City of Auburn

City of Auburn, Alabama
Proposed Biennial Budget
Fiscal Years 2017-2018

City of Auburn

Biennial Budget - Fiscal Years 2017 and 2018

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William H. James ..... Public Safety Director

Jeffery L. Ramsey ..... Public Works Director/City Engineer

Timothy L. Woody ..... Environmental Services Director

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City of Auburn

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City of Auburn

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City of Auburn

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 85.

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 65), 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 95-96).

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 114), where the various departments, divisions, and non-departmental activities are aggregated into broader categories, such as Parks, Leisure & Culture; Economic Development; and Public Safety. 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

City of Auburn
Home of Auburn University

August 5, 2016

Honorable Mayor and Council Members
City of Auburn, Alabama

Dear Mayor and Members of Council:

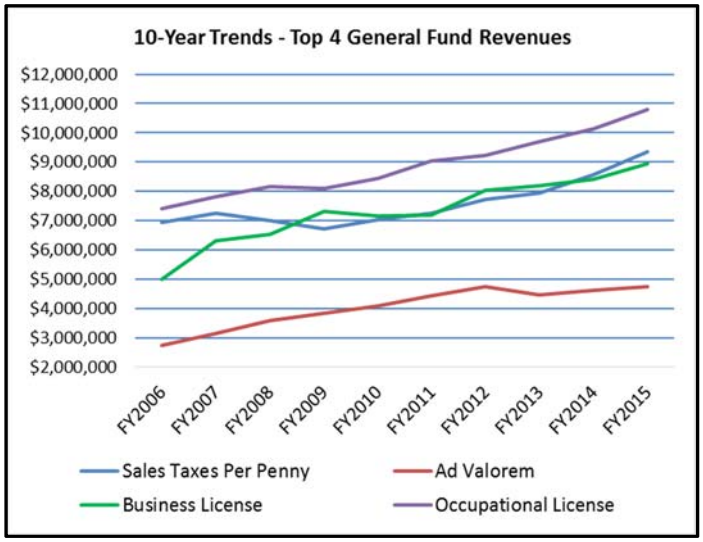
I am pleased to present the City of Auburn's Proposed Biennial Budget for Fiscal Years 2017 and 2018. Moving into the next biennium the combination of the city's strong financial position with the professionalism of our experienced staff allows us to plan an ambitious number of projects. Our focus remains on providing high taxpayer value while continuing to deliver quality services. Therefore, this budget represents the continuing commitment of a municipal government dedicated to delivering superior services and facilities while striving towards excellence in efficiency.

Within this document you will see exhibited the Council's goals, priorities, and tradition of fiscal discipline, as well as, the City's historically conservative management policies. As always, input from the citizens we serve greatly directs our budget development. It is my hope that this document clearly exemplifies our commitment to wisely spending taxpayer resources and in full accordance with the desires and priorities of our residents.

A brief overview of our current status …

Revenues have continued to see strong growth over the past several years and the local economy appears to have largely recovered from the effects of the economic downturn. Total revenues to the City's General Fund finished FY2015 approximately $3.5 million higher than projected at Mid-Biennium and over $8 million higher than projected in the original FY2015-FY2016 Biennial Budget. Sales and Use Tax receipts are strong and continue to outperform expectations. With a rise of nearly 40% since the low point of the downturn the value of one penny of sales tax increased from $6.7 million in FY2009 to $9.4 million in FY2015. Average annual increases over the past five years in sales tax (adjusted for the 1% increase) equal almost 6%. Other major sources of

Figure 1



General Fund revenue have experienced similar trends. Revenues across all City funds are discussed in greater detail in the Financial Overview section of this document on page 65.

When the financial downturn began, the City took measures to ensure continued fiscal strength and preparedness. The FY2015-FY2016 Biennial Budget Message provided a summary of the actions taken to protect our ability to deliver high levels of service while continuing capital investments in our infrastructure, facilities and equipment. Additionally, we held operating costs to the absolute minimum for several years as the economy stalled. As revenues stabilized and began to show signs of growth during FY2011-FY2012, we continued to propose budgets with minimal operating cost increases. This protected our capacity for major capital projects, technology improvements, in addition to necessary upgrades for an aging fleet of vehicles and equipment, whilst also providing additional funding to our schools.

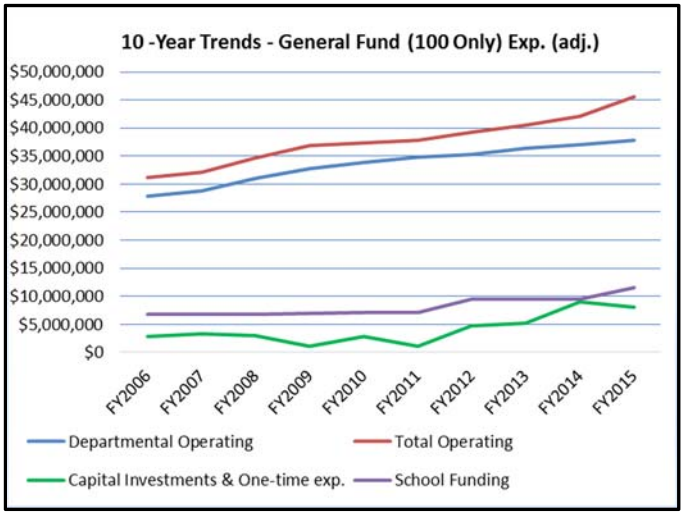
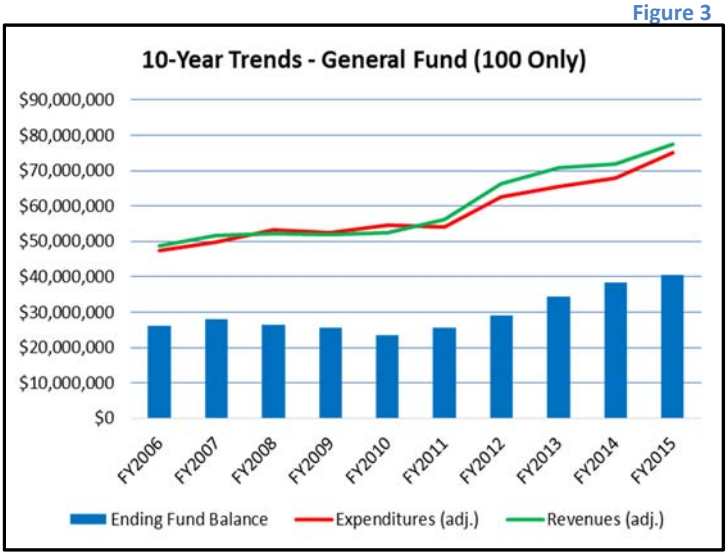


Figure 2

In addition to now providing 1.25 pennies of Sales & Use Tax to Auburn City Schools, the City also dedicated the Special Five Mill Tax Debt Service Fund to pay for new school facilities and improvements. Historically, the Special Five Mill Fund was used for the construction of major parks, recreation and cultural projects approved by voters. Figure 2 illustrates trends in General Fund (Fund 100 only) expenditures, adjusted to remove the effects of in/out transfers and projects financed with debt. Note that the increase in FY2015 for the Total Operating category is the result of moving the debt service from the Special Five Mill Fund to the General Fund.

Figure 3



As a result of Auburn's growing economy and sound fiscal management, the ending fund balance in the City's General Fund has grown as illustrated in the Figure 3, providing for a strong level of reserves and the ability to fund a number of major capital projects using cash rather than by issuing long-term debt. City services continue to be delivered to our residents with a focus on excellence. Our success in this endeavor is reflected by record high satisfaction levels in the annual Citizen Survey.

With a growing economy comes a growing service area, population, and demand for services. The latest census estimates show Auburn to be the 15th fastest growing metro in the United States with a net population growth of 11.9% from 2010 to 2015. Auburn is now the 8th largest city in the state. Likewise, Lee County is the second fastest growing county in the state, with a 7.7% increase in population from 2010-2015. New businesses, more right-of-way to maintain, more children in recreation programs, and more service calls of all types have strained current staff levels, and City facilities are at or above capacity. Our Police and Municipal Court Building has multiple staff sharing single-use office spaces in a 1976 building layout that is not conducive to modern day police and court operations. Our athletic fields and recreation facilities are beyond capacity, resulting in wait lists for programs and extended program hours.

The Auburn Interactive Growth Model (AIGM) projects a population of 68,601 in 2020; that is an increase of over 9% from 2015 and more than double what our population was in 1990. To continue our tradition of service excellence and to maintain our current quality of life, the proposed budget reflects a recognition of our growing and changing community.

FY2017-FY2018 Budget Strategy

Revenues, Resources and Outlook for the General Fund:
Revenues across all City funds continue to perform at or above expectations in FY2016. As of May, total revenues to the General Fund were up by $2,739,155 (4.85%) over the prior year. Sales taxes (adjusted for FY2015 "piggy-back" state audits) are up nearly 8%, and occupational license fees have increased by over 6% for the second year in a row. The ending fund balance for FY2016 in the General Fund is budgeted to be 29.3% of total expenditures and other financing uses, well above the 20-25% target set by management. The City expects to enter the FY2017-FY2018 Biennial Budget period in a strong fiscal position. A detailed discussion of revenues and resources across all City funds is included in the Financial Overview on page 65.

Expenditures and Investments:
We enter the next biennium with a number of major planning initiatives ongoing. At the time this budget was being developed, the Parks, Recreation & Culture Master Plan (PRCMP), and the ADA Transition Plan Update were not yet completed and the MLK/Bragg Corridor Study had not yet begun. The Douglas J. Watson Municipal Complex Master Plan (DJWMCMP) is nearly complete and the Council will be briefed on the results during these budget deliberations. Each of these plans will have significant impact on capital investments over the next several years, and as such require a capital investment plan with sufficient flexibility to adapt as these plans are vetted and approved by staff, our residents, advisory bodies and the City Council. The proposed budget considers these uncertainties along with identified needs.

The FY2017-FY2018 Proposed Biennial Budget is designed in part to recalibrate our departmental operating budgets, including staffing, with the demands of our current environment and our priorities. It addresses our investments as they relate to the services and initiatives you have identified as highest priority and that our Citizen Survey found most important to our residents.

School Funding – Our schools remain the highest priority for the City Council and the ongoing commitment to funding education in Auburn. Sustained growth in our school system prompted the development of a new strategic facilities plan in 2014. Funding for that plan was secured with your vote to dedicate 1.25 pennies of our local sales tax receipts and the Special Five Mill Tax Fund to pay for construction of a new high school (pictured right) and other major school expansions and improvements. The Board of Education recently acquired additional land on Richland Road to be used in part for a future second high school. This budget proposes continued funding for Auburn City Schools as it moves forward with its capital plan.

Public Safety – In 2015, the Council toured the Police and Municipal Court building. The Police Division has occupied this space since 1976. The building was already outdated and over capacity prior to absorbing Auburn University's policing operation in 2004. Over the past year, staff from multiple departments have worked with consultants to evaluate options for that facility. It was determined that the best long-term solution was to construct a new on-site facility to house our Public Safety and Judicial departments. A master plan for the new Public Safety building along with a long range plan for the Douglas J. Watson Municipal Complex (DJWMC) is expected to be completed in early August. A briefing will be scheduled before budget adoption. The FY2018 budget proposes issuing debt to fund the facility construction and other site improvements, although the final cost is still being developed.

The City is currently negotiating an expansion of the services provided to Auburn University to significantly expand the on-campus Auburn Police precinct. This new precinct will be staffed by 39 sworn officers and one administrative support staff. To meet this need, I am proposing the addition of 16 new Police positions to accommodate this addition. All 40 positions, as well as the administrative overhead, operating and capital costs, will be reimbursed by the University as part of the new agreement.

In addition to the new police positions for the campus precinct, I am also proposing seven Police positions to supplement current staff. These new positions include four new Police Officers and three new Detectives. To support our law enforcement personnel in the field, the proposed budget includes $1.4 million in vehicles and capital equipment replacements and expansions.

To allow the Fire Division to optimize organizational efficiency, the proposed budget includes upgrading three Firefighter positions to Sergeants. In addition to these changes, $213,000 is budgeted to replace and expand vehicles and make improvements to our fire stations. As of the most recent updates to the Auburn Interactive Growth Model, a sixth fire station is not yet warranted, but is included on the CIP in FY2019.

To provide support to our Police and Fire Divisions, the proposed budget includes the replacement of the 911 Center's call-taking and recording equipment, as well as replacement of the consoles used by operators. This equipment is budgeted at $780,000 in FY2018.

For additional information on the FY2017-FY2018 goals for our Public Safety Department, please see page 174.

Economic Development – The City operates a hugely successful industrial development program focused on recruiting a wide range of small and mid-sized, technology based companies. This program has been very effective at providing a stable, diversified, and growing tax base. Since 1994, over $1.3 billion of capital investment, from outside the City of Auburn, has created 6,827 jobs in our technology parks. Today, employment at our parks spans 73 diverse companies. Included in the proposed budget are several items that demonstrate your continued prioritization of these programs to continue to create jobs and grow our local economy.

The 450-acre Auburn Technology Park West (ATPW) is nearing total capacity with only two available lots remaining. Current ATPW employment is 850, including GE Aviation (pictured left), and when existing companies complete ramp-up, total employment will increase to 1,446 and total capital investment will be $445,412,545. The 80-acre Auburn Technology Park West Annex infrastructure is nearing completion and will generate seven lots for new or expanding companies and is anticipated to create 500 jobs. Additional property will be acquired in the next biennium to meet future development needs. Staff continues to work on identifying and purchasing additional property, with funds for debt service programmed in the FY2018 budget to pay for land acquisition and site development.

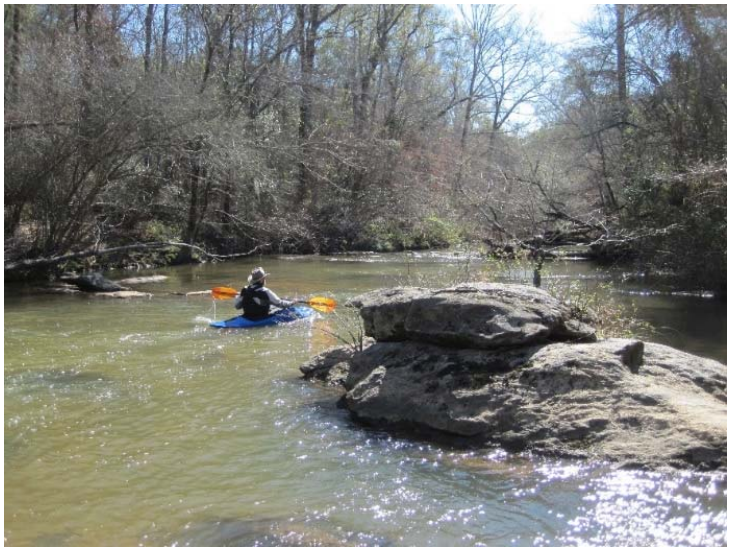
Economic Development staff not only work to recruit new industry to Auburn, but also to retain our existing corporate partners by working with them to develop new and innovative support and training programs. In addition to helping support expansions and capital investments using the City's Revolving Loan Program, staff from Workforce Development will partner in the next year with local industries and Auburn University's College of Engineering to develop an Advanced Manufacturing Training Center, as well as developing and implementing an apprenticeship program with Southern Union State Community College.

On the commercial front, the City will continue to leverage the Commercial Development Incentive Program (CDIP) to strategically assist new and existing businesses with improvements in key redevelopment corridors. The use of incentive programs is critical to the success of initiatives such as Renew Opelika Road (ROR) and the Downtown Master Plan implementation. As Phase II of ROR (MLK/Bragg Avenue corridor) is completed in FY2017, the CDIP is expected to be an important component in the successful revitalization of that area. The University Ace Hardware, pictured to the right before and after, is an excellent example of the effectiveness of the CDIP program.

For additional information on the FY2017-FY2018 goals for our Economic Development Department, please see page 157.

Parks, Recreation and Cultural Facilities & Programs -. With record participation and a growing population, our Parks and Recreation facilities are beyond capacity and our residents have noticed. 2016 marked the lowest point in overall satisfaction with our Parks and Recreation programs and facilities, dropping over 6% from the prior year.

In July, the Parks, Recreation and Culture Master Plan process kicked off. A team of staff from multiple departments are working with our consultants, stakeholder groups and residents to develop a strategic plan for Auburn's parks, athletic facilities, recreation centers, library, greenways/greenspaces, and other leisure facilities and programs. This comprehensive process will provide numerous opportunities for public input and will include the data from the Parks & Recreation Needs Assessment Survey completed in 2015 as well as an additional cultural arts/library survey. The plan is expected to be completed by March 2017.



While the master plan process is underway, staff is continuing work on the Saugahatchee Greenway + Blueway project. The 2001 Greenspace Task Force Report identified this project as a priority greenway and it has been on the City's Greenway Master Plan since that time. Recent development activity in the area and the growing demand for greenways, trails and natural spaces evidenced by the Parks & Recreation Needs Assessment Survey have made the project a high priority for this budget. Combining a recreational trail with access to the creek for canoeing and kayaking, this innovative project will provide access to an underappreciated natural gem in our community.

Land has been acquired for a 4+ acre neighborhood park at the Donahue Drive Bridge to anchor one end of the project, and most easements have been granted at this point. Negotiations are underway for additional easements and land donations to complete the trail, which will be constructed in phases over several years. $920,000 is included in the FY2017-FY2018 budget, as well as $100,000 in the Sewer Fund, to complete the first phase of this project.

Renovations to the Boykin Community Center are also planned, using Community Development Block Grant (CDBG) funding of $524,542. This project will build on the parking improvements and new outdoor basketball courts funded in the last biennial budget.

The Parks, Recreation and Culture Master Plan process is anticipated to include recommendations for significant additional gymnasium space and athletic fields; I have included in this budget annual debt service for $10 million (included on the Capital Improvement Plan, or CIP, on page 320) to fund these projects once they are identified and prioritized. Additionally, Auburn City Schools has recently purchased 275 acres of property on Richland Road with the intent to offer a significant portion to the City for recreational facilities following the completion of a separate site master plan. This property, coupled with the Lake Wilmore (~200 acres) Society Hill Road (~62 acres), 280 Rest Stop (8+ acres), the undeveloped portion of Town Creek Park (~25 acres) and the Glenn Avenue property (~13 acres) should provide sufficient land to develop much of the needed parks and recreational facilities that will be identified by the plan.

Following the presentation of the Parks & Recreation master plan, I will recommend specific projects, and programming for Parks & Recreation and Auburn Public Library at Mid-Biennium. We have purposefully allocated a portion of the projected resources over expenditures in the City's General Fund in anticipation of funding additional recreational facilities.

For additional information on the goals of our Parks & Recreation Department and Auburn Public Library, please see pages 215 and 209, respectively.

Continued Implementation of Renew Opelika Road Corridor Plan – The first two phases of Renew Opelika Road (ROR) are either complete or nearly so, and we are beginning to see significant interest in redevelopment along that vital corridor. ROR is a collaborative initiative, with a diverse group of City staff partnering with outside consultants to engage property owners on Opelika Road and the public and develop a strategic plan for the area. Using the ROR Corridor Plan as a guide, each phase has been designed 100% by in-house engineers, landscape architects and planners. Economic Development staff has been instrumental in using incentives to help local business renovate and redevelop, as well as partnering with major developers and retailers to revitalize the mall area, ultimately bringing a new Walmart Neighborhood Market and Krispy Kreme to the important EUD/Opelika intersection.

Phase 3 of the ROR implementation will consist of completing the Opelika Road/Dean Road intersection in FY2018 and is budgeted at $650,000. Additionally, staff from the Planning Department has begun preliminary work on the MLK/Bragg Avenue Corridor Plan, extending ROR west to MLK, using the same strategy. Several projects on the CIP for FY2019-FY2020 are planned in anticipation of the final design. Strategic use of the City's Commercial Development Incentive Program is expected to be an important component in the implementation.

Downtown Master Plan Implementation – We will also continue to make improvements to Downtown Auburn to implement the Downtown Master Plan (DMP). The pace of our downtown redevelopment efforts require flexibility in the priority of projects to coincide with private sector and Auburn University initiatives. In FY2017, we will construct $450,000 in pedestrian and roadway improvements along Wright Street to complement improvements made as part of the Evolve and 191 College projects. Also, with the University's plan to construct a performing

arts center at Woodfield and South College, we have set aside $420,000 to complete improvements between Garden Drive and Woodfield along South College; the scope of that project will depend upon the University's final plan.

City engineers have designed major improvements to the intersections of Samford Avenue with South College and Gay. This $4.8 million project includes $3.8 million from the Alabama Department of Transportation (ALDOT) and will continue the pedestrian and aesthetic character found at the newly renovated Toomer's Corner, North College and Phase 1 of Opelika Road. The project will also widen both Samford and College and upgrade drainage, signal and lighting systems. As with the projects noted above, this project was designed 100% in-house.

As an extension to the DMP, the Planning Department has as an FY2017 goal to develop a Streetscape Master Plan for the downtown area including site furnishings, landscaping, street trees, signage and lighting. This will ensure that both public and private projects moving forward embody the sense of place, character and charm envisioned in the Downtown Master Plan.

Infrastructure Investments – To keep pace with our growth, we will need to maintain a high level of capital investments in our City's infrastructure. The proposed FY2017-FY2018 budget includes $12.7 million in transportation improvements, including $4.5 in street resurfacing and restriping. Also included are improvements to Cox Road totaling $847,000, including construction of the City's first traffic roundabout.

Pedestrian improvements are a priority in the proposed budget. I am proposing $2.6 million in sidewalk projects for the next two years. Included are sidewalks along Annalue Drive ($562,000) and Moores Mill Road ($800,000), as well as another $400,000 to address Americans with Disabilities Act (ADA) compliance issues throughout the City. Many of these sidewalk projects are needed to improve pedestrian access and safety near the new Auburn High School campus. Sidewalks will be installed on East University Drive from Samford to McKinley ($433,000) and along Samford from EUD to the school ($142,000). Street lights will be installed along Samford, and pedestrian signals and other pedestrian safety improvements will be completed in FY2017. In total, the City will invest $893,000 on projects necessitated by the new school. Note that additional work on sidewalks and pedestrian facilities are included in most road and intersection project budgets as well.

I am proposing $360,000 in drainage and stormwater improvements, as well as $5.6 million in upgrades and expansions to our sewer infrastructure to ensure we continue to have capacity to serve our growing community. In FY2017, our Engineering Division will initiate a citywide traffic study to evaluate key intersections and supply coordinated traffic signal timing for selected corridors. This $500,000 project will help us identify locations that we need to focus on in order to improve traffic flow and reduce accidents and will provide a long-term framework for future infrastructure investments. In order to accommodate the volume of capital infrastructure investment, I am proposing four new positions in our Public Works Department. One position will support Traffic Engineering while one senior inspector will be added in our Inspections Division. To help maintain our facilities, a new Facilities crew will be staffed with two new positions to complete maintenance tasks that are cost-prohibitive to outsource.

For additional details on the proposed capital projects and investments, please see the CIP on page 320.

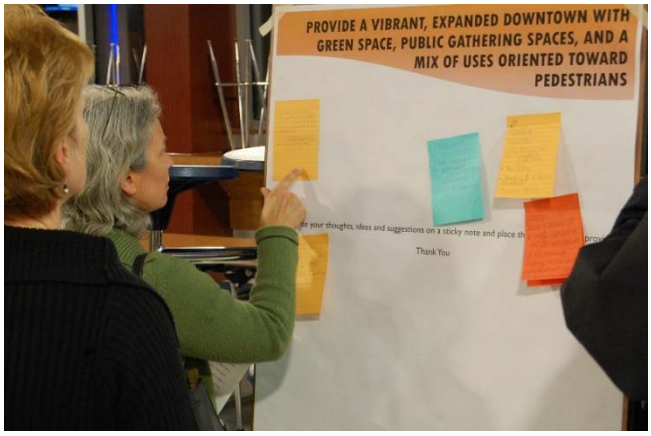
Other City Services, Initiatives and Projects – Auburn citizens continue to give high marks to our services with 81.6% of our residents satisfied or very satisfied with the overall quality of city services. To meet the challenges of our continued growth we have several new and ongoing initiatives that are expected to help us maintain our quality services.

- We will continue to invest in technology improvements, including implementing a new enterprise financial software system and completing rollout of our CityWorks asset management and work order system. The proposed budget includes $875,000 to complete these projects and make other technology capital investments over the next two years. Our IT department works closely with all departments to ensure seamless integration of new technology. To continue providing the internal support to our line departments, I am proposing the addition of a Business Systems Analyst in the IT Department and upgrading the Finance part-time position of Cash Disbursement Specialist to full-time.

- Our Environmental Services Department will evaluate the possibility of establishing a commingled curbside recycling program to allow our residents more recycling opportunities. Our Citizen Survey results addressing recycling have declined in recent years, which we believe to be reflective of increasing expectations of our residents on material types and convenience.

- Over the past 10 years, we have seen significant increases in the number of calls for nuisance animals and other animal control issues. The City has also taken an active role in dealing with urban wildlife, partnering with state officials to trap and relocate an increasing number of coyotes and other animals impacted by development. Animal Control has operated with two Animal Control Officers since 1995 and cannot handle the increasing call volume. The budget includes one new position to help maintain quality services.

- The Planning Department will conduct the first five-year comprehensive update of CompPlan 2030, including both text amendments and map amendments to the future land use plan map. Prior to the draft of the comprehensive plan amendments, however, a "recalibration" of the Auburn Interactive Growth Model (AIGM) will take place. This model update will refine future population forecasts and predictions for where growth will occur based on the land use plan. This will help us to continue to plan wisely for infrastructure and facility investments to ensure quality services are available for our residents now and in the future.



These are just a few of the initiatives our departments will undertake in the coming biennium. I encourage you to read more about the proposed work plans by examining each department's goals and objectives included in this document.

Summary and what's next…

In keeping with our conservative fiscal approach and adhering to the strategic goals of the City Council and management, the proposed budget is financially sound, maintains a strong reserve, and is sufficiently flexible to adapt to any uncertainties that may arise. Below, you will see an overview of the General Fund showing a summary of FY2014-FY2018.

	Audited Actual	Audited Actual	Mid-Year Budget	*Budget*	
	FY2014	**FY2015**	**FY2016**	**FY2017**	**FY2018**
	$	$	$	$	$
Beginning Fund Balance*	**34,465,547**	**38,324,103**	**40,607,239**	**29,789,081**	**29,402,574**
Revenues	71,514,687	76,871,583	76,373,960	81,500,106	83,771,995
Other Financing Sources (OFS)	296,250	461,250	436,250	361,250	351,250
Total Revenues & OFS	**71,810,937**	**77,332,833**	**76,810,210**	**81,861,356**	**84,123,245**
Expenditures	54,889,302	56,387,064	73,647,493	67,642,613	69,376,775
Other Financing Uses (OFU)	13,063,079	18,662,632	13,980,875	14,605,250	14,416,660
Total Expenditures & OFU	**67,952,381**	**75,049,696**	**87,628,368**	**82,247,863**	**83,793,435**
Excess of Revenues & OFS over Expenditures & OFU	3,858,556	2,283,136	(10,818,158)	(386,507)	329,811
Ending Fund Balance	**38,324,103**	**40,607,239**	**29,789,081**	**29,402,574**	**29,732,384**
Less: Permanent Reserve Fund	4,102,889	4,120,566	4,126,007	4,138,000	4,156,000
Net Ending Fund Balance	34,221,214	36,486,673	25,663,074	25,264,574	25,576,384
Net Ending Fund Balance as a % of Expenditures and OFU	50.36%	48.62%	29.29%	30.72%	30.52%

As stated in the first few paragraphs of this message, we began in FY15-16 aggressively addressing our capital and infrastructure needs including building renovations, technological upgrades and replacement of aging or outdated fleet and equipment. Multi-year projects were designed, engineered and vetted; many of those projects are complete and in use, some of those have begun, but will not be completed until the following fiscal year. As we set the biennial budget, we carefully consider the timing of projects as it affects the citizens of Auburn, as well as staff resources, liquidity, cash flow, reserves and our credit ratings.

At the end of this fiscal year, as is typical, we expect the General Fund's actual revenues to be in excess of projections and actual expenditures to end under budget. Management's proactive budget monitoring and recommendation of prudent budget adjustments to the Council continue to provide a stable and growing fund balance. Completion of capital projects can be somewhat uncertain, for a variety of reasons. Considering this uncertainty, we use the FY2016 mid-year budget as the basis of comparison in this document. This provides the most conservative representation of how the year might end. We forecast that revenues will end approximately $1.39 million above the mid-year budget due to increases in major revenue sources. We will have expenditure carry-over of around $6.2 million, representing projects that are either in

process or have met with delays. These capital budgets will shift into FY2017 and be addressed during the Mid-Biennium Budget Review process. The result at the end of the fiscal year is a seemingly large reserve, but with the shifting of infrastructure projects into future years, a smoothing effect takes place in the FY2017-2018 biennium.

Spenddown shifts of current long-term capital construction projects and the culmination of several ongoing planning initiatives including the Parks, Leisure and Culture Master Plan and the Douglas J. Watson Municipal Complex Master Plan, which will result in long term infrastructure project proposals to be financed over the next several years, will also be addressed during the Mid-Biennium Review.

Our Financial Policies state an ending fund balance target of 20% of our total expenditures and other financing uses, while management strives for around 25%. This budget keeps the ratio for both years above 30% in order to provide enough capacity to implement these plans within existing resources.

In closing…

The residents of Auburn expect superior service and accountability for their tax dollars. According to the Citizen Survey, the satisfaction with the value received for taxes and fees exceeds the national average by 30 points. Overall satisfaction with City services was 86% and over 96% of residents feel this is a great place to live and raise their families. These aren't just numbers. They are a testament to the hard work and commitment demonstrated day in and day out by the people in our organization. I am privileged to work with some of the brightest and most talented individuals in their fields and this community is fortunate to have them bring their considerable expertise, experience, enthusiasm and innovation to each and every task they face.

There is a lot of work that goes into developing a budget; thousands of accounts, facts, figures and decisions. What it comes down to for me, however, is an opportunity to put the best available resources in the hands of the people who know how to get the job done right. We are confident that the budget submitted for your consideration does just that and will allow Auburn to continue to be a great place to live, work and raise children.

The staff and I appreciate the continued support of this City Council and the citizens we serve and welcome any questions you may have about the budget.

Sincerely,

Charles M. Duggan Jr.

Charles M. Duggan, Jr.

City Manager

City of Auburn

CITY OF AUBURN

Key Decisions

FY2017 & FY2018 Biennial Budget

1. Should the City's capital outlay budget be adopted as proposed, including the adoption of the Capital Improvement Plan (CIP) with the understanding that projects included in the FY2017 and FY2018 are budgeted, but projects listed for FY2019-FY2022 are subject to change, depending on future economic conditions and changing citizen preferences and infrastructure needs? See Capital Budget section for details. In budget.

   Yes _____ No_____

2. Funding of Outside Agencies - *A packet containing an informational summary of each agency, as well as an outline of the Council's adopted policy on the funding of outside agencies, may be found in the binder pocket.* ***The proposed budget includes level funding for all outside agencies and no funding for new agencies requesting appropriations.***

   a. *East Alabama Mental Health/Mental Retardation Center* - Should the City provide additional support of $3,000 for both FY2017 and FY2018? FY2016 support totals $42,000. Not in budget.

      Yes _____ No_____

   b. *Auburn Daycare* - Should the City provide additional support of $6,000 and $10,000 for FY2017 and FY2018, respectively? FY2016 support totals $50,000. Not in budget.

      Yes _____ No_____

   c. *Boys and Girls Club of Greater Lee County* - Should the City provide additional support of $11,877 for both FY2017 and FY2018? FY2016 support totals $18,123. Not in budget.

      Yes _____ No_____

   d. *Domestic Violence Intervention Center* - Should the City provide additional support of $1,000 for both FY2017 and FY2018? FY2016 support totals $15,000. Not in budget.

      Yes _____ No _____

   e. *Unity Wellness Center* - Should the City provide additional support of $500 and $1,000 for FY2017 and FY2018, respectively? FY2016 support totals $3,500. Not in budget.

      Yes _____ No _____

   f. *Red Cross* - Should the City provide additional support of $5,000 for both FY2017 and FY2018? FY2016 support totals $10,000. Not in budget.

      Yes_____ No_____

   g. *The Arts Association of East Alabama* - Should the City provide support of $25,000 and $30,000 for FY2017 and FY2018, respectively? This agency is not currently receiving funding from the City. Not in budget.

      Yes_____ No_____

CITY OF AUBURN

Key Decisions

FY2017 & FY2018 Biennial Budget

3. Should the City commit funds to acquire land and develop a new technology park? This includes a budgeted FY2018 $9,905,000 debt issuance.

   Yes_____ No_____

4. Should the following regular, full-time positions be added to the General Fund? In budget.

   a. Cash Disbursement Specialist. Finance Department. Upgrade from Regular Part-Time.

      Yes _____ No_____

   b. Property Control Specialist. Public Safety Department – Police Division. Upgrade from Regular Part-Time.

      Yes _____ No_____

   c. Animal Control Officer. Environmental Services Department – Animal Control Division.

      Yes _____ No_____

   d. Business Analyst. IT Department – GIS Division.

      Yes _____ No_____

   e. Facilities Maintenance Coordinator. Public Works Department – Construction & Maintenance Division.

      Yes _____ No_____

   f. Facilities Maintenance Worker. Public Works Department – Construction & Maintenance Division.

      Yes _____ No_____

   g. Senior Inspections Manager. Public Works Department – Inspections Division.

      Yes _____ No_____

   h. Traffic Technician Assistant. Public Works Department – Construction & Maintenance Division.

      Yes _____ No_____

   i. Detective (2). Public Safety Department – Police Division. One position each fiscal year.

      Yes _____ No_____

   j. Detective - Narcotics. Public Safety Department – Police Division.

      Yes _____ No_____

k. Police Officer (4). Public Safety Department – Police Division. Two positions each fiscal year.

Yes _____ No_____

l. Police Officer (9). Public Safety Department – Police Division, Auburn University Precinct.

Yes _____ No_____

m. Detective (2). Public Safety Department – Police Division, Auburn University Precinct.

Yes _____ No_____

n. Lieutenant (3). Public Safety Department – Police Division, Auburn University Precinct.

Yes _____ No_____

o. Sergeant. Public Safety Department – Police Division, Auburn University Precinct.

Yes _____ No_____

p. Administrative Secretary. Public Safety Department – Police Division, Auburn University Precinct.

Yes _____ No_____

City of Auburn

City of Auburn

City of Auburn

Biennial Budget for FY 2017 & FY 2018

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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, 2014

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. During fiscal 2017, City management plans to re-evaluate these policies to adjust for changes in governmental accounting as well as changes in the City's goal and objectives.

Overview

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

Legal Compliance

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

Generally Accepted Accounting Principles (GAAP)

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

Internal Controls

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

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

Component Units[1]

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 Position[2]

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.

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

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

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

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

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

Cash Management

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

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

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

Investments

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

Accounts Receivable

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

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

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

Inventories (non-capital)

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

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

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

Capital Assets

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

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

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

Accounts Payable

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

Auditing Services

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

Banking Services

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

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

Revenue Administration

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

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

Purchasing

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

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

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

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

Debt Management

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

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

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

- If the impact of significant capital outlays proposed to be budgeted on projected ending fund equities will cause fund equity to be less than 20% of annual budgeted expenditures, other financing sources (proceeds of long term debt) for specified significant capital outlays will be considered for inclusion in the proposed budget in order to maintain fund equity at an acceptable level. Financial projections shall be used to evaluate the effect of the repayment of such proposed borrowings on fund balances in future fiscal years.

- The Council and City Manager will engage in capital assets planning and will hold citizen referenda as required by law to enable the use of the City's property tax dedicated to repayment of general obligation long term debt for the construction and acquisition of major capital assets, including infrastructure fixed assets (the Special Five Mill Tax). The City's Special Five Mill property tax is dedicated by law to the payment of debt service on general obligation debt that is issued to finance the construction of capital projects that have been approved by the voters in a public referendum. Before holding any referendum on the use of the Special Five Mill Tax debt service fund as a debt repayment source, financial projections shall be used to evaluate principal amounts and the structure of amortization schedules of proposed debt issues to maintain a positive fund balance in the Special Five Mill Tax Fund.

- Capital leasing may be used for the acquisition of equipment items with an expected useful life of three years or longer and a purchase price of more than $250,000 with the approval of the City Manager upon the request of the department head for whose department the equipment purchase is proposed. Debt service expenditures (including principal, interest and any related administrative costs) for capital leases will be budgeted in the department for which the equipment was purchased.

- When the City plans to borrow principal amounts that financial institutions can lend and when there are no legal requirements related to the planned debt repayment source that requires the issuance of bonds, general obligation notes or warrants will be issued to the financing source that submits the lowest responsible proposal meeting specifications. All invitations to bid on City borrowings that are issued to financial institutions will be reviewed by and must receive the approval of the City's bond attorneys prior to their issuance. Requests for proposals to lend monies to the City via general obligation warrants or notes shall be sent to all financial institutions within the city limits, as well as to any other financial institutions that have expressed an interest in lending to the City. Proposals for borrowings via general obligation warrants or notes shall be opened in a public meeting set for that purpose. The acceptance of such proposals shall be made by the City Council.

- Debt will be issued on behalf of the City Board of Education as provided under the Code of Alabama upon the official request of the Board. Principal amounts and amortization schedules of proposed education debt issues will be structured in a manner to maintain a positive fund balance in the City's School property tax funds (the Special School Tax and Special Additional School Tax special revenue funds) that are held by the City.

- The City shall engage a properly qualified consultant to perform a review of the City's compliance with federal regulations governing the issuance of tax-exempt debt at least

once every three years. The cost of such consulting services shall be allocated among the various funds in which debt repayments are recorded unless such allocation is prohibited by law.

Employee Benefits Management

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

Budgeting

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

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

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

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

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

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

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

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

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

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

Capital Projects

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

The Finance Department shall prepare specialized reports as necessary to report on the financial status of all capital projects.

Contracts Management

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

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

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

[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.

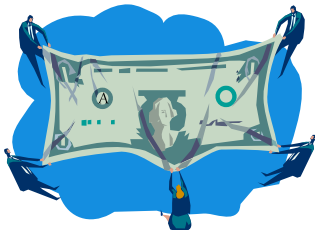
City of Auburn

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, the Budget Analyst conducts a training session to review the submission process and ensure all questions are answered.

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

The departmental goals are also developed during this time and are submitted to the City Manager for approval as part of the development of the proposed budget. Departmental goals are based on the Council's strategic goals and on carrying out the priorities that the City Council set, based on the Citizen Survey results. The department heads present their departments' approved goals to the City Council during budget hearings. Departmental goals are an integral part of the budget process and serve to focus the activities of the departments throughout the year. (All departmental goals for FY2017 & FY2018 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 the key decisions following the public hearing and prior to consideration of the budget ordinance for adoption. State law requires that the budget be approved no later than the first regular Council meeting each October (the City's fiscal year begins on October 1). The expenditures authorized by the budget ordinance are detailed by fund and, within the General Fund, by departments and divisions.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

City of Auburn

Budget Calendar

FY2017 & 2018 Biennium

January 2016

					1	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
31						

Mid-January - Citizen Survey Started

April 2016

					1	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

8 - Position Budgets Completed
15 - Outside Agency Funding Packets Mailed

May 2016

1	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	31				

3 - Citizen Survey Presentation
12 - Department Funding Requests Due
12 - New Position Requests Due
13 - Outside Agency Funding Packets Due
17 - Department Budget Meetings Begin
18 - Capital Improvement Meetings Begin

June 2016

			1	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		

10 - Final Department Budget Requests Due
17 - Department Goals Due
24 - Capital Improvement Plan and Capital Outlay Review Finalized

July 2016

					1	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
31						

1 - Draft Budget Document Distributed to Budget Team
29 - Final Draft Budget Document Ready for City Manager Review

August 2016

	1	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	31			

5 - Distribution to City Council
12 - Document Posted Online
15 - 1st Council Work Session
24 - 2nd Council Work Session

September 2016

				1	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	

6 - Ordinance Completed and Submitted to Council

City of Auburn

City of Auburn

Annual Citizen Survey

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

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

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

The 2016 Citizen Survey was conducted in early 2016 in preparation for the FY2017 & FY2018 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 2016 survey indicates a 95% level of confidence with a precision of at least +/- 4.0%. In order to better understand how well services are being delivered in different areas of the City, the addresses of the respondents were geo-coded into the database.

The survey results reflect high levels of satisfaction with City services and the overall quality of life in Auburn. The areas that residents thought should receive the most increase in emphasis from the City over the next two years were (1) management of traffic flow in the City and (2) maintenance of City streets, buildings, and facilities. The Executive Summary from the 2016 survey is presented on the following pages. The complete results of the Citizen Survey are available from the City's website at www.auburnalabama.org/citizensurvey.

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

DirectionFinder®

FINAL REPORT

2016 Citizen Survey

Submitted to

The City of Auburn, Alabama

ETC Institute
725 W. Frontier Circle
Olathe, KS
66061

April 2016

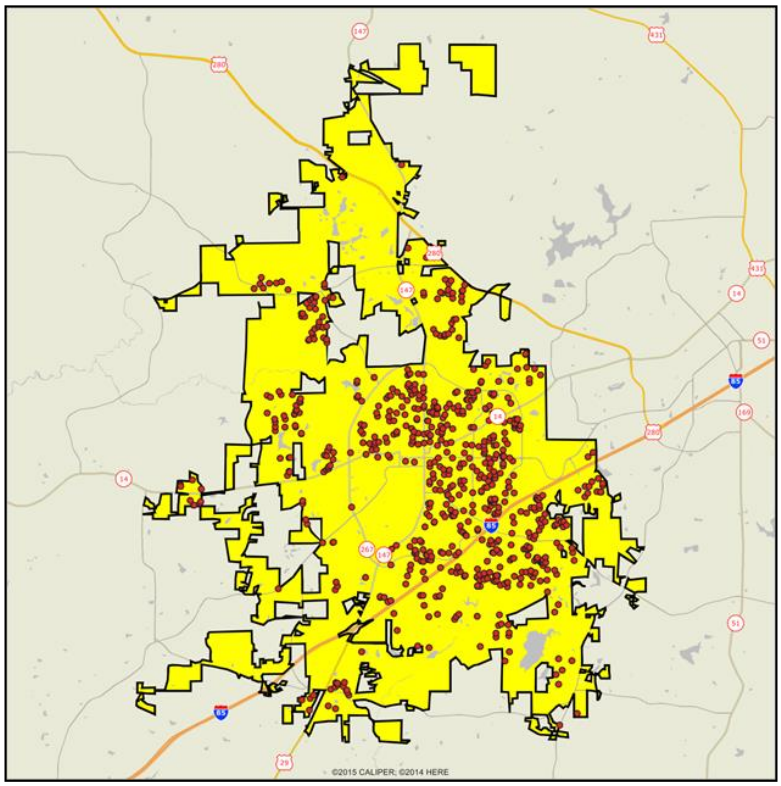
City of Auburn 2016 DirectionFinder® Survey Executive Summary

Purpose and Methodology

ETC Institute administered the DirectionFinder® survey for the City of Auburn during the spring of 2016. The survey was administered as part of the City's on-going effort to assess citizen satisfaction with the quality of city services. The City of Auburn has been administering an annual citizen survey since 1985.

Resident Survey. A seven-page survey was mailed to a random sample of households in the City of Auburn. Approximately seven days after the surveys were mailed residents who received the survey were contacted by phone. Those who indicated that they had not returned the survey were given the option of completing it by phone. Of the households that received a survey, a total of 735 completed surveys. The results for the random sample of 735 households have a 95% level of confidence with a precision of at least +/- 3.6%. In order to better understand how well services are being delivered by the City, ETC Institute geocoded the home address of respondents to the survey (see map below).

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



This report contains:

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

Major Findings

- **Overall Satisfaction with City Services**. The overall City services that residents*, who had an opinion,* were most satisfied (rating of 4 or 5 on a 5-point scale) with were: police, fire, and ambulance services (93%), the quality of the City's school system (90%), and the quality of City library services (88%). *There were no City services that showed significant increases in positive ratings from 2015, and there were* ***four significant decreases:*** *the flow of traffic and congestion management (-11%), the quality of parks & recreation services (-6%), maintenance of city infrastructure (-4%), and effectiveness of the city's communication with the public.*

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

- **Overall Priorities**. The overall areas that residents thought should receive the most emphasis from the City of Auburn over the next two years were: 1) flow of traffic and congestion management, 2) the maintenance of city infrastructure and 3) the quality of the City's school system.

- **Perceptions of the City**. Most (91%) of the residents surveyed, *who had an opinion,* were very satisfied with the quality of life in the City; only 2% were dissatisfied and the remaining 7% gave a neutral rating. Most (87%) of the residents surveyed, *who had an opinion,* were also satisfied with the overall image of the City; only 5% were dissatisfied and the remaining 8% gave a neutral rating. *None of the items related to perceptions of the City showed a significant increase or decrease from 2015.*

- **Public Safety**. The public safety services that residents, *who had an opinion,* were most satisfied with (rating of 4 or 5 on a 5-point scale) were: the quality of local fire protection (92%), the response time of fire personnel (91%), and the quality of local police protection (90%). The public safety services that residents felt should receive the most emphasis from City leaders over the next two years were: 1) efforts to prevent crime, 2) the visibility of police in neighborhoods and 3) the overall quality of police protection. *There were three public safety services that showed* ***significant increases*** *in positive ratings from 2015: police response time (+5%), visibility of police in retail areas (+5%), and efforts to prevent crime (+4%). There was* ***one significant decrease:*** *enforcement of traffic laws (-4%).*

- **Feeling of Safety in the City**. Most (92%) of the residents surveyed, *who had an opinion,* generally felt safe (rating of 4 or 5 on a 5-point scale) in Auburn. In addition, ninety-six percent (96%) of residents felt safe in their neighborhood during the day and 92% felt safe in downtown Auburn. *There were no safety issues that showed significant increases or decreases in positive ratings from 2015.*

- **Code Enforcement**. The code enforcement services that residents, *who had an opinion*, were most satisfied with (rating of 4 or 5 on a 5-point scale) were: the clean-up of debris and litter (83%) and the cleanup of large junk and abandoned vehicles (80%). The code enforcement services that residents felt should receive the most emphasis from City leaders over the next two years were: 1) the cleanup of debris/litter and 2) the cleanup of overgrown and weedy lots. *There were* ***two significant increases*** *in positive ratings for code enforcement services from 2015: control of nuisance animals (+5%) and cleanup of overgrown and weedy lots (+4%). There were* ***no significant decreases****.*

- **Garbage and Water Services**. The garage and water services that residents, *who had an opinion*, were most satisfied with (rating of 4 or 5 on a 5-point scale) were: residential garbage collection services (92%), yard waste removal service (85%) and water service (85%). The garbage and water services that residents felt should receive the most emphasis from City leaders over the next two years were: 1) the material types accepted for recycling and 2) overall curbside recycling service. *There were* ***no significant increases and one significant decrease*** *in garbage and water services rated from 2015: overall curbside recycling service (-4%).*

- **Development and Redevelopment in the City**. The development and redevelopment services that residents, *who had an opinion,* were most satisfied with (rating of 4 or 5 on a 5-point scale) were: the overall appearance of Downtown Auburn (79%) and the quality of new industrial development (67%). *There were* ***four significant increases*** *in positive ratings from 2015 with regard to development and redevelopment in the City****:*** *overall appearance of Opelika Road (+20%), redevelopment of abandoned/under-utilized properties (+12%), the quality of new residential development (+5%), and the quality of new retail development (+4%). There was* ***one significant decrease****: the City's planning for future growth (-6%).*

- **Parks and Recreation**. The parks and recreation services that residents, *who had an opinion,* were most satisfied with (rating of 4 or 5 on a 5-point scale) were: the maintenance of City parks (84%), the maintenance of walking trails (83%), the maintenance of cemeteries (82%), the maintenance of outdoor athletic fields (80%), and the quality of outdoor athletic fields (79%), and the quality of community recreation centers (79%). The parks and recreation service that residents felt should receive the most emphasis from City leaders over the next two years were: 1) maintenance of parks, 2) quality of special events, and 3) maintenance of biking paths and lanes. *There were three parks and recreation services that showed* ***significant increases*** *in positive ratings from 2015: quality of swimming pools (+7%), quality of community recreation centers (+4%), and maintenance of swimming pools (+4%). There were* ***three significant decreases*** *in positive ratings for parks and recreation*

services: quality of senior programs (-9%), special needs/therapeutics programs (-7%), and ease of registering for programs (-4%).

- **City Maintenance**. The maintenance services that residents, *who had an opinion,* were most satisfied with (rating of 4 or 5 on a 5-point scale) were: the maintenance of downtown Auburn (89%), the maintenance of traffic signals (89%), and the maintenance of street signs (88%). The maintenance service that residents felt should receive the most emphasis from City leaders over the next two years were: 1) the maintenance of streets, and 2) the adequacy of city street lighting. *There were* ***two significant increases*** *in positive ratings in maintenance services from 2015: adequacy of city street lighting (+6%) and cleanup of debris/litter in/near roadways (+4%). There were* ***no significant decreases.***

- **Downtown Auburn**. The aspects of Downtown Auburn that residents, *who had an opinion,* were most satisfied with (rating of 4 or 5 on a 5-point scale) were: the cleanliness of downtown areas (93%), signage and wayfinding (85%), feeling of safety of downtown at night (84%), and pedestrian accessibility (84%). The aspects of Downtown that residents felt should receive the most emphasis from City leaders over the next two years were: 1) availability of parking and 2) the feeling of safety at night. *There were* ***four significant increases*** *in positive ratings from 2015 with regard to downtown Auburn: signage and wayfinding (+8%), landscaping and green space (+7%), availability of outdoor dining venues (+6%), and availability of public event space (+4%). There was* ***one significant decrease:*** *quality of public events held downtown (-6%).*

- **City Communication**. Seventy-six percent (76%) of the residents surveyed, *who had an opinion,* were satisfied (rating of 4 or 5 on a 5-point scale) with the quality of the City's OPEN LINE newsletter and 67% were satisfied with the availability of information on parks and recreation programs and services**.** *There were* ***no increases*** *in positive ratings in any of the communication areas rated from 2015, and there was* ***one significant decrease****: quality of OPEN LINE newsletter (-4%).*

Other Findings

- Ninety-seven percent (97%) of the residents surveyed, *who had an opinion*, rated the City as an excellent or good place to live; only 1% felt it was a below average place to live.

- Ninety-seven percent (97%) of the residents surveyed, *who had an opinion*, rated the City as an excellent or good place to raise children; only 1% felt it was a below average place to raise children.

- Two-thirds (66%) of residents surveyed, *who had an opinion*, were satisfied (rating of 4 or 5 on a 5-point scale) with ease of travel by car in Auburn; 13% were neutral and 21% were dissatisfied.

- Fifty-eight percent (58%) of the residents surveyed reported they did not use the city's bicycle lanes and facilities; 23% occasionally used the bicycle lanes and facilities, 5% used them monthly, and 10% used them weekly or daily.

- The primary sources that residents received information about city issues, services and events were: word of mouth (64%), the local newspaper (61%), and the *Open Line* newsletter (58%).

- Eighty-seven percent (87%) of residents who had contacted the City during the past year felt it was very easy or somewhat easy to contact the person they needed to reach.

Trends

A summary of the long-term trends (2006 to 2016) is provided on the following page.

Long-Term Trends. Positive ratings for the City of Auburn ***improved or stayed the same in 64 of the 68 areas*** that were assessed in both 2006 and 2016; ***50 of these improvements were statistically significant*** (increases of 4% or more were significant). There were decreases in positive ratings in only 4 of the 68 areas that were rated in both 2006 and 2016, and two of these decreases were statistically significant (decreases of 4% or more were significant). The significant changes from 2006 to 2016 are shown in the table below.

Category by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)	2016	2006	Change From 2006	Category
SIGNIFICANT INCREASES				
Quality of community recreation centers	79%	52%	27%	Parks and Recreation
Maintenance of walking trails	83%	58%	25%	Parks and Recreation
Community recreation centers	77%	52%	25%	Parks and Recreation
Maintenance of swimming pools	70%	48%	22%	Parks and Recreation
Visibility of police in retail areas	80%	60%	20%	Public Safety
Visibility of police in neighborhoods	79%	61%	18%	Public Safety
Ease of pedestrian travel in Auburn	65%	47%	18%	Traffic Flow and Transportation
Maintenance of streets	74%	57%	17%	Maintenance
Quality of swimming pools	65%	48%	17%	Parks and Recreation
Police safety education programs	70%	54%	16%	Public Safety
Maintenance of biking paths/lanes	73%	58%	15%	Parks and Recreation
Fire personnel emergency response time	91%	76%	15%	Public Safety
Quality of fire safety education programs	76%	62%	14%	Public Safety
Maintenance of street signs	88%	75%	13%	Maintenance
In City parks	78%	66%	12%	Feeling of Safety
Enforcement of traffic laws	70%	58%	12%	Public Safety
Quality of local ambulance service	82%	70%	12%	Public Safety
Maintenance of sidewalks	76%	65%	11%	Maintenance
Police response time	84%	73%	11%	Public Safety
Utility Billing Office customer service	81%	71%	10%	Garbage & Water
Overall cleanliness of streets/public areas	84%	74%	10%	Maintenance
Adequacy of city street lighting	71%	61%	10%	Maintenance
Maintenance of downtown Auburn	89%	80%	9%	Maintenance
Maintenance of traffic signals	89%	80%	9%	Maintenance
Mowing/trimming along streets and public areas	83%	74%	9%	Maintenance
Maintenance of cemeteries	82%	73%	9%	Parks and Recreation
Overall quality of City services	86%	77%	9%	Perceptions
Overall quality of fire protection	92%	83%	9%	Public Safety
Residential garbage collection	92%	84%	8%	Garbage & Water
Maintenance of city infrastructure	68%	60%	8%	Overall Satisfaction
Enforcement of city codes & ordinances	64%	56%	8%	Overall Satisfaction
Quality of police, fire, & ambulance services	93%	85%	8%	Overall Satisfaction
Fees charged for recreation programs	68%	60%	8%	Parks and Recreation
Overall quality of police protection	90%	82%	8%	Public Safety
Efforts to prevent crime	77%	69%	8%	Public Safety
Control of nuisance animals	68%	60%	8%	Codes and Ordinances
In commercial and retail areas	84%	77%	7%	Feeling of Safety
Yard waste removal service	85%	78%	7%	Garbage & Water
Water service	85%	78%	7%	Garbage & Water
Value received for your city tax dollars and fees	75%	68%	7%	Perceptions
Cleanup of overgrown and weedy lots	65%	58%	7%	Codes and Ordinances
Efforts to remove dilapidated structures	64%	57%	7%	Codes and Ordinances
Quality of the city's website	67%	61%	6%	City Communication
Overall image of the City	87%	81%	6%	Perceptions
Overall feeling of safety in Auburn	92%	87%	5%	Feeling of Safety
Quality of adult athletic programs	64%	59%	5%	Parks and Recreation
Overall appearance of the City	76%	71%	5%	Perceptions
Overall quality of life in the City	91%	86%	5%	Perceptions
Enforcement of loud music	62%	57%	5%	Codes and Ordinances
Ease of registering for programs	69%	65%	4%	Parks and Recreation
SIGNIFICANT DECREASES				
Quality of parks & recreation services	78%	83%	5%	Overall Satisfaction
Curbside recycling service	70%	74%	4%	Garbage & Water

How Auburn Compares to Other Communities

The City of Auburn is setting the standard for the delivery of city services compared to other U.S. communities. ***Auburn rated above the national average for other U.S. communities in 61 of the 62 the areas*** that were assessed***; 53 of which were significantly above the national average*** (5% or more above the national average). Auburn rated below the national average in only 1 area, which was significantly below the national average. The areas where Auburn rated significantly above or below the national average are shown in the table below.

Category by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)	Auburn	National Average	Percent Above/Below National Average	Category
SIGNIFICANTLY ABOVE NATIONAL AVERAGE				
Overall quality of City services	86%	55%	31%	Perceptions of the City
Value received for city tax dollars/fees	75%	45%	30%	Perceptions of the City
Clean-up of debris/litter	83%	54%	29%	Code Enforcement
Maintenance of walking trails	83%	54%	29%	Parks and Recreation
In downtown	92%	64%	28%	Feeling of Safety
Quality of school system	90%	64%	26%	Overall Satisfaction
In your neighborhood at night	85%	61%	24%	Feeling of Safety
Overall image of the city	87%	63%	24%	Perceptions of the City
As a place to work	85%	61%	24%	Quality of Life
Quality of swimming pools	65%	42%	23%	Parks and Recreation
As a place to raise children	97%	74%	23%	Quality of Life
Maintenance of sidewalks	76%	56%	20%	Maintenance
Mowing/trimming of streets & public areas	83%	63%	20%	Maintenance
As a place to live	96%	76%	20%	Quality of Life
Maintenance of biking trails	73%	54%	19%	Parks and Recreation
Clean-up of large junk/abandoned vehicles	80%	62%	18%	Code Enforcement
Maintenance of major city streets	74%	56%	18%	Maintenance
Cleanliness of city streets & public areas	84%	66%	18%	Maintenance
Quality of customer service	73%	55%	18%	Overall Satisfaction
Visibility of police in neighborhoods	79%	61%	18%	Public Safety
Youth athletic programs	78%	61%	17%	Parks and Recreation
Overall quality of life in the city	91%	74%	17%	Perceptions of the City
Visibility of police in retail areas	80%	63%	17%	Public Safety
Overall feeling of safety	92%	76%	16%	Feeling of Safety
Quality of police protection	90%	74%	16%	Public Safety
Efforts to prevent crime	77%	61%	16%	Public Safety
Leadership of elected officials	60%	45%	15%	City Leadership
Clean-up of overgrown and weedy lots	65%	50%	15%	Code Enforcement
In city parks	78%	63%	15%	Feeling of Safety
Police response time to emergencies	84%	69%	15%	Public Safety
Effectiveness of communication with the public	63%	49%	14%	Overall Satisfaction
Adult athletic programs	64%	50%	14%	Parks and Recreation
Effectiveness of the City Manager	61%	48%	13%	City Leadership
Availability of info on parks & rec prgms/services	67%	54%	13%	Communication
Maintenance of city infrastructure	68%	55%	13%	Overall Satisfaction
Police, fire, & ambulance service	93%	81%	12%	Overall Satisfaction
Outdoor athletic fields	79%	67%	12%	Parks and Recreation
In your neighborhood during the day	96%	85%	11%	Feeling of Safety
Maintenance of traffic signals	89%	78%	11%	Maintenance
Quality of parks & recreation services	78%	67%	11%	Overall Satisfaction
Enforcement of codes & ordinances	64%	53%	11%	Overall Satisfaction
Police safety education programs	70%	59%	11%	Public Safety
Yard waste collection service	85%	74%	11%	Utilities
Quality of city library services	88%	78%	10%	Overall Satisfaction
Maintenance of street signs	88%	79%	9%	Maintenance
Maintenance of parks	84%	75%	9%	Parks and Recreation
Overall appearance of the city	76%	67%	9%	Perceptions of the City
Fire safety education programs	76%	67%	9%	Public Safety
Quality of garbage collection service	92%	83%	9%	Utilities
Ease of registering for programs	69%	63%	6%	Parks and Recreation
Water service	85%	79%	6%	Utilities
Effectiveness of appointed boards/commissions	53%	48%	5%	City Leadership
Enforcement of local traffic laws	70%	65%	5%	Public Safety
SIGNIFICANTLY BELOW NATIONAL AVERAGE				
Management of traffic flow & congestion	45%	51%	6%	Overall Satisfaction

City of Auburn

Fiscal Year 2016
2nd Quarter Goals Update

City of Auburn

"The Loveliest Village on the Plains."

City of Auburn, Alabama

Office of the City Manager

Fiscal Year 2016 2nd Quarter Goals Update

City Council

Bill Ham, Jr., Mayor

Clemon Byrd	Lynda Tremaine
Ron Anders, Jr.	Dick Phelan
Beth Witten	Gene Dulaney
Brent Beard	Tommy Dawson

Management Team

Charles M. Duggan, Jr. ..... City Manager
Kevin A. Cowper ..... Assistant City Manager
James C. Buston, III ..... Assistant City Manager/CIO
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
Jeffery L. Ramsey ..... Director of 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

City of Auburn
Home of Auburn University

MEMORANDUM

Date: April 22, 2016

To: Mayor and Council Members

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

Re: Fiscal Year 2016 2nd Quarter Goals Update

The attached report provides an update on the status of the City's Fiscal Year 2016 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.

One of the City's main objectives is to continually reevaluate our services and programs to ensure we are meeting the preferences and demands of our residents and encouraging community engagement and participation. In recent years, the Auburn Public Library has worked hard to create a more welcoming and customer-friendly destination for our community. APL's current planning process has identified five services roles (collection, community connector, literacy and learning leader, place and technology resource) to help illustrate the positive impact our library has on the community. In its role as a community connector, APL has hosted a number of new community events, such as the Star Wars Imperial Gala pictured on the front cover. This event and other new and enhanced programs, including Summer Reading and One Book One Village, have helped contribute to record levels of circulation and attendance at APL and are another great example of the positive impact our employees can have on the community they serve.

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

Fiscal Year 2016 2nd Quarter Goals Update

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Economic Development FY2016 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 ***10/1/2015*** and be completed by ***9/30/2016***
   GE Aviation continues to ramp up using the AIDT pre-hire process and facilities at ACDI, running one pre-hire class per quarter. We are assisting Kemmerich and Borbet with receiving training reimbursement via ATN, AIDT and/or IDB support. We are the primary HR resource for Schmidt Automotive USA and are helping them with recruiting, selecting, interviewing, and hiring their core personnel. They will begin production soon. Arkal Automotive continues to add people and plans a new expansion soon. We are assisting 2A in recruiting.

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 ***10/1/2015*** and be completed by ***9/30/2016***
   We are working with SUSCC to put programs together to meet specific needs for Auburn industry which include new curricula in injection molding and EDM, tool and die apprenticeship, CNC machining, and multi-craft maintenance. ATC is working with the Economic Development Partnership of Alabama (EDPA), Alabama Technology Network (ATN) and Auburn Technical Assistance Center (ATAC) to identify and promote their respective programs to expanding industry. We are assisting Arkal Automotive and MasterBrand Cabinets with their expansions. We are working with AIDT to ensure that SiO2 receives full training reimbursement. We are in the beginning talks to form a new partnership to offer high end training to our industry.

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 2015-2016 school year. In addition, eight students will be dually enrolled at Southern Union State Community College.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   20 students are currently enrolled in two classes. We expect a full class load next semester. We are receiving high evaluations from AHS and the students on the new instructor.

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 ***10/1/2015*** and be completed by ***9/30/2016***
   The new class is underway with six students - all are expected to graduate.

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 ***10/1/2015*** and be completed by ***9/30/2016***
   We are currently accepting data from area industry. We will compile and distribute the survey when all data has been submitted.

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 ***10/1/2015*** and be completed by ***9/30/2016***
   Six companies and the Auburn University School of Aviation have leased space at ACDI. We have interested companies and are evaluating the best fit for our market.

7. Develop, edit, print, distribute and secure funding for the "Focus on Your Future" student career catalog for school year 2015-2016.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   AHS has finished the catalog and is in the process of final edits. The catalog will go to press soon.

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 ***10/1/2015*** and be completed by ***9/30/2016***
   ATC continues to provide documentation, meeting minutes, agendas, state-required forms, meeting reminders, etc... for Region 8 including management of state-appropriated funds. The guidelines for reporting to the state (ADECA and Office of Workforce Development) continue to change and we are keeping abreast of and meeting these new guidelines.

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 ***10/1/2015*** and be completed by ***9/30/2016***
   AIDT conducted Pre-Employment training for GE January 26 – February 9. Kemmerich conducted interviews (49 attendees) January 27-28 and Pre-Employment classes February 15-25 (22 attendees). Leadership Skills I was conducted March 8-9. RAPA conducted in-house software training in Suite A December 7-10 with 20 attendees. Lee County Young Leaders met and toured our facility on January 12 with 30 attendees. Weidplas conducted in-house training January 14-15 with 10 attendees. Schmidt Automotive USA used the Conference Room January 18-22. Rexnord used the Conference Room on January 25th. NAHDC met in Suite A on January 26th. ATAC/ATN conducted ISO 9001 March 14-16 in Suite A. Masterbrand conducted a job fair February 6th with 97 attendees.

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 ***10/1/2015*** and be completed by ***9/30/2016***
    The hands-on portion was delayed for one semester and expected to start next semester.

Community Development Block Grant

1. Administer community development projects as approved in the 2015 Action Plan.
   Anticipated to commence by ***6/1/2015*** and be completed by ***5/31/2016***
   CDBG FY15 projects are ongoing and due to complete at year end (May 31,2016). As well, the CDBG FY16 Action Plan is expected to be approved in April sent to HUD by the required deadline - April 15, 2016.

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. 200 seniors are expected to benefit from these services.
   Anticipated to commence by ***6/1/2015*** and be completed by ***5/31/2016***
   During the second quarter of FY16, 195 elderly individuals were provided food, transportation, and adult day care services through the Brown Bag Program and the Auburn Adult Day Care Program.

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 ***6/1/2015*** and be completed by ***5/31/2016***
   Services related to, but not limited to, child care, recreation, and education benefited 318 low to moderate-income youth of Auburn in the second quarter of FY16.

4. Address the needs of low to moderate-income households that are experiencing a hardship by allocating CDBG funds to assist with their utility bills, rent, or mortgage. 75 households are expected to benefit from these services.
   Anticipated to commence by ***6/1/2015*** and be completed by ***5/31/2016***
   During the second quarter of FY16, 66 low to moderate-income households were assisted through the Utility and Rental Assistance Programs.

5. CDBG funds will be appropriated to provide homeless assistance to persons that are homeless or temporarily displaced. Services are provided to prevent chronic homelessness. 20 people are expected to benefit from these services.
   Anticipated to commence by ***6/1/2015*** and be completed by ***5/31/2016***
   During the second quarter of FY16, 27 individuals were provided temporary shelter through the Homeless Assistance Program.

6. Collaborate with the North Auburn Housing Development Corporation to construct affordable housing units in an effort to provide homeownership opportunities for low to moderate-income families. Funds will also be made available to assist homeowners with closing costs. It is anticipated that three to five units will be constructed and sold and one to three families will be provided homeownership assistance.
   Anticipated to commence by ***6/1/2015*** and be completed by ***5/31/2016***
   During the second quarter no housing starts occurred. NAHDC expects to start new construction projects in 2016 once land purchases take place for projects.

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 to 15 units will be rehabilitated.
   Anticipated to commence by ***6/1/2015*** and be completed by ***5/31/2016***
   Ten housing rehabilitation projects are in progress this quarter of FY16. Eleven referrals were made via the Auburn Housing Assistance Network.

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 ***6/1/2015*** and be completed by ***5/31/2016***
   There was no Section 108 Commercial-Industrial Loan activity in 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 ***10/1/2015*** and be completed by ***9/30/2016***
   Staff has continued to work with several key projects. It is anticipated that at least one new project will be announced during the 3rd quarter.

2. Attend two commercial trade shows.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Staff began making appointments for ICSC RECon Convention during the 2nd Quarter. Final arrangements will be made along with show attendance 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 ***10/1/2015*** and be completed by ***9/30/2016***
   Two applications were under review during the 3rd Quarter. The applicants plan to finalize their applications and seek City Council approval 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 ***10/1/2015*** and be completed by ***9/30/2016***
   Redevelopment plans for a shopping center are still being finalized. The property owners plan to announce the project during the 3rd Quarter.

5. Provide assistance and input as needed for CompPlan 2030, Renew Opelika Road and Downtown Master Plan priority implementation.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Direct input and support was provided to the Planning Staff for the final Zoning Ordinance changes that were ultimately adopted by the City Council. Support will continue for ongoing CompPlan 2030 implementation.

Industrial Development

1. Administer the City's revolving loan program with the goal of packaging two loans for new or expanding industries.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   No new loans approved in the second quarter of FY16.

2. Seek to attract no less than eight industrial visits with the goal of locating at least one new industry.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   One industrial visit in the second quarter of FY16 totaling three industrial visits in FY16 so far. Expecting the announcement of one new company coming to Auburn in the next quarter.

3. Perform three to four surveys of existing industry in the form of on-site visits in each quarter.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Performed four interviews in the second quarter of FY16 for a total of six interviews in FY16.

4. 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 ***10/1/2015*** and be completed by ***9/30/2016***
   Preparing the attendance of the Hannover Fair (Germany) in April.

5. Operate a business retention/expansion program with the goal to assist with the expansion of at least one industry.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Currently working with four existing companies to expand their operations in Auburn.

6. Market available sites and buildings in Auburn for the purpose of recruiting technology-based, value-added jobs as an ongoing activity.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Ongoing marketing of single available incubator building and due diligence of interested companies. Also working with three companies to address the utilization of a building that will become available in the third quarter of FY16.

7. Implement targeted marketing plan for the purpose of creating knowledge-based jobs.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Ongoing.

Environmental Services FY2016 Goals

Administration

1. Develop the department's FY2017 - FY2021 Strategic Management Plan and FY2017 Program Plan through a comprehensive review of the department's previous plans.
   Anticipated to commence by ***4/1/2016*** and be completed by ***9/30/2016***
   Goal complete. Distributed the strategic management plan and program plan during this quarter.

2. Work with multiple 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 ***1/1/2016*** and be completed by ***6/30/2016***
   During this quarter, identified the project area and established the project plan. The neighborhood cleanup is scheduled for the week of May 9-13, 2016.

