

BIENNIAL
Budget

City of Auburn, Alabama
Fiscal Years 2019—2020



City of Auburn

The City of Auburn, Alabama

Biennial Budget – Fiscal Years 2019 and 2020

City Council

Bill Ham, Jr., Mayor

Verlinda White, <i>Ward 1</i>	Lynda Tremaine, <i>Ward 5</i>
Ron Anders, Jr., Mayor Pro Tem, <i>Ward 2</i>	Dick Phelan, <i>Ward 6</i>
Beth Witten, <i>Ward 3</i>	Gene Dulaney, <i>Ward 7</i>
Brent Beard, <i>Ward 4</i>	Tommy Dawson, <i>Ward 8</i>

Management Team

James C. Buston, III, <i>City Manager</i>	Kevin Cowper, <i>Assistant City Manager/COO</i>
Rick Davidson, <i>City Attorney</i>	John Hoar, <i>Inspection Services Director</i>
Megan McGowan, <i>Development Services Director</i>	Christopher Warren, <i>Library Director</i>
Phillip Dunlap, <i>Economic Development Director</i>	James McLaughlin, <i>Municipal Judge</i>
Alison Frazier, <i>Engineering Services Director</i>	Rebecca O. Richardson, <i>Parks and Recreation Director</i>
Timothy Woody, <i>Environmental Services Director</i>	Forrest Cotton, <i>Planning Director</i>
Penny L. Smith, <i>Finance Director/Treasurer</i>	William H. James, <i>Public Safety Director</i>
Steven A. Reeves, <i>Human Resources Director</i>	Scott Cummings, <i>Public Works Director</i>
Greg Nelson, <i>Information Technology Director</i>	Eric A. Carson, <i>Water Resource Mgt. Director</i>

Budget Development Team

Michael Edwards, *Budget Manager*

Tate Hall, *Budget and Management Analyst*

Allison Edge, *Assistant Finance Director/Treasurer*

Erika Sprouse, *Principal Financial Analyst*

Rachel Peeks, *Finance Information Officer*

Michelle Wall, *Senior Payroll and Benefits Coordinator*



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Biennial Budget for FY 2019 & FY 2020

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Organization of this document

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

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

The General Fund accounts for a diverse stream of resources with a multitude of very different types of municipal activities requiring numerous decisions to be made on resource allocation. These decisions are influenced by the priorities of Auburn's residents, governing body, advisory boards, and management. The budget message not only gives a brief overview of the City's fiscal health, but also explains how those priorities translate into spending and policy recommendations. For more detail on the governmental fund structure, please see the *Description of Budgeted and Major Funds* on page 95.

General Information – This section contains a description of everything that influences the budget process including a combined view of all budgeted funds. As the budget is guided by several policy and planning documents, this section contains the financial policies, a description of the budgetary system, Citizen Survey summary, and short and long term goal updates. It also contains the *Financial Overview* (page 77), which gives a much more in-depth review of the City's resources and revenues, as well as debt. Lastly, it contains the City-wide organizational chart, and a summary and history of authorized personnel (pages 105-107).

General Fund – This is the largest section of the document and it contains revenue projections, trend analyses, and proposed departmental and non-departmental expenditures in various presentation formats at a high level of detail. Since many of the City's departments operate in different service areas, presented in this section is a program-level summary (page 117), where the various business service units, departments, divisions, and non-departmental activities are aggregated into broader categories, such as Administrative Services, Development Services, Public Services, and Public Safety Services. This section breaks down all of the various non-departmental expenditures, such as debt service and support to outside agencies, and combines them in distinct program areas, providing a realistic picture of "where the City's money goes"

in an easy to understand format. The program areas generally follow the ideals and objectives set forth in the City's Vision and Mission Statement. The special activity sub-funds of the General Fund, which provide for the City's self-insured employee benefit, liability risk retention activities, and developer related assessments and agreements, are also presented in the General Fund section.

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

Other Funds – This section contains special revenue funds and debt service funds, which have narrow, purpose-restricted revenues and expenditures. The Public Park & Recreation Board (PPRB) is also presented in this section. The PPRB provides for the operations of the Yarbrough Tennis Center, which is a partnership endeavor between the City and Auburn University.

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



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



June 29, 2018

Honorable Mayor and Council Members
City of Auburn, Alabama

Dear Mayor and Members of the Council:

I am pleased to present for your consideration the budget for the coming biennium. Since my appointment as City Manager, I have been fortunate to lead a very talented and dedicated team of professionals, and to continue the implementation of your vision for our community. In the new biennium, we will continue to see positive change in Auburn as our population grows in both numbers and diversity. Our economy will continue to grow, our housing markets will continue to expand and diversify, and our downtown and key commercial corridors will continue to evolve and redevelop. While this growth certainly brings challenges, it also brings opportunities and prosperity for our community.

The 2018 Citizen Survey results continue to confirm that Auburn is a great place to live, work and raise a family, with over 87% of our residents satisfied with the quality of life in our community. However, our citizens are frustrated with traffic flow, congestion and lack of downtown parking. The Citizen Survey is one of our most valuable feedback mechanisms, and we take these results to heart. The proposed budget is offered in response to what we have heard from our citizens and in our commitment to maintaining the quality of life in Auburn.



Organizational Realignment

While the continued strong growth and rapid pace of residential and commercial development activity has had positive results in our economy, it has presented significant challenges for our staff. Growth is not a new phenomenon in Auburn, but the rapid pace of growth over the last few years, coupled with the complexities of more urban and higher density developments, have revealed a number of service areas in which our already high-performing organization can be improved. In January of this year, I implemented a plan to reorganize several City departments and develop the foundation for a new organizational structure capable of meeting the demands of our growing community well into the future. This reorganization effort is intended to:

- Improve growth management by coordinating planning, development and infrastructure programs.

- Improve the development process to provide consistent and timely outcomes.
- Improve neighborhoods and neighborhood relations by creating a neighborhood-based inspections program that consistently enforces City Codes and better communicates our planning, infrastructure and development issues.
- Improve the maintenance and appearance of City facilities through the expansion of our building maintenance program.
- Improve the quality and timing of new City infrastructure concurrent with growth.
- Improve the appearance of City rights-of-way through the unification of all right-of-way landscape maintenance activities under one department.

In addition to the reassignment of staff and resources and the creation of some new departments, the overall organizational structure has been realigned into four business units, each focused on the core services for which they are named:

- **Public Services** consisting of Water Resource Management, Public Works, Library, Parks & Recreation and Environmental Services;
- **Development Services** consisting of Planning, Inspection Services (formerly Codes Enforcement), Engineering Services (formerly a division of Public Works), Community Development and Commercial Development (the last two are formerly divisions of Economic Development.)
- **Public Safety Services** consisting of the Public Safety and Judicial departments
- **Administrative Services** consisting of the Office of the City Manager, Finance, Information Technology, Human Resources and Economic Development

A number of new positions were created during the reorganization. These included leadership roles in the new departments, an Executive Director for Development Services and additional positions in Inspection Services to help keep pace with the high volume of new construction. The reorganization process is not yet completed but I am confident that, when finished, it will result in a more innovative, efficient, and accountable organizational and that the business unit concept will be central to future strategic planning and budgeting initiatives.



An Environment Shaped by Growth

While the reorganization is intended to improve service delivery and create operational efficiencies, we will also need to continue to invest in programs,

and facilities to maintain and improve our levels of service. A few notable statistics in summary are:

- Our population continues to grow. Since the 2010 census, Auburn’s population has increased 13%. We are one of the fastest growing cities in the state.

- Thus far in the current biennium, 1,226 new lots have been created, and 640 acres have been annexed into the City limits.
- Since 2012, 2,113 new beds have been added to the Auburn market, an increase of 27%. In 2019, an additional 1,148 beds will come online, followed by 1,020 in 2020. These are concentrated in Auburn’s downtown.
- FY2017 saw a record number of inspections (22,107) compared to 17,291 in FY2016.
- Building permits issued in 2017 totaled 1,047. Of those, 477 were single-family detached residential and 103 were commercial.
- We are expecting accelerated growth on North Donahue as a result of zoning changes. 1,852 new dwelling units are currently either approved or pending. Richland Road continues to see development activity, making Auburn’s north side a priority for infrastructure investments.



Anticipating growth and planning for it responsibly and appropriately is the key to achieving the most efficient use of the City’s finite financial and infrastructure resources. As such, the Planning Services Department will be particularly aggressive in the next biennium in conducting the necessary land use studies to stay ahead of the City’s growth curve. Three major studies will be undertaken along four major corridors representing nearly 6,000 acres of land comprising 9.33 square miles:

- 280 Corridor Focus Area – 2,400 acres (3.75 square miles)
- Cox and Wire Road Corridors Focus Area – 1,120 acres (1.75 square miles)
- Highway 14 Focus Area – 2,450 acres (3.83 square miles)

You can expect to see a more deliberate implementation of our strategic planning efforts through the creation of strategic business units, ensuring that each piece of the organization is aligned with our community goals and held accountable for performance as growth continues.

FY2019-FY2020 Budget Proposal Overview

The City of Auburn has always been a goal-oriented organization, developing budget proposals rooted in strategic planning efforts that are centered on public participation and adopted by the City Council. The proposed budget continues to follow the guidance of several master plans and adapts capital plans to changes in growth patterns. This biennium, I am recommending increases in operating budgets for our General Fund departments; 10.0% in FY2019 and 1.8% in FY2020. These increases are necessary to continue to maintain services at the level to which our residents have become accustomed.

In keeping with our goal to operate a lean government, personal services in the General Fund are kept below the 50% target, with 41.5% in FY2019 and 44.6% in FY2020. This affords management a great deal of flexibility to adapt to changing economic conditions. As has been the trend over the last several years, a significant portion of the General Fund expenditures are invested in capital outlay and infrastructure.

Capital investments totals \$16,508,942 in FY2019 and \$9,241,516 in FY2020 (16.7% and 9.9%, respectively, of total General Fund expenditures and other financing uses.)



New Positions - The proposed budget includes a number of new positions, each geared towards gaining efficiencies as well as addressing issues where we are at capacity with current staffing. Several of these are actually conversions of existing positions in our Public Safety Department designed to improve operations and maximize existing personnel while limiting budgetary impact. I am recommending:

- The conversion of six student firefighter positions to full-time firefighters will reduce time spent on entry-level training, improve continuity and boost the overall level of experience in the Fire Division.
- The conversion of four police division Corporal positions to Sergeants will allow two Sergeants per shift, improving supervisory control and reducing overtime for existing Sergeants.
- The conversion of one Police Officer slot to Captain will allow the creation of a unified Investigative Command.
- The addition of one Codes Enforcement Officer in the Inspections Services Department will help us keep up with the increasing construction activity in the private sector.
- The addition of one Utility Engineer in the Water Resource Management Department will help improve plan review efficiency as well as allow the current Utility Engineer to focus on higher level tasks.
- The addition of one Line Locator in Water Resource Management will help address an average annual increase of 16% in locate requests over the past four years due to the high level of development and redevelopment activity.
- The addition of four Sewer Utility Maintenance Workers in our Water Resource Management Department will address the increased infrastructure demands of new and existing developments.

I do not approach the addition of new personnel without first ensuring that any operational inefficiencies have been examined and addressed and alternatives have been evaluated. I am confident that these positions are necessary to meet our commitment to maintain quality services.

Capital Investments – FY2018 saw the conclusion of two major strategic planning initiatives: the Northwest Auburn Neighborhood Plan (adopted by Council on March 20) and the, Recreation and Culture Master Plan (adopted May 15). Additionally, in FY2017 my office developed a comprehensive Downtown Plan to implement some immediate operational changes and outline a capital strategy. As our strategic planning documents guide the development of the six-year Capital Improvement Plan (CIP), these plans propose several new major capital investments.

➤ **Northwest Auburn Neighborhood Plan** – Later this month, Council will consider zoning changes to implement this plan over time. To ensure the zoning changes have the maximum impact, staff is working to design a number of projects to provide the necessary infrastructure and aesthetic improvements. In FY2019-FY2020, I am proposing capital investments totaling \$6.4M in Northwest Auburn, with \$11.4M over the term of the CIP. Projects include Phase II renovations to Boykin Community Center, MLK Drive Streetscape improvements and widening of Donahue from Bragg Avenue to Cary Drive.



➤ **Parks, Recreation and Cultural Master Plan** – This plan covers both Parks & Recreation and Auburn Public Library (APL) facilities, and is planned for a phased implementation. Phase 1 includes \$15.7M in projects, including the Lake Wilmore Community Center, renovations and exterior improvements at APL, Dinius Park and Phase 1a of the Saugahatchee Greenway + Blueway. A \$15.0M borrowing is planned for these projects and debt services is included in the budget and projections.

➤ **Downtown Parking Plan** – At present, Public Works crews are constructing a new parking lot on East Magnolia for downtown employees. Earlier in the fiscal year, the City acquired the Baptist Student Center as the site for a new public parking deck. Design is underway,

with construction of a new 500-600 space parking deck expected to finish in FY2019. A \$12.0M borrowing is planned, and debt service is included in the budget and projections.



In addition to these new projects, we continue to implement recommendations from Renew Opelika Road and the Downtown

Master Plan. Since these plans are designed to be adaptive to private sector redevelopments as they arise, what is presented in the CIP is subject to change. In many cases, developers will be required to participate in the costs of these improvements.

- **Downtown Master Plan** – A total of \$8.0M is proposed to fund projects related to the Downtown Master Plan (DMP), including \$3.5M in federal funds to improve the intersections at South College/Samford /Gay. As the Downtown Master Plan calls for expanding the footprint of Downtown Auburn, specifically the Glenn Avenue and Gay Street corridors (DMP 1.2), many of these projects target these areas.



- **Renew Opelika Road** – Phase 4 of Renew Opelika Road improves the section between Gentry Drive and Saugahatchee Road. This project was moved up in priority due to the Twin Cities Project, which will redevelop 16 acres on the site of the former Plaza Motel and Botchers. This \$1.5M project is expected to begin in FY2019 and be completed in FY2020 and will serve as a catalyst for further revitalization of Opelika Road.

In addition to projects driven directly by strategic plans, we are proposing a number of other capital projects related to traffic and transportation issues. Total investment in transportation for the biennium will approach \$7.0M, and it is anticipated that the Comprehensive Traffic Study will be completed in early FY2019. This will likely result in additional projects in FY2021 and beyond to alleviate congestion, and funds have been placed on the CIP to address these undetermined projects.

I am proposing investments in vehicles and equipment to keep our fleet in good condition and provide the equipment necessary for our crews to do their job. Total capital equipment and vehicle replacements and expansions for all funds is proposed at \$2,479,980 in FY2019 and \$1,759,778 in FY2020. Of note in this budget is the complete replacement of our current Public Safety radio network. This \$1.3M project will transition our first responders from an outdated VHF network to a secure digital P-25 system. For the complete listing of the recommended capital investments, please see the Capital Improvement Plan in the Capital Outlay section of this document.



The capital program I am proposing is ambitious, but I believe we can accomplish what we have planned. Further, I am confident that we have the resources necessary to fund the capital plan, including servicing additional debt, as well as funding our operating costs now and into the future. The Financial Overview of this document contains an in-depth analysis of our revenues outlook

and debt service. Further information on the revenues, expenditures and projects in all of the City's funds can be found in the appropriate sections of this document, and I encourage you to examine it and ask any questions you may have. As the General Fund comprises most of our departmental activities and projects, below you will find a comparative overview of the proposed General Fund budget.

FY2019-FY2020 Budget - General Fund (100 only) Overview					
	Adjusted Budget FY2018	Proposed Budget		Increase over prior year	
		FY2019	FY2020	FY2019> FY2018	FY2020> FY2019
Restated Beginning Fund Balances	\$ 43,660,586	\$ 37,368,202	\$ 29,448,231	(6,292,384)	(7,919,971)
Revenues	\$ 88,548,265	90,474,390	92,475,291	1,926,125	2,000,901
Other Financing Sources (OFS)	\$ 2,589,561	380,250	380,250	(2,209,311)	-
Total Revenues and OFS	91,137,826	90,854,640	92,855,541	(283,186)	2,000,901
Total Available Resources	134,798,412	128,222,842	122,303,772	(6,575,570)	(5,919,070)
Expenditures					
Operating					
Departmental	\$ 48,007,922	52,829,560	53,779,359	4,821,638	949,799
Non-Departmental Operations	\$ 4,415,860	4,381,334	4,671,064	(34,526)	289,730
Outside Agency Support	\$ 1,759,829	1,699,803	1,656,457	(60,026)	(43,346)
Debt Service	\$ 6,782,141	7,653,928	8,431,402	871,787	777,474
Total Operating	60,965,752	66,564,625	68,538,282	5,598,873	1,973,657
Capital Outlay & Projects					
Departmental	\$ 3,088,559	3,394,433	1,598,231	305,874	(1,796,202)
General Operations	\$ 608,707	1,910,000	550,000	1,301,293	(1,360,000)
Project Operations	\$ 17,903,166	11,204,509	7,093,285	(6,698,657)	(4,111,224)
Total Capital Outlay & Projects	21,600,432	16,508,942	9,241,516	(5,091,490)	(7,267,426)
Total Expenditures	82,566,184	83,073,567	77,779,798	507,383	(5,293,769)
Other Financing Uses (Operating)					
Auburn City Schools	\$ 13,406,250	13,431,344	13,770,064	25,094	338,720
Transfers	\$ 1,457,776	2,269,700	2,030,000	811,924	(239,700)
Total Other Financing Uses	14,864,026	15,701,044	15,800,064	837,018	99,020
Total Expenditures & Uses	97,430,210	98,774,611	93,579,862	1,344,401	(5,194,749)
Ending Fund Balances	37,368,202	29,448,231	28,723,910	(7,919,971)	(724,321)
<i>Less: Permanent Reserve</i>	\$ 4,156,000	4,166,000	4,176,000	10,000	10,000
Net Ending Fund Balances	\$ 33,212,202	\$ 25,282,231	\$ 24,547,910	\$ (7,929,971)	\$ (734,321)
<i>Deficit/Surplus</i>	(6,292,384)	(7,919,971)	(724,321)	(1,627,587)	7,195,650
<i>Proj. NEFB (excl. Perm.Res.) as % of Exp & OFU</i>	34.09%	25.60%	26.23%		

In the overview above, you will see planned drawdowns of fund balance in each year as we continue to clear a backlog of capital projects. Moving forward, our projections (including proposed future debt and CIP projects) begin to level out, as shown below. As has been our practice, our revenue projections continue to be appropriately conservative while our expenditure projections are realistic. The City Council has adopted a target ending fund balance of 20% of total general fund expenditures and other financing uses, but it has long been our management target to keep our ending fund balance net of the permanent reserve at a ratio of around 25%. We expect to continue to meet that enhanced target in future years.

FY2019-FY2020 Biennial Budget - General Fund (100 only) Projection

	Proposed Budget		Projections			
	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
	Beginning Fund Balances	\$ 37,368,202	\$ 29,448,231	\$ 28,723,910	\$ 29,313,320	\$ 29,352,209
Revenues	90,474,390	92,475,291	94,453,677	96,562,680	98,748,978	100,993,502
Other Financing Sources (OFS)	380,250	380,250	380,250	380,250	380,250	380,250
Total Revenues and OFS	90,854,640	92,855,541	94,833,927	96,942,930	99,129,228	101,373,752
Total Available Resources	128,222,842	122,303,772	123,557,837	126,256,250	128,481,437	131,493,535
Expenditures						
Operating						
Departmental	52,829,560	53,779,359	55,416,895	57,099,275	58,889,509	60,845,022
Non-Departmental Operations	4,381,334	4,671,064	4,787,841	4,907,537	5,030,225	5,155,981
Outside Agency Support	1,699,803	1,656,457	1,167,460	1,178,793	1,190,467	1,202,490
Debt Service	7,653,928	8,431,402	8,661,621	8,134,314	8,046,858	9,062,985
Total Operating	66,564,625	68,538,282	70,033,817	71,319,919	73,157,058	76,266,478
Capital Outlay & Projects						
Departmental	3,394,433	1,598,231	1,703,151	1,791,472	1,831,780	1,972,995
General Operations	1,910,000	550,000	-	-	-	-
Project Operations	11,204,509	7,093,285	7,127,591	8,023,726	7,205,666	5,459,284
Total Capital Outlay & Projects	16,508,942	9,241,516	8,830,742	9,815,198	9,037,446	7,432,279
Total Expenditures	83,073,567	77,779,798	78,864,558	81,135,116	82,194,504	83,698,757
Other Financing Uses (Operating)						
Auburn City Schools	13,431,344	13,770,064	14,125,359	14,489,232	14,861,865	15,243,443
Transfers	2,269,700	2,030,000	1,254,600	1,279,692	1,305,286	1,331,392
Total Other Financing Uses	15,701,044	15,800,064	15,379,959	15,768,924	16,167,151	16,574,835
Total Expenditures & Uses	98,774,611	93,579,862	94,244,517	96,904,040	98,361,654	100,273,592
Ending Fund Balances	29,448,231	28,723,910	29,313,320	29,352,209	30,119,783	31,219,943
<i>Less: Permanent Reserve</i>	4,166,000	4,176,000	4,238,640	4,302,220	4,366,753	4,432,254
Net Ending Fund Balances	\$ 25,282,231	\$ 24,547,910	\$ 25,074,680	\$ 25,049,990	\$ 25,753,030	\$ 26,787,689
<i>Deficit/Surplus</i>	(7,919,971)	(724,321)	589,410	38,890	767,574	1,100,160
<i>Proj. NEFB (excl. Perm.Res.) as % of Exp & OFU</i>	25.60%	26.23%	26.61%	25.85%	26.18%	26.71%

Looking Forward

In August, Auburn will elect eight City Council members and a Mayor. In anticipation of this transition, I plan to recommend to the elected Council the pursuit of a 2040 strategic planning process to ensure we are continuing to meet the expectations of our citizens. Like Auburn 2000 and Auburn 2020, this will be a comprehensive review of our environment, citizen expectations, services and priorities, and will include a great deal of public engagement. In preparation, we have begun to develop the internal resources necessary to not only complete this process, but also to ensure efficient and effective implementation through rigorous monitoring and transparent reporting of progress and outcomes.

The Office of the City Manager will be taking on additional responsibilities as a result of the reorganization discussed earlier with the creation of a new division within the Office of the City Manager. The Budget & Strategic Planning Division will focus on aligning the biennial budget with current and future strategic plans and adopted master plans including *Auburn 2020*, *CompPlan 2030*, *the Downtown Master Plan*, *the Opelika Road Redevelopment Plan*, *Parks, Recreation & Cultural Master Plan* and *Northwest Auburn Neighborhood Plan*. This division will also be responsible for developing and implementing a useable performance measurement program with a citizen interface and is expected to play a central role in development and implementation of the aforementioned strategic plan.

My office will also begin coordinating neighborhood-related programs and communication activities with the aim of connecting neighborhoods to city resources and enhancing the flow of information on issues affecting neighborhoods such as planning initiatives (i.e. Northwest Auburn Neighborhood Plan), development proposals and infrastructure projects. This responsibility will fall under the Public Affairs Division.



I am privileged to lead an outstanding group of employees who are dedicated to delivering the best possible services to the citizens of

Auburn. These men and women perform their duties at the highest level. This fact is consistently confirmed by our annual Citizen Survey, which routinely shows that our residents' satisfaction levels with how we spend taxpayer funds are among the highest in the nation. It is my goal that the changes we are implementing in our organizational structure meet the strategic direction of the council and continue to allow us to operate a fiscally sound, innovative and accountable government.

In Closing

As always, the recommendations for capital and service investments are rooted in long-term strategic plans based on priorities and desires communicated by the city council and residents. We are fortunate to have a citizenry and governing body that has been steadfast in their priorities and we are prepared moving forward to adapt to our changing environment and citizen expectations.

The continued commitment to operating a fiscally sound local government allows us to continue to provide quality public services at a level commensurate with the demands of our residents. The staff and I welcome any questions or comments you have about the proposed FY2019-FY2020 Biennial Budget.

Sincerely,

James C. Buston, III
City Manager



City of Auburn



City of Auburn

Biennial Budget for FY 2019 & FY 2020

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City of Auburn



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Auburn
Alabama**

For the Biennium Beginning

October 1, 2016

Executive Director



City of Auburn

City of Auburn

Financial Policies

Background

As the City has expanded, City management believed that it was important to codify the municipality's broad financial policies, to put into writing the practices that management had employed to provide adequate resources for providing high quality services and facilities to citizens and taxpayers. Because these are policies they provide broad guidelines for management in developing proposals for the City Council to consider. Sound recommendations and prudent decisions still require the Management Team to exercise their professional judgment and, in some cases, to seek expertise outside the City staff. In February 2007, the Council approved Resolution Number 07-34, which adopted these policies. Financial management recognizes that many of these policies have been modified as the results of procedural, governmental accounting rules and legal changes (some of which are noted in italics in the narrative or at the end of the document), however we still believe the basic concepts conveyed and structure of these policies still apply in the fiscal management of the City of Auburn and its component units. During fiscal 2019, City management will re-evaluate these policies and present to Council appropriate amendments.

Overview

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

Legal Compliance

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

Generally Accepted Accounting Principles (GAAP)

The City of Auburn's financial activities shall be accounted for and reported on in accordance with generally accepted accounting principles established for local governments within the United States. At the time of the approval of these financial policies, the primary source for GAAP for local governments is the Governmental Accounting Standards Board. In the event that legal

requirements conflict with GAAP, the Finance Department shall account for and report the transactions in accordance with GAAP and also maintain detailed subsidiary records as necessary to demonstrate legal compliance.

Internal Controls

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

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

Component Units¹

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

Financial Reporting

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

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

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

Funds Structure

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

Interfund Transactions

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

Fund Balance/Net Position²

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

General Fund. The fund balance goal for the City's General Fund (fund 100) shall be 20% of the General Fund's expenditures plus other financing uses. The 20% goal applies to the total fund balance, including all reservations and designations, of the General Fund (fund 100). This goal is established in recognition that the State of Alabama's tax structure is such that a significant amount (40%+) of the General Fund's total revenues is derived from a single source – sales tax, and that sales tax is a revenue source which is highly sensitive to general and local economic conditions. This fund balance goal is a *goal* and is not intended to be a legal requirement; there may be economic conditions under which attainment of this goal is not possible. *The City Manager adopts a more conservative goal of 25% of Ending Fund Balance net of the permanent reserve.*

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

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

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

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

Cash Management

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

The City Council shall authorize the depositories into which City funds may be deposited; this authorization shall be documented in a Council resolution, duly adopted during a regularly scheduled City Council meeting. However, if a depository that has been authorized by the Council fails to meet criteria for such depositories imposed by State law, the Finance Department shall not maintain City accounts therein until such time as the depository meets the State law requirements. When significant, non-routine deposits or withdrawals of City funds are anticipated, Finance shall notify the affected depository in advance, to ensure that collateralization requirements are satisfied. *With the implementation of the Security for Alabama Funds Enhancement (SAFE) program, the concern of collateralization and the monitoring of depositories became routine and regulated under State law. The practice of City Council authorizing depositories is no longer required.*

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

Investments

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

Accounts Receivable

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

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

Inventories (non-capital)

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

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

In the event that material inventory losses are detected, such losses shall be reported to the appropriate department head, the Finance Director and the City Manager. Inventory losses shall

be accounted for in accordance with GAAP. Each material loss of inventory items shall be analyzed to determine if the loss could have been prevented through stronger internal controls. Stronger controls shall be implemented if an evaluation of the improved controls projects that such would be cost-beneficial.

Capital Assets

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

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

Accounts Payable

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

Auditing Services

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

the City Manager shall make a recommendation to the City Council. The City may engage one public accounting firm to audit the City (primary government) and a separate firm for its component units. Although it is more expeditious to have the same firm audit all component units, the Board of Education may request to engage its own auditor through a separate process.

Banking Services

The City of Auburn and Auburn Water Works Board shall obtain demand deposit banking services through a “request for proposal” (RFP) process to identify the most advantageous offering of investment income structures and banking services fees. The RFP process shall invite proposals for a three-year period with the option to renew for two successive one-year periods. The RFP shall clearly state that proposals are invited for demand deposit services only and that subsequent investment or borrowing decisions shall be made based on subsequent competitive processes.

Revenue Administration

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

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

Purchasing

All City purchasing activities shall be conducted in accordance with State law governing municipal purchases and the City’s detailed Purchasing Policies. Such activities include the maintenance of bidders’ lists, the issuance of bid invitations, the receipt and opening of sealed bids, and the awarding of bid contracts. The Purchasing Officer shall be responsible for managing the issuance of bid invitations and the opening of sealed bids, except for bids wherein the preparation of project

specifications, the issuance of the bid invitations and the opening of sealed bids shall be conducted by an architectural, engineering or other specialized consulting firm. In such exceptional circumstances, the Purchasing Officer shall be notified by the department head prior to the issuance of the bid invitations and the Purchasing Officer shall review and approve the bid invitation documents and bidders list prior to the issuance of the bid invitations by the consultant.

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

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

Debt Management

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

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

- All debt issuances will be accomplished in compliance with federal regulations, State law, City ordinances and all other applicable legal constraints.
- The City will retain on a continuing basis, a competent and reputable attorney specializing in municipal financing in the State of Alabama.
- The City will retain on a continuing basis, a competent and reputable bond underwriter specializing in municipal financing in the State of Alabama.
- When issuing bonds that are to be sold in the national bond market and if the bonds are to be sold in a negotiated sale, the City shall consider whether to retain an independent financial advisor; this consideration shall address the dollar amount to be borrowed and the fee structure proposed by potential financial advisors.

- City debt will be issued only to finance the acquisition or construction of capital assets, including land to be held for future use. Annual operating costs, including costs of employees' personal services, will be financed from current revenues or fund equities.
- The repayment periods for long term debt issuances will not be extended beyond the expected useful life of the capital asset being acquired with the proceeds of the financing. Debt repayment periods will be as short as feasibly possible in order to minimize interest costs and maximize flexibility for future financial planning. Financial projections shall be used to evaluate the appropriate repayment period for individual borrowings.
- If the impact of significant capital outlays proposed to be budgeted on projected ending fund equities will cause fund equity to be less than 20% of annual budgeted expenditures, other financing sources (proceeds of long term debt) for specified significant capital outlays will be considered for inclusion in the proposed budget in order to maintain fund equity at an acceptable level. Financial projections shall be used to evaluate the effect of the repayment of such proposed borrowings on fund balances in future fiscal years.
- The Council and City Manager will engage in capital assets planning and will hold citizen referenda as required by law to enable the use of the City's property tax dedicated to repayment of general obligation long term debt for the construction and acquisition of major capital assets, including infrastructure fixed assets (the Special Five Mill Tax). The City's Special Five Mill property tax is dedicated by law to the payment of debt service on general obligation debt that is issued to finance the construction of capital projects that have been approved by the voters in a public referendum. Before holding any referendum on the use of the Special Five Mill Tax debt service fund as a debt repayment source, financial projections shall be used to evaluate principal amounts and the structure of amortization schedules of proposed debt issues to maintain a positive fund balance in the Special Five Mill Tax Fund.
- Capital leasing may be used for the acquisition of equipment items with an expected useful life of three years or longer and a purchase price of more than \$250,000 with the approval of the City Manager upon the request of the department head for whose department the equipment purchase is proposed. Debt service expenditures (including principal, interest and any related administrative costs) for capital leases will be budgeted in the department for which the equipment was purchased.
- When the City plans to borrow principal amounts that financial institutions can lend and when there are no legal requirements related to the planned debt repayment source that requires the issuance of bonds, general obligation notes or warrants will be issued to the financing source that submits the lowest responsible proposal meeting specifications. All invitations to bid on City borrowings that are issued to financial institutions will be reviewed by and must receive the approval of the City's bond attorneys prior to their issuance. Requests for proposals to lend monies to the City via general obligation warrants or notes shall be sent to all financial institutions within the city limits, as well as to any other financial institutions that have expressed an interest in lending to the City. Proposals

for borrowings via general obligation warrants or notes shall be opened in a public meeting set for that purpose. The acceptance of such proposals shall be made by the City Council.

- Debt will be issued on behalf of the City Board of Education as provided under the Code of Alabama upon the official request of the Board. Principal amounts and amortization schedules of proposed education debt issues will be structured in a manner to maintain a positive fund balance in the City's School property tax funds (the Special School Tax and Special Additional School Tax special revenue funds) that are held by the City.
- The City shall engage a properly qualified consultant to perform a review of the City's compliance with federal regulations governing the issuance of tax-exempt debt at least once every three years. The cost of such consulting services shall be allocated among the various funds in which debt repayments are recorded unless such allocation is prohibited by law.

Employee Benefits Management

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

Budgeting

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

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

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

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

The City Manager will determine a budget strategy based on the revenue projections and the Council's consensus priorities and shall communicate the budget strategy to the department heads to guide the development of the departmental goals and proposed budgets. The Office of the City Manager shall also establish procedures for development of the proposed long-term capital plan.

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

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

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

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

A Mid-Biennium Budget Review shall be held after March (50% of the fiscal year elapsed) in the first fiscal year of the biennium. During the Mid-Biennium Budget Review, the approved budget for both fiscal years of the biennium may be amended by the Council. In addition to the Mid-Biennium Budget Review, the City Manager's Office shall conduct a review of each fiscal year's budget prior

to fiscal year-end and may propose a fiscal year-end budget adjustment. Generally, the budget will be amended by ordinance only at the Mid-Biennium Budget Review and just prior to fiscal year-end. The Council may show its commitment to significant changes to the budget at other times during the biennium by approval of a resolution.

Capital Projects

Capital projects shall be managed by the department responsible for operating the project upon its completion; however, the City Manager may designate a specific department head to manage a specific capital project. The Finance Department shall be responsible for assigning project account numbers, which shall be used to accumulate all project costs for capitalization according to GAAP. The Finance Department shall prepare specialized reports as necessary to report on the financial status of all capital projects.

Contracts Management

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

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

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

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

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



City of Auburn

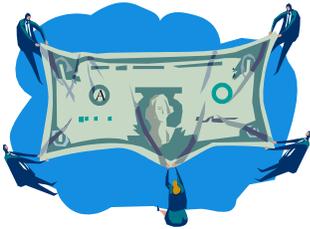
City of Auburn

Description of the Budgetary System

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

In May 1998, the City Council followed the *Auburn 2000* process model and adopted *Auburn 2020*, the document that sets forth ideas and recommendations on how to manage the inevitable changes Auburn will face during the next twenty years. As Auburn continues to move through this time period, City management depends on the *Auburn 2020* plan to guide decisions that will maintain the impetus for quality growth that has occurred in the past.

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



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

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

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

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



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

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

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

The departmental goals are also developed during this time and are submitted to the City Manager for approval as part of the development of the proposed budget. Departmental goals are based on the Council's strategic goals and on carrying out the priorities that the City Council set, based on the Citizen Survey results. The department heads present their departments' approved goals to the City Council during budget hearings. Departmental goals are an integral part of the budget process and serve to focus the activities of the departments throughout the year. (All departmental goals for FY2019 & FY2020 are provided in this document.) Like the budget requests, departmental goals are submitted electronically, with detailed funding information and estimated timelines. Goals are updated quarterly, and Council is presented with a comprehensive goals status report each quarter.

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

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



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

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

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

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

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



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

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

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

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

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

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

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

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



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

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

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



City of Auburn

City of Auburn

Budget Calendar

FY2019 & 2020 Biennium

January 2018

1 2 3 4 5 6	Mid-January - Citizen Survey Started
7 8 9 10 11 12 13	
14 15 16 17 18 19 20	
21 22 23 24 25 26 27	
28 29 30 31	

April 2018

1 2 3 4 5 6 7	13 - New Position Requests Due 13 - Capital Equipment Requests Due 20 - New Position Costs Due 20 - Department Budget Requests Due 27 - Capital Project Requests Due 30 - Department Budget Meetings Begin
8 9 10 11 12 13 14	
15 16 17 18 19 20 21	
22 23 24 25 26 27 28	
29 30	

May 2018

1 2 3 4 5	7 - Capital Improvement Meetings Begin 14 - Outside Agency Funding Packets Due 15 - Citizen Survey Presentation
6 7 8 9 10 11 12	
13 14 15 16 17 18 19	
20 21 22 23 24 25 26	
27 28 29 30 31	

June 2018

1 2	15 - Final Department Budgets Due 15 - Capital Improvement Plan and Capital Outlay Review Finalized 20 - Department Goals Due 29 - Final Draft Budget Document Ready for City Manager Review 29 - Draft Budget Document Distributed to Budget Team
3 4 5 6 7 8 9	
10 11 12 13 14 15 16	
17 18 19 20 21 22 23	
24 25 26 27 28 29 30	

July 2018

1 2 3 4 5 6 7	2 - Distribution to City Council 6 - Document Posted Online 9 - 1st Council Work Session 24 - 1st Reading of Ordinance to City Council
8 9 10 11 12 13 14	
15 16 17 18 19 20 21	
22 23 24 25 26 27 28	
29 30 31	

August 2018

1 2 3 4	7 - 2nd Reading of Ordinance to City Council (if needed)
5 6 7 8 9 10 11	
12 13 14 15 16 17 18	
19 20 21 22 23 24 25	
26 27 28 29 30 31	

September 2018

1	30 - End of the Fiscal Year
2 3 4 5 6 7 8	
9 10 11 12 13 14 15	
16 17 18 19 20 21 22	
23 24 25 26 27 28 29	
30	

City of Auburn

Annual Citizen Survey

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

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

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

The 2018 Citizen Survey was conducted in early 2018 in preparation for the FY2019 & FY2020 biennial budget process. A six-page survey was mailed to a random sample of 2,500 households in the City of Auburn. Responses to the survey were entered into a computer database, enabling the survey results to be tabulated promptly. The confidence interval calculated for the 2018 survey indicates a 95% level of confidence with a precision of at least +/- 4.0%. In order to better understand how well services are being delivered in different areas of the City, the addresses of the respondents were geo-coded into the database.

The survey results reflect high levels of satisfaction with City services and the overall quality of life in Auburn. The areas that residents thought should receive the most increase in emphasis from the City over the next two years have continued to follow historic trends. Those two areas are (1) management of traffic flow in the City and (2) maintenance of City streets, buildings, and facilities. As these two areas have been consistently the lowest categories in citizen satisfaction over the last several years, the City has used the realignment, mentioned in the budget message, as a large step to address these concerns. Creating the new division of Engineering Services will help place a narrower focus for the City engineers to alleviate traffic and construction concerns. Additionally, the reorganization of Public Works which now contains Right-Of-Way Maintenance and the newly created Facilities Maintenance department, will help better control maintenance concerns. The City will continue to strive toward satisfying our citizens in all aspects of City services. The Executive Summary from the 2018 survey is presented on the following pages. The complete results of the Citizen Survey are available from the City’s website at www.auburnalabama.org/citizensurvey.

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

City of Auburn Citizen Survey

Findings Report

...helping organizations make better decisions since 1982

2018

Submitted to the City of Auburn

By:
ETC Institute
725 W. Frontier Lane,
Olathe, Kansas
66061

March 2018





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2018 City of Auburn Citizen Survey

Executive Summary

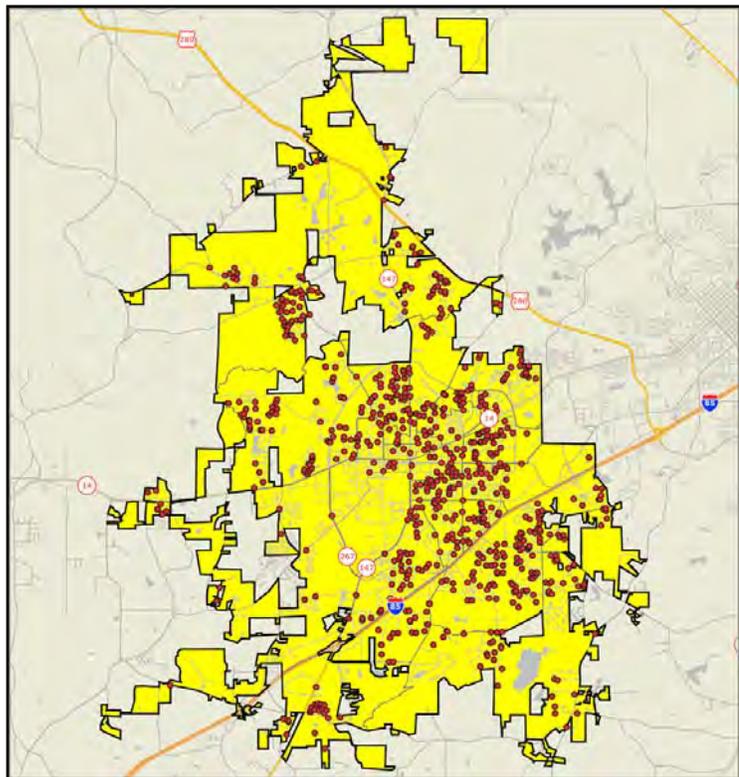
Purpose and Methodology

ETC Institute administered a survey to residents of the City of Auburn during January and February of 2018. The purpose of the survey was to help the City of Auburn establish budget priorities and shape policy decisions. The results will also help City leaders gauge how successful they have been in providing quality services to residents and identify areas of improvement. The City of Auburn has administered an annual citizen survey since 1985.

The seven-page survey, cover letter and postage paid return envelope were mailed to a random sample of households in the City of Auburn. The cover letter explained the purpose of the survey and encouraged residents to either return their survey by mail or complete the survey online. At the end of the online survey, residents were asked to enter their home address. This was done to ensure that only responses from residents who were part of the random sample were included in the final survey database.

Ten days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of Auburn from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed on-line did not match one of the addresses selected for the sample, the on-line survey was not counted. The map to the right shows the location of all survey respondents.

The goal was to obtain completed surveys from at least 600 residents. The goal was exceeded with a total of 806 residents completing the survey. The overall results for the sample of



806 households have a precision of at least $\pm 3.45\%$ at the 95% level of confidence.

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

**When trends are discussed in this report a significant increase, decrease, or difference is a change of $\pm 4\%$.*

This report contains:

- An executive summary of the methodology for administering the survey and major findings,
- charts showing the overall results for most questions on the survey
- benchmarking data that shows how the results for Auburn compare to other communities,
- importance-satisfaction analysis
- tables that show the results of the random sample for each question on the survey,
- a copy of the survey instrument.

Overall Perceptions of the City

Eighty-eight percent (88%) of residents surveyed, *who had an opinion*, were satisfied with the quality of life in the City; only 4% were dissatisfied and the remaining 8% gave a neutral rating. Eighty-four percent (84%) of residents surveyed, *who had an opinion*, were also satisfied with the overall image of the City, 83% were satisfied with the overall quality of City services, 74% were satisfied with the value received for their City tax dollars and fees, and 73% were satisfied with the overall appearance of the City. *None of the items related to perceptions of the City showed significant increases in positive ratings from 2017 to 2018. Only one item; overall appearance of the City (-4%) showed a significant decrease in positive ratings from 2017.*

Overall Satisfaction with City Services

The major categories of City services that had the highest levels of satisfaction, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the overall quality of police, fire, and ambulance services (91%), overall quality of the City’s school system (91%), the overall quality of City library services (88%), and the overall quality of parks and recreation services (82%). *There were no significant changes in positive ratings in any of the major categories of City services rated from 2017.*

The overall areas that residents thought should receive the most emphasis from the City of Auburn over the next two years were: 1) flow of traffic and congestion management, 2) maintenance of City infrastructure, and 3) the quality of the City’s school system. These were the same three priorities from the 2017 survey results.

Feelings of Safety

Ninety-seven percent (97%) of residents surveyed, *who had an opinion*, indicated they feel either “very safe” or “safe” in their neighborhood during the day. Ninety-two percent (92%) of residents indicated they feel safe in Auburn in general, and 89% of residents feel safe in Downtown Auburn and in their neighborhood at night. *There were no significant changes in positive ratings in any of the safety issues rated from 2017.*

Satisfaction with Specific City Services

- **Public Safety.** The highest levels of satisfaction with public safety services, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the overall quality of fire protection (94%), fire personnel emergency response time (92%), and the overall quality of police protection (90%). The public safety services residents felt should receive the most emphasis from City leaders over the next two years were: 1) efforts to prevent crime, 2) the visibility of police in neighborhoods, and 3) the overall quality of police protection. *There were no significant changes in positive ratings in any of the public safety issues rated from 2017.*
- **Code Enforcement.** The highest levels of satisfaction with City code enforcement, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the cleanup of debris and litter (80%), and the cleanup of large junk and abandoned vehicles (76%). The code enforcement services residents felt should receive the most emphasis from City leaders over the next two years were: 1) the cleanup of overgrown and weedy lots, 2) the cleanup of debris and litter, and 3) efforts to remove dilapidated structures. *There were no significant increases in positive ratings from 2017. There were three items that showed a significant decrease in positive ratings from 2017: the cleanup of large junk and abandoned vehicles (-5%), the cleanup of overgrown and weedy lots (-7%), and efforts to remove dilapidated structures (-10%).*
- **Garbage and Water Services.** The highest levels of satisfaction with garbage and water services, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: residential garbage collection services (92%), yard waste removal services (84%), and water services (83%). The garbage and water services residents felt should receive the most emphasis from City leaders over the next two years were: 1) curbside recycling services overall and 2) material types accepted for recycling. *The two items that showed significant increases in satisfaction from 2017 were: material types accepted for recycling (+9%) and curbside recycling services overall (+5%). There were no significant decreases in positive ratings from 2017.*
- **Development and Redevelopment in the City.** The highest levels of satisfaction with development and redevelopment in the City, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the overall appearance of Downtown Auburn (67%), the quality of new business development (64%), and the quality of new industrial development (64%). *The one item that showed a*

*significant increase in satisfaction from 2017 was the quality of new industrial development (+4%). The two items that showed a **significant decrease** from 2017 were: the overall appearance of Downtown Auburn (-4%) and the City's planning for future growth (-5%).*

- **Parks and Recreation.** The highest levels of satisfaction with parks and recreation services, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the maintenance of City parks (84%) the maintenance of walking trails (80%), and the maintenance of outdoor athletic fields (80%). The three parks and recreation services respondents indicated should receive the most emphasis over the next two years were: 1) the maintenance of parks, 2) the quality of special events, and 3) the maintenance of walking trails. *The parks and recreation services that showed **significant increases** in positive ratings from 2017 were: the ease of registering for programs (+6%) and fees charged for recreation programs (+4%). There were **no items that showed a significant decrease** in satisfaction from 2017.*
- **Library Services.** The highest levels of satisfaction with library services, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: customer service (90%), and hours of operation (88%). The two library services respondents indicated should receive the most emphasis over the next two years were: 1) children’s programs (23%) and 2) books and audio/visual for adults.
- **Traffic Flow and Transportation.** The highest levels of satisfaction with traffic flow and transportation services, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the ease of pedestrian travel in Auburn (59%) and the ease of travel by car in Auburn (58%). *There were **no significant increases in positive ratings** from 2017. The traffic flow and transportation item that showed a **significant decrease** in positive ratings from 2017 was: the ease of pedestrian travel in Auburn (-4%).*
 - Compared to other City priorities 52% of residents indicated they believe it is either “extremely important” (20%) or “somewhat important” (32%) for the City of Auburn to implement a mass transit system
- **City Maintenance.** The highest levels of satisfaction with City maintenance services, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the maintenance of traffic signals (86%), maintenance of street signs (83%), the maintenance of city-owned buildings (83%), and the maintenance of Downtown Auburn (83%). The three items respondents indicated should receive the most emphasis over the next two years were: 1) the maintenance of streets, 2) the adequacy of City street lighting, and 3) the maintenance of sidewalks. *There were **no significant increases in positive ratings** from 2017. The City maintenance service item that showed a **significant decrease** in positive ratings from 2017 was: the maintenance of streets (-4%).*

- **Downtown Auburn.** The highest levels of satisfaction with Downtown Auburn, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the cleanliness of downtown areas (91%), feeling of safety downtown at night (82%), pedestrian accessibility (81%), and signage and wayfinding (80%). The item respondents indicated should receive the most emphasis over the next two years was the availability of parking. *There were no significant increases in positive ratings from 2017. The item that showed a significant decrease in positive ratings from 2017 was the availability of public event space (-9%).*
- **City Communication.** The highest levels of satisfaction with City Communication, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the quality of Open Line newsletter (78%), the availability of information on Auburn Public Library services and programs (72%), and the availability of information on Parks and Recreation services and programs (72%). There were **no significant decreases in positive ratings** from 2017. All five items that were compared showed a **significant increase** in positive ratings from 2017: quality of the City’s social media (+10%), the quality of the City’s website (+9%), the availability of information on Parks and Recreation programs and services (+7%), the availability of information on City services and programs (+7%), and the quality of Open Line newsletter (+4%).

Additional Findings

- Ninety-six percent (96%) of residents surveyed, *who had an opinion*, rated the City as an “excellent” or “good” place to raise children.
- Ninety-five percent (95%) of residents surveyed, *who had an opinion*, rated the City as an “excellent” or “good” place to live.
- There were no significant changes in the ratings of City leadership from 2017 to 2018. Most residents either gave positive or neutral ratings when asked to rate various items related to City Leadership.
- The primary sources that residents received information about City issues, services, and events were: word of mouth (57%), Open Line newsletter (54%), and the local newspaper (53%). Although most (57%) currently receive information from word of mouth residents would most prefer to receive information from the Open Line newsletter, local newspapers, and the City’s social media sites.
- Eighty-five percent (85%) of residents who had contacted the City during the past year felt it was either “very easy” (49%) or “somewhat easy” (36%) to contact the person they needed to reach.
- Seventy-nine percent (79%) of residents who contacted the City during the past year indicated the department they contacted was responsive to their issue, 17% indicated they were not responsive, and 4% did not provide a response.

How the City of Auburn Compares to Other Communities Nationally

The City of Auburn continues to set the standard for the delivery of services compared to other U.S. Communities that are a part of ETC Institute’s Benchmarking Database. Auburn rated at or above the national average in 61 of the 63 areas that were assessed, all 61 areas where the City of Auburn rated above the national average were significantly above the national average. Auburn rated below the national average in only two areas, both areas were significantly below the national average. The table below shows all the areas that were compared to the national average.

Comparing Auburn to the National Average				
Service	AUBURN	US	Difference	Category
SIGNIFICANTLY ABOVE NATIONAL AVERAGE				
Cleanup of debris/litter	80%	41%	39%	Code/Zoning Enforcement
Overall value received for city tax dollars/fees	74%	38%	36%	Perceptions
Quality of the city’s school system	91%	56%	35%	Major City Services
Overall quality of city services	83%	49%	34%	Perceptions
Maintenance of swimming pools	68%	35%	33%	Parks and Recreation
Recycling at city’s drop-off recycling center	76%	44%	32%	Garbage and Water
Utility Billing Office customer service	80%	48%	32%	Garbage and Water
As a place to work	82%	54%	28%	Quality of Life
Cleanup of large junk/abandoned vehicles	76%	48%	28%	Code/Zoning Enforcement
As a place to raise children	96%	68%	28%	Quality of Life
Quality of swimming pools	62%	35%	27%	Parks and Recreation
Quality of the city’s customer service	72%	47%	25%	Major City Services
Maintenance of city infrastructure	66%	41%	25%	Major City Services
As a place to live	95%	70%	25%	Quality of Life
Overall effectiveness of the City Manager	61%	37%	24%	City Leadership
Maintenance of sidewalks	70%	47%	23%	Maintenance
Yard waste removal service	84%	61%	23%	Garbage and Water
Mowing/trimming along streets and public areas	77%	54%	23%	Maintenance
Efforts to prevent crime	78%	56%	22%	Public Safety Services
Availability of info on City services/programs	68%	46%	22%	City Communication
Maintenance of walking trails	80%	59%	21%	Parks and Recreation
Police safety education programs	74%	54%	20%	Public Safety Services
Overall quality of leadership	60%	40%	20%	City Leadership
Overall cleanliness of streets and public areas	82%	62%	20%	Maintenance
Overall quality of police protection	90%	70%	20%	Public Safety Services
Water service	83%	63%	20%	Garbage and Water
Visibility of police in neighborhoods	79%	59%	20%	Public Safety Services
Maintenance of downtown Auburn	83%	63%	20%	Maintenance
Overall image of the city	84%	64%	20%	Perceptions
Residential garbage collection service	92%	73%	19%	Garbage and Water
Maintenance of streets	69%	50%	19%	Maintenance
Effectiveness of city’s communication with public	66%	47%	19%	Major City Services
Quality of parks and recreation services	82%	64%	18%	Major City Services
Visibility of police in retail areas	79%	61%	18%	Public Safety Services
Quality of youth athletic programs	77%	60%	17%	Parks and Recreation
Overall appearance of Downtown Auburn	67%	50%	17%	Development and Redevelopment
Police response time	81%	65%	16%	Public Safety Services
Quality of fire safety education programs	80%	65%	15%	Public Safety Services
Maintenance of traffic signals	86%	71%	15%	Maintenance
Overall quality of life in the city	88%	73%	15%	Perceptions

Comparing Auburn to the National Average - Continued				
Service	AUBURN	US	Difference	Category
SIGNIFICANTLY ABOVE NATIONAL AVERAGE				
Quality of police, fire, and ambulance services	91%	77%	14%	Major City Services
Quality of city library services	88%	74%	14%	Major City Services
Maintenance of parks	83%	70%	13%	Parks and Recreation
Quality of outdoor athletic fields	78%	65%	13%	Parks and Recreation
Collection of garbage, recycling and yard waste	82%	69%	13%	Major City Services
Level of public involvement in local decisions	46%	33%	13%	City Leadership
Maintenance of street signs	83%	71%	12%	Maintenance
Overall appearance of the city	73%	62%	11%	Perceptions
Overall quality of fire protection	94%	83%	11%	Public Safety Services
Enforcement of traffic laws	74%	64%	10%	Public Safety Services
Ease of registering for programs	72%	62%	10%	Parks and Recreation
Maintenance of community recreation centers	78%	68%	10%	Parks and Recreation
Enforcement of city codes and ordinances	62%	52%	10%	Major City Services
Adequacy of city street lighting	66%	56%	10%	Maintenance
Control of nuisance animals	64%	55%	9%	Code/Zoning Enforcement
Quality of the City's social media	65%	56%	9%	City Communication
Fire personnel emergency response time	92%	84%	8%	Public Safety Services
Quality of adult athletic programs	62%	54%	8%	Parks and Recreation
Quality of the City's website	70%	62%	8%	City Communication
Quality of local ambulance service	85%	80%	5%	Public Safety Services
Curbside recycling service overall	74%	69%	5%	Garbage and Water
SIGNIFICANTLY BELOW NATIONAL AVERAGE				
Flow of traffic and congestion management	42%	51%	-9%	Major City Services
The City's planning for future growth	38%	47%	-9%	Development and Redevelopment

Trends

Long-Term Trends: Positive ratings for the City of Auburn improved or stayed the same in 70 of the 91 areas that were assessed in both 2006/2013 and 2018; 48 of these improvements were statistically significant. There were decreases in positive ratings in 21 of the 91 areas that were assessed in both 2006/2013 and 2018; nine of these decreases were statistically significant. When comparisons to the 2006 results were not available the results from the 2013 survey were used which is when the questions were first asked. The significant changes can be found below and on the following page.

Long-Term Trends - Change From 2018 & 2006/2013*				
By percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding "Don't Know" responses)				
Service	2018	2006/2013*	Change	Category
SIGNIFICANT INCREASES				
Maintenance of community recreation centers	78%	52%	26%	Parks and Recreation
Quality of community recreation centers	75%	52%	23%	Parks and Recreation
Maintenance of walking trails	80%	58%	22%	Parks and Recreation
Police safety education programs	74%	54%	20%	Public Safety Services
Maintenance of swimming pools	68%	48%	20%	Parks and Recreation
Visibility of police in retail areas	79%	60%	19%	Public Safety Services
Quality of fire safety education programs	80%	62%	18%	Public Safety Services
Visibility of police in neighborhoods	79%	61%	18%	Public Safety Services

Long-Term Trends - Change From 2018 & 2006/2013* - Continued

By percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding "Don't Know" responses)

Service	2018	2006/2013*	Change	Category
SIGNIFICANT INCREASES				
Enforcement of traffic laws	74%	58%	16%	Public Safety Services
Fire personnel emergency response time	92%	76%	16%	Public Safety Services
Overall appearance of Opelika Road	34%	18%*	16%	Development & Redevelopment
Quality of local ambulance service	85%	70%	15%	Public Safety Services
Quality of swimming pools	62%	48%	14%	Parks and Recreation
Maintenance of streets	69%	57%	12%	Maintenance
Redevelop abandoned/under-utilized properties	40%	28%*	12%	Development & Redevelopment
Fees charged for recreation programs	71%	60%	11%	Parks and Recreation
In City parks	77%	66%	11%	Feeling of Safety
Overall quality of fire protection	94%	83%	11%	Public Safety Services
Ease of pedestrian travel in Auburn	58%	47%	11%	Traffic Flow
Utility Billing Office customer service	80%	71%	9%	Garbage and Water
Efforts to prevent crime	78%	69%	9%	Public Safety Services
Quality of the city's website	70%	61%	9%	Communication
Residential garbage collection service	92%	84%	8%	Garbage and Water
Maintenance of street signs	83%	75%	8%	Maintenance
Overall cleanliness of streets/public areas	82%	74%	8%	Maintenance
Police response time	81%	73%	8%	Public Safety Services
Overall quality of police protection	90%	82%	8%	Public Safety Services
Ease of registering for programs	72%	65%	7%	Parks and Recreation
In commercial and retail areas	84%	77%	6%	Feeling of Safety
Quality of police, fire, & ambulance services	91%	85%	6%	Major City Services
Overall quality of City services	83%	77%	6%	Perceptions
Value received for your city tax dollars and fees	74%	68%	6%	Perceptions
Effectiveness of city's communication with public	66%	60%	6%	Major City Services
Yard waste removal service	84%	78%	6%	Garbage and Water
Maintenance of city infrastructure	66%	60%	6%	Major City Services
Enforcement of city codes & ordinances	62%	56%	6%	Major City Services
Maintenance of traffic signals	86%	80%	6%	Maintenance
Maintenance of sidewalks	70%	65%	5%	Maintenance
Quality of Open Line newsletter	78%	73%	5%	Communication
Availability of outdoor dining venues	50%	45%*	5%	Downtown
Quality of new retail development	61%	56%*	5%	Development & Redevelopment
In your neighborhood at night	89%	84%	5%	Feeling of Safety
Overall feeling of safety in Auburn	92%	87%	5%	Feeling of Safety
Water service	83%	78%	5%	Garbage and Water
Adequacy of city street lighting	66%	61%	5%	Maintenance
Maintenance of cemeteries	77%	73%	4%	Parks and Recreation
Control of nuisance animals	64%	60%*	4%	Code/Zoning Enforcement
Landscaping and green space	75%	71%*	4%	Downtown
SIGNIFICANT DECREASES				
Effectiveness of appointed boards/commissions	55%	59%	-4%	City Leadership
Quality of new industrial development	64%	69%*	-5%	Development & Redevelopment
Overall quality of leadership	60%	66%	-6%	City Leadership
Availability of parking	20%	26%*	-6%	Downtown
Cleanup of debris/litter	80%	86%*	-6%	Code/Zoning Enforcement
Effectiveness of the City Manager	61%	67%	-6%	City Leadership
Quality of new residential development	56%	65%*	-9%	Development & Redevelopment
Overall appearance of Downtown Auburn	67%	79%*	-12%	Development & Redevelopment
City's planning for future growth	38%	55%*	-17%	Development & Redevelopment

Percentages with an * indicates that the question was first asked in 2013 and that there are no 2006 comparisons

Short-Term Trends: Positive ratings for the City of Auburn improved or stayed the same in 62 of the 109 areas that were assessed in both 2017 and 2018; 10 of these improvements were statistically significant. There were decreases in positive ratings in 47 of the 109 areas that were assessed in both 2017 and 2018; nine of these decreases were statistically significant. The significant changes can be found in the table below

Short-Term Trends - Change From 2018 & 2017				
By percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding "Don't Know" responses)				
Service	2018	2017	Change	Category
SIGNIFICANT INCREASES				
Quality of the city's social media	65%	55%	10%	Communication
Material types accepted for recycling	67%	58%	9%	Garbage and Water
Quality of the city's website	70%	61%	9%	Communication
Availability of info on parks & rec pgrms/services	72%	65%	7%	Communication
Availability of info on city services & programs	68%	61%	7%	Communication
Ease of registering for programs	72%	66%	6%	Parks and Recreation
Curbside recycling service overall	74%	69%	5%	Garbage and Water
Fees charged for recreation programs	71%	67%	4%	Parks and Recreation
Quality of Open Line newsletter	78%	74%	4%	Communication
Quality of new industrial development	64%	60%	4%	Development & Redevelopment
SIGNIFICANT DECREASES				
Overall appearance of the City	73%	77%	-4%	Perceptions
Maintenance of streets	69%	73%	-4%	Maintenance
Overall appearance of Downtown Auburn	67%	71%	-4%	Development & Redevelopment
Ease of pedestrian travel in Auburn	58%	62%	-4%	Traffic Flow
City's planning for future growth	38%	43%	-5%	Development & Redevelopment
Cleanup of large junk/abandoned vehicles	76%	81%	-5%	Code/Zoning Enforcement
Cleanup of overgrown and weedy lots	57%	64%	-7%	Code/Zoning Enforcement
Availability of public event space	49%	58%	-9%	Downtown
Efforts to remove dilapidated structures	55%	65%	-10%	Code/Zoning Enforcement

Investment Priorities

Recommended Priorities for the Next Two Years. In order to help the City identify investment priorities for the next two years, ETC Institute conducted an Importance-Satisfaction (I-S) analysis. This analysis examined the importance residents placed on each City service and the level of satisfaction with each service. By identifying services of high importance and low satisfaction, the analysis identified which services will have the most impact on overall satisfaction with City services over the next two years. If the City wants to improve its overall satisfaction rating, the City should prioritize investments in services with the highest Importance Satisfaction (I-S) ratings. Details regarding the methodology for the analysis are provided in Section 3 of this report.

Overall Priorities for the City by Major Category. This analysis reviewed the importance of and satisfaction with major categories of City services. This analysis was conducted to help set the overall priorities for the City. Based on the results of this analysis, the major services that are recommended as the top priorities for investment over the next two years in order to raise the City's overall satisfaction rating are listed on the following page:

- Flow of traffic and congestion management (IS Rating=0.3819)
- Maintenance of City infrastructure (IS Rating=0.1671)

The table below shows the importance-satisfaction rating for all 10 major categories of City services that were rated.

2018 Importance-Satisfaction Rating City of Auburn Citizen Survey Major Categories of City Services						
Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Very Priority (IS >.20)						
Flow of traffic & congestion management	66%	1	42%	10	0.3819	1
High Priority (IS .10-.20)						
Maintenance of City infrastructure	49%	2	66%	8	0.1671	2
Medium Priority (IS <.10)						
Enforcement of City codes & ordinances	20%	7	62%	9	0.0747	3
Effectiveness of City's communication with the public	21%	6	66%	7	0.0704	4
Quality of parks & recreation services	26%	5	82%	4	0.0467	5
Collection of garbage, recycling & yard waste	18%	8	82%	5	0.0326	6
Quality of City's school system	35%	3	91%	2	0.0317	7
Quality of police, fire, & ambulance services	28%	4	91%	1	0.0246	8
Quality of City's customer service	8%	9	72%	6	0.0225	9
Quality of City library services	7%	10	88%	3	0.0077	10

Fiscal Year 2018 2nd Quarter Goals Update



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

City of Auburn, Alabama

Office of the City Manager



City of Auburn

Fiscal Year 2018 2nd Quarter Goals Update

City Council

Bill Ham, Jr., Mayor

Verlinda White

Ron Anders, Jr.

Beth Witten

Brent Beard

Lynda Tremaine

Dick Phelan

Gene Dulaney

Tommy Dawson

Management Team

James C. Buston, III City Manager

Kevin A. Cowper Assistant City Manager/COO

Greg C. Nelson Director of Information Technology

James D. McLaughlin Municipal Judge/Director of Judicial

Penny L. Smith Finance Director/Treasurer

T. Phillip Dunlap Director of Economic Development

Steven A. Reeves Director of Human Resources

William H. James Director of Public Safety

Alison Boykins Frazier .. Director of Eng. Svcs/Acting Director Public Works

Timothy L. Woody Director of Environmental Services

Christopher S. Warren Director of Auburn Public Library

Rebecca O. Richardson Director of Parks and Recreation

Forrest E. Cotten Director of Planning

Eric A. Carson Director of Water Resource Management

John Hoar Director of Inspection Services

Megan McGowen Executive Director of Development Services



City of Auburn



City of Auburn
Home of Auburn University

MEMORANDUM

Date: April 20, 2018
To: Mayor and Council Members
From: James C. Buston III, City Manager
Re: Fiscal Year 2018 2nd Quarter Goals Update

The attached report provides an update on the status of the City's Fiscal Year 2018 Departmental Goals as of the end of the second quarter.

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

As the City continues to grow, the demands for City services increases. To meet these demands, City staff continues to come up with creative solutions to integrate a diverse work force with an engaged citizenry. As an example, the Human Resources department held a Diversity and Inclusion Seminar to help employees better understand how to create inclusive environments. In addition, the Police Division participated in Auburn University's "Creed Week" by passing out literature on various community programs to help students better live out the Auburn Creed while living in the City of Auburn. The Parks and Recreation hosted six tournaments for 300 plus attendees each. The tournaments included tennis, softball, and soccer. The Auburn Public Library has also continued to grow their Baby Time program and work with parents to better understand how to create the best programs for the families of Auburn.

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

144 Tichenor Avenue • Auburn, Alabama 36830
(334) 501-7260 • FAX (334) 501-7299 • www.auburnalabama.org



City of Auburn

Fiscal Year 2018 2nd Quarter Goals Update

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City of Auburn

Economic Development FY2018 Goals

Workforce Development

1. Provide assistance to new industry to determine organizational structure, recruit and interview core personnel, determine wage rates and benefits, determine skill sets, and provide employment law consultation. Partner with educational institutions, outside agencies and groups to ensure that skill sets and training needs are met and full support is provided with a goal of two new companies. Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
GE Aviation continues to ramp up using the AIDT pre-hire process and facilities at ACDI by running one pre-hire class per quarter. We are assisting SiO2 and Briggs and Stratton with receiving training reimbursement via ATN, AIDT, and/or IDB support. We are currently supporting Schmidt Automotive USA Berghoff, and Winkelmann Flowform Technology with recruiting, selecting, interviewing, and hiring personnel. We are including social media and partnering with these recruiting services as well. Schmidt and Berghoff have started production and Winkelmann is in the ramp-up phase.
2. Provide assistance to existing companies to identify new business and streamline their processes. Training will be provided through ATC and through partnering with outside agencies and groups with a goal of supporting two companies. Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
We are working with SUSCC to offer programs that meet specific needs for Auburn industries which include new curricula on injection molding and EDM, tool and die and maintenance apprenticeship, CNC machining, and multi-craft maintenance. We are working to help market classes offered by SUSCC. We are assisting with hiring the new president at SUSCC with heavy emphasis on technical skills. We were involved with developing the "20-20" strategic plan for SUSCC. ATC is working with the Economic Development Partnership of Alabama (EDPA), Alabama Technology Network (ATN), Robot Technology Park (RTP), and Auburn Technical Assistance Center (ATAC) to identify and promote their respective programs to expanding industry. We are assisting Arkal Automotive with their expansion. Additionally, we are working with AIDT to ensure that SiO2 receives full training reimbursement. The on-site training program has started via AIDT. We are supporting Borbet via reimbursement for multi-craft maintenance training. We are working with Briggs and Stratton on their expansion.
3. Partner with Auburn High School to administer the Industrial Systems Technology curriculum per the needs of Auburn area industry and AHS students with the goal of six classes and 80 students during the 2017-2018 school year. In addition, eight students will be dually enrolled at Southern Union State Community College. Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
20 students are enrolled in three classes with 11 of these students dually enrolled at Southern Union State Community College in machining. All students are on track to pass.
4. Work with outside partners to maintain a program to assimilate chronically unemployed or never employed people into the Auburn area workforce with the goal of graduating 20 students. Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Four students are currently enrolled and will graduate by the end of April.
5. Research the need for updating current wage and benefit survey, and if deemed necessary, conduct a comprehensive wage and benefits survey(s) of industry in Auburn and significant companies in surrounding areas. Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
The new survey is complete and has been distributed to participating companies. We will use this data for internal decision making and industry recruitment.

6. Operate the small business incubator through the Auburn Center for Developing Industries including building maintenance and lease management of tenants with the goal of assisting four companies. Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Four companies and CDBG have leased space at ACDI. Many new companies are interested in renting incubator space. We are currently evaluating the best fit for our market. Arsenal Racecraft, and Concept Italia occupy our 10,000 sq. ft. incubator buildings. Hoerbiger will be exiting the 1490 Pumphrey Avenue building and we have plans to convert this building into training space.
7. Develop, edit, print, distribute and secure funding for the "Focus on Your Future" student career catalog for school year 2017-2018. Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
The catalog is complete and printed. All students in the manufacturing classes will receive copies. The catalog will be distributed to other students through AHS counselors.
8. Coordinate the administrative and fiscal functions for the State of Alabama's Regional Workforce Development Council (Region 8) via the Auburn Training Connection. Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
We continue to be a major "stakeholder" in the new "combined" area (Region 5). We will work to obtain grants for our area when appropriate. Planning meetings are underway for this year's Career Discovery Expo in which we have many staff in key positions.
9. Research needs for, set up and manage topic-specific training for Auburn area industry. The classes include, but are not limited to: Management Training (four classes), Quality Training (two classes), TS16949 Training (one class), Employment Law (two classes), PLC and Other Automation Training (two classes), Precision Measurement including CMM (TBD), lean manufacturing, OSHA and logistics. Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
ATAC/ATN conducted IATF 16949 2016 Internal Auditor December 4-7 with 9 attendees. AIDT conducted interviews for Briggs & Stratton January 10-11 with 62 attendees. AIDT conducted Pre-Employment training January 29 – February 8 with 30 attendees, day and night classes. RAPA conducted In-House Leadership Training February 9th with 10 attendees. AIDT conducted Leadership Skills II March 6-7 with 20 participants. Interviews for Briggs and Stratton were conducted April 9-10. RAPA conducted In-House Leadership Training April 6th.
10. Research need for, develop and coordinate with outside agencies to provide apprenticeship programs through SUSCC with the goal of graduating well trained multi-craft maintenance and tool and die (mold makers) personnel. Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
All student interns have been placed and we are receiving positive feedback from both students and companies.
11. Partner with Auburn University School of Engineering and industry to develop a training program for advanced CNC machining and additive manufacturing. Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
We are in the process of aligning all partners to start in the fall at the ACDI complex.

Community Development Block Grant

1. Administer community development projects as approved in the 2017 Action Plan. Anticipated to commence by **6/1/2017** and be completed by **5/31/2018**
Community Development staff and programs/projects are awaiting federal FY2018 funding allocations, the 2018 Action Plan, and preparing the end of 2017 year performance reports.

2. CDBG funds address the needs of low-income seniors by partnering with nonprofit agencies to subsidize programs to benefit senior residents. Services include but are not limited to food, transportation, and adult day care services. 150 seniors are expected to benefit from these services. Anticipated to commence by **6/1/2017** and be completed by **5/31/2018**
CDBG funds address the needs of low- to moderate- income (LMI) seniors in Auburn. Senior Services include but are not limited to food, transportation, and adult day care services. 192 seniors benefitted from these services this quarter.

3. CDBG funds address the needs of low to moderate-income youth by partnering with non-profit agencies to subsidize programs to benefit Auburn youth. Services includes but are not limited to child care, recreational, and educational services. 200 youth are expected to benefit from these services. Anticipated to commence by **6/1/2017** and be completed by **5/31/2018**
CDBG addresses the needs of low- to moderate-income youth. Services include but are not limited to child care, recreational, and educational services for 373 Auburn youth and families this quarter.

4. Addresses the needs of low- to moderate-income families. This funding supports families with children in developmental skills. 100 households are expected to benefit from these services. Anticipated to commence by **6/1/2017** and be completed by **5/31/2018**
CDBG addresses the needs of low- to moderate-income families. Services include but are not limited to developmental services for 27 Auburn households this quarter.

5. CDBG funds will provide homeless assistance to persons that are homeless or temporarily displaced. Services are provided to prevent chronic homelessness. 200 people are expected to benefit from these services. Anticipated to commence by **6/1/2017** and be completed by **5/31/2018**
Utility, Mortgage, Rental, and Emergency displacement assisted 112 citizens this quarter.

6. Partner with North Auburn Housing Development Corporation (NAHDC) to purchase property and construct affordable housing units in an effort to provide homeownership opportunities for low- to moderate-income residents. Funds will also be made available to assist homeowners with closing costs. It is anticipated that land will be purchased one to three will be assisted with homeownership. Anticipated to commence by **6/1/2017** and be completed by **5/31/2018**
NAHDC has lots pending and home sites will be planned. The purchase of 2.2 acres for affordable housing has been acquired.

7. CDBG funds will be allocated to address substandard housing. Loans and grants will be made available to low to moderate-income homeowners to assist with interior and exterior repairs. It is anticipated that 10 units will be rehabilitated. Anticipated to commence by **6/1/2017** and be completed by **5/31/2018**
Four homes for rehab/repairs are pending this quarter. 22 homes were referred to other agencies in the Auburn Housing Assistance Network (AHAN).

8. Section 108 Loan Guaranteed funds will be utilized to fund the Micro-Loan and Economic Development Fund. The Micro-Loan Program offers short-term loans for active small businesses and small business start-ups. The Economic Development Fund will be established for undertaking special economic development activities eligible under the CDBG program. It is anticipated that up to three loans will be approved. Anticipated to commence by **6/1/2017** and be completed by **5/31/2018**
Section 108 small business loan funds were committed to one applicant (Bow and Arrow) this quarter.

9. The re-surfacing project improve street conditions on Bedell Avenue. This street is part of a low-to moderate- income census tract and block group - 406.02(2)
Anticipated to commence by **6/1/2017** and be completed by **5/31/2018**
Beddell Avenue re-surfacing project was completed this quarter.

Commercial Development

1. Seek to attract new or expanding commercial developments by locating at least two projects in Auburn.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
The Bow & Arrow restaurant announced during the 2nd quarter. Staff has been working with the project owners for several years.
2. Attend two commercial trade shows.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Plans are underway for ICSC ReCon that will take place during the 3rd quarter.
3. Administer the City's Sales Tax Sharing incentive program for commercial projects with the goal of assisting at least two projects.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Several projects are in varying stages of the application process. It is anticipated that one or more tax sharing agreements will be considered by the City Council during the 3rd quarter.
4. Evaluate property and solicit private sector partners for redevelopment projects citywide with the goal of one project per year.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Several key redevelopment projects will be announced during the 3rd or 4th quarters. Staff continues to work with private sector partners.
5. Provide assistance and input as needed for CompPlan 2030, Renew Opelika Road and Downtown Master Plan priority implementation.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Work is progressing on the land use portion of the NW Auburn Plan with input from the Economic Development Staff.
6. Develop a program to identify and acquire for redevelopment outdated and underutilized properties including the use of land banking until appropriate private sector partner can be identified.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
A private sector partner has been able to acquire the Plaza Hotel property on Opelika Road as part of the Twin City Development. It is anticipated that the Plaza Hotel will be torn down during the 3rd quarter.

Industrial Development

1. Seek to attract no less than eight industrial visits with the goal of locating at least one new industry.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Two industrial visits in the 2nd quarter of FY18.
2. Perform three to four surveys of existing industry in the form of on-site visits in each quarter.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Performed two surveys in the 2nd quarter of FY18.

3. Participate in two industrial trade shows or delegations, international and domestic, with the goal of developing at least one industrial prospect.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Currently preparing two additional trade shows for in third quarter of FY18.
4. Operate a business retention/expansion program with the goal to assist with the expansion of at least one industry.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Currently working with three existing companies for possible expansions to start this calendar year.
5. Complete the Auburn Technology Park West expansion and begin marketing the property.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
One project is currently evaluating a site in the ATPW. Company described in 1st quarter is planning to move in in the 3rd quarter of FY18.
6. Implement targeted marketing plan for the purpose of creating knowledge-based jobs.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Ongoing.
7. Administer the City's revolving loan program with the goal of packaging one loan for new or expanding industries.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Approved one loan for short term financing to assist with an internal expansion in 2nd quarter of FY18.

Environmental Services FY2018 Goals

1. Update the department's FY 2019 - FY 2023 Strategic Management Plan and FY 2019 Program Plan through a comprehensive review of the department's previous plans and future needs.
Anticipated to commence by **1/1/2018** and be completed by **9/30/2018**
No activity during this quarter.
2. Work with various City departments to promote beautification in at least one neighborhood through debris removal, mowing and trimming, maintenance and repair of infrastructure, codes enforcement and tree canopy enhancement.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
In working with other departments, defined the neighborhood project area and project scope during this quarter.

Animal Control

1. Host or participate in at least one animal care and control outreach event.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
No activity during this quarter.

Fleet Services

1. Continue to expand upon automotive engineering training initiatives for mechanics by identifying at least two training sessions for mechanics to attend.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
During this quarter, two mechanics attended DuraPack Python - safety, operation, preventative maintenance, hydraulic and electrical training.

Recycling

1. Host at least one joint recycling outreach program with partnership members.
Anticipated to commence by **9/1/2017** and be completed by **9/30/2018**
No activity during this quarter.
2. Through presentations and other outreach efforts, work with stakeholder groups to educate and encourage K-12 aged children about recycling and waste reduction.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
No activity during this quarter.
3. Based upon results of the FY 2017 evaluation of recycling programming, initiate a pilot commingled recycling program to test the pros/cons of extending the program throughout the City.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Recycled 228 tons of single-stream material during this quarter.

Right-Of-Way Maintenance

1. Ensure the downtown area is maintained in an acceptable manner by removing litter, pressure washing sidewalks, and completing other assigned maintenance tasks, including during/after special events.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Pressure washed the municipal deck compactor area a number of times during this quarter. In addition, a total of 1,100 hours were spent maintaining the downtown area.

2. Maintain vegetation along the City's rights-of-ways in an acceptable manner to ensure pedestrian and vehicular safety along sidewalks, street intersections and other related areas.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
A number of vegetation projects were completed during this quarter, including a rather critical one at the intersection of Saugahatchee Road and Airport Road that significantly improved sight distance and aesthetics.
3. Conduct one community litter index survey to assess litter cleanup and prevention efforts.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
No activity during this quarter.

Solid Waste

1. Limit the number of customer service complaints to 0.25% of the total number of pickups made during the fiscal year.
Anticipated to commence by **9/1/2017** and be completed by **9/30/2018**
A total of 203,388 pickups were made during this quarter. A total of 133 missed garbage complaints were received with only 33 deemed as actually missed during the quarter. The service complaint ratio of 0.017% exceeds the established goal.
2. Host one household hazardous waste collection event to provide solid waste customers with an opportunity to dispose of hazardous materials in the proper manner.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
One HHW collection event is scheduled to be held during the third quarter.
3. Evaluate the solid waste collection routes to determine if adjustments are needed. If adjustments are needed, complete an updated routing plan.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
No activity during this quarter.

Finance FY2018 Goals

1. Complete the independent audit with a "clean" opinion and publish the FY2017 CAFR to the Electronic Municipal Market Access system (EMMA) a service under the Municipal Securities Rulemaking Board (MSRB) and submit to the Government Finance Officers Association (GFOA) for review and recognition looking to the receipt of the 31st consecutive Certificate of Achievement for Excellence in Financial Reporting Program award by March 15, 2018.
Anticipated to commence by **10/1/2017** and be completed by **3/15/2018**
This goal is complete.
2. Complete the independent audit with a "clean" opinion and publish the Water Board Annual Report to the Electronic Municipal Market Access system (EMMA), a service under the Municipal Securities Rulemaking Board (MSRB), by March 15, 2018.
Anticipated to commence by **10/1/2017** and be completed by **3/15/2018**
This goal is complete.
3. Create an anonymous tip line for citizens and employees to report various violations (stealing water, operating without a license or fraud within the organization). Human Resources and Information Technology will assist.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
In Fiscal Year 2017 delays in other collaborations between Information Technology and Finance Projects moved this goal to FY2018. As of now, no progress has been made on this goal.
4. Finance will work closely with Information Technology and other affected departments to support a seamless implementation and strengthen the financial integrity and internal control on all planned projects utilizing CityWorks.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
City Works PPL went live in November. Phase 2, the public portal interface and Tyler Cashiering integration is scheduled for a go live in June.
5. Redesign the Finance SharePoint site into a user-friendly space for shared work, financial reporting and departmental access to financial information and forms.
Anticipated to commence by **10/1/2015** and be completed by **9/30/2018**
The goal is nearing completion. The Finance Department page is internally operational, however until the remaining departments have access to the new SharePoint site the page does not function externally.
6. Work with Information Technology (and other affected departments) to set objectives and goals with a realistic timeline to update, migrate and/or integrate all financial software components so the City and Water Board can fully realize current technology (including CityWorks and GIS) within the framework of Generally Accepted Accounting Principles, federal laws and City policy while partnering with all departments to help them achieve their financial needs effectively and efficiently.
Anticipated to commence by **10/1/2014** and be completed by **9/30/2018**
Phase 1, Core Financials, continues with a go live set for October 1, 2018. Phase II began in March and will continue until go live in April 2019.

Human Resources FY2018 Goals

1. Update the City's internet application portal video.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
The script has been updated and casting is in progress.
2. Explore the use of integrity testing as a part of the employment screening process.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
We are exploring an option to integrate this testing with the City's new online application service- provider's platform.
3. Deliver the 12-month Auburn Academy to 12 employees to enhance teamwork, communication, and knowledge of the organization.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
The Auburn Academy program is underway.
4. Deliver the customer service certification course to approximately 15 employees to reinforce and enhance customer service skills.
Anticipated to commence by **2/1/2018** and be completed by **3/31/2018**
Accomplished. Sixteen employees graduated from this course.
5. Deliver the supervisor certification course to approximately 15 employees.
Anticipated to commence by **7/1/2017** and be completed by **8/31/2017**
Ongoing. The course will be completed on April 24th.
6. Deliver the crew leader development course to approximately 15 employees.
Anticipated to commence by **3/1/2018** and be completed by **4/30/2018**
Due to a scheduling conflict, the Crew Leader Development Course will be delivered in October and November of 2018. This will likely become the routine time of year when this course will be provided in the future.
7. Deliver two leadership development seminars for supervisors and managers.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
The four-hour Leadership Challenge workshop, based on the book Leadership Challenge, has been delivered to 15 mid-level managers. The three-day LEAD program is scheduled for the third quarter.
8. Deliver three human resource management seminars.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
The City's diversity and inclusion seminar, four sessions of harassment training, and our performance appraisal program were delivered in the second quarter. To-date, eight human resource management training programs have been delivered.
9. Attend at least 15 career/job fairs in an effort to recruit very good candidates for employment.
Anticipated to commence by and be completed by
Nine career/job fairs were attended in the second quarter--AU Internship/Part-time, AU Athletics, AU All Majors, ASU, Faulkner, Goodwill Industries, and Auburn, Woodland and Notasulga high schools. To- date, 12 career/job fairs have been attended.
10. Deliver nine employee events.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
The basketball tournament (6 teams) and the bowling tournament (23 teams) were held in the second quarter.

11. Deliver the risk management awareness training program to approximately 15 supervisors.
Anticipated to commence by **7/2/2018** and be completed by **9/28/2018**
The Risk Management Awareness Program is scheduled for the fourth quarter.
12. Develop at least one safety manual for a field department.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Accomplished. Safety manuals for six work groups in Parks and Recreation have been completed.
13. Perform at least 35 safety inspections of City facilities.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Nineteen safety inspections were conducted in the second quarter. Thirty-nine have been completed to-date.
14. Obtain property value appraisals on five high value City building to ensure appropriate insurance coverage.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
No activity this quarter.

Information Technology FY2018 Goals

1. Update the Information Technology Department's Five Year Strategic Plan. To continue to be proactive in aligning the Information Technology Department's work with the broader vision and goals of the City Council, it is necessary to routinely update the Information Technology Department's Strategic Plan.
Anticipated to commence by **10/2/2017** and be completed by **9/28/2018**
Draft is in active use at this point but final version has yet to be published due to continuing work on performance matrix goal. Plan is expected to be complete by summer.
2. Define the list of Performance Matrices for the Information Technology Department. To continue to perform at the highest level and to continue to provide exemplary customer service to our citizens, it is necessary to review the way we measure our successes and failures. By a periodic review and re-definition of the most relevant performance metrics, we can be assured that we will continue to be at the forefront of the delivery of efficient, cost effective, world class customer service for our citizens.
Anticipated to commence by **10/2/2017** and be completed by **9/28/2018**
Most performance metrics have been defined and we continue to define relevant metrics for remaining department initiatives. Work is expected to be complete by summer.
3. Develop Technology Strategy for Public Safety. With the constant change in technology and the expansion of our Public Safety services to Auburn University, it is necessary to continually evaluate our Public Safety technology needs and to adapt our strategies accordingly.
Anticipated to commence by **10/2/2017** and be completed by **9/28/2018**
No work has been done on this goal this quarter.
4. Work with the Finance Department (and other affected departments) to set objectives and goals with a realistic timeline to update, migrate and/or integrate all financial software components so the City and Water Board can fully realize current technology (including CityWorks and GIS) within the framework of Generally Accepted Accounting Principles, federal laws and City policy while partnering with all departments to help them achieve their financial needs effectively and efficiently.
Anticipated to commence by **10/2/2017** and be completed by **9/28/2018**
Kickoffs for the core financials and revenue modules have occurred, and work continues within each module to continue to push towards the go live for each module. Meetings have been scheduled to define the scope of the Cityworks integrations, which will be necessary in order to go live with Inventory and Capital Assets, likely in the April 2019 time frame.
5. Connect Fire Station #2 to the City's private fiber network. In our continuing effort to get all of our City facilities on our own fiber network and reduce the recurring costs associated with renting fiber from cable providers, we will add a significant fiber segment that will tie in to our private network our Tennis Center, Public Safety Impound Lot and Fires Station #2.
Anticipated to commence by **10/2/2017** and be completed by **1/31/2018**
We are still waiting the for the design deliverable, which we anticipate arriving this month. Once that is in hand, we can submit the project for bid.

GIS

1. Continue the rollout of Cityworks AMS to Public Works, Public Safety and Environmental Services. Anticipated to commence by **10/2/2017** and be completed by **9/28/2018**
Environmental Services training remains on hold pending their acquisition of hardware. Public Safety projects will complete by end of April. PLL is live. Phase 2 (Public Portal interface for PLL) is scheduled to go-live June 1st.
2. Finish rewriting all Silverlight applications. The GIS Division has, over the years, produced a large number of important GIS applications that are used to provide information and data analysis internally and by citizens. Those applications were originally written in a language called Silverlight. As that language has been replaced with a more robust alternative called Java Script, it is incumbent upon us to rewrite all of our apps accordingly. We have just a few more applications to rewrite before all of our apps will be Java Script.
Anticipated to commence by **10/2/2017** and be completed by **9/28/2018**
Work continues on schedule. Two apps are complete, two are being finalized, two are in development and the remaining are being scoped.

Judicial FY2018 Goals

1. The Department currently conducts court on two days per week; this occasionally results in overcrowding in the courtroom and long wait times for citizens, as well as parking difficulties for the public and City employees. This project will involve analyzing the increase in docket size over the past 3-5 years, as well as the Department's daily work flow and general traffic issues, to determine if the Department needs to (a) expand the number of days court is held each week; (b) revise the current way dockets are split between trial and non-trial dates; or (c) both.

Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**

We are still talking with other similar sized courts to determine the best way, if any, to revise our court schedule. The new case management system we are trying to acquire would allow the Court to restrict docket sizes, allowing us to prevent or reduce oversized dockets that cause the biggest parking and wait-time issues.

2. A majority of the phone calls fielded by the Magistrates request information such as upcoming court dates, as well as fine balances and other general information. The Department, in connection with Information Technology and its outside software provider, will research ways to automate or otherwise increase the ability of the Department to get that information to the public more efficiently.

Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**

The Department continues to review and improve their webpage to try and provide citizens as much information as possible through non-telephonic means. The new case management system the Department is trying to acquire will also have the ability to provide fine balances and accept partial payments over the telephone without the need for Magistrate assistance.

Library FY2018 Goals

1. Circulate Magazines

In order to find new ways to make the Auburn Public Library collection accessible to patrons, we will begin treating magazines (of which we currently have approximately 100 subscriptions) as a part of our circulating collection. In other words, patrons will be able to borrow copies of our magazines in the same way they can borrow books.

Measurement Focus: The measurement focus for this goal will be total number of magazine copies circulated.

Reference: The Auburn Public Library's long-range plan for FY 2017 through FY 2020 indicates that the library "will make available a collection that reflects the varied interests of our dynamic community, in a variety of mediums." Allowing patrons to borrow magazines in the same way that they borrow books helps address this variety of interests and incorporates a medium which is currently not available for checkout.

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Anticipated to commence by **10/1/2016** and be completed by **9/30/2017**

Estimated Cost: N/A: Costs for processing library materials, including magazines, are already included in departmental budget.

Funding Source: Departmental Budget

In November 2017, the Auburn Public Library Board approved a policy that would allow patrons to borrow back issues of magazines. Additionally, Public Services staff have reorganized the magazines collection to make our space for magazines more welcoming and more accessible. As of December 2017, patrons are able to borrow back issues of magazines. This goal is complete. This goal is complete.

2. Implement ELL Classes and Programs

Based on patron feedback and community demographics, library staff have observed the need for free classes and programs for English-Language Learners has become clear. To meet this need, the library will partner with volunteers and community agencies to offer free English conversation classes for ELL patrons.

Measurement Focus: The measurement focus will be number of patrons who participate in ELL classes, as well as percentage of patrons who indicate that they have increased their knowledge of and comfort with the English language.

Reference: The Auburn Public Library's long-range plan for FY 2017 through FY 2020 indicates that the APL will "help cultivate a community that is active, engaged, and informed" and "will help all residents feel socially included." To these ends, English conversation classes would allow many of patrons to acquire skills and knowledge that is helpful for navigating our society.

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Anticipated to commence by **1/1/2017** and be completed by **6/30/2017**

Estimated Cost: N/A: The program will leverage volunteers and community partnerships. Any other costs that could be incurred are already included in the departmental budget.

Funding Source: Departmental Budget

Library staff will participate in training on how to implement ELL/multilingual programs for

children and their caregivers. Following this training, the program itself will be implemented in Fall 2018. Library staff are currently examining similar program offerings in our community and at other public libraries. These findings, as well as input from the ELL/multilingual program training, are continuing to inform the design of this program.

3. Implement Outcomes-based Measurement

The Auburn Public Library, using the model developed by the Public Library Association's Project Outcome, will implement outcomes-based measurement to evaluate the impact of library programs. Library staff have become comfortable with data collection about outputs (number of books circulated, number of attendees), and the next step is to develop tools for evaluating how library programs actually impact a patron's knowledge, skills, or behavior.

Measurement Focus: The measurement focus will be the number of surveys collected during the implementation.

Reference: The Auburn Public Library's long-range plan for FY 2017 through FY 2020 includes the following as a guiding principle: " We innovate, change, and grow just as our community does the same. We believe that a public library is judged not by the size of its collection or its buildings, but by how it is relevant, useful, and valuable to its community." By creating a framework for outcomes-based measurement, library staff will be able to make more strategic decisions what is most valuable and useful to our patrons, which will be helpful with making improvements to existing programs or with implementing new ones.

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Anticipated to commence by **10/1/2016** and be completed by **9/30/2017**

Estimated Cost: N/A: Project will only require staff time, and Project Outcome resources are free to public libraries. Any other costs incurred would be included in departmental budget.

Funding Source: Departmental Budget

Engagement and Outreach staff have planned to collect two sets of surveys, one for participants in Baby Time in January 2018 and one for participants in the Third Grade Reading Dragons in April 2018. Data will be uploaded the Public Library Association's Project Outcome interface.

Engagement and Outreach staff have completed surveys for participants in the library's Baby Time program and the data has been uploaded to PLA's Project Outcome interface. The data includes findings on how many participants learned something they can share with their children, how many feel more confident helping their children learn, and how many intend to spend more time interacting with their children.

