



# City of Auburn

## Mid-Biennium Budget Review Fiscal Years 2009 and 2010



## City of Auburn

Fiscal Years 2009 & 2010

### Mid-Biennium Review

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Section 1

**Introductory Information**

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**City of Auburn**  
Home of Auburn University

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Honorable Mayor and Council Members  
City of Auburn, Alabama  
August 12, 2009

Dear Mayor and Members of Council:

I am pleased to present for your consideration the City of Auburn's Proposed Mid-Biennium Budget Review for Fiscal Years 2009 and 2010. It is in keeping with your goals, the Council's tradition of fiscal discipline, and the City's historically conservative financial and operations management policies that this review was prepared. This budget exemplifies the continuing commitment of our city government to provide superior services and facilities while striving towards the utmost in efficiency and taxpayer value, even in challenging economic times. The Mid-Biennium Budget Review process offers an opportunity to adjust the budget at the mid-point of the budget cycle, allowing us to include information not available when the budget was first adopted. It is not a new budget. This document is a supplement to the original FY09-10 Biennial Budget document, available online at <http://www.auburnalabama.org/budget/>.

***Citizen Survey Summary***

The 2009 Annual Citizen Survey again indicated a very high level of resident satisfaction (rating 4 or 5 on a 5 point scale) with City services (83% overall) and proves that Auburn continues to be a great place to live (94%), work (82%) and raise a family (96%). It is notable that 75% of Auburn residents felt satisfied with the overall value they receive for their tax dollars, given the state of the national economy when the survey was administered. Other significant results included:

- Satisfaction with the overall appearance of the City increased by 6%;
- Satisfaction with the enforcement of speeding in neighborhoods increased by 7%;
- Satisfaction with maintenance of City streets increased by 6%;
- Satisfaction with level of public involvement in decision-making increased by 7%;
- Satisfaction with City communication with the public increased by 7%; and
- Satisfaction with the flow of traffic and congestion management increased by 7%.

While the Survey did not identify any critical deficiencies, several areas previously identified for targeted improvements continue to require monitoring. For the second term of the biennium, the City should continue its focus on these areas, including:

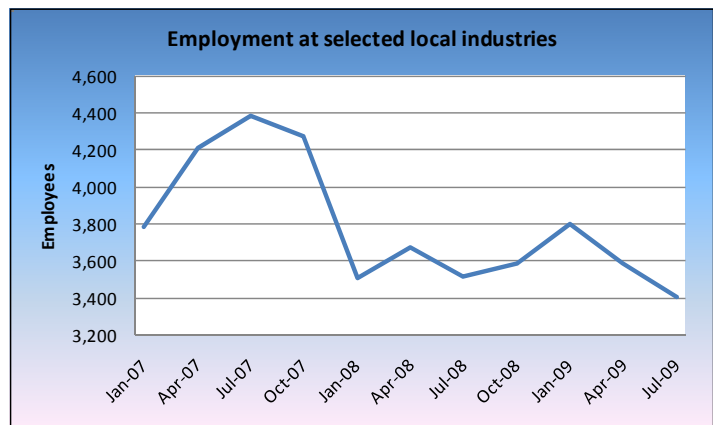
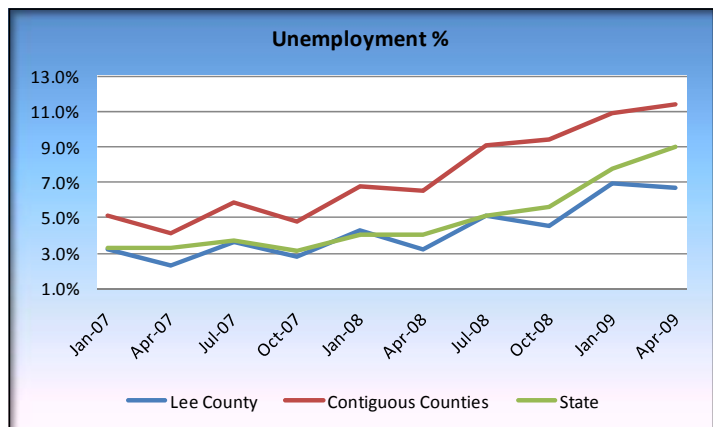
- Aggressively pursue job and revenue creating projects, while protecting our existing industrial and retail base;
- Traffic enforcement in neighborhoods;
- Emphasis on improving transportation infrastructure; and
- Improvements in Public Safety capabilities.

We listen to our residents in determining the priorities of the City and we look forward to the 2010 Citizen Survey to see how we can continue to better meet their needs.

**Mid-Biennium Overview**

The current economic downturn has taken a significant toll on the national economy. While there has been some recent slowing in the rate of decline, many industries continue to shed jobs and capacity, thereby impacting revenues at the state and local level and forcing many governments to implement significant budget cuts, furloughs, and layoffs.

Alabama, Lee County, and Auburn have not been immune to the current recession. Unemployment began to increase in the fourth quarter of FY08, and combined with the usual seasonal shedding of jobs, doubled to 6.9% in Lee County by the second quarter of FY09. The diversity in the local economy allowed Lee County and Auburn to fare somewhat better than the State as a whole, but estimates of our own unemployment indicate a measurable decline in jobs, especially when compared to the highs seen in mid-2007. This fiscal year, our estimate of total job losses in the City’s technology and industrial parks is 510. Economic Development staff efforts to create jobs to offset those lost have been met with some recent successes and will be discussed in greater detail.



The loss of area jobs, decline in the local real estate market, and weakening of consumer confidence have had measurable effects on certain revenue streams. Sales and use taxes are projected to fall short of budget by almost \$2 million, or 9.34%, for FY09. Strong performances from other revenue sources, however, are projected to keep FY09 total revenues slightly above budget (up \$104,945) for the fiscal year. Business license fees, in particular, are expected to finish the year about \$300,000 over FY08 receipts, reflecting the strong performance of our local businesses.

Auburn’s revenue forecasts continue to be very conservative, with FY10 revenue predictions reflecting an overall weakening during the fiscal year. This guarded revenue forecast has prompted management to implement precautionary measures to preserve fiscal strength in case the recession lingers. These measures, a more detailed review of FY09, and an overview of the forecast for FY10 are outlined below.

## ***Fiscal Year 2009 Review***

When developing the current biennial budget, it was clear that revenue challenges and uncertainty required a cautious approach to spending. Several steps were taken to preserve fiscal strength. Strong reserves were maintained, personnel costs were contained, departmental expenditures were held roughly level, and infrastructure spending was shifted to the Special Five Mill debt service fund. These actions allowed the City to absorb the brunt of the revenue shortfalls that occurred in sales and use tax and other revenue streams without detriment to the high level of quality services to which our residents are accustomed.

The fiscal discipline maintained by the Council has been a key factor in the City's current strategy in reacting to the economic downturn. In commenting on the recent affirmation of our AA+ bond rating (upgraded in October of FY09), Standard & Poor's credited the City's "...strong financial position and management, as evidenced by [the City's] very strong reserves..." S&P further states "...with roughly 50% of its budget dedicated to wages and a stable municipal workforce, the city has significant expenditure flexibility." As further testament to the effectiveness of this strategy, Moody's affirmed the City's existing Aa3 rating in June 2009 as well. These upgrades and affirmations are significant in a time when many municipalities are experiencing rating downgrades as revenues weaken and rating evaluation criteria continue to be tightened.

In addition to citing our strong fiscal management practices, S&P also credited Auburn's economic development strategy for our continuing financial strength. In affirming the bond rating in June, S&P praised Auburn's "...stable economic base, anchored by Auburn University, and recent success in broadening the base beyond opportunities presented by the university." This exemplifies our long-standing efforts at creating an ideal industrial and commercial environment, and the focus on recruiting a variety of small to medium-sized firms. These deliberate efforts have allowed Auburn to weather the current downturn with minimal disruption. Auburn's success has not gone unnoticed; *BusinessWeek* named Auburn the best city in Alabama for starting a business; while *Forbes* magazine named Auburn #1 for projected job growth and #10 for "best small place" for business and careers. Our Economic Development staff, with Council support, has had other successes this fiscal year as well:

- **Commercial development:** Incentives helped bring Five Guys Burgers and Fries to the downtown area, and helped secure the location of the new SunSouth John Deere/Sikes Farm & Animal Supply near the new Samford Avenue extension. Additionally, Economic Development staff was instrumental in bringing Publix to Auburn, with the first location anchoring a shopping center at Moores Mill and Hamilton Road. That location is planned to open in early spring of 2010.
- **Industrial development:** Continued assistance to our local industries has helped to replenish jobs that have been lost elsewhere. Six companies have announced plans for expansion, providing 250 new jobs with a total capital investment of \$22,470,000. In addition, Economic Development expects two new companies to announce plans to locate in Auburn, bringing with them 30 new jobs and \$1,506,000 in capital investment.

It is imperative that, as we analyze our economic status, forecast our monetary condition, and develop strategies that enable us to continue our successes, we also introspectively review our processes for gathering and communicating financial data. Since the beginning of the fiscal year, city staff has implemented a number of measures allowing us to closely monitor our finances and

react as necessary. Key members of our team from the Office of the City Manager, Economic Development and Finance departments meet to discuss the City's fiscal status following each release of the monthly financial statements. Additionally, we have developed models that allow real-time tracking of expenditures and revenues to illustrate the City's fiscal position and the impacts of current trends on key indicators. Likewise, staff has developed tailored revenue reports to help identify areas in the City experiencing decreases in license fee and tax remittances in order to provide targeted economic development assistance. These initiatives will strengthen and enhance our ability to provide the City Council with information needed to make informed decisions about the prioritization and utilization of our monetary resources.

During FY 2009 the City took additional steps to help promote future financial sustainability. The approval by Council of the recommendations in the Sewer Rate Study was an important step in assuring the stability of a vital segment of our infrastructure for the future. Even with the rate increases, Auburn residents continue to pay less than many surrounding jurisdictions for sewer services. Also, management's creation of the new Neighborhood, Growth, Development, and Infrastructure Business Unit will allow the City to streamline and more effectively and efficiently evaluate and implement the various projects necessary to maintain our built environment. Some of the projects recently completed or currently underway for this new business unit include:

- **Road and intersection improvements:** including major improvements to the Donahue Drive and Magnolia Avenue intersection, widening and resurfacing of Dean Road, extension of Bent Creek/Twin City Court, realignment of Highway 14/widening of Donahue Drive, and the FY09 Resurfacing and Restriping Projects.
- **Pedestrian improvements:** including sidewalk projects on St. James Drive and North Donahue, as well as securing grant funding for several other sidewalk projects. Also completed were the installations of solar-powered LED lighting at most mid-block crosswalks in the City. Pedestrian improvements are underway at the Gay and Magnolia intersection.
- **Downtown improvements:** including the pedestrian improvements mentioned above, a number of improvements are underway to enhance the downtown core. Painting projects, signage upgrades, and railing repairs are in various stages of completion. The North College Streetscape Project is underway. This project includes a number of improvements to our Historic District the most significant of which is period lighting along the street.

In addition to infrastructure, a continuing priority for the Council and our residents is the provision of professional and responsive public safety services. Auburn's Public Safety Department has continued to meet these demands in an efficient and effective manner. Public Safety has been able to make substantial progress on several initiatives this fiscal year:

- **Traffic enforcement:** After targeted efforts in traffic enforcement, especially in neighborhoods, the Citizen Survey indicated increased satisfaction with traffic enforcement, which has been indicated in past Surveys as a concern for citizens. Our latest efforts include a new patrol unit, utilizing two new positions approved by Council this year, which have been dedicated to traffic enforcement and have been actively enforcing traffic laws. All vacant positions in the Police Division are now filled, thanks to a collaborative effort between the Human Resources and Public Safety Departments. Additional officers on the

street have increased patrol intensity, while taking some pressure away from the staff and overtime budgets.

- **Equipment upgrades:** In cooperation with the Information Technology Department, the Public Safety Department has upgraded the Computer Aided Dispatch (CAD) and records management software and installed new mobile computing software. The new mobile computing software and related hardware is designed to support the new Mobile Data Terminals (MDTs) that will be installed in all patrol and command units. This equipment was largely funded by a federal grant, and supplemented by funds the Council approved. Nine new patrol cars were purchased, to expand our fleet and replace some existing vehicles. The Fire Division was able to purchase some additional equipment, replacing extraction equipment and upgrading other emergency response equipment. A grant from Firehouse Subs provided three new thermal imagers, enhancing the division's ability to safeguard our residents.
- **Demolition of dilapidated housing:** The slowdown in the local building industry allowed the Codes Enforcement Division to step up enforcement activities. Sixteen dilapidated houses have been demolished this fiscal year, and several problem areas have received additional enforcement attention.

Even with the challenges presented by the current economy, the services that support the high quality of life our residents enjoy have not been impacted. The Citizen Survey continues to attest to the many excellent cultural and leisure services provided by our employees. While the recession has forced many families to curtail their retail spending, the Parks and Recreation Department and Public Library have seen significant increases in participation. Some highlights in those service areas include:

- **Recreation participation:** The revenues received from the Parks and Recreation Advisory Board, which account for league sport fees, are projected to increase 75% over last year. Tennis court fees are anticipated to come in 30% over budget, while the Softball Complex revenue budget is being increased almost 10%, to a record high \$275,000. The new Tennis Center has been awarded several high-visibility tournaments, including a USTA Pro Circuit event. The Softball Complex was named the Facility of the Year by the Amateur Softball Association (ASA). Recognition and events of this caliber not only add to the level of recreation in Auburn, they also have a significant impact on our economy, as teams and participants come from around the nation to enjoy our town and to spend money here when local businesses most need it.
- **Facility improvements:** Several facilities are receiving facelifts this biennium, including renovations of the Boykin Community Center and Frank Brown Recreation Center. The Samford Tennis Courts were resurfaced in partnership with Auburn City Schools. The Samford Pool facility received a \$336,000 renovation.
- **Auburn Public Library:** With the new 10,000 square-foot Youth Services addition completed and open to the public, patron visits are at their highest levels ever. Through July, circulation is up almost 15%, with July posting the highest monthly circulation in Library history.

Auburn's citizens and its visitors continue to cite our excellent cultural and recreational resources as a major factor in our high quality of life. This sentiment is affirmed in the annual Citizen Survey and, more recently, in *US News & World Report*, which placed Auburn among the Top 10 Best



Places to Live and in *Where to Retire* magazine, which listed Auburn as a Top Retirement Town. As Auburn continues to receive recognition from around the country, our focus will remain on making our community a stronger, safer, and more enjoyable place for our residents to call home.

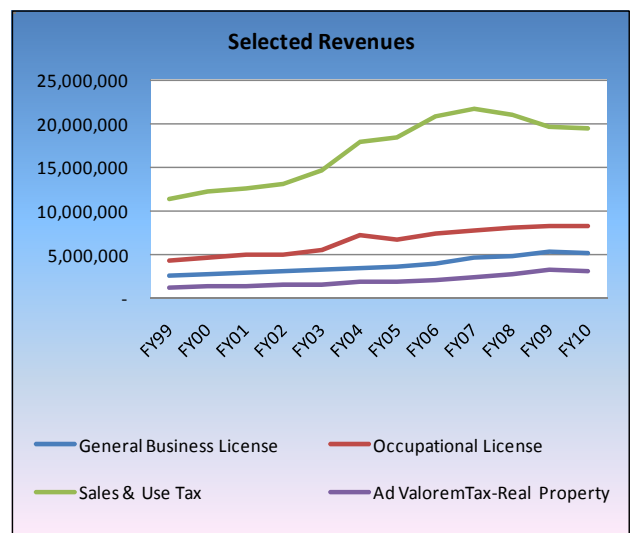
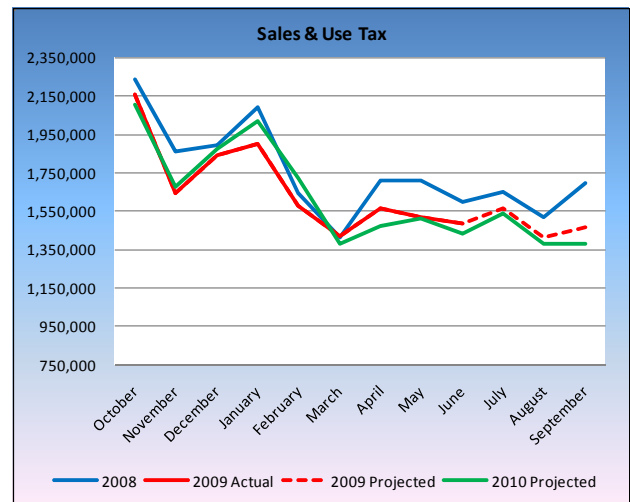
**Forecast for Fiscal Year 2010**

The upcoming fiscal year will present challenges to our financial position. Sales and use taxes, accounting for around 40% of total revenues, are predicted to continue their decline; the proposed sales and use tax budget is \$2,328,473, or 10.7%, lower than originally projected (see graph). Occupational license (OCC) and business license fees, while posting a strong showing in FY09, are projected to remain relatively flat in the next fiscal year.

While the decline in the local building industry is expected to have a measurable effect on business license receipts, we anticipate that this will be partially offset by ongoing construction on campus. As business license fee revenues are based on the prior year’s gross receipts, we expect to see a significant influx of remittances in FY10 from contractors working on The Village and new arena, as well as other campus construction projects. Alternatively, the opening of The Village is anticipated to have a negative impact on receipts for residential rental business license fees, with an additional 1,600 students moving onto Auburn’s campus; those fee receipts are projected to be higher than budgeted, but lower overall than our FY09 projection. The inserted graph shows the historical performance and projections of our four largest revenue streams.

Although there are recent indications that the national economy is beginning to stabilize, with some sectors even showing slight signs of recovery, we continue to project our revenues conservatively. Under this cautious outlook, our projections indicate an overall decline in total revenues for FY10, resulting in a decrease from the original budget of \$1,791,234, or 3.5%.

Maintaining sufficient reserves, however, allows us to continue operations without detriment to the level of service provided to our residents. As I have said in the past, the mission of the City is not to act as a bank, but to provide services and facilities. While this does not preclude maintaining rainy day funds in reserve, it does require the City to draw down fund balances from time to time. Council has set the goal of maintaining reserves (net ending fund balance, or EFB) at 20% of total expenditures; management has targeted an informal goal of 25%, with a range of comfort between 22-27%. Beginning in FY07, a series of planned General Fund balance drawdowns was



implemented. Strong revenues in FY07 actually resulted in a build-up of reserves, but in FY08 excess reserves were used to reduce outstanding debt by \$1.5 million. These drawdowns were planned to continue into FY09-10.

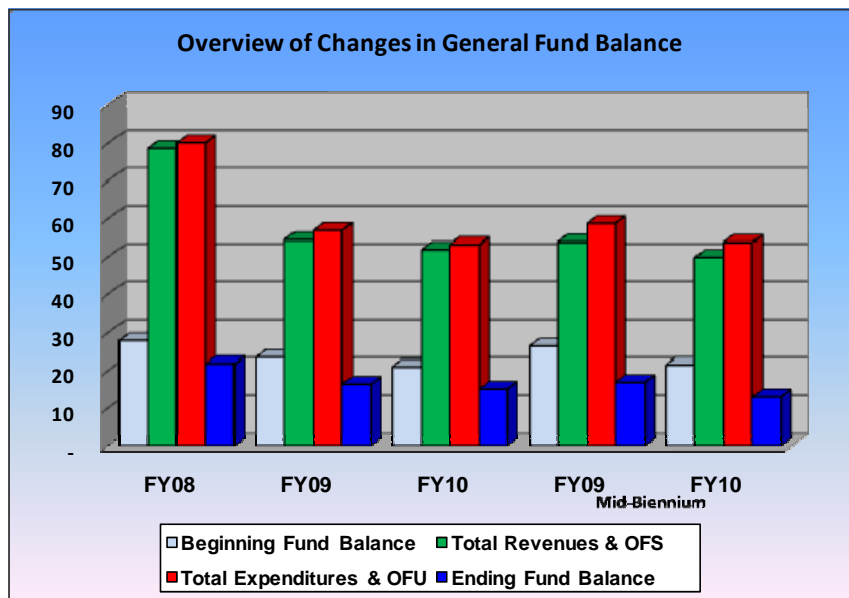
Under the challenges of the current economy the revenue outlook has changed, resulting in a projected drawdown in the current fiscal year that is less than planned, but higher than planned in the upcoming fiscal year. The *Overview of Changes in Fund Balance* chart and table illustrates the changes between our original biennial budget and the proposed adjustments resulting from the Mid-Biennium Review.

**Overview of Changes in Fund Balance**

	Audited	Original Budget		Mid-Biennium Proposed Budget	
	FY08	FY09	FY10	FY09	FY10
<b>Beginning Fund Balance</b>	27,918,909	23,391,974	20,979,894	26,392,815	21,477,322
Revenues	54,137,432	51,430,419	51,354,107	51,535,364	49,562,873
Other Financing Sources (OFS)	24,432,885	2,997,000	497,000	2,317,020	285,750
<b>Total Revenues &amp; OFS</b>	<b>78,570,317</b>	<b>54,427,419</b>	<b>51,851,107</b>	<b>53,852,384</b>	<b>49,848,623</b>
Expenditures	69,169,410	47,326,496	43,688,362	48,881,281	44,057,161
Other Financing Uses (OFU)	10,927,001	9,513,003	9,464,426	9,886,596	9,669,254
<b>Total Expenditures &amp; OFU</b>	<b>80,096,411</b>	<b>56,839,499</b>	<b>53,152,788</b>	<b>58,767,877</b>	<b>53,726,415</b>
Excess of Revenues & OFS over Expenditures & OFU	(1,526,094)	(2,412,080)	(1,301,681)	(4,915,493)	(3,877,792)
<b>Ending Fund Balance</b>	<b>26,392,815</b>	<b>20,979,894</b>	<b>19,678,213</b>	<b>21,477,322</b>	<b>17,599,530</b>
Less: Permanent Reserve Fund	4,620,075	4,620,075	4,620,075	4,620,075	4,620,075
<b>Net Ending Fund Balance</b>	<b>21,772,740</b>	<b>16,359,819</b>	<b>15,058,138</b>	<b>16,857,247</b>	<b>12,979,455</b>
Net Ending Fund Balance as a % of Expenditures and OFU	27.18%	28.78%	28.33%	28.68%	24.16%

While we will monitor the City's financial status closely, this trend should not be considered a reason to take extreme

measures. This is true for two reasons. First, our practice of conservatively budgeting revenues, while realistically planning for expenditures, typically results in either a smaller than forecasted Ending Fund Balance drawdown or a surplus. This has been the case in six of the past eight years and we see no evidence to suspect this not to be the case this year. Second, the maintenance of strong reserves is, by design, intended to act as a cushion to



fluctuations in revenues. This cushion mitigates the need to implement extreme expenditure cuts because of short and medium term declines in revenues. In other words, having adequate reserves affords us the ability to wait out a few years of poor economic conditions without impacting the high quality of services our residents expect.

However, given the possibility of a continued recession and protracted recovery period, I have included a number of precautionary measures in the Mid-Biennium adjustment that are designed to help offset the increase in fund balance drawdown with targeted expenditure reductions that

are anticipated to have no impact on the level of services provided. For fiscal year 2010, I have included the following in the proposed budget:

- **Personal Services:** A number of actions to reduce personnel costs have been implemented:
  - We pride ourselves on offering excellent pay and benefits to our employees. Although we have been fortunate to offer a cost of living adjustment (COLA) to our employees consistently for the last 15 years, I am disappointed that I cannot recommend including one in the budget in the current economy. A 3% COLA would add an estimated \$527,872 to our yearly payroll and cannot be afforded until revenues improve. We will continue to fund the merit plan, which means that most employees will still see a pay increase in FY 2010.
  - A thorough review process of all positions which are or may become vacant will be done, to determine the necessity of filling those vacancies.
  - Overtime budgets have been reduced by 3%.
  - Delay in hiring of two new Police officers (approved in the original budget) pending evaluation of revenues in FY10 and receipt of the ICMA Public Safety Staffing report.
  - Implementation of the results of the Classification and Compensation Study will continue as planned. It is strategically important to recognize that this current recession will eventually ease, thereby increasing the availability of good jobs. The City must maintain a competitive position in order to avoid losing existing or potential talent to other employers.
- **Departmental expenditures:** All commodities and contractual services accounts have been reduced by 3%. Commodities include items such as fuel, office supplies, computer equipment and ammunition. Contractual services include pest control services, copier leases, cleaning services, and printing costs. Certain critical services, such as jail costs and ambulance services provided by East Alabama Medical Center have been exempted from this reduction. The transfer to the Industrial Development Board (IDB) has also been reduced by 3%.
- **Capital outlay delayed:** While the FY10 budget contained minimal capital outlay, the purchase of those assets will be delayed and considered conditional, pending receipt of sufficient revenues.

These actions are proactive and are designed to protect our financial strength should the economic downturn continue for an extended period. Should the recession continue into the next biennium, the current strategy calls for a decreasing reliance on reserves and an increasing use of targeted reductions. Note that, in the above table, our projected net Ending Fund Balance at 24.16% is still well within our comfort range and above the Council's goal.

### ***The American Recovery and Reinvestment Act of 2009***

In February, the President signed into law the American Recovery and Reinvestment Act (ARRA) of 2009, also known as the Stimulus Act. Staff is actively seeking federal funding in as many program areas as is prudent. A brief overview of Auburn's ARRA activities is as follows:

- The Public Works Department was successful in acquiring a Transportation Enhancement grant. The \$91,900 South College Street Sidewalk project fills a gap in pedestrian connectivity, and should begin in the spring of 2010;
- The City was allocated \$1,250,375 in transportation funding, which will be used for additional resurfacing in FY10;
- The CDBG program received an additional \$194,283 in funding, which will be used to fund sidewalk improvements, street resurfacing, and drainage improvements. The Community Development Division has applied for additional grant funding through the U.S Department of Housing and Urban Development Department (HUD) under the Homelessness Prevention and Rapid Re-housing Program (HPRRP);
- Public Safety received \$74,004 in additional JAG allocations, which will be used to upgrade communications equipment. The Police Division applied for funding under the Department of Justice's COPS Hiring and Rehiring Program (CHRP). The application was denied as the evaluation criteria focused on crime level and fiscal need – two areas in which Auburn performs significantly better than other municipalities. Comparatively, our crime rate is low and our police funding very strong. OCM staff, in cooperation with Environmental Services, Parks and Recreation, and Public Works, applied for \$527,800 in projects under the Department of Energy's Energy Efficiency and Conservation Block Grant Program (EECBG). Projects include several improvements to our pedestrian, transit and bicycle infrastructure, high-efficiency light-emitting diode (LED) retrofits to numerous street and pedestrian lights, an expansion of our recycling program, and energy efficiency improvements to Frank Brown Recreation Center in conjunction with the planned renovation. Tentative approval has been received, and we are awaiting an official award; more information on this program will be forthcoming as we receive word from the Department of Energy.

### ***Challenges ahead***

While the City remains well-positioned in the current biennium, a number of challenges remain on the horizon.

- **On the revenue side:**
  - Preservation and expansion of our commercial and industrial base will be a very important aspect in restoring and maintaining our historically strong municipal revenues. Our Economic Development staff continues to work on several projects that could have a significant positive impact on our revenues, especially on the commercial side. The potential for successes in the Hamilton/Moores Mill Publix, West Pace Village, and Cary Creek projects will offer significant revenue streams, and also expand retail opportunities for our citizens.
  - Continued emphasis on the downtown core is critical. Not only do downtown businesses provide a significant amount of the City's total revenues, but the urban core is the heart of this community. Redevelopment of downtown and enhancements to the parking and pedestrian network will be a continued focus for the new Neighborhood, Growth, Development and Infrastructure Business Unit.
- **On the expenditure side:**
  - Capital equipment needs will continue. While the City has an adequate fleet to service current needs, developing a comprehensive and sustainable plan to provide

for long-term operation and replacement of our vehicle and equipment assets will be a priority in FY10. OCM staff is currently evaluating options to move the City away from relying on budget surpluses to provide for capital purchases and towards a more sustainable and predictable replacement strategy.

- Infrastructure needs will be an ongoing priority. Improvements in technology infrastructure will allow us to more effectively and efficiently evaluate existing infrastructure maintenance and expansion needs. The Auburn Interactive Growth Model (AIGM), for which the Planning Department received the 2009 Outstanding Planning Award for a Project/Program/Tool by the Alabama Chapter of the American Planning Association, and our outstanding Geographic Information System (GIS) are invaluable tools in this regard.
- Rising energy costs will continue to be an issue. Although fuel prices have moderated, we expect to see these costs rise again as the economy improves and global demand returns. As electricity costs climb, energy conservation measures are being employed by our departments. Accordingly, to ensure long-term sustainability we must look towards greater improvements in efficiency as well as alternative energy sources.

Management and staff, with support and direction from the City Council, will continue to meet these challenges by finding innovative ways to improve the services we provide our residents. We do this in a manner that recognizes and reflects the trust instilled in our government by our citizens.

### ***Conclusion***

The residents of Auburn expect superior service and accountability for their tax dollar. The Proposed Mid-Biennium Budget is consistent with that expectation. As mentioned earlier, the Mid-Biennium Review process offers an opportunity to adjust the existing budget to reflect changing revenue conditions, unforeseen circumstances, new opportunities, and fiscal realities.

I am confident that this budget represents an accurate, realistic, and honest assessment of the City's current financial position. The City's economy is diverse and its finances are strong; we are prepared to continue to meet the needs of our residents and our community.

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

Sincerely,



Charles M. Duggan, Jr.