Animal Control

1. Host or participate in at least three animal care and control outreach events.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   No activity during this quarter.

Fleet Services

1. Continue to expand upon automotive engineering training initiatives for mechanics by identifying at least three training sessions for mechanics to attend.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   No mechanics attended training during this quarter. The Division Manager-Fleet Services attended a National Association of Fleet Administrators training session.

Recycling

1. In cooperation with the Alabama Department of Environmental Management, work to develop a hub-and-spoke recycling model for use on a state-wide level by local governments and private sector recycling companies.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   ADEM did not initiate any 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 ***10/1/2015*** and be completed by ***9/30/2016***
   No activity this quarter. Presentations have been scheduled for the third quarter.

3. Continue to work with the partnership to promote recycling and waste reduction on a county-wide level through collaborating on at least two outreach events.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   No activity during this quarter.

Right-Of-Way Maintenance

1. Remove vegetation on the city's rights-of-ways on an acceptable schedule to ensure vehicular and pedestrian safety and proper aesthetics at street intersections, along sidewalks and multi-use paths and other related areas.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Continued work with arborists during this quarter to complete several tree pruning projects. Also worked with a constituent group in Ward 3 on a litter project that helped make sure sidewalks were clean/free/clear and other ROW areas were cut/trimmed to enhance the aesthetics of the ward.

2. Ensure the downtown area is maintained in an acceptable manner by removing litter, pressure washing sidewalks, and completing all maintenance tasks associated with special event activities in a timely fashion.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Continued regular maintenance activities including working to ensure the new Toomer's Corner project area remains in good shape. No other special projects were noted during this quarter.

3. Conduct one community litter index survey to assess litter prevention and clean-up efforts in the community.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   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 ***10/1/2016*** and be completed by ***9/30/2017***
   During this quarter, residential collection crews made 184,600 pickups versus receiving a total of 52 service complaints. The service complaint ratio of 0.028% exceeds the established goal of 0.25%.

Finance FY2016 Goals

1. Complete the independent audit with a "clean" opinion and publish the FY2015 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 29th consecutive Certificate of Achievement for Excellence in Financial Reporting Program award by March 15, 2016.
   Anticipated to commence by ***10/1/2015*** and be completed by ***3/15/2016***
   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, 2016.
   Anticipated to commence by ***10/1/2015*** and be completed by ***3/15/2016***
   This goal is complete.

3. With assistance from Information Technology, create an anonymous tip line for citizens to report various violations (stealing water, operating without a license).
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   With delays in other collaborations between Information Technology and Finance projects, the commencement date will be postponed until third quarter. Anticipated to commence by 4/1/2016 and be completed by 9/30/2016

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. Scheduled for fiscal 2016 are Fleet, Codes Enforcement, Environmental Services (excluding Fleet), and Public Works Inspections.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Finance continues to work closely with Information Technology on the rollout of various CityWorks projects. Permits and inspection is currently in progress and is estimated to go live in February 2017. Fleet is also in process with Finance currently working on setting up Fleet inventory in Eden to be used in CityWorks. Other Environmental Services functions are near completion and will be going live in the next few weeks.

5. Develop a financial reporting committee to review, develop and make recommendations on policies and procedures to build more effective and efficient accounting and financial analysis and reporting across the City. The committee will specifically set up reporting mechanisms on ratios and trends that are important to the City and Water Board and conduct a survey of financial statement users.
   Anticipated to commence by ***10/1/2014*** and be completed by ***9/30/2016***
   The committee completed selected ratios and presented these to the City Manager for Auburn's finances. Some tweaks were made to the final list and now work continues on analysis, reporting mechanism and Water Board listing.

6. 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 ***6/1/2015*** and be completed by ***3/31/2016***
   IT continues to work on this project with the consultant. This goal will be delayed until the upgrade is final.

7. Research options for a tracking mechanism for action items on contracts, agreements and financing conditions that have requirements or deadlines in future years.
   Anticipated to commence by ***10/1/2014*** and be completed by ***3/31/2016***
   IT has engaged the services of a software consultant to develop the scope to issue an RFP to redesign the City's SharePoint site. Once the installation of the new SharePoint site is complete, work on the suspense list will be performed.

8. Create a comprehensive approach to City archiving which incorporates paper and digital documents as appropriate, considers retention laws (Federal and State) as well as policy and procedures across City management and departmental needs.
   Anticipated to commence by ***6/1/2015*** and be completed by ***6/30/2016***
   Although the committee continues to tackle some individual projects, no work has been completed on a comprehensive city-wide policies draft for archiving and document retention.

9. With assistance from Information Technology, implement paperless processes between Finance and other departments for all travel forms (TT-1s and TT-2s) using SharePoint, InfoPath and other electronic formats/tools. These tools will have automated routing queues and the form itself will be simplified with input from other departments.
   Anticipated to commence by ***10/1/2014*** and be completed by ***9/30/2016***
   City and Water staff are currently utilizing the Adobe fillable forms until work can commence on developing new forms through the SharePoint site.

10. 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 ***3/31/2016***
    Work on this goal is still in process but has been delayed for various reasons. The RFI is being finalized and reviewed by Finance, IT, and the software consultant. The RFI should be sent to Tyler in the 3rd quarter of fiscal 2016.

Human Resources FY2016 Goals

1. Continue to monitor and implement the health care reform mandate.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Human Resources and Finance staff members completed the health care reform requirement to distribute IRS Form 1095-C to all employees who are eligible for health insurance coverage. This is the first year this new tax form is mandated and quite a bit of time and effort was required to understand, map, and complete this new reporting requirement.

2. Complete the migration to new automated time and attendance software, if not completed in FY2015.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   The Kronos implementation team successfully implemented this update during the first quarter.

3. Deliver the crew leader development program to approximately 15 employees.
   Anticipated to commence by ***7/1/2016*** and be completed by ***8/30/2016***
   The course is scheduled for the fourth quarter.

4. Deliver the supervisor certification program to approximately 15 employees.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   The Supervisor Certification Course is underway and will be completed in the third quarter.

5. Present the customer service certification program to approximately 15 employees.
   Anticipated to commence by ***1/2/2016*** and be completed by ***2/28/2016***
   Accomplished. Nineteen employees completed the Customer Service Certification Program.

6. Deliver the safety and risk management awareness program to approximately 15 supervisors.
   Anticipated to commence by ***4/1/2016*** and be completed by ***9/30/2016***
   This program is scheduled for the third quarter.

7. Present at least 20 safety and risk management training sessions.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   During the second quarter, work zone safety and trenching shoring training safety classes were delivered. To date, six safety training sessions have been completed.

8. Attend at least ten career fairs for recruitment purposes.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Accomplished. During the second quarter, five career fairs were attended including Woodland, Auburn and Smith Station High Schools, Auburn University Athletics, and Faulkner University. To date, thirteen career fairs have been attended.

9. Present three training seminars regarding human resource management topics.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Accomplished. In the second quarter, sessions on harassment avoidance and employment e-Services training were delivered. To date, five training programs have been delivered.

10. Present two leadership development programs.
    Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
    A leadership development course focusing on communication styles will be delivered in the third quarter.

11. In collaboration with a field department, develop a safety manual for that department's field operations.
    Anticipated to commence by ***10/15/2015*** and be completed by ***9/30/2016***
    No activity during this quarter.

12. Obtain property value appraisals of five high value City buildings to ensure appropriate insurance coverage.
    Anticipated to commence by ***10/15/2015*** and be completed by ***9/30/2016***
    Accomplished in the first quarter. Insurance coverage on five buildings has been adjusted to reflect the appraised values.

13. Complete at least 20 safety inspections of City facilities and workplaces.
    Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
    Accomplished. During the second quarter, thirteen safety inspections were conducted. To date, 25 safety inspections have been completed.

14. Conduct at least seven employee events.
    Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
    Accomplished. During the second quarter, three employee events were delivered--New Year New You wellness event, a social painting class, and the employee basketball tournament.

Information Technology FY2016 Goals

Information Technology

1. Assist the Finance Department with the creation of an anonymous tip line for citizens to report various violations (stealing water, operating without a license).
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   We are awaiting guidance from Finance to begin this project.

2. Assist the Human Resources Department with the completion of the migration to new automated time and attendance software, began in FY2015.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   This goal has been completed. The new time and attendance system is up and running using the most recent iteration of the software from the vendor, Kronos.

3. With the move to E-Citation and on-line payment of traffic tickets, there will be an increase in traffic to the Judicial Department's website. We will work with Judicial Department employees to make more information available to the public about costs, fines, and the various programs offered by the Court.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   The new website is slated to be completed by September 30th. Judicial information will be made available on the new website.

4. With E-Citation and the scanning of old records electronically into the Court computer system, we are striving to eliminate the need for paper Court files. We will research the possibilities and proper procedures for having citizens enter pleas electronically via signature pads, with all resulting paperwork being electronically transferred within the clerk's office, private probation company and, if applicable, the Lee County Jail.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   We are awaiting the Court's software vendor to implement this functionality in the Court software. We have provided the vendor with a sample signature pad and with a design which we and the court personnel believe will be the most appropriate for the Auburn Municipal Court.

5. Work with Communications Division of Public Safety to determine an alternate location for the 911 center in the event the current facility is compromised. Determine what equipment and technology is required to operate from a different facility.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   We are in the planning stages for this issue.

6. Continue to work with Public Safety and Public Works to finalize the CityWorks implementation including identifying and obtaining the appropriate equipment to enter inspection results electronically from the field.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Bids were accepted and a vendor was approved to begin this project. The PLL (Permits and Inspections) module of CityWorks will be implemented first in Codes and then in the other departments dealing with other types of permits and inspections. Vendor representatives were on-site in January to meet with Codes staff and a work plan outline was established. Work continues on this project.

7. Work with the Communications Division of the Public Safety Department to explore converting the existing 911 legacy system to an updated IP format system in preparation for NG 911.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   We are awaiting guidance from Public Safety to begin this project.

GIS

1. Implement Cityworks AMS (work order management) for the Parks and Recreation Department.
   Anticipated to commence by ***1/15/2015*** and be completed by ***9/30/2016***
   This project is underway and proceeding as scheduled.

2. Consolidate existing easement data, and complete data build out on current easements.
   Anticipated to commence by ***10/1/2014*** and be completed by ***9/30/2015***
   This project is underway and continuing as scheduled.

Judicial FY2016 Goals

1. With the move to E-Citation and online payment of traffic tickets, there will be an increase in traffic to the Department's website. We will partner with the IT Department to make more information available to the public about costs, fines, and the various programs offered by the Court.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   It is anticipated that the City's new website will be prepared for launch prior to the end of FY16. Judicial will update and complete any additional information needed prior to that time.

2. With E-Citation and the scanning of old records electronically into our computer system, we are striving to eliminate the need for paper Court files. We will research the possibilities and proper procedures for having citizens enter pleas electronically via signature pads, with all resulting paperwork being electronically transferred within the clerk's office, private probation company and, if applicable, the Lee County Jail.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Judicial has had several follow-up meetings with its external software provider, and anticipates implementing a Beta version of a revised paperless system on or before September 2016.

Library FY2016 Goals

1. Expand one-on-one computer instruction and technology assistance for patrons.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Library staff from Electronic Services and Digital Services are continuing to finalize a toolkit of resources for technology assistance. Additionally, an interdivisional team of employees is evaluating our department's needs as far as training is concerned so that we can provide more responsive technology assistance to patrons.

2. Increase participation and completion in the Library Summer Reading Program.
   Anticipated to commence by ***1/1/2016*** and be completed by ***9/30/2016***
   Library staff are finalizing plans for library programs and assembling packets that children and parents will receive when they register. Additionally, library staff are working with the Friends of the Auburn Public Library on community partnerships that will make additional programs possible throughout the summer.

3. Expand the library's selection of digital and downloadable content.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Library staff have continued adding items to our library's digital collection, with a focus on title-specific patron requests. As with last quarter, circulation has held steady, although as we continue adding to the collection, we expect to see an upward trend in circulation activity.

Parks and Recreation FY2016 Goals

Administrative Services

1. Improve the provision of public information regarding programs, facilities and registration. Form a team to research and recommend changes to facilitate this goal.
   Anticipated to commence by ***10/1/2014*** and be completed by ***6/30/2016***
   Working with student project to survey public on communication by Parks and Recreation.

Leisure Services

1. Offer two new programs at Dean Road Center.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Plans for a Inclusive Prom to serve teenagers and young adults of all abilities have been finalized.

2. Host a minimum of six tournaments with 30 or more teams at the Auburn Softball Complex, 12 tournaments or events at the Yarbrough Tennis Center and three tournaments at the Auburn Soccer Complex.
   Anticipated to commence by ***10/1/2014*** and be completed by ***9/30/2015***
   Hosted two softball tournaments at the Auburn Softball Complex with approximately 30 teams and one nights stay. Hosted the Border War soccer tournament with sixteen teams and one night stay at the Auburn Soccer Complex. Hosted the College on Campus tournament at Yarbrough Tennis Center with 700 players with three night stay. Hosted the Southern Combo Tennis with 500 players and three night stay. Hosted the Auburn High School Invitational with fourteen teams and one night stay.

3. Explore feasibility and bid on Masters' Games for 2017 or 2018.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Staff continues to work with Masters Games and will host the district Pickleball tournament next quarter.

Parks and Facilities

1. Evaluate facilities, especially older ones, to determine any renovation or repair needs. This will be more in depth than the regular yearly list of maintenance needs.
   Anticipated to commence by ***10/1/2014*** and be completed by ***9/30/2016***
   Project needs identified for the Jan Dempsey Arts Center.

2. Organize all front line crews into the High Performing Organization concept.
   Anticipated to commence by ***8/1/2014*** and be completed by ***9/30/2016***
   Worked on Beautification Crew utilizing concepts in this quarter.

Planning FY2016 Goals

1. Complete the first comprehensive update of CompPlan 2030, which was adopted by the City Council in October 2011. The Planning staff is committed to a comprehensive update of the Plan in five-year increments to ensure the Plan's continued relevance and credibility.
   Anticipated to commence by ***4/1/2016*** and be completed by ***12/31/2016***
   Timeline for completion has been adjusted due to the unexpected extension of the Downtown Master Plan planning process.

2. Publish the FY2016 Annual Report to the Planning Commission.
   Anticipated to commence by ***12/1/2015*** and be completed by ***2/11/2016***
   This effort has been completed.

3. Conduct fourth offering of the Citizens' Planning Academy during Fall 2015.
   Anticipated to commence by ***10/1/2015*** and be completed by ***12/31/2015***
   This effort has been completed.

4. Conduct a focus area study designed to evaluate the existing land use and zoning in the Northwest Auburn neighborhood and make recommendations for change in light of the initial vision set forth for this area in CompPlan 2030.
   Anticipated to commence by ***6/1/2016*** and be completed by ***11/30/2016***
   Timeline for completion has been adjusted due to the unexpected extension of the Downtown Master Plan planning process.

5. This goal will create a method for the City of Auburn to analyze the health of existing neighborhoods in the city. The project will create a scoring matrix by which neighborhoods will be assessed which could include: age and condition of housing, quality of infrastructure, vacancy, crime statistics and other qualitative and quantitative data. The results of this data may then be used for future capital investments and city initiatives.
   Anticipated to commence by ***2/2/2016*** and be completed by ***9/30/2016***
   This goal has been removed from the FY16 work program.

6. The purpose of this initiative is to continue to enhance the annexation evaluation process in an effort to accurately asses the potential impacts for new development as it relates to the service areas of schools, transportation, water/sewer, parks and recreation, etc. The long-term goal is to develop a framework to provide for continued "concurrency."
   Anticipated to commence by ***3/1/2016*** and be completed by ***7/31/2016***
   Timeline for completion has been adjusted due to the unexpected extension of the Downtown Master Plan planning process.

Public Safety FY2016 Goals

Administration

1. Work with the Police, Fire and Communications Divisions to develop a standard equipment installation document for all communications equipment. With different vendors providing installation of equipment, a standard document is needed for quality control and consistency.
   Anticipated to commence by ***10/1/2015*** and be completed by ***6/30/2016***
   Some discussions were held on this topic about what criteria should be used so as to get consistency but not needlessly increase costs. Discussions will continue during the next quarter.

2. Conduct a review of the number of calls, including the types of calls, the Police Division makes within the Police Jurisdiction outside of City limits.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   A report was generated on the calls that police respond to in the Police Jurisdiction. That information is being reviewed at this time.

Police

1. Conduct a large scale critical incident drill with Police Division, related divisions within Public Safety, and Auburn City School personnel concerning an active shooter/school intruder incident.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Some smaller tabletop exercises have been conduct at individual schools related to lock-down scenarios. A larger scale exercise is scheduled prior to the start of the next school year.

2. Work with Auburn City Schools as well as Lee-Scott Academy to update their emergency plans as well as building diagrams.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   All school schematics and contacts have been updated. Police facilitated GIS mapping of Pick Elementary School for all pertinent emergency features. This will be a proof of concept for all of the schools moving forwarded to be added to the Public Safety map.

3. Continue to emphasize and increase community outreach by providing at least three instructional and prevention courses in domestic violence, firearm safety, prescription drug safety, and safe driving practices.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   We have conducted several Run/Hide/Fight programs or informational sessions at various locations during the second quarter. Police had scheduled a RAD class at Parks and Recreation but did not have enough participants sign up. More will be scheduled later in the year.

4. Conduct an overall assessment of the Field Training Officer program and make improvements in areas of accountability, documentation, consistency and quality of subject matter.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   The Daily Observations Reports (DOR) have been cleaned up and formatted into a more user friendly format. The training drive has been utilized for the corporals to have a central location to store documents related to training. Feedback from the corporals has been requested on the progress so far.

5. Develop an in-house training module and implement training of patrol officers in the areas of finger printing, crime scene security, photography, etc….
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   The training curriculum has been finalized and is scheduled for the patrol shifts. Topics to be discussed are photography, scene security, fingerprinting and evidence collection.

Fire

1. Conduct one major training drill and one tabletop exercise to include Auburn University, Lee County EMA, Auburn Police and Communications as well as other area agencies.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Fire is working on developing a hazardous materials training drill with Lee County Emergency Management Agency and other surrounding agencies. Fire plans to conduct this drill during the third quarter.

2. Conduct a minimum of three officer in-service training courses to cover topics related to leadership, management and tactical decision making.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Fire held their first training in February and the topic was radio communications. Fire radios were reprogrammed so multiple channels could be used during emergency operations. A preliminary policy was developed to address how to effectively operate on multiple channels. The additional operations channel was not as effective as the main channel so additional research will be conducted on this topic.

3. Develop and implement a fire safety program geared toward senior citizens.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   One topic that has been discussed is to hand out literature to senior citizens on various topics. Fire will further discuss the merits of this plan.

4. Conduct a review of all station assignments and GIS mapping to ensure efficiency in the response areas of each station.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Information Technology has provided data on current response times from each station to all areas of the City. A few areas have been identified that may need a change in which station responds. These will be examined further over the course of the remainder of the year. Changes will be made if deemed necessary.

5. Work with OCM and Public Safety Administration to continue to develop the Fire training site to include a classroom building, burn building expansion, rescue maze and other training assets.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   More discussions will be had as we develop the CIP during the 2017-2018 budget. A storage building for police is currently under construction that will be used to free up parking and building space at the DJW Municipal Complex. The remainder of the site will be evaluated to determine how best to fully develop it to its fullest.

Communications

1. Work with Information Technology to determine an alternate location for the 911 center in the event the current facility is compromised. Determine what equipment and technology is required to operate from a different facility.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Discussion on remodeling the Police and Public Safety Administration building are continuing. Communications may be relocated in a hardened area in the Police building and may eliminate an alternative location other than transferring calls to Lee County as we currently do.

2. Host at least two public safety communications training courses locally to enable more communications personnel to attend and save on out of town training costs.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   A live class was not hosted during the second quarter. However, two new employees completed a basic certification class on-line that allowed them to get communications training locally.

3. Work toward converting the existing 911 legacy system to an updated IP format system in preparation for NG 911.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   The State 911 Board approved an RFP for a vendor to complete the next phase of the next phase of the statewide NG911 IP network. After the vendor has been selected, landlines and VOIP lines will be converted to IP aggregation and all PSAP'S will be connected to the system. We plan to coordinate changes with the renovation of the Police and Public Safety building and the purchase of new equipment.

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 ***10/1/2015*** and be completed by ***9/30/2016***
   One structure was identified as a candidate for removal during the second quarter. A notice was sent to the property owner detailing what action needs to be taken.

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 ***10/1/2015*** and be completed by ***9/30/2016***
   No inspectors attended any classes during the second quarter.

3. Identify and obtain the appropriate equipment to enter inspection results on an electronic device to make the entry of data more efficient.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Work continues on implementing the permitting and inspections module of CityWorks. Once this has been completed and tablets have been purchased this goal will be achieved.

4. Continue to focus on nuisance enforcement by gaining at least 95% compliance within 60 days.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   There were a total of 57 nuisance complaints received during the second quarter. Of those, only one complaint was not resolved within 60 days.

Public Works FY2016 Goals

Administration

1. Continue to convert old and new paper files to digital format by scanning into LaserFiche.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   All current correspondence and files continue to be scanned into LaserFiche on a daily basis.

2. Review current construction contract documents to make sure they follow federal, state, and local statutes.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   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 ***10/1/2015*** and be completed by ***9/30/2016***
   Project manuals and pre-bid work were completed for the Renew Opelika Road - Phase 1 and Toomer's Corner Gateway Landscaping Project, Samford Avenue and Shug Jordan Parkway Mast Arm Traffic Signal Poles, FY 16 Streets Resurfacing and Subdivisions Completion Project, North Ross Street Streetscape Project and the Renew Opelika Road Phase 2 Landscaping Project. The post bid work was completed for the Travel with Care Proposal, Traffic Signal Video Detection for the FY 16 Streets Resurfacing and Subdivisions Completion Project, Professional Services Agreement- Project No. STPOA-NR14 (906) Signalized Intersection Coordination Via Centralized Traffic Control Center, Renew Opelika Road Phase 2 Landscaping Project, Renew Opelika Road Phase 2 Landscaping Maintenance Agreement, Renew Opelika Road - Phase 1, Toomer's Corner and Mitcham Avenue Landscaping Maintenance, and Renew Opelika Road - Phase 1 and Toomer's Corner Gateway Landscaping Project. We also drafted the Tower Crane Use Agreement and the Development Agreement for 191 College.

4. Review and update the Public Works Manual and Major Street Plan as needed.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   The Public Works Design and Construction Manual will be reviewed in the 4th quarter.

5. Review and update the Public Works webpage as needed.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   The website will be updated in the next quarter.

Construction and Maintenance

1. Maintenance of streets, sidewalks, and drainage structures consists of crack-sealing, roadway and sidewalk repairs, and drainage structure maintenance.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Crews have replaced 704 feet of sidewalk, 120 tons of asphalt and crack sealed 2.20 lane miles during this quarter.

2. Conduct an annual training for all departments for emergency response preparation and management. Implement COA Business Continuity Plan in the event of a natural or man-made disaster.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Due to the December storm event we have been involved with FEMA on reimbursement for expenses accrued by the City of Auburn; therefore, the training has been delayed until later this spring.

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 ***10/1/2015*** and be completed by ***9/30/2016***
   The areas and approximate dates have been determined for the Neighborhood Clean-up Project. The areas that we will be addressing during this project will be Railroad Avenue, Bragg Avenue, White Street and Frazier Street. The target dates will be around the middle of May.

Engineering Design

1. Widen Moores Mill Road Bridge over I-85, which consists of widening the bridge to five lanes.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Scott Bridge Company, Inc. was the sole bidder and ALDOT is processing the contracts. The preconstruction meeting will be scheduled for the 3rd quarter.

2. Construction of sidewalk in locations to be determined by available budget and list of segments which are in need of sidewalk.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   The preliminary plans are being developed for the sidewalk along East University Drive from Glenn Avenue to McKinley Avenue.

3. Coordinate inventory of the City's infrastructure assets using GPS technology.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   The consultants are in the final quality control process of the final ROI's.

4. Complete the Cured-in-Place Pipe Project to coordinate repair of old corrugated metal pipe with cured in place pipe liners.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   The preliminary list of pipes to be lined has been developed.

5. Resurface East University Drive from Windsor Drive West to 402 East University Drive.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   The plans are under review by ALDOT.

6. Resurface East University Drive from McKinley Avenue to Old Mill Road.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   The plans are under review by ALDOT.

7. Complete improvements to the intersection of College Street and Samford Avenue and upgrade the storm water system along Samford Avenue and Gay Street.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   The preliminary plans have been developed and submitted to ALDOT for review. ALDOT has approved the materials report. We continue to work with Auburn University on the right of way acquisition.

8. Construct improvements to the Downtown Area in locations to be determined by available budget and listed Downtown Improvement Projects.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   The list of FY16 projects received from the Asst. City Manager are as follows: 1) Replace all street lights on College Street and Magnolia Avenue – the electrical consultant has begun preliminary design. 2) Install parking and streetscape improvements on N. College Street from Glenn Avenue to the railroad tracks – the preliminary design is underway; discussions are underway with Alabama Power regarding the impact to existing power poles. 3) Replace the traffic signal poles at Gay St. and Magnolia Ave. with decorative poles.

9. Revitalize and redevelop the Opelika Road Corridor - Dean Road Area by enhancing aesthetics, improving building utilization, promoting infill, and improving transportation choices.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Preliminary layouts are being developed.

Inspection

1. Inspect all stormwater detention facilities located throughout the City and coordinate with the owners for any maintenance needs.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   The first round of inspections is complete and the 2nd round is 90% complete.

2. Complete 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 ***10/1/2015*** and be completed by ***9/30/2016***
   The FY 16 Streets Resurfacing and Subdivisions Completion Project will bid on April 7 and the Streets Re-Striping is scheduled to be bid in the 3rd Quarter.

3. Provide inspections for various City projects and private developments within the City.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Inspections continue for FY15 Streets Resurfacing & Re-Striping, Auburn Tech. Park West Tech Park Annex, Public Safety Impound Facility, Boykin Parking/Basketball Courts, and Opelika Road Sidewalk projects. The Opelika Road/East University Drive Intersection Improvements, Renew Opelika Road Phase 2 Lighting, Renew Opelika Road Phase 1 projects are complete. Subdivisions under construction are Donahue Ridge Phase 2C, 3 and 4, Mimms Trail Phase 1, 4, and 6, Pine Valley, and Yarbrough Farms Boulevard Bridge. Private development under construction are The Balcony, The Loft, The Boulevard, Grace Pointe, Krispy Kreme, White Street Condos, and Evolve.

4. Provide project management for the DJWMC Renovations Phase 2. This project will consist of renovations to the Public Safety Administration Building and the Municipal Court Building.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   This project is now being evaluated for a master plan.

Traffic Engineering

1. Facilitate the annual Travel with Care Safety Campaign.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Campaign format is being revised and is scheduled to launch in the summer.

2. Rehabilitate three signalized intersections.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   No work has been done on this project.

3. Installation of traffic signals in locations to be determined by available budget and list of projects which are in need of traffic signals.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Longleaf Dr./Cox Rd. is complete. Materials on order for W. Samford Ave./Shug Jordan signal.

4. Complete project consisting of installing interchange lighting and landscaping on Interstate 85 at Exit 50 and 57 to enhance the safety and aesthetics of the interchanges.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   This project has been canceled.

Water Resource Management FY2016 Goals

Water Operations

1. Construction of new spillway and dam outlet control structure at Lake Ogletree.
   Anticipated to commence by ***7/1/2014*** and be completed by ***3/31/2017***
   In the 2nd quarter of FY16 the contractor completed the installation of the coffer dam, completed phase 1 spillway demolition, and has completed approximately 80% of the excavation activities. On February 11, 2016 a subsurface void feature was encountered during spillway excavation approximately 34 feet below the existing ground surface. This feature is near the northwest corner of the new spillway structure as designed. The Board's consultant, along with other consulting geologists, investigated the feature and believes it to be an inactive void caused by two interfacing geologic formations. The Board's consulting engineer, in conjunction with consulting geologists, has designed a remedial plan to partially fill the void with an engineered grout/concrete mixture to ensure structural stability of the new spillway structure. The first placement of the grout/concrete took place in mid-March with several other placements following through the latter part of March 2016. The Board's consultant has been pleased with the results of the grout/concrete placement and expects that the contractor will soon be able to resume scheduled activities to minimize construction delays. In the 3rd quarter of FY16 the contractor is scheduled to continue the remedial plan for the subsurface void, install the spillway cut-off wall, and begin construction of the structural concrete and underdrain system.

2. Installation of an 8-inch ductile iron water main between Wire Road and Longleaf Drive.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   This project is currently under design. Design is expected to be completed in the 3rd quarter of FY16.

3. Project will consist of abandoning a 2-inch water main on Spencer Avenue and replacing it with a 6-inch water main.
   Anticipated to commence by ***10/1/2015*** and be completed by ***7/31/2016***
   Same as 1st quarter goal update.

4. Installation of a new 8-inch water main on Stonewall Road.
   Anticipated to commence by ***10/1/2015*** and be completed by ***6/30/2016***
   This project is currently under design. During the 2nd quarter of FY16, staff determined the required main size, substantially completed the design and is working on permitting requirements for ALDOT and the Lee County Highway Department. The pipe for the project was also purchased during the 2nd quarter of FY16.

5. Project will consist of implementing CityWorks for asset management at the WTP.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   During the 2nd quarter of FY16, staff continued to work to develop the WTP asset organization system. Staff also held a meeting with our engineering consultant, CH2M, to discuss the scope of the project and to begin developing a Task Order for developing and implementing CityWorks for the WTP. CH2M is expected to finalize this task order during the 3rd quarter of FY16.

6. Project will consist of updating the existing James Estes WTP Facility Master Plan that was completed in 2008.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   During the 2nd quarter of FY16, staff received a copy of the scope of work and a draft task order from the engineering consultant, CH2M. CH2M is currently addressing staff comments and the task order is expected to be finalized in April 2016.

7. Installation of a fiber optic communication and data line from the Dean Road Recreation Center to the James Estes Water Treatment Plant.
   Anticipated to commence by ***10/1/2015*** and be completed by ***12/31/2015***
   In the 2nd quarter of FY16, construction commenced, all underground conduit was installed, and the ALDOT permit to cross I-85 was procured. Fiber cable line installation, both underground and pole attachments, is expected to be completed in the 3rd quarter of FY16.

8. Update and modify WTP lime silo and feed processes.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   In the 2nd quarter of FY16, staff visited a hydrated lime system (CALFLO) in Birmingham, AL that is being considered as a replacement to the current system. Staff plans to continue to evaluate various systems during the 3rd quarter of FY16.

9. Installation of a new interconnection with Opelika in the vicinity of Shelton Cove Subdivision to improve water quality in this area of Auburn.
   Anticipated to commence by ***10/1/2015*** and be completed by ***6/30/2016***
   No further updates to the 1st quarter FY16 goal updates.

10. This project consists of the relocation of approximately 1,000 LF of 16" raw water main at Lake Ogletree.
    Anticipated to commence by ***1/1/2016*** and be completed by ***12/31/2016***
    In the 2nd quarter of FY16 the pipe for this project was purchased by the AWWB. AWWB started the installation of the pipe and expects to have the majority of the pipe installed early in the 3rd quarter of FY16. The last several segments of pipe will be installed in late summer/early fall 2016 when lake conditions are conducive to installing the terminus end of the pipeline.

Sewer Maintenance

1. Construction of new blowers and air piping at H.C. Morgan WPCF to provide air to existing aeration basins. New blowers will replace original blowers that were installed in 1985. New blowers should be more efficient and provide significant power savings.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   The contractor mobilized to the site and began work during the 2nd quarter of FY16. The contractor has installed the relocated blower and prepared the site for installation of the temporary blower. This work has to be done prior to the contractor continuing demolition work in the blower room. The contractor also installed conduit for the new transformer that is being set by AL Power. AL Power installed the new utility pole during the 2nd quarter of FY16. During the 3rd quarter of FY16, the contractor will work on demolition of the blower room and installation of the new blowers. This project is expected to be completed by the end of FY16.

2. Project consists of making repairs to existing Clarifier No. 3.
   Anticipated to commence by ***10/1/2015*** and be completed by ***3/31/2016***
   During the 2nd quarter of FY16, the contractor began the Phase II repairs, which includes rebuilding the clarifier drive and replacing the clarifier weir plates. The clarifier drive was removed and shipped to the manufacturer (Evoqua) to be rebuilt during the 2nd quarter of FY16. This project is expected to be completed during the 3rd quarter of FY16.

3. Project will consist of rebuilding the existing headworks screen located at the H.C. Morgan WPCF.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   During the 2nd quarter of FY16, the contract to rebuild the screens was approved by City Council and the PO was issued to Parkson Corporation. Staff are expecting to receive submittals early 3rd quarter FY16 and the first screen will be shipped to Parkson to be rebuilt during the 3rd quarter of FY16. This project should be completed by the end of FY16.

4. Project will consist of rebuilding the beltpress conveyor that conveys biosolids from the beltpress to the solids storage bins.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   The City Council approved a contract with Serpentix Conveyor Corporation (represented by Principle Environmental) during the 2nd quarter of FY16. A PO was issued to Serpentix following approval by City Council. Staff are currently awaiting a schedule from Serpentix to do this work. This project is expected to be completed during the 3rd quarter of FY16.

5. Project will consist of installing security cameras at the H.C. Morgan WPCF and the Northside WPCF.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   During the 2nd quarter of FY16, IT staff performed some configuration of the gate controller that will allow card access to the security gate. IT also mounted the wireless bridge and ran some of the cable in to the building at H.C. Morgan for one of the cameras. This project should be completed by the end of FY16.

6. Project will consist of installing new bypass pump at the Stone Creek lift station.
   Anticipated to commence by ***10/1/2015*** and be completed by ***12/31/2015***
   This project is complete.

7. Project will consist of rehabilitating existing sanitary sewer infrastructure in Northside Basin 5 in the vicinity of Foster Street, Byrd Street, Highway 14 and Shug Jordan Parkway.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   The contractor completed the cured in place lining portion of the work during the 2nd quarter of FY16 and began the manhole rehabilitation work and miscellaneous point repair work. This project is expected to be completed by the end of FY16.

8. Project will consist of rehabilitating sanitary sewer infrastructure on Glenn Avenue near Summerhill Road.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   This project was bid during the 2nd quarter of FY16. Two bids were received from Adams Construction ($217,828.60) and Landmark Grading Company ($636,864.25). Both bids were well above the budgeted amount of $75,000 and as a result both bids were rejected. Staff are currently reevaluating this project to determine whether or not different construction methods such as pipe bursting could potentially save money. It is unknown at this time whether or not this project will be done in FY16 or moved to FY17.

9. Project will consist of upgrading sanitary sewer infrastructure on Wrights Mill Road near Wrights Mill Elementary School.
   Anticipated to commence by ***10/1/2015*** and be completed by ***1/1/2016***
   This project is complete.

10. Project will consist of stabilizing 350 LF of stream bank along the Parkerson Mill Creek sewer interceptor north of Longleaf Drive.
    Anticipated to commence by ***10/1/2015*** and be completed by ***12/31/2015***
    During the 2nd quarter of FY16, Watershed Division staff coordinated with FEMA representatives to evaluate funding eligibility for the damages incurred during the December storms. FEMA determined this project to be ineligible for funding, but indicated that the NRCS Emergency Watershed Program might provide funding. Staff have coordinated with NRCS Emergency Watershed Program staff and they have preliminarily approved the repairs for funding. Staff has submitted all necessary application paperwork and is awaiting word from NRCS.

11. Installation of Phase IA of a Greenway and Blueway (G+B) along Saugahatchee Creek. Sewer easement improvements will be constructed to facilitate implementation of this project.
    Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
    The City G+B Team continued to pursue easements along Phase I of the Greenway, while also working with the Student ASCE group to complete the constructed wetland education project on the O'Steen property (4.5 acres purchased by the City) during the 2nd quarter of FY16. WRM recently learned that the Student ASCE group earned a 1st place award for their work on this project at this year's Southeast ASCE Conference. Additional work performed during the 2nd quarter includes the mapping and assessing of debris jambs that formed during the December storms and continued refinement of planning and design documents necessary to construct the first phase of the greenway.

Watershed Management

1. Implementation of in-house source water monitoring program.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   WRM staff completed the installation of the Armor Mill Stream Gage, an integrated stream gage with cellular telemetry for realtime monitoring of discharge into Lake Ogletree during the 2nd quarter of FY16. Additionally, WRM staff completed the development of a small analytical laboratory at the Bailey-Alexander W&S Complex, which should save the City thousands of dollars in analytical expenses each year. Staff are currently working with IT to prepare to purchase a YSI EXO2 sonde, which will increase the City's capacity to monitor water quality in Lake Ogletree to make more timely and effective treatment decisions. Additionally, staff are continuing with the City's taste and odor monitoring, which has already proven beneficial in preventing taste and odor incidents.

2. Continuing the Outfall Reconnaissance Inventory Program to identify and inspect stormwater outfalls in the City of Auburn. City will also begin second phase of program which includes monitoring of outfalls characterized as potential illicit discharges.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Watershed Division staff have collaborated with GIS Division staff to update the City's Water Quality Monitoring Application to include the ability to manage the ORI data as well. This has allowed Watershed Division staff to begin its outfall water quality screening process, utilizing the WRM's new laboratory space to analyze water samples for the purpose of identifying, tracking, and eliminating unauthorized and illicit discharges to the city's storm sewer system.

3. Continue collection of data and installation of monitoring equipment at the Felton Little regional detention pond. Continue development of a stage discharge rating curve.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   This project is currently on hold as staff evaluate the viability of the project area.

4. Design and installation of at least one low impact development and/or green infrastructure best management practice within one of the City's impaired watersheds.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Watershed Staff are continuing to evaluate potential locations for this year's green infrastructure project. Staff have already coordinated with the AU Chapter of the Student ASCE organization to design and construct the stormwater wetland on the O'Steen property and are in discussions with the AU Master of Landscape Architecture Program about a similar design-build collaborative effort."

5. Project will consist of installing a stream gauge on a local stream in Auburn.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   The first stream gage was installed upstream of Lake Ogletree, along with the cellular telemetry system and data hosting website setup during the 2nd quarter of FY16. Staff are also working with IT to evaluate the potential of hosting these data in the City's water quality monitoring application, which would save the City considerable money in license fees in the future. Staff will evaluate the pros and cons of this system over the next year, while simultaneously planning for the installation of the next gage station. Staff are also evaluating the potential to integrate these gages into an early flood warning system.

Administration

1. Continue a multi-year GPS data collection project with the IT and Public Works Departments to collect existing water, sewer and storm water infrastructure. Project to be jointly funded from the Water Fund, Sewer Fund and General Fund.
   Anticipated to commence by ***10/1/2015*** and be completed by ***3/31/2018***
   Due to current understaffing, the 2 remaining ROIs from outside surveying firms have not been imported into the sewer GIS database. Work is continuing in the Sewer Division to locate any manholes that are not able to be found, at which point easements are being cleared and needed repairs are being performed on the manholes. Importing the final 2 datasets for the sewer collection system will be a high priority once the WRM position is filled. Progress is being made on collection of water infrastructure. Through training, the WRM student intern has been able to collect data and work closely with the Water Division Manager and crews to locate existing infrastructure and accurately represent it in GIS. Different methods are being reviewed to determine the most effective and efficient way to collect the water infrastructure.

2. Project will consist of constructing a new fueling station located near the Bailey-Alexander Water and Sewer Complex (WRM Complex).
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   Design work is ongoing. Public Works is managing this project. Preliminary plans were submitted to Public Works and reviewed by Public Works and WRM. At this time an exact construction bid and start date has not been determined.

3. Project will consist of installing additional pole barn facilities at the WRM Complex.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   A contract with SR&F Architects for the design of the pole barn additions was approved during the 2nd quarter of FY16. A project kickoff meeting with the consultant was held during the 2nd quarter of FY16 and the architect has begun design of the facilities. The pole barn additions are designed to be 33 ft wide x 124 ft long and will mirror the look of the existing pole barn structure. Design of the project should be completed during the 3rd quarter of FY16 with construction to follow.

4. Project will consist of facility upgrades to the WRM Complex to address issues identified in the City's facility ADA report. Project will also include paint and carpet upgrades at the WRM Complex.
   Anticipated to commence by ***10/1/2015*** and be completed by ***9/30/2016***
   No work has occurred on this project as of yet. Planning and discussions with contractors and architects, as needed, may occur in FY16 with construction to follow in FY17.

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 budget process. 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 done by management in creating the budget. The budget document contains the final product of countless 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 events such as: 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, and the restructuring of State gasoline tax that is distributed to the City during the 2016 legislative session.

The trends, along with the 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 extensive trend analysis, consultation with multiple functional area experts is done continuously. The functional areas include other City departments, such as the Planning Department, the Economic Development Department, and the Public Safety Department, particularly the Codes Division. 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 Codes Inspection Office, 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 2017 and 2018 biennium, consideration of Auburn's economic growth has been made; however, the nation's economic situation continues to vary, causing uncertainty for the future. In response to this potential uncertainty, revenue projections continue to be 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 and monitoring of revenue results, 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. Also, the number 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. This initial estimate is reviewed by other knowledgeable staff, including staff from the Office of the City Manager, 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 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 20% 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 and operating 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 the Budget Manager and department heads in developing expenditure budget cuts.

At the mid-biennium review in the summer of the first fiscal year of the biennium, the City's management team reviews the operating results of the first nine months of that first fiscal year. The Finance Director updates the known socio-economic factors and conducts a thorough analysis of the actual revenues received and projected to be received for the first year of the biennium. Then, Finance revises the revenue projections for both fiscal years of the biennium as necessary. The Budget Manager compiles the City departments' revised expenditure requests for the biennium. 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, the Finance Director performs a final review of actual revenues and the Budget Manager reviews the non-budgeted expenditure items approved by the Council since the budget was last amended by ordinance. Typically, there will be a final budget amendment ordinance in September of each fiscal year, incorporating any approved non-budgeted expenditures and adjusted revenue projections as deemed necessary.

More detailed information on the City's revenue policies 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, City of Auburn property taxes are relatively low and therefore, are not the City's primary revenue source. Sales taxes are the largest revenue source in the City's General Fund, providing over 48.7% 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 11.6% of revenue in the General Fund. Property taxes, the City's fourth largest revenue source, generate approximately 6.2% of total General Fund revenue.

Together, the top four revenue sources provide approximately 80.6% 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 89.2% of total revenues) for fiscal 2015 (audited amounts).

Figure 1

General Fund
Largest Revenue Sources
Fiscal 2015

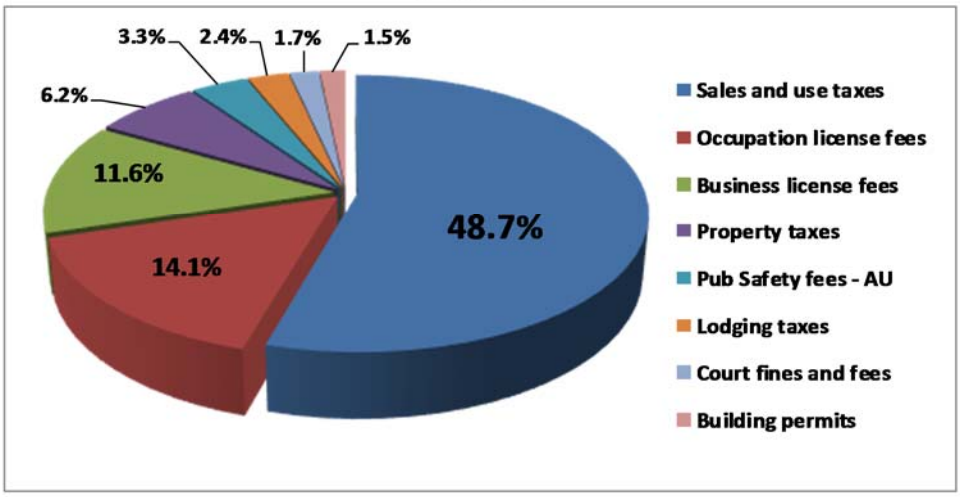


Table 1, *General Fund Revenue Trends*, provides audited, projected, and budgeted information for the top four revenue sources mentioned above, as well as for revenue generated by an agreement between the City and Auburn University for public safety services on campus. These contractual fees received from Auburn University represent the City's fifth largest source of revenue in the General Fund. The City is currently working with Auburn University on a proposal that will increase the City's public safety services on campus, including an expansion of the

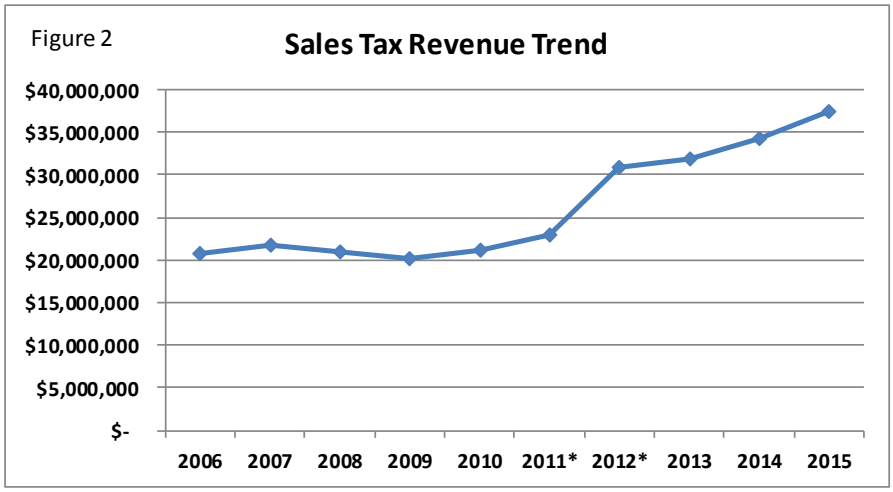
current on-campus police substation. This increase in services results in a 60.8% increase in projected revenue from Auburn University for fiscal 2017.

Table 1
General Fund Revenue Trends

	Audited Actual		Projected	Budgeted	
	FY2014	FY2015	FY2016	FY 2017	FY 2018
Sales and use taxes	$ 34,303,569	$37,418,331	$38,570,000	$40,112,800	$41,717,312
Occupation license fees	10,130,069	10,804,202	10,991,245	11,220,000	11,444,400
Business license fees	8,405,113	8,953,141	9,111,500	9,393,500	9,579,620
Ad valorem (property) taxes	4,617,113	4,746,592	4,823,000	5,039,250	5,177,933
Public Safety fees from Auburn Univ.	2,460,000	2,521,500	2,584,538	4,155,008	4,253,296
Total - top five revenues	$ 59,915,864	$64,443,766	$66,080,283	$69,920,558	$72,172,561
Change from prior year	5.5%	7.6%	2.5%	5.8%	3.2%
Total revenues	$ 71,514,687	$76,871,583	$77,763,043	$81,500,106	$83,771,995
Change from prior year	1.4%	7.5%	1.2%	4.8%	2.8%
Top five revenues as % of total	83.8%	83.8%	85.0%	85.8%	86.2%

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)

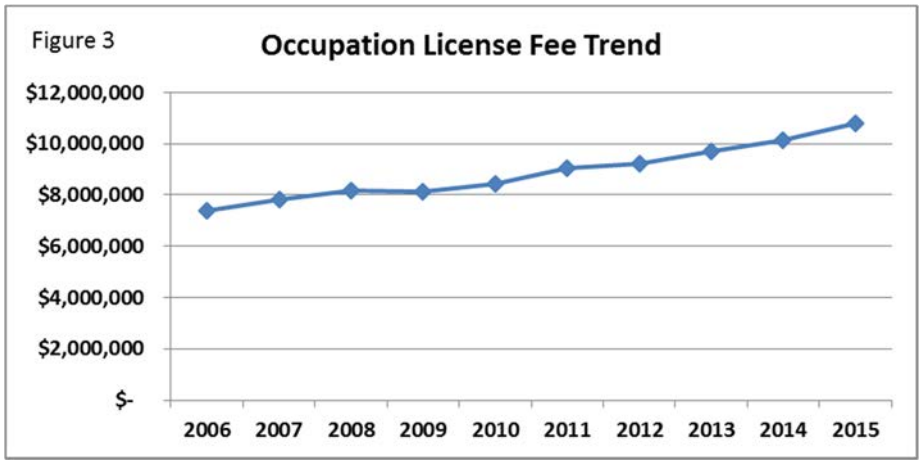


* The sales tax rate increased from 3% to 4% in August 2011.

and 9.1% ($3.1 million) in fiscal 2014 and 2015, respectively, indicated a more steady growth in 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. The budget for the 2017 and 2018 biennium continues to be somewhat conservative, projecting increases of 4.0% each year.

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

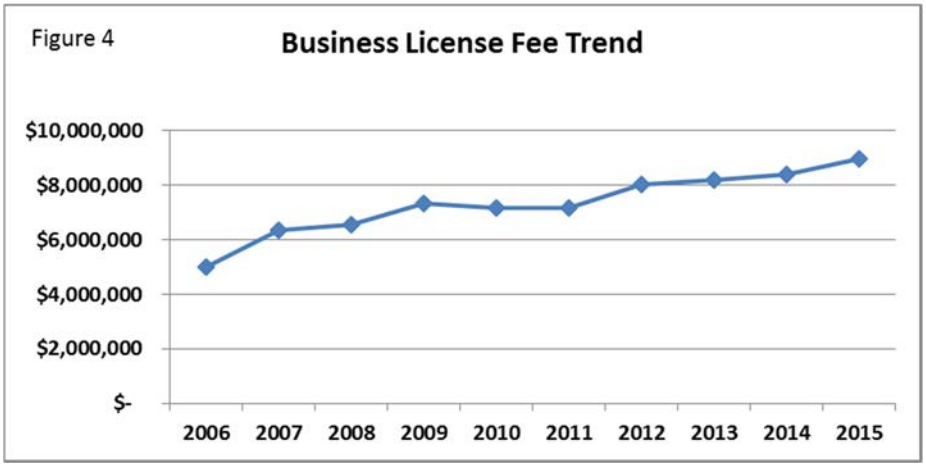
This revenue source directly reflects the impact of Auburn University's presence and the City's economic development efforts. The recent announced locations of Schmidt Automotive USA LP, Equifax, Inc., and Berghoff Precision Machining, and the announced expansions of Arkal Automotive USA, Inc., GE Aviation, Masterbrand Cabinets, Inc., and Intramicron, Inc. are examples of the City's ability to recruit new industries, creating a diversified economy for the citizens of Auburn. The City's effort to broaden the economic base has produced growth in the occupation license fee revenue source averaging approximately 4.3% per year from 2006 through 2015. 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 of 4.2% ($341,481) and 6.9% ($584,938), respectively. In fiscal 2012, growth of this revenue source was modest at only 2.1% ($188,538) over 2011. Fiscal years 2013 through 2015 saw a more steady growth with an average increase of 5.4% ($527,407). 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 approximately $11.0 million at the end of fiscal 2016, which is a 1.7% increase over 2015. Based on the variability of this revenue source, occupation



license fees for the 2017 & 2018 biennium are conservatively projected to increase approximately 2% 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.

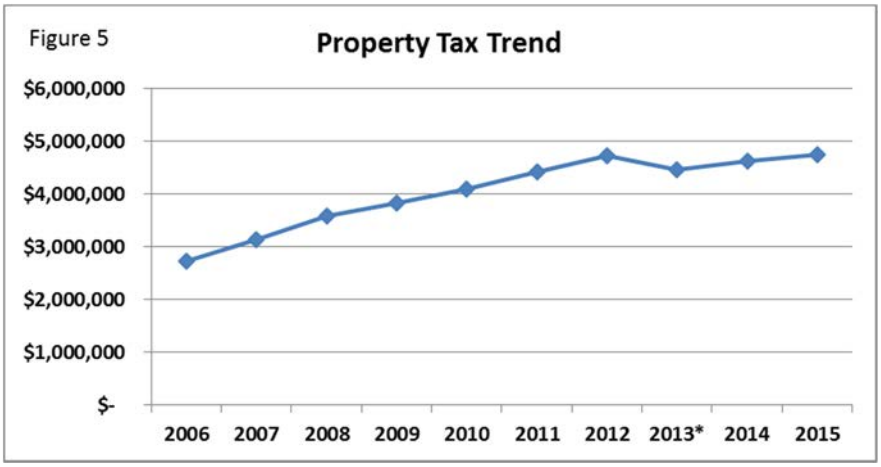
Growth in business license fee revenue, the General Fund's third largest revenue source, has been vigorous, averaging an annual increase of 7.0% per year from 2006 to 2015. Except for those set by State law, business license fees are calculated as a percentage of the business' gross receipts for the prior calendar year. Since this revenue source is a lagging indicator, the 11.9% increase in 2009 business license fee revenue over 2008 was somewhat unexpected. The 2010 revenue decreased slightly by $140,416 (1.9%) as compared to revenue in 2009 while 2011 revenue remained stable, increasing only $10,072. Fiscal 2012 saw a greater increase than normal, partially the result of an increase in construction necessary to rebuild and repair homes caused by tornado damage in November 2011; business license fee revenue increased by 11.8% ($847,506) in 2012 over 2011. During fiscal 2013 and 2014, business license fees experienced a more normal increase of 2.1% ($167,771) and 2.6% ($209,759), respectively. Fiscal 2015 saw a larger increase of 6.5% ($548,028) over 2014, again demonstrating the variability of this revenue source. Projected revenue for business license fees in fiscal 2016 is $9.1 million, a 1.8% increase from 2015. The projected revenue from business license fees in 2017 and 2018 is expected to increase an average of 2.5% 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 6.5% per fiscal year from 2006 to 2015. The City's reputation for high quality of life and a highly acclaimed City school system drove property values upward for a number of years, 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, 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 and 2015, property taxes grew at a normal rate, averaging 3.2% ($143,430) over these two years. Property tax revenue in 2016 is projected to be $4.8 million, a minimal increase of 1.6% over 2015. The revenue projections for the new biennium estimate that ad valorem taxes for real property will grow by an average of 3.0% over the two year period, while ad valorem taxes for personal property are expected to grow at a rate of approximately 1.0%.



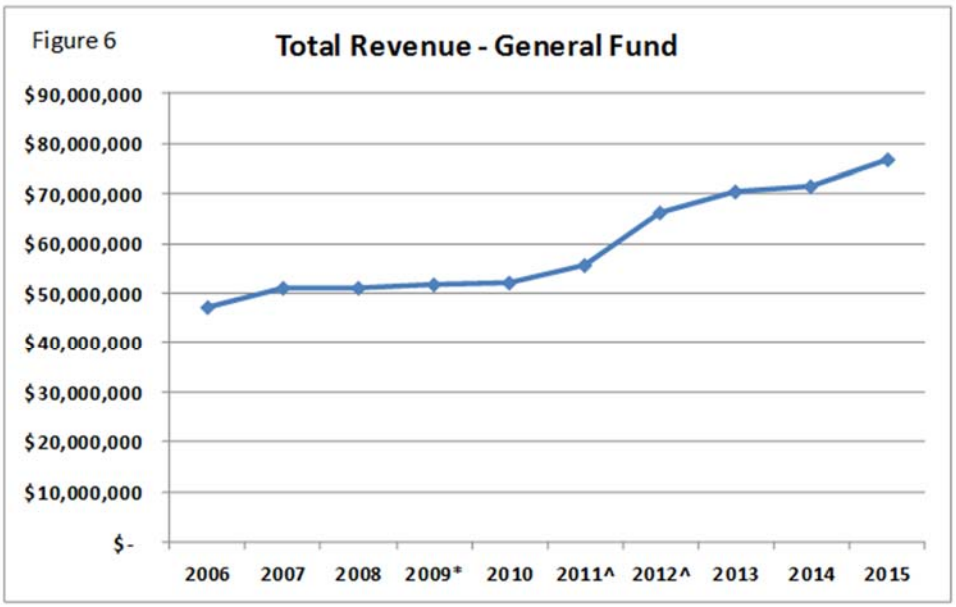
Public Safety charges from Auburn University: In July 2004, the Auburn University Public Safety Department was merged into the City's Public Safety Department by mutual agreement between the two entities. The City and the University agreed that having a single entity with public safety authority and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

Revenue from this service agreement increased 33.0% ($640,675) in 2013. During late fiscal 2012, the City and Auburn University renegotiated the contract, resulting in a higher annual amount of $2.4 million. In addition, the contract terms were changed from monthly billing to quarterly billing which caused the 2013 revenue to be higher because of necessary accruals. Fiscal years 2014 and 2015 saw revenue from this source increase by 2.5% each year, which was the anticipated growth rate as described in the contract. As mentioned earlier, the contract is currently being amended and is expected to increase by approximately $1.6 million (60.0%) in fiscal 2017 and $100,000 (2.5%) in fiscal 2018.

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 tax revenue is projected to be $2.0 million at the end of fiscal 2016, which represents an 8.2% increase over 2015. Two new hotels opened in Auburn during fiscal 2016, contributing to this increase. In addition, another new hotel is expected to open in late fiscal 2016 or early fiscal 2017, providing additional lodging tax for the next biennium.

Total revenue of the General Fund saw little change in the years from 2008 to 2010. Revenue for fiscal 2009 increased by 1.1% ($554,701) over 2008. Revenue for 2010 increased slightly by 0.9% ($451,228). 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%. 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 for 2013 increased by 6.8% ($4.5 million) over 2012. Fiscal 2014 saw revenues increase slightly by 1.4% ($995,728) as compared to 2013. Revenues for fiscal 2015 increased by 7.5%, partially as a result of sales tax audits by the State. Total revenue for fiscal 2016 is projected to be $77.8 million, a 1.2% increase over 2015. The City's policy of realistically conservative revenue projections for the 2017 and 2018 biennium forecast a 4.8 % ($3.7 million) increase in 2017 and then a 2.8% ($2.3 million) increase in 2018.

The City's population growth and geographic expansion account for increases in many other revenue streams, as well. Total revenues of the General Fund, excluding other financing sources, exhibited a solid growth trend similar to the top sources. Total revenues increased an average of 5.7% annually from 2006 to 2015. Figure 6 shows the growth in General Fund revenues, adjusted for changes in accounting for solid waste and recycling activities and grants.



*In fiscal 2009, solid waste revenues and expenses were moved out of the General Fund into a separate business-type (enterprise) fund.

^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 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.

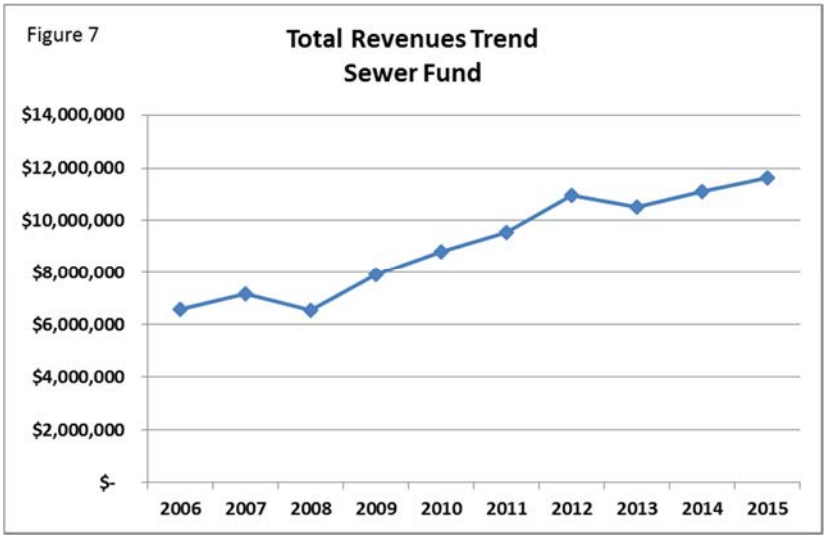
Debt Service Fund Revenues

The primary revenue source of the City's debt service fund is the ad valorem tax 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 for projects for education purposes. 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.

Enterprise Funds Revenues

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

The Sewer Fund is the City's second largest fund. All the revenues generated from the sewer services provided by the City and all the expenses incurred to provide those services are accounted for in this fund. Management's goal with respect to sewer services is to provide services in a cost efficient manner and maintain sewer rates that will cover the full cost of the related expenses, 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). Operating revenues in the Sewer Fund have increased an average of 7.5% per year from fiscal 2006 to 2015 (Figure 7); total revenues increased 6.8% 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 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.

In fiscal 2009, accounting for the activities of the solid waste function was moved from the General Fund into a separate enterprise fund. The revenue trend information in Table 8 is from the General Fund for fiscal years 2006-2008 and from the separate Solid Waste Management Fund for fiscal years 2009-2015. Total revenues in the Solid Waste Management Fund have increased an average of 6.6% per year from fiscal 2006 to 2015. For more detailed financial information about the budget for the *Solid Waste Management Fund*, please see the Enterprise Funds section of this document.

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

Total City Revenues

The City's top five revenue sources across all budgeted funds (both governmental and proprietary) for the 2017 and 2018 biennium are shown in Table 2; it displays the significant percentage of total revenue that the top five sources comprise. The City's single largest revenue source, sales tax, makes up roughly 32.8% of total budgeted funds' revenues. Property taxes, the most stable revenue source, accounts for approximately 20.0% of total budgeted funds' revenue, as well. Taken together, the five largest revenue sources comprise approximately 92.0% of total budgeted funds' revenues for the new biennium.

Table 2	*Governmental Activities*			*Business-Type Activities*		
	General Fund **Major Fund**	Special School Tax **Major Fund**	All Non-Major Governmental Funds	Sewer Enterprise **Major Fund**	Solid Waste Management Non-Major	Total - All Budgeted Funds
Fiscal Year 2017	$	$	$	$	$	$
Sales taxes	40,112,800					40,112,800
Occupation license fees	11,220,000					11,220,000
Business license fees	9,393,500					9,393,500
Ad valorem (property) taxes	5,039,250	14,853,790	4,612,750			24,505,790
Charges for services	6,802,719		4,047,965	11,233,850	4,598,656	26,683,190
Subtotal - top five sources	72,568,269	14,853,790	8,660,715	11,233,850	4,598,656	111,915,280
Total revenues	81,500,106	14,963,790	10,114,781	11,269,975	4,645,456	122,494,108
Top five sources as % of total	89.0%	99.3%	85.6%	99.7%	99.0%	91.4%
Fiscal Year 2018	$	$	$	$	$	$
Sales taxes	41,717,312					41,717,312
Occupation license fees	11,444,400					11,444,400
Business license fees	9,579,620					9,579,620
Ad valorem (property) taxes	5,177,933	15,326,620	4,751,433			25,255,986
Charges for services	6,921,092		4,049,350	11,387,600	4,690,008	27,048,050
Subtotal - top five sources	74,840,357	15,326,620	8,800,783	11,387,600	4,690,008	115,045,368
Total revenues	83,771,995	15,381,120	9,522,173	11,424,730	4,736,808	124,836,826
Top five sources as % of total	89.3%	99.6%	92.4%	99.7%	99.0%	92.2%

Table 3 shows that total City revenues for fiscal years 2006 and 2007 reflected solid, steady growth. The total revenue for all budgeted funds was relatively flat in fiscal 2008, when the economic slowdown affected the entire year's revenue. Fiscal 2009 shows an increase in revenue, primarily as a result of the fact that property taxes in Alabama are assessed and collected in arrears (increase of approximately $1.4 million across all funds) and an infusion of federal grant revenue of nearly $1 million.

The slowdown in the national economy affected Auburn; but the effect was not as severe as for other areas of the country and the State. Sales tax revenue in FY 2011 was up 9% over 2010, resulting from an improvement in the economy as well as a sales tax increase from 3% to 4% in August 2011. Fiscal 2012 saw an increase of approximately 34.4% in sales tax revenue, primarily the result of the increase in the sales tax rate in 2011. Total City revenues for fiscal 2013 showed an increase of 2.9% ($3.0 million) over 2012, while fiscal 2014 saw increased growth of 6.3% ($6.6 million), further demonstrating the stable economy in Auburn. Total City revenue in fiscal 2015 increased by 6.7% ($7.5 million). Fiscal 2017 and 2018 revenues are projected to increase around 2.5% each year. These revenue projections are consistent with the City's policy of projecting revenues in a realistically conservative manner.

Table 3

Growth in Total City Revenues ~ Fiscal Years 2006-2015

Audited

Fiscal Year	Governmental Funds [1] General Fund [2] $	Special Revenue $	Debt Service $	Proprietary Fds Enterprise Funds [3] $	Total City Revenues [4] $	Change from Prior Yr
2006	50,345,777	9,773,987	2,496,384	6,605,134	69,221,282	10.5%
2007	54,337,133	12,272,556	2,885,915	7,173,534	76,669,138	10.8%
2008	54,922,691	12,199,183	3,161,799	6,553,296	76,836,969	0.2%
2009	54,018,321 [5]	15,289,486	3,557,303	11,050,245 [5]	83,915,355	9.2%
2010	52,895,467	15,898,067	3,706,375	11,978,163	84,478,072	0.7%
2011	56,714,793	15,409,338	3,824,435	12,533,444	88,482,010	4.7% [6]
2012	66,918,964	16,489,152	3,841,031	14,597,777	101,846,924	15.1% [6]
2013	70,121,815	16,501,254	3,772,029	14,446,702	104,841,800	2.9%
2014	76,103,488	16,108,093	3,878,886	15,368,392	111,458,859	6.3%
2015	80,454,041	18,348,122	4,013,932	16,131,640	118,947,735	6.7%

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

[2] Includes Special Activities of the General Fund sub-funds.

[3] Includes both operating and non-operating revenues.

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

[5] Solid waste function revenues and expenditures were moved from the General Fund to an Enterprise Fund in

[6] Sales tax rate increased from 3.0% to 4.0% effective August 1, 2011. There were two months of increased

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

The Auburn City Council is committed to the development of a diversified economic base, with Auburn University as the cornerstone. The City's Economic Development Department, in partnership with the City's Industrial Development Board (IDB), has achieved an outstanding level of success in this effort, bringing more than 6,000 new jobs to the City in the last 20 years. The City's efforts to expand and diversify the tax base through its industrial and commercial development initiatives have helped to buffer the City's revenue forecast from significant decreases.

Debt Overview

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

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

When interest rates decline, the City and its debt advisors will review the currently outstanding debt for possible interest cost savings via refinancing. During fiscal 2015, the City issued $31.9 million to refund various debt. Details of this issue are below.

- $2.5 million in General Obligation Refunding Bonds, with an average interest rate of 3.46%, were issued to refund $2.6 million of outstanding 2007 General Obligation Bonds with an average interest rate of 3.94%.
- $19.2 million in General Obligation Sewer Warrants, with an average interest rate of 4.44%, were issued to refund $18.7 million of outstanding 2008 General Obligation Sewer Refunding and Capital Improvement Warrants with an average interest rate of 5.46%.
- $10.2 million in General Obligation School Warrants, with an average interest rate of 3.85%, were issued to refund $9.6 million in outstanding 2005 General Obligation Capital Improvement School Warrants with an average interest rate of 4.38%.

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, through which all local financial institutions, and any others that have indicated an interest in providing financing to the City, have the opportunity to propose interest rates and structure. 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 March 31, 2016, is shown below.

Indebtedness	Date Issued	General Payment Source	Principal Outstanding 3/31/2016	Year of Final Maturity
General obligation bonds (general purposes)				
General Obligation Bonds	7/1/2009	General revenues	5,000,000	2021
General Obligation Cap. Improvement Bonds	5/1/2012	General revenues	2,920,000	2024
General Obligation Refunding Bonds, Series 2012-B	8/1/2012	General revenues	2,530,000	2021
General Obligation Refunding Bonds, Series 2014	10/28/2014	General revenues	2,130,000	2021
			12,580,000	
General obligation bonds (school purposes)				
General Obligation Bonds, Series 2015	6/23/2015	5-mill ad valorem tax	78,145,000	2045
General obligation warrants (school purposes)				
General Obligation Warrant, Series 2008-I	12/19/2008	Special school ad val. tax	6,177,519	2028
General Obligation Refunding School Warrants, Series 2010-A	6/10/2010	Special school ad val. tax	20,965,000	2026
General Obligation School Warrant, Series 2012-A	2/22/2012	Special school ad val. tax	15,417,949	2032
General Obligation Refunding Warrant, Series 2012-B	8/1/2012	Special school ad val. tax	18,080,000	2030
General Obligation Ref./Cap. Imp. Warrant, Series 2014-B	10/28/2014	Special school ad val. tax	10,120,000	2035
			70,760,468	
General obligation warrants (general purposes)				
General Obligation Warrants	9/22/2006	General revenues	2,317,322	2026
General Obligation Warrant, Series 2008-C	5/29/2008	General revenues	2,309,440	2018
General Obligation Warrant, Series 2008-D	5/29/2008	General revenues	2,347,575	2018
General Obligation Refunding Warrant, Series 2010-B	7/27/2010	General revenues	1,437,796	2020
General Obligation Warrant, Series 2010-C	7/27/2010	General revenues	6,999,540	2024
General Obligation Warrant, Series 2010-D	8/20/2010	General revenues	1,097,573	2022
General Obligation Refunding Warrant, Series 2012-B	8/1/2012	General revenues	1,065,000	2019
General Obligation Warrant, Series 2012-C	9/7/2012	General revenues	1,280,370	2022
General Obligation Warrant, Series 2012-D	11/9/2012	General revenues	3,787,782	2022
			22,642,398	
General obligation warrants (sewer purposes)				
General Obligation Warrants, Series 2008-H	12/1/2008	Sewer revenues[1]	2,315,000	2018
General Obligation Refunding Warrants, Series 2009-A	9/1/2009	Sewer revenues[1]	14,490,000	2024
General Obligation Refunding & Cap. Imp. Warrant, Series 2012-B	8/1/2012	Sewer revenues[1]	5,500,000	2032
General Obligation Refunding Warrants, Series 2014-A	10/28/2014	Sewer revenues(1)	19,160,000	2034
			41,465,000	
Total bonds and warrants, outstanding as of March 31, 2016			$ 225,592,866	

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 $2.3 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 March 31, 2016, was $148.9 million. Debt outstanding in respect to agreements made with Auburn University totaled $2.3 million. The effect of eliminating the Auburn City Schools' and Auburn University-related debt from the City's total debt outstanding at March 31, 2015, is shown below.