Parks and Recreation FY2018 Goals

Leisure Services

1. Using additional City School space, increase size of Camp Kaleidoscope by 50%.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
No progress in second quarter.
2. Provide one additional large scale community arts event.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
No new programs in 2nd quarter.
3. Evaluate tournaments and other large events offered by Parks and Recreation and host 25 dates that draw 300 plus attendees, lasting over at least one night.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Hosted Tennis on Campus with 650 plus players at Yarbrough Tennis Center with three nights stay. Hosted Southern Combo playoff with 700 plus players at Yarbrough Tennis Center with three nights stay. Hosted High School Invitational with 40 plus teams or 600 players at Auburn Softball Complex for a one or two night stay. Hosted a men's slow pitch with 30 plus teams or 350 players at the Auburn Softball Complex for a one night stay. Hosted a youth baseball tournament with 30 plus teams or 350 players at the Auburn Softball Complex for a two night stay. Hosted the Border Battle Soccer Tournament with 16 teams or 320 players at the Auburn Soccer Complex for a one night stay.

Parks and Facilities

1. Complete construction of a first phase of Saugahatchee Greenway + Blueway.
Anticipated to commence by **10/1/2016** and be completed by **9/30/2018**
The first phase is currently under design.
2. Complete construction on a renovation project at Boykin Community Center to include ADA and codes compliance work as well as requests from tenants such as swipe card entry and video cameras.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Work in this quarter continued toward the same targets for completion as in the first quarter.

Planning FY2018 Goals

1. Conduct study of Harper Avenue Focus Area with an emphasis on examination of land use and zoning incentives that might better facilitate redevelopment and rehabilitation of the subject area. Anticipated to commence by **4/1/2018** and be completed by **8/31/2018**
This effort is currently on schedule.
2. Explore standards for regulating condominium plats in an effort to better manage residential and commercial development that front private streets. Anticipated to commence by **5/1/2018** and be completed by **8/9/2018**
This effort is currently on schedule.
3. Revisit with the Planning Commission consideration of regulations for food trucks. Anticipated to commence by **10/1/2017** and be completed by **12/31/2017**
This effort has been completed. Food truck regulations were adopted by the City Council on September 19, 2017.
4. Publish the FY 2017 Annual Report to the Planning Commission. Anticipated to commence by **10/1/2017** and be completed by **2/8/2018**
This effort has been completed. The FY 2017 Annual Report to the Planning Commission was published and distributed in February 2018.
5. Conduct sixth offering of the Citizens' Planning Academy during Fall 2017/FY 2018. Anticipated to commence by **9/1/2017** and be completed by **12/31/2017**
This effort has been completed. The Citizens' Planning Academy held its last class on November 2, 2017.

Public Safety FY2018 Goals

1. Work with Police Chief, Fire Chief and Communications Administrator to determine the best mobile and handheld radio platform for all divisions.
Anticipated to commence by **10/1/2017** and be completed by **6/30/2018**
Meetings were held during the 2nd quarter with two different vendors to discuss various options for radio systems. One option includes a proposal from neighboring jurisdictions to install radio equipment in the City of Auburn at no charge to us. Those options will continue to be discussed during the 3rd quarter.
2. Work with the Building Official to determine if the current inspection and plan review process is the most efficient and effective.
Anticipated to commence by **10/1/2017** and be completed by **6/30/2018**
Effective February 1st the Codes Division has been reorganized into their own department, Inspection Services. Work process discussions are ongoing about the reorganization as this transition continues.

Police

1. After the AU precinct is fully implemented police will work with Residence Life staff to implement a community-oriented policing concept at the residential dorms.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Personnel from the AU Precinct have provided crime prevention information to Resident Advisors at the beginning of semesters. Other groups such as Sororities and Fraternities request personnel to provide crime and safety information at their chapter meetings. Officers also participated in Creed Week by handing out literature on various community programs.
2. Work with the Information Technology Department to continue to select and implement GIS mapping of Auburn City School campuses.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
The Police Division has been in contact with the US Department of Homeland Security and during discussions of an alternate solution of virtual mapping of the school property was discussed. A physical assessment of Auburn City School facilities is scheduled for the 3rd quarter.
3. Evaluate the number and duties of the corporal position to allow more supervisory duties.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
After further evaluation of the initiative to allow patrol officers to perform Field Training duties for new officers, it has been deemed successful. After the expansion of AU precinct move a Sgt. to campus leaving one Sgt. per shift it has been determined this is too large of a span of control. Consideration is being given to request conversion of four corporal positions to Sgt. position in FY19.
4. Work with AU Planning to introduce Crime Prevention Through Environmental Design (CPTED) into the campus planning process.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Assistant Chief Mathews is on the Emergency Blue Light steering committee for Auburn University. A meeting will be scheduled in the third quarter to further discuss this goal.
5. Plan and execute a multi-disciplinary emergency services mock incident at a school facility.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
On December the 18th, 2017 the Police Division along with the Auburn University Department of Campus Safety and Security conducted a Full Scale Active Shooter exercise on the Campus of Auburn University. Over 85 first responders from Police, Fire, Emergency Management, East Alabama Medical Center and the Lee County SWAT team participated in the exercise. The exercise lasted for approximately three hours and included a pre-exercise meeting as well as a "hot wash" at the conclusion. The exercise was an

overwhelming success; members of the Police division gained valuable insight and progress was made.

Fire

1. Conduct a major training drill and one tabletop drill to include police, fire, communications, AU, Lee County EMA and others. The drill will enable all agencies to determine how well they interact during an emergency and where improvements might be made.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
A tabletop as well as a full scale exercise was conducted on Auburn University campus during the first quarter. The active shooter exercise included responders from Police, Fire, Emergency Management, EAMC, and Lee County SWAT. The exercise was considered a success and valuable insight was garnered.
2. A minimum of two in-service courses will be taught on topics related to leadership, management and tactical decision making.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
An in-service class is scheduled for May.
3. Continue a CPR certification program to train the remaining city employees on how to perform CPR and use an AED. Program will also recertify employees that need to renew their CPR card.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Several CPR classes were held during the 2nd quarter. To date approximately 75 CPR certification cards have been issued.
4. Continue the expansion of the training center site as funding allows to build structures that have been identified in the Capital Improvements Plan. Additional training structures will enhance the Fire Division's ability to train locally as well as host training classes.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
No discussions were held during the 2nd quarter. Expansion of this site will take place during the FY19-20 budget process.
5. Work with the Information Technology Department -GIS Division to enter into GIS hazards that the Fire Division should be aware of prior to arriving on an emergency scene.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Pre-fire inspection forms are now available on Cityworks for end users. This will eliminate the need to manually fill out the forms and send to Inspection Services. The information will be readily available to all users in an electronic format.

Communications

1. Work with the Fire Division to research the feasibility and establish procedures that allow for a dedicated fire radio dispatcher when there is a active call for service.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Discussions have continued with the command staff of the Fire Division to best determine their needs on active fire calls. Scheduling of a fourth position has continued as staffing allows and testing of various divisions of labor during those periods. Not enough data has been collected so far to determine if a dedicated fire radio person is warranted. Observations are continuing on this goal.
2. Staff will research and look to purchase software that would provide practical real life scenarios for new staff to train on. The software would give the employee practical experience in call taking and dispatching duties so skills can be developed without fear of making a mistake.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
A training software product is being investigated to determine if it might meet the needs of the division. It is

highly customizable and may provide trainees the ability to work through scenarios in a controlled setting. They currently train on a live console with real time calls for service.

3. Work with Information Technology, Judicial and the Police Division to establish a two-way bridge capacity between the CAD system and the warrant software program.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Due to some software issues with CAD and the current Court software it has been determined to suspend work on this goal until Judicial purchases new software and then integrate it at that time. This will probably take place when the new Public Safety Building has been completed.
4. Work with the Police Division to establish a standard policy for Automatic Vehicle Locator usage and the notification of the Patrol Supervisor for restoration of connectivity due to equipment errors.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
The Police Division is still monitoring the AVL use at the shift level. The equipment has some minor technology issues that don't always provide an accurate location. As discussions continue on a new radio platform it may be feasible to use AVL in the mobile and portable radios.

Codes Enforcement

1. Continue the removal of abandoned/dilapidated structures by identifying at least five structures and quickly targeting them for renovation or removal.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Two dilapidated structures were eliminated during the second quarter. Others structures are being evaluated for possible demolition.
2. Have each inspector take at least one continuing education class to keep their certifications current as well as prepare for additional certifications.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Two inspectors took a total of three classes during the second quarter. One inspector took a Residential Inspector exam and passed, becoming certified as a Residential Building Inspector.
3. Continue to focus on nuisance enforcement by gaining at least 95% compliance within 60 days.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
A total of 62 nuisance complaints were received during the second quarter. 56 (90%) of those were resolved within 60 days.
4. We propose to adopt the 2018 Editions of the International Codes and the 2017 Edition of the National Electrical Code.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
The adoption of the 2018 I-Codes and the 2017 Edition of the National Electrical Code may be moved to January 2019 to coincide with Lee County Building Inspections Department adopting the 2018 Editions.

Public Works FY2018 Goals

1. Continue to convert old and new paper files to digital format by scanning into LaserFiche.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
All current correspondence and files continue to be scanned into LaserFiche on a daily basis. Work has been completed with the Inspection Services Department. Scanning of our large maps and plans are scheduled to start in the 3rd quarter.
2. Review current construction contract documents to make sure they follow federal, state, and local statutes.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
No changes were made to our contract documents this quarter.
3. Implement procedures to make changes to project manuals on a case by case basis to reflect specific guidelines for the project as needed. Provide all needed administration for pre-bid and post-bid contracted construction projects.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Specifications and pre-bid work for the Baptist Student Center Demolition Project and the Public Safety Building Construction Material Testing and Special Inspection Services- Request for Qualifications were completed. Post bid work was completed for FY 17 Community Development Block Grant (CDBG) Bedell Avenue Resurfacing Project, Richland Road Widening Project Phase I, Toomer's Corner Bench Repair, and the Public Safety Building.
4. Review and update the Public Works Manual and Major Street Plan as needed.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
The Public Works Design and Construction Manual review will begin in the 4th quarter.

Construction and Maintenance

1. Perform maintenance of streets, sidewalks, and drainage structures consists of crack-sealing, roadway and sidewalk repairs, and drainage structure maintenance.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Crews have replaced 1828' of sidewalk and installed 361 tons of asphalt this quarter.
2. Conduct an annual training for all departments for emergency response preparation and management to prepare for implementation of COA Business Continuity Plan in the event of a natural or man-made disaster.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
No work this quarter.
3. Annual Neighborhood Clean-Up at locations to be determined. Construction and Maintenance crews will repair potholes and repair or replace sidewalk, curb & gutter, and other improvements.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
The Neighborhood Clean-Up is scheduled for May. Rustic Ridge Court, Bond Avenue and Stoker Street have been selected for FY18.
4. Complete the Keystone Drive Sidewalk Project to construct a missing section of sidewalk on east side of Keystone Drive from Piedmont Drive to 1930 Keystone Drive.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Project is complete.

5. Complete College Street/Bragg Avenue & College Street/Mitcham Project to remove and install new storm drain in three different locations at the intersections of Bragg Avenue & College Street and Mitcham Avenue & College Street.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
No work this quarter.
6. Complete North College Street and Drake Avenue Storm Drain Project to extend the 24" RCP 32' north on the northeast corner of Drake Avenue and North College Street.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
No work this quarter.

Engineering Design

1. Complete the Annalue Drive Sidewalk Project to construct a 5' wide sidewalk on the north side of Annalue Drive from Dean Road to East University Drive.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
The survey is complete.
2. Revitalize and redevelop the Opelika Road Corridor (Renew Opelika Road Phase 3 -Dean Rd Area) by enhancing aesthetics, improving building utilization, promoting infill, and improving transportation choices.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
The project has been postponed until FY20.
3. Complete Cox Road and Wire Road Intersection Improvements Project to improve the safety and circulation of the intersection by implementing a roundabout to control traffic flow.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
The preliminary plans are being developed.
4. Complete Cured-in-Place Pipe Project to coordinate repair of old corrugated metal pipe with cured in place pipe liners.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
The list of pipes to be considered for lining is being reviewed.
5. Complete Cox Road Widening and Resurfacing Project to resurface and widen Cox Road to 12 foot lanes.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
The preliminary plans are being developed.
6. Construction of improvements to the Downtown Area in locations to be determined by available budget and list of Downtown Improvement Projects, e.g. installation of sidewalk on South College Street from Garden Drive to Woodfield Drive.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
We are working on a memorandum of understanding with Auburn University for the project.
7. Provide project management for the construction of the Saugahatchee Greenway Phase Ia.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
The preliminary design is being developed.

8. Complete the Moores Mill Road Sidewalk Project, consisting of a 5' wide sidewalk on Moores Mill Road from Samford Avenue to East University Drive.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
The plans have been reviewed and approved by ALDOT. We are working on acquisition of the temporary construction easements. The project should bid in the 3rd quarter.

9. Project, consisting of improving the intersection of College Street and Samford Avenue, adding the traffic signal upgrades at Miller Avenue, Gay Street, and Samford Avenue and upgrading the storm water system along Samford Avenue and Gay Street.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
The plans are being updated based on feedback from Auburn University.

10. Coordinate with a consultant to conduct a feasibility study to relocate SR-147 (North College Street, South College Street and Shug Jordan Parkway) by constructing a new "outer loop" road from I-85 at CR-26 (Beehive Road) to SR-38 (US-280) at MP-101.37 and widening previous roadway in the City of Auburn.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
No work this quarter.

11. Project, consisting of realigning the intersection of Shug Jordan Parkway and Richland Road to include additional turn lanes, adding an eastbound turn lane at Richland Elementary and adding sidewalk from new School to Yarbrough Farms Boulevard.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
The project bid and construction is underway.

12. Construction of ADA and drainage improvements to the Westview and Pine Hill Cemeteries.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Work is substantially complete.

13. Construction of renovations to the Boykin Community Center to include new restrooms, installation of access controls, interior finishes, exterior civil work, and a new fire alarm system.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Work is underway on the project.

14. Construction of a new parking lot and demolition of the Carolyn Apartments.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Work is underway on the project.

15. Project, consisting of drainage improvements on a parcel of land adjacent to Wright Street that will include replacement of an existing storm drainage system and drainage structures.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
The project will be bid in the 3rd quarter.

16. Evaluate and implement safety improvements at the intersection which could include protective lefts and signage and geometry improvements.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
The project is being analyzed as part of the overall traffic study being done by Skipper Consulting.

Inspection

1. Inspect all stormwater detention facilities located throughout the City and coordinate with the owners for any maintenance needs.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Detention pond inspections are underway and will be completed in the next quarter. There are currently 327 detention ponds being inspected.
2. Annual projects to resurface various streets and restripe symbols and markings of those streets determined to be most in need throughout the City.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
All of the yellow and white lane lines have been completed in the FY 17 Restriping project. D & J Enterprises, Inc. is currently working on Richland Road and Hwy 14 Intersection Improvements Project for the FY 17 Streets Resurfacing project.
3. Provide inspection of both City owned and private developments within the City.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
We are currently inspecting the Wire Road Widening Project, the Donahue Widening and Resurfacing Projects, the Richland Road Widening Project, the FY 17 Streets Resurfacing Project, and East Glenn Avenue Parking Lot Project. The new PS Building Project was awarded to Batson-Cook and the preconstruction meeting was held on April 4th. We are also inspecting the CDBG Bedell Resurfacing Project and the Pine Hills and West View Cemetery resurfacing Project. For the private sector, we are currently watching Richland East Subdivision, West Richland Subdivision, Highlands Townhomes Phase 2, Preserve 4A-2, Villas at the Preserve, Preserve 5a, Tivoli Phase 3a, Tuscan Hills Phase 5 and 6, Yarbrough Farms Phase C, D & E, The Talons, East University Drive Townhomes, Parker Place Townhome, Mimms Trail 8th and 9th Additions, South College Retail Strip, East Samford Commercial, Bow and Arrow, Auburn Exchange, Corbett Subdivision, 805/815 Railroad Avenue, Boulevard Phase 3, JJ Corner Store, Shell Station, Shelton Mill Townhomes, Auburn Links Subdivision, Kinnucan Subdivision, Twenty Fifty One Development, Overlook, Zoom to Groome, and Grove Hill Academy.
4. Provide inspection of all ALDOT projects within the City.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
The Donahue Drive Resurfacing Project is 95% complete and will be completed next quarter.

Traffic Engineering

1. Facilitate the Travel with Care Transportation Safety Campaign.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
No work this quarter.
2. Provide rehabilitation or upgrades to existing traffic signals and/or school flasher assemblies at 2-3 locations per year.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Work is underway on the intersection of South Donahue Drive and East University Drive.
3. Construction of a Tiger Transit bus turnout to increase safety in locations to be determined by available budget.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
We are evaluating a list of priorities from AU Tiger Transit.

4. Complete addition of 25 decorative pedestrian style lights and re-construction of the existing sidewalk to provide widening and ADA compliance on Magnolia Avenue from Wright Street to Donahue Drive.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
The contract for consultant services is being negotiated with Barge Solutions.
5. Replacement of all of the parking meters in the Downtown Area with kiosks.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
This project has been moved to FY 19.
6. Coordinate with a consultant to conduct a citywide traffic study to evaluate key intersections and supply coordinated traffic signal timings for select corridors.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Data collection is nearing completion. A preliminary look at accidents has been submitted for review.
7. Perform signalized intersection coordination via a centralized traffic control center.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
The apparent low bidder is Stone and Sons. ALDOT is facilitating contract documents and the Notice to Proceed should be issued soon.

Water Resource Management FY2018 Goals

Water Operations

1. Complete project to rehabilitate (painting and other necessary repairs) the Teague Court Water Storage Tank.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
The implementation of this project has been moved to FY19. Bids for the washout and inspection of this tank were received during the 2nd quarter of FY18. The washout and inspection of this tank is scheduled for the 3rd quarter of FY18.
2. Complete project to rehabilitate (painting and other necessary repairs) the West Farmville Water Storage Tank.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
The implementation of this project has been moved to FY20. Bids for the washout and inspection of this tank were received during the 2nd quarter of FY18. The washout and inspection of this tank is scheduled for the 3rd quarter of FY18.
3. Complete project to modify the carbon contact basin at the water treatment plant to provide additional capacity.
Anticipated to commence by **7/1/2018** and be completed by **9/30/2019**
No work was performed on this project during the 2nd quarter of FY18. This project may be packaged with other water treatment facility improvements with design commencing in the second half of FY18.
4. Install an HVAC system at the Gold Hill Booster Station.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
No work was performed on this project during the 2nd quarter of FY18. This project is expected to commence in the 3rd quarter of FY18.
5. Installation of new variable frequency drives for backwash pumps at the WTP and replacement of existing flow control valves.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
No work was performed on this project during the 2nd quarter of FY18. This project may be packaged with other water treatment facility improvements with design commencing in the second half of FY18.
6. The purpose of this project is to design and construct a new groundwater supply well and develop a water distribution system master plan. This is a multiyear project.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2019**
During the 2nd quarter of FY18, staff and legal counsel drafted and entered into a memorandum of understanding with the land owners for the testing of the well. During the 2nd quarter of FY18, the test well project was bid and awarded to Morrow Water Technologies in the amount of \$374,165. Morrow has mobilized and has begun drilling the test well. The test well construction and capacity evaluation will be completed in the 3rd quarter of FY18. CH2M is currently evaluating data supplied by WRM for the Distribution Master Plan.
7. This project involves installing a new water main along Opelika Road from Gentry Drive to Star Court.
Anticipated to commence by **4/1/2018** and be completed by **9/30/2018**
No work was performed on this project during the 2nd quarter of FY18. Construction is anticipated to begin in early 3rd quarter FY18.

8. This project involves rehabilitation or replacement of an aging pressure reducing valve assembly serving Mill Creek Subdivision.
Anticipated to commence by **4/1/2018** and be completed by **9/30/2018**
During the 2nd quarter of FY18, design was initiated for this project. Work is anticipated to begin in the 3rd quarter of FY18.

9. This project involves design and construction of a system to collect drainage system and groundwater flow near the base of the Lake Ogletree Spillway to pump back into the Lake Ogletree reservoir.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
During the 2nd quarter of FY18, hydraulic and mechanical design continued, the coordination of permanent power continued, and the procurement of piping materials was initiated. This project is expected to be complete by the end of FY18.

10. This project involves installing a new electronic control valve at the Farmville Meter to better regulate flow through the Opelika connection on West Farmville Road.
Anticipated to commence by **4/1/2018** and be completed by **3/31/2019**
No work was performed on this project during the 2nd quarter of FY18. This project is expected to commence in the 3rd quarter of FY18.

Sewer Maintenance

1. Continue project to implement the long term sanitary sewer flow monitoring network initially installed in FY17.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2020**
Year 2 of our long term flow monitoring project began during the 2nd quarter of FY18. Staff continue to utilize this data to prioritize sewer basins for further evaluation. This project is an ongoing project that will continue in FY19 and FY20.

2. Complete Southside Sewer Basin 6 Rehabilitation Project to construct needed sanitary sewer rehabilitation as identified in the Southside Sewer Basin 6 SSES Project performed in FY17.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
During the 2nd quarter of FY18, the contractor completed the manhole inspections and provided a preliminary report with recommendations for closed circuit television (CCTV) inspection. The CCTV inspection work will be performed during the 3rd quarter of FY18.

3. Complete project to perform a sewer system evaluation survey (SSES) in Southside Sewer Basin No. 16 in the vicinity of West Glenn Avenue, Hemlock Drive and West Magnolia Avenue.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
No work was performed on this project during the 2nd quarter of FY18. This project may be pushed to FY19 while the Southside Sewer Basin 6 SSES project is being completed.

4. Identify, purchase and perform initial preparation of land for disposal of biosolids generated at the H.C. Morgan WPCF.
Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**
Staff continued to evaluate options during the 2nd quarter of FY18, as well as legislation (Jackson County) that could affect biosolids land application in the future. Staff will continue to work to develop a Request for Proposals (RFP) for biosolids hauling and disposal during the 3rd quarter of FY18.

5. Project will consist of various renovations to upgrade the administrative building at the H.C. Morgan Water Pollution Control Facility. Upgrades will consist of new flooring, painting, ceiling, roof,

renovations to the bathrooms, conference room and lab space.

Anticipated to commence by **10/1/2017** and be completed by **12/31/2018**

During the 2nd quarter of FY18, this project was bid and awarded to Nearen Construction Co. in the amount of \$539,000. The architect has issued the Notice of Award and sent the contracts to Nearen for execution. Construction is anticipated to begin during the 3rd quarter of FY18.

6. This project involves replacing the existing 800 kW generator at the H.C. Morgan WPCF with a larger 2,000 kW generator.

Anticipated to commence by **10/1/2017** and be completed by **12/31/2018**

The contractor, Auburn Electrical Construction Company, Inc. (AECCI), mobilized and began construction during the 2nd quarter of FY18. AECCI has completed the pad for the new generator and installed conduit for the new generator. This project should be completed during the 4th quarter of FY18. WRM has worked closely with OCM and Public Safety to sell the existing generator to the City for the new Public Safety Complex.

Watershed Management

1. Develop a plan to integrate volume-based stormwater management practices into both public and private development and redevelopment projects with the specific intent of restoring our locally impaired waters and preserving/protecting the quality of our waters that are not currently impaired. This is a multi-year project.

Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**

During the 2nd quarter of FY18 staff completed a Stormwater Questionnaire submitted by the consultant team, which was formatted to help them better understand the City's policies, regulations, design standards, and operating procedures as they relate to stormwater management. Additionally the consultant has submitted a draft of their Policy and Standards Review and Recommendations. Staff are currently reviewing this document and will provide feedback and comment to the consultants. The consultant team will draft a final version of this document after taking staff input into consideration.

2. Develop a master conceptual plan for and begin construction of improvements for an unnamed tributary that was relocated during the original development of the H.C. Morgan WPCF. Watershed Division shall form a team of interested parties to develop a scope and master plan for the restoration of this stream and for the integration of an educational program (to piggy-back on the existing educational tours at the WPCF). This will be a multi-year project.

Anticipated to commence by **10/1/2016** and be completed by **9/30/2018**

During the 2nd quarter of FY18 staff developed a plan and schedule for the removal of exotic invasive plant species around the plant grounds, completed preliminary sizing and design calculations for a future bioretention cell, and are evaluating opportunities for increasing flowering plant species to serve as pollinator gardens incorporated into the renovations of the administrative building. Additionally, staff are continuing to evaluate opportunities for stream, wetland and riparian buffer restoration projects, while taking into account consideration future plant expansion projects.

3. Install at least one stream monitoring station with telemetry on Parkerson Mill Creek. This station should include instrumentation to record stream stage (development of discharge relationship to be continual), Temp, DO, pH, and Sp. Conductance. This project shall also include Watershed Division research into the feasibility of using these stations as early flood indicator warning systems.

Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**

During the 2nd quarter of FY18, staff ordered and received the stream gaging station for Parkerson Mill Creek. Installation of this gage should be completed in the 3rd quarter of FY18.

4. Visually screen at least 15% of the City's storm sewer outfalls and routinely perform water quality screening of those that are flowing (following the IDDE Manual Flow Chart Method). This shall

include illicit discharge source tracking and abatement where data indicate a likely illicit discharge. Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**

Watershed Division staff completed the screening of 125 storm sewer outfalls in the 2nd quarter of FY18, representing +/- 10% of all outfalls in the City. With an annual target of 15%, staff are 2/3 complete toward meeting the state-required minimum.

5. Watershed Division shall continue to work with the interdepartmental G+B team to plan, design, and construction the Saugahatchee Greenway Project. Watershed Division shall also continue to identify opportunities for meeting/exceeding its MS4 obligations through the G+B project, including, but not limited to stream monitoring access stations, outdoor education/outreach facilities, etc. This will be a multi year project.

Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**

During the 2nd quarter of FY18, the in-house design of Phase IA continued, with continual and regular input from City staff. Additionally, the interdepartmental G + B Team met during the 2nd quarter of FY18 to discuss recent development activities adjacent to the proposed greenway and blueway alignments. Staff have discussed how to best address a variety of potential concerns regarding encroachment of and connectivity to the greenway and blueway.

6. Watershed Division shall continue implementing its initial five-year plan of in-sourcing and expanding its Source Water Monitoring Program. Goals for FY18 include purchase and installation of equipment outlined in the 5-year source water monitoring plan and continued implementation of program.

Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**

Watershed Division staff are continuing to implement this project in accordance with a 5-year implementation plan and are continually evaluating the effectiveness and accessibility of the data for making more informed treatment decisions. During the 2nd quarter of FY18 staff continued to monitor for MIB and Geosmin in the reservoir and WTP, identifying periods of high concentrations and relaying this information to WTP personnel for consideration of the use of carbon to minimize potential taste and odor issues. Additionally, staff have begun using a microscope to begin recording a visual history of algae types and concentrations in the reservoir.

7. Watershed Division shall design and construct (or contract construction) one Green Infrastructure retrofit project. Staff shall review opportunities for these project(s) in the Public Works FY18 CIP projects, in addition to its usual review of City owned properties.

Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**

During the 2nd quarter of FY18, staff began work to have improvements made to the WRM bioretention cell at the Bailey-Alexander Complex, including reworking of the downspouts, redressing the bedding, and planting additional native flowering plant species. In discussions with the City library, staff have decided to postpone the GI project associated with the Library outdoor learning center until FY19. Therefore, staff are evaluating opportunities for installation of a bioretention garden at the H.C. Morgan WPCF in conjunction with the H.C. Morgan Stream Restoration Project.

8. Coordinate and host a hands-on stormwater design workshop for the local engineering community. Topic to be determined by Watershed Division staff.

Anticipated to commence by **10/1/2017** and be completed by **9/30/2018**

During the 2nd quarter of FY18, staff polled other staff from Public Works and created a draft agenda for a stormwater education workshop for non-design professionals. An additional workshop will be scheduled for the engineering and design community, but recent increases in complaints regarding lot level drainage issues warranted an adjustment in the immediate topic and target audience.

Administration

1. Project will consist of various renovations to the Bailey-Alexander Water and Sewer Complex as identified in the ADA study completed by the City in 2014. This is a multi-year project.

Anticipated to commence by **10/1/2016** and be completed by **9/30/2018**

The architect completed the 95% design drawings during the 2nd quarter of FY18. A cost estimated was provided by the architect in March 2018 for the renovations, as well as the roof replacement. The estimated cost determined by the architect was approximately \$830,000 and did not include security camera costs or audio/visual equipment for the complex. Roof leaks are continuing to develop, and due to the high estimate, it has been decided to only proceed with the roof replacement and security cameras at this time. The architect is currently working on bid documents for the roof replacement project and this project will be bid in the 3rd quarter of FY18. WRM, UBO and IT staff are currently working to develop bid documents for the security camera project.

City of Auburn

Financial Overview

A portion of the mission of the City of Auburn provides for the ‘operation of an adequately funded city government in a financially responsible and fiscally sound manner’. This portion of the mission statement is the cornerstone of the financial management policies and practices.

In order to serve the mission laid out above, the development of a budget document must be a foundational management practice. This document serves to provide a look to the future and lays out the fiscal plans of management. The Finance Director/Treasurer, under the direction of the City Manager, is tasked with multiple duties in regard to fiscal plans, not the least of which is revenue financial projection, data analysis and budget development. These duties provide the framework for revenue projection and forecasting, capital and operating expenditure development, and asset and liability management.

This financial overview will provide the reader with a description of the process used to project revenue, a review of the top revenue sources for the City of Auburn, an overview of total City revenue, and an overview of the City’s current and future borrowing activities.

Revenue Projections

The recording, maintaining and reporting of all past fiscal transactions is the starting point of the revenue projections. A detailed history of all revenue transactions is maintained for all funds. The City’s financial software is the tool used to house the financial transactions, but this tool is only the base of the analysis and reporting completed by staff and management in creating the budget. The budget document contains the final product of hours of analysis, discussion, and review of the revenue projections.

Projections have their roots in history. The Finance Director begins projection analysis with historical data. Depending on the type of revenue, numbers from 5-10 years and beyond may be required as a baseline in review of current numbers. These trends are created and maintained by staff with notations of significant factors that affected each revenue, each year. These notations include large collection, timing and audit adjustments, the opening and/or closing of industrial and commercial businesses, rate increases by the City or other governing bodies, changes in law at the State, Federal or local level, and economic events that would explain a deviation from the norm with corresponding effects on future market conditions. Examples include, the City’s sales tax increase effective August 1, 2011, a one-time infusion of significant audit revenue in fiscal 2015, the opening of three new hotels in fiscal 2015 and 2016, the restructuring of State gasoline tax that is distributed to the City during 2016, and the Simplified Sellers Use Tax Remittance Act of 2015 as amended in the 2017 State of Alabama legislative session.

The trends, along with any relevant notations, are analyzed by looking at year over year changes and yearly cycles of collection and billing, establishing a baseline. These baseline numbers are reviewed in conjunction with data that might directly affect the revenue line item. Examples of this type of data include population and school enrollment, which can significantly affect revenue like ad valorem and sales tax; job creation and development, which affects the City’s occupation

license fees; home sales, days on the market and other residential real estate indicators, which affect ad valorem taxes and construction permit fee growth; and historic and current trends in automobile sales, which affects the motor vehicle portion of ad valorem.

Along with this trend analysis, consultation with multiple functional area experts is done continuously. The functional areas include other City departments, such as the Planning Department, Economic Development Department, Inspection Services Department and Public Safety Department. Other departments are asked to review revenue directly affected by actions in their departments. In addition, outside agencies, such as the Lee County Revenue Commissioner, are consulted on property assessment and valuation trends for the area.

Although not exhaustive, the list below includes the socio-economic factors affecting specific revenue sources:

- relevant new national, state and city statutes, changes in those statutes and recent court decisions;
- global, national and regional economic trends accumulated and compared against various market experts and national market analysis publications;
- residential and commercial building permit data from the City's Inspection Services Department, which are indicators of the housing sector of the economy;
- population projections using data from the latest U.S. Census Bureau reports and projections from the growth model maintained by the City's Planning Department;
- annexation and planned residential and commercial development data from the City's Planning and Economic Development Departments;
- enrollment projections from Auburn University and the City Board of Education;
- business and industrial expansion and downsizing data from the City's Economic Development Department;
- estimates from all City departments concerning grant applications and awards;
- estimates from various City departments concerning staffing and activity levels that affect revenue sources; and
- property tax projections that include data from the Lee County Revenue Commissioner's office on assessments.

For the 2019 and 2020 biennium, consideration of Auburn's economic growth has been made; however, the nation's economic situation continues to vary. Overall, recent growth in the nation's economy bodes well for the current and next biennium, however, tariffs have increased the cost of products the City consumes and affected our raw materials sales to move from an income sources to expenditure. Rising inflation produces increased pricing in goods and services, which creates uncertainty in the markets. In response to this continued uncertainty, revenue projections remain conservative. To assist in evaluating the effects of the local and national economy, other sources of information are used to develop the revenue projections. This includes the Economic Development staff's analysis of revenue trends by geographic node, both of which are discussed in the City Manager's quarterly revenue review meetings that include staff

from the City Manager's Office, the Finance Department and the Economic Development Department. In addition, the schedule of Auburn University home football games as well as the quality of the team's opponents scheduled for those home games is considered in projecting revenue. These football games and any other large events held in the City could bring an uncharacteristically large number of visitors to the City, increasing several revenue sources.

The Finance Director determines the initial revenue estimates, considering the information, documents and figures outlined above. Other knowledgeable staff review this initial estimate before the final projections are sent to the City Manager for review.

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

The City Manager's Office proposes a revenue budget that is consistent with the City's financial policies. The projected revenues must finance the proposed expenditures while meeting the Council's ending fund balance goals.

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

- Operating costs which provide City services will be funded through taxes and fees. Borrowed funds will be used only to finance capital acquisition and construction costs.
- Fees for City services or fines and court costs will be set at amounts consistent with State requirements as appropriate.
- Idle funds will be invested as permitted by State law in a manner that will "provide the highest investment return with the maximum security while meeting the City's liquidity demands" as provided by the City's Investment Policy.
- Projected revenues and borrowing coupled with the projected ending fund balance, net of the Permanent Reserve, at the beginning of the new fiscal year must provide for a projected ending fund balance of at least 25% of the budgeted expenditures and other financing uses.

The Finance Department's Revenue Office administers the collection of all City Council-levied (including some associated State) taxes and fees with the exception of ad valorem (property) taxes, which are collected by the county as provided by State law, and fees that are collected by individual City departments for services or fines.

Each month, interim financial statements are prepared that provide information for that month, as well as year-to-date information. These interim statements are made available for

management and Council review. The revenues and expenditures are carefully studied for issues that could result in necessary adjustments to the projections. Any concerns about the information in these interim statements are brought to the attention of the City Manager.

Quarterly, the City Manager's revenue review meetings that include staff from the City Manager's Office, the Finance Department and the Economic Development Department take an in-depth look at the revenue results from the previous three months and accumulated year-to-date numbers. Should any of this review give rise to a revision of the revenue estimates, then consideration will be given of the overall impact on the current council adopted budget. If the revised revenue projections are adequate to fund the expenditure budget originally approved by the City Council, no expenditure revisions are recommended. If the revised projected revenue and debt proceeds are inadequate to fund the originally approved expenditures, the City Manager directs appropriate staff in developing expenditure budget cuts.

At the mid-biennium review in the spring/summer of the first fiscal year of the biennium, the City's management team reviews the operating results of the first six to nine months of that first fiscal year. The Finance Director updates the known socio-economic factors and conducts a thorough analysis of the actual revenues received and projected to be received for the first year of the biennium. Then, Finance revises the revenue projections for both fiscal years of the biennium as necessary. The City departments' revised expenditure requests for the biennium are compiled. The revised revenue and expenditure data, as well as various analyses, are provided to the City Manager for executive review. If adjustments are to be proposed, then the revised revenue and expenditure amounts are reflected in the mid-biennium budget amendment ordinance presented to the Council for adoption prior to the beginning of the second fiscal year of the biennium in October.

At an appointed time during the biennium, a revenue review is conducted. This report is created to provide Council with a review of the revenue structure, a synopsis of current and future economic, political and legal environment issues, and a description of the challenges and opportunities expected in the near future. The last revenue review, which was presented in July 2015, addressed concerns over recent changes in state legislation, complex taxpayer transactions surrounding audits, and challenges of conducting business in the fast-paced, growing economy in Auburn. The revenue review document is an important part of the budget cycle as it provides an opportunity to study revenue trends and developments in a much more comprehensive manner, while also providing a tool to set direction of revenue management over future years.

During the spring or summer of the second fiscal year of the biennium, a new biennial budget is prepared for the upcoming biennium. As part of this process, the revenue projection steps discussed above are repeated, where the revenue of the second year of the current biennium is reviewed and revised as necessary based on actual revenues to date. In addition, other known factors related to the City's financial position, including the status of the actual expenditures, are compared to the budget in light of action plans for the remainder of the biennium.

In August or September of each fiscal year, a final review of actual revenues are conducted. A check is made for non-budgeted expenditure items approved by the Council since the budget was last amended by ordinance. Typically, there will be a final budget amendment ordinance in September of each fiscal year, incorporating any approved non-budgeted expenditures and adjusted revenue projections as deemed necessary.

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

Review of the Top Revenue Sources

General Fund Revenues

As is typical in the State of Alabama, Sales taxes are the largest revenue source in the City’s General Fund, providing over 46.5% of revenue. The second largest revenue source for the General Fund is the City’s occupational license fee, which is a fee of 1.0% of the gross salaries and wages earned within the City and produces around 14.1% of General Fund revenues. The third largest revenue source, business license fees provide about 11.8% of revenue in the General Fund. Property taxes, the City’s fourth largest revenue source, generate approximately 6.3% of total General Fund revenue.

Together, the top four revenue sources provide approximately 78.6% of the funds to finance the City services provided by the General Fund. The three largest revenue sources can be increased by a vote of the City Council without a citizens’ referendum. Property tax increases are governed by the State Constitution and require approval from the taxpayers via a referendum.

Figure 1 provides a breakdown of the City’s largest revenues by source, (representing 89.5% of total revenues) for fiscal 2017 (audited amounts).

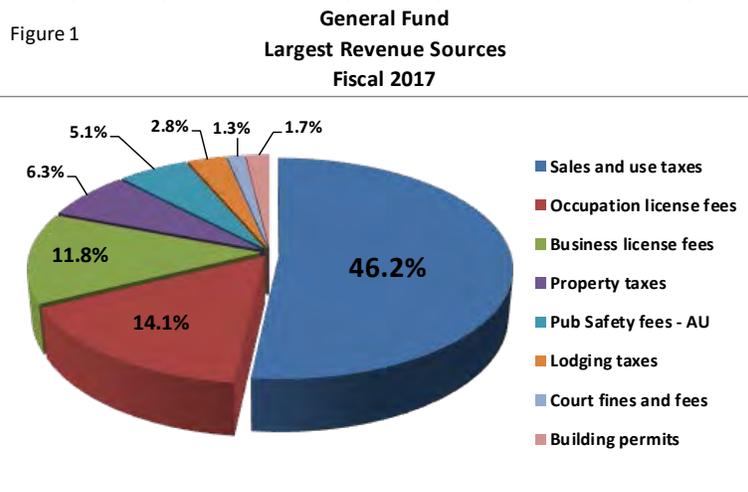


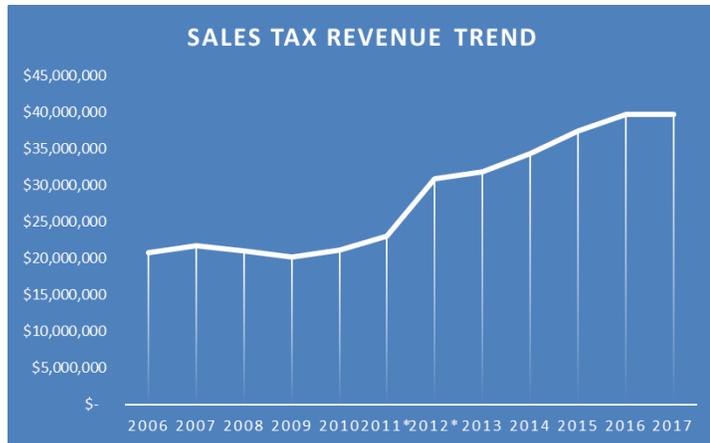
Table 1, *General Fund Revenue Trends*, provides audited, projected, and budgeted information for the top four revenue sources mentioned above, as well as for revenue generated by an agreement between the City and third party entities, the largest of which is Auburn University for public safety services on campus. These contractual fees received from Auburn University and others represent the City’s fifth largest source of revenue in the General Fund. In working closely with Auburn University, the City recently opened an on-campus police substation, which increased the City’s public safety services on campus. This increase in services results in a 27.11% increase in projected revenue from Auburn University for public safety services in fiscal 2018, almost becoming our fourth largest revenue source.

Table 1
General Fund Revenue Trends

	Audited Actual		Projected	Budgeted	
	FY2016	FY2017	FY2018	FY2019	FY2020
Sales and use taxes	\$ 39,662,545	\$ 39,406,120	\$ 42,900,000	\$ 43,365,300	\$ 44,487,705
Occupation license fees	11,561,046	12,068,066	12,000,000	12,360,000	12,730,800
Business license fees	9,315,816	10,072,253	10,136,500	10,307,045	10,532,573
Ad valorem (property) taxes	5,027,995	5,338,089	5,570,000	5,785,400	5,944,832
Public Safety fees	3,731,005	4,332,372	5,507,000	5,629,640	5,755,108
Total - top five revenues	\$ 69,298,407	\$ 71,216,900	\$ 76,113,500	\$ 77,447,385	\$ 79,451,018
<i>Change from prior year</i>	7.5%	2.8%	6.9%	1.8%	2.6%
Total revenues	\$ 82,343,985	\$ 85,350,994	\$ 88,468,265	\$ 90,474,390	\$ 92,475,291
<i>Change from prior year</i>	7.1%	3.7%	3.7%	2.3%	2.2%
Top five revenues as % of total	84.2%	83.4%	86.0%	85.6%	85.9%

Sales and use tax: Sales taxes are levied on gross receipts resulting from the retail sale of tangible personal property within the corporate limits of the City. Use taxes are levied on gross receipts resulting from the tax-free purchase of tangible personal property that is subsequently used, stored, or consumed by the purchaser. The City’s sales and use tax rate is 4.0%; the most recent change was a one cent increase effective August 1, 2011. The State tax is 4.0% and the county sales tax is 1.0%, for a combined sales tax rate within the City of 9.0%. This rate is comparable to that levied in the neighboring city and compares favorably with other Alabama cities nearby. Collection of the City sales tax is administered by the City’s Finance Department.

Growth in the City’s sales tax revenue mirrored the measured, steady expansion of the City’s economic base until late in fiscal 2007. The national economic downturn in 2008 caused sales tax revenue to decline in fiscal years 2008 and 2009, with recovery starting in fiscal 2010. In August 2011, the City Council decided to increase the sales tax rate from 3% to 4%. Sales tax revenue increased by 34.4% (\$7.9 million) in 2012, primarily the



result of the rate increase. Also contributing to the increase was improvement in the national economy, industrial expansions, slight growth in student enrollment at Auburn University, and the success of Auburn University’s football team. Fiscal 2013 sales tax revenue increased modestly by 3% (\$940,780) over 2012, while increases of 7.8% (\$2.5 million) and 9.1% (\$3.1 million) in fiscal 2014 and 2015, respectively, indicated a steady growth in population and the local economy. The change in revenue in fiscal 2015 over 2014 can also be explained by receipt of a one-time sales tax revenue associated with ‘piggy-back’ audits. When the State of Alabama performs audits of sales and use tax, the City has an opportunity to review the State audit and make appropriate assessments for City sales and use taxes. Excluding the effect of this one-time revenue, the City experienced a 6.7% (\$2.3 million) increase in sales tax revenue for fiscal 2015

over 2014. Sales tax revenue is projected to be approximately \$38.6 million at the end of fiscal 2016, which is a 5.2% increase over 2015 when excluding the effects of the ‘piggy-back’ audit in 2015. Fiscal year 2017 was impacted by home football game scheduling in both the 2016 and 2017 season and sluggish summer sales. For recent football seasons, there appears to be generally either a season of multiple home games in September or large home games with the University of Georgia or the University of Alabama in November. Since the City’s fiscal year runs from October through September, there is a two-year cycle for sales tax associated with football where there will be a lean year followed by a strong year. Although management attempts to plan for this swing in revenue, it is difficult as the amount collected can also be affected by the opponent and whether the previous or current season is successful. The City’s sales and use tax will also be affected by the Simplified Seller Use Tax Remittance Act (SSUT), set up by law through State Legislative Act No. 2015-448 (as amended this year). This Act allows eligible sellers to participate in a program to collect, report and remit a flat eight percent (8%) sellers use tax on all sales made into Alabama. Collected by the State and remitted back to the City based on population, originally the amount was small, but then a few things happened in succession. Amazon became an eligible seller, the 2018 amendment allowed qualified sellers to participate in the SSUT even with nexus, and a favorable decision was reached in the South Dakota vs. Wayfair Act, which clears the way for enforcement of existing sales and use tax laws (through SSUT on remote sellers). This is a state shared tax and will be reported separately from the sales and use tax figures starting with in fiscal 2018. The history of SSUT collections is presented below.

SSUT - Simplified Sellers Use Tax					
Actual FY15	Actual FY16	Actual FY17	Projected FY18	Budget FY19	Budget FY20
\$0	\$10,365	\$241,885	\$350,000	\$385,000	\$423,500

At the outset, SSUT collections are “new” money, as online sales have not been captured before in any significant way. As our society is moving to more purchases online, other businesses will move to online sales and may qualify for this option as opposed to our locally levied sales and use tax.

Given the discussion above, the moving of SSUT out of the sales and use tax line item, and the fact that FY2019 will be a lean year for football sales, the biennium figures for FY2019 are appropriately conservative at 2.0% growth. FY2020 is projected at 2.6%.

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

This revenue source directly reflects the impact of Auburn University’s presence and the City’s economic development efforts. This revenue source directly reflects the impact of Auburn University’s presence and the City’s economic development efforts. The recent announcement



by Auburn University’s President Steven Leath of ‘plans to hire 500 tenure-track faculty by 2022 targeting a broad range of research and scholarly disciplines’, planned locations and expansions of various industries to our City are examples of the City’s continued ability to recruit new industries and add to a diversified economy in the City of Auburn. While these additions grow this revenue

stream, we are mindful of closures like MasterBrand Cabinets, which negatively affects this revenue. Overall, occupation license fee revenue has produced growth on average of approximately 4.6% per year from 2006 through 2017. As a result of the economic slowdown in 2008 and 2009, there was a slight decrease (\$67,178, less than 1%) in occupation license fees due to job losses; however, 2010 and 2011 saw a moderate recovery at 4.2% (\$341,481) and 6.9% (\$584,938), respectively. Fiscal years 2012 through 2017 saw a steady increase in growth with individual years ranging from 2.1% to 7.0% (\$188,538 to \$756,844). This growth is indicative of the City’s commitment to the development of a diversified economic base. Revenue from occupation license fees is projected to be above \$12.0 million at the end of fiscal 2018. Based on the information above, occupation license fees for the 2019 and 2020 biennium are projected to increase approximately 3% each year.

Business license fee: City ordinance requires that each business obtain a license annually before conducting business operations within the City. Included in this category are general business license fees, residential and commercial rental fees and fees related to contractors conducting business within the City. The amount of the business license fee is dependent upon the nature of the business and the amount of its previous year’s gross receipts, except that there is a flat fee for the first year’s business license. Typically, variations in this revenue source reflect changes in the prior year’s economic conditions, changes in the number of businesses conducting operations in Auburn, as well as the success of individual businesses and the Finance Department’s business license enforcement efforts. The majority of business license fees are collected in January and February each year.

Growth in Business License revenue, the General Fund’s third largest revenue source, has been strong, averaging an annual increase of 6.8% per year from 2006 to 2017. Except for those set by State law, business license fees are calculated as a percentage of the business’ gross receipts for the prior

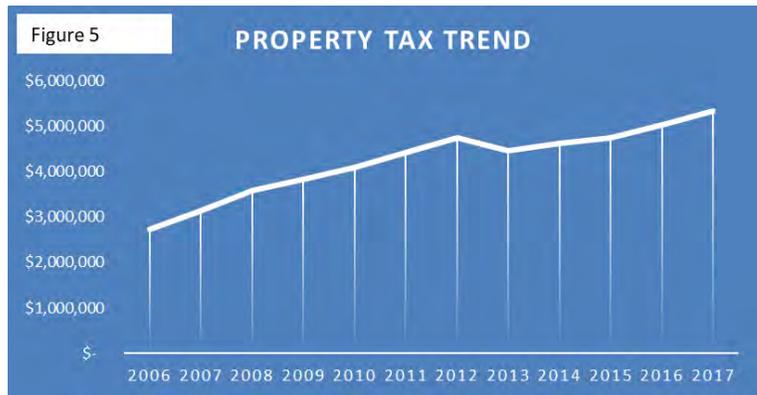


calendar year. Since this revenue source is a lagging indicator and the economic recession continued, the 11.9% increase in 2009 Business License revenue over 2008 was somewhat unexpected. The 2010 revenue decreased slightly by \$140,416 (1.9%) as compared to revenue in 2009 while 2011 revenue remained stable, increasing only \$10,072. Fiscal 2012 saw a greater increase than normal, 11.8% (\$847,506), partially the result of an increase in construction necessary to rebuild and repair homes caused by tornado damage in November 2011. From fiscal 2013 through 2017, business license fees experienced growth ranging from 2.1% (\$167,771) to 8.4% (797,906), demonstrating a rising yet varying revenue source. Projected revenue for business license fees in fiscal 2018 is \$10.1 million, a 1% increase from 2017. The projected revenue from business license fees in 2019 and 2020 is expected to increase an average of approximately 2% each year.

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

Property taxes, the fourth largest General Fund revenue source, are typically the most stable source of local governments’ revenue. Property tax revenue growth has averaged 6.4% per fiscal

year from 2006 to 2017. The City’s reputation for high quality of life and a highly acclaimed City school system continues to drive property values upward, contributing to a strong tax base through growth in existing real estate values as well as expanded residential and commercial construction. Property tax revenue is also affected by annexations of property into the



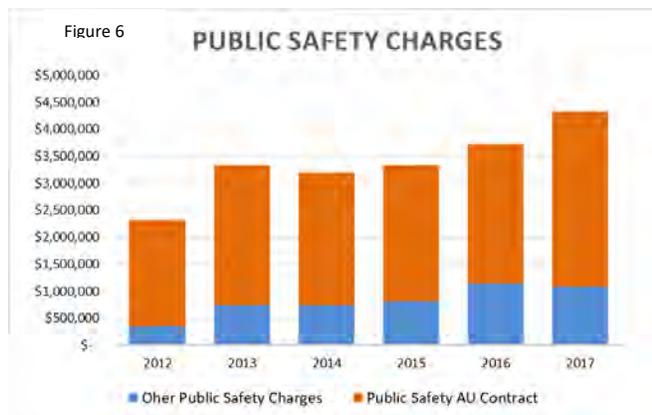
City. The State conducts a reappraisal of all real property at least once every four years, each year approximately a fourth of the City is reevaluated, allowing the increases in appraised values to be reflected in the City’s property tax revenue. From 2009 to 2012, property tax revenue increased an average of 7.2%. In fiscal 2013, property tax revenue decreased by 5.9% (\$277,485) from revenue in 2012. The majority of this decrease resulted from a large collection in 2012 of past due government services fees from prior years. Government services fees are funds received from several public entities in lieu of property taxes. In fiscal years 2014 through 2017, property taxes grew varying between 2.8% (\$129,479) to 6.2% (\$310,094) in different fiscal years. Property tax revenue in 2018 is projected to be \$5.5 million, an increase of 4.3% over 2017. The revenue projections for the new biennium estimate that ad valorem taxes for real, personal and

equivalent government services fee property will grow by an average of 3.0% over the two-year period.

Public Safety charges: In July 2004, the Auburn University Public Safety Department was merged into the City’s Public Safety Department by mutual agreement between the two entities. The City and the University agreed that having a single entity with public safety authority and responsibility would be a more effective and efficient way of serving the citizens of Auburn and the faculty, staff, and students on campus. Under the terms of the agreement, the University shares in the cost of operating the Police Division of the City’s Public Safety Department. Growth in this revenue source is related to staffing and salaries. While the agreement has been amended a number of times to address fire safety, staffing changes and University requests, the most recent agreement authorized an increased police presence on campus and created a sub-station physically located on Auburn University.

The increase from the most recent contract, which includes the new sub-station, was \$1.01 million or 31.3% bringing the total to \$4.3 million in the contract for FY2018. The contract has built in annual increases for inflation and officers’ salaries.

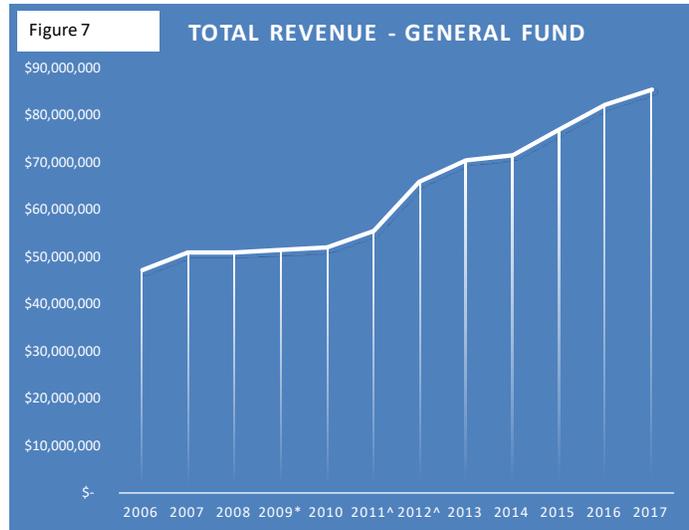
Another aspect of the public safety charges to Auburn University and other third party entities is additional public safety for events during the course of the year. Football, graduation and other occasions are organized, administered and accounted for by the City of Auburn. Through additional contracts with the University, the City of Auburn is reimbursed the cost of providing these additional services. When these line items are combined, the result almost moves this revenue stream past Ad Valorem the fourth largest. Figure 6 is a short history of these revenue streams.



Lesser General Fund revenue sources include court fines; franchise fees; building permit fees; lodging, gasoline, liquor and cigarette taxes; interest; fees for services; and revenues shared with municipalities by the State government. Of these less significant revenue sources, the local portion of the lodging tax rate is currently 7%, with 1% of the tax appropriated to the local Convention and Visitor’s Bureau via the City’s budget ordinance. Lodging Taxes, Construction Permits and Court Fines are not performing as well as in the past. The projected budgets were altered for expected year-end numbers and will continue to be closely monitored. The Biennium budget takes into account the recent downturns as well as changes expected in the coming years.

Total revenue of the General Fund saw little change in the years from 2008 to 2010 due mainly to the recession. However, in fiscal 2011 revenue increased by 6.8%, which results from improvements to the economy as well as from the increase in the City sales tax rate from 3% to 4% which took effect in the last two months of the fiscal year. Total revenue for 2012 increased by 18.6% (\$10.4 million) over 2011. This increase can be primarily attributed to the sales tax rate

increase. Total revenue increased for fiscal years 2013 through 2017. These increases ranged from 1.4% or \$995,728 to 7.5% or \$5,472,402. Sales Tax has the greatest impact, but all the revenue streams play a part in Auburn’s growth. Total revenue for fiscal 2018 is projected to be \$88.5 million, a 3.7% increase over 2017. Figure 7 shows the growth in General Fund revenues, adjusted for changes in accounting for solid waste and recycling activities and grants. The City’s policy of realistically conservative revenue projections for the 2019 and 2020 biennium forecast a 2.3% (\$2.0 million) increase in 2019 and then a 2.2% (\$2.0 million) increase in 2020.



*In fiscal 2009, solid waste revenues and expenses were moved out of the General Fund into a separate business-type (enterprise) fund.
 ^The sales tax rate increased from 3% to 4% effective August 1, 2011.

Special Activities of the General Fund’s Revenues

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

Special Revenue Funds Revenues

The largest revenue sources for the City’s budgeted special revenue funds include the ad valorem tax (16 mills) described above, which provides resources to the school tax fund for education purposes, and gasoline taxes levied by the State, which are earmarked for street construction and maintenance. Another special revenue fund of significance is the Grants – Special Activities fund. This fund was created to account for state and federal grants that were traditionally accounted for in the General Fund.

Debt Service Fund Revenues

The primary revenue source of the City’s debt service fund is the ad valorem tax (5 mills) described above and investment income. The revenue in this fund is restricted for use by the City on projects approved by the citizens of Auburn. In April 2015, the City held a special municipal bond election allowing the citizens to vote on using these funds to construct a capital project for the Auburn City School Board of Education. The debt related to this referendum was issued in June 2015. In fiscal 2016, based on Council decisions, the City moved the existing debt service being paid in this debt service fund to the General Fund to allow the fund to pay for the

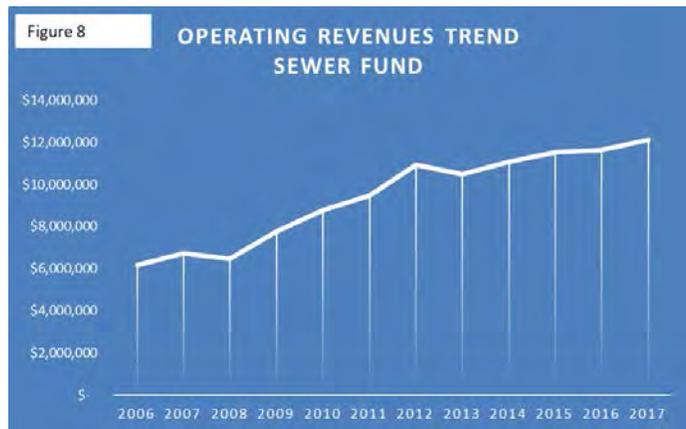
new debt related to education. Fiscal years 2019 and 2020 are projected to continue to service the school debt issued in 2015.

Enterprise Funds Revenues

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

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

Sewer revenues are affected by residential, commercial and industrial growth within the City, as well as the weather (since sewer usage is based on water usage, except for accounts having a separate irrigation water meter or special sewer meter). Operating revenues in the Sewer Fund have increased an average of 6.6% per year from fiscal 2006 to 2017 (Figure 8); total revenues increased 6.6% over the same period. In November 2013, the City engaged a utility rate consultant

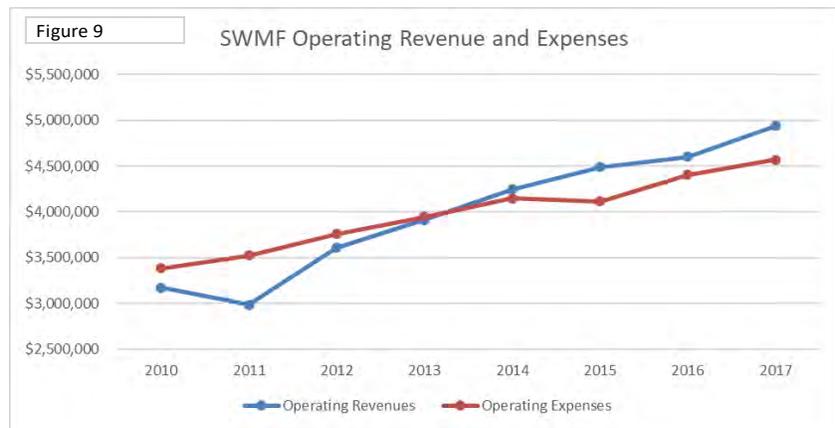


to review and update a rate study that was conducted in fiscal 2011. This study evaluated the City’s ability to meet the current and projected operating and capital expenditures with existing revenues. The rate study consultant, with assistance from City of Auburn staff, concluded that the City’s existing rates for sewer service are projected to be sufficient to meet revenue requirements through the end of fiscal 2019. This conclusion was based on identified capital expenditures and no unexpected, significant changes in operating expenses, sewer sales, regulatory requirements, or the economy. Based on this conclusion, the City does not expect to raise sewer rates in the next few fiscal years. The staff has continued to evaluate revenue sufficiency, looking at both the 6-year CIP and projected operation expenses. The strength of this fund’s Net Position and continued growth in revenue was reviewed and projected to sustain the fund through the biennium without rate increases. The last sewer rate change was a 6.9% increase effective October 1, 2012. More detailed budget information about the *Sewer Fund* is provided in the Enterprise Funds section of this document.

Solid Waste Management Fund: The City currently provides solid waste collection services for residential customers and small business operations. Revenues received in this fund include garbage charges to customers, special trash pick-up fees, and sales of recyclables. Residential

customers receive once-weekly collection of household garbage, recycling and trash. As with the Sewer fund, the City hopes to manage the solid waste activity in such a way that it is self-supporting by user fees. In October 2010, the City contracted with a utility rate consultant to evaluate the adequacy of the existing rates for funding current and future needs of the solid waste management system. Results from the study provided management with the necessary information to make decisions on rate increases. The rate study consultant worked with staff to develop a recommendation to the City Council that included several rate increases, phased in over a four-year period. The rate that customers pay for garbage collection increased by 17.0%, 7.5%, 4.6%, and 4.4% on October 1 of 2011, 2012, 2013, and 2014 respectively, bringing the rate for curbside service to \$23.50. The City offers both curbside and back door collection. Residential customers are given the option to choose the less costly curbside pickup service, with the exception that in certain residential areas where back door service is complicated by the logistics of the housing, in which cases curb service is required. The option to choose service levels and the differential fee structure which became effective in October 1999, have resulted in approximately 90% of households electing to have curbside service. Customers who choose to have back door service pay \$10.00 per month more than the rate for curbside service. Residential growth and the approved rate increases has sustained the fund beyond 2014. However, with normal operation cost increases and aging equipment costs, management decided to update the rate study conducted in 2010. This was conducted in FY2018 and resulted in a tool, which can be used by management to model various scenarios of commercial and residential growth, layering in capital and economic conditions. The consultants also assisted with a study on compactor rate assessment, single stream cost assessment and distribution of fees across entities serviced by the Solid Waste Management Fund. In the coming biennium management will bring to Council recommendations on capital and fund revenue requirements.

Figure 9 shows how with more appropriate rates and controlled expenses the fund was able to sustain its operational expenses and begin to build reserves for capital equipment needs. Operating revenues in the Solid Waste Management Fund have increased an average of 6.8% per year from fiscal 2010 to 2017. While operating expenses have only increase 4.4% for the same period.



For more detailed financial information about the budget for the *Solid Waste Management Fund*, please see the Enterprise Funds section of this document.

Debt Overview

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

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

General obligation (GO) debt is supported by the full faith and credit of the City of Auburn. This debt form is used to finance various types of capital projects of the City and its component units, including school and sewer-related projects. Although school and sewer debt both have revenue sources to support the debt service, the City uses GO debt in an effort to obtain the best interest rates possible. The City's overall credit rating, as discussed in the Credit Rating section of this overview, is very strong, making the use of GO debt the best choice for debt issuances. School Board debt is repaid from property taxes received by the City, which are earmarked for education purposes, and it is the Council's intention that general obligation debt issued for sewer facilities be repaid from revenues of the Sewer Fund. Auburn also has a five mill property tax that is dedicated to the repayment of debt that is issued to finance capital projects that have been approved by the voters; this tax is called the Special Five Mill Tax. When GO debt is issued to pay for voter-approved projects, the City can repay the principal and interest on such debt from the resources of the Special Five Mill Tax Fund. The most recent referendum for voter approval for the Special Five Mill Tax Fund was held in April 2015. The citizens of Auburn voted to use the revenue from this fund to pay for projects related to education. In support of education all current and future debt service from previous Five Mill issuances were moved to the General Fund for payment.

For "smaller" borrowings (less than \$20 million), the City has obtained financing from financial institutions without going to the national bond market. Such financings are obtained via a competitive process. This process results in significantly lower debt issuance costs, as well as very competitive interest rates. The documents for such borrowings are prepared by the Finance Department and City's bond counsel. These "local borrowings" are submitted to Council for approval and are considered general obligation debt (long-term liability) like the underwritten larger issued warrants.

The City's general obligation long-term debt outstanding at May 2018 is shown below.

Indebtedness	Date Issued	General Payment Source	Principal Outstanding May 2018	Year of Final Maturity
<u>General obligation bonds (general purposes)</u>				
General Obligation Bonds	7/1/2009	General revenues	3,470,000	2021
General Obligation Cap. Improvement Bonds	5/1/2012	General revenues	2,295,000	2024
General Obligation Refunding Bonds, Series 2012-B	8/1/2012	General revenues	1,190,000	2021
General Obligation Refunding Bonds, Series 2014	10/28/2014	General revenues	1,345,000	2021
			8,300,000	
<u>General obligation bonds (school purposes)</u>				
General Obligation Bonds, Series 2015	6/23/2015	5-mill ad valorem tax	78,145,000	2045
<u>General obligation warrants (school purposes)</u>				
General Obligation Warrant, Series 2008-I	12/19/2008	Special school ad val. tax	5,459,070	2028
General Obligation Refunding School Warrants, Series 2010-A	6/10/2010	Special school ad val. tax	17,900,000	2026
General Obligation School Warrant, Series 2012-A	2/22/2012	Special school ad val. tax	13,891,626	2032
General Obligation Refunding Warrant, Series 2012-B	8/1/2012	Special school ad val. tax	16,300,000	2030
General Obligation Ref./Cap. Imp. Warrant, Series 2014-B	10/28/2014	Special school ad val. tax	10,070,000	2035
General Obligation School Warrant, Series 2017	8/4/2017	Special school ad val. tax	18,000,000	2037
			81,620,696	
<u>General obligation warrants (general purposes)</u>				
General Obligation Warrants	9/22/2006	General revenues	2,045,263	2026
General Obligation Warrant, Series 2008-C	5/29/2008	General revenues	268,595	2018
General Obligation Warrant, Series 2008-D	5/29/2008	General revenues	273,031	2018
General Obligation Refunding Warrant, Series 2010-B	7/27/2010	General revenues	809,452	2020
General Obligation Warrant, Series 2010-C	7/27/2010	General revenues	5,587,418	2024
General Obligation Warrant, Series 2010-D	8/20/2010	General revenues	782,548	2022
General Obligation Refunding Warrant, Series 2012-B	8/1/2012	General revenues	550,000	2019
General Obligation Warrant, Series 2012-C	9/7/2012	General revenues	914,550	2022
General Obligation Warrant, Series 2012-D	11/9/2012	General revenues	2,742,878	2022
General Obligation Warrant, Series 2018	5/8/2018	General revenues	30,610,000	2048
			44,583,735	
<u>General obligation warrants (sewer purposes)</u>				
General Obligation Warrants, Series 2008-H	12/1/2008	Sewer revenues ⁽¹⁾	810,000	2018
General Obligation Refunding Warrants, Series 2009-A	9/1/2009	Sewer revenues ⁽¹⁾	11,330,000	2024
General Obligation Refunding & Cap. Imp. Warrant, Series 2012-B	8/1/2012	Sewer revenues ⁽¹⁾	4,440,000	2032
General Obligation Refunding Warrants, Series 2014-A	10/28/2014	Sewer revenues ⁽¹⁾	19,000,000	2034
			35,580,000	
<i>Total bonds and warrants, outstanding as of May 2018</i>			\$ 248,229,431	

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

Similarly, in fiscal year 2006, the City entered into an agreement with Auburn University to facilitate the issuance of debt to enable Auburn University to finance the construction of an expansion of the City's new tennis complex. Payment of principal and interest on this debt is reimbursed by Auburn University's lease payments to the City for use of the tennis facilities. The

joint tennis facility is owned and operated by the City’s Public Park and Recreation Board, a component unit of the City. The debt principal of \$2.0 million is included in the City’s liabilities; however, the Tennis Center facilities are shown as a capital asset of the Public Park and Recreation Board.

Total City debt issued to benefit the City Schools and outstanding at May 2018, was \$159.7 million. Debt outstanding in respect to agreements made with Auburn University totaled \$2.0 million. The effect of eliminating the Auburn City Schools’ and Auburn University-related debt from the City’s total debt outstanding at May 2018 is shown below.

General Obligation Long-Term Debt		As of May 2018
Payable from:		
General Fund	\$	52,883,735
Special Five-Mill Tax Fund		78,145,000
School Tax Funds		81,620,696
Sewer Fund		35,580,000
Total G.O. Long-Term Debt	\$	248,229,431
Less:		
Auburn City Schools' Debt		(78,145,000)
		(81,620,696)
Auburn University-related debt		
Tennis Center ("AU portion")		(2,045,263)
Total City Only	\$	86,418,472
General Fund	\$	50,838,472
Sewer Fund		35,580,000
Total City Only, as above	\$	86,418,472

Legal Debt Limit

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

Computation of the legal debt margin for the City of Auburn at May 2018 is as follows:

<u>Legal Debt Margin</u>	
Net assessed value	\$ 897,035,240
Debt limitation (20% of net assessed value)	179,407,048
Long-term debt outstanding as of May 2018	248,229,431
Less: Debt not chargeable to debt limit:	
Debt issued for schools	(159,765,696)
Debt issued for sewer	(35,580,000)
Debt chargeable to debt limit	52,883,735
Debt margin	\$ 126,523,313

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

Recent and Planned Debt Issuances

In May 2018, the City borrowed \$33.6 Million for construction of a Public Safety Complex, which will be paid over the next 30 years. The next two years has two planned borrowings in the General Fund and one debt issuance for the Board of Education. Construction of a new municipal parking deck in the downtown area is anticipated in fiscal year 2019. Debt service is included in the biennial budget for a \$12 million borrowing. The City has also set aside funding to provide principal and interest for a Phase I construction of Parks, Recreation and cultural project set forth in the Master Plan presented earlier in the year. This borrowing is currently proposed at approximately \$15 million. Specific details of this debt issue are unclear and final decisions about debt structure, term, and issue period will be made as aspects solidify.

Debt Service Requirements to Maturity

The table below shows the City’s debt service requirements to maturity (principal and interest payments) for all City debt as of June 2018. Before the recent borrowing of \$33 million for the Public Safety Center, the General Fund had only debt service requirements to 2026, now debt service is required to 2048. The Special Five Mill Tax Fund’s last scheduled debt payments are in 2045. Debt service payments from School Tax funds extend through 2037; and the Sewer Fund has debt service obligations through 2034. As details of the debt issuance mentioned in the previous paragraph become available, this debt service requirements to maturity will change.

Debt Service to Maturity by Fund - Principal and Interest
As of June 30, 2018

Fiscal Year	General Fund	Special Five-Mill Tax Fund	School Tax Funds	Sewer Fund	Total Principal and Interest
2018	1,570,529	1,671,153	5,034,513	965,063	9,241,258
2019	6,983,448	3,342,306	7,590,124	4,289,075	22,204,953
2020	6,661,518	3,342,306	7,588,874	4,240,375	21,833,073
2021	6,288,334	4,092,306	7,596,774	4,236,325	22,213,739
2022	4,556,626	3,825,431	7,586,274	4,235,463	20,203,794
2023 - 2048	52,046,646	122,459,406	70,042,250	28,860,994	273,409,296
Totals	\$ 78,107,101	\$ 138,732,908	\$ 105,438,808	\$ 46,827,295	\$ 369,106,112

Debt Service Payments
As of June 30, 2018

Fiscal Year	Principal	Interest	Total Debt Service
2018	5,174,797	4,066,461	9,241,258
2019	12,509,276	9,695,677	22,204,953
2020	12,615,220	9,217,853	21,833,073
2021	13,517,515	8,696,224	22,213,739
2022	12,018,012	8,185,782	20,203,794
2023 - 2048	190,147,338	83,261,958	273,409,296
Totals	\$ 245,982,158	\$ 123,123,955	\$ 369,106,112

Credit Rating

In March 2018, Standard and Poor's (S&P) affirmed the City of Auburn's bond rating as AA+/Stable. In their report, S&P cites "Auburn's consistently strong financial profile, indicated by its very strong budgetary flexibility and liquidity, further supported by...very strong management." as factors that were considered in the rating. According to S&P, an AA+ rating indicates a strong capacity to meet financial commitments.

In addition, the City holds a rating of Aa2 from Moody's Investors Service, issued in March 2018. The Moody's rating report cited rating "reflects a strong financial position, marked by healthy reserve and liquidity levels as well as an above-average but manageable debt burden."

These ratings are outstanding for a municipality of our size nationally and the City ranks favorably among cities in Alabama. These ratings are not just a nice label, it translates into lower interest rates for borrowed funds.

Conclusion

The City's effective budgeting process, proactive financial management efforts, aggressive (yet selective) industrial and commercial recruitment strategies, the presence of Auburn University, a diversified revenue base and the exceptional City public school system, all combine to position Auburn as a strong municipal economy. Auburn will maintain its strong fiscal presence through conservative budgeting, robust monitoring of transactional activities and practical management.

City of Auburn

Description of All Budgeted Funds and Major Funds

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

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

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

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

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

Governmental Funds

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

- **Employee Benefit Self-Insurance *Special Activity* of the General Fund** accounts for the costs of operating and reserves provided for the City's self-insured employee benefits program, including health-care benefits for retirees.
- **Liability Risk-Retention *Special Activity* of the General Fund** accounts for the costs of operating and the reserves provided for the City's general liability and workers' compensation self-insurance programs.
- **Assessment Project *Special Activity* of the General Fund** accounts for projects funded by development agreements and special assessments, including performance bonds held for the completion of subdivisions.

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

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

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

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

Municipal Court Judicial Administration *Special Revenue Fund* accounts for funds received from specific fines collected that are to be used for municipal court administration purposes.

Special Five Mill Tax *Debt Service Fund* accounts for revenues received from five mills of ad valorem tax dedicated to the payment of principal and interest on bonds issued to finance projects approved by the citizens of Auburn in referenda. In 2014, the City Council dedicated the resources of the Special 5-Mill Tax Fund to provide for construction of new school facilities; in April of 2015, voters approved the use of these funds to construct a new high school and other facility improvements. In 2016, the City's General Fund assumed all the current outstanding debt in this fund, and the Special 5-Mill Tax Fund now services the voter approved debt issued for school capital investments.

Proprietary Funds

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

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

Funds with Project Budgets

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

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

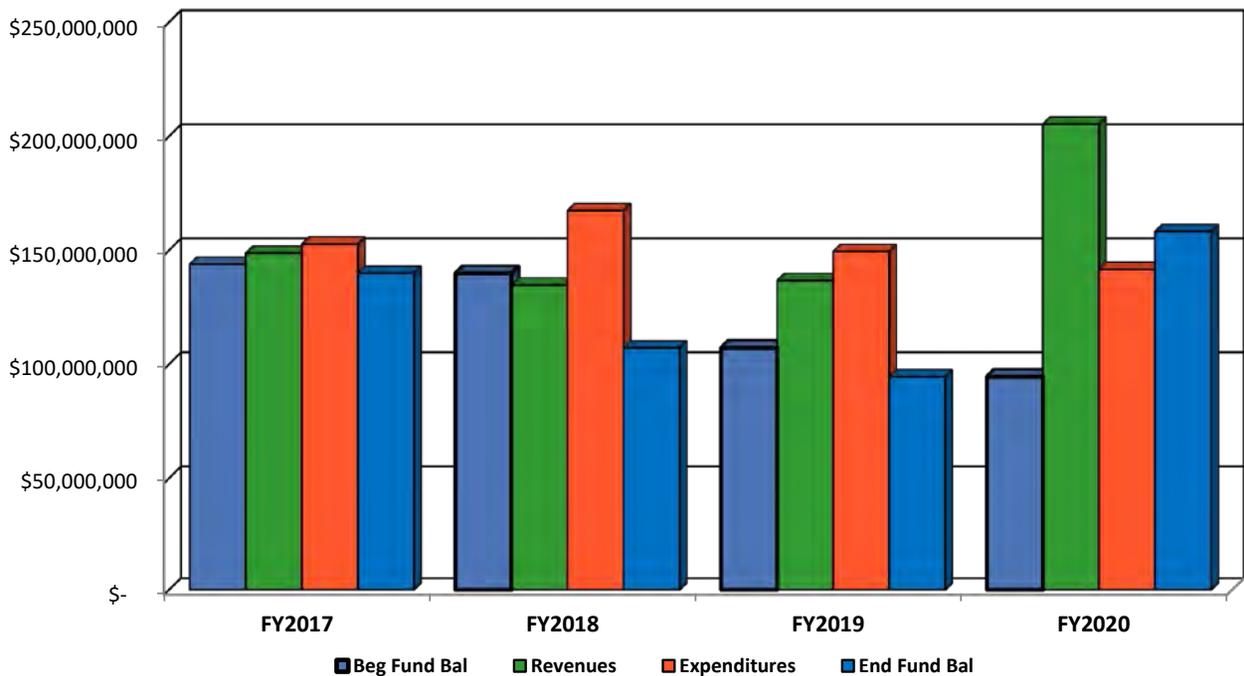
- **Auburn Technology Park West Phase II *Capital Projects Fund***
- **Public Safety Complex *Capital Projects Fund***

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

City of Auburn

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

	Audited Actual	Mid-Year Budget	Budget	
	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$
Beginning fund balances/net position including Permanent Reserve, Restated*	143,850,208	139,878,258	107,196,941	94,512,509
Revenues	127,924,635	131,531,223	134,486,077	137,154,039
Other financing sources	20,827,191	3,209,337	2,269,350	68,175,250
Total available resources	292,602,034	274,618,818	243,952,368	299,841,798
Expenditures/expenses	101,490,304	125,141,012	123,885,047	118,646,929
Other financing uses	51,233,472	42,280,865	25,554,812	22,970,354
Total expenditures and other uses	152,723,776	167,421,877	149,439,859	141,617,283
Excess (deficit) of revenues and other sources over expenditures/expenses and other uses	(3,971,950)	(32,681,317)	(12,684,432)	63,712,006
Ending fund balances/net position	139,878,258	107,196,941	94,512,509	158,224,515
Less: Permanent Reserve	4,148,556	4,156,000	4,166,000	4,176,000
Ending fund balances/net position excluding Permanent Reserve	135,729,702	103,040,941	90,346,509	154,048,515

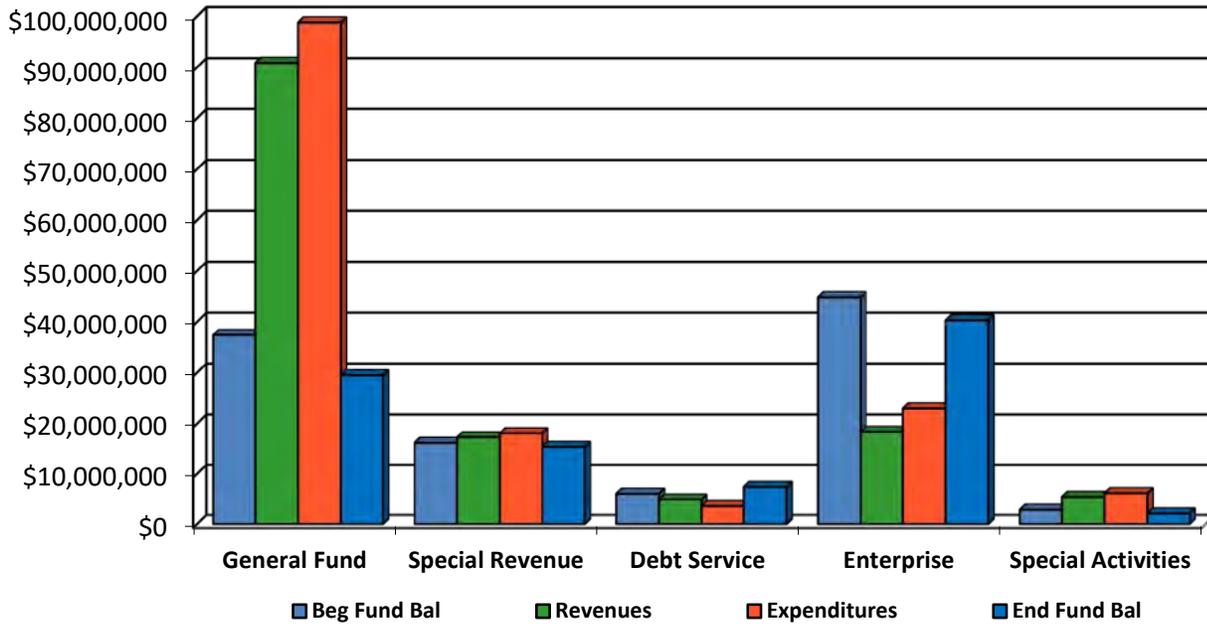


* During FY2017, a prior period adjustment was recorded for amount of expenditures in excess of forfeited performance bonds for subvision completion work performed by the City from FY2010-FY2016.