City Manager

**City of Auburn**  
**Overview of All Budgeted Funds**

	Governmental Fund Types				Proprietary Fund Types		Total - All Budgeted Funds
	General Fund	Gen. Fd. Spec. Act.	Special Revenue	Debt Service	Enterprise Funds	Public Park & Rec Board	
<b>FY09 Proposed Mid-Biennium Budget</b>							
<b>Beginning Fund Balances/Equities</b>	\$ 26,392,815	\$ 2,360,691	\$ 4,737,456	\$ 3,163,734	\$ 24,181,007	\$ 6,050,157	\$ 66,885,860
Revenues	51,535,364	2,858,600	11,956,600	3,420,000	12,234,180	127,600	82,132,344
Other Financing Sources	2,317,020	550,000	16,638,820	-	25,670,000	1,159,384	46,335,224
<b>Total Revenues &amp; OFS</b>	<b>53,852,384</b>	<b>3,408,600</b>	<b>28,595,420</b>	<b>3,420,000</b>	<b>37,904,180</b>	<b>1,286,984</b>	<b>128,467,568</b>
Expenditures/Expenses	48,881,282	3,343,438	5,765,711	3,817,496	33,487,559	837,383	96,132,869
Other Financing Uses (OFU)	9,886,596	-	22,864,929	-	215,750	-	32,967,275
<b>Total Exp. &amp; OFU</b>	<b>58,767,878</b>	<b>3,343,438</b>	<b>28,630,640</b>	<b>3,817,496</b>	<b>33,703,309</b>	<b>837,383</b>	<b>129,100,144</b>
Excess (Deficit) of Revenues & OFS over (under) Exp. & OFU	(4,915,494)	65,162	(35,220)	(397,496)	4,200,871	449,601	(632,576)
<b>Ending Fund Balances/Equities</b>	<b>\$ 21,477,321</b>	<b>\$ 2,425,853</b>	<b>\$ 4,702,236</b>	<b>\$ 2,766,238</b>	<b>\$ 28,381,878</b>	<b>\$ 6,499,758</b>	<b>\$ 66,253,284</b>

<b>FY10 Proposed Mid-Biennium Budget</b>							
<b>Beginning Fund Balances/Equities</b>	\$ 21,477,321	\$ 2,425,853	\$ 4,702,236	\$ 2,766,238	\$ 28,381,878	\$ 6,499,758	\$ 66,253,284
Revenues	49,562,873	2,836,500	11,474,250	3,405,000	11,814,985	124,600	79,218,208
Other Financing Sources	285,750	560,000	8,455,380	-	30,000	232,295	9,563,425
<b>Total Revenues &amp; OFS</b>	<b>49,848,623</b>	<b>3,396,500</b>	<b>19,929,630</b>	<b>3,405,000</b>	<b>11,844,985</b>	<b>356,895</b>	<b>88,781,633</b>
Expenditures/Expenses	44,057,161	3,622,560	5,803,344	3,893,531	14,845,847	638,485	72,860,928
Other Financing Uses (OFU)	9,669,254	-	15,105,417	-	225,750	-	25,000,421
<b>Total Exp. &amp; OFU</b>	<b>53,726,415</b>	<b>3,622,560</b>	<b>20,908,761</b>	<b>3,893,531</b>	<b>15,071,597</b>	<b>638,485</b>	<b>97,861,349</b>
Excess (Deficit) of Revenues & OFS over (under) Exp. & OFU	(3,877,792)	(226,060)	(979,131)	(488,531)	(3,226,612)	(281,590)	(9,079,716)
<b>Ending Fund Balances/Equities</b>	<b>\$ 17,599,529</b>	<b>\$ 2,199,793</b>	<b>\$ 3,723,105</b>	<b>\$ 2,277,707</b>	<b>\$ 25,155,266</b>	<b>\$ 6,218,168</b>	<b>\$ 57,173,568</b>

**City of Auburn**

Fiscal Years 2009 & 2010

**Mid-Biennium Review**

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Section 2

**General Fund**

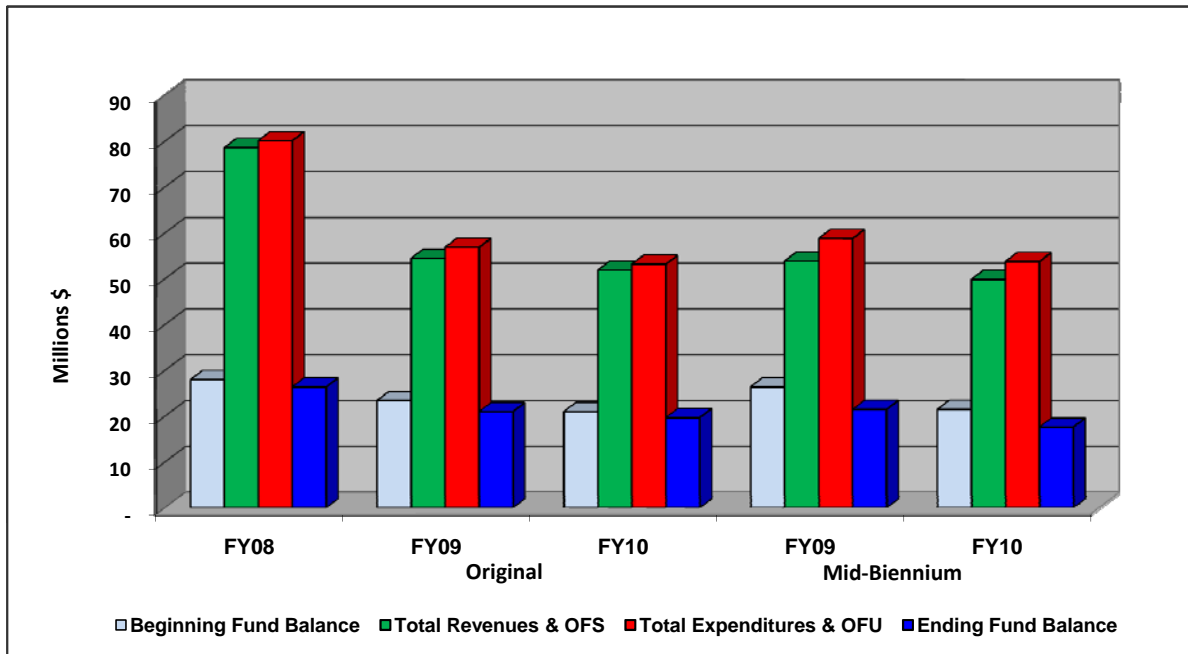
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# City of Auburn

## General Fund (Fund 100 only) - Overview of 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	Original Budget		Mid-Biennium Proposed Budget	
	FY08	FY09	FY10	FY09	FY10
<b>Beginning Fund Balance<sup>(1)</sup></b>	<b>\$ 27,918,909</b>	<b>\$ 23,391,974</b>	<b>\$ 20,979,894</b>	<b>\$ 26,392,815</b>	<b>\$ 21,477,321</b>
Revenues	54,137,432	51,430,419	51,354,107	51,535,364	49,562,873
Other Financing Sources (OFS)	24,432,885	2,997,000	497,000	2,317,020	285,750
<b>Total Revenues &amp; OFS</b>	<b>78,570,317</b>	<b>54,427,419</b>	<b>51,851,107</b>	<b>53,852,384</b>	<b>49,848,623</b>
Expenditures	69,169,410	47,326,496	43,688,362	48,881,282	44,057,161
Other Financing Uses (OFU)	10,927,001	9,513,003	9,464,426	9,886,596	9,669,254
<b>Total Expenditures &amp; OFU</b>	<b>80,096,411</b>	<b>56,839,499</b>	<b>53,152,788</b>	<b>58,767,878</b>	<b>53,726,415</b>
Excess of Revenues & OFS over Expenditures & OFU	(1,526,094)	(2,412,080)	(1,301,681)	(4,915,494)	(3,877,792)
<b>Ending Fund Balance</b>	<b>26,392,815</b>	<b>20,979,894</b>	<b>19,678,213</b>	<b>21,477,321</b>	<b>17,599,529</b>
Less: Permanent Reserve Fund	4,620,075	4,620,075	4,620,075	4,620,075	4,620,075
<b>Net Ending Fund Balance<sup>(2)</sup></b>	<b>\$ 21,772,740</b>	<b>\$ 16,359,819</b>	<b>\$ 15,058,138</b>	<b>\$ 16,857,246</b>	<b>\$ 12,979,454</b>
 Net Ending Fund Balance as a % of Expenditures and OFU	 27.18%	 28.78%	 28.33%	 28.68%	 24.16%



<sup>(1)</sup> Beginning fund balances include the Permanent Reserve.

<sup>(2)</sup> The decrease in fund balances during FY 2009 and FY 2010 is due to a planned draw-down to bring the fund balance closer to 25% of budgeted expenditures and other uses.



## City of Auburn

### General Fund (Fund 100 only) - Revenues and Other Financing Sources

Revenue Sources	FY09 Actual as of June 30, 2009 (75% of year elapsed)		Original Budget		Mid-Biennium Proposed Budget		Increase / (Decrease) Proposed > Original	
	Amount	As %*	FY09	FY10	FY09	FY10	FY09	FY10
	Sales and use taxes	\$ 15,114,896	77.0%	\$ 21,575,000	\$ 21,830,000	\$ 19,631,371	\$ 19,521,527	\$ (1,943,629)
Other locally levied taxes	1,747,499	76.5%	2,114,500	2,143,000	2,283,000	2,180,000	168,500	37,000
<b>Locally Levied Taxes</b>	<b>16,862,395</b>	<b>76.9%</b>	<b>23,689,500</b>	<b>23,973,000</b>	<b>21,914,371</b>	<b>21,701,527</b>	<b>(1,775,129)</b>	<b>(2,271,473)</b>
<b>State Shared Taxes</b>	<b>864,859</b>	<b>94.1%</b>	<b>686,640</b>	<b>691,640</b>	<b>919,211</b>	<b>706,140</b>	<b>232,571</b>	<b>14,500</b>
Ad valorem taxes	3,394,472	98.6%	3,220,000	3,355,000	3,441,381	3,415,000	221,381	60,000
Government services fees	383,228	95.8%	275,000	280,000	400,000	280,000	125,000	-
<b>Property Taxes</b>	<b>3,777,700</b>	<b>98.3%</b>	<b>3,495,000</b>	<b>3,635,000</b>	<b>3,841,381</b>	<b>3,695,000</b>	<b>346,381</b>	<b>60,000</b>
Franchise fees	965,737	100.0%	925,000	935,000	965,737	935,000	40,737	-
General business license fees	5,807,414	98.1%	5,630,000	5,835,000	5,920,712	5,760,000	290,712	(75,000)
Residential rental license fees	1,113,678	99.7%	980,000	975,000	1,117,235	1,015,000	137,235	40,000
Construction permit fees	515,662	79.3%	700,000	650,000	650,000	620,000	(50,000)	(30,000)
Occupation license fee	6,207,660	75.6%	7,997,500	8,237,000	8,215,000	8,215,000	217,500	(22,000)
Other licenses and permits	217,656	85.6%	217,850	217,850	254,400	253,800	36,550	35,950
<b>Licenses and Permits</b>	<b>14,827,807</b>	<b>86.6%</b>	<b>16,450,350</b>	<b>16,849,850</b>	<b>17,123,084</b>	<b>16,798,800</b>	<b>672,734</b>	<b>(51,050)</b>
<b>Grants</b>	<b>502,474</b>	<b>41.4%</b>	<b>860,000</b>	<b>10,000</b>	<b>1,212,951</b>	<b>410,735</b>	<b>352,951</b>	<b>400,735</b>
Court fines	587,955	77.4%	750,000	750,000	760,000	760,000	10,000	10,000
Other fines and costs	435,245	78.1%	560,000	565,000	557,000	530,000	(3,000)	(35,000)
<b>Fines and Costs</b>	<b>1,023,200</b>	<b>77.7%</b>	<b>1,310,000</b>	<b>1,315,000</b>	<b>1,317,000</b>	<b>1,290,000</b>	<b>7,000</b>	<b>(25,000)</b>
Public Safety charges - AU	1,698,869	84.5%	2,009,500	2,069,700	2,009,500	2,069,700	-	-
Other charges for services	1,440,964	80.1%	1,540,400	1,473,950	1,797,900	1,533,200	257,500	59,250
<b>Charges for Services</b>	<b>3,139,833</b>	<b>82.5%</b>	<b>3,549,900</b>	<b>3,543,650</b>	<b>3,807,400</b>	<b>3,602,900</b>	<b>257,500</b>	<b>59,250</b>
Investment interest	349,947	75.3%	679,515	673,353	464,515	473,353	(215,000)	(200,000)
Miscellaneous revenue	696,734	74.5%	709,514	662,614	935,451	884,418	225,937	221,804
<b>Other Revenue</b>	<b>1,046,681</b>	<b>74.8%</b>	<b>1,389,029</b>	<b>1,335,967</b>	<b>1,399,966</b>	<b>1,357,771</b>	<b>10,937</b>	<b>21,804</b>
<b>Total Revenue</b>	<b>42,044,949</b>	<b>81.6%</b>	<b>51,430,419</b>	<b>51,354,107</b>	<b>51,535,364</b>	<b>49,562,873</b>	<b>104,945</b>	<b>(1,791,234)</b>
Transfers from:								
City Gas Tax Fund	-		180,000	180,000	-	-	(180,000)	(180,000)
State 7c Gas Tax Fund	82,125	91.3%	109,500	109,500	90,000	90,000	(19,500)	(19,500)
State 9c Gas Tax Fund	68,812	86.0%	91,750	91,750	80,000	80,000	(11,750)	(11,750)
Sewer Fund	53,438	46.2%	115,750	115,750	115,750	115,750	-	-
<b>Transfers in-Other Funds</b>	<b>204,375</b>	<b>71.5%</b>	<b>497,000</b>	<b>497,000</b>	<b>285,750</b>	<b>285,750</b>	<b>(211,250)</b>	<b>(211,250)</b>
<b>Proceeds from Borrowing</b>	<b>2,031,270</b>	<b>100.0%</b>	<b>2,500,000</b>	<b>-</b>	<b>2,031,270</b>	<b>-</b>	<b>(468,730)</b>	<b>-</b>
<b>Total Other Financing Sources</b>	<b>2,235,645</b>	<b>96.5%</b>	<b>2,997,000</b>	<b>497,000</b>	<b>2,317,020</b>	<b>285,750</b>	<b>(679,980)</b>	<b>(211,250)</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$ 44,280,594</b>	<b>82.2%</b>	<b>\$ 54,427,419</b>	<b>\$ 51,851,107</b>	<b>\$ 53,852,384</b>	<b>\$ 49,848,623</b>	<b>\$ (575,035)</b>	<b>\$ (2,002,484)</b>

\*As % of Mid-Biennium Proposed Budget for FY 2009.

**City of Auburn**  
**General Fund (Fund 100 only) - Expenditures**

Departments/Divisions	Original Budget		Mid-Biennium Proposed Budget		Increase / (Decrease) Proposed > Original	
	FY09	FY10	FY09	FY10	FY09	FY10
City Council	\$ 194,226	\$ 194,226	\$ 194,226	\$ 190,777	\$ -	\$ (3,449)
Office of the City Manager	757,460	757,574	843,102	776,276	85,642	18,702
Judicial	711,336	710,206	713,750	692,010	2,414	(18,196)
Information Technology						
Info Tech	1,006,272	1,010,678	1,006,272	1,013,956	-	3,278
GIS	355,299	360,731	355,299	360,760	-	29
<b>Total Info Tech</b>	<b>1,361,571</b>	<b>1,371,409</b>	<b>1,361,571</b>	<b>1,374,716</b>	<b>-</b>	<b>3,307</b>
Finance	1,354,649	1,369,103	1,358,051	1,364,785	3,402	(4,318)
Economic Development	947,416	936,359	955,626	951,840	8,210	15,481
Human Resources						
Human Resources	815,329	709,392	833,300	709,817	17,971	425
Risk Management	268,000	277,000	268,000	277,000	-	-
<b>Total Human Resources</b>	<b>1,083,329</b>	<b>986,392</b>	<b>1,101,300</b>	<b>986,817</b>	<b>17,971</b>	<b>425</b>
Public Safety						
Administration	2,009,143	2,022,922	2,011,042	2,006,574	1,899	(16,348)
Police	8,737,957	9,065,961	9,416,414	8,602,406	678,457	(463,555)
Fire	4,010,665	4,041,560	4,156,807	4,023,892	146,142	(17,668)
Communications	752,661	759,126	878,624	832,557	125,963	73,431
Codes	525,917	534,852	559,199	576,970	33,282	42,118
<b>Total Public Safety</b>	<b>16,036,343</b>	<b>16,424,421</b>	<b>17,022,086</b>	<b>16,042,399</b>	<b>985,743</b>	<b>(382,022)</b>
Public Works						
Administration	552,758	556,240	562,810	554,015	10,052	(2,225)
Construction & Maint.	1,199,508	1,223,800	1,208,068	1,191,871	8,560	(31,929)
Engineering Design	867,121	887,973	867,121	898,254	-	10,281
Inspection	432,180	439,772	432,180	438,815	-	(957)
Traffic Engineering	305,416	314,484	320,416	315,669	15,000	1,185
<b>Total Public Works</b>	<b>3,356,983</b>	<b>3,422,269</b>	<b>3,390,595</b>	<b>3,398,624</b>	<b>33,612</b>	<b>(23,645)</b>
Environmental Services						
Administration	281,296	282,289	282,192	279,629	896	(2,660)
Animal Control	207,901	213,765	207,901	211,814	-	(1,951)
ROW Maint.	603,818	576,934	603,818	571,030	-	(5,904)
Fleet Services	695,510	709,562	695,510	699,048	-	(10,514)
<b>Total Environ. Services</b>	<b>1,788,525</b>	<b>1,782,550</b>	<b>1,789,421</b>	<b>1,761,521</b>	<b>896</b>	<b>(21,029)</b>
Library	1,499,870	1,520,094	1,516,131	1,532,150	16,261	12,056
Parks & Recreation						
Administration	1,115,695	1,142,522	1,374,328	1,137,742	258,633	(4,780)
Leisure Services	1,615,934	1,633,881	1,601,021	1,580,941	(14,913)	(52,940)
Parks & Facilities	2,206,979	2,251,244	2,209,429	2,223,023	2,450	(28,221)
<b>Total Parks &amp; Recreation</b>	<b>4,938,608</b>	<b>5,027,647</b>	<b>5,184,778</b>	<b>4,941,706</b>	<b>246,170</b>	<b>(85,941)</b>
Planning	695,761	698,461	697,774	687,652	2,013	(10,809)
<b>Departmental Totals</b>	<b>34,726,077</b>	<b>35,200,711</b>	<b>36,128,411</b>	<b>34,701,273</b>	<b>1,402,334</b>	<b>(499,438)</b>
Non-Departmental						
General Operations	1,195,201	1,248,781	1,447,931	1,635,053	252,730	386,272
Project Operations	3,720,000	75,000	3,599,628	542,296	(120,372)	467,296
Outside Agencies	1,272,489	860,764	1,282,489	865,339	10,000	4,575
Debt Service	6,412,729	6,303,106	6,422,823	6,313,200	10,094	10,094
<b>Non-Departmental Totals</b>	<b>12,600,419</b>	<b>8,487,651</b>	<b>12,752,871</b>	<b>9,355,888</b>	<b>152,452</b>	<b>868,237</b>
<b>Total Expenditures</b>	<b>47,326,496</b>	<b>43,688,362</b>	<b>48,881,282</b>	<b>44,057,161</b>	<b>1,554,786</b>	<b>368,799</b>
Transfers to Other Funds	550,000	590,000	550,000	590,000	-	-
Transfers to Component Units	8,963,003	8,874,426	9,336,596	9,079,254	373,593	204,828
<b>Total Transfers</b>	<b>9,513,003</b>	<b>9,464,426</b>	<b>9,886,596</b>	<b>9,669,254</b>	<b>373,593</b>	<b>204,828</b>
<b>Total Expenditures and Transfers</b>	<b>\$ 56,839,499</b>	<b>\$ 53,152,788</b>	<b>\$ 58,767,878</b>	<b>\$ 53,726,415</b>	<b>\$ 1,928,379</b>	<b>\$ 573,627</b>

**City of Auburn**  
**General Fund (Fund 100 only) - Expenditures by Department and Category**  
**FY09 Proposed Expenditures**

	Personal Services	Contractual Services	Commodities	Capital Outlay	Debt Service	Other	Totals
City Council	\$ 79,226	\$ 90,000	\$ 25,000	\$ -	\$ -	\$ -	\$ 194,226
Office of the City Manager	691,530	131,530	20,042				843,102
Judicial	470,449	225,651	17,650				713,750
Information Technology							
<i>Information Technology</i>	520,662	222,290	263,320				1,006,272
<i>GIS</i>	199,811	67,960	87,528				355,299
Finance	1,133,005	145,546	79,500				1,358,051
Economic Development	891,813	39,651	24,162				955,626
Human Resources							
<i>Human Resources</i>	505,634	312,911	14,755				833,300
<i>Risk Management</i>		268,000					268,000
Public Safety							
<i>Administration</i>	301,397	1,610,306	99,338				2,011,041
<i>Police</i>	7,934,110	77,320	639,477	446,534		318,973	9,416,414
<i>Fire</i>	3,697,422	100,812	253,103	20,785		84,685	4,156,807
<i>Communications</i>	765,344	70,280	30,200	12,800			878,624
<i>Codes Enforcement</i>	509,971	36,030	13,198				559,199
Public Works							
<i>Administration</i>	373,304	142,106	47,400	-			562,810
<i>Construction</i>	905,678	121,490	173,500	7,400			1,208,068
<i>Engineering Design</i>	791,121	36,500	39,500				867,121
<i>Inspection</i>	390,080	21,100	21,000				432,180
<i>Traffic Engineering</i>	217,141	12,275	91,000				320,416
Environmental Services							
<i>Administration</i>	103,128	129,094	49,970				282,192
<i>Animal Control</i>	113,703	7,000	14,331			72,867	207,901
<i>ROW</i>	455,720	30,598	77,500	40,000			603,818
<i>Fleet Services</i>	563,769	63,770	67,971				695,510
Library	1,134,050	184,694	185,045			12,342	1,516,131
Parks and Recreation							
<i>Administration</i>	333,888	532,040	323,400			185,000	1,374,328
<i>Leisure Services</i>	1,330,846	111,515	158,660				1,601,021
<i>Parks and Facilities</i>	1,744,414	136,150	326,415	2,450			2,209,429
Planning	592,174	73,500	29,100			3,000	697,774
General Operations	61,775	1,334,208	51,948				1,447,931
Project Operations		51,453		3,548,175			3,599,628
Outside Agencies						1,282,489	1,282,489
Debt Service							
Permanent debt		10,000			6,412,823		6,422,823
Transfers to							
<i>Other Funds</i>						550,000	550,000
Component Units							
<i>Auburn City Schools</i>						6,988,003	6,988,003
<i>Public Park &amp; Rec Board</i>						526,913	526,913
<i>Industrial Dev Board</i>						1,821,680	1,821,680
<b>Total Expenditures</b>	<b>\$ 26,811,165</b>	<b>\$ 6,395,780</b>	<b>\$ 3,224,013</b>	<b>\$ 4,078,144</b>	<b>\$ 6,412,823</b>	<b>\$ 11,845,952</b>	<b>\$ 58,767,877</b>
As % of Total Expenditures	46%	11%	5%	7%	11%	20%	100%

**City of Auburn**  
**General Fund (Fund 100 only) - Expenditures by Department and Category**  
**FY10 Proposed Expenditures**

	Personal Services	Contractual Services	Commo-dities	Capital Outlay	Debt Service	Other	Totals
City Council	\$ 79,226	\$ 87,301	\$ 24,250	\$ -	\$ -	\$ -	\$ 190,777
Office of the City Manager	706,850	49,985	19,441				776,276
Judicial	456,008	218,881	17,121				692,010
Information Technology							
<i>Information Technology</i>	541,294	216,583	256,079				1,013,956
<i>GIS</i>	209,597	65,922	85,241				360,760
Finance	1,146,053	143,557	75,175				1,364,785
Economic Development	887,664	40,602	23,574				951,840
Human Resources							
<i>Human Resources</i>	513,827	184,466	11,524				709,817
<i>Risk Management</i>		277,000					277,000
Public Safety							
<i>Administration</i>	304,429	1,605,304	96,841				2,006,574
<i>Police</i>	7,705,470	116,772	691,160			89,004	8,602,406
<i>Fire</i>	3,733,054	97,788	193,050				4,023,892
<i>Communications</i>	729,931	73,332	29,294				832,557
<i>Codes Enforcement</i>	514,313	48,473	14,184				576,970
Public Works							
<i>Administration</i>	375,098	130,999	47,918				554,015
<i>Construction</i>	898,126	120,600	173,145				1,191,871
<i>Engineering Design</i>	819,199	39,770	39,285				898,254
<i>Inspection</i>	396,038	21,437	21,340				438,815
<i>Traffic Engineering</i>	226,162	12,877	76,630				315,669
Environmental Services							
<i>Administration</i>	104,966	126,192	48,471				279,629
<i>Animal Control</i>	112,969	8,730	15,841			74,274	211,814
<i>ROW</i>	463,141	31,744	76,145				571,030
<i>Fleet Services</i>	563,065	66,407	69,576				699,048
Library	1,173,353	182,063	176,734				1,532,150
Parks and Recreation							
<i>Administration</i>	338,759	549,535	196,948			52,500	1,137,742
<i>Leisure Services</i>	1,330,509	98,471	151,961				1,580,941
<i>Parks and Facilities</i>	1,755,055	132,066	335,902				2,223,023
Planning	588,816	66,639	29,197			3,000	687,652
General Operations	63,360	1,514,060	57,633				1,635,053
Project Operations				542,296			542,296
Outside Agencies						865,339	865,339
Debt Service							
<i>Permanent debt</i>		10,000			6,303,200		6,313,200
Transfers to							
<i>Other Funds</i>						590,000	590,000
Component Units							
<i>Auburn City Schools</i>						7,050,759	7,050,759
<i>Public Park &amp; Rec Board</i>						232,295	232,295
<i>Industrial Dev Board</i>						1,796,200	1,796,200
<b>Total Expenditures &amp; OFU</b>	<b>\$ 26,736,332</b>	<b>\$ 6,337,556</b>	<b>\$ 3,053,660</b>	<b>\$ 542,296</b>	<b>\$ 6,303,200</b>	<b>\$ 10,753,371</b>	<b>\$ 53,726,415</b>
As % of Total Expend	50%	12%	6%	1%	12%	20%	100%

**City of Auburn**

Fiscal Years 2009 & 2010

**Mid-Biennium Review**

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Section 3

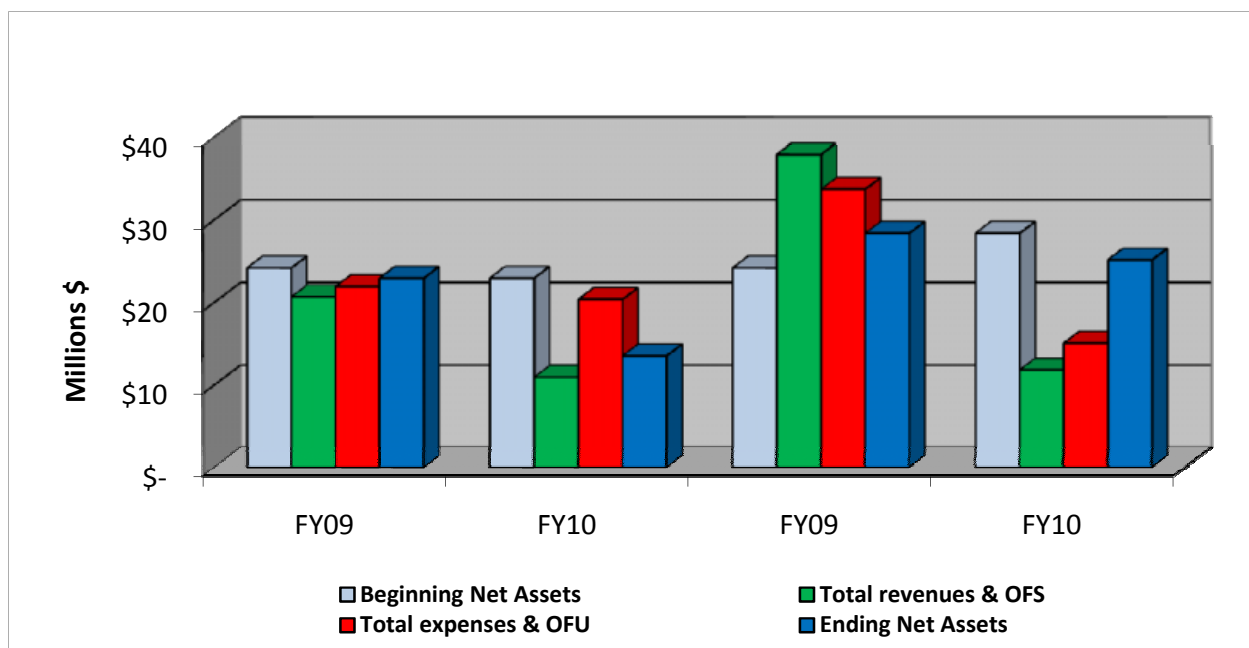
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# City of Auburn

## Total Enterprise Funds ~ Overview of Revenues, Expenses and Changes in Net Assets

	Original Budget		Mid-Biennium Proposed Budget	
	FY09	FY10	FY09	FY10
<b>Beginning Net Assets</b>	\$ 24,181,007	\$ 22,947,712	\$ 24,180,973	\$ 28,381,844
Revenues:				
Operating	9,671,828	9,944,829	10,747,918	11,412,485
Non-operating	1,000,000	1,000,000	1,486,262	402,500
Total revenues	10,671,828	10,944,829	12,234,180	11,814,985
Other Financing Sources (OFS):	10,000,000	-	25,670,000	30,000
<b>Total revenues &amp; OFS</b>	<b>20,671,828</b>	<b>10,944,829</b>	<b>37,904,180</b>	<b>11,844,985</b>
Operating Expenses	21,729,373	20,187,639	33,487,559	14,845,847
Other Financing Uses (transfers)	175,750	175,750	215,750	225,750
<b>Total expenses &amp; OFU</b>	<b>21,905,123</b>	<b>20,363,389</b>	<b>33,703,309</b>	<b>15,071,597</b>
Excess (Deficit) of Revenues & OFU over expenses & OFS	(1,233,295)	(9,418,560)	4,200,871	(3,226,612)
<b>Ending Net Assets</b>	<b>\$ 22,947,712</b>	<b>\$ 13,529,152</b>	<b>\$ 28,381,844</b>	<b>\$ 25,155,232</b>



## City of Auburn

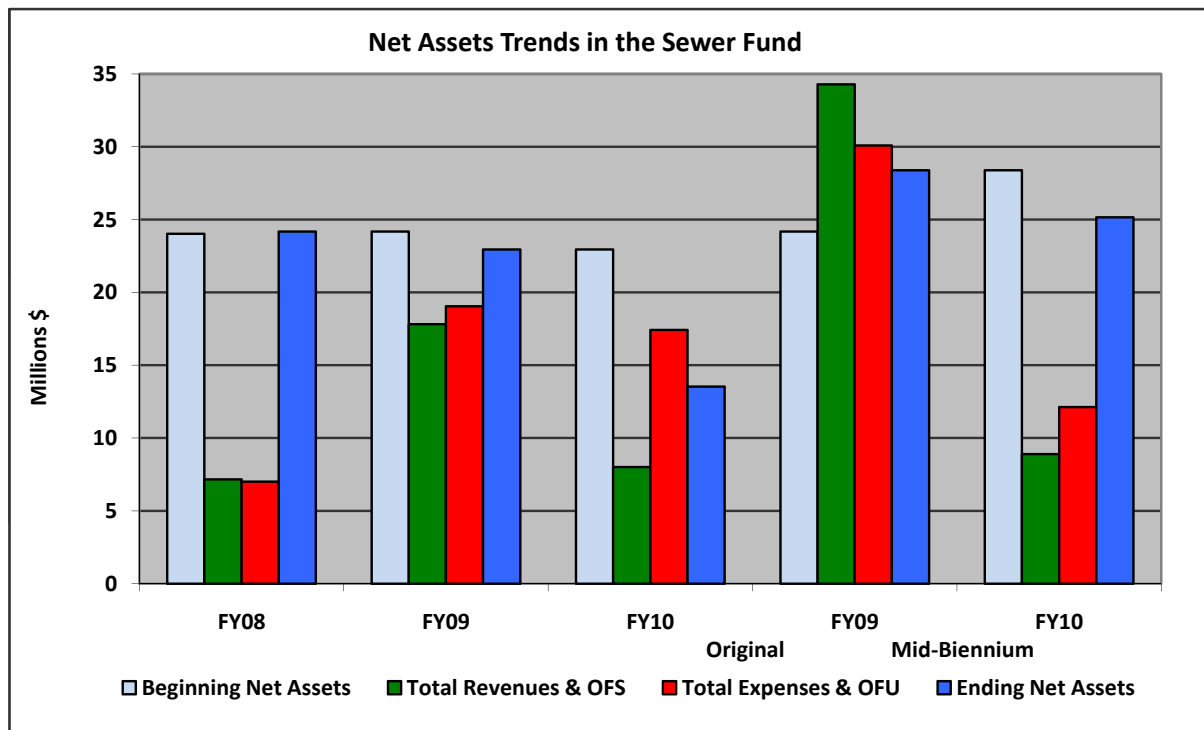
### Sewer Fund - Overview of Changes in Net Assets

**Enterprise funds** are funds used to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that the cost, including depreciation, of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

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

	Audited	Original Budget		Mid-Biennium	
	Actual <sup>#</sup>			Proposed Budget	
	FY08	FY09	FY10	FY09	FY10
<b>Beginning Net Assets</b>	\$ 24,026,862	\$ 24,180,973	\$ 22,947,678	\$ 24,180,973	\$ 28,381,844
Operating Revenue	6,523,974	6,816,300	7,002,924	7,897,250	8,498,500
Non-Operating Revenue	639,044	1,000,000	1,000,000	718,290	400,000
Other Financing Sources (OFS)	-	10,000,000	-	25,670,000	-
<b>Total Revenues &amp; OFS</b>	<b>7,163,018</b>	<b>17,816,300</b>	<b>8,002,924</b>	<b>34,285,540</b>	<b>8,898,500</b>
Operating Expenses	6,829,078	18,873,845	17,245,734	29,868,919	11,899,362
Other Financing Uses (OFU)	179,829	175,750	175,750	215,750	225,750
<b>Total Expenses &amp; OFU</b>	<b>7,008,907</b>	<b>19,049,595</b>	<b>17,421,484</b>	<b>30,084,669</b>	<b>12,125,112</b>
Excess of Revenues & OFS over Expenses & OFU	154,111	(1,233,295)	(9,418,560)	4,200,871	(3,226,612)
<b>Ending Net Assets</b>	<b>\$ 24,180,973</b>	<b>\$ 22,947,678</b>	<b>\$ 13,529,118</b>	<b>\$ 28,381,844</b>	<b>\$ 25,155,232</b>

<sup>#</sup> FY08 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.