General Obligation Long-Term Debt

			As of March 31, 2016
Payable from:			
General Fund		$	35,222,398
Special Five-Mill Tax Fund			78,145,000
School Tax Funds			70,760,468
Sewer Fund			41,465,000
	Total G.O. Long-Term Debt	$	225,592,866
Less:			
Auburn City Schools' Debt			(78,145,000)
			(70,760,468)
Auburn University-related debt			
Tennis Center ("AU portion")			(2,317,322)
	Total City Only	$	74,370,076

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 March 31, 2016, is as follows:

Legal Debt Margin	
Net assessed value	$ 838,132,140
Debt limitation (20% of net assessed value)	167,626,428
Long-term debt outstanding as of March 31, 2016	225,592,866
Less: Debt not chargeable to debt limit:	
Debt issued for schools	(148,905,468)
Debt issued for sewer	(41,465,000)
Debt chargeable to debt limit	35,222,398
Debt margin	$ 132,404,030

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

Debt Issuances for the Biennium including Fiscal Years 2017 and 2018

The City has one potential borrowing in the General Fund during the new biennium. The City has several projects that will likely be funded with debt during fiscal 2018, including land and infrastructure improvements for a new technology park, construction of new and/or improvements to existing parks and recreation facilities, and construction of a new Public Safety center that includes both public safety services and judicial services. Estimated annual debt service (on $35 million for these projects) is included in the budget for fiscal 2018. Specific details of this debt issue are unclear and final decisions about debt structure, term, and issue time frame will be made in the coming months.

Debt Service Requirements to Maturity

The table on the following page shows the City's debt service requirements to maturity (principal and interest payments) for all City debt as of March 31, 2016. The General Fund has no debt service requirements beyond 2026; the Special Five Mill Tax Fund's last scheduled debt payments are in 2045. Debt service payments from School Tax funds extend through 2035; 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 March 31, 2016

Fiscal Year	General Fund	Special Five-Mill Tax Fund	School Tax Funds	Sewer Fund	Total Principal and Interest
2016	4,815,505	1,671,153	4,253,165	1,761,906	12,501,729
2017	7,338,033	3,342,306	6,427,282	4,293,644	21,401,265
2018	6,779,862	3,342,306	6,422,082	4,290,775	20,835,025
2019	5,138,157	3,342,306	6,426,732	4,289,075	19,196,270
2020	4,812,662	3,342,306	6,425,482	4,240,375	18,820,825
2021 - 2045	11,191,256	130,377,144	65,447,636	37,332,781	244,348,817
Totals	**$ 40,075,475**	**$ 145,417,521**	**$ 95,402,379**	**$ 56,208,556**	**$ 337,103,931**

Debt Service Payments

As of March 31, 2016

Fiscal Year	Principal	Interest	Total Debt Service
2016	7,871,816	4,629,914	12,501,730
2017	12,433,635	8,967,630	21,401,265
2018	12,391,063	8,443,962	20,835,025
2019	11,237,249	7,959,021	19,196,270
2020	11,339,695	7,481,130	18,820,825
2021 - 2045	170,319,406	74,029,410	244,348,816
Totals	**$ 225,592,864**	**$ 111,511,067**	**$ 337,103,931**

Credit Rating

In May 2015, Standard and Poor's (S&P) affirmed the City of Auburn's bond rating as AA+. In their report, S&P cites very strong management, as well as Auburn's "strong financial policies, strong budgetary performance, very strong budgetary flexibility, and very strong liquidity" 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 May 2015. The Moody's rating report cited the City's "continued diversification and growth of the city's sizable tax base" and the City's "solid financial position, strong management team, and manageable debt and pension burden" as among the factors considered in rating the City's credit.

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. As the economy within the State of Alabama and the nation as a whole continues to improve marginally, Auburn has remained a stable and growing economy.

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:

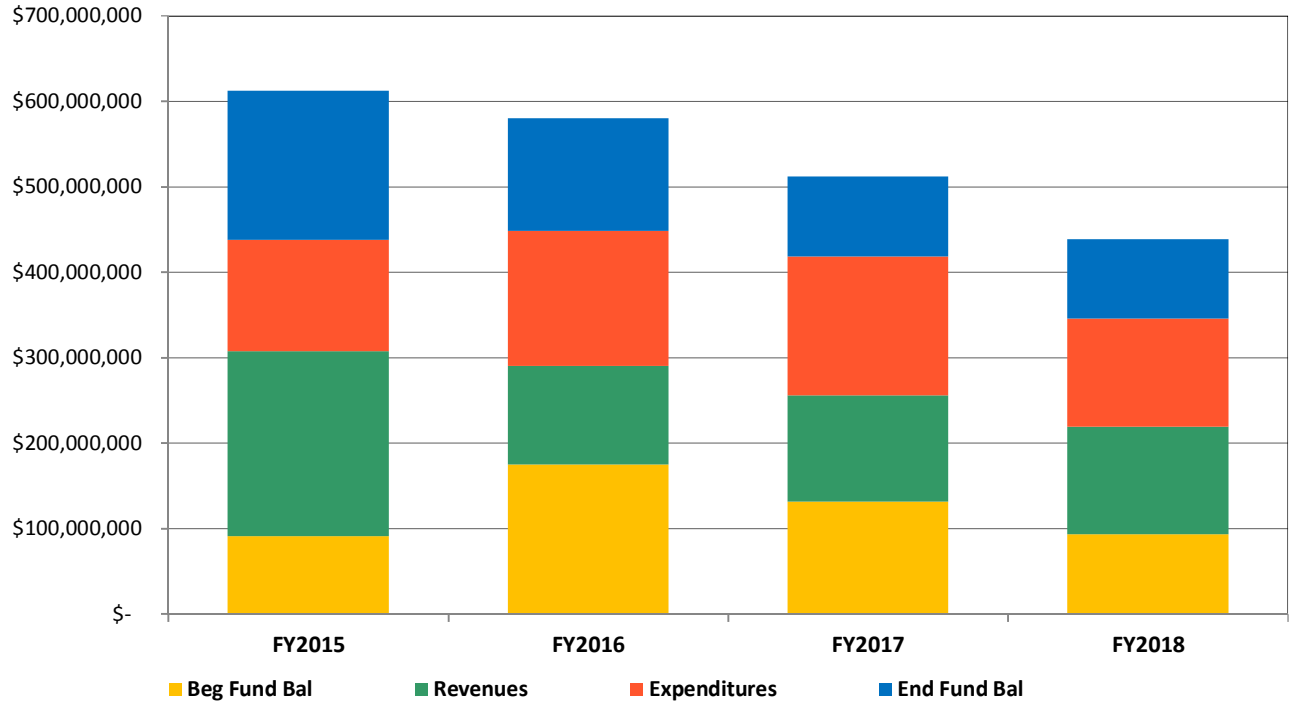
- **Auburn Technology Park West Phase II** ***Capital Projects*** **Fund**

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

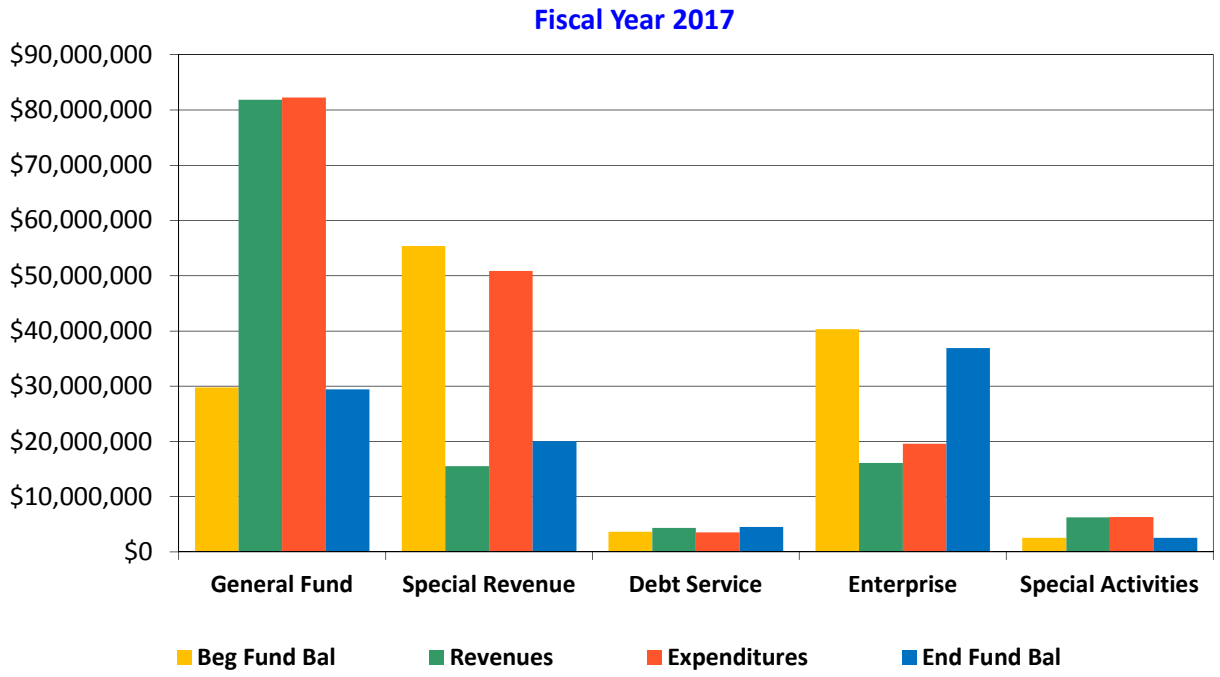
	Audited Actual	Mid-Year Budget	Budget	
	FY2015	FY2016	FY2017	FY2018
	$	$	$	$
Beginning fund balances/net position including Permanent Reserve	**91,118,340**	**175,147,217**	**131,725,175**	**93,399,499**
Revenues	115,017,774	114,289,023	122,494,108	124,836,826
Other financing sources	101,078,456	567,500	1,649,750	884,750
Total available resources	**307,214,570**	**290,003,740**	**255,869,033**	**219,121,075**
Expenditures/expenses	84,368,233	108,035,326	104,425,927	106,759,543
Other financing uses	45,823,392	50,243,238	58,043,607	19,539,699
Total expenditures and other uses	**130,191,624**	**158,278,564**	**162,469,534**	**126,299,242**
Excess (deficit) of revenues and other sources over expenditures/expenses and other uses	85,904,606	(43,422,041)	(38,325,676)	(577,665)
Less prior period adjustments ^	(1,875,729)			
Ending fund balances/net position	**175,147,217**	**131,725,175**	**93,399,499**	**92,821,833**
Less: Permanent Reserve	4,120,566	4,126,007	4,138,000	4,156,000
Ending fund balances/net position excluding Permanent Reserve	**171,026,651**	**127,599,168**	**89,261,499**	**88,665,833**

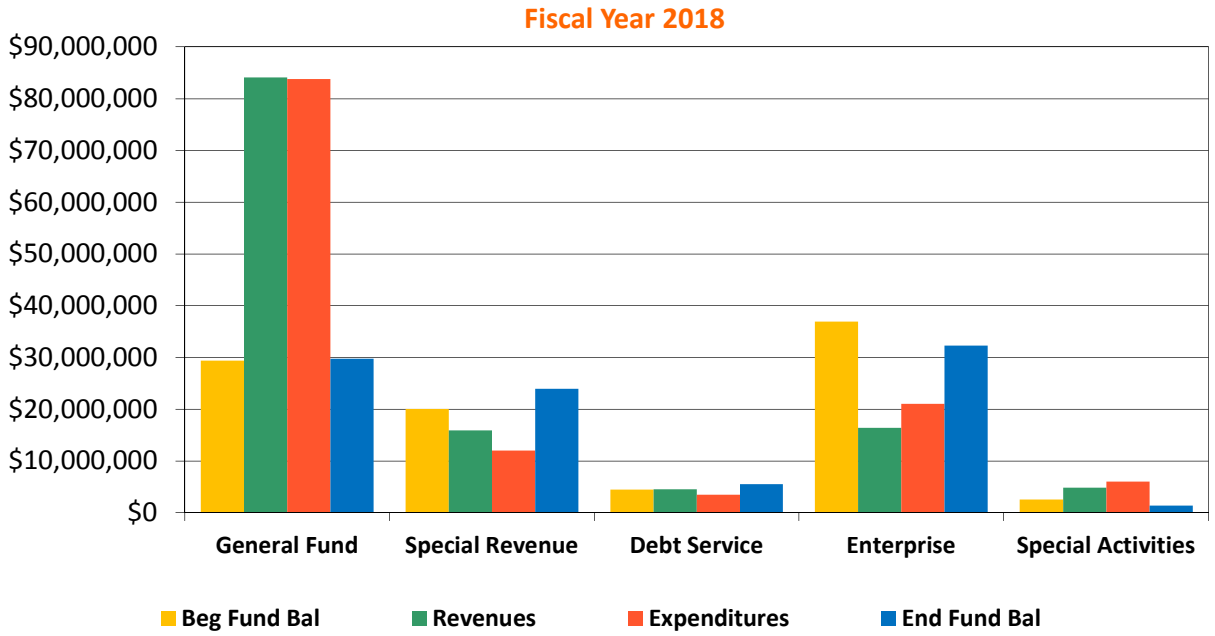


^ During FY2015, the City adopted GASB Statement 68, Accounting and Financial Reporting for Pensions. As a result, beginning net position was reduced by $1,875,729 in order to record the net pension liability in the City's enterprise funds.

City of Auburn

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





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 Activties		Total
	General Major Fund	Special School Tax Major Fund	All Other Governmental Funds	Sewer Enterprise Major Fund	Solid Waste Management Non-Major	All Budgeted Funds
	FY2017 Budget					
Budgeted Ending Fund Equity, 9.30.2016	$ 29,789,081	$ 54,482,807	$ 7,123,469	$ 38,992,065	$ 1,337,753	$ 131,725,175
Revenues	81,500,106	14,963,790	10,114,781	11,269,975	4,645,456	122,494,108
Other Financing Sources	361,250	-	1,077,500	205,000	6,000	1,649,750
Total Available Resources	111,650,437	69,446,597	18,315,750	50,467,040	5,989,209	255,869,033
Expenditures/Expenses	67,642,613	6,935,913	10,430,899	14,113,254	5,303,248	104,425,927
Other Financing Uses*	14,605,250	43,017,107	290,000	76,250	55,000	58,043,607
Total Budgeted Expenditures/Expenses	82,247,863	49,953,020	10,720,899	14,189,504	5,358,248	162,469,534
Change in net position	(386,507)	(34,989,230)	471,382	(2,714,529)	(706,792)	(38,325,676)
Budgeted Ending Fund Equity, 9.30.2017	29,402,574	19,493,577	7,594,851	36,277,536	630,961	93,399,499
Ending Fund Equity as a % of Budgeted Expenditures	35.75%					

	FY2018 Budget					
Budgeted Ending Fund Equity, 9.30.2017	29,402,574	19,493,577	7,594,851	36,277,536	630,961	93,399,499
Revenues	83,771,995	15,381,120	9,522,173	11,424,730	4,736,808	124,836,826
Other Financing Sources	351,250	-	322,500	205,000	6,000	884,750
Total Available Resources	113,525,819	34,874,697	17,439,524	47,907,266	5,373,769	219,121,075
Expenditures/Expenses	69,376,775	6,940,713	9,558,483	15,236,762	5,646,810	106,759,543
Other Financing Uses	14,416,660	4,711,789	280,000	76,250	55,000	19,539,699
Total Budgeted Expenditures/Expenses	83,793,435	11,652,502	9,838,483	15,313,012	5,701,810	126,299,242
Change in net position	329,811	3,728,618	6,190	(3,683,282)	(959,002)	(577,665)
Budgeted Ending Fund Equity, 9.30.2018	29,732,384	23,222,195	7,601,041	32,594,254	(328,041)	92,821,833
Ending Fund Equity as a % of Budgeted Expenditures	35.48%					

*In FY2017, $38,184,400 in debt proceeds is budgeted as a transfer from the Special School Tax Fund to the Board of Education for the construction of the new high school.

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
	FY2017 Budget						
Budgeted Beginning Fund Equity, 9.30.2016	**$ 29,789,081**	**$ 2,564,033**	**$ 55,412,260**	**$ 3,629,983**	**$ 91,395,357**	**$ 40,329,818**	**$ 131,725,175**
Revenues	81,500,106	5,200,908	15,520,413	4,357,250	106,578,677	15,915,431	122,494,108
Other Financing Sources	361,250	1,075,000	2,500	-	1,438,750	211,000	1,649,750
Total Available Resources	**111,650,437**	**8,839,941**	**70,935,173**	**7,987,233**	**199,412,784**	**56,456,249**	**255,869,033**
Expenditures/Expenses	67,642,613	6,295,965	7,570,491	3,500,356	85,009,425	19,416,502	104,425,927
Other Financing Uses*	14,605,250	-	43,307,107	-	57,912,357	131,250	58,043,607
Total Budgeted Expenditures/Expenses	**82,247,863**	**6,295,965**	**50,877,598**	**3,500,356**	**142,921,782**	**19,547,752**	**162,469,534**
Budgeted Ending Fund Equity, 9.30.2017	**29,402,574**	**2,543,976**	**20,057,575**	**4,486,877**	**56,491,002**	**36,908,497**	**93,399,499**
Ending Fund Equity as a % of Budgeted Expenditures	35.75%						

	FY2018 Budget						
Budgeted Beginning Fund Equity, 9.30.2017	**$ 29,402,574**	**$ 2,543,976**	**$ 20,057,575**	**$ 4,486,877**	**$ 56,491,002**	**$ 36,908,497**	**$ 93,399,499**
Revenues	83,771,995	4,504,771	15,896,089	4,502,433	108,675,288	16,161,538	124,836,826
Other Financing Sources	351,250	320,000	2,500	-	673,750	211,000	884,750
Total Available Resources	**113,525,819**	**7,368,747**	**35,956,164**	**8,989,310**	**165,840,041**	**53,281,035**	**219,121,076**
Expenditures/Expenses	69,376,775	5,991,667	7,004,673	3,502,856	85,875,971	20,883,572	106,759,543
Other Financing Uses	14,416,660	-	4,991,789	-	19,408,449	131,250	19,539,699
Total Budgeted Expenditures/Expenses	**83,793,435**	**5,991,667**	**11,996,462**	**3,502,856**	**105,284,420**	**21,014,822**	**126,299,242**
Budgeted Ending Fund Equity, 9.30.2018	**29,732,384**	**1,377,080**	**23,959,702**	**5,486,454**	**60,555,620**	**32,266,213**	**92,821,833**
Ending Fund Equity as a % of Budgeted Expenditures	35.48%						

*In FY2017, $38,184,400 in debt proceeds is budgeted as a transfer from the Special School Tax Fund to the Board of Education for the construction of the new high school.

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

FY2017 Budget

	Governmental Activities			Business-Type Activities		FY2017 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	49,701,520	14,853,790	4,612,750	-	-	69,168,060
Licenses and permits	22,943,500	-	-	-	-	22,943,500
Fines and costs	1,160,000	-	165,000	-	-	1,325,000
Charges for services	6,802,719	-	4,047,965	11,233,850	4,598,656	26,683,190
Other revenue	892,367	110,000	1,289,066	36,125	46,800	2,374,358
Total revenue	**81,500,106**	**14,963,790**	**10,114,781**	**11,269,975**	**4,645,456**	**122,494,108**
Other financing sources						
Transfers in from other funds	361,250	-	1,075,000	-	-	1,436,250
Sale of surplus assets	-	-	2,500	5,000	6,000	13,500
Capital contributions	-	-	-	200,000	-	200,000
Total revenue and other sources	**81,861,356**	**14,963,790**	**11,192,281**	**11,474,975**	**4,651,456**	**124,143,858**
Expenditures/expenses						
City Council	190,776	-	-	-	-	190,776
City Manager	966,076	-	-	-	-	966,076
Judicial*	811,882	-	515,000	-	-	1,326,882
Information Technology						
IT	1,428,817	-	-	-	-	1,428,817
GIS	753,588	-	-	-	-	753,588
Finance	1,564,595	-	-	-	-	1,564,595
Economic Development	1,137,470	-	-	-	-	1,137,470
Human Resources						
HR	911,710	-	-	-	-	911,710
Risk Management	311,400	-	-	-	-	311,400
Public Safety						
Administration	2,438,396	-	-	-	-	2,438,396
Police*	13,011,890	-	119,578	-	-	13,131,468
Fire	5,925,258	-	-	-	-	5,925,258
Communications	1,051,622	-	-	-	-	1,051,622
Codes Enforcement	712,865	-	-	-	-	712,865
Public Works						
Administration	665,431	-	-	-	-	665,431
Construction and Maintenance	1,828,011	-	-	-	-	1,828,011
Engineering	999,591	-	-	-	-	999,591
Inspection	659,446	-	-	-	-	659,446
Traffic Engineering	924,570	-	-	-	-	924,570
Environmental Services						
Administration	285,400	-	-	-	-	285,400
Animal Control	439,581	-	-	-	-	439,581
Right of Way Maintenance	1,140,393	-	-	-	-	1,140,393
Fleet Services	859,589	-	-	-	-	859,589
Library	1,829,597	-	-	-	-	1,829,597
Parks and Recreation						
Administration	1,581,126	-	-	-	-	1,581,126
Leisure Services	1,905,107	-	-	-	-	1,905,107
Parks and Facilities	2,649,463	-	-	-	-	2,649,463
Planning	751,908	-	-	-	-	751,908
Water Resource Management						
Sewer Administration	-	-	-	1,083,151	-	1,083,151
Sewer Maintenance	-	-	-	1,327,795	-	1,327,795
Line Locating	-	-	-	51,273	-	51,273
Watershed Management	-	-	-	235,749	-	235,749
Pumping and Treatment	-	-	-	1,992,164	-	1,992,164
Solid Waste Management						
Administration	-	-	-	-	753,059	753,059
Recycling	-	-	-	-	1,778,125	1,778,125
Solid Waste	-	-	-	-	2,705,119	2,705,119
Total departmental	47,735,557	-	634,578	4,690,132	5,236,303	58,296,570
Non-departmental	19,907,057	6,935,913	9,796,321	9,423,122	66,945	46,129,357
Total expenditures/expenses	**67,642,613**	**6,935,913**	**10,430,899**	**14,113,254**	**5,303,248**	**104,425,927**
Other financing uses (OFU):						
Transfers out	14,605,250	43,017,107	290,000	76,250	55,000	58,043,607
Total expenditures/expenses and OFU	**82,247,863**	**49,953,020**	**10,720,899**	**14,189,504**	**5,358,248**	**162,469,534**

*$515,000 is budgeted in the Municipal Court Judicial Administration Fund and $119,578 is budgeted in the Public Safety Substance Abuse Prevention Fund.

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

FY2018 Budget

	Governmental Activities			Business-Type Activities		FY2018 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	51,561,767	15,326,620	4,751,433	-	-	71,639,820
Licenses and permits	23,236,770	-	-	-	-	23,236,770
Fines and costs	1,160,000	-	169,950	-	-	1,329,950
Charges for services	6,921,092	-	4,049,350	11,387,600	4,690,008	27,048,050
Other revenue	892,367	54,500	551,440	37,130	46,800	1,582,237
Total revenue	**83,771,995**	**15,381,120**	**9,522,173**	**11,424,730**	**4,736,808**	**124,836,826**
Other financing sources						
Transfers in from other funds	351,250	-	320,000	-	-	671,250
Sale of surplus assets	-	-	2,500	5,000	6,000	13,500
Capital contributions	-	-	-	200,000	-	200,000
Total revenue and other sources	**84,123,245**	**15,381,120**	**9,844,673**	**11,629,730**	**4,742,808**	**125,721,576**
Expenditures/expenses						
City Council	190,776	-	-	-	-	190,776
City Manager	969,015	-	-	-	-	969,015
Judicial	814,041	-	-	-	-	814,041
Information Technology						
IT	1,379,818	-	-	-	-	1,379,818
GIS	625,380	-	-	-	-	625,380
Finance	1,584,780	-	-	-	-	1,584,780
Economic Development	1,146,587	-	-	-	-	1,146,587
Human Resources						
HR	850,209	-	-	-	-	850,209
Risk Management	311,500	-	-	-	-	311,500
Public Safety						
Administration	2,359,265	-	-	-	-	2,359,265
Police*	12,996,962	-	63,960	-	-	13,060,922
Fire	5,958,634	-	-	-	-	5,958,634
Communications	1,850,396	-	-	-	-	1,850,396
Codes Enforcement	721,069	-	-	-	-	721,069
Public Works						
Administration	678,124	-	-	-	-	678,124
Construction and Maintenance	1,894,182	-	-	-	-	1,894,182
Engineering	984,433	-	-	-	-	984,433
Inspection	641,622	-	-	-	-	641,622
Traffic Engineering	766,923	-	-	-	-	766,923
Environmental Services						
Administration	495,910	-	-	-	-	495,910
Animal Control	400,283	-	-	-	-	400,283
Right of Way Maintenance	1,116,938	-	-	-	-	1,116,938
Fleet Services	860,534	-	-	-	-	860,534
Library	1,873,286	-	-	-	-	1,873,286
Parks and Recreation						
Administration	1,586,139	-	-	-	-	1,586,139
Leisure Services	1,942,361	-	-	-	-	1,942,361
Parks and Facilities	2,658,289	-	-	-	-	2,658,289
Planning	738,900	-	-	-	-	738,900
Water Resource Management						
Sewer Administration	-	-	-	1,086,237	-	1,086,237
Sewer Maintenance	-	-	-	1,516,792	-	1,516,792
Line Locating	-	-	-	50,160	-	50,160
Watershed Management	-	-	-	236,620	-	236,620
Pumping and Treatment	-	-	-	2,043,367	-	2,043,367
Solid Waste Management						
Administration	-	-	-	-	731,143	731,143
Recycling	-	-	-	-	2,078,543	2,078,543
Solid Waste	-	-	-	-	2,770,179	2,770,179
Total departmental	48,396,355	-	63,960	4,933,176	5,579,865	58,973,357
Non-departmental	20,980,419	6,940,713	9,494,523	10,303,586	66,945	47,786,186
Total expenditures	**69,376,775**	**6,940,713**	**9,558,483**	**15,236,762**	**5,646,810**	**106,759,543**
Other financing uses (OFU):						
Transfers out	14,416,660	4,711,789	280,000	76,250	55,000	19,539,699
Total expenditures/expenses and OFU	**83,793,435**	**11,652,502**	**9,838,483**	**15,313,012**	**5,701,810**	**126,299,242**

*$63,960 is budgeted in the Public Safety Substance Abuse Prevention Fund.

City of Auburn

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

FY2017 Budget

	Governmental Funds				Proprietary Funds	FY2017 Total
	General	Gen. Fd. Spec. Act.	Special Revenue	Debt Service	Enterprise	All Budgeted Funds
Revenues	$	$	$	$	$	$
Taxes	49,701,520	-	15,127,290	4,339,250	-	69,168,060
Licenses and permits	22,943,500	-	-	-	-	22,943,500
Fines and costs	1,160,000	-	165,000	-	-	1,325,000
Charges for services	6,802,719	4,047,965	-	-	15,832,506	26,683,190
Other revenue	892,367	1,152,943	228,123	18,000	82,925	2,374,358
Total revenues	**81,500,106**	**5,200,908**	**15,520,413**	**4,357,250**	**15,915,431**	**122,494,108**
Other financing sources						
Transfers in from other funds	361,250	1,075,000	-	-	-	1,436,250
Sale of surplus assets	-	-	2,500	-	11,000	13,500
Capital contributions	-	-	-	-	200,000	200,000
Total revenue and other sources	**81,861,356**	**6,275,908**	**15,522,913**	**4,357,250**	**16,126,431**	**124,143,858**
Expenditures/expenses						
City Council	190,776	-	-	-	-	190,776
City Manager	966,076	-	-	-	-	966,076
Judicial*	811,882	-	515,000	-	-	1,326,882
Information Technology						
IT	1,428,817	-	-	-	-	1,428,817
GIS	753,588	-	-	-	-	753,588
Finance	1,564,595	-	-	-	-	1,564,595
Economic Development	1,137,470	-	-	-	-	1,137,470
Human Resources						
HR	911,710	-	-	-	-	911,710
Risk Management	311,400	-	-	-	-	311,400
Public Safety						
Administration	2,438,396	-	-	-	-	2,438,396
Police*	13,011,890	-	119,578	-	-	13,131,468
Fire	5,925,258	-	-	-	-	5,925,258
Communications	1,051,622	-	-	-	-	1,051,622
Codes Enforcement	712,865	-	-	-	-	712,865
Public Works						
Administration	665,431	-	-	-	-	665,431
Construction and Maintenance	1,828,011	-	-	-	-	1,828,011
Engineering	999,591	-	-	-	-	999,591
Inspection	659,446	-	-	-	-	659,446
Traffic Engineering	924,570	-	-	-	-	924,570
Environmental Services						
Administration	285,400	-	-	-	-	285,400
Animal Control	439,581	-	-	-	-	439,581
Right of Way Maintenance	1,140,393	-	-	-	-	1,140,393
Fleet Services	859,589	-	-	-	-	859,589
Library	1,829,597	-	-	-	-	1,829,597
Parks and Recreation						
Administration	1,581,126	-	-	-	-	1,581,126
Leisure Services	1,905,107	-	-	-	-	1,905,107
Parks and Facilities	2,649,463	-	-	-	-	2,649,463
Planning	751,908	-	-	-	-	751,908
Water Resource Management						
Sewer Administration	-	-	-	-	1,083,151	1,083,151
Sewer Maintenance	-	-	-	-	1,327,795	1,327,795
Line Locating	-	-	-	-	51,273	51,273
Watershed Management	-	-	-	-	235,749	235,749
Pumping and Treatment	-	-	-	-	1,992,164	1,992,164
Solid Waste Management						
Administration	-	-	-	-	753,059	753,059
Recycling	-	-	-	-	1,778,125	1,778,125
Solid Waste	-	-	-	-	2,705,119	2,705,119
Total departmental	47,735,557	-	634,578	-	9,926,435	58,296,570
Non-departmental	19,907,057	6,295,965	6,935,913	3,500,356	9,490,067	46,129,357
Total expenditures	67,642,613	6,295,965	7,570,491	3,500,356	19,416,502	104,425,927
Other financing uses (OFU):						
Transfers out	14,605,250	-	43,307,107	-	131,250	58,043,607
Total expenditures/expenses and OFU	**82,247,863**	**6,295,965**	**50,877,598**	**3,500,356**	**19,547,752**	**162,469,534**

*$515,000 is budgeted in the Municipal Court Judicial Administration Fund and $119,578 is budgeted in the Public Safety Substance Abuse Prevention Fund.

City of Auburn

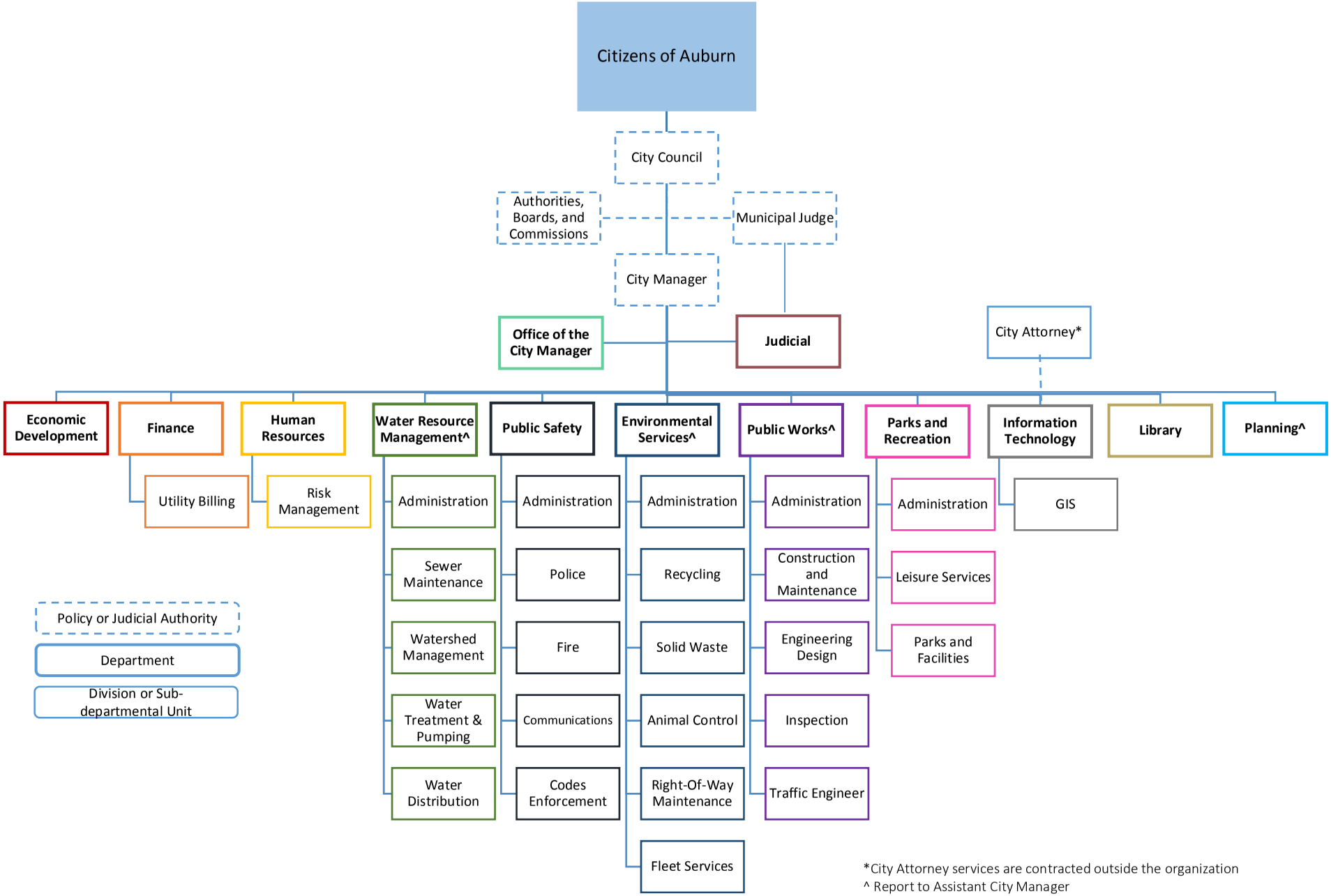
Budgeted Revenues by Source and Budgeted Expenditures/Expenses by Department and Division
All Budgeted Funds by Fund Type

FY2018 Budget

	Governmental Funds				Proprietary Funds	FY2018 Total
	General	Gen. Fd. Spec. Act.	Special Revenue	Debt Service	Enterprise	All Budgeted Funds
Revenues	$	$	$	$	$	$
Taxes	51,561,767	-	15,600,120	4,477,933	-	71,639,820
Licenses and permits	23,236,770	-	-	-	-	23,236,770
Fines and costs	1,160,000	-	169,950	-	-	1,329,950
Charges for services	6,921,092	4,049,350	-	-	16,077,608	27,048,050
Other revenue	892,367	455,421	126,019	24,500	83,930	1,582,237
Total revenues	**83,771,995**	**4,504,771**	**15,896,089**	**4,502,433**	**16,161,538**	**124,836,826**
Other financing sources						
Transfers in from other funds	351,250	320,000	-	-	-	671,250
Sale of surplus assets	-	-	2,500	-	11,000	13,500
Capital contributions	-	-	-	-	200,000	200,000
Total revenue and other sources	**84,123,245**	**4,824,771**	**15,898,589**	**4,502,433**	**16,372,538**	**125,721,576**
Expenditures/expenses						
City Council	190,776	-	-	-	-	190,776
City Manager	969,015	-	-	-	-	969,015
Judicial	814,041	-	-	-	-	814,041
Information Technology						
IT	1,379,818	-	-	-	-	1,379,818
GIS	625,380	-	-	-	-	625,380
Finance	1,584,780	-	-	-	-	1,584,780
Economic Development	1,146,587	-	-	-	-	1,146,587
Human Resources						
HR	850,209	-	-	-	-	850,209
Risk Management	311,500	-	-	-	-	311,500
Public Safety						
Administration	2,359,265	-	-	-	-	2,359,265
Police*	12,996,962	-	63,960	-	-	13,060,922
Fire	5,958,634	-	-	-	-	5,958,634
Communications	1,850,396	-	-	-	-	1,850,396
Codes Enforcement	721,069	-	-	-	-	721,069
Public Works						
Administration	678,124	-	-	-	-	678,124
Construction and Maintenance	1,894,182	-	-	-	-	1,894,182
Engineering	984,433	-	-	-	-	984,433
Inspection	641,622	-	-	-	-	641,622
Traffic Engineering	766,923	-	-	-	-	766,923
Environmental Services						
Administration	495,910	-	-	-	-	495,910
Animal Control	400,283	-	-	-	-	400,283
Right of Way Maintenance	1,116,938	-	-	-	-	1,116,938
Fleet Services	860,534	-	-	-	-	860,534
Library	1,873,286	-	-	-	-	1,873,286
Parks and Recreation						
Administration	1,586,139	-	-	-	-	1,586,139
Leisure Services	1,942,361	-	-	-	-	1,942,361
Parks and Facilities	2,658,289	-	-	-	-	2,658,289
Planning	738,900	-	-	-	-	738,900
Water Resource Management						
Sewer Administration	-	-	-	-	1,086,237	1,086,237
Sewer Maintenance	-	-	-	-	1,516,792	1,516,792
Line Locating	-	-	-	-	50,160	50,160
Watershed Management	-	-	-	-	236,620	236,620
Pumping and Treatment	-	-	-	-	2,043,367	2,043,367
Solid Waste Management						
Administration	-	-	-	-	731,143	731,143
Recycling	-	-	-	-	2,078,543	2,078,543
Solid Waste	-	-	-	-	2,770,179	2,770,179
Total departmental	48,396,355	-	63,960	-	10,513,041	58,973,357
Non-departmental	20,980,419	5,991,667	6,940,713	3,502,856	10,370,531	47,786,186
Total expenditures	**69,376,775**	**5,991,667**	**7,004,673**	**3,502,856**	**20,883,572**	**106,759,543**
Other financing uses (OFU):						
Transfers out	14,416,660	-	4,991,789	-	131,250	19,539,699
Total expenditures/expenses and OFU	**83,793,435**	**5,991,667**	**11,996,462**	**3,502,856**	**21,014,822**	**126,299,242**

*$63,960 is budgeted in the Public Safety Substance Abuse Prevention Fund.

City of Auburn Organization Chart



*City Attorney services are contracted outside the organization
^ Report to Assistant City Manager

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.

		Authorized Regular Full-Time Positions						
Department	***Division***	**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
	Total Information Technology	*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
	Total Finance	*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
	Total Public Safety	*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	11	11	11	11	11	11	11
	Inspection	6	6	6	6	6	7	7
	Traffic Engineering	3	3	3	4	4	5	5
	Total Public Works	*44*	*44*	*44*	*45*	*45*	*49*	*49*
Environmental Services[1]	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
	Total Environmental Services	*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[2]	15	15	15	16	17	17	17
	Parks and Facilities	26	26	26	26	26	26	26
	Total Parks and Recreation	*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[3]	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
	Total Water Resource Mgt	*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 - 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.

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

3 - 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 2017 & FY 2018

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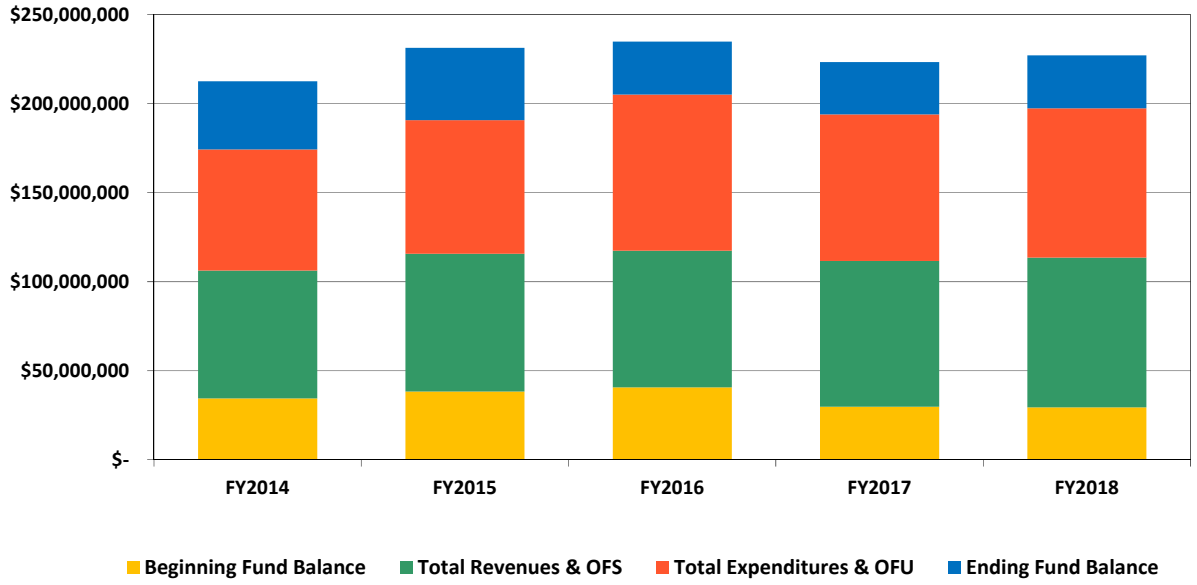
City of Auburn

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

The City Council's approach to determining the level of fund balance to be maintained in the City's General Fund is two-fold: 1) a strong budget administration and monitoring process that enables a timely management response to changing economic conditions; and 2) commitment to a taxation level that will support the provision of services and facilities, as well as provide a reserve. Management strives to maintain a fund balance that is 20-25% of expenditures. In 2001, the Council created a Permanent Reserve, to be used only in times of natural disaster or significant, unexpected economic stress. Maintaining strong reserves is a strategy that has worked well over the years. This approach helped to mitigate the effects of the 2008 recession, and is currently helping the City to continue capital investment while providing additional funding to Auburn City Schools.

	Audited Actual	Audited Actual	Mid-Year Budget	***Budget***	
	FY2014	**FY2015**	**FY2016**	**FY2017**	**FY2018**
	$	$	$	$	$
Beginning Fund Balance*	**34,465,547**	**38,324,103**	**40,607,239**	**29,789,081**	**29,402,574**
Revenues	71,514,687	76,871,583	76,373,960	81,500,106	83,771,995
Other Financing Sources (OFS)	296,250	461,250	436,250	361,250	351,250
Total Revenues & OFS	**71,810,937**	**77,332,833**	**76,810,210**	**81,861,356**	**84,123,245**
Expenditures	54,889,302	56,387,064	73,647,493	67,642,613	69,376,775
Other Financing Uses (OFU)	13,063,079	18,662,632	13,980,875	14,605,250	14,416,660
Total Expenditures & OFU	**67,952,381**	**75,049,696**	**87,628,368**	**82,247,863**	**83,793,435**
Excess of Revenues & OFS over Expenditures & OFU	3,858,556	2,283,136	(10,818,158)	(386,507)	329,811
Ending Fund Balance	**38,324,103**	**40,607,239**	**29,789,081**	**29,402,574**	**29,732,384**
Less: Permanent Reserve Fund	4,102,889	4,120,566	4,126,007	4,138,000	4,156,000
Net Ending Fund Balance	34,221,214	36,486,673	25,663,074	25,264,574	25,576,384
Net Ending Fund Balance as a % of Expenditures and OFU	50.36%	48.62%	29.29%	30.72%	30.52%



* Beginning fund balances include the Permanent Reserve.

City of Auburn

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

Fiscal Years 2010-2015	Actual (Audited)						Increase (Decrease) FY15 > FY10			Inc (Dec) FY15 > FY14	
	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	Amount	As %	Avg %	Amount	As %
Revenues											
Sales taxes^	$ 21,081,232	$ 22,987,406	$ 30,890,400	$ 31,831,180	$ 34,303,569	$ 37,418,331	$ 16,337,100	77.5%	15.5%	$ 3,114,762	9.1%
Occupation license fees	8,448,505	9,033,443	9,221,981	9,683,892	10,130,069	10,804,202	2,355,697	27.9%	5.6%	674,132	6.7%
Business license fees	8,122,444	8,105,396	8,968,498	9,134,647	9,373,220	9,971,284	1,848,841	22.8%	4.6%	598,064	6.4%
Property taxes	4,092,017	4,423,726	4,737,217	4,459,732	4,617,113	4,746,592	654,575	16.0%	3.2%	129,480	2.8%
Court and parking fines	1,323,298	1,247,137	1,430,449	1,447,029	1,406,624	1,288,707	(34,591)	-2.6%	-0.5%	(117,917)	-8.4%
Construction permits	629,600	511,992	1,004,948	835,481	991,176	1,123,864	494,264	78.5%	15.7%	132,688	13.4%
E-911 fees	570,795	554,718	635,802	593,318	744,868	787,723	216,928	38.0%	7.6%	42,855	5.8%
Rental and leasing tax	408,718	467,226	515,164	571,248	612,457	768,245	359,527	88.0%	17.6%	155,788	25.4%
Public safety charges	2,390,973	2,859,876	2,316,818	3,341,239	3,192,644	3,334,388	943,415	39.5%	7.9%	141,744	4.4%
Interest	244,203	160,922	117,238	128,931	169,626	174,716	(69,487)	-28.5%	-5.7%	5,091	3.0%
Lodging taxes	1,253,511	1,371,789	1,914,441	1,559,012	1,604,850	1,816,370	562,859	44.9%	9.0%	211,520	13.2%
State shared taxes	654,127	830,381	1,028,308	1,770,416	1,031,678	1,166,352	512,224	78.3%	15.7%	134,674	13.1%
Grants	-	-	-	92,054	-	-	-	*n/a*	*n/a*	-	*n/a*
Corrections "fund" fees	232,024	233,577	267,846	277,804	240,223	278,359	46,335	20.0%	4.0%	38,136	15.9%
Contributions from the public*	(100,934)	18,675	36,743	37,875	19,100	20,715	121,649	120.5%	24.1%	1,615	8.5%
Other revenues	2,764,424	2,861,645	2,963,512	4,755,103	3,077,470	3,171,734	407,310	14.7%	2.9%	94,264	3.1%
Total revenues	**52,114,936**	**55,667,909**	**66,049,366**	**70,518,959**	**71,514,687**	**76,871,583**	**24,756,646**	**47.5%**	**9.5%**	**5,356,896**	**7.5%**
Other financing sources (OFS)											
Transfers in from other funds	241,250	471,317	241,305	338,681	296,250	461,250	220,000	91.2%	18.2%	165,000	55.7%
Borrowing proceeds	15,155,000	-	1,959,586	-	-	-	(15,155,000)	-100.0%	-20.0%	-	*n/a*
Total OFS	15,396,250	471,317	2,200,891	338,681	296,250	461,250	(14,935,000)	-97.0%	-19.4%	165,000	55.7%
Total revenues and OFS	**67,511,186**	**56,139,226**	**68,250,257**	**70,857,640**	**71,810,937**	**77,332,833**	**9,821,646**	**14.5%**	**2.9%**	**5,521,896**	**7.7%**
Expenditures											
Departmental											
Personal services	26,477,101	27,163,935	27,594,320	28,437,081	28,794,871	29,632,673	3,155,572	11.9%	2.4%	837,803	2.9%
Contractual services	4,731,759	4,869,275	4,763,685	4,905,827	5,382,943	5,342,508	610,749	12.9%	2.6%	(40,435)	-0.8%
Commodities	2,705,371	2,798,649	3,003,268	3,167,888	2,892,901	2,896,862	191,492	7.1%	1.4%	3,961	0.1%
Capital outlay	655,833	784,191	1,550,967	1,459,963	1,440,921	1,597,991	942,158	143.7%	28.7%	157,070	10.9%
Total departmental expends	34,570,064	35,616,051	36,912,240	37,970,759	38,511,636	39,470,035	4,899,971	14.2%	2.8%	958,399	2.5%
Non-departmental											
Personal services	106,208	67,138	71,082	77,828	222,410	391,994	285,786	269.1%	53.8%	169,583	76.2%
Contractual services	1,272,576	1,273,091	1,584,711	1,662,517	2,532,292	2,431,875	1,159,299	91.1%	18.2%	(100,417)	-4.0%
Commodities	47,928	59,772	75,852	157,769	85,923	68,264	20,336	42.4%	8.5%	(17,659)	-20.6%
Capital outlay	3,736,073	42,891	2,407,464	2,671,672	5,232,907	6,905,252	3,169,179	84.8%	17.0%	1,672,345	32.0%
Debt service	6,425,399	7,853,013	9,599,279	7,842,446	7,371,178	6,065,225	(360,174)	-5.6%	-1.1%	(1,305,953)	-17.7%
Outside agencies	812,921	876,083	879,997	1,027,795	932,957	1,054,420	241,499	29.7%	5.9%	121,464	13.0%
Total non-deptl expends	12,401,105	10,171,987	14,618,385	13,440,026	16,377,666	16,917,030	4,515,925	36.4%	7.3%	539,364	3.3%
Total expenditures	46,971,169	45,788,038	51,530,626	51,410,785	54,889,302	56,387,064	9,415,896	20.0%	4.0%	1,497,762	2.7%
Other financing uses											
Transfers to component units											
Bd of Education	7,050,759	7,050,759	9,550,759	9,550,759	9,550,759	11,500,000	4,449,241	63.1%	12.6%	1,949,241	20.4%
Industrial Development Bd	14,831,200	650,830	2,197,238	2,951,853	2,572,192	2,707,808	(12,123,392)	-81.7%	-16.3%	135,616	5.3%
Commercial Development Auth	375	-	-	-	-	-	(375)	-100.0%	-20.0%	-	*n/a*
Public Park and Rec Board	149,946	183,463	201,174	189,683	190,127	278,292	128,345	85.6%	17.1%	88,164	46.4%
Water Board	-	-	-	-	-	103,000	103,000	*n/a*	*n/a*	103,000	*n/a*
Total trsfrs to comp units	22,032,280	7,885,052	11,949,171	12,692,295	12,313,079	14,589,100	(7,443,181)	-33.8%	-6.8%	2,276,021	18.5%
Transfers to other funds	820,104	308,120	1,125,000	1,466,892	750,000	4,073,533	3,253,429	396.7%	79.3%	3,323,533	443.1%
Total other financing uses	22,852,384	8,193,172	13,074,171	14,159,187	13,063,079	18,662,632	(4,189,752)	-18.3%	-3.7%	5,599,553	42.9%
Total expends & OFU	**69,823,553**	**53,981,211**	**64,604,796**	**65,569,972**	**67,952,381**	**75,049,696**	**5,226,143**	**7.5%**	**1.5%**	**7,097,316**	10.4%
Excess (deficit) of revs/OFS>exps/OFU	**$ (2,312,367)**	**$ 2,158,015**	**$ 3,645,461**	**$ 5,287,668**	**$ 3,858,556**	**$ 2,283,136**	**$ 4,595,503**	**198.7%**	**39.7%**	**$ (1,575,420)**	**-40.8%**

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

*During FY2010, $120,000 from a 2009 developer contribution was moved to deferred revenue.

City of Auburn

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

	FY2015	FY2016			FY2017	FY2018	FY2019	FY2020
	Actual (audited)	Mid-Year Budget	@ March 31 *50% of FY*	as % *of Budget*	Budgeted	Budgeted	Projected	Projected
Revenues								
Sales taxes	$ 37,418,331	37,790,000	20,146,978	53.3%	40,112,800	41,717,312	42,968,831	44,257,896
Occupation license fees	10,804,202	10,991,245	5,692,476	51.8%	11,220,000	11,444,400	11,673,288	11,906,754
Business license fees	9,971,284	9,925,000	9,552,144	96.2%	10,343,500	10,529,620	10,719,957	10,914,610
Property taxes	4,746,592	4,813,000	4,588,655	95.3%	5,039,250	5,177,933	5,321,201	5,469,214
Court and parking fines	1,288,707	1,329,000	575,376	43.3%	1,160,000	1,160,000	1,160,000	1,160,000
Construction permits	1,123,864	1,000,000	568,194	56.8%	1,155,000	1,212,750	1,273,388	1,337,057
E-911 fees	787,723	600,000	388,495	64.7%	775,000	775,000	775,000	775,000
Rental and leasing tax	768,245	700,000	361,574	51.7%	715,000	736,450	758,544	781,300
Public safety charges	3,334,388	3,234,538	1,830,172	56.6%	4,824,508	4,942,881	5,091,167	5,243,902
Interest	174,716	147,546	104,421	70.8%	177,536	177,536	177,536	177,536
Lodging taxes	1,816,370	1,849,000	1,016,702	55.0%	1,905,500	1,962,665	2,021,545	2,082,191
State shared taxes	1,166,352	784,100	127,927	16.3%	879,000	879,000	879,000	879,000
Corrections "fund" fees	278,359	254,898	110,043	43.2%	220,000	220,000	220,000	220,000
Contributions from the public	20,715	138,250	173,484	125.5%	45,234	45,234	45,234	45,234
Other revenues	3,171,734	2,817,383	1,583,137	56.2%	2,927,778	2,791,215	2,831,178	2,872,728
Total Revenues	**76,871,583**	**76,373,960**	**46,819,777**	**61.3%**	**81,500,106**	**83,771,995**	**85,915,868**	**88,122,422**
Other financing sources								
Transfers in from other funds	461,250	436,250	218,125	50.0%	361,250	351,250	436,250	436,250
Total other financing sources	**461,250**	**436,250**	**218,125**	**50.0%**	**361,250**	**351,250**	**436,250**	**436,250**
Total revenue & other sources	**77,332,833**	**76,810,210**	**47,037,902**	**61.2%**	**81,861,356**	**84,123,245**	**86,352,118**	**88,558,672**
Expenditures								
Departmental								
Personal services	29,632,673	32,011,584	15,143,652	47.3%	35,079,604	35,807,037	37,470,963	38,407,737
Contractual services	5,093,720	5,535,787	2,608,513	47.1%	5,992,094	5,937,351	6,085,785	6,237,929
Commodities	2,896,862	3,579,097	1,425,603	39.8%	3,917,178	3,789,558	3,884,297	3,981,404
Capital outlay	1,586,375	2,499,442	1,575,089	63.0%	2,270,301	2,377,696	1,230,000	1,330,750
Projects	11,616	15,453	3,054	19.8%	82,120	90,453	92,714	95,032
Agency support	248,788	348,183	98,139	28.2%	394,260	394,260	404,117	414,219
Total departmental expenditures	**39,470,035**	**43,989,546**	**20,854,050**	**47.4%**	**47,735,557**	**48,396,355**	**49,167,876**	**50,467,073**
Non-departmental								
Personal services	391,994	252,161	151,437	60.1%	263,500	264,825	271,446	278,232
Debt service	6,065,225	8,511,881	3,891,463	45.7%	7,136,910	9,141,044	7,502,741	7,180,648
Capital outlay	6,905,252	16,723,586	8,557,375	51.2%	7,017,800	6,039,500	11,054,000	11,328,000
Outside Agencies	1,054,420	1,015,663	443,751	43.7%	1,177,818	1,135,985	1,194,396	1,153,060
Other	2,500,138	3,154,656	1,181,273	37.4%	4,311,028	4,399,066	3,689,042	3,781,268
Total non-deptl expenditures	**16,917,030**	**29,657,947**	**14,225,298**	**48.0%**	**19,907,057**	**20,980,419**	**23,711,625**	**23,721,208**
Total expenditures	**56,387,064**	**73,647,493**	**35,079,348**	**47.6%**	**67,642,613**	**69,376,775**	**72,879,501**	**74,188,281**
Other financing uses								
Transfers to component units								
Bd of Education	11,500,000	11,809,375	5,750,000	48.7%	12,535,250	13,036,660	13,427,760	13,830,593
Industrial Development Bd	2,707,808	2,001,000	237,500	11.9%	845,000	845,000	870,350	896,461
Commercial Development Auth	-	500	-	0.0%	-	-	-	-
Public Park and Rec Board	278,292	170,000	19,678	11.6%	210,000	275,000	283,250	291,748
Water Board	103,000	-	-	n/a	-	-	-	-
Transfers to other funds	4,073,533	-	-	n/a	1,015,000	260,000	267,800	275,834
Total other financing uses	**18,662,632**	**13,980,875**	**6,007,178**	**43.0%**	**14,605,250**	**14,416,660**	**14,849,160**	**15,294,635**
Total expenditures & other uses	**75,049,696**	**87,628,368**	**41,086,526**	**46.9%**	**82,247,863**	**83,793,435**	**87,728,661**	**89,482,916**
Excess (deficit) of revs/OFS>exps/OFU	**2,283,136**	**(10,818,158)**			**(386,507)**	**329,811**	**(1,376,543)**	**(924,244)**
Beginning Fund Balance	38,324,103	40,607,239			29,789,081	29,402,574	29,732,384	28,355,842
Ending Fund Balance	40,607,239	29,789,081			29,402,574	29,732,384	28,355,842	27,431,598

City of Auburn

General Fund – *A Major Fund*

General Fund Revenues

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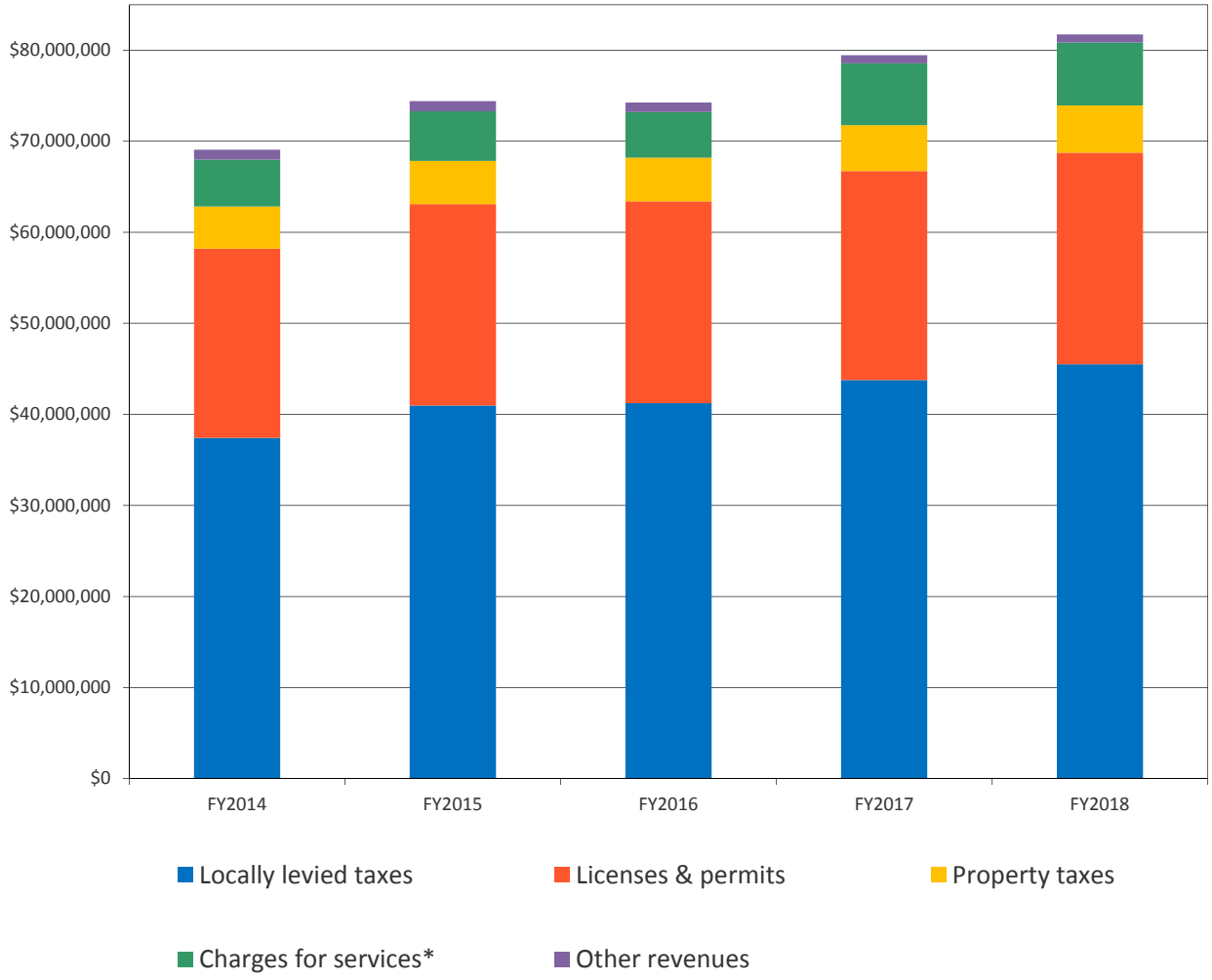
City of Auburn

Trends in Total Revenue and Other Financing Sources - General Fund



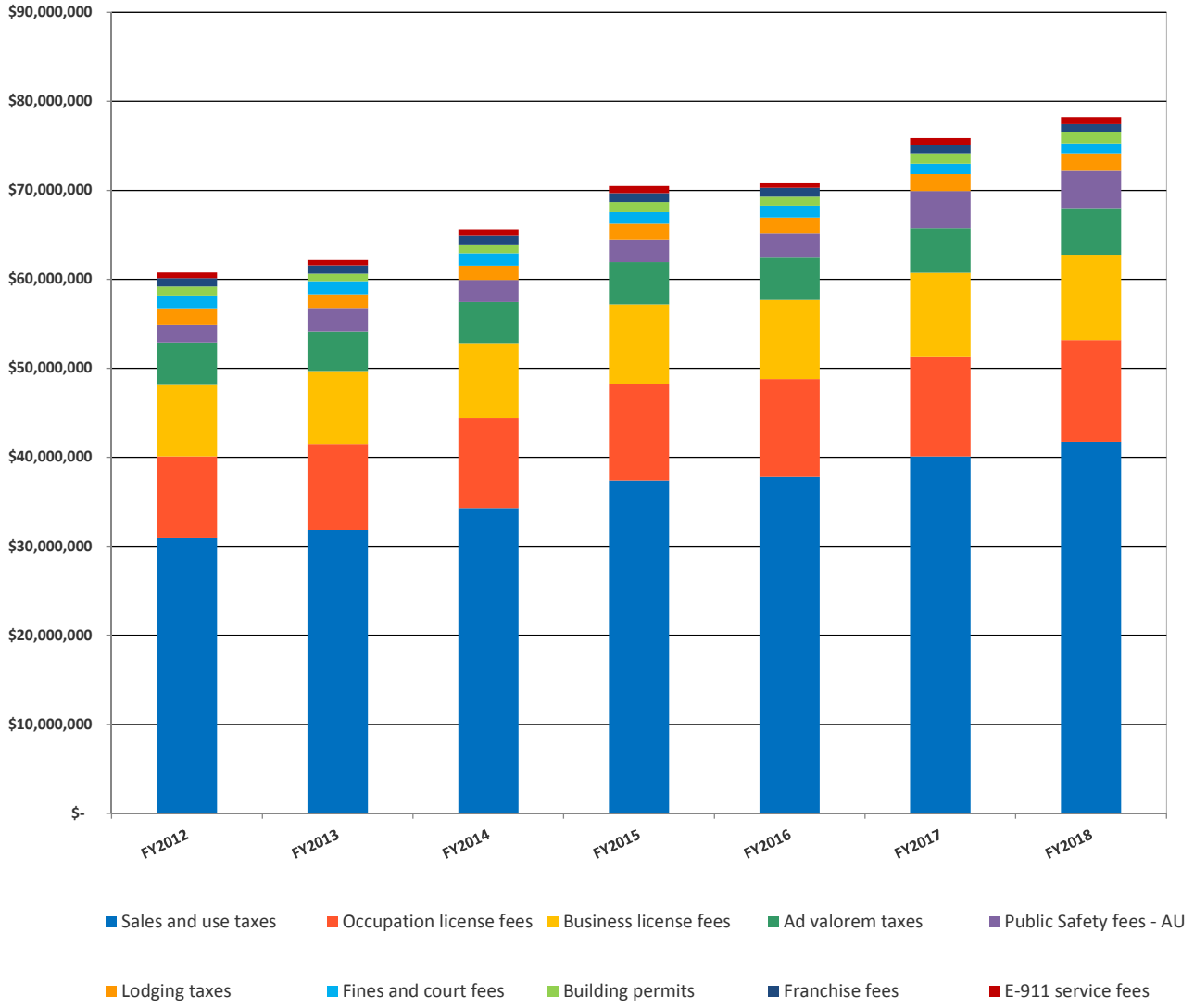
	Audited		Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Locally levied taxes	37,431,846	40,976,223	41,245,870	43,783,270	45,504,834
Licenses & permits	20,768,322	22,106,635	22,141,245	22,943,500	23,236,770
Charges for services*	5,162,042	5,459,728	5,007,347	6,802,719	6,921,092
Property Taxes & Govt Serv Fee	4,617,113	4,746,592	4,813,000	5,039,250	5,177,933
Fines and court fees	1,406,624	1,288,707	1,329,000	1,160,000	1,160,000
Other revenues	1,097,062	1,127,346	1,053,398	892,367	892,367
State shared taxes	1,031,678	1,166,352	784,100	879,000	879,000
Transfers in	296,250	461,250	436,250	361,250	351,250
Totals	**71,810,937**	**77,332,833**	**76,810,210**	**81,861,356**	**84,123,245**

*Includes increase in Auburn University public safety charges for FY2017.

City of Auburn

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

	Audited Actual				Mid-Year Budget	Budget	
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$	$	$
Sales and use taxes	30,890,400	31,831,180	34,303,569	37,418,331	37,790,000	40,112,800	41,717,312
Occupation license fees	9,221,981	9,683,892	10,130,069	10,804,202	10,991,245	11,220,000	11,444,400
Business license fees	8,027,583	8,195,354	8,405,113	8,953,141	8,925,000	9,393,500	9,579,620
Ad valorem taxes	4,737,217	4,459,732	4,617,113	4,746,592	4,813,000	5,039,250	5,177,933
Public Safety fees - AU	1,965,778	2,606,453	2,460,000	2,521,500	2,584,538	4,155,008	4,253,296
Lodging taxes	1,914,441	1,559,012	1,604,850	1,816,370	1,849,000	1,905,500	1,962,665
Fines and court fees	1,430,449	1,447,029	1,406,624	1,288,707	1,329,000	1,160,000	1,160,000
Building permits	1,004,948	835,481	991,176	1,123,864	1,000,000	1,155,000	1,212,750
Franchise fees	940,915	939,292	968,107	1,018,143	1,000,000	950,000	950,000
E-911 service fees	635,802	593,318	744,868	787,723	600,000	775,000	775,000
Totals	**60,769,514**	**62,150,743**	**65,631,490**	**70,478,573**	**70,881,783**	**75,866,058**	**78,232,975**



City of Auburn

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

		Audited Actual							Mid-Year Budget		Budget		Inc/(Dec) FY 17 > FY 16	
	Revenue Sources:	**FY2012**	**FY2013**	13>12	**FY2014**	14>13	**FY2015**	15>14	**FY2016**	16>15	**FY2017**	**FY2018**	Amount	As %
		$	$		$		$		$		$	$		
1	Sales and use taxes	30,890,400	31,831,180	3.0%	34,303,569	7.8%	37,418,331	9.1%	37,790,000	1.0%	40,112,800	41,717,312	2,322,800	6.1%
2	Occupation license fees	9,221,981	9,683,892	5.0%	10,130,069	4.6%	10,804,202	6.7%	10,991,245	1.7%	11,220,000	11,444,400	228,755	2.1%
3	Business license fees													
	General business licenses	*5,777,005*	*5,984,185*	3.6%	*6,107,189*	2.1%	*6,444,143*	5.5%	*6,610,000*	2.6%	*6,834,000*	*6,970,680*	224,000	3.4%
	Residential rental bus. lic.	*1,345,403*	*1,419,156*	5.5%	*1,527,020*	7.6%	*1,578,209*	3.4%	*1,605,000*	1.7%	*1,648,000*	*1,697,440*	43,000	2.7%
	Contractors' percentage lic.	*895,248*	*782,074*	-12.6%	*760,851*	-2.7%	*920,822*	21.0%	*700,000*	-24.0%	*900,000*	*900,000*	200,000	28.6%
	Commercial rental bus. lic.	*9,927*	*9,940*	0.1%	*10,052*	1.1%	*9,967*	-0.9%	*10,000*	0.3%	*11,500*	*11,500*	1,500	15.0%
	Total business license fees	8,027,583	8,195,354	2.1%	8,405,113	2.6%	8,953,141	6.5%	8,925,000	-0.3%	9,393,500	9,579,620	468,500	5.2%
4	Ad valorem taxes	4,737,217	4,459,732	-5.9%	4,617,113	3.5%	4,746,592	2.8%	4,813,000	1.4%	5,039,250	5,177,933	226,250	4.7%
5	Public Safety fees - AU	1,965,778	2,606,453	32.6%	2,460,000	-5.6%	2,521,500	2.5%	2,584,538	2.5%	4,155,008	4,253,296	1,570,470	60.8%
6	Lodging taxes	1,914,441	1,559,012	-18.6%	1,604,850	2.9%	1,816,370	13.2%	1,849,000	1.8%	1,905,500	1,962,665	56,500	3.1%
7	Fines and court fees	1,430,449	1,447,029	1.2%	1,406,624	-2.8%	1,288,707	-8.4%	1,329,000	3.1%	1,160,000	1,160,000	(169,000)	-12.7%
8	Building permits	1,004,948	835,481	-16.9%	991,176	18.6%	1,123,864	13.4%	1,000,000	-11.0%	1,155,000	1,212,750	155,000	15.5%
9	Franchise fees	940,915	939,292	-0.2%	968,107	3.1%	1,018,143	5.2%	1,000,000	-1.8%	950,000	950,000	(50,000)	-5.0%
10	E-911 service fees	635,802	593,318	-6.7%	744,868	25.5%	787,723	5.8%	600,000	-23.8%	775,000	775,000	175,000	29.2%
	Total - Top Ten Revenues	60,769,514	62,150,743	2.3%	65,631,490	5.6%	70,478,573	7.4%	70,881,783	0.6%	**75,866,058**	**78,232,976**	4,984,275	7.0%
	Total Revenues	66,049,366	70,518,959	6.8%	71,514,687	1.4%	76,871,583	7.5%	76,373,960	-0.6%	**81,500,106**	**83,771,995**	5,126,146	6.7%
	Top Ten as % of Total	*92.0%*	*88.1%*		*91.8%*		*91.7%*		*92.8%*		**93.1%**	**93.4%**		

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

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

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

4 Property tax levy within the City is 54 mills, of which 16 is dedicated to schools, 5 mills are for General Fund purposes and 5 mills are for debt service on 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. In FY2017, the City is expected to enter into a revised agreement for an Auburn University Division located on Campus with 15 additional sworn officers. The revenue budget reflects this change.