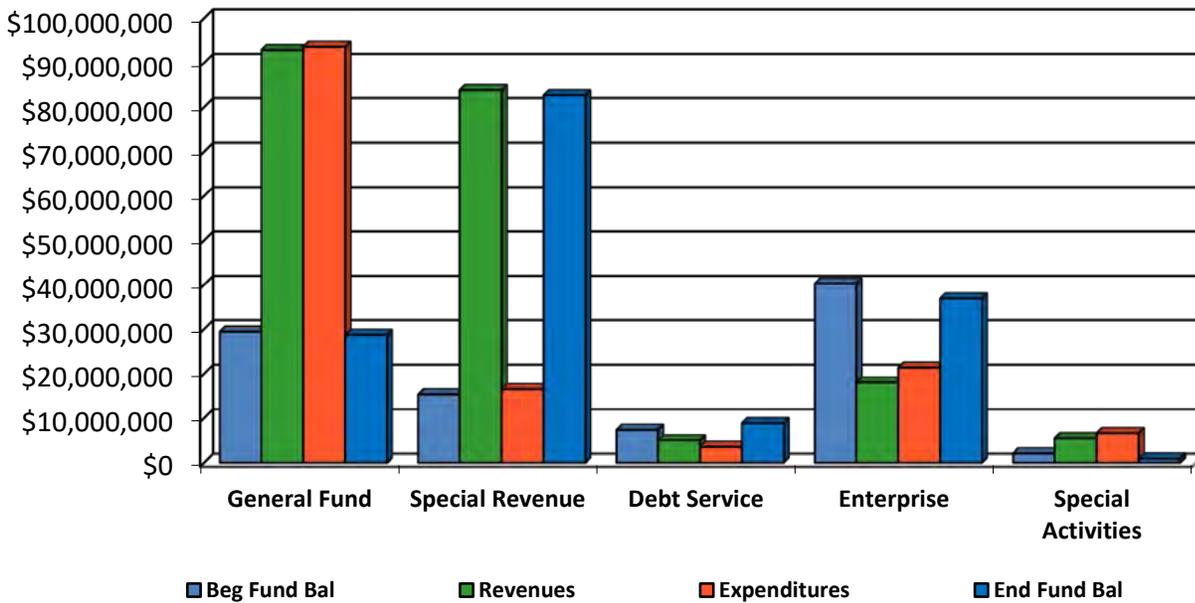
City of Auburn

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

Fiscal Year 2019



Fiscal Year 2020



City of Auburn

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

	Budgeted Governmental Activities			Budgeted Business- Type Activities		Total
	General	Special	All Other	Sewer	Solid Waste	All
	Major Fund	School Tax Major Fund	Governmental Funds	Enterprise Major Fund	Management Non-Major	Budgeted Funds
FY2019 Budget						
Budgeted Ending	\$	\$	\$	\$	\$	\$
Fund Equity, 9.30.2018	37,368,203	15,135,959	9,845,231	44,606,131	241,417	107,196,941
Revenues	90,474,390	16,830,380	10,153,489	11,792,575	5,235,243	134,486,077
Other Financing Sources	380,250	-	560,000	800,000	529,100	2,269,350
Total Available Resources	128,222,843	31,966,339	20,558,720	57,198,706	6,005,760	243,952,368
Expenditures/Expenses	83,073,567	8,189,101	9,826,734	16,890,358	5,905,286	123,885,047
Other Financing Uses	15,701,044	9,442,518	280,000	76,250	55,000	25,554,812
Total Budgeted	98,774,611	17,631,619	10,106,734	16,966,608	5,960,286	149,439,858
<i>Change in net position</i>	(7,919,971)	(801,239)	606,755	(4,374,033)	(195,943)	(12,684,431)
Budgeted Ending						
Fund Equity, 9.30.2019	29,448,232	14,334,720	10,451,986	40,232,097	45,474	94,512,509
FY2020 Budget						
Budgeted Ending						
Fund Equity, 9.30.2019	29,448,232	14,334,720	10,451,986	40,232,097	45,474	94,512,509
Revenues	92,475,291	17,363,880	10,440,817	11,895,375	4,978,676	137,154,039
Other Financing Sources	380,250	66,090,000	560,000	840,000	305,000	68,175,250
Total Available Resources	122,303,773	97,788,600	21,452,803	52,967,472	5,329,150	299,841,798
Expenditures/Expenses	77,779,798	8,877,352	10,763,583	15,785,543	5,440,653	118,646,929
Other Financing Uses	15,800,064	6,759,040	280,000	76,250	55,000	22,970,354
Total Budgeted	93,579,862	15,636,392	11,043,583	15,861,793	5,495,653	141,617,283
<i>Change in net position</i>	(724,321)	67,817,488	(42,766)	(3,126,417)	(211,977)	63,712,006
Budgeted Ending						
Fund Equity, 9.30.2020	28,723,910	82,152,208	10,409,221	37,105,679	(166,503)	158,224,515

City of Auburn

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

	Governmental Funds					Proprietary Funds	Total
	General	Gen. Fd. Spec. Act.	Special Revenue	Debt Service	Total - All Governm'l	Enterprise	All Budgeted Funds
	FY2019 Budget						
Budgeted Beginning Fund Equity, 9.30.2018	\$ 37,368,203	\$ 2,808,418	\$ 16,143,110	\$ 6,029,662	\$ 62,349,393	\$ 44,847,548	\$ 107,196,941
Revenues	90,474,390	4,841,064	17,267,630	4,875,175	117,458,259	17,027,818	134,486,077
Other Financing Sources	380,250	560,000	-	-	940,250	1,329,100	2,269,350
Total Available Resources	128,222,844	8,209,482	33,410,740	10,904,837	180,747,902	63,204,466	243,952,368
Expenditures/Expenses	83,073,567	6,142,293	8,353,101	3,520,441	101,089,402	22,795,644	123,885,047
Other Financing Uses	15,701,044	-	9,722,518	-	25,423,562	131,250	25,554,812
Total Budgeted Expenditures/Expenses	98,774,611	6,142,293	18,075,619	3,520,441	126,512,964	22,926,894	149,439,858
Budgeted Ending Fund Equity, 9.30.2019	29,448,233	2,067,189	15,335,121	7,384,396	54,234,938	40,277,571	94,512,509
	FY2020 Budget						
Budgeted Beginning Fund Equity, 9.30.2019	\$ 29,448,233	\$ 2,067,189	\$ 15,335,121	\$ 7,384,396	\$ 54,234,938	\$ 40,277,571	\$ 94,512,509
Revenues	92,475,291	4,964,717	17,807,630	5,032,350	120,279,988	16,874,051	137,154,039
Other Financing Sources	380,250	560,000	66,090,000	-	67,030,250	1,145,000	68,175,250
Total Available Resources	122,303,774	7,591,906	99,232,751	12,416,746	241,545,177	58,296,622	299,841,799
Expenditures/Expenses	77,779,798	6,657,562	9,457,352	3,526,021	97,420,733	21,226,196	118,646,929
Other Financing Uses	15,800,064	-	7,039,040	-	22,839,104	131,250	22,970,354
Total Budgeted Expenditures/Expenses	93,579,862	6,657,562	16,496,392	3,526,021	120,259,837	21,357,446	141,617,283
Budgeted Ending Fund Equity, 9.30.2020	28,723,910	934,344	82,736,359	8,890,725	121,285,339	36,939,176	158,224,515

City of Auburn

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

FY2019 Budget

	Governmental Activities			Business-Type Activities		FY2019 Total
	General Fd	Spec. School	All Other	Sewer	Solid Waste	All Budgeted
	Major Fund	Major Fund	Gov't'l Funds	Major Fund	Non-Major	Funds
Revenues	\$	\$	\$	\$	\$	\$
Taxes	55,047,030	16,730,380	5,138,675	-	-	76,916,085
Licenses and permits	25,326,485	-	-	-	-	25,326,485
Grants	-	-	-	-	350,000	350,000
Fines and costs	1,073,000	-	130,000	-	-	1,203,000
Charges for services	7,482,351	-	4,462,800	11,739,950	4,827,943	28,513,044
Other revenue	1,545,524	100,000	122,014	52,625	357,300	2,177,463
Total revenue	90,474,390	16,830,380	9,853,489	11,792,575	5,535,243	134,486,077
Other financing sources						
Transfers in from other funds	380,250	-	560,000	-	524,100	1,464,350
Sale of surplus assets	-	-	-	-	5,000	5,000
Capital contributions	-	-	-	800,000	-	800,000
Total revenue and other sources	90,854,640	16,830,380	10,413,489	12,592,575	6,064,343	136,755,427
Expenditures/expenses						
City Council	187,526	-	-	-	-	187,526
City Manager	1,215,131	-	-	-	-	1,215,131
Human Resources						
HR	1,007,896	-	-	-	-	1,007,896
Risk Management	391,000	-	-	-	-	391,000
Information Technology						
IT	1,593,200	-	-	-	-	1,593,200
GIS	732,649	-	-	-	-	732,649
Finance	1,688,088	-	-	-	-	1,688,088
Economic Development	1,089,881	-	-	-	-	1,089,881
Development Services	378,907	-	-	-	-	378,907
Planning Services	798,892	-	-	-	-	798,892
Inspection Services	1,336,394	-	-	-	-	1,336,394
Community Services	439,291	-	-	-	-	439,291
Engineering Services	3,008,823	-	-	-	-	3,008,823
Public Works						
Administration	416,026	-	-	-	-	416,026
ROW Maintenance	1,576,221	-	-	-	-	1,576,221
Facilities Maintenance	186,094	-	-	-	-	186,094
Construction & Maintenance	1,858,237	-	-	-	-	1,858,237
Traffic Systems	-	-	-	-	-	-
Environmental Services						
Administration	294,545	-	-	-	-	294,545
Animal Control	488,776	-	-	-	-	488,776
Fleet Services	953,586	-	-	-	-	953,586
Library	2,345,666	-	-	-	-	2,345,666
Parks and Recreation						
Administration	1,727,387	-	-	-	-	1,727,387
Leisure Services	2,191,333	-	-	-	-	2,191,333
Parks and Facilities	2,604,282	-	-	-	-	2,604,282
Judicial	893,819	-	132,000	-	-	1,025,819
Public Safety						
Administration	2,494,043	-	-	-	-	2,494,043
Police	14,552,814	-	32,000	-	-	14,584,814
Fire	7,317,877	-	-	-	-	7,317,877
Communications	2,455,612	-	-	-	-	2,455,612
Water Resource Management						
Sewer Administration	-	-	-	539,092	-	539,092
Sewer Maintenance	-	-	-	1,828,628	-	1,828,628
Line Locating	-	-	-	142,140	-	142,140
Watershed Management	-	-	-	297,529	-	297,529
Pumping and Treatment	-	-	-	2,640,583	-	2,640,583
Solid Waste Management						
Administration	-	-	-	-	754,284	754,284
Recycling	-	-	-	-	2,700,420	2,700,420
Solid Waste	-	-	-	-	2,395,082	2,395,082
Total departmental	56,223,993	-	164,000	5,447,972	5,849,786	67,685,752
Non-departmental	26,849,574	8,189,101	9,662,734	11,442,386	55,500	56,199,295
Total expenditures/expenses	83,073,567	8,189,101	9,826,734	16,890,358	5,905,286	123,885,047
Other financing uses (OFU):						
Transfers out	15,701,044	9,442,518	280,000	76,250	55,000	25,554,812
Total expenditures/expenses and OFU	98,774,611	17,631,619	10,106,734	16,966,608	5,960,286	149,439,858

City of Auburn

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

FY2020 Budget

	Governmental Activities			Business-Type Activities		FY2020 Total All Budgeted Funds
	General Fd	Spec. School	All Other	Sewer	Solid Waste	
	Major Fund	Major Fund	Gov't'l Funds	Major Fund	Non-Major	
Revenues	\$	\$	\$	\$	\$	\$
Taxes	56,550,796	17,263,880	5,295,850	-	-	79,110,526
Licenses and permits	25,950,702	-	-	-	-	25,950,702
Fines and costs	1,073,000	-	135,000	-	-	1,208,000
Charges for services	7,607,819	-	4,535,101	11,771,625	4,921,676	28,836,221
Other revenue	1,292,974	100,000	474,866	123,750	57,000	2,048,590
Total revenue	92,475,291	17,363,880	10,440,817	11,895,375	4,978,676	137,154,039
Other financing sources						
Transfers in from other funds	380,250	-	560,000	-	300,000	1,240,250
Sale of surplus assets	-	-	-	40,000	5,000	45,000
Debt proceeds	-	66,090,000	-	-	-	66,090,000
Capital contributions	-	-	-	800,000	-	800,000
Total revenue and other sources	92,855,541	83,453,880	11,000,817	12,735,375	5,283,676	205,329,289
Expenditures/expenses						
City Council	182,526	-	-	-	-	182,526
City Manager	1,211,688	-	-	-	-	1,211,688
Human Resources						
HR	1,086,712	-	-	-	-	1,086,712
Risk Management	429,500	-	-	-	-	429,500
Information Technology						
IT	1,579,155	-	-	-	-	1,579,155
GIS	692,968	-	-	-	-	692,968
Finance	1,675,310	-	-	-	-	1,675,310
Economic Development	1,102,749	-	-	-	-	1,102,749
Development Services	376,109	-	-	-	-	376,109
Planning Services	806,721	-	-	-	-	806,721
Inspection Services	1,285,963	-	-	-	-	1,285,963
Community Services	442,357	-	-	-	-	442,357
Engineering Services	3,082,512	-	-	-	-	3,082,512
Public Works						
Administration	418,316	-	-	-	-	418,316
ROW Maintenance	1,590,344	-	-	-	-	1,590,344
Facilities Maintenance	197,012	-	-	-	-	197,012
Construction & Maintenance	1,970,326	-	-	-	-	1,970,326
Environmental Services						
Administration	297,599	-	-	-	-	297,599
Animal Control	498,233	-	-	-	-	498,233
Fleet Services	960,946	-	-	-	-	960,946
Library	2,397,719	-	-	-	-	2,397,719
Parks and Recreation						
Administration	1,673,375	-	-	-	-	1,673,375
Leisure Services	2,219,532	-	-	-	-	2,219,532
Parks and Facilities	2,817,911	-	-	-	-	2,817,911
Judicial	891,591	-	550,000	-	-	1,441,591
Public Safety						
Administration	2,598,856	-	-	-	-	2,598,856
Police	14,699,035	-	30,000	-	-	14,729,035
Fire	7,009,235	-	-	-	-	7,009,235
Communications	1,183,290	-	-	-	-	1,183,290
Water Resource Management						
Sewer Administration	-	-	-	553,111	-	553,111
Sewer Maintenance	-	-	-	1,773,082	-	1,773,082
Line Locating	-	-	-	88,097	-	88,097
Watershed Management	-	-	-	261,921	-	261,921
Pumping and Treatment	-	-	-	2,714,645	-	2,714,645
Solid Waste Management						
Administration	-	-	-	-	757,414	757,414
Recycling	-	-	-	-	2,240,312	2,240,312
Solid Waste	-	-	-	-	2,386,203	2,386,203
Total departmental	55,377,590	-	580,000	5,390,857	5,383,928	66,732,375
Non-departmental	22,402,208	8,216,452	10,844,483	10,394,686	56,725	51,914,554
Total expenditures	77,779,798	8,216,452	11,424,483	15,785,543	5,440,653	118,646,929
Other financing uses (OFU):						
Transfers out	15,800,064	6,759,040	280,000	76,250	55,000	22,970,354
Total expenditures/expenses and OFU	93,579,862	14,975,492	11,704,483	15,861,793	5,495,653	141,617,283

City of Auburn

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

FY2019 Budget

	Governmental Funds				Proprietary Funds	FY2019 Total
	General	Gen. Fd. Spec. Act.	Special Revenue	Debt Service	Enterprise	All Budgeted Funds
	\$	\$	\$	\$	\$	\$
Revenues						
Taxes	55,047,030	-	17,008,880	4,860,175	-	76,916,085
Licenses and permits	25,326,485	-	-	-	-	25,326,485
Grants	-	-	-	-	350,000	350,000
Fines and costs	1,073,000	-	130,000	-	-	1,203,000
Charges for services	7,482,351	4,533,625	-	-	16,497,068	28,513,044
Other revenue	1,545,524	307,439	128,750	15,000	180,750	2,177,463
Total revenues	90,474,390	4,841,064	17,267,630	4,875,175	17,027,818	134,486,077
Other financing sources						
Transfers in from other funds	380,250	560,000	-	-	524,100	1,464,350
Sale of surplus assets	-	-	-	-	5,000	5,000
Capital contributions	-	-	-	-	800,000	800,000
Total revenue and other sources	90,854,640	5,401,064	17,267,630	4,875,175	18,356,918	136,755,427
Expenditures/expenses						
City Council	187,526	-	-	-	-	187,526
City Manager	1,215,131	-	-	-	-	1,215,131
Human Resources						
HR	1,007,896	-	-	-	-	1,007,896
Risk Management	391,000	-	-	-	-	391,000
Information Technology						
IT	1,593,200	-	-	-	-	1,593,200
GIS	732,649	-	-	-	-	732,649
Finance	1,688,088	-	-	-	-	1,688,088
Economic Development	1,089,881	-	-	-	-	1,089,881
Development Services						
Administration	378,907	-	-	-	-	378,907
Planning Services	798,892	-	-	-	-	798,892
Inspection Services	1,336,394	-	-	-	-	1,336,394
Community Services	439,291	-	-	-	-	439,291
Engineering Services	3,008,823	-	-	-	-	3,008,823
Public Works						
Administration	416,026	-	-	-	-	416,026
ROW Maintenance	1,576,221	-	-	-	-	1,576,221
Facilities Maintenance	186,094	-	-	-	-	186,094
Construction & Maintenance	1,858,237	-	-	-	-	1,858,237
Environmental Services						
Administration	294,545	-	-	-	-	294,545
Animal Control	488,776	-	-	-	-	488,776
Fleet Services	953,586	-	-	-	-	953,586
Library	2,345,666	-	-	-	-	2,345,666
Parks and Recreation						
Administration	1,727,387	-	-	-	-	1,727,387
Leisure Services	2,191,333	-	-	-	-	2,191,333
Parks and Facilities	2,604,282	-	-	-	-	2,604,282
Judicial	893,819	-	132,000	-	-	1,025,819
Public Safety						
Administration	2,494,043	-	-	-	-	2,494,043
Police	14,552,814	-	32,000	-	-	14,584,814
Fire	7,317,877	-	-	-	-	7,317,877
Communications	2,455,612	-	-	-	-	2,455,612
Water Resource Management						
Sewer Administration	-	-	-	-	539,092	539,092
Sewer Maintenance	-	-	-	-	1,828,628	1,828,628
Line Locating	-	-	-	-	142,140	142,140
Watershed Management	-	-	-	-	297,529	297,529
Pumping and Treatment	-	-	-	-	2,640,583	2,640,583
Solid Waste Management						
Administration	-	-	-	-	754,284	754,284
Recycling	-	-	-	-	2,700,420	2,700,420
Solid Waste	-	-	-	-	2,395,082	2,395,082
Total departmental	56,223,993	-	164,000	-	11,297,758	67,685,752
Non-departmental	26,849,574	6,142,293	8,189,101	3,520,441	11,497,886	56,199,295
Total expenditures	83,073,567	6,142,293	8,353,101	3,520,441	22,795,644	123,885,047
Other financing uses (OFU):						
Transfers out	15,701,044	-	9,722,518	-	131,250	25,554,812
Total expenditures/expenses and OFU	98,774,611	6,142,293	18,075,619	3,520,441	22,926,894	149,439,858

City of Auburn

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

FY2020 Budget

	Governmental Funds			Proprietary	FY2020 Total All Budgeted Funds	
	General	Gen. Fd. Spec. Act.	Special Revenue	Debt Service		Enterprise
Revenues	\$	\$	\$	\$	\$	
Taxes	56,550,796	-	17,543,880	5,015,850	-	79,110,526
Licenses and permits	25,950,702	-	-	-	-	25,950,702
Fines and costs	1,073,000	-	135,000	-	-	1,208,000
Charges for services	7,607,819	4,535,101	-	-	16,693,301	28,836,221
Other revenue	1,292,974	429,616	128,750	16,500	180,750	2,048,590
Total revenues	92,475,291	4,964,717	17,807,630	5,032,350	16,874,051	137,154,039
Other financing sources						
Transfers in from other funds	380,250	560,000	-	-	300,000	1,240,250
Sale of surplus assets	-	-	-	-	45,000	45,000
Capital contributions	-	-	-	-	800,000	800,000
Debt proceeds	-	-	66,090,000	-	-	66,090,000
Total revenue and other sources	92,855,541	5,524,717	83,897,630	5,032,350	18,019,051	205,329,289
Expenditures/expenses						
City Council	182,526	-	-	-	-	182,526
City Manager	1,211,688	-	-	-	-	1,211,688
Human Resources						
HR	1,086,712	-	-	-	-	1,086,712
Risk Management	429,500	-	-	-	-	429,500
Information Technology						
IT	1,579,155	-	-	-	-	1,579,155
GIS	692,968	-	-	-	-	692,968
Finance	1,675,310	-	-	-	-	1,675,310
Economic Development	1,102,749	-	-	-	-	1,102,749
Development Services						
Administration	376,109	-	-	-	-	376,109
Commercial Development	-	-	-	-	-	-
Planning Services	806,721	-	-	-	-	806,721
Inspection Services	1,285,963	-	-	-	-	1,285,963
Community Services	442,357	-	-	-	-	442,357
Engineering Services	3,082,512	-	-	-	-	3,082,512
Public Works						
Administration	418,316	-	-	-	-	418,316
ROW Maintenance	1,590,344	-	-	-	-	1,590,344
Facilities Maintenance	197,012	-	-	-	-	197,012
Construction & Maintenance	1,970,326	-	-	-	-	1,970,326
Environmental Services						
Administration	297,599	-	-	-	-	297,599
Animal Control	498,233	-	-	-	-	498,233
Fleet Services	960,946	-	-	-	-	960,946
Library	2,397,719	-	-	-	-	2,397,719
Parks and Recreation						
Administration	1,673,375	-	-	-	-	1,673,375
Leisure Services	2,219,532	-	-	-	-	2,219,532
Parks and Facilities	2,817,911	-	-	-	-	2,817,911
Judicial	891,591	-	550,000	-	-	1,441,591
Public Safety						
Administration	2,598,856	-	-	-	-	2,598,856
Police	14,699,035	-	30,000	-	-	14,729,035
Fire	7,009,235	-	-	-	-	7,009,235
Communications	1,183,290	-	-	-	-	1,183,290
Water Resource Management						
Sewer Administration	-	-	-	-	553,111	553,111
Sewer Maintenance	-	-	-	-	1,773,082	1,773,082
Line Locating	-	-	-	-	88,097	88,097
Watershed Management	-	-	-	-	261,921	261,921
Pumping and Treatment	-	-	-	-	2,714,645	2,714,645
Solid Waste Management						
Administration	-	-	-	-	757,414	757,414
Recycling	-	-	-	-	2,240,312	2,240,312
Solid Waste	-	-	-	-	2,386,203	2,386,203
Total departmental	55,377,590	-	580,000	-	10,774,785	66,732,375
Non-departmental	22,402,208	6,657,562	8,877,352	3,526,021	10,451,411	51,914,554
Total expenditures	77,779,798	6,657,562	9,457,352	3,526,021	21,226,196	118,646,929
Other financing uses (OFU):						
Transfers out	15,800,064	-	7,039,040	-	131,250	22,970,354
Total expenditures/expenses and OFU	93,579,862	6,657,562	16,496,392	3,526,021	21,357,446	141,617,283

City Manager

Assistant City Manager/ Chief Operating Officer

Administrative Services

Public Safety Services

Public Services

Development Services

Office of the City Manager

Judicial

Water Resource Management

Public Works

Development Services Administration

Public Affairs

Public Safety

Collection System

Maintenance

Commercial Development Services

Budget & Strategic Planning

Police

Water Distribution

Right of Way

Finance

Fire

Library

Beautification and Grounds

Planning Services

Utility Billing Office

Parks & Recreation

Facilities

Inspection Services

Information Technology

Administration

Construction

Community Services

GIS

Leisure Services

Environmental Services

Engineering Services

Human Resources

Parks & Facilities

Solid Waste

Traffic

Risk Management

Recycling

Engineering

Economic Development

Animal Control

Inspections

Workforce Development

Industrial Development

Executive Office

Core Services Unit

Department

Division

City of Auburn

Personnel Authorization Summary

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

Department	Division	Authorized Regular Full-Time Positions						
		FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Office of the City Manager		7	7	7	7	7	7	7
Judicial		7	7	7	7	7	7	7
Information Technology	Info Tech	6	6	6	6	6	6	6
	GIS	3	4	4	4	4	5	5
	<i>Total Information Technology</i>	9	10	10	10	10	11	11
Finance	Finance	17	17	16	15	15	16	16
	Utility Billing Office	9	9	9	10	10	10	10
	<i>Total Finance</i>	26	26	25	25	25	26	26
Economic Development		13	13	12	12	12	12	12
Human Resources		7	7	7	7	7	7	7
Public Safety	Administration	4	4	4	3	3	3	3
	Police	113	115	116	116	117	138	141
	Fire	43	43	43	43	43	43	43
	Communications	11	11	11	11	13	13	13
	Codes Enforcement	9	9	9	9	9	9	9
	<i>Total Public Safety</i>	180	182	183	182	185	206	209
Public Works	Administration	6	6	6	6	6	6	6
	Construction and Maintenance	18	18	18	18	18	20	20
	Engineering ¹	11	11	11	11	11	11	11
	Inspection	6	6	6	6	6	7	7
	Traffic Engineering	3	3	3	4	4	5	5
	<i>Total Public Works</i>	44	44	44	45	45	49	49
Environmental Services ²	Administration	6	6	6	5	5	5	5
	Recycling	16	16	16	16	16	16	16
	Solid Waste	16	16	16	16	16	16	16
	Animal Control	2	2	2	2	2	3	3
	Right of Way Maintenance	7	7	7	7	7	7	7
	Fleet Services	10	10	10	10	10	10	10
	<i>Total Environmental Services</i>	57	57	57	56	56	57	57
Library		16	17	18	19	19	19	19
Parks and Recreation	Administration	5	5	5	5	5	5	5
	Leisure Services ³	15	15	15	16	17	17	17
	Parks and Facilities	26	26	26	26	26	26	26
	<i>Total Parks and Recreation</i>	46	46	46	47	48	48	48
Planning		8	8	8	8	7	7	7
General Operations		1	1	1	1	1	1	1
Water Resource Mgt ⁴	Administration	9	9	9	9	9	9	9
	Sewer Maintenance	10	11	11	13	13	13	13
	Watershed Management	3	3	3	3	3	3	3
	Water Treatment & Pumping	7	7	7	7	8	8	8
	Water Distribution	18	18	18	18	19	19	19
	<i>Total Water Resource Mgt</i>	47	48	48	50	52	52	52
	Total employees	468	473	473	476	481	509	512
	Employees by funding source:							
	City - General Fund	412	376	376	377	379	407	410
	City - Sewer Fund	19	20	20	22	22	22	22
	City - Solid Waste Mgt Fund	0	38	38	37	37	37	37
	City - Public Park & Rec Board	0	2	2	2	3	3	3
	Total City employees	431	436	436	438	441	469	472
	Water Works Board	37	37	37	38	40	40	40
	Total employees	468	473	473	476	481	509	512

1 - Assistant City Engineer is currently vacant and not budgeted for the FY2015-2016 Biennial Budget; there are no immediate plans to fill this position.

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

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

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

City of Auburn

Personnel Authorization Summary

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

Business Service Unit Department Division	Authorized Regular Full-Time Positions	
	FY2019	FY2020
Administrative Services		
City Council	-	-
Office of the City Manager	9	9
Human Resources	7	7
Information Technology		
Information Technology	7	7
GIS	5	5
Finance	26	26
Economic Development	8	8
Total Administrative Services	62	62
Development Services		
Administration	3	3
Planning Services	7	7
Inspection Services	14	14
Community Services	3	3
Engineering Services	22	22
Total Development Services	49	49
Public Services		
Public Works		
Administration	2	2
Right-of-Way Maintenance	19	19
Facilities Maintenance	4	4
Construction & Maintenance	18	18
Traffic Systems	5	5
Enviornmental Services²		
Administration	5	5
Recycling	16	16
Solid Waste	16	16
Animal Control	3	3
Fleet Services	10	10
Library	19	19
Parks and Recreation		
Administration	5	5
Leisure Services³	19	19
Parks & Facilities	23	23
Water Resource Management⁴		
Administration	5	5
Sewer Maintenance	15	15
Watershed Maintenance	3	3
Total Public Services	187	187
Public Safety Services		
Judicial Departments		
Public Safety	7	7
Administration	3	3
Police	142	142
Fire	43	43
Communications	13	13
Total Public Safety Services	208	208
Total Employees	506	506
Employees by funding source:		
City - General Fund	443	443
City - Sewer Fund	23	23
City - Solid Waste Mgt Fund	37	37
City - Public Park & Rec Board	3	3
Total City Employees	506	506
Water Works Board ¹	29	29
Total Employees	535	535

1 - Water Works Board employees.

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

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

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



City of Auburn



City of Auburn

Biennial Budget for FY 2019 & FY 2020

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Biennial Budget for FY 2019 & FY 2020

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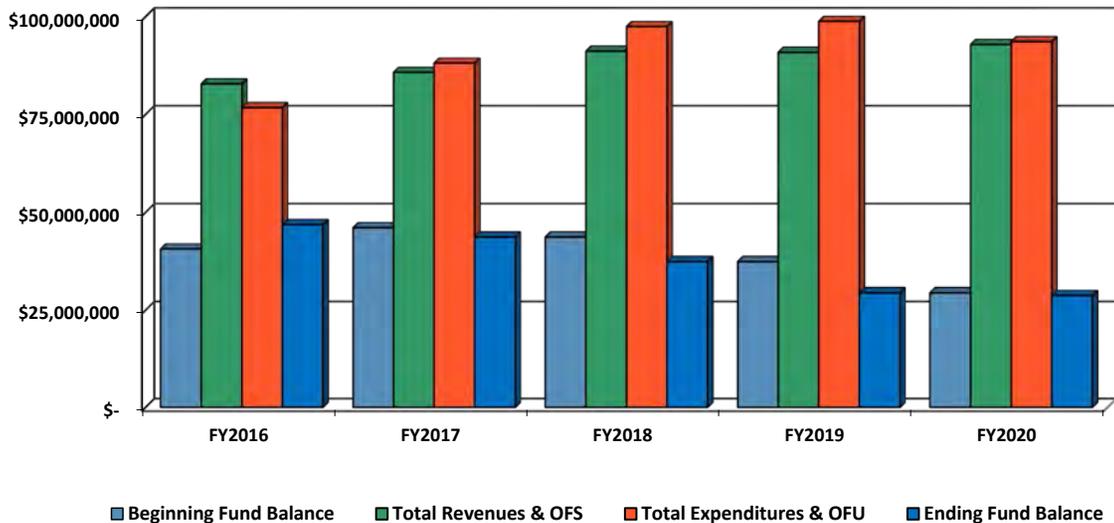
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City of Auburn General Fund (Fund 100 only) - Changes in Fund Balance

The City Council's approach to determining the level of fund balance to be maintained in the City's General Fund is two-fold: 1) a strong fiscal administration and budget 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 sufficient reserve. In 2001, the Council created a Permanent Reserve, to be used only in times of natural disaster or significant, unexpected economic stress. Management strives to maintain a fund balance (less the permanent reserve) that is 25% of expenditures. Maintaining strong reserves is a strategy that has worked well over the years. This approach helped to mitigate the effects of the 2008 recession and has provided additional funding to the City Schools.

	Audited Actual	Audited Actual	Mid-Year Budget	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Beginning Fund Balance, Restated ⁽¹⁾*	40,607,239	46,026,953	43,660,587	37,368,203	29,448,232
Revenues	82,343,985	85,350,994	88,468,265	90,474,390	92,475,291
Other Financing Sources (OFS)	436,262	364,277	2,669,561	380,250	380,250
Total Revenues & OFS	82,780,247	85,715,271	91,137,826	90,854,640	92,855,541
Expenditures	62,977,336	71,507,083	82,566,184	83,073,567	77,779,798
Other Financing Uses (OFU)	13,737,632	16,574,555	14,864,026	15,701,044	15,800,064
Total Expenditures & OFU	76,714,968	88,081,638	97,430,210	98,774,611	93,579,862
Excess of Revenues & OFS over Expenditures & OFU	6,065,278	(2,366,366)	(6,292,384)	(7,919,971)	(724,321)
Ending Fund Balance	46,811,490	43,660,587	37,368,203	29,448,232	28,723,910
Less: Permanent Reserve Fund	4,138,199	4,148,556	4,156,000	4,166,000	4,176,000
Net Ending Fund Balance	42,673,291	39,512,031	33,212,203	25,282,232	24,547,910
Net Ending Fund Balance as a % of Expenditures and OFU	55.63%	44.86%	34.09%	25.60%	26.23%



* Beginning fund balances include the Permanent Reserve.

(1) During FY2016, a prior period adjustment of \$138,972 was recorded to recognize the initial value of fleet materials inventory. During FY2017, a prior period adjustment of \$784,537 was recorded to reimburse the Assessment Project Fund for the amount of expenditures in excess of forfeited performance bonds for subdivision completion work performed by the City from FY2010-FY2016.

City of Auburn

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

Fiscal Years 2012-2017

	Actual (Audited)						Increase (Decrease) FY17 > FY12			Inc (Dec) FY17 > FY16	
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	Amount	As %	Avg %	Amount	As %
Revenues											
Sales taxes	\$ 30,890,400	\$ 31,831,180	\$ 34,303,569	\$ 37,418,331	\$ 39,672,910	\$ 39,648,005	\$ 8,757,605	28.4%	5.7%	\$ (24,905)	-0.1%
Occupation license fees	9,221,981	9,683,892	10,130,069	10,804,202	11,561,046	12,068,066	2,846,085	30.9%	6.2%	507,020	4.4%
Business license fees	8,968,498	9,134,647	9,373,220	9,971,284	10,496,738	11,125,563	2,157,065	24.1%	4.8%	628,825	6.0%
Property taxes	4,737,217	4,459,732	4,617,113	4,746,592	5,027,995	5,338,089	600,872	12.7%	2.5%	310,094	6.2%
Court and parking fines	1,430,449	1,447,029	1,406,624	1,288,707	1,153,569	1,087,306	(343,143)	-24.0%	-4.8%	(66,263)	-5.7%
Construction permits	1,004,948	835,481	991,176	1,123,864	1,052,945	1,450,870	445,922	44.4%	8.9%	397,925	37.8%
E-911 fees	635,802	593,318	744,868	787,723	804,241	797,932	162,130	25.5%	5.1%	(6,309)	-0.8%
Rental and leasing tax	515,164	571,248	612,457	768,245	798,081	890,599	375,435	72.9%	14.6%	92,519	11.6%
Public safety charges	2,316,818	3,341,239	3,192,644	3,334,388	3,731,005	4,332,372	2,015,554	87.0%	17.4%	601,368	16.1%
Interest	117,238	128,931	169,626	174,716	229,198	216,078	98,840	84.3%	16.9%	(13,120)	-5.7%
Lodging taxes	1,914,441	1,559,012	1,604,850	1,816,370	2,247,771	2,355,985	441,544	23.1%	4.6%	108,214	4.8%
State shared taxes	1,028,308	1,770,416	1,031,678	1,166,352	1,189,207	1,246,517	218,209	21.2%	4.2%	57,310	4.8%
Grants	-	92,055	-	-	-	-	-	n/a	n/a	-	n/a
Corrections "fund" fees	267,846	277,804	240,223	278,359	218,644	196,911	(70,934)	-26.5%	-5.3%	(21,733)	-9.9%
Contributions from the public	36,743	37,875	19,100	20,715	888,759	1,176,667	1,139,924	-3102.4%	-620.5%	287,908	32.4%
Other revenues	2,963,513	4,755,104	3,077,470	3,171,735	3,271,876	3,420,033	456,521	15.4%	3.1%	148,157	4.5%
Total revenues	66,049,366	70,518,959	71,514,687	76,871,583	82,343,985	85,350,994	19,301,628	29.2%	5.8%	3,007,009	3.7%
Other financing sources (OFS)											
Transfers in from other funds	241,305	338,681	296,250	461,250	436,262	364,277	122,972	51.0%	10.2%	(71,985)	-16.5%
Borrowing proceeds	1,959,586	-	-	-	-	-	(1,959,586)	-100.0%	-20.0%	-	n/a
Total OFS	2,200,891	338,681	296,250	461,250	436,262	364,277	(1,836,614)	-83.4%	-16.7%	(71,985)	-16.5%
Total revenues and OFS	68,250,257	70,857,640	71,810,937	77,332,833	82,780,247	85,715,271	17,465,014	25.6%	5.1%	2,935,025	3.5%
Expenditures											
Departmental											
Personal services	27,594,320	28,437,081	28,794,871	29,632,674	31,073,425	33,079,881	5,485,561	19.9%	4.0%	2,006,456	6.5%
Contractual services	4,763,685	4,905,827	5,382,943	5,093,721	5,446,400	5,613,129	849,444	17.8%	3.6%	166,729	3.1%
Commodities	3,003,268	3,167,888	2,892,901	2,896,860	3,041,858	3,341,229	337,961	11.3%	2.3%	299,371	9.8%
Capital outlay	1,550,967	1,459,963	1,440,921	1,586,375	2,198,074	2,728,392	1,177,425	75.9%	15.2%	530,318	24.1%
Projects	-	-	-	11,616	12,423	447,692	447,692	n/a	n/a	435,269	3503.7%
Agency Support	-	-	-	248,788	244,712	358,300	358,300	n/a	n/a	113,588	46.4%
Total departmental expends	36,912,240	37,970,759	38,511,636	39,470,035	42,016,892	45,568,623	8,656,383	23.5%	4.7%	3,551,731	8.5%
Non-departmental											
Personal services	71,082	77,828	222,410	391,994	203,094	86,926	15,844	22.3%	4.5%	(116,168)	-57.2%
Contractual services	1,584,711	1,662,517	2,532,292	2,431,875	2,865,913	3,260,959	1,676,248	105.8%	21.2%	395,046	13.8%
Commodities	75,852	157,769	85,923	68,264	108,050	85,685	9,833	13.0%	2.6%	(22,365)	-20.7%
Capital outlay	2,407,464	2,671,672	5,232,907	6,905,251	135,111	5,244,450	2,836,986	117.8%	23.6%	5,109,339	3781.6%
Projects	-	-	-	-	8,096,184	8,883,260	8,883,260	n/a	n/a	787,076	9.7%
Debt service	9,599,279	7,842,446	7,371,178	6,065,225	8,514,935	7,137,361	(2,461,918)	-25.6%	-5.1%	(1,377,574)	-16.2%
Outside agencies	879,997	1,027,795	932,957	1,054,420	1,037,158	1,239,818	359,821	40.9%	8.2%	202,661	19.5%
Total non-deptl expends	14,618,385	13,440,026	16,377,666	16,917,029	20,960,444	25,938,460	11,320,075	77.4%	15.5%	4,978,015	23.7%
Total expenditures	51,530,625	51,410,785	54,889,302	56,387,064	62,977,336	71,507,083	19,976,458	38.8%	7.8%	8,529,746	13.5%
Other financing uses											
Transfers to component units											
Bd of Education	9,550,759	9,550,759	9,550,759	11,500,000	11,500,000	13,174,623	3,623,864	37.9%	7.6%	1,674,623	14.6%
Industrial Development Bd	2,197,238	2,951,853	2,572,192	2,707,808	806,500	1,495,000	(702,238)	-32.0%	-6.4%	688,500	85.4%
Public Park and Rec Board	201,174	189,683	190,127	278,292	131,132	201,675	501	0.2%	0.0%	70,543	53.8%
Water Board	-	-	-	103,000	-	-	-	n/a	n/a	-	n/a
Total trsfrs to comp units	11,949,171	12,692,295	12,313,079	14,589,100	12,437,632	14,871,298	2,922,127	24.5%	4.9%	2,433,666	19.6%
Transfers to other funds	1,125,000	1,466,892	750,000	4,073,533	1,300,000	1,703,257	578,257	51.4%	10.3%	403,257	n/a
Total other financing uses	13,074,171	14,159,187	13,063,079	18,662,632	13,737,632	16,574,555	3,500,384	26.8%	5.4%	2,836,923	20.7%
Total expends & OFU	64,604,796	65,569,972	67,952,381	75,049,696	76,714,968	88,081,638	23,476,842	36.3%	7.3%	11,366,669	14.8%
Excess (deficit) of revs/OFS>exps/OFU	\$ 3,645,461	\$ 5,287,668	\$ 3,858,556	\$ 2,283,137	\$ 6,065,278	\$ (2,366,366)	\$ (6,011,828)	164.9%	33.0%	\$ (8,431,645)	-139.0%

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City of Auburn

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

	FY2017	FY2018			FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
	Actual (audited)	@ March 31 50% of FY	as % of Budget	Mid-Year Budget	Budgeted	Budgeted	Projected	Projected	Projected	Projected
Revenues										
Sales taxes	\$ 39,648,005	\$ 21,943,090	51.1%	\$ 42,900,000	\$ 43,365,300	\$ 44,487,705	\$ 45,637,354	\$ 46,814,833	\$ 48,020,737	\$ 49,255,671
Occupation license fees	12,068,066	6,106,546	50.9%	12,000,000	12,360,000	12,730,800	12,985,416	13,245,124	13,510,027	13,780,227
Business license fees	11,125,563	10,511,411	92.7%	11,336,500	11,507,045	11,732,573	11,963,200	12,199,064	12,440,233	12,686,887
Property taxes	5,338,089	5,313,715	95.4%	5,570,000	5,785,400	5,944,832	6,099,177	6,258,152	6,421,897	6,590,554
Court and parking fines	1,087,306	556,360	51.9%	1,073,000	1,073,000	1,073,000	1,073,000	1,073,000	1,073,000	1,073,000
Construction permits	1,450,870	531,016	47.3%	1,122,000	1,144,440	1,167,329	1,190,675	1,214,489	1,238,779	1,263,554
E-911 fees	797,932	336,469	49.8%	675,000	675,000	675,000	675,000	675,000	675,000	675,000
Rental and leasing tax	890,599	425,083	50.0%	850,000	875,500	901,765	928,818	956,682	985,383	1,014,944
Public safety charges	4,332,372	2,777,124	50.4%	5,507,000	5,629,640	5,755,108	5,883,471	6,014,800	6,149,165	6,286,638
Interest	216,078	129,363	58.7%	220,540	252,410	244,860	236,955	228,890	221,160	218,500
Lodging taxes	2,355,985	1,133,942	46.9%	2,420,000	2,492,600	2,567,378	2,644,399	2,723,731	2,805,443	2,889,607
State shared taxes	1,246,517	142,998	13.3%	1,079,000	1,414,000	1,502,500	1,515,205	1,528,291	1,541,770	1,555,653
Corrections "fund" fees	196,911	90,550	45.3%	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Contributions from the public	1,176,667	6,657	4.2%	157,500	395,000	150,000	45,000	20,000	20,000	20,000
Other revenues	3,420,033	1,736,833	51.7%	3,357,725	3,305,055	3,342,441	3,376,007	3,410,642	3,446,384	3,483,267
Total Revenues	85,350,994	51,741,156	58.5%	88,468,265	90,474,390	92,475,291	94,453,677	96,562,680	98,748,978	100,993,502
Other financing sources										
Transfers in from other funds	364,277	189,636	7.1%	2,669,561	380,250	380,250	380,250	380,250	380,250	380,250
Total other financing sources	364,277	189,636	7.1%	2,669,561	380,250	380,250	380,250	380,250	380,250	380,250
Total revenue & other sources	85,715,271	51,930,792	57.0%	91,137,826	90,854,640	92,855,541	94,833,927	96,942,930	99,129,228	101,373,752
Expenditures										
Departmental										
Personal services	33,079,881	17,161,195	46.1%	37,199,328	40,717,586	41,497,027	42,590,710	43,779,001	44,999,029	46,381,507
Contractual services	5,613,129	2,922,123	47.1%	6,204,680	6,954,981	7,056,126	7,413,389	7,728,690	8,086,086	8,461,523
Commodities	3,341,229	1,714,872	41.0%	4,185,157	4,693,033	4,764,746	4,940,953	5,109,124	5,311,080	5,497,579
Capital outlay	2,728,392	1,396,934	48.0%	2,909,565	3,378,980	1,522,778	1,626,000	1,712,585	1,751,118	1,890,518
Projects	447,692	82,918	46.3%	178,994	15,453	75,453	77,151	78,887	80,662	82,476
Agency support	358,300	155,725	37.2%	418,757	463,960	461,460	471,843	482,459	493,315	504,414
Total departmental expenditures	45,568,623	23,433,767	45.9%	51,096,481	56,223,993	55,377,590	57,120,045	58,890,746	60,721,288	62,818,017
Non-departmental										
Personal services	86,926	497,779	82.8%	601,158	240,664	240,664	246,681	252,848	259,169	265,648
Contractual services	3,260,959	1,543,336	41.9%	3,685,752	4,015,170	4,304,900	4,412,523	4,522,836	4,635,906	4,751,804
Commodities	85,685	39,423	30.6%	128,950	125,500	125,500	128,638	131,853	135,150	138,529
Capital Outlay	5,244,450	63,101	99.9%	63,136	1,460,000	550,000				
Projects	8,883,260	6,482,746	35.1%	18,448,737	11,654,509	7,093,285	7,127,591	8,023,726	7,205,666	5,459,284
Debt Service	7,137,361	3,234,523	47.7%	6,782,141	7,653,928	8,431,402	8,661,621	8,134,314	8,046,858	9,062,985
Outside Agencies	1,239,818	969,998	55.1%	1,759,829	1,699,803	1,656,457	1,167,460	1,178,793	1,190,467	1,202,490
Total non-deptl expenditures	25,938,460	12,830,906	40.8%	31,469,703	26,849,574	22,402,208	21,744,513	22,244,370	21,473,216	20,880,740
Total expenditures	71,507,083	36,264,672	43.9%	82,566,184	83,073,567	77,779,798	78,864,558	81,135,116	82,194,504	83,698,757
Other financing uses										
Transfers to component units										
Bd of Education	13,174,623	6,703,125	50.0%	13,406,250	13,431,344	13,770,064	14,125,359	14,489,232	14,861,865	15,243,443
Industrial Development Bd	1,495,000	529,304	59.1%	895,000	935,000	935,000	953,700	972,774	992,229	1,012,074
Public Park and Rec Board	201,675	175,839	59.3%	296,500	310,600	295,000	300,900	306,918	313,056	319,317
Transfers to other funds	1,703,257	-	0.0%	266,276	1,024,100	800,000	-	-	-	-
Total other financing uses	16,574,555	7,408,268	49.8%	14,864,026	15,701,044	15,800,064	15,379,959	15,768,924	16,167,151	16,574,835
Total expenditures & other uses	88,081,638	43,672,941	44.8%	97,430,210	98,774,611	93,579,862	94,244,517	96,904,040	98,361,654	100,273,592
Excess (deficit) of revs/OFS>exps/OFU	(2,366,366)			(6,292,384)	(7,919,971)	(724,321)	589,410	38,890	767,574	1,100,160
Beginning Fund Balance, Restated	46,026,953			43,660,587	37,368,203	29,448,232	28,723,910	29,313,320	29,352,210	30,119,783
Ending Fund Balance	43,660,587			37,368,203	29,448,232	28,723,910	29,313,320	29,352,210	30,119,783	31,219,944



City of Auburn



City of Auburn

Biennial Budget for FY 2019 & FY 2020

General Fund – A Major Fund

General Fund Revenues

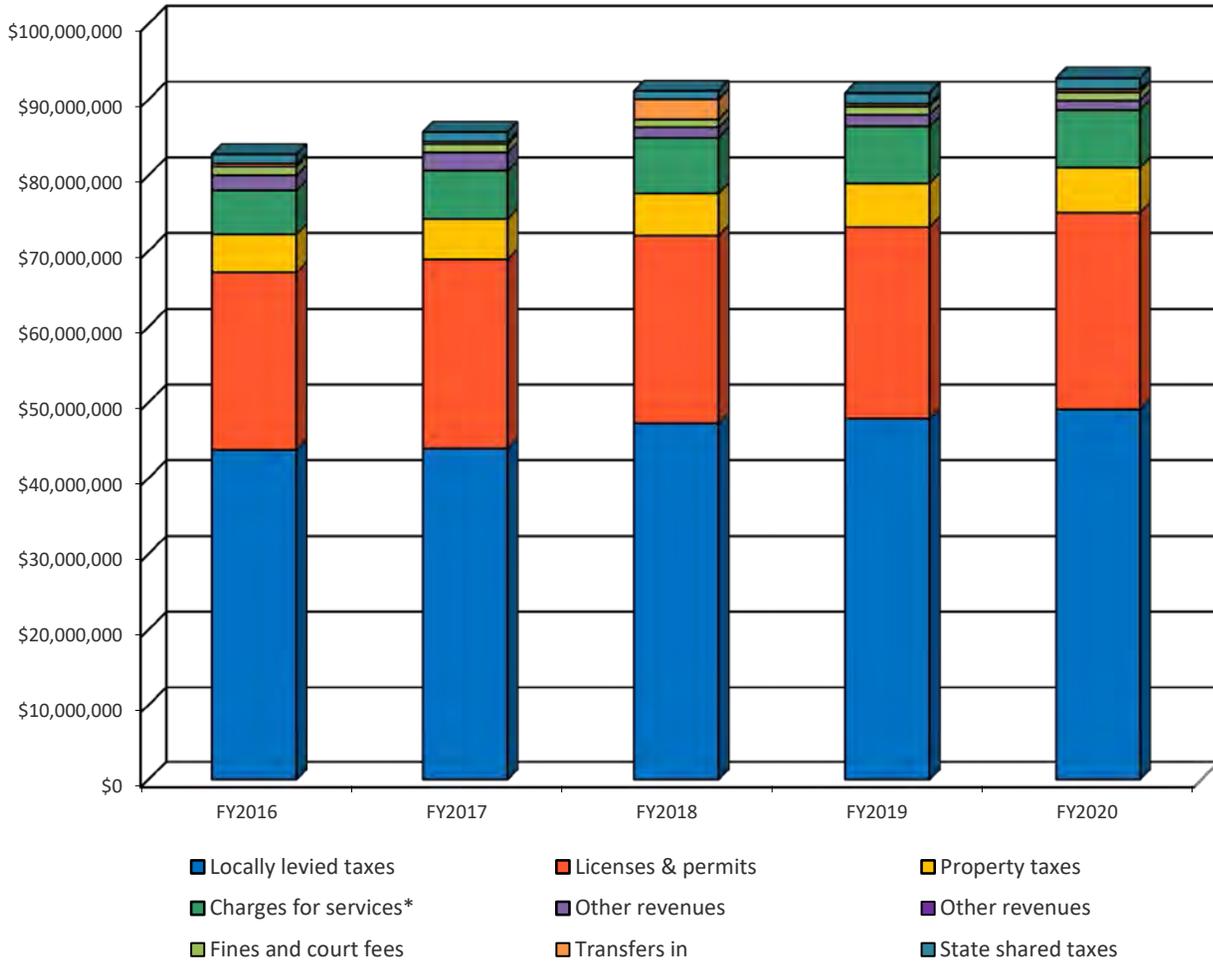
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City of Auburn

Trends in Total Revenue and Other Financing Sources - General Fund



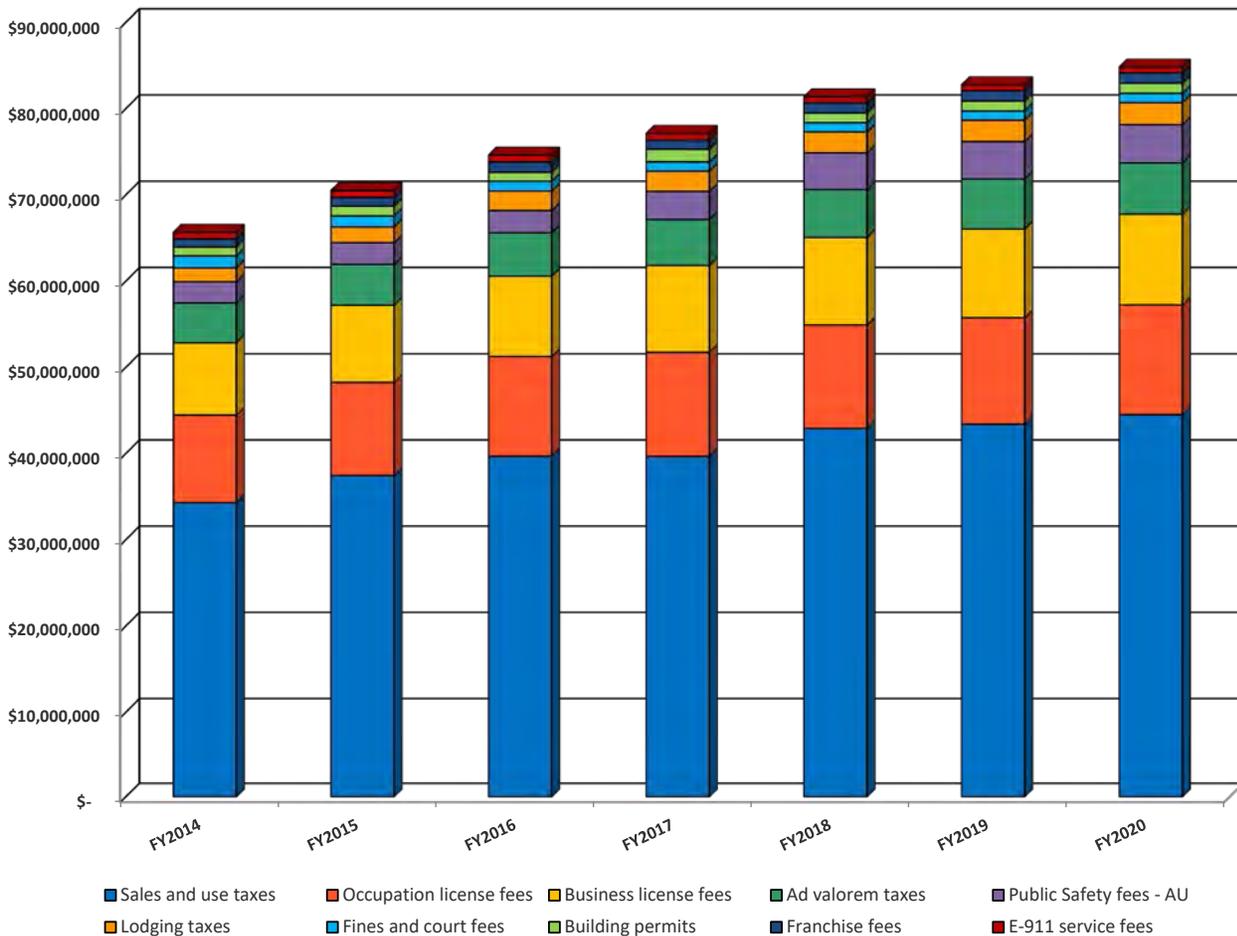
	Audited		Mid-Year Budget	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Locally levied taxes	43,745,441	43,937,217	47,251,300	47,847,630	49,103,464
Licenses & permits	23,419,508	24,961,708	24,775,500	25,326,485	25,950,702
Charges for services*	5,804,461	6,368,352	7,369,711	7,482,351	7,607,819
Property Taxes & Govt Serv Fee	5,027,995	5,338,089	5,570,000	5,785,400	5,944,832
Fines and court fees	1,153,569	1,087,306	1,073,000	1,073,000	1,073,000
Other revenues	2,003,817	2,411,863	1,349,754	1,545,524	1,292,974
State shared taxes	1,189,207	1,246,517	1,079,000	1,414,000	1,502,500
Transfers in	436,250	364,220	2,669,561	380,250	380,250
Totals	82,780,247	85,715,271	91,137,826	90,854,640	92,855,541

* Includes Auburn University public safety contract

City of Auburn

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

	Audited Actual				Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$	\$	\$
Sales and use taxes	34,303,569	37,418,331	39,672,910	39,648,005	42,900,000	43,365,300	44,487,705
Occupation license fees	10,130,069	10,804,202	11,561,046	12,068,066	12,000,000	12,360,000	12,730,800
Business license fees	8,405,113	8,953,141	9,315,816	10,072,253	10,136,500	10,307,045	10,532,573
Ad valorem taxes	4,617,113	4,746,592	5,027,995	5,338,089	5,570,000	5,785,400	5,944,832
Public Safety fees - AU	2,460,000	2,521,500	2,584,538	3,241,841	4,257,000	4,342,140	4,428,983
Lodging taxes	1,604,850	1,816,370	2,247,771	2,355,985	2,420,000	2,492,600	2,567,378
Fines and court fees	1,406,624	1,288,707	1,150,919	1,087,306	1,073,000	1,073,000	1,073,000
Building permits	991,176	1,123,864	1,052,945	1,450,870	1,122,000	1,144,440	1,167,329
Franchise fees	968,107	1,018,143	1,180,922	1,053,310	1,200,000	1,200,000	1,200,000
E-911 service fees	744,868	787,723	804,241	797,932	675,000	675,000	675,000
Totals	65,631,490	70,478,573	74,599,102	77,113,657	81,353,500	82,744,925	84,807,600



City of Auburn

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

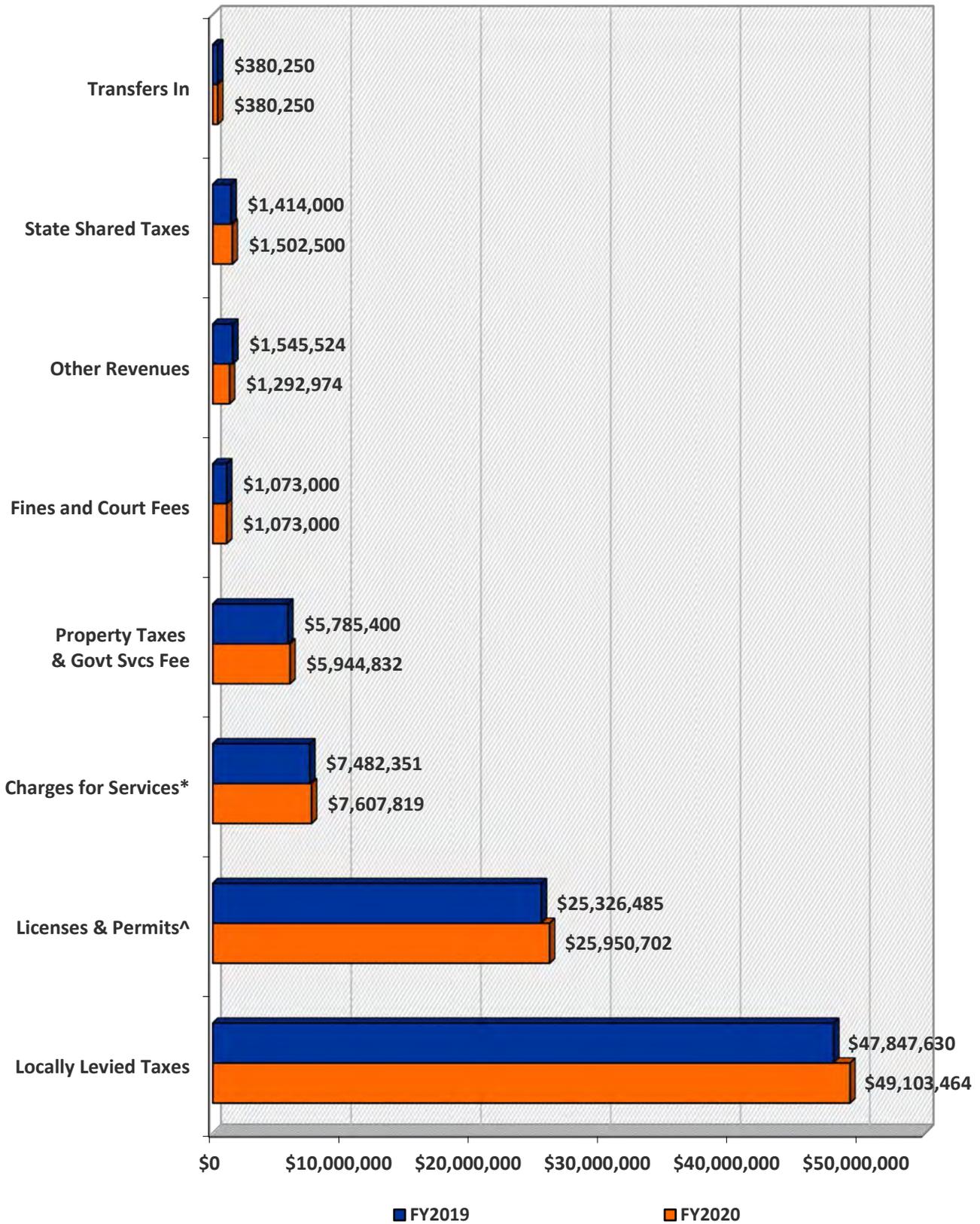
Revenue Sources:	Audited Actual						Mid-Year Budget		Budget		Inc/(Dec) FY 19 > FY 18		
	FY2014	FY2015	15>14	FY2016	16>15	FY2017	17>16	FY2018	18>17	FY2019	FY2020	Amount	As %
	\$	\$		\$		\$		\$		\$	\$		
1 Sales and use taxes	34,303,569	37,418,331	9.1%	39,672,910	6.0%	39,648,005	-0.1%	42,900,000	8.2%	43,365,300	44,487,705	465,300	1.1%
2 Occupation license fees	10,130,069	10,804,202	6.7%	11,561,046	7.0%	12,068,066	4.4%	12,000,000	-0.6%	12,360,000	12,730,800	360,000	3.0%
3 Business license fees													
<i>General business licenses</i>	6,107,189	6,444,143	5.5%	6,866,641	6.6%	6,970,400	1.5%	7,250,000	4.0%	7,344,000	7,490,880	94,000	1.3%
<i>Residential rental bus. lic.</i>	1,527,020	1,578,209	3.4%	1,608,579	1.9%	1,801,175	12.0%	1,905,500	5.8%	1,962,665	2,021,545	57,165	3.0%
<i>Contractors' percentage lic.</i>	760,851	920,822	21.0%	828,686	-10.0%	1,289,456	55.6%	969,000	-24.9%	988,380	1,008,148	19,380	2.0%
<i>Commercial rental bus. lic.</i>	10,052	9,967	-0.9%	11,910	19.5%	11,222	-5.8%	12,000	6.9%	12,000	12,000	-	0.0%
Total business license fees	8,405,113	8,953,141	6.5%	9,315,816	4.1%	10,072,253	8.1%	10,136,500	0.6%	10,307,045	10,532,573	170,545	1.7%
4 Ad valorem taxes	4,617,113	4,746,592	2.8%	5,027,995	5.9%	5,338,089	6.2%	5,570,000	4.3%	5,785,400	5,944,832	215,400	3.9%
5 Public Safety fees - AU	2,460,000	2,521,500	2.5%	2,584,538	2.5%	3,241,841	25.4%	4,257,000	31.3%	4,342,140	4,428,983	85,140	2.0%
6 Lodging taxes	1,604,850	1,816,370	13.2%	2,247,771	23.8%	2,355,985	4.8%	2,420,000	2.7%	2,492,600	2,567,378	72,600	3.0%
7 Fines and court fees	1,406,624	1,288,707	-8.4%	1,153,569	-10.5%	1,087,306	-5.7%	1,073,000	-1.3%	1,073,000	1,073,000	-	0.0%
8 Building permits	991,176	1,123,864	13.4%	1,052,945	-6.3%	1,450,870	37.8%	1,122,000	-22.7%	1,144,440	1,167,329	22,440	2.0%
9 Franchise fees	968,107	1,018,143	5.2%	1,180,922	16.0%	1,053,310	-10.8%	1,200,000	13.9%	1,200,000	1,200,000	-	0.0%
10 E-911 service fees	744,868	787,723	5.8%	804,241	2.1%	797,932	-0.8%	675,000	-15.4%	675,000	675,000	-	0.0%
Total - Top Ten Revenues	65,631,490	70,478,573	7.4%	74,601,752	5.9%	77,113,657	3.4%	81,353,500	5.5%	82,744,925	84,807,601	1,391,425	1.7%
Total Revenues	71,514,687	76,871,583	7.5%	82,343,985	7.1%	85,350,994	3.7%	88,468,265	3.7%	90,474,390	92,475,291	2,006,125	2.3%
Top Ten as % of Total	91.8%	91.7%		90.6%		90.3%		92.0%		91.5%	91.7%		

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- 1 Total sales tax within the City is 9%, comprised of 4% State, 1% County and 4% City.
- 2 The City levies a 1% occupation license fee on all persons employed within the City.
- 3 All business entities conducting business within the City are required to obtain a business license prior to beginning operations. After a flat fee for the first year, fees are based on the business' gross receipts for the prior calendar year.
- 4 Property tax levy within the City is 54 mills, of which 16 is dedicated to schools, 5 mills are for General Fund purposes and 5 mills are for debt service on voter-approved projects. This category includes government services fee.
- 5 In 2004, Auburn University's Public Safety Department merged with the City's. The University pays a fee to the City for the public safety services provided on campus. The fee calculation is based on a contract between the City and the University.
- 6 Total lodging tax within the City is 13%, comprised of 4% State, 2% County and 7% City.
- 7 Violations of City ordinances are adjudicated by the City's Municipal Court.
- 8 Building permits are required for most categories of construction and fund the provision of inspection services to ensure compliance with building codes.
- 9 Franchise fees are collected from utility-type entities in exchange for the use of public rights-of-way owned by the City.
- 10 E-911 Service fees are received from the State 911 Board to fund the City of Auburn's E-911 communications center.

City of Auburn

General Fund - Overview of Revenues by Source

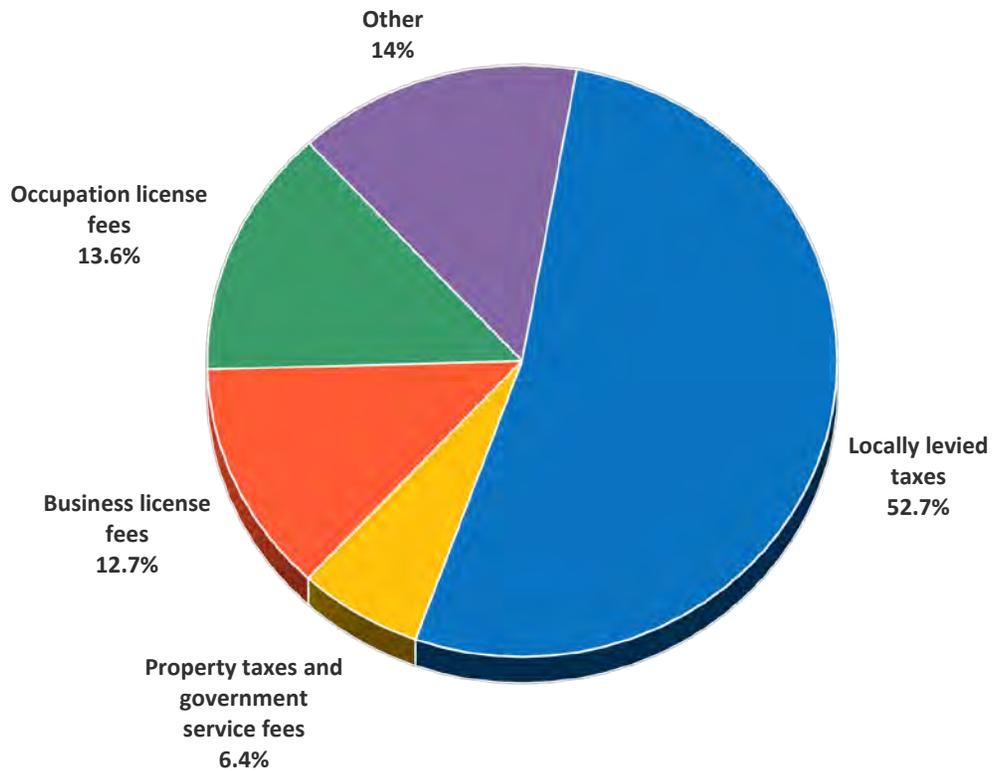


*Charges for services includes public safety contract with Auburn University .

^Licenses and permits includes business licenses and occupational license fees.

City of Auburn

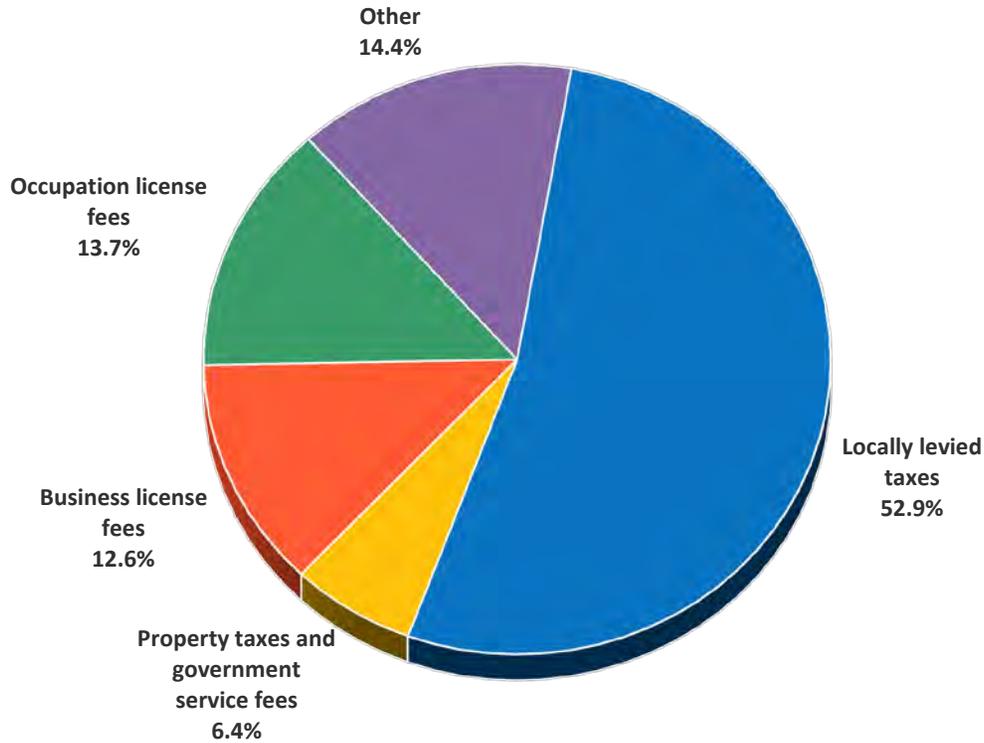
General Fund - Summary of Revenues by Source - FY2019



Budgeted Revenues	\$	% of total
Sales and use tax	43,365,300	47.7%
Other locally levied taxes	4,482,330	4.9%
Total locally levied taxes	47,847,630	52.7%
Property taxes and government service fees	5,785,400	6.4%
State shared taxes	1,414,000	1.6%
Total taxes	55,047,030	60.7%
Business license fees	11,507,045	12.7%
Occupation license fees	12,360,000	13.6%
Other licenses and permits	1,459,440	1.6%
Total licenses and permits	25,326,485	27.9%
Fines and court fees	1,073,000	1.2%
Public safety charges	5,629,640	6.2%
Other charges for services	1,852,711	2.0%
Investment income	252,410	0.3%
Other miscellaneous revenue	1,293,114	1.4%
Total budgeted revenues	90,474,390	99.7%
Other financing sources		
Transfers in from other funds	380,250	0.3%
Total budgeted other financing sources	380,250	0.3%
Total budgeted revenues and other sources	90,854,640	100.0%

City of Auburn

General Fund - Summary of Revenues by Source - FY2020



Budgeted Revenues	\$	% of total
Sales and use tax	44,487,705	47.9%
Other locally levied taxes	4,615,759	5.0%
Total locally levied taxes	49,103,464	52.9%
Property taxes and government service fees	5,944,832	6.4%
State shared taxes	1,502,500	1.6%
Total taxes	56,550,796	60.8%
Business license fees	11,732,573	12.6%
Occupation license fees	12,730,800	13.7%
Other licenses and permits	1,487,329	1.6%
Total licenses and permits	25,950,702	27.9%
Fines and court fees	1,073,000	1.2%
Public safety charges	5,755,108	6.2%
Other charges for services	1,852,711	2.0%
Investment income	244,860	0.3%
Other miscellaneous revenue	1,048,114	1.1%
Total budgeted revenues	92,475,291	99.6%
Other financing sources		
Transfers in from other funds	380,250	0.4%
Total budgeted other financing sources	380,250	0.4%
Total budgeted revenues and other sources	92,855,541	100.0%



City of Auburn

Biennial Budget for FY 2019 & FY 2020

General Fund – A Major Fund

General Fund Expenditures

Details of Budgeted Expenditures by Department, Division and Category

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City of Auburn

City of Auburn

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

Budget - FY2019

Business Service Unit Department	Personal Services	Contractual Services	Commo- dities	Capital Outlay & Projects	Other	Totals
	\$	\$	\$	\$	\$	\$
Administrative Services						
City Council	79,226	83,300	25,000	-	-	187,526
Office of the City Manager	1,097,331	90,400	27,400	-	-	1,215,131
Human Resources						
Human Resources	682,066	314,180	11,650	-	-	1,007,896
Risk Management	-	391,000	-	-	-	391,000
Information Technology						
Information Technology	811,693	146,976	486,531	148,000	-	1,593,200
GIS	379,869	150,840	201,940	-	-	732,649
Finance	1,380,553	206,945	100,590	-	-	1,688,088
Economic Development	1,026,381	43,500	20,000	-	-	1,089,881
Total Administrative Services	5,457,119	1,427,141	873,111	148,000	-	7,905,371
Development Services						
Administration	331,207	38,500	9,200	-	-	378,907
Planning Services	686,242	71,600	34,550	-	6,500	798,892
Inspection Services	1,102,734	92,880	65,780	75,000	-	1,336,394
Community Services	264,731	55,560	119,000	-	-	439,291
Engineering Services	2,351,448	321,250	300,125	36,000	-	3,008,823
Total Development Services	4,736,362	579,790	528,655	111,000	6,500	5,962,307
Public Services						
Public Works						
Administration	199,197	157,329	59,500	-	-	416,026
ROW Maintenance	1,260,321	149,000	166,900	-	-	1,576,221
Facilities Maintenance	165,594	6,500	14,000	-	-	186,094
Construction & Maintenance	1,135,387	180,500	229,350	313,000	-	1,858,237
Environmental Services						
Administration	129,585	112,325	52,635	-	-	294,545
Animal Control	181,858	18,300	21,750	-	266,868	488,776
Fleet Services	720,187	120,779	87,620	25,000	-	953,586
Library	1,501,450	398,216	446,000	-	-	2,345,666
Parks and Recreation						
Administration	486,830	667,477	334,844	47,644	190,592	1,727,387
Leisure Services	1,812,459	171,623	207,251	-	-	2,191,333
Parks and Facilities	1,813,298	299,120	394,169	97,695	-	2,604,282
Total Public Services	9,406,165	2,281,169	2,014,019	483,339	457,460	14,642,152
Public Safety Services						
Judicial	600,742	254,720	38,357	-	-	893,819
Public Safety						
Administration	322,141	2,060,679	111,223	-	-	2,494,043
Police	13,105,064	145,285	778,871	523,594	-	14,552,814
Fire	6,049,884	120,948	318,545	828,500	-	7,317,877
Communications	1,040,111	85,249	30,252	1,300,000	-	2,455,612
Total Public Safety Services	21,117,941	2,666,881	1,277,248	2,652,094	-	27,714,164
Total Departmental	40,717,586	6,954,981	4,693,033	3,394,433	463,960	56,223,993
Non-Departmental						
General Operations	240,664	4,015,170	125,500	1,910,000	-	6,291,334
Public Works Project Operations	-	-	-	9,512,843	-	9,512,843
Parks & Rec. Project Operations	-	-	-	1,691,666	-	1,691,666
Outside Agencies Funding	-	-	-	-	1,699,803	1,699,803
Transfers to Component Units	-	-	-	-	14,676,944	14,676,944
Transfers to Other Funds	-	-	-	-	1,024,100	1,024,100
Debt Service	-	-	-	-	7,653,928	7,653,928
Total Non-Departmental	240,664	4,015,170	125,500	13,114,509	25,054,775	42,550,618
Total Expenditures	40,958,250	10,970,151	4,818,533	16,508,942	25,518,735	98,774,611
As %	41.5%	11.1%	4.9%	16.7%	25.8%	100%

City of Auburn

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

Budget - FY2020

Business Service Unit Department	Personal Services	Contractual Services	Commo- dities	Capital Outlay & Projects	Other	Totals
	\$	\$	\$	\$	\$	\$
Administrative Services						
City Council	79,226	78,300	25,000	-	-	182,526
Office of the City Manager	1,102,888	90,400	18,400	-	-	1,211,688
Human Resources						
Human Resources	685,957	389,580	11,175	-	-	1,086,712
Risk Management	-	429,500	-	-	-	429,500
Information Technology						
Information Technology	824,848	146,976	467,331	140,000	-	1,579,155
GIS	390,438	83,590	218,940	-	-	692,968
Finance						
Economic Development	1,403,775	173,945	97,590	-	-	1,675,310
Total Administrative Services	5,526,382	1,435,791	858,436	140,000	-	7,960,609
Development Services						
Administration	333,809	33,100	9,200	-	-	376,109
Planning Services	700,371	71,600	30,750	-	4,000	806,721
Inspection Services	1,122,583	92,880	70,500	-	-	1,285,963
Community Services	267,797	55,560	119,000	-	-	442,357
Engineering Services	2,408,137	371,250	303,125	-	-	3,082,512
Total Development Services	4,832,696	624,390	532,575	-	4,000	5,993,661
Public Services						
Public Works						
Administration	201,487	157,329	59,500	-	-	418,316
ROW Maintenance	1,281,344	149,000	160,000	-	-	1,590,344
Facilities Maintenance	171,012	6,500	19,500	-	-	197,012
Construction & Maintenance	1,165,476	180,500	229,350	395,000	-	1,970,326
Environmental Services						
Administration	130,624	117,275	49,700	-	-	297,599
Animal Control	186,615	21,400	23,350	-	266,868	498,233
Fleet Services	739,847	124,029	97,070	-	-	960,946
Library	1,539,003	409,216	449,500	-	-	2,397,719
Parks and Recreation						
Administration	495,462	652,477	334,844	-	190,592	1,673,375
Leisure Services	1,840,658	171,623	207,251	-	-	2,219,532
Parks and Facilities	1,854,622	299,120	394,169	270,000	-	2,817,911
Total Public Services	9,606,151	2,288,469	2,024,234	665,000	457,460	15,041,314
Public Safety Services						
Judicial	609,604	238,380	43,607	-	-	891,591
Public Safety						
Administration	324,276	2,117,614	156,966	-	-	2,598,856
Police	13,379,388	145,285	800,131	374,231	-	14,699,035
Fire	6,150,742	120,948	318,545	419,000	-	7,009,235
Communications	1,067,789	85,249	30,252	-	-	1,183,290
Total Public Safety Services	21,531,798	2,707,476	1,349,501	793,231	-	26,382,006
Total Departmental	41,497,027	7,056,126	4,764,746	1,598,231	461,460	55,377,590
Non-Departmental						
General Operations	240,664	4,304,900	125,500	550,000	-	5,221,064
Public Works Project Operations	-	-	-	6,801,619	-	6,801,619
Parks & Rec. Project Operations	-	-	-	291,666	-	291,666
Outside Agencies Funding	-	-	-	-	1,656,457	1,656,457
Transfers to Component Units	-	-	-	-	15,000,064	15,000,064
Transfers to Other Funds	-	-	-	-	800,000	800,000
Debt Service	-	-	-	-	8,431,402	8,431,402
Total Non-Departmental	240,664	4,304,900	125,500	7,643,285	25,887,923	38,202,272
Total Expenditures	41,737,691	11,361,026	4,890,246	9,241,516	26,349,383	93,579,862
As %	44.6%	12.1%	5.2%	9.9%	28.2%	100%

City of Auburn

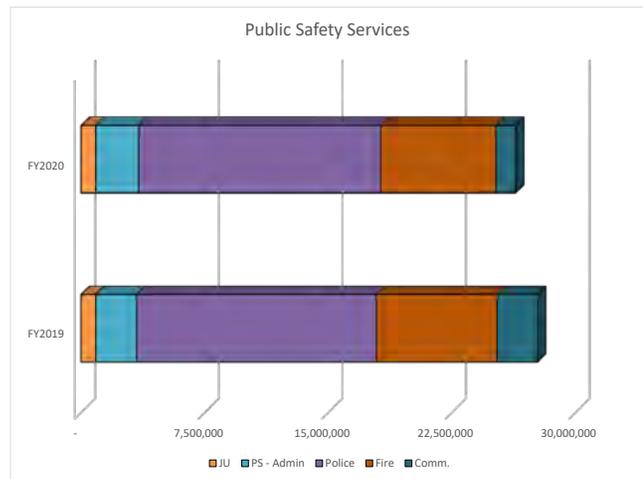
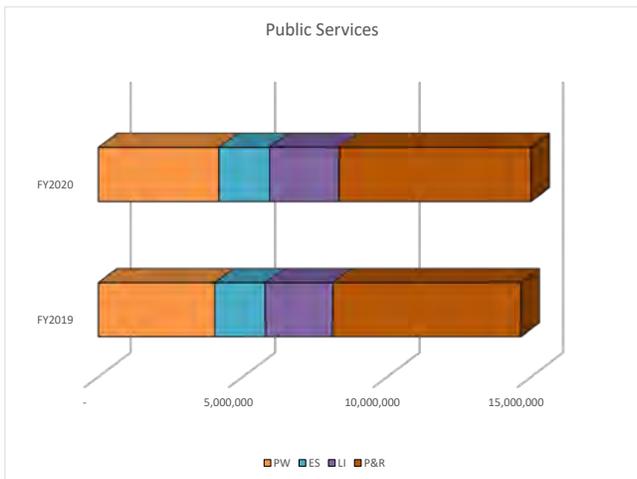
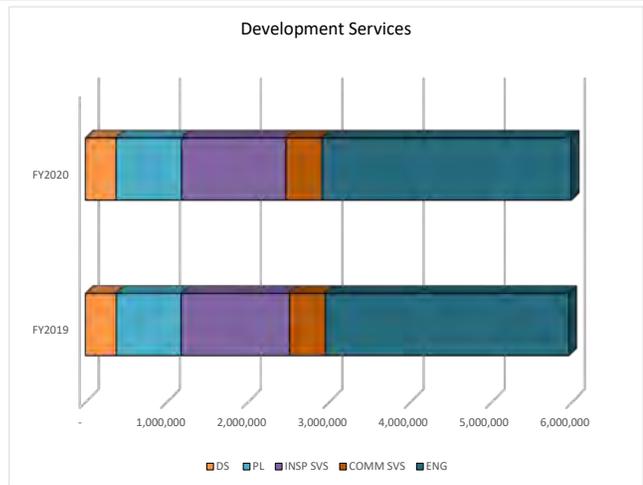
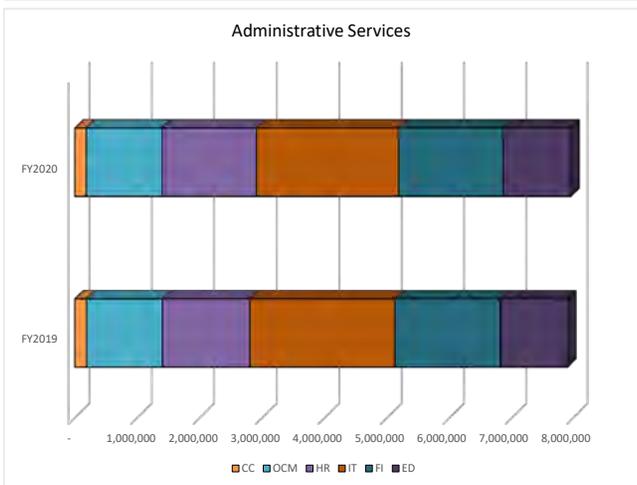
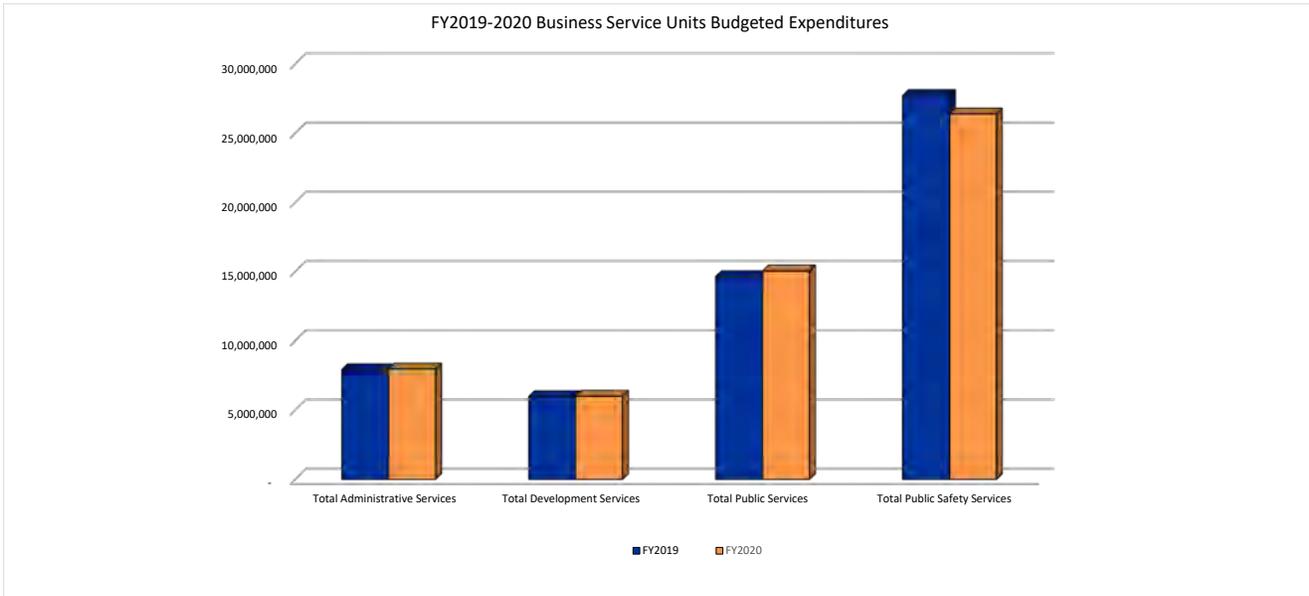
General Fund - Comparative Expenditures by Business Service Unit, Department and Division

Business Service Unit Department	FY2018	Budget - FY2019			Budget - FY2020		
	Mid-Year	Budget	Increase (Decrease)		Budget	Increase (Decrease)	
	Budget		Amount	As %		Amount	As %
	\$	\$	\$		\$	\$	
Administrative Services							
City Council	190,776	187,526	(3,250)	-1.70%	182,526	(5,000)	-2.67%
Office of the City Manager	1,068,145	1,215,131	146,986	13.76%	1,211,688	(3,443)	-0.28%
Human Resources							
Human Resources	943,145	1,007,896	64,751	6.87%	1,086,712	78,816	7.82%
Risk Management	314,300	391,000	76,700	24.40%	429,500	38,500	9.85%
Information Technology							
Information Technology	1,774,707	1,593,200	(181,507)	-10.23%	1,579,155	(14,044)	-0.88%
GIS	735,547	732,649	(2,898)	-0.39%	692,968	(39,681)	-5.42%
Finance							
Economic Development	1,625,942	1,688,088	62,146	3.82%	1,675,310	(12,778)	-0.76%
Total Administrative Services	8,056,026	7,905,371	(150,655)	-1.87%	7,960,609	55,238	0.70%
Development Services							
Administration	-	378,907	378,907	n/a	376,109	(2,799)	-0.74%
Planning Services	825,803	798,892	(26,911)	-3.26%	806,721	7,829	0.98%
Inspection Services	1,012,297	1,336,394	324,097	32.02%	1,285,963	(50,431)	-3.77%
Community Services	-	439,291	439,291	n/a	442,357	3,066	0.70%
Engineering Services	2,655,071	3,008,823	353,752	13.32%	3,082,512	73,689	2.45%
Total Development Services	4,493,171	5,962,307	1,469,136	32.70%	5,993,661	31,354	0.53%
Public Services							
Public Works							
Administration	864,303	416,026	(448,277)	-51.87%	418,316	2,290	0.55%
ROW Maintenance	1,210,101	1,576,221	366,120	30.26%	1,590,344	14,123	0.90%
Facilities Maintenance	-	186,094	186,094	n/a	197,012	10,918	5.87%
Construction & Maintenance	2,062,626	1,858,237	(204,389)	-9.91%	1,970,326	112,089	6.03%
Environmental Services							
Administration	318,254	294,545	(23,709)	-7.45%	297,599	3,054	1.04%
Animal Control	433,917	488,776	54,859	12.64%	498,233	9,457	1.93%
Fleet Services	901,479	953,586	52,107	5.78%	960,946	7,360	0.77%
Library	1,983,167	2,345,666	362,499	18.28%	2,397,719	52,054	2.22%
Parks and Recreation							
Administration	1,597,889	1,727,387	129,498	8.10%	1,673,375	(54,011)	-3.13%
Leisure Services	2,039,041	2,191,333	152,292	7.47%	2,219,532	28,199	1.29%
Parks and Facilities	2,846,565	2,604,282	(242,283)	-8.51%	2,817,911	213,629	8.20%
Total Public Services	14,257,342	14,642,152	384,810	2.70%	15,041,314	399,162	2.73%
Public Safety Services							
Judicial	856,407	893,819	37,412	4.37%	891,591	(2,227)	-0.25%
Public Safety							
Administration	2,488,499	2,494,043	5,544	0.22%	2,598,856	104,814	4.20%
Police	13,462,201	14,552,814	1,090,613	8.10%	14,699,035	146,221	1.00%
Fire	6,063,637	7,317,877	1,254,240	20.68%	7,009,235	(308,642)	-4.22%
Communications	1,419,198	2,455,612	1,036,414	73.03%	1,183,290	(1,272,323)	-51.81%
Total Public Safety Services	24,289,942	27,714,164	3,424,222	14.10%	26,382,006	(1,332,157)	-4.81%
Total Departmental	51,096,481	56,223,993	5,127,512	10.03%	55,377,590	(846,403)	-1.51%
Non-Departmental							
General Operations	5,024,567	6,291,334	1,266,767	25.21%	5,221,064	(1,070,270)	-17.01%
Public Works Project Operations	15,813,800	9,512,843	(6,300,957)	-39.84%	6,801,619	(2,711,224)	-28.50%
Parks & Rec. Project Operations	2,089,366	1,691,666	(397,700)	-19.03%	291,666	(1,400,000)	-82.76%
Outside Agencies Funding	1,759,829	1,699,803	(60,026)	-3.41%	1,656,457	(43,346)	-2.55%
Transfers to Component Units	14,597,750	14,676,944	79,194	0.54%	15,000,064	323,120	2.20%
Transfers to Other Funds	266,276	1,024,100	757,824	284.60%	800,000	(224,100)	-21.88%
Debt Service	6,782,141	7,653,928	871,787	12.85%	8,431,402	777,474	10.16%
Total Non-Departmental	46,333,729	42,550,618	(3,783,111)	-8.16%	38,202,272	(4,348,346)	-10.22%
Total Expenditures	97,430,210	98,774,611	1,344,401	1.38%	93,579,862	(5,194,749)	-5.26%

City of Auburn
General Fund - Trends in Expenditures by Business Service Unit and Department
FY2016 - FY2020

Business Service Unit Department	Audited Actual				Budget		Budget			
	FY2016		FY2017		FY2018		FY2019		FY2020	
Administrative Services										
City Council	152,123	0.20%	159,739	0.18%	190,776	0.20%	187,526	0.19%	182,526	0.20%
Office of the City Manager	860,268	1.12%	850,774	0.97%	1,068,145	1.10%	1,215,131	1.23%	1,211,688	1.29%
Human Resources										
Human Resources	777,847	1.01%	868,102	0.99%	943,145	0.97%	1,007,896	1.02%	1,086,712	1.16%
Risk Management	208,378	0.27%	226,070	0.26%	314,300	0.32%	391,000	0.40%	429,500	0.46%
Information Technology										
Information Technology	1,213,094	1.58%	1,385,724	1.57%	1,774,707	1.82%	1,593,200	1.61%	1,579,155	1.69%
GIS	616,832	0.80%	639,338	0.73%	735,547	0.75%	732,649	0.74%	692,968	0.74%
Finance	1,399,385	1.82%	1,460,524	1.66%	1,625,942	1.67%	1,688,088	1.71%	1,675,310	1.79%
Economic Development	1,047,806	1.37%	1,116,330	1.27%	1,403,464	1.44%	1,089,881	1.10%	1,102,749	1.18%
Total Administrative Services	6,275,733	8.18%	6,706,601	7.61%	8,056,026	8.27%	7,905,371	8.00%	7,960,609	8.51%
Development Services										
Administration	-	0.00%	-	0.00%	-	0.00%	378,907	0.38%	376,109	0.40%
Planning Services	611,505	0.80%	626,995	0.71%	825,803	0.85%	798,892	0.81%	806,721	0.86%
Inspection Services	715,259	0.93%	698,822	0.79%	1,012,297	1.04%	1,336,394	1.35%	1,285,963	1.37%
Community Services	-	0.00%	-	0.00%	-	0.00%	439,291	0.44%	442,357	0.47%
Engineering Services	1,871,899	2.44%	2,247,145	2.55%	2,655,071	2.73%	3,008,823	3.05%	3,082,512	3.29%
Total Development Services	3,198,663	4.17%	3,572,962	4.06%	4,493,171	4.61%	5,962,307	6.04%	5,993,661	6.40%
Public Services										
Public Works										
Administration	654,265	0.85%	713,133	0.81%	864,303	0.89%	416,026	0.42%	418,316	0.45%
ROW Maintenance	863,443	1.13%	1,057,966	1.20%	1,210,101	1.24%	1,576,221	1.60%	1,590,344	1.70%
Facilities Maintenance	-	0.00%	-	0.00%	-	0.00%	186,094	0.19%	197,012	0.21%
Construction & Maintenance	1,598,577	2.08%	1,809,381	2.05%	2,062,626	2.12%	1,858,237	1.88%	1,970,326	2.11%
Environmental Services										
Administration	265,981	0.35%	244,386	0.28%	318,254	0.33%	294,545	0.30%	297,599	0.32%
Animal Control	269,135	0.35%	395,812	0.45%	433,917	0.45%	488,776	0.49%	498,233	0.53%
Fleet Services	751,026	0.98%	764,648	0.87%	901,479	0.93%	953,586	0.97%	960,946	1.03%
Library	1,675,163	2.18%	1,858,411	2.11%	1,983,167	2.04%	2,345,666	2.37%	2,397,719	2.56%
Parks and Recreation										
Administration	1,193,452	1.56%	1,284,489	1.46%	1,597,889	1.64%	1,727,387	1.75%	1,673,375	1.79%
Leisure Services	1,762,474	2.30%	1,868,706	2.12%	2,039,041	2.09%	2,191,333	2.22%	2,219,532	2.37%
Parks and Facilities	2,804,231	3.66%	3,253,776	3.69%	2,846,565	2.92%	2,604,282	2.64%	2,817,911	3.01%
Total Public Services	11,837,747	15.43%	13,250,708	15.04%	14,257,342	14.63%	14,642,152	14.82%	15,041,314	16.07%
Public Safety Services										
Judicial	731,989	0.95%	773,481	0.88%	856,407	0.88%	893,819	0.90%	891,591	0.95%
Public Safety										
Administration	2,396,700	3.12%	2,328,321	2.64%	2,488,499	2.55%	2,494,043	2.52%	2,598,856	2.78%
Police	10,595,565	13.81%	11,970,356	13.59%	13,462,201	13.82%	14,552,814	14.73%	14,699,035	15.71%
Fire	6,060,918	7.90%	6,034,659	6.85%	6,063,637	6.22%	7,317,877	7.41%	7,009,235	7.49%
Communications	919,590	1.20%	931,551	1.06%	1,419,198	1.46%	2,455,612	2.49%	1,183,290	1.26%
Total Public Safety Services	20,704,762	26.99%	22,038,368	25.02%	24,289,942	24.93%	27,714,164	28.06%	26,382,006	28.19%
Total Departmental	42,016,905	54.77%	45,568,639	51.73%	51,096,481	52.44%	56,223,993	56.92%	55,377,590	59.18%
Non-Departmental										
General Operations	3,321,319	4.33%	8,728,840	9.91%	5,024,567	5.16%	6,291,334	6.37%	5,221,064	5.58%
Public Works Project Operations	7,180,845	9.36%	8,022,375	9.11%	15,813,800	16.23%	9,512,843	9.63%	6,801,619	7.27%
Parks & Rec. Project Operations	906,172	1.18%	810,047	0.92%	2,089,366	2.14%	1,691,666	1.71%	291,666	0.31%
Outside Agencies Funding	1,037,158	1.35%	1,239,818	1.41%	1,759,829	1.81%	1,699,803	1.72%	1,656,457	1.77%
Transfers to Component Units	12,437,632	16.21%	14,871,298	16.88%	14,597,750	14.98%	14,676,944	14.86%	15,000,064	16.03%
Transfers to Other Funds	1,300,000	1.69%	1,703,257	1.93%	266,276	0.27%	1,024,100	1.04%	800,000	0.85%
Debt Service	8,514,936	11.10%	7,137,363	8.10%	6,782,141	6.96%	7,653,928	7.75%	8,431,402	9.01%
Total Non-Departmental	34,698,061	45.23%	42,512,999	48.27%	46,333,729	47.56%	42,550,618	43.08%	38,202,272	40.82%
Total Expenditures	76,714,967	100.00%	88,081,638	100.00%	97,430,210	100.00%	98,774,611	100.00%	93,579,862	100.00%

City of Auburn
General Fund - Trends in Expenditures by Business Service Unit and Department
 FY2019 and FY2020





City of Auburn



City of Auburn

Biennial Budget for FY 2019 & FY 2020

General Fund – A Major Fund

General Fund - Departmental Expenditures

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

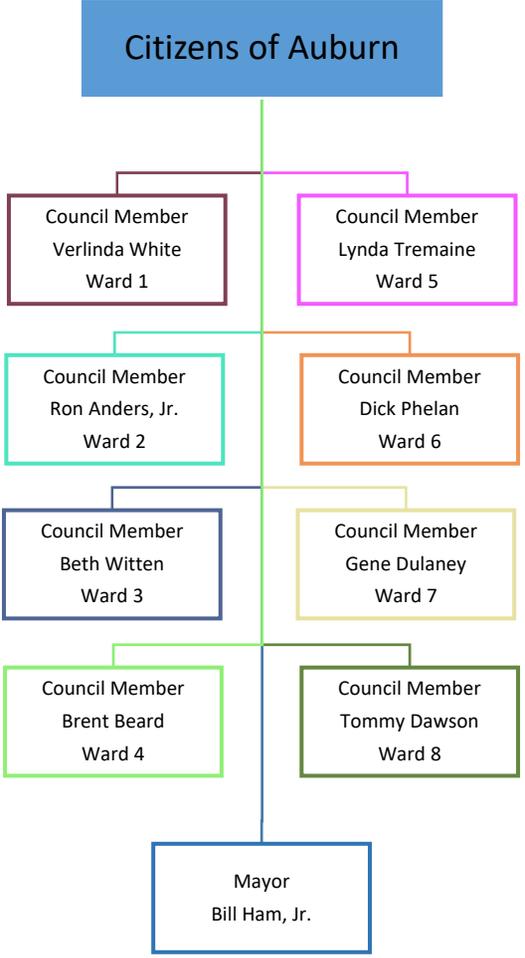
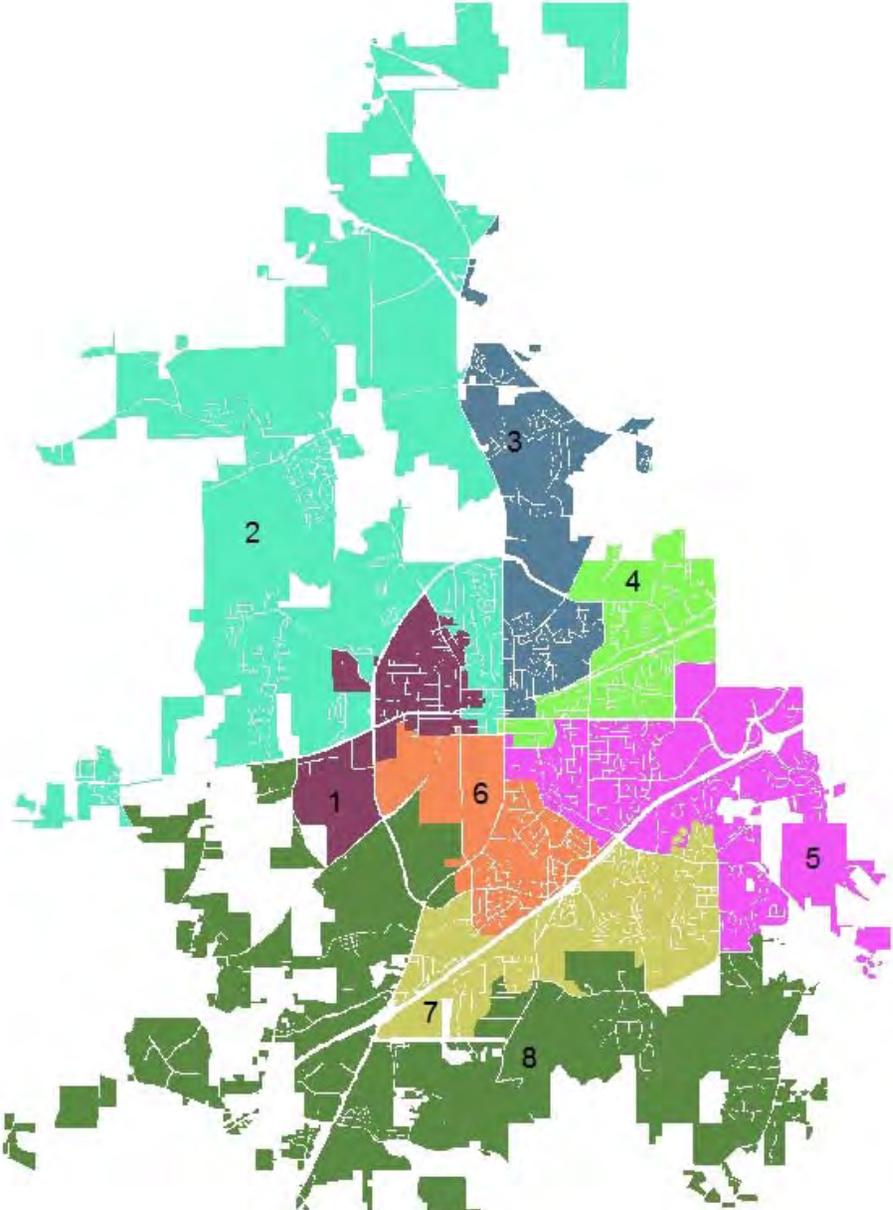
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City of Auburn

City Council



CITY OF AUBURN STRATEGIC GOALS

casting vision for our future



High Quality of Life

Create a family-friendly community with strong, healthy neighborhoods and state of the art recreation, library and cultural facilities that are protected by exceptional public safety personnel.



A Unique Place

Create an attractive, clean, business-friendly community with a strong identity. Create a high-energy downtown with a strong sense of place that is the center of the community, and foster thriving businesses and industry.



Planned Growth

Create a well-planned community that embraces smart growth principles with high-quality infrastructure provided concurrently to support a growing community.



Well-Managed and Accessible

Foster a workforce that is engaged, innovative, accountable and customer service focused. Embrace and leverage our relationships with citizens, our business community and Auburn University.



Efficient Use of Resources

Support and invest in quality education facilities and programs and maintain a strong financial position through excellent management. Be known as a high performing organization with excellent governance, communication and high-quality technological and personnel resources.

