retail Sales	157,089	106,209	155,255	146,209	211,555	271,889	258,296	244,863	254,509	273,606
Totals	526,440	550,492	597,633	613,000	689,938	791,254	696,950	666,548	693,454	763,279

^A City sales tax rate increased from 2.5% to 3.0% effective August 1, 2003.

^B City sales tax rate increased from 3.0% to 4.0% effective August 1, 2011.

City of Auburn ~ Primary Government

Principal Employers

Current Year and Nine Years Ago

Unaudited

Employer	2002			2011		
	Employees	Rank	Percentage of Total City Employment	Employees	Rank	Percentage of Total City Employment
Auburn University	4,980	1	23.92%	5,500	1	20.15%
Auburn City Schools	562	3	2.70%	900	2	3.30%
City of Auburn and Auburn Water Works Board	384	4	1.84%	760	3	2.78%
Briggs & Stratton Corporation	704	2	3.38%	600	4	2.20%
Wal-Mart Supercenter	-		-	350	5 (tie)	1.28%
Borbet Alabama, Inc. <i>(formerly ATS Wheels)</i>	-		-	350	5 (tie)	1.28%
CV Holdings, LLC	-		-	325	7	1.19%
SCA, Inc.	-		-	300	8	1.10%
Donaldson Company, Inc.	-		-	275	9	1.01%
Rexnord Industries, LLC	-		-	200	10	0.73%
Total	6,630		31.85%	9,560		34.28%

Source: City of Auburn Economic Development Department, Alabama Department of Industrial Relations

Glossary of Terms and Acronyms

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	State of Alabama Department of Transportation.
Amortization	The adjustment (increase or decrease) of an expense by allocation of a payment made or received in a related financial event, over the period benefited by the financial event. For example, when bonds are sold at a premium or a discount, the premium or discount is amortized over the term of the bonds as an adjustment to interest expense.
Appropriation	A legislative authorization for expenditures for specific purposes within a specific time frame.
ASA	Amateur Softball Association.
Assessment	Compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.
AU	Auburn University, the State's land grant university, located in Auburn, Alabama.
Auburn 2020	The City's long-range planning process, whereby the City Council and management, community leaders, and the citizens of Auburn developed a consensual vision of the City in the year 2020.
Balanced budget	A budget adopted by the City Council and authorized by ordinance in which the authorized expenditures and other financing uses are equal to or less than the projected revenues and financing sources plus the projected fund balance for the beginning of the budgeted 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, which may consist of two one-year budgets adopted at the same time.
Bond	A document evidencing the City's promise to pay a specified sum of money on a specified future date and periodic interest at a specified rate.
Budget	A financial plan showing projected costs and revenue for a specified time period.
Capital Improvement Program (CIP)	A six-year projection of capital improvements spending for long-term assets, which includes sources of funding and estimated project costs.
Capital lease	An agreement that gives the right to use real property or equipment for a stated period of time and that meets the accounting criteria for capitalization. The City uses such agreements as a financing method.
Capital outlay	Expenditures for items with an estimated useful life of more than two years and of a substantial cost (more than \$5,000).
Census Bureau	An entity of the federal government responsible for determining the population of the states and cities within the United States.
City Council	The nine-person governing body of the City of Auburn. The Mayor is elected at-large and serves as a member of the City Council. The other eight members are elected from eight districts. All members serve concurrent four-year terms.
City Manager	The person hired by the City Council to serve as the chief executive officer of the City Council. The City Manager's duties include recommending the biennial budget, overseeing all personnel matters, and advising the City Council on policy matters.

Glossary of Terms and Acronyms

Commodities	Tangible goods to be consumed in the course of governmental operations with a period of less than two years.
CDBG	Community Development Block Grant, a grant program of the US Housing and Urban Development agency of the federal government.
Component units	Organizations that are legally separate from but affiliated with and financially accountable to the primary government, in this case, the City.
Contractual services	Services provided to the government by entities other than its own employees.
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 for a specified period.
Debt Service Funds	Funds used to account for the payment of principal and interest on long-term debt.
Department	A major administrative unit that indicates overall management responsibility for an operation or a group of related operations within a functional area. A department may have more than one division.
Department head	The person appointed by the City Manager to oversee the day-to-day operations of a City department.
Depreciation	A non-cash expense that allocates the cost of an asset over its estimated useful life.
DRRC	Dean Road Recreation Center.
EAMC	East Alabama Medical Center located in Opelika, Alabama. The City of Auburn contracts with EAMC for the provision of emergency medical services.
EMS	Emergency Medical Services.
Encumbrance	Funding commitment related to unperformed contracts for goods and services.
Enterprise Funds	Proprietary fund type used to report an activity for which a fee is charged to external users for goods or services provided to the general public.
EUD	East University Drive, the City's loop road.
Expenditures	Decreases in a governmental fund's net financial resources resulting from the procurement of goods and services or the payment of principal and interest on general long-term debt.
Expenses	Outflows of net economic 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 as well as the quantity and quality of fire protection service.
Firewall	A dedicated "gateway" computer and related software that provides security measures to protect a network of more loosely administered computers from being accessed by computer networks and individuals outside the organization.