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.

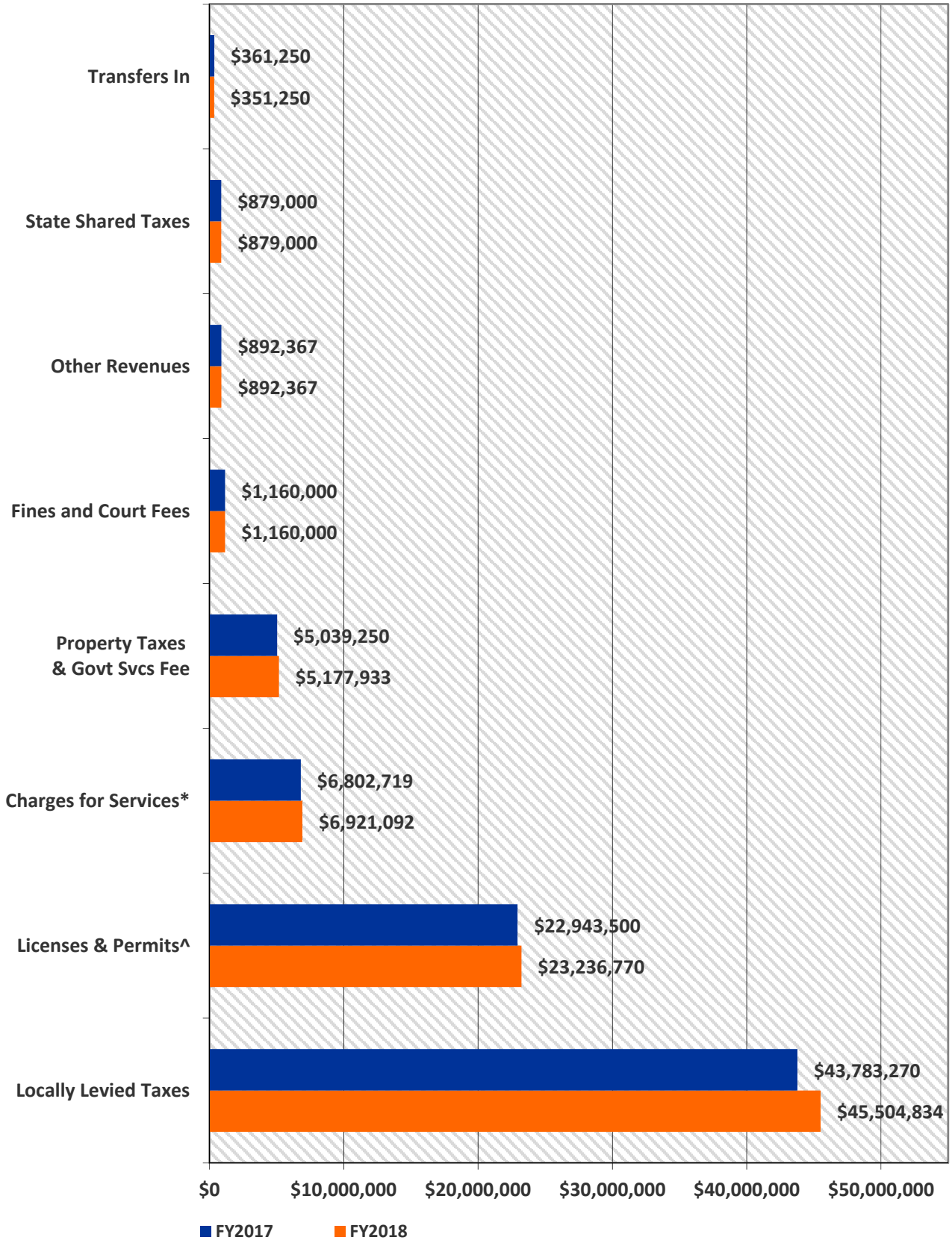
8 Building permits are required for most categories of construction and fund the provision of inspection services to ensure compliance with building codes.

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

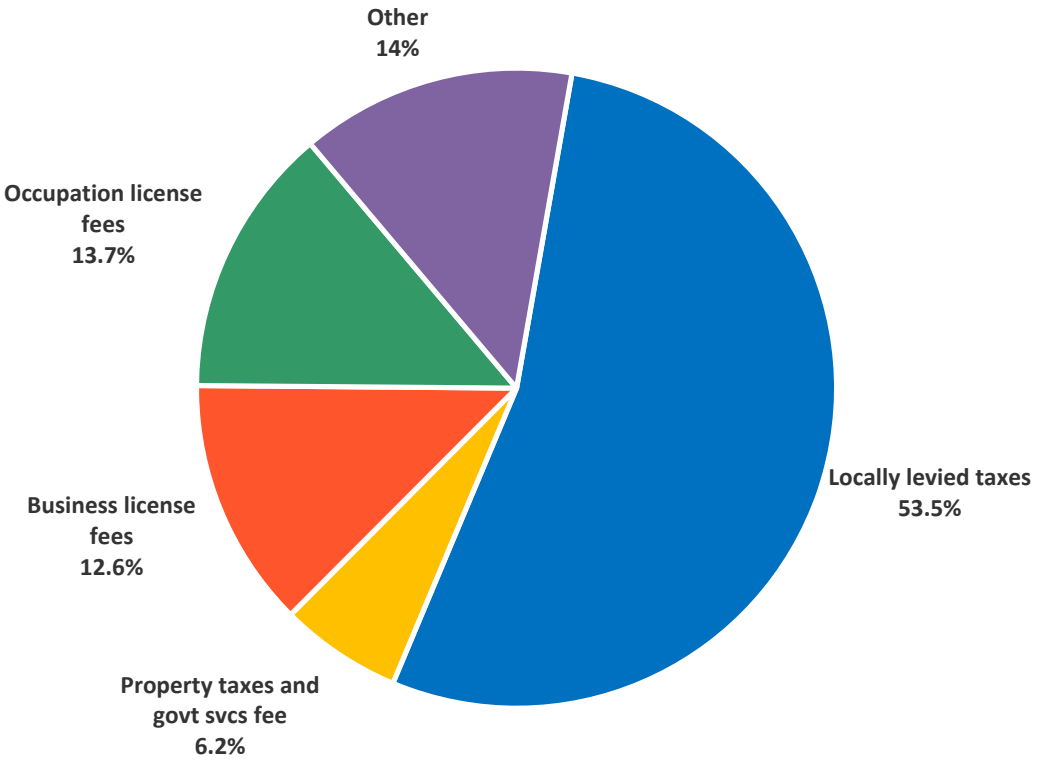


*Charges for services includes public safety charges to Auburn University .

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

City of Auburn

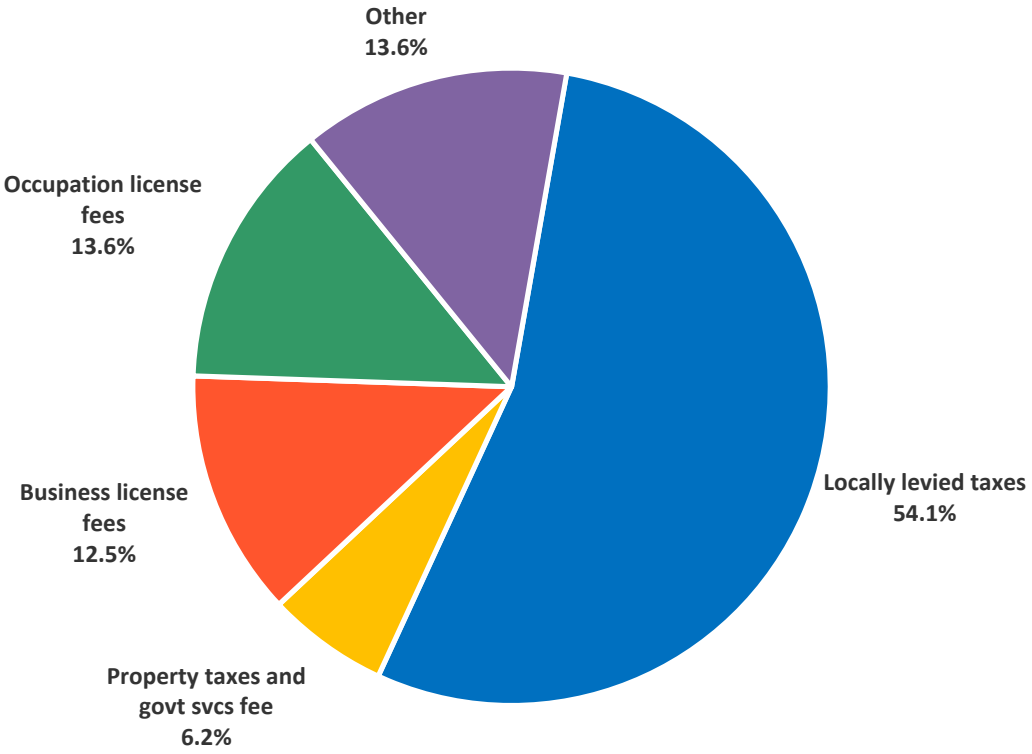
General Fund - Summary of Revenues by Source - FY2017



Budgeted Revenues	$	
Sales and use tax	40,112,800	49.0%
Other locally levied taxes	3,670,470	4.5%
Total locally levied taxes	43,783,270	53.5%
Property taxes and govt svcs fees	5,039,250	6.2%
State shared taxes	879,000	1.1%
Total taxes	49,701,520	60.8%
Business license fees	10,343,500	12.6%
Occupation license fees	11,220,000	13.7%
Other licenses and permits	1,380,000	1.7%
Total licenses and permits	22,943,500	28.0%
Fines and court fees	1,160,000	1.4%
Public safety charges	4,824,508	5.9%
Other charges for services	1,978,211	2.4%
Investment income	177,536	0.2%
Other miscellaneous revenue	714,831	0.9%
Total budgeted revenues	**81,500,106**	99.7%
Other financing sources		
Transfers in from other funds	361,250	0.3%
Total budgeted other financing sources	**361,250**	0.3%
Total budgeted revenues and other sources	**81,861,356**	100.0%

City of Auburn

General Fund - Summary of Revenues by Source - FY2018



Budgeted Revenues	$	
Sales and use tax	41,717,312	49.6%
Other locally levied taxes	3,787,522	4.5%
Total locally levied taxes	45,504,834	54.1%
Property taxes and govt svcs fees	5,177,933	6.2%
State shared taxes	879,000	1.0%
Total taxes	51,561,767	61.2%
Business license fees	10,529,620	12.5%
Occupation license fees	11,444,400	13.6%
Other licenses and permits	1,262,750	1.5%
Total licenses and permits	23,236,770	27.6%
Fines and court fees	1,160,000	1.4%
Public safety charges	4,942,881	5.9%
Other charges for services	1,978,211	2.4%
Investment income	177,536	0.2%
Other miscellaneous revenue	714,831	0.8%
Total budgeted revenues	**83,771,995**	99.6%
Other financing sources		
Transfers in from other funds	351,250	0.4%
Total budgeted other financing sources	**351,250**	0.4%
Total budgeted revenues and other sources	**84,123,245**	100.0%

General Fund – *A Major Fund*

General Fund Expenditures

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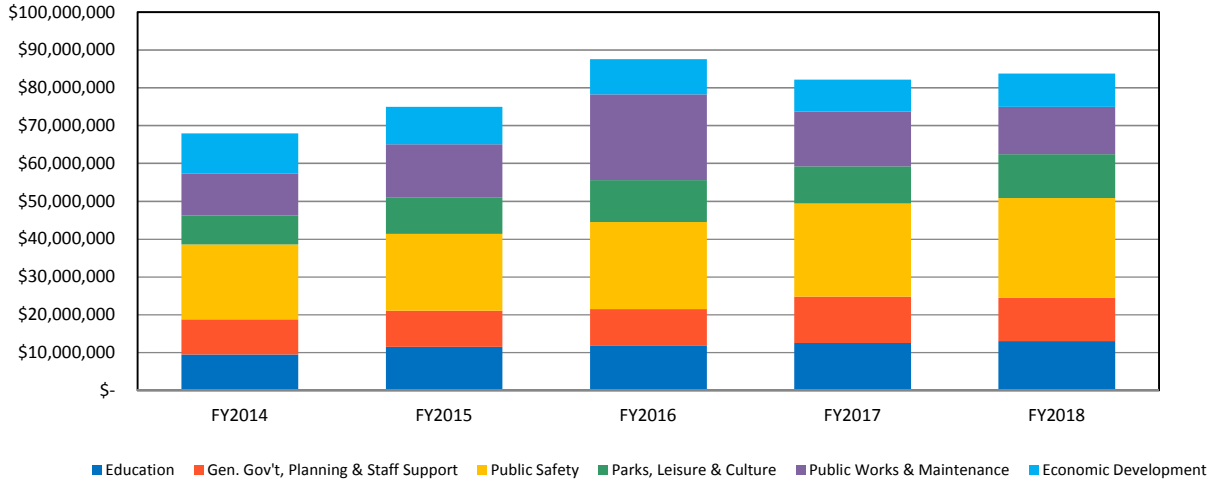
City of Auburn

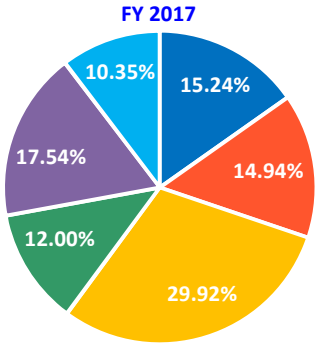
City of Auburn

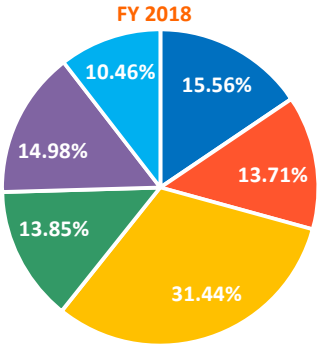
General Fund - Detail of Expenditures by Program Area

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

Expenditure Trend by Program Area







General Fund Expenditures by Program Area	Audited Actual FY2014	Audited Actual FY2015	Mid-Year Budget FY2016	Budget FY2017	Budget FY2018
Education	9,550,759	11,500,000	11,809,375	12,535,250	13,036,660
Gen. Gov't, Planning & Staff Support	9,228,770	9,623,405	9,733,138	12,291,801	11,486,628
Public Safety	19,858,731	20,274,325	22,973,343	24,610,613	26,343,330
Parks, Leisure & Culture	7,642,973	9,588,850	11,096,528	9,872,622	11,603,905
Public Works & Maintenance	11,102,791	14,164,793	22,698,987	14,424,003	12,555,183
Economic Development	10,568,357	9,898,324	9,316,998	8,513,575	8,767,729
Debt Service by Program Area					
General Government (administration fees)	30	33	30	2,200	2,200
Public Safety	24,908	122,317	106,293	-	1,023,561
Parks, Leisure & Culture	424,077	1,933,006	1,759,845	1,384,706	2,153,208
Public Works & Maintenance	1,336,867	3,157,634	2,496,471	1,600,761	1,590,961
Economic Development	5,585,297	4,675,768	4,149,243	4,149,243	4,371,114

City of Auburn

General Fund - Detail of Expenditures by Program Area

	Audited Actual FY2014	as %	Audited Actual FY2015	as %	Mid-Year Budget FY2016	as %	Budget FY2017	as %	Budget FY2018	as %
Education - General Fund Appropriation to ACS	9,550,759	**14.1%**	11,500,000	**15.3%**	11,809,375	**13.5%**	12,535,250	**15.2%**	13,036,660	**15.6%**
General Government, Planning & Staff Support										
Departmental										
City Council	163,186		152,395		190,776		190,776		190,776	
Office of the City Manager	836,162		829,971		963,971		966,076		969,015	
Information Technology	1,491,604		1,569,673		1,942,396		2,182,404		2,005,198	
Finance	1,303,789		1,352,980		1,470,611		1,564,595		1,584,780	
Human Resources	920,219		1,123,677		1,146,926		1,223,110		1,161,709	
Environmental Svs-Admin	280,247		245,691		278,071		285,400		495,910	
Environmental-Fleet Svs.	800,142		761,773		823,139		859,589		860,534	
Planning	672,644		594,893		717,642		751,908		738,900	
Total - Departmental	**6,467,994**		**6,631,053**		**7,533,532**		**8,023,858**		**8,006,822**	
Non-departmental										
Support provided to Outside Agencies	128,400		144,250		136,215		136,215		136,215	
General Operations	1,882,346		2,495,069		2,063,361		3,114,528		3,081,391	
Debt Service	30		33		30		2,200		2,200	
Transfer to other funds	750,000		250,000		-		1,015,000		260,000	
Transfers to Component Units	-		103,000		-		-		-	
Total - Non-departmental	**2,760,776**		**2,992,352**		**2,199,606**		**4,267,943**		**3,479,806**	
Total - General Govt, Planning & Staff Support	**9,228,770**	**13.6%**	**9,623,405**	**12.8%**	**9,733,138**	**11.1%**	**12,291,801**	**14.9%**	**11,486,628**	**13.7%**
Public Safety										
Departmental										
Judicial	716,642		773,029		832,281		811,882		814,041	
Public Safety	18,664,506		18,902,456		21,519,165		23,140,031		23,886,326	
Environmental-Animal Cont	233,556		257,404		296,485		439,581		400,283	
Total - Departmental	**19,614,704**		**19,932,889**		**22,647,931**		**24,391,494**		**25,100,650**	
Non-departmental										
Support provided to Outside Agencies	219,119		219,119		219,119		219,119		219,119	
Debt Service	24,908		122,317		106,293		-		1,023,561	
Total - Non-departmental	**244,027**		**341,436**		**325,412**		**219,119**		**1,242,680**	
Total - Public Safety	**19,858,731**	**29.2%**	**20,274,325**	**27.0%**	**22,973,343**	**26.2%**	**24,610,613**	**29.9%**	**26,343,330**	**31.4%**
Parks, Leisure & Culture										
Departmental										
Library	1,592,048		1,651,342		1,710,365		1,829,597		1,873,286	
Parks & Recreation	5,210,423		5,350,237		5,782,763		6,135,696		6,186,789	
Total - Departmental	**6,802,471**		**7,001,579**		**7,493,128**		**7,965,293**		**8,060,075**	
Non-departmental										
Parks & Recreation Project Operations	-		146,605		1,432,932		97,000		900,000	
Support provided to Outside Agencies	226,298		229,369		240,623		215,623		215,623	
Transfer to PPRB	190,127		278,292		170,000		210,000		275,000	
Debt Service	424,077		1,933,006		1,759,845		1,384,706		2,153,208	
Total - Non-departmental	**840,502**		**2,587,272**		**3,603,400**		**1,907,329**		**3,543,831**	
Total - Parks, Leisure & Culture	**7,642,973**	**11.2%**	**9,588,850**	**12.8%**	**11,096,528**	**12.7%**	**9,872,622**	**12.0%**	**11,603,905**	**13.8%**
Public Works & Maintenance										
Departmental										
Public Works	3,718,274		3,923,851		4,274,707		5,077,049		4,965,284	
Environmental Services - ROW Maint.	850,991		921,842		913,655		1,140,393		1,116,938	
Total - Departmental	**4,569,265**		**4,845,693**		**5,188,362**		**6,217,442**		**6,082,222**	
Non-departmental										
Public Works Project Operations	5,196,659		6,161,466		15,014,154		6,605,800		4,882,000	
Debt Service	1,336,867		3,157,634		2,496,471		1,600,761		1,590,961	
Total - Non-departmental	**6,533,526**		**9,319,100**		**17,510,625**		**8,206,561**		**6,472,961**	
Total - Public Works & Maintenance	**11,102,791**	**16.3%**	**14,164,793**	**18.9%**	**22,698,987**	**25.9%**	**14,424,003**	**17.5%**	**12,555,183**	**15.0%**
Economic Development										
Departmental										
Economic Development Department	1,057,201		1,058,821		1,126,593		1,137,470		1,146,587	
Total - Departmental	**1,057,201**		**1,058,821**		**1,126,593**		**1,137,470**		**1,146,587**	
Non-departmental										
Support provided to Outside Agencies	359,140		461,682		419,706		606,861		565,028	
Transfers to IDB	2,572,192		2,707,808		2,001,500		845,000		845,000	
Gen. Ops - Comm. Dev. Incentive Program	994,527		994,245		1,619,956		1,775,000		1,840,000	
Debt Service	5,585,297		4,675,768		4,149,243		4,149,243		4,371,114	
Total - Non-departmental	**9,511,156**		**8,839,503**		**8,190,405**		**7,376,105**		**7,621,142**	
Total - Economic Development	**10,568,357**	**15.6%**	**9,898,324**	**13.2%**	**9,316,998**	**10.6%**	**8,513,575**	**10.4%**	**8,767,729**	**10.5%**
Total - General Fund Expenditures	**67,952,382**	**100%**	**75,049,697**	**100%**	**87,628,368**	**100%**	**82,247,863**	**100%**	**83,793,435**	**100%**

City of Auburn

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

Budget - FY2017

Department	Personal Services	Contractual Services	Commo-dities	Capital Outlay & Projects	Debt Service	Other	Totals
	$	$	$	$	$	$	$
City Council	79,226	87,300	24,250	-	-	-	**190,776**
Office of the City Manager	854,476	91,100	20,500	-	-	-	**966,076**
Judicial	555,413	219,842	36,627	-	-	-	**811,882**
Information Technology							
Information Technology	678,625	220,775	347,750	181,667	-	-	**1,428,817**
GIS	382,008	84,500	52,080	235,000	-	-	**753,588**
Finance	1,291,865	172,880	99,850	-	-	-	**1,564,595**
Economic Development	1,073,520	41,600	22,350	-	-	-	**1,137,470**
Human Resources							
Human Resources	625,839	277,700	8,171	-	-	-	**911,710**
Risk Management	-	311,400	-	-	-	-	**311,400**
Public Safety							
Administration	294,006	1,977,491	145,899	21,000	-	-	**2,438,396**
Police	11,130,853	133,915	910,313	836,809	-	-	**13,011,890**
Fire	5,387,814	113,007	311,892	112,545	-	-	**5,925,258**
Communications	931,621	89,749	30,252	-	-	-	**1,051,622**
Codes Enforcement	666,293	32,770	13,802	-	-	-	**712,865**
Public Works							
Administration	458,206	158,900	48,325	-	-	-	**665,431**
Construction	1,147,711	171,100	239,200	270,000	-	-	**1,828,011**
Engineering Design	871,741	37,550	28,300	62,000	-	-	**999,591**
Inspection	550,696	20,750	28,000	60,000	-	-	**659,446**
Traffic Engineering	346,770	139,800	188,000	250,000	-	-	**924,570**
Environmental Services							
Administration	119,706	107,057	43,637	15,000	-	-	**285,400**
Animal Control	163,776	12,414	18,723	45,000	-	199,668	**439,581**
ROW	753,787	85,000	147,606	154,000	-	-	**1,140,393**
Fleet Services	668,141	95,161	78,887	17,400	-	-	**859,589**
Library	1,382,847	237,500	209,250	-	-	-	**1,829,597**
Parks and Recreation							
Administration	440,875	621,815	327,844	-	-	190,592	**1,581,126**
Leisure Services	1,618,058	124,798	162,251	-	-	-	**1,905,107**
Parks and Facilities	1,971,174	240,620	345,669	92,000	-	-	**2,649,463**
Planning	634,558	85,600	27,750	-	-	4,000	**751,908**
General Operations	263,500	4,201,028	110,000	315,000	-	-	**4,889,528**
Public Works Project Operations	-	-	-	6,605,800	-	-	**6,605,800**
Parks & Rec. Project Operations	-	-	-	97,000	-	-	**97,000**
Outside Agencies Funding	-	-	-	-	-	1,177,818	**1,177,818**
Transfers to Component Units	-	-	-	-	-	13,590,250	**13,590,250**
Transfers to Other Funds	-	-	-	-	-	1,015,000	**1,015,000**
Debt Service	-	-	-	-	7,136,910	-	**7,136,910**
Total Expenditures	**35,343,104**	**10,193,122**	**4,027,178**	**9,370,221**	**7,136,910**	**16,177,328**	**82,247,863**
As %	*43.0%*	*12.4%*	*4.9%*	*11.4%*	*8.7%*	*19.7%*	***100%***

City of Auburn

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

Budget - FY2018

Department	Personal Services	Contractual Services	Commo-dities	Capital Outlay & Projects	Debt Service	Other	Totals
	$	$	$	$	$	$	$
City Council	79,226	87,300	24,250	-	-	-	**190,776**
Office of the City Manager	857,415	91,100	20,500	-	-	-	**969,015**
Judicial	562,515	221,137	30,389	-	-	-	**814,041**
Information Technology							
Information Technology	686,293	220,775	347,750	125,000	-	-	**1,379,818**
GIS	388,800	84,500	52,080	100,000	-	-	**625,380**
Finance	1,308,950	176,880	98,950	-	-	-	**1,584,780**
Economic Development	1,082,637	41,600	22,350	-	-	-	**1,146,587**
Human Resources							
Human Resources	631,538	209,200	9,471	-	-	-	**850,209**
Risk Management	-	311,500	-	-	-	-	**311,500**
Public Safety							
Administration	296,075	1,977,491	85,699	-	-	-	**2,359,265**
Police	11,527,267	133,915	847,631	488,149	-	-	**12,996,962**
Fire	5,454,735	113,007	290,892	100,000	-	-	**5,958,634**
Communications	950,395	89,749	30,252	780,000	-	-	**1,850,396**
Codes Enforcement	674,497	32,770	13,802	-	-	-	**721,069**
Public Works							
Administration	465,899	163,900	48,325	-	-	-	**678,124**
Construction	1,169,382	171,600	239,200	314,000	-	-	**1,894,182**
Engineering Design	887,283	38,550	28,600	30,000	-	-	**984,433**
Inspection	557,872	20,750	28,000	35,000	-	-	**641,622**
Traffic Engineering	352,923	150,000	184,000	80,000	-	-	**766,923**
Environmental Services							
Administration	120,716	109,557	45,637	220,000	-	-	**495,910**
Animal Control	167,446	13,746	19,423	-	-	199,668	**400,283**
ROW	763,332	87,700	149,906	116,000	-	-	**1,116,938**
Fleet Services	679,586	96,261	84,687	-	-	-	**860,534**
Library	1,405,506	243,530	224,250	-	-	-	**1,873,286**
Parks and Recreation							
Administration	445,888	621,815	327,844	-	-	190,592	**1,586,139**
Leisure Services	1,655,312	124,798	162,251	-	-	-	**1,942,361**
Parks and Facilities	1,992,000	240,620	345,669	80,000	-	-	**2,658,289**
Planning	643,550	63,600	27,750	-	-	4,000	**738,900**
General Operations	264,825	4,289,066	110,000	257,500	-	-	**4,921,391**
Public Works Project Operations	-	-	-	4,882,000	-	-	**4,882,000**
Parks & Rec. Project Operations	-	-	-	900,000	-	-	**900,000**
Outside Agencies Funding	-	-	-	-	-	1,135,985	**1,135,985**
Transfers to Component Units	-	-	-	-	-	14,156,660	**14,156,660**
Transfers to Other Funds	-	-	-	-	-	260,000	**260,000**
Debt Service	-	-	-	-	9,141,044	-	**9,141,044**
Total Expenditures	**36,071,862**	**10,226,417**	**3,899,558**	**8,507,649**	**9,141,044**	**15,946,905**	**83,793,435**
As %	*43.0%*	*12.2%*	*4.7%*	*10.2%*	*10.9%*	*19.0%*	***100%***

City of Auburn

General Fund - Comparative Expenditures by Department and Division

	FY2016	Budget - FY2017			Budget - FY2018		
	Mid-Year		Increase (Decrease)			Increase (Decrease)	
	Budget	Budget	Amount	As %	Budget	Amount	As %
	$	$	$		$	$	
City Council	190,776	**190,776**	-	0.00%	**190,776**	-	0.00%
Office of the City Manager	963,971	**966,076**	2,105	0.22%	**969,015**	2,939	0.30%
Judicial	832,281	**811,882**	(20,399)	-2.45%	**814,041**	2,159	0.27%
Information Technology							
Information Technology	1,287,519	1,428,817	141,298	10.97%	1,379,818	(48,999)	-3.43%
GIS	654,877	753,588	98,711	15.07%	625,380	(128,208)	-17.01%
Total Info Tech	*1,942,396*	***2,182,404***	240,008	12.36%	***2,005,198***	(177,206)	-8.12%
Finance	1,470,611	**1,564,595**	93,984	6.39%	**1,584,780**	20,185	1.29%
Economic Development	1,126,593	**1,137,470**	10,877	0.97%	**1,146,587**	9,117	0.80%
Human Resources							
Human Resources	846,100	911,710	65,610	7.75%	850,209	(61,501)	-6.75%
Risk Management	300,826	311,400	10,574	3.51%	311,500	100	0.03%
Total Human Res.	*1,146,926*	***1,223,110***	76,184	6.64%	***1,161,709***	(61,401)	-5.02%
Public Safety							
Administration	2,353,058	2,438,396	85,338	3.63%	2,359,265	(79,131)	-3.25%
Police	10,692,226	13,011,890	2,319,664	21.69%	12,996,962	(14,928)	-0.11%
Fire	6,794,433	5,925,258	(869,175)	-12.79%	5,958,634	33,376	0.56%
Communications	944,198	1,051,622	107,424	11.38%	1,850,396	798,774	75.96%
Codes	735,250	712,865	(22,385)	-3.04%	721,069	8,204	1.15%
Total Public Safety	*21,519,165*	***23,140,031***	1,620,866	7.53%	***23,886,326***	746,295	3.23%
Public Works							
Administration	692,468	665,431	(27,037)	-3.90%	678,124	12,693	1.91%
Construction	1,602,616	1,828,011	225,395	14.06%	1,894,182	66,172	3.62%
Engineering Design	926,635	999,591	72,956	7.87%	984,433	(15,158)	-1.52%
Inspection	570,957	659,446	88,489	15.50%	641,622	(17,824)	-2.70%
Traffic Engineering	482,031	924,570	442,539	91.81%	766,923	(157,648)	-17.05%
Total Public Works	*4,274,707*	***5,077,049***	802,342	18.77%	***4,965,284***	(111,765)	-2.20%
Environmental Services							
Administration	278,071	285,400	7,329	2.64%	495,910	210,510	73.76%
Animal Control	296,485	439,581	143,096	48.26%	400,283	(39,299)	-8.94%
Rights-of-Way Maint.	913,655	1,140,393	226,738	24.82%	1,116,938	(23,455)	-2.06%
Fleet Services	823,139	859,589	36,450	4.43%	860,534	945	0.11%
Total Env'l Svcs.	*2,311,350*	***2,724,963***	413,613	17.89%	***2,873,665***	148,701	5.46%
Library	1,710,365	**1,829,597**	119,232	6.97%	**1,873,286**	43,689	2.39%
Parks and Recreation							
Administration	1,539,381	1,581,126	41,745	2.71%	1,586,139	5,013	0.32%
Leisure Services	1,726,053	1,905,107	179,054	10.37%	1,942,361	37,254	1.96%
Parks and Facilities	2,517,329	2,649,463	132,134	5.25%	2,658,289	8,826	0.33%
Total Parks & Rec	*5,782,763*	***6,135,696***	352,933	6.10%	***6,186,789***	51,093	0.83%
Planning	717,642	**751,908**	34,266	4.77%	**738,900**	(13,008)	-1.73%
Departmental Total	**43,989,546**	**47,735,557**	3,746,011	8.52%	**48,396,355**	660,799	1.38%
Non-Departmental							
General Operations	3,683,317	**4,889,528**	1,206,211	32.75%	**4,921,391**	31,863	0.65%
PW Project Operations	15,014,154	**6,605,800**	(8,408,354)	-56.00%	**4,882,000**	(1,723,800)	-26.10%
PR Project Operations	1,432,932	**97,000**	(1,335,932)	-93.23%	**900,000**	803,000	827.84%
Outside Agencies Funding	1,015,663	**1,177,818**	162,155	15.97%	**1,135,985**	(41,834)	-3.55%
Transfers to Component Units	13,980,875	**13,590,250**	(390,625)	-2.79%	**14,156,660**	566,410	4.17%
Transfers to Other Funds	-	**1,015,000**	1,015,000	*n/a*	**260,000**	(755,000)	-74.38%
Debt Service	8,511,881	**7,136,910**	(1,374,971)	-16.15%	**9,141,044**	2,004,133	28.08%
Non-Departmental Total	**43,638,822**	**34,512,307**	(9,126,516)	-20.91%	**35,397,079**	884,772	2.56%
Total Budgeted Expenditures	**87,628,368**	**82,247,863**	**(5,380,505)**	**-6.14%**	**83,793,435**	**1,545,571**	**1.88%**

City of Auburn

General Fund – *A Major Fund*

General Fund - Departmental Expenditures

Trends in Expenditures by Department 121

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

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Auburn Public Library 207
Parks and Recreation 213
Planning 221

City of Auburn

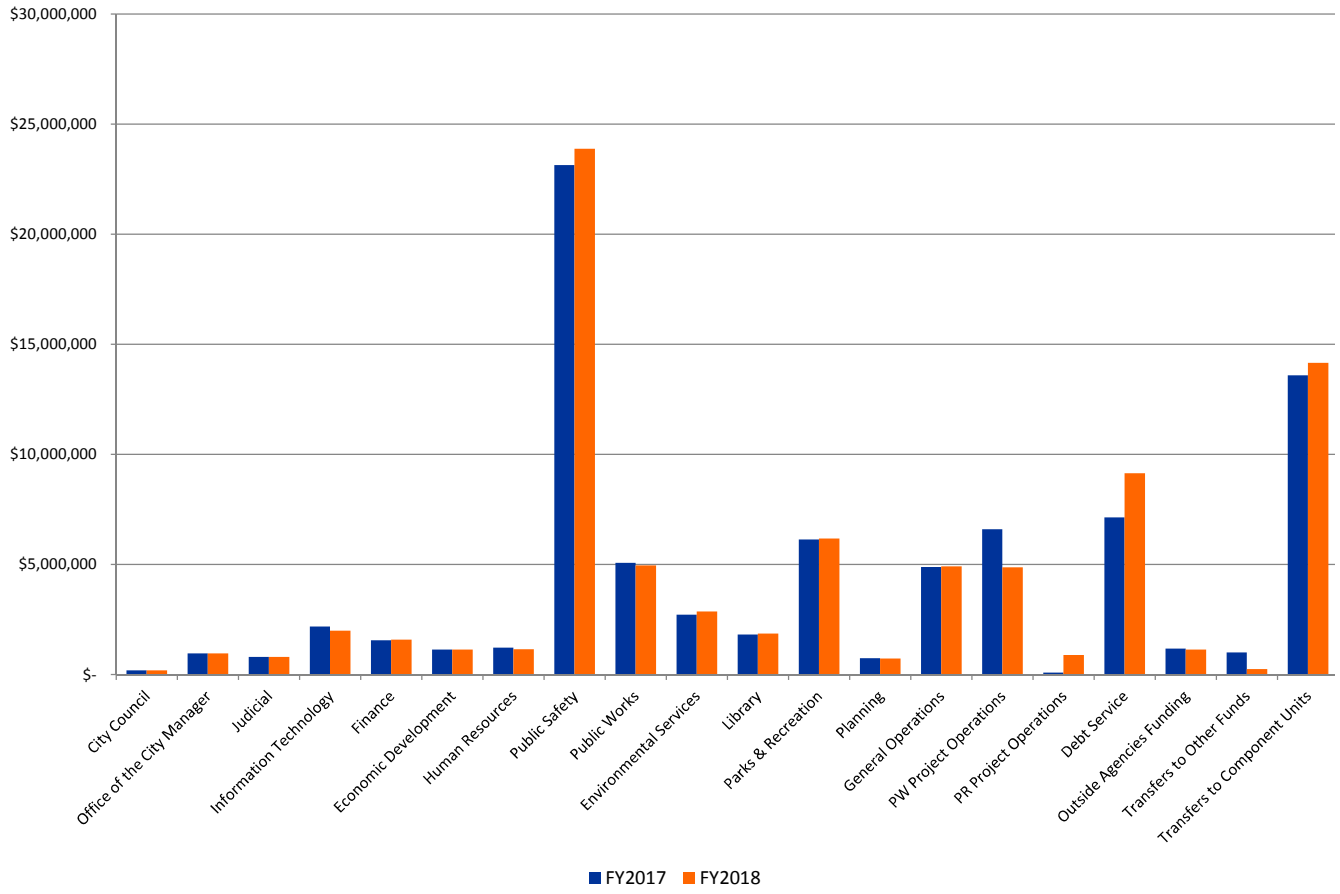
City of Auburn

General Fund - Trends in Expenditures by Department

FY2014 - FY2018

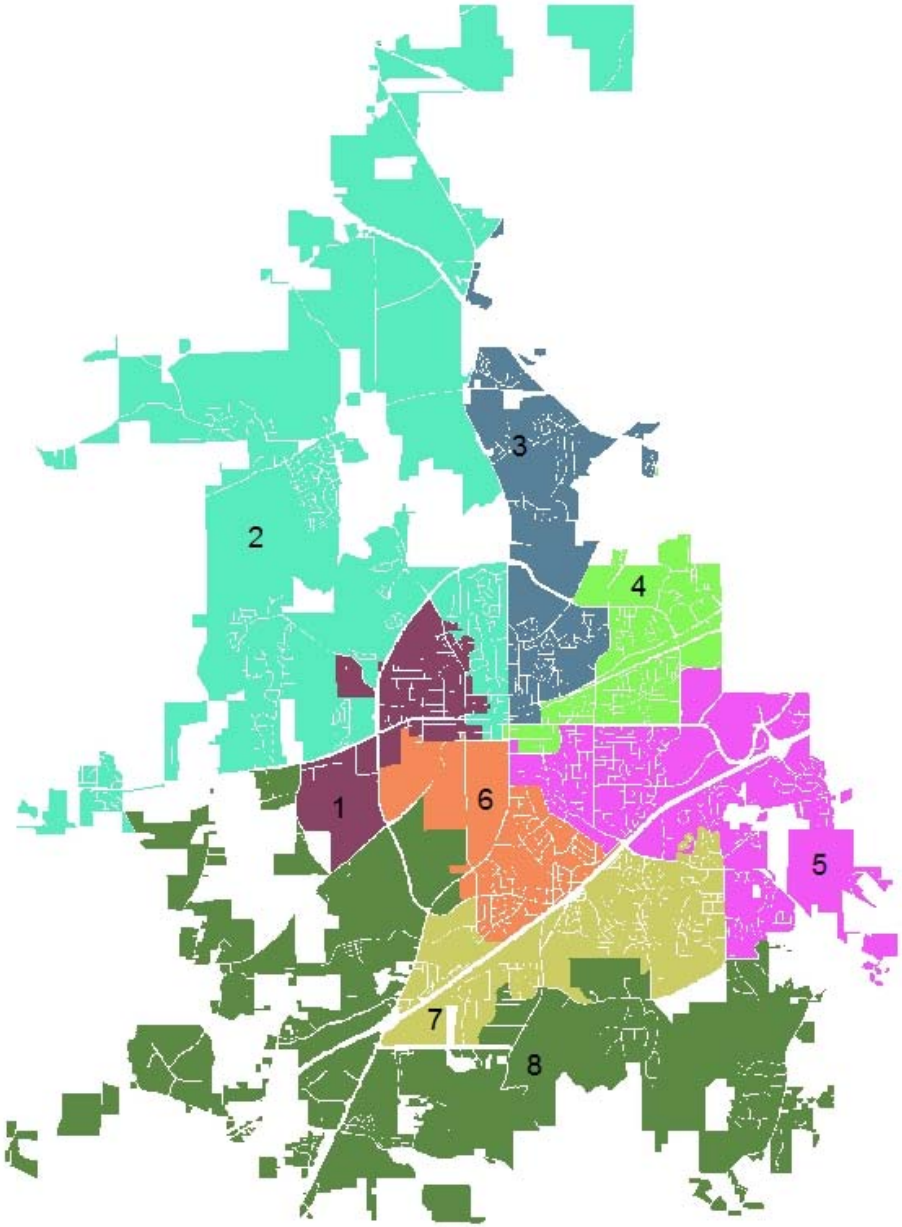
	Audited Actual				Mid-Year Budget		Budget			
	FY2014		**FY2015**		**FY2016**		**FY2017**		**FY2018**	
	$		$		$		$		$	
City Council	163,186	0.24%	152,395	0.20%	190,776	0.22%	190,776	0.23%	190,776	0.23%
Office of the City Manager	836,162	1.23%	829,971	1.11%	963,971	1.10%	966,076	1.17%	969,015	1.16%
Judicial	716,642	1.05%	773,029	1.03%	832,281	0.95%	811,882	0.99%	814,041	0.97%
Information Technology	1,491,604	2.20%	1,569,673	2.09%	1,942,396	2.22%	2,182,404	2.65%	2,005,198	2.39%
Finance	1,303,789	1.92%	1,352,980	1.80%	1,470,611	1.68%	1,564,595	1.90%	1,584,780	1.89%
Economic Development	1,057,201	1.56%	1,058,821	1.41%	1,126,593	1.29%	1,137,470	1.38%	1,146,587	1.37%
Human Resources	920,219	1.35%	1,123,677	1.50%	1,146,926	1.31%	1,223,110	1.49%	1,161,709	1.39%
Public Safety	18,664,506	27.47%	18,902,456	25.19%	21,519,165	24.56%	23,140,031	28.13%	23,886,326	28.51%
Public Works	3,718,274	5.47%	3,923,851	5.23%	4,274,707	4.88%	5,077,049	6.17%	4,965,284	5.93%
Environmental Services	2,164,937	3.19%	2,186,711	2.91%	2,311,350	2.64%	2,724,963	3.31%	2,873,665	3.43%
Library	1,592,048	2.34%	1,651,342	2.20%	1,710,365	1.95%	1,829,597	2.22%	1,873,286	2.24%
Parks & Recreation	5,210,423	7.67%	5,350,237	7.13%	5,782,763	6.60%	6,135,696	7.46%	6,186,789	7.38%
Planning	672,644	0.99%	594,893	0.79%	717,642	0.82%	751,908	0.91%	738,900	0.88%
General Operations	2,876,873	4.23%	3,489,313	4.65%	3,683,317	4.20%	4,889,528	5.94%	4,921,391	5.87%
PW Project Operations	5,196,659	7.65%	6,161,466	8.21%	15,014,154	17.13%	6,605,800	8.03%	4,882,000	5.83%
PR Project Operations	-	0.00%	146,605	0.20%	1,432,932	1.64%	97,000	0.12%	900,000	1.07%
Debt Service	7,371,179	10.85%	6,065,225	8.08%	8,511,881	9.71%	7,136,910	8.68%	9,141,044	10.91%
Outside Agencies Funding	932,957	1.37%	1,054,420	1.40%	1,015,663	1.16%	1,177,818	1.43%	1,135,985	1.36%
Transfers to Other Funds	750,000	1.10%	4,073,533	5.43%	-	0.00%	1,015,000	1.23%	260,000	0.31%
Transfers to Component Units	12,313,079	18.12%	14,589,100	19.44%	13,980,875	15.95%	13,590,250	16.52%	14,156,660	16.89%
Total	**67,952,382**	100.00%	**75,049,697**	100.00%	**87,628,368**	100.00%	**82,247,863**	100.00%	**83,793,435**	100.00%

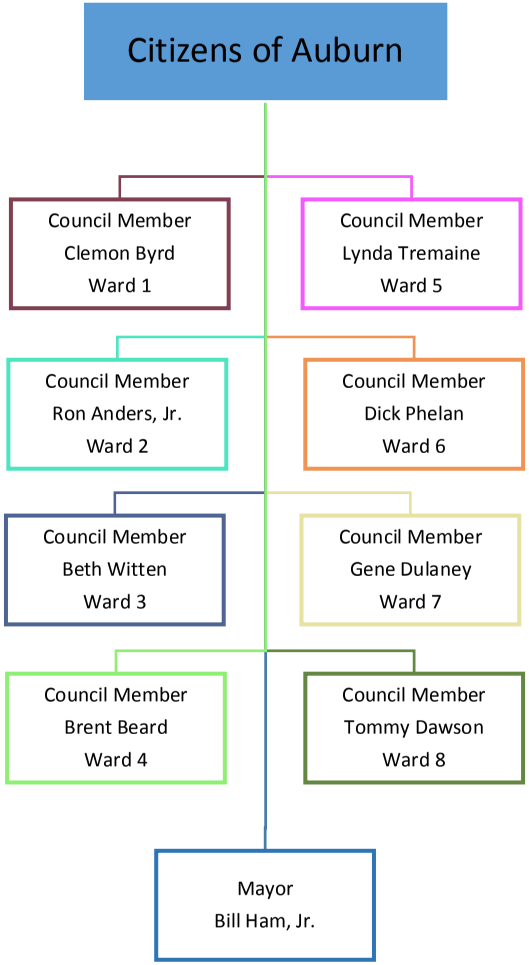
FY2017-2018 Budgeted Expenditures



City of Auburn

City Council





City of Auburn

City of Auburn
Home of Auburn University

City of Auburn Mission Statement

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

We will achieve this by:

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

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

City of Auburn
Home of Auburn University

City Council Strategic Goals

1. **High Quality of Life-** Promote community life that includes cultural amenities, green space, recreational opportunities as well as low crime, neighborhood conservation, and the Village Center concept.

2. **A Unique Place-** Promote efforts to keep the distinctive image of Auburn and to build a sense of stability for citizens through downtown development, historic preservation, green space and trees, and high standards for appearance.

3. **Planned Growth-** Promote a balanced and planned focus on growth with a vibrant business community, affordable housing, redevelopment efforts, and sound growth policies.

4. **A Shared Sense of Responsibility-** Promote efforts that will meet the needs of all citizens, encourage all citizens to be involved in civic affairs, and that will build partnerships and cooperation within the community.

5. **Efficient Use of Resources-** Maintain focus and consistency on how we will use resources and funds, be innovative, fair, and fiscally responsible.

adopted June 1, 2004

City of Auburn

Matrix Linking Departmental Missions to City Council Strategic Goals

		City Council Strategic Goals				
		High Quality of Life	A Unique Place	Planned Growth	A Shared Sense of Responsibility	Efficient Use of Resources
Department	**Department Mission**					
Office of the City Manager	The *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.	X	X	X	X	X
Judicial	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.	X			X	
Information Technology	The *mission* of the Information Technology Department is to facilitate reliable, timely, and easy access to information for the employees and residents of the City of Auburn.	X		X	X	X
Finance	The *mission* of the Finance Department is to provide high quality financial services to all of its customers, both external and internal.				X	X
Economic Development	The *mission* of the City's Economic Development Department is to create employment opportunities for citizens of Auburn and to expand the tax base of the community through industrial, commercial and retail development.	X	X	X	X	X
Human Resources	The *mission* of the Human Resources Department is to recruit and maintain an able and highly motivated work force.					X
Public Safety	The *mission* of the Auburn Public Safety Department is to promote and maintain a safe environment in all areas of the City.					
Administration		X			X	X
Police		X			X	
Fire		X			X	
Communications		X			X	
Codes Enforcement				X		
Public Works	The *mission* of the Public Works Department is to provide excellent construction and engineering services on City-related projects to all residents and firms in a timely, efficient manner. Excellent service includes appropriate service hours and a trained, courteous staff to provide timely, accurate, and appropriate information and assistance.					
Administration		X	X		X	X
Construction & Maintenance		X				
Engineering Design		X	X	X		
Inspection		X	X			
Traffic Engineering		X	X	X		

City of Auburn

Matrix Linking Departmental Missions to City Council Strategic Goals

		City Council Strategic Goals				
		High Quality of Life	A Unique Place	Planned Growth	A Shared Sense of Responsibility	Efficient Use of Resources
Department	**Department Mission**					
Environmental Services	The *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.					
Administration		X	X		X	X
Recycling		X	X			
Solid Waste			X			
Animal Control		X	X			
Right of Way Maintenance			X			
Fleet Services						X
Library	The *mission* of the Auburn Public Library is to provide excellent library service to all residents of Auburn. Excellent service includes convenient library service hours and appropriately trained staff to provide access to educational, cultural, and recreational library resources.	X	X			X
Parks and Recreation	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.					
Administration		X	X		X	X
Leisure Services		X	X		X	
Parks and Facilities		X	X			
Planning	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."	X	X	X	X	X
Water Resource Management	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.	X		X		X

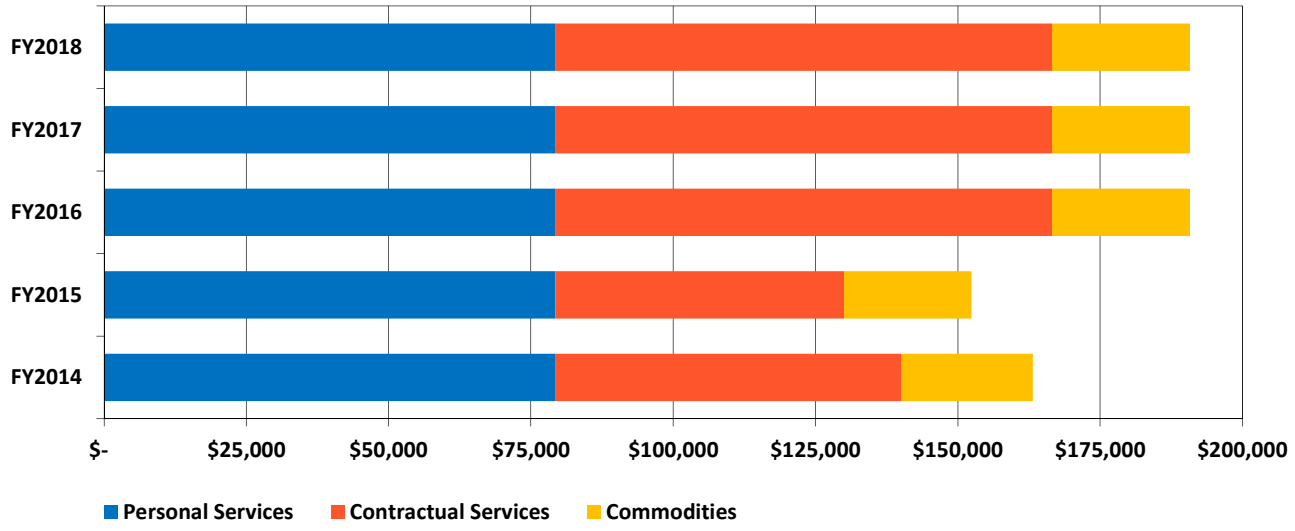
City Council

Budget Summary

Comparative Budget Summary by Category

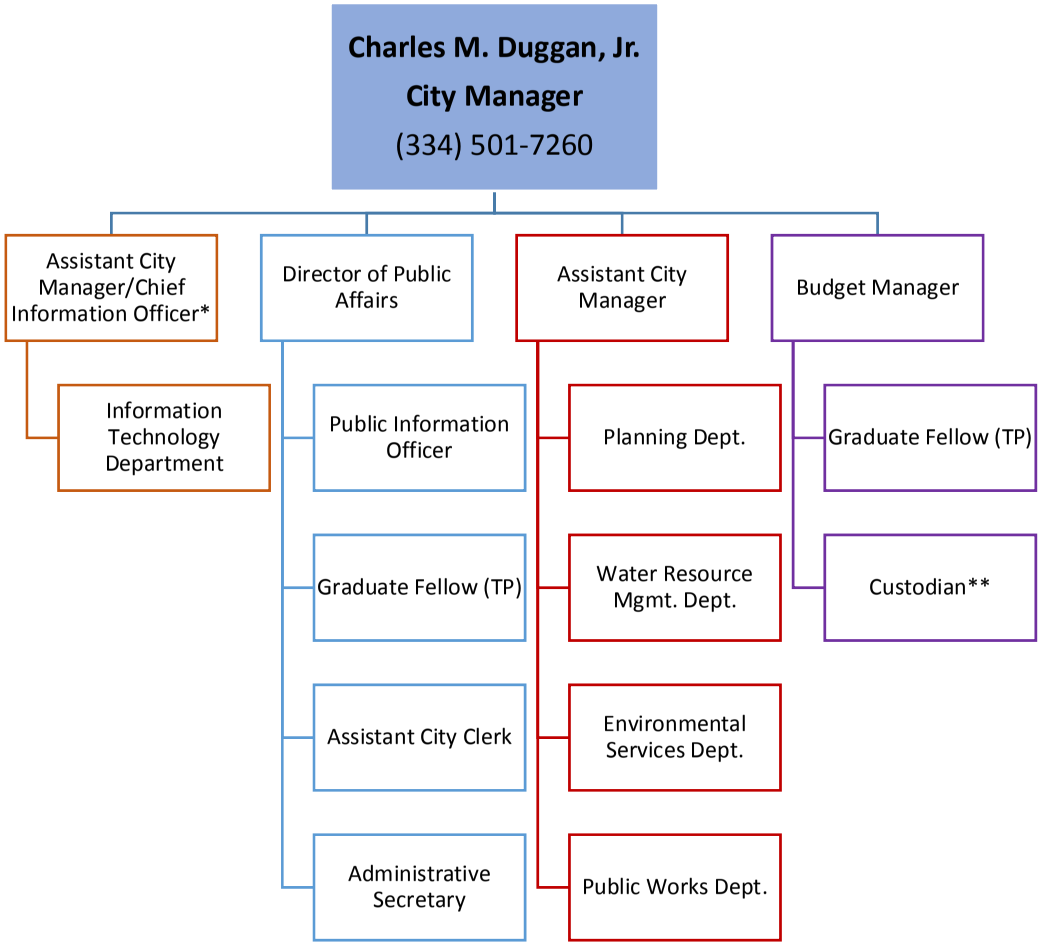
	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	79,230	79,317	79,226	**79,226**	**79,226**
Contractual Services	60,908	50,709	87,300	**87,300**	**87,300**
Commodities	23,048	22,370	24,250	**24,250**	**24,250**
Totals	**163,186**	**152,395**	**190,776**	**190,776**	**190,776**

Five Year Budget Summary



City of Auburn

Office of the City Manager



Technology & Special Projects

Public Affairs Office

City Clerk's Office

Neighborhood, Growth, Development & Infrastructure Business Unit

Budget & General Operations Office

*Also serves as Department Head for and is budgeted in the Information Technology Department
**Position budgeted in General Operations

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

FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
7	7	7	7	7

Office of the City Manager

Charles M. Duggan, Jr., City Manager

City of Auburn

Mission

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

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

Major Functions of the Office of the City Manager

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

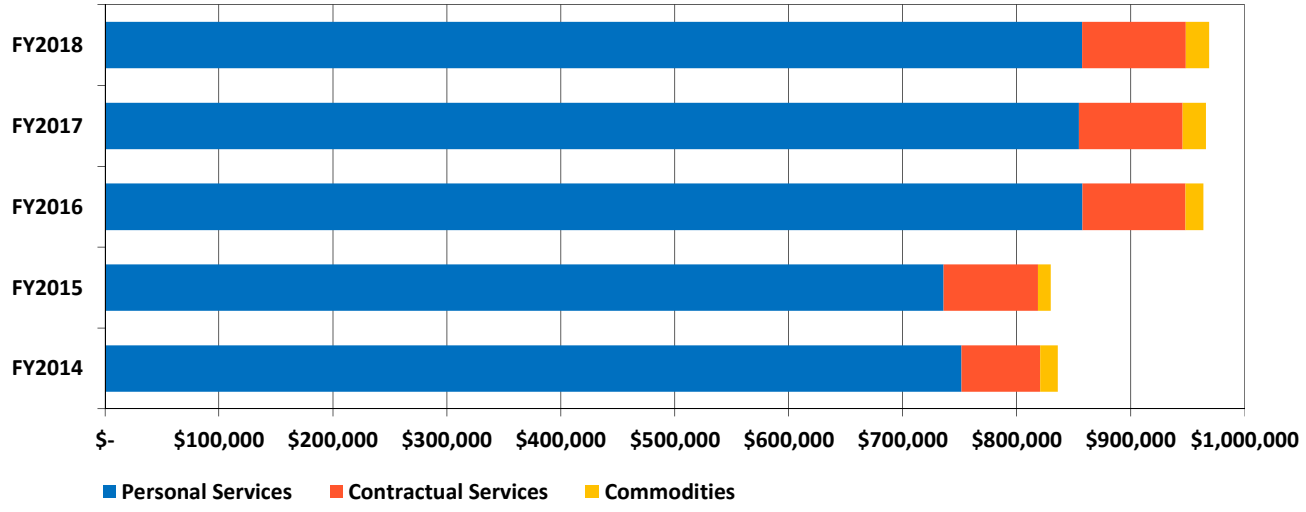
Office of the City Manager

Budget Summary

Comparative Budget Summary by Category

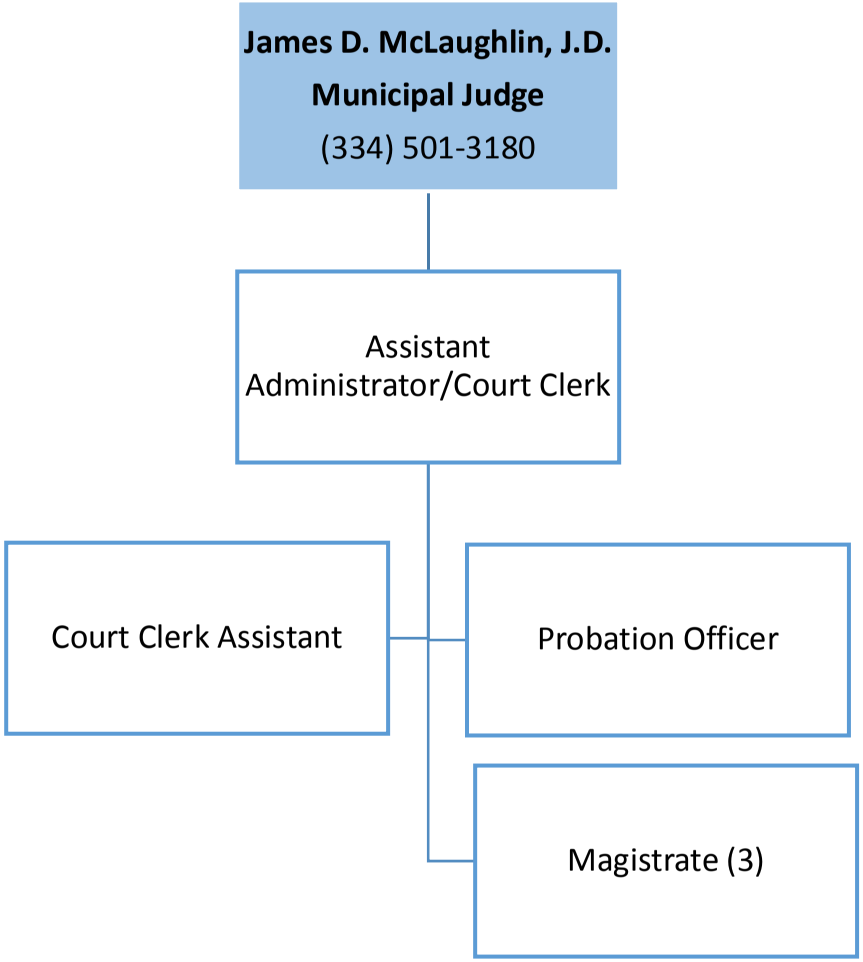
	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	751,565	735,795	857,771	**854,476**	**857,415**
Contractual Services	69,041	82,979	90,300	**91,100**	**91,100**
Commodities	15,555	11,196	15,900	**20,500**	**20,500**
Totals	**836,162**	**829,971**	**963,971**	**966,076**	**969,015**

Five Year Budget Summary



City of Auburn

Judicial Department



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

FY 2014	FY 2015	FY2016	FY2017	FY2018
7	7	7	7	7

Judicial Department

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

City of Auburn

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 FY2017 Goals

1. The Department seeks to better serve the community and reduce unnecessary continuances due to witnesses and parties not receiving notice of their trial dates. To that end, the Department will explore the feasibility of creating and maintaining a position of Courtroom Officer to assist the Court with serving subpoenas and warrants.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

2. The Department has recently incurred a marked increase in the amount of unpaid fines, many of which date back decades. The Department, with assistance from Information Technology and the Office of the City Attorney, will explore various ways to reduce the outstanding balance, as well as close out many of these dated files. This project will include, but not be limited to, an in depth examination of amnesty programs and community service options, as well as the possible creation of one or more in-house probation officer position(s).
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

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***

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***

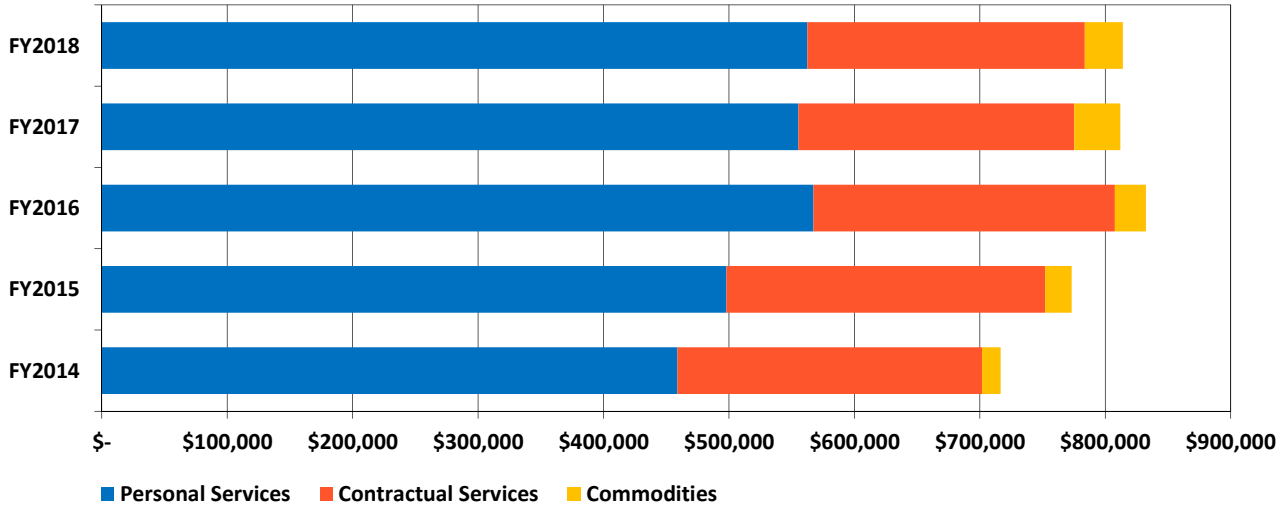
Judicial

Budget Summary

Comparative Budget Summary by Category

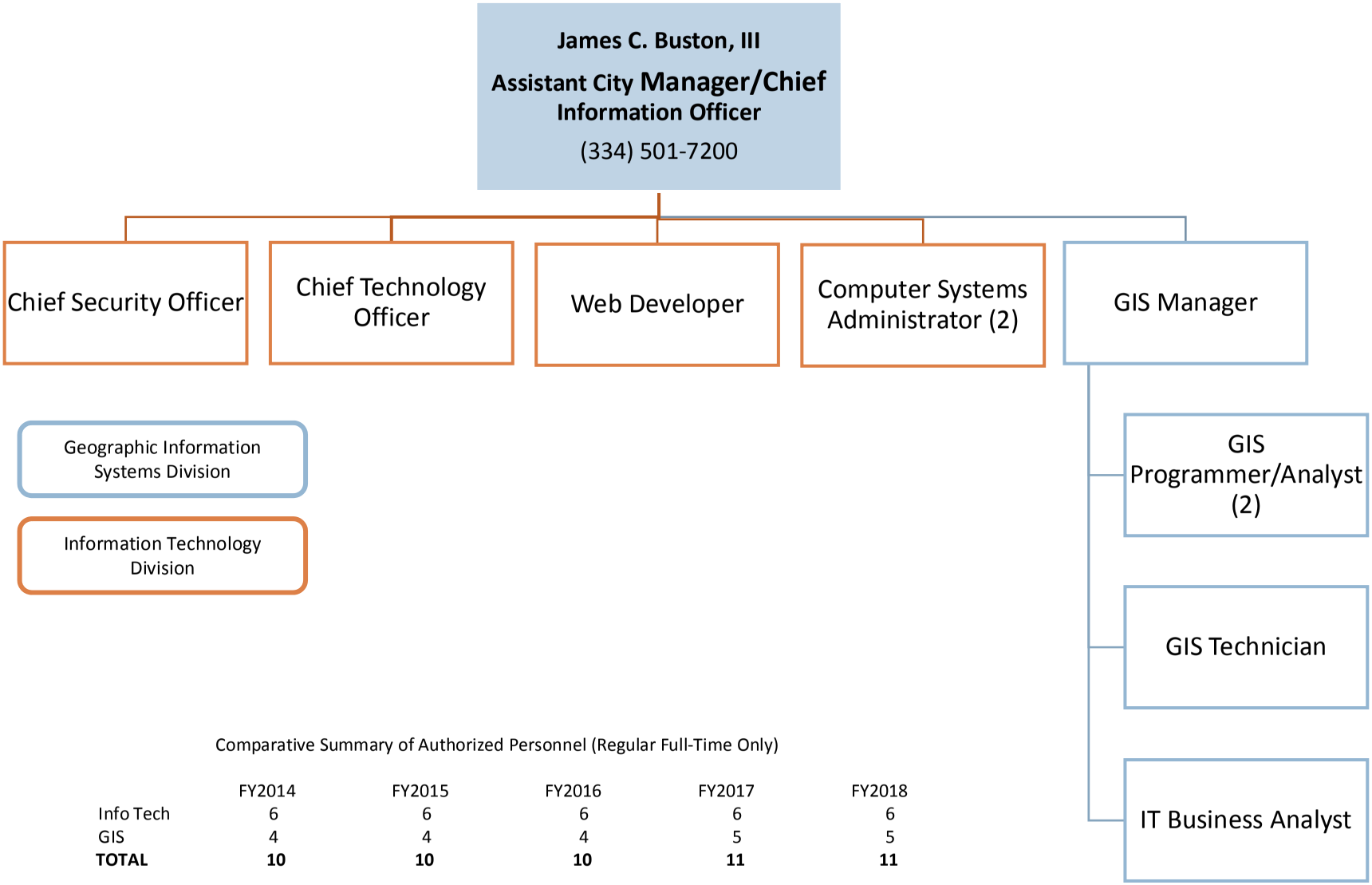
	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	458,931	498,009	567,241	**555,413**	**562,515**
Contractual Services	242,875	253,853	240,347	**219,842**	**221,137**
Commodities	14,837	21,167	24,693	**36,627**	**30,389**
Totals	**716,642**	**773,029**	**832,281**	**811,882**	**814,041**

Five Year Budget Summary



City of Auburn

Information Technology Department



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

	FY2014	FY2015	FY2016	FY2017	FY2018
Info Tech	6	6	6	6	6
GIS	4	4	4	5	5
TOTAL	**10**	**10**	**10**	**11**	**11**

Information Technology Department

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

City of Auburn

Mission

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

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

Major Functions of the Information Technology Department

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

Information Technology FY2017 Goals

1. Upgrade and modernize the City's website to include the ability for it to be rendered on all mobile devices.
   Anticipated to commence by ***10/1/2016*** and be completed by ***12/30/2016***

2. Upgrade and update the City's current SharePoint website to accommodate the growing needs of all of the City's departments and staff.
   Anticipated to commence by ***10/31/2016*** and be completed by ***9/29/2017***

3. Replace all of the computer operating systems with the latest Microsoft OS (Windows 10) as well as replacing all of the Office software with the latest Office version (Office 2016.)
   Anticipated to commence by ***10/3/2016*** and be completed by ***9/29/2017***

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 ***10/3/2016*** and be completed by ***9/29/2017***

5. Assist Finance in the creation of an anonymous tip line for citizens and employees to report various violations (stealing water, operating without a license or fraud within the organization.)
   Anticipated to commence by ***10/3/2016*** and be completed by ***9/29/2017***