City of Auburn

Matrix Linking Departmental Missions to City Council Strategic Goals

		City Council Strategic Goals				
		High Quality of Life	A Unique Place	Planned Growth	Well-Managed and Accessible	Efficient Use of Resources
Department	Department Mission					
Office of the City Manager	The <i>mission</i> of the Office of the City Manager is to work with the City Council and the department heads to ensure the ability of the City of Auburn government to provide services desired and needed by the community in an efficient, effective, and responsive manner, both presently and in the future.	X	X	X	X	X
Judicial	The <i>mission</i> of the Judicial Department is to provide a constitutional and statutory medium for the enforcement of traffic offenses, municipal ordinance violations, and State misdemeanors adopted by municipal ordinance as offenses against the City of Auburn.	X			X	
Information Technology	We recognize technology as a means to elevate people and that people are the City's most valuable resource. How people communicate, share knowledge, and make decisions is greatly influenced by the presentation of reliable information when and where it is needed. Information Technology develops and implements cost-effective strategies to arm people with the knowledge and tools necessary to achieve the City's mission.	X		X	X	X
Finance	The <i>mission</i> of the Finance Department is to provide high quality financial services to all of its customers, both external and internal.	X			X	X
Economic Development	The <i>mission</i> of the City's Economic Development Department is to create employment opportunities for citizens of Auburn and to expand the tax base of the community through industrial development.	X	X	X	X	X
Commercial Development Services	The <i>mission</i> of the City's Commercial Development Services Division is to expand commercial and retail opportunities available to citizens and to grow the City's tax base through sustainable and diverse commercial and retail development.	X	X	X	X	X
Development Services Administration	The <i>mission</i> of the City's Development Services Administration Division is to oversee, coordinate and foster collaboration in the activities and operations of the Development Services Business Unit including Planning Services, Inspection Services, Engineering Services, Commercial Services and Community Services.	X	X	X	X	X
Community Services	The <i>mission</i> of the City's Community Services Division is to administer community development programs to enhance infrastructure, housing and business opportunities to improve predominantly low and moderate income neighborhoods.	X	X	X	X	X
Human Resources	The <i>mission</i> of the Human Resources Department is to recruit and maintain an able and highly motivated work force and to assist the City government operate in a financially responsible and fiscally sound manner.	X			X	X

City of Auburn

Matrix Linking Departmental Missions to City Council Strategic Goals

		City Council Strategic Goals				
		High Quality of Life	A Unique Place	Planned Growth	Well-Managed and Accessible	Efficient Use of Resources
Department	Department Mission					
Public Safety	The <i>mission</i> of the Auburn Public Safety Department is to promote and maintain a safe environment in all areas of the City.					
Administration		X			X	X
Police		X			X	
Fire		X			X	
Communications		X			X	
Public Works	The <i>mission</i> of the Public Works Department is to oversee the maintenance of City facilities and infrastructure including streets, sidewalks, stormwater and drainage facilities, landscape areas including medians and traffic islands, right-of-way vegetation, and traffic control devices and signs.					
Facilities		X	X		X	X
Construction		X				
Maintenance		X				
Right of Way Maintenance			X			
Grounds Beautification		X	X			
Environmental Services	The <i>mission</i> of the City of Auburn Environmental Services Department is to process and dispose of materials that are placed out for collection by the residents and small businesses of Auburn, Alabama in a manner consistent with applicable local ordinances and state and federal regulations and to maintain equipment and municipal vehicles as directed through the policies and directives of the City Council and the City Manager.					
Administration		X	X		X	X
Recycling		X	X			
Solid Waste			X			
Animal Control		X	X			
Fleet Services						X
Inspection Services	The <i>mission</i> of the Inspection Services Department is to promote and maintain a safe environment through administration of building codes, nuisance codes, and zoning regulations.	X	X	X		X
Engineering Services	The <i>mission</i> of Engineering Services is to plan, organize and direct the design and construction of infrastructure and engineering programs, projects and activities to provide transportation and related infrastructure to support a growing community.	X	X			X
Traffic & Transportation		X	X	X		
Capital Projects		X	X	X		
Inspections		X		X	X	

City of Auburn

Matrix Linking Departmental Missions to City Council Strategic Goals

		City Council Strategic Goals				
		High Quality of Life	A Unique Place	Planned Growth	Well-Managed and Accessible	Efficient Use of Resources
Department	Department Mission					
Library	The Auburn Public Library inspires people to explore new ideas, pursue their dreams, and change their lives. We help people build connections with their world and with each other. We contribute in meaningful ways to an engaged, literate, and informed community. We embrace principles of equity, diversity, and inclusion in our collections, programs, and services.	X	X			X
Parks and Recreation	The <i>mission</i> of the Auburn Parks & Recreation Department is twofold: to provide quality leisure services and facilities to the citizens of Auburn and to appropriately manage Auburn's cemeteries.					
Administration		X	X		X	X
Leisure Services		X	X		X	
Parks and Facilities		X	X			
Planning	The <i>mission</i> of the Planning Department is to promote planned and managed change as a means of creating and maintaining an attractive "built environment" and conserving and protecting the City's "natural environment."	X	X	X	X	X
Water Resource Management	The <i>mission</i> of the City's Water Resource Management Department is to provide excellent water, sewer and watershed management services to all residents and businesses. Excellent service includes appropriate service hours and a trained, courteous staff to provide timely, accurate, and appropriate information and assistance.	X		X		X

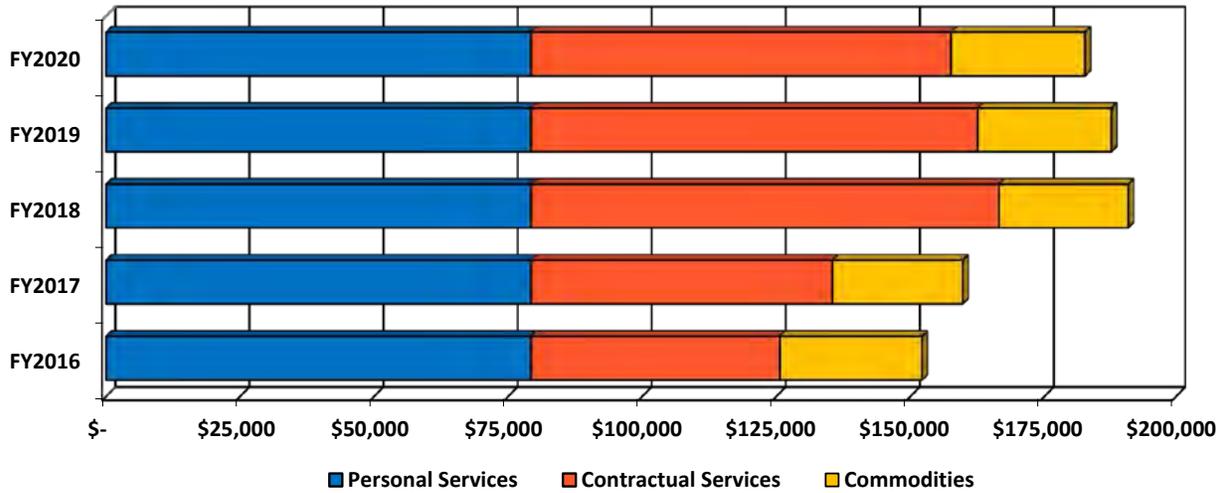
City Council

Budget Summary

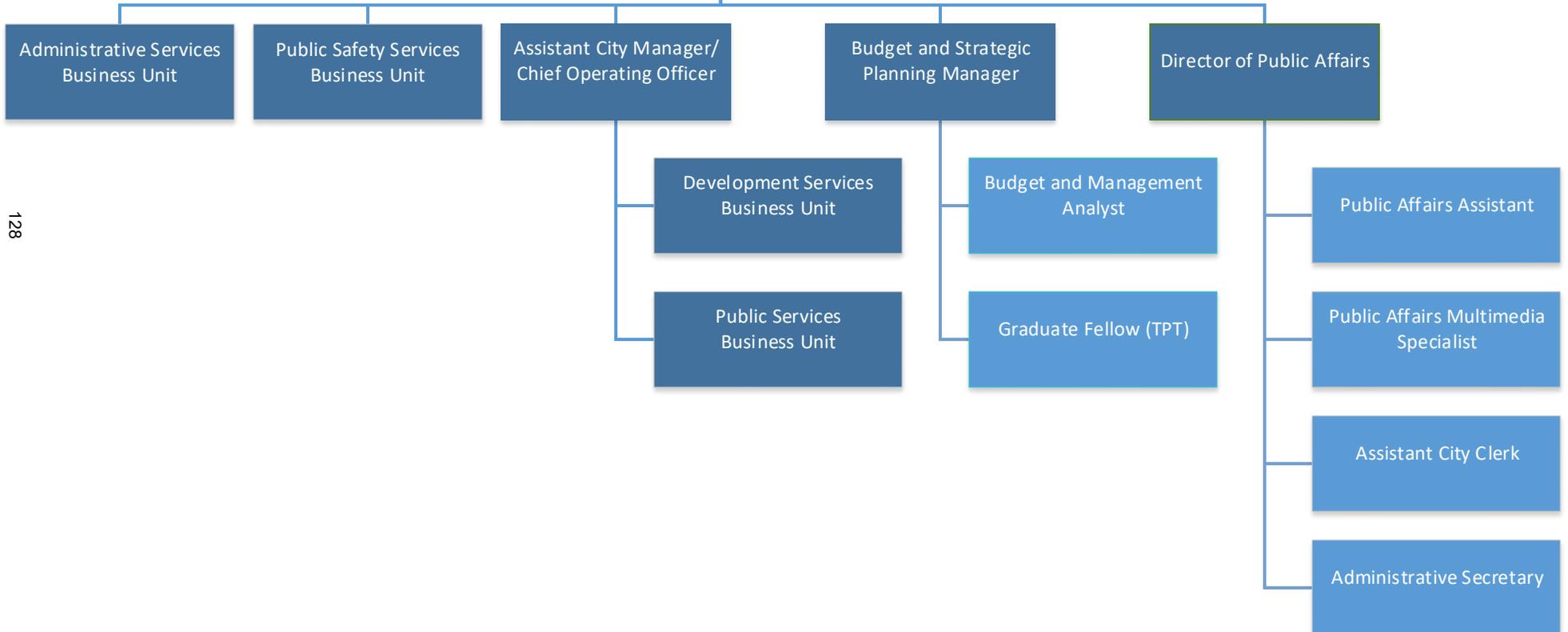
Comparative Summary by Category

	Actual	Actual	Mid-Year	Budget	
	FY2016	FY2017	Budget FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Personal Services	79,230	79,252	79,226	79,226	79,226
Contractual Services	46,406	56,159	87,300	83,300	78,300
Commodities	26,487	24,328	24,250	25,000	25,000
Totals	152,123	159,739	190,776	187,526	182,526

Five Year Summary



Office of the City Manager





Office of the City Manager

James C. Buston III, City Manager

Mission

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

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

Major Functions of the Office of the City Manager

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

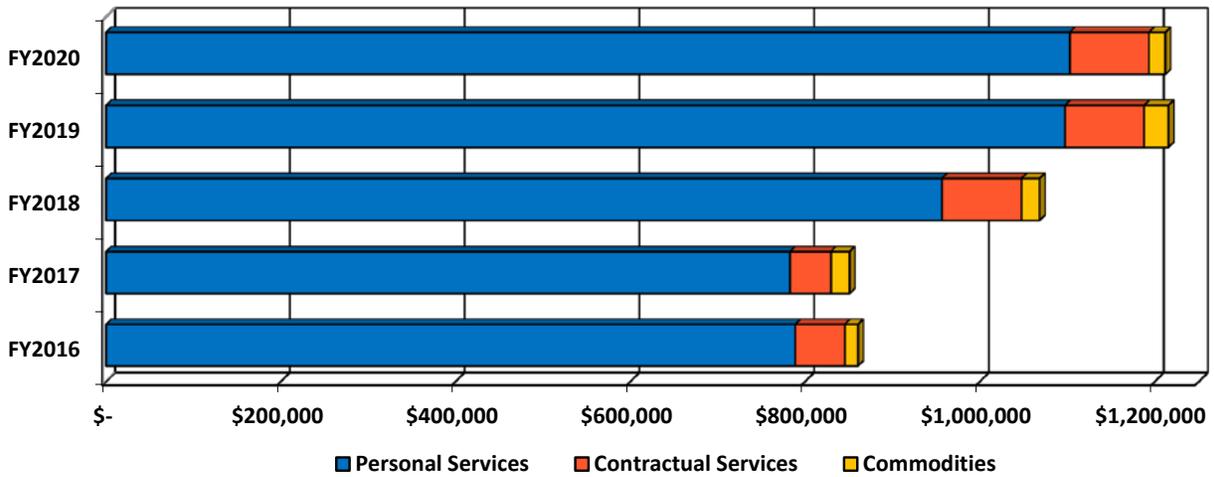
Office of the City Manager*

Budget Summary

Comparative Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Personal Services	788,697	782,810	956,545	1,097,331	1,102,888
Contractual Services	56,748	46,752	91,100	90,400	90,400
Commodities	14,823	21,212	20,500	27,400	18,400
Totals	860,268	850,774	1,068,145	1,215,131	1,211,688

Five Year Summary

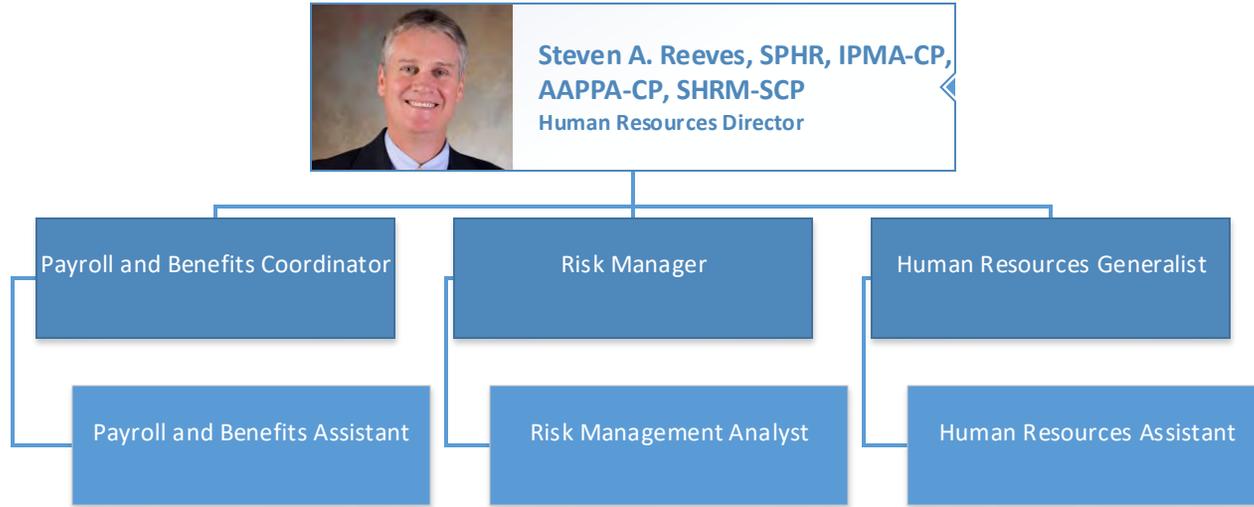


*The positions within this department/division were impacted by the 2018 reorganization. Please see the Personnel Authorization Summary in the General Information section of this document for further details.



City of Auburn

Human Resources Department



Human Resources Department

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



Mission

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

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

Major Functions of the Human Resources Department

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

Human Resources FY2019 Goals

1. Working with the Employee Engagement Team, conduct the third biannual Employee Engagement Survey.
Anticipated to commence by **7/1/2019** and be completed by **9/30/2019**
2. Develop and distribute a training catalog describing City sponsored employee training programs to help employees and supervisors plan for career development.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
3. In conjunction with the Office of the City Manager's rebranding initiative, update our employee recruitment materials and displays in an effort to keep them fresh and relevant.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
4. Complete the conversion from Eden to the Munis financial and HRIS software.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
5. Bid and place liability and property insurance coverage.
Anticipated to commence by **1/2/2019** and be completed by **3/27/2019**
6. Bid and place medical stop loss coverage.
Anticipated to commence by **2/15/2019** and be completed by **4/26/2019**
7. Implement the NEOGOV employee onboarding software module.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**

Human Resources FY2020 Goals

1. Update the new hire orientation video.
Anticipated to commence by **4/1/2020** and be completed by **9/30/2020**
2. Move the performance appraisal system from InfoPath to NEOGOV.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
3. Using a cross-functional team of employees supported by professional consulting and legal services, examine options to the existing performance appraisal system and make a recommendation to the City Manager regarding changes to or from the current system.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
4. Use the new learning management system to facilitate employee development and to track training.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
5. Release an RFP for the third party administration of the City's Section 125 plan
Anticipated to commence by **4/1/2020** and be completed by **9/30/2020**
6. Release an RFP for the provision of payroll deducted supplemental insurance products for employees.
Anticipated to commence by **2/3/2020** and be completed by **9/30/2020**
7. Bid and place medical stop loss coverage.
Anticipated to commence by **2/3/2020** and be completed by **4/30/2020**

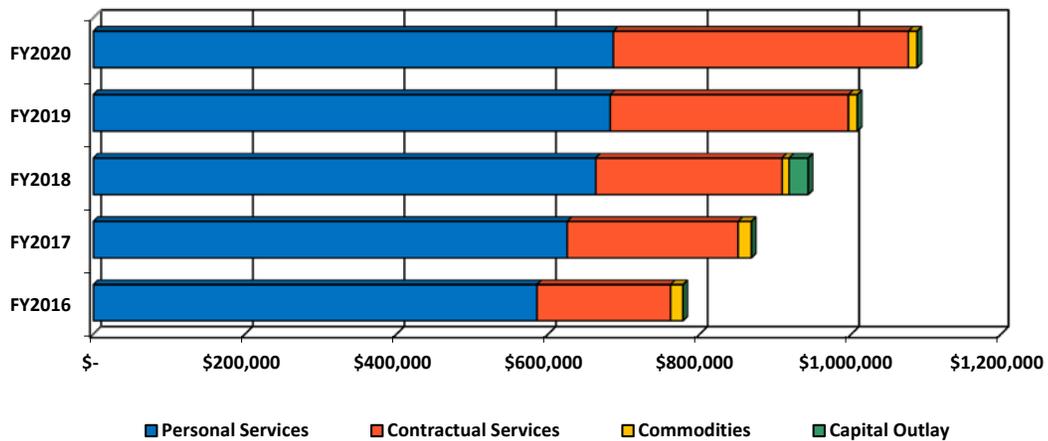
Human Resources

Human Resources Division Budget Summary

Comparative Summary by Category

	Actual	Actual	Mid-Year	Budget	
	FY2016	FY2017	Budget FY2018	FY2019	FY2020
Personal Services	\$ 585,188	\$ 625,201	\$ 662,881	\$ 682,066	\$ 685,957
Contractual Services	176,341	225,562	245,700	314,180	389,580
Commodities	16,318	17,339	9,471	11,650	11,175
Capital Outlay	-	-	25,093	-	-
Totals	777,847	868,102	943,145	1,007,896	1,086,712

Five Year Summary

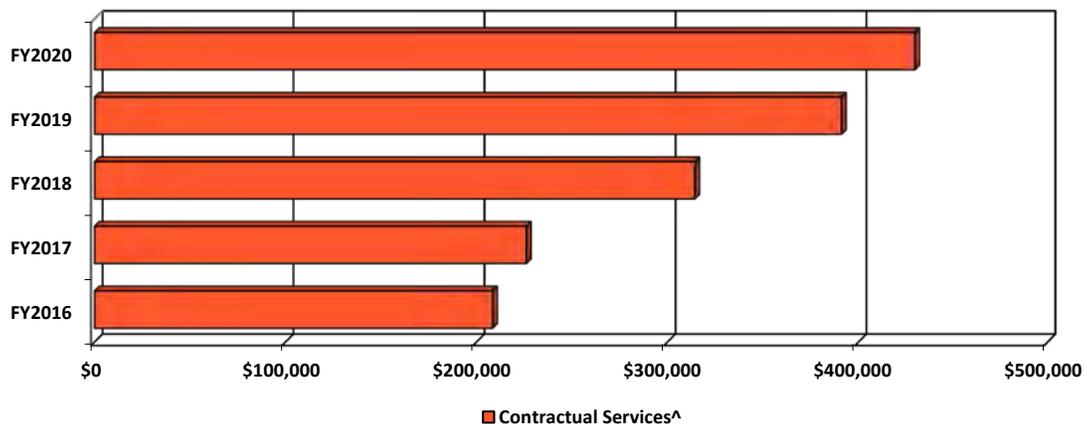


Risk Management Division Budget Summary

Comparative Summary by Category

	Actual	Actual	Mid-Year	Budget	
	FY2016	FY2017	Budget FY2018	FY2019	FY2020
Contractual Services [^]	\$ 208,378	\$ 226,070	\$ 314,300	\$ 391,000	\$ 429,500

Five Year Summary

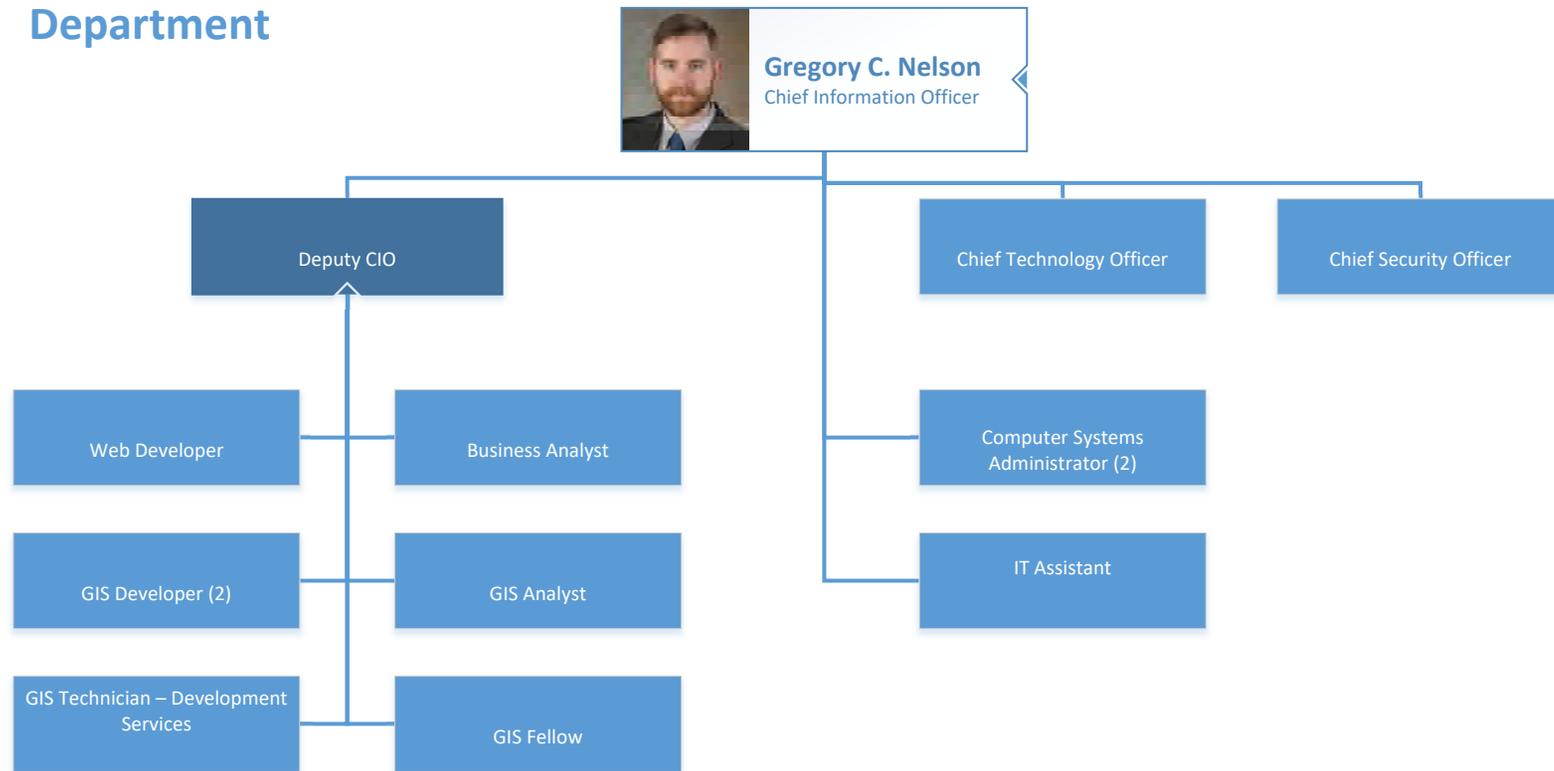


[^] The Risk Management budget includes premiums for all City assets, including those accounted for in enterprise funds. At year-end, premium expenses are moved into the appropriate fund, resulting in a decrease in actual expenditures.



City of Auburn

Information Technology Department



Information Technology Department

Greg C. Nelson, CIO



Mission

We recognize technology as a means to elevate people and that people are the City's most valuable resource. How people communicate, share knowledge, and make decisions is greatly influenced by the presentation of reliable information when and where it is needed. Information Technology develops and implements cost-effective strategies to arm people with the knowledge and tools necessary to achieve the City's mission.

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 FY2019 Goals

1. Establish a Cybersecurity Training Program that will be available to all City of Auburn employees. Anticipated to commence by **1/1/2019** and be completed by **9/30/2019**
2. Establish a Microsoft Windows and Microsoft Office Training Program that will be available to all City of Auburn employees. Anticipated to commence by **1/1/2019** and be completed by **9/30/2019**
3. Implement a mobile parking payment solution for downtown parking patrons. Solution expected to be through a contract service but may additionally or alternatively involve staff developers to create. Anticipated to commence by **10/1/2018** and be completed by **3/31/2019**
4. Replace two existing virtualization hosts that will soon have expired support contracts with two new virtualization hosts. Anticipated to commence by **10/1/2018** and be completed by **1/1/2019**

GIS

1. Produce a sustainable Cityworks training program to address the needs of multiple users; front line, supervisors & managers. Anticipated to commence by **10/1/2018** and be completed by **3/31/2019**
2. Work with Munis and Cityworks Business Partner to develop integrations between Cityworks and Munis to parody Cityworks-Eden integrations and sustain the sharing of information between both enterprise systems. Anticipated to commence by **10/1/2018** and be completed by **6/30/2019**
3. Implement a citizen 311 system for the public to submit asset maintenance requests such as pot holes, out street lights, garbage, or facility maintenance. System shall target mobile devices and integrate with the City's asset management system (Cityworks). Anticipated to commence by **10/1/2018** and be completed by **2/28/2019**
4. Adopt a web accessibility policy and execution plan to address needs of the ADA Transition Plan. This policy guides the use of digital content throughout the organization and insures adequate public access as well as addresses web accessibility best practices. Anticipated to commence by **1/1/2018** and be completed by **3/31/2019**

Information Technology FY2020 Goals

1. Expand the City's existing general network storage capacity by adding additional drive shelves to the City's two main storage devices.
Anticipated to commence by **10/1/2019** and be completed by **1/1/2020**
2. Perform an audit of the City's existing fiber network in comparison with any new initiatives in the traffic space that may bring some additional fiber opportunities to determine where the City can reduce dependency on leased circuits. The audit will also capture bandwidth usage and needs between different facilities to identify any compelling reasons to make needs to increase bandwidth.
Anticipated to commence by **1/1/2020** and be completed by **4/1/2020**
3. Analyze published e-Services to identify gaps in current offerings and opportunities to better engage citizens. Analysis is to also understand public needs and expectations from web-based citizen engagement services. End product to be a report outlining where services exceed, meet or fail to meet users needs and recommendations to address.
Anticipated to commence by **10/1/2019** and be completed by **12/31/2019**

GIS

1. Through partnership with local agencies, contract for the acquisition of aerial imagery, elevation datasets, and planimetric data to sustain multiple GIS and engineering needs.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
2. Deploy an enterprise Automatic Vehicle Location (AVL) system to prove value for the mitigation of vehicle risk, optimization of fleet maintenance, and increased operational intelligence for field-based services. As an enterprise solution the chosen system shall integrate with existing enterprise solutions such as Cityworks.
Anticipated to commence by **10/1/2019** and be completed by **3/31/2020**

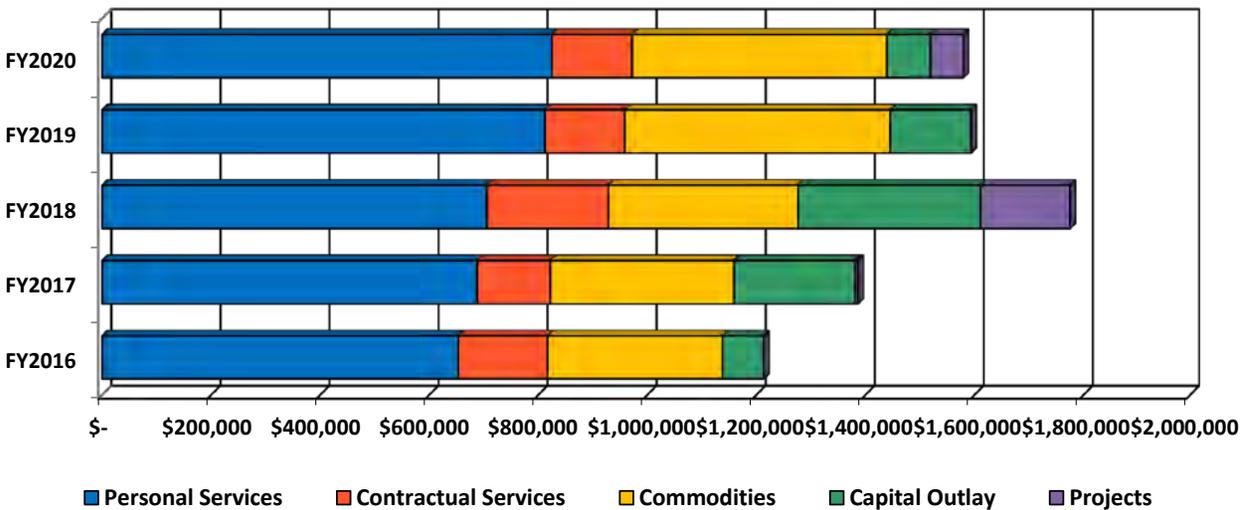
Information Technology

Budget Summary

Comparative Summary by Category

	Actual	Actual	Mid-Year	Budget	
	FY2016	FY2017	Budget FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Personal Services	652,879	687,798	705,740	811,693	824,848
Contractual Services	164,019	134,196	222,879	146,976	146,976
Commodities	320,881	336,893	347,750	486,531	467,331
Capital Outlay	75,315	221,710	334,797	148,000	80,000
Projects	-	5,127	163,541	-	60,000
Totals	1,213,094	1,385,724	1,774,707	1,593,200	1,579,155

Five Year Summary



Capital Outlay Summary

	FY2019		FY2020
	\$		\$
Hyper-V Host	<u>148,000</u>	Network Storage	<u>80,000</u>

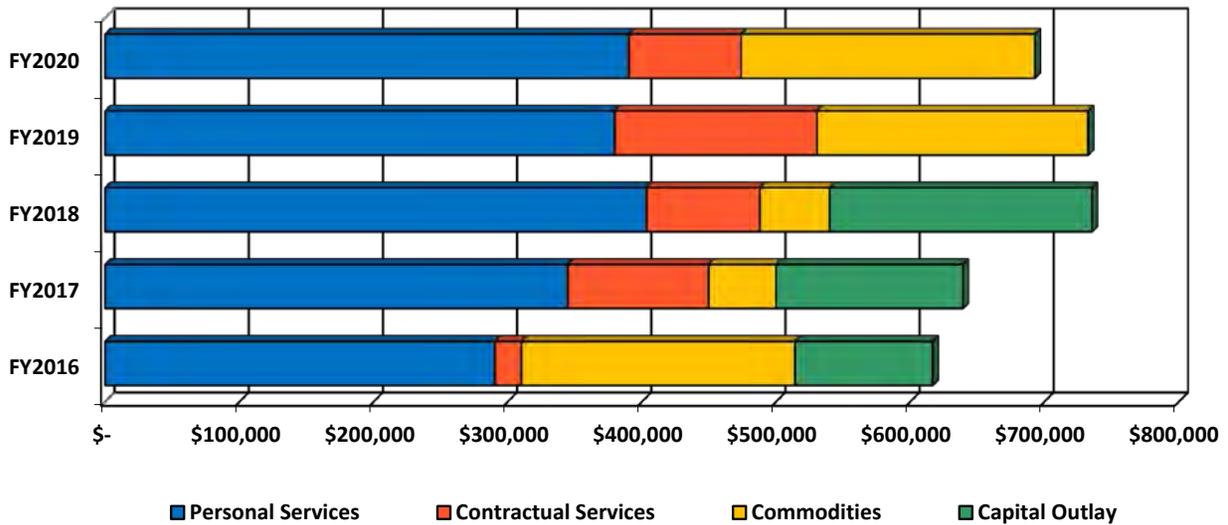
Information Technology

Geographic Information System (GIS) Division Budget Summary

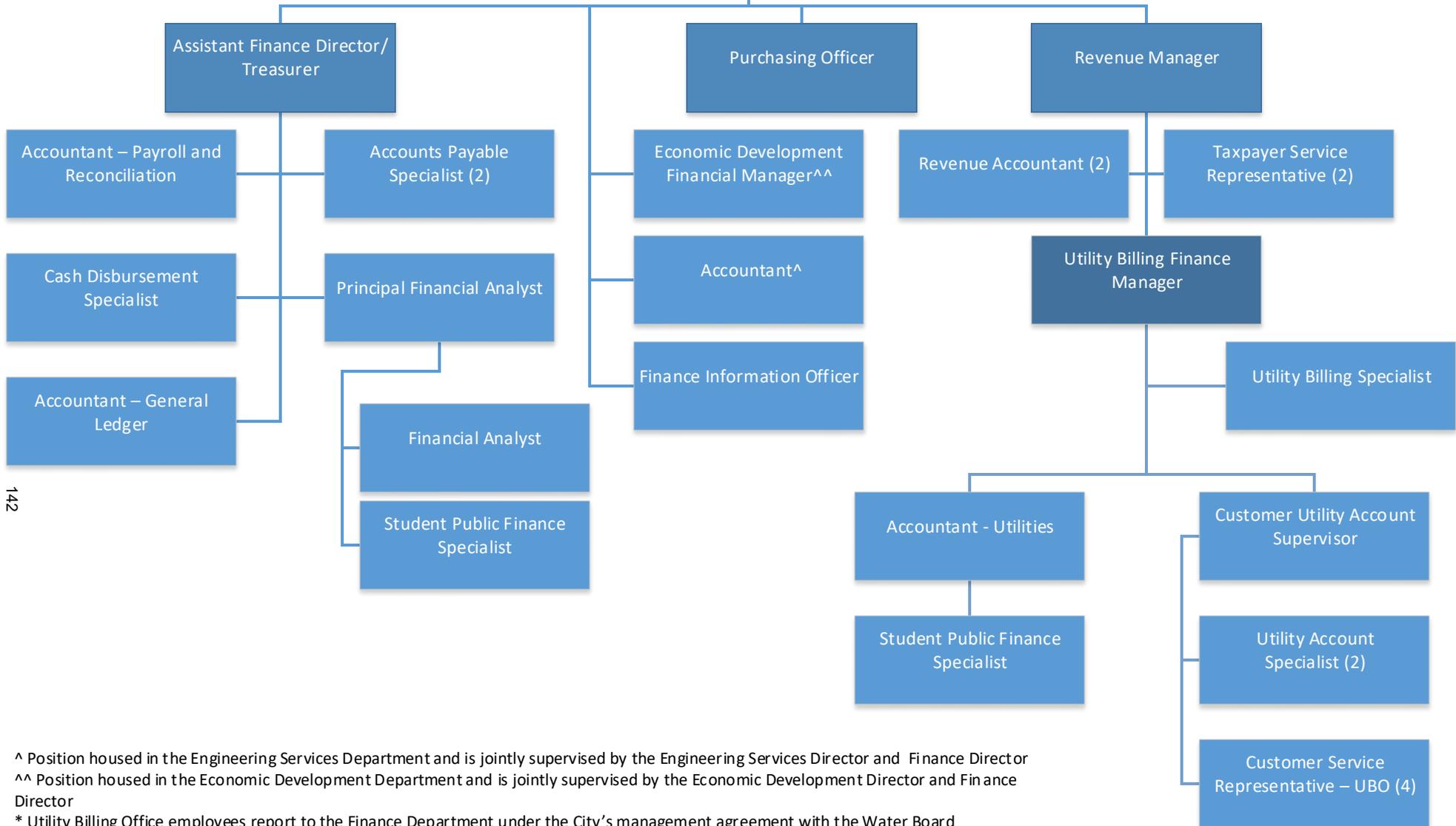
Comparative Summary by Category

	Actual	Actual	Mid-Year	Budget	
	FY2016	FY2017	Budget	FY2019	FY2020
	\$	\$	\$	\$	\$
Personal Services	290,685	344,826	403,569	379,869	390,438
Contractual Services	19,669	104,863	84,500	150,840	83,590
Commodities	203,835	50,483	52,080	201,940	218,940
Capital Outlay	102,643	139,166	195,398	-	-
Totals	616,832	639,338	735,547	732,649	692,968

Five Year Summary



Finance Department



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^ Position housed in the Engineering Services Department and is jointly supervised by the Engineering Services Director and Finance Director
 ^^ Position housed in the Economic Development Department and is jointly supervised by the Economic Development Director and Finance Director
 * Utility Billing Office employees report to the Finance Department under the City’s management agreement with the Water Board
 # Water Board reimburses City for the Utility Billing Office employees’ salary and benefits



Finance Department

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

Mission

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

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

Major Functions of the Finance Department

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

Finance FY2019 Goals

Accounting and Financial Reporting

1. Continue work with Information Technology (and other affected departments) to set objectives and goals with a realistic timeline to implement and/or integrate all financial software components so the City and Water Board can fully realize current technology (including CityWorks and GIS) within the framework of Generally Accepted Accounting Principles, federal laws and City policy while partnering with all departments to help them achieve their financial needs effectively and efficiently. Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
2. Create an anonymous tip line for citizens and employees to report various violations (stealing water, operating without a license or fraud within the organization). Human Resources and Information Technology will assist. Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
3. Finance will work closely with Information Technology and other affected departments to support a seamless implementation and strengthen the financial integrity and internal control on all planned projects utilizing CityWorks. Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
4. In conjunction with IT, redesign the Finance SharePoint site into a user-friendly space for shared work, financial reporting and cross-departmental access to financial information and forms. Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
5. Finance will work with Parks & Recreation to implement a registration program offered by Tyler Technologies that integrates with the Munis financial software. Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**

Finance FY2020 Goals

Accounting and Financial Reporting

1. Continue work with Information Technology (and other affected departments) to set objectives and goals with a realistic timeline to implement and/or integrate all financial software components so the City and Water Board can fully realize current technology (including CityWorks and GIS) within the framework of Generally Accepted Accounting Principles, federal laws and City policy while partnering with all departments to help them achieve their financial needs effectively and efficiently. Anticipated to commence by **10/1/2019** and be completed by **12/31/2019**

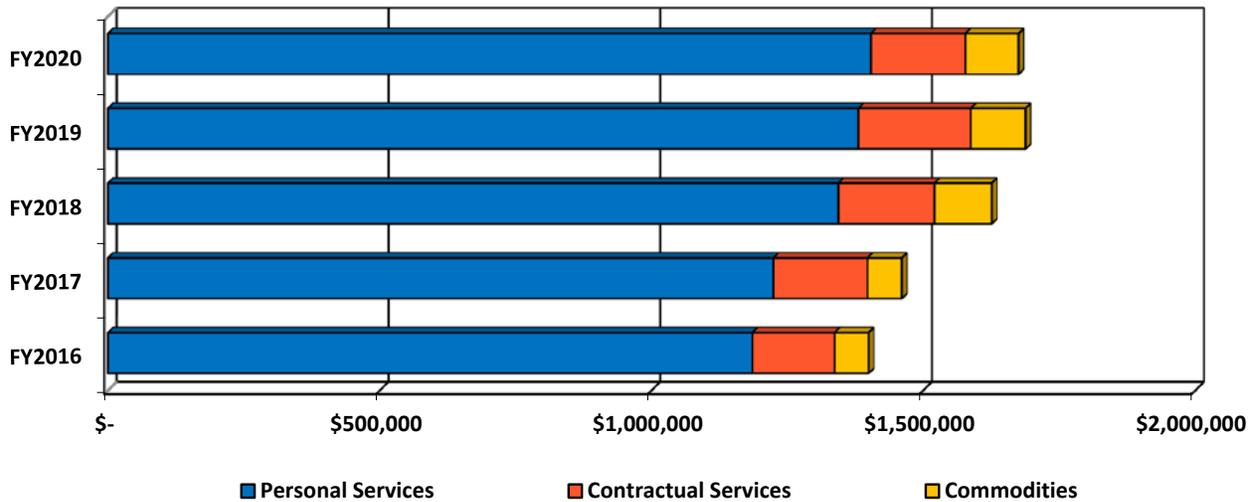
Finance

Budget Summary

Comparative Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	Budget
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Personal Services	1,185,550	1,224,448	1,343,972	1,380,553	1,403,775
Contractual Services	151,541	173,182	176,880	206,945	173,945
Commodities	62,294	62,894	105,090	100,590	97,590
Totals	1,399,385	1,460,524	1,625,942	1,688,088	1,675,310

Five Year Summary



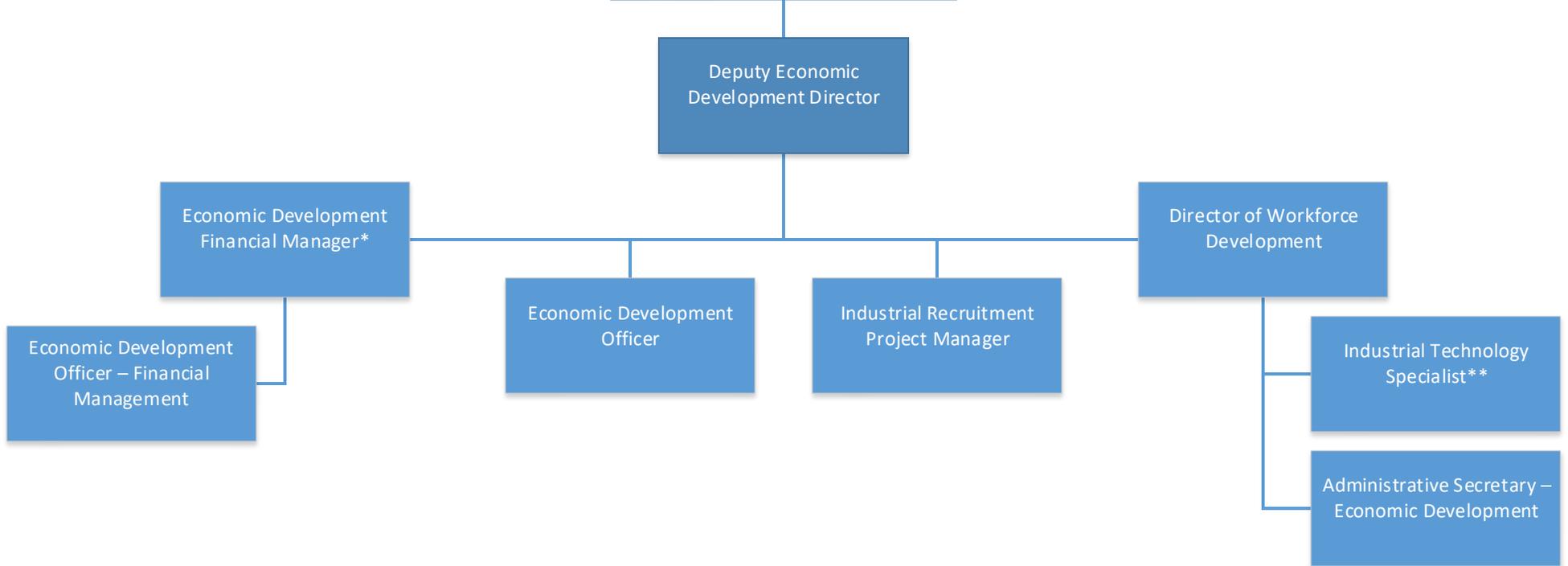


City of Auburn

Economic Development Department



T. Phillip Dunlap
Economic Development
Director



* Position jointly supervised by the Finance Director

** Position partially funded by the Auburn City Schools

Economic Development Department

T. Phillip Dunlap, Director



Mission

The *mission* of the City's Economic Development Department is to create employment opportunities for citizens of Auburn and to expand the tax base of the community through industrial 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 support Commercial Development Services
- 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 administration, management, and support for major capital projects
 - ◆ Provide workforce development assistance for new, expanding, and existing industry
-

Economic Development FY2019 Goals

Industrial Development

1. Seek to attract no less than eight industrial visits with the goal of locating at least one new industry.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
2. Perform three to four surveys of existing industry in the form of on-site visits in each quarter.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
3. Participate in two industrial trade shows or delegations, international and domestic, with the goal of developing at least one industrial prospect.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
4. Operate a business retention/expansion program with the goal to assist with the expansion of at least one industry.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
5. Begin marketing of the Auburn Technology Park West expansion.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
6. Work with partners in industry and the Industrial Development Board and Auburn University to develop an Advanced Manufacturing Training Center.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
7. Implement targeted marketing plan for the purpose of creating knowledge-based jobs.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
8. Administer the City's revolving loan program with the goal of packaging one loan for new or expanding industries.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
9. Develop and implement a consistent entrepreneurial program in partnership with Auburn University.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**

Workforce Development

1. Provide assistance to new industry to determine organizational structure, recruit and interview core personnel, determine wage rates and benefits, determine skill sets, and provide employment law consultation. Partner with educational institutions, outside agencies and groups to ensure that skill sets and training needs are met and full support is provided with a goal of two new companies.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
2. Provide assistance to existing companies to identify new business and streamline their processes. Training will be provided through ATC and through partnering with outside agencies and groups with a goal of supporting two companies.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
3. Partner with Auburn High School to administer the Industrial Systems Technology curriculum per the needs of Auburn area industry and AHS students with the goal of six classes and 80 students during the 2017-2018 school year. In addition, eight students will be dually enrolled at Southern Union State Community College.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**

4. Work with outside partners to maintain a program to assimilate chronically unemployed or never employed people into the Auburn area workforce with the goal of graduating 20 students.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
5. Research the need for updating current wage and benefit survey, and if deemed necessary, conduct a comprehensive wage and benefits survey(s) of industry in Auburn and significant companies in surrounding areas.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
6. Operate the small business incubator through the Auburn Center for Developing Industries including building maintenance and lease management of tenants with the goal of assisting four companies.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
7. Develop, edit, print, distribute and secure funding for the "Focus on Your Future" student career catalog for school year 2017-2018.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
8. Research needs for, set up and manage topic-specific training for Auburn area industry. The classes include, but are not limited to: Management Training (four classes), Quality Training (two classes), TS16949 Training (one class), Employment Law (two classes), PLC and Other Automation Training (two classes), Precision Measurement including CMM (TBD), lean manufacturing, OSHA and logistics.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
9. Research need for, develop and coordinate with outside agencies to provide apprenticeship programs through SUSCC with the goal of graduating well trained multi-craft maintenance and tool and die (mold makers) personnel.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
10. Partner with Auburn University School of Engineering and industry to develop a training program for advanced CNC machining and additive manufacturing.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
11. Coordinate with outside consultant to provide a Veterans Recruitment Program through Fort Benning including active duty soldiers and their families.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**

Economic Development FY2020 Goals

Industrial Development

1. Seek to attract no less than eight industrial visits with the goal of locating at least one new industry.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
2. Perform three to four surveys of existing industry in the form of on-site visits in each quarter.
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3. Participate in two industrial trade shows or delegations, international and domestic, with the goal of developing at least one industrial prospect.
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5. Continue marketing of the Auburn Technology Park West expansion.
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7. Administer the City's revolving loan program with the goal of packaging one loan for new or expanding industries.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
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4. Work with outside partners to maintain a program to assimilate chronically unemployed or never employed people into the Auburn area workforce with the goal of graduating 20 students.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**

5. Research the need for updating current wage and benefit survey, and if deemed necessary, conduct a comprehensive wage and benefits survey(s) of industry in Auburn and significant companies in surrounding areas.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
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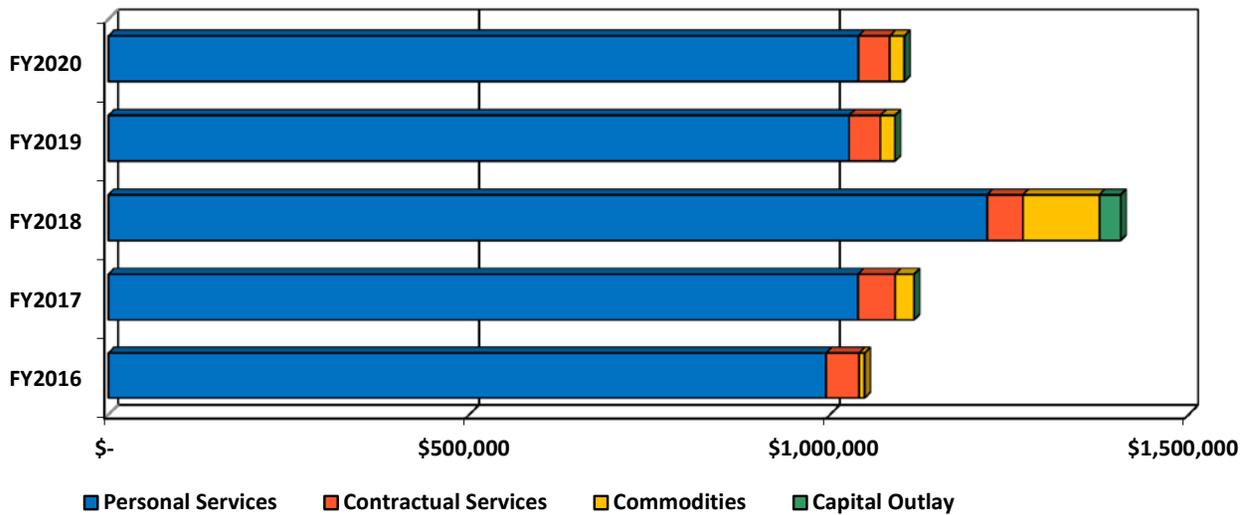
Economic Development*

Budget Summary

Comparative Summary by Category

	Actual	Actual	Mid-Year	Budget	
	FY2016	FY2017	Budget	FY2019	FY2020
	\$	\$	\$	\$	\$
Personal Services	994,463	1,038,846	1,217,834	1,026,381	1,039,249
Contractual Services	45,753	51,464	49,600	43,500	43,500
Commodities	7,590	26,020	106,030	20,000	20,000
Capital Outlay	-	-	30,000	-	-
Totals	1,047,806	1,116,330	1,403,464	1,089,881	1,102,749

Five Year Summary



*The positions within this department/division were impacted by the 2018 reorganization. Please see the Personnel Authorization Summary in the General Information section of this document for further details.



City of Auburn

Development Services Administration



Development Services Administration

Megan McGowen, Executive Director



Mission

The *mission* of the City's Development Services Administration Division is to oversee, coordinate and foster collaboration in the activities and operations of the Development Services Business Unit including Planning Services, Inspection Services, Engineering Services, Commercial Services and Community Services.

Major Functions of Development Services Administration

- ◆ Promotes sustainable growth patterns
 - ◆ Promotes proper timing of infrastructure investments
 - ◆ Promotes commercial economic development
 - ◆ Promotes strong neighborhoods and neighborhood relations
-

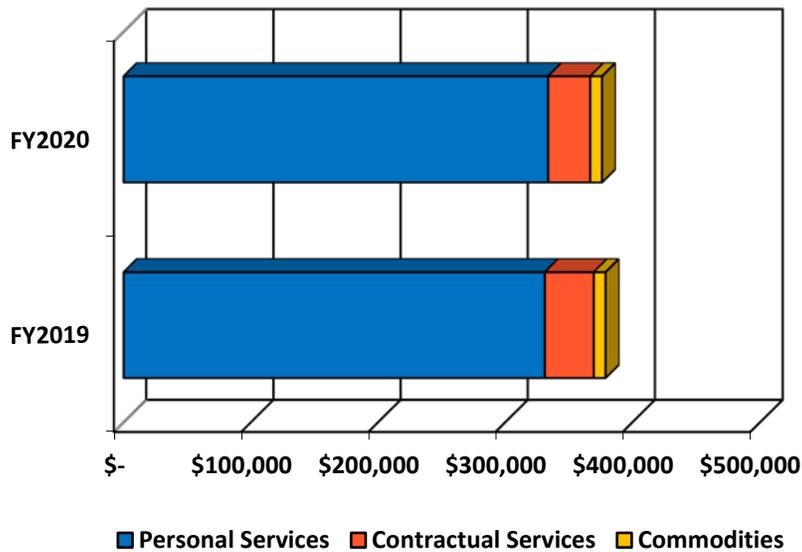
Development Services Administration*

Budget Summary

Comparative Summary by Category

	Budget	
	FY2019	FY2020
	\$	\$
Personal Services	331,207	333,809
Contractual Services	38,500	33,100
Commodities	9,200	9,200
Totals	378,907	376,109

Five Year Summary



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City of Auburn

Planning Services Department



Planning Department

Forrest E. Cotten, AICP, Director



Mission

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

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

Major Functions of the Planning Department

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

Planning Services FY2019 Goals

1. Expand Streetscape Master Planning Initiative to include appropriate street segments in the Urban Neighborhood-West (UN-W) district in recognition and anticipation of future densification and redevelopment of student housing in the area.
Anticipated to commence by **10/1/2018** and be completed by **1/31/2019**
2. Conduct a focus area study for the Cox and Wire Road corridors (1,120 acres) and analyze the current future land use designations in the study area. Complete Future Land Use Map Amendment Activity, where deemed appropriate.
Anticipated to commence by **12/1/2018** and be completed by **4/30/2019**
3. Complete update of the Auburn Interactive Growth Model (AIGM) for purposes of forecasting population over time, to build-out, and to determine the apportionment of land uses necessary to meet the needs of Auburn's citizenry.
Anticipated to commence by **10/1/2018** and be completed by **12/31/2018**
4. Coordinate with Engineering Services to update the Major Street Plan for improved connectivity, particularly in areas where significant development activity is anticipated. In addition, update the corridor overlay regulations in the zoning ordinance to include streets that are becoming major transportation routes as the result of continued growth.
Anticipated to commence by **1/1/2019** and be completed by **4/30/2019**
5. Continue to develop zoning standards for "missing middle housing" types (i.e., bungalow courts, courtyard apartments, live-work units, etc.) in an effort to foster more affordable housing opportunities and redevelopment activity in appropriate locations in the city core.
Anticipated to commence by **5/1/2019** and be completed by **9/30/2019**

Planning Services FY2020 Goals

1. Conduct a focus area study for the U.S. Highway 280 corridor (2,400 acres) and analyze the current future land use designations in the study area. Complete future land use map amendment activity, where deemed appropriate.
Anticipated to commence by **10/1/2019** and be completed by **3/31/2020**
2. Conduct a focus area study for the Highway 14 corridor (2,450 acres) and analyze the current future land use designations in the study area. Complete future land use map amendment activity, where deemed appropriate.
Anticipated to commence by **4/1/2020** and be completed by **9/30/2020**
3. Determine the effectiveness of the City's current open space requirements for performance residential developments and recommend any changes that would result in increased usability of these areas for city residents.
Anticipated to commence by **1/1/2020** and be completed by **5/31/2020**
4. Conduct a micro study of a six acre centrally-located area of "corridor redevelopment" land use bounded by North College Street, North Gay Street, Mitcham Avenue, and Neighborhood Conservation zoning. The area represents a residual "gap" of property that was not included in the Renew Opelika Road planning area (to the east) nor the Northwest Auburn planning area (to the west).
Anticipated to commence by **1/1/2020** and be completed by **4/30/2020**

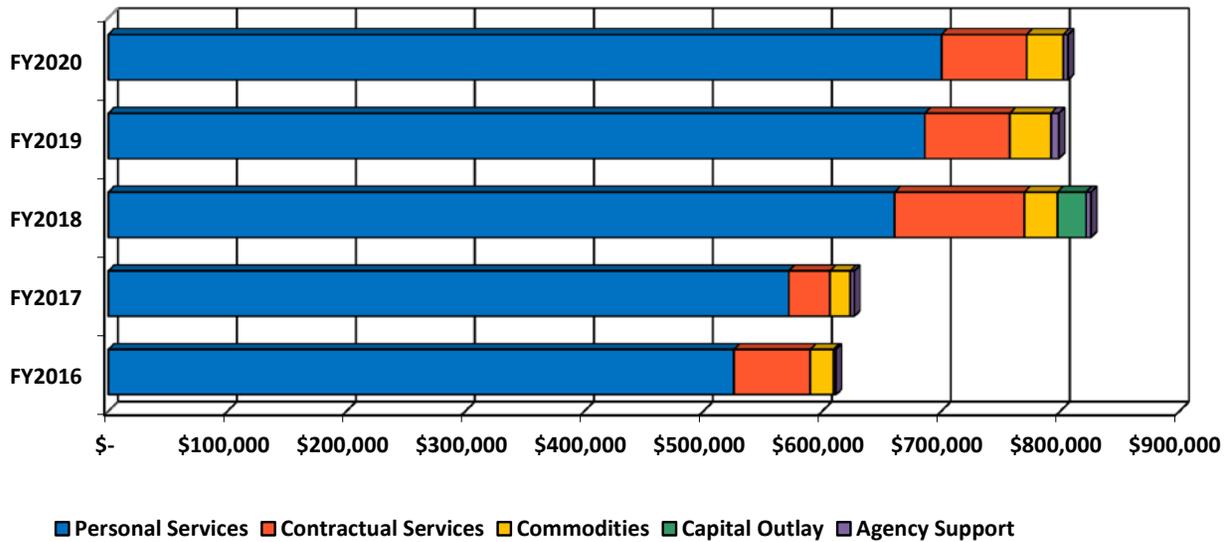
Planning Services

Budget Summary

Comparative Summary by Category

	Actual	Actual	Mid-Year	Budget	
	FY2016	FY2017	Budget	FY2019	FY2020
	\$	\$	\$	\$	\$
Personal Services	525,848	571,972	660,894	686,242	700,371
Contractual Services	64,182	34,638	109,100	71,600	71,600
Commodities	19,393	17,008	27,750	34,550	30,750
Capital Outlay	-	-	24,059	-	-
Agency Support	2,082	3,377	4,000	6,500	4,000
Totals	611,505	626,995	825,803	798,892	806,721

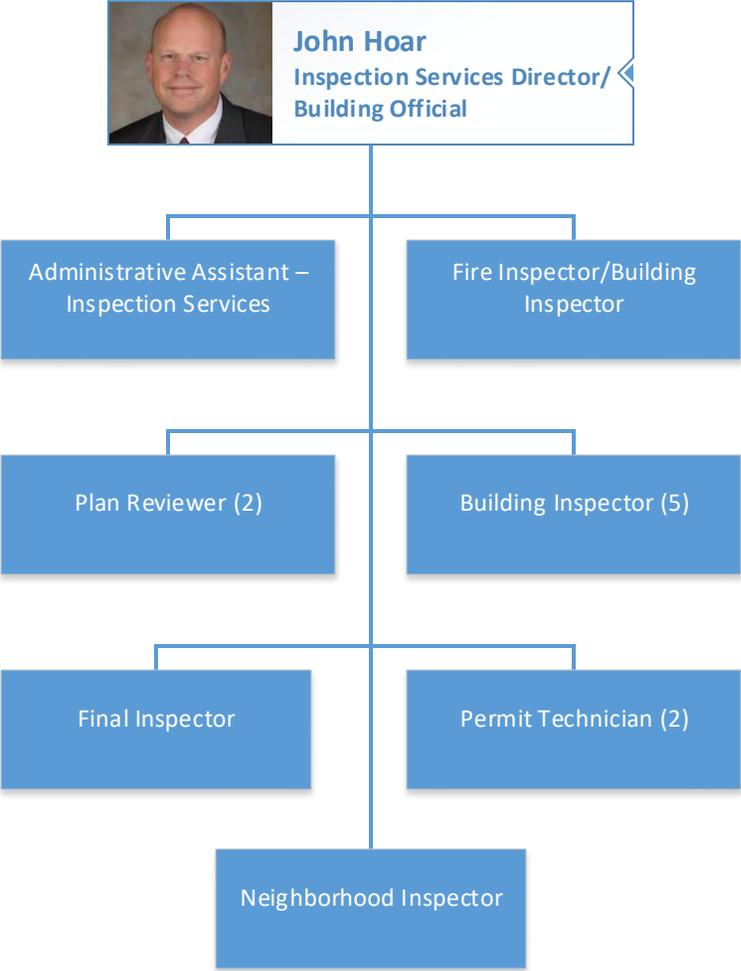
Five Year Summary





City of Auburn

Inspection Services Department





Inspection Services

John Hoar, Director/Building Official

Mission

The *mission* of the Inspection Services Department is to promote and maintain a safe environment through administration of building codes, nuisance codes, and zoning regulations. We will do this through:

- Maintaining strong codes enforcement to ensure safe structures and neighborhoods

Major Functions of Inspection Services

- ◆ Conduct building plan reviews and issue permits
 - ◆ Provide Building Codes inspections for all new construction in the City
 - ◆ Enforce zoning regulations and nuisance codes to maintain strong neighborhoods
-

Inspection Services FY2019 Goals

1. Establish and create a working relationship through our Neighborhood Inspector with citizens, communities and organizations to help improve the process of addressing weeds, property maintenance and improvement of properties across the City of Auburn.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2020**
2. Have the inspectors obtain training and certifications to facilitate both assigned inspections as well as cross training of the various aspects of building construction to provide more efficient and accurate inspections.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
3. Adopt the 2018 ICC Building Codes and the 2017 National Electrical Codes in January of 2019.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
4. Prior to and after the adoption of the 2018 International Building Codes, provide half day seminars to the contractors and sub-contractors to educate and provide question & answer session to discuss the affects of the changes.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**

Inspection Services FY2020 Goals

1. Establish and create a working relationship through our Neighborhood Inspector with citizens, communities and organizations to help improve the process of addressing weeds, property maintenance and improvement of properties across the City of Auburn.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
2. Have the inspectors obtain training and certifications to facilitate both assigned inspections and cross training of the various aspects of building construction to provide more efficient and accurate inspections
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
3. We are nearing our capacity to effectively have employee workspaces. As we are growing, the number of employees will continue to grow. Once the Public Safety Building is complete, we would like to look at space allocation between DSB and the current Public Safety Administration Building.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**

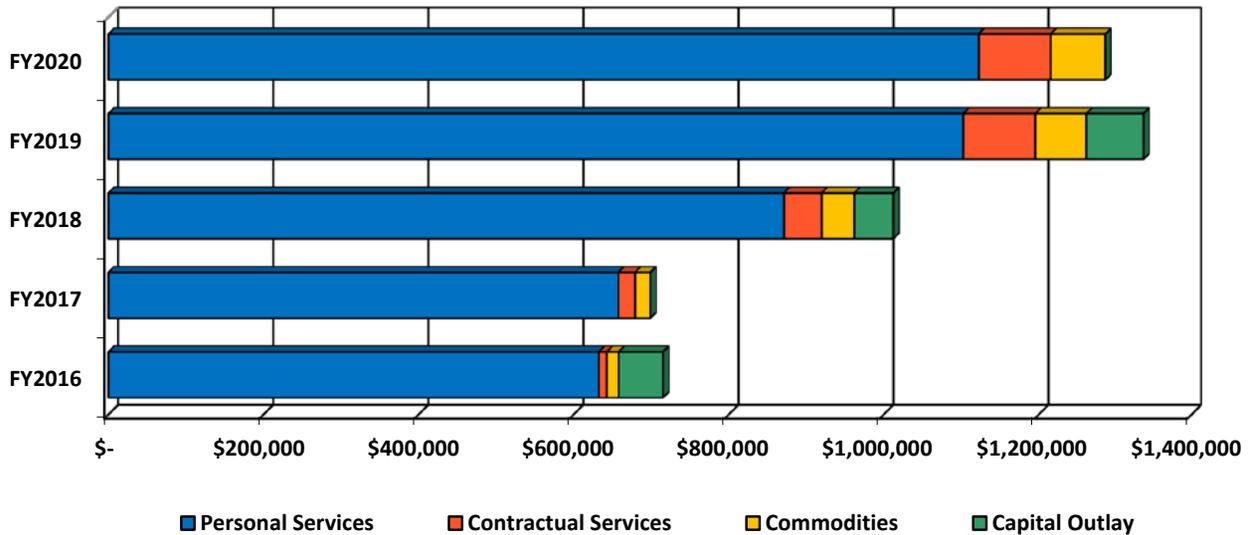
Inspection Services*

Budget Summary

Comparative Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Personal Services	632,590	657,717	871,324	1,102,734	1,122,583
Contractual Services	10,274	21,547	48,777	92,880	92,880
Commodities	15,236	19,558	41,983	65,780	70,500
Capital Outlay	57,159	-	50,213	75,000	-
Totals	715,259	698,822	1,012,297	1,336,394	1,285,963

Five Year Summary



Capital Outlay Summary

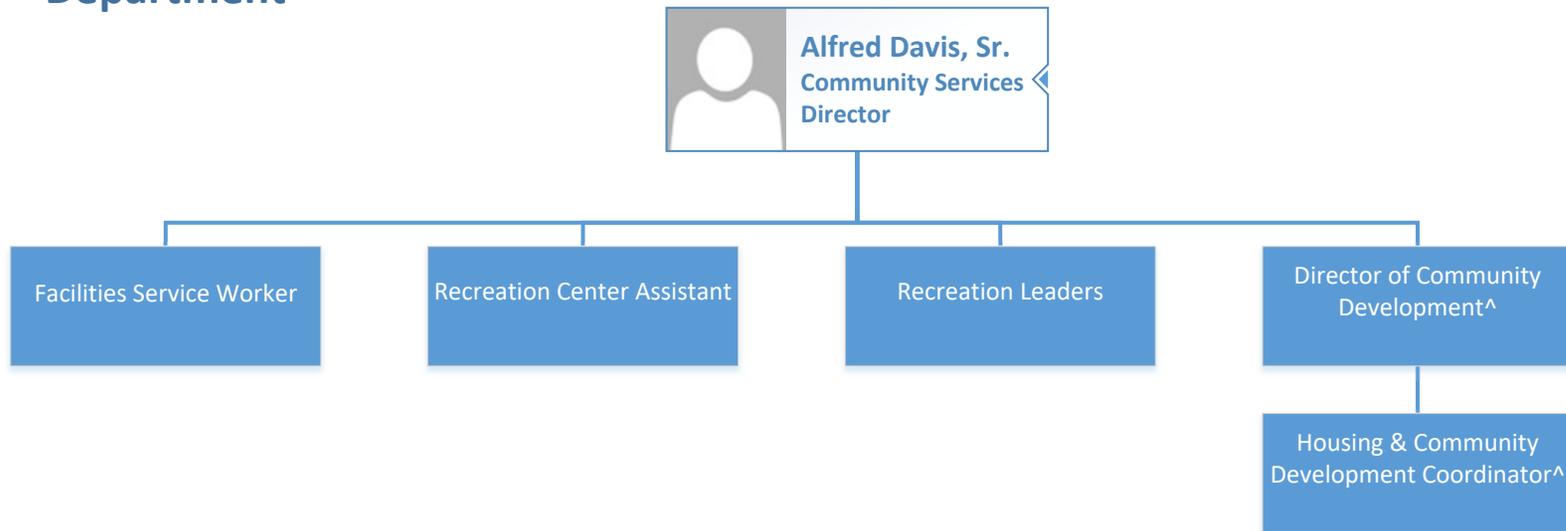
	FY2019
	\$
Truck Replacement	25,000
Truck Replacement	25,000
Truck Expansion	25,000
	75,000

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City of Auburn

Community Services Department



Community Services

Alfred Davis, Director



Mission

The *mission* of the City's Community Services Division is to administer community development programs to enhance infrastructure, housing and business opportunities to improve predominantly low and moderate income neighborhoods.

Major Functions of Community Services

- ◆ Provide housing opportunities through new construction and rehabilitation for low to moderate income families and individuals
- ◆ Oversees Section 108 Loan Program
- ◆ 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

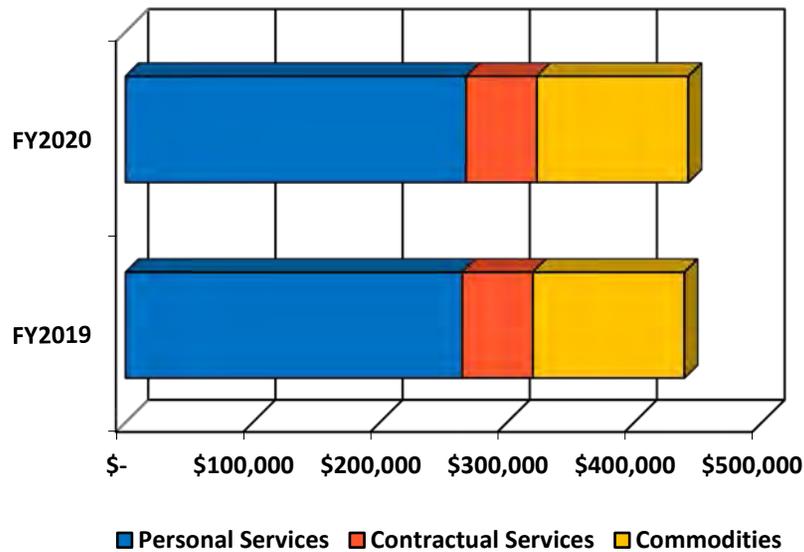
Community Services*

Budget Summary

Comparative Summary by Category

	Budget	
	FY2019	FY2020
	\$	\$
Personal Services	264,731	267,797
Contractual Services	55,560	55,560
Commodities	119,000	119,000
Totals	439,291	442,357

Five Year Summary

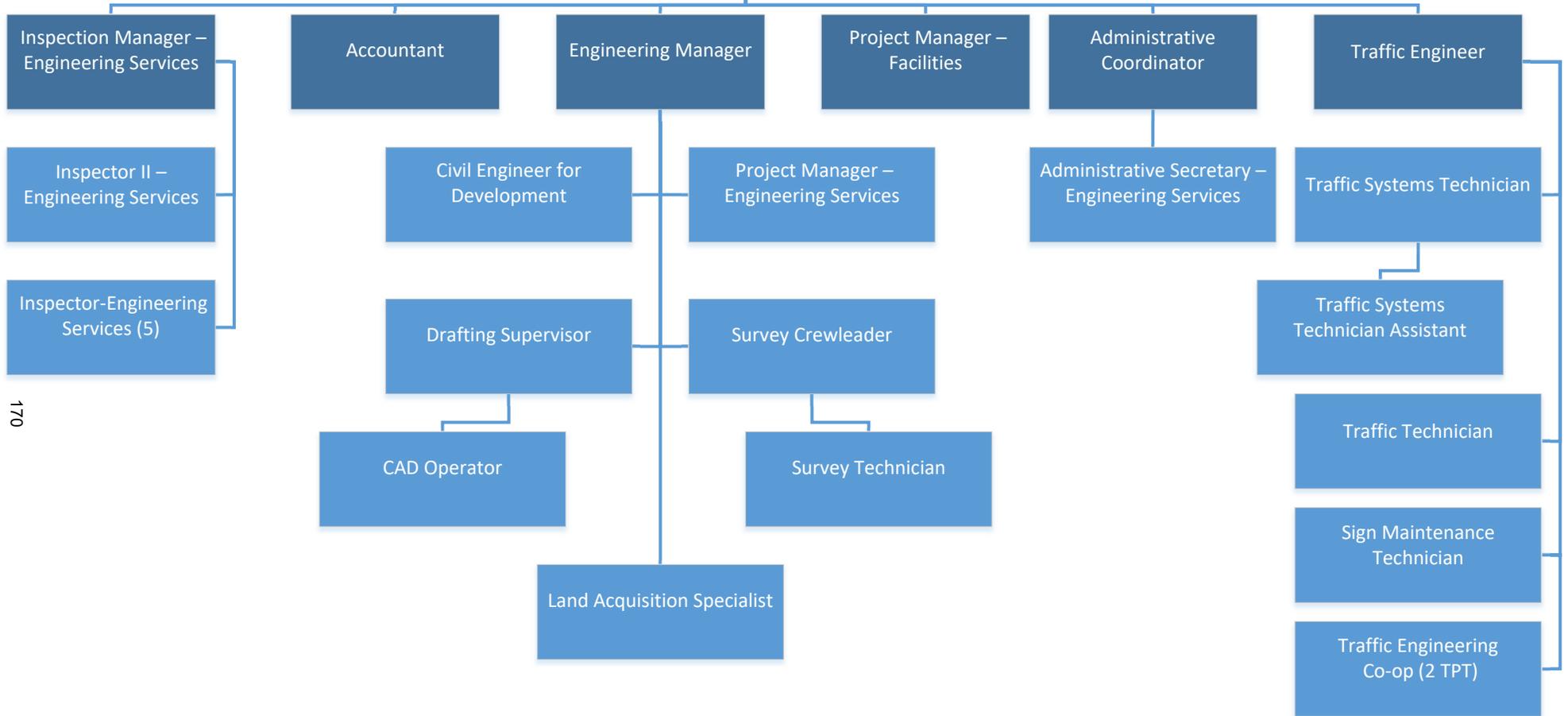


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City of Auburn

Engineering Services Department



Engineering Services

Alison Boykins Frazier, Director/City Engineer



Mission

The *mission* of Engineering Services is to plan, organize and direct the design and construction of infrastructure and engineering programs, projects and activities to provide transportation and related infrastructure to support a growing community.

- Providing engineering services and project management for construction of 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 Engineering Services

- ◆ Provide project technical assistance to the City Manager, City Council, and Planning Commission
- ◆ 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

Engineering Services FY2019 Goals

1. Continue to convert old and new paper files to digital format by scanning into LaserFiche.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
2. Review current construction contract documents to make sure they follow federal, state, and local statutes.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
3. Implement procedures to make changes to project manuals on a case by case basis to reflect specific guidelines for the project as needed. Provide all needed administration for pre-bid and post-bid contracted construction projects. Review contract documents with Risk Management, Finance and the City Attorney to ensure compliance with applicable local, state and federal procurement regulations.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
4. Review and update the Public Works Manual and Major Street Plan as needed.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
5. Complete the Moores Mill Road Sidewalk Project, consisting of a 5' wide sidewalk on Moores Mill Road from Samford Avenue to East University Drive.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
6. Improving the intersection of College Street and Samford Avenue, adding the traffic signal upgrades at Miller Avenue, Gay Street, and Samford Avenue and upgrading the storm water system along Samford Avenue and Gay Street.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
7. Revitalize and redevelop the Opelika Road Corridor from Gentry Drive to Saugahatchee Road by enhancing aesthetics, improving building utilization, promoting infill, and improving transportation choices.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
8. Complete the Annalue Drive Sidewalk Project, consisting of a 5' wide sidewalk on Annalue Drive from Dean Road to East University Drive.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
9. Complete the Magnolia Avenue Pedestrian Lighting and Sidewalk Project, consisting of an 8' wide sidewalk and decorative pedestrian lighting along the north side of Magnolia Avenue from Donahue Drive to Wright Street.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
10. Provide project management for the construction of the Saugahatchee Greenway Phase Ia.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**

Inspection

1. Inspect all stormwater detention facilities located throughout the City and coordinate with the owners for any maintenance needs.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
2. Evaluate and rate all City streets to provide information for future street resurfacing projects.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**

Traffic Systems

1. Perform signalized intersection coordination and re-timings via a centralized traffic control center.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
2. Work in conjunction with Auburn University to prioritize and construct bus turnouts in locations to be determined by available budget to increase safety.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
3. Work with a consultant to provide updates to the Greenway Master Plan and the Bike Master Plans.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
4. Develop and prioritize projects based on information gathered from the FY 2017 Comprehensive City-wide Traffic Study.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**

Engineering Services FY2020 Goals

1. Continue to convert old and new paper files to digital format by scanning into LaserFiche.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
2. Review current construction contract documents to make sure they follow federal, state, and local statutes.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
3. Implement procedures to make changes to project manuals on a case by case basis to reflect specific guidelines for the project as needed. Provide all needed administration for pre-bid and post-bid contracted construction projects. Review contract documents with Risk Management, Finance and the City Attorney to ensure compliance with applicable local, state and federal procurement regulations.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
4. Review and update the Public Works Manual and Major Street Plan as needed.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
5. Complete the East University Drive Sidewalk Project to construct a 5' wide sidewalk on East University Drive from Samford Avenue to Moores Mill Road.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
6. Complete Hwy 14 and North Donahue Drive Intersection Improvements project to improve the safety and traffic flow of the intersection.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
7. Replace the existing weight restricted bridge with a new structure to remove weight limitations and allow safe crossing of fire trucks and other heavy vehicles.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
8. Construction of improvements to the Downtown Area in locations to be determined by available budget and list Downtown Improvement Projects e.g. installation of sidewalk on South College Street from Garden Drive to Woodfield Drive.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**

Inspection

1. Inspect all stormwater detention facilities located throughout the City and coordinate with the owners for any maintenance needs.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**

Traffic Systems

1. Perform signalized intersection coordination and re-timings via a centralized traffic control center.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
2. Work in conjunction with Auburn University to prioritize and construct bus turnouts in locations to be determined by available budget to increase safety.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**

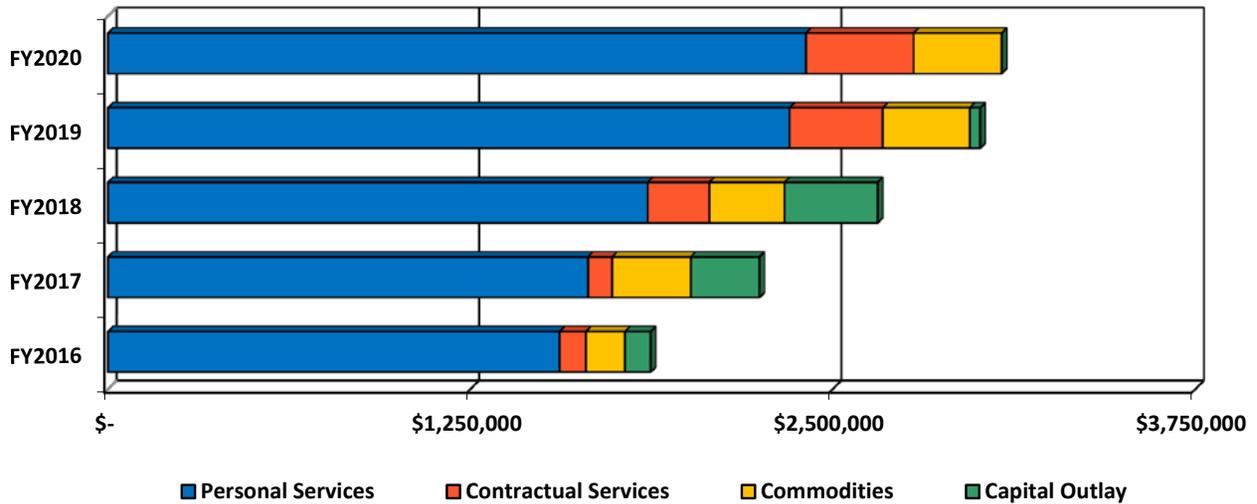
Engineering Services*

Budget Summary

Comparative Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Personal Services	1,558,277	1,655,878	1,862,149	2,351,448	2,408,137
Contractual Services	90,675	83,602	212,636	321,250	371,250
Commodities	134,424	271,056	259,319	300,125	303,125
Capital Outlay	88,523	236,609	320,967	36,000	-
Totals	1,871,899	2,247,145	2,655,071	3,008,823	3,082,512

Five Year Summary



Capital Outlay Summary

	FY2019
	\$
Sign Van	<u>36,000</u>

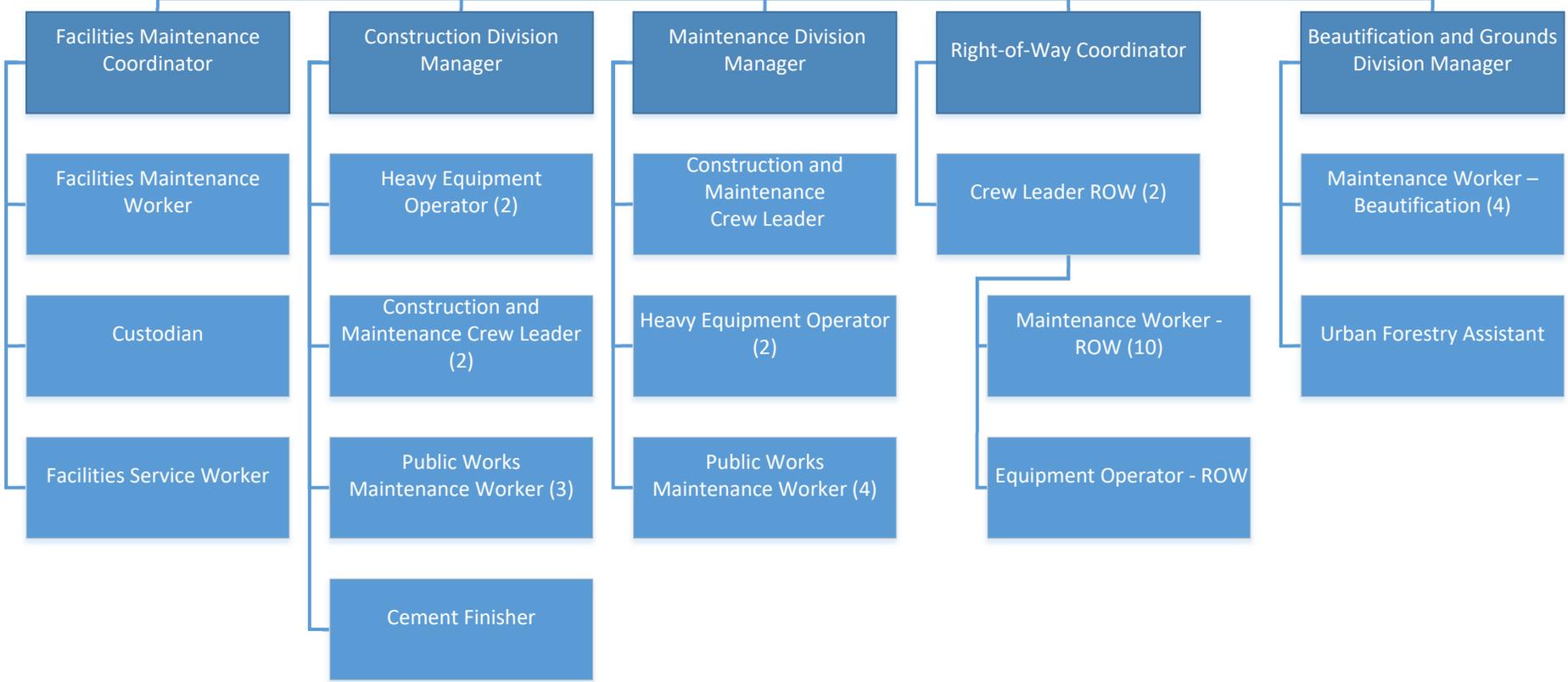
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Public Works Department



Administrative Assistant –
Public Works

Administrative Secretary –
Public Works



Public Works Department

Scott Cummings, Director



Mission

The *mission* of the Public Works Department is to oversee the maintenance of City facilities and infrastructure including streets, sidewalks, stormwater and drainage facilities, landscape areas including medians and traffic islands, right-of-way vegetation, and traffic control devices and signs. We will achieve this by:

- Constructing, installing, repairing, and maintaining the City's streets, sidewalks, bridges, and drainage structures
- Maintaining the appearance of the City's rights-of-way through grass cutting, curb trimming, and weed control
- Maintaining the appearance and upkeep of the City's buildings and facilities

Major Functions of the Public Works Department

- ◆ Maintain streets, ditches, stormwater pipes, and sidewalks within the City of Auburn
- ◆ Maintain the City's buildings and facilities
- ◆ Maintain the City's rights-of-way through cutting, trimming, litter collection and prevention, and street sweeping
- ◆ Provide an integrated mosquito abatement program

Public Works FY2019 Goals

Heavy Construction

1. Perform sidewalk repairs in support on the ongoing Sidewalk ADA Compliance Projects by identifying segments of sidewalk in need of repair and prioritizing work to comply with the plan and budget for the work.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
2. Construct the extension of the Hamilton Road Sidewalk to provide pedestrian access from Barkley Crest to Kinnucan/Summerlin Property
Anticipated to commence by **3/1/2019** and be completed by **5/31/2019**
3. Perform repairs and improvements to existing sidewalks and construct new sidewalks as part of the Northwest Auburn Neighborhood Plan Implementation.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
4. Coordinate with Engineering Services to perform CIPP lining on storm sewers with defective pipe to extend the life of the asset.
Anticipated to commence by **1/14/2019** and be completed by **9/30/2019**

Facilities

1. Perform ADA/Parking Compliance Projects at City Hall
Anticipated to commence by **1/14/2019** and be completed by **9/30/2019**
2. Perform ADA/Parking Compliance Projects at City facilities based on a program of projects identified.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
3. Public Works performed an assessment of all public facilities and will use the list of project needs to develop facility improvement projects to be self-performed or contracted out to extend the life or replace existing assets to maintain quality facilities for staff and citizens.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**

Administration

1. Support Neighborhood Cleanup Program by repairing sidewalks, storm drain inlets, and streets, pruning trees in right-of-way, removing weeds, and removing litter. This work includes all divisions of Public Works.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**

Right-Of-Way Maintenance

1. Coordinate with Engineering Services to perform landscaping improvements to the area around Moores Mill Bridge
Anticipated to commence by **10/1/2018** and be completed by **6/30/2019**

Public Works FY2020 Goals

1. Support City's efforts to improve existing neighborhoods by repairing sidewalks, drainage inlets, and other assets as well as removing litter and pruning trees on public rights-of-way
Anticipated to commence by **10/2/2019** and be completed by **9/30/2020**

Heavy Construction

1. Perform ADA Compliance improvements to existing sidewalks
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
2. Performing sidewalk improvements as part of the Northwest Auburn Neighborhood Plan Implementation
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
3. Perform CIPP improvements to defective storm drain pipes to extend the life of existing assets
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**

Facilities

1. Continue second phase of ADA/Parking Compliance improvements to City Hall
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
2. Perform ADA compliance projects on public facilities
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
3. Perform facility condition improvements based on assessment performed by Public Works to extend the life or replace assets to provide quality and functionally efficient public facilities.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**

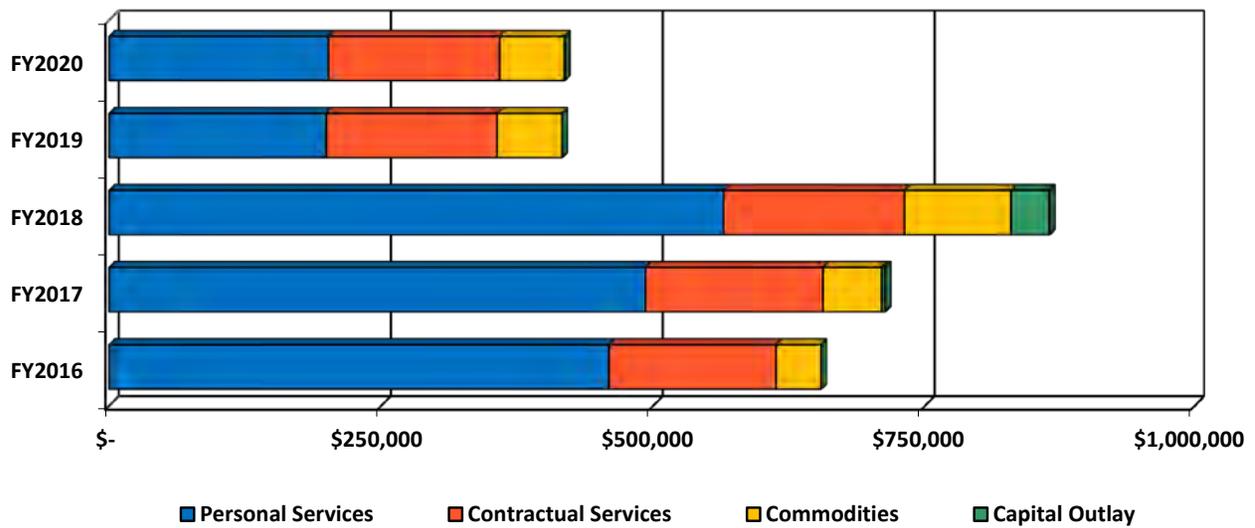
Public Works

Administration Division Budget Summary*

Comparative Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
Personal Services	\$ 459,437	\$ 492,863	\$ 564,652	\$ 199,197	\$ 201,487
Contractual Services	153,658	163,309	166,400	157,329	157,329
Commodities	41,170	53,986	98,146	59,500	59,500
Capital Outlay	-	2,975	35,105	-	-
Totals	654,265	713,133	864,303	416,026	418,316

Five Year Summary



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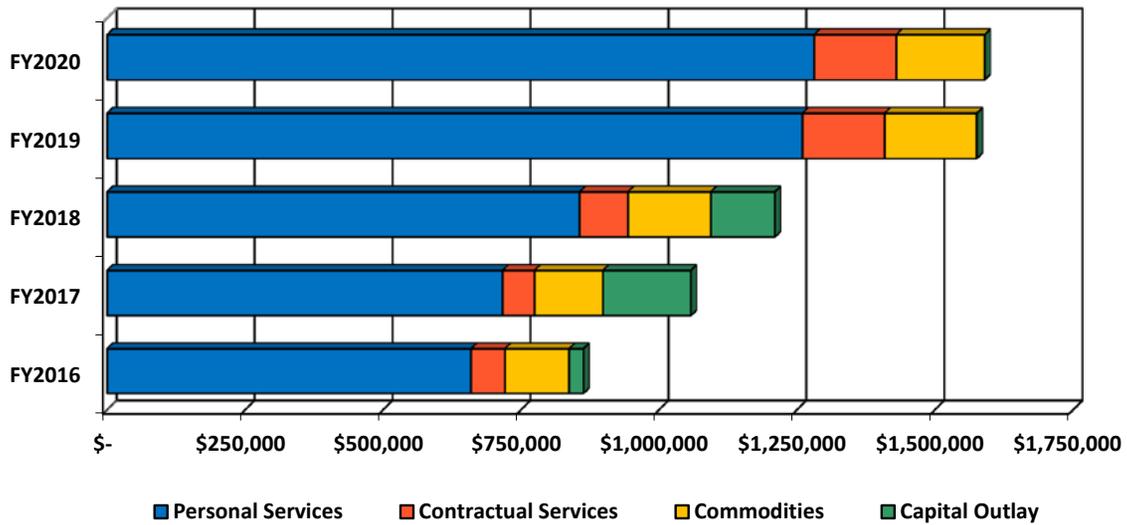
Public Works

Right-of-Way Maintenance Division Budget Summary*

Comparative Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Personal Services	659,737	716,943	856,495	1,260,321	1,281,344
Contractual Services	61,456	57,801	87,700	149,000	149,000
Commodities	116,309	123,877	149,906	166,900	160,000
Capital Outlay	25,941	159,345	116,000	-	-
Totals	863,443	1,057,966	1,210,101	1,576,221	1,590,344

Five Year Summary



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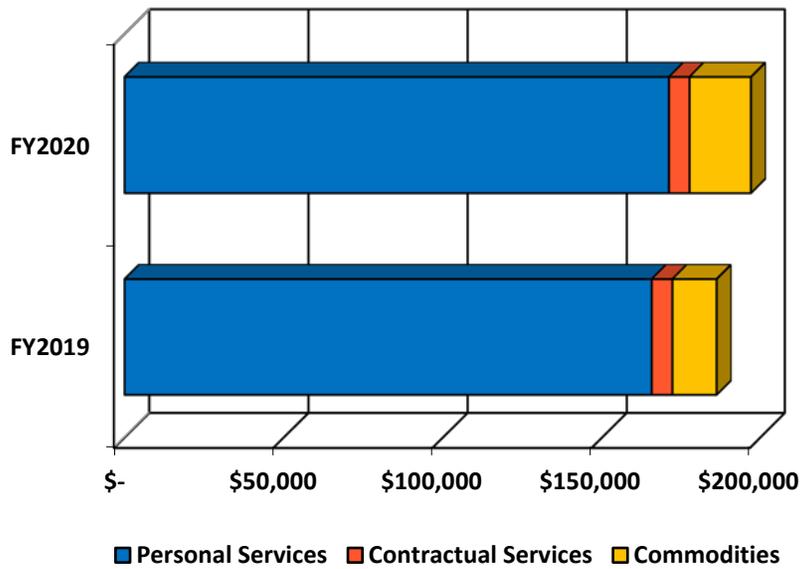
Public Works

Facilities Maintenance Budget Summary*

Comparative Summary by Category

	Budget	
	FY2019	FY2020
	\$	\$
Personal Services	165,594	171,012
Contractual Services	6,500	6,500
Commodities	14,000	19,500
Totals	186,094	197,012

Five Year Summary



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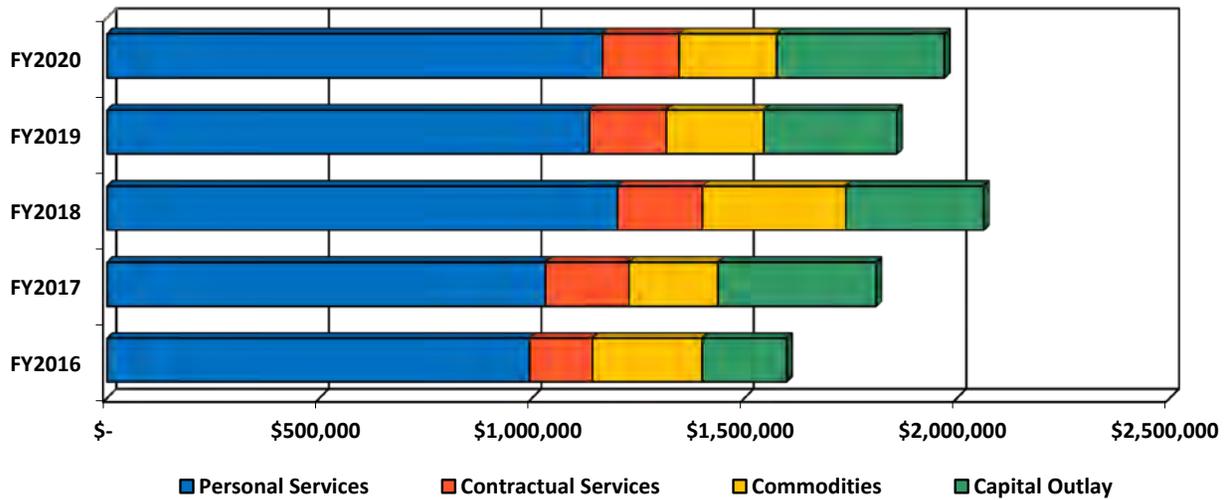
Public Works

Construction & Maintenance Division Budget Summary*

Comparative Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Personal Services	993,428	1,031,502	1,201,205	1,135,387	1,165,476
Contractual Services	148,778	196,785	199,682	180,500	180,500
Commodities	258,409	209,190	337,600	229,350	229,350
Capital Outlay	197,962	371,904	324,139	313,000	395,000
Totals	1,598,577	1,809,381	2,062,626	1,858,237	1,970,326

Five Year Summary

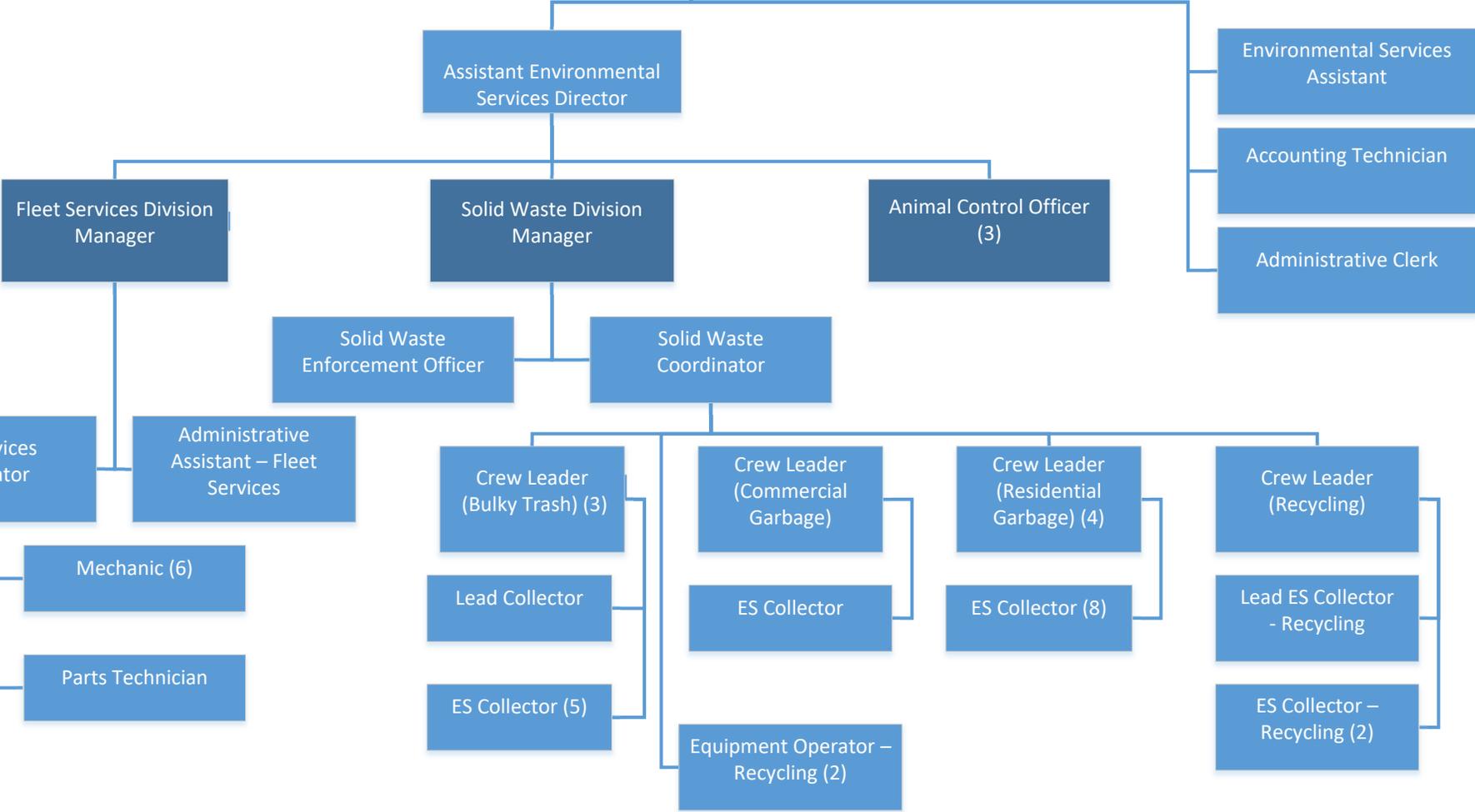


Capital Outlay Summary

	FY2019		FY2020
	\$		\$
		Kubota Tractor	30,000
		Extended Cab Pick Up Truck	40,000
Street Sweeper	210,000	Bobcat Skid Steer	100,000
Truck Replacement	70,000	Ques Camera System	50,000
Passenger Van Replacement	33,000	CAT 926 Loader	175,000
	313,000		395,000

*The positions within this department/division were impacted by the 2018 reorganization. Please see the Personnel Authorization Summary in the General Information section of this document for further details.