**City of Auburn**  
**Sewer Fund - Revenues and Expenses**

Revenue	Audited	Original Budget		Mid-Biennium Proposed Budget		Increase / (Decrease) Proposed>Original	
	Actual FY08 <sup>#</sup>	FY09	FY10	FY09	FY10	FY09	FY10
<b>Operating Revenue</b>							
Sewer Service Fees	\$ 5,758,435	\$ 6,156,000	\$ 6,340,680	\$ 6,730,000	\$ 7,810,000	\$ 574,000	\$ 1,469,320
Sale of surplus assets	21,565	5,000	5,000	5,250	5,000	250	-
Sewer penalties	61,006	64,800	66,744	70,000	70,000	5,200	3,256
Sewer tap fees	4,470	5,000	5,000	3,000	3,000	(2,000)	(2,000)
Sewer surcharge	9,415	10,000	10,000	13,500	10,000	3,500	-
Sewer access fees	353,716	300,000	300,000	775,000	300,000	475,000	-
Grants	15,000	-	-	-	-	-	-
Misc. revenue	504	500	500	500	500	-	-
Reimbursement/Water Board	299,863	275,000	275,000	300,000	300,000	25,000	25,000
Total Operating Revenue	<u>6,523,974</u>	<u>6,816,300</u>	<u>7,002,924</u>	<u>7,897,250</u>	<u>8,498,500</u>	<u>1,080,950</u>	<u>1,495,576</u>
<b>Non-Operating Revenue</b>							
Investment interest	43,263	50,000	50,000	186,190	100,000	136,190	50,000
Capital Contributions	595,781	950,000	950,000	532,100	300,000	(417,900)	(650,000)
Total Non-Operating Revenue	<u>639,044</u>	<u>1,000,000</u>	<u>1,000,000</u>	<u>718,290</u>	<u>400,000</u>	<u>(281,710)</u>	<u>(600,000)</u>
<b>Other Financing Sources</b>							
Debt Proceeds	-	10,000,000	-	25,670,000	-	15,670,000	-
<b>Total Revenue &amp; Other Sources</b>	<b><u>7,163,018</u></b>	<b><u>17,816,300</u></b>	<b><u>8,002,924</u></b>	<b><u>34,285,540</u></b>	<b><u>8,898,500</u></b>	<b><u>16,469,240</u></b>	<b><u>895,576</u></b>
<b>Expenses</b>							
<b>Sewer Administration</b>							
Personal Services	-	412,903	417,426	414,009	424,115	1,106	6,689
Contractual Services	-	597,900	607,900	748,500	788,500	150,600	180,600
Commodities	-	58,000	58,000	58,000	68,000	-	10,000
Capital Outlay	-	-	-	-	-	-	-
Total Sewer Administration	<u>-</u>	<u>1,068,803</u>	<u>1,083,326</u>	<u>1,220,509</u>	<u>1,280,615</u>	<u>151,706</u>	<u>197,289</u>
<b>Sewer Maintenance</b>							
Personal Services	831,017	518,346	530,630	518,346	530,865	-	235
Contractual Services	845,942	112,065	130,065	103,750	123,500	(8,315)	(6,565)
Commodities	216,669	165,700	165,700	167,710	171,700	2,010	6,000
Capital Outlay	-	162,000	147,000	112,000	147,000	(50,000)	-
Total Sewer Maintenance	<u>1,893,628</u>	<u>958,111</u>	<u>973,395</u>	<u>901,806</u>	<u>973,065</u>	<u>(56,305)</u>	<u>(330)</u>
<b>Watershed Management</b>							
Personal Services	234,393	204,261	210,018	204,261	212,554	-	2,536
Contractual Services	9,435	37,200	34,200	34,900	35,700	(2,300)	1,500
Commodities	10,805	14,650	15,500	13,650	15,500	(1,000)	-
Capital Outlay	-	-	-	-	-	-	-
Total Watershed Management	<u>254,633</u>	<u>256,111</u>	<u>259,718</u>	<u>252,811</u>	<u>263,754</u>	<u>(3,300)</u>	<u>4,036</u>
<b>General Operations</b>							
Contractual Services	3,463,023	3,755,568	3,812,034	3,712,100	3,820,034	(43,468)	8,000
Commodities	-	-	-	-	-	-	-
Debt Service - Principal	-	925,360	1,279,710	12,595,000	1,060,000	11,669,640	(219,710)
Debt Service - Interest	1,217,794	2,014,892	2,437,551	2,256,693	2,326,894	241,801	(110,657)
Total General Operations	<u>4,680,817</u>	<u>6,695,820</u>	<u>7,529,295</u>	<u>18,563,793</u>	<u>7,206,928</u>	<u>11,867,973</u>	<u>(322,367)</u>
<b>Project Operations</b>							
Total Operating Expenses	<u>6,829,078</u>	<u>18,873,845</u>	<u>17,245,734</u>	<u>29,868,919</u>	<u>11,899,362</u>	<u>10,995,074</u>	<u>(5,346,372)</u>
<b>Other Financing Uses (OFU)</b>							
Transfer to General Fund	115,749	115,750	115,750	115,750	115,750	-	-
Transfer to Water Board	64,080	60,000	60,000	100,000	110,000	40,000	50,000
Total Other Financing Uses	<u>179,829</u>	<u>175,750</u>	<u>175,750</u>	<u>215,750</u>	<u>225,750</u>	<u>40,000</u>	<u>50,000</u>
<b>Total Expenses and Other Financing Uses (OFU)</b>	<b><u>\$ 7,008,907</u></b>	<b><u>\$ 19,049,595</u></b>	<b><u>\$ 17,421,484</u></b>	<b><u>\$ 30,084,669</u></b>	<b><u>\$ 12,125,112</u></b>	<b><u>\$ 11,035,074</u></b>	<b><u>\$ (5,296,372)</u></b>
Excess (deficit) of Revenue and Other Sources over (under) Expenses & Uses	154,111	(1,233,295)	(9,418,560)	4,200,871	(3,226,612)		
Beginning Net Assets	<u>24,026,862</u>	<u>24,180,973</u>	<u>22,947,678</u>	<u>24,180,973</u>	<u>28,381,844</u>		
Ending Net Assets	<u>24,180,973</u>	<u>22,947,678</u>	<u>13,529,118</u>	<u>28,381,844</u>	<u>25,155,232</u>		
Depreciation (non-cash expense)	1,203,495	1,350,000	1,350,000	1,360,000	1,360,000		
Accrual basis net income	154,111	(250,935)	(591,850)	167,871	155,388		

<sup>#</sup> FY08 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.



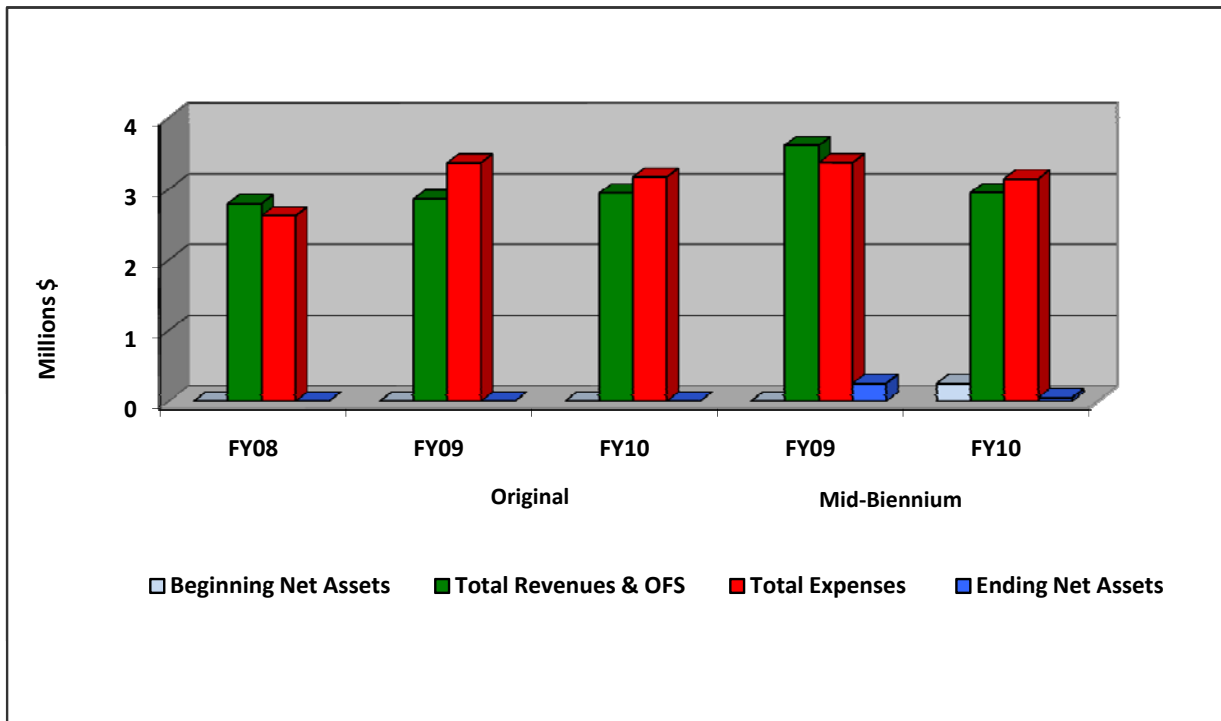
## City of Auburn

### Solid Waste Management Fund - Overview of Changes in Net Assets

**Enterprise funds** are funds used to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that the cost, including depreciation, of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

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

	Audited	Original Budget		Mid-Biennium	
	Actual*			Proposed Budget	
	FY08	FY09	FY10	FY09	FY10
<b>Beginning Net Assets</b>	*	\$ -	\$ (511,259)	\$ -	\$ 248,847
Operating Revenue	\$ 2,789,426	2,855,528	2,941,905	2,850,668	2,913,985
Non-Operating Revenue	*	-	-	767,972	2,500
Other Financing Sources (OFS)	-	-	-	-	30,000
<b>Total Revenues &amp; OFS</b>	<b>2,789,426</b>	<b>2,855,528</b>	<b>2,941,905</b>	<b>3,618,640</b>	<b>2,946,485</b>
<b>Total Expenses</b>	<b>2,621,510</b>	<b>3,366,787</b>	<b>3,171,055</b>	<b>3,369,793</b>	<b>3,146,429</b>
Excess (deficit) of Revenues over (under) Expenses	\$ 167,916	(511,259)	(229,150)	248,847	(199,944)
<b>Ending Net Assets</b>	<b>*</b>	<b>\$ (511,259)</b>	<b>\$ (740,409)</b>	<b>\$ 248,847</b>	<b>\$ 48,903</b>



\* Solid Waste and Recycling activities were moved to an enterprise fund beginning in FY09. FY08 expenditures and revenues are included for comparison only.

## City of Auburn

### Solid Waste Management Fund - Overview of Changes in Net Assets

	Audited	Original Budget		Mid-Biennium	Proposed	Increase / (Decrease)	
	Actual			Budget			
	FY08	FY09	FY10	FY09	FY10	FY09	FY10
<b>Revenue</b>							
<i>Operating Revenue</i>							
Solid waste collection fees	\$ 2,739,673	\$ 2,812,959	\$ 2,897,348	\$ 2,812,959	\$ 2,877,348	\$ -	\$ (20,000)
Solid waste special collection fees	19,524	15,000	15,000	22,000	20,000	7,000	5,000
Solid waste white goods	2,965	2,500	2,500	2,500	2,500	-	-
Solid waste downtown collections	240	220	220	60	-	(160)	(220)
Recycling revenues	27,024	24,849	26,837	11,849	13,837	(13,000)	(13,000)
Gifts and donations	*	-	-	1,000	-	1,000	-
Miscellaneous revenue	*	-	-	300	300	300	300
<b>Total Operating Revenue</b>	<b>2,789,426</b>	<b>2,855,528</b>	<b>2,941,905</b>	<b>2,850,668</b>	<b>2,913,985</b>	<b>(4,860)</b>	<b>(27,920)</b>
<i>Non-Operating Revenue</i>							
Investment interest	*	-	-	2,800	2,500	2,800	2,500
Sale of surplus assets	*	-	-	15,635	-	15,635	-
Capital contributions	*	-	-	749,537	-	749,537	-
<b>Total Non-Operating Revenue</b>	<b>*</b>	<b>-</b>	<b>-</b>	<b>767,972</b>	<b>2,500</b>	<b>767,972</b>	<b>2,500</b>
<i>Other Financing Sources</i>							
Transfer in from General Fund	-	-	-	-	30,000	-	30,000
<b>Total Revenue &amp; OFS</b>	<b>2,789,426</b>	<b>2,855,528</b>	<b>2,941,905</b>	<b>3,618,640</b>	<b>2,946,485</b>	<b>763,112</b>	<b>4,580</b>
<b>Expenses</b>							
<i>Administration</i>							
Personal Services	*	306,692	316,110	309,698	314,689	3,006	(1,421)
Contractual Services	*	135,000	135,000	135,000	135,000	-	-
Commodities	*	-	-	-	-	-	-
Capital Outlay	*	-	-	-	-	-	-
<b>Total - Administration</b>	<b>-</b>	<b>441,692</b>	<b>451,110</b>	<b>444,698</b>	<b>449,689</b>	<b>3,006</b>	<b>(1,421)</b>
<i>Recycling Division</i>							
Personal Services	746,791	810,301	824,085	810,301	804,268	-	(19,817)
Contractual Services	194,240	299,727	303,500	299,727	303,500	-	-
Commodities	197,120	125,592	140,038	125,592	140,038	-	-
Capital Outlay	100,218	278,120	-	67,158	-	(210,962)	-
<b>Total - Recycling Division</b>	<b>1,238,369</b>	<b>1,513,740</b>	<b>1,267,623</b>	<b>1,302,778</b>	<b>1,247,806</b>	<b>(210,962)</b>	<b>(19,817)</b>
<i>Solid Waste Division</i>							
Personal Services	752,786	771,950	787,247	771,950	783,859	-	(3,388)
Contractual Services	270,662	430,000	435,000	430,000	435,000	-	-
Commodities	283,375	209,405	230,075	209,405	230,075	-	-
Capital Outlay	76,318	-	-	210,962	-	210,962	-
<b>Total - Solid Waste Division</b>	<b>1,383,141</b>	<b>1,411,355</b>	<b>1,452,322</b>	<b>1,622,317</b>	<b>1,448,934</b>	<b>210,962</b>	<b>(3,388)</b>
<b>Total Expenses</b>	<b>\$ 2,621,510</b>	<b>\$ 3,366,787</b>	<b>\$ 3,171,055</b>	<b>\$ 3,369,793</b>	<b>\$ 3,146,429</b>	<b>\$ 3,006</b>	<b>\$ (24,626)</b>
Excess (deficit) of Revenue over (under) Expenses	167,916	(511,259)	(229,150)	248,847	(199,944)		
<b>Beginning Net Assets</b>	<b>*</b>	<b>-</b>	<b>(511,259)</b>	<b>-</b>	<b>248,847</b>		
<b>Ending Net Assets</b>	<b>*</b>	<b>\$ (511,259)</b>	<b>\$ (740,409)</b>	<b>\$ 248,847</b>	<b>\$ 48,903</b>		
Depreciation (non-cash expense)	*	200,000	200,000	200,000	200,000		
Accrual basis net income	*	(233,139)	(229,150)	526,967	(199,944)		

\* Solid Waste and Recycling activities were moved to an enterprise fund beginning in FY09. FY08 expenditures and revenues are included for comparison only.

**City of Auburn**

Fiscal Years 2009 & 2010

**Mid-Biennium Review**

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# City of Auburn

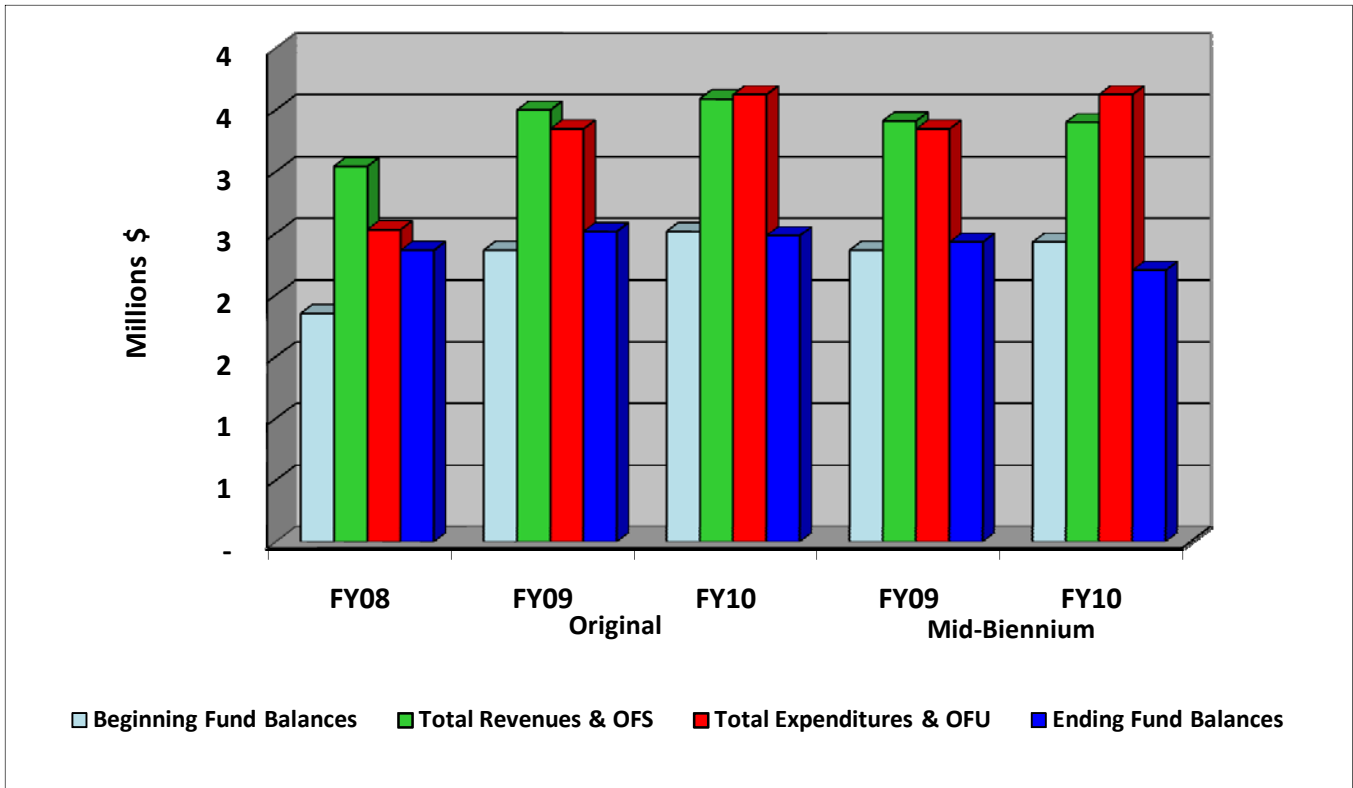
## Total Special Activities of the General Fund - Overview of Changes in Fund Balances

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

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

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

	Audited	Original Budget		Mid-Biennium Proposed Budget	
	Actual FY08	FY09	FY10	FY09	FY10
<b>Beginning Fund Balances</b>	\$ 1,849,069	\$ 2,360,691	\$ 2,514,753	\$ 2,360,691	\$ 2,425,853
Revenues	2,542,424	2,947,500	3,028,500	2,858,600	2,836,500
Other Financing Sources (OFS)	500,000	550,000	560,000	550,000	560,000
<b>Total Revenues &amp; OFS</b>	<b>3,042,424</b>	<b>3,497,500</b>	<b>3,588,500</b>	<b>3,408,600</b>	<b>3,396,500</b>
Expenditures	2,530,802	3,343,438	3,622,560	3,343,438	3,622,560
Other Financing Uses (OFU)	-	-	-	-	-
<b>Total Expenditures &amp; OFU</b>	<b>2,530,802</b>	<b>3,343,438</b>	<b>3,622,560</b>	<b>3,343,438</b>	<b>3,622,560</b>
Excess (Deficit) of Revenues & OFS over(under) Expenditures & OFU	511,622	154,062	(34,060)	65,162	(226,060)
<b>Ending Fund Balances</b>	<b>\$ 2,360,691</b>	<b>\$ 2,514,753</b>	<b>\$ 2,480,693</b>	<b>\$ 2,425,853</b>	<b>\$ 2,199,793</b>



# City of Auburn

## Special Activities of the General Fund

Comparative Revenue, Expenditures, and Changes in Fund Balances

	Liability Risk Retention Fund					
	Audited Actual	Original Budget			Mid-Biennium Proposed Budget	
	FY08	FY09	FY10	FY09	FY10	
<b>Beginning fund balance</b>	\$ 782,783	\$ 1,016,215	\$ 1,057,550	\$ 1,016,215	\$ 1,065,650	
Revenues:						
Interest	25,878	20,000	22,000	25,000	25,000	
Insurance reimbursement	280	-	-	3,100	-	
Reimbursement from AU	22,960	26,000	26,000	26,000	26,000	
Total revenues	49,118	46,000	48,000	54,100	51,000	
Other financing sources (OFS):						
Transfers in from other funds	500,000	550,000	560,000	550,000	560,000	
<b>Total revenues and OFS</b>	<b>549,118</b>	<b>596,000</b>	<b>608,000</b>	<b>604,100</b>	<b>611,000</b>	
Expenditures:						
Claims payments	147,199	241,650	256,650	241,650	256,650	
Premium expenditures	136,868	201,365	201,365	201,365	201,365	
Administration fees	31,619	111,650	111,650	111,650	111,650	
Total expenditures	315,686	554,665	569,665	554,665	569,665	
Other financing uses (OFU):						
Operating transfers to other funds	-	-	-	-	-	
<b>Total expenditures &amp; OFU</b>	<b>315,686</b>	<b>554,665</b>	<b>569,665</b>	<b>554,665</b>	<b>569,665</b>	
Excess of revenue and other sources over expenditures and other uses	233,432	41,335	38,335	49,435	41,335	
<b>Ending fund balance</b>	<b>\$ 1,016,215</b>	<b>\$ 1,057,550</b>	<b>\$ 1,095,885</b>	<b>\$ 1,065,650</b>	<b>\$ 1,106,985</b>	

	Employee Benefit Self-Insurance Fund					
	Audited Actual	Original Budget			Mid-Biennium Proposed Budget	
	FY08	FY09	FY10	FY09	FY10	
<b>Beginning fund balance</b>	\$ 1,066,286	\$ 1,344,476	\$ 1,457,203	\$ 1,344,476	\$ 1,360,203	
Revenues:						
Employer premiums	1,519,178	2,000,500	2,027,000	1,794,500	1,827,000	
Employee premiums	857,125	868,000	918,500	965,000	918,500	
Interest	38,300	33,000	35,000	40,000	40,000	
Claims reimbursement	78,703	-	-	5,000	-	
Total revenues	2,493,306	2,901,500	2,980,500	2,804,500	2,785,500	
Other financing sources (OFS):						
Transfers in from other funds	-	-	-	-	-	
<b>Total revenues and OFS</b>	<b>2,493,306</b>	<b>2,901,500</b>	<b>2,980,500</b>	<b>2,804,500</b>	<b>2,785,500</b>	
Expenditures:						
Claims payments	1,868,159	2,418,808	2,655,200	2,418,808	2,655,200	
Premium expenditures	186,707	206,070	220,550	206,070	220,550	
Administration fees	160,250	163,895	177,145	163,895	177,145	
Total expenditures	2,215,116	2,788,773	3,052,895	2,788,773	3,052,895	
Other financing uses (OFU):						
Operating transfers to other funds	-	-	-	-	-	
<b>Total expenditures and OFU</b>	<b>2,215,116</b>	<b>2,788,773</b>	<b>3,052,895</b>	<b>2,788,773</b>	<b>3,052,895</b>	
Excess of revenue and other sources over expenditures and other uses	278,190	112,727	(72,395)	15,727	(267,395)	
<b>Ending fund balance</b>	<b>\$ 1,344,476</b>	<b>\$ 1,457,203</b>	<b>\$ 1,384,808</b>	<b>\$ 1,360,203</b>	<b>\$ 1,092,808</b>	

## City of Auburn

### Total Special Revenue Funds - Overview of Changes in Fund Balances

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

**City Gasoline Tax Fund** accounts for one-half of the revenues received from the City's two-cent gasoline tax and disbursements related to the construction of and improvements to streets. This fund was closed in FY08

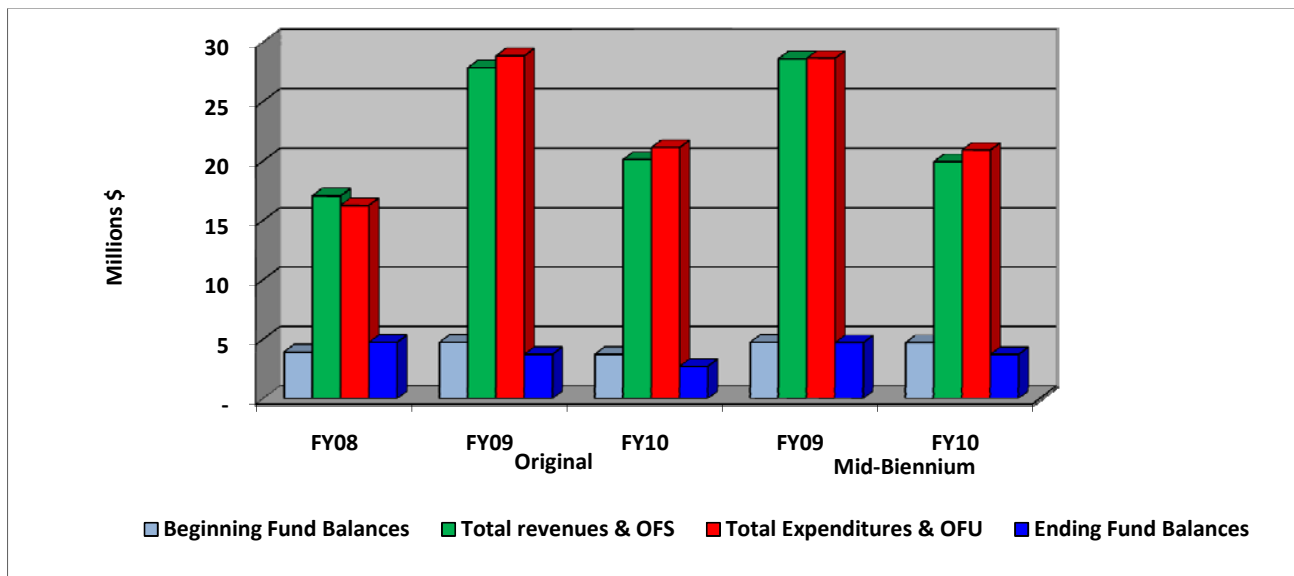
**Seven Cent State Gas Tax Fund** accounts for funds received from the State of Alabama and disbursed for street related projects.

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

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

**Special Additional School Tax Fund** accounts for five mill ad valorem tax revenues used for the furtherance of education. against drug trafficking.