6. Assist Public Safety in researching and procuring messaging software to allow for instant internal recalls and real-time call type notification.
   Anticipated to commence by and be completed by

7. Rewrite the City's Wireline Ordinance. The City's current Wireline Ordinance is out of date and contains provisions that are no longer defensible given the passage over the years of new state and federal legislation.
   Anticipated to commence by ***10/3/2016*** and be completed by ***5/31/2017***

GIS

1. Continue the rollout of CityWorks AMS to Public Works, Public Safety and Environmental Services. Anticipated to commence by ***10/3/2016*** and be completed by ***9/29/2017***

2. Perform a major upgrade on the City's Public Safety Viewer. The City's Public Safety Viewer is used by law enforcement and is an integral part of our Business Continuity Plan. The application keeps track of both emergency and non-emergency calls and the locations of both emergency and non-emergency vehicles. It is a real-time look into our accident, arrests, citations and Incident/Offence databases. The addition of real-time reporting as well as integration with other data systems will give the application even more utility to law enforcement.
   Anticipated to commence by ***12/1/2016*** and be completed by ***9/29/2017***

3. Manager the City's three year aerial project. Every three years, the City contracts for new Aerial photography, planametrics, LIDAR, impervious surface, infrared photography and updated contours. For the last two years, the City has partnered with Auburn University, Lee County and the City of Opelika on this project. It is expected that the same will be true this time thereby reducing the cost from doing the project solo.
   Anticipated to commence by ***10/3/2016*** and be completed by ***8/31/2017***

4. Create a Clery Reporting app for Auburn University. Over the last 10 years, the City of Auburn has been providing Clery statistics to the Auburn University Department of Public Safety. In order to streamline the process and to allow Auburn University personnel to keep up with Clery reporting, this new Clery application will programmatically adhere to all of the Clery requirements while at the same time allow AU staff to keep track of all reporting requirements they have in this regard.
   Anticipated to commence by ***10/3/2016*** and be completed by ***2/28/2017***

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***

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***

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***

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***

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***

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***

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***

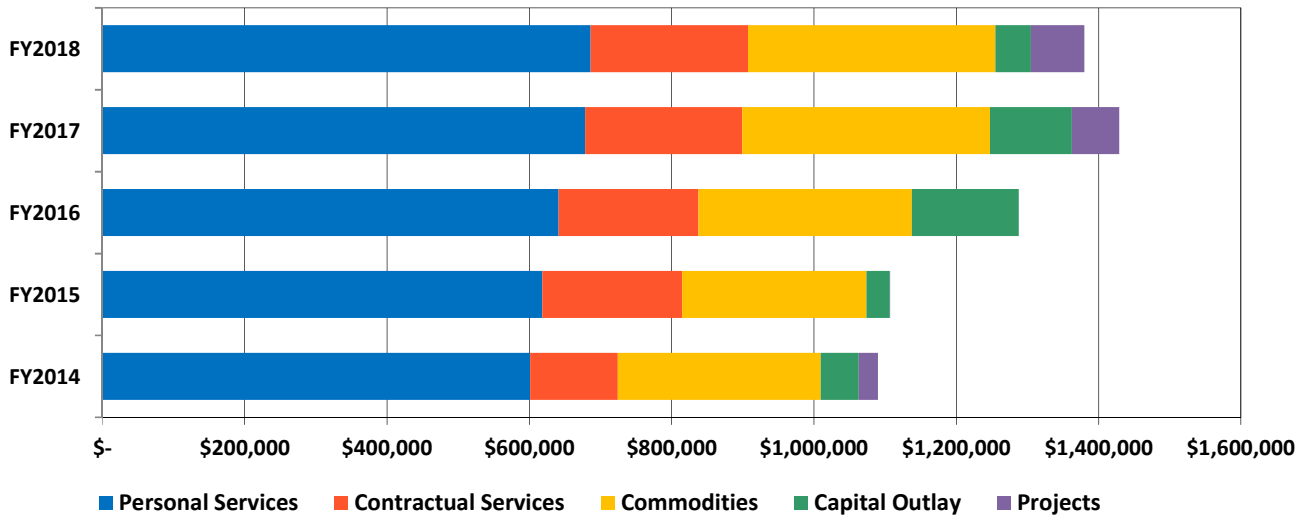
Information Technology

Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	600,994	618,052	641,333	**678,625**	**686,293**
Contractual Services	123,254	196,666	196,105	**220,775**	**220,775**
Commodities	284,987	259,131	300,081	**347,750**	**347,750**
Capital Outlay	53,625	32,609	150,000	**115,000**	**50,000**
Projects	26,812	606	-	**66,667**	**75,000**
Totals	**1,089,672**	**1,107,064**	**1,287,519**	**1,428,817**	**1,379,818**

Five Year Budget Summary



Capital Outlay Summary

	2017		2018
	$		$
Wireless Mesh Controller	17,000	PS Video Storage	50,000
SQL Server	45,000	Fiber FS#2 to Boykin	75,000
Digital Video Encoders	8,000		**125,000**
Splicer and Fiber Tray	13,000		
Hyper-V Storage	32,000		
Aerial Mapping Project	66,667		
	181,667		

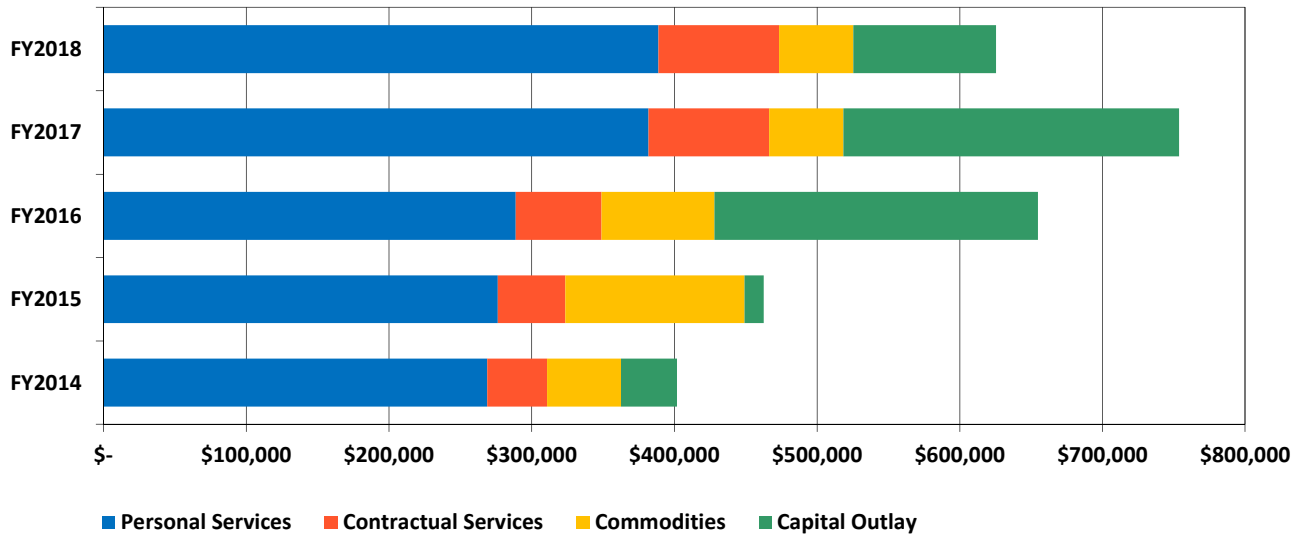
Information Technology

Geographic Information System (GIS) Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	268,829	276,270	288,881	**382,008**	**388,800**
Contractual Services	42,120	47,425	60,000	**84,500**	**84,500**
Commodities	51,628	125,487	79,311	**52,080**	**52,080**
Capital Outlay	39,356	13,426	226,685	**235,000**	**100,000**
Totals	**401,932**	**462,609**	**654,877**	**753,588**	**625,380**

Five Year Budget Summary

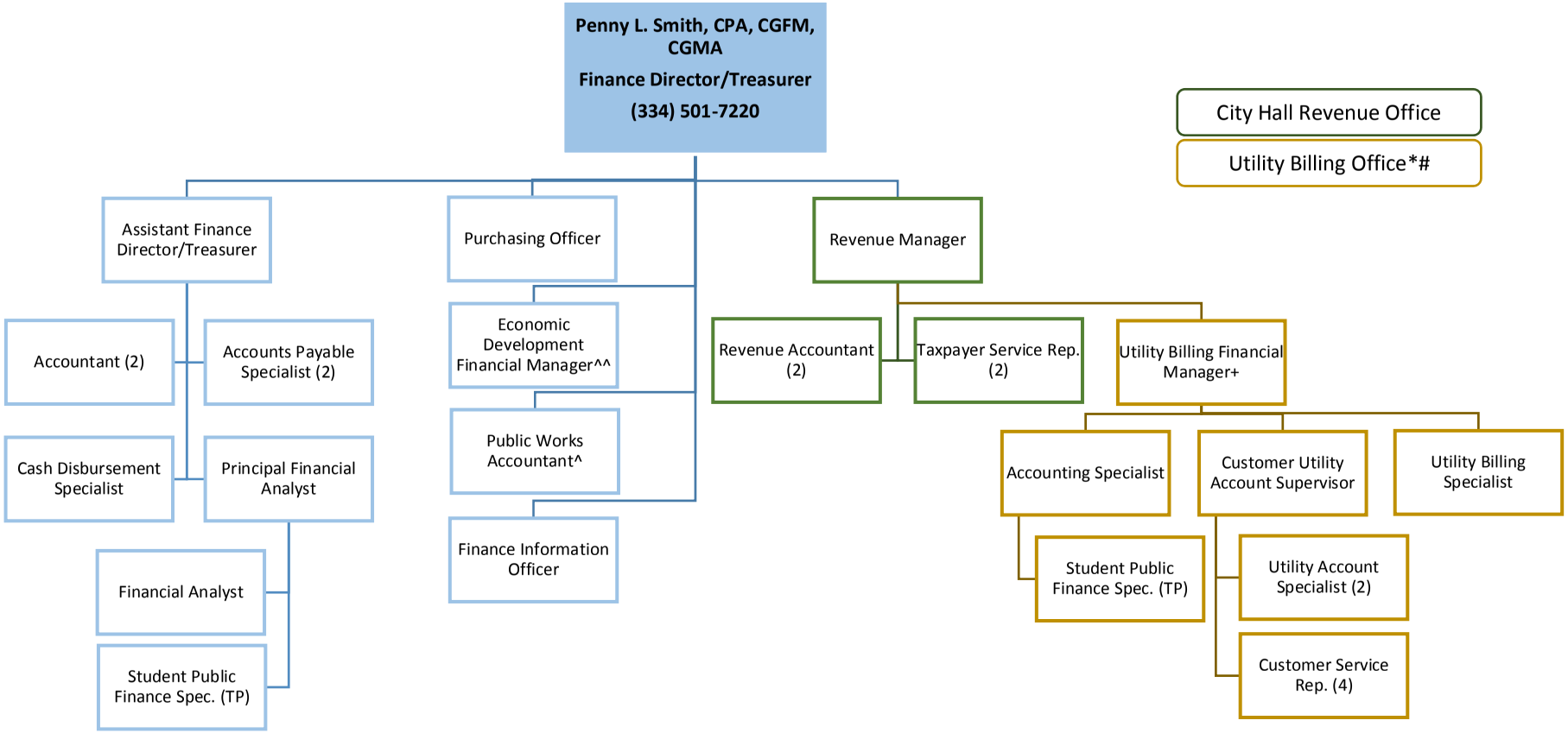


Capital Outlay Summary

	2017		2018
	$		$
GIS and PS Drone	10,000	CityWorks	100,000
CityWorks	225,000		**100,000**
	235,000		

City of Auburn

Finance Department



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

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

† This position is provided technical accounting and reporting guidance from the Assistant Finance Director/Treasurer.

* 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

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

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Finance – City	16	15	15	16	16
Utility Billing Office*	9	10	10	10	10
Total	**25**	**25**	**25**	**26**	**26**

Finance Department

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

City of Auburn

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 FY2017 Goals

1. Complete the independent audit with a "clean" opinion and publish the FY2016 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 30th consecutive Certificate of Achievement for Excellence in Financial Reporting Program award by March 15, 2017.
   Anticipated to commence by ***10/1/2016*** and be completed by ***3/15/2017***

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, 2017.
   Anticipated to commence by ***10/1/2016*** and be completed by ***3/15/2017***

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

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

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 ***6/30/2017***

6. Work with Information Technology to implement a tracking mechanism for action items on contracts, agreements and financing conditions that have requirements or deadlines in future years.
   Anticipated to commence by ***10/1/2014*** and be completed by ***6/30/2017***

7. 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 ***9/30/2017***

8. Create a comprehensive approach to City archiving which incorporates paper and digital documents as appropriate, considers retention laws (Federal and State) as well as policy and procedures across City management and departmental needs.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

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***

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***

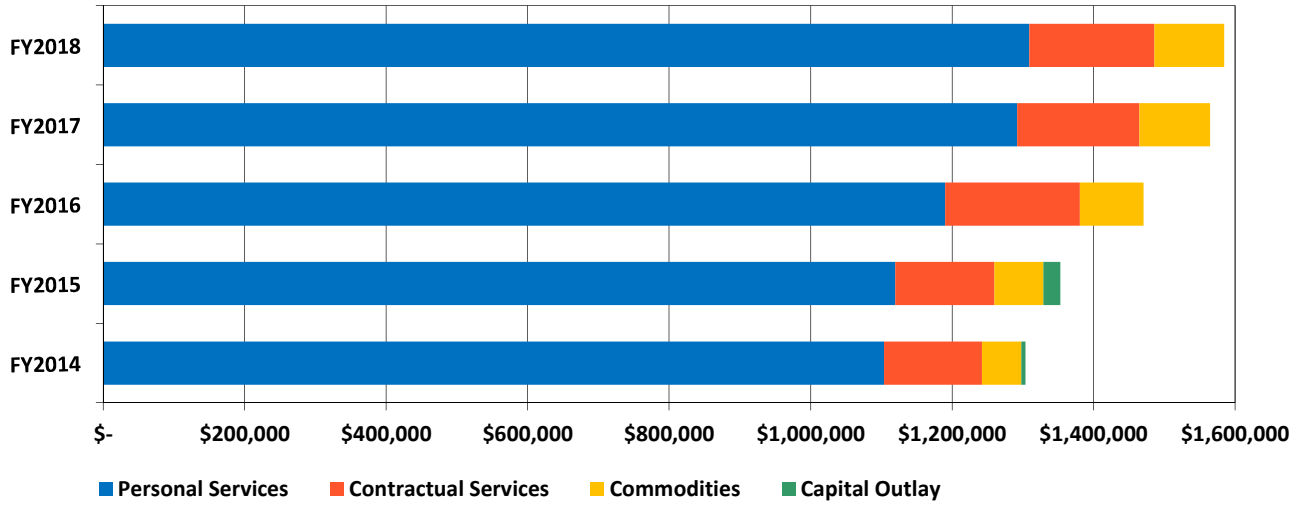
Finance

Budget Summary

Comparative Budget Summary by Category

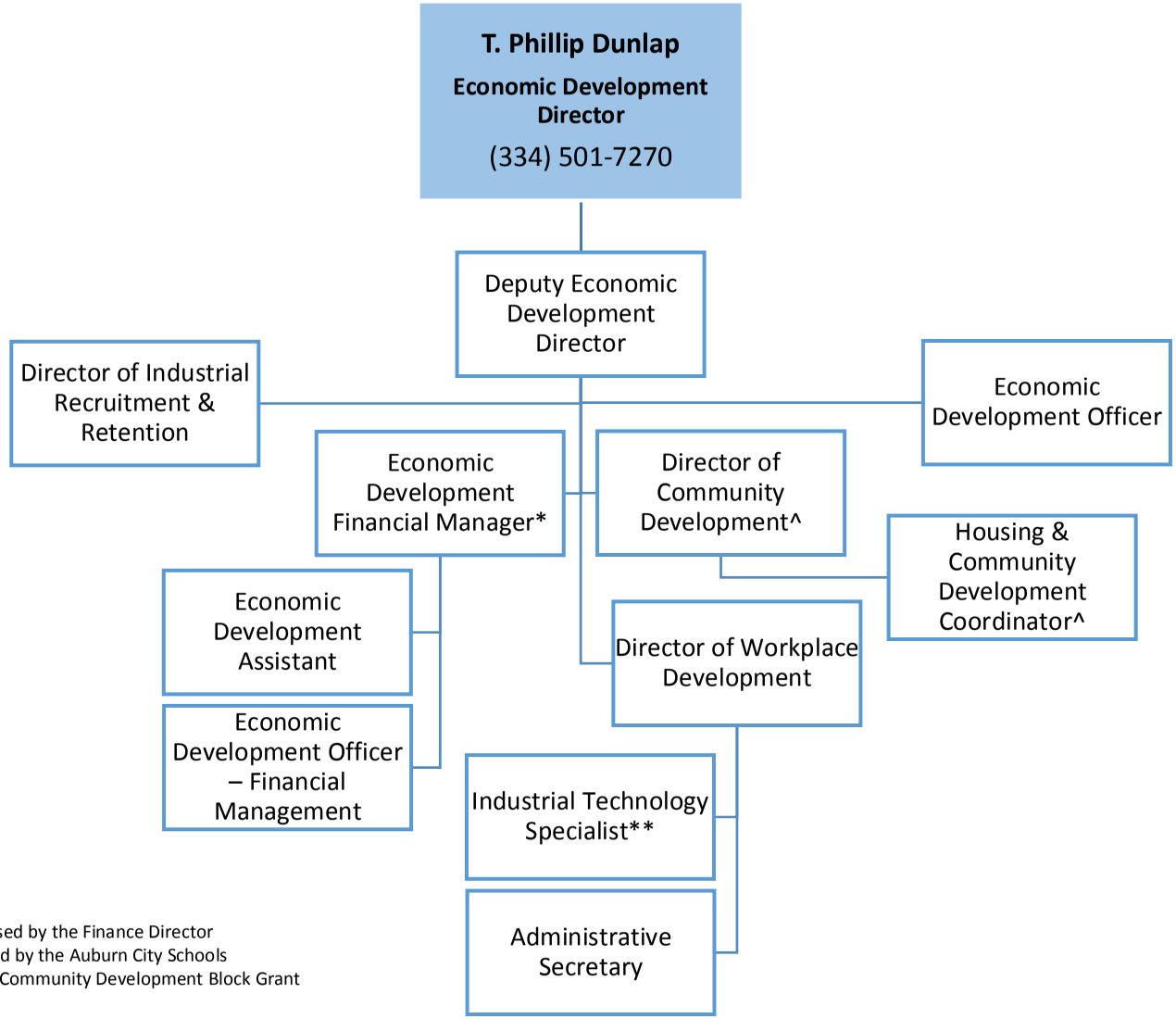
	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	1,103,577	1,119,587	1,189,976	**1,291,865**	**1,308,950**
Contractual Services	138,596	140,024	190,525	**172,880**	**176,880**
Commodities	55,765	69,423	90,110	**99,850**	**98,950**
Capital Outlay	5,850	23,946	-	**-**	**-**
Totals	**1,303,789**	**1,352,980**	**1,470,611**	**1,564,595**	**1,584,780**

Five Year Budget Summary



City of Auburn

Economic Development Department



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

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

FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
12	12	12	12	12

Economic Development Department

T. Phillip Dunlap, Director

City of Auburn

Mission

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

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

Major Functions of the Economic Development Department

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

Economic Development FY2017 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 ***10/1/2016*** and be completed by ***9/30/2017***

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

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 2016-2017 school year. In addition, eight students will be dually enrolled at Southern Union State Community College.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

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

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

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

7. Develop, edit, print, distribute and secure funding for the "Focus on Your Future" student career catalog for school year 2016-2017.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

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

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

10. 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 ***10/1/2016*** and be completed by ***9/30/2017***

11. Partner with Auburn University School of Engineering and partners in industry to develop a training program for an advanced manufacturing training center and additive manufacturing.
    Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

Community Development Block Grant

1. Administer community development projects as approved in the 2016 Action Plan.
   Anticipated to commence by ***6/1/2016*** and be completed by ***5/31/2017***

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 ***6/1/2016*** and be completed by ***5/31/2017***

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 ***6/1/2016*** and be completed by ***5/31/2017***

4. Address the needs of low to moderate-income households that are experiencing a hardship by allocating CDBG funds to assist with their utility bills, rent, or mortgage. 300 households are expected to benefit from these services.
   Anticipated to commence by ***6/1/2016*** and be completed by ***5/31/2017***

5. CDBG funds will be appropriated to provide homeless assistance to persons that are homeless or temporarily displaced. Services are provided to prevent chronic homelessness. 50 people are expected to benefit from these services.
   Anticipated to commence by ***6/1/2016*** and be completed by ***5/31/2017***

6. Collaborate with the North Auburn Housing Development Corporation to construct affordable housing units in an effort to provide homeownership opportunities for low to moderate-income families. Funds will also be made available to assist homeowners with closing costs. It is anticipated that three to five units will be constructed and sold and one to three families will be provided homeownership assistance.
   Anticipated to commence by ***6/1/2016*** and be completed by ***5/31/2017***

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 to 15 units will be rehabilitated.
   Anticipated to commence by ***6/1/2016*** and be completed by ***5/31/2017***

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 ***6/1/2016*** and be completed by ***5/31/2017***

Commercial Development

1. Seek to attract new or expanding commercial developments by locating at least two projects in Auburn.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

2. Attend two commercial trade shows.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

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

4. Evaluate property and solicit private sector partners for redevelopment projects citywide with the goal of one project per year.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

5. Provide assistance and input as needed for CompPlan 2030, Renew Opelika Road and Downtown Master Plan priority implementation.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

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

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

2. Perform three to four surveys of existing industry in the form of on-site visits in each quarter.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

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

4. Operate a business retention/expansion program with the goal to assist with the expansion of at least one industry.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

5. Complete the Auburn Technology Park West expansion and begin marketing the property.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

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

7. Implement targeted marketing plan for the purpose of creating knowledge-based jobs.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

8. Administer the City's revolving loan program with the goal of packaging one loan for new or expanding industries.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

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

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***

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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***

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

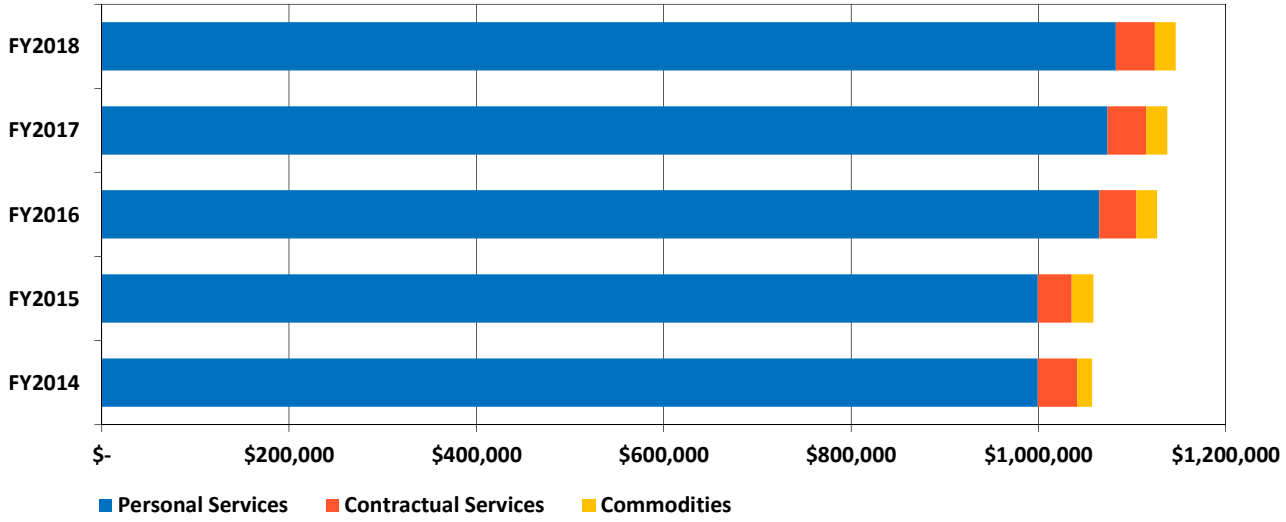
Economic Development

Budget Summary

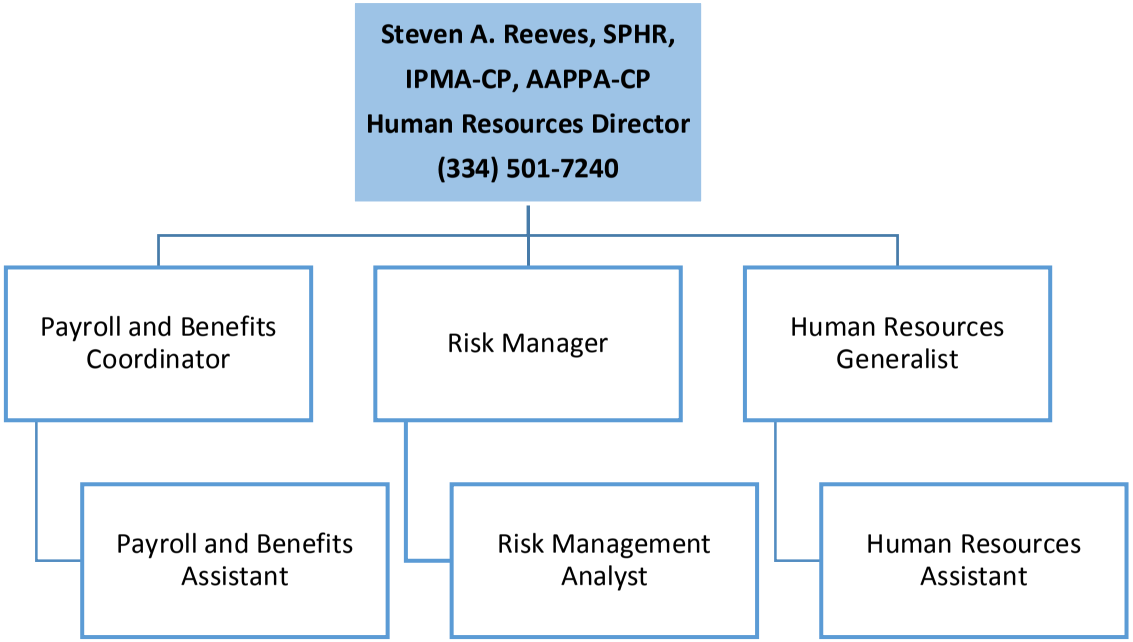
Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	999,376	999,219	1,064,720	**1,073,520**	**1,082,637**
Contractual Services	41,935	36,260	39,600	**41,600**	**41,600**
Commodities	15,891	23,342	22,273	**22,350**	**22,350**
Totals	**1,057,201**	**1,058,821**	**1,126,593**	**1,137,470**	**1,146,587**

Five Year Budget Summary



Human Resources Department



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

FY 2014	FY 2015	FY2016	FY2017	FY2018
7	7	7	7	7

Human Resources Department

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

City of Auburn

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 FY2017 Goals

1. Deliver the 12-month Auburn Academy to 12 employees to enhance teamwork, communication, and knowledge of the organization.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

2. Deliver the customer service certification course to approximately 15 employees to reinforce and enhance customer service skills.
   Anticipated to commence by ***2/1/2017*** and be completed by ***3/31/2017***

3. Deliver the supervisor certification course to approximately 15 employees.
   Anticipated to commence by ***7/1/2017*** and be completed by ***8/31/2017***

4. Deliver the crew leader development course to approximately 15 employees.
   Anticipated to commence by ***3/1/2017*** and be completed by ***4/30/2017***

5. Deliver two leadership development seminars for supervisors and managers.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

6. Deliver three human resource management seminars.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

7. Conduct a classification and compensation study.
   Anticipated to commence by ***10/1/2016*** and be completed by ***5/31/2017***

8. Evaluate the advantages and methodology to successfully convert monthly paid positions to a biweekly pay schedule.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

9. Provide payroll training to employees responsible for processing payroll and payroll changes throughout the organization.
   Anticipated to commence by ***7/1/2017*** and be completed by ***9/30/2017***

10. Select and implement an online employment application program.
    Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

11. Attend at least 15 career/job fairs in an effort to recruit very good candidates for employment.
    Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

12. Deliver nine employee events.
    Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

13. Conduct the City's bi-annual employee engagement survey.
    Anticipated to commence by ***8/1/2017*** and be completed by ***9/30/2017***

14. Deliver the risk management awareness training program to approximately 15 supervisors.
    Anticipated to commence by ***7/1/2017*** and be completed by ***9/30/2017***

15. Develop at least one safety manual for a field department.
    Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

16. Perform at least 35 safety inspections of City facilities.
    Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

17. Update the Risk Management Manual.
    Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

18. Obtain property value appraisals on five high value City building to ensure appropriate insurance coverage.
    Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

19. Explore the possibility and cost of implementing a learning management system to deliver required training and document completion.
    Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

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***

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***

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***

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***

5. Deliver the supervisor certification course to approximately 15 employees.
   Anticipated to commence by ***7/1/2017*** and be completed by ***8/31/2017***

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***

7. Deliver two leadership development seminars for supervisors and managers.
   Anticipated to commence by ***10/1/2017*** and be completed by ***9/30/2018***

8. Deliver three human resource management seminars.
   Anticipated to commence by ***10/1/2017*** and be completed by ***9/30/2018***

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

10. Deliver nine employee events.
    Anticipated to commence by ***10/1/2017*** and be completed by ***9/30/2018***

11. Deliver the risk management awareness training program to approximately 15 supervisors.
    Anticipated to commence by and be completed by

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***

13. Perform at least 35 safety inspections of City facilities.
    Anticipated to commence by ***10/1/2017*** and be completed by ***9/30/2018***

14. Obtain property value appraisals on five high value City building to ensure appropriate insurance coverage.
    Anticipated to commence by and be completed by

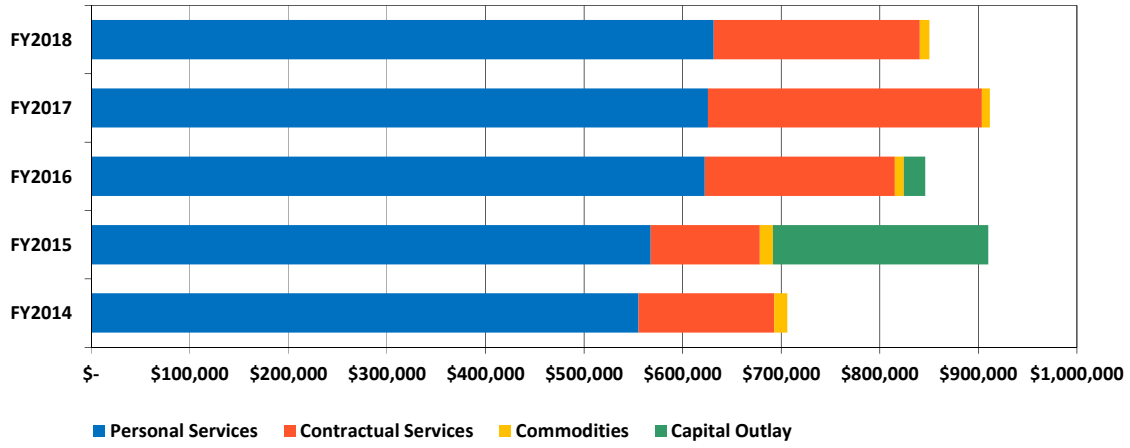
Human Resources

Human Resources Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	555,271	567,629	622,496	**625,839**	**631,538**
Contractual Services	137,618	110,793	192,857	**277,700**	**209,200**
Commodities	13,372	13,213	9,040	**8,171**	**9,471**
Capital Outlay	-	218,293	21,707	**-**	**-**
Totals	**706,261**	**909,927**	**846,100**	**911,710**	**850,209**

Five Year Budget Summary

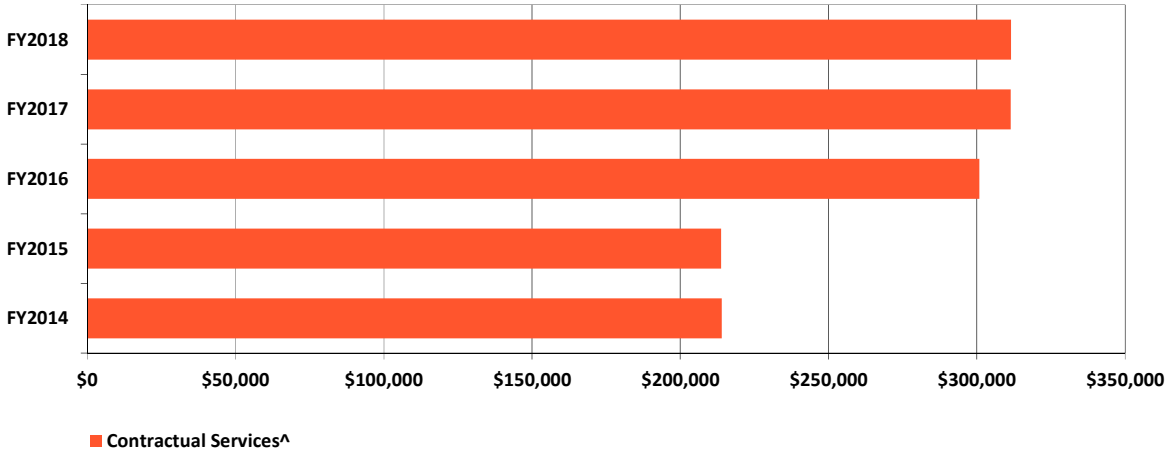


Risk Management Division Budget Summary

Comparative Budget Summary by Category

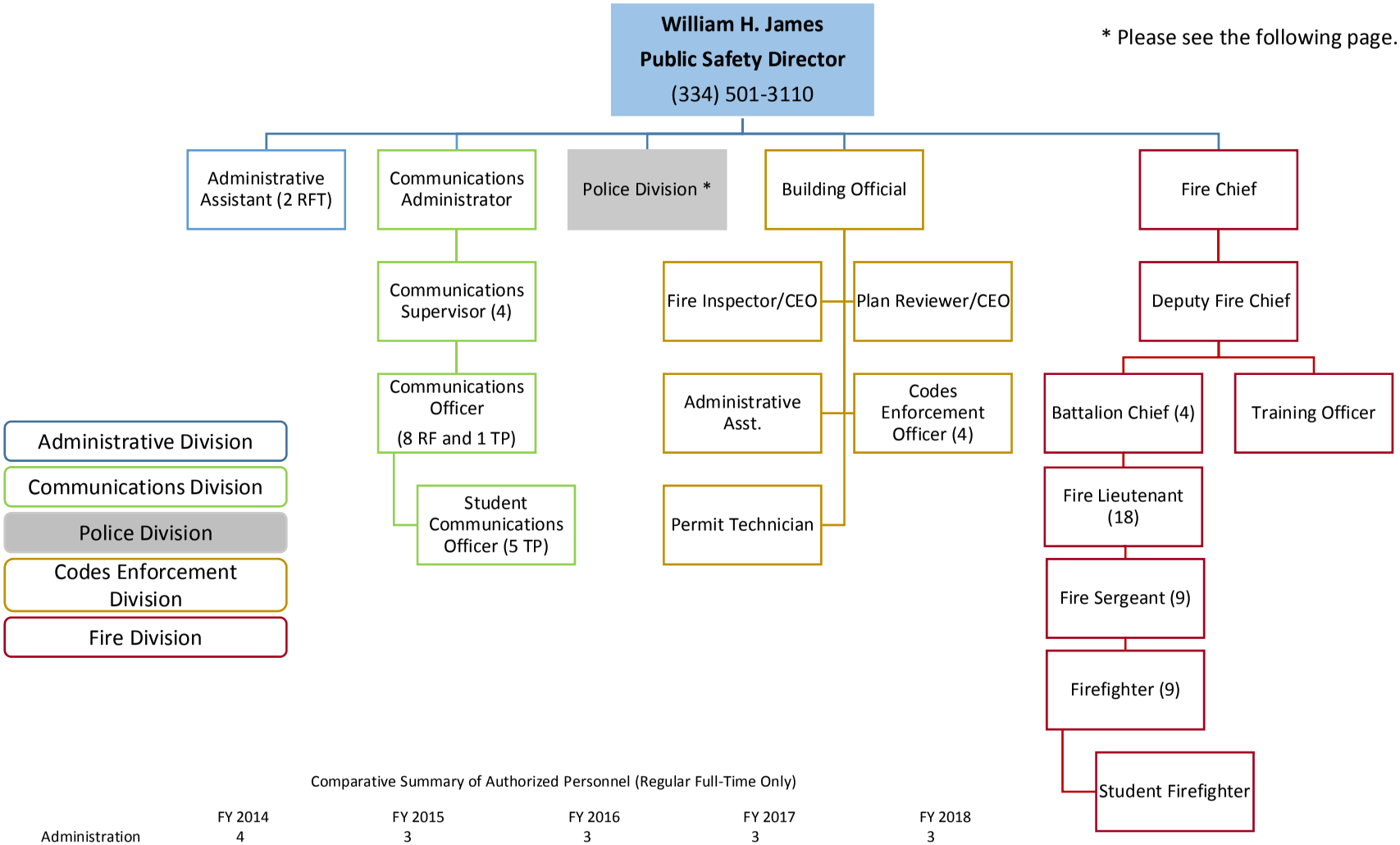
	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Contractual Services^	**213,958**	**213,750**	**300,826**	**311,400**	**311,500**

Five Year Budget Summary



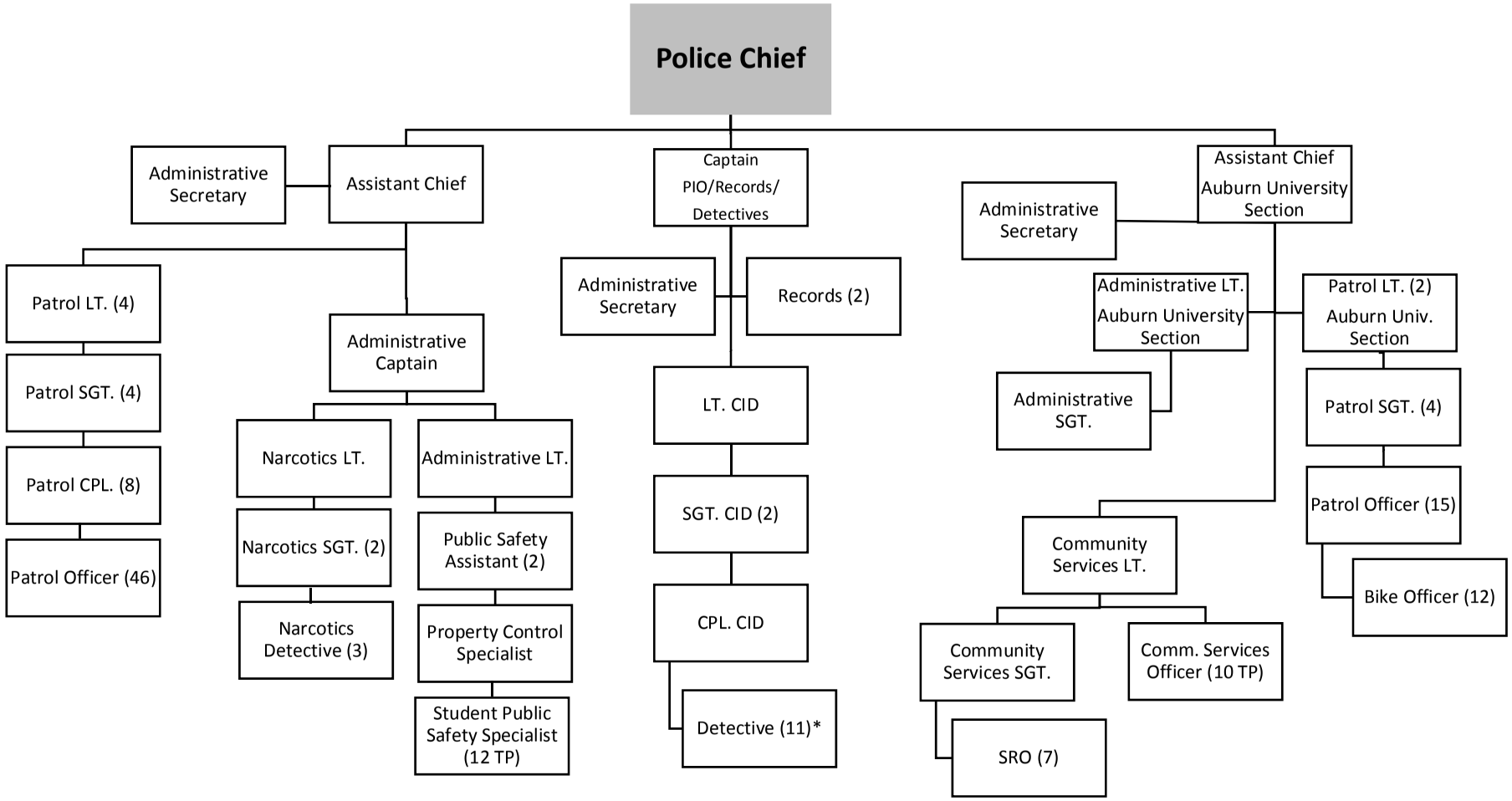
^ The Risk Management budget includes premiums for all City assets, including those accounted for in enterprise funds. At year-end, premium expenses are moved into the appropriate fund, resulting in a decrease in actual expenditures.

Public Safety Department



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

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administration	4	3	3	3	3
Police	116	116	117	138	141
Fire	43	43	43	43	43
Comm.	11	11	13	13	13
Codes	9	9	9	9	9
TOTAL	**183**	**182**	**185**	**206**	**209**



*3 Detectives will be assigned to AU effective 10/01/2016

Public Safety Department

William H. James, Director

City of Auburn

Mission

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

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

Major Functions of the Public Safety Department

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

Public Safety FY2017 Goals

1. A report was generated to determine the number and types of calls police respond to in the police jurisdiction. A review of that data will be conducted to determined what, if any, changes should be recommended.
   Anticipated to commence by ***10/1/2016*** and be completed by ***3/31/2017***

2. Work with the Fire Chief and Human Resources Director to review the use of Assessment Centers for promotions.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

3. Work with the Communications Administrator to determine the best call-taking equipment to purchase before the end-of-life of the current equipment in 2018.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

4. Work with the Fire Chief and Human Resources Director to evaluate the staffing ratio of student firefighters and career firefighters to determine if the ratio meets operational needs of the division.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

Police

1. Work with the Director of Public Affairs to determine the feasibility of producing and disseminating video press releases.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

2. Work with the Mobile Police Department and the FBI to implement the STYLE (Successful Tips for Youth in Law Enforcement Contacts) program.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

3. A joint effort with Auburn University to better inform staff, students and the community of the enhancement to campus safety as well as the roles and responsibilities of the Auburn Police Division.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

4. Explore the feasibility of utilizing patrol officers to provide field training to new officer candidates.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

5. Work with Auburn University to implement a communications plan for major events on campus to improve communications with assisting agencies.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

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

2. A minimum of two officer in-service courses will be taught on topics related to leadership, management and tactical decision making.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

3. Develop a CPR certification program to train at least half of all City employees on how to perform CPR and use an AED. Program will also retrain employees that need recertification.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

4. Work with the Public Safety Director to review the divisional rank and staffing structure to anticipate Fire Station 6 being constructed in the near future. The plan will also review current equipment resources, training resources and community outreach needs.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

5. To streamline work flow the fire division does by sharing information with the Water Board and Codes Enforcement. The sharing will be facilitated with software that is currently being prepared for implementation.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

Communications

1. Work with the Public Safety Director to determine what call-taking system should be purchased at the end of life of the current system in 2018.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

2. Work with the Police and Fire Divisions to incorporate educational programs into their public education programs to provide public information on the proper use of 911 and what to expect if emergency services are needed.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

3. Working with Information Technology, research and procure third party messaging software utilized by our CAD vendor to allow for instant internal recalls and real-time call type notification.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

4. Research and create a more user friendly multipurpose work space within the existing training room that will be better suited for training, staff meetings and other gatherings.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

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

2. Have the equipment, programming and implement procedures to provide for field entry of inspections.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

3. 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 ***10/1/2016*** and be completed by ***9/30/2017***

4. Continue to focus on nuisance enforcement by gaining at least 95% compliance within 60 days.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

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***

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***

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***

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***

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***

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***

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***

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***

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***

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***

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 Divisions ability to train locally as well as host training classes.
   Anticipated to commence by ***10/1/2017*** and be completed by ***9/30/2018***

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***

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***

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***

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***

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***

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***

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***

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***

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***

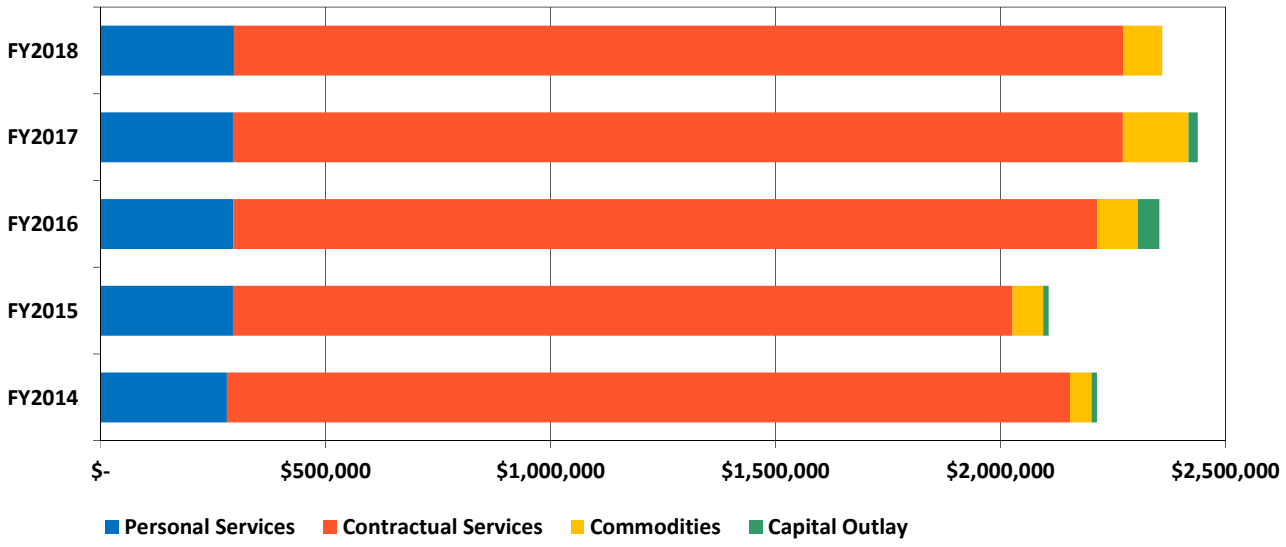
Public Safety

Administration Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	280,809	294,247	295,267	**294,006**	**296,075**
Contractual Services	1,873,927	1,732,249	1,919,798	**1,977,491**	**1,977,491**
Commodities	47,707	68,447	89,793	**145,899**	**85,699**
Capital Outlay	11,698	12,048	48,200	**21,000**	**-**
Totals	**2,214,141**	**2,106,992**	**2,353,058**	**2,438,396**	**2,359,265**

Five Year Budget Summary



Capital Outlay Summary

	2017
	$
Compact Sedan	21,000
	21,000

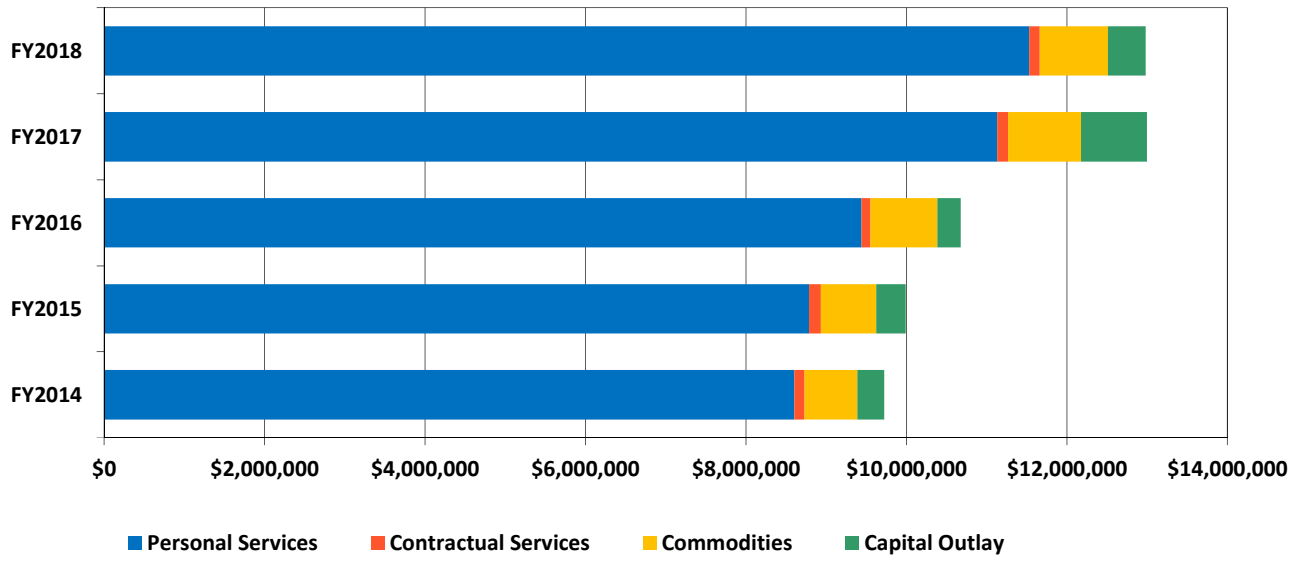
Public Safety

Police Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	8,602,493	8,785,394	9,440,989	**11,130,853**	**11,527,267**
Contractual Services	126,488	147,370	108,271	**133,915**	**133,915**
Commodities	660,087	688,611	832,957	**910,313**	**847,631**
Capital Outlay	334,579	366,927	294,556	**821,356**	**472,696**
Projects	14,379	11,010	15,453	**15,453**	**15,453**
Totals	**9,738,027**	**9,999,313**	**10,692,226**	**13,011,890**	**12,996,962**

Five Year Budget Summary



Capital Outlay Summary

	2017		2018
	$		$
Patrol Units (10)	260,580	Patrol Units (10)	260,580
Vehicle Upfit	160,000	Vehicle Upfit	160,000
Police Motorcycle	22,254	School Res. Vehicles (2)	52,116
(9) Patrol Units - AU	234,522		**472,696**
Vehicle Upfit - AU	144,000		
	821,356		

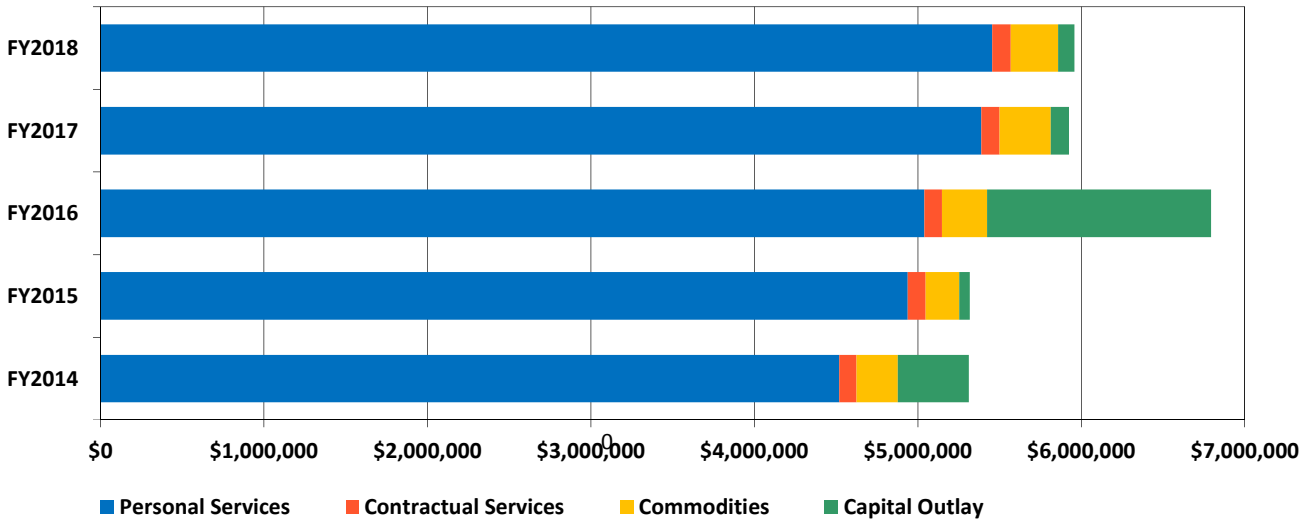
Public Safety

Fire Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	4,520,150	4,937,429	5,039,550	**5,387,814**	**5,454,735**
Contractual Services	105,080	109,988	109,047	**113,007**	**113,007**
Commodities	251,739	206,758	274,336	**311,892**	**290,892**
Capital Outlay	434,179	63,981	1,371,500	**112,545**	**100,000**
Totals	**5,311,148**	**5,318,156**	**6,794,433**	**5,925,258**	**5,958,634**

Five Year Budget Summary



Capital Outlay Summary

	2017		2018
	$		$
4WD Crew Cab Pickup	42,000	Safety/Prevention Trailer	70,000
Rescue Equipment Trailer	7,545	Sport Utility Vehicle	30,000
Station Improvements	63,000		**100,000**
	112,545		

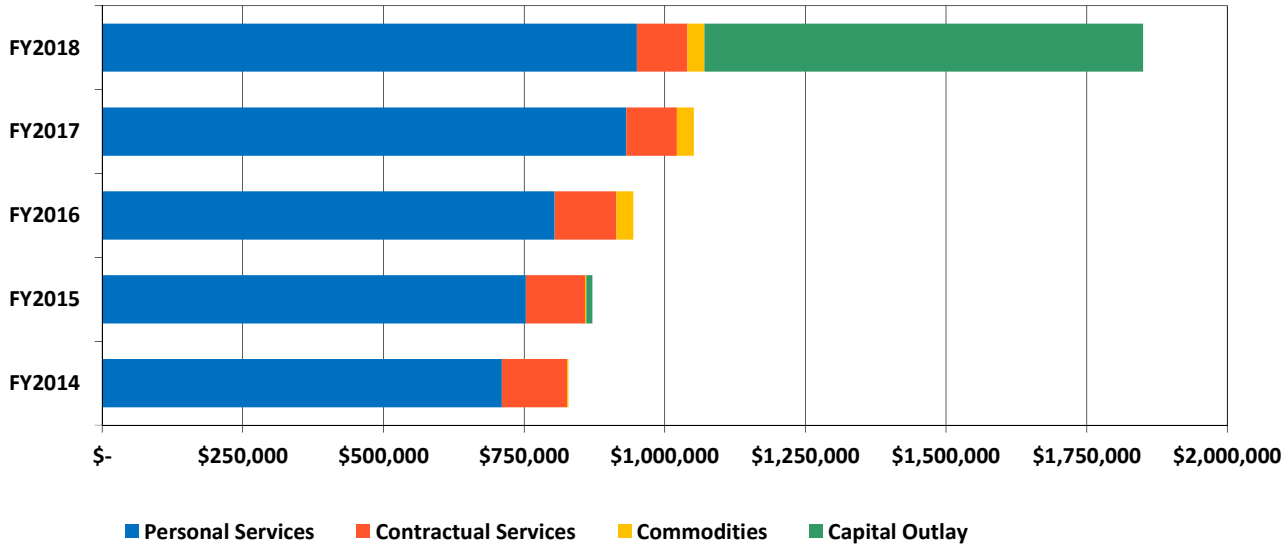
Public Safety

Communications Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	710,243	752,921	804,414	**931,621**	**950,395**
Contractual Services	116,147	105,394	109,532	**89,749**	**89,749**
Commodities	2,264	2,251	30,252	**30,252**	**30,252**
Capital Outlay	-	10,976	-	**-**	**780,000**
Totals	**828,654**	**871,542**	**944,198**	**1,051,622**	**1,850,396**

Five Year Budget Summary



Capital Outlay Summary

	2018
	$
911 Recording System	30,000
911 Call Taking Equipment	300,000
Radio Console	450,000
	780,000

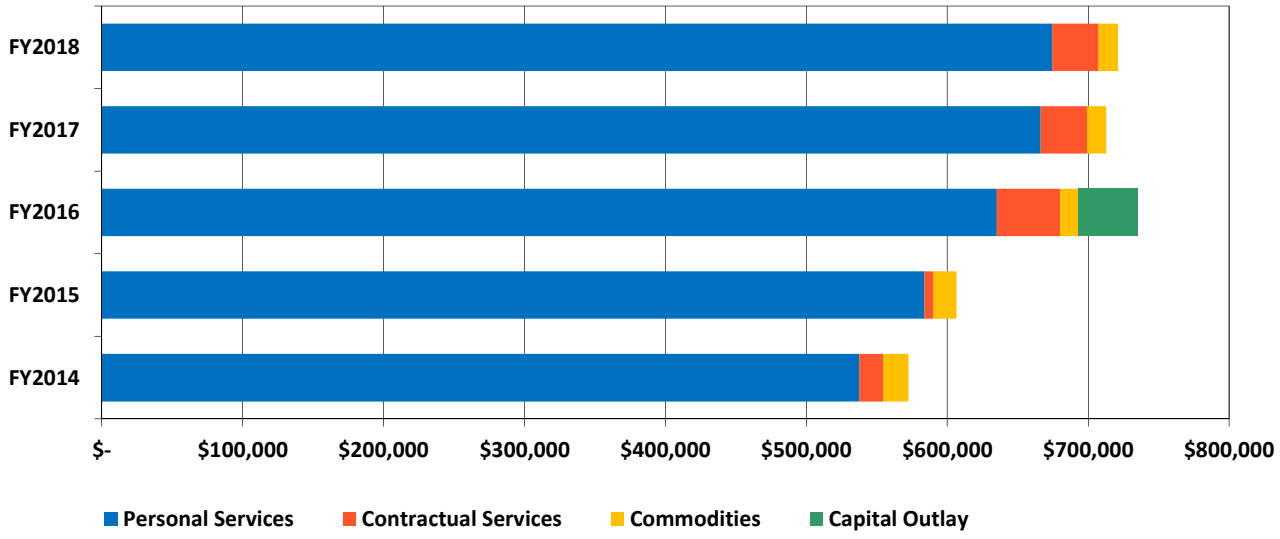
Public Safety

Codes Enforcement Division Budget Summary

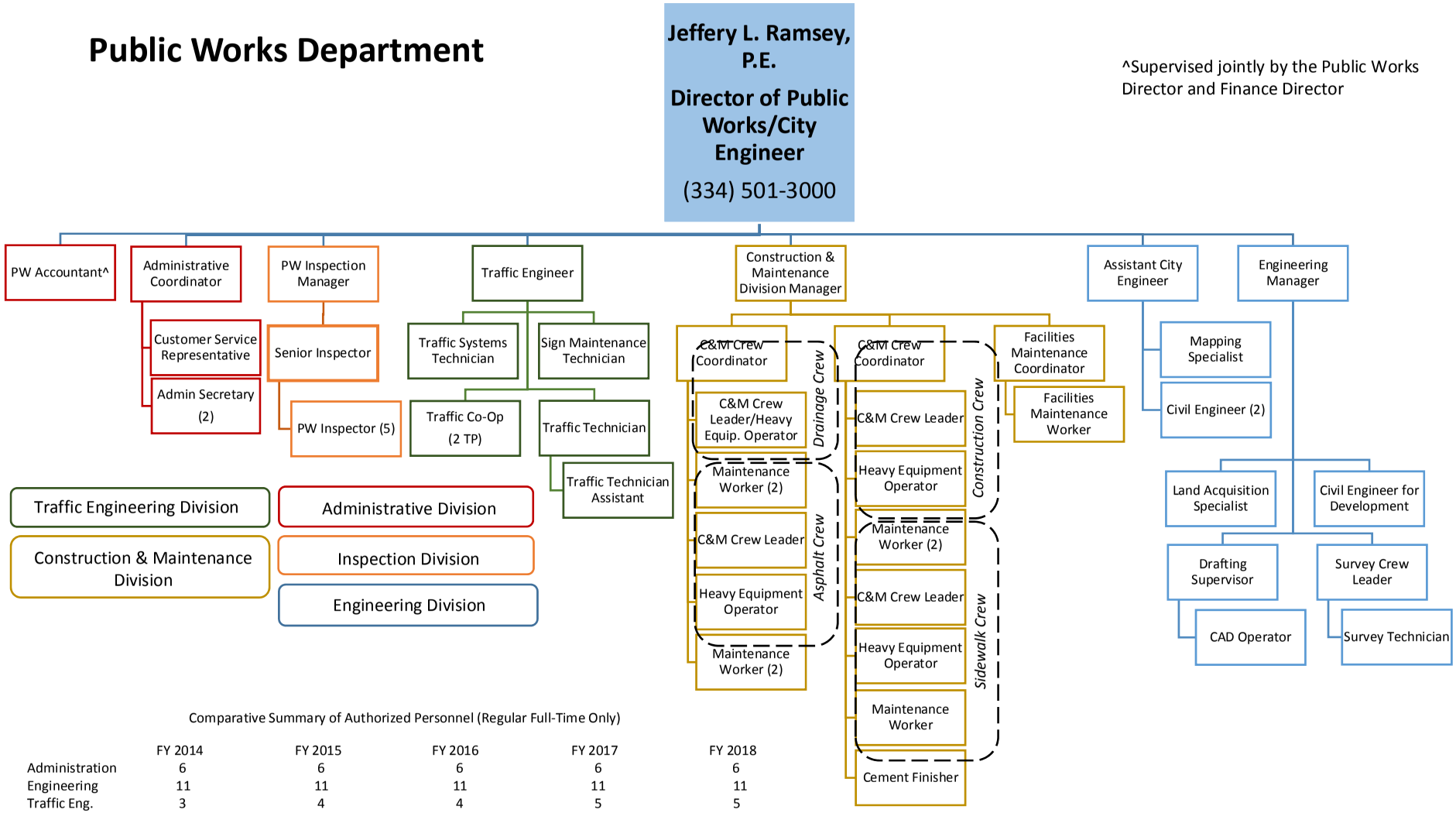
Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	537,421	583,732	635,154	**666,293**	**674,497**
Contractual Services	17,180	6,459	44,944	**32,770**	**32,770**
Commodities	17,936	16,262	13,152	**13,802**	**13,802**
Capital Outlay	-	-	42,000	**-**	**-**
Totals	**572,537**	**606,453**	**735,250**	**712,865**	**721,069**

Five Year Budget Summary



Public Works Department



^Supervised jointly by the Public Works Director and Finance Director

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

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administration	6	6	6	6	6
Engineering	11	11	11	11	11
Traffic Eng.	3	4	4	5	5
Inspection	6	6	6	7	7
Const. & Maint.	18	18	18	20	20
TOTAL	**44**	**44**	**45**	**49**	**49**

Public Works Department

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

City of Auburn

Mission

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

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

Major Functions of the Public Works Department

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

Public Works FY2017 Goals

1. Continue to convert old and new paper files to digital format by scanning into LaserFiche.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

2. Review current construction contract documents to make sure they follow federal, state, and local statutes.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

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

4. Review and update the Public Works Manual and Major Street Plan as needed.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

5. Review and update the Public Works webpage as needed.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

Construction and Maintenance

1. Maintenance of streets, sidewalks, and drainage structures consists of crack-sealing, roadway and sidewalk repairs, and drainage structure maintenance.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

2. Conduct an annual training for all departments for emergency response preparation and management. Implement COA Business Continuity Plan in the event of a natural or man-made disaster.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

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

4. Complete the Sanders Street Sidewalk/Pedestrian Bridge Project to construct sidewalk and a pedestrian bridge across an existing creek on Sanders Street near Norwood Avenue.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

5. Complete the South Cary Drive Sidewalk Project to construct a 5’ wide sidewalk on the north side of South Cary Drive from North College Street to Sanders Street (approximately 800’).
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

6. Complete the Heard Avenue Culvert Rehabilitation Project to perform repairs on the existing culvert located on Heard Avenue between Janet Drive and Sherwood Drive.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

7. Develop and implement a new division that will be responsible for facility maintenance throughout the City.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

Engineering Design

1. Continue the Moores Mill Road Bridge Project over I-85, which consists of widening the Moores Mill Road Bridge over I-85 to five lanes.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

2. Complete the East University Drive Sidewalk Construction Project, consisting of 5' wide sidewalk on the east side of East University Drive from Samford Avenue to McKinley Avenue (approximately 2200').
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

3. 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 ***10/1/2016*** and be completed by ***9/30/2017***

4. Complete the College Street and Samford Avenue Intersection Improvements 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 ***10/1/2016*** and be completed by ***9/30/2017***

5. Complete the Highway 14 at Richland Road Left Turn Lane Project consisting of widening Highway 14 at Richland Road to provide a left turn lane onto Richland Road.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

6. Complete the Samford Avenue Sidewalk Project, consisting of a 5' wide sidewalk on the north side of Samford Avenue from East University Drive to the Auburn High School property (approximately 720') beginning just east of Jockish Street.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

7. Complete the Samford Avenue Culvert Replacement Project, consisting of replacing the existing 72" x 60" corrugated metal culverts under Samford Avenue with 8'x6' box culverts.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

8. Complete the Cured-in-Place Pipe Project to repair old corrugated metal pipe with cured in place pipe liners.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

9. Complete the Wright Street Sidewalk and Resurfacing Project, consisting of installing new sidewalk on the west side of Wright Street and the removal and replacement of sidewalk on the east side. It will also include resurfacing and converting Wright Street to two-way and the addition of new pedestrian street lights and new parking kiosks.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

Inspection

1. Inspect all stormwater detention facilities located throughout the City and coordinate with the owners for any maintenance needs.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

2. Complete the annual project to resurface various streets and restripe symbols and markings of those streets determined to be most in need throughout the City.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

3. Provide inspections of both City owned and private developments within the City.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

4. Provide inspections for various ALDOT projects, including inspection of all ALDOT projects within the City. They are: Moores Mill Road Sidewalk, College Street and Samford Avenue Intersection Improvements, and Donahue Drive Resurfacing.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

5. Provide project management for the DJWMC Renovations Phase 2. This project will consist of renovations or construction of the Public Safety Administration Building and the Municipal Court Building.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

Traffic Engineering

1. Facilitate the Travel with Care Transportation Safety Campaign
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

2. Provide rehabilitation or upgrades to existing traffic signals and/or school flasher assemblies at 2 to 3 locations per year.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

3. Evaluate and implement safety improvements at the intersection which could include protective lefts and signage and geometry improvements
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

4. Intersection improvements including the addition of ADA-compliant pedestrian signals, actuation, and crosswalk at the intersection of East University Drive and Samford Avenue.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

5. Intersection improvements including the addition of pedestrian signalization and actuation to the intersection.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

6. Intersection improvements including the replacement of the existing traffic signal vehicle detection with improved equipment and the addition of pedestrian signals to the intersection.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

7. Complete installation of street lights on East Samford Avenue from East University Drive to East Glenn Avenue.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

8. Construction of a bus turnout to increase safety in locations to be determined by available budget.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

9. 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 ***10/1/2016*** and be completed by ***9/30/2017***

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***

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***

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***

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***

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***

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***

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***

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***

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***

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***

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***

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***

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***

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***

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***

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***

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***

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***

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***

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***

4. Provide inspection of all ALDOT projects within the City.
   Anticipated to commence by ***10/1/2017*** and be completed by ***9/30/2018***

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***

2. Provide rehabilitation or upgrades to existing traffic signals and/or school flasher assemblies at 2 to 3 locations per year.
   Anticipated to commence by ***10/1/2017*** and be completed by ***9/30/2018***

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***

4. Complete addition of 25 decorative pedestrian style lights on the north side of Magnolia Avenue from Wright Street to Donahue Drive.
   Anticipated to commence by ***10/1/2017*** and be completed by ***9/30/2018***

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***

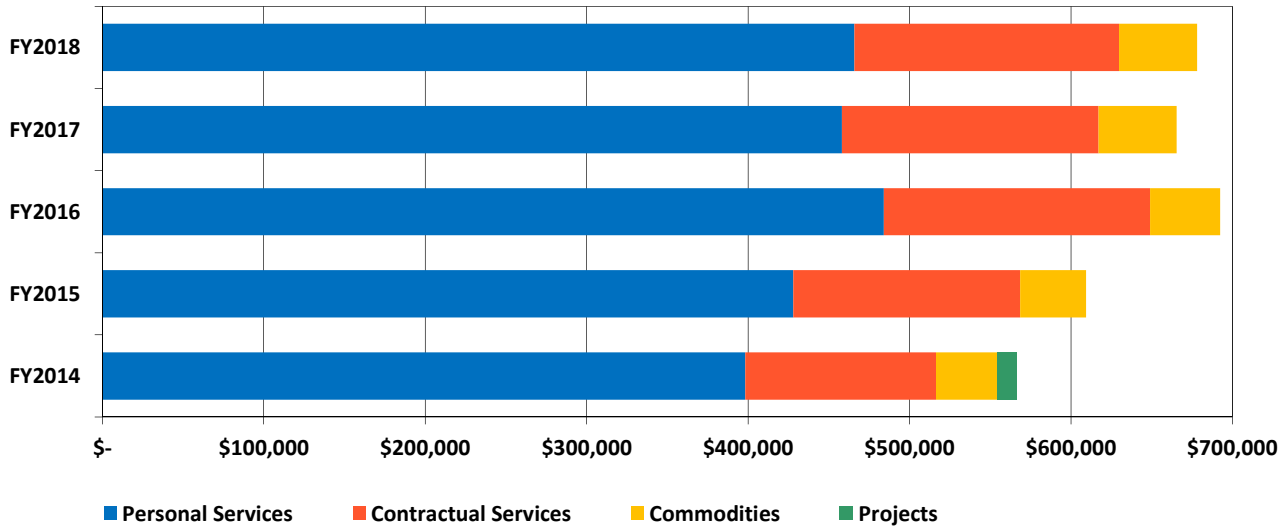
Public Works

Administration Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	398,387	427,975	484,073	**458,206**	**465,899**
Contractual Services	117,981	140,681	164,920	**158,900**	**163,900**
Commodities	38,222	40,702	43,475	**48,325**	**48,325**
Projects	11,788	-	-	**-**	**-**
Totals	**566,378**	**609,358**	**692,468**	**665,431**	**678,124**