Environmental Services Department



Environmental Services Department

Timothy L. Woody, Director



Mission

The *mission* of the City of Auburn Environmental Services Department is to process and dispose of materials that are placed out for collection by the residents and small businesses of Auburn, Alabama in a manner consistent with applicable local ordinances and state and federal regulations and to maintain 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
- Administering the City’s vehicle and equipment maintenance program in a timely and effective manner

Major Functions of the Environmental Services Department

- ◆ Provide a comprehensive solid waste management program to the City’s residential and commercial services customer base
- ◆ Educate citizens as to proper animal care issues and enforce the city’s Animals and Fowls ordinance
- ◆ Service and maintain the City’s vehicle and equipment fleet, assist with vehicle and equipment procurement, and implement the City’s capital equipment replacement program efficiently and effectively

Environmental Services FY2019 Goals

1. Update the Department's Five-Year Strategic Management Plan and Annual Program Plan.
Anticipated to commence by **1/1/2019** and be completed by **6/30/2019**

Animal Control

1. Work to develop a Vector Control Guidance Program to assist citizens with mitigating issues with vectors that affect the health, safety and welfare of the City's domesticated animal population.
Anticipated to commence by **1/1/2019** and be completed by **9/30/2019**
2. Work with the U.S. Department of Agriculture to track and mitigate issues with urban wildlife throughout the City where the health, safety and welfare of the public is raised as a concern.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**

Fleet Services

1. Work with the Information Technology Department and others to develop a survey instrument for use by stakeholders to garner feedback about the services provided by Fleet Services. The feedback will be used to enhance/improve services where warranted.
Anticipated to commence by **10/1/2018** and be completed by **6/30/2019**
2. Work with the Information Technology Department and others to assess the viability, including costs, of instituting a Global Positioning System (GPS)/vehicle tracking program to be used on City vehicles. Such a program will allow Fleet Services to track operational and maintenance issues on vehicles.
Anticipated to commence by **10/1/2018** and be completed by **6/30/2019**

Recycling

1. Expand the Single-Stream Recycling Program to include additional areas of the City beyond the initial project area that was initiated in FY 2018.
Anticipated to commence by **11/1/2018** and be completed by **3/31/2019**
2. Host at least one trash amnesty period during the fiscal year.
Anticipated to commence by **3/1/2019** and be completed by **6/30/2019**
3. Work with other City departments to complete a neighborhood cleanup project. The Department's part will be to collect and dispose of bulky/yard debris generated within the specified neighborhood during the project.
Anticipated to commence by **3/1/2019** and be completed by **6/30/2019**

Solid Waste

1. Host two household hazardous waste events during the fiscal year.
Anticipated to commence by **10/1/2018** and be completed by **6/30/2019**
2. With the advent of the Single-Stream Curbside Recycling Program and the continued increase in the City's residential solid waste accounts, evaluate the collection routes to ensure equity and efficiency between them. This will be done with the assistance of the City's Information Technology Department.
Anticipated to commence by **3/1/2019** and be completed by **9/30/2019**

Engineering Services FY2020 Goals

1. Continue to convert old and new paper files to digital format by scanning into LaserFiche.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
2. Review current construction contract documents to make sure they follow federal, state, and local statutes.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
3. Implement procedures to make changes to project manuals on a case by case basis to reflect specific guidelines for the project as needed. Provide all needed administration for pre-bid and post-bid contracted construction projects. Review contract documents with Risk Management, Finance and the City Attorney to ensure compliance with applicable local, state and federal procurement regulations.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
4. Review and update the Public Works Manual and Major Street Plan as needed.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
5. Complete the East University Drive Sidewalk Project to construct a 5' wide sidewalk on East University Drive from Samford Avenue to Moores Mill Road.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
6. Complete Hwy 14 and North Donahue Drive Intersection Improvements project to improve the safety and traffic flow of the intersection.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
7. Replace the existing weight restricted bridge with a new structure to remove weight limitations and allow safe crossing of fire trucks and other heavy vehicles.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
8. Construction of improvements to the Downtown Area in locations to be determined by available budget and list Downtown Improvement Projects e.g. installation of sidewalk on South College Street from Garden Drive to Woodfield Drive.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**

Inspection

1. Inspect all stormwater detention facilities located throughout the City and coordinate with the owners for any maintenance needs.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**

Traffic Systems

1. Perform signalized intersection coordination and re-timings via a centralized traffic control center.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
2. Work in conjunction with Auburn University to prioritize and construct bus turnouts in locations to be determined by available budget to increase safety.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**

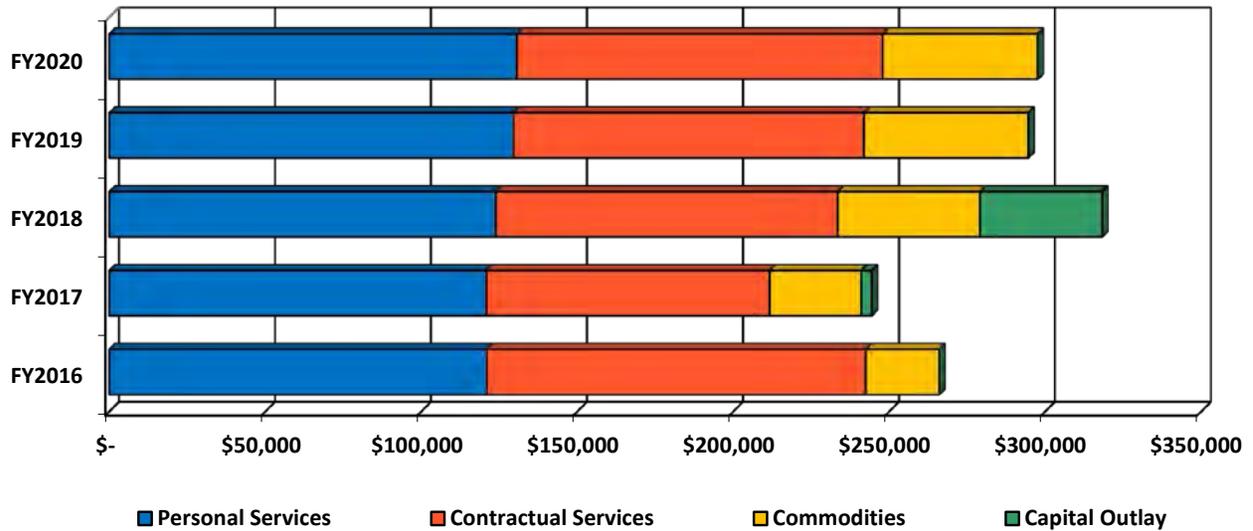
Environmental Services

Administration Division Budget Summary

Comparative Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Personal Services	121,047	120,888	123,935	129,585	130,624
Contractual Services	121,411	90,729	109,557	112,325	117,275
Commodities	23,523	29,394	45,637	52,635	49,700
Capital Outlay	-	3,375	39,125	-	-
Totals	265,981	244,386	318,254	294,545	297,599

Five Year Summary



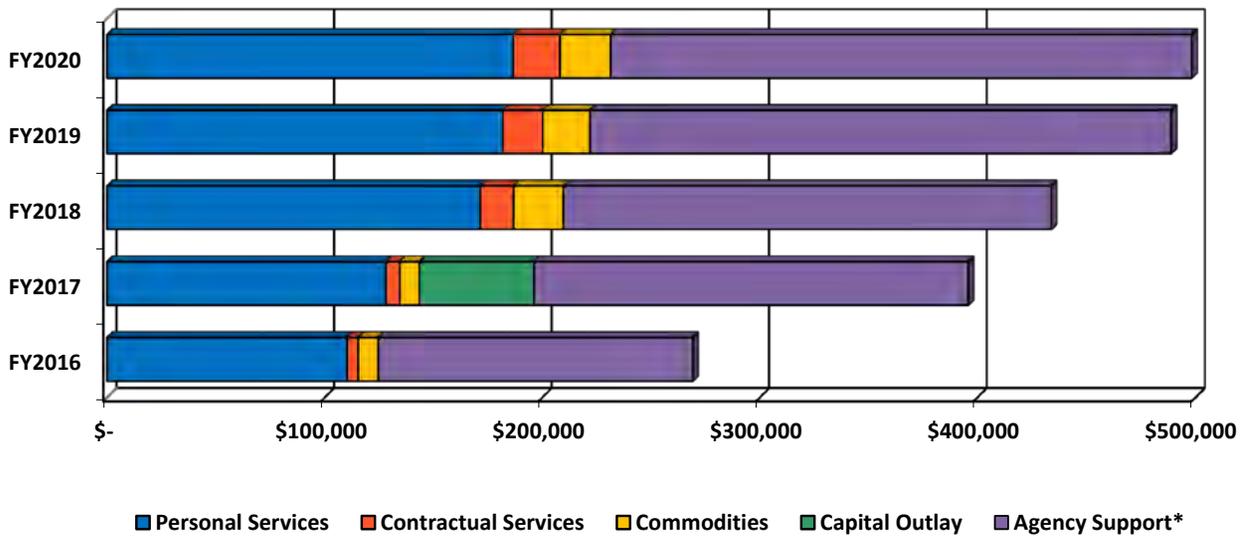
Environmental Services

Animal Control Division Budget Summary

Comparative Summary by Category

	Actual	Actual	Mid-Year	Budget	
	FY2016	FY2017	Budget	FY2019	FY2020
	\$	\$	\$	\$	\$
Personal Services	110,206	127,997	171,483	181,858	186,615
Contractual Services	5,145	6,481	15,246	18,300	21,400
Commodities	9,193	9,015	23,023	21,750	23,350
Capital Outlay	-	52,651	-	-	-
Agency Support*	144,591	199,668	224,165	266,868	266,868
Totals	269,135	395,812	433,917	488,776	498,233

Five Year Summary



*Agency support is paid to Lee County Humane Society.

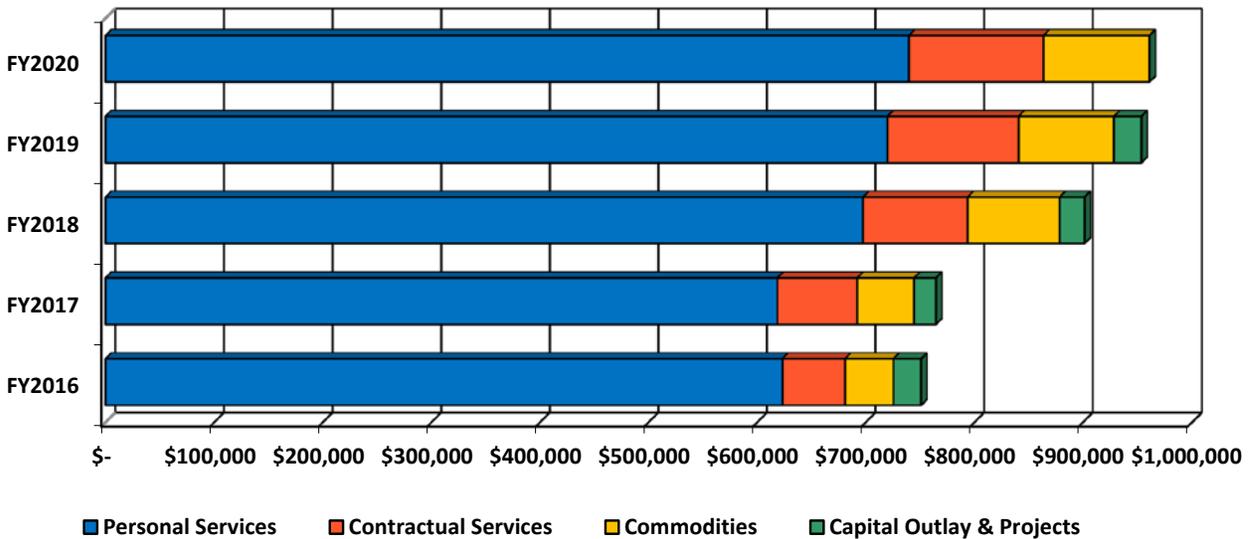
Environmental Services

Fleet Services Division Budget Summary

Comparative Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Personal Services	623,400	618,755	697,634	720,187	739,847
Contractual Services	57,700	73,545	96,261	120,779	124,029
Commodities	44,466	52,340	84,687	87,620	97,070
Capital Outlay & Projects	25,460	20,008	22,897	25,000	-
Totals	751,026	764,648	901,479	953,586	960,946

Five Year Summary



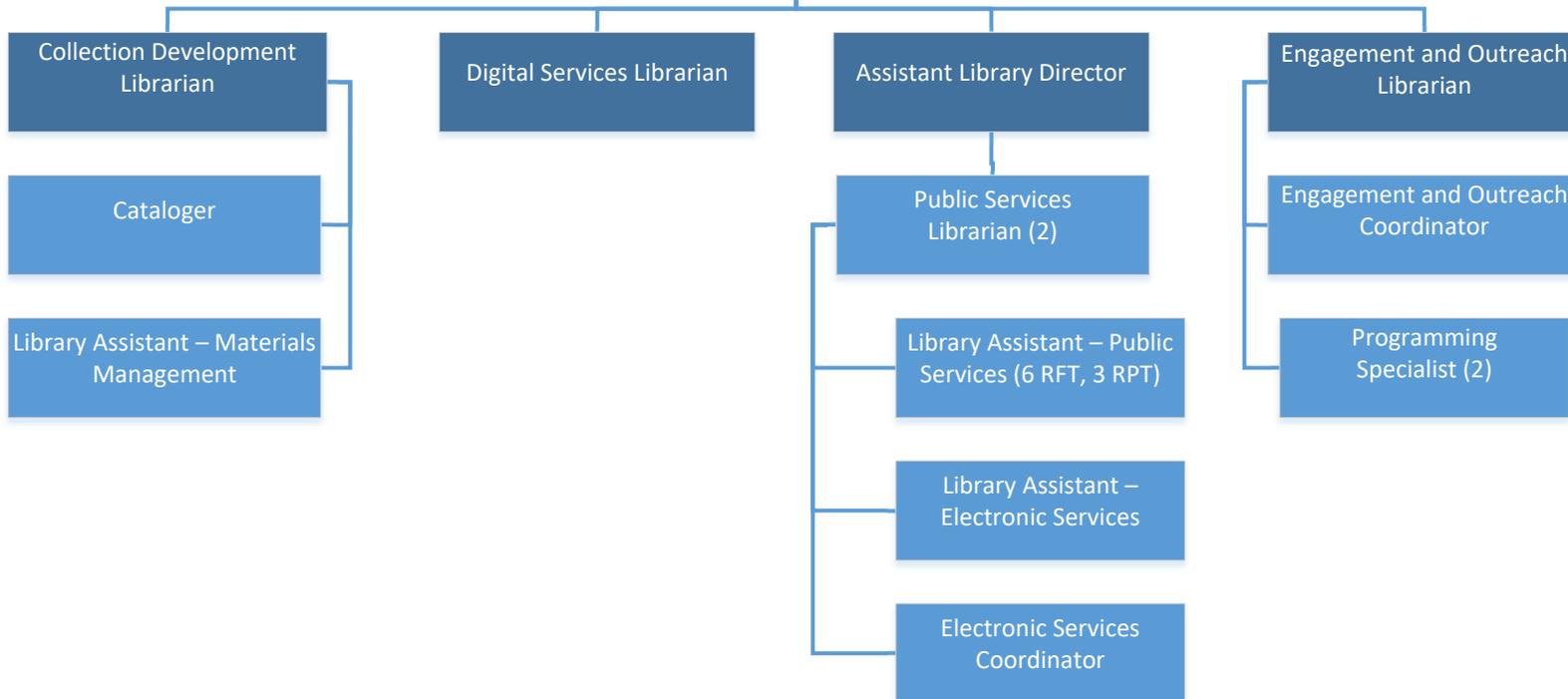
Capital Outlay Summary

	FY2019
	\$
Hydraulic Hose	10,000
Welding Machine	7,500
A/C Machine for new vehicles	7,500
	25,000



City of Auburn

Auburn Public Library



Auburn City Library

Christopher S. Warren, Director



Mission

The Auburn Public Library inspires people to explore new ideas, pursue their dreams, and change their lives. We help people build connections with their world and with each other. We contribute in meaningful ways to an engaged, literate, and informed community. We embrace principles of equity, diversity, and inclusion in our collections, programs, and services.

Major Functions of the City Library

- ◆ **Library as Community Connector** - The Auburn Public Library will be the first choice for reliable information for Auburn residents. The library will be an integral and vital partner in our community, one that connects Auburn residents with local agencies and with each other, so that our city can be a great place to live, work, learn, and play.
- ◆ **Library as Literacy and Learning Leader** - The Auburn Public Library will help cultivate a community that is active, engaged, and informed. To this end, the Auburn Public Library will help children enter school ready to learn, help adults pursue their personal interests, help jobseekers find employment, and help all residents feel socially included.
- ◆ **Library as Place** - The Auburn Public Library will be a welcoming, safe, and comfortable destination, both in person and online. Our spaces will support and foster a variety of activities, including independent study, collaborative work, meetings, and recreation. Library spaces will be flexible and adaptive in order to address the needs of our growing and dynamic community.
- ◆ **Library as Technology Resource** - The Auburn Public Library will provide our community with the best public technology possible so that people can achieve their personal, professional, and educational goals. To this end, the library will connect people with the online world and help them navigate the information landscape of the 21st century. Additionally, library staff will use technology effectively to help them deliver excellent library service.
- ◆ **Library as Collection** - The Auburn Public Library will make available a collection that reflects the varied interests of our dynamic community, in a variety of mediums. Our collection will enable minimal wait times, serendipitous discovery, and lucky days.

Library FY2019 Goals

1. In response to increased demand for library materials, the APL will expand its selection of print books for children, teens, and adults.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
2. In response to increased demand for library programs, the APL will expand its offering of classes, lifelong learning activities, and cultural activities for adults.
Anticipated to commence by **1/1/2019** and be completed by **9/30/2019**
3. The grade of the sidewalk leading from Thach Avenue into the Auburn Public Library parking lot is not compliant with the Americans with Disabilities Act. Either the grade of the sidewalk needs to be corrected or an alternative, compliant way of accessing the parking lot needs to be installed.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
4. This project would convert the greenspace outside the Auburn Public Library to an outdoor classroom/program space for library programs, including but not limited to storytimes, lectures, performances, and other classes, lifelong learning activities, and cultural events. When not in use for a particular program, the space would function as a passive park. Plans for the design of this space include green infrastructure and the possible addition of parking spaces along McKinley Avenue, which would help address the library's parking issues during peak activity hours.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
5. The Auburn Public Library will continue and expand its partnership with the Auburn City Schools through a classroom outreach program, through which a librarian visits every third classroom once a month to highlight various books from the library collection.
Anticipated to commence by **10/1/2018** and be completed by **5/31/2019**

Library FY2020 Goals

1. The Auburn Public Library will be due for renovation work beginning in FY 2021. This goal would address the necessary design, engineering, and architectural work for implementing the renovation. Anticipated to commence by **1/1/2019** and be completed by **9/30/2019**
2. Expansion of the library's digital collection (ebooks, digital magazines, and other online resources) to meet demand is recommended in the Parks, Recreation, and Cultural Master Plan, section 8.21, which cites the Community Needs Survey that identified "ebooks and digital magazines" as "high priorities" for investment. Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**

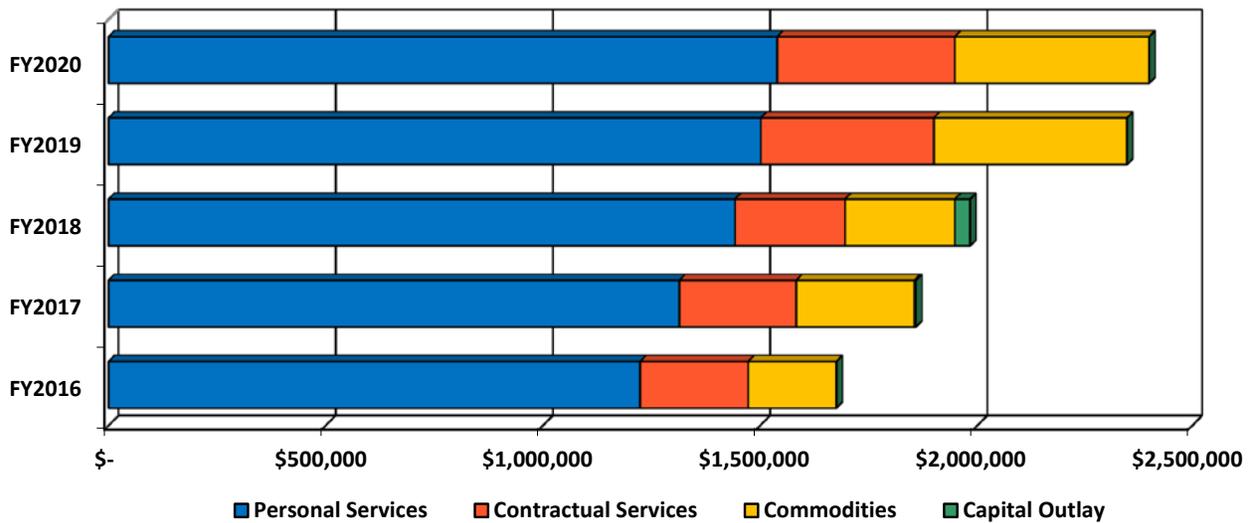
Library

Budget Summary

Comparative Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Personal Services	1,223,693	1,314,099	1,442,090	1,501,450	1,539,003
Contractual Services	248,615	269,017	253,530	398,216	409,216
Commodities	202,855	271,737	252,547	446,000	449,500
Capital Outlay	-	3,558	35,000	-	-
Totals	1,675,163	1,858,411	1,983,167	2,345,666	2,397,719

Five Year Summary



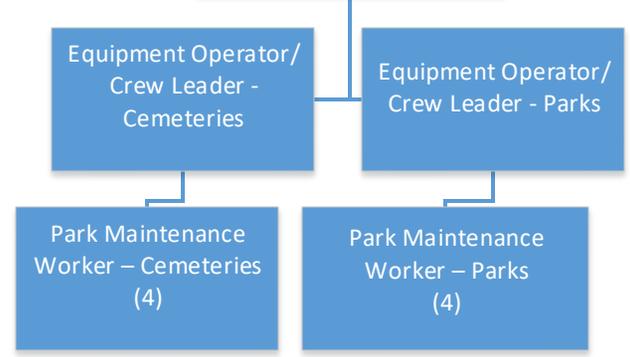
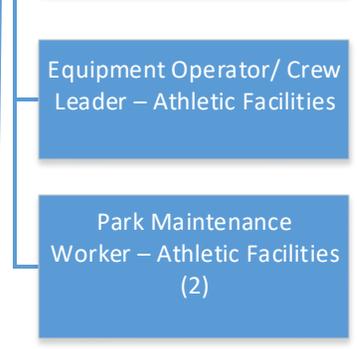
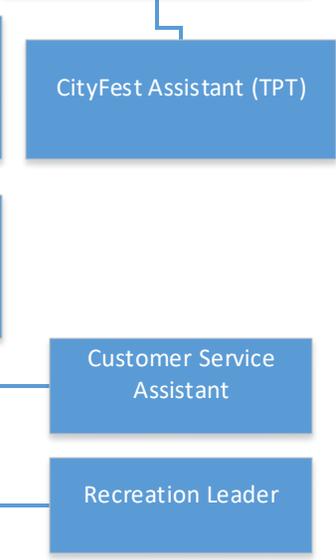
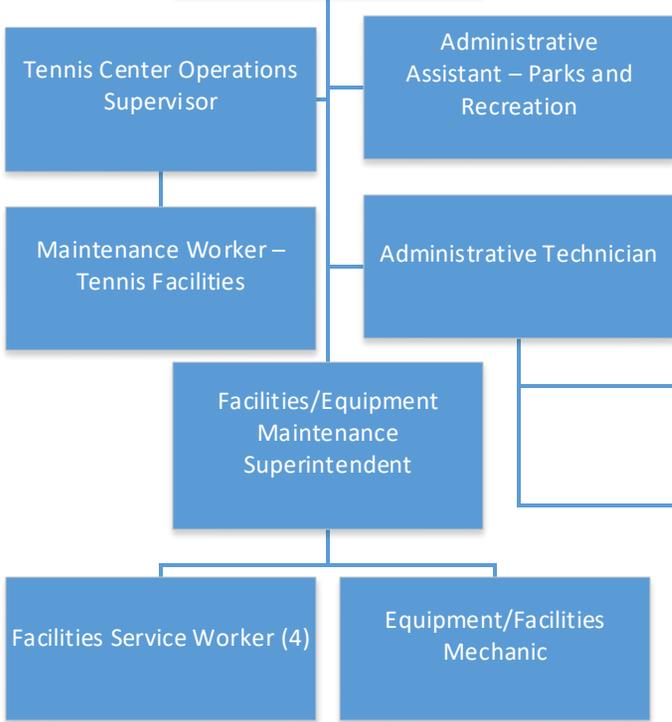
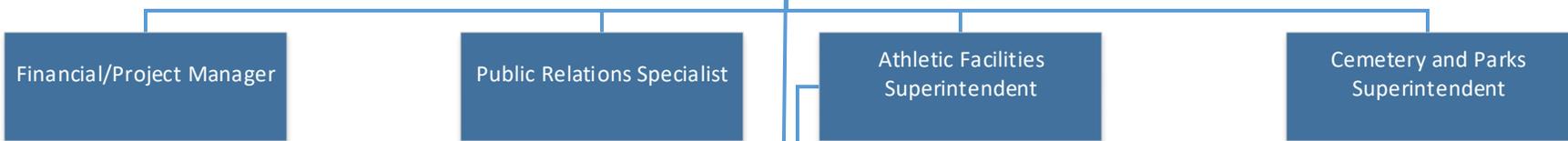


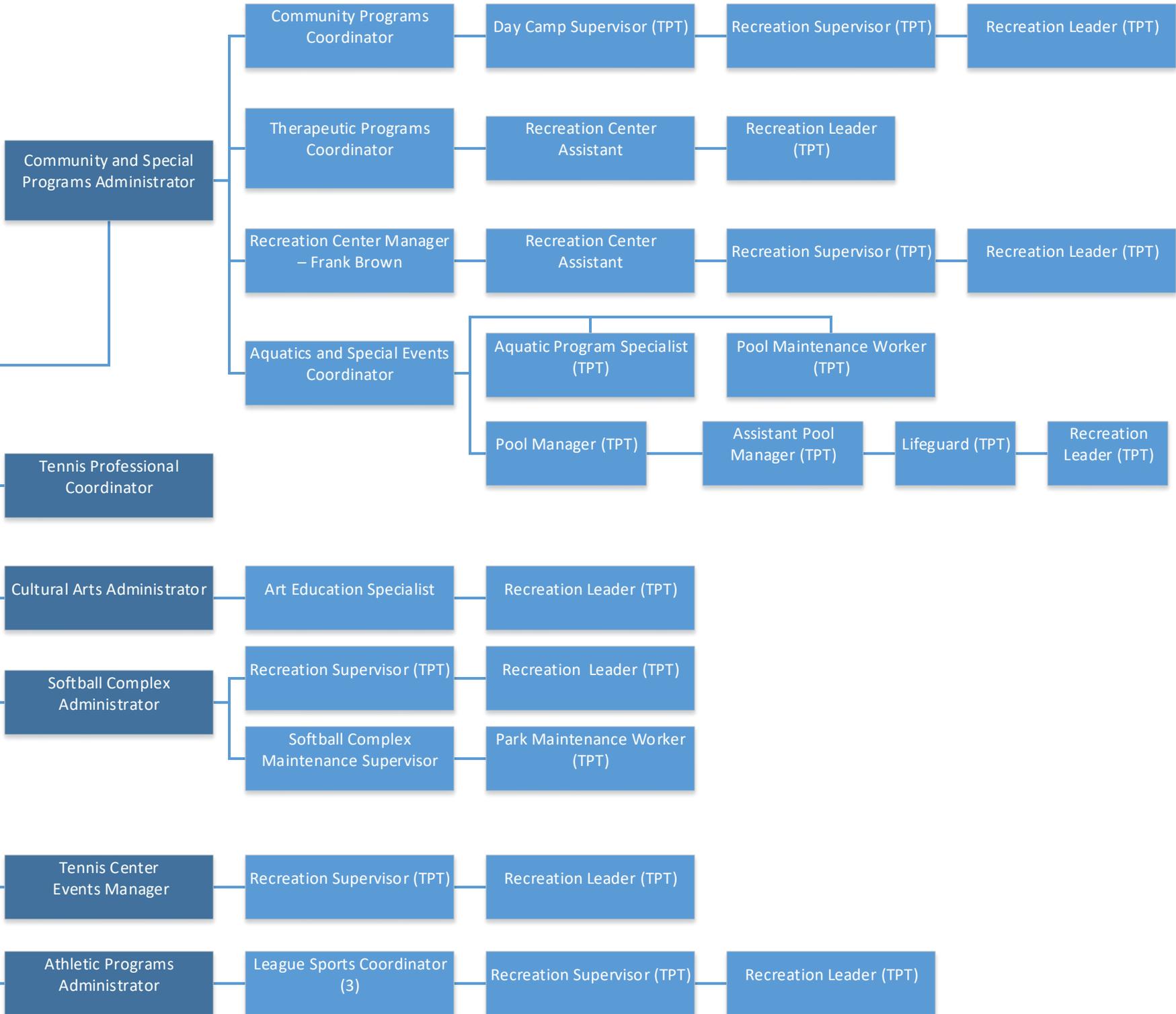
City of Auburn

Parks and Recreation Department



Rebecca O. Richardson
Director of Parks and
Recreation





Parks and Recreation Department

Rebecca O. Richardson, Director



Mission

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

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

Major Functions of the Parks & Recreation Department

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

Parks and Recreation FY2019 Goals

Administrative Services

1. Tyler Technologies, Inc. offers a recreation software package that interfaces with our financial software. Finance, IT and the Parks and Recreation staff have found the program acceptable. Recommendation 6.21 on page 115 of the Parks, Recreation and Culture Master Plan (PRCMP) calls for implementing an on-line registration system for programs, registrations and other services. Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**

Leisure Services

1. Currently, one summer day camp is offered and there is usually as many people on the wait list as there are signed up for the camp. We are planning to add an additional day camp in FY19. Recommendation 6.24.2 on page 116 of the PRCMP is to add one additional day camp each year for the next five years. Anticipated to commence by **1/1/2019** and be completed by **8/1/2019**
2. The Citizen Survey has seen a significant decline in satisfaction with adult sports. A survey will be undertaken concerning adult softball and kickball leagues at the Auburn Softball Complex. We will implement the recommendations that come out of the survey to see if we can increase the satisfaction with these leagues. Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
3. Pickleball is a rapidly growing activity and is very popular with the senior population. There was a lot of public comment for pickleball courts during the planning process. Recommendation 6.12.4 on page 110 of the PRCMP calls for adding four pickleball courts as a first phase. Due to the rapid growth, six courts are now recommended next to YTC tennis courts and will be monitored and maintained by the YTC staff. Anticipated to commence by **10/1/2018** and be completed by **2/28/2019**

Parks and Facilities

1. The bulbs we are currently using are no longer made and there is not another source to get them from. We will replace the Bo Cavin Fields 4-7 first with LED lighting and use the old bulbs for fields 8-10 until we can fund the replacement of those fields to LED. Recommendation 6.11.6 on page 106 and 107 of the PRCMP calls for an upgrade of athletic field lighting to LED. Anticipated to commence by **10/1/2018** and be completed by **2/28/2019**
2. City staff and the City Manager have received requests for areas where people can sit and have protection from foul balls and shade from the sun at ballparks. Recommendation 6.11.6 on page 106 and 107 of the PRCMP is to provide patron protection from foul balls and shade. Anticipated to commence by **11/2/2018** and be completed by **2/28/2019**
3. A large playground with accessible components suitable for all children, along with a pavilion, restrooms and parking would be built on the Town Creek Park property across from Wrights Mill School. Recommendation 6.12.2 on page 109 of the PRCMP verifies the need for a large accessible playground. Anticipated to commence by **10/1/2018** and be completed by **3/31/2020**

4. Included in the proposed project are four softball fields, four baseball fields, five multi-use fields, support buildings, bathrooms, playgrounds, walking trails and parking. Recommendation 6.11.6 on page 106 and 107 of the PRCMP provides baseball, softball and multi-use fields closer to the number needed for current participation and future growth.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2020**

5. Passive park with trails, minimal development, nature playground, dog park, pavilion, restrooms and parking should prove to be another popular park. Recommendation 6.13.1 on page 111 and 112 of the PRCMP calls for developing four new parks over the next ten years.
Anticipated to commence by **10/1/2018** and be completed by **3/31/2020**

Parks and Recreation FY2020 Goals

Parks and Facilities

1. Proposal of Lake Wilmore Community Center with two gyms and pool on site. Activities that would benefit from this are athletics, seniors and special needs programs. Recommendation 6.12.2 on page 109 of the Parks, Recreation and Culture Master Plan (PRCMP) calls for two community centers with 2 gyms each.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2021**
2. Proposal to build 3 outdoor fields and 2 indoor fields would eliminate soccer playing at other fields and the indoor fields would allow multi-sport surface for soccer, basketball and volleyball for these growing sports. Recommendation 6.11.6 g on page 109 of the PRCMP designates a need for 14 multi-use fields.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2021**
3. Greenway from Westview Park to Shug Jordan Parkway and an expansion of Sam Harris Park. This is part of the Greenway Master Plan and would open up a significant amount of recreation area in Northwest Auburn. Recommendation 6.09.5 on page 109 of the PRCMP promotes the building of a number of greenways.
Anticipated to commence by **10/1/2019** and be completed by **3/31/2021**

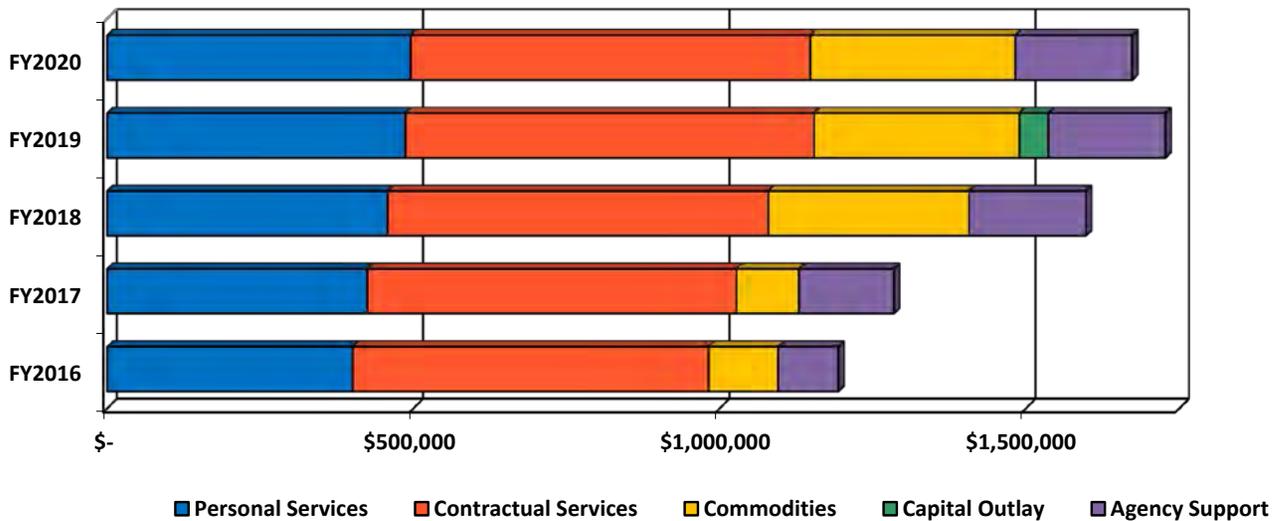
Parks and Recreation

Administration Division Budget Summary

Comparative Summary by Category

	Actual	Actual	Mid-Year	Budget	
	FY2016	FY2017	Budget	FY2019	FY2020
	\$	\$	\$	\$	\$
Personal Services	400,781	424,507	457,638	486,830	495,462
Contractual Services	581,042	603,007	621,815	667,477	652,477
Commodities	113,590	101,720	327,844	334,844	334,844
Capital Outlay	-	-	-	47,644	-
Agency Support	98,039	155,255	190,592	190,592	190,592
Totals	1,193,452	1,284,489	1,597,889	1,727,387	1,673,375

Five Year Summary



Capital Outlay Summary

	FY2019
	\$
Tyler Recreation Software	47,644
	<hr style="width: 100px; margin-left: auto; margin-right: 0;"/> 47,644

*Agency support is for expenditures related to the Parks and Recreation Advisory Board.

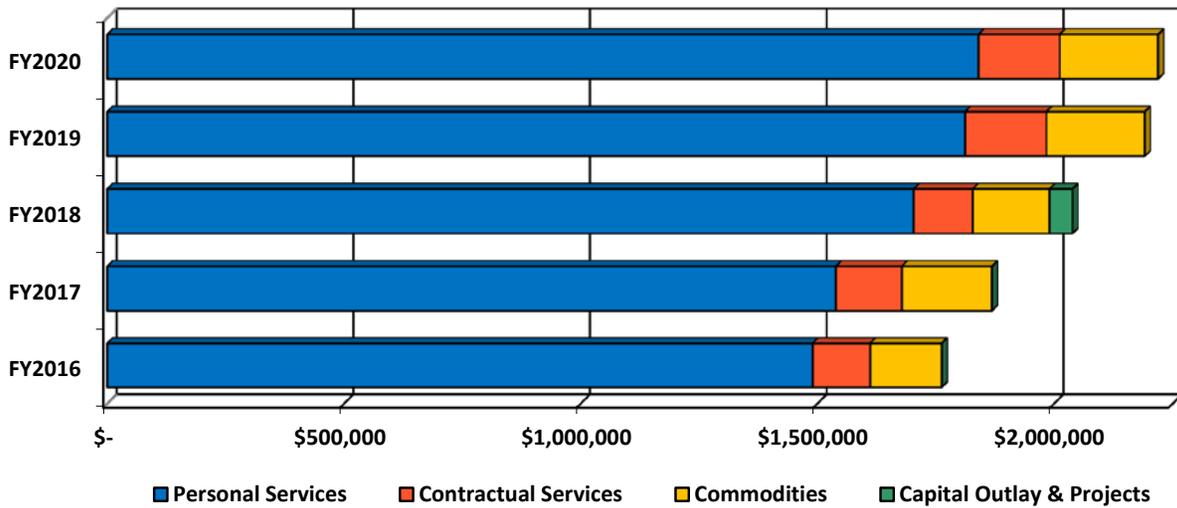
Parks and Recreation

Leisure Services Division Budget Summary

Comparative Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Personal Services	1,490,068	1,539,426	1,703,512	1,812,459	1,840,658
Contractual Services	121,617	139,328	124,798	171,623	171,623
Commodities	150,789	189,952	162,251	207,251	207,251
Capital Outlay & Projects	-	-	48,480	-	-
Totals	1,762,474	1,868,706	2,039,041	2,191,333	2,219,532

Five Year Summary



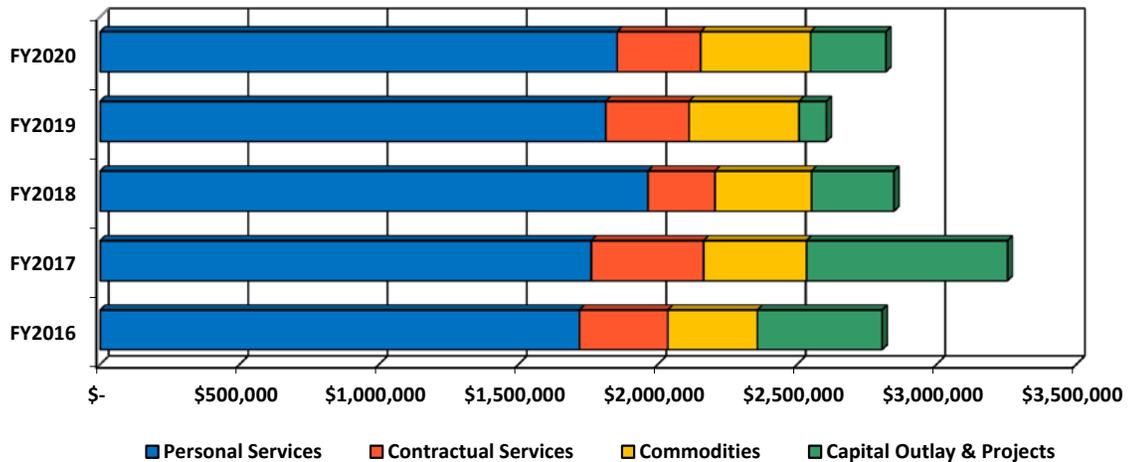
Parks and Recreation

Parks and Facilities Division Budget Summary

Comparative Summary by Category

	Actual		Mid-Year	Budget	
	FY2016	FY2017	Budget FY2018	FY2019	FY2020
Personal Services	\$ 1,719,463	\$ 1,761,299	\$ 1,964,776	\$ 1,813,298	\$ 1,854,622
Contractual Services	316,292	402,931	240,620	299,120	299,120
Commodities	321,570	369,250	345,669	394,169	394,169
Capital Outlay & Projects	446,906	720,296	295,500	97,695	270,000
Totals	2,804,231	3,253,776	2,846,565	2,604,282	2,817,911

Five Year Summary



Capital Outlay Summary

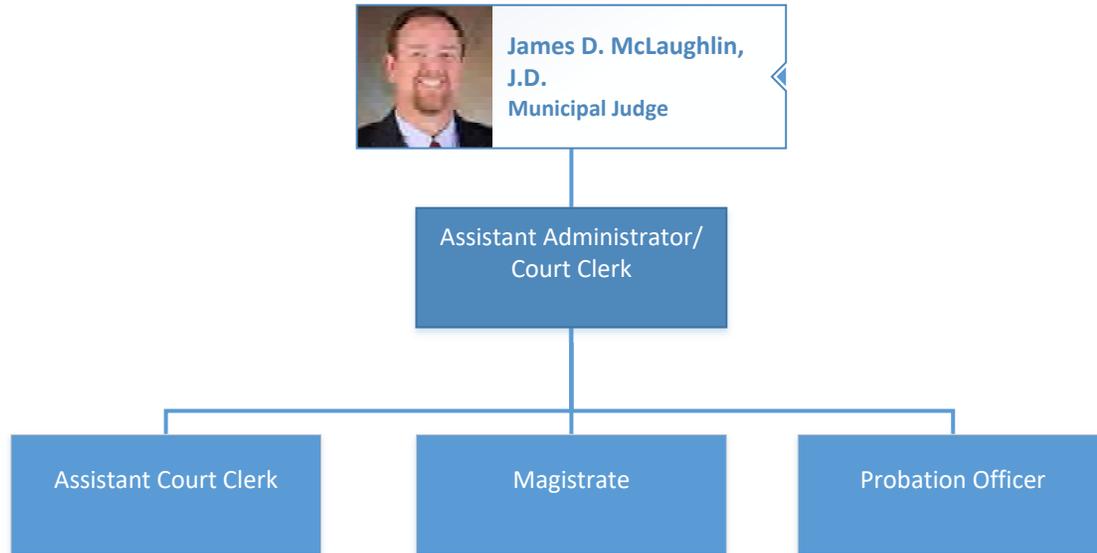
	FY2019		FY2020
	\$		\$
Gator Replacement	7,600		
Bush Hog Replacement	5,100	Network Switches	62,000
Turf Renovator	11,995	ADA Improvements	50,000
Mower Replacement	13,000	Dump Truck	92,000
Mover Replacement	10,000	Janitorial Van	26,000
ADA Improvements	50,000	Tractor	40,000
	97,695		270,000

*The positions within this department/division were impacted by the 2018 reorganization. Please see the Personnel Authorization Summary in the General Information section of this document for further details.



City of Auburn

Judicial Department



Judicial Department

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



Mission

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

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

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

Major Functions of the Judicial Department

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

Judicial FY2019 Goals

1. The Court Magistrates spend extensive amounts of time receiving, processing, and sending out documents relative to requests from citizens for employment background checks. We would like to explore digitizing that process, i.e. having the Public Records Request form, or a modified version thereof, set up as a portal on the Judicial website to allow direct request from citizens that would go to a dedicated email address in the Judicial Department.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
2. The Judicial Department began using an in-house probation officer approximately a year and a half ago, and it is time to evaluate the procedures in place and determine what is effective and what should be modified.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**

Judicial FY2020 Goals

1. The Judicial Department will be transitioning to a new building and using new Court Management software beginning in late 2019. After the implementation of the software and change of work flow processes caused by the new facilities, the existing standard operating procedures the Department uses will need significant revision. This will include everything from issuance of all warrants, to the handling of payments, transportation of prisoners, and processing of case files in a paperless environment. This will allow our Magistrates and other staff to become fully aware of and comfortable with the new procedures required by the changing technology and facilities. Anticipated to commence by **10/1/2018** and be completed by **9/30/2020**
2. There are currently hundreds of citizens on monthly payment plans, whose payments range from \$25/month to \$100/month. Monthly payments of less than the entire outstanding balance must currently be paid in person with cash or telephonically with a credit card directly to a Magistrate. Both methods involve significant time involvement from one or more Magistrates. It is also anticipated that certain pending changes could eliminate the Departments ability to accept credit cards over the phone. Allowing a partial payment to be entered either online or over the phone without an employee's assistance will free dozens of hours of Magistrate time every month for other customer service activity. Anticipated to commence by **10/1/2018** and be completed by **9/30/2020**

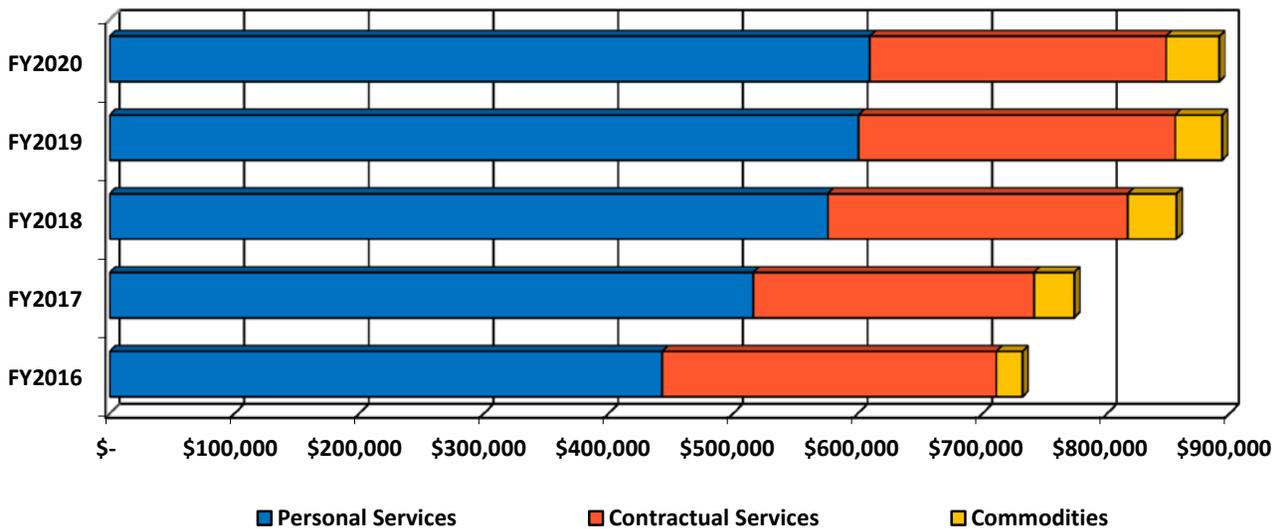
Judicial

Budget Summary

Comparative Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
Personal Services	\$ 443,101	\$ 516,126	\$ 576,045	\$ 600,742	\$ 609,604
Contractual Services	268,051	225,242	240,637	254,720	238,380
Commodities	20,837	32,113	39,725	38,357	43,607
Totals	731,989	773,481	856,407	893,819	891,591

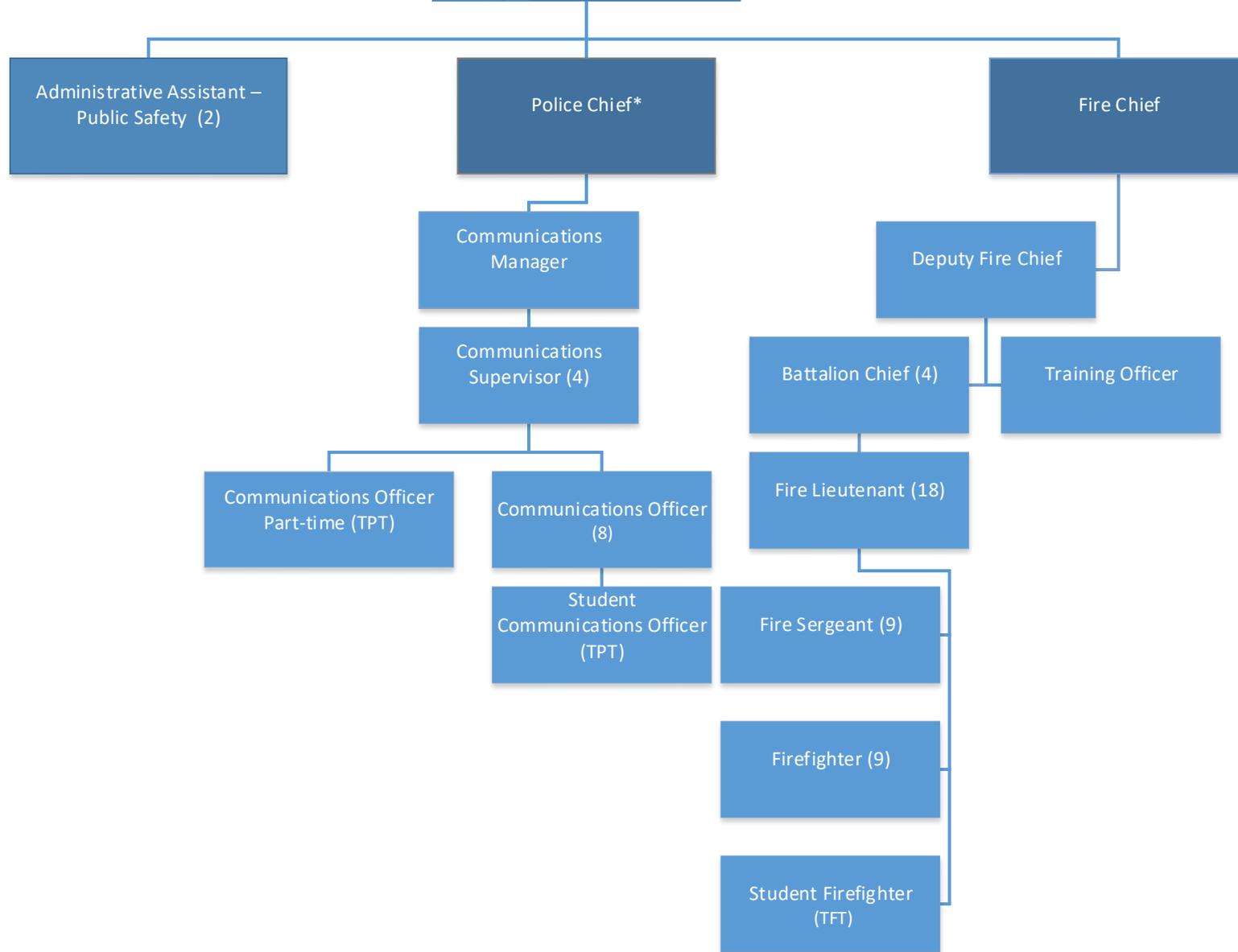
Five Year Summary





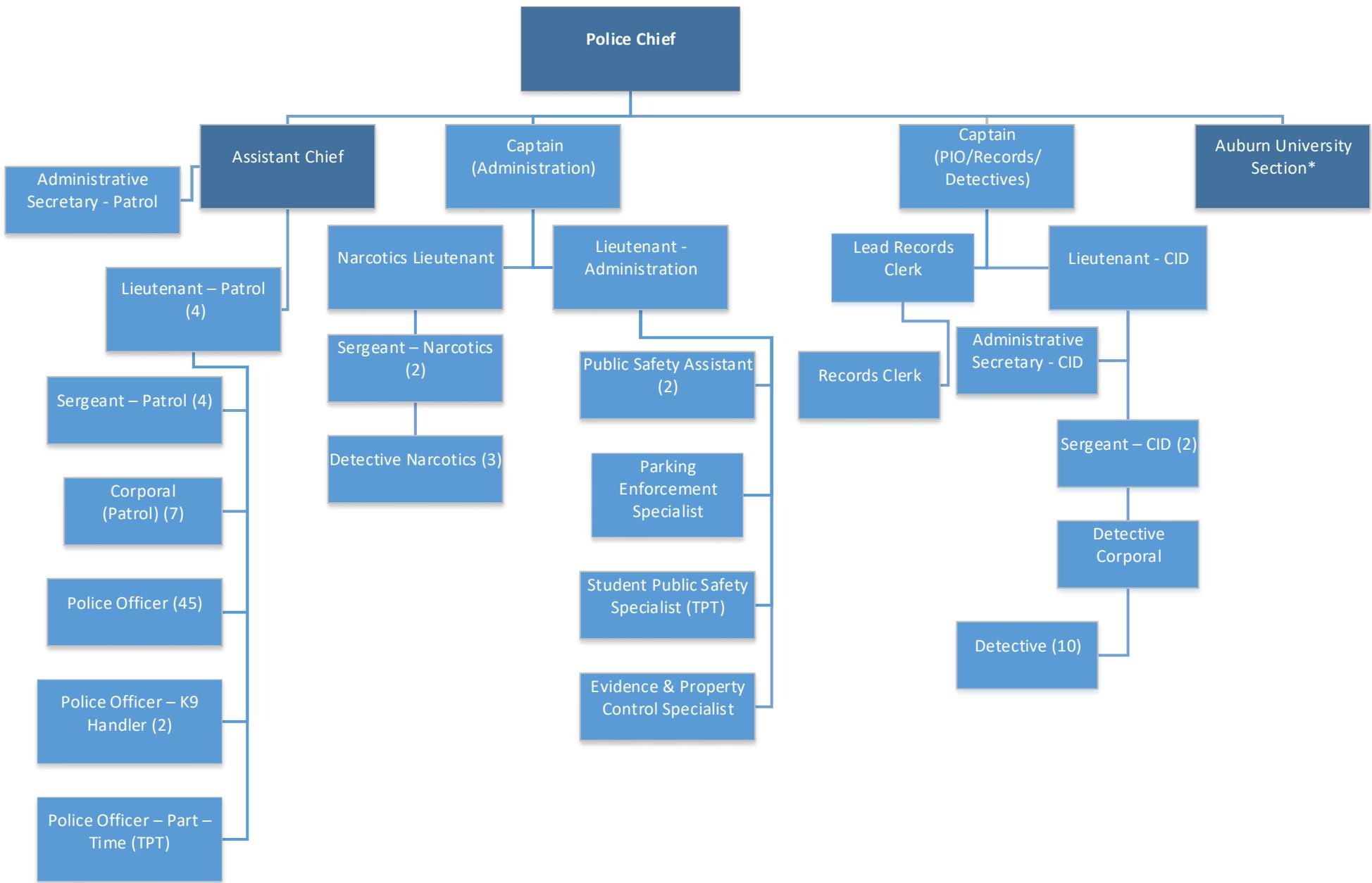
City of Auburn

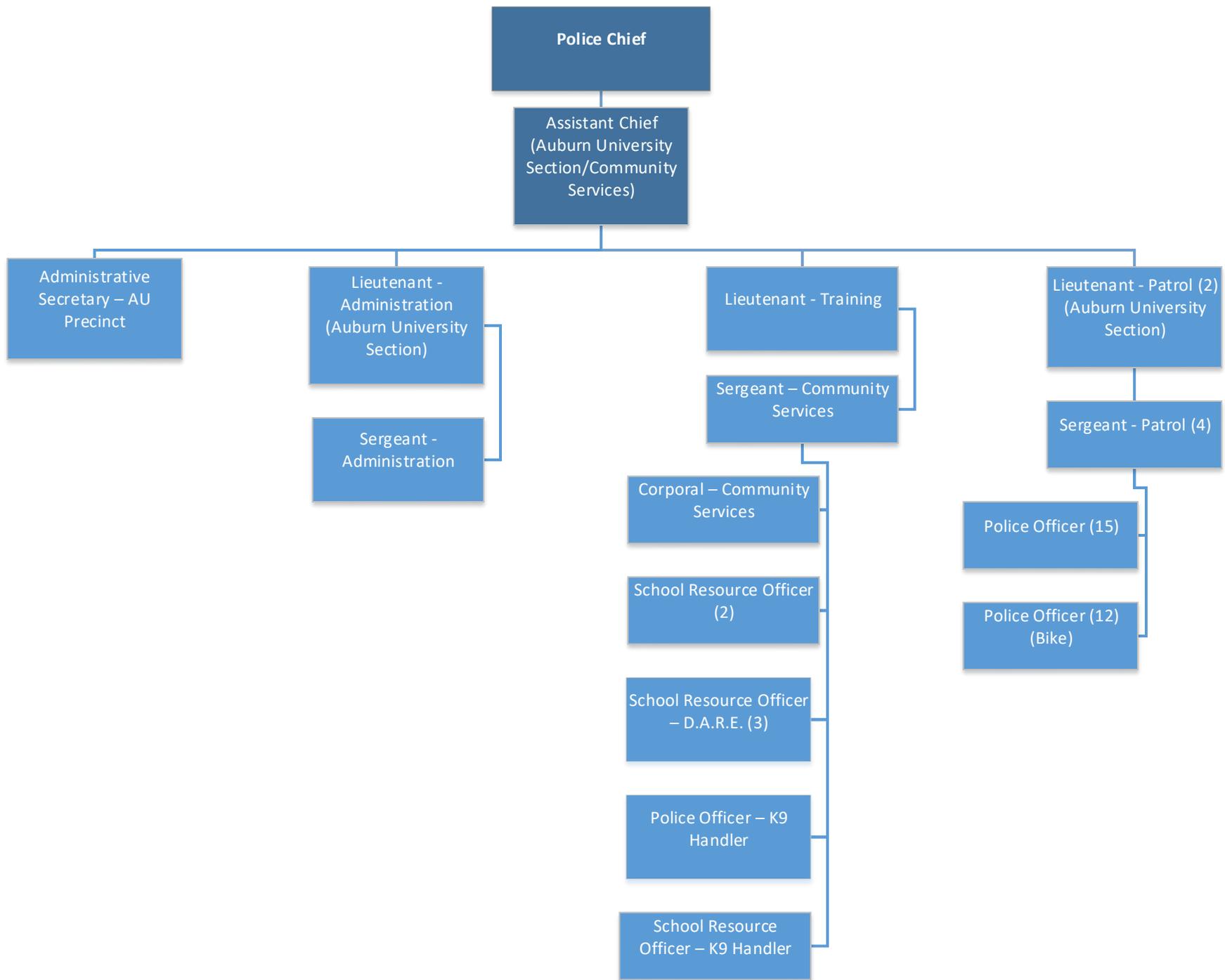
Public Safety Department



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* Please see the following page.





Public Safety Department

William H. James, Director



Mission

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

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

Public Safety FY2019 Goals

1. Work with the Chief of Police and Fire Chief to review the Public Safety Training Site to development a master plan for the site. Determine all the training props desired on this site and ensure the site has sufficient buildable capacity.
Anticipated to commence by **10/1/2018** and be completed by **3/30/2019**
2. Work with the Fire Chief to determine the best location for Fire Station 6. Also, review whether Station 2 is better suited further south around the Shug Jordan/West Samford area.
Anticipated to commence by **1/1/2019** and be completed by **9/30/2019**

Police

1. Working with the Auburn City School System and the US Department of Homeland Security, establish a plan to implement and achieve virtual mapping of all secondary schools within the City of Auburn.
Anticipated to commence by **1/1/2019** and be completed by **9/30/2019**
2. Following two prior goals regarding the Corporal's function within the Police Division, transition four Patrol Corporal Positions to Sergeant positions, thereby decreasing the number of personnel each "city-side" Patrol Sergeant is required to supervise.
Anticipated to commence by **10/1/2018** and be completed by **6/30/2019**
3. Partner with the Parks and Recreation Department to host Rape Aggression Defense (RAD) training to the public, at least once annually
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
4. Examine current Communications Division operations, recruitment, hiring, and retention methods in order to; increase long term retention within the section and increase continuity of operations.
Anticipated to commence by **10/1/2018** and be completed by **3/30/2019**
5. Work with the Information Technology Department and Judicial Department to investigate and implement a connection from the new court software to the Communication section's current CAD/RMS software that will allow warrant information access directly from the CAD interface.
Anticipated to commence by **12/1/2018** and be completed by **6/30/2019**

Fire

1. Conduct one major training drill and one tabletop exercise to include Auburn University, Lee County Emergency Management Agency, Auburn Police, Fire and others.
Anticipated to commence by **10/1/2018** and be completed by **12/31/2018**
2. Complete an assessment of the current training center site to determine its best use. Conduct and evaluate alternate plans to incorporate the training site into a future fire station.
Anticipated to commence by **10/1/2018** and be completed by **3/30/2019**
3. The Fire Division will seek methods to improve employee engagement in the division and organization. Daily operations should incorporate training and implementation of the HPO model.
Anticipated to commence by **10/1/2018** and be completed by **8/31/2019**

4. Work with the Information Technology Department to streamline maintenance and record keeping processes by eliminating paper forms and using digitalized forms to improve storage and retrieval capabilities.
Anticipated to commence by **1/1/2019** and be completed by **9/30/2019**
5. Offer at least two officer in-service classes to focus on leadership, strategic goal setting, tactical operations and effective division operations.
Anticipated to commence by **10/1/2018** and be completed by **7/31/2019**

Public Safety FY2020 Goals

1. Work with the Fire Chief to review the Class2/2X fire classification rating. A periodic review is needed to ensure policies, procedures, staffing and equipment meet current requirements to maintain the current rating.
Anticipated to commence by **10/1/2019** and be completed by **3/30/2020**
2. Many of the goals in Public Safety are about prevention and mitigation. There should be a review to determine if those initiatives are achieving the desired goal. Fire prevention, crime reduction, public education and accident reduction are all part of making a safe community.
Anticipated to commence by **10/1/2019** and be completed by **3/30/2020**

Police

1. Working with the FBI, as well as other state and local Law Enforcement partners, plan and conduct a large scale critical incident exercise in and around Jordan Hare Stadium.
Anticipated to commence by **10/1/2019** and be completed by **3/30/2020**
2. With the anticipated completion of the Public Safety Complex, including additional communications consoles, in 2020, explore feasibility of adding Communications Line Personnel with respect to call volume and/or the need for a dedicated Fire Dispatcher.
Anticipated to commence by **10/1/2019** and be completed by **6/30/2020**
3. Continue expansion of the Police Division's training capabilities by certifying additional senior-level officers as Field Training Officers. This will ensure there are an appropriate number of trained and certified training officers.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
4. Working with the IT Department, explore the feasibility of enabling online reporting of non-criminal, minor, reports including but not limited to lost property and accidental damage.
Anticipated to commence by **1/1/2020** and be completed by **9/30/2020**

Fire

1. Conduct one major training drill and one tabletop exercise to include Auburn University, Lee County Emergency Management Agency, Auburn Police, Fire, and Communications, and others.
Anticipated to commence by **10/1/2019** and be completed by **6/30/2020**
2. This outreach will focus on CPR training for the City of Auburn employees as well as to various organizations located within the City. Outreach to the growing number of Senior Citizen community members should continue. The new Education/Operations trailer should be utilized to renew the efforts for outreach within the primary and secondary school levels within the City of Auburn. The effort of prevention should also extend through a partnership with Auburn University to provide fire and safety training for University students.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
3. Continue to develop the training site to include expansion of buildings and training props to ensure our firefighters have necessary equipment for training.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**

4. Offer at least two officer in-service classes to focus on leadership, strategic goal setting, tactical operations and effective division operations
Anticipated to commence by ***1/1/2020*** and be completed by ***9/30/2020***

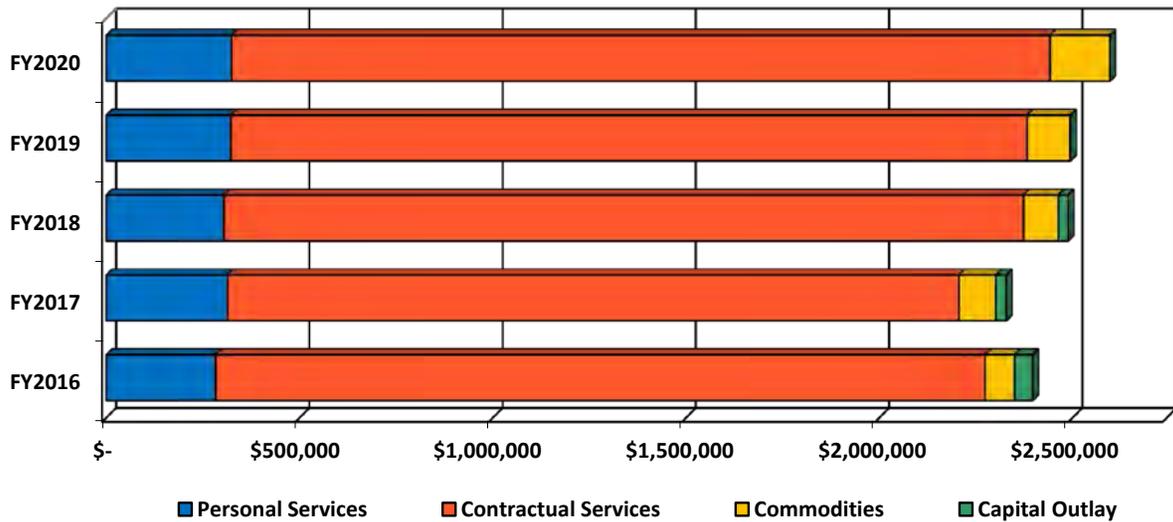
Public Safety

Administration Division Budget Summary

Comparative Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Personal Services	282,634	313,501	304,423	322,141	324,276
Contractual Services	1,991,230	1,892,620	2,068,991	2,060,679	2,117,614
Commodities	76,010	95,305	90,088	111,223	156,966
Capital Outlay	46,826	26,895	24,997	-	-
Totals	2,396,700	2,328,321	2,488,499	2,494,043	2,598,856

Five Year Summary



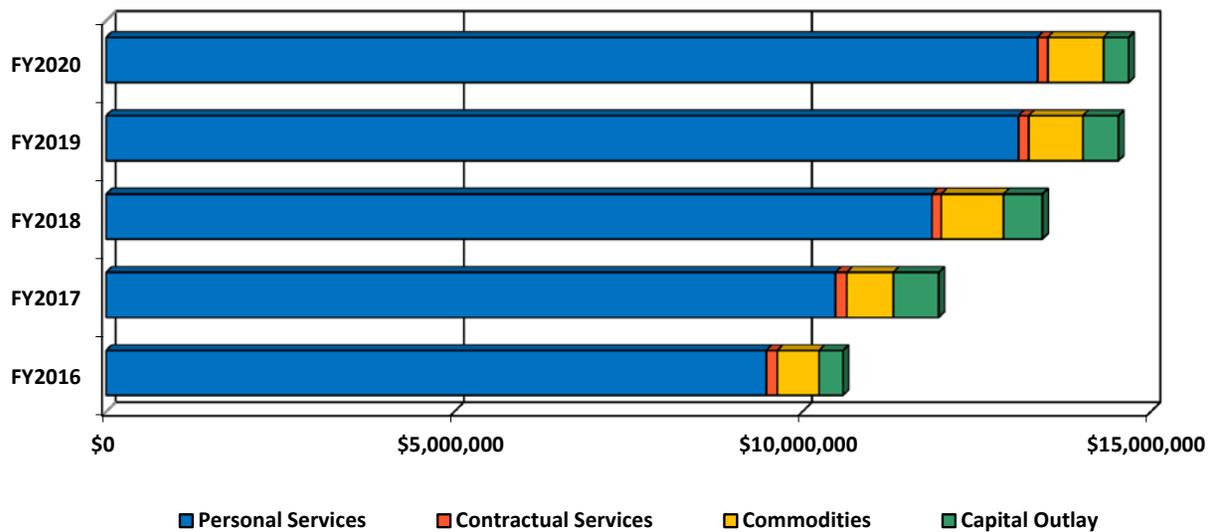
Public Safety

Police Division Budget Summary

Comparative Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Personal Services	9,481,326	10,474,886	11,861,371	13,105,064	13,379,388
Contractual Services	159,639	163,515	133,915	145,285	145,285
Commodities	598,824	666,477	893,667	778,871	800,131
Capital Outlay	343,310	652,660	557,795	508,141	358,778
Projects	12,466	12,818	15,453	15,453	15,453
Totals	10,595,565	11,970,356	13,462,201	14,552,814	14,699,035

Five Year Summary



Capital Outlay Summary

	FY2019		FY2020
	\$		\$
Police Interceptor (9)	234,342	Police Interceptor (6)	156,228
Taurus Sedan (4)	80,976	Taurus Sedan (2)	40,488
Crew Cab Pick Up	24,031	Crew Cab Pick Up (2)	48,062
Segway	12,792	Explosive Detection Canine	12,000
Vehicle Upfit (14)	119,000	Vehicle Upfit (12)	102,000
Narcotics Detection Canine	12,000		
Police Interceptor	25,000		
	<u>508,141</u>		<u>358,778</u>

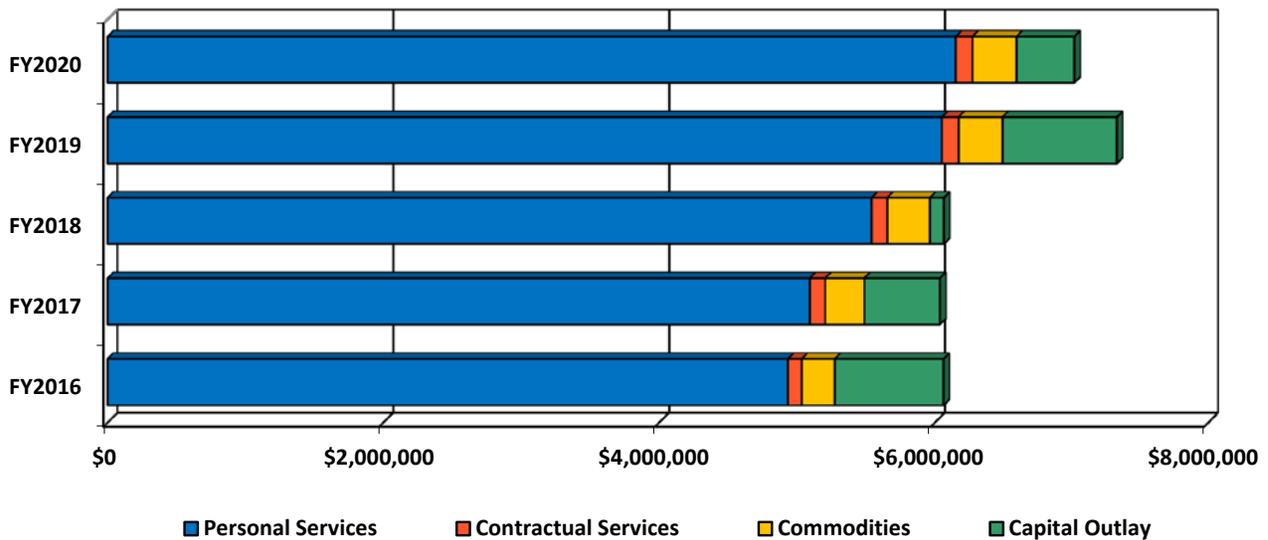
Public Safety

Fire Division Budget Summary

Comparative Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	Budget
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Personal Services	4,934,047	5,091,749	5,540,738	6,049,884	6,150,742
Contractual Services	100,141	112,223	113,007	120,948	120,948
Commodities	238,704	283,700	309,892	318,545	318,545
Capital Outlay	788,026	546,987	100,000	828,500	419,000
Totals	6,060,918	6,034,659	6,063,637	7,317,877	7,009,235

Five Year Summary



Capital Outlay Summary

	FY2019		FY2020
	\$		\$
Crew Cab Replacement	43,000	Crew Cab Replacement	43,000
Fire Station 6 Land and Design	350,000	Crew Cab Replacement	45,000
Fire Station Renovations (2, 3, & 4)	100,000	Utility Box Trailer	8,500
SCBA Replacement (25)	222,500	SCBA Replacement (25)	222,500
Extracation Equipment	35,000	Fire Station Renovations (2, 3, & 4)	100,000
Breathing Air Fill Station	78,000		
	<u>828,500</u>		<u>419,000</u>

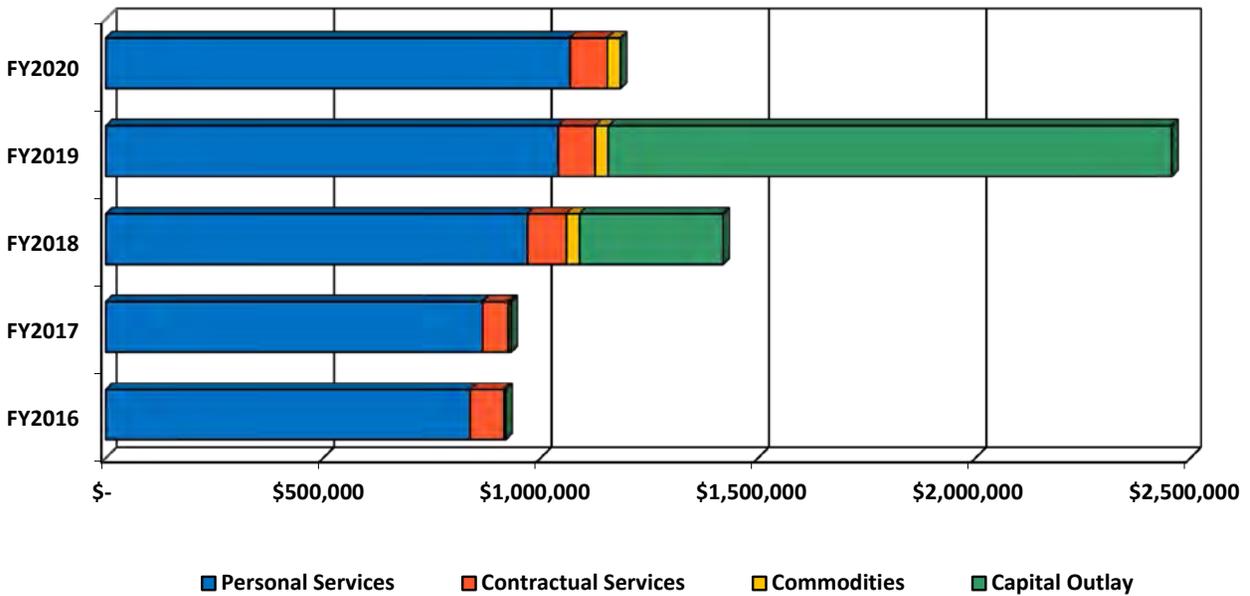
Public Safety

Communications Division Budget Summary

Comparative Summary by Category

	Actual	Actual	Mid-Year	Budget	
	FY2016	FY2017	Budget	FY2019	FY2020
	\$	\$	\$	\$	\$
Personal Services	837,641	866,594	969,197	1,040,111	1,067,789
Contractual Services	77,631	58,568	89,749	85,249	85,249
Commodities	4,318	6,389	30,252	30,252	30,252
Capital Outlay	-	-	330,000	1,300,000	-
Totals	919,590	931,551	1,419,198	2,455,612	1,183,290

Five Year Summary



Capital Outlay Summary

	FY2019
	\$
Radio Migration and Console Replacement	<u>1,300,000</u>



City of Auburn

Biennial Budget for FY 2019 & FY 2020

General Fund – A Major Fund

General Fund - Non-Departmental Expenditures

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City of Auburn

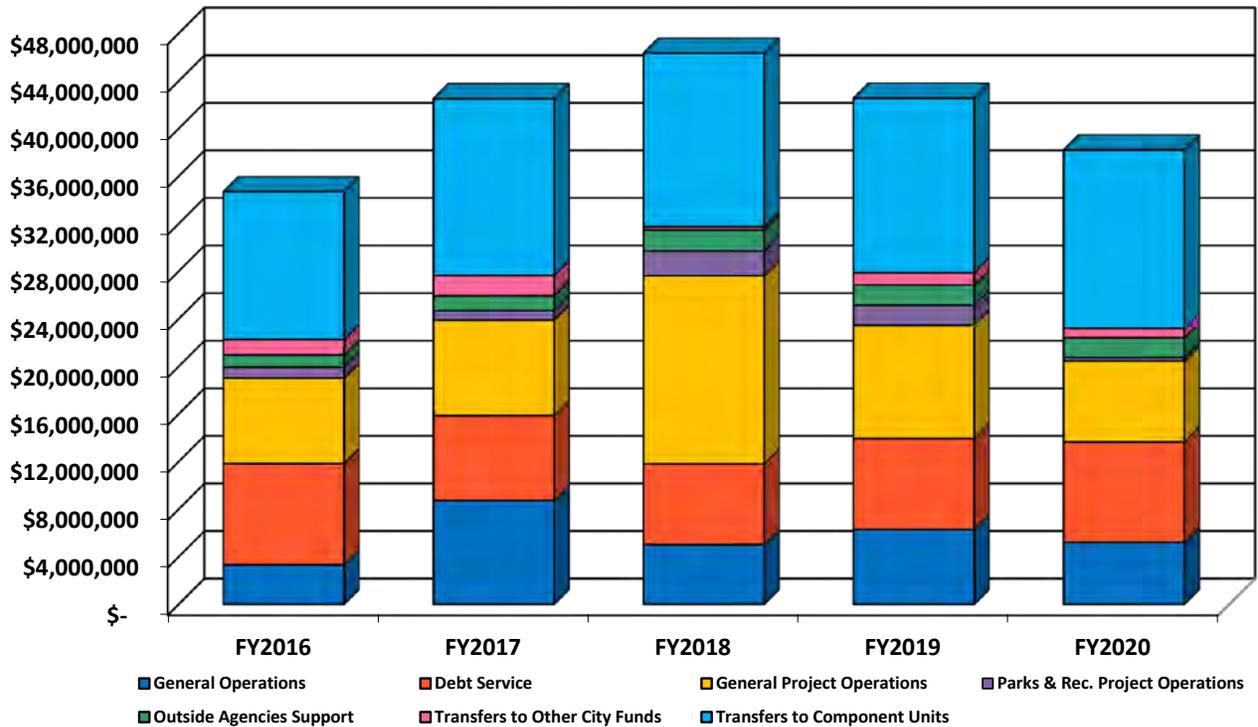
City of Auburn

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

Comparative Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
General Operations	3,321,319	8,728,840	5,024,567	6,291,334	5,221,064
Debt Service	8,514,936	7,137,363	6,782,141	7,653,928	8,431,402
General Project Operations	7,180,845	8,022,375	15,813,800	9,512,843	6,801,619
Parks & Rec. Project Operations	906,172	810,047	2,089,366	1,691,666	291,666
Outside Agencies Support	1,037,158	1,239,818	1,759,829	1,699,803	1,656,457
Transfers to Other City Funds	1,300,000	1,703,257	266,276	1,024,100	800,000
Transfers to Component Units*	12,437,632	14,871,298	14,597,750	14,676,944	15,000,064
Totals	34,698,061	42,512,999	46,333,729	42,550,618	38,202,272

Five Year Summary



* Includes appropriation to Auburn City Schools

General Operations

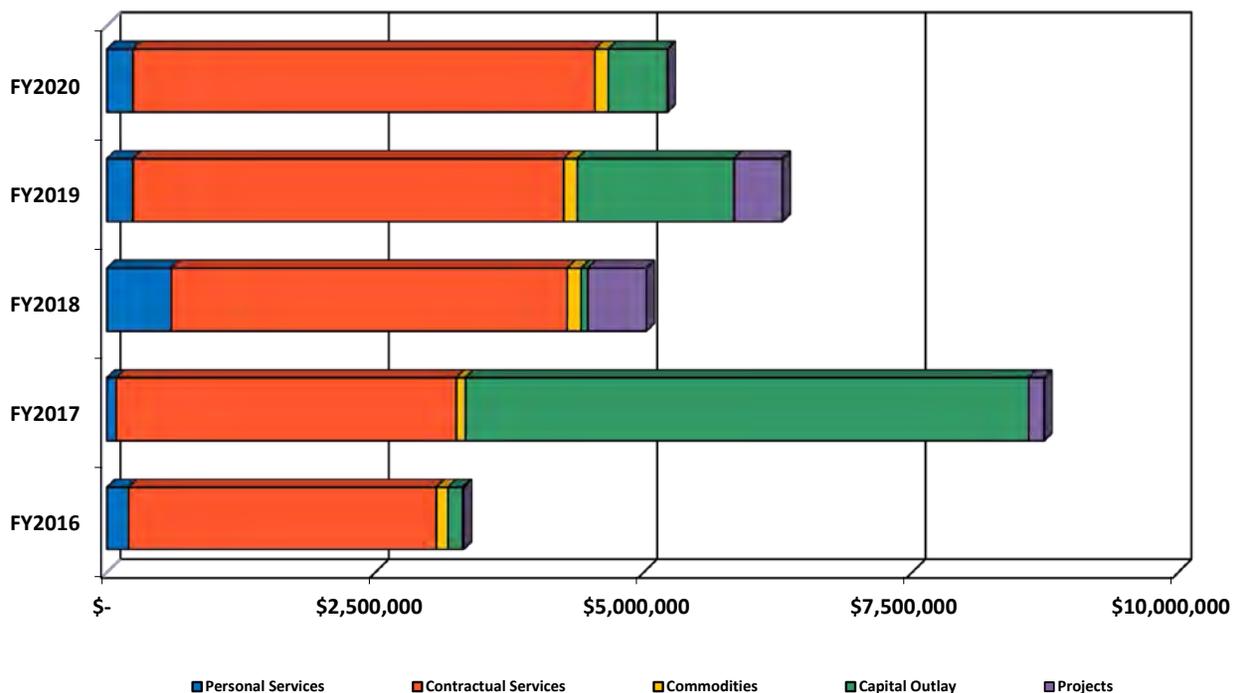
Budget Summary

General Operations is the "department" that is used to account for expenditures that benefit multiple departments. An example of such expenditures is building maintenance services for a building or complex that houses multiple departments. Also included in General Operations are the utilities costs for street lighting, traffic signals and other utilities for City buildings.