	Audited	Original Budget			Mid-Biennium
	Actual	Original Budget			Proposed Budget
	FY08	FY09	FY10	FY09	FY10
<b>Beginning Fund Balances</b>	\$ 3,927,660	\$ 4,737,456	\$ 3,730,636	\$ 4,737,456	\$ 4,702,236
Revenues	11,013,565	11,196,250	11,656,250	11,956,600	11,474,250
Other Financing Sources (OFS)	6,051,050	16,638,820	8,455,380	16,638,820	8,455,380
<b>Total revenues &amp; OFS</b>	<b>17,064,615</b>	<b>27,835,070</b>	<b>20,111,630</b>	<b>28,595,420</b>	<b>19,929,630</b>
Expenditures	4,415,892	5,765,711	5,803,344	5,765,711	5,803,344
Other Financing Uses (OFU):	11,838,927	23,076,179	15,316,667	22,864,929	15,105,417
<b>Total Expenditures &amp; OFU</b>	<b>16,254,819</b>	<b>28,841,890</b>	<b>21,120,011</b>	<b>28,630,640</b>	<b>20,908,761</b>
Excess (Deficit) of Revenues & OFS over (under) Expenditures & OFU	809,796	(1,006,820)	(1,008,381)	(35,220)	(979,131)
<b>Ending Fund Balances</b>	<b>\$ 4,737,456</b>	<b>\$ 3,730,636</b>	<b>\$ 2,722,255</b>	<b>\$ 4,702,236</b>	<b>\$ 3,723,105</b>



## City of Auburn Special Revenue Funds

*Comparative Statement of Revenues, Expenditures and Changes in Fund Balances*

### City Gas Tax Special Revenue Fund

	Audited	Original Budget		Mid-Biennium Proposed Budget	
	Actual	FY09	FY10	FY09	FY10
	FY08				
<b>Beginning fund balance</b>	\$ 113,530	\$ -	\$ 2,000	\$ -	\$ -
Revenues:					
Locally levied gasoline tax	248,483	180,000	180,000	-	-
Interest	<b>4,414</b>	<b>2,000</b>	<b>2,000</b>	-	-
Total revenues	252,897	182,000	182,000	-	-
Other financing sources (OFS):					
Transfers in from other funds	-	-	-	-	-
<b>Total revenues and OFS</b>	<b>252,897</b>	<b>182,000</b>	<b>182,000</b>	-	-
Other financing uses (OFU):					
<b>Transfers to other funds</b>	<b>366,427</b>	<b>180,000</b>	<b>180,000</b>	-	-
Excess of revenue and other sources over expenditures and other uses	(113,530)	2,000	2,000	-	-
<b>Ending fund balance</b>	<b>\$ -</b>	<b>\$ 2,000</b>	<b>\$ 4,000</b>	<b>\$ -</b>	<b>\$ -</b>

### State Seven Cent Gas Tax Special Revenue Fund

	Audited	Original Budget		Mid-Biennium Proposed Budget	
	Actual	FY09	FY10	FY09	FY10
	FY08				
<b>Beginning fund balance</b>	\$ 51,935	\$ 67,295	\$ 67,295	\$ 67,295	\$ 96,795
Revenues:					
State shared gasoline tax	136,150	108,500	108,500	118,500	108,500
Interest	1,710	1,000	1,000	1,000	1,000
Total revenues	137,860	109,500	109,500	119,500	109,500
Other financing sources (OFS):					
Transfers in from other funds	-	-	-	-	-
<b>Total revenues and OFS</b>	<b>137,860</b>	<b>109,500</b>	<b>109,500</b>	<b>119,500</b>	<b>109,500</b>
Other financing uses (OFU):					
<b>Transfers to other funds</b>	<b>122,500</b>	<b>109,500</b>	<b>109,500</b>	<b>90,000</b>	<b>90,000</b>
Excess of revenue and other sources over expenditures and other uses	15,360	-	-	29,500	19,500
<b>Ending fund balance</b>	<b>\$ 67,295</b>	<b>\$ 67,295</b>	<b>\$ 67,295</b>	<b>\$ 96,795</b>	<b>\$ 116,295</b>

## City of Auburn Special Revenue Funds

*Comparative Statement of Revenues, Expenditures and Changes in Fund Balances*

### State Nine Cent Gas Tax Special Revenue Fund

	Audited Actual			Mid-Biennium Proposed Budget	
	Original Budget				
	FY08	FY09	FY10	FY09	FY10
<b>Beginning fund balance</b>	\$ 59,093	\$ 67,498	\$ 67,498	\$ 67,498	\$ 80,798
Revenues:					
State shared gasoline tax	106,557	90,750	90,750	92,300	90,750
Interest	1,848	1,000	1,000	1,000	1,000
Total revenues	108,405	91,750	91,750	93,300	91,750
Other financing sources (OFS):					
Transfers in from other funds	-	-	-	-	-
<b>Total revenues and OFS</b>	<b>108,405</b>	<b>91,750</b>	<b>91,750</b>	<b>93,300</b>	<b>91,750</b>
Other financing uses (OFU):					
<b>Transfers to other funds</b>	<b>100,000</b>	<b>91,750</b>	<b>91,750</b>	<b>80,000</b>	<b>80,000</b>
Excess of revenue and other sources over expenditures and other uses	8,405	-		13,300	11,750
<b>Ending fund balance</b>	<b>\$ 67,498</b>	<b>\$ 67,498</b>	<b>\$ 67,498</b>	<b>\$ 80,798</b>	<b>\$ 92,548</b>

### School Tax Special Revenue Fund ~ A Major Fund

	Audited Actual			Mid-Biennium Proposed Budget	
	Original Budget				
	FY08	FY09	FY10	FY09	FY10
<b>Beginning fund balance</b>	\$ 820,428	\$ 826,512	\$ 826,512	\$ 826,512	\$ 1,116,512
Revenues:					
General property tax	3,225,588	3,360,000	3,515,000	3,650,000	3,515,000
Interest	39,631	30,000	30,000	30,000	30,000
Total revenues	3,265,219	3,390,000	3,545,000	3,680,000	3,545,000
Other financing sources (OFS)					
Proceeds of debt	-	8,500,000	-	8,500,000	-
Transfers in from other funds	6,050,000	8,138,820	8,455,380	8,138,820	8,455,380
Total Other Financing Sources	6,050,000	16,638,820	8,455,380	16,638,820	8,455,380
<b>Total revenues and OFS</b>	<b>9,315,219</b>	<b>20,028,820</b>	<b>12,000,380</b>	<b>20,318,820</b>	<b>12,000,380</b>
Expenditures:					
General Operations					
Tax administration fee	117,522	120,000	120,000	120,000	120,000
Debt Service	3,991,613	5,352,711	5,400,344	5,352,711	5,400,344
Total Expenditures	4,109,135	5,472,711	5,520,344	5,472,711	5,520,344
Other financing uses (OFU)					
Appropriation to Bd. Of Education	5,200,000	14,556,109	6,480,037	14,556,109	6,480,037
<b>Total expenditures and OFU</b>	<b>9,309,135</b>	<b>20,028,820</b>	<b>12,000,381</b>	<b>20,028,820</b>	<b>12,000,381</b>
Excess of revenue and other sources over expenditures and other uses	6,084	-	(1)	290,000	(1)
<b>Ending fund balance</b>	<b>\$ 826,512</b>	<b>\$ 826,512</b>	<b>\$ 826,511</b>	<b>\$ 1,116,512</b>	<b>\$ 1,116,511</b>



## City of Auburn Special Revenue Funds

Comparative Statement of Revenues, Expenditures and Changes in Fund Balances

### Additional School Tax Special Revenue Fund

	Audited	Original Budget			Mid-Biennium
	Actual				Proposed Budget
	FY08	FY09	FY10	FY09	FY10
<b>Beginning fund balance</b>	\$ 2,697,417	\$ 3,603,149	\$ 2,629,329	\$ 3,603,149	\$ 3,254,329
Revenues:					
General property tax	7,096,294	7,320,000	7,625,000	7,960,000	7,625,000
Interest	117,985	100,000	100,000	85,000	100,000
<b>Total revenues</b>	<b>7,214,279</b>	<b>7,420,000</b>	<b>7,725,000</b>	<b>8,045,000</b>	<b>7,725,000</b>
Expenditures:					
General Operations					
Tax administration fee	258,547	255,000	255,000	255,000	255,000
Other financing uses (OFU):					
Operating transfers to other funds	6,050,000	8,138,820	8,455,380	8,138,820	8,455,380
<b>Total expenditures and OFU</b>	<b>6,308,547</b>	<b>8,393,820</b>	<b>8,710,380</b>	<b>8,393,820</b>	<b>8,710,380</b>
Excess of revenue and other sources over expenditures and other uses	905,732	(973,820)	(985,380)	(348,820)	(985,380)
<b>Ending fund balance</b>	<b>\$ 3,603,149</b>	<b>\$ 2,629,329</b>	<b>\$ 1,643,949</b>	<b>\$ 3,254,329</b>	<b>\$ 2,268,949</b>

### Public Safety Substance Abuse Prevention Special Revenue Fund

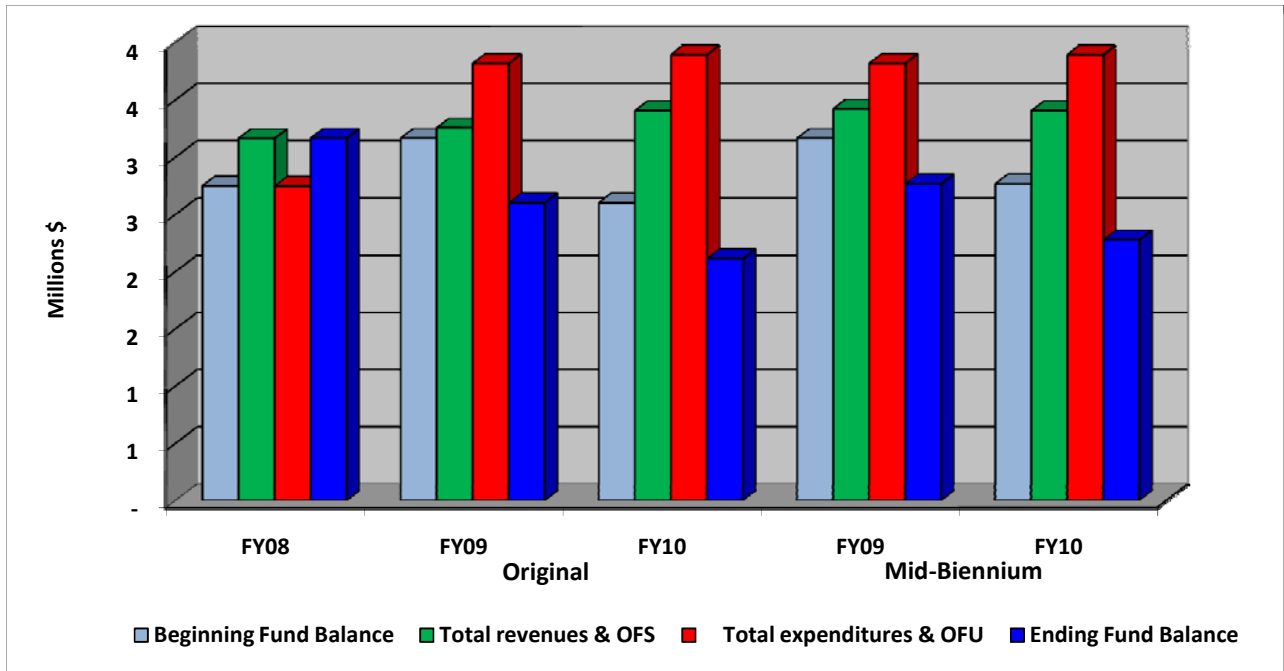
	Audited	Original Budget			Mid-Biennium
	Actual				Proposed Budget
	FY08	FY09	FY10	FY09	FY10
<b>Beginning fund balance</b>	\$ 185,258	\$ 173,003	\$ 138,003	\$ 173,003	\$ 153,803
Revenues:					
Confiscation Revenue	16,635	500	500	15,000	500
Grants	13,189	-	-	-	-
Interest	5,081	2,500	2,500	3,800	2,500
<b>Total revenues</b>	<b>34,905</b>	<b>3,000</b>	<b>3,000</b>	<b>18,800</b>	<b>3,000</b>
Other financing sources (OFS)					
Transfers in from other funds	1,050	-	-	-	-
<b>Total Other Financing Sources</b>	<b>1,050</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total revenues and OFS</b>	<b>35,955</b>	<b>3,000</b>	<b>3,000</b>	<b>18,800</b>	<b>3,000</b>
Expenditures:					
<b>Public Safety Expenditures</b>	<b>48,210</b>	<b>38,000</b>	<b>28,000</b>	<b>38,000</b>	<b>28,000</b>
Excess of revenue and other sources over expenditures and other uses	(12,255)	(35,000)	(25,000)	(19,200)	(25,000)
<b>Ending fund balance</b>	<b>\$ 173,003</b>	<b>\$ 138,003</b>	<b>\$ 113,003</b>	<b>\$ 153,803</b>	<b>\$ 128,803</b>

# City of Auburn

## *Debt Service Fund ~ Comparative Revenues, Expenditures and Changes in Fund Balance*

The **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.

	Audited			Mid-Biennium	
	Actual	Original Budget		Proposed Budget	
	FY08	FY09	FY10	FY09	FY10
<b>Beginning Fund Balance</b>	\$ 2,748,975	\$ 3,163,734	\$ 2,601,238	\$ 3,163,734	\$ 2,766,238
Revenues					
General property tax	3,044,712	3,175,000	3,325,000	3,320,000	3,325,000
Interest	117,087	80,000	80,000	100,000	80,000
Total revenues	3,161,799	3,255,000	3,405,000	3,420,000	3,405,000
Other financing sources (OFS)					
<b>Total revenues &amp; OFS</b>	<b>3,161,799</b>	<b>3,255,000</b>	<b>3,405,000</b>	<b>3,420,000</b>	<b>3,405,000</b>
Expenditures					
General Operations					
Tax Administration Fee	97,614	110,000	110,000	110,000	110,000
Debt Service	2,649,426	3,707,496	3,783,531	3,707,496	3,783,531
Total expenditures	2,747,040	3,817,496	3,893,531	3,817,496	3,893,531
Other financing uses (OFU)					
Transfers out	-	-	-	-	-
<b>Total expenditures &amp; OFU</b>	<b>2,747,040</b>	<b>3,817,496</b>	<b>3,893,531</b>	<b>3,817,496</b>	<b>3,893,531</b>
Excess (deficit) of Revenue & OFS over (under) Expenditures & OFU	414,759	(562,496)	(488,531)	(397,496)	(488,531)
<b>Ending Fund Balance</b>	<b>\$ 3,163,734</b>	<b>\$ 2,601,238</b>	<b>\$ 2,112,707</b>	<b>\$ 2,766,238</b>	<b>\$ 2,277,707</b>



**City of Auburn**

Fiscal Years 2009 & 2010

**Mid-Biennium Review**

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Section 5

**Capital Outlay**

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**City of Auburn**  
*Summary of Capital Outlay by Fund and Department*

**General Fund - FY 2010**

	Equipment Replacement	Expansion - Other	Total
<b>Project Operations - Public Works</b>			
FEMA Flood Map Update		\$ 20,000	
Twin City Court Extension		250,000	
Parking Improvements		28,547	
Safe Routes to School Sidewalks		151,849	
S. College Street Sidewalk		91,900	
<b>Total - General Fund</b>			<b><u>\$ 542,296</u></b>

**Sewer Fund - FY 2010**

<b>Sewer Maintenance</b>			
4WD 3/4 Ton Pickup Truck	\$ 30,000		
Sewer Camera System		42,000	
<b>Total - Sewer Fund</b>			<b><u>\$ 72,000</u></b>

# City of Auburn

## Conditional Capital Outlay\*

### General Fund FY 2010

		Equipment Replacement	Expansion - Other	Total
<b>Public Safety</b>				
Police Cars (10)	Police	\$ 265,000		
Action Target System	Police	25,000		
Computerized Firearms Training System	Police	125,000		
Unmarked Police Unit (3)	Police	79,500		
Midsize Extended Cab Pickup Truck	Police	15,750		
AFPIIS Fingerprint Database	Police		\$ 31,125	
Video Enhancement Equipment	Police		22,000	
Unmarked Police Unit	Police	25,250		
SCB Apparatus (7) & Cylinders (14)	Fire		40,600	
Midsize Extended Cab Pickup Truck	Codes	15,750		
Mobile (3) & Portable (20) Radios	Fire	14,250		
<b>Total - Public Safety</b>				<b>\$ 659,225</b>
<b>Public Works</b>				
MenziMuck Truck (Ditch Cleaning Eq.)	Constr & Maint	353,000		
3/4 Ton Pickup Truck	Constr & Maint	24,000		
Pothole Patching Truck	Constr & Maint.	130,000		
1 Ton Crew Cab Truck w/Tool Body	Constr & Maint.	32,500		
Fork Lift	Constr & Maint.	45,000		
4WD Sport Utility Vehicle	Engineering	25,000		
<b>Total - Public Works</b>				<b>629,500</b>
<b>Environmental Services</b>				
Animal Control Van	Animal Control	30,000		
Riding Mower (2)	ROW Maint.	36,000		
Tractor	ROW Maint.	22,000		
Mini Sweeper (Downtown)	ROW Maint.	30,000		
Bike Path/Sidewalk Sweeper	ROW Maint.		59,000	
Mechanical Street Sweeper	ROW Maint.	150,000		
3/4 Ton Mobile Fleet Service Truck	Fleet	62,500		
<b>Total - Environmental Services</b>				<b>389,500</b>
<b>Parks &amp; Recreation</b>				
1/2 Ton Pickup Truck	Parks & Facilities	20,000		
Van	Parks & Facilities	20,000		
Riding Mower (Kiesel)	Parks & Facilities	11,000		
All-terrain Utility Vehicle	Parks & Facilities	6,000		
Verticutter Turf Machine	Parks & Facilities		7,000	
3/4 Ton Pickup Truck (1)	Parks & Facilities	20,000		
Grooming Mower	Parks & Facilities	13,000		
Infield Machine	Parks & Facilities	12,000		
<b>Total - Parks &amp; Recreation</b>				<b>109,000</b>
<b>Total - General Fund Departments</b>		<b>\$ 1,582,500</b>	<b>\$ 159,725</b>	<b>\$ 1,787,225</b>

### Solid Waste Management Fund FY 2010

Curbside Collection Truck	Recycling	\$ 162,000		
<b>Total - Solid Waste Management Fund</b>				<b>\$ 162,000</b>

\*Conditional capital outlay is budgeted, but it is conditional based on the City Manager's and Finance Director's review of actual revenues compared to the budgeted.

**City of Auburn**  
**Capital Improvement Plan by Funding Source**  
**Fiscal Years 2009-2014**

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.

	FY09	FY10	FY11	FY12	FY13	FY14	Total
Alabama Department of Transportation	\$ -	\$ 22,473,723	\$ 3,967,000	\$ 1,468,000	\$ -	\$ -	\$ 27,908,723
Community Development Block Grant (CDBG) - Federal	-	26,600	68,497	16,258	-	-	111,355
American Recovery & Reinvestment Act of 2009 (Stimulus)	-	1,853,008	-	-	-	-	1,853,008
Sewer Fund	8,930,000	2,250,000	4,991,666	4,625,000	975,000	4,525,000	26,296,666
Lee County Participation	-	880,000	-	-	-	-	880,000
2003/4 Capital Projects Fund 421	220,000	80,000	-	-	-	-	300,000
2009 5 Mill	3,015,000	3,845,000	1,945,000	-	-	-	8,805,000
West Tech Park/Bent Creek Capital Projects Fund 427	1,463,287	-	-	-	-	-	1,463,287
Sale of Surplus Assets ( ES/PW Complex Land & Buildings)	-	-	-	2,000,000	-	-	2,000,000
Developer Contribution (Development Agreements)	-	415,000	-	90,000	65,000	65,000	635,000
Solid Waste Enterprise Fund	-	-	-	1,000,000	-	-	1,000,000
Grant funding, if available	-	177,092	720,000	1,320,000	260,000	548,000	3,025,092
Water Works Board	-	75,000	191,667	75,000	75,000	125,000	541,667
Parking Authority	-	-	-	800,000	-	-	800,000
General Fund - Project Operations	32,315	28,547	2,094,666	2,050,000	2,165,000	2,190,000	8,560,528
Future 5 Mill	-	-	3,430,000	1,659,000	4,850,000	1,475,000	11,414,000
General Obligation Debt Issue - General Fund	2,031,270	-	-	1,988,500	1,980,150	1,998,710	7,998,630
General Fund, contingent upon sufficient revenues (conditional)	-	-	1,394,100	1,875,700	1,462,256	1,229,000	5,961,056
<b>Total Projects</b>	<b>\$ 15,691,872</b>	<b>\$ 32,103,970</b>	<b>\$ 18,802,596</b>	<b>\$ 18,967,458</b>	<b>\$ 11,832,406</b>	<b>\$ 12,155,710</b>	<b>\$ 109,554,012</b>

Projects	FY09	FY10	FY11	FY12	FY13	FY14	Total
<b>Public Safety</b>							
Fire Stations Repair	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000
Controlled Access				45,000			45,000
Chiller Replacement				50,000			50,000
Fire Station Number 6					250,000	900,000	1,150,000
Remodel Fire Station 1			345,000				345,000
Classroom Building				400,000			400,000
Development Services Building Repaint					100,000		100,000
Public Safety Training Center Drill Towers					180,000		180,000
Expansion of Current Burn Building						195,000	195,000
Console Expansion				90,000			90,000
Antenna/Cable Relocation			20,000				20,000
Firing Range Wall				32,000			32,000
Police Building HVAC						400,000	400,000
Custom Fire Pumper North					385,000		385,000
Custom Fire Pumper for Station 1		250,000					250,000
Custom Pumper for Station 3					415,000		415,000
Custom Pumper for Station 4					425,000		425,000
Public Safety Security Camera System			40,000				40,000
<b>Total - Public Safety</b>		250,000	455,000	617,000	1,755,000	1,495,000	4,572,000
<b>Leisure Facilities</b>							
Frank Brown Renovation/Senior Ctr/Park	100,000	800,000	3,250,000				4,150,000
Lake Wilmore Community Center					4,500,000		4,500,000
Duck Samford Baseball Renovations				425,000			425,000
Soccer Complex Bleachers						200,000	200,000
<b>Total - Leisure Facilities</b>	100,000	800,000	3,250,000	425,000	4,500,000	200,000	9,275,000

FY 2009-2014 Capital Improvement Plan Funding Source Key	FY09	FY10	FY11	FY12	FY13	FY14	Total
ALDOT							
CDBG							
Lee County							
Future 5 Mill							
General Fund Conditional							
2009 5 Mill							
Sewer Fund							
2003/4 Capital Projects							
Solid Waste Fund							
Parking Authority							
Grant funding							
Water Works Board							
General Fund							
American Recovery & Reinvestment Act (Stimulus)							
W. Tech Cap. Projects Fund							
Sale of Surplus Assets							
Developer Contribution							

Projects	FY09	FY10	FY11	FY12	FY13	FY14	Total
<b>Sidewalks/Pedestrian Improvements</b>							
Sanders St Sidewalk: Bragg to school	\$ -	\$ -	\$ 127,100	\$ -	\$ -	\$ -	\$ 127,100
Byrd St Sidewalk: MLK Blvd to Foster St			68,497				68,497
E. University Dr Sidewalk: Glenn to Samford					87,256		87,256
Harper Ave Sidewalk: Ross to Dean						180,500	180,500
N Donahue Sidewalk: Greentree to Pride		26,600					26,600
Lunsford Ave Sidewalk: 849 Lunsford to Bedell				16,258			16,258
Oak St Sidewalk: Old Mill Rd to Samford Ave		56,927					56,927
Sanders St Sidewalk: N Cary to Ridgewood		35,800					35,800
Zellers Ave Sidewalk: Byrd to Foster		58,562					58,562
EUD: Wrights Mill Rd to Auburn Early Education Center		25,803					25,803
S. College St Sidewalk: S. Donahue to EUD		91,900					91,900
Slaughter Ave Sidewalk: 734 to Foster St (CDBG thru ARRA)		84,273					84,273
St. James Sidewalk: 313 to Wright's Mill Rd	32,315						32,315
Downtown Pedestrian/Bicycle Improvements Project		101,700					200,700
Mid-block Crossing Lights Installation	15,000						15,000
<b>Total - Sidewalks/Pedestrian Improvements</b>	<b>47,315</b>	<b>481,565</b>	<b>195,597</b>	<b>16,258</b>	<b>87,256</b>	<b>279,500</b>	<b>1,107,491</b>
<b>Bikeways/Greenways</b>							
Binford Dr Bikeway					65,000		65,000
Grant funding					260,000		260,000
Chadwick Lane Bikeway				180,000			180,000
Grant funding				720,000			720,000
Glenn Ave Bikeway: EUD to Bent Creek			180,000				180,000
Grant funding			720,000				720,000
Parkerson Mill Creek Bikeway				150,000			150,000
Grant funding				600,000			600,000
Webster Rd Bikeway						137,000	137,000
Grant funding						548,000	548,000
Wire Rd Bikeway: Choctawhatchee Creek to Chadwick		65,000					65,000
<b>Total - Bikeways/Greenways</b>	<b>\$ -</b>	<b>\$ 65,000</b>	<b>\$ 900,000</b>	<b>\$ 1,650,000</b>	<b>\$ 325,000</b>	<b>\$ 685,000</b>	<b>\$ 3,625,000</b>
<b>FY 2009-2014 Capital Improvement Plan Funding Source Key</b>							
ALDOT		Sewer Fund	Grant funding	American Recovery & Reinvestment Act (Stimulus)			
CDBG		2003/4 Capital Projects	Water Works Board	W. Tech Cap. Projects Fund			
Lee County		Solid Waste Fund	General Fund	Sale of Surplus Assets			
2009 5 Mill		Parking Authority	General Obligation Debt	Developer Contribution			



Projects	FY09	FY10	FY11	FY12	FY13	FY14	Total
<b>Road Reconstruction</b>							
Resurfacing and Street Striping	\$ 1,750,000	\$ 550,000	\$ 1,250,000	\$ 1,750,000	\$ 2,000,000	\$ 2,000,000	\$ 9,300,000
Resurfacing and Street Striping - ARRA portion		1,250,375					
Widening and Repaving of North Donahue Drive		675,000					675,000
Carlisle Street Resurfacing: Donahue to Clark (CDBG thru ARRA)		30,000					
Bragg Ave Improvements: N Donahue to College/Mitcham				474,000			474,000
Cox Rd Improvements: Wire to W. Veterans					510,400		510,400
Dean Rd Improvements: Thach Ave to Terrace Acres						400,000	400,000
Glenn Ave Improvements: College to Donahue					317,700		317,700
N. Donahue Dr Improvements: Bragg Ave to Bedell Ave				367,000			367,000
ALDOT - MPO-funded portion				1,468,000			1,468,000
<b>Total - Road Reconstruction</b>	<b>1,750,000</b>	<b>2,505,375</b>	<b>1,250,000</b>	<b>4,059,000</b>	<b>2,828,100</b>	<b>2,400,000</b>	<b>14,792,475</b>
<b>Intersection Improvements</b>							
N. College/Glenn Ave Intersection Improvements						100,000	100,000
Cox Road/Sunset/Longleaf Improvements	563,287						563,287
College St/Longleaf Dr Intersection Improvements		55,000					55,000
Fairfield Development Agreement		40,000					40,000
College/Magnolia Intersection Improvements						250,000	250,000
College/Samford Intersection Improvements					365,000		365,000
S. College St/Shug Jordan Pkwy Intersection Improvements				560,000			560,000
College/Southparke Intersection Improvements				35,000			35,000
Donahue/Magnolia Intersection Improvements	1,150,000						1,150,000
EUD/Opelika Rd Intersection Improvements				581,500			581,500
E. University Dr/Sheilton Mill Rd Intersection Improvements					252,500		252,500
Gay St/Thach Ave Intersection Improvements						45,210	45,210
Hwy 14/Shug Jordan Parkway Intersection Improvements					143,550		143,550
Hwy 14/Webster Rd Intersection Improvements						361,000	361,000
N. College St/E. University Dr Intersection Improvements					46,000		46,000
<b>Total - Intersection Improvements</b>	<b>1,713,287</b>	<b>95,000</b>	<b>-</b>	<b>1,176,500</b>	<b>907,050</b>	<b>656,210</b>	<b>4,548,047</b>
<b>Future Roads</b>							
Samford Avenue Extension	2,031,270						2,031,270
Twin City Court		1,160,723					1,160,723
Outer Loop Corridor Study			563,000				563,000
ALDOT funding			187,000				187,000
<b>Total - Future Roads</b>	<b>\$ 2,031,270</b>	<b>\$ 1,160,723</b>	<b>\$ 750,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,941,993</b>
<b>FY 2009-2014 Capital Improvement Plan Funding Source Key</b>	<b>ALDOT</b>	<b>CDBG</b>	<b>Sewer Fund</b>	<b>Grant funding</b>	<b>American Recovery &amp; Reinvestment Act (Stimulus)</b>	<b>W. Tech Cap. Projects Fund</b>	
<b>General Fund Conditional</b>	<b>Lee County</b>	<b>2003/4 Capital Projects</b>	<b>Solid Waste Fund</b>	<b>Water Works Board</b>	<b>W. Tech Cap. Projects Fund</b>	<b>Sale of Surplus Assets</b>	
<b>2009 5 Mill</b>	<b>Future 5 Mill</b>	<b>Parking Authority</b>	<b>General Obligation Debt</b>	<b>General Fund</b>	<b>Developer Contribution</b>		

Projects	FY09	FY10	FY11	FY12	FY13	FY14	Total
<b>Bridges</b>							
Cox Rd/I-85 Interchange	\$ -	\$ 21,313,000	\$ -	\$ -	\$ -	\$ -	\$ 21,313,000
Bridge Replacement: Bent Creek Rd at Moores Mill Creek						575,000	575,000
Bridge Replacement: Gay St at Town Creek				430,000			430,000
Bridge Replacement: Moores Mill Rd at I-85			945,000				945,000
ALDOT funding			3,780,000				3,780,000
Bridge Replacement: N. Donahue Dr		880,000					880,000
Lee County Participation		880,000					880,000
Bridge Improvements: Samford Ave at Brookwood				25,000			25,000
Bridge Improvements: EUD at Summertrees						430,000	430,000
Bridge Replacement: Wire Rd Bridge at Choctaw Creek		500,000					500,000
Bridge Improvements: Wrights Mill Rd at Town Creek			25,000				25,000
<b>Total - Bridges</b>	<b>-</b>	<b>23,573,000</b>	<b>4,750,000</b>	<b>455,000</b>	<b>-</b>	<b>1,005,000</b>	<b>29,783,000</b>

Projects	FY09	FY10	FY11	FY12	FY13	FY14	Total
<b>Traffic Signals</b>							
S. College/Timberwood - Auburn Greens Dev. Agreement		120,000					120,000
Cox Rd/Wire Rd Traffic Signal					100,000		100,000
Glenn Ave/Airport Rd Traffic Signal		125,000					125,000
Glenn Ave/Wright St Traffic Signal				50,000			50,000
Unspecified Development Agreement				50,000			50,000
N. College/Farmville Rd Traffic Signal						65,000	65,000
Unspecified Development Agreement						65,000	65,000
N. College/Shelton Mill Rd Traffic Signal		25,000					25,000
Copper Beech Development Agreement		75,000			65,000		75,000
N. Donahue/Farmville Rd Traffic Signal							65,000
Unspecified Development Agreement					65,000		65,000
Opelika Rd/Saugahatchee Rd Traffic Signal				125,000			125,000
Old Town Station Development Agreement				40,000			40,000
Hwy 14/Willow Creek Traffic Signal				100,000			100,000
S. College/Beehive Rd Traffic Signal			165,000				165,000
S. College/Shell Toomer Pkwy Traf. Signal- West Pace Dev. Agr.		99,000					99,000
Summit Development Agreement		81,000					81,000
Shug Jordan Pkwy/W. Samford Ave Traffic Signal					100,000		100,000
<b>Total - Traffic Signals</b>	<b>\$ -</b>	<b>525,000</b>	<b>165,000</b>	<b>365,000</b>	<b>330,000</b>	<b>130,000</b>	<b>1,515,000</b>

FY 2009-2014 Capital Improvement Plan Funding Source Key	Funding Source	FY 2009-2014 Capital Improvement Plan Funding Source Key	Funding Source
ALDOT	Sewer Fund	ALDOT	Grant funding
General Fund Conditional	2003/4 Capital Projects	General Fund Conditional	Water Works Board
2009 5 Mill	Solid Waste Fund	2009 5 Mill	General Fund
	Parking Authority		General Obligation Debt
			American Recovery & Reinvestment Act (Stimulus)
			W. Tech Cap. Projects Fund
			Sale of Surplus Assets
			Developer Contribution