Five Year Budget Summary



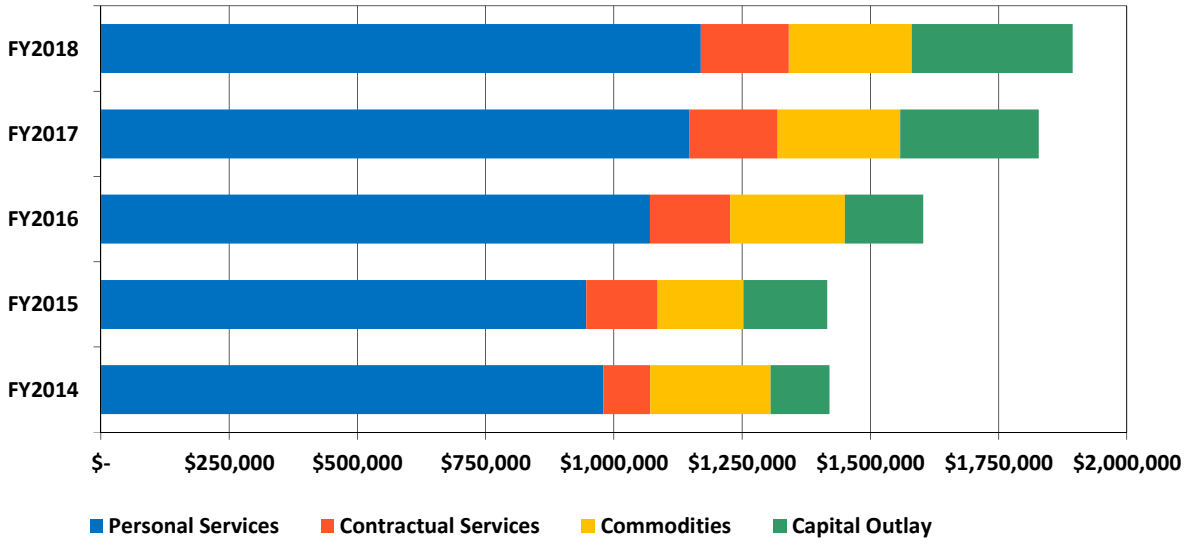
Public Works

Construction and Maintenance Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	979,169	946,342	1,070,140	**1,147,711**	**1,169,382**
Contractual Services	91,706	138,655	156,696	**171,100**	**171,600**
Commodities	234,740	167,226	223,485	**239,200**	**239,200**
Capital Outlay	114,708	163,375	152,295	**270,000**	**314,000**
Totals	**1,420,323**	**1,415,597**	**1,602,616**	**1,828,011**	**1,894,182**

Five Year Budget Summary



Capital Outlay Summary

	2017		2018
	$		$
Crew Cab Flat Bed Truck	55,000	Tandem Dump Truck	125,000
Dump Truck (2)	180,000	Skid Steer	99,000
Cargo Van	35,000	Dump Truck	90,000
	270,000		**314,000**

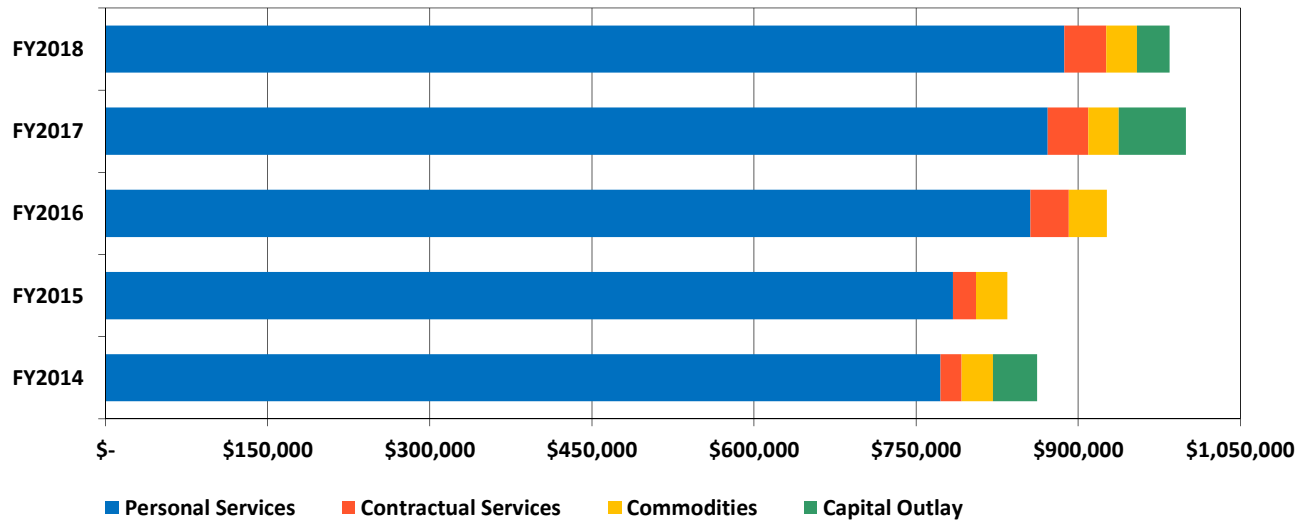
Public Works

Engineering Design Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	772,621	784,163	855,726	**871,741**	**887,283**
Contractual Services	19,474	21,413	35,615	**37,550**	**38,550**
Commodities	29,056	28,915	35,294	**28,300**	**28,600**
Capital Outlay	40,883	-	-	**62,000**	**30,000**
Totals	**862,034**	**834,491**	**926,635**	**999,591**	**984,433**

Five Year Budget Summary



Capital Outlay Summary

	2017		2018
	$		$
4WD Ext Cab Pickup	30,000	Ext Cab Pickup	30,000
GPS Base and Receiver	32,000		**30,000**
	62,000		

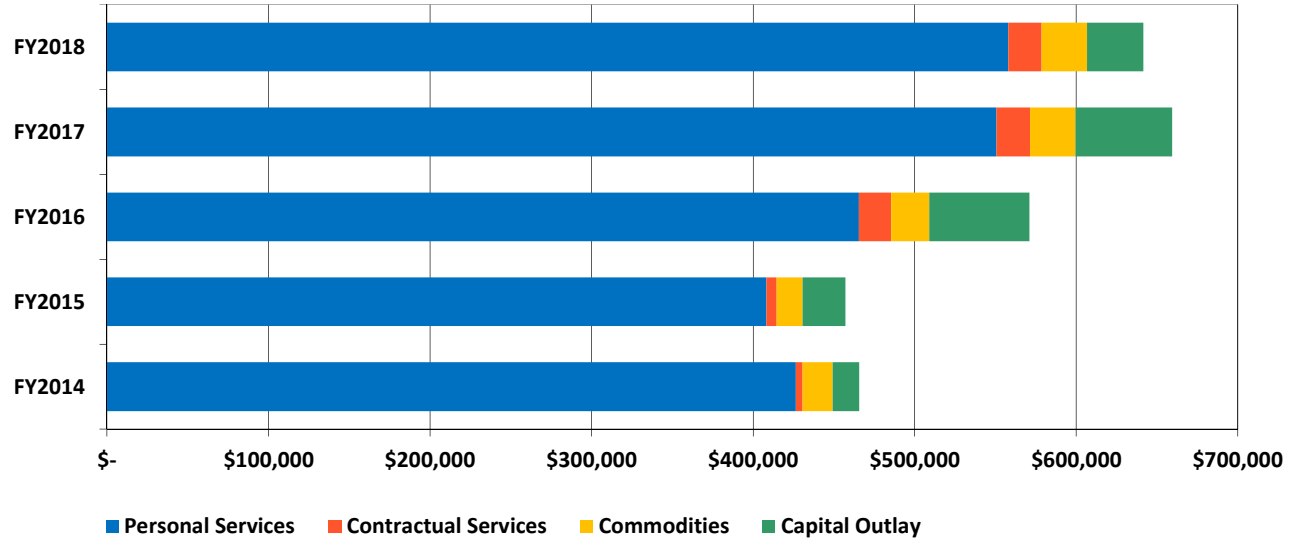
Public Works

Inspection Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	426,385	408,125	465,448	**550,696**	**557,872**
Contractual Services	4,130	6,461	19,926	**20,750**	**20,750**
Commodities	18,758	16,073	23,583	**28,000**	**28,000**
Capital Outlay	16,291	26,420	62,000	**60,000**	**35,000**
Totals	**465,564**	**457,079**	**570,957**	**659,446**	**641,622**

Five Year Budget Summary



Capital Outlay Summary

	2017		2018
	$		$
4WD Ext Cab Pickup (2)	60,000	4WD Ext Cab Pickup	35,000
	60,000		**35,000**

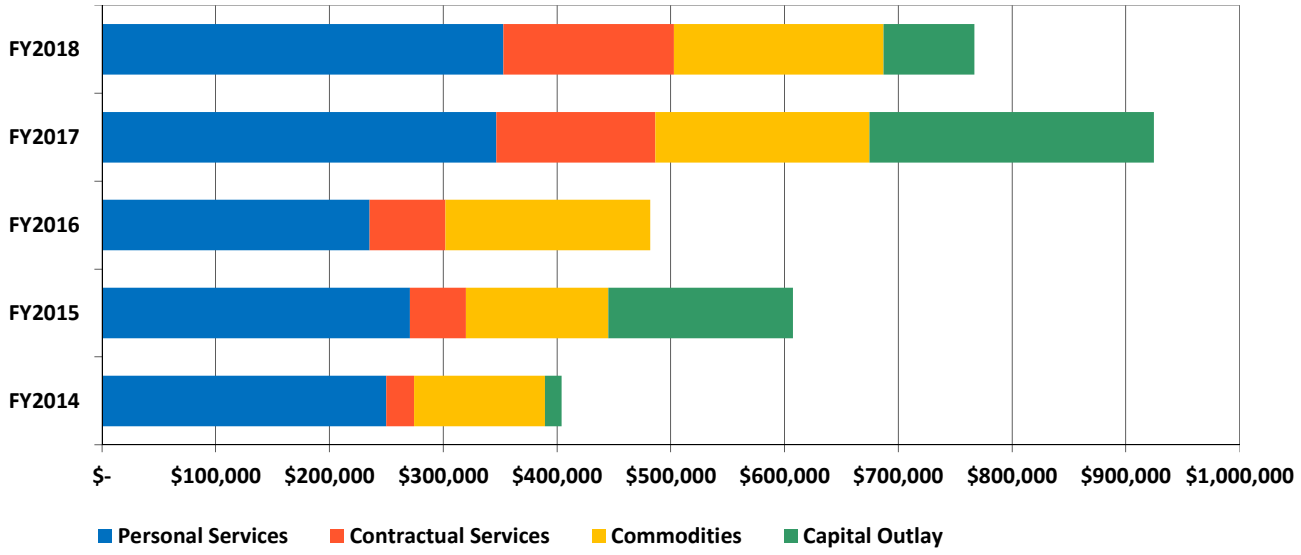
Public Works

Traffic Engineering Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	249,947	270,837	235,440	**346,770**	**352,923**
Contractual Services	24,483	49,112	66,608	**139,800**	**150,000**
Commodities	114,955	125,159	179,983	**188,000**	**184,000**
Capital Outlay	14,590	162,218	-	**250,000**	**80,000**
Totals	**403,976**	**607,326**	**482,031**	**924,570**	**766,923**

Five Year Budget Summary

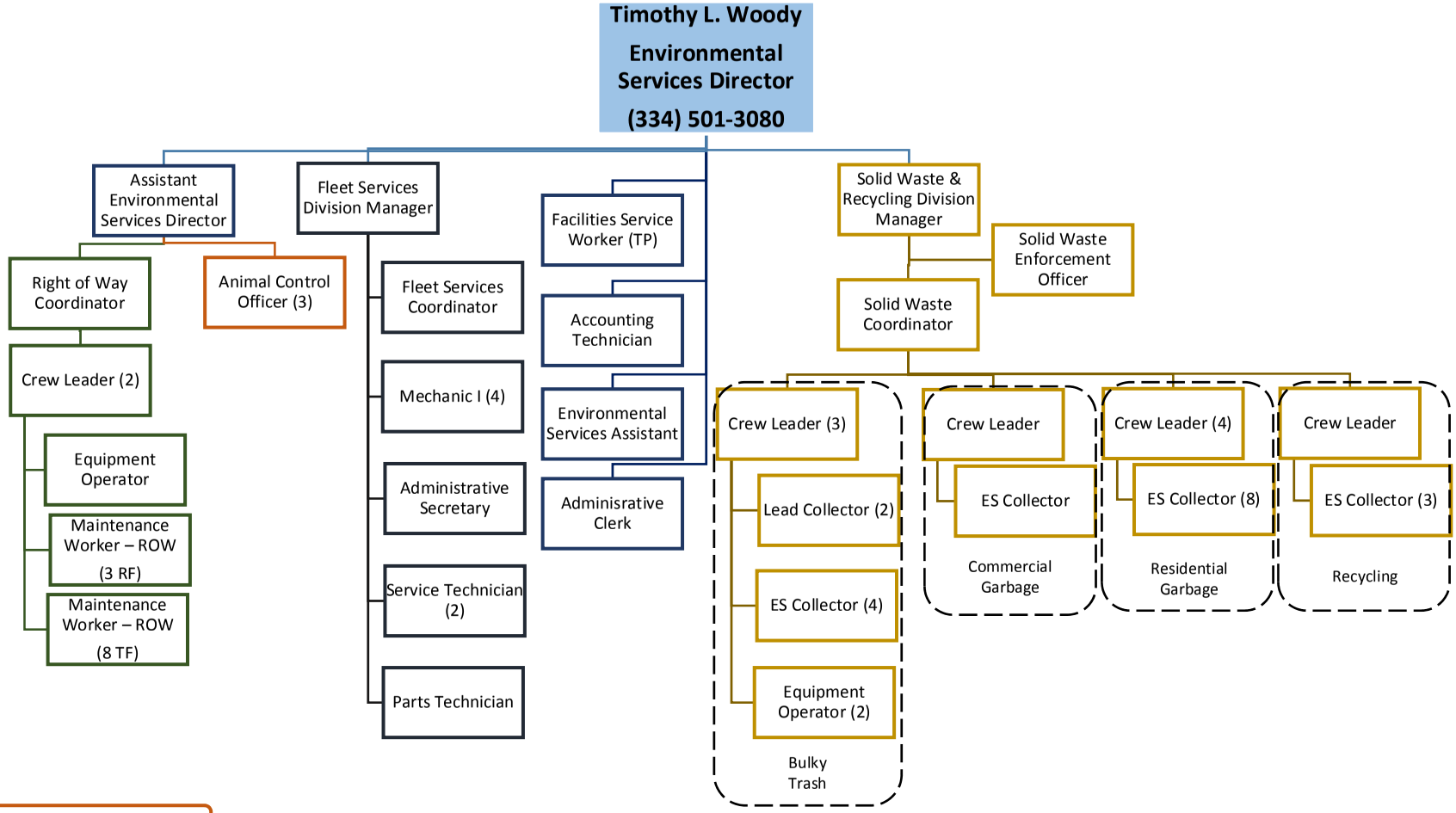


Capital Outlay Summary

	2017		2018
	$		$
Bucket Truck	180,000	Truck w/Tool Body (2)	80,000
4WD Ext Cab Pickup	30,000		**80,000**
Truck w/Tool Body	40,000		
	250,000		

City of Auburn

Environmental Services Department



Animal Control Division

Administration Division

Right-of-Way Maintenance Division

Fleet Services Division

Solid Waste & Recycling Divisions

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

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

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administration^	6	5	5	5	5
Recycling	16	16	16	16	16
Solid Waste	16	16	16	16	16
Animal Control	2	2	2	3	3
ROW Maint.	7	7	7	7	7
Fleet Services	10	10	10	10	10
TOTAL Gen Fd/SWM Fd	**25/32**	**24/32**	**24/32**	**25/32**	**25/32**

Environmental Services Department

Timothy L. Woody, Director

Mission

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

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

Major Functions of the Environmental Services Department

- Provide a comprehensive solid waste management program to the City's residential and commercial services customer base
- Educate citizens as to proper animal care issues and enforce the city's Animals and Fowls ordinance
- Maintain the City's rights-of-way through cutting, trimming, litter collection and prevention, and street sweeping
- Provide an integrated mosquito abatement program
- 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 FY2017 Goals

1. Update the department's FY2018 - FY2022 Strategic Management Plan and FY2018 Program Plan through a comprehensive review of the department's previous plans.
   Anticipated to commence by ***3/1/2017*** and be completed by ***7/31/2017***

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

Animal Control

1. Host or participate in at least one animal care and control outreach event.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

Fleet Services

1. General automotive engineering training initiatives for mechanics with emphasis on completing the Lloyd's diesel training program.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

2. Work to develop a survey instrument that will provide feedback from City departments about the services provided by the division.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

Recycling

1. Evaluate the possibility of establishing a commingled curbside program vs continuing with a curbside source-separated program.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

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

3. Continue to work with the partnership to promote recycling and waste reduction on a county-wide level through collaborating on at least one outreach event.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

4. In conjunction with Public Works, Water Resource Management and Parks & Recreation, evaluate the possibility of establishing a site for compost operations.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

5. Upgrade the recycling drop off center to make it more user friendly.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

Right-Of-Way Maintenance

1. Ensure the downtown area is maintained in an acceptable manner by removing litter, pressure washing sidewalks, and completing all maintenance tasks in a timely manner, including during/after special events.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

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

3. Conduct one community litter index survey to assess litter cleanup and prevention efforts.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

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 and be completed by

2. Host one household hazardous waste collection event where solid waste customers can dispose of hazardous materials in the proper manner.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

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***

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***

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***

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***

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***

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***

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***

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***

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***

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***

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***

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***

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***

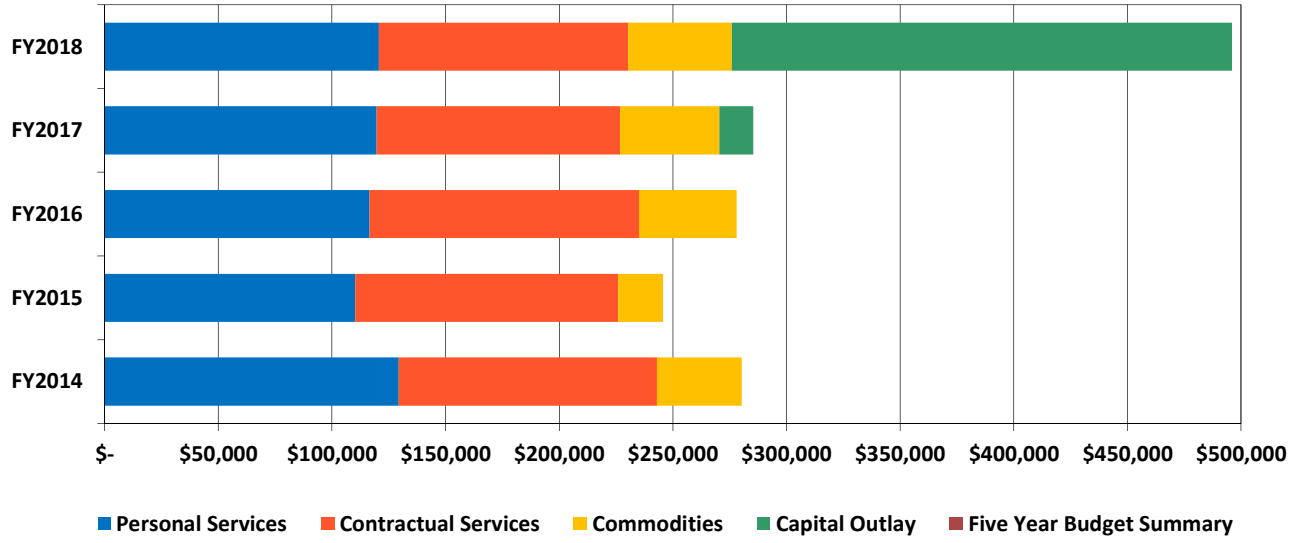
Environmental Services

Administration Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	129,390	110,281	116,634	**119,706**	**120,716**
Contractual Services	113,666	115,645	118,450	**107,057**	**109,557**
Commodities	37,191	19,766	42,987	**43,637**	**45,637**
Capital Outlay	-	-	-	**15,000**	**220,000**
Totals	**280,247**	**245,691**	**278,071**	**285,400**	**495,910**

Five Year Budget Summary



Capital Outlay Summary

	2017		2018
	$		$
Admin Facility Expansion	15,000	Admin Facility Expansion	220,000
	15,000		**220,000**

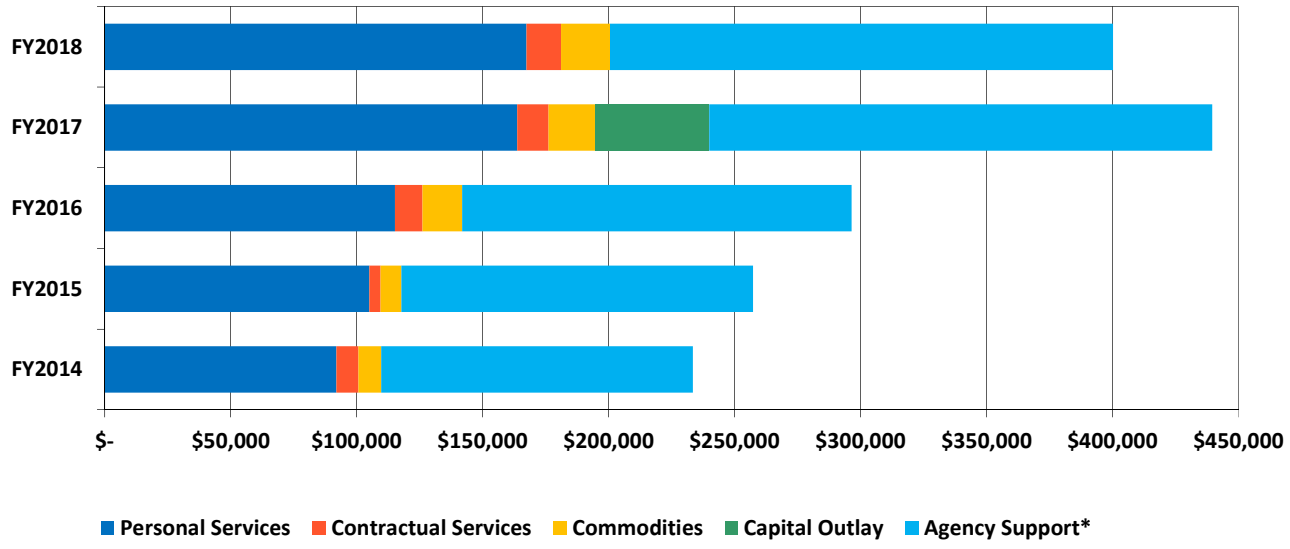
Environmental Services

Animal Control Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	92,014	105,118	115,316	**163,776**	**167,446**
Contractual Services	8,810	4,459	10,861	**12,414**	**13,746**
Commodities	8,969	8,237	15,717	**18,723**	**19,423**
Capital Outlay	-	-	-	**45,000**	**-**
Agency Support*	123,763	139,591	154,591	**199,668**	**199,668**
Totals	**233,556**	**257,404**	**296,485**	**439,581**	**400,283**

Five Year Budget Summary



Capital Outlay Summary

	2017
	$
Cargo Van	45,000
	45,000

*Agency support is paid to Lee County Humane Society.

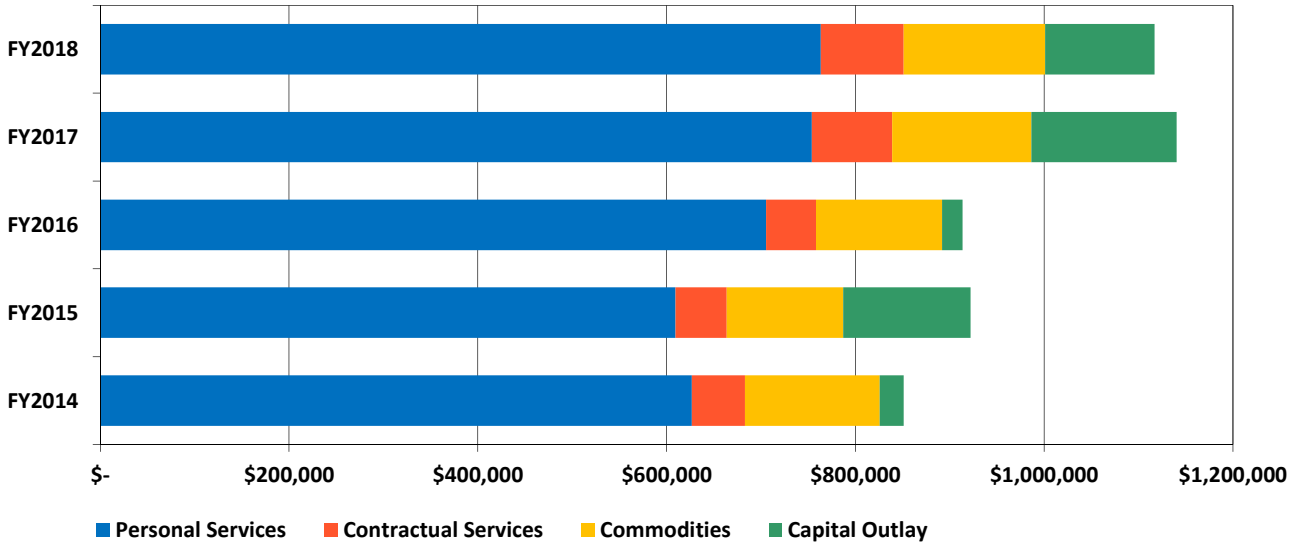
Environmental Services

Right-of-Way Maintenance Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	626,724	609,280	705,299	**753,787**	**763,332**
Contractual Services	56,161	54,412	52,895	**85,000**	**87,700**
Commodities	142,702	123,228	133,461	**147,606**	**149,906**
Capital Outlay	25,403	134,922	22,000	**154,000**	**116,000**
Totals	**850,991**	**921,842**	**913,655**	**1,140,393**	**1,116,938**

Five Year Budget Summary



Capital Outlay Summary

	2017		2018
	$		$
Ext Cab Pickup	24,000	Sport Utility Vehicle	27,000
Skid Loader	90,000	Dump Truck	89,000
61" Zero-turn Mower (4)	40,000		**116,000**
	154,000		

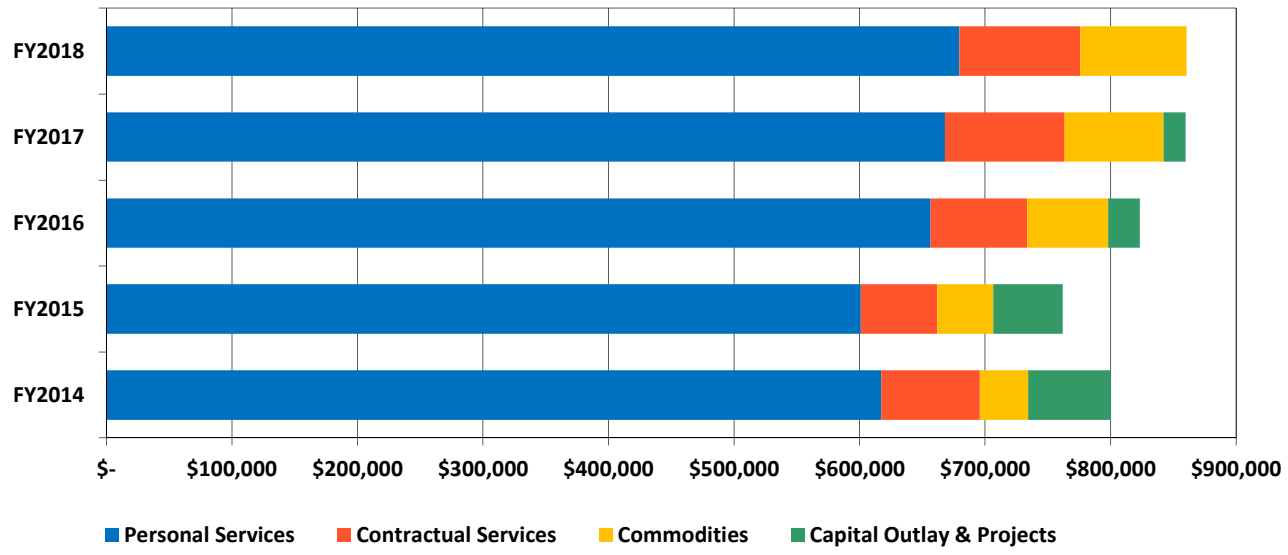
Environmental Services

Fleet Services Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	617,263	600,933	656,572	**668,141**	**679,586**
Contractual Services	78,479	60,845	77,055	**95,161**	**96,261**
Commodities	38,612	44,678	64,512	**78,887**	**84,687**
Capital Outlay & Projects	65,789	55,317	25,000	**17,400**	**-**
Totals	**800,142**	**761,773**	**823,139**	**859,589**	**860,534**

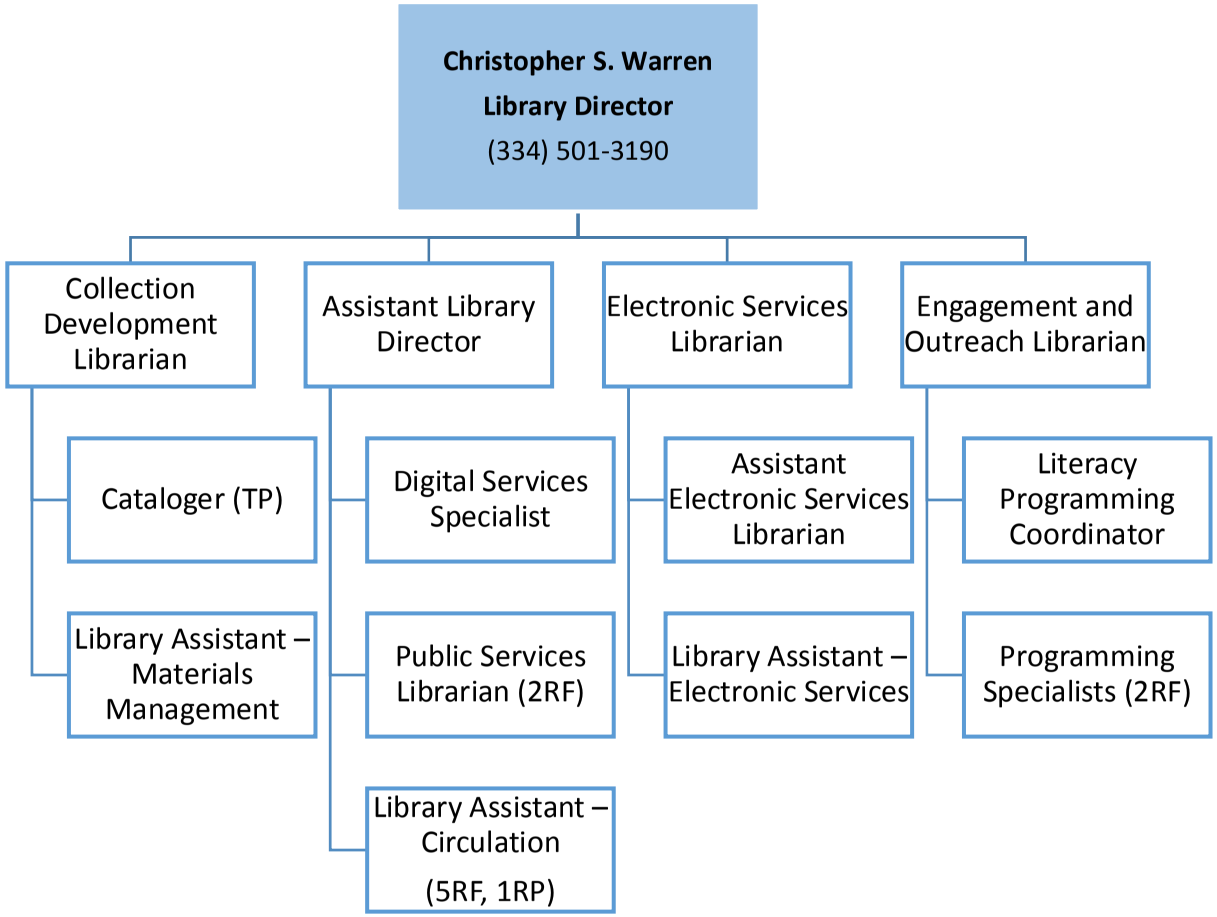
Five Year Budget Summary



Capital Outlay Summary

	2017
	$
Winch & Bumper	6,000
Vinyl Decal Machine	6,400
Particulate Filter Cleaner	5,000
	17,400

Library Department



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

FY 2014	FY 2015	FY2016	FY2017	FY2018
18	19	19	19	19

Auburn City Library

Christopher S. Warren, Director

Mission

The *mission* of the Auburn Public Library is to inspire 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 and informed community. We embrace principles of equality, inclusivity, and diversity in our collections, programs, and services.

Major Functions of the City Library

- To develop a collection that reflects the varied interests of our dynamic community in a variety of mediums
- To provide Auburn residents with reliable information and to be an integral community partner
- To provide Auburn residents with resources and programs that contribute to an active, engaged, and informed community
- To provide our patrons with a welcoming, safe, and comfortable destination, both in person and online
- To provide our community with the best public technology possible

Library FY2017 Goals

1. The Auburn Public Library will implement RFID-enabled self-checkout, as well as streamlined processes for circulation and materials handling.
   Anticipated to commence by ***10/1/2016*** and be completed by ***5/31/2017***

2. As demand for downloadable e-books and e-audiobooks continues to increase, the Auburn Public Library will expand its collection of digital content made available via OverDrive, Zinio, and/or OneClick Digital.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

3. The Auburn Public Library will establish a collection of "lucky day" copies of popular titles. These copies would not be eligible for holds or renewals, and their selection would be based on patterns of high-demand for particular authors.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

Library FY2018 Goals

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

2. 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.
   Anticipated to commence by ***1/1/2017*** and be completed by ***6/30/2017***

3. 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.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

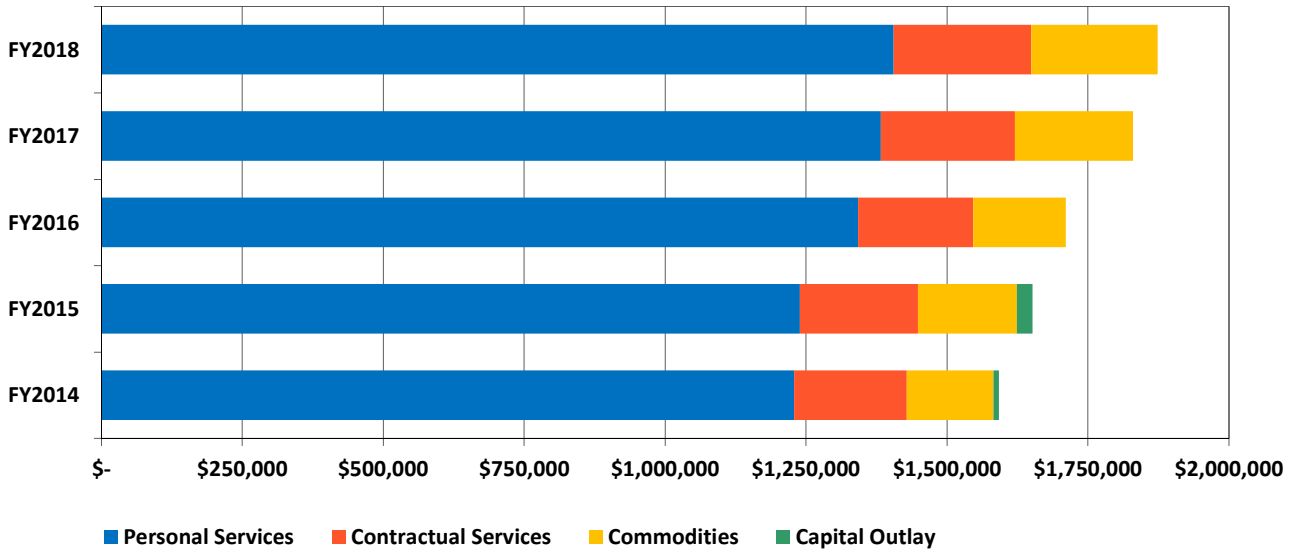
Library

Budget Summary

Comparative Budget Summary by Category

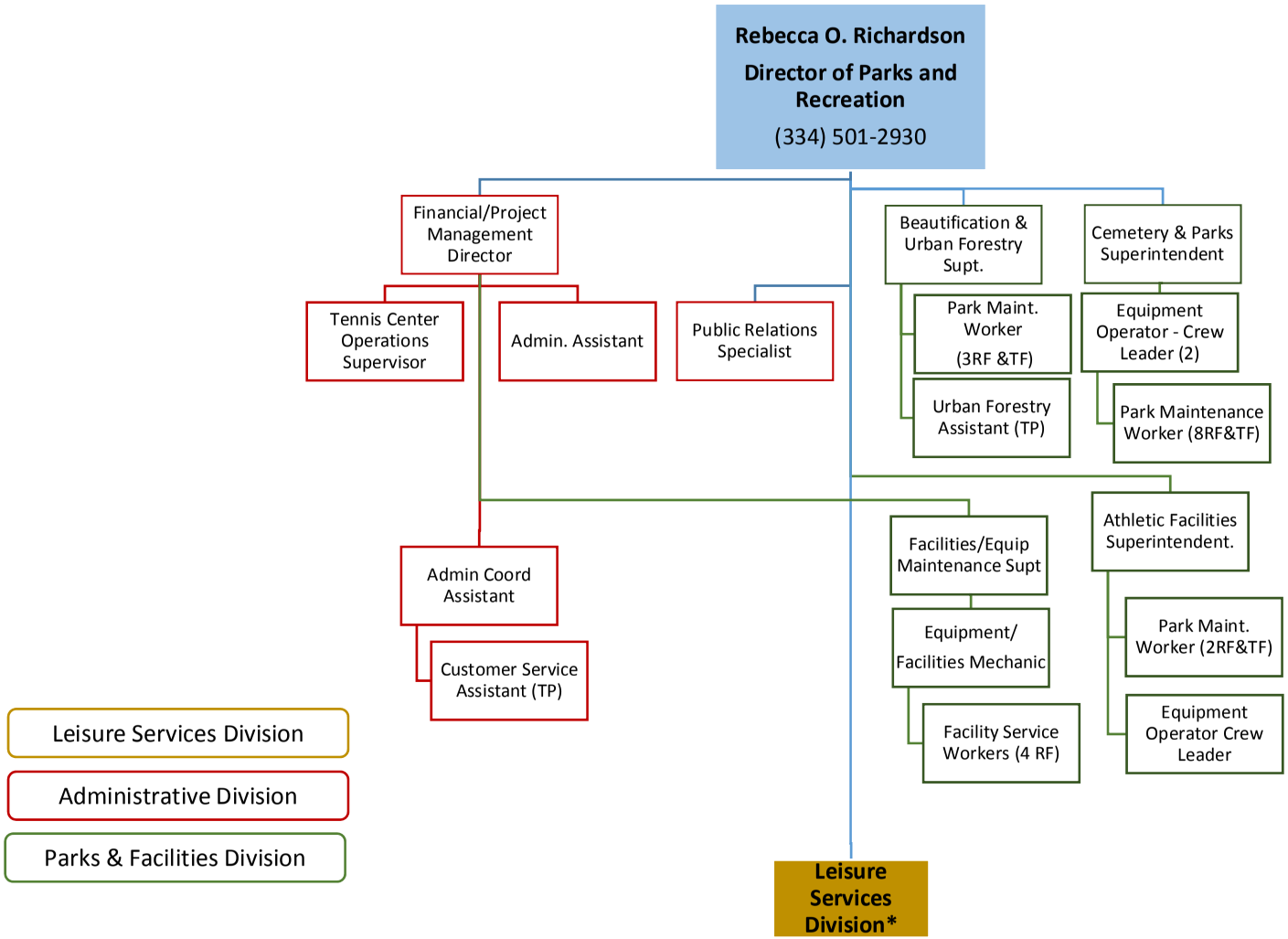
	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	1,228,728	1,239,216	1,342,297	**1,382,847**	**1,405,506**
Contractual Services	199,558	208,970	204,130	**237,500**	**243,530**
Commodities	154,330	175,489	163,938	**209,250**	**224,250**
Capital Outlay	9,431	27,667	-	**-**	**-**
Totals	**1,592,048**	**1,651,342**	**1,710,365**	**1,829,597**	**1,873,286**

Five Year Budget Summary



City of Auburn

Parks and Recreation Department



*Leisure Services Division on next page ->

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

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administration	5	5	5	5	5
Leisure Services.	15	16	17	17	17
Parks and Facilities	26	26	26	26	26
TOTAL	**46**	**47**	**48**	**48**	**48**

Parks and Recreation Department

Rebecca O. Richardson, Director

City of Auburn

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 FY2017 Goals

1. Conduct a fundraising program to improve Auburn cemeteries to fund projects designated by the Auburn Cemetery Trust.
   Anticipated to commence by ***5/1/2016*** and be completed by ***9/30/2017***

2. Complete the Auburn Parks, Recreation, Culture Master Plan.
   Anticipated to commence by ***5/1/2016*** and be completed by ***3/31/2017***

3. Increase followers on Facebook by 20 percent(1500)
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

4. Evaluate low cost/in house solutions to space needs in order provide additional program space and begin implementation.
   Anticipated to commence by ***10/1/2016*** and be completed by ***12/31/2016***

5. Develop plans and funding options for an inclusive playground.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2018***

Leisure Services

1. Add one additional large scale (200 plus) 50-plus event.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

2. Add additional night of Daddy Daughter Date Night.
   Anticipated to commence by ***10/1/2016*** and be completed by ***2/28/2017***

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

Parks and Facilities

1. Develop plans for the revitalization of medians on Glenn and South College Street
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

2. Work with Auburn Baseball and Softball Association to renovate fields 1 & 2 at Old Duck Samford.
   Anticipated to commence by and be completed by

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***

2. Provide one additional large scale community arts event.
   Anticipated to commence by ***10/1/2017*** and be completed by ***9/30/2018***

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***

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***

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***

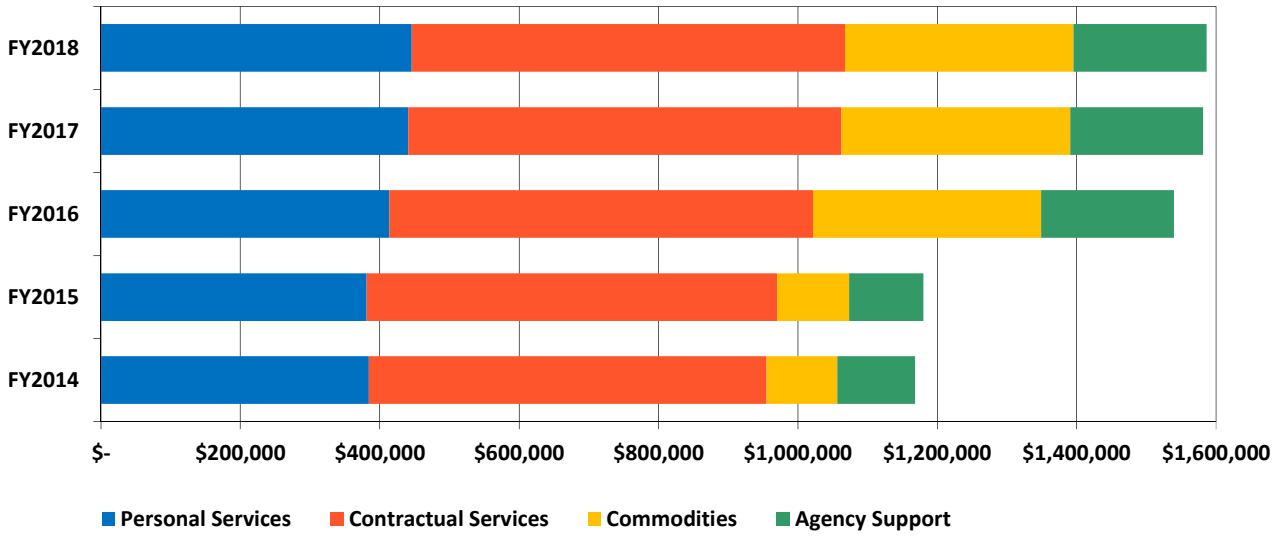
Parks and Recreation

Administration Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	384,448	381,086	413,734	**440,875**	**445,888**
Contractual Services	570,627	588,985	607,711	**621,815**	**621,815**
Commodities	101,559	103,498	327,344	**327,844**	**327,844**
Agency Support	111,560	106,407	190,592	**190,592**	**190,592**
Totals	**1,168,194**	**1,179,976**	**1,539,381**	**1,581,126**	**1,586,139**

Five Year Budget Summary



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

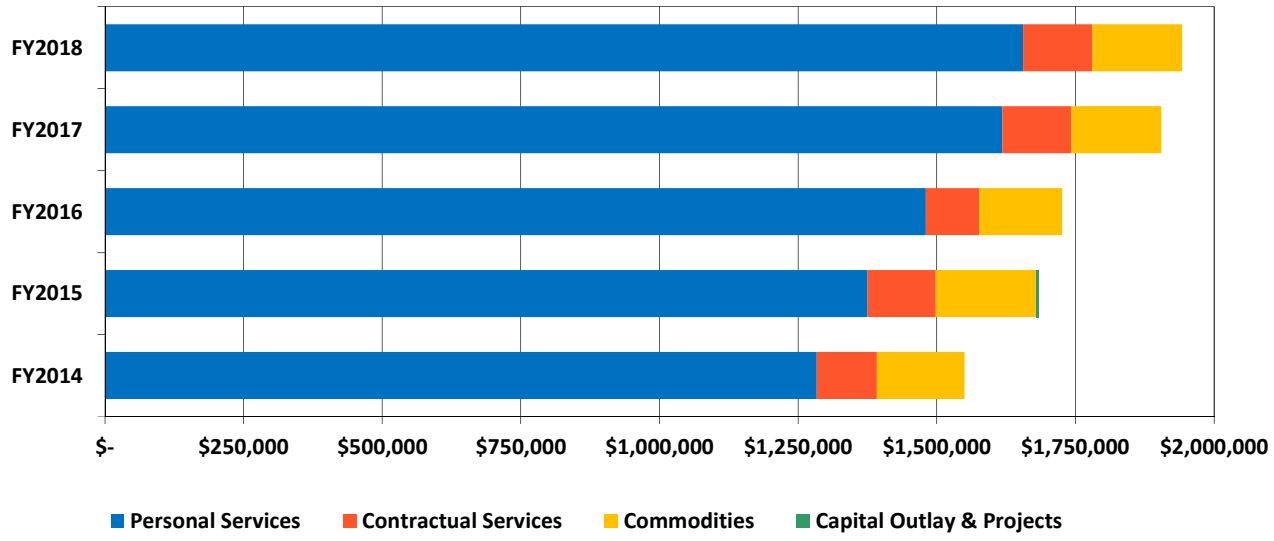
Parks and Recreation

Leisure Services Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	1,283,532	1,375,160	1,480,204	**1,618,058**	**1,655,312**
Contractual Services	108,194	123,156	96,098	**124,798**	**124,798**
Commodities	158,402	180,229	149,751	**162,251**	**162,251**
Capital Outlay & Projects	-	5,505	-	**-**	**-**
Totals	**1,550,128**	**1,684,050**	**1,726,053**	**1,905,107**	**1,942,361**

Five Year Budget Summary



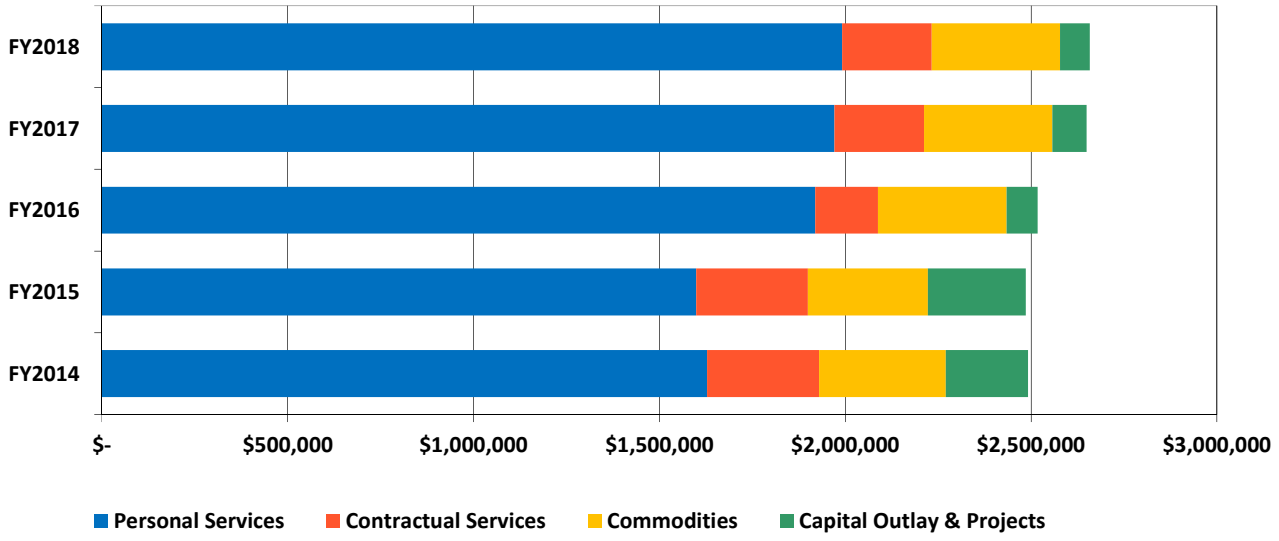
Parks and Recreation

Parks and Facilities Division Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	1,628,719	1,598,968	1,919,041	**1,971,174**	**1,992,000**
Contractual Services	300,669	300,714	169,120	**240,620**	**240,620**
Commodities	341,153	322,284	345,669	**345,669**	**345,669**
Capital Outlay & Projects	221,560	264,245	83,499	**92,000**	**80,000**
Totals	**2,492,101**	**2,486,211**	**2,517,329**	**2,649,463**	**2,658,289**

Five Year Budget Summary

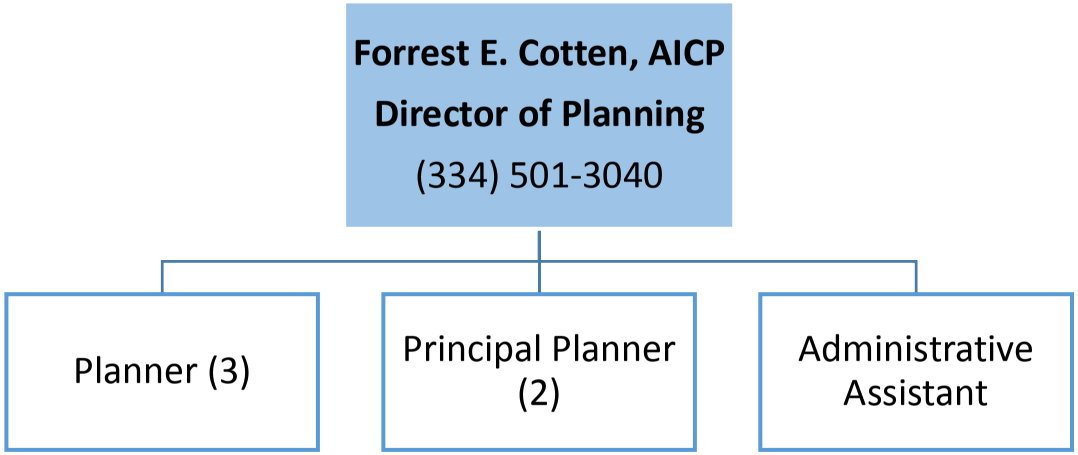


Capital Outlay Summary

	2017		2018
	$		$
Ext Cab Pickup	54,000	Ext Cab Pickup (2)	56,000
Field Vacuum	38,000	Sport Utility Vehicle	24,000
	92,000		**80,000**

City of Auburn

Planning Department



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

FY 2014	FY 2015	FY2016	FY2017	FY2018
8	8	7	7	7

Planning Department

Forrest E. Cotten, AICP, Director

City of Auburn

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 FY2017 Goals

1. Conduct study of Glenn/Dean intersection and its environs, and recommend appropriate land use designations for this area of the City.
   Anticipated to commence by ***3/1/2017*** and be completed by ***8/31/2017***

2. Complete the first five-year comprehensive update of CompPlan 2030, including both text amendments as well as amendments to the future land use plan map.
   Anticipated to commence by ***10/1/2016*** and be completed by ***3/31/2017***

3. Complete update of the 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 ***10/1/2016*** and be completed by ***12/31/2016***

4. Develop a Streetscape Master Plan for the downtown area (UN and UC districts) that would include a preferred spatial standards, uses, materials, site furnishings, street tree master plan, lighting strategies, branding and signage recommendations with an emphasis on the overall aesthetic for Downtown Auburn.
   Anticipated to commence by ***2/1/2017*** and be completed by ***6/30/2017***

5. Complete land use study for the MLK/Bragg Avenue corridor (Phase II of the "Renew Opelika Road") planning initiative.
   Anticipated to commence by ***10/1/2016*** and be completed by ***1/31/2017***

6. Publish the FY2016 Annual Report to the Planning Commission.
   Anticipated to commence by ***10/1/2016*** and be completed by ***2/9/2017***

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***

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 ***11/1/2017*** and be completed by ***3/1/2018***

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***

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***

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***

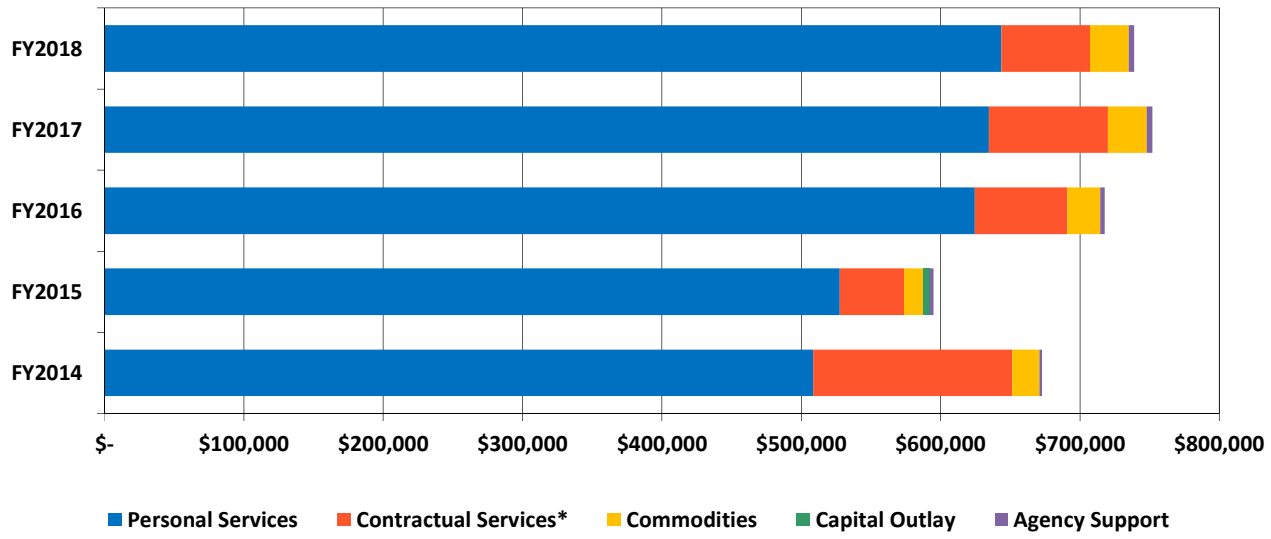
Planning

Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	508,653	527,590	624,642	**634,558**	**643,550**
Contractual Services*	142,815	46,294	66,250	**85,600**	**63,600**
Commodities	19,435	13,718	23,750	**27,750**	**27,750**
Capital Outlay	-	4,500	-	**-**	**-**
Agency Support	1,741	2,790	3,000	**4,000**	**4,000**
Totals	**672,644**	**594,893**	**717,642**	**751,908**	**738,900**

Five Year Budget Summary



* FY2014 commodities included Downtown Master Plan and Growth and Development Study costs.

City of Auburn

General Fund – *A Major Fund*

General Fund - Non-Departmental Expenditures

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Outside Agencies Funding by Agency Type – FY 2017 & FY 2018 235
Non-Departmental Transfers 236

City of Auburn

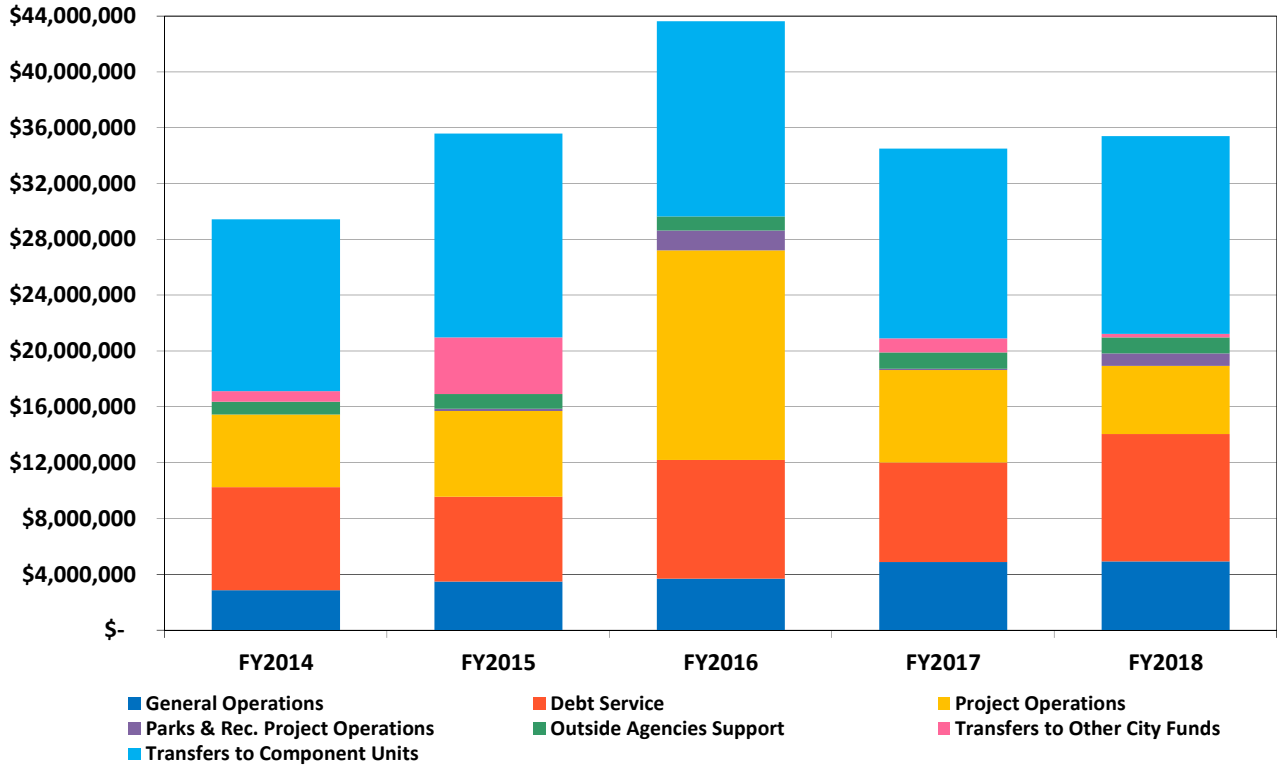
City of Auburn

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

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
General Operations	2,876,873	3,489,313	3,683,317	**4,889,528**	**4,921,391**
Debt Service	7,371,179	6,065,225	8,511,881	**7,136,910**	**9,141,044**
Public Works Project Operations	5,196,659	6,161,466	15,014,154	**6,605,800**	**4,882,000**
Parks & Rec. Project Operations	-	146,605	1,432,932	**97,000**	**900,000**
Outside Agencies Support	932,957	1,054,420	1,015,663	**1,177,818**	**1,135,985**
Transfers to Other City Funds	750,000	4,073,533	-	**1,015,000**	**260,000**
Transfers to Component Units*	12,313,079	14,589,100	13,980,875	**13,590,250**	**14,156,660**
Totals	**29,440,746**	**35,579,662**	**43,638,822**	**34,512,307**	**35,397,079**

Five Year Budget Summary



* Includes appropriation to Auburn City Schools

General Operations

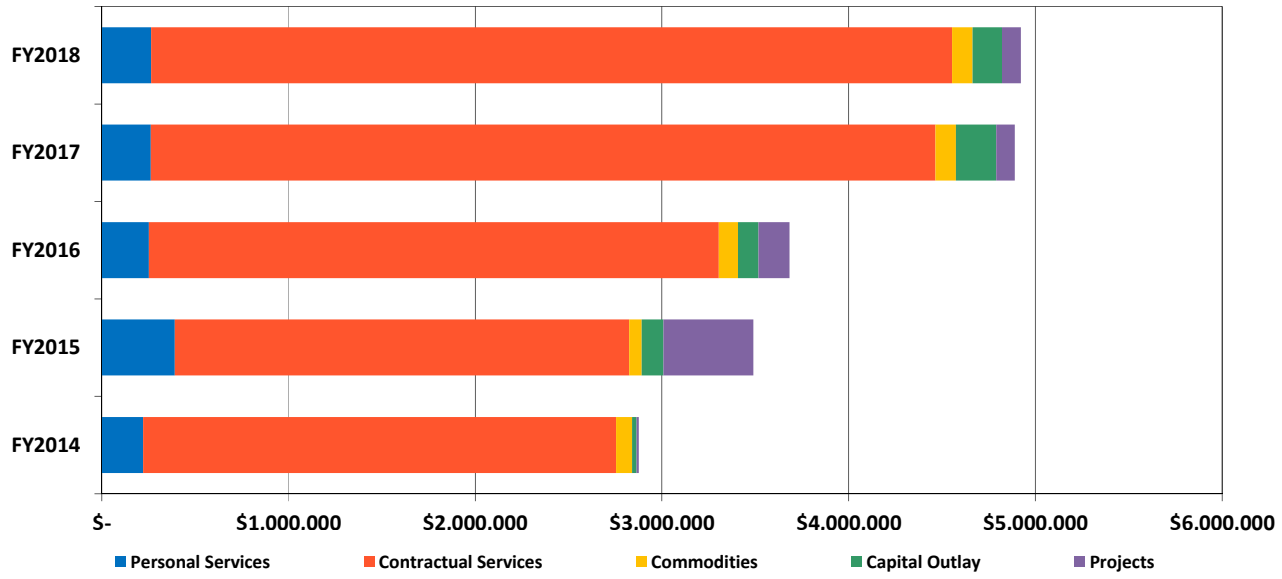
Budget Summary

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 Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	222,410	391,994	252,161	**263,500**	**264,825**
Contractual Services	2,532,292	2,431,875	3,051,656	**4,201,028**	**4,289,066**
Commodities	85,923	68,264	103,000	**110,000**	**110,000**
Capital Outlay	24,243	116,001	111,000	**215,000**	**157,500**
Projects	12,005	481,180	165,500	**100,000**	**100,000**
Totals	**2,876,873**	**3,489,313**	**3,683,317**	**4,889,528**	**4,921,391**

Five Year Budget Summary



Public Works Project Operations

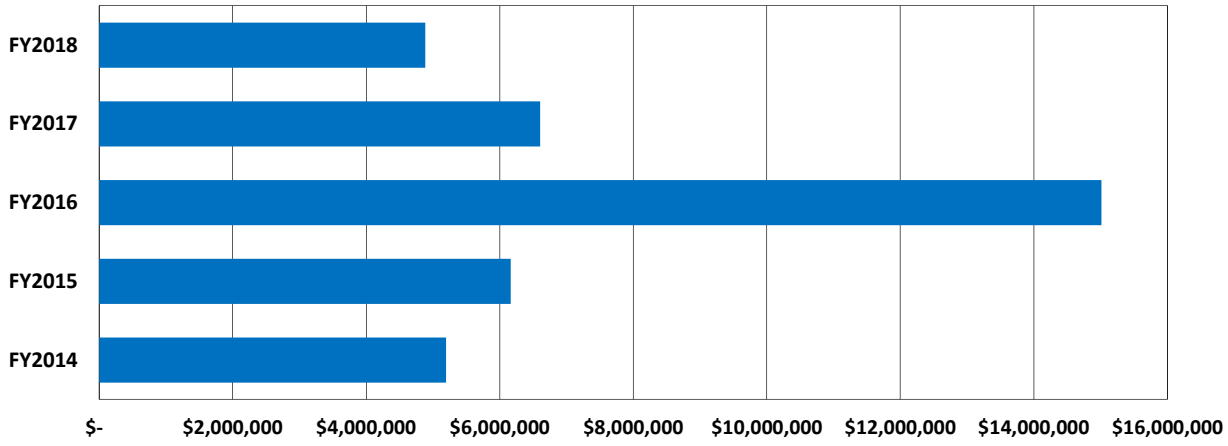
Budget Summary

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." Public Works Project Operations accounts for infrastructure and non-recreation facilities projects.

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Public Works					
Engineering Professional Svcs.	-	-	-	**500,000**	**-**
Traffic Signals and Signage	52,639	112,896	-	**-**	**-**
Special Projects	383,912	1,923,274	1,711,000	**25,000**	**25,000**
Intersection Improvements	383,508	2,710,937	352,407	**1,236,300**	**1,110,000**
Streets/Roadway Expansion	-	2,640	-	**22,000**	**22,000**
Streets/Roadway Reconstruction	36,973	24,837	802,260	**-**	**-**
Traffic Signals Improvements	91,858	65,769	759,916	**243,000**	**65,000**
Bridge Improvements	4,823	8,239	3,218,883	**207,500**	**-**
Street Resurfacing/Restriping	2,643,255	296,270	3,413,546	**2,500,000**	**2,387,000**
Downtown Parking Improvements	226,316	801,175	1,197,942	**-**	**420,000**
Drainage Improvements	85,500	115,817	118,200	**75,000**	**75,000**
Sidewalk Projects	46,682	14,619	400,000	**1,627,000**	**778,000**
Street Light Projects	-	37,726	-	**170,000**	**-**
Facilities Projects	1,241,193	47,268	3,040,000	**-**	**-**
Total	**5,196,659**	**6,161,466**	**15,014,154**	**6,605,800**	**4,882,000**

Five Year Budget Summary



See Capital Section beginning on page 307 for Public Works capital projects detail.

Parks & Recreation Project Operations

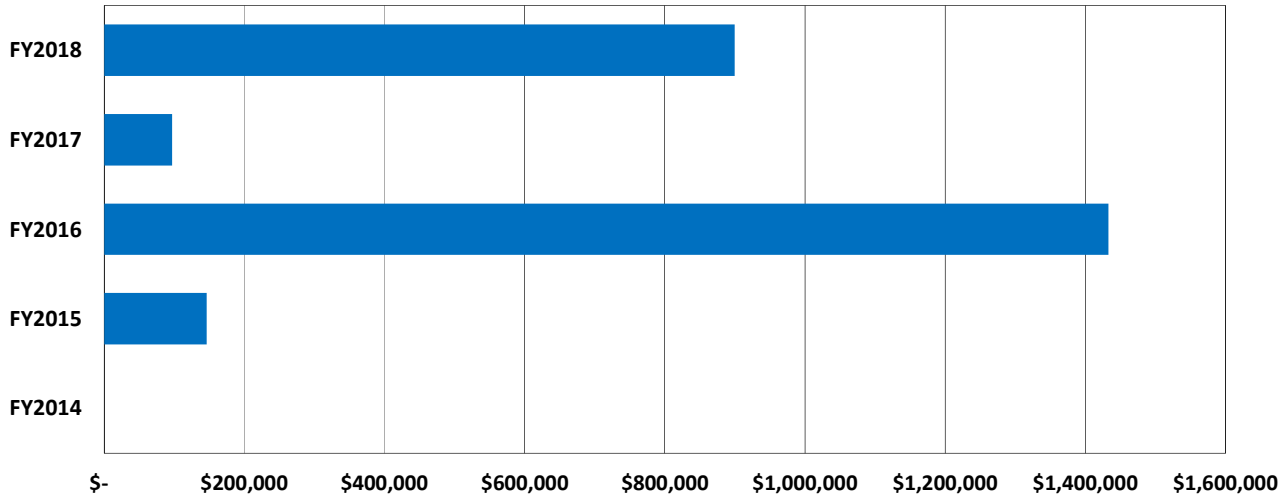
Budget Summary

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 facilites.