Comparative Summary by Category

	Actual	Actual	Mid-Year	Budget	
	FY2016	FY2017	Budget	FY2019	FY2020
	\$	\$	\$	\$	\$
Personal Services	203,094	86,926	601,158	240,664	240,664
Contractual Services	2,865,913	3,167,618	3,685,752	4,015,170	4,304,900
Commodities	108,050	85,685	128,950	125,500	125,500
Capital Outlay	135,111	5,244,450	63,136	1,460,000	550,000
Projects	9,168	144,180	545,571	450,000	-
Totals	3,321,319	8,728,840	5,024,567	6,291,334	5,221,064

Five Year Summary



General Project Operations

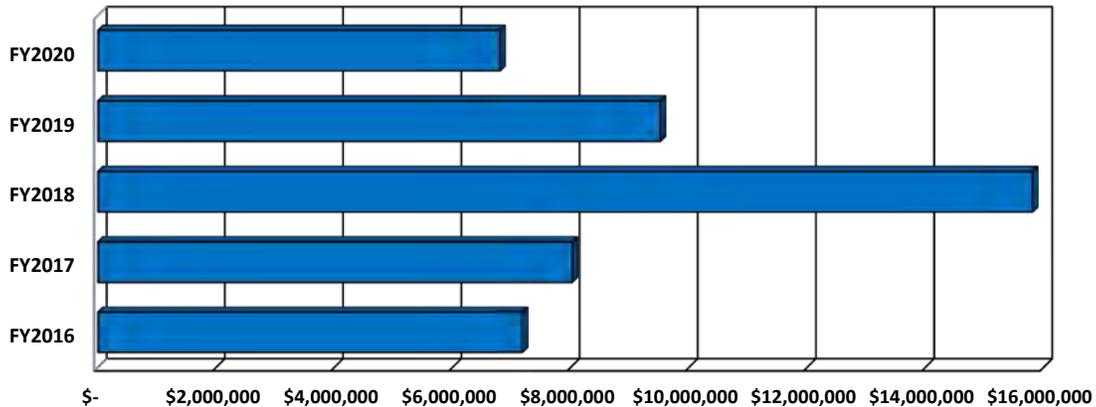
Budget Summary

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

Comparative Summary by Category

	Actual	Actual	Mid-Year	Budget	
	FY2016	FY2017	Budget	FY2019	FY2020
	\$	\$	\$	\$	\$
Public Works					
Engineering Professional Svcs.	-	-	500,000	155,843	-
Special Projects	1,359,585	297,610	1,342,829	865,000	865,000
Intersection Improvements	434,898	23,636	340,237	1,400,000	1,450,000
Streets/Roadway Expansion	-	25,336	22,000	300,000	350,000
Streets/Roadway Reconstruction	118,042	382,318	3,838,881	1,350,000	-
Traffic Signals Improvements	457,567	401,938	987,063	965,000	916,000
Bridge Improvements	2,289,695	926,875	103,539	450,000	-
Street Light Equipment	18,300	-	-	-	-
Street Resurfacing/Restriping	1,526,551	2,426,826	1,605,204	1,500,000	2,292,119
Downtown Parking Improvements	316,886	708,265	1,903,489	1,480,000	398,500
Wright Street Parking Deck	-	14,500	2,589,258	-	-
East Magnolia Parking Lot	-	4,555	150,000	-	-
Drainage Projects	1,592	134,214	505,000	100,000	180,000
Sidewalk Projects	326,234	1,681,718	955,724	792,000	100,000
Street Light Projects	206,168	-	186,434	80,000	-
Facilities Projects	125,327	994,584	784,142	75,000	250,000
Total	7,180,845	8,022,375	15,813,800	9,512,843	6,801,619

Five Year Summary



Parks & Recreation Project Operations

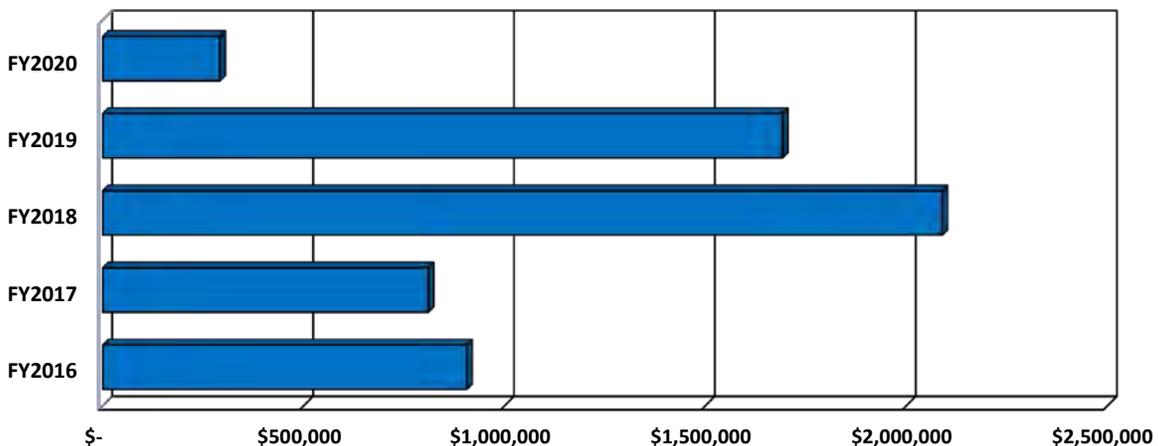
Budget Summary

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

Comparative Summary by Category

	Actual*	Actual	Mid-Year Budget	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Special Projects	52,513	99,553	710,000	200,000	-
Duck Samford Stadium	-	-	220,000		
Softball Complex	9,100	35,967	-	-	-
Boykin Community Center	409,521	522,829	762,171	1,200,000	-
Soccer Complex	138,250	-	-		
Kiesel Park	296,788	-	-	-	-
Westview Cemetery	-	15,173	120,478	-	-
Dinius Park	-	1,400	14,950	-	-
Pine Hill Cemetery	-	-	217,000	-	-
Memorial Cemetery	-	49,535	24,767	-	-
Drake Pool	-	2,835	-	-	-
Samford Pool	-	82,755	-	-	-
Greenway Projects	-	-	20,000	291,666	291,666
Total	906,172	810,047	2,089,366	1,691,666	291,666

Five Year Summary



Debt Service

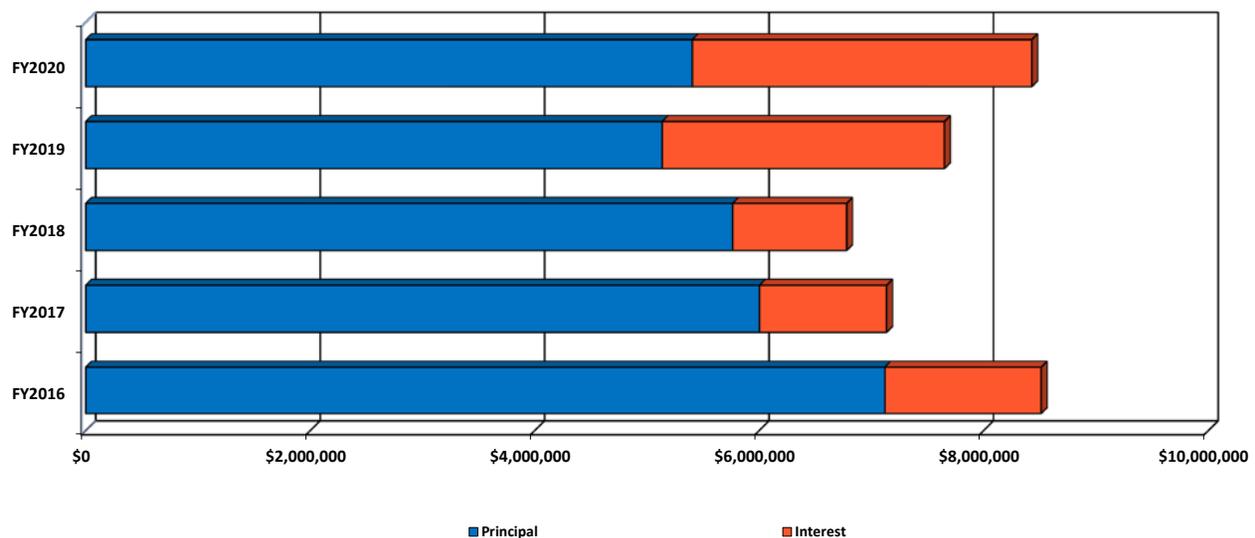
Budget Summary

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

Comparative Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Bond Trustee Fees	2,233	2,233	2,200	3,000	3,000
Principal and Interest					
'06 GO warrant (Tennis Ctr-AU part)	275,613	275,613	275,613	275,613	275,613
'08 GO warrant (Comm Dev Authority)	1,082,663	1,082,663	811,997	-	-
'08 GO warrant (Comm Dev Authority)	1,100,540	1,100,541	825,406	-	-
'10 GO warrant (refunding series 2000-A bonds)	347,224	347,225	347,224	347,224	318,289
'10 GO warrant (refunding series 2004-A bonds)	1,017,045	1,017,045	1,017,044	1,017,044	1,017,045
'10 GO warrant (Alabama St. property)	205,196	202,222	199,185	196,485	193,703
'12 GO warrant (West Tech Park)	601,772	601,771	601,772	601,772	601,771
'12 GO Warrant (refunding 1999 Warrants)	295,050	292,400	292,000	291,200	-
'05 GO Bonds (former 5 mill - '05 capital projects)	625,250	-	-	-	-
'09 GO Bonds (former 5 mill - '09 capital projects)	946,250	950,000	948,800	951,400	957,600
'12 GO Bonds (former 5 mill - '12 capital projects)	432,200	435,300	437,800	439,700	444,125
'12 GO Bonds (refunding former 5 mill - '98, '99, '02, '05 bonds)	1,126,600	375,700	363,300	350,900	338,500
'14 GO Bonds (refunding former 5 mill - '07 bonds (partial))	457,300	454,650	459,800	470,300	472,900
'18 GO Warrant (Public Safety Complex)	-	-	-	1,849,290	1,848,856
GO Warrant (future proposed borrowing)	-	-	200,000	860,000	1,960,000
Total principal and interest	8,512,703	7,135,130	6,779,941	7,650,928	8,428,402
Total debt service	8,514,936	7,137,363	6,782,141	7,653,928	8,431,402
Principal	7,120,733	6,003,578	5,764,549	5,136,720	5,404,531
Interest	1,391,970	1,131,552	1,015,392	2,514,208	3,023,871
Total principal and interest	8,512,703	7,135,130	6,779,941	7,650,928	8,428,402
Principal and interest as a % of total expenditures and other uses	11.1%	8.1%	7.0%	7.7%	9.0%

Five Year Summary



City of Auburn

Trends in Outside Agencies Funding

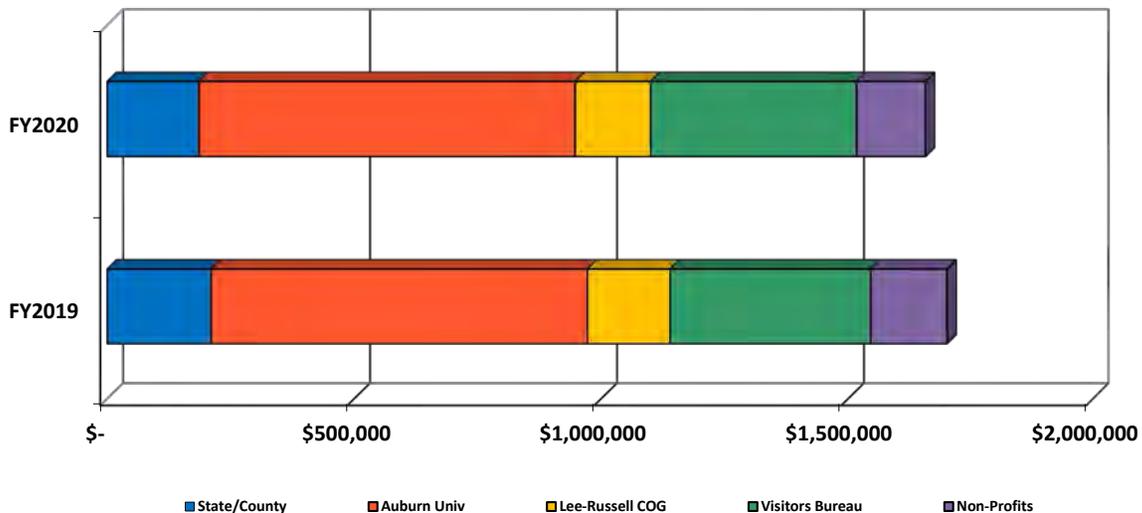
	Audited Actual	Audited Actual	Mid-Year Budget	Budget FY2019	Budget FY2020
	FY2016	FY2017	FY2018		
AL Cooperative Extension Svc	10,000	10,000	10,000	10,000	10,000
AU Airport - Operations	21,647	21,647	21,647	21,647	21,647
AU Airport - Terminal Improv.	100,000	100,000	100,000	100,000	100,000
AU Airport-FAA Match	2,367	13,408	30,000	30,000	30,000
AU Jule Collins Smith Museum	61,254	42,925	50,000	50,000	50,000
Auburn Day Care Centers, Inc.	50,000	50,000	50,000	50,000	50,000
Boys & Girls Club of Lee County	43,123	18,123	18,123	18,123	18,123
Child Advocacy Center	5,000	5,000	5,000	5,000	5,000
Community Market of Food Bank	25,000	25,000	25,000	25,000	25,000
Convention & Visitor's Bureau	305,932	338,463	359,981	356,086	366,768
CVB - Spec. Act. (Super 7 & PGA Event)	-	183,333	133,000	50,000	50,000
Domestic Violence Intervention Ctr	15,000	15,000	15,000	15,000	15,000
Unity Wellness Center	3,500	3,500	3,500	3,500	3,500
East AL Mental Health Board	42,000	42,000	42,000	42,000	42,000
East AL Svcs for the Elderly	12,500	12,500	12,500	12,500	12,500
Forest Ecology Preserve	50,000	50,000	50,000	50,000	50,000
Lee County EMA-Operations	31,903	31,903	31,903	31,903	31,903
Lee County Health Department	47,904	47,904	47,904	47,904	47,904
Lee County Juvenile Court	18,612	18,612	18,612	18,612	18,612
Lee County Youth Dev Ctr	45,200	45,200	45,200	45,200	45,200
Lee-Russell COG-Operations	136,215	140,300	150,459	167,328	153,300
EAMC - Cancer Center	-	-	-	25,000	-
Downtown Merchants Association	-	15,000	30,000	15,000	-
Red Cross	10,000	10,000	10,000	10,000	10,000
AU - Performing Arts Center	-	-	500,000	500,000	500,000
Totals	1,037,158	1,239,818	1,759,829	1,699,803	1,656,457

* Based on the priority rankings provided by the City Council, the budget includes level funding for all outside agencies not tied to a tax-driven formula or other contractual agreement. The City Council has been provided a packet of information on each of the agencies listed above.

City of Auburn

Outside Agencies Funding by Agency Type

	FY2019 Budget	FY2020 Budget
	\$	\$
Governmental -		
State of Alabama / Lee County		
Administrative Office of Courts-Lee County Juvenile Court	18,612	18,612
Department of Public Health-Lee County Health Department	47,904	47,904
Department of Mental Health-East Alabama Mental Health	42,000	42,000
Lee Co. Emergency Management Agency (EMA)-Operations	31,903	31,903
Lee County Youth Development Center	45,200	45,200
East Alabama Medical Center - Cancer Center	25,000	-
<i>Total - State and County</i>	210,619	185,619
Auburn University		
Alabama Cooperative Extension Service	10,000	10,000
Airport - Operations	21,647	21,647
Airport - Terminal Improvements	100,000	100,000
Airport - FAA Match	30,000	30,000
Jule Collins Smith Museum of Fine Art	50,000	50,000
Forest Ecology Preserve	50,000	50,000
Auburn University Performing Arts Center	500,000	500,000
<i>Total - Auburn University</i>	761,647	761,647
Lee-Russell Council of Governments (COG)	167,328	153,300
Auburn-Opelika Convention and Visitors Bureau	406,086	416,768
<i>Total Governmental Entities</i>	1,545,680	1,517,334
Non-Profit Organizations		
Auburn Day Care Centers, Inc.	50,000	50,000
Boys and Girls Clubs of Lee County	18,123	18,123
Child Advocacy Center	5,000	5,000
Community Market of the Lee County Food Bank	25,000	25,000
Domestic Violence Intervention Center	15,000	15,000
Unity Wellness Center (formerly East Alabama AIDS Outreach)	3,500	3,500
East Alabama Services for the Elderly (EASE)	12,500	12,500
Red Cross	10,000	10,000
Downtown Merchants Association	15,000	-
<i>Total Non-Profit Organizations</i>	154,123	139,123
<i>Total Outside Agencies Funding</i>	1,699,803	1,656,457



Transfers

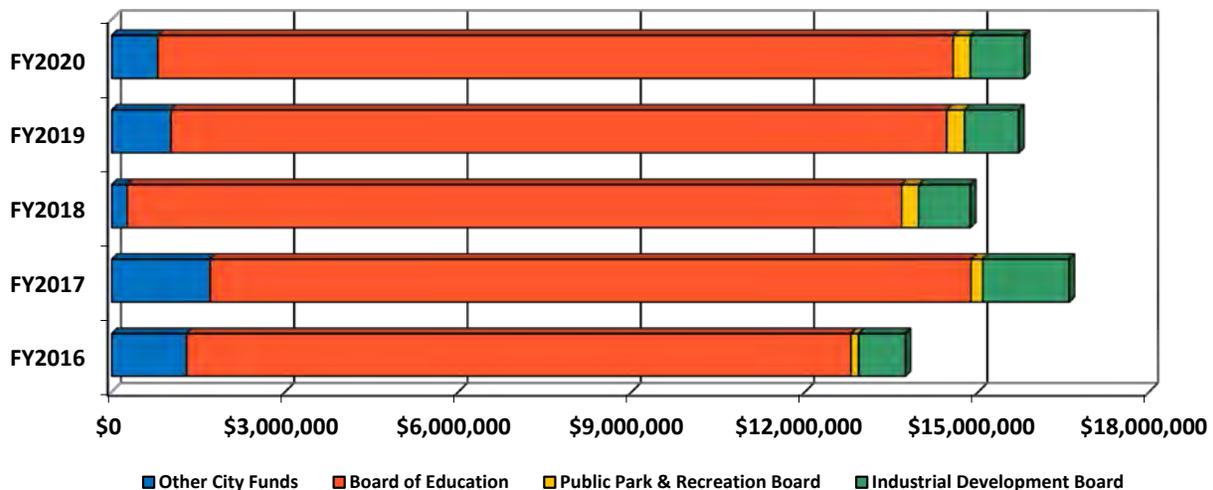
Budget Summary

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

Comparative Summary by Category

	Actual		Mid-Year Budget		
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Transfers to Other City Funds					
Liability Risk Retention Fund	-	260,000	260,000	-	-
Assessment Project Fund	-	506,885	6,276	-	-
West Technology Park	1,300,000	181,372	-	-	-
Employee Benefit Self Insurance Fund	-	755,000	-	500,000	500,000
Solid Waste Management Fund	-	-	-	524,100	300,000
Total Transfers to Other Funds	1,300,000	1,703,257	266,276	1,024,100	800,000
Transfers to Component Units					
Board of Education	11,500,000	13,174,623	13,406,250	13,431,344	13,770,064
Public Park & Recreation Board	131,132	201,675	296,500	310,600	295,000
Industrial Development Board					
General Operations	380,500	315,000	365,000	350,000	350,000
Industrial Recruitment	240,000	240,000	240,000	295,000	295,000
AU Research Park	25,000	25,000	25,000	25,000	25,000
Commercial Development	146,000	150,000	150,000	150,000	150,000
Workforce Development	15,000	115,000	115,000	115,000	115,000
Auburn Technology Park West	-	650,000	-	-	-
Total Transfer to IDB	806,500	1,495,000	895,000	935,000	935,000
Total Transfers to Component Units	12,437,632	14,871,298	14,597,750	14,676,944	15,000,064
Totals	13,737,632	16,574,555	14,864,026	15,701,044	15,800,064

Five Year Summary





City of Auburn

Biennial Budget for FY 2019 & FY 2020

General Fund – A Major Fund

Special Activities of the General Fund

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City of Auburn

City of Auburn

Description of and Trends in Special Activities of the General Fund

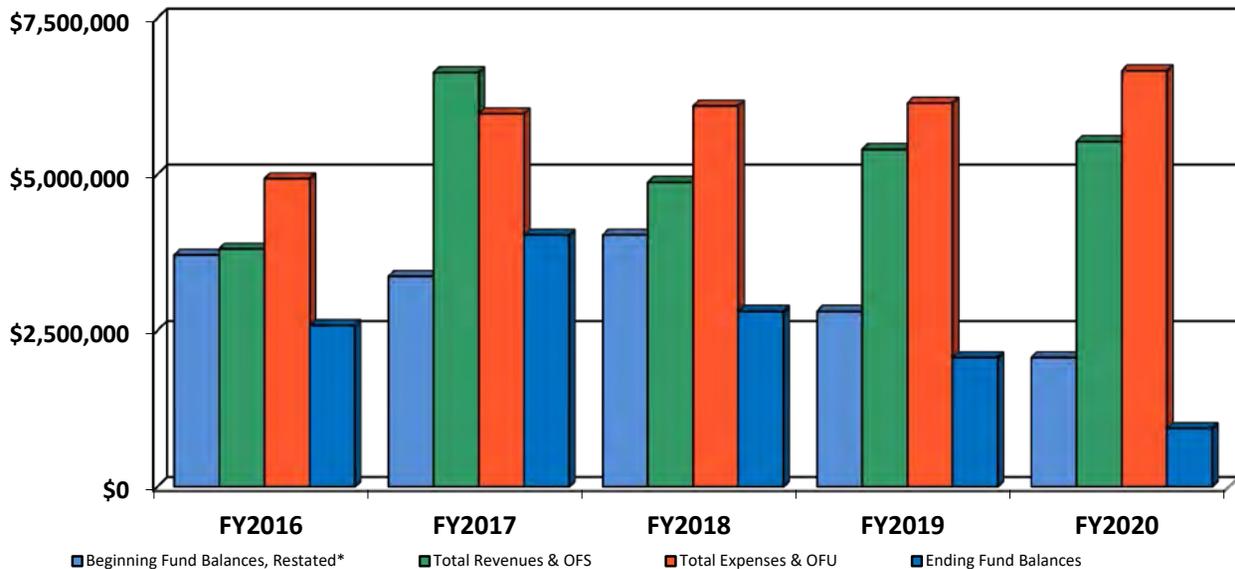
Special Activities of the General Fund are used to provide a separate accounting for (1) insurance-related services that are provided by the City and (2) projects funded by development agreements and special assessments.

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. Services are provided to all City departments, as well as the Auburn Water Works Board.

Employee Benefit Self-Insurance Sub-Fund accounts for the cost of operating the City's self-insured employee health benefits program. Services are provided to all City departments, as well as the Auburn Water Works Board.

Assessment Project Sub-Fund accounts for projects funded by development agreements and special assessments, including performance bonds held for the completion of subdivisions.

	Audited Actual		Mid-Year	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Beginning Fund Balances, Restated*	3,707,515	3,367,838	4,029,038	2,808,418	2,067,189
Total Revenues & OFS	3,808,934	6,631,099	4,874,467	5,401,064	5,524,717
Total Expenses & OFU	4,933,148	5,969,899	6,095,087	6,142,293	6,657,562
Excess of Revenues & OFS over Expenditures & OFU	(1,124,214)	661,200	(1,220,620)	(741,229)	(1,132,845)
Ending Fund Balances	2,583,301	4,029,038	2,808,418	2,067,189	934,344



* During FY2017, a prior period adjustment was recorded for amount of expenditures in excess of forfeited performance bonds for subdivision completion work performed by the City from FY2010-FY2016.

City of Auburn

Total Special Activities of the General Fund

Overview of Revenues, Expenditures and Changes in Fund Balances

	Audited Actual		Mid-Year Budget	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Revenues					
Charges for services					
Employer premiums	2,243,575	2,683,020	2,774,235	3,143,887	3,145,363
Employee premiums	1,019,727	1,178,558	1,275,115	1,389,738	1,389,738
Other revenues					
Interest	42,771	35,880	36,511	30,609	27,206
Claims reimbursement	79,073	401,652	50,000	50,000	50,000
Other	363,788	750,104	412,330	226,830	352,410
Total revenues	3,748,934	5,049,214	4,548,191	4,841,064	4,964,717
Other financing sources (OFS):					
Transfers in from other funds	60,000	1,581,885	326,276	560,000	560,000
Total revenues and OFS	3,808,934	6,631,099	4,874,467	5,401,064	5,524,717
Expenditures:					
Claims payments	3,363,700	3,594,296	4,465,044	4,509,798	4,856,043
Liability retention	69,529	42,257	100,000	100,000	100,000
Premium expenditures	369,608	396,516	415,734	420,604	443,463
Legal professional services	-	1,759	10,000	10,000	10,000
Administration fees	297,288	312,118	327,345	352,002	377,840
Employee wellness clinic	272,600	345,551	364,623	509,950	508,100
Assessment projects	560,423	1,277,402	412,341	239,939	362,116
Total expenditures	4,933,148	5,969,899	6,095,087	6,142,293	6,657,562
Excess (deficit) of revenue and OFS over expenditures and OFU	(1,124,214)	661,200	(1,220,620)	(741,229)	(1,132,845)
Fund balance, beginning of year, Restated*	3,707,515	3,367,838	4,029,038	2,808,418	2,067,189
Fund balance, end of year	2,583,301	4,029,038	2,808,418	2,067,189	934,344

* During FY2017, a prior period adjustment was recorded for amount of expenditures in excess of forfeited performance bonds for subdivision completion work performed by the City from FY2010-FY2016.

City of Auburn

Special Activities of the General Fund

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

	Liability Risk Retention \$	Employee Benefit Self-Insurance \$	Assessment Project Fund \$	Total All Special Activities of the General Fund \$
Audited fund balances, 9.30.2017	1,720,954	2,314,360	(6,276)	4,029,038
FY2018 Projected revenues	344,500	4,111,350	418,617	4,874,467
FY2018 Projected expenses	518,000	5,164,746	412,341	6,095,087
Projected fund balances, 9.30.2018	1,547,454	1,260,964	-	2,808,418
FY2019 Budget				
Revenues				
Interest	5,000	12,000	13,609	30,609
Insurance premiums	-	4,533,625	-	4,533,625
Other revenue	500	50,000	226,330	276,830
Total revenues	5,500	4,595,625	239,939	4,841,064
Other financing sources				
Transfers in from other funds	60,000	500,000	-	560,000
Total resources available	1,612,954	6,356,589	239,939	8,209,482
Expenditures				
Risk management/employee benefits	514,000	5,388,354	-	5,902,354
Assessment projects	-	-	239,939	239,939
Total expenditures	514,000	5,388,354	239,939	6,142,293
Projected fund balances, 9.30.2019	1,098,954	968,235	-	2,067,189
FY2020 Budget				
Projected fund balances, 9.30.2019	1,098,954	968,235	-	2,067,189
Revenues				
Interest	5,000	12,000	10,206	27,206
Insurance premiums	-	4,535,101	-	4,535,101
Other revenue	500	50,000	351,910	402,410
Total revenues	5,500	4,597,101	362,116	4,964,717
Other financing sources				
Transfers in from other funds	60,000	500,000	-	560,000
Total resources available	1,164,454	6,065,336	362,116	7,591,906
Expenditures				
Risk management/employee benefits	524,000	5,771,446	-	6,295,446
Assessment projects	-	-	362,116	362,116
Total expenditures	524,000	5,771,446	362,116	6,657,562
Projected fund balances, 9.30.2020	640,454	293,890	-	934,344

City of Auburn

Special Activities of the General Fund

Comparative Revenue, Expenditures and Changes in Fund Balances

Liability Risk Retention Fund					
	Audited Actual		Mid-Year Budget ⁽¹⁾	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Revenues:					
Interest	7,705	7,323	7,500	5,000	5,000
Insurance Reimbursement	564	-	5,000	500	500
Reimbursements from AU	1,480	-	12,000	-	-
Total revenues	9,749	7,323	24,500	5,500	5,500
Other financing sources (OFS):					
Transfers in from other funds	60,000	320,000	320,000	60,000	60,000
Total revenues and OFS	69,749	327,323	344,500	65,500	65,500
Expenditures:					
Claims payments	51,386	42,943	270,000	270,000	280,000
Liability retention	69,529	42,257	100,000	100,000	100,000
Premium expenditures	89,605	98,143	103,000	104,000	105,000
Legal professional services	-	1,759	10,000	10,000	10,000
Administration fees	19,800	21,732	35,000	30,000	29,000
Total expenditures	230,320	206,834	518,000	514,000	524,000
Excess of revenue and other sources over expenditures and other uses	(160,571)	120,489	(173,500)	(448,500)	(458,500)
Fund balance, beginning of year	1,761,036	1,600,465	1,720,954	1,547,454	1,098,954
Fund balance, end of year	1,600,465	1,720,954	1,547,454	1,098,954	640,454

⁽¹⁾ The budget for risk retention is based on the potential exposure to workers compensation and other liability claims, not necessarily historical trends.

Employee Benefit Self-Insurance Fund					
	Audited Actual		Mid-Year Budget	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Revenues:					
Employer premiums	2,243,575	2,683,020	2,774,235	3,143,887	3,145,363
Employee premiums	1,019,727	1,178,558	1,275,115	1,389,738	1,389,738
Interest	11,525	8,418	12,000	12,000	12,000
Claims reimbursement	79,073	401,652	50,000	50,000	50,000
Total revenues	3,353,900	4,271,648	4,111,350	4,595,625	4,597,101
Other financing sources (OFS):					
Transfers in from General Fund	-	755,000	-	500,000	500,000
Total revenues and OFS	3,353,900	5,026,648	4,111,350	5,095,625	5,097,101
Expenditures:					
Claims payments	3,312,314	3,551,353	4,195,044	4,239,798	4,576,043
Premium expenditures	280,003	298,373	312,734	316,604	338,463
Administration fees	277,488	290,386	292,345	322,002	348,840
Employee Wellness Clinic	272,600	345,551	364,623	509,950	508,100
Total expenditures	4,142,405	4,485,663	5,164,746	5,388,354	5,771,446
Excess of revenue and other sources over expenditures and other uses	(788,505)	540,985	(1,053,396)	(292,729)	(674,345)
Fund balance, beginning of year	2,561,880	1,773,375	2,314,360	1,260,964	968,235
Fund balance, end of year	1,773,375	2,314,360	1,260,964	968,235	293,890

Special Activities of the General Fund

Comparative Revenue, Expenditures and Changes in Fund Balances

Assessment Project Fund					
	Audited Actual		Mid-Year	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Revenues:					
Assessment - Cary Creek	182,910	182,910	182,910	182,910	182,910
Assessment Int - Cary Creek	23,541	20,139	17,011	13,609	10,206
Forfeited performance bonds	178,834	567,194	212,420	43,420	169,000
Total revenues	385,285	770,243	412,341	239,939	362,116
Other financing sources (OFS):					
Transfers in from General Fund	-	506,885	6,276	-	-
Total revenues and OFS	385,285	1,277,128	418,617	239,939	362,116
Expenditures:					
Projects					
Street Resurface/Striping	349,028	815,446	212,420	43,420	169,000
Sidewalk Projects	4,670	-	-	-	-
Development Agreement		258,633			
Total projects	353,698	1,074,079	212,420	43,420	169,000
Debt Service					
GO Warr 2012C-Cary Creek West	182,910	182,910	182,910	182,910	182,910
GO Warr 2012C-Cary Creek West	23,815	20,413	17,011	13,609	10,206
Total debt service	206,725	203,323	199,921	196,519	193,116
Total expenditures	560,423	1,277,402	412,341	239,939	362,116
Excess of revenue and other sources over expenditures and other uses	(175,138)	(274)	6,276	-	-
Fund balance, beginning of year, Restated ⁽¹⁾	(615,401)	(6,002)	(6,276)	-	-
Fund balance, end of year	(790,539)	(6,276)	-	-	-

(1) During FY2017, a prior period adjustment was recorded for the amount of expenditures in excess of forfeited performance bonds for subdivision completion work performed by the City from FY2010-FY2016



City of Auburn



City of Auburn

Biennial Budget for FY 2019 & FY 2020

Enterprise Funds

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Solid Waste Management Fund Enterprise

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City of Auburn

Biennial Budget for FY 2019 & FY 2020

Solid Waste Management Fund Enterprise (Continued)

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City of Auburn

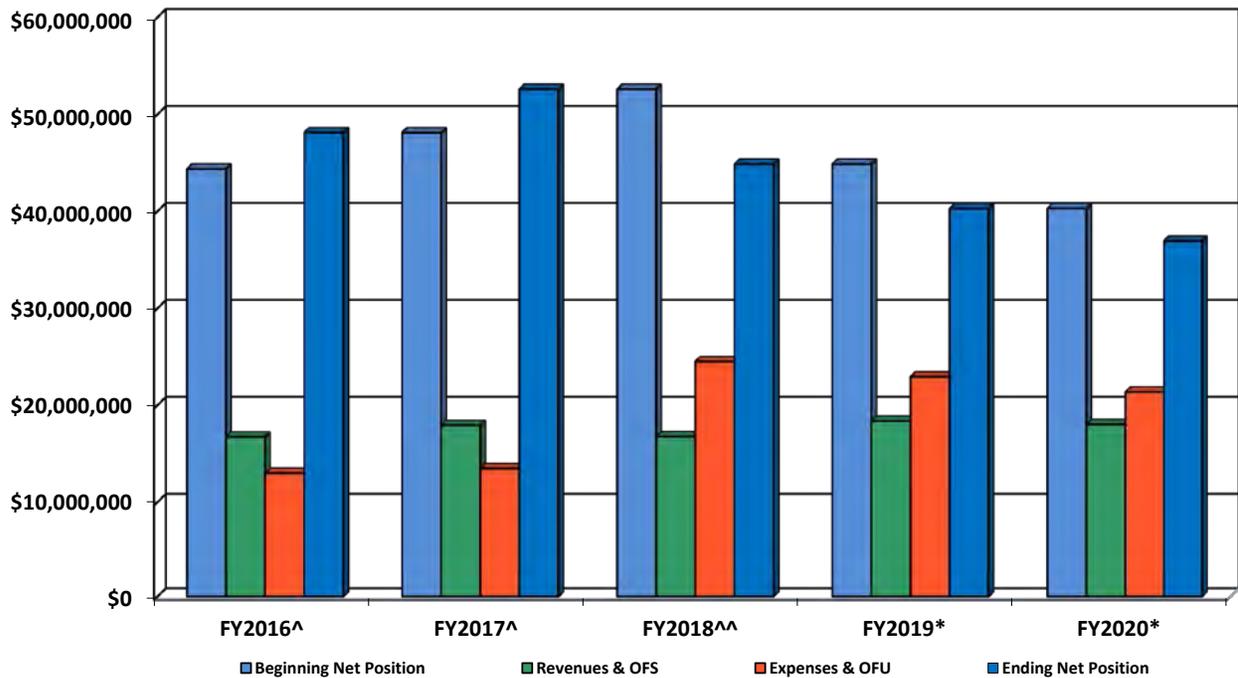
Description of and Trends in Enterprise Funds

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

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

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

Total Enterprise Funds - Revenues, Expenses, and Net Position



[^] Audited

^{^^} Mid-Year Budget

^{*} Budget

City of Auburn

Total Enterprise Funds

Overview of Revenues, Expenses and Changes in Net Position

Fiscal Years 2016-2020

	Audited Actual		Mid-Year	Budget	
	FY2016	FY2017	Budget	FY2019	FY2020
	\$	\$	\$	\$	\$
Beginning net position	44,359,405	48,109,672	52,579,423	44,847,548	40,277,571
Revenues:					
Grants	18,799	87,076	288,896	350,000	-
Charges for services	16,021,326	16,747,124	16,113,106	16,497,068	16,693,301
Reimbursements and contributions	71,250	71,250	71,250	71,250	71,250
Interest	41,243	36,630	36,500	54,000	54,000
Other revenue	91,744	109,559	45,000	55,500	55,500
Total revenues	16,244,362	17,051,639	16,554,752	17,027,818	16,874,051
Other financing sources (OFS):					
Sale of surplus assets	39,530	40,403	11,000	5,000	45,000
Transfer in general fund	-	-	-	524,100	300,000
Capital contributions	445,050	830,115	200,000	800,000	800,000
Total OFS	484,580	870,518	211,000	1,329,100	1,145,000
Total revenues and OFS	16,728,942	17,922,157	16,765,752	18,356,918	18,019,051
Expenses	11,081,253	11,592,932	12,695,283	13,641,019	13,577,271
Capital outlays*	-	-	2,090,628	901,000	423,000
Projects*	-	-	4,794,141	3,964,000	2,985,000
Debt payments*	1,765,890	1,672,470	4,291,325	4,289,625	4,240,925
Other financing uses (transfers)	131,532	187,004	626,250	131,250	131,250
Total expenses and transfers	12,978,675	13,452,407	24,497,627	22,926,894	21,357,446
Excess (deficit) of revenues and other sources over expenses, and transfers out	3,750,267	4,469,750	(7,731,875)	(4,569,977)	(3,338,395)
Ending net position	48,109,672	52,579,423	44,847,548	40,277,571	36,939,176

* Actual amounts are reported on the full-accrual basis (capital assets are capitalized and expensed through depreciation and principal debt pymts 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

Total Enterprise Funds

Combining Statement of Budgeted Revenues and Expenses

	Sewer Fund \$	Solid Waste Management Fund \$	Total Enterprise Funds \$
Audited net position, 9.30.17	50,640,481	1,938,942	52,579,423
FY2018 Budgeted revenues and other financing sources	11,627,725	5,138,027	16,765,752
FY2018 Budgeted expenses and other financing uses	17,662,075	6,835,552	24,497,627
Budgeted net position, 9.30.18	44,606,131	241,417	44,847,548
FY2019 Budget			
Revenues			
Sewer service fees	10,367,200	-	10,367,200
Sewer access fees	1,200,000	-	1,200,000
Sewer penalties	101,500	-	101,500
Miscellaneous revenue	2,125	3,800	5,925
Investment interest	50,500	3,500	54,000
Reimbursements & contributions	71,250	-	71,250
Solid waste collection fees	-	4,726,943	4,726,943
Solid waste special collections	-	31,000	31,000
Solid waste penalties	-	70,000	70,000
Recycling	-	50,000	50,000
Grants	-	350,000	350,000
<i>Total revenues</i>	<u>11,792,575</u>	<u>5,235,243</u>	<u>17,027,818</u>
Other financing sources			
Sale of surplus assets	-	5,000	5,000
Transfer in - General Fund	-	524,100	524,100
Capital contributions	800,000	-	800,000
Total revenues and other sources	<u>12,592,575</u>	<u>5,764,343</u>	<u>18,356,918</u>
Expenses			
Sewer Fund - Administration	539,092	-	539,092
Sewer Fund - Maintenance	1,828,628	-	1,828,628
Sewer Fund - Line Locating	142,140	-	142,140
Sewer Fund - Watershed management	297,529	-	297,529
Sewer Fund - Pumping and treatment	2,640,583	-	2,640,583
Sewer Fund - General operations	3,188,761	-	3,188,761
Sewer Fund - Debt service	4,289,625	-	4,289,625
Sewer Fund - Project operations	3,964,000	-	3,964,000
Solid Waste Fund - Administration	-	754,284	754,284
Solid Waste Fund - Recycling	-	2,700,420	2,700,420
Solid Waste Fund - Solid Waste	-	2,395,082	2,395,082
Solid Waste Fund - General Operations	-	55,500	55,500
<i>Total expenses</i>	<u>16,890,358</u>	<u>5,905,286</u>	<u>22,795,644</u>
Other financing uses			
Operating transfers	76,250	55,000	131,250
Total expenses and other uses	<u>16,966,608</u>	<u>5,960,286</u>	<u>22,926,894</u>
Budgeted net position, 9.30.19	40,232,097	45,474	40,277,571

City of Auburn

Total Enterprise Funds

Combining Statement of Budgeted Revenues and Expenses

	Sewer Fund \$	Solid Waste Management Fund \$	Total Enterprise Funds \$
Budgeted net position, 9.30.19	40,232,097	45,474	40,277,571
FY2020 Budget			
Revenues			
Sewer service fees	10,470,000	-	10,470,000
Sewer access fees	1,200,000	-	1,200,000
Sewer penalties	101,500	-	101,500
Miscellaneous revenue	2,125	3,800	5,925
Investment interest	50,500	3,500	54,000
Reimbursements & contributions	71,250	-	71,250
Solid waste collection fees	-	4,818,876	4,818,876
Solid waste special collections	-	31,000	31,000
Solid waste penalties	-	71,500	71,500
Recycling	-	50,000	50,000
<i>Total revenues</i>	11,895,375	4,978,676	16,874,051
Other financing sources			
Sale of surplus assets	40,000	5,000	45,000
Transfer in - General Fund	-	300,000	300,000
Capital contributions	800,000	-	800,000
Total revenues and other sources	12,735,375	5,283,676	18,019,051
Expenses			
Sewer Fund - Administration	553,111	-	553,111
Sewer Fund - Maintenance	1,773,082	-	1,773,082
Sewer Fund - Line Locating	88,097	-	88,097
Sewer Fund - Watershed management	261,921	-	261,921
Sewer Fund - Pumping and treatment	2,714,645	-	2,714,645
Sewer Fund - General operations	3,168,761	-	3,168,761
Sewer Fund - Debt service	4,240,925	-	4,240,925
Sewer Fund - Project operations	2,985,000	-	2,985,000
Solid Waste Fund - Administration	-	757,414	757,414
Solid Waste Fund - Recycling	-	2,240,312	2,240,312
Solid Waste Fund - Solid Waste	-	2,386,203	2,386,203
Solid Waste Fund - General Operations	-	56,725	56,725
<i>Total expenses</i>	15,785,543	5,440,653	21,226,196
Other financing uses			
Operating transfers	76,250	55,000	131,250
Total expenses and other uses	15,861,793	5,495,653	21,357,446
Budgeted net position, 9.30.20*	37,105,679	(166,503)	36,939,176

* Actual amounts are reported on the full accrual basis: capital assets are capitalized and expensed through depreciation. The budget is prepared on a modified accrual basis: capital outlays are reflected as expenses, for budgetary control purposes. For the Solid Waste Management Fund, capital outly budgeted for FY2018 - FY2020 totals \$1,586,214, resulting in a negative ending net position for FY2020. When this is adjusted for, the projected FY2020 ending net position is \$1,416,714.



City of Auburn

Biennial Budget for FY 2019 & FY 2020

Enterprise Funds

Sewer Fund Enterprise – A Major Fund

Water Resource Management Department

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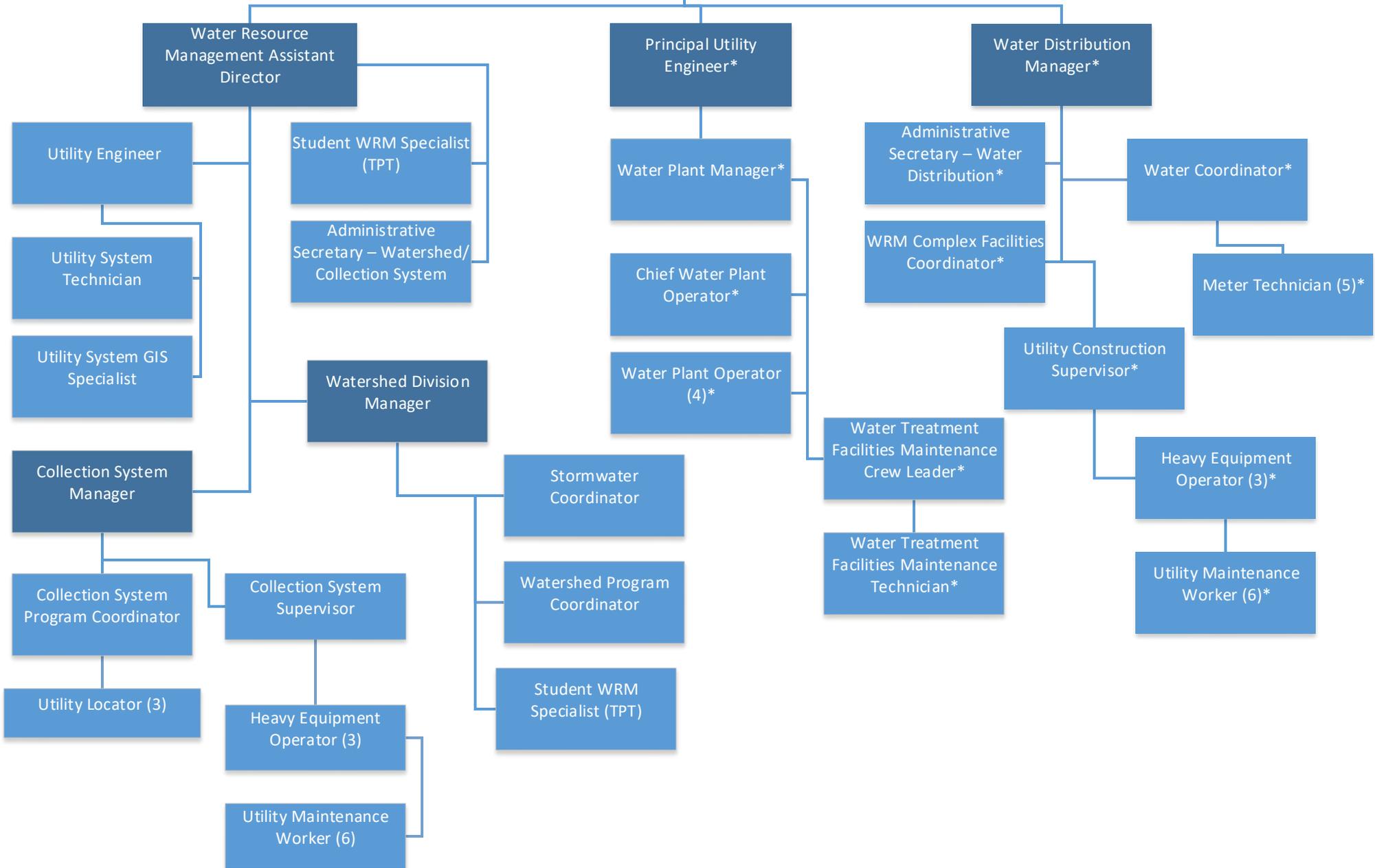


City of Auburn

Water Resource Management Department



Eric A. Carson, PE
Water Resource Management Director



* Water Board employee(s)



City of Auburn

Water Resource Management Department

Eric A. Carson, P.E., Director



Mission

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

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

Major Functions of the Water Resource Management Department

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

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

Water Resource Management FY2019 Goals

Water Treatment and Pumping

1. Project will consist of extending a water main along Opelika Road from Gentry Drive to Star Court (Phase I). Phases II and III of this project will follow in FY20 and FY21.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
2. Project will consist of installing a new electronic flow control valve at the Farmville meter near the intersection of Farmville Road and Highway 280.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
3. Project will consist of various improvements at the James Estes Water Treatment Plant.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2020**
4. Project will consist of constructing a new groundwater supply well in south Auburn along with a pipeline to convey this water to the James Estes Water Treatment Plant (WTP) for distribution.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**

Sewer Maintenance

1. Project will consist of various improvements at the H.C. Morgan Water Pollution Control Facility (WPCF) including: (1) Expansion of the biosolids storage area; (2) Construction of a new secondary clarifier; and, (3) Construction of a septage receiving station.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2020**
2. Continue project to implement the long term sanitary sewer flow monitoring network initially installed in FY17.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
3. Complete Southside Sewer Basin 6 Rehabilitation Project to construct needed sanitary sewer rehabilitation as identified in the Southside Sewer Basin 6 SSES project completed in FY18.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
4. Complete project to perform a Sewer System Evaluation Survey (SSES) in Southside Sewer Basin No. 16 in the vicinity of West Glenn Avenue, Hemlock Drive and West Magnolia Avenue.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
5. Project will involve hiring a consultant to assist staff with setting up and calibrating the Department's sanitary sewer collection system model.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**

Watershed Management

1. The Green Infrastructure Master Plan for Auburn develops a framework to implement Green Infrastructure (GI) and sustainable stormwater design program practices into local stormwater management.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2020**

2. This project seeks to develop a long-term Landscape Master Plan for the HC Morgan WPCF, which will include elements of Green Infrastructure (stream restoration, bioretention, etc.), educational opportunities about stormwater management, and grounds improvements that increase biodiversity and reduce maintenance time and costs.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2020**
3. This project includes the establishment of strategic stream gaging stations on each of the City's major stream networks.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
4. This purpose of this project is to comply with the City's MS4 permit condition which requires it to visually screen 15% of its storm sewer outfalls on an annual basis.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
5. This project seeks to establish a ~6.5 mile greenway and blueway system along Saugahatchee Creek on the north side of town.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
6. This project seeks to install one Green Infrastructure practice each year as a demonstration of the applicability of the various types and approaches of Green Infrastructure.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
7. This project consists of all water quality monitoring and source water protection activities associated with Lake Ogletree and its watershed.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
8. The City and the Auburn Water Works Board are currently completing the 15th year of monitoring associated with conditions of a 30-year Safe Harbor Agreement with the Alabama Department of Conservation and Natural Resources. This project seeks to make several recommended amendments to that agreement, including proposals to perform the stream flow monitoring in-house using modern equipment.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**
9. This project seeks to evaluate the city's urban tree canopy and determine how to best incorporate urban forests into the City's Stormwater Management Programs (i.e. Municipal Separate Storm Sewer System (MS4) and related stormwater management goals and ordinances).
Anticipated to commence by **10/1/2018** and be completed by **12/31/2019**
10. This project will evaluate the feasibility of a municipally owned and operated private wetland and stream compensatory mitigation bank. Furthermore, this project seeks to make available compensatory mitigation credits to be applied toward City projects to offset/compensate for unavoidable impacts to Waters of the United States (as required by federal law).
Anticipated to commence by **10/1/2018** and be completed by **9/30/2020**
11. The purpose of this project is to comply with the condition of the City's Phase II MS4 Permit requiring it to create and implement a Municipal Facility Good Housekeeping Program.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2020**
12. The purpose of this project is to establish and implement a training program for employees to learn about illicit discharge detection and elimination.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**

Water Resource Management FY2020 Goals

Water Treatment and Pumping

1. Project will consist of extending a water main along Opelika Road from Gentry Drive to Dean Road. Phase III of this project will follow in FY21.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
2. Project will consist of various improvements at the James Estes Water Treatment Plant.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2020**
3. Project will consist of evaluating and potentially constructing a new groundwater supply well in South Auburn along with a water pipeline to pump this water to the Well No. 4 pipeline.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2021**

Sewer Maintenance

1. Project will consist of various improvements at the H.C. Morgan Water Pollution Control Facility (WPCF) including: (1) Expansion of the biosolids storage area; (2) Construction of a new secondary clarifier; and, (3) Construction of a septage receiving station.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2020**
2. Project will consist of updating the City's WPCF Facility Master Plan that was last updated in 2015. Plan will look at population projections, flows and plant loadings to determine timing of future plant needs.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
3. Continue project to implement the long term sanitary sewer flow monitoring network initially installed in FY17.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
4. Complete Southside Sewer Basin 16 Rehabilitation Project to construct needed sanitary sewer rehabilitation as identified in the Southside Sewer Basin 16 SSES project completed in FY19.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**

Watershed Management

1. The Green Infrastructure Master Plan for Auburn develops a framework to implement Green Infrastructure (GI) and Sustainable Stormwater Design Program practices into local stormwater management.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2020**
2. This project seeks to develop a long-term landscape master plan for the HC Morgan WPCF, which will include elements of Green Infrastructure (stream restoration, bioretention, etc.), educational opportunities about stormwater management, and grounds improvements that increase biodiversity and reduce maintenance time and costs.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2020**
3. This project includes the establishment of strategic stream gaging stations on each of the City's major stream networks.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**

4. This purpose of this project is to comply with the City's MS4 permit condition which requires it to visually screen 15% of its storm sewer outfalls on an annual basis.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
5. This project seeks to establish a ~6.5 mile greenway and blueway system along Saugahatchee Creek on the north side of town.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
6. This project seeks to install one Green Infrastructure practice each year as a demonstration of the applicability of the various types and approaches of Green Infrastructure.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
7. This project consist of all water quality monitoring and source water protection activities associated with Lake Ogletree and its watershed.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
8. The City and the AWWB are currently completing the 15th year of monitoring associated with conditions of a 30-year Safe Harbor Agreement with the Alabama Department of Conservation and Natural Resources. This project seeks to make several recommended amendments to that agreement, including proposals to perform the stream flow monitoring in-house using modern equipment.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**
9. This project seeks to evaluate the City's urban tree canopy and determine how to best incorporate urban forests into the City's stormwater management programs (i.e. Municipal Separate Storm Sewer System (MS4) and related stormwater management goals and ordinances).
Anticipated to commence by **10/1/2018** and be completed by **12/31/2019**
10. This project will evaluate the feasibility of a municipally owned and operated private wetland and stream compensatory mitigation bank. Furthermore, this project seeks to make available compensatory mitigation credits to be applied toward City projects to offset/compensate for unavoidable impacts to Waters of the United States (as required by federal law).
Anticipated to commence by **10/1/2018** and be completed by **9/30/2020**
11. The purpose of this project is to comply with the condition of the City's Phase II MS4 Permit requiring it to create and implement a Municipal Facility Good Housekeeping Program.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2020**
12. The purpose of this project is to establish and implement a training program for employees to learn about illicit discharge detection and elimination.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**

Administration

1. Project will consist of various renovations to the Bailey-Alexander Water and Sewer Complex as identified in the ADA study completed by the City in 2014. Additional improvements will include new flooring, painting and various improvements to the UBO section of the building. Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**

The City has a contract with the Water Board to provide management services to the Board. The head of the City's Water Resource Management Department supervises the operation of the water treatment plant and the water storage and distribution system, as well as the meter reading team and water source planning efforts. The City's Finance Director/Treasurer is responsible for managing the Utility Billing Office, which includes the customer service representatives, billing and collection, accounting, and financial reporting functions. In addition, the Finance Department provides other financial services to the Water Board, including accounts payable, cash management, and debt management services. The City's Human Resources Department provides employee recruitment and retention and also risk management services to the Water Board. The City's Information Technology Department provides computer hardware and software support services and GIS (computerized mapping) services to the Water Board.

The Water Works Board approves a separate biennial budget for its operations. The budget approved by the Water Board for fiscal year 2018 is shown below, along with comparative, audited data for fiscal years 2016 and 2017. Actual revenues and expenses through March 31, 2018 are presented with projected ending 2018 information, as well.

City of Auburn Water Works Board					
	Audited Actual		Budget	Actual as of	
	FY16	FY17	FY2018	3/31/18	Projected
	FY2016	FY2017	FY2018	FY2018	FY2018
	\$	\$	\$	\$	\$
Revenues					
Water sales	9,977,399	10,151,654	10,982,199	4,982,137	9,964,274
Fire protection fees	151,437	151,423	157,747	75,548	151,096
Penalties & collection fees	249,184	283,991	283,276	154,124	308,248
Tapping fees	119,994	129,170	143,465	59,902	119,804
Initiation fees	83,729	79,529	84,800	23,318	46,636
Investment income	82,663	78,905	79,000	35,873	71,746
Other revenues	169,127	152,523	144,042	53,821	107,642
Total revenues	10,833,533	11,027,195	11,874,529	5,384,723	10,769,446
Capital contributions					
Access fees	721,800	1,152,600	711,800	436,800	873,600
Developers	359,775	738,900	425,000	212,502	425,000
Total revenues and capital contributions	1,081,575	1,891,500	1,136,800	649,302	1,298,600
Expenses					
Water treatment and pumping	3,111,907	3,680,811	3,621,562	1,028,740	2,057,480
Distribution	1,043,283	1,248,912	1,435,323	587,520	1,175,040
Meter reading	706,104	742,093	787,071	373,171	746,342
Utility Billing Office	1,032,727	1,124,113	1,154,774	560,031	1,120,062
Operations administration	359,586	386,967	439,686	200,757	401,514
Bond operations	1,666,800	1,454,850	1,688,037	791,992	1,583,984
General operations	2,723,873	2,755,912	3,508,967	1,508,172	3,016,344
Total expenses	10,644,280	11,393,658	12,635,420	5,050,383	10,100,766
Net income	1,270,828	1,525,037	375,909	983,642	1,967,280

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



City of Auburn

Sewer Fund - Capital Improvement Plan

Fiscal Years 2019 - 2024

Projects	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Total
WPCF Improvements							
HC Morgan Admin Building Renovation Project	139,000	-	-	-	-	-	139,000
H C Morgan Stream Restoration Project	50,000	-	-	-	-	-	50,000
2019 HC Morgan WPCF Improvements Project	2,745,000	1,830,000	-	-	-	-	4,575,000
Facility Master Plan Update	-	100,000	-	-	-	-	100,000
WPCF Miscellaneous Projects	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
Sewer Collection System Projects							
Sewer Collection System Projects	100,000	350,000	350,000	350,000	350,000	350,000	1,850,000
Long-Term Flow Metering Project	125,000	125,000	125,000	125,000	125,000	125,000	750,000
Southside Basin 6 Rehab Project	250,000	-	-	-	-	-	250,000
Southside Basin 16 SSES Project	160,000	-	-	-	-	-	160,000
Southside Basin 16 Rehab Project	-	250,000	-	-	-	-	250,000
Watershed Projects							
Miscellaneous Green Infrastructure Projects	30,000	20,000	20,000	20,000	-	-	90,000
Other Projects							
Biosolids Disposal Property	-	-	2,000,000	-	-	-	2,000,000
Aerial Topographical Mapping	-	60,000	-	-	60,000	-	120,000
Blueway/Greenway Project	100,000	-	-	-	-	-	100,000
Compensatory Mitigation Bank Feasibility Study	15,000	-	-	-	-	-	15,000
Total - Sewer Fund	3,964,000	2,985,000	2,745,000	745,000	785,000	725,000	11,949,000

City of Auburn

Sewer Fund History - Fiscal Years 2012 - 2017

							<i>Increase FY17<FY2012</i>		
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	Amount	As %	Avg % per yr
	\$	\$	\$	\$	\$	\$	\$		
Operating revenues	10,945,601	10,478,588	11,066,663	11,529,707	11,541,668	12,075,120	1,129,519	10.3%	1.7%
Operating expenses	6,054,175	5,678,225	5,885,861	6,492,424	6,621,557	7,033,483	979,308	16.2%	2.7%
Operating income (loss)	4,891,426	4,800,363	5,180,802	5,037,283	4,920,111	5,041,637	150,211	3.1%	0.5%
Nonoperating revenues (exps)									
Gain (loss) on disposal of assets	-	20,179	8,949	71,142	10,130	21,633	21,633	n/a	n/a
Interest earned	33,193	31,657	31,326	30,351	35,953	32,922	(271)	-0.8%	-0.1%
Interest and fiscal charges	(1,983,951)	(1,792,555)	(2,074,208)	(2,147,458)	(1,765,887)	(1,672,393)	(311,558)	-15.7%	-2.6%
Total nonoperating	(1,950,758)	(1,740,719)	(2,033,933)	(2,045,965)	(1,719,804)	(1,617,838)	(290,196)	-14.9%	-2.5%
Income before trsfrs & cap contrns	2,940,668	3,059,644	3,146,869	2,991,318	3,200,307	3,423,799	483,131	16.4%	2.7%
Grants	-	57,977	-	-	13,135	-	-	n/a	n/a
Transfers	(69,606)	(75,985)	(76,250)	(196,170)	(70,358)	(60,268)	(9,338)	-13.4%	-2.2%
Capital contributions from developers	205,628	1,119,230	681,000	1,741,381	445,050	830,112	624,484	303.7%	50.6%
Change in net position	3,076,690	4,160,866	3,751,619	4,536,529	3,588,134	4,193,643	1,116,953	36.3%	6.1%
Prior period adjustment	569,482	(490,010)	-	(795,990)	-	-	(569,482)	-100.0%	-16.7%
Net position, beginning	28,049,519	31,695,691	35,366,547	39,118,166	42,858,705	46,446,839	18,397,320	65.6%	10.9%
Net position, ending	31,695,691	35,366,547	39,118,166	42,858,705	46,446,839	50,640,482	18,944,791	59.8%	10.0%

This history is reported on the full accrual basis. Per Generally Accepted Accounting Principles (GAAP) other sources and uses of funds from capital outlays, debt issuances and debt principal payments (past, present and future) are not reflected in the numbers listed above.

Cash flows from:									
Operations	7,385,383	6,540,753	6,771,223	6,938,426	7,256,305	7,555,734	170,351	2.3%	0.4%
Noncapital financing	(69,606)	(75,985)	(76,250)	(196,170)	(70,358)	(60,268)	9,338	-13.4%	-2.2%
Capital and related activities	(4,981,543)	(6,590,539)	(7,065,553)	(6,197,287)	(7,190,949)	(5,077,180)	(95,637)	1.9%	0.3%
Investing activities	2,069,545	(1,972,844)	2,035,827	30,351	35,953	32,922	(2,036,623)	-98.4%	-16.4%
Net increase (decrease) in cash	4,403,779	(2,098,615)	1,665,247	575,320	30,951	2,451,208	(1,952,571)	-44.3%	-7.4%
Beginning cash & equivalents	3,748,184	8,151,963	6,053,348	7,718,595	8,293,915	8,324,866	4,576,682	122.1%	20.4%
Ending cash & equivalents	8,151,963	6,053,348	7,718,595	8,293,915	8,324,866	10,776,074	2,624,111	32.2%	5.4%

City of Auburn

Sewer Fund Operating Projections

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

	<i>Mid-Year</i>			<i>% Increases</i>		<i>Projected</i>			
	<i>Budget</i>	<i>Budget</i>				<i>FY2021</i>	<i>FY2022</i>	<i>FY2023</i>	<i>FY2024</i>
	FY2018	FY2019	FY2020	Hist'l	Proj'n	FY2021	FY2022	FY2023	FY2024
	\$	\$	\$			\$	\$	\$	\$
Operating revenues	11,389,725	11,742,075	11,844,875	1.7%	2.0%	12,081,773	12,323,408	12,569,876	12,821,274
Operating expenses	<u>7,447,445</u>	<u>8,036,733</u>	<u>8,136,618</u>	2.7%	3.0%	<u>8,380,716</u>	<u>8,632,138</u>	<u>8,891,102</u>	<u>9,157,835</u>
Operating income (loss)	<u>3,942,280</u>	<u>3,705,342</u>	<u>3,708,257</u>			<u>3,701,056</u>	<u>3,691,270</u>	<u>3,678,774</u>	<u>3,663,439</u>
Nonoperating revenues (exps)									
Gain (loss) on disposal of assets	5,000	-	40,000	n/a	0.0%	5,000	5,000	5,000	5,000
Interest earned	33,000	50,500	50,500	-0.1%	0.0%	50,500	50,500	50,500	50,500
Interest and fiscal charges	<u>(1,611,325)</u>	<u>(1,479,625)</u>	<u>(1,340,925)</u>	amort'n sched		<u>(1,206,324)</u>	<u>(1,080,462)</u>	<u>(946,493)</u>	<u>(803,077)</u>
Total nonoperating	<u>(1,573,325)</u>	<u>(1,429,125)</u>	<u>(1,250,425)</u>			<u>(1,150,824)</u>	<u>(1,024,962)</u>	<u>(890,993)</u>	<u>(747,577)</u>
Income before transfers & capital contributions	2,368,955	2,276,217	2,457,832			2,550,232	2,666,308	2,787,781	2,915,862
Transfers	(323,750)	(76,250)	(76,250)	-2.2%	0.0%	(76,250)	(76,250)	(76,250)	(76,250)
Capital contributions from developers	<u>200,000</u>	<u>800,000</u>	<u>800,000</u>	50.6%	0.0%	<u>800,000</u>	<u>800,000</u>	<u>800,000</u>	<u>800,000</u>
Change in net position	2,245,205	2,999,967	3,181,582			3,273,982	3,390,058	3,511,531	3,639,612
Net position, beginning	<u>50,640,482</u>	<u>52,885,687</u>	<u>55,885,654</u>			<u>59,067,236</u>	<u>62,341,218</u>	<u>65,731,276</u>	<u>69,242,808</u>
Net position, ending	<u>52,885,687</u>	<u>55,885,654</u>	<u>59,067,236</u>			<u>62,341,218</u>	<u>65,731,276</u>	<u>69,242,808</u>	<u>72,882,419</u>

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

Capital outlay and projects	(5,599,555)	(4,564,000)	(3,408,000)			(3,245,000)	(1,245,000)	(1,285,000)	(1,225,000)
Principal debt repayment	(2,680,000)	(2,810,000)	(2,900,000)			(3,030,000)	(3,155,000)	(3,290,000)	(3,425,000)

City of Auburn

Sewer Fund

Overview of Revenues, Expenses and Changes in Net Position

Fiscal Years 2016-2020

	Audited Actual		Mid-Year Budget	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Beginning net position	42,858,705	46,446,835	50,640,481	44,606,131	40,232,097
Revenues:					
Charges for services	11,491,381	11,999,636	11,316,475	11,668,825	11,771,625
Sewer tap fees	15,382	-	-	-	-
Reimbursements and contributions	71,250	71,250	71,250	71,250	71,250
Grants	16,324	672	-	-	-
Interest	35,980	33,019	33,000	50,500	50,500
Other revenue	12,361	10,402	2,000	2,000	2,000
Total revenues	11,642,678	12,114,979	11,422,725	11,792,575	11,895,375
Other financing sources (OFS):					
Sale of surplus assets	18,680	21,633	5,000	-	40,000
Capital contributions	445,050	830,115	200,000	800,000	800,000
Total OFS	463,730	851,748	205,000	800,000	840,000
Total revenues and OFS	12,106,408	12,966,727	11,627,725	12,592,575	12,735,375
Expenses	6,676,138	7,024,361	7,447,445	8,036,733	8,136,618
Capital outlays*	-	-	805,414	600,000	423,000
Projects*	-	-	4,794,141	3,964,000	2,985,000
Debt payments*	1,765,890	1,672,470	4,291,325	4,289,625	4,240,925
Other financing uses (transfers)	76,250	76,250	323,750	76,250	76,250
Total expenses and transfers	8,518,278	8,773,082	17,662,075	16,966,608	15,861,793
Excess (deficit) of revenues and other sources over expenses, and transfers out	3,588,130	4,193,645	(6,034,350)	(4,374,033)	(3,126,417)
Ending net position*	46,446,835	50,640,481	44,606,131	40,232,097	37,105,679

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

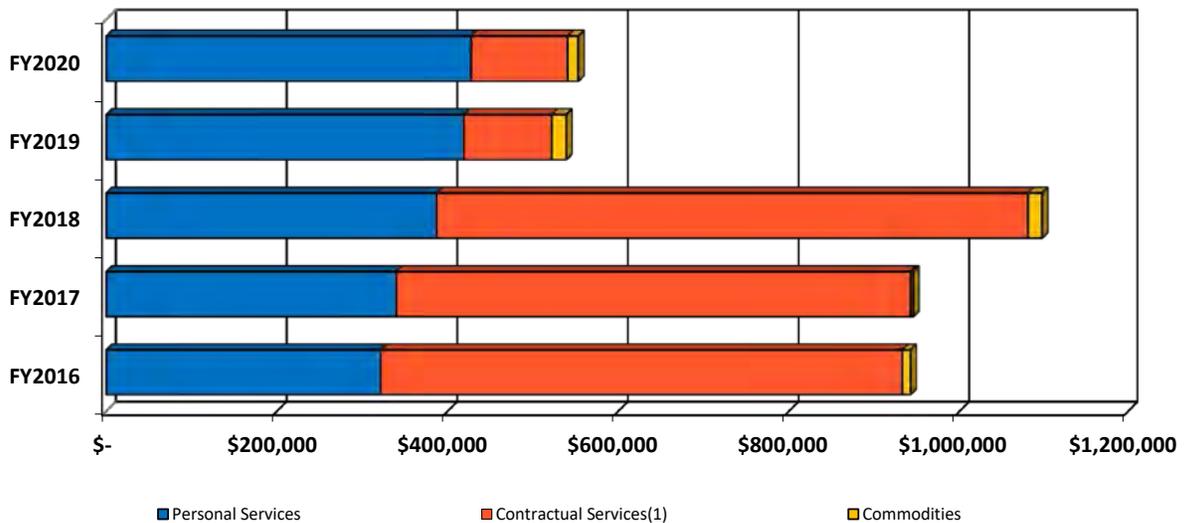
Sewer Fund

Administration Budget Summary

Comparative Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Personal Services	321,734	339,873	387,136	419,092	427,711
Contractual Services ⁽¹⁾	611,148	602,605	692,900	103,000	113,000
Commodities	9,505	3,164	16,650	17,000	12,400
Totals	942,387	945,642	1,096,686	539,092	553,111

Five Year Summary



⁽¹⁾ Beginning in FY2019, electricity for the sewer plants will no longer be budgeted in this division. It is moved to the Pumping and Treatment division. Average annual electricity costs for the plants during FY2016 - FY2018 is \$525,000 per year.

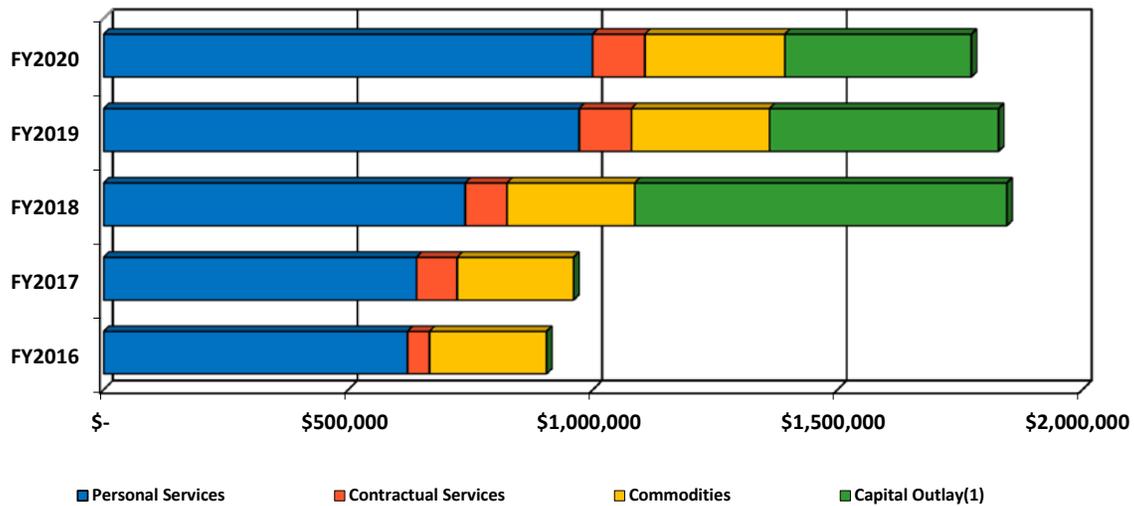
Sewer Fund

Maintenance Budget Summary

Comparative Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
Personal Services	\$ 620,840	\$ 639,356	\$ 738,837	\$ 971,678	\$ 999,132
Contractual Services	45,023	83,085	85,500	107,000	107,000
Commodities	238,767	237,548	261,000	281,950	285,950
Capital Outlay ⁽¹⁾	-	-	760,414	468,000	381,000
Totals	904,630	959,989	1,845,751	1,828,628	1,773,082

Five Year Summary



Capital Outlay Summary

	FY2019		FY2020
Bulldozer	105,000		
Equipment Trailer	152,000		
Dump Truck	98,000	Loader	200,000
Cargo Van	44,000	CCTV Camera	25,000
Pickup Truck	41,000	Backhoe	115,000
Bobcat Mulcher Head	28,000	Pickup Truck	41,000
	468,000		381,000

⁽¹⁾ Actual amounts are reported on the full accrual basis: capital assets are capitalized and expensed through depreciation and debt service payments of principal are recorded as a reduction of liabilities. The budget is prepared on a modified accrual basis: capital outlays and debt principal are reflected as expenses, for budgetary control purposes.

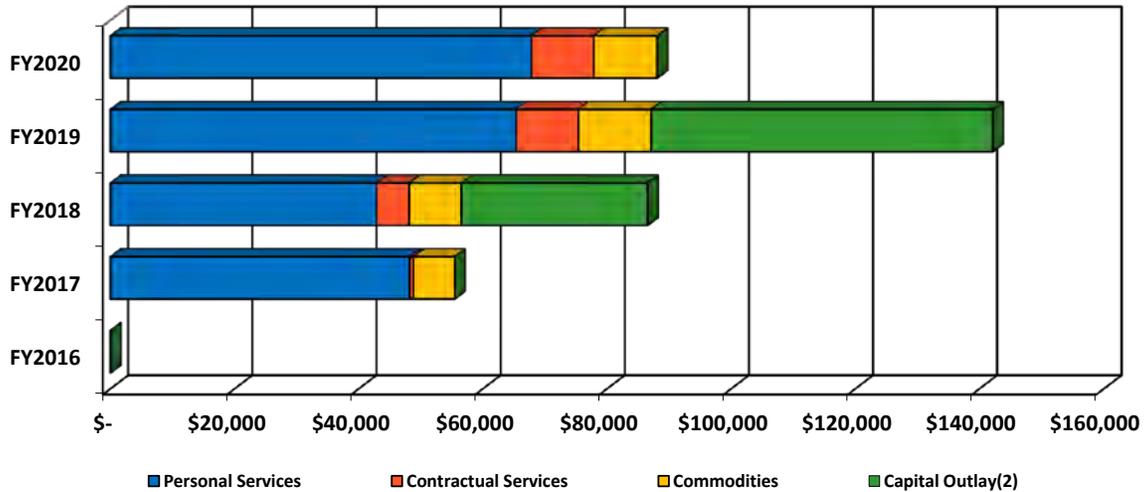
Sewer Fund

Line Locating⁽¹⁾ Budget Summary

Comparative Summary by Category

	Actual		Budget	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Personal Services	-	48,207	42,891	65,365	67,822
Contractual Services	-	605	5,250	10,025	10,025
Commodities	-	6,659	8,400	11,750	10,250
Capital Outlay ⁽²⁾	-	-	30,000	55,000	-
Totals	-	55,472	86,541	142,140	88,097

Five Year Summary



Capital Outlay Summary

	FY2019
Pickup Truck (2)	55,000
	55,000

⁽¹⁾ This division was set up in FY2017 to isolate costs associated with operations of line locating.

⁽²⁾ Actual amounts are reported on the full accrual basis: capital assets are capitalized and expensed through depreciation and debt service payments of principal are recorded as a reduction of liabilities. The budget is prepared on a modified accrual basis: capital outlays and debt principal are reflected as expenses, for budgetary control purposes.

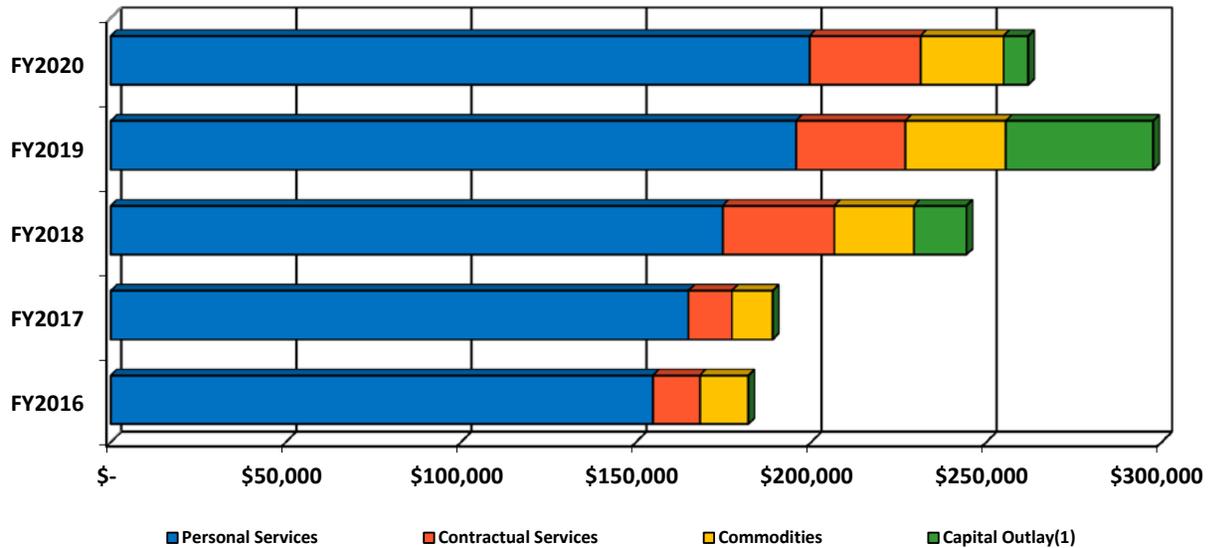
Sewer Fund

Watershed Budget Summary

Comparative Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Personal Services	154,836	164,933	174,707	195,629	199,521
Contractual Services	13,381	12,404	31,880	31,200	31,700
Commodities	13,819	11,606	22,700	28,700	23,700
Capital Outlay ⁽¹⁾	-	-	15,000	42,000	7,000
Totals	182,036	188,942	244,287	297,529	261,921

Five Year Summary



Capital Outlay Summary

	FY2019		FY2020
Pickup Truck	35,000		
Stream Gauge	7,000	Stream Gauge	7,000
	<u>42,000</u>		<u>7,000</u>

⁽¹⁾ Actual amounts are reported on the full accrual basis: capital assets are capitalized and expensed through depreciation and debt service payments of principal are recorded as a reduction of liabilities. The budget is prepared on a modified accrual basis: capital outlays and debt principal are reflected as expenses, for budgetary control purposes.

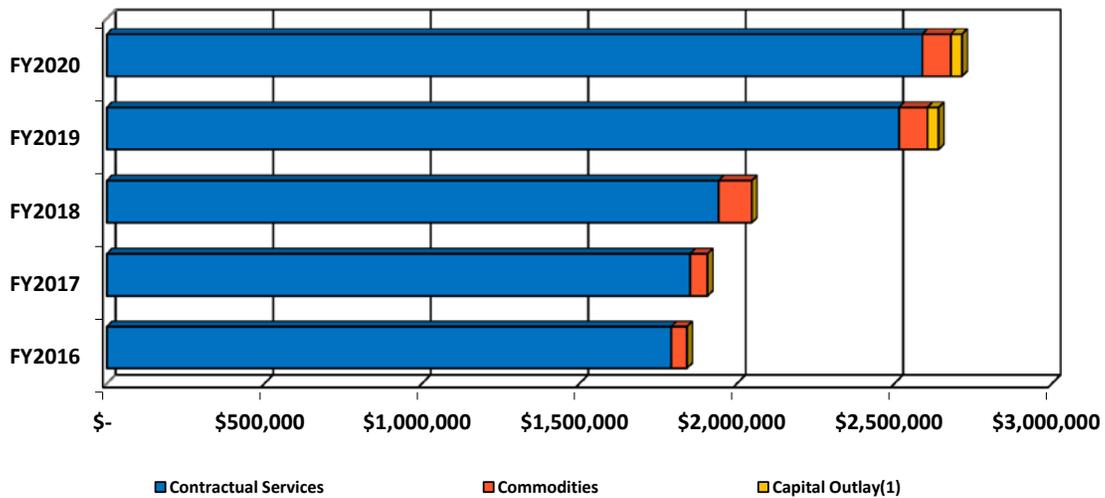
Sewer Fund

Pumping and Treatment Budget Summary

Comparative Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Contractual Services	1,791,622	1,852,334	1,942,195	2,515,183	2,589,245
Commodities	49,780	54,298	105,138	90,400	90,400
Capital Outlay ⁽¹⁾	-	-	-	35,000	35,000
Totals	1,841,402	1,906,633	2,047,333	2,640,583	2,714,645

Five Year Summary



Capital Outlay Summary

	FY2019		FY2020
Pickup Truck	35,000	Pickup Truck	35,000
	35,000		35,000

⁽¹⁾ Actual amounts are reported on the full accrual basis: capital assets are capitalized and expensed through depreciation and debt service payments of principal are recorded as a reduction of liabilities. The budget is prepared on a modified accrual basis: capital outlays and debt principal are reflected as expenses, for budgetary control purposes.

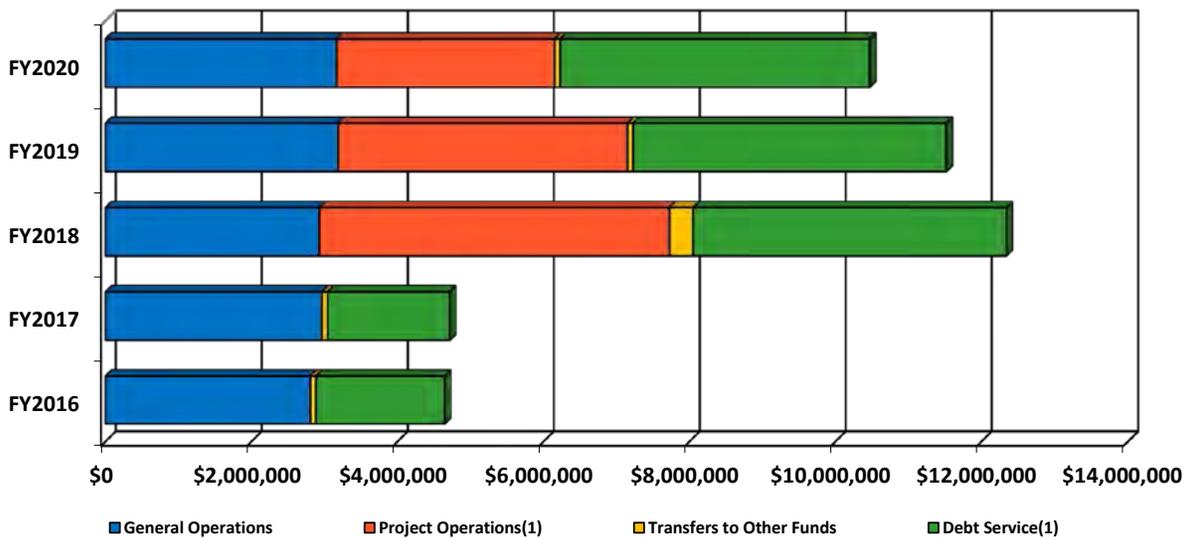
Sewer Fund

Non-Departmental Budget Summary

Comparative Summary by Category

	Actual		Mid-Year Budget	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
General Operations	2,805,683	2,967,684	2,932,261	3,188,761	3,168,761
Project Operations ⁽¹⁾	-	-	4,794,141	3,964,000	2,985,000
Transfers to Other Funds	76,250	76,250	323,750	76,250	76,250
Debt Service ⁽¹⁾	1,765,890	1,672,470	4,291,325	4,289,625	4,240,925
Totals	4,647,823	4,716,404	12,341,477	11,518,636	10,470,936

Five Year Summary



⁽¹⁾ Actual amounts are reported on the full accrual basis: capital assets are capitalized and expensed through depreciation and debt service payments of principal are recorded as a reduction of liabilities. The budget is prepared on a modified accrual basis: capital outlays and debt principal are reflected as expenses, for budgetary control purposes.



City of Auburn



City of Auburn

Biennial Budget for FY 2019 & FY 2020

Enterprise Funds

Solid Waste Management Fund Enterprise

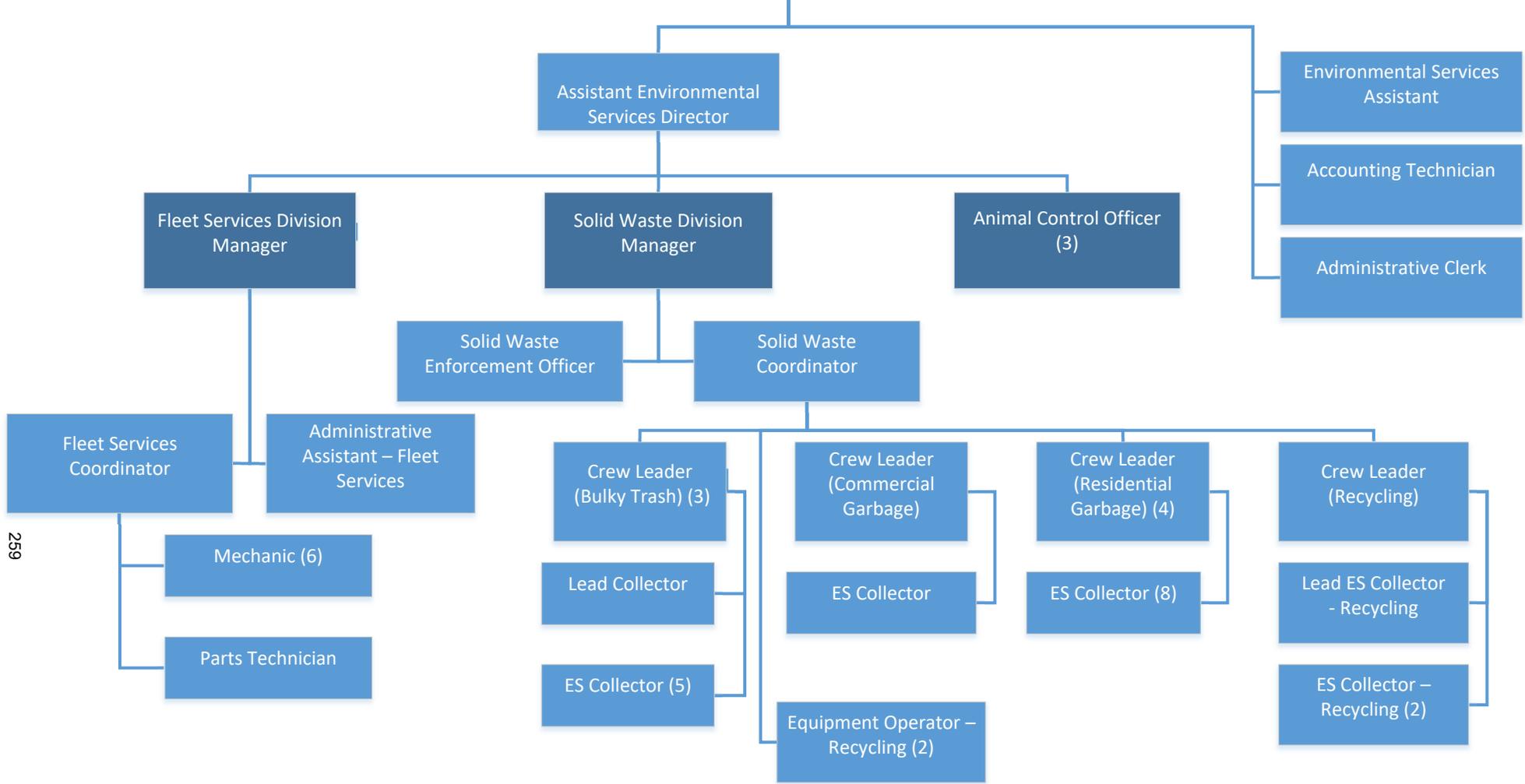
Environmental Services Department

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City of Auburn

Environmental Services Department



City of Auburn

Solid Waste Management Fund Financing Structure

The Solid Waste Management Fund accounts for the solid waste collection and disposal and recycling activities within the City of Auburn. The Solid Waste Management Fund receives revenue from garbage charges to customers, special trash pick-up fees, and sales of recyclables. Expenses include salaries and benefits of the Environmental Services employees whose duties include solid waste and recycling functions, landfill tipping fees, fuel and other supplies, and depreciation expense on the capital assets used in the solid waste and recycling functions.

Solid waste fees are included on the utility billings for water and sewer services, which are processed by the Water Works Board of the City of Auburn. The City provides once a week pick-up of garbage (household waste), trash (yard waste) and recycling, at two levels of service: curb service and back-yard service to most residences within the City. Environmental Services also services some non-residential customers, primarily City facilities. Most commercial solid waste services are provided by outside contractors. Fees for the City's solid waste services as of October 1, 2017 are as follows:

Monthly fees for residential service	
Back yard service	\$ 33.50
Curb service	\$ 23.50
Security Deposit	\$ 30.00
Fees for excess yard waste (more than 5 cubic yards)	
Up to 1/2 truck load (truck = 22 cubic yards)	\$ 50.00
More than 1/2 truck load up to 1 truck load	\$ 100.00
Each load over one truck load	\$ 100.00

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

Environmental Services Department

Timothy L. Woody, Director



Mission

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

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

Major Functions of the Environmental Services Department

- ◆ Provide a comprehensive solid waste management program to the city’s residential and commercial services customer base (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

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

Environmental Services FY2019 Goals

1. Update the Department's Five-Year Strategic Management Plan and Annual Program Plan.
Anticipated to commence by **1/1/2019** and be completed by **6/30/2019**

Animal Control

1. Work to develop a Vector Control Guidance Program to assist citizens with mitigating issues with vectors that affect the health, safety and welfare of the City's domesticated animal population.
Anticipated to commence by **1/1/2019** and be completed by **9/30/2019**
2. Work with the U.S. Department of Agriculture to track and mitigate issues with urban wildlife throughout the City where the health, safety and welfare of the public is raised as a concern.
Anticipated to commence by **10/1/2018** and be completed by **9/30/2019**

Fleet Services

1. Work with the Information Technology Department and others to develop a survey instrument for use by stakeholders to garner feedback about the services provided by Fleet Services. The feedback will be used to enhance/improve services where warranted.
Anticipated to commence by **10/1/2018** and be completed by **6/30/2019**
2. Work with the Information Technology Department and others to assess the viability, including costs, of instituting a Global Positioning System (GPS)/vehicle tracking program to be used on City vehicles. Such a program will allow Fleet Services to track operational and maintenance issues on vehicles.
Anticipated to commence by **10/1/2018** and be completed by **6/30/2019**

Recycling

1. Expand the Single-Stream Recycling Program to include additional areas of the City beyond the initial project area that was initiated in FY 2018.
Anticipated to commence by **11/1/2018** and be completed by **3/31/2019**
2. Host at least one trash amnesty period during the fiscal year.
Anticipated to commence by **3/1/2019** and be completed by **6/30/2019**
3. Work with other City departments to complete a neighborhood cleanup project. The Department's part will be to collect and dispose of bulky/yard debris generated within the specified neighborhood during the project.
Anticipated to commence by **3/1/2019** and be completed by **6/30/2019**

Solid Waste

1. Host two household hazardous waste events during the fiscal year.
Anticipated to commence by **10/1/2018** and be completed by **6/30/2019**
2. With the advent of the Single-Stream Curbside Recycling Program and the continued increase in the City's residential solid waste accounts, evaluate the collection routes to ensure equity and efficiency between them. This will be done with the assistance of the City's Information Technology Department.
Anticipated to commence by **3/1/2019** and be completed by **9/30/2019**

Environmental Services FY2020 Goals

1. Update the department's Five-Year Strategic Management Plan and Annual Program Plan.
Anticipated to commence by **1/1/2020** and be completed by **6/30/2020**

Animal Control

1. Work with the U.S. Department of Agriculture to track and mitigate issues with urban wildlife throughout the City where the health, safety and welfare of the public is raised as a concern.
Anticipated to commence by **10/1/2019** and be completed by **9/30/2020**

Fleet Services

1. Based on results of FY 2019 assessment, begin a phased approach to implementing a Global Positioning System Vehicle Tracking Program.
Anticipated to commence by **1/1/2020** and be completed by **9/30/2020**

Recycling

1. Host at least one trash amnesty period during the fiscal year.
Anticipated to commence by **3/1/2020** and be completed by **6/30/2020**
2. Work with other City departments to complete a neighborhood cleanup project. The department's part will be to collect and dispose of bulky/yard debris generated within the specified neighborhood during the project.
Anticipated to commence by **3/1/2020** and be completed by **6/30/2020**
3. Evaluate the prospect of introducing a food waste/organics composting and/or recycling program.
Anticipated to commence by **1/1/2020** and be completed by **9/30/2020**

Solid Waste

1. Host two household hazardous waste events during the fiscal year.
Anticipated to commence by **10/1/2019** and be completed by **6/30/2020**
2. Pending the outcome of the FY 2019 collection route evaluation project, implement a new collection routing system to provide equity amongst the routes and improve efficiencies. This will be done with assistance from the Information Technology Department.
Anticipated to commence by **1/1/2020** and be completed by **6/30/2020**

City of Auburn

Solid Waste Management Fund History - Fiscal Years 2012 - 2017

	Audited Actual						Increase FY17<FY2012		
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	Amount	As %	Avg % per yr
	\$	\$	\$	\$	\$	\$	\$		
Operating revenues⁽¹⁾	3,608,916	3,914,807	4,245,220	4,489,115	4,596,421	4,846,645	1,237,729	34.3%	5.7%
Operating expenses	3,757,885	3,948,022	4,145,365	4,112,900	4,405,115	4,568,571	810,686	21.6%	3.6%
Operating income (loss)	(148,969)	(33,215)	99,855	376,215	191,306	278,074	427,043	286.7%	47.8%
Nonoperating revenues (exps)									
Gain (loss) on disposal of assets	9,820	610	13,752	7,280	20,850	18,770	8,950	91.1%	15.2%
Interest earned	247	863	2,485	4,044	5,263	3,611	3,364	1361.9%	227.0%
Total nonoperating	10,067	1,473	16,237	11,324	26,113	22,381	12,314	122.3%	20.4%
Income before trsfers & cap contrns	(138,902)	(31,742)	116,092	387,539	217,419	300,455	439,357	316.3%	52.7%
Capital Contributions - Grants	39,025	-	-	-	-	86,404	47,379	121.4%	20.2%
Transfers	696,375	540,843	385,269	65,191	(55,282)	(110,754)	(807,129)	-115.9%	-19.3%
Change in net position	596,498	509,101	501,361	452,730	162,137	276,105	(320,393)	-53.7%	-9.0%
Prior period adjustment	225,176	-	-	(1,079,739)	-	-	-	n/a	n/a
Net position, beginning	295,573	1,117,247	1,626,348	2,127,709	1,500,700	1,662,837	1,367,264	462.6%	77.1%
Net position, ending	1,117,247	1,626,348	2,127,709	1,500,700	1,662,837	1,938,942	821,695	73.5%	12.3%

This history is reported on the full accrual basis. Per Generally Accepted Accounting Principles (GAAP) other sources and uses of funds from capital outlays, debt issuances and debt principal payments (past, present and future) are not reflected in the numbers listed above.