Projects	FY09	FY10	FY11	FY12	FY13	FY14	Total
<b>Drainage</b>							
CIPP - Cured In Place Pipe	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ 100,000
Alberta/Judd Drainage Improvements		80,010					80,010
Mitchum Ave/Gay St Drainage Improvements				58,700			58,700
Opelika Rd at Guthrie's Drainage Improvements			128,000				128,000
Ross St/Magnolia Ave Drainage Improvements				95,000			95,000
	-	80,010	178,000	203,700	-	-	461,710
<b>City Buildings/Facilities</b>							
City Hall Renovations/Maintenance			125,000				125,000
DSB HVAC Renovations						360,000	360,000
Downtown Parking Improvements	20,000	28,547		300,000			500,000
Parking Deck Improvements				500,000			1,929,000
Public Works/Environmental Services Complex			429,000	1,500,000			2,000,000
Sale of Surplus Assets (existing ES/PW Complex land) portion				2,000,000			2,000,000
Solid Waste Enterprise Fund portion				1,000,000			1,000,000
<b>Total - City Buildings/Facilities</b>	<b>20,000</b>	<b>28,547</b>	<b>554,000</b>	<b>5,300,000</b>	<b>-</b>	<b>360,000</b>	<b>6,262,547</b>
<b>Other</b>							
North College Streetscape Project	200,000						200,000
Auburn Technology Park West Infrastructure	900,000						900,000
Street Light LED Retrofit		134,750					
Tiger Transit Downtown Pullouts		60,000					
Alabama Street Retaining Wall					50,000		50,000
Comprehensive Traffic Study							
Traffic Coordination at Mall		20,000					20,000
Update ADT (Average Daily Traffic)						45,000	45,000
Aerial Photography						125,000	125,000
Sewer Fund			116,666				116,666
Water Works Board			116,666				116,666
Utility Mapping & Asset Maintenance			1,000,000				1,000,000
Sewer Fund		75,000	75,000	75,000	75,000		300,000
Water Works Board		75,000	75,000	75,000	75,000		300,000
Wetland Bank Study			55,000				55,000
	\$ 1,100,000	\$ 364,750	\$ 1,554,999	\$ 150,000	\$ 200,000	\$ 545,000	\$ 3,914,749

FY 2009-2014 Capital Improvement Plan Funding Source Key	Sewer Fund	Grant funding	American Recovery & Reinvestment Act (Stimulus)
ALDOT	2003/4 Capital Projects	Water Works Board	W. Tech Cap. Projects Fund
Lee County	Solid Waste Fund	General Fund	Sale of Surplus Assets
Future 5 Mill	Parking Authority	General Obligation Debt	Developer Contribution

Projects	FY09	FY10	FY11	FY12	FY13	FY14	Total
<b>Sewer</b>							
Northside WPCF Improvements Phase II	\$ 2,065,000	\$ -	\$ -	\$ -	\$ -	\$ -	2,065,000
WPCF Improvements		500,000	3,250,000	3,000,000	500,000	4,000,000	11,250,000
Northside Transfer Force Main	1,165,000						1,165,000
Timberwood Sewer Extension	320,000						
Timberwood Interceptor Reinforcement	815,000						815,000
Choctawhatchee Interceptor Phase II	3,000,000	750,000					3,750,000
Samford Avenue Sewer Extension	210,000						210,000
Regional Sewer Capacity Improvements	100,000	200,000	200,000	200,000	200,000	200,000	1,100,000
Bent Creek West Phase II	255,000	75,000					
Mall Outfall Investigation and Rehab		200,000					200,000
Northeast Outfall Capacity Upgrade		125,000					125,000
Saugahatchee Interceptor Rehab CIPP	1,000,000						1,000,000
Southside Interceptor CIPP Rehab			1,150,000				1,150,000
Tallahoma/Carter/Wrights Mill Rehab		125,000					125,000
Sewer Rehab Projects		200,000	200,000	200,000	200,000	200,000	1,000,000
<b>Total - Sewer</b>	<b>\$ 8,930,000</b>	<b>\$ 2,175,000</b>	<b>\$ 4,800,000</b>	<b>\$ 4,550,000</b>	<b>\$ 900,000</b>	<b>\$ 4,400,000</b>	<b>\$ 25,755,000</b>

FY 2009-2014 Capital Improvement Plan Funding Source Key	Sewer Fund	Grant funding	American Recovery & Reinvestment Act (Stimulus)
CDBG	2003/4 Capital Projects	Water Works Board	W. Tech Cap. Projects Fund
Lee County	Solid Waste Fund	General Fund	Sale of Surplus Assets
2009 5 Mill	Parking Authority	General Obligation Debt	Developer Contribution

**City of Auburn**

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**Public Park & Recreation Board**

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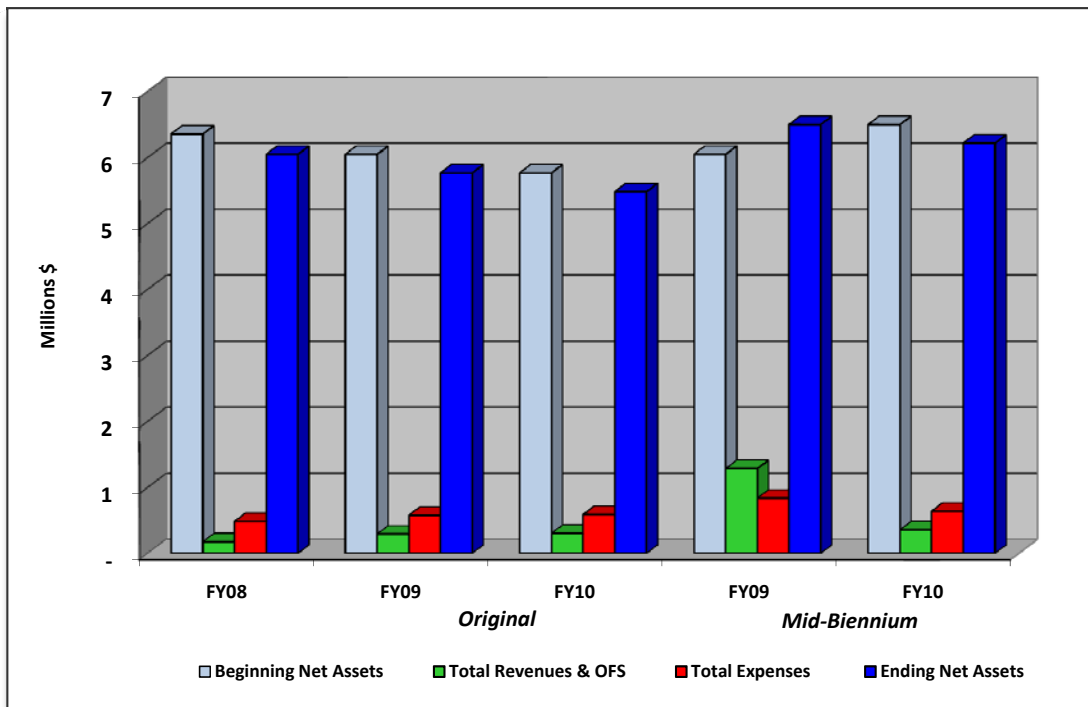
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# City of Auburn

## *Public Park and Recreation Board - Overview of Changes in Net Assets*

**Public Park and Recreation Board Fund** accounts for revenues earned from and costs related to the operation of the Yarbrough Tennis Center.

	Audited	Original Budget			Mid-Biennium
	Actual				Proposed Budget
	FY08	FY09	FY10	FY09	FY10
<b>Beginning Net Assets</b>	\$ 6,356,658	\$ 6,050,157	\$ 5,767,306	\$ 6,050,157	\$ 6,499,758
Operating Revenue	118,690	103,900	103,900	127,600	124,600
Other Financing Sources (OFS)	58,164	190,000	200,000	1,159,384	232,295
<b>Total Revenues &amp; OFS</b>	<b>176,854</b>	<b>293,900</b>	<b>303,900</b>	<b>1,286,984</b>	<b>356,895</b>
<b>Total Expenses</b>	<b>483,355</b>	<b>576,751</b>	<b>588,625</b>	<b>837,383</b>	<b>638,485</b>
Excess of Revenues and OFS over Expenses	(306,501)	(282,851)	(284,725)	449,601	(281,590)
<b>Ending Net Assets</b>	<b>\$ 6,050,157</b>	<b>\$ 5,767,306</b>	<b>\$ 5,482,581</b>	<b>\$ 6,499,758</b>	<b>\$ 6,218,168</b>



# City of Auburn

## Public Park and Recreation Board - Revenues and Expenses

	Audited Actual	Original Budget			Mid-Biennium Proposed Budget		Increase / (Decrease) Proposed>Original	
<b>Revenue</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY09</b>	<b>FY10</b>	<b>FY09</b>	<b>FY10</b>	
<i>Operating Revenue</i>								
Tennis Center Revenue	\$ 22,473	\$ 20,000	\$ 20,000	\$ 12,000	\$ 12,000	\$ (8,000)	\$ (8,000)	
Membership Fees	20,250	11,000	11,000	12,000	12,000	1,000	1,000	
Tennis court Fees	25,713	22,800	22,800	32,800	30,000	10,000	7,200	
Supplies for Resale	186	100	100	800	600	700	500	
Reimbursement/Auburn University	50,068	50,000	50,000	70,000	70,000	20,000	20,000	
Total Operating Revenue	<u>118,690</u>	<u>103,900</u>	<u>103,900</u>	<u>127,600</u>	<u>124,600</u>	<u>23,700</u>	<u>20,700</u>	
<i>Other Financing Sources</i>								
Transfer in - General Fund	-	190,000	200,000	526,913	232,295	336,913	32,295	
Transfer in - Fund 426	2,107	-	-	411,651	-	411,651	-	
Transfer in - Fund 428 (AU portion)	56,057	-	-	220,820	-	220,820	-	
Total Other Financing Sources	<u>58,164</u>	<u>190,000</u>	<u>200,000</u>	<u>1,159,384</u>	<u>232,295</u>	<u>969,384</u>	<u>32,295</u>	
<b>Total Revenue &amp; Other Sources</b>	<b><u>176,854</u></b>	<b><u>293,900</u></b>	<b><u>303,900</u></b>	<b><u>1,286,984</u></b>	<b><u>356,895</u></b>	<b><u>993,084</u></b>	<b><u>52,995</u></b>	
<i>Expenses</i>								
<i>Tennis Center</i>								
Personal Services	61,072	146,201	149,634	173,114	185,556	26,913	35,922	
Contractual Services	117,769	120,711	129,152	120,711	129,152	-	-	
Commodities	17,306	22,600	22,600	22,600	22,600	-	-	
Capital Outlay	-	-	-	-	-	-	-	
Total Tennis Center	<u>196,147</u>	<u>289,512</u>	<u>301,386</u>	<u>316,425</u>	<u>337,308</u>	<u>26,913</u>	<u>35,922</u>	
<i>Non-departmental</i>								
Contractual Services	3,161	3,192	3,192	3,902	3,902	710	710	
Projects - AU Portion	-	-	-	220,820	-	220,820	-	
Depreciation expense	284,047	284,047	284,047	296,236	297,275	12,189	13,228	
Total Non-departmental	<u>287,208</u>	<u>287,239</u>	<u>287,239</u>	<u>520,958</u>	<u>301,177</u>	<u>233,719</u>	<u>13,938</u>	
<b>Total Expenses</b>	<b><u>\$ 483,355</u></b>	<b><u>\$ 576,751</u></b>	<b><u>\$ 588,625</u></b>	<b><u>\$ 837,383</u></b>	<b><u>\$ 638,485</u></b>	<b><u>\$260,632</u></b>	<b><u>\$ 49,860</u></b>	
Excess (deficit) of Revenue and OFS over (under) Expenses	\$ (306,501)	\$ (282,851)	\$ (284,725)	\$ 449,601	\$ (281,590)	\$732,452	\$ 3,135	
Beginning Net Assets	<u>6,356,658</u>	<u>6,050,157</u>	<u>5,767,306</u>	<u>6,050,157</u>	<u>6,499,758</u>			
Ending Net Assets	<u>\$ 6,050,157</u>	<u>\$ 5,767,306</u>	<u>\$ 5,482,581</u>	<u>\$ 6,499,758</u>	<u>\$ 6,218,168</u>			
Depreciation (non-cash expense)	284,047	284,047	284,047	296,236	297,275			
Accrual basis net income	(306,501)	(282,851)	(284,725)	670,421	(281,590)			

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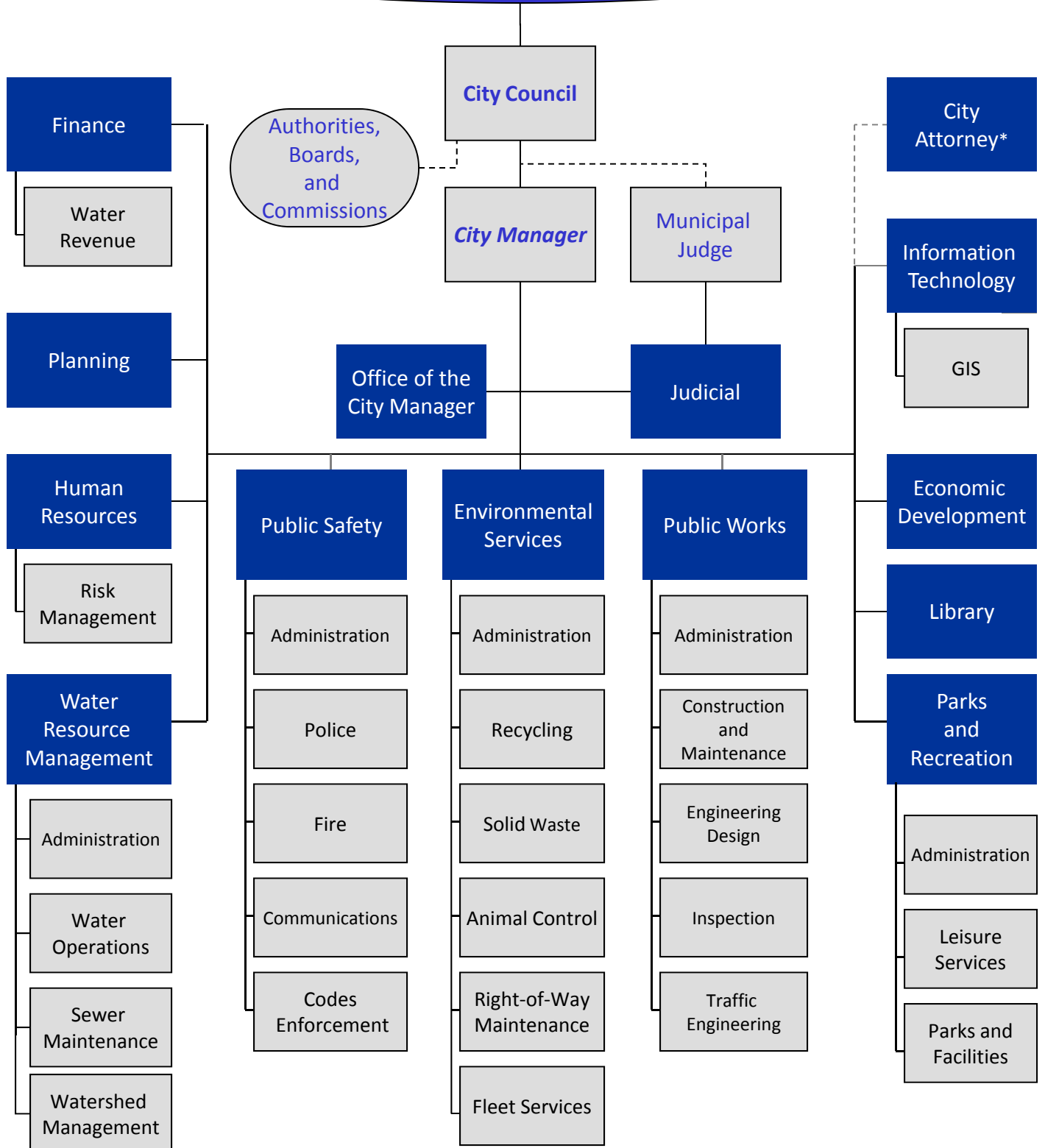
    Planning Department..... 115

    Water Resource Management Department. 117



# Organization Chart

*Citizens of Auburn*



\* City Attorney services are contracted outside the organization

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

## Outside Agencies' Funding by Agency Type

	Original Budget		Mid-Biennium Proposed Budget	
	FY09	FY10	FY09	FY10
<b>Governmental -</b>				
<b>State of Alabama / Lee County</b>				
Administrative Office of Courts-Lee County Juvenile Court	18,612	18,612	18,612	18,612
Department of Public Health-Lee County Health Department	47,904	47,904	47,904	47,904
Department of Mental Health-East Alabama Mental Health	42,000	42,000	42,000	42,000
Lee Co. Emergency Management Agency (EMA)-Operations	20,000	20,000	20,000	20,000
Lee County EMA - Warning Sirens	11,903	11,903	11,903	11,903
Lee County Youth Development Center*	45,200	45,200	45,200	45,200
<i>Total - State and County</i>	<b>185,619</b>	<b>185,619</b>	<b>185,619</b>	<b>185,619</b>
<b>Auburn University</b>				
Alabama Cooperative Extension Service	10,000	10,000	10,000	10,000
Airport - Operations	21,647	21,647	21,647	21,647
Airport - Terminal Improvements	523,000	100,000	523,000	100,000
Airport - Runway Expansion	30,000	30,000	30,000	30,000
Jule Collins Smith Museum of Fine Art	50,000	50,000	50,000	50,000
<i>Total - Auburn University</i>	<b>634,647</b>	<b>211,647</b>	<b>634,647</b>	<b>211,647</b>
<b>Lee-Russell Council of Governments (COG)</b>				
Operations	108,450	113,875	108,450	108,450
Capital Outlay	4,650	-	4,650	-
<i>Total Lee-Russell COG</i>	<b>113,100</b>	<b>113,875</b>	<b>113,100</b>	<b>108,450</b>
<b>Auburn-Opelika Convention and Visitors Bureau</b>				
	210,000	220,500	210,000	220,500
<i>Total Governmental Entities</i>	<b>1,143,366</b>	<b>731,641</b>	<b>1,143,366</b>	<b>726,216</b>
<b>Non-Profit Organizations</b>				
Auburn Day Care Centers, Inc.	50,000	50,000	50,000	50,000
Boys and Girls Clubs of Lee County	18,123	18,123	18,123	18,123
Child Advocacy Center	5,000	5,000	5,000	5,000
Community Market of the Lee County Food Bank	25,000	25,000	25,000	25,000
Domestic Violence Intervention Center	15,000	15,000	15,000	15,000
East Alabama AIDS Outreach	3,500	3,500	3,500	3,500
East Alabama Services for the Elderly (EASE)	12,500	12,500	12,500	12,500
Junior Service League	-	-	-	-
Lee County Red Cross	-	-	10,000	10,000
<i>Total Non-Profit Organizations</i>	<b>129,123</b>	<b>129,123</b>	<b>139,123</b>	<b>139,123</b>
<b>Total Outside Agencies' Funding</b>	<b>1,272,489</b>	<b>860,764</b>	<b>1,282,489</b>	<b>865,339</b>

**Increases** or **decreases** in proposed budget are noted in the Mid-Bienium columns. Requests from agencies for additional appropriations follow this page.

\* Lee County Youth Development Center is a non-profit organization that was incorporated by Lee County and several adjacent counties to provide centralized youth detention services.



STATE OF ALABAMA  
DEPARTMENT OF PUBLIC HEALTH  
DONALD F. WILLIAMSON, M.D. • STATE HEALTH OFFICER

---

LEE COUNTY HEALTH DEPARTMENT

May 22, 2009

Ms. Andrea Jackson, Finance Director  
City of Auburn  
144 Tichenor Avenue Suite 5  
Auburn, AL 36830

Dear Ms. Jackson:

This is submitted to request an appropriation to the Lee County Health Department for the Fiscal Years 2009 and 2010. I will be happy to provide additional information or appear before the City Council to assist in your consideration of this request.

As requested, I have attached financial reports for Fiscal Year 2008. These reports reflect budgeted and actual of all federal and general operations revenue and expenditures. Please let me know if additional information or clarification is needed.

We appreciate the support from the City of Auburn and what that supports means to the residents. Your consideration and approval of a ten a percent increase for an appropriation of \$52,694.40 for each fiscal year period would help assure a continued stable provision of public health services.

Thank you for your consideration.

Sincerely,

*Constance G. King*

Constance G. King, Administrator  
Lee County Health Department

CGK/LGC  
Attachment



**American  
Red Cross**

Lee County Chapter

Lee County Chapter  
206 26th St.  
Opelika, AL 36801  
Tel: 334-749-9981  
Fax: 334-749-8299  
[www.leeerdcross.org](http://www.leeerdcross.org)

May 21, 2009

City Council c/o Michael Edwards  
City of Auburn  
144 Tichenor Ave  
Auburn, AL 36830

Dear City Council;

First, I would like to thank you for your support of our emergency services for the City of Auburn for the current fiscal year in the amount of \$10,000. We have responded to 20 separate families (56 individual clients) who needed assistance from house fires and severe weather as of April 2009. We were able to provide these families with emergency shelter, food and clothing that they needed.

I would like to request that you renew the appropriations of \$10,000 allocated from the general budget for fiscal year 2010. Our chapter dispersed \$8,661 in direct aid to the 56 individuals assisted within the City of Auburn. This makes up close to 30% of our assistance in Lee County.

Our disaster response service is vital and compliments that of your emergency response services. The City's fire response stops the physical destruction. It is hard for the firefighters to leave a devastated family behind with no resources and nowhere to go. The Lee County Red Cross disaster action teams are activated by your fire service or the local police authority when a fire or other disaster occurs and helps the devastated family with their immediate needs of shelter, food and clothing.

The American Red Cross is there at the request of emergency response personnel to make arrangements for temporary food, clothing and shelter. **No other agency in Auburn provides these services, which are available 24 hours a day, 365 days a year.** I am requesting the City of Auburn to appropriate \$10,000 for emergency services. We receive \$10,000 from the City of Opelika and \$10,787 from the County for emergency response and training. These dollars only scratch the surface of our services to the community.

I believe our partnership is crucial for citizens that experience the crisis disasters can bring. I appreciate your consideration of the Lee County Red Cross' funding request of \$10,000 annually for the fiscal year 2010. Please contact me if you need further information. I look forward to hearing from you soon.

Sincerely;

Beth Witten  
Development Officer

## LEE COUNTY RED CROSS FUNDING REQUEST PREPARED FOR CITY OF AUBURN

We are requesting \$10,000.00 for fiscal year 2010. The funds requested will be used for our local disaster relief program serviced within the City of Auburn. This program provides disaster education to the community; disaster training for our staff and/or volunteers that respond 24 hours a day, seven days a week to families who have experienced disasters such as fires, flooding, tornadoes and hurricanes as well as provides emergency shelter, food and clothing.

To qualify for Red Cross assistance one must be a resident of Lee County, AL and we must be able to document the loss (i.e. with a fire report, physical damage assessment and inspection etc.). There are no income or insurance requirements. The Lee County Red Cross provides basic emergency response including food, clothing, shelter, replacement of eyeglasses and referrals for household items within 15 days of a disaster at no cost to the client.

A viable American Red Cross Emergency Services program is an irreplaceable service for any community. In many ways the benefits are hard to measure. Peace of mind and the knowledge that the nation's premier disaster response agency is ready to respond with all the assets of the local chapter, mutual aid from neighboring chapters and the weight of a full national response if conditions require it are irreplaceable.

The benefits of the local Red Cross Chapter to the local community lie in **four general areas**. The first three are disaster related.

The most visible of those three is **response**. This is the direct service that Red Cross provides when a disaster has happened. Whether that is a home fire, weather related as in the recent tornados to strike our area, support for search parties for a missing student are the quick response to a large apartment complex fire such as the one that took place in January of last year in Auburn. The sheltering, feeding, and care given the victims of these disasters are critical first steps in the process of recovery.

The citizens of Auburn have been the recipient of \$8,661.20 in direct disaster financial assistance. 20 separate families and 56 individuals have been the recipients of this assistance. This does not include in-kind assistance, referrals to other resources and mental health or other non-financial assistance.

The second aspect is **readiness**. This is the planning and preparation that goes into ensuring the Chapter is ready to respond to all disasters regardless of the size. This is a largely invisible component of disaster services but is critical to the timely and effective response to a crisis. The pieces of this include material readiness, personnel and training, and the planning and coordination required to standup an effective disaster response.

This is often the most expensive component of a disaster plan. Readiness includes insuring the availability of suitable facilities, communications, response vehicles, cots, blankets, coolers and all the consumables that will be required when the time comes. Many of these items have a limited shelf life and must be monitored to maintain a reasonable inventory and adequate response. Our goal is to maintain a readiness level to



handle any disaster up to a fifty family response without outside assistance and to be prepared to manage a catastrophic disaster for up to five days until national assets are able to mobilize and arrive in the area.

The most critical part of readiness is Human Resources. Our chapter is blessed with a large number of dedicated individuals that have undergone extensive training and have the experience to manage a disaster response at all levels. The training ranges from the most basic classes required to become a part of a response, to advanced classes for those that have chosen leadership roles. In addition to the formal classes, our disaster responders are engaged with on-the-job training. This takes place at all levels from the single family home fire to major disasters throughout the country. Many of our responders have chosen to be available to deploy to disasters outside our community to assist in large scale responses. While this is critical to those Responses, the value to the local community is great as well. The training that is received in a two or three week deployment to an active disaster is something that can't be duplicated in a classroom. In addition, due to their long involvement, many of our local responders have become the leaders at a national level and are able to bring that expertise to bear on any local activities that come to pass.

The third component is **individual preparedness**. Red Cross is an active leader in this area for the community. Through numerous seminars, classes, Community Emergency Response Training (CERT) and outreach; Red Cross has delivered the message to area residents that they are also responsible for their ability to weather adverse situations as well as their individual recovery. Red Cross' role as a leader in the area Voluntary Organizations Active in Disaster (VOAD) and through the Ready Lee County program has been instrumental in ensuring that residents, businesses, and health care providers are well positioned to react in a reasoned manner to catastrophic events.

The fourth component supplied by Red Cross Emergency Services is for **Service to the Armed Forces**. While not a directly related, disaster caused service, the Emergency Communications for members and families of Armed Forces is a vital part of our mission and the American Red Cross is the **ONLY** agency in the country that has the authority to supply the required verifications needed to process and disseminate the messages that inform our service people of crisis at home and allow the military to make an informed decision as to allow those individuals emergency leave in order to deal with those unfortunate situations.

In order to maintain this highly functional response mechanism, a modest amount of financial backing is critical. Our Chapter does not receive national funding and is able to maintain its operations due to the generosity of individuals, businesses and the communities they serve.

Some of the specific annual associated costs include:

- Direct payment to Clients - \$8,661.00 (City of Auburn only)
- Training - \$4,500.00
- Communications - \$6,026.00
- Vehicle, fuel, transportation - \$3,900.00
- Consumables - \$3,000.00

Our proposed annual budget for fiscal year 2010 is a balanced budget of \$385,450. We close our 2009 fiscal year June 30, 2009. We will end our fiscal year in a deficit. The deficit is due to an increase in disaster response for 2008-2009. We responded to Hurricane Gustav, the largest evacuation in US history and recently to the Salem Tornado in conjunction with a decrease in individual contributions due to a weakened economy.

Our proposed budget for fiscal year 2010 was decreased over the current year in order to be more fiscally sound in a weakened economic climate. We decreased our budget in several key expense areas in order to ensure more resources for emergency response. Our budget includes a \$10,000 allocation from the City of Auburn under the **contracts category within Revenue and the disaster services category within Expenses**. The revenue category includes proposed level funding from our current contracts with the City of Auburn, City of Opelika and the Lee County Commission and includes \$5,000 for an allocation request from the City of Smith Station. It is contained in this category as we are provided a contract for emergency services for each municipality served.



**LEE-RUSSELL  
COUNCIL OF GOVERNMENTS  
AREA AGENCY ON AGING**

Mayor Gary Fuller  
Chairman

Suzanne G. Burnette  
Executive Director

June 25, 2009

The Honorable Bill Ham, Jr.  
Mayor of Auburn  
144 Tichenor Avenue, STE 1  
Auburn, AL 36830

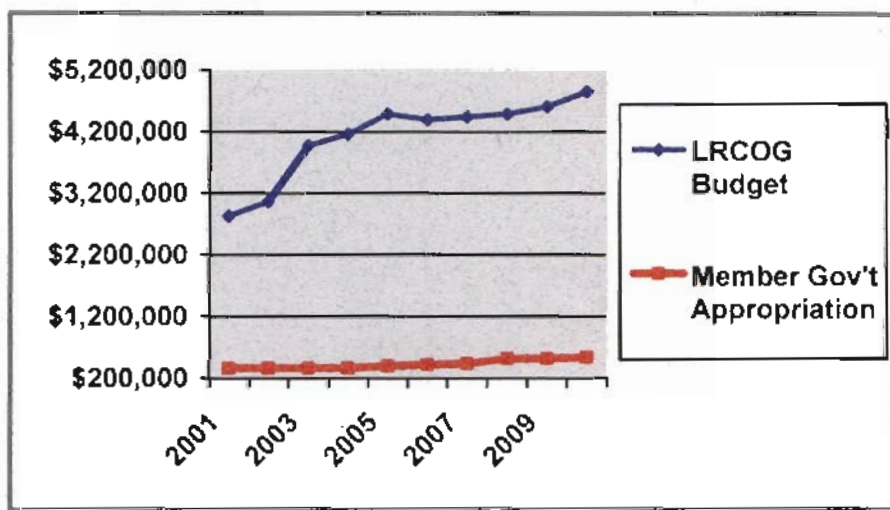
Re: Lee-Russell Council of Governments Fiscal Year 2010 Budget Request

Dear Mayor Ham:

Thank you and the City Council for more than 41 years of support to the Lee-Russell Council of Governments to fund the City's programs. It is an honor to serve the member governments and citizens in Lee and Russell Counties. Without your investment millions of federal and state dollars would not come to this region.

I am enclosing the request for the City of Auburn's appropriation to the Lee-Russell Council of Governments (LRCOG) for Fiscal Year 2010 (FY10) to match the Federal and State funds. **We are requesting \$108,400 for FY 2010. This is level funding from FY09 total budget request of operating and capital improvements. This is \$5,475 less than the \$113,875 we requested last year for FY 2010 of the biennial budget.**

The chart below shows our budget increases since 2001, with appropriations from member governments of \$73,543 each for five members 2001-2004 and \$80,900 for 2005, \$85,000 for 2006, \$89,250 for 2007, \$93,750 for 2008, \$108,400 for 2009 and \$108,400 for 2010. This is an annual average increase of 4.7% over the last ten years.