Comparative Budget Summary by Category

	Actual*	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Special Projects	-	60,515	-	-	-
Town Creek Park	-	28,881	-	-	-
Boykin Community Center	-	-	950,000	-	-
Soccer Complex	-	-	138,250	-	-
Kiesel Park	-	57,209	284,682	-	-
Westview Cemetery	-	-	60,000	-	-
Drake Pool	-	-	-	7,000	-
Samford Pool	-	-	-	70,000	-
Greenway Projects	-	-	-	20,000	900,000
Total	**-**	**146,605**	**1,432,932**	**97,000**	**900,000**

Five Year Budget Summary



* During FY2014, Parks & Recreation projects were included in Public Works Project Operations or in the departmental budget.

Debt Service

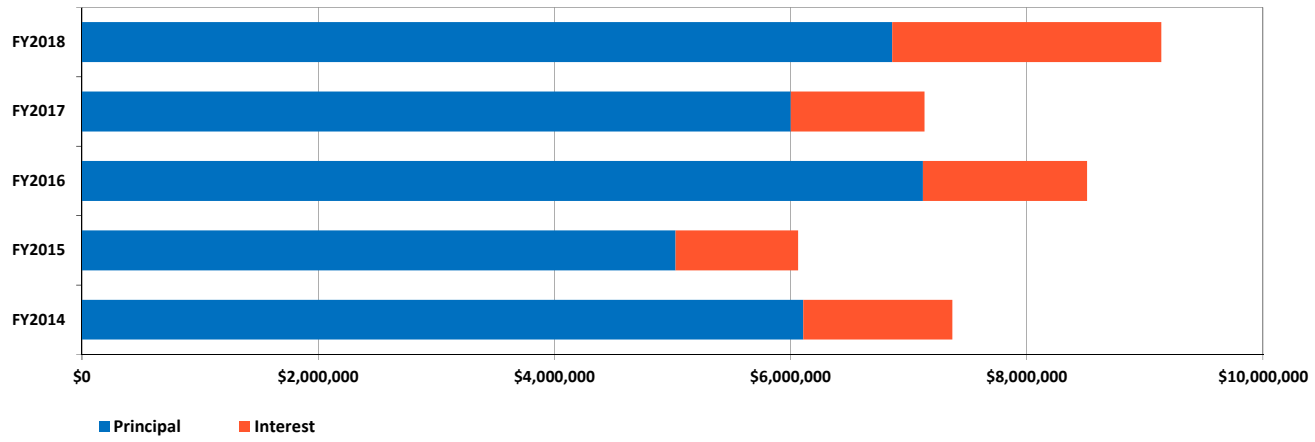
Budget Summary

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

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Debt issuance expenditures	30	33	30	2,200	2,200
Principal and Interest					
'03 GO warrant (infrastructure improvements)	198,786	-	-	-	-
'05 GO warrant (West Tech Park)	783,198	195,799	-	-	-
'06 GO warrant (AU Res Park infrastructure)	664,717	276,966	-	-	-
'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	1,082,663	1,082,663	811,997
'08 GO warrant (Comm Dev Authority)	1,100,540	1,100,540	1,100,540	1,100,540	825,406
'08 GO warrant (refinance & property)	462,117	346,588	-	-	-
'09 GO warrant (Samford Ave Extension)	335,173	320,968	-	-	-
'10 GO warrant (refunding series 2000-A bonds)	347,224	347,224	347,224	347,224	347,224
'10 GO warrant (refunding series 2004-A bonds)	1,017,045	1,017,045	1,017,045	1,017,045	1,017,045
'10 GO warrant (Alabama St. property)	210,101	207,615	204,345	201,804	199,185
'12 GO warrant (West Tech Park)	601,772	601,772	601,771	601,771	601,771
'12 GO Warrant (refunding 1999 Warrants)	292,200	292,400	295,050	292,400	292,000
'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
'12 GO Bonds (former 5 mill - '12 capital projects)	-	-	432,200	435,300	437,800
'12 GO Bonds (refunding former 5 mill - '98, '99, '02, '05 bonds)	-	-	1,126,600	375,700	363,300
'14 GO Bonds (refunding former 5 mill - '07 bonds (partial))	-	-	457,300	454,650	459,800
'18 GO Warrant (future proposed borrowing)	-	-	-	-	2,558,902
Total principal and interest	7,371,149	6,065,192	8,511,851	**7,134,710**	**9,138,844**
Total debt service	7,371,179	6,065,225	8,511,881	**7,136,910**	**9,141,044**
Principal	6,107,115	5,025,976	7,120,734	6,003,577	6,860,040
Interest	1,264,034	1,039,216	1,391,117	1,131,133	2,278,803
Total principal and interest	7,371,149	6,065,192	8,511,851	**7,134,710**	**9,138,844**
Principal and interest as a % of total expenditures and other uses	10.8%	8.1%	9.7%	8.7%	10.9%

Five Year Budget Summary



City of Auburn

Trends in Outside Agencies Funding

	Audited Actual FY2014	Audited Actual FY2015	Mid-Year Budget FY2016	Budget FY2017	Incr/(Decr) of Proposed over FY2016	Budget FY2018	Incr/(Decr) of Proposed over FY2017
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	10,231	9,559	30,000	**30,000**	-	**30,000**	-
AU Jule Collins Smith Museum	49,781	38,746	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	18,123	43,123	43,123	**18,123**	(25,000)	**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	227,262	255,477	243,059	**272,214**	29,155	**280,381**	8,166
CVB - Spec. Act. (Super 7 & PGA Event)	-	75,000	25,000	**183,000**	158,000	**133,000**	(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	60,894	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	128,400	144,250	136,215	**136,215**	-	**136,215**	-
Red Cross	10,000	10,000	10,000	**10,000**	-	**10,000**	-
East Alabama Council for the Arts	-	-	-	**-**	**-**	**-**	**-**
Totals	932,957	1,054,420	1,015,663	**1,177,818**	162,155	**1,135,985**	**(41,834)**

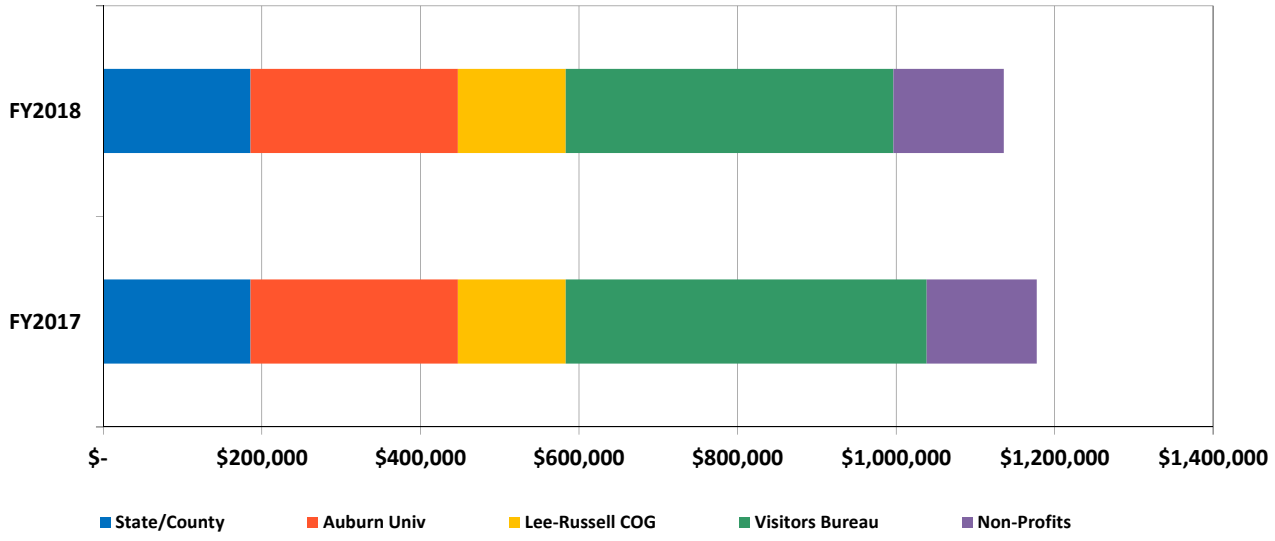
* Based on the priority rankings provided by the City Council, the budget includes level funding for all outside agencies not tied to a tax-driven formula or other contractual agreement. The City Council has been provided a packet of information on each of the agencies listed above.

	Requested*		***Budgeted Funding***		***Requested over Budgeted***	
	FY2017	FY2018	FY2017	FY2018	FY2017	FY2018
AL Cooperative Extension Svc	10,000	10,000	10,000	10,000	-	-
AU Airport - Operations	21,647	21,647	21,647	21,647	-	-
AU Airport - Terminal Improv.	100,000	100,000	100,000	100,000	-	-
AU Airport-FAA Match	30,000	30,000	30,000	30,000	-	-
AU Jule Collins Smith Museum	50,000	50,000	50,000	50,000	-	-
Auburn Day Care Centers, Inc.	56,000	60,000	50,000	50,000	6,000	10,000
Boys & Girls Club of Lee County	30,000	30,000	18,123	18,123	11,877	11,877
Child Advocacy Center	5,000	5,000	5,000	5,000	-	-
Community Market of Food Bank	25,000	25,000	25,000	25,000	-	-
Convention & Visitor's Bureau	272,214	280,381	272,214	280,381	-	-
CVB - Spec. Act. (Super 7 & PGA Event)	183,000	133,000	183,000	133,000	-	-
Domestic Violence Intervention Ctr	16,000	16,000	15,000	15,000	1,000	1,000
Unity Wellness Center	4,000	4,500	3,500	3,500	500	1,000
East AL Mental Health Board	45,000	45,000	42,000	42,000	3,000	3,000
East AL Svcs for the Elderly	12,500	12,500	12,500	12,500	-	-
Forest Ecology Preserve	50,000	50,000	50,000	50,000	-	-
Lee County EMA-Operations	31,903	34,099	31,903	31,903	-	2,196
Lee County Health Department	47,904	47,904	47,904	47,904	-	-
Lee County Juvenile Court	18,612	18,612	18,612	18,612	-	-
Lee County Youth Dev Ctr	45,200	45,200	45,200	45,200	-	-
Lee-Russell COG-Operations	140,300	144,500	136,215	136,215	4,085	8,285
Red Cross	15,000	15,000	10,000	10,000	5,000	5,000
East Alabama Council for the Arts	25,000	30,000	-	-	25,000	30,000
Totals	1,234,280	1,208,343	1,177,818	1,135,985	56,462	72,358

City of Auburn

Outside Agencies Funding by Agency Type

	FY2017 Budget		FY2018 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	
Total - State and County		185,619		185,619
Auburn University				
Alabama Cooperative Extension Service	10,000		10,000	
Airport - Operations	21,647		21,647	
Airport - Terminal Improvements	100,000		100,000	
Airport - FAA Match	30,000		30,000	
Jule Collins Smith Museum of Fine Art	50,000		50,000	
Forest Ecology Preserve	50,000		50,000	
Total - Auburn University		261,647		261,647
Lee-Russell Council of Governments (COG)		136,215		136,215
Auburn-Opelika Convention and Visitors Bureau		455,214		413,381
Total Governmental Entities		1,038,695		996,862
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	
Total Non-Profit Organizations		139,123		139,123
Total Outside Agencies Funding		1,177,818		1,135,985



Transfers

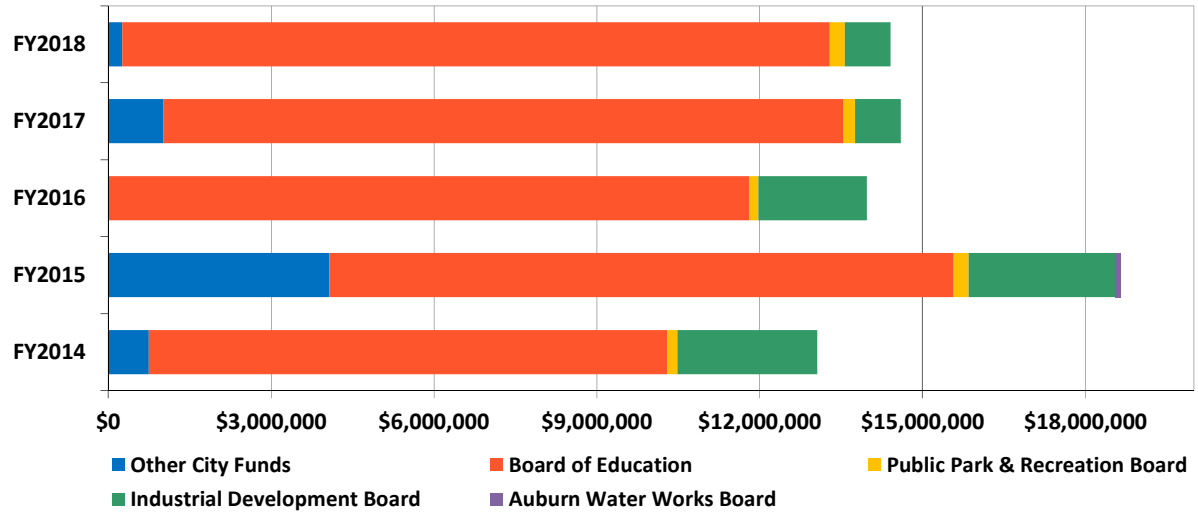
Budget Summary

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

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Transfers to Other City Funds					
Liability Risk Retention Fund	400,000	150,000	-	**260,000**	**260,000**
Employee Benefit Self Insurance Fund	-	-	-	755,000	-
Transfer to other funds (Auburn City Schools)	-	3,823,533	-	**-**	**-**
Solid Waste Management Fund	350,000	100,000	-	**-**	**-**
Total Transfers to Other Funds	750,000	4,073,533	-	**1,015,000**	**260,000**
Transfers to Component Units					
Board of Education	9,550,759	11,500,000	11,809,375	**12,535,250**	**13,036,660**
Auburn Water Works Board	-	103,000	-	**-**	**-**
Public Park & Recreation Board	190,127	278,292	170,000	**210,000**	**275,000**
Industrial Development Board					
General Operations	265,000	275,000	275,000	**315,000**	**315,000**
Industrial Recruitment	245,000	265,000	240,000	**240,000**	**240,000**
AU Research Park	25,000	25,000	25,000	**25,000**	**25,000**
Commercial Development	75,000	100,000	146,000	**150,000**	**150,000**
Workforce Development	15,000	15,000	15,000	**115,000**	**115,000**
Auburn Technology Park West	1,947,192	2,027,808	1,300,000	**-**	**-**
Commercial Development Authority	-	-	500	**-**	**-**
Total Transfer to IDB	2,572,192	2,707,808	2,001,500	**845,000**	**845,000**
Total Transfers to Component Units	12,313,079	14,589,100	13,980,875	**13,590,250**	**14,156,660**
Totals	13,063,079	18,662,632	13,980,875	**14,605,250**	**14,416,660**

Five Year Budget Summary



General Fund – *A Major Fund*

Special Activities of the General Fund

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City of Auburn

Description of and Trends in Special Activities of the General Fund

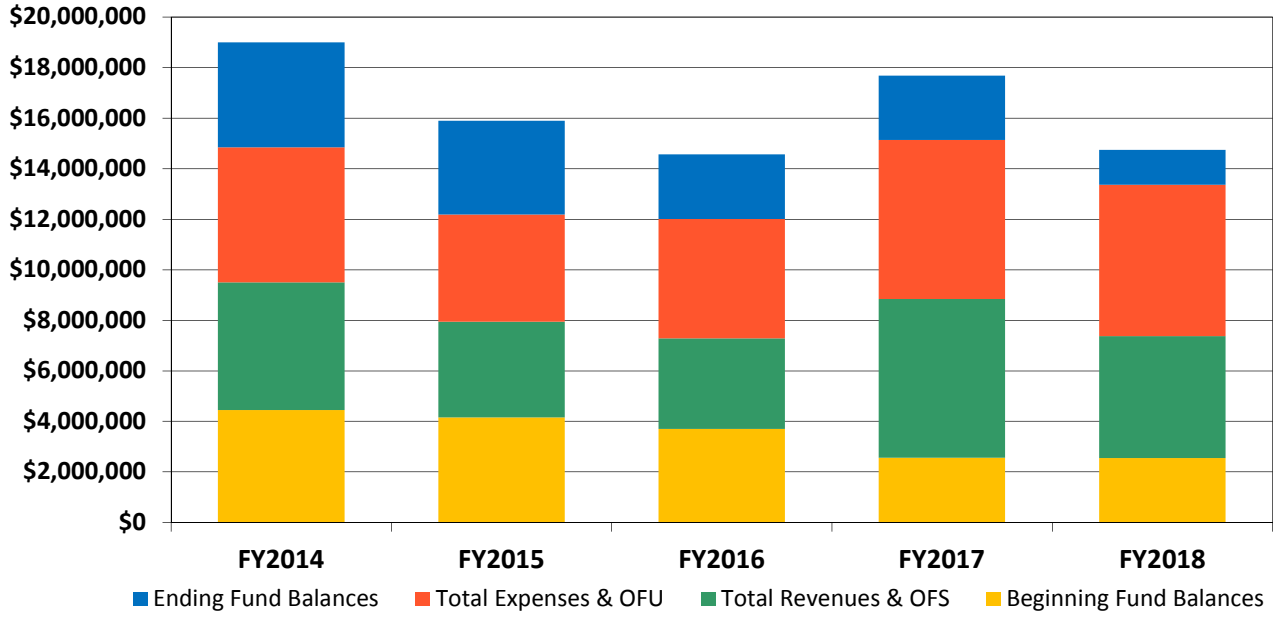
Special Activities of the General Fund are used to provide a separate accounting for (1) insurance-related services that are provided by the City and (2) projects funded by development agreements and special assessments.

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*	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Beginning Fund Balances	**4,452,454**	**4,156,440**	**3,707,515**	**2,564,033**	**2,543,976**
Total Revenues & OFS	**5,048,801**	**3,792,458**	**3,577,637**	**6,275,908**	**4,824,771**
Total Expenses & OFU	**5,344,815**	**4,241,383**	**4,721,119**	**6,295,965**	**5,991,667**
Excess of Revenues & OFS over Expenditures & OFU	(296,014)	(448,925)	(1,143,482)	(20,057)	(1,166,896)
Ending Fund Balances	**4,156,440**	**3,707,515**	**2,564,033**	**2,543,976**	**1,377,080**



* Prior to FY2017, the Assessment Project Fund was not a budgeted fund. Revenues and expenditures for that fund for FY2016 are projected amounts.

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	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Revenues					
Charges for services					
Employer premiums	2,057,688	2,165,447	2,110,619	**2,772,850**	**2,774,235**
Employee premiums	942,719	993,789	949,122	**1,275,115**	**1,275,115**
Other revenues					
Interest	53,363	46,445	40,615	**39,913**	**36,511**
Claims reimbursement	69,639	100,673	50,000	**50,000**	**50,000**
Other	1,465,392	276,104	367,281	**1,063,030**	**368,910**
Total revenues	4,588,801	3,582,458	3,517,637	**5,200,908**	**4,504,771**
Other financing sources (OFS):					
Transfers in from other funds	460,000	210,000	60,000	**1,075,000**	**320,000**
Total revenues and OFS	**5,048,801**	**3,792,458**	**3,577,637**	**6,275,908**	**4,824,771**
Expenditures:					
Claims payments	2,876,776	2,981,539	3,045,151	**4,144,356**	**4,465,044**
Liability retention	52,983	51,276	130,000	**100,000**	**100,000**
Premium expenditures	333,350	353,951	379,157	**390,582**	**415,734**
Legal professional services	-	6,840	10,000	**10,000**	**10,000**
Administration fees	225,173	256,536	319,838	**333,408**	**327,345**
Employee wellness clinic	4,529	292,399	227,663	**315,523**	**304,623**
Assessment projects	1,852,004	298,842	609,310	**1,002,096**	**368,921**
Total expenditures	**5,344,815**	**4,241,383**	**4,721,119**	**6,295,965**	**5,991,667**
Excess (deficit) of revenue and OFS over expenditures and OFU	(296,014)	(448,925)	(1,143,482)	**(20,057)**	**(1,166,896)**
Fund balance, beginning of year	**4,452,454**	**4,156,440**	**3,707,515**	**2,564,033**	**2,543,976**
Fund balance, end of year	**4,156,440**	**3,707,515**	**2,564,033**	**2,543,976**	**1,377,080**

* Prior to FY2017, the Assessment Project Fund was not a budgeted fund. Revenues and expenditures for that fund for FY2016 are projected amounts.

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, 9.30.2015	**1,761,035**	**2,561,881**	**(615,401)**	**3,707,515**
FY2016 Projected revenues	81,800	3,119,741	376,096	**3,577,637**
FY2016 Projected expenses	527,000	3,584,809	609,310	**4,721,119**
Projected fund balances, 9.30.2016	**1,315,835**	**2,096,813**	**(848,615)**	**2,564,033**
FY2017 Budget				
Revenues				
Interest	7,500	12,000	20,413	**39,913**
Insurance premiums	-	4,047,965	-	**4,047,965**
Other revenue	17,000	50,000	1,046,030	**1,113,030**
Total revenues	24,500	4,109,965	1,066,443	**5,200,908**
Other financing sources				
Transfers in from other funds	320,000	755,000	-	**1,075,000**
Total resources available	**1,660,335**	**6,961,778**	**217,828**	**8,839,941**
Expenditures				
Risk management/employee benefits	515,000	4,778,869	-	**5,293,869**
Assessment projects	-	-	1,002,096	**1,002,096**
Total expenditures	**515,000**	**4,778,869**	**1,002,096**	**6,295,965**
Projected fund balances, 9.30.2017	**1,145,335**	**2,182,909**	**(784,268)**	**2,543,976**
FY2018 Budget				
Projected fund balances, 9.30.2017	**1,145,335**	**2,182,909**	**(784,268)**	**2,543,976**
Revenues				
Interest	7,500	12,000	17,011	**36,511**
Insurance premiums	-	4,049,350	-	**4,049,350**
Other revenue	17,000	50,000	351,910	**418,910**
Total revenues	24,500	4,111,350	368,921	**4,504,771**
Other financing sources				
Transfers in from other funds	320,000	-	-	**320,000**
Total resources available	**1,489,835**	**6,294,259**	**(415,347)**	**7,368,747**
Expenditures				
Risk management/employee benefits	518,000	5,104,746	-	**5,622,746**
Assessment projects	-	-	368,921	**368,921**
Total expenditures	**518,000**	**5,104,746**	**368,921**	**5,991,667**
Projected fund balances, 9.30.2018	**971,835**	**1,189,513**	**(784,268)**	**1,377,080**

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*	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Revenues:					
Interest	7,396	6,928	6,800	**7,500**	**7,500**
Insurance Reimbursement	4,821	116	-	**5,000**	**5,000**
Reimbursements from AU	1,782	-	15,000	**12,000**	**12,000**
Total revenues	13,999	7,044	21,800	**24,500**	**24,500**
Other financing sources (OFS):					
Transfers in from other funds	460,000	210,000	60,000	**320,000**	**320,000**
Total revenues and OFS	**473,999**	**217,044**	**81,800**	**344,500**	**344,500**
Expenditures:					
Claims payments	129,105	65,845	255,000	**270,000**	**270,000**
Liability retention	52,983	51,276	130,000	**100,000**	**100,000**
Premium expenditures	88,150	89,354	97,000	**100,000**	**103,000**
Legal professional services	-	6,840	10,000	**10,000**	**10,000**
Administration fees	18,288	22,919	35,000	**35,000**	**35,000**
Total expenditures	**288,526**	**236,234**	**527,000**	**515,000**	**518,000**
Excess of revenue and other sources over expenditures and other uses	185,473	(19,190)	(445,200)	**(170,500)**	**(173,500)**
Fund balance, beginning of year	**1,594,752**	**1,780,225**	**1,761,035**	**1,315,835**	**1,145,335**
Fund balance, end of year	**1,780,225**	**1,761,035**	**1,315,835**	**1,145,335**	**971,835**

* 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-Biennium Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Revenues:					
Employer premiums	2,057,688	2,165,447	2,110,619	2,772,850	2,774,235
Employee premiums	942,719	993,789	949,122	1,275,115	1,275,115
Interest	15,622	12,574	10,000	12,000	12,000
Claims reimbursement	69,639	100,673	50,000	50,000	50,000
Total revenues	3,085,668	3,272,483	3,119,741	**4,109,965**	**4,111,350**
Other financing sources (OFS):					
Transfers in from General Fund	-	-	-	755,000	-
Total revenues and OFS	**3,085,668**	**3,272,483**	**3,119,741**	**4,864,965**	**4,111,350**
Expenditures:					
Claims payments	2,747,671	2,915,694	2,790,151	3,874,356	4,195,044
Premium expenditures	245,200	264,597	282,157	290,582	312,734
Administration fees	206,885	233,617	284,838	298,408	292,345
Employee Wellness Clinic	4,529	292,399	227,663	315,523	304,623
Total expenditures	**3,204,285**	**3,706,307**	**3,584,809**	**4,778,869**	**5,104,746**
Excess of revenue and other sources over expenditures and other uses	(118,617)	(433,824)	(465,068)	**86,096**	**(993,396)**
Fund balance, beginning of year	**3,114,322**	**2,995,705**	**2,561,881**	**2,096,813**	**2,182,909**
Fund balance, end of year	**2,995,705**	**2,561,881**	**2,096,813**	**2,182,909**	**1,189,513**

Special Activities of the General Fund

Comparative Revenue, Expenditures and Changes in Fund Balances

Assessment Project Fund

	Audited Actual		Projected*	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Revenues:					
Assessment - Cary Creek	182,910	182,910	182,910	**182,910**	**182,910**
Assessment Int - Cary Creek	30,345	26,943	23,815	**20,413**	**17,011**
Forfeited performance bonds	1,275,879	93,078	169,371	**713,120**	**169,000**
Private funds for projects	-	-	-	**150,000**	**-**
Total revenues	**1,489,134**	**302,931**	**376,096**	**1,066,443**	**368,921**
Expenditures:					
Projects					
Street Resurface/Striping	1,255,447	53,781	402,585	**648,773**	**169,000**
Street Construction	345,459	-	-	**-**	**-**
Sidewalk Projects	37,569	34,934	-	**150,000**	**-**
Total projects	1,638,475	88,715	402,585	**798,773**	**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	30,619	27,217	23,815	20,413	17,011
Total debt service	213,529	210,127	206,725	**203,323**	**199,921**
Total expenditures	**1,852,004**	**298,842**	**609,310**	**1,002,096**	**368,921**
Excess of revenue and other sources over expenditures and other uses	(362,870)	4,089	(233,214)	**64,347**	**-**
Fund balance, beginning of year	**(256,620)**	**(619,490)**	**(615,401)**	**(848,615)**	**(784,268)**
Fund balance, end of year	**(619,490)**	**(615,401)**	**(848,615)**	**(784,268)**	**(784,268)**

* Prior to FY2017, this fund was not a budgeted fund. Revenues and expenditures for FY2016 are projected amounts.

City of Auburn

City of Auburn

Biennial Budget for FY 2017 & FY 2018

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City of Auburn

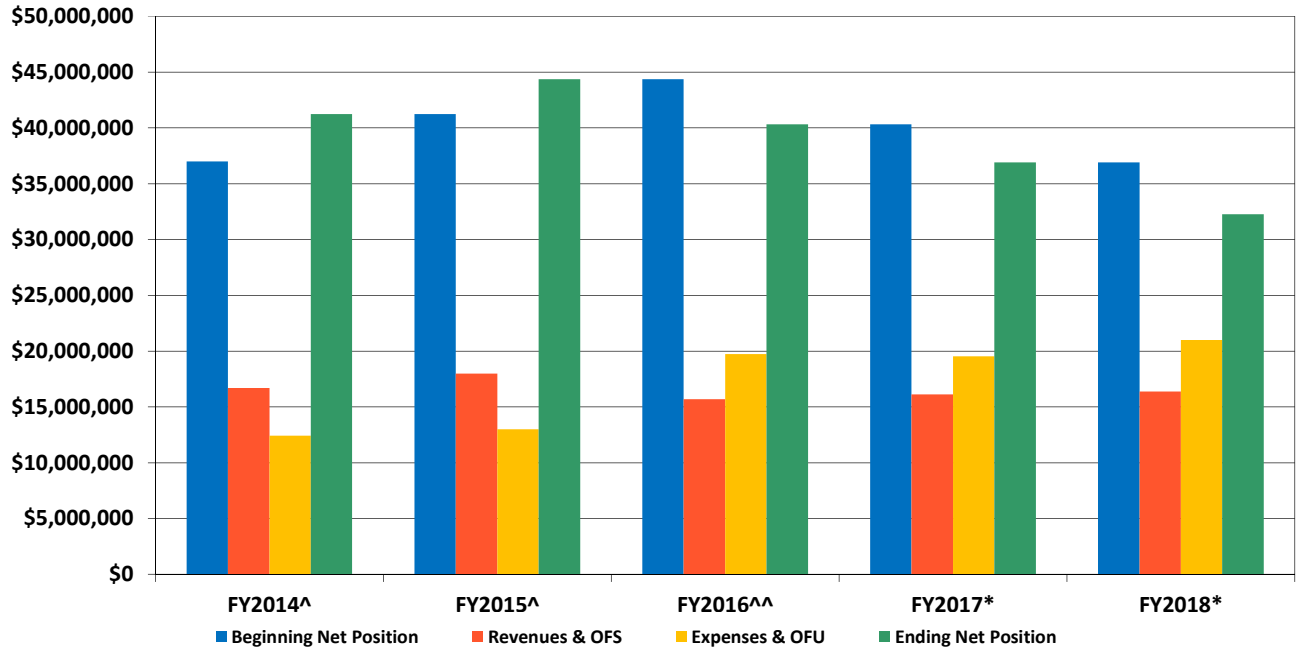
Description of and Trends in Enterprise Funds

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
^^ Adjusted Mid-Year Budget
* Budget

City of Auburn

Total Enterprise Funds

Overview of Revenues, Expenses and Changes in Net Position

Fiscal Years 2014-2018

	Audited Actual		Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Beginning net position	36,992,896	41,245,864	44,359,384	**40,329,818**	**36,908,497**
Revenues:					
Grants	274,395	-	-	**-**	**-**
Charges for services	15,151,715	15,903,622	15,480,500	**15,761,681**	**16,006,783**
Reimbursements and contributions	71,250	71,250	71,250	**71,250**	**71,250**
Interest	33,809	34,395	27,850	**37,000**	**38,005**
Other revenue	45,588	54,259	51,000	**45,500**	**45,500**
Total revenues	15,576,757	16,063,526	15,630,600	**15,915,431**	**16,161,538**
Other financing sources (OFS):					
Sale of surplus assets	23,798	78,653	17,600	**11,000**	**11,000**
Transfer in general fund	350,000	100,000	-	**-**	**-**
Concession payment	62,550	-	-	**-**	**-**
Capital contributions	681,000	1,741,381	50,000	**200,000**	**200,000**
Total OFS	1,117,348	1,920,034	67,600	**211,000**	**211,000**
Total revenues and OFS	**16,694,105**	**17,983,560**	**15,698,200**	**16,126,431**	**16,372,538**
Expenses	9,992,753	10,593,121	11,217,172	**11,952,641**	**12,163,747**
Capital outlays^	-	-	541,157	**933,000**	**1,348,500**
Projects^	11,879	-	3,596,000	**2,236,667**	**3,080,000**
Debt payments	2,074,192	2,147,430	4,242,187	**4,294,194**	**4,291,325**
Other financing uses (transfers)	362,313	253,760	131,250	**131,250**	**131,250**
Total expenses and transfers	**12,441,137**	**12,994,311**	**19,727,766**	**19,547,752**	**21,014,822**
Excess (deficit) of revenues and other sources over expenses, and transfers out	4,252,968	4,989,249	(4,029,566)	**(3,421,321)**	**(4,642,284)**
Prior period adjustments*	-	(1,875,729)	-	**-**	**-**
Ending net position	41,245,864	44,359,384	40,329,818	**36,908,497**	**32,266,213**

^ 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.

* During FY2015, the City adopted GASB Statement 68, Accounting and Financial Reporting for Pensions. As a result, beginning net position was reduced by $1,875,279 in order to record enterprise fund net pension liability.

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, 9.30.15	**42,858,689**	**1,500,695**	**44,359,384**
FY2016 Budgeted revenues and other financing sources	11,266,800	4,431,400	**15,698,200**
FY2016 Budgeted expenses and other financing uses	15,133,424	4,594,342	**19,727,766**
Budgeted net position, 9.30.16	**38,992,065**	**1,337,753**	**40,329,818**
FY2017 Budget			
Revenues			
Sewer service fees	10,150,000	-	**10,150,000**
Sewer access fees	912,600	-	**912,600**
Sewer penalties	100,000	-	**100,000**
Miscellaneous revenue	2,625	3,300	**5,925**
Investment interest	33,500	3,500	**37,000**
Reimbursements & contributions	71,250	-	**71,250**
Solid waste collection fees	-	4,500,174	**4,500,174**
Solid waste special collections	-	31,000	**31,000**
Recycling	-	40,000	**40,000**
Total revenues	11,269,975	4,645,456	**15,915,431**
Other financing sources			
Sale of surplus assets	5,000	6,000	**11,000**
Capital contributions	200,000	-	**200,000**
Total revenues and other sources	**11,474,975**	**4,651,456**	**16,126,431**
Expenses			
Sewer Fund - Administration	1,083,151	-	**1,083,151**
Sewer Fund - Maintenance	1,327,795	-	**1,327,795**
Sewer Fund - Line Locating	51,273	-	**51,273**
Sewer Fund - Watershed management	235,749	-	**235,749**
Sewer Fund - Pumping and treatment	1,992,164	-	**1,992,164**
Sewer Fund - General operations	2,892,261	-	**2,892,261**
Sewer Fund - Debt service	4,294,194	-	**4,294,194**
Sewer Fund - Project operations	2,236,667	-	**2,236,667**
Solid Waste Fund - Administration	-	753,059	**753,059**
Solid Waste Fund - Recycling	-	1,778,125	**1,778,125**
Solid Waste Fund - Solid Waste	-	2,705,119	**2,705,119**
Solid Waste Fund - General Operations	-	66,945	**66,945**
Total expenses	14,113,254	5,303,248	**19,416,502**
Other financing uses			
Operating transfers			
To General Fund	76,250	55,000	**131,250**
Total expenses and other uses	**14,189,504**	**5,358,248**	**19,547,752**
Budgeted net position, 9.30.17	**36,277,536**	**630,961**	**36,908,497**

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, 9.30.17	**36,277,536**	**630,961**	**36,908,497**
FY2018 Budget			
Revenues			
Sewer service fees	10,302,250	-	**10,302,250**
Sewer access fees	912,600	-	**912,600**
Sewer penalties	101,500	-	**101,500**
Miscellaneous revenue	2,625	3,300	**5,925**
Investment interest	34,505	3,500	**38,005**
Reimbursements & contributions	71,250	-	**71,250**
Solid waste collection fees	-	4,590,177	**4,590,177**
Solid waste special collections	-	31,000	**31,000**
Solid waste penalties	-	68,831	**68,831**
Recycling	-	40,000	**40,000**
Total revenues	11,424,730	4,736,808	**16,161,538**
Other financing sources			
Sale of surplus assets	5,000	6,000	**11,000**
Capital contributions	200,000	-	**200,000**
Total revenues and other sources	**11,629,730**	**4,742,808**	**16,372,538**
Expenses			
Sewer Fund - Administration	1,086,237	-	**1,086,237**
Sewer Fund - Maintenance	1,516,792	-	**1,516,792**
Sewer Fund - Line Locating	50,160	-	**50,160**
Sewer Fund - Watershed management	236,620	-	**236,620**
Sewer Fund - Pumping and treatment	2,043,367	-	**2,043,367**
Sewer Fund - General operations	2,932,261	-	**2,932,261**
Sewer Fund - Debt service	4,291,325	-	**4,291,325**
Sewer Fund - Project operations	3,080,000	-	**3,080,000**
Solid Waste Fund - Administration	-	731,143	**731,143**
Solid Waste Fund - Recycling	-	2,078,543	**2,078,543**
Solid Waste Fund - Solid Waste	-	2,770,179	**2,770,179**
Solid Waste Fund - General Operations	-	66,945	**66,945**
Total expenses	15,236,762	5,646,810	**20,883,572**
Other financing uses			
Operating transfers			
To General Fund	76,250	55,000	**131,250**
Total expenses and other uses	**15,313,012**	**5,701,810**	**21,014,822**
Budgeted net position, 9.30.18	**32,594,254**	**(328,041)**	**32,266,213**

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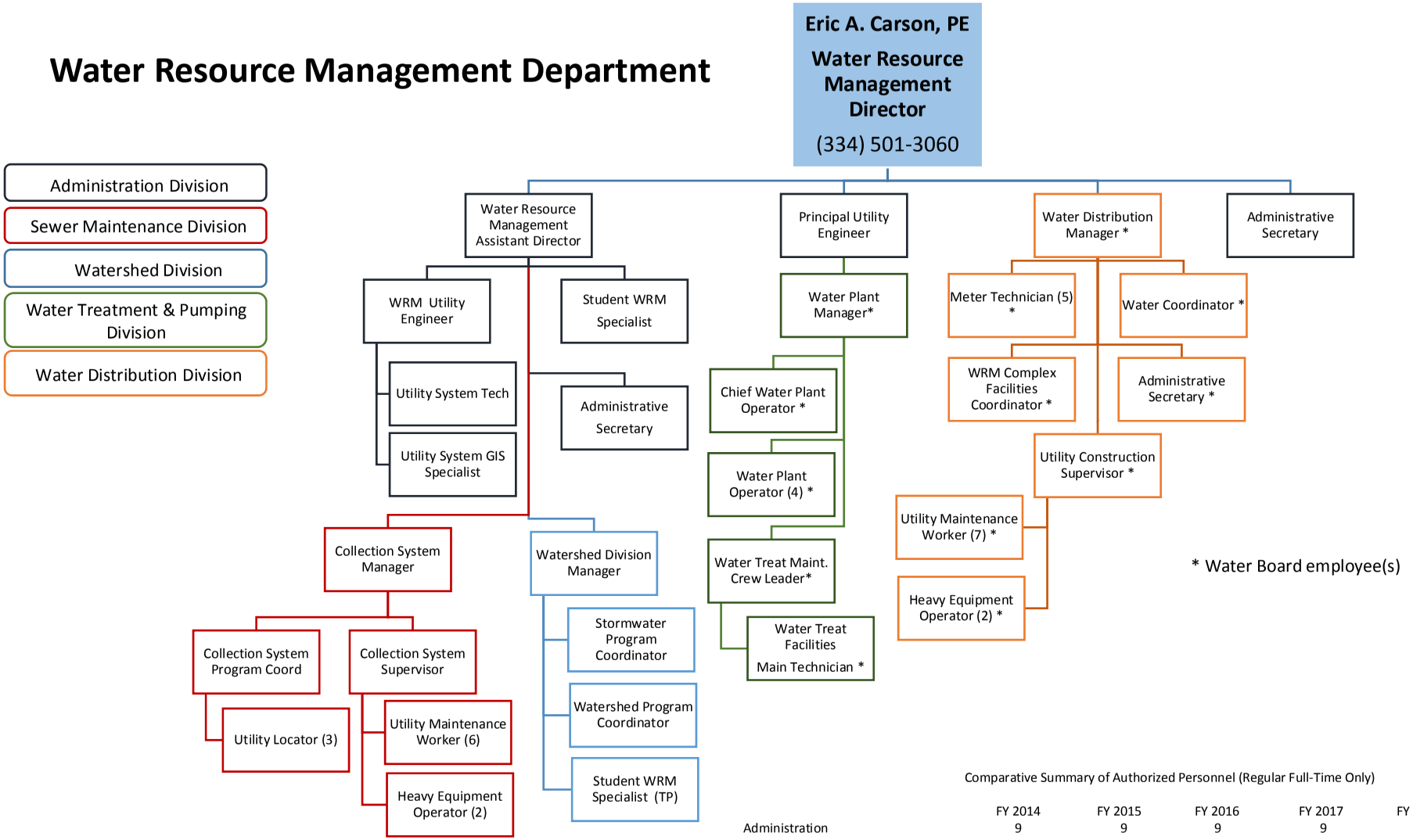
Water Resource Management Department



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

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administration	9	9	9	9	9
Sewer Maintenance	11	13	13	13	13
Watershed Division	3	3	3	3	3
Water Treatment and Pumping	7	7	8	8	8
Distribution	18	18	19	19	19
TOTAL /City/WB	**48/**20/28 *	**50/**22/28*	**52/**25/27 *	**52/**25/27	**52**/25/27*

City of Auburn

Water Resource Management Department Financing Structure

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

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

Sewer service charges $4.94 per 1,000 gallons
Subject to minimum bills, see below
Residential billing capped at 18,000 gallons

Minimum sewer service charges		
3/4" meter	$14.81	
1" meter	$24.76	
1 1/2" meter	$49.49	
2" meter	$74.23	
3" meter	$160.83	
4" meter	$321.64	
6" meter	$643.30	
Deposit to open account	***Residential***	***Commercial***
3/4" meter	$30.00	$50.00
1" meter	$85.00	$100.00
1 1/2" meter	$165.00	$180.00
2" meter		$300.00
3" meter		$600.00
4" meter		$1,000.00
6" or 8" meter		$1,595.00

Late penalty	5% of overdue balance
Sewer access fees (for undeveloped property)	
3/4" meter	$1,800
1" meter	$4,500
1 1/2" meter	$9,000
2" meter	$14,400
3" meter	$28,800
4" meter	$45,000
6" meter	$90,000

The Water Divisions' operations are financed by the Water Works Board of the City of Auburn, a legal entity that is separate from the City. The City Council appoints the members of the Water Works Board, which then establishes policies for water operations, manages the water supply, and sets rates for the provision of potable water services to residents and businesses in the City. The Water Board's primary revenue sources include sales of water to customers, water access fees, fire protection service fees and other miscellaneous fees and charges. Expenses of water operations are accounted for in the following WRM divisions: Administration, Pumping and Purification, Water Distribution, Meter Reading, Utility Billing Office, and General Operations. Salaries of some WRM employees are allocated between sewer and water functions, resulting in reimbursements between the City Sewer Fund and the Water Board.

The City has a contract with the Water Board to provide management services to the Board. The head of the City's Water Resource Management Department supervises the operation of the water treatment plant and the water storage and distribution system, as well as the meter reading team and water source planning efforts. The City's Finance Director is responsible for managing the 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 2016 is shown below, along with comparative, audited data for fiscal years 2014 and 2015. Actual revenues and expenses through June 30, 2016 are presented with projected ending 2016 information, as well.

City of Auburn Water Works Board					
	Audited Actual		Budget	Actual as of 6/30/16	Projected
	FY14	FY15	FY2016	FY2016	FY2016
Revenues	$	$	$	$	$
Water sales	8,777,975	9,104,999	9,320,040	6,608,261	9,217,396
Access fees	768,300	763,200	750,000	574,200	702,600
Fire protection fees	114,177	138,714	139,029	113,569	151,508
Penalties & collection fees	344,414	280,947	287,000	185,077	231,309
Tapping fees	95,245	121,630	122,000	90,074	112,620
Initiation fees	81,961	84,045	83,000	35,820	83,604
Investment income	76,404	97,164	100,000	56,092	54,190
Other revenues	583,112	287,472	368,970	272,715	151,551
Total revenues	10,841,588	10,878,171	11,170,039	7,935,808	10,704,778
Expenses					
Water treatment and pumping	2,620,346	2,751,115	3,241,847	1,752,962	2,451,180
Distribution	1,017,529	1,004,424	1,240,543	750,452	1,398,322
Meter reading	522,545	555,400	739,133	565,445	635,565
Utility Billing Office	896,441	984,109	1,000,000	686,739	999,876
Operations administration	314,221	382,720	412,141	247,607	363,202
Bond operations	711,586	704,659	1,718,088	1,360,661	1,475,000
General operations	2,951,542	2,831,697	2,706,301	2,033,313	2,868,397
Total expenses	9,034,210	9,214,124	11,058,053	7,397,179	10,191,542
Net income	1,807,378	1,664,047	111,986	538,629	513,236

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

Water Resource Management Department

Eric A. Carson, P.E., Director

City of Auburn

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 FY2017 Goals

Water Operations

1. Construction of new spillway and dam outlet control structure at Lake Ogletree.
   Anticipated to commence by ***7/1/2014*** and be completed by ***3/31/2017***

2. Replacement of generator power banks at the water treatment plant and Lake Ogletree raw water pump station.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

3. Complete modifications to the lime silo and feed system at the water treatment plant to eliminate issues with existing lime feed system and to provide more accurate and efficient pH adjustment in the pretreated and finished water.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

4. Replacement of obsolete switchgear and improvements to the motor control center room at the WTP including installation of a HVAC system.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

5. Replacement of submersible pumps located in the WTP waste basin. The existing pumps are nearing the end of their useful life and will be replaced with submersible pumps on rails allowing for more efficient maintenance.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

6. Implement Water Treatment Plant CityWorks Project for asset management.
   Anticipated to commence by ***5/1/2016*** and be completed by ***1/31/2017***

7. Complete installation of an 8-inch ductile iron water main between Wire Road and Longleaf Drive.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

8. Inspection and washout of the Shug Jordan and West Farmville Water Storage Tanks.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

Sewer Maintenance

1. Complete project to replace the existing generator located at the H.C. Morgan Water Pollution Control Facility (WPCF).
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

2. Complete renovations to the administrative building located at the H.C. Morgan WPCF.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

3. Complete project to construct a new construction materials recycle center pole barn facility for construction materials to be used by the Sewer Collection and Water Distribution Divisions at the Northside WPCF.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

4. Begin project to install a network of flow monitors in the sanitary sewer collection system for a long term/permanent deployment. This will be a multi-year project.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

5. Complete project to perform a sewer system evaluation survey (SSES) in Southside Sewer Basin No. 6 in the vicinity of West Longleaf Drive, West Veterans Boulevard and Shug Jordan Parkway.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

6. Update the City's Sewer Ordinance to include more detailed information regarding the City's Fats, Oils and Grease (FOG) Program as well as other miscellaneous items.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

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 will be a multi-year project.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

2. This project shall consist of the review and revision of the City's Site Development Review Tool such that it reflects the current Post-Development Stormwater Quality Criteria adopted by WRM in 2016. The Watershed Division shall also perform case study research of how other cities are implementing similar criteria and their development review procedures for the same.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

3. WRM Complex Green Infrastructure Implementation, including the design and construction of a second bioretention garden along the north face of the Bailey-Alexander W&S Complex Field Services Building. Additionally, Watershed staff will work with other WRM staff to modify maintenance practices around the existing wet detention pond and plant native vegetation within a 25 foot riparian buffer around the pond. Design, construction, and planting will be performed in-house.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

4. H.C. Morgan Stream Restoration Project, including the development of a master conceptual plan and 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 ***9/30/2017***

5. Coliscan Easygel Quantification/Verification Study consisting of coordinating a research project with the AU Microbiology Department and the Student WRM Specialist (Elizabeth Bankston) to verify the Watershed Division's methods for quantifying E-Coli concentrations in surface waters (as processed using the methods prescribed by Coliscan Easygel).
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

6. Install at least one stream monitoring station with telemetry on Saugahatchee 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 and/or for Saugahatchee Blueway "floatability" indicator (mobile application etc.)
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

7. 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 ***10/1/2016*** and be completed by ***9/30/2017***

8. 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 ***10/1/2016*** and be completed by ***9/30/2017***

9. Watershed Division shall continue implementing its initial five-year plan of in-sourcing and expanding its Source Water Monitoring Program. Goals for FY17 include the evaluation of installing additional water quality monitoring instrumentation at the forebay of Lake Ogletree and/or onto the existing Armor Mill Stream Gage, purchase of single-beam sonar equipment for bathymetric studies of Lake Ogletree (including training), purchase of a microscope for algae identification and quantification (including training), and continued improvement of the integration of source water data into the water treatment processes.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

10. 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 FY17 CIP projects, in addition to its usual review of City owned properties.
    Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

11. The Watershed Division shall coordinate and host a design workshop for local engineers on the design and construction of effective sediment basins. This shall be coordinated with Auburn University Civil Engineering and a local Lee County Soil and Water Representative.
    Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

Administration

1. Continue a multi-year GPS data collection project with the IT and Public Works Departments to collect existing water and stormwater infrastructure. Project to be jointly funded from the Water Fund and General Fund.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2018***

2. Project will consist of constructing a new fueling station located near the Bailey-Alexander Water and Sewer Complex (WRM Complex).
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

3. WRM Complex Renovations Project, consisting 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***

4. Project will consist of identifying suitable land and constructing a new recycling center for properly disposing of, and recycling, construction debris.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

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

2. Complete project to rehabilitate (painting and other necessary repairs) the West Farmville Water Storage Tank.
   Anticipated to commence by ***10/1/2017*** and be completed by ***9/30/2018***

3. Complete project to modify the carbon contact basin at the water treatment plant to provide additional capacity.
   Anticipated to commence by ***10/1/2017*** and be completed by ***9/30/2018***

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***

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***

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 ***9/30/2018***

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***

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***

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***

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***

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***

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***

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***

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***

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***

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***

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***

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***

City of Auburn

Sewer Fund - Capital Improvement Plan

Fiscal Years 2017 - 2022

Projects	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	Total
Sewer							
WPCF Improvements							
Generator Replacement	1,150,000	-	-	-	-	-	**1,150,000**
HC Morgan Admin Building Renovation Project	250,000	-	-	-	-	-	**250,000**
WPCF Miscellaneous Projects	250,000	250,000	250,000	250,000	250,000	250,000	**1,500,000**
Northside Recycle Center Pole Barn (Sewer's portion)	10,000	-	-	-	-	-	**10,000**
Biosolids Sludge Storage Area	-		500,000	-	-	-	**500,000**
H C Morgan Stream Restoration Project	-	100,000		-	-	-	**100,000**
Clarifier Expansion	-	-	-	4,000,000	-	-	**4,000,000**
Facility Master Plan Update	-	-	-	100,000	-	-	**100,000**
Sewer Collection System Projects							
Sewer Collection System Projects	215,000	100,000	100,000	350,000	350,000	350,000	**1,465,000**
Long-Term Flow Metering Project	150,000	125,000	125,000	125,000	125,000	125,000	**775,000**
Southside Basin 6 SSES Project	125,000		-	-	-	-	**125,000**
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							
Green Infrastructure Master Plan	-	75,000	-	-	-	-	**75,000**
Miscellaneous Green Infrastructure Projects	20,000	20,000	20,000	20,000	20,000	20,000	**120,000**
Other Projects							
Biosolids Disposal Property	-	2,000,000	-	-	-	-	**2,000,000**
Aerial Topographical Mapping	66,667	-	-	66,667	-	-	**133,334**
Total - Sewer Fund	**2,236,667**	**3,080,000**	**1,245,000**	**4,911,667**	**745,000**	**745,000**	**12,963,334**

City of Auburn

Sewer Fund History - Fiscal Years 2010 - 2015

	Audited Actual						*Increase FY15<FY2010*		
	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	Amount	As %	Avg %
	$	$	$	$	$	$	$		per yr
Operating revenues	**8,758,207**	**9,499,465**	**10,945,601**	**10,478,588**	**11,066,663**	**11,529,707**	**2,771,500**	**31.6%**	**5.3%**
Operating expenses	**5,983,680**	**6,084,309**	**6,054,175**	**5,678,225**	**5,885,861**	**6,492,424**	**508,744**	**8.5%**	**1.4%**
Operating income (loss)	2,774,527	3,415,156	4,891,426	4,800,363	5,180,802	5,037,283	2,262,756	81.6%	13.6%
Nonoperating revenues (exps)									
Gain (loss) on disposal of assets	(32,269)	908	-	20,179	8,949	71,142	103,411	320.5%	53.4%
Interest earned	45,246	48,669	33,193	31,657	31,326	30,351	(14,895)	-32.9%	-5.5%
Interest and fiscal charges	(1,788,254)	(2,089,603)	(1,983,951)	(1,792,555)	(2,074,215)	(2,147,468)	(359,214)	20.1%	3.3%
Total nonoperating	(1,775,277)	(2,040,026)	(1,950,758)	(1,740,719)	(2,033,940)	(2,045,975)	(270,698)	15.2%	2.5%
Income before trsfrs & cap contrns	999,250	1,375,130	2,940,668	3,059,644	3,146,862	2,991,308	1,992,058	199.4%	33.2%
Grants	-	-	-	57,977	-	-	-	n/a	n/a
Transfers	(71,250)	(71,060)	(69,606)	(75,985)	(76,250)	(196,170)	(124,920)	175.3%	29.2%
Special Item - Concession Payment	675,000	-	-	-	-	-	(675,000)	-100.0%	-16.7%
Capital contributions from developers	504,467	373,520	205,628	1,119,230	681,000	1,741,381	1,236,914	245.2%	40.9%
Change in net position	2,107,467	1,677,590	3,076,690	4,160,866	3,751,612	4,536,519	2,429,052	115.3%	19.2%
Prior period adjustment	-	(441,021)	569,482	(490,010)	-	(795,990)	(795,990)	n/a	n/a
Net position, beginning	24,705,484	26,812,951	28,049,520	31,695,692	35,366,548	39,118,160	14,412,676	58.3%	9.7%
Net position, ending	**26,812,951**	**28,049,520**	**31,695,692**	**35,366,548**	**39,118,160**	**42,858,689**	**16,045,738**	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	3,609,547	5,262,879	7,385,383	6,540,753	6,771,223	6,938,426	3,328,879	92.2%	15.4%
Noncapital financing	(71,250)	(71,060)	(69,606)	(75,985)	(76,250)	(196,170)	(124,920)	175.3%	29.2%
Capital and related activities	(20,107,731)	(5,112,851)	(4,981,543)	(6,590,539)	(7,065,553)	(6,197,287)	13,910,444	-69.2%	-11.5%
Investing activities	(1,707,792)	766,670	2,069,545	(1,972,844)	2,035,827	30,351	1,738,143	-101.8%	-17.0%
Net increase (decrease) in cash	(18,277,226)	845,638	4,403,779	(2,098,615)	1,665,247	575,320	18,852,546	-103.1%	-17.2%
Beginning cash & equivalents	21,179,772	2,902,546	3,748,184	8,151,963	6,053,348	7,718,595	(13,461,177)	-63.6%	-10.6%
Ending cash & equivalents	2,902,546	3,748,184	8,151,963	6,053,348	7,718,595	8,293,915	5,391,369	185.7%	31.0%

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.

	Mid-Year Budget	***Budget***		*% Increases*		***Projected***			
	FY2016	**FY2017**	**FY2018**	Hist'l	Proj'n	**FY2019**	**FY2020**	**FY2021**	**FY2022**
	$	$	$			$	$	$	$
Operating revenues	11,187,450	11,236,475	11,390,225	5.3%	2.0%	11,618,030	11,850,390	12,087,398	12,329,146
Operating expenses	6,932,487	7,290,393	7,400,437	1.4%	3.0%	7,622,450	7,851,124	8,086,657	8,329,257
Operating income (loss)	4,254,963	3,946,082	3,989,788			3,995,579	3,999,266	4,000,741	3,999,889
Nonoperating revenues (exps)									
Gain (loss) on disposal of assets	5,000	5,000	5,000	n/a	0.0%	5,000	5,000	5,000	5,000
Interest earned	24,350	33,500	34,505	-5.5%	0.0%	34,505	34,505	34,505	34,505
Interest and fiscal charges	(1,847,187)	(1,734,194)	(1,611,325)	amort'n sched		(1,479,075)	(1,340,375)	(1,206,325)	(1,080,463)
Total nonoperating	(1,817,837)	(1,695,694)	(1,571,820)			(1,439,570)	(1,300,870)	(1,166,820)	(1,040,958)
Income before transfers & capital contributions	2,437,126	2,250,388	2,417,968			2,556,009	2,698,396	2,833,921	2,958,931
Transfers	(76,250)	(76,250)	(76,250)	29.2%	0.0%	(76,250)	(76,250)	(76,250)	(76,250)
Capital contributions from developers	50,000	200,000	200,000	40.9%	0.0%	200,000	200,000	200,000	200,000
Change in net position	2,410,876	2,374,138	2,541,718			2,679,759	2,822,146	2,957,671	3,082,681
Net position, beginning	42,858,689	45,269,565	47,643,703			50,185,421	52,865,180	55,687,327	58,644,997
Net position, ending	45,269,565	47,643,703	50,185,421			52,865,180	55,687,327	58,644,997	61,727,678

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	(3,882,500)	(2,528,667)	(3,545,000)		(1,245,000)	(4,911,667)	(745,000)	(745,000)
Principal debt repayment	(2,395,000)	(2,560,000)	(2,680,000)		(3,615,000)	(2,945,000)	(3,075,000)	(3,210,000)

City of Auburn

Sewer Fund

Overview of Revenues, Expenses and Changes in Net Position

Fiscal Years 2014-2018

	Audited Actual		Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Beginning net position	35,366,548	39,118,160	42,858,689	**38,992,065**	**36,277,536**
Revenues:					
Charges for services	10,985,349	11,455,012	11,108,200	**11,162,725**	**11,316,475**
Sewer tap fees	7,365	7,634	7,500	**-**	**-**
Reimbursements and contributions	71,250	71,250	71,250	**71,250**	**71,250**
Grants	2,300	-	-	**-**	**-**
Interest	31,326	30,351	24,350	**33,500**	**34,505**
Other revenue	400	710	500	**2,500**	**2,500**
Total revenues	11,097,990	11,564,957	11,211,800	**11,269,975**	**11,424,730**
Other financing sources (OFS):					
Sale of surplus assets	10,047	71,373	5,000	**5,000**	**5,000**
Capital contributions	681,000	1,741,381	50,000	**200,000**	**200,000**
Concession payment	62,550	-	-	**-**	**-**
Total OFS	753,597	1,812,754	55,000	**205,000**	**205,000**
Total revenues and OFS	**11,851,587**	**13,377,711**	**11,266,800**	**11,474,975**	**11,629,730**
Expenses	5,949,533	6,495,002	6,932,487	**7,290,393**	**7,400,437**
Capital outlays#	-	-	299,000	**292,000**	**465,000**
Projects#	-	-	3,583,500	**2,236,667**	**3,080,000**
Debt payments#	2,074,192	2,147,430	4,242,187	**4,294,194**	**4,291,325**
Other financing uses (transfers)	76,250	198,760	76,250	**76,250**	**76,250**
Total expenses and transfers	**8,099,975**	**8,841,192**	**15,133,424**	**14,189,504**	**15,313,012**
Excess (deficit) of revenues and other sources over expenses, and transfers out	3,751,612	4,536,519	(3,866,624)	**(2,714,529)**	**(3,683,282)**
Prior Period Adjusment^	-	(795,990)	-	**-**	**-**
Ending net position	39,118,160	42,858,689	38,992,065	**36,277,536**	**32,594,254**

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

^ During FY2015, the City adopted GASB Statement 68, Accounting and Financial Reporting for Pensions. As a result, beginning net position was reduced by $795,990 in order to record the Sewer Fund's net pension liability.

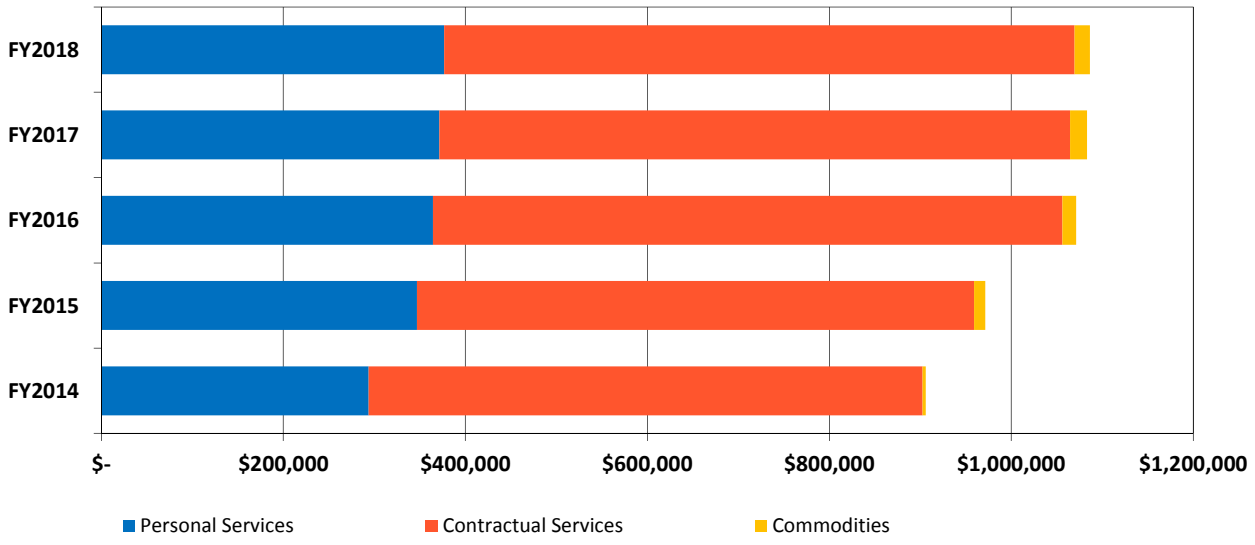
Sewer Fund

Administration Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	**FY2017**	**FY2018**
	$	$	$	$	$
Personal Services	293,713	346,776	364,560	**371,601**	**376,687**
Contractual Services	608,855	612,435	691,500	**692,900**	**692,900**
Commodities	3,422	12,141	15,250	**18,650**	**16,650**
Totals	**905,990**	**971,352**	**1,071,310**	**1,083,151**	**1,086,237**

Five Year Budget Summary



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

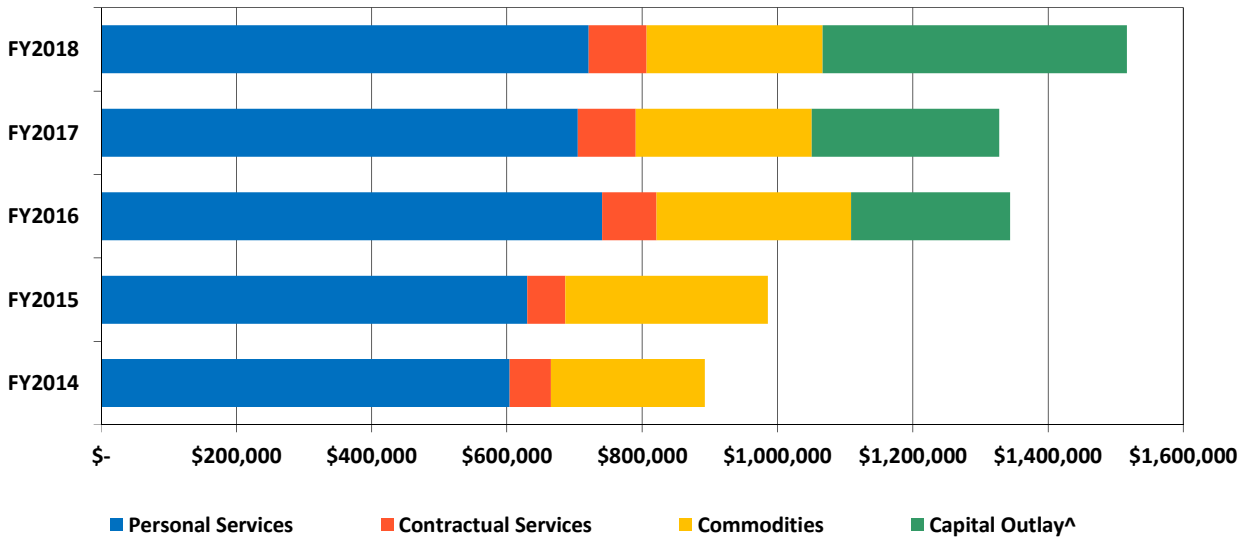
Sewer Fund

Maintenance Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	**FY2017**	**FY2018**
	$	$	$	$	$
Personal Services	604,209	629,841	740,663	**705,045**	**721,042**
Contractual Services	60,785	56,323	80,500	**85,500**	**85,500**
Commodities	227,708	299,665	287,750	**260,250**	**260,250**
Capital Outlay^	-	-	235,000	**277,000**	**450,000**
Totals	**892,702**	**985,829**	**1,343,913**	**1,327,795**	**1,516,792**

Five Year Budget Summary



Capital Outlay Summary

	2017		**2018**
	$		$
Side-by-Side Utility Vehicle	12,000	Pickup Trucks (4)	165,000
Backhoe	115,000	CCTV Equipment	60,000
Dump Truck	110,000	Sewer Jetter	225,000
Cargo Van	40,000		**450,000**
	277,000		

^ 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.

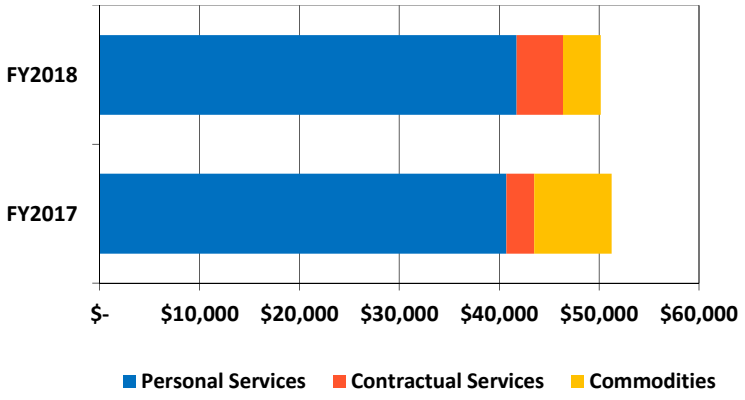
Sewer Fund

Line Locating Budget Summary*

Comparative Budget Summary by Category

	Budget	
	FY2017	FY2018
	$	$
Personal Services	**40,723**	**41,735**
Contractual Services	**2,775**	**4,650**
Commodities	**7,775**	**3,775**
Totals	**51,273**	**50,160**

Two Year Budget Summary



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

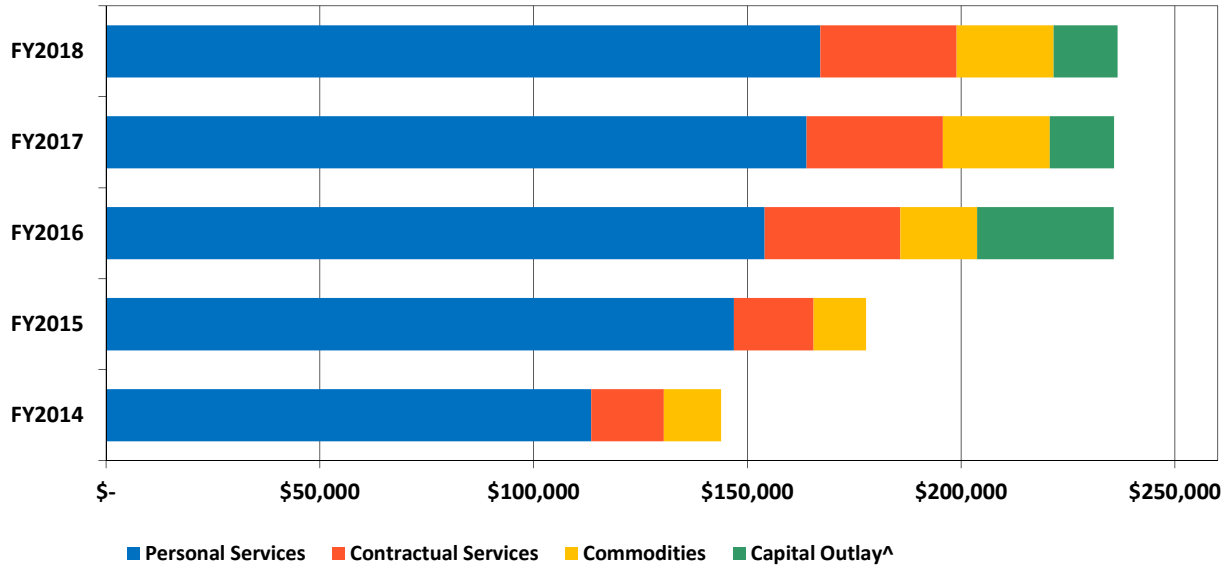
Sewer Fund

Watershed Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	113,447	146,869	154,000	**163,819**	**167,040**
Contractual Services	17,010	18,585	31,800	**31,880**	**31,880**
Commodities	13,380	12,307	17,900	**25,050**	**22,700**
Capital Outlay^	-	-	32,000	**15,000**	**15,000**
Totals	**143,837**	**177,761**	**235,700**	**235,749**	**236,620**

Five Year Budget Summary



Capital Outlay Summary

	2017		2018
	$		$
Water Quality/Stream Flow Stations	15,000	Water Quality/Stream Flow Stations	15,000
	15,000		**15,000**

^ 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.