Glossary of Terms and Acronyms

Fiscal year	A twelve-month period used by a government, not necessarily a calendar year. The City of Auburn's fiscal year begins October 1 and ends September 30, as required by State law.
Full faith and credit	A pledge of the City's general taxing power to pay the debt service requirement (principal and interest) of its debt obligations.
Fund	An accounting entity comprised of a group of self-balancing accounts.
Fund balance	The excess or deficit of fund assets over fund liabilities of governmental fund types.
Fund equity	The excess or deficit of fund assets over fund liabilities, equivalent to fund balance and net assets.
FY	Fiscal year (<i>see above</i>).
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 or warrants	Bonds backed by the full faith and credit of the City (also referred to as GO bonds or warrants).
GIS	Geographic Information System. A type of computer generated mapping system used to organize various types of map-related data for reference and analysis.
Goal	A specific and measurable target that managers are expected to achieve.
Governmental funds	Funds generally used to account for tax-supported activities- the general fund, special revenue funds, and debt service funds are all governmental funds.
Government services fee	Government services fee is negotiated with governmental and other tax-exempt entities in exchange for the provision of municipal services.
GPS	Global Positioning System. A type of computer generated mapping system that identifies the latitude, longitude, and elevation of a particular point on earth, such as a building or a fire hydrant.
HR	Human Resources. The City department that provides personnel and risk management services.
ICMA	International City/County Management Association.
ISA	Independent Softball Association.
ISDN	Integrated Services Digital Network. A high-speed telephone line used to allow computers in various building to communicate.
ISO	Insurance Services Office. A private, national organization that provides quasi-regulatory services to the insurance industry and that assigns ratings to fire organizations based on the adequacy of their personnel, equipment, and training.
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 proposed budget each fiscal year.
MGD	Million gallons per day. A unit of measure used in reference to water or wastewater treatment facilities.
Major fund	Any fund for which certain financial statement components (assets, liabilities, revenues, expenditures) meet certain thresholds when compared with comparable components of either total governmental funds or the total of governmental and proprietary funds. By definition, the general fund of a government is always a major fund.
Management Team	The upper level management staff of the City, including the City Manager, assistant city managers, department heads and the City Attorney.
Millage	A unit of measure used to refer to the calculation of ad valorem (property) taxes based on appraised value or some other valuation basis. One mill is one tenth of a cent.
Mission	The central purposes of the organization that represent the reasons for the organization's existence.

Glossary of Terms and Acronyms

Modified accrual basis	The basis of accounting used in governmental fund types wherein revenues and other financial resources are recognized when both measurable and available and expenditures are recognized in the period in which the related fund liability is incurred, with certain exceptions.
Moody's	Moody's Investors Service, one of the national credit rating agencies (see "credit rating").
Net assets	The excess or deficit of fund assets over fund liabilities, where full accrual-basis accounting is used, e.g. in Enterprise fund types.
Non-departmental	Expenditures or expenses not specifically associated with any individual department or division.
OFS	Other financing sources. Inflows of financial resources other than from revenues, such as from borrowing proceeds or the receipt of resources transferred from another fund that are not expected to be repaid.
OFU	Other financing uses. Outflows of financial resources other than for expenditures, such as for transfers of resources to other City funds or component units or for disbursement 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 benefit expenditures paid to or on behalf of the government's employees. Fringe benefits include FICA, State of Alabama retirement, medical insurance, dental insurance, life insurance, workers compensation, education assistance, and other employee benefits.
Principal	The face or par value of bonds or warrants payable at maturity.
Program	A group of activities, operations, or departments or divisions focused on achieving specific objectives.
Property tax	<i>See ad valorem tax.</i>
Proprietary funds	Funds that focus on the determination of operating income, changes in net assets, financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.
Purchase order	A document issued by an entity to a vendor for ordering goods or services. The purchase order (PO) obligates the issuer to pay for the goods or services specified therein upon delivery.
Referendum	A direct vote of the citizens to decide local issues.
Revenue	Increases in a fund's net financial resources, typically resulting from such things as the collection of taxes, fees, charges for services, and earnings on invested resources.
ROW (Right-of-Way)	The real property that a governmental or utility agency has the right to declare as public use property for transportation or utility purposes.
Special Revenue Funds	Funds used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes and for which separate accounting is required.
Standard & Poors	One of the national credit rating agencies. (see "credit rating").
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.