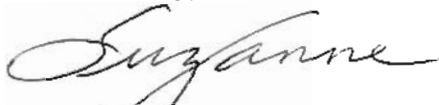
Although we are requesting level funding, our budget estimates show that we will have to use \$35,755 of the agency's reserve funds to cover the shortfall. We have not yet received our allocation amounts from the Alabama Legislature FY10 budget and we may have to approach the City for additional funds during the year, or we will be forced to cut some of your programs for the elderly and/or transit.

For FY10 the aging programs will require a local match from the City of Auburn of \$53,378. Title V Senior workers need a match of \$1,681; Lee-Russell Public Transit (LRPT, formally LETA) will need \$29,129. Transportation planning needs \$22,212 and other economic development programs will need \$2,000 in local match dollars from the City for a total of \$108,400.

The attached Budget Estimate identifies the programs for which the City's match will be used. It provides the return the City of Auburn and its citizens can expect to receive on the investment in programs administered by our agency. **The City's \$108,400 investment will leverage over \$15.3 million for the City in FY10.**

Please do not hesitate to call if you need additional information or have questions. I, or Van Vanoy my Finance Director, will be happy to meet with you, the Budget Committee and the Council at your convenience to discuss this budget information, if deemed necessary.

Sincerely,



Suzanne G. Burnette  
Executive Director

## City of Auburn

### Schedule of Tax and Fee Rates

Revenue Source	Rates				Effective Date of Most Recent City Rate Change	
	City	County	State	Total		
<b>General Fund</b>						
Sales Tax	general items	3%	1%	4%	8%	August 1, 2003
	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¢			
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	\$5, meter violation (\$10 if not paid in 48 hours) \$50, parking in leased space \$100, parking in handicapped space					November 5, 2002
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.					Sep-08
Planning Fees	various					January 1, 2003
Inspection Fees	First and second inspections included in building permit fee; \$25 for third inspection; \$100 thereafter.					March 16, 2004
<b>Five Mill Tax Fund</b>						
Ad valorem (property) tax	5 mills (\$.50 per \$100)		<i>(see summary on next page)</i>			Prior to 1948
<b>Special School Tax Fund</b>						
Ad valorem (property) tax	11 mills (\$1.10 per \$100)		<i>(see summary on next page)</i>			October 1, 1996
<b>Additional School Tax Fund</b>						
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

		<b>Mills<sup>^</sup></b>
<b>City of Auburn</b>		
General Fund	5.0	
Education	16.0 *	
Debt repayment	5.0	
<i>Total City of Auburn</i>		26.0
 <b>Lee County</b>		
General Fund	6.5	
Education	5.0 *	
Roads and bridges	3.0	
<i>Total Lee County</i>		14.5
 <b>Distributed by Lee County</b>		
Lee County Hospital (EAMC)	2.5	
Children's homes	1.5	
Auburn District Schools	3.0 *	
<i>Total Distributed by Lee County</i>		7.0
 <b>State of Alabama</b>		
General Fund	2.5	
Education	3.0 *	
Veterans' Pension	1.0	
<i>Total State of Alabama</i>		6.5
<b><i>Total mills on property within Auburn</i></b>		<b>54.0</b>

\* Total mills for education = 27

<sup>^</sup> A mill of property tax is calculated as one cent per dollar (\$10 per \$1,000) of the property's assessed valuation. Residential property is assessed at 10% of its appraised valuation.

**City of Auburn**  
**Fee Schedule for Water, Sewer and Garbage Services**  
*(as of July 1, 2009)*

**Deposits**

Meter Size	Water	Sewer
3/4"	\$ 37.50	\$ 50.00
1"	75.00	100.00
1½"	135.00	180.00
2"	225.00	300.00
3"	450.00	600.00
4"	750.00	1,000.00
6"	1,200.00	1,595.00
8"	1,200.00	1,595.00

**Access Fees**

Meter Size	Water *	Water (Effective October 1, 2009)*	Sewer*^
3/4"	\$ 1,000	\$ 1,200	\$ 1,400
1"	2,000	2,400	2,875
1½"	4,000	4,800	5,250
2"	8,000	9,600	8,200
3"	16,000	19,200	15,900
4"	30,000	36,000	24,500
6"	50,000	60,000	47,500
8"	100,000	120,000	74,500
10"	150,000	180,000	74,500

\* Water and Sewer Access Fees for single family, multi-family and master metered residential development are calculated on a per unit basis.

^ Sewer Access Fees are scheduled to increase again on April 1, 2010.

**Tap Fees**

Meter Size	Water	Sewer
1"	\$ 750	No Paved Road, plus \$12.00 for each linear foot in excess of (30) linear feet. \$ 490
2"	1,200	Paved Road, plus \$25.00 for each linear foot in excess of (30) linear feet. 865

**Water Meter Set Fees (existing "stubbed out" services)**

Water Meter Size	Fee
3/4"	\$ 200
1"	225

**Minimum Monthly Charges**

Meter Size	Water **	Sewer **
3/4"	\$ 11.10	\$ 11.16
1"	18.48	18.66
1½"	36.94	37.29
2"	55.40	55.95
3"	120.04	121.21
4"	240.10	242.40
6"	480.16	484.82
8"	960.35	N/A
10" or larger	1,829.24	N/A

**Monthly Charges (water and sewer charges based on water usage)**

Water Usage	Water **	Sewer **	Garbage ^^
0 - 3,000 gallons	\$ 11.10	\$ 11.16	
Next 17,000 gallons	\$2.93 per 1,000 gallons	\$3.72 per 1,000 gallons	
Over 20,000 gallons	\$2.93 per 1,000 gallons	\$3.72 per 1,000 gallons	
Curb-side pick-up			\$17.00
Back yard pick-up			\$26.50

\*\* 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

### **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

**Fiscal Year FY 2009 Departmental Goals  
3<sup>rd</sup> Quarter Updates**

## Judicial

1. Issue a recommendation on the use of private probation services for procedures such as house arrest as alternatives to incarceration.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Providers continue to be screened for this service.*
2. Identify and evaluate providers for counseling services for defendants and those convicted of crimes indicating obsessive/compulsive behavior and issue a recommendation.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*We have initiated a novel counseling program for shoplifting offenders; the program last for six weeks and is paid for by the defendant. Initial reports are very positive.*
3. In cooperation with Information Technology, acquire new software to automate the processing of files in the courtroom, and the transfer of data to the clerk's office to automatically produce part-pay forms, creation of subpoenas, etc....  
Anticipated to commence by *10/1/2008* and be completed by *6/1/2009*  
*Judicial is ready to move forward with this program; we are on hold pending compatibility with new software for police.*
4. Redesign and implement a new Citywide Departmental Citation for ordinance violations  
Anticipated to commence by *10/1/2008* and be completed by *12/1/2008*  
*Goal has been met*
5. Develop and implement an arraignment day. This will allow officers of the court to be more prepared for cases they know will be trials at a later date and also allow defendants who wish to enter a guilty plea to do so at that time.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Procedures are being tested to fully implement this goal.*

## Information Technology

1. Expand the Wireless Mesh Network to include the Auburn University Campus, the section of South College Street from Magnolia Avenue to Samford Avenue, the section of West Glenn Avenue from North College Street to North Donahue Drive.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*We have installed four more access points making a total of 20 Mesh Access Points installed to date. We plan on installing the remaining 28 Mesh Access Points by the end of September. We have been experiencing some difficulties with the mesh access points around the Doug Watson Municipal Complex. We have temporarily delayed installing additional Mesh Access Points until we identify and resolve cause of the problems we are experiencing.*
2. Upgrade Unity (the City's phone system software) to version 6.x.  
Anticipated to commence by *10/1/2008* and be completed by *12/31/2008*  
*This goal has been accomplished. The City's phone system is now running Cisco Call Manager V6.0.*
3. Enhance the City's website to include Podcasting, RSS feeds, an improved search engine and Web 2.0 e-government channels combined with more traditional e-Services through a redevelopment of the underlying structure of the website, building on the work that was done in the previous biennium.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*This goal continues on schedule. The City's website continues to be updated with new features. The e-Notifier system has added additional categories in the area of Environmental Services and will continue to undergo additional refinement as the various departments identify additional needs. We are currently reviewing the possibility of establishing a Face Book, MySpace, YouTube and Twitter presence. IT staff is meeting with staff from the other departments to further explore this possibility. If it is deemed feasible, we will have this presence completed by the end of September, 2009.*
4. In cooperation with Microsoft, design and implement a "best practices" use of SharePoint technology to facilitate collaboration, document management and document storage.  
Anticipated to commence by *10/1/2008* and be completed by *11/30/2009*  
*We have contacted Microsoft to discuss how to proceed with this goal. We are still awaiting their response.*
5. Install the Cisco Emergency Responder for enhanced 911 location tracking.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*This software has been installed and configured. It is currently being tested before a wide scale deployment. The preliminary tests identified some technical issues that we are currently working out with AT&T.*
6. Design and implement an Information Technology interdepartmental survey to gauge IT's effectiveness in meeting the needs of the organization and to identify those areas needing attention.  
Anticipated to commence by *1/5/2009* and be completed by *5/31/2009*  
*This goal has been accomplished. The survey module has been deployed and is functioning as expected.*



7. Continue to receive and publish LIDAR, Infrared and Building Height data from the 2008 Aerial Photography Project. While all deliverables are expected to be received by September 30, 2008, considerable work by IT staff is needed to render the data suitable for publication on the GIS website.  
Anticipated to commence by 10/1/2008 and be completed by 11/30/2008  
*This goal has been completed. All of the aeriels, LIDAR, and all other deliverables for this project have been received and are now part of the City's GIS internal and external system.*
8. Implement an Exchange (e-mail) cluster.  
Anticipated to commence by 1/5/2009 and be completed by 6/30/2009  
*This goal has been accomplished. The City is now utilizing a redundant cluster of Microsoft Exchange servers running Microsoft Exchange V2007 SP1. This setup allows even more reliability for our e-mail system as it provides a hot-swappable spare e-mail server that will come on-line if the main server were to fail.*
9. Rollout Microsoft Office 2007 to all workstations.  
Anticipated to commence by 10/1/2008 and be completed by 2/28/2009  
*This goal has been accomplished. All computers within the City have been updated with Office 2007.*
10. Provide two training courses each for web page editing, SharePoint site creation and maintenance and Laserfiche use.  
Anticipated to commence by 11/1/2008 and be completed by 9/30/2009  
*We have completed one training course. We will schedule a second course for sometime in the summer of '09.*
11. Assist the Public Safety Department with the installation of new Computer Aided Dispatch, Police Records Management and Mobile Data Software.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*All of the existing Police and Communication's data have been converted to the Southern Software format. The Police Records Management and the Computer Aided Dispatch programs have been installed. Training on these two packages has been setup for most of the month of July. We are currently planning on an August 3, 2009 "go live" date.*
12. Assist the Public Safety Department with the Mobile Data Project - second phase of 20 mobile data terminals.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*An additional grant has been received that will allow us to purchase 32 more laptops and software licenses for our Police vehicles. The authorization to proceed with this purchase will be put on the July 7, 2009 City Council Agenda. While this goal originally only anticipated the purchase and installation of the first 30 laptops. I am extending this goal to include the purchase and installation of these additional computers. It is anticipated that the computers will all be installed by the end of September, 2009.*
13. Assist the Municipal Court with the acquisition of new software and automation of Court procedures.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*New software has been acquired and installed for the Auburn Municipal Court. Court personnel computers have been enhanced to accommodate the new software. Court personnel began testing this software in May and decided to wait until the new Police software was installed and operational so that they would not have to do additional data*

*entry of the traffic citations. It is expected that once the new Police software is operational, the Court software vendor will create an application that allows for the traffic citation data entered in the Police software to be automatically transferred to the Court software just as the present system does.*

14. Assist the Finance Department with the expansion of paperless processes with respect to the financial management software.  
Anticipated to commence by *2/1/2009* and be completed by *9/30/2009*  
*Aspects of this project are currently ongoing. IT staff and Finance staff are discussing how to best proceed to accomplish this goal.*
15. Assist the Finance Department with implementing online filing and payment of City license fees and taxes.  
Anticipated to commence by *3/1/2009* and be completed by *9/30/2009*  
*We have undated the EDEN software to that vendor's latest version. This is the prerequisite step before we install the Web Extensions product and setup the online payment system. This goal is proceeding on schedule.*
16. Assist the Finance Department in assessing the feasibility of using electronic signature pads within the wireless service order system.  
Anticipated to commence by *10/1/2008* and be completed by *2/28/2009*  
*This goal is on hold at this time.*
17. Assist the Finance Department with producing Water Board refund checks using the financial management system.  
Anticipated to commence by *10/1/2008* and be completed by *12/31/2008*  
*The vendors (CNI and Tyler) have completed the programming necessary to accomplish this task. IT is in the process of testing the programs to verify that they function as expected. If the testing results prove positive, the next step is to run a simulation using the two systems (UMS and EDEN) in a test environment. Assuming a successful simulation test, this task will be completed by September 30th.*
18. Assist the Finance Department with a study to determine the feasibility and cost of deploying a reverse 311 system to notify water customers of cut-offs and other water and sewer issues.  
Anticipated to commence by *6/1/2009* and be completed by *9/30/2009*  
*We have evaluated the need for a reverse 311 system and cannot justify it. Except for just two times each year, there is not enough volume to warrant such a system. It is our analysis that the time and effort needed to create the 311 call list, maintain the 311 call list and then follow up on the missed calls would be no less than what employees are currently doing and may even be more cumbersome. We have recommended against implementing this procedure.*
19. Assist the Finance Department with a security audit of the water customers' data.  
Anticipated to commence by *4/1/2009* and be completed by *10/31/2009*  
*This goal is on hold at this time.*
20. Assist the Finance Department with a study to determine the feasibility of implementing a totally paperless bid process using the City's website.  
Anticipated to commence by *1/1/2009* and be completed by *9/30/2009*  
*A new Purchasing Coordinator has been hired. IT staff have contacted her to setup time with her to discuss how to proceed with this goal. The Bid webpage has been redesigned and the bid posting procedures have been updated to accommodate an eventual implementation of a paperless bid process. This goal is proceeding.*

21. Assist the Human Resources Department with the continued implementation of the automated time and attendance system throughout the workforce.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*This goal is ongoing and significant progress has been achieved. Preparations for the next phase has begun and the project is on time.*
22. Assist the Public Safety Department with establishing a sub-station on the Auburn University campus.  
Anticipated to commence by 10/1/2008 and be completed by 7/30/2009  
*Discussions with AU are ongoing.*
23. Assist the Public Safety Department with the implementation of a Building Plans GIS viewer to review electronic plan submittals.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*GIS personnel continue to work with Public Safety personnel on this project. A preliminary viewer has been established. GIS personnel are currently working on a LaserFiche integration so that the documents being viewed will be stored in the LaserFiche document management system. This goal is continuing and is being coordinated with the work in accomplishing goal #24 and goal #26.*
24. Assist the Public Safety Department with implementation of a paperless building files system including electronic templates and checklists.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*We are pursuing this goal in coordination with goal #23 and goal #26. These two goals will proceed in parallel.*
25. Work with the Public Safety Department to expand the NCIC/ACJIC system to the Investigative Section of the Police Division and to expand the system to include use in the Municipal Court.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*We have petitioned the Alabama Criminal Justice Information Center (ACJIC) for additional ORI extension numbers to cover all 30 police laptops, ten police computer terminals and three Municipal Court computer terminals. We are awaiting to hear the decision from the ACJIC. We have provided ACJIC with network diagrams and declarations of security. We anticipate having this goal completed by the end of September 2009.*
26. Work with the Public Safety Department to link current pre-fire plans to the GIS system and make them available through the mobile system.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/3009  
*We are continuing to work on a GIS viewer that will incorporate fire plans into the City's GIS system. This goal is proceeding on schedule and in coordination with goal #23 and goal #24.*
27. Assist the Public Safety Department with the update of fire response zones to include recently annexed areas of the City.  
Anticipated to commence by 10/1/2008 and be completed by 4/30/2009  
*This goal has been accomplished. The new fire zones have been devised and are now part of the City's GIS system.*

28. Assist the Library with expanding electronic services through additional computers and staff training.

Anticipated to commence by 10/1/2008 and be completed by 9/30/2009

*IT's portion of this goal has been accomplished. The Auburn Public Library now has 40 public access computer terminals (up from 26 terminals.) All of the old public access terminals have been replaced with newer computer models and flat panel screens. New color laser printers have been added to the public access system for use by library patrons. Two new scanners have been added for use by library patrons.*

29. Assist the Water Resource Management Department with the preparation of water quality data in a manner that is compatible with the City's centralized GIS system.

Anticipated to commence by 10/1/2008 and be completed by 9/30/2009

*We are currently working with Water Resource Management in the design of the data viewer. This goal is continuing on schedule.*

30. Assist the Water Resource Management Department with a security audit of their facility with the goal of recommending the implementation of the most efficient and cost effective security system.

Anticipated to commence by 10/1/2008 and be completed by 9/30/2009

*We have analyzed the best placement for additional security cameras in the building. We have met with Water Resource Management personnel to discuss changing the security on the yard gates. This goal continues on schedule.*

## Finance

### Accounting and Financial Reporting

1. Publish the FY08 CAFR and PAFR by February 28, 2009.  
Anticipated to commence by *11/1/2008* and be completed by *2/28/2009*  
*Audit was completed in March; CAFR and PAFR published March 31, 2009.*
2. Prepare documentation of the City's internal control procedures to assist external auditor's evaluation of the procedures and assessment of risk levels.  
Anticipated to commence by *10/1/2008* and be completed by *7/31/2009*  
*This project is complete.*
3. Prepare and submit a comprehensive report to the City Manager on the City's internal control processes, assessing the risk levels of identified weaknesses and proposing recommendations for improvements.  
Anticipated to commence by *2/1/2009* and be completed by *9/30/2009*  
*Staff work continues; however, in order to perform the necessary steps to complete a comprehensive report, a delay in the completion date is requested to 9/30/2010. Propose that progress reports will be issued quarterly, starting on 9/30/2009.*
4. Work with City's depository(ies) to develop enhanced security procedures for the City's banking activities.  
Anticipated to commence by *10/1/2008* and be completed by *3/31/2009*  
*This project is complete.*
5. In cooperation with IT, equip the Finance Department conference room with equipment appropriate for conducting web training, teleconferences, etc. (projector, larger white board, screening for window).  
Anticipated to commence by *1/1/2009* and be completed by *9/30/2009*  
*This project has been postponed due to budget concerns . This goal will be reviewed in successive years for possible implementation.*

### Revenue Administration

1. In cooperation with IT, expand the use of paperless processes with respect to the financial management software, as well as procedures/documents that do not involve the financial management software to enable the CRO to streamline procedures and to reduce the retention time for daily work batches, commodities' costs and the need for documentation storage.  
Anticipated to commence by *11/1/2008* and be completed by *9/30/2009*  
*Completed. Daily licensing batches are currently scanned. Expansion of this process will be considered for cost/benefit in fiscal year 2010.*
2. In cooperation with IT, implement online filing and payment of City license fees and taxes.  
Anticipated to commence by *3/1/2009* and be completed by *9/30/2009*  
*IT has recently completed the upgrade to the software needed to implement Web Extensions for Licensing. However, there were some unexpected issues that must be corrected prior to moving forward. Implementation is expected by the date listed.*

3. Review the City's occupation license fee ordinance and develop a proposal to the City Manager for improvements to strengthen the City's ability to equitably enforce the ordinance. Anticipated to commence by 10/1/2008 and be completed by 3/31/2009  
*Draft ordinance is still under review; submission to City Attorney is expected before September 30, 2009.*

## Water Board Accounting and Revenue Office

1. Develop a detailed proposal to the City Manager for the implementation of multiple-cycle billing for the City and Water Board's utility customers, that addresses the challenges of distribution of Open Line, customer-friendliness, and equity of billing with respect to drought water rates and garbage services.  
Anticipated to commence by 4/1/2008 and be completed by 11/30/2008  
*Multiple cycle billing began March 1, 2009; this process continues to be monitored/adjusted as the staff and customers adjust to changes in workload and payment cycles.*
2. In cooperation with IT, assess the feasibility of implementing the use of electronic signature pads to expand the productivity of wireless service orders and to protect the integrity of confidential customer information.  
Anticipated to commence by 10/1/2008 and be completed by 2/28/2009  
*When scanners were implemented, the need for signature pads became obsolete.*
3. Prepare documentation of the Water Board's internal control procedures to assist external auditor's evaluation of the procedures and assessment of risk levels.  
Anticipated to commence by 10/1/2008 and be completed by 7/31/2009  
*The project is complete.*
4. In cooperation with IT, implement procedures necessary to produce Water Board refund checks using the financial management software system.  
Anticipated to commence by 4/1/2008 and be completed by 12/31/2008  
*The utility billing software company and the financial software company, in conjunction with our IT department, continue to work on this project.*
5. In cooperation with WRM, complete the update of the Water Board's statement of policies and procedures.  
Anticipated to commence by 10/1/2008 and be completed by 6/30/2009  
*Implementation of multi-cycle billing has required more staff resources than expected. Request that this project be shifted to FY 2010, to coincide with Water Resource Management's goal date for this project.*
6. Issue a report on the challenges of the Water Revenue Office receiving numerous check payments without payment coupons or account numbers each month due to checks generated by banks' "automatic bill pay" services, with recommended solutions to the problem.  
Anticipated to commence by 10/1/2008 and be completed by 4/30/2009  
*Staff attention to multi-cycle billing has delayed progress on this project; request that goal date be revised to 9/30/2009*

## Purchasing

1. Issue a report based upon an evaluation of the results of the purchasing cards pilot project and making recommendations as to the feasibility of expanding the use of purchasing cards City-wide.  
Anticipated to commence by *9/1/2008* and be completed by *1/31/2009*  
*Pilot program will begin fall 2009 with completed report to be submitted by 3/31/2009.*
2. In cooperation with IT, issue a report making recommendations regarding streamlining the City's bid invitation process by determining legal allowability and the issues related to issuing bid invitations solely through the City's web site to reduce commodities costs.  
Anticipated to commence by *1/1/2009* and be completed by *4/30/2009*  
*Research begun; questions remain about legal issues under the Alabama Code.*
3. Develop materials for and provide training to department heads, managers and supervisors on the State bid law and the City's purchasing policies.  
Anticipated to commence by *2/1/2009* and be completed by *8/31/2009*  
*Preparations are in progress; goal date will need to be extended due to Purchasing staff turnover at the end of April.*
4. Develop procedures for tracking all City contracts and prepare a proposal to the City Manager for implementing the tracking procedures and related review for bid law compliance.  
Anticipated to commence by *10/1/2008* and be completed by *4/30/2009*  
*Work continues; goal date will need to be extended due to Purchasing staff turnover at the end of April.*

## Economic Development

### Workforce Development

1. Partner with Auburn High School to administer the Industrial Systems Technology curriculum per the needs of AHS students and Auburn area industry with the goal of six classes and 75 students in school year 2008-2009.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*43 students graduated - class project (electric vehicle) was a huge success and garnered positive publicity for the program and City of Auburn.*
2. Set up and manage a program to assimilate chronically unemployed or people who have never been employed in the Auburn area workforce with the goal of graduating fifteen students by March 31, 2009.  
Anticipated to commence by *10/1/2008* and be completed by *3/31/2009*  
*The next class is in the beginning phase.*
3. Research the need for updating current wage and benefit survey and, if deemed necessary, conduct a wage and benefit survey of industries in Auburn and significant companies in surrounding areas by August 31, 2009.  
Anticipated to commence by *10/1/2008* and be completed by *8/31/2009*  
*Currently waiting for suitable stabilization in the job market and monitoring wages and benefits with no significant changes detected; therefore no planned action.*
4. Develop, edit, print, distribute and secure funding for the "Focus on Your Future" student career catalog for school year 2008-2009.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Discussions are underway on providing the information electronically rather than in a printed form.*
5. Research proper equipment and funding sources and implement precision measurement lab up to and including acquisition of a Coordinate Measuring Machine (CMM) by August 31, 2009.  
Anticipated to commence by *10/1/2008* and be completed by *8/31/2009*  
*The post-secondary bidding process is ongoing. Hopefully the CMM will be in place this fall.*
6. Research proper machine and controller and funding sources up to and including acquisition of a Computer Numeric Control (CNC) mill to supplement existing precision machining lab by August 31, 2009.  
Anticipated to commence by *10/1/2008* and be completed by *8/31/2009*  
*The post-secondary bidding process is ongoing. Hopefully the CNC mill will be in place this fall.*
7. 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 *10/1/2008* and be completed by *9/30/2009*  
*Meetings, financial reports, and meeting minutes are being conducted in accordance to the guidelines of the State of Alabama Office of Workforce Development.*
8. Set up and manage topic specific training for Auburn area industry. The classes are on-going during FY09 and will all be completed by September 30, 2010. The classes will include but not be 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).

Anticipated to commence by 10/1/2008 and be completed by 9/30/2010

*ATAC conducted Problem Solving training March 31 in Suite A with 7 participants. Rexnord conducted in house training April 6-9 with 5 participants. ATN held a regional meeting in the Conference Room on April 10th with 10 participants. EDPA will use Suite C for a meeting on April 20th with 8 expected participants. ATAC will conduct Eureka Internal Training on May 1st. The Certified Quality Technician training will be completed on May 11, with 13 participants. EDPA used Suite C for a meeting on April 20th with 8 participants. The Certified Quality Technician training ended on May 11, with 13 participants. The exam will be on June 16th in Suite A. Region 8 Grant Review Committee met on April 29th in Suite A with 10 participants. Gary Chambers used the conference room for a meeting on May 20th with 5 participants. Thermo Fisher will conduct training in Suite A on May 27th, June 9-10, and June 17. ATAC will conduct Lean Certificate Series training on June 22-26 in Suite A. ATAC will conduct Six Sigma training on May 22 in Suite C. AU Outreach Program will conduct Change Management training on June 30th, Conflict Management July 9th, Communicating With Difficult People July 10th, Team Building on July 17th, Motivating Employees on July 23, and Interpersonal Communications on July 24th all in Suite A. Leadership Skills II will be conducted July 28-29 in Suite A.*

## Community Development Block Grant

1. Administer at least nine Community Development Block Grant projects adopted in the FY08 Action Plan. Anticipate six projects will be completed by May 31, 2009. The FY08 Action Plan projects are contingent upon the approved allocation from the U.S. Department of Housing and Urban Development.

Anticipated to commence by 10/1/2008 and be completed by 9/30/2009

*The CDBG 2008 program year ended May 31, 2009. All FY08 projects were substantially complete by May 31st and the expenditure rate exceeded HUD's timeliness of expending funds requirement.*

2. Continue to address the needs for low-income elderly by providing Community Development Block Grant funds for operating expenses to a local non-profit agency to distribute food to the City's elderly citizens. Anticipate three hundred citizens to benefit from the funding by September 30, 2009.

Anticipated to commence by 10/1/2008 and be completed by 9/30/2009

*During the third quarter of FY09, 249 elderly households were provided services through the Brown Bag Program of Lee County.*

3. Utilize Community Development Block Grant funds to assist low-to-moderate income (LMI) citizens of Auburn with their monthly utility bills, rent, and mortgage. Anticipate one hundred citizens to benefit from the funding by May 31, 2009.

Anticipated to commence by 10/1/2008 and be completed by 5/31/2009

*Funds were depleted for the Utility, Rental, and Mortgage Assistance Programs during the second quarter; therefore, there were no beneficiaries during the third quarter. A total of 110 households (227 persons) benefited from these programs during the first and second quarters.*

4. Provide financial assistance to various local non-profit agencies to address the needs of the youth, homeless, and victims of natural disaster. Anticipate 40 citizens to benefit from the funding by September 30, 2009.