Cash flows from:									
Operations	77,352	322,273	537,075	953,570	527,778	858,876	781,524	1010.3%	168.4%
Noncapital financing	696,375	540,845	385,269	65,191	(48,397)	(50,337)	(746,712)	-107.2%	-17.9%
Capital and related activities	(748,816)	(580,206)	(526,582)	(758,032)	(239,628)	(545,800)	203,016	-27.1%	-4.5%
Investing activities	247	861	2,483	4,044	5,263	3,611	3,364	1361.9%	227.0%
Net increase (decrease) in cash	25,158	283,773	398,245	264,773	245,016	266,350	241,192	958.7%	159.8%
Beginning cash & equivalents	-	25,158	308,931	707,176	971,949	1,216,965	1,216,965	n/a	n/a
Ending cash & equivalents	25,158	308,931	707,176	971,949	1,216,965	1,483,315	1,458,157	5796.0%	966.0%

⁽¹⁾ Customer rates for garbage collection increased by 7.5%, 4.6%, and 4.4% on October 1 of 2012, 2013, and 2014 respectively.

City of Auburn

Solid Waste Management Fund Operating Projections

Financial projections are based on assumptions and are subject to continuous change as actual revenue and expense information is updated and assumptions revised. These projections include a proposed 4.26% rate increase in FY2021 and 4.08% rate increase in FY2022.

	Mid-Year			% Increases		Projected			
	Budget	Budget	Budget	Hist'l	Proj'n	FY2021	FY2022	FY2023	FY2024
	FY2018	FY2019	FY2020			FY2021	FY2022	FY2023	FY2024
	\$	\$	\$			\$	\$	\$	\$
Operating revenues ⁽¹⁾	5,128,527	5,231,743	4,975,176	5.7%	2.0%	5,286,622	5,608,049	5,720,210	5,834,614
Operating expenses	5,247,838	5,604,286	5,440,653	3.6%	3.0%	5,603,873	5,771,989	5,945,149	6,123,503
Operating income (loss)	(119,311)	(372,543)	(465,477)			(317,251)	(163,940)	(224,939)	(288,889)
Nonoperating revenues (exps)									
Gain (loss) on disposal of assets	6,000	5,000	5,000	15.2%	0.0%	5,000	5,000	5,000	5,000
Interest earned	3,500	3,500	3,500	227.0%	0.0%	3,500	3,500	3,500	3,500
Total nonoperating	9,500	8,500	8,500			8,500	8,500	8,500	8,500
Income before transfers	(109,811)	(364,043)	(456,977)			(308,751)	(155,440)	(216,439)	(280,389)
Transfers in	-	524,100	300,000			-	-	-	-
Transfers	(302,500)	(55,000)	(55,000)	-19.3%	0.0%	(55,000)	(55,000)	(55,000)	(55,000)
Change in net position	(412,311)	105,057	(211,977)			(363,751)	(210,440)	(271,439)	(335,389)
Net position, beginning	1,938,942	1,526,631	1,631,688			1,419,711	1,055,960	845,520	574,081
Net position, ending	1,526,631	1,631,688	1,419,711			1,055,960	845,520	574,081	238,691

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

Adjusted net position, beginning	1,938,942	833,662	1,272,619			1,636,142	1,372,391	1,261,951	1,090,512
Change in net position	(412,311)	105,057	(211,977)			(363,751)	(210,440)	(271,439)	(335,389)
Capital outlay and projects	(1,285,214)	(301,000)	-			(500,000)	(500,000)	(500,000)	(500,000)
Add: Depreciation	592,245	634,900	575,500			600,000	600,000	600,000	600,000
Adjusted net position, ending	833,662	1,272,619	1,636,142			1,372,391	1,261,951	1,090,512	855,122

⁽¹⁾ FY2021 includes a proposed rate increase of 4.26% and FY2022 includes a proposed rate increase 4.08%.

City of Auburn

Solid Waste Management Fund

Overview of Revenues, Expenses and Changes in Net Position

Fiscal Years 2016-2020

	Audited Actual		Mid-Year	Budget	
	FY2016	FY2017	Budget	FY2019	FY2020
	\$	\$	\$	\$	\$
Beginning net position	1,500,700	1,662,837	1,938,942	241,417	45,474
Revenues:					
Grants	2,475	86,404	288,896	350,000	-
Charges for services	4,529,945	4,747,488	4,796,631	4,828,243	4,921,676
Recycling revenue	53,004	92,957	40,000	50,000	50,000
Interest	5,263	3,611	3,500	3,500	3,500
Other revenue	10,997	6,200	3,000	3,500	3,500
Total revenues	4,601,684	4,936,660	5,132,027	5,235,243	4,978,676
Other financing sources (OFS):					
Sale of surplus assets	20,850	18,770	6,000	5,000	5,000
Transfer in general fund	-	-	-	524,100	300,000
Total OFS	20,850	18,770	6,000	529,100	305,000
Total revenues and OFS	4,622,534	4,955,430	5,138,027	5,764,343	5,283,676
Expenses	4,402,640	4,561,963	5,247,838	5,604,286	5,440,653
Capital outlays ⁽¹⁾	-	-	1,285,214	301,000	-
Other financing uses (transfers)	55,282	110,754	302,500	55,000	55,000
Total expenses and transfers	4,460,397	4,679,325	6,835,552	5,960,286	5,495,653
Excess (deficit) of revenues and other sources over expenses, and transfers out	162,137	276,105	(1,697,525)	(195,943)	(211,977)
Ending net position*	1,662,837	1,938,942	241,417	45,474	(166,503)

* Actual amounts are reported on the full accrual basis: capital assets are capitalized and expensed through depreciation. The budget is prepared on a modified accrual basis: capital outlays are reflected as expenses, for budgetary control purposes. Capital outlay budgeted for FY2018 - FY2020 totals \$1,586,214, resulting in a negative ending net position for FY2020. When this is adjusted for, the projected FY2020 ending net position is \$1,416,714.

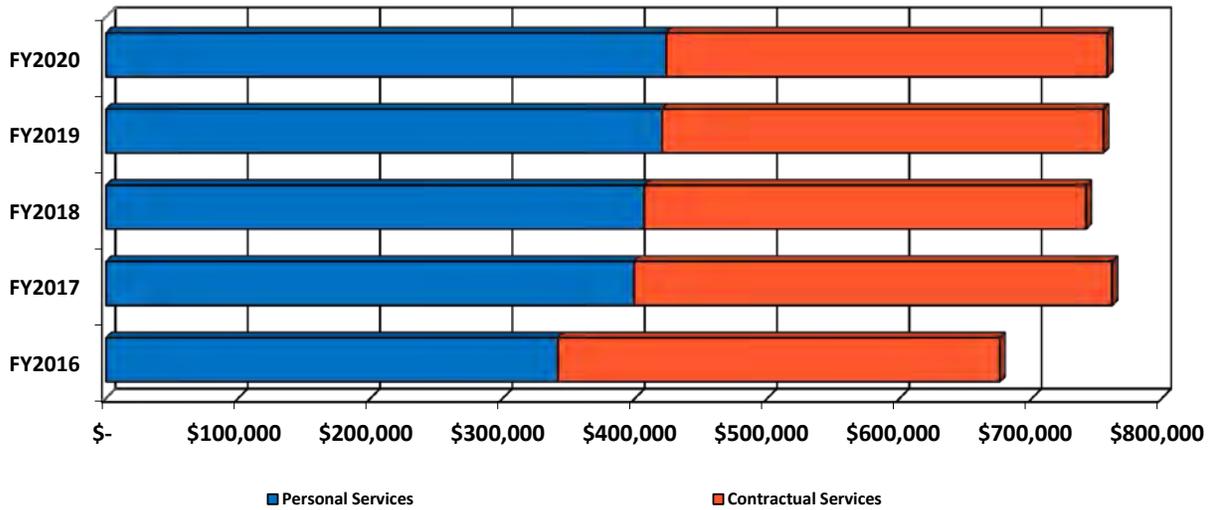
Solid Waste Management Fund

Administration Budget Summary

Comparative Summary by Category

	Actual	Actual	Mid-Year	Budget	
	FY2016	FY2017	Budget	FY2019	FY2020
	\$	\$	\$	\$	\$
Personal Services	341,426	399,143	406,801	420,284	423,414
Contractual Services	334,000	362,001	334,000	334,000	334,000
Totals	675,426	761,144	740,801	754,284	757,414

Five Year Summary



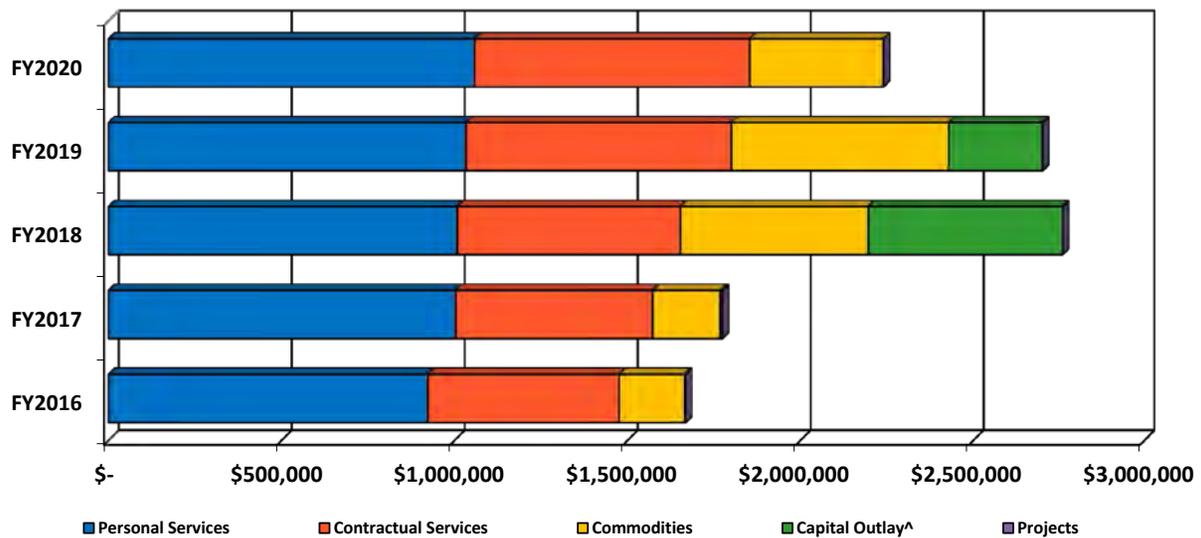
Solid Waste Management Fund

Recycling Budget Summary

Comparative Summary by Category

	Actual	Actual	Mid-Year	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Personal Services	923,085	1,003,875	1,008,415	1,034,098	1,058,315
Contractual Services	553,160	569,084	645,055	766,172	795,497
Commodities	189,857	195,632	543,320	629,150	386,500
Capital Outlay [^]	-	-	562,000	271,000	-
Projects	2,475	6,608	-	-	-
Totals	1,668,577	1,775,199	2,758,790	2,700,420	2,240,312

Five Year Summary



Capital Outlay Summary

Automated Side Loader Truck	FY2019 271,000 <hr/> 271,000
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[^] Actual amounts are reported on the full accrual basis: capital assets are capitalized and expensed through depreciation and debt service payments of principal are recorded as a reduction of liabilities. The budget is prepared on a modified accrual basis: capital outlays and debt principal are reflected as expenses, for budgetary control purpose

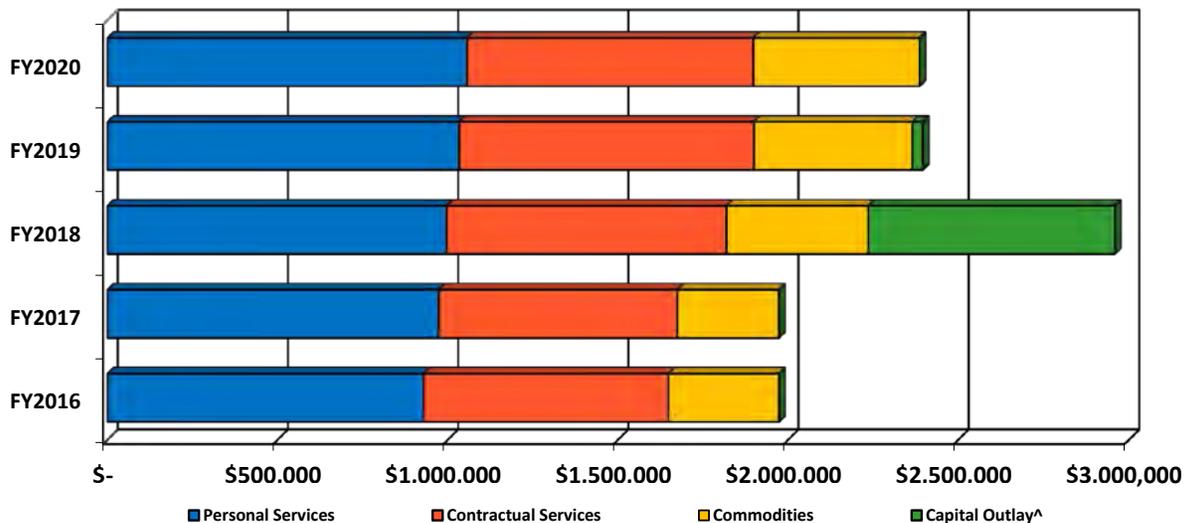
Solid Waste Management Fund

Solid Waste Budget Summary

Comparative Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Personal Services	929,099	973,944	996,496	1,034,079	1,056,503
Contractual Services	719,143	700,210	822,595	865,300	840,900
Commodities	324,664	298,482	416,211	465,703	488,800
Capital Outlay [^]	-	-	723,214	30,000	-
Totals	1,972,906	1,972,636	2,958,516	2,395,082	2,386,203

Five Year Summary



Capital Outlay Summary

	FY2019
Utility Vehicle	30,000
	30,000

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

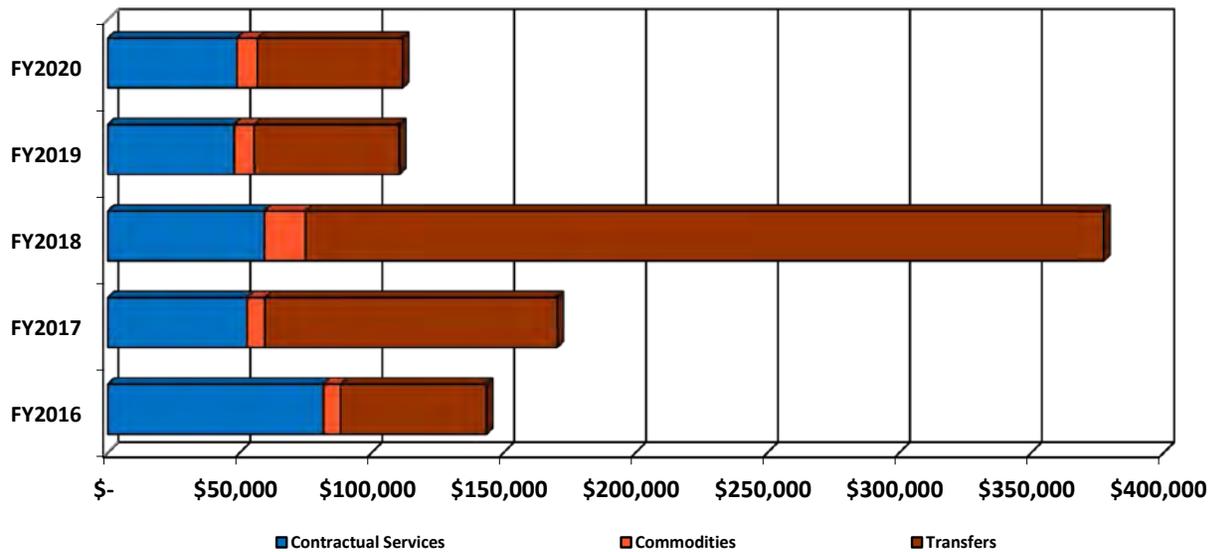
Solid Waste Management Fund

General Operations Budget Summary

Comparative Summary by Category

	Actual	Actual	Mid-Year	Budget	
	FY2016	FY2017	Budget FY2018	FY2019	FY2020
Contractual Services	\$ 81,732	\$ 52,794	\$ 59,395	\$ 48,000	\$ 49,000
Commodities	6,474	6,798	15,550	7,500	7,725
Transfers	55,282	110,754	302,500	55,000	55,000
Totals	143,488	170,346	377,445	110,500	111,725

Five Year Summary





City of Auburn

Biennial Budget for FY 2019 & FY 2020

Special Revenue Funds

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City of Auburn

City of Auburn

Description of and Trends in Special Revenue Funds

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

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

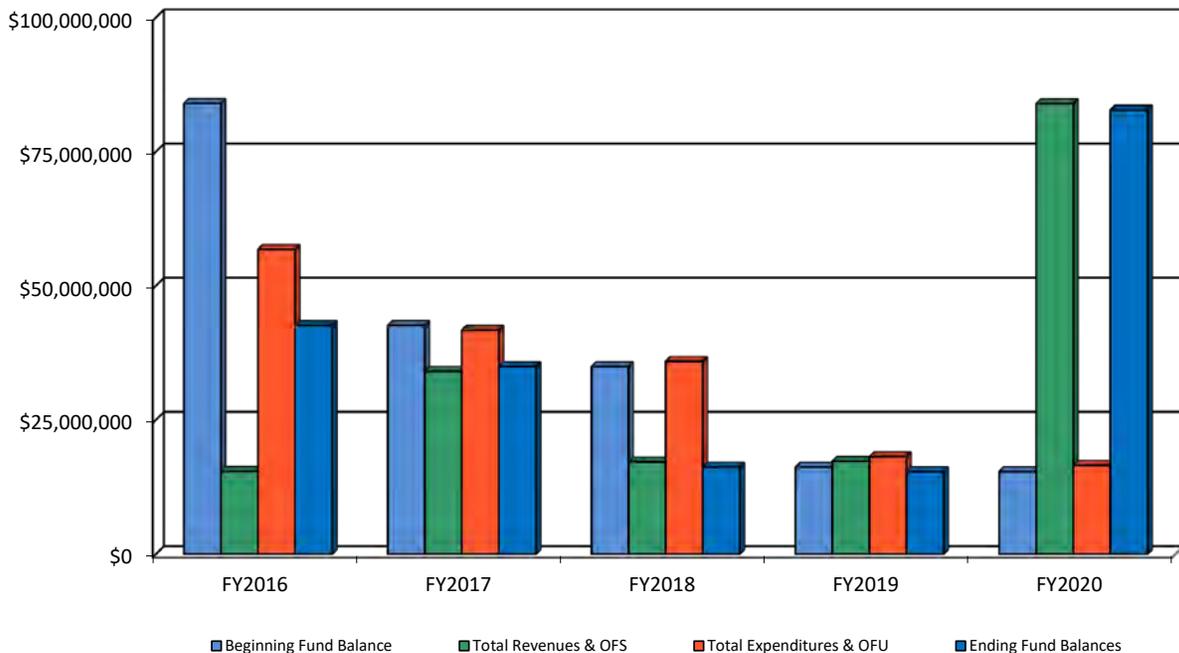
Nine Cent Gas Tax Fund accounts for Auburn's share of the State of Alabama four cent and five cent gas tax revenues disbursed for the resurfacing and restoration of roads, bridges, and streets.

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

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

Municipal Court Judicial Administration Fund accounts for funds received from specific fines collected that are to be used for municipal court administration purposes.

	Audited Actual		Mid-Year	Budget	
	FY2016	FY2017	Budget*	FY2019	FY2020
	\$	\$	\$	\$	\$
Beginning Fund Balance	83,941,137	42,569,489	34,891,802	16,143,110	15,335,121
Revenues	15,388,949	16,022,583	17,133,015	17,267,630	17,807,630
Other Financing Sources (OFS)	6,815	18,010,511	2,500	-	66,090,000
Total Revenues & OFS	15,395,764	34,033,094	17,135,515	17,267,630	83,897,630
Expenditures	6,983,460	7,051,864	8,467,368	8,353,101	8,796,452
Other Financing Uses (OFU)	49,783,952	34,658,917	27,416,839	9,722,518	7,699,940
Total Expenditures & OFU	56,767,412	41,710,781	35,884,207	18,075,619	16,496,392
Excess of Revenues & OFS over Expenditures & OFU	(41,371,648)	(7,677,687)	(18,748,692)	(807,989)	67,401,238
Ending Fund Balances	42,569,489	34,891,802	16,143,110	15,335,121	82,736,359



City of Auburn

Total Special Revenue Funds

Overview of Revenues, Expenditures and Changes in Fund Balance

	Audited Actual		Mid-Year	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Revenues:					
Locally levied taxes	14,531,928	15,410,798	16,569,575	16,730,380	17,263,880
State shared taxes	280,258	283,181	273,500	278,500	280,000
Other revenues	576,763	328,604	289,940	258,750	263,750
Total revenues	15,388,949	16,022,583	17,133,015	17,267,630	17,807,630
Other financing sources (OFS):					
Sale of Surplus Assets	6,815	10,511	2,500	-	-
Debt proceeds	-	18,000,000	-	-	66,090,000
Total revenues and OFS	15,395,764	34,033,094	17,135,515	17,267,630	83,897,630
Expenditures					
Public Safety	81,097	37,405	72,500	32,000	30,000
Municipal Court	9,321	6,339	140,000	132,000	550,000
General Operations	467,829	579,407	593,655	596,795	625,395
Debt service (for Bd of Education)	6,425,213	6,428,713	7,661,213	7,592,306	7,591,057
Total expenditures	6,983,460	7,051,864	8,467,368	8,353,101	8,796,452
Other financing uses (OFU):					
Bond/warrant issue expense	-	46,500	-	-	660,900
Operating transfers to other funds	365,000	290,000	280,000	280,000	280,000
Transfer to Board of Education	49,418,952	34,322,417	27,136,839	9,442,518	6,759,040
Total expenditures and OFU	56,767,412	41,710,781	35,884,207	18,075,619	16,496,392
Excess of revenues and other sources over expenditures and other uses	(41,371,648)	(7,677,687)	(18,748,692)	(807,989)	67,401,238
Fund balances, beginning of year	83,941,137	42,569,489	34,891,802	16,143,110	15,335,121
Fund balances, end of year	42,569,489	34,891,802	16,143,110	15,335,121	82,736,359

City of Auburn

Special Revenue Funds

Combining Statement of Budgeted Revenues and Expenditures

	7 Cent State Gas Tax	9 Cent State Gas Tax	Special School Tax	Public Safety Substance Abuse Prevention	Municipal Court Judicial Administration	Total-All Budgeted Special Revenue Funds
	\$	\$	\$	\$	\$	\$
Audited fund balances, 9.30.2017	44,786	45,475	33,803,591	151,943	846,008	34,891,802
FY2018 Budgeted revenues	153,640	120,150	16,724,075	13,200	124,450	17,135,515
FY2018 Budgeted expenditures	155,000	125,000	35,391,707	72,500	140,000	35,884,207
Budgeted fund balances, 9.30.2018	43,426	40,625	15,135,959	92,643	830,458	16,143,110
FY2019 Budget						
Revenues						
Taxes	156,000	122,500	16,730,380	-	-	17,008,880
Other revenue	100	100	100,000	26,550	132,000	258,750
Total revenues	156,100	122,600	16,830,380	26,550	132,000	17,267,630
Expenditures						
Public Safety Police capital outlay	-	-	-	32,000	-	32,000
Judicial capital outlay	-	-	-	-	132,000	132,000
Non-departmental						
General operations	-	-	596,795	-	-	596,795
Debt service	-	-	7,592,306	-	-	7,592,306
<i>Total expenditures</i>	-	-	8,189,101	32,000	132,000	8,353,101
Other financing uses						
Transfers to other funds	155,000	125,000	-	-	-	280,000
Transfers to Bd of Education	-	-	9,442,518	-	-	9,442,518
<i>Total other financing uses</i>	155,000	125,000	9,442,518	-	-	9,722,518
Total expenditures and other uses	155,000	125,000	17,631,619	32,000	132,000	18,075,619
Budgeted fund balances, 9.30.2019	44,526	38,225	14,334,720	87,193	830,458	15,335,121
FY2020 Budget						
Budgeted fund balances, 9.30.2019	44,526	38,225	14,334,720	87,193	830,458	15,335,121
Revenues						
Taxes	157,000	123,000	17,263,880	-	-	17,543,880
Other revenue	100	100	100,000	26,550	137,000	263,750
<i>Total revenues</i>	157,100	123,100	17,363,880	26,550	137,000	17,807,630
Other financing sources						
Debt Proceeds	-	-	66,090,000	-	-	66,090,000
<i>Total other financing sources</i>	-	-	66,090,000	-	-	66,090,000
Total revenue and other sources	157,100	123,100	83,453,880	26,550	137,000	83,897,630
Expenditures						
Public Safety Police capital outlay	-	-	-	30,000	-	30,000
Non-departmental						
General operations	-	-	625,395	-	-	625,395
Debt service	-	-	7,591,057	-	-	7,591,057
<i>Total expenditures</i>	-	-	8,216,452	30,000	-	8,246,452
Other financing uses						
Transfers to other funds	155,000	125,000	-	-	550,000	830,000
Transfers to Bd of Education	-	-	6,759,040	-	-	6,759,040
Bond/warrant issue expense	-	-	660,900	-	-	660,900
Total expenditures and other uses	155,000	125,000	15,636,392	30,000	550,000	16,496,392
Budgeted fund balances, 9.30.2020	46,626	36,325	82,152,208	83,743	417,458	82,736,359

City of Auburn

Special Revenue Funds

Overview of Revenues, Expenditures and Changes in Fund Balance

State Seven Cent Gas Tax Fund					
	Audited Actual		Mid-Year Budget	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Revenues:					
State shared gasoline tax	157,092	158,885	153,500	156,000	157,000
Interest	322	99	140	100	100
Total revenues	157,414	158,984	153,640	156,100	157,100
Other financing uses (OFU):					
Operating transfers to other funds	200,000	160,000	155,000	155,000	155,000
Excess of revenue and other sources over expenditures and other uses	(42,586)	(1,016)	(1,360)	1,100	2,100
Fund balance, beginning of year	88,388	45,802	44,786	43,426	44,526
Fund balance, end of year	45,802	44,786	43,426	44,526	46,626

State Nine Cent Gas Tax Fund					
	Audited Actual		Mid-Year Budget	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Revenues:					
State shared gasoline tax	123,166	124,296	120,000	122,500	123,000
Interest	353	110	150	100	100
Total revenues	123,519	124,406	120,150	122,600	123,100
Other financing uses (OFU):					
Operating transfers to other funds	165,000	130,000	125,000	125,000	125,000
Excess of revenue and other sources over expenditures and other uses	(41,481)	(5,594)	(4,850)	(2,400)	(1,900)
Fund balance, beginning of year	92,550	51,069	45,475	40,625	38,225
Fund balance, end of year	51,069	45,475	40,625	38,225	36,325

City of Auburn

Special Revenue Funds

Overview of Revenues, Expenditures and Changes in Fund Balance

Special School Tax Fund - A Major Fund					
	Audited Actual		Mid-Year	Budget	
	FY2016	FY2017	Budget	FY2019	FY2020
	\$	\$	FY2018	\$	\$
Revenues:					
General property tax	14,531,928	15,410,798	16,569,575	16,730,380	17,263,880
Interest	334,412	152,030	154,500	100,000	100,000
Total revenues	14,866,340	15,562,828	16,724,075	16,830,380	17,363,880
Other financing sources (OFS)					
Debt proceeds	-	18,000,000	-	-	66,090,000
Total revenues and OFS	14,866,340	33,562,828	16,724,075	16,830,380	83,453,880
Expenditures:					
General Operations	467,829	579,407	593,655	596,795	625,395
Debt Service	6,425,213	6,428,713	7,661,213	7,592,306	7,591,057
Other financing uses (OFU):					
Transfer to Board of Education	5,153,114	4,832,707	6,332,239	6,942,518	6,759,040
Transfer to BOE - Debt Proceeds	44,265,838	29,489,710	20,804,600	2,500,000	-
Bond/warrant issue expense	-	46,500	-	-	660,900
Total expenditures and OFU	56,311,994	41,377,037	35,391,707	17,631,619	15,636,392
Excess of revenue and other sources over expenditures and other uses	(41,445,654)	(7,814,209)	(18,667,632)	(801,239)	67,817,488
Fund balance, beginning of year	83,063,454	41,617,800	33,803,591	15,135,959	14,334,720
Fund balance, end of year	41,617,800	33,803,591	15,135,959	14,334,720	82,152,208

Public Safety Substance Abuse Prevention Fund					
	Audited Actual		Mid-Year	Budget	
	FY2016	FY2017	Budget	FY2019	FY2020
	\$	\$	FY2018	\$	\$
Revenues:					
Confiscation Revenue	79,338	28,845	10,000	26,000	26,000
Interest	1,173	505	700	550	550
Total revenues	80,511	29,350	10,700	26,550	26,550
Other financing sources (OFS)					
Sale of Surplus Assets	6,815	10,511	2,500	-	-
Total revenues and OFS	87,326	39,861	13,200	26,550	26,550
Expenditures:					
Public Safety Police operations	68,697	23,285	13,000	-	-
Public Safety Police capital outlay	12,400	14,120	59,500	32,000	30,000
Total expenditures	81,097	37,405	72,500	32,000	30,000
Excess of revenue and other sources over expenditures and other uses	6,229	2,456	(59,300)	(5,450)	(3,450)
Fund balance, beginning of year	143,258	149,487	151,943	92,643	87,193
Fund balance, end of year	149,487	151,943	92,643	87,193	83,743

City of Auburn

Special Revenue Funds

Overview of Revenues, Expenditures and Changes in Fund Balance

Municipal Court Judicial Administration Fund					
	Audited Actual		Mid-Year	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Revenues:					
Court Fines	157,850	145,061	122,950	130,000	135,000
Interest	3,315	1,954	1,500	2,000	2,000
Total revenues	161,165	147,015	124,450	132,000	137,000
Expenditures:					
Municipal Court operations	9,321	6,339	20,000	-	-
Municipal Court capital outlay	-	-	120,000	132,000	-
Other financing uses (OFU):					
Transfer to Capital Projects Fund	-	-	-	-	550,000
Total expenditures and OFU	9,321	6,339	140,000	132,000	550,000
Excess of revenue and other sources over expenditures and other uses	151,844	140,676	(15,550)	-	(413,000)
Fund balance, beginning of year	553,488	705,332	846,008	830,458	830,458
Fund balance, end of year	705,332	846,008	830,458	830,458	417,458



City of Auburn

Biennial Budget for FY 2019 & FY 2020

Debt Service Fund

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

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City of Auburn

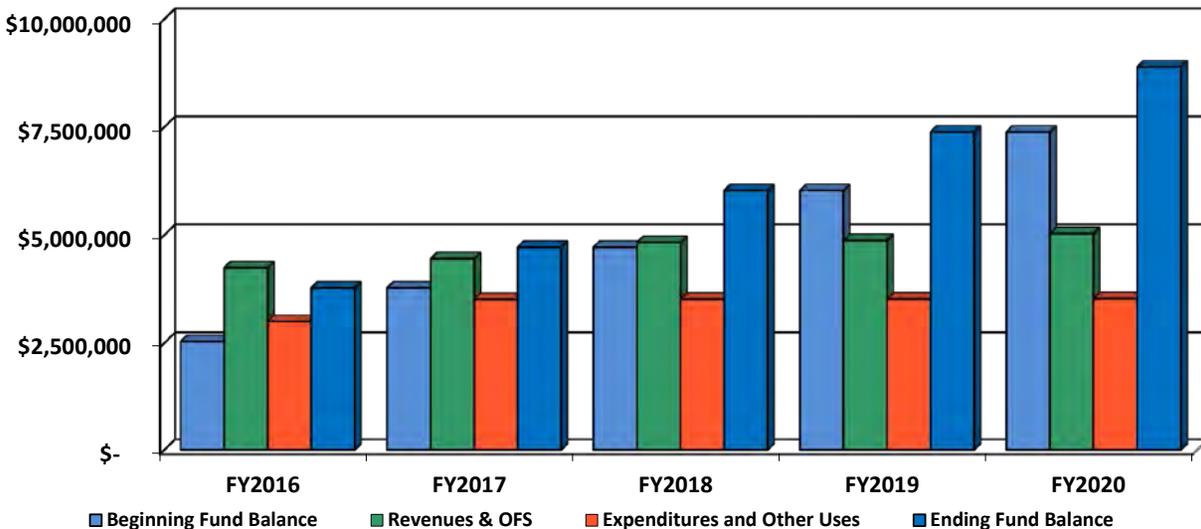
City of Auburn

Debt Service Fund

Overview of Revenues, Other Sources, Expenditures and Other Uses

Special 5-Mill Tax Fund accounts for revenues received from five mills of ad valorem tax dedicated to the payment of principal and interest on bonds issued to finance projects approved by the citizens of Auburn in referenda. In 2014, the City Council dedicated the resources of the Special 5-Mill Tax Fund to provide for construction of new school facilities; in April of 2015, voters approved the use of these funds to construct a new high school and other facility improvements. During 2015, General Fund made a \$3.8 million contribution to the Special School Tax Fund for the amount of debt service paid from the Special 5-Mill Tax Fund. In 2016, the City's General Fund assumed all the current outstanding debt in this fund, and the Special 5-Mill Tax Fund now services the most recent voter approved debt issued for school capital investments.

	Audited Actual		Mid-Year	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Revenues					
General property tax	4,222,083	4,438,499	4,812,500	4,860,175	5,015,850
Interest	18,976	11,706	14,500	15,000	16,500
Total revenues	4,241,059	4,450,205	4,827,000	4,875,175	5,032,350
Expenditures					
Tax Administration Fee	136,392	165,934	171,890	177,285	182,865
Debt Service					
Interest	2,859,529	3,342,306	3,342,306	3,342,306	3,342,306
Fiscal fees	817	812	550	850	850
Total expenditures	2,996,738	3,509,052	3,514,746	3,520,441	3,526,021
Excess (deficit) of revenue and OFS over expenditures and OFU	1,244,321	941,153	1,312,254	1,354,734	1,506,329
Fund balance, beginning of year	2,531,934	3,776,255	4,717,408	6,029,662	7,384,396
Fund balance, end of year	3,776,255	4,717,408	6,029,662	7,384,396	8,890,725



City of Auburn

Special Five Mill Tax Fund History - Fiscal Years 2008 - 2017

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	Inc FY17>FY08	
	Actual	Amount	As%									
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$		
Revenues:												
Ad Valorem Tax	3,044,712	3,464,143	3,657,712	3,777,188	3,812,161	3,752,492	3,862,390	3,999,233	4,222,083	4,438,499	1,393,787	45.8%
Interest	117,087	93,160	48,663	47,247	28,869	19,538	16,496	14,699	18,976	11,706	(105,381)	-90.0%
Total Revenues	3,161,799	3,557,303	3,706,375	3,824,435	3,841,030	3,772,030	3,878,886	4,013,932	4,241,059	4,450,205	1,288,406	40.7%
Expenditures:												
Cap imp wts 6.01.98 \$2.0M Principal	115,000	120,000	130,000	135,000	145,000	-	-	-	-	-	(115,000)	-100.0%
Cap imp wts 6.01.98 \$2.0M Interest (refunded by 2012 issue)	55,015	47,439	40,883	37,774	31,173	-	-	-	-	-	(55,015)	-100.0%
GO Warrants 8.01.99 (Lib) \$3.7M Principal	290,000	310,000	330,000	355,000	375,000	-	-	-	-	-	(290,000)	-100.0%
GO Warrants 8.01.99 (Lib) \$3.7M Interest (refunded by 2012 issue)	129,515	112,786	96,371	82,672	64,225	-	-	-	-	-	(129,515)	-100.0%
GO Warrants 8.01.02 \$7.25M Principal	435,000	465,000	495,000	530,000	565,000	-	-	-	-	-	(435,000)	-100.0%
GO Warrants 8.01.02 \$7.25M Interest (refunded by 2012 issue)	231,553	209,749	187,908	170,744	148,498	-	-	-	-	-	(231,553)	-100.0%
GO Warrants 3.01.05 \$5.0M Principal*	550,000	625,000	705,000	785,000	865,000	900,000	965,000	565,000	-	-	(550,000)	-100.0%
GO Warrants 3.01.05 \$5.0M Interest*	377,218	355,064	327,548	296,954	262,854	115,990	76,120	44,625	-	-	(377,218)	-100.0%
GO Warrants 1.01.07 \$5.2M Principal*	240,000	250,000	265,000	280,000	300,000	315,000	335,000	355,000	-	-	(240,000)	-100.0%
GO Warrants 1.01.07 \$5.2M Interest*	208,900	196,871	185,656	177,887	166,300	154,000	139,325	36,232	-	-	(208,900)	-100.0%
GO Bonds 6.09 \$9.0M Principal*	-	-	620,000	635,000	655,000	675,000	695,000	720,000	-	-	-	n/a
GO Bonds 6.09 \$9.0M Interest*	-	-	254,002	296,162	277,125	260,750	240,500	219,650	-	-	-	n/a
GO Bonds 5.01.12 \$4.0M Principal*	-	-	-	-	-	250,000	265,000	275,000	-	-	-	n/a
GO Bonds 5.01.12 \$4.0M Interest*	-	-	-	-	19,757	160,632	157,191	152,125	-	-	-	n/a
GO Bonds 8.01.12 \$6.18M Principal*	-	-	-	-	-	1,155,000	1,235,000	1,260,000	-	-	-	n/a
GO Bonds 8.01.12 \$6.18M Interest*	-	-	-	-	-	182,200	159,100	134,400	-	-	-	n/a
GO Bonds 10.28.14 \$2.51M Principal*	-	-	-	-	-	-	-	-	-	-	-	n/a
GO Bonds 10.28.14 \$2.51M Interest*	-	-	-	-	-	-	-	61,501	-	-	-	n/a
GO Bonds 06.23.15 \$78.2M Principal	-	-	-	-	-	-	-	-	-	-	-	n/a
GO Bonds 06.23.15 \$78.2M Interest	-	-	-	-	-	-	-	-	2,859,529	3,342,306	3,342,306	n/a
Non-Departmental^	97,614	120,376	126,441	141,347	125,514	117,995	150,674	133,410	136,403	166,746	69,132	70.8%
Trustee Fees	17,225	10,123	10,152	8,017	89,265	5,775	3,150	3,250	806	-	(17,225)	-100.0%
Bond/Warrant Issue Expense	-	-	-	-	-	-	-	36,023	-	-	-	n/a
Total Expenditures	2,747,039	2,822,408	3,773,961	3,931,557	4,089,710	4,292,342	4,421,060	3,996,216	2,996,738	3,509,052	762,013	27.7%
Other Financing Sources and Uses												
Proceeds of refunding bonds	-	-	-	-	6,180,000	-	-	2,510,000	-	-	-	n/a
Premium on debt issued	-	-	-	-	493,473	-	-	217,027	-	-	-	n/a
Payment to refunded bond escrow	-	-	-	-	(6,608,445)	-	-	(2,690,594)	-	-	-	n/a
Total OFS/OFU	-	-	-	-	65,028	-	-	36,433	-	-	-	n/a
Excess of Revenues/OFS > Expenditures/OFU	414,761	734,895	(67,586)	(107,122)	(183,651)	(520,312)	(542,174)	54,149	1,244,321	941,153	526,392	126.9%
Beginning fund balance	2,748,975	3,163,736	3,898,631	3,831,045	3,723,923	3,540,271	3,019,959	2,477,785	2,531,934	3,776,255	1,027,280	37.4%
Ending fund balance	3,163,736	3,898,631	3,831,045	3,723,923	3,540,271	3,019,959	2,477,785	2,531,934	3,776,255	4,717,408	1,553,672	49.1%

^Tax collection fees and property reappraisal fees
*Debt service moved to General Fund in FY2016.

City of Auburn

Projection of the Special Five-Mill Tax Fund

In 2014, the City Council dedicated the resources of the Special 5-Mill Tax Fund to provide for construction of new school facilities. In April of 2015, voters approved the use of these funds to construct a new high school and other facility improvements. In FY2016, the City's General Fund assumed all the current outstanding debt in this fund, and the Special 5-Mill Tax Fund now services the approved 2015 debt issued for school capital investments.

	Rate of Projected Change	FY2017 Actual	FY2018 Mid-Year Budget	Budget		Projected			
				FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
		\$	\$	\$	\$	\$	\$	\$	\$
Revenues:									
Ad Valorem Tax	3.0%	4,438,499	4,812,500	4,860,175	5,015,850	5,166,326	5,321,315	5,480,955	5,645,383
Interest		11,706	14,500	15,000	16,500	18,500	21,000	22,500	24,000
Total Revenues		4,450,205	4,827,000	4,875,175	5,032,350	5,184,826	5,342,315	5,503,455	5,669,383
Expenditures:									
Non-Departmental*	3.0%	166,746	171,890	177,285	182,865	188,351	194,001	199,822	205,816
Bond/Warrant Issue Expense		-	-	-	-	-	-	-	-
Trustee Fees		-	550	850	850	850	850	850	850
GO Bonds 06.23.15 \$78.2M Principal		-	-	-	-	750,000	500,000	1,200,000	1,200,000
GO Bonds 06.23.15 \$78.2M Interest		3,342,306	3,342,306	3,342,306	3,342,306	3,342,306	3,325,431	3,300,431	3,240,431
Total Expenditures		3,509,052	3,514,746	3,520,441	3,526,021	4,281,507	4,020,282	4,701,103	4,647,097
Excess of Revenues > Expenditures		941,153	1,312,254	1,354,734	1,506,329	903,319	1,322,033	802,352	1,022,286
Beginning fund balance		3,776,255	4,717,408	6,029,662	7,384,396	8,890,725	9,794,044	11,116,076	11,918,429
Ending fund balance		4,717,408	6,029,662	7,384,396	8,890,725	9,794,044	11,116,076	11,918,429	12,940,715

*Tax collection fees and property reappraisal fees



City of Auburn



City of Auburn

Biennial Budget for FY 2019 & FY 2020

Public Park and Recreation Board

Tennis Center

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City of Auburn

City of Auburn

Public Park and Recreation Board

Tennis Center Financing Structure



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

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



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

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

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

The Yarbrough Tennis Center is owned, via a lease, by the Public Park and Recreation Board (PPRB). It is accounted for as a separate business-type activity (an Enterprise fund). The PPRB does not have its own employees; the Tennis Center is managed and operated by the City's Parks and Recreation Department staff. It is not the City Council's intention that the Tennis Center's revenues cover its costs (full-accrual expenses, including depreciation). Separately accounting for the Tennis Center as an enterprise enables the PPRB and City Management to evaluate the Tennis Center's operating results and make informed decisions concerning the fees to be charged to the public. The proposed operating budget for the fiscal years 2019 and 2020 is based on the historical operating data and knowledge of the staff of the forecasted and booked number and size of tournaments and events hosted by the complex. Some recent history is presented below.

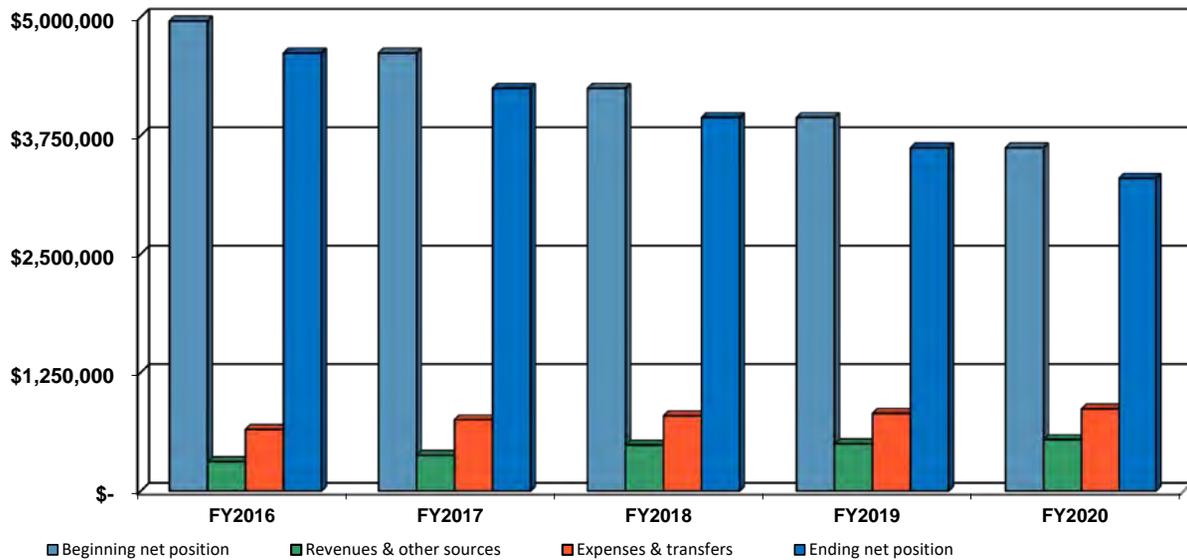
PPRB - Tennis Center	FY2014	FY2015	FY2016	FY2017	FY2018
Operating revenues:	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Budgeted</i>
Tennis rev (Court & membership)	\$ 67,595	\$ 77,235	\$ 84,412	\$ 96,735	\$ 86,579
Service charges to Auburn Univ.	91,194	107,198	93,579	76,710	100,000
Total operating revenues	158,789	184,433	177,991	173,445	186,579
Operating expenses:					
Personal Services	173,028	207,961	172,167	208,669	258,839
Contractual	115,995	110,696	141,009	152,116	127,242
Commodities	28,160	30,096	30,719	42,686	31,196
Depreciation	298,269	299,874	303,601	340,570	303,500
Capital Outlay^	-	-	-	-	69,515
Total operating expenses	615,452	648,627	647,496	744,041	790,292
Operating income (loss)	(456,663)	(464,194)	(469,505)	(570,596)	(603,713)
Transfers (General and Cap Proj)	\$ 190,128	\$ 278,292	\$ 131,132	\$ 201,675	\$ 296,500

City of Auburn

Public Parks and Recreation Board - Tennis Center

Overview of Revenues, Expenses and Changes in Net Position

	Audited Actual		Mid-Year	Budget	
	FY2016	FY2017	FY2018	FY2019	FY2020
	\$	\$	\$	\$	\$
Revenues ⁽¹⁾	177,991	173,445	186,575	186,500	246,050
Other financing sources - appropriations from COA	131,132	201,675	296,500	310,600	295,000
Total revenues and other sources	309,123	375,120	483,075	497,100	541,050
Expenses ⁽²⁾	647,496	748,075	790,292	816,881	863,010
Total expenses and transfers	647,496	748,075	790,292	816,881	863,010
Excess (deficit) of revenues and other sources over expenses and transfers out	(338,373)	(372,955)	(307,217)	(319,781)	(321,960)
Beginning net position	4,956,856	4,618,483	4,245,528	3,938,311	3,618,530
Ending net position	4,618,483	4,245,528	3,938,311	3,618,530	3,296,569



⁽¹⁾ FY20 includes Auburn University's reimbursement for 87% of tennis court resurfacing.

⁽²⁾ Actual amounts are reported on the full accrual basis: capital assets are capitalized and expensed through depreciation. The budget is prepared on a modified accrual basis: capital outlays are reflected as expenses, for budgetary control purposes.

City of Auburn

Public Park and Recreation Board - Tennis Center

Comparative Revenue, Expenses and Changes in Net Position

	Audited Actual		Mid-Year	Budget	
	FY2016	FY2017	Budget FY2018	FY2019	FY2020
Operating revenues:					
Tennis center revenue	21,773	33,305	22,500	26,500	27,500
Membership fees	27,683	25,982	30,000	25,000	26,000
Tennis court fees	33,683	37,211	33,500	34,500	35,500
Service charges to Auburn University ⁽¹⁾	93,579	76,710	100,000	100,000	156,550
Miscellaneous	1,273	237	575	500	500
Total operating revenues	177,991	173,445	186,575	186,500	246,050
Operating Expenses:					
Salaries and benefits	172,167	208,669	258,839	299,403	307,333
Utilities	101,210	110,894	101,745	103,715	103,715
Grounds maintenance	33,989	35,427	16,000	21,000	21,000
Miscellaneous contractual	5,810	5,795	9,497	9,847	9,997
Supplies	30,719	42,686	31,196	32,316	32,965
Depreciation	303,601	340,570	303,500	320,000	323,000
Capital Outlay ⁽²⁾	-	-	69,515	30,600	65,000
Total operating expenses	647,496	744,041	790,292	816,881	863,010
Operating income (loss)	(469,505)	(570,596)	(603,717)	(630,381)	(616,960)
Loss on disposal of assets	-	(4,034)	-	-	-
Appropriations from the City of Auburn	131,132	201,675	296,500	310,600	295,000
Change in net position	(338,373)	(372,955)	(307,217)	(319,781)	(321,960)
Net position, beginning of year	4,956,856	4,618,483	4,245,528	3,938,311	3,618,530
Net position, end of year	4,618,483	4,245,528	3,938,311	3,618,530	3,296,569

⁽¹⁾ FY20 includes Auburn University's reimbursement for 87% of tennis court resurfacing.

⁽²⁾ Actual amounts are reported on the full accrual basis: capital assets are capitalized and expensed through depreciation. The budget is prepared on a modified accrual basis: capital outlays are reflected as expenses, for budgetary control purposes.



City of Auburn

Biennial Budget for FY 2019 & FY 2020

Capital Budgets

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City of Auburn

The City of Auburn

Capital Budgeting Overview

Capital Improvement Plan for Fiscal Year 2019 through Fiscal Year 2024

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

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

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

Council Priorities Following the presentation of the Citizen Survey, the City Manager's staff compiles a listing of a number of initiatives and projects. The listing contains descriptions of potential projects and broad strategic initiatives based on past priorities, citizen concerns based on the survey results, and needs identified by staff and consultants. Priorities are completed by individual Council members, then compiled by staff. Each item is ranked, based on average ranking, and placed in a matrix that allows for a visual representation of the general consensus of Council. The management team then reviews this information to determine which capital needs to emphasize in their capital budget requests. The current list of priorities can be found in the City Manager's Budget Message in the Introductory Information in this document.



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

External Studies As the process of evaluating and considering potential projects and long-range capital investment strategies, the input of professional consultants is often solicited to vet Council priorities and staff recommendations. This is often the case when consultants can offer considerably more technical expertise and experience on specific projects. For example, the Council's priority of redevelopment downtown and along the Opelika Road corridor, necessitated the need to solicit the skills and advice of known experts to gather citizen feedback and facilitate planning. External studies and professional services are typically, but not exclusively, sought regarding legal, engineering and financial concerns. Of course, staff thoroughly evaluates proposals and works closely with providers.

Internal Guiding Documents Over the last several decades, a number of principal guiding documents have been created, updated and relied upon in long-range planning. Chief among these are CompPlan 2030 and Auburn 2020 (and, previously, Auburn 2000.) These plans provides a broad strategic foundation for the long-range plans, and sets general timetables for reevaluating more specific internal guiding documents. Examples of the more specific documents include the Master Street Plan, Bicycle Plan, Greenways Master Plan and Land Use Plan. In 2018, the Parks, Leisure and Culture Master Plan was adopted and provides guidance on future capital investments for Parks & Recreation and Library facilities.

Staff Analysis The City's professional staff utilizes both internal guiding documents and external studies to provide the optimal, most effective and efficient ways to meet those the priorities defined by the Citizen Survey and City Council. The Council relies on staff's professional judgment, recognizing their expertise and experience in providing for the needs of the community.

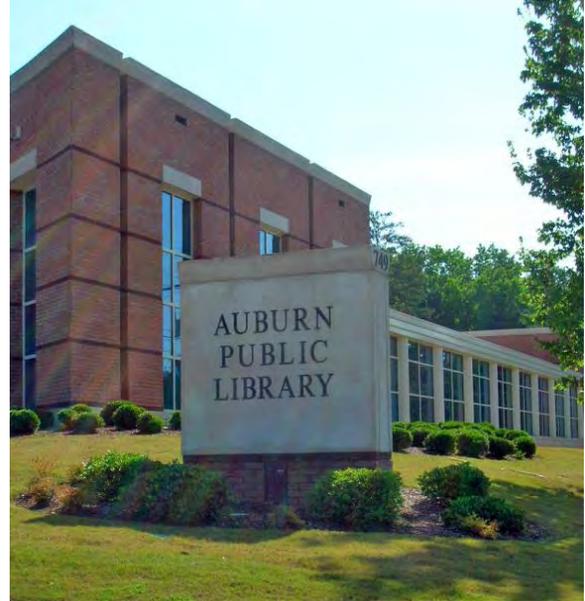
Early in the budget process, the City Manager's budget team requests that the department heads submit project proposals documenting projected capital and operating costs, benefits to the City and its citizens, other community impacts, and priority ranking. The project requests are submitted electronically, and cataloged in a database for further review. After the department heads submit all the projects by the established deadline, the City Manager's budget staff places the projects in a draft CIP based on the priority rankings determined by the department heads and City Manager, and in keeping with the Council and citizen priorities. Following the development of the draft CIP, the City Manager, and the department heads that have proposed projects for inclusion in the CIP meet to discuss each project and its relative importance to the City in meeting the objectives of Council and needs of residents. This meeting allows points of view from department heads not directly involved in each project to be expressed and considered.



The outcome of the CIP sessions is a consensus document that the City Manager submits to the City Council with the biennial budget. The CIP included in the Proposed Budget document identifies the projects by fiscal year and specifies the projected funding sources for the project. All projects listed for the earliest biennium are included in the proposed biennial budget

presented to the Council. Public input concerning the CIP is encouraged at the public hearing held on the budget. Citizens informed about the CIP during the budget work sessions, through press releases about the budget process, online access to the budget document, and printed copies available for review at City Hall and the Auburn Public Library. Citizens also have the opportunity to comment on the CIP during the public hearing held during a City Council meeting prior to adoption of the budget.

Following adoption of the budget and CIP, staff begins the process of initiating the included projects. For those projects in the immediate term, this may involve immediate construction; for those projects with a longer horizon, staff begins to fully explore design, engineering and financing options. In addition to the responsible department managing individual projects, the City Manager's budget team, in conjunction with Finance personnel, monitors the project expenditures and completion of major milestones to adjust overall budgets and planning horizons. As the projects contained on the CIP are typically reflected in the departmental goals, Council is updated quarterly on their progress. Additionally, construction updates are provided to Council weekly for all ongoing projects, and photo captioned reports are published on the City's website.



The pages following this overview include information on capital outlay and projects budgeted for fiscal 2019 and 2020, as well as the 6-year CIP by project category. More detailed information on selected capital projects are included in the *Capital Improvement Plan Project Detail* section. The projects in this section were selected based on the amount and type of project; details include the responsible department, a project description, and the impact of each project in the City's operating budget.

City of Auburn

Budgeted Capital Outlay & Projects - Summary (by Funding Source)

The budget includes several different categories of capital outlay in different funds. The totals appearing below summarize capital outlay for vehicle, equipment, project and infrastructure funding in the various departmental and non-departmental accounts, and across budgeted funds. Additional details can be found on the pages that follow.

	FY2019	FY2020	Total
	\$	\$	\$
General Fund			
Departmental Vehicles & Equipment Replacement	1,409,341	927,778	2,337,119
Departmental Vehicles & Equipment Expansion	169,639	445,000	614,639
Departmental Projects	1,840,000	210,000	2,050,000
General Operations Projects	1,880,000	350,000	2,230,000
Public Works Project Operations	9,512,843	6,906,619	16,419,462
Parks & Recreation Project Operations	1,691,666	291,666	1,983,332
Total - General Fund Capital Outlay & Projects	16,503,489	9,131,063	25,634,552
Sewer Fund			
Departmental Vehicles & Equipment Replacement	42,000	191,000	233,000
Departmental Vehicles & Equipment Expansion	558,000	232,000	790,000
Projects	3,964,000	2,985,000	6,949,000
Total - Sewer Fund	4,564,000	3,408,000	7,972,000
Solid Waste Management Fund			
Departmental Vehicles & Equipment Replacement	301,000	-	301,000
Total - Solid Waste Management Fund	301,000	-	301,000
Assessment Project Fund			
Projects	43,420	169,000	212,420
Total - Assessment Project Fund	43,420	169,000	212,420
Municipal Court Judicial Administration Fund			
Projects	132,000	550,000	682,000
Total - Municipal Court Judicial Admin. Fund	132,000	550,000	682,000
Planned Borrowing			
Projects	28,600,000	20,455,000	49,055,000
Total - Planned Borrowing	28,600,000	20,455,000	49,055,000
Total - Budgeted Capital Outlay & Projects	50,143,909	33,713,063	83,856,972

City of Auburn

Budgeted Capital Outlay - Vehicles & Equipment (by Funding Source)

General Fund - FY2019

		Equipment Replacement	Equipment Expansion	Total
		\$	\$	\$
Public Safety				
Ford Police Interceptor Utility SUV - Patrol (9)	Police	234,342		
Ford Taurus Sedans (4)	Police	80,976		
Ford F 150 Crew Cab 4 x 2	Police	24,031		
Segway Police Vehicle	Police	12,792		
Narcotics Detection Canine	Police	12,000		
Upfit for replacement vehicles (14)	Police	119,000		
Officer to Captain Vehicle Expansion	Police		25,000	
Ford F150 Super Crew 4 x 4	Fire	43,000		
Breathing Air Fill Station	Fire	78,000		
Self Contained Breathing Apparatus (25)	Fire	222,500		
Extrication Equipment	Fire		35,000	
Total - Public Safety				886,641
Public Works				
Street Sweeper	Right-Of-Way Maintenance	210,000		
15-Passenger Van	Right-Of-Way Maintenance	33,000		
Extended Cab Pickup Truck 4x4	Heavy Construction	70,000		
Total - Public Works				313,000
Environmental Services				
Hydraulic hose machine	Fleet Services		10,000	
Mig welding machine	Fleet Services		7,500	
A/C machine r1234yf	Fleet Services		7,500	
Total - Environmental Services				25,000
Inspection Services				
1/2T Pickup	Inspection Services	25,000		
1/2T Pickup	Inspection Services	25,000		
1/2T Pickup	Inspection Services		25,000	
Total - Inspection Services				75,000
Parks & Recreation				
Rec. Software Tyler Technologies Munis	Administrative Services		47,644	
Turf Renovator	Parks and Facilities		11,995	
Mower	Parks and Facilities	13,000		
Mower	Parks and Facilities	10,000		
Bush Hog	Parks and Facilities	5,100		
Gator	Parks and Facilities	7,600		
Total - Parks & Recreation				95,339
Information Technology				
Replacement Hyper-V Host (2)	Information Technology	148,000		
Total - Information Technology				148,000
Engineering Services				
Sign Van	Traffic Systems	36,000		
Total - Engineering Services				36,000
Total - General Fund		1,409,341	169,639	1,578,980

City of Auburn

Budgeted Capital Outlay - Vehicles & Equipment (by Funding Source)

Sewer Fund - FY2019

		<u>Equipment Replacement</u>	<u>Equipment Expansion</u>	<u>Total</u>
Water Resource Management				
Bulldozer	Sewer Maintenance		105,000	
Truck and Lowboy Equipment Trailer	Sewer Maintenance		152,000	
Dump Truck	Sewer Maintenance		98,000	
Cargo Van	Sewer Maintenance		44,000	
Pickup Truck	Sewer Maintenance		41,000	
Mulcher Head for Bobcat	Sewer Maintenance		28,000	
Pickup Truck (2)	Line Locating		55,000	
Pickup Truck	Watershed	35,000		
Stream Gauge	Watershed	7,000		
Pickup Truck	Pumping and Treatment		35,000	
Total - Sewer Fund		42,000	558,000	600,000

Solid Waste Management Fund - FY2019

Environmental Services				
28 Yard Automated Side Loader Truck	Recycling	271,000		
Ford Explorer Utility Vehicle	Solid Waste	30,000		
Total - Solid Waste Management Fund		301,000	-	301,000
Total - All Funds		1,752,341	727,639	2,479,980

City of Auburn
Budgeted Capital Outlay - Vehicles & Equipment (by Funding Source)

General Fund - FY2020

		<u>Equipment Replacement</u>	<u>Equipment Expansion</u>	<u>Total</u>
		\$	\$	\$
Public Safety				
Ford Police Interceptor Vehicle (Patrol) (6)	Police	156,228		
Ford Taurus Sedans (2)	Police	40,488		
Ford F 150 Crew Cab 4 x 2 (2)	Police	48,062		
Explosive Detection Canine	Police	12,000		
Upfit for replacement Vehicles	Police	102,000		
Ford F150 Crew Cab 4 x 4	Fire	43,000		
Ford F150 Crew Cab 4 x 4	Fire	45,000		
Utility Box Trailer	Fire	8,500		
Self Contained Breathing Apparatus	Fire	222,500		
Total - Public Safety				677,778
Public Works				
Kubota Tractor	Right-Of-Way Maintenance	30,000		
Ques Camera System	Heavy Construction		50,000	
Transit Van	Heavy Construction		40,000	
Bobcat 870 Skid Steer	Heavy Construction		100,000	
CAT 926 Loader	Heavy Construction		175,000	
Total - Public Works				395,000
Parks & Recreation				
Dump truck	Parks and Facilities	92,000		
Janitorial van	Parks and Facilities	26,000		
Tractor	Parks and Facilities	40,000		
Network switches	Parks and Facilities	62,000		
Total - Parks & Recreation				220,000
Information Technology				
Additional Network Storage Drive Array (2)	Information Technology		80,000	
Total - Information Technology				80,000
Total - General Fund		927,778	445,000	1,372,778

Sewer Fund - FY2020

		<u>Equipment Replacement</u>	<u>Equipment Expansion</u>	<u>Total</u>
Water Resource Management				
Loader	Sewer Maintenance		200,000	
CCTV Camera and Transporter	Sewer Maintenance		25,000	
Backhoe	Sewer Maintenance	115,000		
Pickup Truck	Sewer Maintenance	41,000		
Stream Gauge	Watershed		7,000	
Pickup Truck	Pumping and Treatment	35,000		
Total - Sewer Fund		191,000	232,000	423,000
Total - All Funds		1,118,778	677,000	1,795,778

City of Auburn

Budgeted Capital Outlay - Projects (by Funding Source)

General Fund

	Budgeted In	FY2019	FY2020	Total
		\$	\$	\$
Departmental Projects				
Streetscape Master Planning Initiative	Planning	40,000	-	40,000
Aerial Photography	IT - GIS	-	60,000	60,000
Parks Facilities ADA Compliance Projects	Parks and Facilities	50,000	50,000	100,000
Fire Station Renovations (2, 3 & 4)	Public Safety - Fire	100,000	100,000	200,000
Fire Station 6 (Land & Programming/Design)	Public Safety - Fire	350,000	-	350,000
P-25 Radio Migration and Console Replacement	Public Safety - Communications	1,300,000	-	1,300,000
Total - Departmental		1,840,000	210,000	2,050,000
General Operations Projects				
Enterprise Financial Software Replacement	Projects	450,000	-	450,000
City Hall ADA/Parking Compliance Projects	Capital Outlay	30,000	200,000	230,000
Miscellaneous ADA/Parking Compliance Projects	Capital Outlay	50,000	50,000	100,000
ES/PW Relocation - Phase 1 (Land/Programming/Design)	Capital Outlay	1,250,000	-	1,250,000
Facility Condition Improvements	Capital Outlay	100,000	100,000	200,000
Total - General Operations Projects		1,880,000	350,000	2,230,000
Parks & Recreation Project Operations				
Boykin Renovations Project Phase II - Clinic Construction & Ext.	Boykin Community Center	1,200,000	-	1,200,000
Shade Covers for Bleachers	Special Projects	200,000	-	200,000
Sam Harris/Westview Greenway Project	Greenway Projects	291,666	291,666	583,332
Total - Parks & Recreation Project Operations		1,691,666	291,666	1,983,332
Public Works Project Operations				
Neighborhood Cleanup	Special Projects	15,000	15,000	30,000
Sidewalk ADA Compliance Projects - Various	Sidewalk Projects	100,000	100,000	200,000
Moores Mill Rd. Sidewalk Lighting Ph. 2 EUD to Samford	Street Lights	80,000	-	80,000
Annalue Dr Sidewalk	Sidewalk Projects	562,000	-	562,000
MLK Drive Multiuse Path: Shug to Webster (Local Match to MPO)	Sidewalk Projects	100,000	-	100,000
Hamilton Road Sidewalk: Barkley Crest to Kinnucan/Summerlin	Sidewalk Projects	30,000	-	30,000
S College St/Samford Ave Intersection Impr. - City Match	Intersection Improvements	950,000	-	950,000
South College Impr. (AUPAC) Landscaping	Downtown Improvements	-	130,000	130,000
Magnolia Ave Pedestrian Lighting & Sidewalk	Downtown Improvements	730,000	-	730,000
Toomers St. Sidewalk/Ped. Lighting (Uncommon Auburn Contribution)	Downtown Improvements	-	105,000	105,000
Downtown Impr. - Tichenor Ave. Streetscape (Gay to College)	Downtown Improvements	-	268,500	268,500
Downtown Impr. - Gay Street Streetscape (Glenn to Mitcham)	Downtown Improvements	100,000	-	100,000
The Standard Development Agreement Contribution	Downtown Improvements	350,000	-	350,000
Gay Street and Mitcham Traffic Signal Impr.	Traffic Signal Improvements	250,000	-	250,000
N College St/Glenn Ave Traffic Signal Impr.	Traffic Signal Improvements	350,000	-	350,000
E Glenn Ave/Ross Street Traffic Signal Impr.	Traffic Signal Improvements	-	301,000	301,000
N Gay St/E Glenn Ave Traffic Signal Impr.	Traffic Signal Improvements	300,000	-	300,000
Gay Street and Thach Avenue Traffic Signal Impr.	Traffic Signal Improvements	-	300,000	300,000
Gay/Thach Signal & Streetscape project (Rane Culinary Arts Project)	Downtown Improvements	300,000	-	300,000
Renew Opelika Rd Phase 4 (Gentry to Saugahatchee)	Special Projects	750,000	750,000	1,500,000
NW Auburn N'hood Plan Implementation - Sidewalks/Lighting	Special Projects	100,000	100,000	200,000
Hwy 14/N Donahue Dr Intersection Impr.	Intersection Improvements	-	250,000	250,000
N Donahue Dr Widening/Bragg Ave to Cary Dr (MPO Match)	Street Resurfacing/Restriping	-	792,119	792,119
MLK Drive Streetscaping Project: Shug to Donahue	Intersection Improvements	-	750,000	750,000
DSB Exterior Improvements	Douglas J. Watson Municipal Complex	75,000	-	75,000
Public Safety Admin Building/City Hall Repurpose/Renovation	Douglas J. Watson Municipal Complex	-	250,000	250,000
Traffic Study	Engineering/Prof. Services	100,000	-	100,000
Outer Loop Feasibility Study Beehive to 280 (Local Match)	Engineering/Prof. Services	55,843	-	55,843
Street Resurfacing/Restriping	Street Resurfacing/Restriping	1,500,000	1,500,000	3,000,000
Traffic Signal Rehabilitation/Impr.	Traffic Signal Improvements	65,000	65,000	130,000
Tiger Transit Bus Pullouts	Streets/Roadway Expansion	50,000	50,000	100,000
Moores Mill Rd Bridge Replacement - Landscaping	Bridge Improvements	100,000	-	100,000
Cox Rd Reconstruction & Widening - Wire to Tech Park	Road Construction	1,350,000	-	1,350,000
North College/Farmville Road Traffic Signal Installation	Traffic Signal Improvements	-	250,000	250,000
N. College/EUD/Shug Jordan Pkwy Intersection Impr.	Intersection Improvements	450,000	-	450,000
S College St/S Donahue Dr Intersection Impr.	Intersection Improvements	-	450,000	450,000
Richland Road connector - Hwy 14/Webster Road	Streets/Roadway Expansion	250,000	300,000	550,000
Cured-In-Place-Pipe Drainage Impr.	Drainage Projects	100,000	100,000	200,000
Detention Pond at Post Office	Drainage Projects	-	80,000	80,000
Ogletree Road Culvert replacement	Bridge Improvements	350,000	-	350,000
Total - Public Works Project Operations		9,512,843	6,906,619	16,419,462
Total - General Fund Projects		14,924,509	7,758,285	22,682,794

City of Auburn

Budgeted Capital Outlay - Projects (by Funding Source)

Sewer Fund				
	Budgeted In	FY2019	FY2020	Total
Projects				
Miscellaneous Green Infrastructure Projects	Watershed Projects	30,000	20,000	50,000
H C Morgan Stream Restoration Project	WPCF Improvements	50,000	-	50,000
2019 HC Morgan WPCF Improvements Project	WPCF Improvements	2,745,000	1,830,000	4,575,000
WPCF Miscellaneous Projects	WPCF Improvements	250,000	250,000	500,000
HC Morgan Admin Building Renovation Project	WPCF Improvements	139,000	-	139,000
Facility Master Plan Update	WPCF Improvements	-	100,000	100,000
Sewer Collection System Projects	Sewer Collection System Projects	100,000	350,000	450,000
Long-Term Flow Metering Project	Sewer Collection System Projects	125,000	125,000	250,000
Southside Basin 6 Rehab Project	Sewer Collection System Projects	250,000	-	250,000
Southside Basin 16 SSES Project	Sewer Collection System Projects	160,000	-	160,000
Southside Basin 16 Rehab Project	Sewer Collection System Projects	-	250,000	250,000
Compensatory Mitigation Bank Feasibility Study	Other Projects	15,000	-	15,000
Saughatchee Greenway Phase 1a (Sewer Fund Portion)	Other Projects	100,000	-	100,000
Aerial Topographical Mapping (Sewer Fund Portion)	Other Projects	-	60,000	60,000
Total - Sewer Fund Projects		3,964,000	2,985,000	6,949,000
Assessment Project Fund				
Projects				
Hilltop Farms Subdivision Completion (Assessment Project Fund)		43,420	-	43,420
Solamere Left Turn Late (Assessment Project Fund)		-	169,000	169,000
Total - Assessment Project Fund		43,420	169,000	212,420
Municipal Court Judicial Administration Fund				
Projects				
Court Software Repl. (Muni. Court Judicial Admin. Fund)		132,000	-	132,000
Public Safety Center - (Muni. Court Judicial Admin. Fund)		-	550,000	550,000
Total - Municipal Court Judicial Administration Fund		132,000	550,000	682,000
Capital Projects Fund (Proposed General Fund Borrowing)				
Projects				
Wright St Parking Deck - Design & Construction	Development Services	12,000,000	-	12,000,000
New Public Safety Center Project ⁽¹⁾	Public Safety	11,225,000	11,225,000	22,450,000
Library - Exterior ADA Compliance Improvements	Library	67,500	-	67,500
Library - Outdoor Classroom	Library	202,500	-	202,500
Field Lights Replacement	Parks and Facilities	345,000	-	345,000
Pickleball Courts	Parks and Facilities	420,000	-	420,000
Dinius Park	Parks and Facilities	770,000	-	770,000
Saughatchee Greenway Phase 1a	Parks and Facilities	900,000	-	900,000
Lake Wilmore Community Center	Parks and Facilities	710,000	9,230,000	9,940,000
Town Creek Inclusive Playground	Parks and Facilities	1,960,000	-	1,960,000
Total - Capital Projects Fund		28,600,000	20,455,000	49,055,000
Total - All Funds		47,663,929	31,917,285	79,581,214

⁽¹⁾Represents the FY19 and 20 portions only; total borrowing is \$33,000,000

City of Auburn
Capital Improvement Plan by Project Category
Fiscal Years 2019 - 2024

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Total
General Fund - (Cash)	14,924,509	7,758,285	7,127,592	8,023,727	7,205,667	5,459,285	50,499,065
Capital Projects Fund (Proposed General Fund Borrowing)	28,600,000	20,455,000	-	-	-	-	49,055,000
Projected Future General Fund Debt Capacity	-	-	15,000,000	15,000,000	-	15,000,000	45,000,000
Other City Funds	175,420	784,000	-	-	-	-	959,420
Grant Funds	4,145,606	3,168,476	800,000	800,000	800,000	800,000	10,514,082
Sewer Fund	3,964,000	2,985,000	2,745,000	745,000	785,000	725,000	11,949,000
Auburn Water Works Board	7,430,000	8,840,000	4,960,000	2,205,000	710,000	-	24,145,000
Total - All Funding Sources	59,239,535	43,990,761	30,632,592	26,773,727	9,500,667	21,984,285	192,121,567

Sidewalk/Neighborhood Projects	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Neighborhood Cleanup	15,000	15,000	15,000	15,000	15,000	15,000	90,000
Sidewalk ADA Compliance Projects - Various	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Moore's Mill Rd. Sidewalk Lighting Ph. 2 EUD to Samford	80,000	-	-	-	-	-	80,000
Annaloe Dr Sidewalk	562,000	-	-	-	-	-	562,000
MLK Drive Multiuse Path: Shug to Webster (Local Match to MPO)	100,000	-	-	-	-	-	100,000
MLK Drive M/U Path - ALDOT TAP Grant Portion	400,000	-	-	-	-	-	400,000
Harper Ave Sidewalk	-	-	321,000	-	-	-	321,000
S Donahue Dr Sidewalk	-	-	50,000	-	-	-	50,000
E University Dr Sidewalk - Samford to MMR	-	-	-	-	387,000	-	387,000
Kimberly Dr Sidewalk	-	-	-	-	-	200,000	200,000
Moore's Mill Rd Sidewalk	-	-	-	-	-	425,000	425,000
Shelton Mill Rd Sidewalk	-	-	-	-	-	193,000	193,000
Hamilton Road Sidewalk: Barkley Crest to Kinnucan/Summerlin	30,000	-	-	-	-	-	30,000
Mall Parkway/Commerce Drive Sidewalk	-	-	-	-	-	673,000	673,000
Rock Fence Rd (Fairway/Ogletree) & Ogletree (Rock Fence:719 Ogletree)	-	-	-	-	-	107,000	107,000
Historic District LED Lighting conversion	-	-	-	-	-	37,000	37,000
Total - Sidewalk Projects	1,287,000	115,000	486,000	115,000	539,000	1,713,000	4,255,000

Downtown Master Plan/Improvement Projects	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Total
S College St/Samford Ave Intersection Impr. - City Match	950,000	-	-	-	-	-	950,000
S College St/Samford Ave Int. Impr. - AOMPO Portion	3,520,000	-	-	-	-	-	3,520,000
South College Impr. (AUPAC) Landscaping	-	130,000	-	-	-	-	130,000
South College Impr. Sidewalk - Garden to Woodfield	-	-	1,000,000	-	-	-	1,000,000
Streetscape Master Planning Initiative	40,000	-	-	-	-	-	40,000
Magnolia Ave Pedestrian Lighting & Sidewalk	730,000	-	-	-	-	-	730,000
Toomers St. Sidewalk/Ped. Lighting (Uncommon Auburn Contribution)	-	105,000	-	-	-	-	105,000
Downtown Impr. - Street Tree Repl. - College/Magnolia	-	-	1,007,000	1,007,000	-	-	2,014,000
Downtown Impr. - Tichenor Ave. Streetscape (Gay to College)	-	268,500	-	-	-	-	268,500
Downtown Impr. - Glenn Avenue Streetscape (Ross to Gay)	-	-	874,000	-	-	-	874,000
Downtown Impr. - Gay Street Streetscape (Glenn to Mitcham)	100,000	-	-	-	-	-	100,000
The Standard Development Agreement Contribution	350,000	-	-	-	-	-	350,000
Gay Street and Mitcham Traffic Signal Impr.	250,000	-	-	-	-	-	250,000
N College St/Glenn Ave Traffic Signal Impr.	350,000	-	-	-	-	-	350,000
E Glenn Ave/Ross Street Traffic Signal Impr.	-	301,000	-	-	-	-	301,000
N Gay St/E Glenn Ave Traffic Signal Impr.	300,000	-	-	-	-	-	300,000
Gay Street and Thach Avenue Traffic Signal Impr.	-	300,000	-	-	-	-	300,000
Drake Ave Sidewalk - North College to Ross	-	-	-	129,500	-	-	129,500
N Gay St/Drake Ave Intersection Impr.	-	-	-	650,000	-	-	650,000
Gay/Thach Signal & Streetscape project (Rane Culinary Arts Project)	300,000	-	-	-	-	-	300,000
Total - Downtown Improvement Projects	6,890,000	1,104,500	2,881,000	1,786,500	-	-	12,662,000

Downtown Parking Plan Implementation Projects	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Wright St Parking Deck - Design & Construction	12,000,000	-	-	-	-	-	12,000,000
Downtown Parking Deck Maintenance	-	-	-	-	200,000	-	200,000
Downtown Impr. - Parking Kiosks, Streetscape Project	-	-	606,660	606,660	-	-	1,213,320
Total - Downtown Parking Projects	12,000,000	-	606,660	606,660	200,000	-	13,413,320

Renew Opelika Road Projects	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Opelika Rd/Dean Rd Intersection Impr. (ROR Phase 3)	-	-	650,000	-	-	-	650,000
Renew Opelika Rd Phase 4 (Gentry to Saugahatchee)	750,000	750,000	-	-	-	-	1,500,000
Renew Opelika Rd. Phase 5 (Ross to Temple)	-	-	1,000,000	-	-	-	1,000,000
Total - Renew Opelika Road Projects	750,000	750,000	1,650,000	-	-	-	3,150,000

City of Auburn
Capital Improvement Plan by Project Category
Fiscal Years 2019 - 2024

Northwest Auburn Neighborhood Plan Projects	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Total
NW Auburn N'hood Plan Implementation - Sidewalks/Lighting	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Boyrkin Renovations Project Phase II - Clinic Construction & Ext.	1,200,000	-	-	-	-	-	1,200,000
Hwy 14/N Donahue Dr Intersection Impr.	-	250,000	-	-	-	-	250,000
N Donahue Dr Widening/Bragg Ave to Cary Dr (MPO Match)	-	792,119	-	-	-	-	792,119
N Donahue Dr/Bragg Ave to Cary Dr - AQMPO Portion	-	3,168,476	-	-	-	-	3,168,476
College St/Bragg Ave/Mitcham Ave Improvements	-	-	1,811,000	-	-	-	1,811,000
MLK Drive Streetscaping Project: Shug to Donahue	-	750,000	500,000	-	-	-	1,250,000
N College St/Drake Ave Intersection Impr.	-	-	-	590,000	-	-	590,000
Byrd Street Sidewalk (MLK to Zellars)	-	-	-	-	250,000	-	250,000
Richland Road Sidewalk (MLK to Church of God by Faith)	-	-	-	-	-	500,000	500,000
Bragg Avenue Improvements (Donahue to North College)	-	-	1,000,000	-	-	-	1,000,000
Total - Northwest Auburn Neighborhood Plan Projects	1,300,000	5,060,595	3,411,000	690,000	350,000	600,000	11,411,595
Technology Investments	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Enterprise Financial Software Replacement	450,000	-	-	-	-	-	450,000
Court Software Repl. (Muni. Court Judicial Admin. Fund)	132,000	-	-	-	-	-	132,000
Aerial Photography	-	60,000	-	-	60,000	-	120,000
Aerial Topographical Mapping (Water Board Portion)	-	60,000	-	-	60,000	-	120,000
Aerial Topographical Mapping (Sewer Fund Portion)	-	60,000	-	-	60,000	-	120,000
Total - Technology Investments	582,000	180,000	-	-	180,000	-	942,000
Public Safety Projects & Major Equipment	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Fire Station Renovations (2, 3 & 4)	100,000	100,000	100,000	-	-	-	300,000
P-25 Radio Migration and Console Replacement	1,300,000	-	-	-	-	-	1,300,000
New Public Safety Center Project	11,225,000	11,225,000	-	-	-	-	22,450,000
Public Safety Center - (Muni. Court Judicial Admin. Fund)	-	550,000	-	-	-	-	550,000
Fire Station 6 (Land & Programming/Design)	350,000	-	1,530,000	-	-	-	1,880,000
Pumper Truck Fire Station 6	-	-	485,000	-	-	-	485,000
Shug Jordan PS Complex - Classroom Building	-	-	1,700,000	-	-	-	1,700,000
Shug Jordan PS Complex - Search & Rescue Maze	-	-	28,850	-	-	-	28,850
Shug Jordan PS Complex - Burn Building Expansion	-	-	195,000	-	-	-	195,000
Shug Jordan PS Complex - Drafting Pit	-	-	45,615	-	-	-	45,615
Shug Jordan PS Complex - Drill Towers	-	-	235,000	-	-	-	235,000
Fire Pumper #1 Replacement	-	-	500,000	-	-	-	500,000
Fire Pumper #3 Replacement	-	-	-	500,000	-	-	500,000
Rescue Truck	-	-	350,000	-	-	-	350,000
Total - Public Safety Projects & Major Equipment	12,975,000	11,875,000	5,169,465	500,000	-	-	30,519,465
Parks, Recreation and Culture Master Plan Projects	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Parks Facilities ADA Compliance Projects	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Shade Covers for Bleachers	200,000	-	-	-	-	-	200,000
Library - Exterior ADA Compliance Improvements	67,500	-	-	-	-	-	67,500
Library - Outdoor Classroom	202,500	-	-	-	-	-	202,500
Field Lights Replacement	345,000	-	-	-	-	-	345,000
Pickleball Courts	420,000	-	-	-	-	-	420,000
Dinius Park	770,000	-	-	-	-	-	770,000
Saughatchee Greenway Phase 1a	900,000	-	-	-	-	-	900,000
Saughatchee Greenway Phase 1a (Sewer Fund Portion)	100,000	-	-	-	-	-	100,000
Lake Wilmore Community Center	710,000	9,230,000	-	-	-	-	9,940,000
Town Creek Inclusive Playground	1,960,000	-	-	-	-	-	1,960,000
Resurface AU Tennis Courts (PPRB, reimbursed by AU)	-	65,000	-	-	-	-	65,000
Soccer Complex	-	-	518,700	6,743,100	-	-	7,261,800
Library - Renovations	-	-	145,000	1,967,500	-	-	2,112,500
JDCAC Renovations	-	-	203,100	2,640,300	-	-	2,843,400
Frank Brown Rec. Center Phase III	-	-	50,000	650,000	-	-	700,000
Society Hill Park	-	-	-	-	-	12,239,618	12,239,618
Richland Park (Planning & Design)	-	-	-	-	-	50,000	50,000
Felton Little Park (Planning & Design)	-	-	-	-	-	50,000	50,000
Sam Harris/Westview Greenway Project	291,666	291,666	291,667	291,667	291,667	291,667	1,750,000
Total - Parks, Leisure & Cultural Projects	6,016,666	9,636,666	1,258,467	12,342,567	341,667	12,681,285	42,277,318
Facility Improvements	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Total
City Hall ADA/Parking Compliance Projects	30,000	200,000	-	-	-	-	230,000
Miscellaneous ADA/Parking Compliance Projects	50,000	50,000	50,000	50,000	50,000	50,000	300,000
HC Morgan Admin Building Renovation Project	139,000	-	-	-	-	-	139,000
ES/PW Relocation - Phase 1 (Land/Programming/Design)	1,250,000	-	-	-	-	-	1,250,000
C&M/ES Material Recycling Facility	-	-	500,000	-	-	-	500,000
DSB Exterior Improvements	75,000	-	-	-	-	-	75,000
Public Safety Admin Building/City Hall Repurpose/Renovation	-	250,000	-	-	-	-	250,000
Facility Condition Improvements	100,000	100,000	100,000	100,000	100,000	100,000	600,000
WRM Complex Renovations	700,000	-	-	-	-	-	700,000
Total - City Facility Improvements	2,344,000	600,000	650,000	150,000	150,000	150,000	4,044,000

City of Auburn
Capital Improvement Plan by Project Category
Fiscal Years 2019 - 2024

Traffic/Transportation Improvements	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Traffic Study	100,000	-	-	-	-	-	100,000
Outer Loop Feasibility Study Beehive to 280 (Local Match)	55,843	-	-	-	-	-	55,843
Outer Loop Feasibility Study Beehive to 280 (Federal/AOMPO)	225,606	-	-	-	-	-	225,606
Street Resurfacing/Restriping	1,500,000	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	11,000,000
AOMPO Resurfacing/Restriping Funding (Projected)	-	-	800,000	800,000	800,000	800,000	3,200,000
Hilltop Farms Subdivision Completion (Assessment Project Fund)	43,420	-	-	-	-	-	43,420
Solamere Left Turn Late (Assessment Project Fund)	-	169,000	-	-	-	-	169,000
Traffic Signal Rehabilitation/Impr.	65,000	65,000	65,000	65,000	65,000	65,000	390,000
Tiger Transit Bus Pullouts	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Moore's Mill Rd Bridge Replacement - Landscaping	100,000	-	-	-	-	-	100,000
Cox Rd Reconstruction & Widening - Wire to Tech Park	1,350,000	-	-	-	-	-	1,350,000
North College/Farmville Road Traffic Signal Installation	-	250,000	-	-	-	-	250,000
N. College/EUD/Shug Jordan Pkwy Intersection Impr.	450,000	-	-	-	-	-	450,000
S College St/S Donahue Dr Intersection Impr.	-	450,000	-	-	-	-	450,000
Moore's Mill Rd/Hamilton Rd Intersection Impr.	-	-	800,000	-	-	-	800,000
N College St/Shelton Mill Rd Intersection Impr.	-	-	-	315,000	-	-	315,000
Annaloe Dr/E University Dr Intersection Impr.	-	-	-	915,000	-	-	915,000
Donahue & Shug Intersection Improvements	-	-	1,000,000	-	-	-	1,000,000
Richland Road connector - Hwy 14/Webster Road	250,000	300,000	1,500,000	1,500,000	-	-	3,550,000
Donahue 5-Lane Project Shug to Farmville	-	-	-	1,000,000	1,000,000	1,000,000	3,000,000
Traffic Study recommendation	-	-	500,000	-	500,000	-	1,000,000
McMillan Dr Extension	-	-	-	-	-	1,000,000	1,000,000
N Dean/East University Intersection Improvements	-	-	-	-	500,000	-	500,000
Exit 50 Lighting & Landscaping	-	-	-	-	1,100,000	-	1,100,000
Exit 57 Lighting & Landscaping	-	-	-	-	-	1,100,000	1,100,000
Exit 51 Landscaping	-	-	-	100,000	-	-	100,000
Total - Transportation Impr.	4,189,869	2,784,000	6,715,000	6,745,000	6,015,000	6,015,000	32,463,869
Watershed, Stormwater & Drainage Improvements	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Cured-In-Place-Pipe Drainage Impr.	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Miscellaneous Green Infrastructure Projects	30,000	20,000	20,000	20,000	-	-	90,000
Detention Pond at Post Office	-	80,000	-	-	-	-	80,000
E University Dr Culvert Replacement	-	-	-	600,000	-	-	600,000
Wrights Mill Rd Culvert Replacement	-	-	-	188,000	-	-	188,000
Ogletree Road Culvert replacement	350,000	-	-	-	-	-	350,000
City-wide drainage model	-	-	-	-	250,000	-	250,000
Total - Watershed, Stormwater & Drainage Improvements	480,000	200,000	120,000	908,000	350,000	100,000	2,158,000
Sewer System Improvements	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Total
WPCF Improvements							
H C Morgan Stream Restoration Project	50,000	-	-	-	-	-	50,000
2019 HC Morgan WPCF Improvements Project	2,745,000	1,830,000	-	-	-	-	4,575,000
Facility Master Plan Update	-	100,000	-	-	-	-	100,000
WPCF Miscellaneous Projects	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
Sewer Collection System Projects							
Sewer Collection System Projects	100,000	350,000	350,000	350,000	350,000	350,000	1,850,000
Long-Term Flow Metering Project	125,000	125,000	125,000	125,000	125,000	125,000	750,000
Southside Basin 6 Rehab Project	250,000	-	-	-	-	-	250,000
Southside Basin 16 SSES Project	160,000	-	-	-	-	-	160,000
Southside Basin 16 Rehab Project	-	250,000	-	-	-	-	250,000
Other Projects							
Biosolids Disposal Property	-	-	2,000,000	-	-	-	2,000,000
Compensatory Mitigation Bank Feasibility Study	15,000	-	-	-	-	-	15,000
Total - Sewer System Improvements	3,695,000	2,905,000	2,725,000	725,000	725,000	725,000	11,500,000
Water System Improvements	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Water Distribution System							
Teague Court Tank Rehabilitation	-	-	450,000	-	-	-	450,000
West Farmville Tank Rehabilitation	-	-	-	470,000	-	-	470,000
Opelika Road Water Extension (Phase I - Gentry Drive to Star Court)	200,000	-	-	-	-	-	200,000
Opelika Road Water Improvements Phase II & III	-	100,000	100,000	-	-	-	200,000
Distribution System Water Quality Station	30,000	30,000	-	-	-	-	60,000
Dean Rd/Terrace Acres Intersection Improvements	-	-	10,000	-	-	-	10,000
Fixed Network Meter Reading System	-	-	750,000	-	-	-	750,000
Tank Maintenance - Emergency	50,000	50,000	50,000	50,000	50,000	-	250,000
Misc. Water System Improvements (DBP Treatment/Mains/EUD BPS)	250,000	250,000	250,000	250,000	250,000	-	1,250,000
Water Treatment and Supply System							
Facility Master Plan Update	-	-	-	85,000	-	-	85,000
Moore's Mill Meter	-	-	-	1,000,000	-	-	1,000,000
Farmville Meter Electronic Control Valve	50,000	-	-	-	-	-	50,000
2019 Estes WTP Expansion & Improvements	1,200,000	6,500,000	-	-	-	-	7,700,000
Future Water Supply	4,600,000	-	-	-	-	-	4,600,000
Future Water Supply	-	1,500,000	3,000,000	-	-	-	4,500,000
Miscellaneous WTP Improvements	100,000	100,000	100,000	100,000	100,000	-	500,000
Unspecified Future Capital Expenditures	250,000	250,000	250,000	250,000	250,000	-	1,250,000
Total - Water System Improvements	6,730,000	8,780,000	4,960,000	2,205,000	650,000	-	23,325,000
Total - Projects	59,239,535	43,990,761	30,632,592	26,773,727	9,500,667	21,984,285	192,121,567

City of Auburn

Conditional Capital Outlay - Vehicles & Equipment

Conditional Capital Outlay includes vehicles and equipment that are necessary and warranted, but are not within the scope of the City's projected resource availability for the upcoming biennium. Each fiscal year of the biennium after the City completes the FY2016 and FY2017 financial audits, the Office of the City Manager, in conjunction with the Finance Director, Fleet Services Manager and impacted department directors, will re-evaluate these items for purchase based on a revised projection of available resources. If these items are approved for purchase, or if items scheduled for FY2018 are moved up to FY2017, budget adjustments will be requested at Mid-Biennium.

Request	Department/Division	Equipment Replacement	Expansion - Other	Total
		\$	\$	\$
General Fund				
Extended Cab Pickup Truck 4x4	Engineering Services	35,000		35,000
Ford Explorer	Engineering Services	25,000		25,000
Extended Cab Pickup Truck 4x5	Engineering Services	35,000		35,000
1 Ton Crew Truck	Parks and Recreation - Facilities	70,000		70,000
Janitorial Van	Parks and Recreation - Facilities	26,000		26,000
Pickup Truck	Parks and Recreation - Facilities	28,000		28,000
Backhoe	Parks and Recreation - Facilities	100,000		100,000
Tractor	Parks and Recreation - Facilities	33,000		33,000
Water Truck	Parks and Recreation - Facilities	54,000		54,000
Ford Police Interceptor Vehicle (Admin) (2)	Public Safety - Police	52,016		52,016
Commercial Mower and Equipment	Public Safety - Fire	12,000		12,000
12 Passenger Van	Public Safety - Fire		38,000	38,000
Fire Station Alerting System (3)	Public Safety - Fire		108,000	108,000
Traffic Preemption Equipment (10)	Public Safety - Fire		40,000	40,000
Side by Side Utility Vehicle	Public Safety - Fire		20,000	20,000
F-250 Extended Cab Pickup Truck 4x4	Public Works - Facilities	40,000		40,000
Cargo Van	Public Works - Facilities		40,000	40,000
Kenworth T300 Dump Truck (2)	Public Works - Construction	200,000		200,000
Bobcat E63 Excavator (2)	Public Works - Construction	190,000		190,000
CAT 315 Excavator	Public Works - Construction	165,000		165,000
24 Ton Tag Trailer	Public Works - Construction		25,000	25,000
Total - General Fund		1,065,016	271,000	1,336,016

City of Auburn

Capital Improvement Plan - Future Projects

Projects appearing on the Capital Improvement Plan - Future Projects include projects that have been delayed due to the need to provide additional funds to Auburn City Schools, or projects for which no significant design or detailed cost estimation has been performed. Many of these projects have been identified through one or more long-range studies or conceptual plans and are part of the City's long-term plans. As projects on the current CIP are completed or as local conditions change, these projects are evaluated for further consideration and funding.