Anticipated to commence by 10/1/2008 and be completed by 9/30/2009

*During the third quarter of FY09, an average of 170 persons 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 September 30, 2009.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*During the third quarter of FY09, three homes were rehabilitated and six referrals were made through the Auburn Housing Assistance Network to address substandard housing in Auburn.*
6. Continue infrastructure improvement projects in low-to-moderate income residential areas funded by the Community Development Block Grant. Expect to improve three streets by December 31, 2009.  
Anticipated to commence by 10/1/2008 and be completed by 12/31/2009  
*There were no infrastructure improvement projects identified in the FY08 Action Plan. However, the Boykin Community Center improvements were completed during the third quarter. The improvements included installing a new HVAC system, purchasing exercise equipment, and replacing window blinds.*
7. Collaborate with North Auburn Housing Development Corporation to construct affordable housing units. Anticipate constructing four homes and assisting three families with homeownership assistance by September 30, 2009.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*During the third quarter of FY09, three homes were sold in the Northwest Village Subdivision.*
8. Participate with a "Continuum of Care" coalition by May 31, 2009 in the effort to address homelessness in Auburn and the surrounding areas.  
Anticipated to commence by 10/1/2008 and be completed by 5/31/2009  
*Community Development staff continues to meet with the East Alabama Coalition for the Homeless (EACH) monthly to collaborate with local agencies to address homelessness in Auburn and the surrounding areas.*
9. Submit a recommendation to apply for the Section 108 Loan Guarantee program to leverage additional funds to address the needs of our low- to moderate-income citizens. Anticipate applying for funding by December 2008.  
Anticipated to commence by 10/1/2008 and be completed by 10/31/2010  
*Staff will pursue the Section 108 Loan Guarantee program once the Moton Demolition grant proposal has been approved by HUD. If approved, staff will make a recommendation to apply for Section 108 funds to assist in the demolition of the Moton Redevelopment project.*

## Commercial Development

1. Seek to attract new or expanding major commercial developments by locating at least two projects in Auburn by September 30, 2009.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*In the third quarter, CVS broke ground at its second of two new Auburn locations announced this year. This location is at the corner of East University Drive and Opelika Road and is currently under construction. The other new CVS location, at the corner of Moores Mill Road and Ogletree Road, was completed during the third quarter and opened to the public. Also during the third quarter, Publix broke ground at the corner of Hamilton Road and Moores Mill Road, the first of two new locations in Auburn.*

2. Plan and attend two commercial trade shows by September 30, 2009.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*Several staff members attended the International Council of Shopping Centers (ICSC) ReCon trade show in Las Vegas during the third quarter. Several key contacts were made at the show, resulting in subsequent follow up visits from prospects interested in locating in Auburn.*

## Industrial Development

1. Seek to attract no less than eight industrial visits with the goal of locating at least one new industry in Auburn by September 30, 2009.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*There were seven industrial visits in the third quarter, totaling fifteen industrial visits thus far in FY09.*
2. Administer the City's revolving loan program with the goal of packaging two loans in FY09.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*One RLF loan was approved in the third quarter. A total of two RLF loans were approved in FY09.*
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, 2009.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*In the third quarter a group of German industrialists from the State of Baden-Württemberg was hosted in Auburn exploring business opportunities in Alabama.*
4. 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 FY09.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*In the third quarter, we reviewed three applications of possible tenants for the available incubator building. We expect to sign the lease with one of them in the fourth quarter.*
5. Participate in four industrial trade shows or delegations, international and domestic, in FY09 with the goal of developing at least one industrial prospect.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*In the third quarter, the department participated in a tradeshow in Germany focusing on opportunities for future Volkswagen suppliers. This was the third tradeshow the department participated in FY09.*
6. Operate a business retention/expansion program with the following goals: Develop an opportunity to assist with the expansion of at least one industry in FY09; Market existing vacant buildings for new prospects as an ongoing activity in FY09; Perform 3-4 surveys of existing industry in form of on-site visits to be entered in Synchronist Software Program in each quarter in FY09.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*The department supported five companies that announced expansions in the third quarter. Eight Synchronist surveys were performed in the third quarter.*

7. Market the Auburn Technology Park West (ATPW) based on marketing plan as designed and implemented in December 2006 as an ongoing activity in FY09.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*In the third quarter, the department staff continues to work with state, regional, utility, and consulting companies to market ATPW.*
8. Support Auburn University in marketing the Auburn University Research Park as an ongoing activity in FY09.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*The Economic Development staff continues to assist the Director of the Research Park in the location of new tenants. In June, we worked with one major software company to evaluate the location for an office facility in the Research Park.*
9. Manage Technology Park including completion of phased construction of Auburn Technology Park West in FY09.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*In the third quarter, staff continued to work on the development of the Phase II plans.*

## Human Resources

1. Conduct a job classification and compensation study to evaluate internal and external equity in regard to the compensation of City employees by June 30, 2009.  
Anticipated to commence by *1/5/2009* and be completed by *6/30/2009*  
*The salary survey has been completed with a very impressive 90 percent response rate. Draft job descriptions have been returned to the City and distributed to the departments for review and editing. New performance appraisal instruments are being drafted for each job.*
2. Review and update the Personnel Policies by June 30, 2009.  
Anticipated to commence by *1/5/2009* and be completed by *6/23/2009*  
*Nothing new to report.*
3. Present two leadership development seminars to approximately 20 employees by September 30, 2009.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*A six hour workshop on coaching to improve employee performance has been scheduled for July 15.*
4. Present the Supervisor Certification Course to approximately fifteen employees by August 31, 2009.  
Anticipated to commence by *7/15/2009* and be completed by *8/31/2009*  
*Completed in second quarter.*
5. Present the Customer Service Certification Course to approximately fifteen employees by September 30, 2009.  
Anticipated to commence by *5/18/2009* and be completed by *9/30/2009*  
*The course is nearing completion. Graduation is scheduled for July 6, 2009.*
6. Present Spanish language instruction to approximately fifteen employees by September 30, 2009.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Completed. Four City of Auburn Communication Officers completed the course and the feedback from Public Safety is that the course was worthwhile and worthy of repetition.*
7. Present at least three human resource management seminars by September 30, 2009.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*A two-hour performance appraisal seminar was held for 25 City supervisors.*
8. In cooperation with IT, continue the implementation of the automated time and attendance system throughout the workforce.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*We are prepared to implement the system in phases to monthly employees beginning in July.*
9. Develop a proposal based on best practices to implement pre-employment physical exams, including baseline evaluations, for jobs requiring significant physical effort.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Work is ongoing with this project.*

10. Present at least eight safety presentations by September 30, 2009.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*Ten safety presentation were delivered for various departments this quarter including training on first aid and CPR, fire extinguisher use, personnel protective equipment, confined space entry, lifeguard safety, backhoe safety, stretching and work hardening, and right-of-way and grounds maintenance safety.*
  
11. Conduct at least five employee events by September 30, 2009.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*The annual employee basketball tournament was held this quarter. The golf tournament is being organized.*

## Public Safety Administration

1. In cooperation with the Human Resources Department, work with Police and Fire Chiefs to intensify our employment recruitment activities to attract a diversified and qualified applicant pool by making at least ten formal presentations at structured events.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*The Police Division is currently at full staff and has a hiring list in place. They did have a booth set up at City Fest but do not expect to attend any recruitment events for the remainder of the year. The Fire Division did not make any recruiting trips this quarter but did send out informational letters to guidance counselors within a 50 radius in June.*
2. Work with the Police Chief, Fire Chief and Communications Director to issue a report on the feasibility of a false alarm ordinance to aid in reducing unnecessary alarms  
Anticipated to commence by 10/1/2008 and be completed by 6/30/2009  
*A second review is being made by the city attorney after changes were made based on a previous meeting. A review of this draft should occur during the fourth quarter.*
3. Work with the Police Chief, Fire Chief and Communications Director to issue a report analyzing the policies and procedures of the student programs as well as the staffing levels of students.  
Anticipated to commence by 10/1/2008 and be completed by 6/30/2009  
*The report was sent to the City Manager on June 3 for his review.*

## Codes Enforcement

1. Target at least ten structures for demolition to continue the removal of abandoned/dilapidated structures in the City.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*Three buildings identified and where notices were sent have been razed by the owners.*
2. Work with Information Technology Department to have the Building Plans Viewer operational for staff to review electronic plans submittals.  
Anticipated to commence by 10/1/2008 and be completed by 10/31/2008  
*IT is working on bid documents for software that will allow plans to be submitted and viewed by various departments.*
3. Work with the Fire Division to improve the scope of the life safety inspections on the first contact.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*Codes continues to work with the Fire Division to enhance the quality of inspections. This goal works hand in hand with the goal that the Fire Division has to certify their firefighters as fire inspectors.*
4. With the cooperation of IT, begin paperless building files, including template checklists.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*The software that IT is accepting bids on will also address this goal.*
5. Use the permit call-in program to enter 75% of subcontractors' permits into the computer prior to the contractor's arrival, from phone or web-extension contact.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*A startup for the web extension has not been determined. We are still getting approximately 50% of the permits called in ahead of time.*

## Communications

1. In cooperation with IT, work with the Police Division and Judicial Department to expand the access of the NCIC/ACJIC to the Investigative Section of the Police Division and the Auburn Municipal Court.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*This goal is currently ongoing with ACJIC representatives, the Police Division and the City of Auburn's Information Technology Department. Submissions of requested material has been made between the involved agencies in an effort to outline a workable system.*
2. With the cooperation of IT, work with Public Safety Administration, the Police and Fire Divisions to relocate the existing radio antennas to the new tower.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*An evaluation will be made of Public Safety's budget after the third quarter to determine if money is available to move the public works antenna. If there is, the antenna will be moved during the fourth quarter.*
3. Working with Public Safety Administration and the Police Division, establish and initiate a cross training program between Student Communications Officers and Public Safety Officers.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*It does not appear that this goal will be met. There have not been many opportunities or an interest from the students to learn about the other students duties.*

## Fire

1. Through the Fire Career Development Plan, schedule and teach Fire Inspector I so at least 50% of career personnel achieve this certification.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*A class was not held during this quarter. Many of the targeted personnel are assisting in a recruit class and were not available to attend. The next possible class date will be in September. 44% of career personnel have attended this class.*
2. Analyze and develop a small tool replacement policy for specialized equipment within the Fire Division.  
Anticipated to commence by *10/1/2008* and be completed by *3/31/2009*  
*Division staff has completed the policy and are gathering data of the existing small tools inventory. Once this is completed, the policy will be sent to the Public Safety Director for review. The approved plan will be put into effect after this review.*
3. Develop and publish an annual report of the Fire Division's activities within 60 days of the end of the fiscal year.  
Anticipated to commence by *7/1/2009* and be completed by *9/30/2009*  
*Fire Division staff continues to maintain records for use in the annual report.*
4. In cooperation with IT, incorporate or link current pre-fire plans to the GIS files for retrieval through Mobile Data Technology  
Anticipated to commence by *10/1/2008* and be completed by *6/30/2009*  
*GIS is determining the best formats for these linked files to be viewed in.*



5. In cooperation with IT, evaluate and update fire response zones to include recently annexed areas and reconcile any identified problems.  
Anticipated to commence by 10/1/2008 and be completed by 4/30/2009  
*Fire and Communications Division personnel continue to monitor the fire zones for accuracy and any problems found are corrected when they are identified. Annexations are updated when Communications is notified by the Planning Department staff.*

## Police

1. In cooperation with Information Technology, fully implement and have operational software to handle the CAD, Records Management, and Mobile computing functions in the Police Division by December 31, 2008. This is a continuation of a multi-year goal.  
Anticipated to commence by 10/1/2008 and be completed by 12/31/2008  
*Installation of the software is scheduled for June 23 -26. Training on the Police Software and CAD programs has been scheduled for the month of July and we anticipate going live on July 31.*
2. Expand the number of roll call training sessions conducted monthly and establish a recurring high liability training theme for each month.  
Anticipated to commence by 10/1/2008 and be completed by 3/31/2009  
*Roll call training sessions are being conducted monthly. This goal has been met.*
3. Complete the annual physical fitness testing of all officers under the recently revised Fitness Program.  
Anticipated to commence by 10/1/2008 and be completed by 6/30/2009  
*Three more testing dates are scheduled in July. When this has been completed all officers will have been tested.*
4. In cooperation with Information Technology, work with Auburn University to establish a sub-station, with computer terminal, communications, and adequate facilities to allow officers a place to complete reports and/or handle other matters of interest without having to leave campus.  
Anticipated to commence by 10/1/2008 and be completed by 6/30/2009  
*Auburn University is putting the finishing touches on the building and it should be ready to occupy in a few weeks. We will coordinate with AU and Information Technology to make connections for a computer that will be in the office designated for our officers.*

## Public Works

### Construction and Maintenance

1. Rebuild or repair 750 feet of broken sidewalk.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Repaired an additional 278 feet of sidewalk for a total of 993 feet.*
2. Improve storm sewer infrastructure, including ditch maintenance and piping projects, by completing at least two miles of stream maintenance.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Completed an additional 1/4 mile of stream maintenance for a total of 1.25 miles.*
3. Perform crack-sealing on at least ten miles of streets.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Crack-sealed 2.5 miles of roadway.*
4. Construction of sidewalk, by Construction & Maintenance crew, on St. James Drive from 313 St. James Dr. to Wrights Mill Road.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*This project is complete.*
5. Maintenance/repair of existing box culverts on Wrights Mill Road at Town Creek.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*This project is complete.*

### Engineering Design

1. Resurfacing of Magnolia Avenue from College Street to Donahue Drive and installation of raised brick crosswalks.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Utility installation is 95% complete; curb and gutter has been installed on the south side of the lowered portion of Magnolia Avenue and grading continues on the north side.*
2. Construction of improvements at intersection of Donahue Drive and Magnolia Avenue in order to improve traffic flow.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Utility installation is 95% complete; curb and gutter has been installed on the south side of the lowered portion of Magnolia Avenue and grading continues on the north side.*
3. Construction of improvements at intersection of S. College Street and Longleaf Drive in order to improve traffic flow.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Utility companies have received the design drawings and are working on conflict elimination; ALDOT review the plans and we are working on the revisions.*
4. Construct sidewalk on Sanders Street from Bragg Avenue to Cary Woods Elementary School.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*This project was not funded by ALDOT.*

5. Construction of N. Donahue Drive Bridge Replacement at Saugahatchee Creek.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*90% of plans have been delivered by the Engineer.*
6. Design and construct Wire Rd Bridge Replacement at Choctafaula Creek.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*The design is 94% complete.*
7. Trenchless rehabilitation of existing storm sewer infrastructure by utilizing Cured-In-Place-Pipe (CIPP) at various locations to be identified in FY09.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*This project was not funded.*
8. Replacement of storm drain pipe at Opelika Road near Guthrie's to improve storm drainage system.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*No funding identified for project; we are applying for hazard mitigation grant through EMA.*
9. Installation of storm drain pipe at Alberta Street and Judd Avenue to improve storm drainage system.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Plans are complete; project will be bid in 4th quarter.*
10. Conduct a study which will identify areas that may be used to offset impacts from City projects where jurisdictional wetlands and streams have been identified.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*No funding has been identified for this project.*
11. Identify streets that are most in need of resurfacing and place the project out for competitive bid.  
Anticipated to commence by *2/2/2009* and be completed by *9/30/2009*  
*This project was awarded to D & J Enterprises; work scheduled to begin July 6.*
12. Design of new City of Auburn parking structure based on recommendations from Parking Deck Program Phase.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Based on new demand numbers, it has been determined this project will not be needed until year 2020.*
13. Complete the Safe Routes to School Sidewalk Project: Oak St Sidewalk: Old Mill Rd to Samford Ave; Sanders St Sidewalk: N Cary Dr to Ridgewood Ct; Zellers Ave Sidewalk: Byrd St to Foster St; and E University Dr Sidewalk: Wrights Mill Rd to Auburn Early Education Center.  
Anticipated to commence by *9/1/2008* and be completed by *9/30/2009*  
*Plans are being reviewed by ALDOT and are expected to be approved during 4th quarter.*

14. Construction of Samford Avenue Extension Project from East University Drive to East Glenn Ave.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*This project is complete.*
15. Construction of Twin City Court Extension Project from East Glenn Avenue to Airport Terminal.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*This project is 70% complete.*

## Inspection

1. Conduct annual detention pond inspections.  
Anticipated to commence by 11/3/2008 and be completed by 9/30/2009  
*All detention ponds have had initial inspections; second round is underway.*
2. Prepare and place out for competitive bid the project to re-stripe street pavement markings throughout the City wherever they are deteriorated or where necessary to redirect traffic movements.  
Anticipated to commence by 2/2/2009 and be completed by 9/30/2009  
*The project was awarded to Hornsby Striping for \$213,834.*

## Traffic Engineering

1. Complete DOT and FHWA required bridge inspections.  
Anticipated to commence by 10/1/2008 and be completed by 6/30/2009  
*Bridge inspections are complete.*
2. Installation of 200 blue street name signs to replace concrete street markers.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*A total of 208 blue street name signs have been installed this year.*
3. Replacement of 100 engineer grade traffic signs with High Intensity Prismatic (HIP) grade signs.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*75 HIP signs have been installed this year*
4. Perform traffic signal warrant analysis on three intersections within the City.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*This project is complete.*
5. Organize Transportation Safety Campaign to educate citizens about safety issues regarding different modes of transportation - Walk, Cycle & Drive Alike (WaCaDa).  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*Transportation Safety Campaign has been postponed until further notice.*
6. Replacement of one traffic signal cabinet at an intersection identified for maintenance.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*Replacement is scheduled to begin Summer 2009.*

7. Replacement of school flasher time clocks at all school flasher locations.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Three flashers have been replaced; three more are on order.*
8. Design and construct Wire Road Bikeway from Choctafaula Creek to Chadwick Lane.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*The design is 95% complete.*
9. Installation of solar powered LED lights at mid-block crosswalks.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*This project is complete.*

## Environmental Services Administration

1. Issue a report on the feasibility of implementing measurements to reduce the amount of resources used in operation of city facilities.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Goal continues to be on track. The report is scheduled to be completed during the fourth quarter. As noted in previous quarterly goal updates, some measures have already been implemented.*

## Recycling

1. Issue a report on the following aspects of the recycling program: methods to increase citizen participation rates; ways to increase the variety and/or volume of commodities recycled; ways to increase the marketability of the recyclables collected as a part of the program to garner maximum economic and environmental return.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Goal continues to be on track. The report is scheduled to be completed during the fourth quarter. During this quarter we hosted a booth at CityFest to encourage recycling, held 2 school education events, and are working with Auburn University's mascot program on a project to promote recycling on and off the University campus.*
2. Issue a competitive bid to select a vendor for trash disposal services prior to November 2009. Execution of the agreement is slated for the first quarter of FY10.  
Anticipated to commence by *5/1/2009* and be completed by *9/30/2009*  
*Draft bid specifications and other pertinent information was compiled during this quarter. The remaining work will be completed during the fourth quarter.*
3. Reduce the number of missed service complaints related to recycling and trash collection services by at least 5% as compared to FY08.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Goal continues to be on track. Complaints are down by 6% this quarter as compared to the same quarter during FY 08.*

## Solid Waste

1. Issue a competitive bid and negotiate an agreement for garbage disposal services prior to the February 2009 expiration date of the agreement that is currently in force.  
Anticipated to commence by *10/1/2008* and be completed by *3/1/2009*  
*Goal complete. The agreement was executed during the 2nd quarter.*
2. Reduce the number of missed service complaints related to residential and commercial garbage collection services by at least 5% as compared to FY08.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Goal continues to be on track. Complaints are down 7% this quarter as compared to the third quarter of FY 08.*

## Animal Control

1. Develop and implement an Animal Care Week program designed to become an annual event, that will serve to educate citizens about the City's Animals and Fowls Ordinance, along with the care and control of animals in general.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Work is underway in terms of development of the program. The program is expected to be implemented during the 4th quarter pending school system inclusion.*

## Right-Of-Way Maintenance

1. In collaboration with interdepartmental and external stakeholders, continue efforts to improve the general maintenance and beautification of the downtown area.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*In conjunction with the Office of the City Manager, Parks and Recreation, Public Works, and other stakeholder groups, several steps have been taken to address downtown beautification and enhancement needs. For instance, consolidated garbage collection and enhanced recycling opportunities are being explored. In addition, we have a 7 day per week maintenance schedule in place to address cleanliness and other maintenance needs on an ongoing basis.*
2. In an effort to educate the public about litter prevention, conduct at least one City school district clean up and one vehicular traffic stop education event by June 30, 2008.  
Anticipated to commence by *10/1/2008* and be completed by *6/30/2009*  
*Goal complete.*

## Fleet Services

1. Continue mechanic training initiatives that focus on integrated automotive engineering standards, Automotive Service Excellence (ASE) certification criteria, and other best practice efforts of the profession. These efforts are expected to increase mechanic productivity while reducing the hard and soft costs associated with vehicle/equipment maintenance and repair.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Two mechanics received fire truck apparatus maintenance/repair training during this quarter. In addition, several mechanics attended Lawson State Community College training in automotive technology and repair practices.*
2. Design and implement a vehicle/equipment operation training program to ensure operators are versed on how to properly operate and maintain vehicles/equipment purchased by the City.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Work continues on this program. Some training has occurred as new equipment has been purchased.*
3. Issue a report on the feasibility of purchasing a software package to help provide more detailed analytical maintenance and repair information to assist City departments with vehicle/equipment purchasing decisions.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Goal delayed due to budget constraints.*

## Library

1. Develop a five-year strategic plan that will serve as a roadmap to meet new demands for service and incorporate emerging library practices and technologies.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*A first draft of the plan has been completed.*
2. In cooperation with IT, upgrade and expand electronic services by the addition of dedicated computer workstation and through staff training.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*The pre-school learning skills workstations are in operation. The AVL dedicated computer will be delivered soon. Individual staff training is underway. Electronic Services staff will soon offer webinars for homeschooling parents.*
3. Expand the collection of materials for learning foreign languages significantly primarily through the use of federal grant funds.  
Anticipated to commence by *10/1/2008* and be completed by *6/30/2009*  
*Completed. Evaluation of the circulation of these materials will be ongoing.*
4. In partnership with Auburn University Library, host the 2009 four-day AlaLA Convention.  
Anticipated to commence by *10/1/2008* and be completed by *4/30/2009*  
*Very successfully completed.*



## Parks and Recreation Administrative Services

1. Develop a cooperative agreement with Auburn City Schools to utilize their staff technical expertise in heating and air as consultants for Parks and Recreation facilities to ensure that projected repairs are as needed.  
Anticipated to commence by *10/1/2008* and be completed by *12/31/2008*  
*Agreement is in place and the City Schools HVAC personnel were used to evaluate 3 problems and recommend repairs.*

## Leisure Services

1. Obtain funding through sponsorships and add entertainment for children on a children's stage at CityFest.  
Anticipated to commence by *10/1/2008* and be completed by *4/30/2009*  
*Pony rides were added as another children's activity. The rides were very successful.*
2. Host a minimum of three soccer tournaments that will bring teams into Auburn.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*The AISA State Tournament was held over two days. Seven teams competed in the event.*
3. Hold a minimum of eight state or higher level events at the City of Auburn/Auburn University Yarbrough Tennis Center.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*The Southern Bullfrog 12s and 14s was held in April and had a full 256 draw over three days. The Men's SEC Tournament was held over four days in April.*
4. Host a minimum of eight events with 30 or more teams at the Auburn Softball Complex.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2010*  
*Three USSSA Baseball Tournaments drew 30 plus teams and a girls ASA fastpitch tournament drew 30 teams.*

## Parks and Facilities

1. Replacement of deck at Samford Pool with new concrete and non-slip surface, replacement of wiring and pool lights and repair of surfacing.  
Anticipated to commence by *9/22/2008* and be completed by *2/27/2009*  
*The pool renovations were completed in this quarter in time to allow the pool to open on schedule.*
2. Electrical work and replacement of heating units in a portion of Boykin Center.  
Anticipated to commence by *10/1/2008* and be completed by *4/30/2009*  
*Boykin Renovations were completed in this quarter.*
3. Development of recommendations for the Frank Brown Center renovations along with a Senior Citizens Center and improvements to the surrounding area.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Work was done this quarter on the plans for the Frank Brown Center renovations.*
4. Resurface the six courts at Samford Avenue with minimal crack filling. This project is under the condition that the Auburn City Schools shares half the cost.  
Anticipated to commence by *10/1/2008* and be completed by *2/27/2009*  
*This project was completed in March.*

## Planning

1. Create a new Auburn Land Use Plan to function as a guide for elected and appointed officials, city staff, the development community, Auburn citizens and other stakeholders. Anticipated to commence by *10/1/2008* and be completed by *12/31/2009*  
*This effort is currently on target to be completed by April 30, 2010. This effort has experienced a slight delay as coordination efforts with Auburn 2030 continue.*
2. Create a GIS data layer showing the existing 2004 future land use plan of the City of Auburn. Anticipated to commence by *10/1/2008* and be completed by *3/1/2009*  
*This goal has been completed.*
3. Create a Bufferyard and Landscape Guide to engender a better understanding of the landscape ordinance and its application for non-residential and performance residential projects. Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*This effort is currently on target to be completed by October 31, 2009.*
4. Compile data on landscaping, parking, and open space requirements for approximately 850 commercial and performance residential developments as a step in completing an inventory to serve as a tool to monitor compliance with landscaping, parking, and open space requirements in the City of Auburn. Anticipated to commence by *10/1/2008* and be completed by *1/31/2009*  
*This goal has been completed.*
5. Update the Design Review Standards so that they are clearer, more understandable, and better reflect the intent of the historic district by November 30, 2008. Implement capital street improvement projects in the existing historic district, including new street lighting, signage, recognition, sidewalk repairs and enhancements by February 28, 2009. Anticipated to commence by *10/1/2008* and be completed by *2/28/2009*  
*The Design Review Standards are scheduled for adoption in July 2009. Capital improvement projects are scheduled for completion in Fall 2009.*
6. Provide the annual comprehensive report to the Planning Commission. Anticipated to commence by *10/1/2008* and be completed by *1/31/2009*  
*This goal has been completed.*

## Water Resource Management

### Sewer Maintenance

1. Complete a flow monitoring study for the Southside Sewer Basin to assess inflow and infiltration issues within the sanitary sewer system. Problem areas will be prioritized and investigated.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*The Southside Basin Flow Study has been completed. The Study identified widespread I/I problems within the Southside Basin. The WRM staff are currently reviewing the final report and prioritizing areas needing further investigation and rehab.*
2. Develop an Implementation recommendation to comply with newly adopted water quality limits for total phosphorus for Saugahatchee Creek. Submit Plan to ADEM for approval.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*The WRM staff are working to complete a draft WPCF Implementation Plan for the Saugahatchee Creek TMDL for submission to ADEM by July 31, 2009.*
3. Complete construction of conveyance system to divert flow from the Northside WPCF to the Southside WPCF. Project includes the construction of the Northside Transfer Liftstation, Choctafaula Liftstation, Northside Transfer Force Main, and Choctafaula Interceptor. Portions of project began construction in FY08.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*Choctafaula Phase II and the entire S-5 transfer system project should be substantially complete by December 2009. Construction of the Choctafaula Phase II project was delayed due to permitting and easement acquisition issues. Choctafaula Phase II is under construction and is anticipated to be completed 2nd quarter FY10. The Northside Transfer Liftstation and the Choctafaula Liftstation will be completed 4th quarter FY09. Construction of the Northside Transfer Force Main has been completed and contract is being closed out.*
4. Complete an evaluation of the existing Northside WPCF and issue a report on necessary improvements to comply with current regulatory requirements.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*A draft of the Northside WPCF master plan is currently being finalized and should be completed in the 4th quarter of FY09 in conjunction with the Saugahatchee Creek TMDL Implementation Plan.*
5. Design and Construct approximately 3,600 linear feet of 36-inch gravity sewer main.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*The construction of the Timberwood Reinforcement project began in April 2009 and is scheduled to be completed in the 4th quarter of FY09.*
6. Complete construction of sewer rehabilitation needs on Tullahoma Drive, Wrights Mill Road and Carter Street as identified in the 2008 Sanitary Sewer Evaluation Survey completed by Compliance EnviroSystems.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*The Tullahoma/Wright's Mill Road/Carter Street sewer rehab project is scheduled to advertise and bid in late 4th quarter of FY09. This rehab project will be combined with necessary sewer rehab work associated with the Northeast Outfall and Mall Outfall.*

7. Initiate a study to evaluate existing collection system capacity and determine immediate and future upgrades needed within the Northside Sewer Basin. This is a multi-year project. Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*Data collection for the Northside Sewer Basin capacity evaluation has begun with the Mall Outfall, Northeast Outfall and Tullahoma projects.*
8. Initiate a study to evaluate providing regional sewer service to unsewered areas where future growth is anticipated. This is a multi-year project. Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*Work anticipated to begin in the 1st quarter of FY10.*
9. Evaluate existing Northeast Interceptor capacity and recommend necessary upgrades. Design necessary upgrades and construct project. Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*A conditions assessment has been completed on the Northeast Outfall and has been reviewed by the WRM staff. The necessary sewer rehab work for the Northeast Outfall will be combined with sewer rehab work identified in Goal No. 6. A parallel sanitary sewer line will also be designed for this area to accommodate future growth in this sewer basin.*
10. Initiate design of necessary WPCF improvements. Improvements will be located based on overall benefit to the sanitary sewer system. This will be a multi-year project. Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*Design of the necessary WPCF Improvements will be based on results of the final WPCF studies for Northside and Southside and the ADEM approved TMDL Implementation Plan. The design of necessary WPCF improvements is anticipated to begin in the 1st quarter of FY10.*
11. Develop a program to collect and dispose of household grease including public education, outreach and implementation. Include recommendations on how to expand the City's current grease trap inspection program to include additional documentation requirements. This is a multi-year project. Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*WRM obtained the FOG Information Management Software in May 2009 and anticipates beginning use in the 4th quarter of FY09. The WRM staff continue to work on the Fats, Oils and Grease Program Ordinance. This Ordinance will be incorporated into the overall Sewer Ordinance.*

## Water Operations

1. Identify problematic meter interface units (MIU) located within the water system and develop a changeout schedule. Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*Project is underway. During the first three quarters of FY09, approximately 890 MIU's have been replaced along with approximately 450 meter registers.*
2. Complete testing and calibration of large meters within the water system. Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*WRM staff retained a consultant to begin testing large meters in the water system. Forty-Four (44) meters ranging from 3" to 10" have been tested and a report has been prepared. Repair work and additional testing will be scheduled during the 4th quarter of 2009 and 1st quarter of 2010.*

3. Develop valve exercising program for water system.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Information on two potential valve exercising machines has been obtained. WRM staff are arranging a meeting with Opelika Utilities to look at one of the models being considered. The valve exercising machine will be selected and purchased in the 1st quarter of FY10.*
4. Complete construction of sodium hypochlorite disinfection system at Estes WTP.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Sodium hypochlorite (alternate disinfection) project is complete and the Risk Management Plan for chlorine gas has been deregistered.*
5. Complete construction of approximately 8,400 linear feet of 12-inch water main.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Phase I of this project is complete. Design of the project is substantially complete and construction is on hold pending resolution of the Loachapoka Water Authority litigation.*
6. Complete construction of approximately 4,000 linear feet of 10-inch water main.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Project is complete.*
7. Complete study to evaluate process and capacity upgrades at WTP and issue report.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Consultant has completed and submitted a draft report on the Water Treatment Plant to WRM staff for review. The WRM staff will review the report and provide comment during the 4th quarter of FY09.*
8. Construction of water main from Solamere subdivision to Webster Road (approximately 900 linear feet of 16-inch water main).  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Construction on the water main between Solamere and Webster Road will be completed by the end of the 4th quarter of FY09. The completion of this project has been delayed due to necessary field changes and ALDOT permitting issues.*
9. Complete construction of needed improvements to repair eight existing filter troughs at WTP and replacement of filter media.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Filter media replacement and filter trough repairs were completed during the 3rd quarter of FY09.*
10. In coordination with IT, implement wireless work order system to improve personnel efficiency and customer service.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Project is complete.*
11. Develop tank maintenance plan recommendation and retain qualified contractor to complete annual work.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Inspection of all water tanks was completed during the 1st quarter of FY09. Request for Proposals to be prepared during the 4th quarter of FY09.*

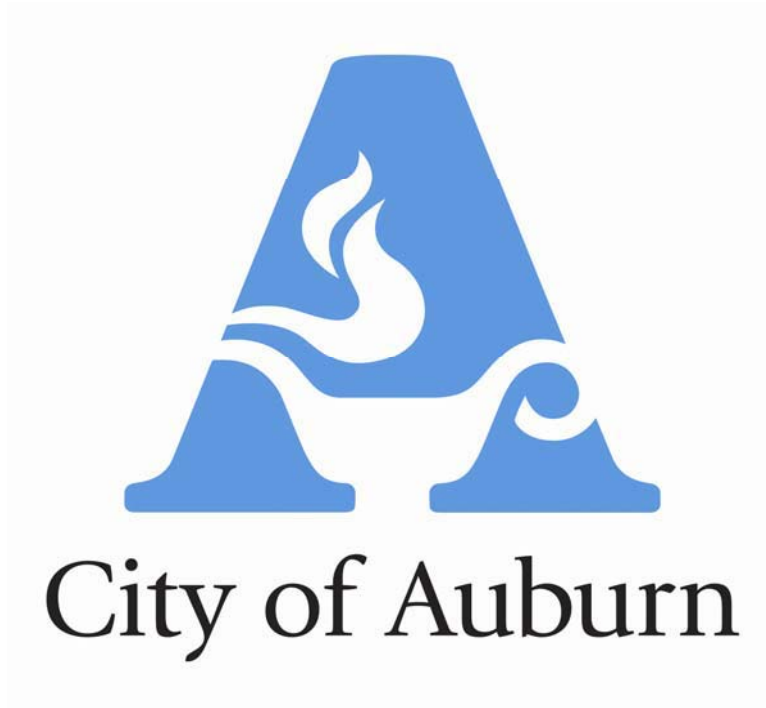
12. Complete spillway evaluation and develop upgrade design plan recommendations. This is a multi-year project.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Draft geotechnical report has been prepared and will be reviewed by WRM staff during the 4th quarter of FY09.*
13. Continue long-term water supply planning efforts and refine possible water supply alternatives. This is a multi-year project.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*A groundwater supply test well was completed in the 3rd quarter of FY09. Testing of this well will be completed in the 4th quarter of FY09.*

## Watershed Management

1. Develop an implementation plan to comply with the stormwater water quality requirements outlined in the Saugahatchee TMDL. Submit plan to ADEM for approval. This is a multi-year project.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*WRM staff have completed a draft stormwater quality Implementation Plan to comply with the Saugahatchee Creek TMDL . WRM staff are awaiting a request for this Implementation Plan from ADEM.*
2. In coordination with IT, reorganize and restructure how water quality data is viewed and used in GIS database.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*Database restructuring and reorganization is on hold pending recommendations received from the Woolpert GIS study. The IT Department is currently reviewing a draft of the Woolpert GIS study.*
3. Coordinate additional storm drain marking events within the community. Develop educational information on low impact development principles. This is a multi-year project.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*WRM staff hosted a storm drain marking event with the Auburn High School Junior Civitan club in the 3rd quarter FY09. Additional events with other local civic groups currently being investigated. Staff has initiated a marking bag program by which local citizens can pick up a storm drain marking bag from the WRM Department that has the materials needed to mark storm drains in a neighborhood.*
4. Develop Phase II Water Quality Monitoring Plan recommendation in conjunction with Saugahatchee TMDL Stormwater Implementation Plan. This is a multi-year project.  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2009*  
*The Phase II Water Quality Monitoring Plan is on hold until ADEM renews the City's Phase II NPDES permit. The permit is anticipated to be issued during the 4th quarter FY09 by ADEM.*

## Administration

1. Complete sewer rate study and fee evaluation and issue report.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*The sewer rate study is complete and the final rate study report has been issued. New sewer rates were adopted January 20th.*
2. Complete recommendations for revisions to Sewer Ordinance.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*The WRM staff is currently working on revisions to the Sewer Ordinance. The WRM staff anticipates having a draft ordinance by the end of the 4th quarter FY09.*
3. Evaluate existing security measures at Water & Sewer Complex and recommend needed improvements. Evaluation will include access to facility and other security measures.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*No work was completed on this during the 3rd quarter FY09. Due to budget constraints, this project will be completed in FY10.*
4. Initiate water rate study and fee evaluation and issue report.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*New water rates and access fees were adopted by the AWWB on June 11, 2009. Rates are effective beginning July 1, 2009 and access fees are effective beginning October 1, 2009. The final water rate study report will be completed in the 4th quarter FY09.*
5. Assist with utility GIS mapping for the water and sewer system. This will be a multi-year project.  
Anticipated to commence by 10/1/2008 and be completed by 9/30/2009  
*This project is currently on hold pending results from the Woolpert GIS study. The IT Department is currently reviewing a draft of the Woolpert GIS Study.*



**Departmental Mission Statements  
Major Functions  
Fiscal Year 2010 Goals**



## Judicial Department

Joe S. Bailey, J.D., Municipal Judge

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### 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 City Jail and to work on the Weekend Bus Detail
  - ◆ 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
  - ◆ Monitor the Partial Payment Program for those paying their fines via a payment plan
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## Judicial

1. If warranted in recommendations regarding private probation services from '09 goals, implement use of private probation services for procedures such as house arrest as alternatives to incarceration.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
2. Based upon recommendations regarding counseling service providers from '09 goals, implement use of counseling service providers for defendants and those convicted of crimes indicating obsessive/compulsive behavior.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
3. Develop, write and implement a Standard Operating Procedures manual for the Judicial Department and Staff.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
4. Cross train Judicial staff in order to adequately cover employees absent for annual leave or extended illness.  
Anticipated to commence by *10/1/2009* and be completed by *5/31/2010*

## Information Technology Department

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

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

### 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

1. Expand the Wireless Mesh Network to include area in and around Boykin Community Center  
Anticipated to commence by *1/1/2010* and be completed by *9/30/2010*
2. Administer an Information Technology interdepartmental survey to gauge IT's effectiveness in meeting the needs of the organization and to identify those areas needing attention.  
Anticipated to commence by *1/4/2010* and be completed by *5/31/2010*
3. Rollout Microsoft Vista to all workstations  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
4. Provide two training courses for Vista  
Anticipated to commence by *11/1/2009* and be completed by *9/30/2010*
5. Design and implement a software application and license management system for organizing and implementing new software, locating and installing updates and archiving and/or discarding of previously used or out of date materials.  
Anticipated to commence by *10/1/2009* and be completed by *2/28/2010*
6. Assist the Public Safety Department with the continued installation of Computer Aided Dispatch, Police Records Management and Mobile Data software.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
7. Assist the Public Safety Department with the remodel of the 911 center to include additional operator stations and wall mounted electronics.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
8. Assist the Public Safety Department with the installation and activation of mobile data terminals in fire vehicles.  
Anticipated to commence by *10/1/2009* and be completed by *6/30/2010*
9. Assist the Environmental Services Department with the acquisition and installation of Fleet Services software.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
10. Assist the Library with a study to determine the feasibility of offering digital downloads for Library patrons.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
11. Assist the Library with the implementation of the overdue notice by e-mail feature currently available on the Library's electronic card catalog system.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
12. Assist the Planning Department with modifying the scope and structure of the land use data in preparation for the FY2010 land use update.  
Anticipated to commence by *10/1/2009* and be completed by *1/31/2010*
13. Assist the Water Resource Management Department with a feasibility study to determine the best way to integrate ADEM permit data into the City's centralized GIS system.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
14. Assist the Water Resource Management Department with incorporating an inventory of Auburn's wetlands data into the City's centralized GIS system.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*

15. Assist the Water Resource Management with the Utility Inventory project by providing management and direction of the GPS contractors to assure that the data collected is compatible with the City's centralized GIS system  
Anticipated to commence by *10/1/2008* and be completed by *9/30/2013*

## Finance Department

**Andrea E. Jackson, CPA, CGFM, Treasurer/Director**

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### Mission

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

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

### Major Functions of the Finance Department

- ◆ Perform centralized treasury function for all City departments: cash receipting, cash disbursements, cash account reconciliation, investment of idle cash, etc.
  - ◆ Monitor and collect City account 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
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## Finance

### Accounting and Financial Reporting

1. Publish the FY 2009 CAFR and PAFR by March 15, 2010.  
Anticipated to commence by *11/1/2009* and be completed by *3/15/2010*
2. Evaluate the results of the purchasing cards pilot project and issue a report thereon that makes recommendations about the feasibility of expanding the use of purchasing cards City-wide.  
Anticipated to commence by *2/1/2010* and be completed by *4/30/2010*

### Revenue Administration

1. Research and develop procedures for assessing the degree of probable taxpayer compliance and test the procedures through conduct of taxpayer reviews.  
Anticipated to commence by *7/1/2009* and be completed by *7/31/2010*
2. Complete the review of the City's occupation license fee ordinance and develop a proposal to the City Manager for amending the ordinance in order to strengthen the City's ability to equitably enforce the ordinance.  
Anticipated to commence by *10/1/2009* and be completed by *11/30/2009*

### Water Board Accounting and Revenue Office

1. In cooperation with IT, expand the use of paperless processes with respect to the utility billing software, as well as procedures/documentation that does not involve the financial management software, to streamline procedures and to reduce commodities' costs and the need for documentation storage.  
Anticipated to commence by *2/1/2009* and be completed by *8/31/2010*
2. In cooperation with IT, issue a report on the feasibility of automatic telephone notification to customers for water service cut-offs, water main breaks, sewage overflows and other water and sewer issues.  
Anticipated to commence by *6/1/2009* and be completed by *4/30/2010*
3. In cooperation with IT, assess the security of WRO customers' confidential information (Social Security and Drivers License numbers, credit card account numbers, etc.) and develop proposals for strengthening security in areas of identified weaknesses.  
Anticipated to commence by *4/1/2009* and be completed by *12/31/2009*
4. In cooperation with IT, implement procedures necessary to produce Water Board customer refund checks using the financial management software system.  
Anticipated to commence by *11/1/2009* and be completed by *5/31/2010*
5. In cooperation with WRM staff, update the Water Board's statement of policies and procedures.  
Anticipated to commence by *1/1/2010* and be completed by *9/30/2010*

## Purchasing

1. In cooperation with IT, evaluate the legal allowability of and the technology related issues to streamline and reduce the costs of the City's bid invitation process by issuing bid invitations solely through the City's web site.  
Anticipated to commence by *5/1/2010* and be completed by *9/30/2010*
2. Develop materials for and provide training to department heads, managers and supervisors on the State bid law and the City's purchasing policies.  
Anticipated to commence by *2/1/2010* and be completed by *8/31/2010*
3. Develop procedures for tracking all City and Water Board contracts to assess bid law compliance and prepare a proposal to the City Manager for implementing the tracking and review procedures.  
Anticipated to commence by *10/1/2009* and be completed by *6/30/2010*



## Economic Development Department

T. Phillip Dunlap, Director

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### Mission

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

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

### Major Functions of the Economic Development Department

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

## Economic Development Workforce Development

1. Partner with Auburn High School to administer the Industrial Systems Technology curriculum per the needs of AHS students and Auburn area industry with the goal of six (6) classes and seventy-five (75) students in school year 2009-2010  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
2. Set up and manage a program to assimilate chronically unemployed or never employed people into the Auburn area workforce with the goal of graduating fifteen (15) students by March 31, 2010.  
Anticipated to commence by *10/1/2009* and be completed by *3/31/2010*
3. Research the need for updating current wage and benefit survey and if deemed necessary, conduct a wage and benefit survey(s) of industry in Auburn and significant companies in surrounding areas by August 31, 2010.  
Anticipated to commence by *10/1/2009* and be completed by *8/31/2010*
4. Develop, edit, print, distribute and secure funding for the "Focus on Your Future" student career catalog for school year 2009-2010.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
5. 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 *10/1/2009* and be completed by *9/30/2010*
6. Set up and manage topic specific training for Auburn area industry. The classes are on-going during FY10 and will all be completed by September 30, 2010. The classes will include but not be 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).  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*

## Community Development Block Grant

1. Administer at least nine Community Development Block Grant projects adopted in the FY09 Action Plan. Anticipate six projects will be completed by May 31, 2010. The FY09 Action Plan projects are contingent upon the approved allocation from the U.S. Department of Housing and Urban Development.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
2. Continue to address the needs for low-income elderly by providing Community Development Block Grant funds for operating expenses to a local non-profit agency to distribute food to the City's elderly citizens. Anticipate three hundred citizens to benefit from the funding during by September 30, 2010.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
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 one hundred citizens to benefit from the funding by May 31, 2010.  
Anticipated to commence by *10/1/2009* and be completed by *5/31/2010*

4. Provide financial assistance to various local non-profit agencies to address the needs of the youth, homeless, and victims of natural disaster. Anticipate forty citizens to benefit from the funding by September 30, 2010.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
5. Continue the housing rehab program to assist homeowners with home repairs. Anticipate assisting five households by September 30, 2010.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
6. Continue infrastructure improvement projects in low-to-moderate income residential areas funded by the Community Development Block Grant. Expect to improve two streets by May 31, 2010.  
Anticipated to commence by *10/1/2009* and be completed by *5/31/2010*
7. Collaborate with North Auburn Housing Development Corporation to construct affordable housing units. Anticipate constructing four homes and assisting three families with homeownership assistance by September 30, 2010.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
8. Participate with a "Continuum of Care" coalition by May 31, 2010 in the effort to address homelessness in Auburn and the surrounding areas.  
Anticipated to commence by *10/1/2009* and be completed by *5/31/2010*
9. Anticipate receiving Section 108 Loan Guarantee proceeds to leverage additional funds to address the needs of our low to moderate-income citizens. Anticipate receiving funds by October 2010.  
Anticipated to commence by *10/1/2009* and be completed by *10/31/2010*

### Commercial Development

1. Seek to attract new or expanding major commercial developments by locating at least two projects in Auburn by September 30, 2010.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
2. Plan and attend two commercial trade shows by September 30, 2010.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*

### Industrial Development

1. Seek to attract no less than eight industrial visits with the goal of locating at least one new industry in Auburn by September 30, 2010.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
2. Administer the City's revolving loan program with the goal of packaging two (2) loans in FY10.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
3. Present business development opportunities in Auburn in form of a speaking engagement at a business seminar such as Forum Amerika by September 30, 2010.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*

4. 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 FY10. Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
5. Participate in four industrial trade shows or delegations, international and domestic, in FY10 with the goal of developing at least one (1) industrial prospect. Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
6. Operate a business retention/expansion program with the following goals: Develop an opportunity to assist with the expansion of at least one industry in FY10; Market existing vacant buildings for new prospects as an ongoing activity in FY10; Perform 3-4 surveys of existing industry in form of on-site visits to be entered in E-Synchronist Software Program in each quarter in FY10. Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*

## Human Resources Department

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

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### Mission

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

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

### Major Functions of the Human Resources Department

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

## Human Resources

1. Present two leadership development seminars to approximately 20 employees by September 30, 2010.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
2. Present the Crew Leader Development Course to approximately 15 employees by April 30, 2010.  
Anticipated to commence by *3/15/2010* and be completed by *4/30/2010*
3. Present the Supervisor Certification Course to approximately 15 employees by August, 31, 2010.  
Anticipated to commence by *7/15/2010* and be completed by *8/31/2010*
4. Present the Customer Service Certification Course to approximately 15 employees by September 30, 2010.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
5. Present at least three human resource management seminars by September 30, 2010.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
6. Present at least eight safety presentations by September 30, 2010.  
Anticipated to commence by *9/1/2009* and be completed by *9/30/2010*
7. Conduct at least five employee events by September 30, 2010.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*

## Public Safety Department

William H. James, Director

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### Mission

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

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

### Major Functions of the Public Safety Department

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

1. Work with the Police Chief to develop a staffing recommendation to assist walk up customers at the police division after hours and on weekends.  
Anticipated to commence by *10/1/2009* and be completed by *3/31/2010*
2. Work with the Police Chief, Fire Chief and Environmental Services-Fleet Division to develop a fleet replacement recommendation based on the usable life expectancy of Departmental vehicles.  
Anticipated to commence by *10/1/2009* and be completed by *3/30/2010*

## Codes Enforcement

1. Target at least ten structures for demolition to continue the removal of abandoned/dilapidated structures in the City.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
2. Review and issue recommendation regarding the adoption of the 2009 ICC Codes.  
Anticipated to commence by *12/1/2009* and be completed by *9/30/2010*
3. Use the permit call-in program to enter 75% of sub permits into the computer prior to the contractor's arrival, from phone or web-extension contact.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
4. Achieve certification in an area of inspection or plan review for each inspector through continuing education classes.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*

## Communications

1. With cooperation of Information Technology, activate caller I.D on Non emergency lines within the 911 center.  
Anticipated to commence by *10/1/2009* and be completed by *3/31/2010*

## Fire

1. Evaluate and update the Fire Division strategic plan to ensure effective and efficient emergency response.  
Anticipated to commence by *10/1/2009* and be completed by *3/31/2010*
2. Work with Auburn University personnel to develop a confined space rescue team for response within the City of Auburn and Auburn University.  
Anticipated to commence by *10/1/2009* and be completed by *6/30/2010*
3. Through the Fire Career Development Plan schedule and teach Fire Inspector I so that the remaining Fire Career personnel achieve this certification.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*



## Police

1. Coordinate with other law enforcement agencies within Lee County to establish quarterly command staff meetings to discuss current trends in law enforcement.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
2. Work with the Police Chief and in cooperation with other city departments to finalize a recommendation to secure the expansion of police facilities.  
Anticipated to commence by *10/1/2009* and be completed by *12/31/2009*
3. Reinstigate a career development and job rotation program which will allow patrol officers to gain a minimum of three months experience within the detective division and/or other specialized unit.  
Anticipated to commence by *10/1/2009* and be completed by *6/30/2010*
4. Conduct at least one major training drill with members of Auburn University, Lee County Emergency Management Agency, Auburn Public Safety-Fire and Communications Divisions, and other county emergency operations entities.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*

## Public Works Department

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

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### Mission

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

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

### Major Functions of the Public Works Department

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

## Public Works Administration

1. In conjunction with the Alabama Department of Transportation, provide project management for the construction of the bridge replacement at Moores Mill Road over I-85. Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*

## Construction and Maintenance

1. Rebuild or repair 727 feet of broken sidewalk. Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
2. Improve storm sewer infrastructure, including ditch maintenance and piping projects, by completing at least 1.95 miles of stream maintenance. Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
3. Perform crack-sealing on at least 9.7 miles of streets. Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*

## Engineering Design

1. Identify streets that are most in need of resurfacing and place the project out for competitive bid. Anticipated to commence by *2/1/2010* and be completed by *9/30/2010*
2. Construction of sidewalk on east side of S. College Street from S. Donahue Drive to E. University Drive. Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*

## Inspection

1. Conduct annual detention pond inspections. Anticipated to commence by *11/2/2009* and be completed by *9/30/2010*
2. Prepare and place out for competitive bid the project to re-stripe street pavement markings throughout the City wherever they are deteriorated or where necessary to redirect traffic movements. Anticipated to commence by *2/1/2010* and be completed by *9/30/2010*

## Traffic Engineering

1. Complete DOT and FHWA required bridge inspections.  
Anticipated to commence by *10/1/2009* and be completed by *6/30/2010*
2. Replacement of 100 engineer grade traffic signs with High Intensity Prismatic (HIP) grade signs.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
3. Perform traffic signal warrant analysis on 3 intersections within the City.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
4. Organize Transportation Safety Campaign to educate citizens about safety issues regarding different modes of transportation - Walk, Cycle & Drive Alike (WaCaDa).  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
5. Replacement of one traffic signal cabinet at an intersection identified for maintenance.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
6. Pending grant funding, design and construct Wire Road Bikeway from Cox Road to Webster Road.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
7. Installation of mast arm traffic signal poles at intersection of S. College Street and Shell Toomer Parkway pending ALDOT approval.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
8. Installation of mast arm traffic signal poles at intersection of E. Glenn Ave and Airport Road.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
9. Installation of mast arm traffic signal poles at intersection of Shug Jordan Parkway and West Samford Avenue pending ALDOT approval.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*

## Environmental Services Department

Timothy L. Woody, Director

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### Mission

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

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

### Major Functions of the Environmental Services Department

- ◆ Provide a comprehensive solid waste management program to the city's residential and commercial services customer base (This function is accounted for in the separate Solid Waste Management Enterprise Fund.)\*
- ◆ Educate citizens as to proper animal care issues and enforce the city's Animals and Fowls ordinance
- ◆ Maintain the city's right-of-ways through cutting, trimming, litter collection and prevention, and street sweeping
- ◆ Provide an integrated mosquito abatement program

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\*These missions and functions are funded by the Solid Waste Management enterprise fund. All others are funded by the General Fund.

## Environmental Services Administration

1. Further streamline administrative processes in order to promote greater efficiency and accountability such as updating/adjusting internal databases and ensuring garbage account information that is cross-referenced with the Water Revenue Division's software program is consistently accurate and up to date.  
Anticipated to commence by *10/1/2009* and be completed by *6/30/2010*

## Recycling

1. After review of bids received, negotiate and execute an agreement for trash disposal.  
Anticipated to commence by *10/1/2009* and be completed by *12/31/2009*
2. Reduce the number of missed service complaints related to recycling and trash collection by at least 3% as compared to FY 09.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
3. Increase the City's combined residential and commercial recycling participation rate by 10% through education, marketing, and special events.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*

## Solid Waste

1. Reduce the number of missed service complaints related to residential and commercial garbage collection services by at least 3% as compared to FY 09.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*

## Animal Control

1. Conduct one Animal Care Week event to educate citizens about the City's Animals and Fowls Ordinance and the general care/control of animals.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
2. Continue work started during the last quarter of FY 09 by making revisions to the City's Animals and Fowls Ordinance and recommending adoption.  
Anticipated to commence by *10/1/2009* and be completed by *12/31/2009*

## Right-Of-Way Maintenance

1. In conjunction with Auburn City Schools and the City's Public Safety Department, in an effort to educate the public about litter prevention, conduct at least one City school district/neighborhood clean up event and one vehicular traffic stop litter education event.  
Anticipated to commence by *10/1/2009* and be completed by *6/30/2010*
2. On an interdepartmental basis, work closely with others to enhance the appearance and maintenance of the downtown area through cooperative solid waste collection arrangements and cleanliness/aesthetic projects.  
Anticipated to commence by *10/1/2009* and be completed by *6/30/2010*

## Fleet Services

1. Continue the joint mechanic/community college training initiative to enhance the knowledge, skills, and abilities of mechanics in order to stay abreast of the latest automotive engineering and technological advances in the profession.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
2. As budgetary monies will allow, purchase software that will allow for the provision of more detailed analytical maintenance and repair information to assist City departments with vehicle/equipment purchasing decisions.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*

## **Auburn City Library**

**Margie B. Huffman, Director**

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### **Mission**

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

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

### **Major Functions of the City Library**

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



## Library

1. In cooperation with IT, explore potential use, costs, and methods of implementation associated with acquiring digital downloads and develop a plan for future acquisitions if deemed feasible.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
2. Working with IT implement the available overdue notice by e-mail function of the library's Polaris system to save time and money in sending overdue notices.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
3. Install a library materials protection system to stop loss of valuable library books and audio-visuals.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
4. Create greater diversity in the circulating collection with the addition of more multicultural choices in both print and audio formats.  
Anticipated to commence by *10/1/2009* and be completed by *5/31/2010*

## **Parks and Recreation Department**

**Rebecca O. Richardson, Director**

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### **Mission**

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

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

### **Major Functions of the Parks & Recreation Department**

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

## Parks and Recreation Administrative Services

1. Identify area and develop a recommendation for a walking/biking trail in an area that is currently underserved.  
Anticipated to commence by *10/1/2009* and be completed by *7/30/2010*
2. Development a recommendation to make adjustments to buildings and to operations of facilities to save utility costs and implement upon approval.  
Anticipated to commence by *10/1/2009* and be completed by *4/30/2010*
3. Working with the Parks and Recreation Advisory Board develop list of uses for inclusion in a recommendation for the future Lake Wilmore Community Center.  
Anticipated to commence by *2/1/2010* and be completed by *9/30/2010*
4. Determine the cost of developing a portion of the 280 Rest Area into a passive park and develop funding recommendations in order to begin work on developing the park.  
Anticipated to commence by *10/1/2009* and be completed by *6/30/2010*

## Leisure Services

1. Add to the ceramics and other arts programs through funding through the State Council on the Arts.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
2. Host a minimum of 3 tournaments at the soccer complex that will draw teams to Auburn.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
3. Host a minimum of 8 events at state level or higher at the City of Auburn/Auburn University Yarbrough Tennis Center.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
4. Hold at least 6 events with 30 or more teams at the softball complex.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
5. Working with local businesses and other organizations, develop a new large scale event for the community that incorporates and benefits the business community.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*

## Parks and Facilities

1. Renovation of interior of Frank Brown Recreation Center.  
Anticipated to commence by *9/1/2009* and be completed by *11/30/2009*

## Planning Department

Forrest E. Cotten, AICP, Director

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### Mission

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

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

### Major Functions of the Planning Department

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

1. Gather public input and undertake community visioning process for CompPlan 2030.  
Anticipated to commence by *9/1/2009* and be completed by *2/28/2010*
2. Using public input and the Auburn Interactive Growth Model (AIGM), staff will generate analysis of future land use, transportation, natural systems, and civic systems and prepare draft recommendations for inclusion in CompPlan 2030, in conjunction with the Planning Commission.  
Anticipated to commence by *3/2/2010* and be completed by *9/30/2010*
3. In cooperation with IT, complete a comprehensive review and enhancement of the current land use GIS layers by January 31, 2010.  
Anticipated to commence by *10/1/2009* and be completed by *1/31/2010*
4. Inspect commercial and performance residential development sites to inventory existing landscaping and parking to confirm the status of required vegetation and parking. Take inventory of residential open space to ensure accessibility and maintenance.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
5. Provide the annual comprehensive report to the Planning Commission.  
Anticipated to commence by *10/1/2009* and be completed by *1/31/2010*

## Water Resource Management Department

Laura A. Koon, P.E., Director

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### Mission

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

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

### Major Functions of the Water Resource Management Department

- ◆ Maintain over 250 miles of sewer lines, 5,500 manholes and service lines for over 20,267 customers, 12 wastewater pumping stations and associated force mains.
- ◆ Respond to approximately 450 sanitary sewer service calls each year, inspect approximately 145 grease traps semi-annually, perform approximately 4,600 line locate requests each year and inspect gravity sewers and major interceptor sewers.
- ◆ Respond to over 19,000 water service calls annually and maintains meters, storage tanks, booster pump stations and Lake Ogletree.
- ◆ Work with new developments on the review and approval of water and sanitary sewer systems internal to the development and evaluate the effects of the water and sewer systems on surrounding watersheds.
- ◆ Provide water and sewer service to approximately 50,000 residents.
- ◆ Manage the contract operator of the Northside Water Pollution Control Facility (WPCF) and the HC Morgan (Southside) WPCF in treating domestic wastewater in compliance with federal and state regulations.
- ◆ Operate and maintain a water distribution system consisting of over 220 miles of water main, 1,900 fire hydrants, 8 storage tanks, and over 20,300 meters.
- ◆ Provide an annual water system consumer confidence report that summarizes water quality data and water system and watershed activities for the past year.
- ◆ Operate and maintain the James Estes Water Treatment Plant and raw water pumping facilities at Lake Ogletree to produce potable drinking water that meets or exceeds regulatory requirements.
- ◆ Manage approximately 12-15 capital projects per year associated with the water and sewer system.

- ◆ Oversee compliance with current regulatory requirements regarding the water, sewer and stormwater management programs and address changing regulatory requirements as necessary.
  - ◆ Provide annual Municipal Water Pollution Prevention (MWPP) reports to ADEM as required.
  - ◆ Manage implementation and compliance of the City's Phase II Stormwater Program.
  - ◆ Conduct approximately 500 routine and monthly erosion and sediment control inspections on all developments within the City of Auburn.
  - ◆ Manage a comprehensive water quality sampling program to include weekly turbidity monitoring, realtime quarterly water quality monitoring of local streams utilizing the City's Hydrolab sampling probe, stormwater outfall monitoring and bacteriological sampling to identify potential illicit discharges.
  - ◆ Respond to customer calls concerning water quality issues such as illicit discharges and erosion and sediment control concerns.
  - ◆ Provide public education and outreach program to raise awareness of stormwater-related issues.
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## Water Resource Management

### Sewer Maintenance

1. Perform field investigations of priority areas identified in the Southside Flow Monitoring Study. The findings from the studies will be used to develop a rehabilitation and maintenance recommendation to eliminate inflow and infiltration. This is a multi-year project. Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
2. Prepare construction plans for necessary rehabilitation work and complete construction in areas MP04 and MP14A identified in the Southside Flow Study. Anticipated to commence by *7/1/2010* and be completed by *9/30/2010*
3. Issue a report evaluating existing collection system capacity and identify immediate and future upgrades needed within the Northside Sewer Basin. Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
4. Issue recommendations for providing regional sewer service to unsewered areas where future growth is anticipated. Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
5. Complete the permitting and design of necessary H. C. Morgan WPCF and Northside Transfer pumpstation Improvements. This is a multi-year project. Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
6. Initiate development of a recommended master maintenance plan for the existing sewer infrastructure in the City of Auburn to include routine cleaning, CCTV inspection, smoke testing and root control treatment. This is a multi-year project. Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
7. Implementation of a program to collect and dispose of household grease including public education and outreach. Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
8. Complete rehabilitation work required for the Mall Outfall, Northeast Outfall, and Tullahoma Drive/Wrights Mill Road/Carter Street projects. Anticipated to commence by *10/1/2009* and be completed by *3/31/2010*

### Water Operations

1. Implementation of Annual Tank Maintenance Plan. Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
2. Complete spillway evaluation and complete alternatives analysis for future spillway improvements. Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
3. Issue update to existing Water Supply Master Plan. Begin study FY10 and complete FY11. Anticipated to commence by *6/1/2010* and be completed by *12/31/2010*
4. Complete Motor Control Center (MCC) replacement for both raw water pump stations at Lake Ogletree and select and install variable frequency drives (VFDs) on two raw water pumps. Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*



5. Select, purchase, and install necessary process instrumentation (turbidimeters, pH meters, etc.) to allow high rate testing to occur at the water treatment plant.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
6. Obtain high rate study approval from ADEM and complete necessary testing to re-rate the water plant capacity from 8 MGD to 12 MGD.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
7. Complete raw water pump station inspections and cleaning at Lake Ogletree. Determine condition of existing pump station structures and gates.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
8. Complete clear well inspections and cleanings at water treatment plant.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
9. Complete bathymetric survey of Lake Ogletree.  
Anticipated to commence by *10/1/2009* and be completed by *12/31/2009*
10. Complete study to evaluate spillway replacement alternatives at Lake Ogletree.  
Anticipated to commence by *10/1/2009* and be completed by *3/31/2010*
11. Complete Raw Water Pump Station No. 1 evaluation. Determine whether to rehabilitate the existing pump station or replace.  
Anticipated to commence by *2/1/2010* and be completed by *5/31/2010*
12. Evaluate replacement/upgrade options for the carbon contact basin and the washwater return systems at the water plant which restrict the plant's capacity.  
Anticipated to commence by *10/1/2009* and be completed by *3/31/2010*
13. Evaluate replacement/upgrade of the existing alum storage tanks for increased storage capacity. Existing tanks are in bad condition and need to be replaced.  
Anticipated to commence by *8/1/2009* and be completed by *9/30/2010*

## Watershed Management

1. Begin implementation of Phase II Water Quality Monitoring Plan recommendations. This will be done in conjunction with the Saugahatchee TMDL Stormwater Implementation Plan. This is a multi-year project.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
2. In coordination with IT, issue a report evaluating the feasibility of a program to integrate construction site ADEM permit information in to an interactive database that would provide information on permit expiration, coverage, etc.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
3. Strengthen existing Illicit Discharge Detection Improvements program by incorporating annual inspection (one watershed per year) of all streams within the City's Phase II jurisdiction. This is a multi-year project.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
4. In cooperation with IT, complete initial GIS inventory of wetlands in the Auburn area.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*

5. Begin Implementation of Plan to comply with the stormwater water quality requirements outlined in the Saugahatchee TMDL. Submit plan to ADEM for approval. This is a multi-year project.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
6. In coordination with IT, reorganize and restructure how water quality data is viewed and used in GIS database.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*

## Administration

1. Initiate water rate study and access fee evaluation update and issue revised report. This is a multi-year project with actual completion expected 12/10.  
Anticipated to commence by *6/1/2010* and be completed by *9/30/2010*
2. In coordination with IT, assist with utility GIS mapping for the water and sewer system. This will be a multi-year project.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
3. Begin developing revisions to existing Water Board policies and procedures manual. This is a multi-year project.  
Anticipated to commence by *1/1/2010* and be completed by *9/30/2010*
4. Initiate sewer rate study and access fee evaluation update and issue report. This is a multi-year project with actual completion expected 12/10.  
Anticipated to commence by *6/1/2010* and be completed by *9/30/2010*
5. Complete revisions to the City Sewer Ordinance to include Fats, Oils and Grease program and other needed changes.  
Anticipated to commence by *10/1/2009* and be completed by *3/31/2010*
6. Complete WRM Design Manual and have Manual adopted by City Council and AWWB.  
Anticipated to commence by *10/1/2009* and be completed by *3/31/2010*
7. Evaluate existing Supervisory Control and Data Acquisition (SCADA) system and develop replacement plan.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*
8. Evaluate existing security measures at Water & Sewer Complex and recommend needed improvements. Evaluation will include access to facility and other security measures.  
Anticipated to commence by *10/1/2009* and be completed by *9/30/2010*