Recreational Facilities

Renovations to Hickory Dickory Park
Construct indoor and outdoor pools at Donahue property
Construct recreation center/gym at Donahue Dr property Moores
Mill Park renovations
Samford Pool renovation
Two splash pads constructed near community centers
Renovations to Dean Rd Recreation Center
Renovations to Auburn Softball Complex building
Construction of a Civic Center
Construct Community Center with double gym and pool at
Richland Rd property
Redevelop Felton Little Park as a passive park with amphitheater
and other amenities
Develop a passive park at Richland Rd property to include trails
and lake amenities
Additional multi-use and baseball/softball fields constructed at
Richland Rd property

Sidewalks Segments

Toomer's St
East University: S. College to S. Donahue
School Sidewalks: Ogletree Elementary
School Sidewalks: Drake Middle School
School Sidewalks: Dean Road Elementary
East Glenn
Moores Mill Road: Bent Creek to East Lake
North College: Asheton Lakes to Cary Creek Parkway
Glenn Avenue: Segments b/t Bent Creek Rd. & EUD
Drake Avenue: College Street to Gay Street
Drake Avenue: Perry Street to Ross Street
Cary Woods Subdivision
Varnor: College to Cary Woods
North Cedarbrook, South Cedarbrook
Pleasant Ave: Lindsey to Foster
McKinley Av: Green to Dean
Magnolia: Green to Dean

Street Segment Improvements

Samford Ave. Widening
Sandhill Road: Mill Creek to South College
East Glenn Avenue Median

Intersection Improvements

Byrd Street/Hwy. 14
North College/Drake
Glenn Avenue/Dean
Shug Jordan Pkwy/Ware Drive

Future Roads

Southview Dr. Extension
Outerloop Rd.: Cox Rd. to Wire Rd.
N. Dean Rd. Extension: EUD to Academy Dr.
Academy Drive Ext.: Lee Scott to Shelton Mill

Bikeways/Greenways

Parkerson Mill Bikeway
Wire Road Bikeway
Saugahatchee Greenway
Parkerson Mill Greenway
Town Creek Greenway

Traffic Signals

S. College St. & Shell Toomer Pkwy.
Hwy. 14 & Willow Creek
N. Donahue Dr. & Farmville Rd.
Dean Road/Stage Road

Other

South College Street Lighting: I-85 to Samford
Public Safety Training Classroom Building
Fire Training Facility Upgrades
Tiger Transit Pull-outs



City of Auburn

Biennial Budget for FY 2019 & FY 2020

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City of Auburn

CITY OF AUBURN COMMUNITY PROFILE 2017



City of Auburn

ECONOMIC DEVELOPMENT DEPARTMENT

144 Tichenor Avenue, Suite 2 • Auburn, Alabama 36830

Phone: (334) 501-7270 • Fax: (334) 501-7298

www.AuburnAlabama.org

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Home to Auburn University, the City of Auburn offers many of the amenities of a larger city while maintaining a small town feel.

The **City of Auburn** was founded in 1836. The city is known as one of the more progressive cities in the south with a nationally ranked public school system and a diverse population. Auburn University creates a significant international presence within the community with 2,235 international students enrolled and 500 international employees. Many other foreign nationals live and work in the community, and it is estimated that two of three residents are from other parts of the country creating a cosmopolitan feel.



Jordan-Hare Stadium, home to Auburn University's football team, is the nation's 10th largest on-campus football stadium with a seating capacity of 87,451.

Auburn University's presence makes the town quite different from most small cities. A sense of community pride is created from the university as Auburn citizens and local alumni proudly identify themselves as being from Auburn, home of Auburn University. As a member of one of the nation's top athletic conferences (SEC), the university hosts major sporting events year-round. These events continue to generate a tremendous amount of excitement and entertainment for area residents. Auburn University offers many other activities of interest as well including art shows, theatre, speakers, and concerts.

Downtown is the heart of Auburn, located adjacent to the University's main campus.



Toomer's Drugs is known for its lemonade

Downtown Auburn is lively with thriving retail that includes unique shops, fine and casual dining, quaint coffee shops, bookstores, banks, and nightlife. Toomer's Corner, an Auburn tradition since the late 1800s, is the focal point of downtown. Toomer's Corner is known as the gateway from the Auburn community to Auburn University. The Tiger Trail of downtown honors the greatest athletes, coaches and administrators from Auburn University. Each inductee is presented with a granite plaque placed in the sidewalk of downtown.

NATIONAL RECOGNITION

	Southern Living 2017 “The South’s 7th Best Small Town”
	Forbes 2016 “10th Best Small City for Jobs in the U.S.”
	Where to Retire 2016 “Top Place to Retire in the U.S.”
	24/7 Wall St. 2016 “Top 25 Cities People are Moving to.”
	Milken Institute 2016 “6th Best Performing City for Economic Growth in the U.S.”
	Site Selection Magazine 2016 “6th Best Metro for Attracting Business in the U.S.”
	WalletHub 2016 “45th Best College Town and 32nd Best Small College Town in the U.S.”
	Forbes 2015 “9th Best Small Place for Business and Careers in the U.S.”
	Forbes 2015 “7th Best Small City for Jobs in the U.S.”
	Nerdwallet 2015 “One of the 100 Most Educated Cities in the U.S.”
	College Values Online 2015 “12th Best Small College Town in the U.S.”
	Niche 2015 “3rd Best Town to Raise a Family in Alabama”
	NewGeography 2014 “4th Smartest City in the U.S. and Smartest City in Alabama”
	Forbes 2014 “10th Best Small Place for Business and Careers in the U.S.”
	Forbes 2014 “Top 25 City for Retirement in the U.S.”
	Movoto Real Estate 2014 “Best City in Alabama”
	Lumosity 2013 “Smartest City in Alabama and 44th Smartest City in the U.S.”
	Forbes 2013 “18th Best Small Place for Business and Careers in the U.S.”
	CNNMoney 2013 “22nd Best County for Job Growth in the U.S.”
	Forbes 2013 “10th Best Small City for Jobs in the U.S.”
	Forbes 2012 “17th Best Small Place for Business and Careers in the U.S.”
	Livability 2011 “6th Best College Town in the U.S.”
	Southern Living 2011 “One of the South’s Best College Towns”
	Businessweek 2011 “Best Affordable Place in Alabama”
	Forbes 2010 “6th Best Small Place for Business and Careers in the U.S.”
	Forbes 2009 “10th Best Small Place for Business and Careers in the U.S.”
	U.S. News & World Report 2009 “Top 10 Best Places to Live in the U.S.”

LOCATION

Auburn is conveniently located along Interstate 85 in East Central (Lee County) Alabama, at the junction of the Piedmont Plateau and Coastal Plains.



Hartsfield-Jackson Atlanta International Airport, the world's busiest airport, is only a 1.5 hour drive. The Gulf of Mexico, one of the world's most popular vacation destinations, is only a 3.5 hour drive.

DISTANCE & DRIVE TIME TO SELECTED CITIES:

Columbus, GA 35 miles, 35 min	Panama City, FL 200 miles, 4 hrs	Columbia, SC 320 miles, 4.5 hrs
Montgomery, AL 50 miles, 50 min	Mobile, AL 220 miles, 3.5 hrs	Nashville, TN 330 miles, 5 hrs
Atlanta, GA 110 miles, 1.5 hrs	Huntsville, AL 220 miles, 3.5 hrs	Charlotte, NC 350 miles, 5.5 hrs
Birmingham, AL 120 miles, 2 hrs	Pensacola, FL 220 miles, 3.5 hrs	New Orleans, LA 360 miles, 5.5 hrs
Tuscaloosa, AL 170 miles, 3 hrs	Biloxi, MS 280 miles, 4 hrs	Orlando, FL 420 miles, 7 hrs

Auburn enjoys a warm and sunny climate with mild winters. The average annual temperature is 64°F (18°C), and the average annual rainfall is 53 in (1,346 mm).

AVERAGE SEASONAL TEMPERATURE:

Season	Average High	Average Low
Winter	58°F (14°C)	36°F (2°C)
Spring	74°F (23°C)	52°F (11°C)
Summer	89°F (32°C)	69°F (21°C)
Fall	78°F (26°C)	54°F (12°C)
ANNUAL	75°F (24°C)	53°F (12°C)

DEMOGRAPHICS & HOUSING

The U.S. Census Bureau estimates Auburn as the #1 fastest growing city in Alabama. Since 1960, Auburn has averaged slightly more than 3% population growth per year.

POPULATION:

City of Auburn (2015 Est.)	62,059
Auburn-Opelika MSA (2015 Est.)	156,993

Source: U.S. Census Bureau

HISTORICAL POPULATION 1960-2010 (CITY OF AUBURN):

1960	1970	1980	1990	2000	2010
16,221	22,767	28,471	33,830	41,987	53,587

Source: U.S. Census Bureau

AGE & GENDER (CITY OF AUBURN):

Male	Female	Median Age	Under 20 Years	20-64 Years	65 Years & Over
50.1%	49.9%	23.7	28.2%	65%	6.9%

Source: U.S. Census Bureau - 2011-2015 American Community Survey 5-year Estimates

INCOME (CITY OF AUBURN):

Mean Family Income	\$99,349
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Source: U.S. Census Bureau - 2011-2015 American Community Survey 5-year Estimates

RACE (CITY OF AUBURN):

White	73.4%
Black or African American	18.3%
American Indian	.5%
Asian	7.5%
Pacific Islander	.1%
Some Other Race	1.4%
Two or More Races	1.2%
Hispanic	3.9%

Source: U.S. Census Bureau - 2010-2014 American Community Survey 5-year Estimates

EDUCATIONAL ATTAINMENT (CITY OF AUBURN - POPULATION 25 YEARS & OLDER):

Less than 9th Grade	2.7%
9th to 12th Grade, No Diploma	3.0%
High School Graduate or GED	13%
Some College, No Degree	15.3%
Associate's Degree	5.9%
Bachelor's Degree	31.8%
Graduate or Professional Degree	28.4%
High School Graduate or Higher	94.3%
Bachelor's Degree or Higher	60.2%

Source: U.S. Census Bureau - 2011-2015 American Community Survey 5-year Estimates

Auburn has a wide range of housing options due to a diverse population that includes families, students, professionals and retirees.



RESIDENTIAL MEDIAN HOME VALUE: \$256,076

RESIDENTIAL HOME MEAN SALE PRICE: \$279,946

RENTER-OCCUPIED MEDIAN HOME VALUE: \$813 monthly

Source: U.S. Census Bureau/Lee County Association of Realtors 2016

MUNICIPAL & UTILITIES

The City of Auburn was incorporated on February 2, 1839. Since 1986, the City of Auburn has conducted an annual citizen survey. The 2016 Citizen Survey revealed very high levels of satisfaction from citizens in City services, the overall value received for their tax dollar, and quality of life, exceeding the national average of cities surveyed in 58 areas.

COUNCIL-MANAGER: The City's form of government, led by a City Council, Mayor, and City Manager.

CITY COUNCIL: Includes eight members elected from eight wards and the mayor elected in the city at-large. Each member of the city council serves four-year terms. The city council acts as a legislative body of the city, passing laws and regulations, and appointing citizens to various boards and commissions.

MAYOR: Conducts city council meetings and is a voting member of the city council. The mayor serves as the primary contact for the governor of the State of Alabama.

CITY MANAGER: Appointed by the city council, acts as the city's chief administrative officer, responsible for the overall operations of day-to-day public services and city government.



Auburn City Hall

CITY DEPARTMENTS:

	Economic Development	Environmental Services
	Finance	Human Resources
	Information Technology	Judicial
	Library	Parks & Recreation
	Planning	Public Safety
	Public Works	Water Resource Management



POLICE: 140 police officers serve the city with the responsibility of preserving peace and order within the city limits of Auburn as well as on the Auburn University campus. The police division is centrally located adjacent to downtown Auburn.



FIRE: 105 firefighters serve the city at five station locations. The fire division is responsible for fire suppression, rescue services, and building inspections within the city limits of Auburn as well as on the Auburn University campus.

<http://www.auburnalabama.org>

ALABAMA POWER COMPANY: Serves electricity to homes and businesses in Auburn. <http://www.alabamapower.com>

ALABAMA GAS CORPORATION: Provides natural gas to homes and businesses in Auburn. <http://www.alagasco.com>

WATERWORKS BOARD - CITY OF AUBURN: Provides quality water and sewer services to homes and businesses in the city limits of Auburn. <http://www.auburnalabama.org/wrm>

ENVIRONMENTAL SERVICES - CITY OF AUBURN: Serves Auburn citizens and businesses in solid waste pickup, right-of-way maintenance, recycling, and animal control. <http://www.auburnalabama.org/es>

AT&T: Provides phone and internet to homes and businesses. <http://www.att.com>

CHARTER COMMUNICATIONS: Provides cable, phone, and internet to homes and businesses. <http://www.charter.com>

WOW: Provides cable, phone, and internet to homes and businesses. <http://www.wowway.com>



Auburn City Schools (ACS), the fastest growing school district in Alabama over the last five years, is recognized among the nation’s top public school systems each year, due to a progressive use of technology and continued support from the City and the community.



Accredited by: Alabama State Department of Education, Southern Association of Colleges and Schools (SACS), Council on Accreditation and School Improvement (CASI), and AdvancED.



STUDENT ENROLLMENT (2016-2017): 8,283

ANNUAL SPENDING PER STUDENT (2014): \$8,983

STUDENT-TEACHER RATIO: 15.44-1

STUDENT-COMPUTER RATIO: 3.5-1 (U.S. 5-1)

TEACHERS WITH ADVANCED DEGREES: 70%

TEACHERS WITH DOCTORATES: 28

AVERAGE TEACHER EXPERIENCE: 11.5 Years

AVERAGE TEACHER’S SALARY: \$51,088

HIGH SCHOOL GRADUATES (2016): 536

SCHOLARSHIPS AWARDED (2016): +18 Million

AVERAGE ACT SCORE (2016): 23.2 (State 20.9)

LANGUAGES SPOKEN BY ACS STUDENTS: 39

<http://www.auburnschools.org>



INTERNATIONAL BACCALAUREATE (IB): Offers high quality programs of international education to 3,665 schools in 146 countries. Auburn High School has been an IB World School since 1997 and is one of only 12 high schools in Alabama to offer an IB diploma. <http://www.ibo.org>

ADVANCED PLACEMENT (AP): Offers 32 college level courses of which AHS offers 19 with exams taken during 11th and 12th grades. AP is an opportunity for high school students to earn placement in advanced college courses or earn college credit, while experiencing the type of work that is required of college students.

FOUNDATION FOR AUBURN’S CONTINUING ENRICHMENT IN SCHOOLS (FACES): Promotes innovative opportunities that enrich the educational experiences of ACS students. <http://www.auburnschools.org/faces>

CITY OF AUBURN PUBLIC LIBRARY: Serves approximately 30,000 registered library card holders meeting the needs of Auburn’s citizens for information, education, and recreation offering an extensive collection of books, audio books, CDs, video, and other resources including internet, CD-ROMs, and the Alabama Virtual Library. <http://www.auburnalabama.org/library>



EDUCATION

Auburn City Schools are housed on 11 different campuses with 1 high school, 1 junior high, 1 middle school, and 8 elementary schools. ACS has six schools of national distinction.




AUBURN HIGH SCHOOL



U.S. News & World Report 2014
"#6 Public High School in the State"



<http://www.auburnschools.org/AHS>




AUBURN JUNIOR HIGH SCHOOL



U.S. Blue Ribbon 2010
"Lighthouse School"
SMART Technologies 2010
"SMART Showcase School"



<http://www.auburnschools.org/AJHS>




WRIGHTS MILL ROAD ELEMENTARY SCHOOL



U.S. Blue Ribbon 2008
"School of Excellence"
SMART Technologies 2006
"SMART Showcase School"



<http://www.auburnschools.org/WMRES>




AUBURN EARLY EDUCATION CENTER



U.S. Blue Ribbon 1999
"School of Excellence"
U.S. Blue Ribbon 2005
"Lighthouse School"
SMART Technologies 2006
"SMART Showcase School"



<http://www.auburnschools.org/AEEC>




DEAN ROAD ELEMENTARY SCHOOL



Institute for America's Health
"WAY Model School"

<http://www.auburnschools.org/DRES>




J.F. DRAKE MIDDLE SCHOOL



SMART Technologies 2011-2013
"SMART Showcase Elite School"

<http://www.auburnschools.org/DMS>







CARY WOODS ELEMENTARY SCHOOL
<http://www.auburnschools.org/CWES>

OGLETREE ELEMENTARY SCHOOL
<http://www.auburnschools.org/OES>

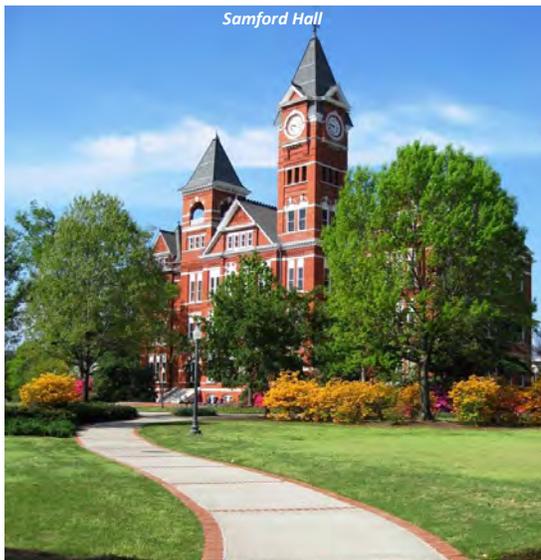
PICK ELEMENTARY SCHOOL
<http://www.auburnschools.org/PES>

RICHLAND ELEMENTARY SCHOOL
<http://www.auburnschools.org/RES>

YARBROUGH ELEMENTARY SCHOOL
<http://www.auburnschools.org/YES>



Auburn University (AU), established in 1856, is a comprehensive land, space and sea grant research institution blending arts and applied sciences. The university is the city's largest employer with approximately 5,500 employees. Located adjacent to downtown Auburn, the main campus covers more than 1,800 acres including a total of 427 buildings.



STUDENT ENROLLMENT:

In-State Students	16,421
Out-of-State Students	11,869
TOTAL (Fall 2016):	28,290

HISTORICAL ENROLLMENT 1960-2010:

1960	1970	1980	1990	2000	2010
8,829	14,229	18,603	21,537	21,860	25,078



U.S. News & World Report 2014
"40th Best Public University in the U.S."



BestColleges.com

Best Colleges 2014
"8th Highest Student Satisfaction Rate for Public Universities in the U.S."



Business Insider 2015
"19th Most Fun College in the U.S."

- ◆ Oldest 4-year, coeducational school in Alabama and 2nd oldest in the Southeast.
- ◆ Six NASA astronauts and three past directors of Kennedy Space Center graduated from Auburn University, placing AU in the top 5 nationally with such a distinction.
- ◆ Cancer research is a top focus of the College of Veterinary Medicine, one of the few veterinary colleges in the country with an on-campus linear accelerator, MRI and CT-scan.
- ◆ 1st in the U.S. to offer a bachelor degree in wireless engineering.
- ◆ 1st in the Southeast to offer a software engineering program.
- ◆ The automotive engineering and manufacturing curriculum is the first of its kind in the Southeast.
- ◆ The United Nations' World Food Programme selected AU as its lead academic partner in the global "war on hunger."
- ◆ An Urban Modeling Lab is helping the town of Cheng Du, China, rebuild from the massive 2008 earthquake.
- ◆ Awarded the 2013 Tree Campus designation by the Arbor Day Foundation.



COLLEGES & UNIVERSITIES

Auburn University offers studies in 14 schools and colleges, with more than 140 majors at the undergraduate, graduate, and professional levels. Offering engineering courses since 1872, AU has a long and rich tradition of excellence in engineering education.



SAMUEL GINN COLLEGE OF ENGINEERING: The state's largest and most prestigious engineering program, is consistently ranked among the highest public universities offering doctoral programs and produces more than one third of Alabama's engineering graduates. AU's College of Engineering consists of 5,862 undergraduate and graduate students. Programs include: *Aerospace, Biosystems, Chemical, Civil, Computer Science & Software, Electrical & Computer, Industrial & Systems, Mechanical, Materials, Polymer & Fiber, and Wireless.*

AU SCHOOLS & COLLEGES:

College of Agriculture	College of Education		Graduate School	Harrison School of Pharmacy
College of Architecture, Design & Construction	Samuel Ginn College of Engineering		Honors College	College of Veterinary Medicine
Raymond J. Harbert College of Business	School of Forestry & Wildlife Sciences		College of Human Sciences	College of Sciences & Mathematics
			College of Liberal Arts	
			School of Nursing	

<http://www.auburn.edu>

AU ranks 45th in the nation in research expenditures with \$60.1 million and ranked in the top 50 for the past seven years. Focus areas include Energy & Environment, Cyber Security & Information Technology, Infrastructure & Transportation, Biomedical & Pharmaceutical, Materials & Nanotechnology, and Advanced Manufacturing.



AUBURN RESEARCH PARK: A partnership between the State of Alabama, City of Auburn, and Auburn University with a vision to develop a mixed-use, entrepreneurial research and business campus focusing on technology/knowledge-based businesses, research centers, and university research facilities located on 156 acres in approximately 15 buildings totaling 750,000 to 1,000,000 square feet over the next 10-12 years. In addition, support businesses such as law and accounting firms, banks, hotels, and restaurants will locate in the park. Established in 2008, the park now consists of three LEED certified buildings totaling 170,793 square feet which includes a business incubator, MRI Research Center, and the Center for Advanced Science, Innovation and Commerce. The Edward Via College of Osteopathic Medicine at Auburn University opened in August of 2015. <http://www.auburnrf.com>



Southern Union State Community College (SUSCC) serves more than 5,000 students at three campuses in East Alabama in Opelika, Valley, and Wadley with an educational emphasis on academic programs for transferability, technical programs for specialized career competencies and health sciences programs for specialized training in the health field. The main campus is located in Opelika, AL, only five miles from Auburn.



ACADEMIC: Includes departments in *Business, Child Development, Fine Arts, Language Arts, Mathematics, Science, Social Science, Health & Wellness, and Therapeutic Massage.*

HEALTH SCIENCES: Includes programs in *Emergency Medical Services, Emergency Medical Technician, Advanced Emergency Technician, Paramedic, Continuing Education, Nursing, Associate Degree Nursing (RN), Practical Nursing (LPN), Mobility - LPN to RN, Mobility - Paramedic to RN, Mobility - Paramedic to RN Fast Track, Home Health Aide, Nursing Assistant, Radiologic Technology, Computed Tomography, Magnetic Resonance Imaging, Surgical Technology, and Therapeutic Massage.*

TECHNICAL: Includes programs in *Air Conditioning & Refrigeration, Automotive Service Technology, Cosmetology, Industrial Electricity/Electronics, Manufacturing Technology, Machine Shop Technology, and Welding Technology, and Engineering Graphics & Design.*

<http://www.suscc.edu>

COLLEGES & UNIVERSITIES WITHIN 50 MILES:

Auburn University Auburn, AL 0 miles	Southern Union State Community College Opelika, AL 6 miles	Tuskegee University Tuskegee, AL 7 miles	Columbus Technical College Columbus, GA 32 miles
Troy University at Phenix City Phenix City, AL 33 miles	Chattahoochee Valley Community College Phenix City, AL 33 miles	Columbus State University Columbus, GA 34 miles	Central Alabama Community College Alexander City, AL 35 miles
West Georgia Technical College LaGrange, GA 38 miles	LaGrange College LaGrange, GA 40 miles	Auburn University at Montgomery Montgomery, AL 43 miles	Faulkner University Montgomery, AL 46 miles
Trenholm State Technical College Montgomery, AL 48 miles	Troy University at Montgomery Montgomery, AL 50 miles	Huntingdon College Montgomery, AL 50 miles	Alabama State University Montgomery, AL 50 miles



East Alabama Medical Center (EAMC) is an acute-care regional referral center serving more than 150,000 people annually in east Alabama and west Georgia with approximately 150 physicians, practicing in more than 30 different specialties. EAMC is the area’s second largest employer with more than 2,600 people and has facilities in Auburn and Opelika.



**BECKER'S
Hospital Review**

Becker's Hospital Review 2014
"100 Great Community Hospitals in the U.S."

FACILITIES: 340-bed hospital, a cancer center, four assisted and independent living facilities, a nursing home, a fitness center, a wound treatment center, and the Auburn University Medical Clinic.

AUBURN UNIVERSITY MEDICAL CLINIC (AUMC): Full-service primary care clinic serving Auburn University students as well as members of the university administration, faculty, staff, and citizens from the surrounding community and visitors to the area. <http://www.auburn.edu/medical>



EAMC SERVICES:

Assisted & Independent Living	HealthPlus Fitness Center	Psychiatric Services
Auburn University Medical Clinic	Imaging Services	RehabWorks
Comprehensive Cancer Services	Neurosurgery	Renal & Dialysis Facilities
Cardiology	Oak Park Nursing Home	Skilled Nursing Facility
Cardiovascular Surgery	Orthopaedic Joint Center of Excellence	Sleep Disorders Center
Diabetes & Nutrition Center	Outpatient Services Center	Women & Children's Center
Emergency Department	Pain Clinic	Wound Treatment Center



EMERGENCY MEDICAL SERVICES (EAMC-EMS): Responds from three locations using seven advanced life support (ALS) ambulances, two ALS ambulance/rescue vehicles, an ALS rescue truck and a non-emergency transport vehicle. This department also operates the E-911 emergency medical dispatching center.

<http://www.eamc.org>

Healthcare options are plentiful with a number of established practices and many new doctors relocating to the Auburn area. Auburn is home to several emergency care facilities with extended days and hours of operation.

The City continues to make major roadway infrastructure improvements to meet the needs of Auburn citizens and ease traffic flow. Auburn is easily accessible by road from one major interstate and three highways.



INTERSTATE 85 (I-85 NORTH/SOUTH): Provides access to Auburn via Exit 50 (Auburn Technology Parkway/ Cox Road), Exit 51 (U.S. Hwy 29/South College Street), and Exit 57 (Bent Creek Road).



U.S. HIGHWAY 280 (US HWY 280 EAST/WEST): Provides access to Auburn via North College Street, Shelton Mill Road, and Opelika Road.

U.S. HIGHWAY 29 (US HWY 29 NORTH/SOUTH): Provides access to Auburn via South College Street.

ALABAMA HIGHWAY 14 (AL HWY 14 EAST/WEST): Provides access to Auburn from Martin Luther King Drive.



Five airports are located within 110 miles of Auburn including the Atlanta Airport, the busiest airport in the world with more than 2,500 daily flights.

HARTSFIELD-JACKSON ATLANTA INTERNATIONAL AIRPORT (ATL): Serves more than 150 U.S. destinations and more than 60 international cities in 50 countries in Atlanta, GA (100 miles). <http://www.atlanta-airport.com>

BIRMINGHAM-SHUTTLESWORTH INTERNATIONAL AIRPORT (BHM): Offers more than 100 daily flights to over 25 U.S. cities in Birmingham, AL (110 miles), served 2.8 million passengers in 2012. <http://www.bhamintairport.com>



Auburn University Regional Airport, Auburn, AL

MONTGOMERY REGIONAL AIRPORT (MGM): Serves 400,000 travelers each year in Montgomery, AL (60 miles). <http://www.iflymontgomery.com>

COLUMBUS AIRPORT (CSG): Serves 100,000 passengers each year in Columbus, GA (35 miles). <http://www.flycolumbusga.com>

AUBURN UNIVERSITY REGIONAL AIRPORT (AUO): Serves the Auburn area as a public use facility in Auburn, AL off of Interstate 85, Exit 57 and is owned and operated by Auburn University. <http://www.auoairport.com>

Three deepwater ports are located within 290 miles of Auburn, and a Class I main line railroad travels through Auburn owned and operated by CSX Transportation.

PORT OF MOBILE: 12th largest seaport in the U.S., located in Mobile, AL (220 miles). <http://www.asdd.com>

PORT OF SAVANNAH: Largest single-terminal container facility of its kind in North America. The port has the 4th largest container handling facilities in the U.S., located in Savannah, GA (275 miles). <http://www.gaports.com>

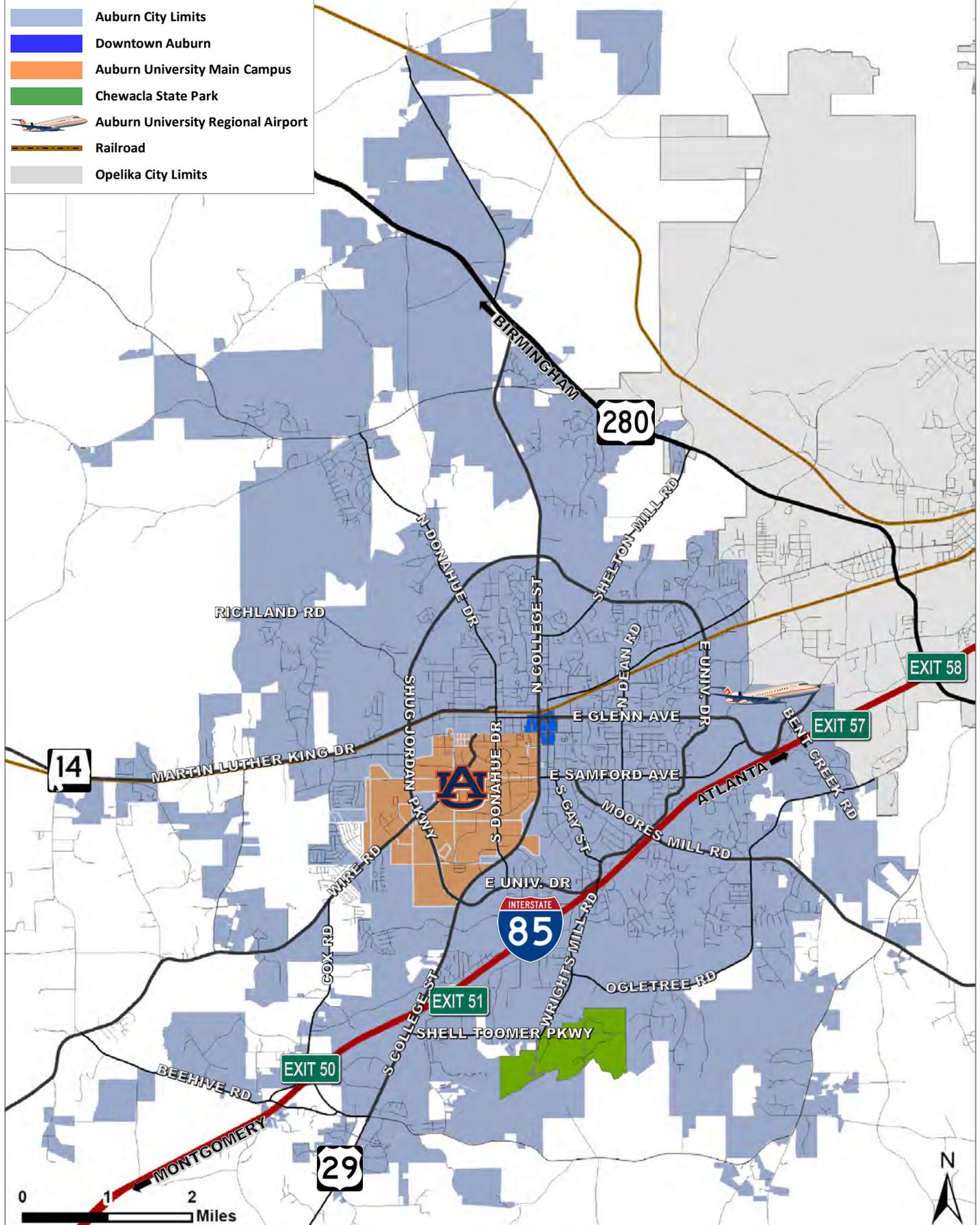
PORT OF BRUNSWICK: Home to the South Atlantic's fastest growing bulk export/import operation. The port is located in Brunswick, GA (280 miles). <http://www.gaports.com>

TRANSPORTATION

LEGEND

- Auburn City Limits
- Downtown Auburn
- Auburn University Main Campus
- Chewacla State Park
- Auburn University Regional Airport
- Railroad
- Opelika City Limits

AUBURN CITY MAP



PARKS & RECREATION

The City of Auburn is committed to preserving green space as the city grows to ensure the next generation’s enjoyment of City parks for years to come. Auburn is home to several top-notch recreational parks, walking trails, and bike trails

KIESEL PARK: The City’s largest park includes a pavilion, a pond, a garden, a pet-friendly 2 1/4 mile walking trail and the historic Nunn-Winston House, a perfect venue for small events. Kiesel hosts the annual CityFest which attracts more than 35,000 people each year. The 157 acre dog friendly park is known for its colorful nature trails and horticultural beauty (520 Chadwick Ln.).



TOWN CREEK PARK: Auburn’s newest green space, includes a 9/10 mile long walking trail, swinging benches, a pavilion, picnic tables, and a historic tree trail (1150 S. Gay St.).



HICKORY DICKORY PARK: A nursery rhyme themed playground for children located off of Shug Jordan Parkway (1400 Hickory Ln.).

DUCK SAMFORD PARK: Features a ballpark, a playground and a pavilion with picnic tables (1720 E. University Dr.).

MOORES MILL PARK: Features a sand volleyball court, a wooded area and picnic tables (900 E. University Dr.).

MARTIN LUTHER KING PARK: Includes a pavilion, a playground, a basketball goal and a ball field (190 Byrd St.).

SALMON PARK: Includes a grassy area with picnic tables located next to Town Creek Park (1000 S. Gay St.).

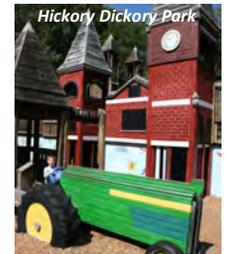
SAM HARRIS PARK: Includes a playground, a pavilion and a walking trail (850 Foster St.).

FELTON LITTLE PARK: Includes a playground, ball fields and picnic tables (341 E. Glenn Ave.).

WESTVIEW PARK: Includes two basketball courts as well as picnic tables (657 Westview Dr.).

GRAHAM MCTEER PARK: Includes a wooded area with picnic tables (200 Chewacla Dr.).

BOWDEN PARK: Includes a playground and an open grassy area (340 Bowden Dr.).



WALKING TRAILS:

Duck Samford Walking Track
(1623 E. Glenn Ave.) 3 ¾ laps = 1 mile

Duncan Wright Fitness Trail
(465 Wrights Mill Rd.) 1 lap = .5 mile

Sam Harris Park Walking Trail
(85 Foster St.) 6 laps = 1 mile

Duck Samford Baseball Walking Trail
(335 Airport Road) 1 lap = ¼ mile

Kiesel Park Walking Trail
(520 Chadwick Ln.) 1 lap = 2 ¼ miles

Town Creek Park Trail
(1150 S. Gay St.) 1 lap = .87 mile

<http://www.auburnalabama.org/parks>

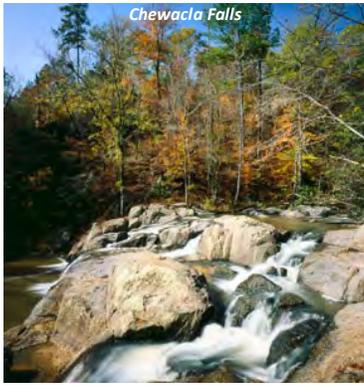


Auburn is one of 150 U.S. cities to be named a bicycle friendly community by the League of American Bicyclists and remains the only Bicycle Friendly Community in Alabama with more than 44 miles of bike paths.



<http://www.auburnalabama.org/cycle>

PARKS & RECREATION



Chewacla Falls

CHEWACLA STATE PARK: Features a 26-acre lake, a swimming area, peaceful waterfalls, bike trails, hiking trails, playgrounds, campsite areas, picnic areas with tables, grills with shelters, and newly renovated cabins. The scenic 696-acre park includes eight trails including a mountain bike trail and the Charlotte and Curtis Ward bike path which consists of 3 miles along Shell Toomer Parkway. The main entrance to Chewacla State Park is located in the city limits of Auburn 1.5 miles southeast of Exit 51, Interstate 85, off of Shell Toomer Parkway. <http://www.alapark.com/chewacla>



Charlotte & Curtis Ward Bike Path



LOUISE KREHER FOREST ECOLOGY PRESERVE: Outreach program of the Auburn University School of Forestry and Wildlife Sciences, features five miles of trails over 120 acres, an amphitheater, pavilion, and nature playground. Educational programs, hikes, camps, trail runs and other activities take place throughout each year. The preserve is located in the city limits of Auburn on North College Street. <http://www.auburn.edu/preserve>

DONALD E. DAVIS ARBORETUM: An Auburn University facility dedicated to the display of native woody plants of the Southeastern United States. The Davis Arboretum provides visitors with a peaceful natural setting for reflection and relaxation, but the primary purposes are those of conservation, education and research on ecosystem preservation and diversity. It is a teaching resource for many university classes. <http://www.auburn.edu/cosam/arboretum>



Many other recreational attractions are located outside the city limits within 25 miles.

LAKE MARTIN: A very popular attraction located 25 miles outside the city limits of Auburn. The 44,000-acre lake features over 750 miles of wooded shoreline with activities that include boating, fishing, skiing, swimming, and golfing. Lake Martin's main attractions are Chimney Rock, Kowaliga Bridge, Willow Point Country Club, and Stillwaters Resort. Lake Martin hosts special events year-round including concerts, fishing tournaments, holiday celebrations and more. <http://www.lakemartin.com>

LAKE HARDING: A 5,850-acre reservoir on the Chattahoochee River 10 miles from Auburn with portions of the lake located in Georgia and Alabama. The lake offers fishing, boating, and more. <http://www.lakeharding.com>

TUSKEGEE NATIONAL FOREST: Includes camping facilities, bike trails, hiking trails, horseback riding trails, a shooting range, and wildlife viewing areas.

SPRING VILLA PARK: A 325-acre park in Opelika, AL including a 30-acre spring-fed lake, a picnic shelter, an outdoor volleyball court, horseshoe pit, walking trails and a campground.

LEE COUNTY LAKE: A 130-acre fishing lake owned by the State of Alabama, located 9 miles from Auburn.

Auburn has some of the premier athletic facilities in the state, hosting national and collegiate tournaments, and the Dixie Youth World Series.



AUBURN SOFTBALL COMPLEX: Named one of the premier complexes in the U.S. by USA Softball Magazine and an Alabama ASA Hall of Fame inductee, the complex has been awarded the 1999, 2001, 2005, 2006, 2008, 2010 & 2013 Alabama ASA Complex of the Year and the 1999 ISA National Complex of the Year. The complex has hosted 20 ASA National Championships, 10 ISA World Championships as well as local leagues and many district, sub-state, and state tournaments. The facility is located off of Exit 51, Interstate 85 on U.S. Hwy 29 (2560 S. College St.). Girl's youth softball leagues are held at Felton Little Park (341 E. Glenn Ave.).

CITY OF AUBURN/AUBURN UNIVERSITY YARBROUGH TENNIS CENTER: A joint tennis facility maintained by the City and the University and is home to the Auburn University tennis team as well as all City programs and events. The facility features 16 clay courts, 12 outdoor hard courts, and six indoor courts. The tennis complex is located off of Shug Jordan Parkway on Richland Road (777 Yarbrough Farms Blvd.). Additional courts are available at the Samford Avenue Tennis Center (901 E. Samford Ave.) and Indian Pines (900 Indian Pines Dr.).

AUBURN SOCCER COMPLEX: Includes seven lighted fields and is home to the Auburn Soccer Association (ASA) leagues. The complex is located in southwest Auburn (2340 Wire Rd). Additional fields are also available at Margie Piper Bailey Park (910 Wrights Mill Rd.) and Shug Jordan Soccer Fields (950 Pride Ave.).



DUCK SAMFORD PARK: Recognized as one of the most prestigious baseball complexes in the nation. The park hosted the 2002 Dixie Youth Majors State Tournament as well as the 2005 Dixie Youth World Series. Duck Samford includes 10 lighted baseball fields, two press boxes, batting cages, bull pens, a picnic pavilion, children's facilities, concessions, and hiking trails. The park is located off of E. Glenn Ave. (334 Airport Rd.).

FRANK BROWN RECREATIONAL CENTER: Offers parties, game rooms, basketball, and fitness (235 Opelika Rd.).

BOYKIN COMMUNITY CENTER: Offers basketball, aikido classes, and senior programs (400 Boykin St.).

SAMFORD POOL: Offers public swimming for Auburn citizens as well as aquatics programs during the summer months (465 Wright Mill Rd.). Drake Pool is also available to the public (653 Spencer Ave.).

The City offers recreational programs and classes for citizens of all ages to enjoy throughout each year.

RECREATIONAL PROGRAMS:

Adults 50+
Aquatics

Arts & Crafts
Athletics

Birthdays & Showers
Camps

Ceramics
Dance

Fitness
Martial Arts

Special Interests
Therapeutics

<http://www.auburnalabama.org/parks>

Golf Digest

Golf Digest 2005 “#1 Metro for Golf in the U.S.”



AUBURN LINKS AT MILL CREEK: 18-hole public golf course in south Auburn directly off of Exit 51, Interstate 85. The course features 7,145 yards from the back tees, large bermuda grass greens and rolling fairways. <http://www.auburnlinksgolf.com>



Golf Digest

Golf Digest 2008/2009 “4-Star Golf Course”

INDIAN PINES GOLF COURSE: 18-hole public golf course located in northeast Auburn off of East University Drive. Indian Pines Golf Course opened in 1976, was redesigned in 1999, and a new clubhouse was added in 2006. The par 71 golf course features 6,213 yards and Bermuda grass greens.

ROBERT TRENT JONES GOLF TRAIL AT GRAND NATIONAL: A popular vacation destination and golf complex in Opelika, AL, features two 18-hole golf courses and an 18-hole par three course. Grand National hosted the Barbasol Championship, a PGA Tour event in July. <http://www.rtj.com/grandnational>



GolfWorld GolfWorld 2009 “#1 Location for Public Golf”



AUBURN UNIVERSITY CLUB: 18-hole private golf club with facilities for tennis, swimming, and a clubhouse with a restaurant located off of North Donahue Drive in northwest Auburn. Established in 1999, the club serves as the official home of the Auburn University golf teams. The Auburn University Club hosted the NCAA regionals in 2013 for the women and the NCAA regionals for the men in May 2014. <http://www.augolfclub.com>

MOORE’S MILL CLUB: 18-hole private golf club off of Moore’s Mill Road in southeast Auburn. The golf course features 7,000 yards throughout rolling terrain and dense hardwoods. Moore’s Mill Creek twists and turns throughout 15 of the 18 holes. The club’s facilities include tennis courts, two swimming pools, a fitness center, and a clubhouse with a restaurant, lounge and an outdoor pavilion. <http://www.mooremillclub.com>



SAUGAHATCHEE COUNTRY CLUB: 18-hole newly renovated private golf club in Opelika, AL off of Exit 57, Interstate 85. Saugahatchee’s club facilities include tennis courts, a swimming pool, fitness and dining. <http://www.saugahatcheecountryclub.com>

CULTURAL ARTS



JAN DEMPSEY COMMUNITY ARTS CENTER (JDCAC): A facility of the City's Parks and Recreation department containing an art gallery, two studio/classrooms, a children's gallery, a conference room and a performance room. The City's arts center provides area residents with access to an outstanding active schedule of exhibitions, visual arts, concerts, theatre, dance, lectures, art classes, and special events for adults and children throughout the year. JDCAC also provides artists, dancers, and actors the opportunity to offer programs and instructional classes to area citizens. <http://www.auburnalabama.org/arts>



JULE COLLINS SMITH MUSEUM OF FINE ART (JCSM): Auburn University's 40,000 square foot museum includes a landscape of 15 acres with botanical gardens, walking paths, and a lake. JCSM offers a permanent collection, a children's program, lectures by artists and scholars, traveling exhibitions, and concerts. The museum's interior includes a large lobby, café, gift shop, an auditorium, and a sun-filled terrace that overlooks the lake. Jule Collins is in the 6 percentile of American museums that are accredited. <http://www.julecollinssmithmuseum.com>



AUBURN UNIVERSITY TELFAIR B. PEET THEATRE: Provides classical and modern productions year-round, located at the corner of East Samford Avenue and Duncan Drive at Auburn University. <http://www.auburnl.edu/theatre>

AUBURN AREA COMMUNITY THEATRE: Offers citizens education and participation in theatre. <http://www.auburnact.org>

AUBURN UNIVERSITY JONATHAN B. LOVELACE ATHLETIC MUSEUM & HALL OF HONOR: Displays and honors the history of collegiate athletics at Auburn University, located at the Auburn Arena (250 Beard-Eaves Ct.).

MUSEUM OF EAST ALABAMA: Exhibits historical items and memorabilia in Opelika, AL. <http://www.eastalabama.org>

ALABAMA SHAKESPEARE FESTIVAL: Produces classics from ancient to modern times and attracts visitors from all 50 states and over 50 countries each year. The internationally acclaimed Shakespeare Festival is located 50 miles from Auburn in Montgomery, Alabama. <http://www.asf.net>

COLUMBUS MUSEUM: A very unique focus on American art and regional history. One of the southeast's largest museums is located 35 miles from Auburn in Columbus, Georgia. <http://www.colubusmuseum.com>

AUBURN ARTS ASSOCIATION: Offers quality arts for youth, arts initiatives, scholarships, arts education, social activities, and professional opportunities for area artists (222 E. Drake Ave.). <http://www.auburnartsassociation.org>

AUBURN COMMUNITY ORCHESTRA: Presents orchestral concerts to area residents throughout each year.

AUBURN CITYKIDS: Exposes at-risk children to the arts. The program offers children the opportunity to learn in a fun and comfortable environment as well as develop meaningful relationships.

OPELIKA CENTER FOR THE PERFORMING ARTS: An 1,200 seat hall which hosts major theatre productions and events throughout each year in Opelika, AL. <http://www.eastalabamaarts.org>

THE ARTS ASSOCIATION OF EAST ALABAMA: Provides arts education and events. <http://www.eastalabamaarts.org>

STUDIO 222: A group of artists that explore, experiment, and enjoy working in fiber and related art form.

SPECIAL EVENTS

The City organizes over 30 events each year and many events are held by Auburn University and other various organizations in the surrounding area for citizens to enjoy.

CALENDAR OF EVENTS 2017:

 <p><i>Daddy-Daughter Date Night</i></p>	<p>Therapeutic Fair 5th Annual Polar Plunge 28th Annual Daddy-Daughter Date Night Empty Bowls 27th Love Your Heart Run/9th Annual Crank Your Heart Ride 4th Annual Fit as a Fiddle: 50+ Lifestyle & Health Fair Bark in the Park Bike Bash 36th Annual Easter Egg Hunt Auburn CityFest Juried Art Preview Reception 17th Annual Auburn CityFest Spring Concert Series (Town Creek Park) Star Wars Float-N-Movie Treat your Mom Float-N-Movie Fishing Rodeo 19th Annual Mayor's Memorial Day Breakfast Float-N-Movie</p>	<p>January 12 January 28 February 8-11 February 25 February 25 March 4 March 25 April 1 April 15 April 27 April 29 May 4,11,18,25 May 4 May 12 May 13 May 29 June 8</p>
 <p><i>Auburn CityFest</i></p>	<p>Summer Downtown Art Walk Day in Clay Friday Night Splash Independence Day Celebration Float-N-Movie Friday Night Splash Teen Float-N-Movie</p>	<p>June 9 June 24 June 30 July 4 July 13 July 21 July 25</p>
 <p><i>Auburn Veterans Day Ceremony</i></p>	<p>Back to School Pool Party Back to School Pool Party Fall Sundown Concert Series (Kiesel Park) Fall Sundown Concert Series (Kiesel Park) 17th Annual Downtown Trick or Treat Annual Veterans Day Ceremony Polar Express Holiday Art Sale</p>	<p>July 30 August 5 September 14,21,28 October 5,12,19,26 October 31 November 10 December 2 December 9</p>

AUBURN FLORAL TRAIL: 14 miles of the most beautiful spring blooms the south has to offer in Auburn, AL.

A-DAY: The Auburn University football team's final spring scrimmage at Jordan-Hare Stadium in Auburn, AL.

FOOTBALL FAN DAY: Provides Auburn sports fans the opportunity for autographs and pictures with players, coaches, cheerleaders and Auburn's mascot "Aubie." Fan Day is held annually in August in Auburn, AL.

AHSAA SUPER 7 CHAMPIONSHIPS: Alabama's high school state football championships, held bi-yearly at Jordan-Hare Stadium in Auburn, AL. <http://www.super6al.com>

AUBURN CHRISTMAS PARADE: Celebrated annually in downtown during December in Auburn, AL.

AUBURN TOUR OF HOMES: Held annually in Auburn, AL. <http://www.auburnpreservationleague.org>

SYRUP SOPPING: Held annually in October in nearby Loachapoka, AL 10 miles away. <http://www.syrupsopping.org>



A positive business environment, a viable workforce, a fantastic education system and a high quality of life have all fueled Auburn’s economy and growth in the past several years. Driven by continued population growth in East Alabama, rapidly expanding tourism and travel marketing, Auburn continues to experience steady commercial growth.



The exit 57 area (Bent Creek Road/East Glenn Avenue) expanded to accommodate Sam’s Club, Academy Sports, and a number of restaurants. West Pace off of Exit 51/South College Street is underway, and the downtown area continues to attract unique retailers and restaurants. The Auburn Mall, anchored by Belk, Dillard’s, and Stein Mart, offers 524,097 square feet of fully-enclosed retail shopping and dining. The Auburn Mall is home to more than 60 specialty retailers and is located at the intersection of East University Drive and Opelika Road. The new Shoppes at the Heart of Auburn on South College Street opened in 2014 with CVS Pharmacy as the anchor tenant. The development also includes many other retailers and restaurants. Two Publix shopping centers (Hamilton Place and Shoppes at Cary Creek) have opened within the last five years including adjacent retailers and restaurants. In 2016, two new Walmart Neighborhood Market stores opened.

COMMERCIAL PROJECTS WITH CITY ASSISTANCE:

Academy Sports & Outdoors	Ace Hardware	Acre
Applebee’s	Auburn Alumni Center	Auburn Furniture
Auburn Links at Mill Creek	Auburn Mall	Auburn Pediatric & Adult Medicine
Auburn University Club	Auburn University Hotel	Berney Office Solutions
Bob’s Victory Grille	Carl Gregory Ford-Lincoln	Central Park
Chipotle Mexican Grill	Clinical Psychologists	CVS Pharmacy (3)
Downtown Facades	Dunkin Donuts	Earth Fare
Family Dollar	Five Guys	Flint’s Crossing Shopping Center
Glendean Shopping Center	Hamilton Place Shopping Center	Hampton Inn
Hyatt House	Hyundai of Auburn	Kia of Auburn
Magnolia Plaza	Market Square Shopping Center	Mugshots Grill & Bar
Niffer’s Place	Ogletree Village	Old Towne Station
Pieology	Publix (2)	Red Lobster
Sam’s Club	Shoppes at Cary Creek	Shoppes at Heart of Auburn
Sleep Inn	Stein Mart	SunSouth Auburn
The Depot	Tiger Crossing Shopping Center	Tiger Theatre
Waffle House	Walmart Supercenter	Walmart Neighborhood Market (2)
Ware Jewelers	West Pace Village	Wynnsong 16



The City's investment in industrial development has resulted in announcements of 6,000 jobs and more than \$1.3 billion in capital investment since 1994.

Auburn's industrial base is built around small to medium-sized value added technology based manufacturing firms. The main areas of focus include small engines and generators, specialty plastics packaging, wireless technologies, aviation/aerospace components, power transmission parts, kitchen and bath cabinetry, filtration solutions, and automotive areas including aluminum wheels, front/rear axles, driveshafts, engine components, plastic components, solenoid valves, textiles, and aluminum components.

Over the last five years, the City has announced 37 new and expanding industrial projects with a total of 1,511 in job creation and a total capital investment of \$493,336,945.



AUBURN TECHNOLOGY PARK SOUTH: Established in 1994, Technology Park South is located 3/4 mile southwest of Exit 51, Interstate 85, and one mile east of Exit 50, Interstate 85. The park is fully occupied with 13 national and international companies based in the United States, Germany, Japan, and Switzerland with a total employment of 1,500.



AUBURN TECHNOLOGY PARK NORTH: Established in 2002, Technology Park North is located one mile northwest of Exit 51, Interstate 85, and one-half of a mile northeast of Exit 50, Interstate 85. The park is fully occupied with seven national and international companies based in the United States, Germany, and Korea with a total employment of 1,100.



AUBURN TECHNOLOGY PARK WEST: Established in 2008, Technology Park West is located three miles northwest of Exit 51, Interstate 85, and one mile northwest of Exit 50, Interstate 85. The park is occupied with 11 national and international companies based in the United States, Israel, Italy, Germany, Korea, and Portugal with a total employment of 850. One project is currently under construction.

AUBURN INDUSTRIAL PARK: Established in 1974 as the City's first industrial park. The industrial park is located three miles north of Exit 51, Interstate 85, and four miles north of Exit 50, Interstate 85. The park is occupied by 37 national and international corporations including companies based in Germany, Israel, Italy, Korea, and the United States with a total employment of 2,000.

INDUSTRIAL DEVELOPMENT

AUBURN TECHNOLOGY PARK SOUTH COMPANY LOCATIONS:



Company	Headquarters	Product
ACI Worldwide, Inc.	Naples, FL, USA	Web Transaction Systems
Briggs & Stratton Corporation	Milwaukee, WI, USA	Gasoline Engines
Capitol Cups, Inc.	France	Specialty Plastic Cups
Capitol Plastic Products, LLC	France	Specialty Plastic Packaging
CoachComm, LLC	Auburn, AL, USA	Wireless Communications
Donaldson Company, Inc.	Minneapolis, MN, USA	Motors
Environmental Resource Analysts, Inc.	Auburn, AL, USA	Environmental Testing
National Center for Asphalt Technology	Auburn, AL, USA	Asphalt Research & Development
Nikki America Fuel Systems, LLC	Japan	Gasoline Engine Carburetors
SiO2 Medical Products, Inc.	Amsterdam, NY, USA	Medical Plastics
Straehle + Hess USA, Inc.	Germany	Automotive Textiles
Touchstone Precision, Inc.	Japan	Automotive Plastics
Weidplas North America, LLC	Nashotah, WI, USA	Automotive Plastics

AUBURN TECHNOLOGY PARK NORTH COMPANY LOCATIONS:



Company	Headquarters	Product
Borbet Alabama, Inc.	Germany	Automotive Aluminum Wheels
CSP Technologies North America, LLC	France	Specialty Plastic Packaging
K.C. Sol-Tech, Inc.	Korea	Tooling and Die
Lotte Chemical Alabama Corporation	Korea	Polypropylene Resins
Pyongsan America, Inc.	Korea	Automotive Plastics
SCA, Inc.	Korea	Automotive Plastics
Toolcare U.S. International, LLC	Auburn, AL, USA	Custom Tooling Design & Repair

INDUSTRIAL DEVELOPMENT

AUBURN TECHNOLOGY PARK WEST COMPANY LOCATIONS:



Company	Headquarters	Product
2a USA, Inc.	Italy	Automotive Aluminum Parts
Arkal Automotive USA, Inc.	Israel	Automotive Plastics
Berghoff Precision Machining, L.P. (Under Construction)	Germany	Metal Components
Donghee Alabama, LLC	Korea	Automotive Plastic Fuel Tanks
GE Aviation	Cincinnati, OH, USA	Jet Engine Components
Innotive Tech, Inc.	Korea	Automotive Plastics
Kemmerich USA, L.P.	Portugal	Automotive Metals
Rausch & Pausch, L.P.	Germany	Automotive Solenoid Valves
Schmidt Automotive USA, L.P.	Germany	Automotive Engine Components
SiO2 Medical Products, Inc.	Amsterdam, NY, USA	Medical Plastics
Seohan Auto USA Corporation (Plant II)	Korea	Automotive Axles

AUBURN INDUSTRIAL PARK COMPANY LOCATIONS:



Company	Headquarters	Product
Alabama Power Company, Inc.	Birmingham, AL, USA	Electric Utility Service
Archangel Systems, Inc.	Auburn, AL, USA	Inertial Sensing Systems
Auburn Millwork, Inc.	Auburn, AL, USA	Windows & Doors
Boiler Efficiency Institute, LLC	Auburn, AL, USA	Facilities Systems Training
CNJ, Inc.	Korea	Automotive Brake Discs
Concept Italia America, LLC	Italy	Italian Foods
Criterion-Sollie Engineers	Auburn, AL, USA	Engineering Consulting
Daewon America, Inc.	Korea	Automotive Metal Springs
Food Bank of East Alabama	Auburn, AL, USA	Food Donation
Gummoon USA, LLC	Korea	Automotive Plastics
HDI Solutions, Inc.	Auburn, AL, USA	Data Management
Health Information Designs, Inc.	Auburn, AL, USA	Drug Utilization Review
Heartstrings Enterprises, Inc.	Auburn, AL, USA	Custom Jewelry & Gifts
Hoerbiger Automotive Comfort Systems, LLC	Germany	Automotive Hydraulics
Hyperion Technology Group, Inc.	Tupelo, MS, USA	Engineering Service
Intramicon, Inc.	Auburn, AL, USA	Microfibrous Materials
KD Bearings, Inc.	Auburn, AL, USA	Unground Bearings
Langcourt Performance, Inc.	Auburn, AL, USA	Cylinder Plating
Leonard Peterson & Company, Inc.	Auburn, AL, USA	Wood Lab & Office Furniture

INDUSTRIAL DEVELOPMENT

AUBURN INDUSTRIAL PARK COMPANY LOCATIONS:

Company	Headquarters	Product
Mammoth Printshop, LLC	Auburn, AL, USA	Screen Printing
Marjam Supply Company, Inc.	Farmingdale, NY, USA	Building Materials
Masterbrand Cabinets, Inc.	Jasper, IN, USA	Kitchen & Bath Cabinetry
MDT Armor Corporation	Ann Arbor, MI, USA	Armored Vehicles
Nashville Wire Products Manufacturing Co., Inc.	Nashville, TN, USA	Wire
PetroSouth, Inc.	Auburn, AL, USA	Gasoline & Oil
R.E. Hodges, LLC	Auburn, AL, USA	Chemical Analyzers
Rexnord Corporation	Milwaukee, WI, USA	Gear Couplings
Rice Signs, LLC	Auburn, AL, USA	Road Signs
Satellites Unlimited, Inc.	Auburn, AL, USA	Satellite Systems
Seohan Auto USA Corporation	Korea	Automotive Axles
Seohan-NTN Driveshaft USA Corporation	Korea	Automotive Driveshafts
Super Signs	Auburn, AL, USA	Screen Printing
Swigro, LLC	Auburn, AL, USA	3D Printing
TGL Communications, Inc.	Auburn, AL, USA	Phone & Internet Service
Thermo Fisher Scientific, Inc.	Waltham, MA, USA	Plastics Packaging
Weston Solutions, Inc.	West Chester, PA, USA	Environmental Solutions



ACDI AUBURN CENTER FOR DEVELOPING INDUSTRIES (ACDI): Established in 1986, the City's small business incubator provides office and production space during relocation or start-up for targeted industries in light manufacturing, advanced technologies, and research and development. The City's incubator program has been successful over the years, graduating several companies to the City's industrial and technology parks. Located in the Auburn Industrial Park, ACDI is operated by the City's Economic Development Department. The complex is currently home to eight companies.

CITY OF AUBURN TOP EMPLOYERS:



LABOR & WORKFORCE TRAINING

Auburn’s workforce consists primarily of residents from Lee County, AL. A significant portion of the city’s workforce is made up of residents from the contiguous counties.

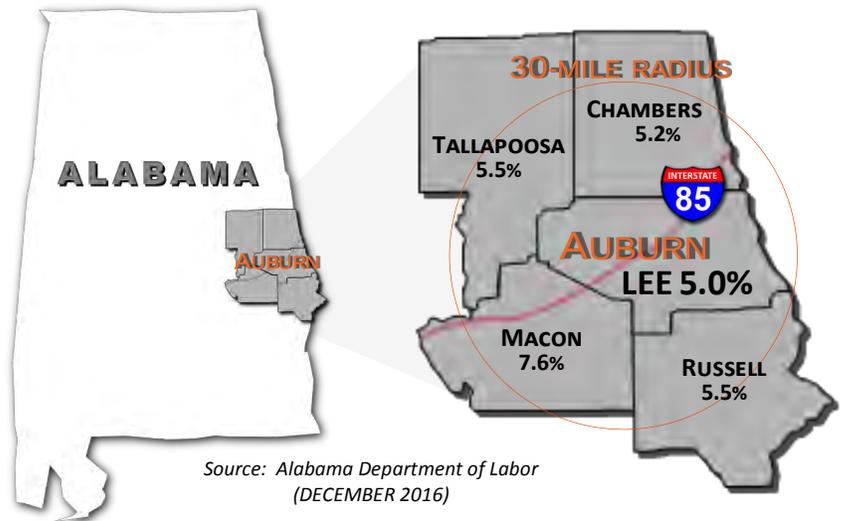
LEE COUNTY:		
Civilian Labor Force	Unemployment	Unemployment Rate
74,778	3,717	5.0%

CONTIGUOUS COUNTIES (CHAMBERS, MACON, RUSSELL & TALLAPOOSA):		
Civilian Labor Force	Unemployment	Unemployment Rate
67,007	3,813	5.7%

5-COUNTY REGION (LEE, CHAMBERS, MACON, RUSSELL & TALLAPOOSA):		
Civilian Labor Force	Unemployment	Unemployment Rate
141,785	7,530	5.3%



AUBURN’S TOTAL WORKFORCE CONSISTS OF 28,000 WHICH INCLUDES 5,000 JOBS IN MANUFACTURING.



Source: Alabama Department of Labor (DECEMBER 2016)

**Alabama is a “Right-to-Work” state.
No unions exist in city of Auburn manufacturing facilities.**



AUBURN TRAINING CONNECTION (ATC): Tailors workforce training specific to the needs of local industry. ATC offers programs including Career Technical Education at Auburn High School, Dual Enrollment, Industrial Maintenance Technology, and the annual Manufacturing Academy. The Auburn Training Connection is administered by the workforce division of the City’s Economic Development department and has been recognized with eight regional, national, and international awards in workforce development.

AUBURN TECHNICAL ASSISTANCE CENTER (ATAC): The Auburn University affiliate of the Alabama Technology Network (ATN), offers business process improvement training and continuous improvement assistance.



ALABAMA INDUSTRIAL DEVELOPMENT TRAINING (AIDT): Services include employee recruitment, assessment/training of potential employees, development/production of job training materials, and delivery of job-specific services. All services are provided at no cost to eligible new/expanding industries.



ALABAMA CAREER CENTER: Assists employers in employee recruitment and training in conjunction with Southern Union State Community College in Opelika, Alabama.

TAXES & INCENTIVES

	City	County	Schools	State	Other
Rate	26 mils	14.5 mils	3 mils	6.5 mils	4 mils *
Official Ratio of Assessment (20% of Market Value)					
Actual Ratio of Assessment					
Residential **	10%	10%	10%	10%	10%
Industrial Real	20%	20%	20%	20%	20%
Industrial Personal	20%	20%	20%	20%	20%
Production, Machinery & Equipment	20%	20%	20%	20%	20%
Raw Materials Inventory	N/A	N/A	N/A	N/A	N/A
Goods-in-Process Inventory	N/A	N/A	N/A	N/A	N/A
Finished Goods Inventory	N/A	N/A	N/A	N/A	N/A

* Hospital Tax, 2.5 mils; Lee County Dependent Children, 1.5 mils ** With Homestead Exemption (Without Homestead Exemption, 20%)

SALES TAX: 9% (State of Alabama - 4%, City of Auburn - 4%, Lee County - 1%)

OCCUPATIONAL LICENSE FEE: 1% of gross income per year of each person who works in the City.

LOCAL TAXATION POLICY TOWARDS INDUSTRY: City will consider tax abatements for industrial projects.

BUSINESS LICENSE FEE: Levied for any businesses with the privilege of conducting business in the city limits of Auburn. The City's business license fee is based on gross receipts of business conducted.

BUSINESS PRIVILEGE TAX: Applies to corporations conducting business in Alabama.

CORPORATE INCOME TAX: Levied based on the corporation's net taxable income derived from business being conducted within the state of Alabama.

PROPERTY TAX: Classified and assessed at 20% of fair and reasonable market value for non-exempt business property in Alabama.

JOBS CREDIT: An annual cash refund of up to 3% of the previous year's gross payroll for up to 10 years; for companies employing at least 12% veterans, up to an additional .5% credit is available for veteran's wages.

INVESTMENT CREDIT: Available for up to 1.5% of the qualified capital investment expenses for up to 10 years.

PROPERTY TAX ABATEMENTS: Available to qualified new and expanding industries for non-educational taxes on equipment and building for a period of up to 10 years.

SALES & USE TAX ABATEMENTS: Available to qualified new and expanding industries for non-educational taxes on construction materials and equipment used in manufacturing.

CORPORATE INCOME TAX CREDITS & DEDUCTIONS: Available for Alabama Corporate taxpayers.

INDUSTRIAL DEVELOPMENT GRANT PROGRAM: State grant to pay for site preparation costs for property owned by public corporations including municipalities, industrial development boards, etc.

INDUSTRIAL REVENUE BONDS: May be used as long-term financing of up to 100% of a project for acquisition of land, buildings, site preparation and improvements; building construction; furnishings, fixtures and equipment acquisition and installation; and soft costs.

SECTION 108 LOAN PROGRAM: Offered through the City of Auburn. The City offers a micro-loan and economic development loan program for eligible projects.

City of Auburn

Schedule of Tax and Fee Rates

Revenue Source	Rates				Effective Date of Most Recent City Rate Change	
	City	County	State	Total		
General Fund						
Sales Tax	general items	4%	1%	4%	9%	August 1, 2011
	automobiles	1.1%	0.25%	2%	3.35%	
	manufacturing and farm machines	1.5%	0.25%	1.5%	3.25%	
Occupation License Fee		1%			1%	January 20, 1970
Business License Fees	various percentages of gross receipts, \$100 minimum					January 1, 2000
Ad valorem (property) tax ~	5 mills (\$.50 per \$100)		<i>(see summary on next page)</i>			Prior to 1948
Lodging Tax	7% (1% is committed to the Visitors Bureau)		2%	4%	13%	February 1, 2006
Cigarette Tax	\$.04 per pack		- 0 -	42.5¢	46.5¢	March 10, 1981
Rental and Leasing Tax	1 1/4% of lease amount on automobiles			1.5%	3.75%	April 1, 2001
	2 1/2% of lease amount on all other items			4%	6.5%	
	linens/clothing			2%	4.5%	
	video rental		10¢		10¢	
Gasoline Taxes*	2¢ per gallon (1¢ to General Fund, 1¢ to City Gas Tax Fund)		- 0 -	18¢	20¢	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	\$100/month, effective October 1, 2008					October 1, 2008
Parking Fines	\$10, meter violation (\$20 if not paid in 48 hours) \$50, parking in leased space \$100, parking in handicapped space					March 6, 2012
Library Fees	Library cards for individuals not living in or working in the City or attending Auburn University are \$25 annually.					September 2008
Planning Fees	various					January 1, 2003
Inspection Fees	First and second inspections included in building permit fee; \$25 for third inspection; \$100 thereafter.					March 16, 2004

~Total Ad valorem (property) tax is 54 mills; 26 mills comes directly to the City of which 11 mills is for schools and 5 mills goes to the Debt Service.

*The City also collects these taxes from businesses in the Police Jurisdiction at half the rate levied against businesses in the corporate limits

City of Auburn

Property Tax Summary

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

* Total mills for education = 27

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

City of Auburn
Fee Schedule for Water, Sewer and Solid Waste
Effective October 1, 2017

After Hours Turn On	\$50 per incident		
Delinquent Account Fee	\$50 per incident		
Service Charge New & Transfer	\$15 per incident		
Lock Charge	\$30 per incident		
1" Water Tap Fee	\$850.00 per incident		
Water Meter Set Fee	Meter Size	Water (\$)	
	3/4"	200.00	
	1"	225.00	
Deposits Residential[^]	Meter Size	Water (\$)	Sewer (\$)
	3/4"	27.50	30.00
	1"	75.00	85.00
	1 1/2"	135.00	165.00
Deposits Commercial^{^^}	Meter Size	Water (\$)	Sewer (\$)
	3/4"	37.50	50.00
	1"	75.00	100.00
	1 1/2"	135.00	180.00
	2"	225.00	300.00
	3"	450.00	600.00
	4"	750.00	1,000.00
	6" or larger	1,200.00	1,595.00
Minimum Monthly Charges	Meter Size	Water (\$)	Sewer (\$)
	3/4"	14.58	14.81
	1"	24.26	24.76
	1 1/2"	48.49	49.49
	2"	72.72	74.23
	3"	157.58	160.83
	4"	315.18	321.64
	6"	630.34	643.30
	8"	1,260.69	643.30
	10" or larger	2,401.33	N/A
Monthly Charge Solid Waste^{^^^}	Curbside	\$23.50	
	Back Yard	\$33.50	
Monthly Charge -Water & Sewer (Based on Water Usage)	Water Usage	Water (\$)	Sewer (\$)
	1-3,000 Gallons	14.58	14.81
	Over 3,000 Gallons	3.86 per 1,000 Gallons	4.94 per 1,000 Gallons
Master Meter Minimum Monthly Charge*	Desc.	Water (\$)	Sewer (\$)
	Per Unit (2,000 Gallons)	9.72	9.88
	# of Units x 1,000 Gallons	4.86	4.94
	Over allotted usage	3.86	4.94
Access Fees	Meter Size	Water (\$)	Sewer (\$)
	3/4"	1,200.00	1,800.00
	1"	2,400.00	4,500.00
	1 1/2"	4,800.00	9,000.00
	2"	9,600.00	14,400.00
	3"	19,200.00	28,800.00
	4"	36,000.00	45,000.00
	6"	60,000.00	90,000.00
	8"	120,000.00	144,000.00
	10"	180,000.00	144,000.00

[^]Solid Waste Deposit \$30.00

^{^^} The minimum deposits (\$225 Water and \$225 Sewer) for Restaurants, Boarding Houses, Car Washes, Laundries, Auto Detail Shops, Service Stations, Motels, Apartment Complexes, Trailer Parks and similar users.

^{^^^} In some areas, curb pick up is required

* Master metered (sewer) residential is charged the greater of the minimum charge per unit or the charge for actual usage.

City of Auburn
Demographic and Economic Statistics
 Fiscal Years 2008 - 2017
Unaudited

<u>Fiscal Year</u>	<u>Population⁽¹⁾</u>	<u>Per Capita Personal Income⁽²⁾</u>	<u>Personal Income (expressed in thousands)⁽³⁾</u>	<u>Unemployment Rate⁽⁴⁾</u>
		\$	\$	
2007	55,652	27,874	1,551,244	2.9%
2008	56,287	29,013	1,633,055	4.5%
2009	57,828	28,339	1,638,788	7.6%
2010	53,780	28,838	1,550,908	7.3%
2011	54,927	29,800	1,636,825	7.0%
2012	57,058	30,332	1,730,683	5.7%
2013	58,582	30,499	1,786,692	4.9%
2014	60,258	33,064	1,992,371	4.9%
2015	62,059	33,622	2,086,548	4.9%
2016	63,118	34,372	2,169,492	4.9%
2017	*	*	*	4.9%

⁽¹⁾ U. S. Census Bureau

⁽²⁾ U. S. Department of Commerce, Bureau of Economic Analysis (Data reported for Auburn-Opelika MSA)

⁽³⁾ "Population" multiplied by "Per Capita Personal Income"

⁽⁴⁾ U.S. Bureau of Labor Statistics

* Data not available at time of publication

City of Auburn ~ Primary Government
Principal Revenue Remitters of Sales and Use Tax ¹

Current Year and Eight Years Ago

Unaudited

Employer	2008	2017
	Rank	Rank
Wal-Mart	1	1
Sam's (Opened 2008)	3	2
Auburn University Financial Reporting	2	3
Kroger	4	4
Publix - Cary Creek (Opened 2012)	-	5
Publix - Moore's Mill (Opened 2010)	-	6
Chartwell's (Opened 2007) ⁽²⁾	-	7
Builders First Source SE (formerly Waid True Value)	-	8
Academy Sports (Opened 2008)	6	9
Dillard's	5	10

¹ State law prohibits the disclosure of the amount of sales tax remitted and any information that could enable the disclosure or calculation of confidential taxpayer information

² Auburn University Dining Services

City of Auburn
Principal Remitters of Property Tax

Unaudited

Taxpayers	Total Assessed Value - Property in City Limits¹	Property Taxes Paid²	Taxes Paid as Total of City's Property Tax
	\$	\$	
Alabama Power Company	20,452,140	1,055,393	4.44%
The Greens at Auburn, LP	9,831,320	530,891	2.23%
Borbet Alabama, Inc	11,994,360	459,004	1.93%
Briggs & Stratton Corp.	6,639,180	318,605	1.34%
Copper Beech Townhome Communities	5,669,940	306,177	1.29%
Diamond URS Auburn, LLC	5,339,160	291,555	1.23%
M& A Auburn Prairie, LLC	5,247,840	283,373	1.19%
Campus Crest at Auburn, LLC	5,015,400	270,832	1.14%
Seohan Auto USA Corp	8,037,700	252,362	1.06%
Breckinridge Group Auburn, LLC	4,562,320	246,720	1.04%

Source: Lee County Revenue Commissioner

¹ Assessed 2015; Collected October 12015 through September 2016

² 26-mill City levy only

City of Auburn
Fund Balances of Governmental Funds

Fiscal Years 2008 - 2017

	2008	2009	2010	2011⁽¹⁾	2012	2013	2014	2015	2016	2017
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
General Fund										
Reserved	12,967,664	8,844,309	7,451,985	-	-	-	-	-	-	-
Unreserved	15,882,269	19,983,950	19,649,481	-	-	-	-	-	-	-
Nonspendable	-	-	-	7,504,505	7,038,187	6,753,924	9,998,365	15,992,698	19,776,701	6,954,036
Restricted	-	-	-	176,679	237,639	298,192	341,705	343,988	343,769	305,255
Assigned	-	-	-	4,854,720	4,778,855	2,840,828	6,565,787	5,649,101	4,788,112	8,557,221
Unassigned	-	-	-	16,489,870	20,973,636	29,025,058	25,574,688	22,328,970	24,486,213	31,873,117
Total general fund	28,849,933	28,828,259	27,101,466	29,025,774	33,028,317	38,918,002	42,480,545	44,314,757	49,394,795	47,689,629
All other governmental funds										
Reserved	2,166,922	2,135,901	4,075,582	-	-	-	-	-	-	-
Unreserved, reported in:										
Special revenue funds	5,072,970	5,692,659	4,766,559	-	-	-	-	-	-	-
Debt service funds	3,163,736	3,898,630	3,831,043	-	-	-	-	-	-	-
Capital projects funds	1,667,086	6,402,424	1,297,837	-	-	-	-	-	-	-
Nonspendable	-	-	-	560,000	-	-	-	-	-	-
Restricted	-	-	-	10,015,439	13,631,350	13,152,780	9,496,112	90,168,804 ⁽²⁾	49,118,334 ⁽²⁾	42,164,339
Unassigned	-	-	-	-	(347,364)	-	-	-	-	-
Total all other governmental funds	12,070,714	18,129,614	13,971,021	10,575,439	13,283,986	13,152,780	9,496,112	90,168,804	49,118,334	42,164,339

⁽¹⁾ For fiscal year 2011, GASB Statement No. 54 was implemented requiring changes in fund balance classifications.

⁽²⁾ This increase was due to the issuance of \$78.1 million in bonds for the Board of Education's construction of a new high school.

City of Auburn
Ratios of Outstanding Debt by Type

Fiscal Years 2008 - 2017

(dollar amounts expressed in thousands, except per capita amount)

Unaudited

Fiscal Year	Governmental Activities		Business-Type Activities	Total Primary Government		
	General Obligation Bonds	Notes Payable	General Obligation Bonds ⁽²⁾	Total Debt Primary Government	Total Debt as Percentage of Personal Income	Total Debt Per Capita
	\$	\$	\$	\$		\$
2008	125,425	-	34,054	159,479	12.40%	3,149
2009	134,915	-	62,776	197,691	14.45%	3,749
2010	140,282	-	45,694	185,976	13.34%	3,478
2011	129,760	-	44,608	174,368	13.04%	3,196
2012	143,704	1,500	49,528	194,732	14.76%	3,519
2013	140,564	1,585	48,130	190,279	13.19%	3,365
2014	127,035	1,782	45,899	174,716	12.48%	3,023
2015 ⁽¹⁾	196,429	3,143	46,755	246,327	15.91%	3,961
2016	184,967	2,965	44,127	232,059	14.81%	3,739
2017	192,494	2,787	41,333	236,614	13.87%	3,572

Note: Details regarding the City's outstanding debt can be found in the notes to the financial statements.

⁽¹⁾ This increase was due to the issuance of \$78.1 million in bonds for the Board of Education's construction of a new high school.

⁽²⁾ The City has issued General Obligation Bonds/Warrants for the Sewer Revenue Fund. It is the intention of the Council that the Bonds/Warrants be repaid from Sewer Fund revenue.

City of Auburn
Operating Indicators by Function/Program*
 Fiscal Years 2008 - 2017
Unaudited

Function	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Police										
Physical arrests	3,143	2,480	2,643	2,712	3,096	3,053	3,102	3,679	2,957	2,612
Traffic violations										
Calls for service										
Fire										
Number of calls answered	2,330	2,523	4,025	4,065	4,303	4,367	4,948	4,950	5,532	5,900
Inspections	1,792	1,752	1,575	1,391	1,559	1,760	1,879	1,946	1,750	2,170
Public Works										
Potholes repaired	210	273	750	625	454	70	87	18	23	19
Environmental Services										
Refuse collected (tons/day) ⁽¹⁾	86	88	91	104	103	102	101	104	108	112
Recyclable collected (tons/day) ⁽¹⁾	4.21	4.39	4.36	4.40	5.82	5.60	4.96	5.03	5.09	5.21
Parks and Recreation										
Athletic participants	5,648	5,031	4,959	2,964	4,540	4,478	6,069	6,846	15,002 ⁽²⁾	17,159
Recreation center admissions	92,291	111,960	138,751	150,690	164,888	241,042	292,933	216,416	379,704 ⁽²⁾	434,806
Sewer										
Average daily sewage treatment (millions of gallons)	5.60	6.70	6.69	6.02	6.28	6.70	7.54	7.50	7.56	8.06

Source: City departments

* Operating indicators will be altered beginning fiscal year 2018 due to the reorganization

⁽¹⁾Each year consists of 251 work days.

⁽²⁾Represents a change in methodology

City of Auburn
Capital Asset Statistics by Function/Program*

Fiscal years 2008 - 2017

Unaudited

Function	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Public Safety										
Police:										
Stations	1	1	1	1	1	1	1	1	1	2
Patrol units	91	91	98	94	96	96	94	96	100	113
Fire stations	5	5	5	5	5	5	5	5	5	5
Environmental Services										
Collection trucks	8	8	8	8	8	8	8	8	8	8
Public Works										
Streets (lane miles)	696	693	693	693	700	739	742	⁽¹⁾ 624	⁽¹⁾ 627	⁽¹⁾ 635
Signaled Intersections	56	58	59	60	60	60	61	61	63	64
Parks and Recreation										
Parks acreage	1,944	1,944	1,944	1,944	1,944	1,944	1,944	1,956	2,022	2,195
Swimming pools	2	2	2	2	2	2	2	2	2	2
Tennis courts	44	44	44	44	44	44	44	44	44	44
Community centers	3	3	4	4	4	5	5	5	5	5
Sewer										
Sanitary sewers (miles)	240	245	248	300	300	330	350	350	350	350
Maximum daily treatment capacity (millions of gallons)	8	11	11	11	13	13	13	13	13	13

Source: City departments

* Operating indicators will be altered beginning fiscal year 2018 due to the reorganization

⁽¹⁾ Represents a change in methodology

City of Auburn
Components of Sales Tax Base
Fiscal Years 2008 - 2017
(amounts expressed in thousands)
Unaudited

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Apparel Stores	66,699	57,276	60,201	68,169	66,354	67,768	51,655	56,558	53,115	52,416
Grocery Stores	51,372	51,435	55,799	70,663	77,901	88,493	122,960 ⁽¹⁾	130,561	146,793	164,818
Eating & Drinking Establishments	120,987	120,462	127,753	148,302	131,813	144,085	153,152	166,863	184,695	191,206
Mass General Merchandise Stores	110,116	115,686	114,644	122,437	116,691	111,335	81,345 ⁽¹⁾	85,900	87,640	90,626
Auto Dealers & Supplies	40,203	33,484	39,021	42,278	38,291	39,471	48,882	52,936	53,992	55,658
Building Materials	34,454	32,257	31,794	26,698	36,185	45,462	46,000	51,865	55,841	60,923
Home Furnishing & Appliances	14,823	11,085	9,733	11,126	12,477	17,343	18,209	20,302	24,702	25,399
All Other Retail Sales	258,296	244,863	254,509	273,606	289,079	281,822	313,376	335,521	368,646	333,866
Totals	696,950	666,548	693,454	763,279	768,791	795,780	835,579	900,507	975,424	974,912

⁽¹⁾ Beginning in FY14 the total sales of big box retailers are split between "Grocery Stores" and "Mass General Merchandise Stores".

City of Auburn
Principal Employers
 Current Year and Nine Years Ago
Unaudited

Employer	2008			2017		
	Employees	Rank	Percentage of Total City Employment	Employees	Rank	Percentage of Total City Employment
Auburn University ⁽¹⁾	5,825	1	15.81%	8,967	1	31.24%
Auburn City Schools	780	2	2.12%	1,025	2	3.57%
City of Auburn and Auburn Water Works Board ⁽²⁾	765	3	2.08%	715	3	2.49%
Masterbrand Cabinets, Inc.	350	6	0.95%	500	4	1.74%
Briggs & Stratton Corporation	555	4	1.51%	450	5	1.57%
CSP Technologies North America, LLC (Formerly CV Holdings)	255	7	0.69%	400	6	1.39%
Wal-Mart Supercenter	500	5	1.36%	480	7	1.67%
SCA, Inc.	120	18	0.33%	340	8	1.18%
Borbet Alabama, Inc.	215	10	0.58%	300	9	1.05%
Seohan Auto USA Corporation	-	-	-	240	10	0.84%
Total	9,365		37.40%	13,417		46.75%

⁽¹⁾ Includes temporary and seasonal employees.

⁽²⁾ There was a change in methodology from 2007 to 2016. In 2007, part-time positions were included in total. For 2016, part-time positions are converted to full-time equivalents.

Source: City of Auburn Economic Development Department, Alabama Department of Labor

Glossary of Terms and Acronyms

A

Accrual Basis- Accounting method in which revenues are recorded when earned and expenses recorded when the associated liability is incurred, irrespective of the timing of the related cash receipts and disbursements.

ADA- Americans with Disabilities Act.

ADEM- Alabama Department of Environmental Management.

Ad valorem tax- A property tax based on the valuation assigned to property by the elected county tax assessor. State law establishes the method of valuing property and calculating the tax assessment.

ALDOT- Alabama State Department of Transportation.

Appropriation- A legislative authorization for expenditures for specific purposes within a specific time frame.

ASA- Amateur Softball Association.

Assessment- Compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

AU- Auburn University, the State's land grant university, located in Auburn, Alabama.

Auburn 2020- The City's long-range planning process, whereby the City Council and management, community leaders, and the citizens of Auburn developed a consensual vision of the City in the year 2020.

B

Basis of accounting- The timing for recognition of revenues and expenditures or expenses.

BCC- Boykin Community Center.

Biennium- A twenty-four month period for measuring financial activities, which may be divided into two twelve month periods, ending on a date specified by law. A biennial budget is a two-year budget, which may consist of two one-year budgets adopted at the same time.

Bond- A document evidencing the City's promise to pay a specified sum of money on a specified future date and periodic interest at a specified rate.

Budget- A financial plan showing projected costs and revenue for a specified time period.

C

Capital Improvement Program (CIP)- A six-year projection of capital improvements spending for long-term assets, which includes sources of funding and estimated project costs.

Capital lease- An agreement that gives the right to use real property or equipment for a stated period of time and that meets the accounting criteria for capitalization. The City uses such agreements as a financing method.

Capital Outlay- Expenditures for items with an estimated useful life of more than two years and of a substantial cost (more than \$5,000).

Census Bureau- An entity of the federal government responsible for determining the population of the states and cities within the United States.

City Council- The nine-person governing body of the City of Auburn. The Mayor is elected at-large and serves as a member of the City Council. The other eight members are elected from eight districts. All members serve concurrent four-year terms.

City Manager- The person hired by the City Council to serve as the chief executive officer of the City Council. The City Manager's duties include recommending the biennial budget, overseeing all personnel matters, and advising the City Council on policy matters.

Commodities- Tangible goods to be consumed in the course of governmental operations with a period of less than two years.

CDBG- Community Development Block Grant, a grant program of the US Housing and Urban Development agency of the federal government.

Component units- Organizations that are legally separate from but affiliated with and financially accountable to the primary government, in this case, the City.

Contractual services- Services provided to the government by entities other than its own employees.

Glossary of Terms and Acronyms

Credit rating- A rating assigned by a professional organization as an indicator of the organization's evaluation of the degree of risk associated with the debt issued by a company or a governmental entity. A high credit rating indicates that the rating organization considers the debt to have a low risk of default. The national rating agencies include Moody's Investors Service and Standard & Poors, Inc.

D

Debt- An obligation to pay money in the future for borrowing money or receiving goods or services presently.

Debt limit- The legally permitted maximum amount of outstanding debt of the City under the provisions of State law.

Debt service- The amount of money needed to pay principal and interest on borrowed funds for a specified period.

Debt Service Funds- Funds used to account for the payment of principal and interest on long-term debt.

Department- A major administrative unit that indicates overall management responsibility for an operation or a group of related operations within a functional area. A department may have more than one division.

Department head- The person appointed by the City Manager to oversee the day-to-day operations of a City department.

DRRC- Dean Road Recreation Center.

E

EAMC- East Alabama Medical Center located in Opelika, Alabama. The City of Auburn contracts with EAMC for the provision of emergency medical services.

EMS- Emergency Medical Services.

Encumbrance- Funding commitment related to unperformed contracts for goods and services.

Enterprise Funds- Proprietary fund type used to report an activity for which a fee is charged to external users for goods or services.

EUD- East University Drive.

Expenditures- Decreases in a governmental fund's net financial resources resulting from the procurement of goods and services or the payment of principal and interest on general long-term debt.

Expenses- Outflows of net financial resources in a proprietary fund typically from the production and/or delivery of goods and services.

F

FAA- Federal Aviation Administration.

FBRC- Frank Brown Recreation Center.

FICA- Social Security and Medicare.

Fire insurance rating- A rating from 1 to 10 (with 1 being the best) assigned by the Insurance Services Office which reflects the adequacy of water supply as well as the quantity and quality of fire protection service.

Firewall- A dedicated "gateway" computer and related software that provides security measures to protect a network of more loosely administered computers from being accessed by computer networks and individuals outside the organization.

Fiscal year- A twelve-month period used by a government, not necessarily a calendar year. The City of Auburn's fiscal year begins October 1 and ends September 30, as required by State law.

Full faith and credit- A pledge of the City's general taxing power to pay the debt service requirement (principal and interest) of its debt obligations.

Fund- An accounting entity comprised of a group of self-balancing accounts.

Fund balance- The excess or deficit of fund assets over fund liabilities of governmental fund types.

Fund equity- The excess or deficit of fund assets over fund liabilities, equivalent to net position.

FY- Fiscal year (*see below*).

G

General Fund- The main operating fund of the City which is used to account for all City financial resources except those required by generally accepted accounting principles to be accounted for in another fund.

Glossary of Terms and Acronyms

General obligation bonds (GO Bond)- Bonds backed by the full faith and credit of the City.

GIS- Geographic Information System. A type of computer generated mapping system used to organize various types of map-related data for reference and analysis.

Goal- A specific and measurable target that managers are expected to achieve.

Governmental funds- Funds generally used to account for tax-supported activities- the general fund, special revenue funds, and debt service funds are all governmental funds.

Government Services Fee- Government Services Fee is negotiated with governmental and/or tax-exempt entities in exchange for the provision of municipal services.

GPS- Global Positioning System. A type of computer generated mapping system that identifies the latitude, longitude, and elevation of a particular point on earth, such as a building or a fire hydrant.

H

HR- Human Resources. The City department that provides personnel and risk management services.

I

ICMA- International City/County Management Association.

ISA- Independent Softball Association.

ISDN- Integrated Services Digital Network. A high-speed telephone line used to allow computers in various building to communicate.

ISO- Insurance Services Office. A private, national organization that provides quasi-regulatory services to the insurance industry and that assigns ratings to fire organizations based on the personnel, equipment, and training.

K

Key decisions- Decisions made by the City Council that have been identified by the Council and management as the critical decisions that will affect the budget each fiscal year.

M

MGD- Million gallons per day. A unit of measure used in reference to water or wastewater treatment facilities.

Major fund- Any fund for which certain financial statement components (assets, liabilities, revenues, expenditures) meet certain thresholds when compared with comparable components of either total governmental funds or the total of governmental and proprietary funds. By definition, the general fund of a government is always a major fund.

Management Team- the upper level management staff of the City, including the City Manager, assistant city managers, and the City Attorney.

Millage- A unit of measure used to refer to the calculation of ad valorem (property) taxes based on appraised value or some other valuation basis. One mill is one tenth of a cent.

Mission- The central purposes of the organization that represent the reasons for the organization's existence.

Modified accrual basis- The basis of accounting used in governmental fund types wherein revenues and other financial resources are recognized when both measurable and available and expenditures are recognized in the period in which governments in general normally liquidate the related liability.

Moody's- Moody's Investors Service, one of the national credit rating agencies (see "credit rating").

N

Net position- The difference between (a) assets and deferred outflows of resources and (b) liabilities and deferred inflows of resources, where full accrual-basis accounting is used, e.g. in Enterprise fund types.

Non-departmental- Expenditures or expenses not specifically associated with any individual department or division.

O

OFS- Other financing sources. Inflows of financial resources other than from revenues, such as from borrowing proceeds or the receipt of resources transferred from another fund.

OFU- Other financing uses. Outflows of financial resources other than for expenditures, such as for transfers of resources to other City funds or component units or for deposit of refunding bond proceeds with a trustee/escrow agent.

Glossary of Terms and Acronyms

P

PC- Personal computer. A computer designed to be used by one person at a time.

Personal services- Expenditure category including all salaries, wages, and fringe benefit expenditures paid to or on behalf of the government's employees. Fringe benefits include FICA, State of Alabama retirement, medical insurance, dental insurance, life insurance, workers compensation, education assistance, and other employee benefits.

Principal- The face or par value of bonds or warrants payable at maturity.

Program- A group of activities, operations, or departments or divisions focused on achieving specific objectives.

Property tax – *see ad valorem tax*.

Proprietary funds- Funds that focus on the determination of operating income, changes in net position, financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

Purchase order- A written document issued by an entity to a vendor for ordering goods or services. The purchase order (PO) obligates the issuer to pay for the goods or services specified therein upon delivery.

R

Referendum- A direct vote of the citizens to decide local issues.

Revenue- Increases in a fund's net financial resources, typically resulting from such things as the collection of taxes, fees, charges for services, and earnings on invested resources.

ROW- Right-of-Way. The real property that a governmental or utility agency has the right to declare as public use property for transportation or utility purposes.

S

Special Revenue Funds- Funds used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Standard & Poor's- One of the national credit rating agencies. (*see "credit rating"*).

T

TIP- Transportation Improvement Plan. The short-range transportation capital improvement plan for the Auburn-Opelika metropolitan area managed by the Lee-Russell Council of Governments.

W

Warrant- A document authorized by the City Council directing the Treasurer to pay a specified amount to a specified entity. If the warrant specifies an interest rate and due date, it functions much like a bond.