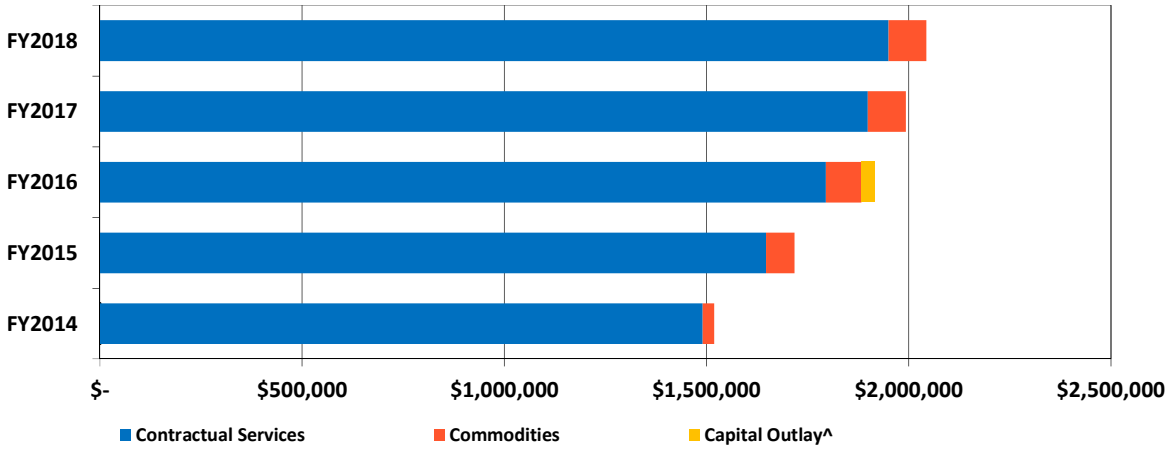
Sewer Fund

Pumping and Treatment Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Contractual Services	1,490,304	1,646,957	1,794,453	**1,898,764**	**1,949,967**
Commodities	28,682	70,090	88,400	**93,400**	**93,400**
Capital Outlay^	-	-	32,000	**-**	**-**
Totals	**1,518,986**	**1,717,047**	**1,914,853**	**1,992,164**	**2,043,367**

Five Year Budget Summary



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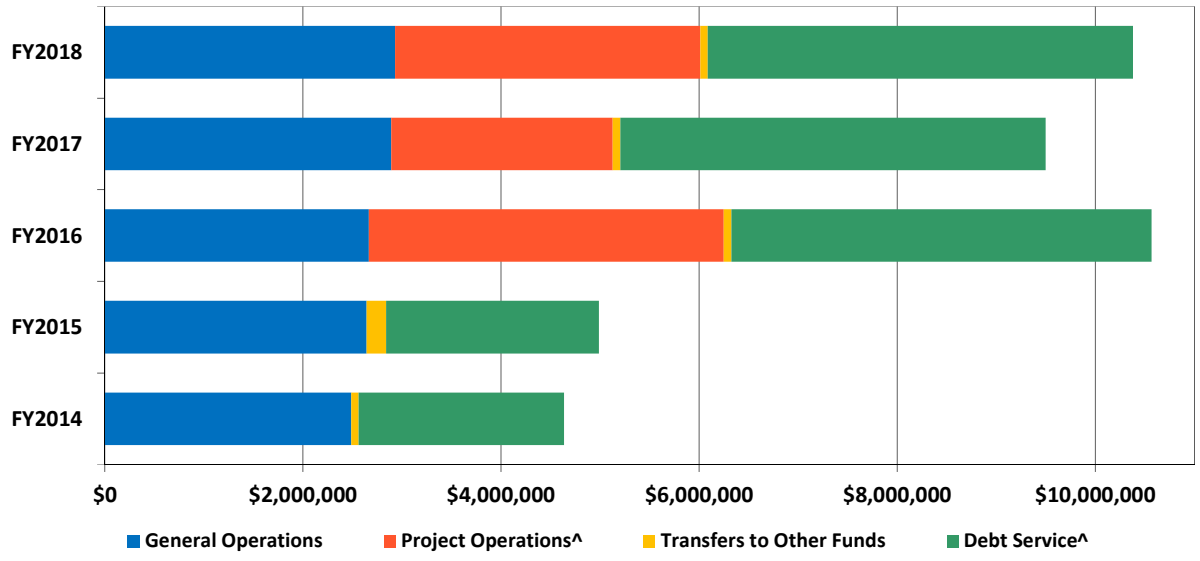
Sewer Fund

Non-Departmental Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
General Operations	2,488,018	2,643,013	2,665,711	**2,892,261**	**2,932,261**
Project Operations^	-	-	3,583,500	**2,236,667**	**3,080,000**
Transfers to Other Funds	76,250	198,760	76,250	**76,250**	**76,250**
Debt Service^	2,074,196	2,147,435	4,242,187	**4,294,194**	**4,291,325**
Totals	**4,638,464**	**4,989,208**	**10,567,648**	**9,499,372**	**10,379,836**

Five Year Budget Summary



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Enterprise Funds

Solid Waste Management Fund Enterprise

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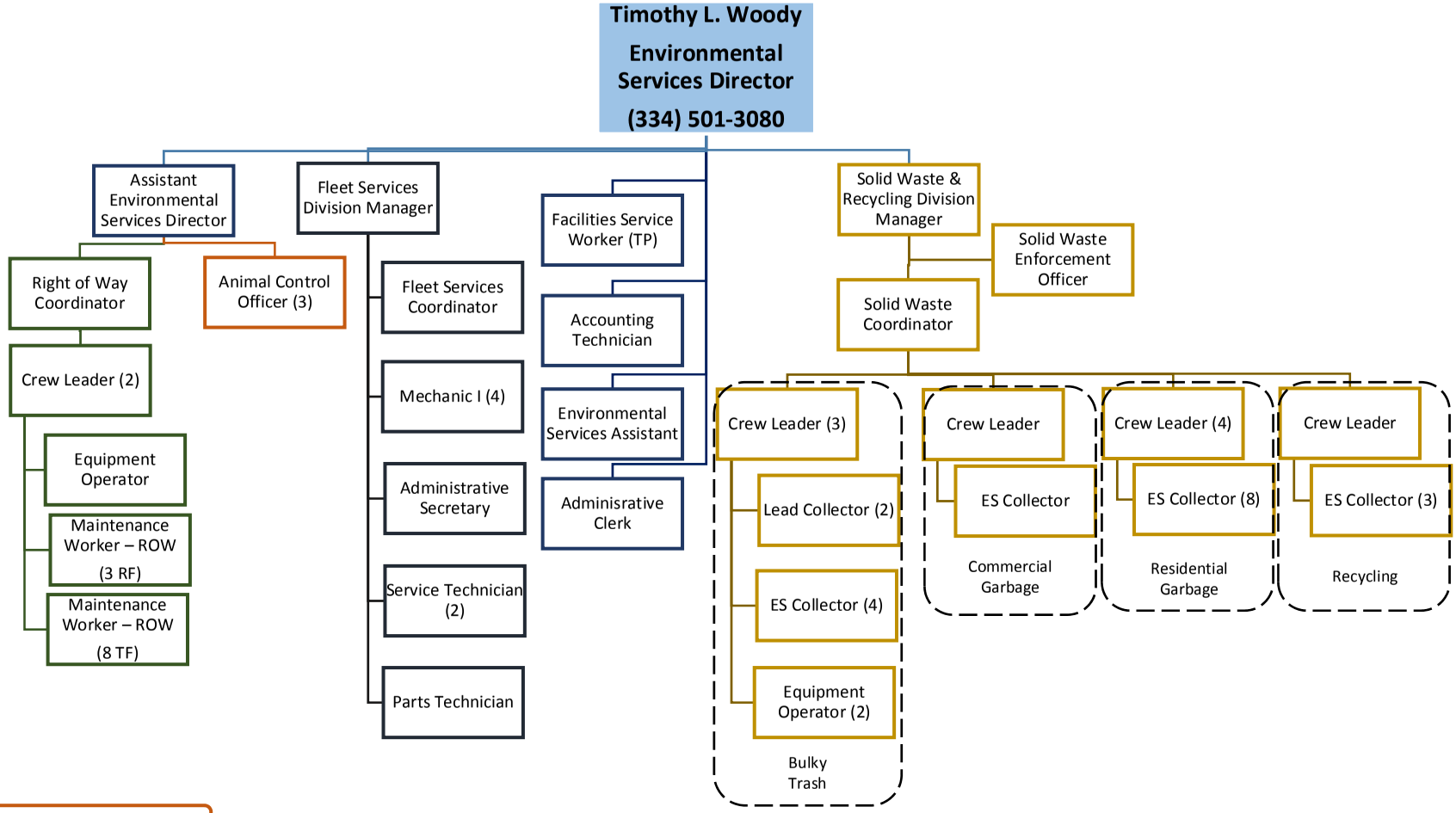
City of Auburn

Environmental Services Department



Animal Control Division

Administration Division

Right-of-Way Maintenance Division

Fleet Services Division

Solid Waste & Recycling Divisions

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

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

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administration^	6	5	5	5	5
Recycling	16	16	16	16	16
Solid Waste	16	16	16	16	16
Animal Control	2	2	2	3	3
ROW Maint.	7	7	7	7	7
Fleet Services	10	10	10	10	10
TOTAL Gen Fd/SWM Fd	**25/32**	**24/32**	**24/32**	**25/32**	**25/32**

City of Auburn

Solid Waste Management Fund Financing Structure

The Solid Waste Management Fund accounts for the solid waste collection and disposal and recycling activities within the City of Auburn. Accounting for this fund moved to a separate enterprise fund at the beginning of fiscal year 2009. The City has historically accounted and budgeted for the costs of providing all of these services in the Environmental Services (ES) department of the General Fund.

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 ES employees whose duties include solid waste and recycling functions, landfill tipping fees, fuel and other supplies, and depreciation expense on the capital assets used in the solid waste and recycling functions.

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. ES also services some non-residential customers, primarily City facilities. Most commercial solid waste services are provided by outside contractors. Fees for the City's solid waste services as of October 1, 2014 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 ES Administration Division are allocated to the Solid Waste Management Fund; the remaining costs of the ES Administration Division are budgeted in the General Fund. Through consultation and study of the positions contained in the administration division of the Environmental Services department, it has been determined that a majority of the time spent by these employees were on planning, analysis and supervision of the Solid Waste and Recycling activities. This is reflected in the salaries and benefits of the administrative staff allocated to the Solid Waste Management Fund.

Environmental Services Department

Timothy L. Woody, Director

Mission

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

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

Major Functions of the Environmental Services Department

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

Environmental Services FY2017 Goals

1. Update the department's FY2018 - FY2022 Strategic Management Plan and FY2018 Program Plan through a comprehensive review of the department's previous plans.
   Anticipated to commence by ***3/1/2017*** and be completed by ***7/31/2017***

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

Animal Control

1. Host or participate in at least one animal care and control outreach event.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

Fleet Services

1. General automotive engineering training initiatives for mechanics with emphasis on completing the Lloyd's diesel training program.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

2. Work to develop a survey instrument that will provide feedback from City departments about the services provided by the division.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

Recycling

1. Evaluate the possibility of establishing a commingled curbside program vs continuing with a curbside source-separated program.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

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

3. Continue to work with the partnership to promote recycling and waste reduction on a county-wide level through collaborating on at least one outreach event.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

4. In conjunction with Public Works, Water Resource Management and Parks & Recreation, evaluate the possibility of establishing a site for compost operations.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

5. Upgrade the recycling drop off center to make it more user friendly.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

Right-Of-Way Maintenance

1. Ensure the downtown area is maintained in an acceptable manner by removing litter, pressure washing sidewalks, and completing all maintenance tasks in a timely manner, including during/after special events.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

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

3. Conduct one community litter index survey to assess litter cleanup and prevention efforts.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

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 and be completed by

2. Host one household hazardous waste collection event where solid waste customers can dispose of hazardous materials in the proper manner.
   Anticipated to commence by ***10/1/2016*** and be completed by ***9/30/2017***

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***

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***

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***

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***

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***

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***

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***

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***

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***

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***

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***

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***

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***

City of Auburn

Solid Waste Management Fund History - Fiscal Years 2010 - 2015

	Audited Actual						*Increase FY15<FY2010*		
	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	Amount	As %	Avg %
	$	$	$	$	$	$	$		per yr
Operating revenues*	**3,174,418**	**2,985,251**	**3,608,916**	**3,914,807**	**4,245,220**	**4,489,115**	**1,314,697**	**41.4%**	**6.9%**
Operating expenses	**3,385,837**	**3,522,953**	**3,757,885**	**3,948,022**	**4,145,365**	**4,112,900**	**727,063**	**21.5%**	**3.6%**
Operating income (loss)	(211,419)	(537,702)	(148,969)	(33,215)	99,855	376,215	587,634	277.9%	46.3%
Nonoperating revenues (exps)									
Gain (loss) on disposal of assets	12,598	(1,662)	9,820	610	13,751	7,280	(5,318)	-42.2%	-7.0%
Interest earned	292	59	247	861	2,483	4,044	3,752	1284.9%	214.2%
Total nonoperating	12,890	(1,603)	10,067	1,471	16,234	11,324	(1,566)	-12.1%	-2.0%
Income before trsfrs & cap contrns	(198,529)	(539,305)	(138,902)	(31,744)	116,089	387,539	586,068	-295.2%	-49.2%
Capital Contributions - Grants	101,000	-	39,025	-	-	-	(101,000)	-100.0%	-16.7%
Transfers	304,143	319,414	696,375	540,843	385,269	65,191	(238,952)	-78.6%	-13.1%
Change in net position	206,614	(219,891)	596,498	509,099	501,358	452,730	246,116	119.1%	19.9%
Prior period adjustment	-	(352,712)	225,176	-	-	(1,079,739)	(1,079,739)	n/a	n/a
Net position, beginning	661,562	868,176	295,573	1,117,247	1,626,346	2,127,704	1,466,142	221.6%	36.9%
Net position, ending	**868,176**	**295,573**	**1,117,247**	**1,626,346**	**2,127,704**	**1,500,695**	**632,519**	72.9%	12.1%

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	(151,420)	(232,609)	77,352	322,273	537,075	953,570	1,104,990	729.8%	121.6%
Noncapital financing	304,143	319,414	696,375	540,845	385,269	65,191	(238,952)	-78.6%	-13.1%
Capital and related activities	(167,464)	(116,037)	(748,816)	(580,206)	(526,582)	(758,032)	(590,568)	352.7%	58.8%
Investing activities	292	59	247	861	2,483	4,044	3,752	1284.9%	214.2%
Net increase (decrease) in cash	(14,449)	(29,173)	25,158	283,773	398,245	264,773	279,222	1932.5%	322.1%
Beginning cash & equivalents	43,622	29,173	-	25,158	308,931	707,176	663,554	1521.1%	253.5%
Ending cash & equivalents	29,173	-	25,158	308,931	707,176	971,949	942,776	3231.7%	538.6%

*Customer rates for garbage collection increased by 17.0%, 7.5%, 4.6%, and 4.4% on October 1 of 2011, 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 do not include the effect of any borrowings or any rate increases beyond those already approved.

	Mid-Year Budget	***Budget***		*% Increases*		***Projected***			
	FY2016	**FY2017**	**FY2018**	Hist'l	Proj'n	**FY2019**	**FY2020**	**FY2021**	**FY2022**
	$	$	$			$	$	$	$
Operating revenues	4,415,300	4,641,956	4,733,308	6.9%	2.0%	4,827,974	4,924,534	5,023,024	5,123,485
Operating expenses	4,284,685	4,662,248	4,763,310	3.6%	3.0%	4,906,209	5,053,396	5,204,997	5,361,147
Operating income (loss)	130,615	(20,292)	(30,002)			(78,235)	(128,862)	(181,973)	(237,663)
Nonoperating revenues (exps)									
Gain (loss) on disposal of assets	12,600	6,000	6,000	n/a	0.0%	6,000	6,000	6,000	6,000
Interest earned	3,500	3,500	3,500	214.2%	0.0%	3,500	3,500	3,500	3,500
Total nonoperating	16,100	9,500	9,500			9,500	9,500	9,500	9,500
Income before transfers	146,715	(10,792)	(20,502)			(68,735)	(119,362)	(172,473)	(228,163)
Transfers	(55,000)	(55,000)	(55,000)	-13.1%	0.0%	(55,000)	(55,000)	(55,000)	(55,000)
Change in net position	91,715	(65,792)	(75,502)			(123,735)	(174,362)	(227,473)	(283,163)
Net position, beginning	1,500,695	1,592,410	1,526,618			1,451,116	1,327,381	1,153,019	925,546
Net position, ending	1,592,410	1,526,618	1,451,116			1,327,381	1,153,019	925,546	642,383

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.

Capital outlay and projects	(254,657)	(641,000)	(883,500)			(350,000)	(350,000)	(350,000)	(350,000)

City of Auburn

Solid Waste Management Fund

Overview of Revenues, Expenses and Changes in Net Position

Fiscal Years 2014-2018

	Audited Actual		Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Beginning net position	1,626,348	2,127,704	1,500,695	**1,337,753**	**630,961**
Revenues:					
Grants	272,095	-	-	**-**	**-**
Charges for services	4,166,366	4,448,610	4,372,300	**4,598,956**	**4,690,308**
Recycling revenue	32,889	39,630	40,000	**40,000**	**40,000**
Interest	2,483	4,044	3,500	**3,500**	**3,500**
Other revenue	4,934	6,285	3,000	**3,000**	**3,000**
Total revenues	4,478,767	4,498,569	4,418,800	**4,645,456**	**4,736,808**
Other financing sources (OFS):					
Sale of surplus assets	13,751	7,280	12,600	**6,000**	**6,000**
Transfer in general fund	350,000	100,000	-	**-**	**-**
Total OFS	363,751	107,280	12,600	**6,000**	**6,000**
Total revenues and OFS	**4,842,518**	**4,605,849**	**4,431,400**	**4,651,456**	**4,742,808**
Expenses	4,043,220	4,098,119	4,284,685	**4,662,248**	**4,763,310**
Capital outlays#	-	-	242,157	**641,000**	**883,500**
Projects#	11,879	-	12,500	**-**	**-**
Other financing uses (transfers)	286,063	55,000	55,000	**55,000**	**55,000**
Total expenses and transfers	**4,341,162**	**4,153,119**	**4,594,342**	**5,358,248**	**5,701,810**
Excess (deficit) of revenues and other sources over expenses, and transfers out	501,356	452,730	(162,942)	**(706,792)**	**(959,002)**
Prior period adjustment^	-	(1,079,739)	-	**-**	**-**
Ending net position*	2,127,704	1,500,695	1,337,753	**630,961**	**(328,041)**

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

^ During FY2015, the City adopted GASB Statement 68, Accounting and Financial Reporting for Pensions. As a result, beginning net position was reduced by $1,079,739 in order to record the Solid Waste Management's net pension liability.

* Capital outlay budgeted for FY2016, FY2017 and FY2018 totals $1,704,157, resulting in a negative ending net position for FY2018. When this is adjusted for, the projected FY2018 ending net position is $1,401,778.

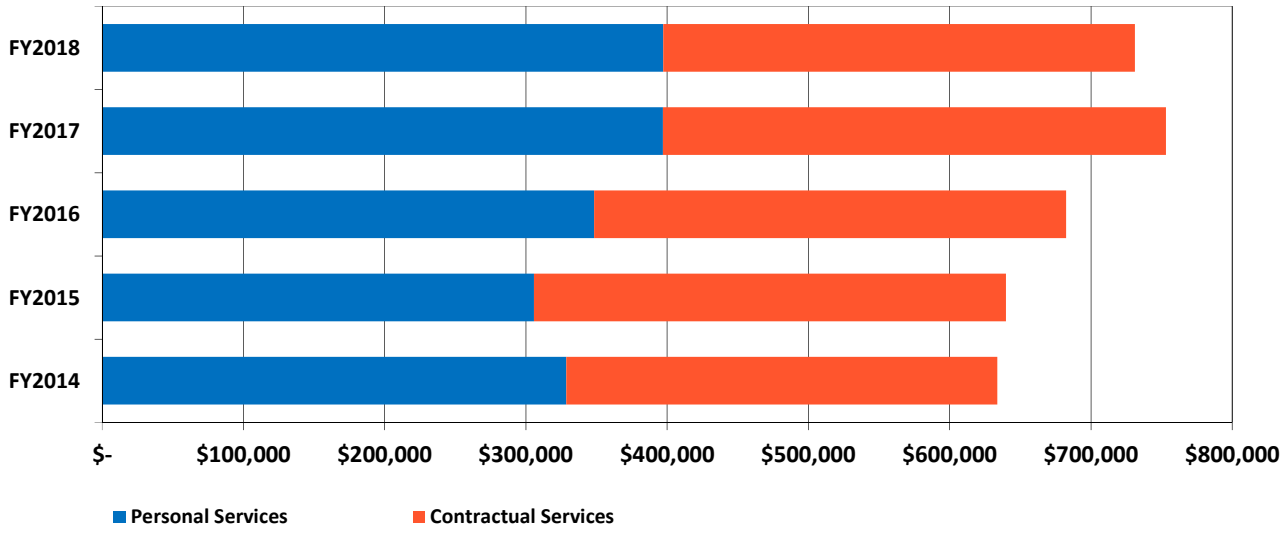
Solid Waste Management Fund

Administration Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	328,630	305,792	348,309	**397,059**	**397,143**
Contractual Services	305,090	334,000	334,000	**356,000**	**334,000**
Totals	**633,720**	**639,792**	**682,309**	**753,059**	**731,143**

Five Year Budget Summary



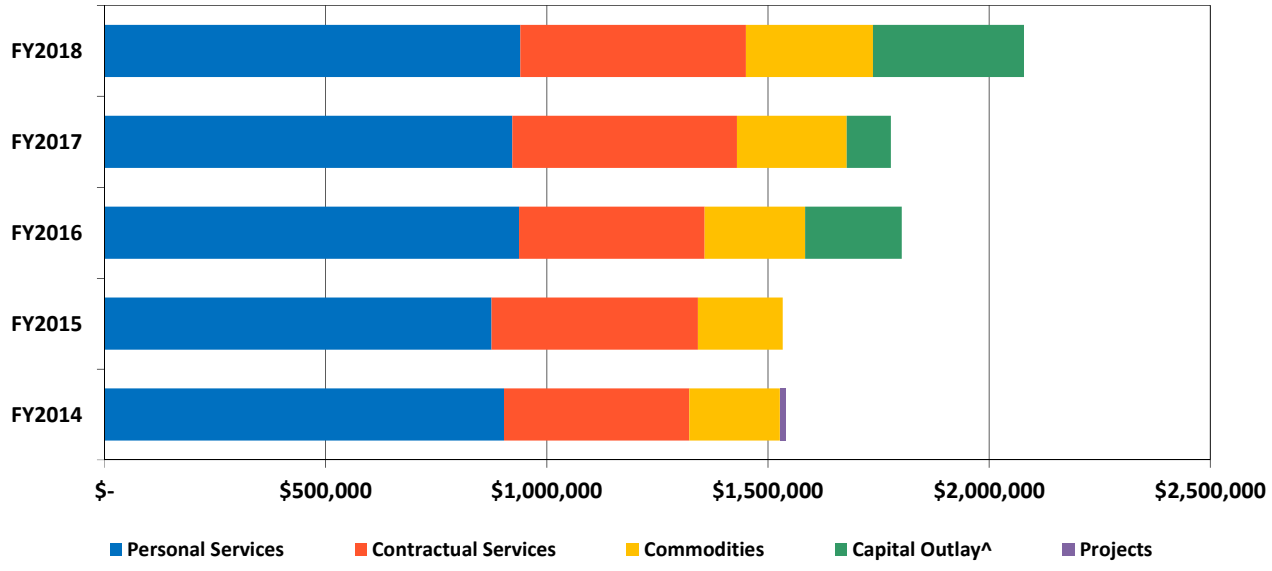
Solid Waste Management Fund

Recycling Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	903,466	875,273	937,409	**921,929**	**940,347**
Contractual Services	418,803	466,433	419,519	**508,008**	**509,508**
Commodities	204,785	191,840	227,311	**248,188**	**287,188**
Capital Outlay^	-	-	218,157	**100,000**	**341,500**
Projects	11,879	-	-	**-**	**-**
Totals	**1,538,933**	**1,533,546**	**1,802,396**	**1,778,125**	**2,078,543**

Five Year Budget Summary



Capital Outlay Summary

	2017		2018
	$		$
Recycling Center ADA Upgrades	100,000	Curb Sorter/Trough Loader	185,500
	100,000	Knuckle Boom Loader	156,000
			341,500

^ 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.

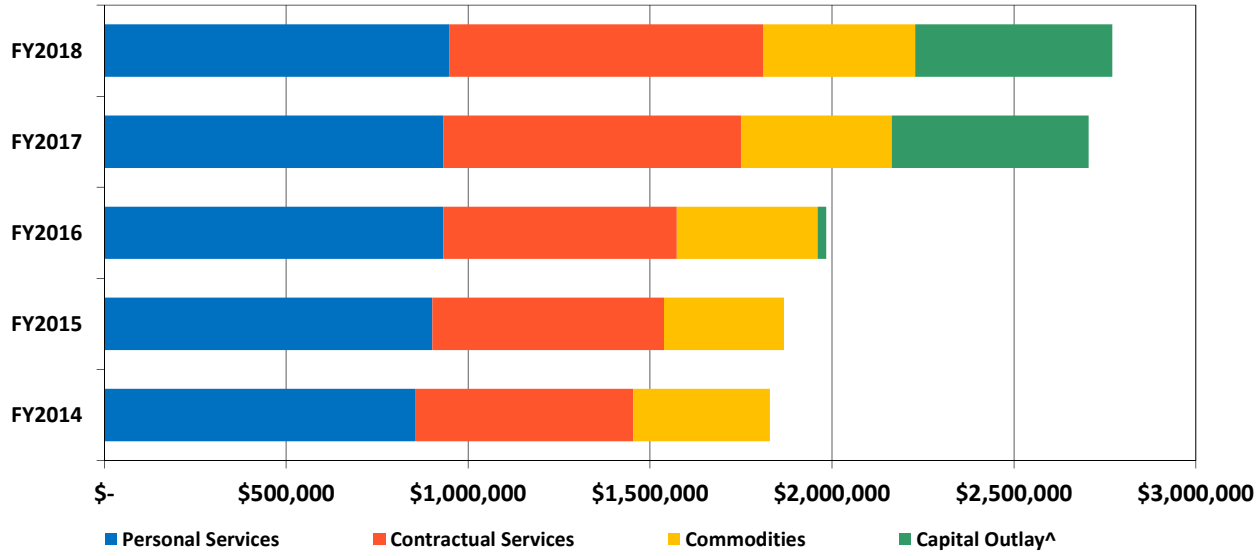
Solid Waste Management Fund

Solid Waste Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Personal Services	854,606	901,859	932,903	**931,813**	**949,373**
Contractual Services	598,909	636,803	641,000	**818,095**	**862,595**
Commodities	375,401	329,534	386,129	**414,211**	**416,211**
Capital Outlay^	-	-	24,000	**541,000**	**542,000**
Totals	**1,828,916**	**1,868,196**	**1,984,032**	**2,705,119**	**2,770,179**

Five Year Budget Summary



Capital Outlay Summary

	2017		2018
	$		$
28 Yard Side Loader Packer Truck	256,000	28 Yard Side Loader Packer Truck	256,000
28 Yard Side Loader Packer Truck	256,000	25 Yard Rear Loader Packer Truck	175,000
Pickup Truck	29,000	6 Yard Side Loader Packer Truck	111,000
	541,000		**542,000**

^ 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.

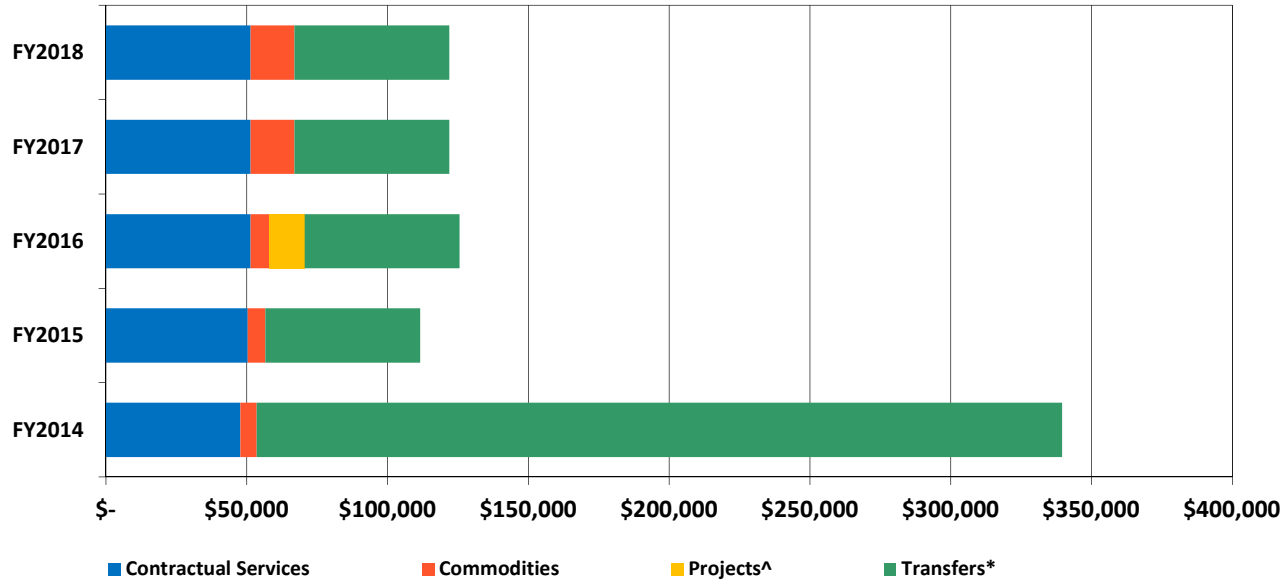
Solid Waste Management Fund

General Operations Budget Summary

Comparative Budget Summary by Category

	Actual	Actual	Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Contractual Services	47,769	50,386	51,345	**51,395**	**51,395**
Commodities	5,761	6,199	6,760	**15,550**	**15,550**
Projects^	-	-	12,500	**-**	**-**
Transfers*	286,063	55,000	55,000	**55,000**	**55,000**
Totals	**339,593**	**111,585**	**125,605**	**121,945**	**121,945**

Five Year Budget Summary



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

* FY2014 transfers include $231,063 in pass-through grant funds paid to local agencies for a grant administered by the City.

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.

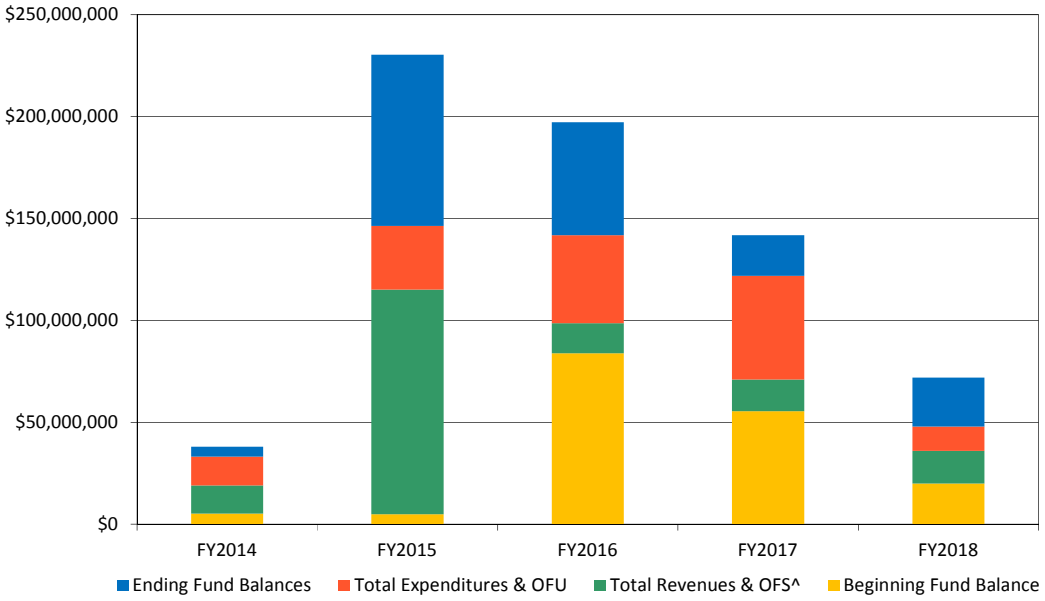
Nine Cent Gas Tax Fund accounts for Auburn's share of the State of Alabama four cent and five cent gas tax revenues disbursed for the resurfacing and restoration of roads, bridges, and streets.

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*	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Beginning Fund Balance	**5,244,798**	**4,914,148**	**83,941,134**	**55,412,260**	**20,057,575**
Total Revenues & OFS^	**13,783,830**	**110,246,420**	**14,658,906**	**15,522,913**	**15,898,589**
Total Expenditures & OFU	**14,114,480**	**31,219,434**	**43,187,780**	**50,877,598**	**11,996,462**
Excess of Revenues & OFS over Expenditures & OFU	(330,650)	79,026,986	(28,528,874)	(35,354,685)	3,902,127
Ending Fund Balances	**4,914,148**	**83,941,134**	**55,412,260**	**20,057,575**	**23,959,702**



* Prior to FY2017, the MCJA Fund was not a budgeted fund; revenues and expenditures for FY2016 are projected amounts.

^ During FY2015, the City issued $78.1 million in General Obligation Bonds on behalf of Auburn City Schools for construction of a new high school.

City of Auburn

Total Special Revenue Funds

Overview of Revenues, Expenditures and Changes in Fund Balance

	Audited Actual		Mid-Year Budget*	**Budget**	
	FY2014	FY2015	FY2016	**FY2017**	**FY2018**
	$	$	$	$	$
Revenues:					
Locally levied taxes	13,165,962	13,740,703	13,922,550	**14,853,790**	**15,326,620**
State shared taxes	261,965	272,247	259,500	**273,500**	**273,500**
Other revenues	318,765	473,325	473,206	**393,123**	**295,969**
Total revenues	13,746,692	14,486,275	14,655,256	**15,520,413**	**15,896,089**
Other financing sources (OFS):					
Sale of Surplus Assets	37,138	25,409	3,650	**2,500**	**2,500**
Proceeds of debt	-	81,671,203	-	**-**	**-**
Proceeds of refunding	-	10,240,000	-	**-**	**-**
Transfers from other funds	-	3,823,533	-	**-**	**-**
Total revenues and OFS	**13,783,830**	**110,246,420**	**14,658,906**	**15,522,913**	**15,898,589**
Expenditures					
Public Safety	104,836	106,840	122,585	**119,578**	**63,960**
Municipal Court	50,741	12,895	-	**515,000**	**-**
General Operations	512,045	456,825	509,000	**506,450**	**516,450**
Debt service (for Bd of Education)	6,421,858	6,426,459	6,425,082	**6,429,463**	**6,424,263**
Total expenditures	7,089,480	7,003,019	7,056,667	**7,570,491**	**7,004,673**
Other financing uses (OFU):					
Bond/warrant issue expense	-	830,633	-	**-**	**-**
Operating transfers to other funds	225,000	390,000	365,000	**290,000**	**280,000**
Transfer to Board of Education	6,800,000	13,005,586	35,766,113	**43,017,107**	**4,711,789**
Pymt to refunded bond escrow agt	-	9,990,196	-	**-**	**-**
Total expenditures and OFU	**14,114,480**	**31,219,434**	**43,187,780**	**50,877,598**	**11,996,462**
Excess of revenues and other sources over expenditures and other uses	(330,650)	79,026,986	(28,528,874)	**(35,354,685)**	**3,902,127**
Fund balances, beginning of year	**5,244,798**	**4,914,148**	**83,941,134**	**55,412,260**	**20,057,575**
Fund balances, end of year	**4,914,148**	**83,941,134**	**55,412,260**	**20,057,575**	**23,959,702**

* Prior to FY2017, the MCJA Fund was not a budgeted fund; revenues and expenditures for FY2016 are projected amounts.

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, 9.30.2015	**88,388**	**92,550**	**83,063,452**	**143,254**	**553,489**	**83,941,134**
FY2016 Budgeted revenues	146,500	114,000	14,119,550	112,850	166,006	**14,658,906**
FY2016 Budgeted expenditures	200,000	165,000	42,700,195	122,585	-	**43,187,780**
Budgeted fund balances, 9.30.2016	**34,888**	**41,550**	**54,482,807**	**133,519**	**719,495**	**55,412,260**
FY2017 Budget						
Revenues						
Taxes	153,500	120,000	14,853,790	-	-	**15,127,290**
Other revenue	160	185	110,000	115,928	166,850	**393,123**
Total revenues	153,660	120,185	14,963,790	115,928	166,850	**15,520,413**
Other financing sources						
Sale of surplus assets	-	-	-	2,500	-	**2,500**
Total other financing sources	-	-	-	2,500	-	**2,500**
Total revenues and other sources	**153,660**	**120,185**	**14,963,790**	**118,428**	**166,850**	**15,522,913**
Expenditures						
Public Safety Police operations	-	-	-	60,578	-	**60,578**
Public Safety Police capital outlay	-	-	-	59,000	-	**59,000**
Judicial operations	-	-	-	-	15,000	**15,000**
Judicial capital improvements	-	-	-	-	500,000	**500,000**
Non-departmental						
General operations	-	-	506,450	-	-	**506,450**
Debt service	-	-	6,429,463	-	-	**6,429,463**
Total expenditures	-	-	6,935,913	119,578	515,000	**7,570,491**
Other financing uses						
Transfers to other funds	160,000	130,000	-	-	-	**290,000**
Transfers to Bd of Education	-	-	43,017,107	-	-	**43,017,107**
Total other financing uses	160,000	130,000	43,017,107	-	-	**43,307,107**
Total expenditures and other uses	**160,000**	**130,000**	**49,953,020**	**119,578**	**515,000**	**50,877,598**
Budgeted fund balances, 9.30.2017	**28,548**	**31,735**	**19,493,577**	**132,369**	**371,345**	**20,057,575**
FY2018 Budget						
Budgeted fund balances, 9.30.2017	**28,548**	**31,735**	**19,493,577**	**132,369**	**371,345**	**20,057,575**
Revenues						
Taxes	153,500	120,000	15,326,620	-	-	**15,600,120**
Other revenue	140	150	54,500	69,729	171,450	**295,969**
Total revenues	153,640	120,150	15,381,120	69,729	171,450	**15,896,089**
Other financing sources						
Sale of surplus assets	-	-	-	2,500	-	**2,500**
Total other financing sources	-	-	-	2,500	-	**2,500**
Total revenue and other sources	**153,640**	**120,150**	**15,381,120**	**72,229**	**171,450**	**15,898,589**
Expenditures						
Public Safety Police operations	-	-	-	63,960	-	**63,960**
Non-departmental						
General operations	-	-	516,450	-	-	**516,450**
Debt service	-	-	6,424,263	-	-	**6,424,263**
Total expenditures	-	-	6,940,713	63,960	-	**7,004,673**
Other financing uses						
Transfers to other funds	155,000	125,000	-	-	-	**280,000**
Transfers to Bd of Education	-	-	4,711,789	-	-	**4,711,789**
Total expenditures and other uses	**155,000**	**125,000**	**11,652,502**	**63,960**	**-**	**11,996,462**
Budgeted fund balances, 9.30.2018	**27,188**	**26,885**	**23,222,195**	**140,638**	**542,795**	**23,959,702**

* Prior to FY2017, the MCJA Fund was not a budgeted fund; revenues and expenditures for FY2016 are projected amounts.

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	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Revenues:					
State shared gasoline tax	146,912	153,024	146,000	**153,500**	**153,500**
Interest	822	655	500	**160**	**140**
Total revenues	**147,734**	**153,679**	**146,500**	**153,660**	**153,640**
Other financing uses (OFU):					
Operating transfers to other funds	**125,000**	**240,000**	**200,000**	**160,000**	**155,000**
Excess of revenue and other sources over expenditures and other uses	22,734	(86,321)	(53,500)	**(6,340)**	**(1,360)**
Fund balance, beginning of year	**151,975**	**174,709**	**88,388**	**34,888**	**28,548**
Fund balance, end of year	**174,709**	**88,388**	**34,888**	**28,548**	**27,188**

State Nine Cent Gas Tax Fund

	Audited Actual		Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Revenues:					
State shared gasoline tax	115,053	119,223	113,500	**120,000**	**120,000**
Interest	574	529	500	**185**	**150**
Total revenues	**115,627**	**119,752**	**114,000**	**120,185**	**120,150**
Other financing uses (OFU):					
Operating transfers to other funds	**100,000**	**150,000**	**165,000**	**130,000**	**125,000**
Excess of revenue and other sources over expenditures and other uses	15,627	(30,248)	(51,000)	**(9,815)**	**(4,850)**
Fund balance, beginning of year	**107,171**	**122,798**	**92,550**	**41,550**	**31,735**
Fund balance, end of year	**122,798**	**92,550**	**41,550**	**31,735**	**26,885**

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	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Revenues:					
General property tax	13,165,962	13,740,703	13,922,550	**14,853,790**	**15,326,620**
Interest	33,646	177,154	197,000	**110,000**	**54,500**
Total revenues	13,199,608	13,917,857	14,119,550	**14,963,790**	**15,381,120**
Other financing sources (OFS)					
Proceeds of debt	-	81,671,203	-	**-**	**-**
Proceeds of refunding	-	10,240,000	-	**-**	**-**
Transfer in special add. school tax	-	3,823,533	-	**-**	**-**
Total revenues and OFS	**13,199,608**	**109,652,593**	**14,119,550**	**14,963,790**	**15,381,120**
Expenditures:					
General Operations	512,045	456,825	509,000	**506,450**	**516,450**
Debt Service	6,421,858	6,426,459	6,425,082	**6,429,463**	**6,424,263**
Other financing uses (OFU):					
Transfer to Bd. Of Education	6,800,000	5,003,023	4,266,113	**4,832,707**	**3,857,189**
Transfer to BOE - Debt Proceeds		8,002,563	31,500,000	**38,184,400**	**854,600**
Pymt to refunded bond escrow agt	-	9,990,196	-	**-**	**-**
Bond/warrant issue expense	-	830,633	-	**-**	**-**
Total expenditures and OFU	**13,733,903**	**30,709,699**	**42,700,195**	**49,953,020**	**11,652,502**
Excess of revenue and other sources over expenditures and other uses	(534,295)	78,942,894	(28,580,645)	**(34,989,230)**	**3,728,618**
Fund balance, beginning of year	**4,654,853**	**4,120,558**	**83,063,452**	**54,482,807**	**19,493,577**
Fund balance, end of year	**4,120,558**	**83,063,452**	**54,482,807**	**19,493,577**	**23,222,195**

Public Safety Substance Abuse Prevention Fund

	Audited Actual		Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Revenues:					
Confiscation Revenue	64,865	89,032	108,450	**115,228**	**69,029**
Interest	1,010	1,323	750	**700**	**700**
Total revenues	65,875	90,355	109,200	**115,928**	**69,729**
Other financing sources (OFS)					
Sale of Surplus Assets	37,138	25,409	3,650	2,500	2,500
Total revenues and OFS	**103,013**	**115,764**	**112,850**	**118,428**	**72,229**
Expenditures:					
Public Safety Police operations	33,383	86,364	63,085	**60,578**	**63,960**
Public Safety Police capital outlay	71,453	20,476	59,500	**59,000**	**-**
Total expenditures	**104,836**	**106,840**	**122,585**	**119,578**	**63,960**
Excess of revenue and other sources over expenditures and other uses	(1,823)	8,924	(9,735)	**(1,150)**	**8,269**
Fund balance, beginning of year	**136,153**	**134,330**	**143,254**	**133,519**	**132,369**
Fund balance, end of year	**134,330**	**143,254**	**133,519**	**132,369**	**140,638**

City of Auburn

Special Revenue Funds

Overview of Revenues, Expenditures and Changes in Fund Balance

Municipal Court Judicial Administration Fund

	Audited Actual		Projected*	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
	$	$	$	$	$
Revenues:					
Court Fines	216,146	202,258	162,906	**165,000**	**169,950**
Interest	1,702	2,374	3,100	**1,850**	**1,500**
Total revenues	**217,848**	**204,632**	**166,006**	**166,850**	**171,450**
Expenditures:					
Municipal Court operations	50,741	2,905	-	**15,000**	**-**
Municipal Court capital outlay	-	9,990	-	**500,000**	**-**
Total expenditures	**50,741**	**12,895**	**-**	**515,000**	**-**
Excess of revenue and other sources over expenditures and other uses	167,107	191,737	166,006	**(348,150)**	**171,450**
Fund balance, beginning of year	**194,645**	**361,752**	**553,489**	**719,495**	**371,345**
Fund balance, end of year	**361,752**	**553,489**	**719,495**	**371,345**	**542,795**

* Prior to FY2017, this fund was not a budgeted fund. Revenues and expenditures for FY2016 are projected amounts.

Debt Service Fund

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City of Auburn

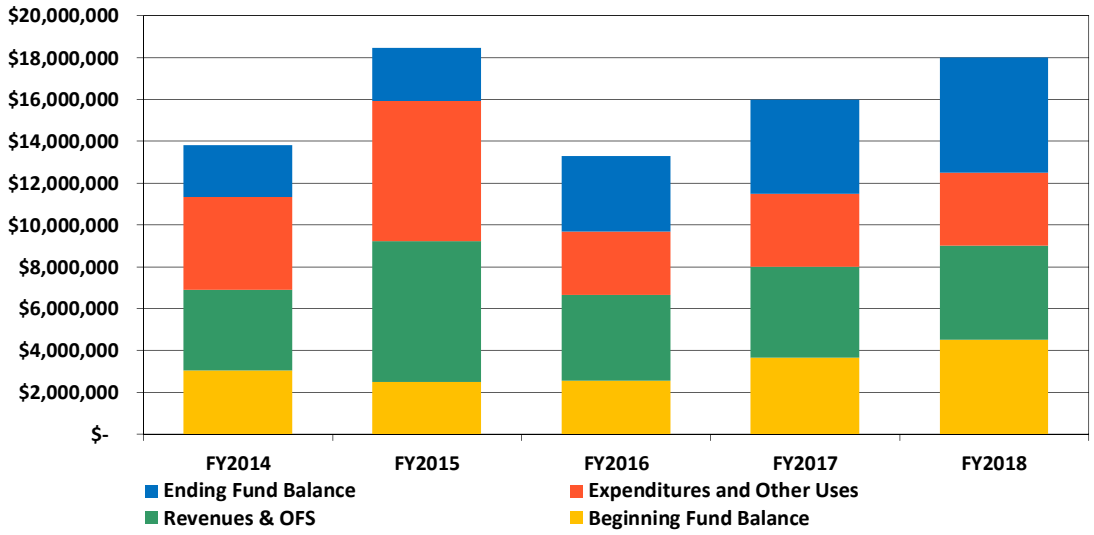
City of Auburn

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. 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.

	Audited Actual		Mid-Year Budget	**Budget**	
	FY2014	FY2015	FY2016	**FY2017**	**FY2018**
	$	$	$	$	$
Revenues					
General property tax	3,862,390	3,999,233	4,095,570	**4,339,250**	**4,477,933**
Interest	16,496	14,699	16,000	**18,000**	**24,500**
Total revenues	3,878,886	4,013,932	4,111,570	**4,357,250**	**4,502,433**
Other financing sources (OFS):	-	2,727,027	-	-	-
Total revenues and OFS	**3,878,886**	**6,740,959**	**4,111,570**	**4,357,250**	**4,502,433**
Expenditures					
Tax Administration Fee	150,674	133,381	150,529	**157,500**	**160,000**
Debt Service					
Principal	3,495,000	3,175,000	-	**-**	**-**
Interest	772,236	648,533	2,859,529	**3,342,306**	**3,342,306**
Fiscal fees	3,150	39,302	3,473	**550**	**550**
Total expenditures	4,421,060	3,996,216	3,013,531	**3,500,356**	**3,502,856**
Other financing uses (OFU):					
Pymt to ref bond escrow agt	-	2,690,584	-	**-**	**-**
Total expenditures and OFU	**4,421,060**	**6,686,800**	**3,013,531**	**3,500,356**	**3,502,856**
Excess (deficit) of revenue and OFS over expenditures and OFU	(542,174)	54,159	1,098,039	**856,894**	**999,577**
Fund balance, beginning of year	**3,019,959**	**2,477,785**	**2,531,944**	**3,629,983**	**4,486,877**
Fund balance, end of year	**2,477,785**	**2,531,944**	**3,629,983**	**4,486,877**	**5,486,454**



City of Auburn

Special Five Mill Tax Fund History - Fiscal Years 2006 - 2015

	FY2006 Actual	FY2007 Actual	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	Inc FY15>FY06 Amount	Inc FY15>FY06 As%
	$	$	$	$	$	$	$	$	$	$		
Revenues:												
Ad Valorem Tax	2,355,551	2,724,946	3,044,712	3,464,143	3,657,712	3,777,188	3,812,161	3,752,492	3,862,390	3,999,233	1,643,682	69.8%
Interest	138,530	160,955	117,087	93,160	48,663	47,247	28,869	19,538	16,496	14,699	(123,831)	-89.4%
Total Revenues	**2,494,081**	**2,885,901**	**3,161,799**	**3,557,303**	**3,706,375**	**3,824,435**	**3,841,030**	**3,772,030**	**3,878,886**	**4,013,932**	1,519,851	60.9%
Expenditures:												
Cap imp wts 6.01.98 $2.0M Principal	105,000	110,000	115,000	120,000	130,000	135,000	145,000	-	-	-	(105,000)	-100.0%
Cap imp wts 6.01.98 $2.0M Interest (refunded by 2012 issue)	64,853	60,075	55,015	47,439	40,883	37,774	31,173	-	-	-	(64,853)	-100.0%
GO Warrants 8.01.99 (Lib) $3.7M Principal	260,000	275,000	290,000	310,000	330,000	355,000	375,000	-	-	-	(260,000)	-100.0%
GO Warrants 8.01.99 (Lib) $3.7M Interest (refunded by 2012 issue)	156,265	143,265	129,515	112,786	96,371	82,672	64,225	-	-	-	(156,265)	-100.0%
GO Warrants 8.01.02 $7.25M Principal	375,000	405,000	435,000	465,000	495,000	530,000	565,000	-	-	-	(375,000)	-100.0%
GO Warrants 8.01.02 $7.25M Interest (refunded by 2012 issue)	259,753	247,753	231,553	209,749	187,908	170,744	148,498	-	-	-	(259,753)	-100.0%
GO Warrants 3.01.05 $5.0M Principal	355,000	450,000	550,000	625,000	705,000	785,000	865,000	900,000	965,000	565,000	210,000	59.2%
GO Warrants 3.01.05 $5.0M Interest	406,548	393,643	377,218	355,064	327,548	296,954	262,854	115,990	76,120	44,625	(361,923)	-89.0%
GO Warrants 1.01.07 $5.2M Principal	-	225,000	240,000	250,000	265,000	280,000	300,000	315,000	335,000	355,000	355,000	n/a
GO Warrants 1.01.07 $5.2M Interest	-	21,551	208,900	196,871	185,656	177,887	166,300	154,000	139,325	36,232	36,232	n/a
GO Bonds 6.09 $9.0M Principal	-	-	-	-	620,000	635,000	655,000	675,000	695,000	720,000	720,000	n/a
GO Bonds 6.09 $9.0M Interest	-	-	-	-	254,002	296,162	277,125	260,750	240,500	219,650	219,650	n/a
GO Bonds 5.01.12 $4.0M Principal	-	-	-	-	-	-	-	250,000	265,000	275,000	275,000	n/a
GO Bonds 5.01.12 $4.0M Interest	-	-	-	-	-	-	19,757	160,632	157,191	152,125	152,125	n/a
GO Bonds 8.01.12 $6.18M Principal	-	-	-	-	-	-	-	1,155,000	1,235,000	1,260,000	1,260,000	n/a
GO Bonds 8.01.12 $6.18M Interest	-	-	-	-	-	-	-	182,200	159,100	134,400	134,400	n/a
GO Bonds 10.28.14 $2.51M Principal	-	-	-	-	-	-	-	-	-	-	-	n/a
GO Bonds 10.28.14 $2.51M Interest	-	-	-	-	-	-	-	-	-	61,501	61,501	n/a
Non-Departmental*	100,189	81,007	97,614	120,376	126,441	141,347	125,514	117,995	150,674	133,410	33,221	33.2%
Trustee Fees	4,300	6,361	17,225	10,123	10,152	8,017	89,265	5,775	3,150	3,250	(1,050)	-24.4%
Bond/Warrant Issue Expense	-	101,314	-	-	-	-	-	-	-	36,023	36,023	n/a
Total Expenditures	**2,086,908**	**2,519,969**	**2,747,039**	**2,822,408**	**3,773,961**	**3,931,557**	**4,089,710**	**4,292,342**	**4,421,060**	**3,996,216**	1,909,308	91.5%
Other Financing Sources and Uses												
Proceeds of refunding bonds	-	-	-	-	-	-	6,180,000	-	-	2,510,000	2,510,000	n/a
Transfer to Component units	-	(103,763)	-	-	-	-	-	-		-	-	n/a
Premium on debt issued	-	-	-	-	-	-	493,473	-		217,027	217,027	n/a
Payment to refunded bond escrow	-	-	-	-	-	-	(6,608,445)	-		(2,690,584)	(2,690,584)	n/a
Operating transfers to other funds	-	456	-	-	-	-	-	-	-	-	-	n/a
Total OFS/OFU	-	(103,308)	-	-	-	-	65,028	-	-	36,443	36,443	n/a
Excess of Revenues/OFS > Expenditures/OFU	407,173	262,625	414,761	734,895	(67,586)	(107,122)	(183,651)	(520,312)	(542,174)	54,159	(353,014)	-86.7%
Beginning fund balance	2,079,178	2,486,351	2,748,975	3,163,736	3,898,631	3,831,045	3,723,923	3,540,271	3,019,959	2,477,785	398,607	19.2%
Ending fund balance	**2,486,351**	**2,748,975**	**3,163,736**	**3,898,631**	**3,831,045**	**3,723,923**	**3,540,271**	**3,019,959**	**2,477,785**	**2,531,944**	45,594	1.8%

*Tax collection fees and property reappraisal fees

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	FY2015 Actual	FY2016 Mid-Year Budget	Budget		Projected			
				FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
		$	$	$	$	$	$	$	$
Revenues:									
Ad Valorem Tax	3.0%	3,999,233	4,095,570	4,339,250	4,477,933	4,621,201	4,769,214	4,922,136	5,080,137
Interest		14,699	16,000	18,000	24,500	30,000	35,000	40,000	45,000
Total Revenues		**4,013,932**	**4,111,570**	**4,357,250**	**4,502,433**	**4,651,201**	**4,804,214**	**4,962,136**	**5,125,137**
Expenditures:									
Non-Departmental*	3.0%	133,410	150,529	157,500	160,000	164,800	169,744	174,836	180,081
Bond/Warrant Issue Expense		36,023	-	-	-	37,500	-	-	-
Trustee Fees		3,250	3,473	550	550	1,200	1,200	1,200	1,200
GO Warrants 3.01.05 $5.0M Prin		565,000	-	-	-	-	-	-	-
GO Warrants 3.01.05 $5.0M Int		44,625	-	-	-	-	-	-	-
GO Warrants 1.07 $5.2M Prin		355,000	-	-	-	-	-	-	-
GO Warrants 1.07 $5.2M Int		36,232	-	-	-	-	-	-	-
GO Warrants 2009 Cap. Impr. $9.0M Prin		720,000	-	-	-	-	-	-	-
GO Warrants 2009 Cap. Impr. $9.0M Int		219,650	-	-	-	-	-	-	-
GO Bonds 2012 Cap. Proj. $4.0M Prin		275,000	-	-	-	-	-	-	-
GO Bonds 2012 Cap. Proj. $4.0M Int		152,125	-	-	-	-	-	-	-
GO Bonds 8.12 $6.18M Prin		1,260,000	-	-	-	-	-	-	-
GO Bonds 8.12 $6.18M Int		134,400	-	-	-	-	-	-	-
GO Bonds 10.28.14 $2.51M Principal		-	-	-	-	-	-	-	-
GO Bonds 10.28.14 $2.51M Interest		61,501	-	-	-	-	-	-	-
GO Bonds 06.23.15 $78.2M Principal		-	-	-	-	-	-	750,000	500,000
GO Bonds 06.23.15 $78.2M Interest		-	2,859,529	3,342,306	3,342,306	3,342,306	3,342,306	3,342,306	3,325,431
Total Expenditures		**3,996,216**	**3,013,531**	**3,500,356**	**3,502,856**	**3,545,806**	**3,513,250**	**4,268,342**	**4,006,712**
Other Financing Sources and Uses									
Proceeds of refunding/new bonds		2,510,000	-	-	-	-	-	-	-
Premium on debt issued		217,027	-	-	-	-	-	-	-
Payment to refunded bond escrow		(2,690,584)	-	-	-	-	-	-	-
Total OFS/OFU		36,443	-	-	-	-	-	-	-
Excess of Revenues > Expenditures		54,159	1,098,039	856,894	999,577	1,105,395	1,290,964	693,794	1,118,425
Beginning fund balance		2,477,785	2,531,944	3,629,983	4,486,877	5,486,454	6,591,849	7,882,813	8,576,607
Ending fund balance		**2,531,944**	**3,629,983**	**4,486,877**	**5,486,454**	**6,591,849**	**7,882,813**	**8,576,607**	**9,695,032**

*Tax collection fees and property reappraisal fees

City of Auburn

Public Park and Recreation Board

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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. This facility provides the public with superlative opportunities for tournament play, individual play, and lessons. The Tennis Center provides 16 outdoor clay courts, 12 outdoor hard courts with stadium seating, and 6 indoor tennis courts. The Center also includes a clubhouse with pro shop, men's and women's locker rooms, concessions area and meeting space. The facilities are located on 18 acres in a beautifully landscaped setting in the southwestern portion of the City. 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). A tennis center has been in the City's capital plan for a number of years. Construction plans for the heart of the Auburn University campus meant that the Tennis Team needed a new location for its headquarters. When the City began preparing for the design and construction of its tennis center, the University approached the City about expanding the Tennis Center project to accommodate the University's Tennis Team. The City and the University developed an agreement to construct expanded facilities to provide space for the AU Tennis Team. The portion of the facilities housing the University's Tennis Team is available to the public when not in use by the University. The larger facilities and additional court space mean that the Yarbrough Tennis Center is capable of accommodating a wider variety of and larger-scale tennis tournaments.

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

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

Yarbrough Tennis Center Court Fees

		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 2017 and 2018 is based on the actual operating data from the fiscal years 2014 through March of FY2016 (selected data presented below) and knowledge of the staff of the forecasted and booked number and size of tournaments and events hosted by the complex.

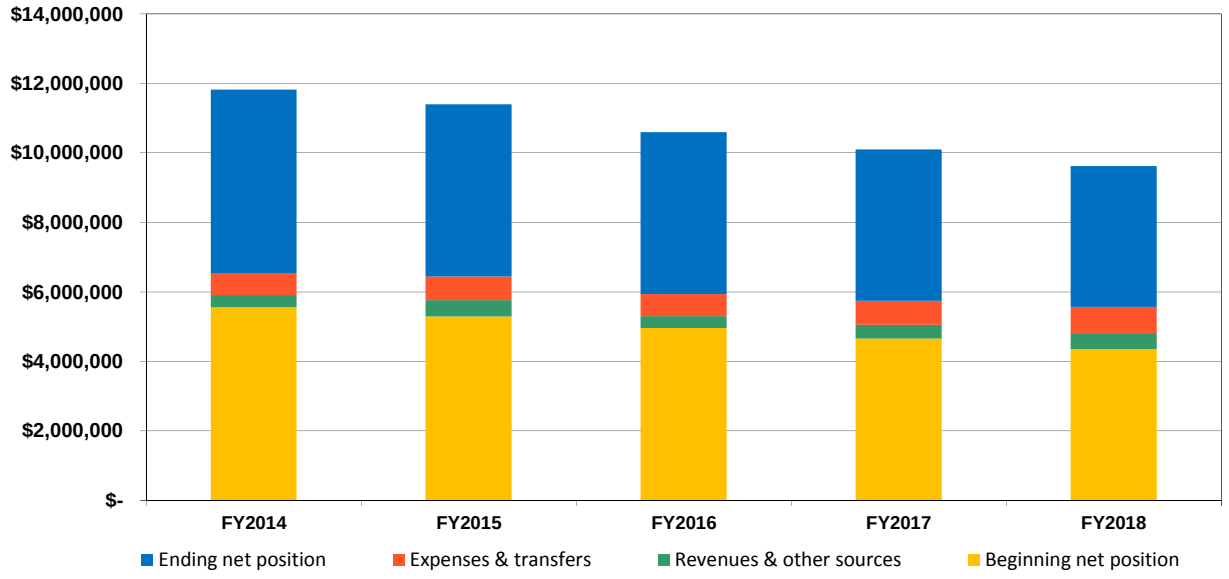
PPRB - Tennis Center		**FY2014**		**FY2015**		**FY2016**
		Actual		*Actual*		*Actual - Unaudited as of 3/31/16*
Operating revenues:						
Tennis rev *(Court & membership)*	$	67,596	$	77,235	$	39,471
Service charges to Auburn Univ.		91,194		107,198		48,313
Total operating revenues		**158,790**		**184,433**		**87,783**
Operating expenses:						
Personal Services		173,028		207,961		66,757
Contractual		115,995		110,696		71,469
Commodities		28,160		30,096		12,918
Depreciation		298,269		299,874		152,001
Total operating expenses		**615,452**		**648,627**		**303,145**
Operating income (loss)		**(456,662)**		**(464,194)**		**(215,361)**
Transfers *(General and Cap Proj)*	**$**	**190,128**	**$**	**278,292**	**$**	**19,678**

City of Auburn

Public Parks and Recreation Board - Tennis Center

Overview of Revenues, Expenses and Changes in Net Position

	Audited Actual		Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
			$	$	$
Revenues	158,790	184,433	168,000	**180,575**	**180,575**
Other financing sources - appropriations from COA	190,128	278,292	170,000	**210,000**	**275,000**
Total revenues and other sources	**348,918**	**462,725**	**338,000**	**390,575**	**455,575**
Expenses#	615,452	681,308	637,763	**695,665**	**760,142**
Total expenses and transfers	**615,452**	**681,308**	**637,763**	**695,665**	**760,142**
Excess (deficit) of revenues and other sources over expenses and transfers out	(266,534)	(218,583)	(299,763)	**(305,090)**	**(304,567)**
Beginning net position	**5,560,180**	**5,293,646**	**4,956,857**	**4,657,094**	**4,352,004**
Prior Period Adjustment^		**(118,206)**			
Ending net position	**5,293,646**	**4,956,857**	**4,657,094**	**4,352,004**	**4,047,437**



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

^ During FY2015, the City adopted GASB Statement 68, Accounting and Financial Reporting for Pensions. As a result, beginning net position was reduced by $118,206 in order to record the PPRB's net pension liability.

City of Auburn

Public Park and Recreation Board - Tennis Center

Comparative Revenue, Expenses and Changes in Net Position

	Audited Actual		Mid-Year Budget	Budget	
	FY2014	FY2015	FY2016	FY2017	FY2018
Operating revenues:					
Tennis center revenue	14,630	22,430	16,000	**16,000**	**16,000**
Membership fees	22,518	24,743	20,500	**35,500**	**35,500**
Tennis court fees	30,447	30,056	31,500	**28,500**	**28,500**
Service charges to Auburn Univ.	91,194	107,198	100,000	**100,000**	**100,000**
Miscellaneous	1	6	-	**575**	**575**
Total operating revenues	**158,790**	**184,433**	**168,000**	**180,575**	**180,575**
Operating Expenses:					
Salaries and benefits	173,028	207,961	199,844	**240,446**	**244,923**
Utilities	91,557	96,733	100,095	**100,095**	**100,095**
Grounds maintenance	15,791	5,976	5,873	**9,673**	**9,673**
Miscellaneous contractual	8,647	7,987	10,447	**10,447**	**10,447**
Supplies	28,160	30,096	21,504	**31,504**	**31,504**
Depreciation	298,269	299,874	300,000	**303,500**	**303,500**
Capital Outlay#	-	-	-	**-**	**60,000**
Total operating expenses	**615,452**	**648,627**	**637,763**	**695,665**	**760,142**
Operating income (loss)	(456,662)	(464,194)	(469,763)	**(515,090)**	**(579,567)**
Loss on disposal of assets	-	(32,681)	-	**-**	**-**
Appropriations from the City of Auburn	190,128	278,292	170,000	**210,000**	**275,000**
Change in net position	(266,534)	(218,583)	(299,763)	**(305,090)**	**(304,567)**
Net position, beginning of year	**5,560,180**	**5,293,646**	**4,956,857**	**4,657,094**	**4,352,004**
Prior Period Adjustment^		(118,206)			
Net position, end of year	**5,293,646**	**4,956,857**	**4,657,094**	**4,352,004**	**4,047,437**

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

^ During FY2015, the City adopted GASB Statement 68, Accounting and Financial Reporting for Pensions. As a result, beginning net position was reduced by $118,206 in order to record the PPRB's net pension liability.

City of Auburn

City of Auburn

Biennial Budget for FY 2017 & FY 2018

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City of Auburn

The City of Auburn

Capital Budgeting Overview

Capital Improvement Plan for Fiscal Year 2017 through Fiscal Year 2022

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 July 2016, the Parks, Leisure and Culture Master Plan will begin, which will provide guidance on future capital investments for Parks & Recreation and Library facilities.

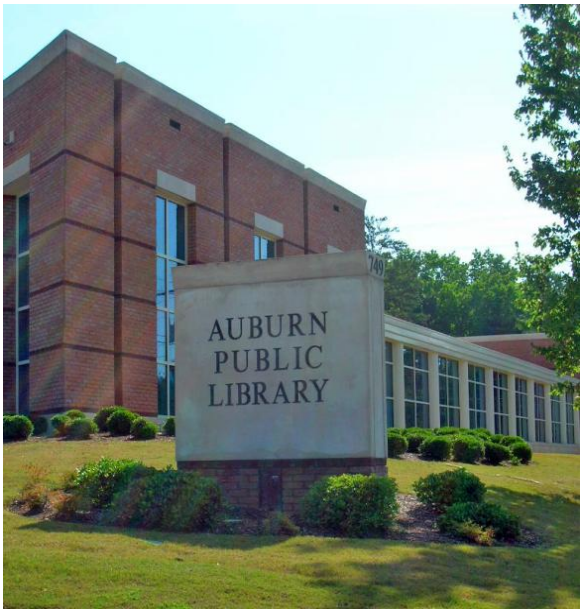
Staff Analysis The City's professional staff utilizes both internal guiding documents and external studies to provide the optimal, most effective and efficient ways to meet those the priorities defined by the Citizen Survey and City Council. The Council relies on staff's professional judgment, recognizing 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 2017 and 2018, 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 on page 325. The projects in this section were selected based on amount and type of project; details include the responsible department, a project description, and the impact of each project on the City's operating budget.

City of Auburn

City of Auburn

Budgeted Capital Outlay & Projects - Summary (by Funding Source)

The budget includes several different categories of capital outlay in different funds. The totals appearing below summarize capital outlay for vehicle, equipment, project and infrastructure funding in the various departmental and non-departmental accounts, and across budgeted funds. Additional details can be found on the pages that follow.

	FY2017	FY2018	Total
	$	$	$
General Fund			
Departmental Vehicles & Equipment Replacement	1,291,234	1,135,580	2,426,814
Departmental Vehicles & Equipment Expansion	676,067	172,116	848,183
Departmental Projects	369,667	1,145,000	1,514,667
General Operations Projects	315,000	257,500	572,500
Public Works Project Operations	6,605,800	4,882,000	11,487,800
Parks & Recreation Project Operations	97,000	900,000	997,000
Total - General Fund Capital Outlay & Projects	**9,354,768**	**8,492,196**	**17,846,964**
Sewer Fund			
Departmental Vehicles & Equipment Replacement	277,000	450,000	727,000
Departmental Vehicles & Equipment Expansion	15,000	15,000	30,000
Projects	2,236,667	3,080,000	5,316,667
Total - Sewer Fund	**2,528,667**	**3,545,000**	**6,073,667**
Solid Waste Management Fund			
Departmental Vehicles & Equipment Replacement	541,000	883,500	1,424,500
Projects	100,000	-	100,000
Total - Solid Waste Management Fund	**641,000**	**883,500**	**1,524,500**
Assessment Project Fund			
Projects	798,773	169,000	967,773
Total - Assessment Project Fund	**798,773**	**169,000**	**967,773**
Municipal Court Judicial Administration Fund			
Projects	-	500,000	500,000
Total - Municipal Court Judicial Admin. Fund	**-**	**500,000**	**500,000**
Public Safety Substance Abuse Fund			
Departmental Vehicles & Equipment	14,000	-	14,000
Projects	45,000	-	45,000
Total - Public Safety Substance Abuse Fund	**59,000**	**-**	**59,000**
Total - Budgeted Capital Outlay & Projects	**13,382,208**	**13,589,696**	**26,971,904**

City of Auburn

Budgeted Capital Outlay - Vehicles & Equipment (by Funding Source)

General Fund - FY2017

		Equipment Replacement	Equipment Expansion	Total
		$	$	$
Public Safety				
Compact Sedan	Administration	21,000		
Patrol Units (10)	Police	260,580		
Police Equipment Vehicle Upfit	Police	160,000		
Police Motorcycle	Police	22,254		
Patrol Units - AU Division (9)	Police		234,522	
Police Equipment Vehicle Upfit - AU Division	Police		144,000	
4WD 1/2 Ton Crew Cab Pickup Truck	Fire		42,000	
Rescue Equipment Trailer 20'	Fire		7,545	
Total - Public Safety				**891,901**
Public Works				
Dump Truck (2)	Constr. & Maint.	180,000		
Crew Cab Flat Bed Truck	Constr. & Maint.	55,000		
Cargo Van	Constr. & Maint.		35,000	
4WD 1/2 Ton Extended Cab Pickup Truck	Engineering Design	30,000		
Topcon GPS Base and Receiver	Engineering Design		32,000	
4WD 1/2 Ton Extended Cab Pickup Truck (2)	Inspection	30,000	30,000	
Bucket Truck	Traffic Engineering	180,000		
4WD 1/2 Ton Extended Cab Pickup Truck	Traffic Engineering	30,000		
Extended Cab Pickup Truck w/Tool Body	Traffic Engineering		40,000	
Total - Public Works				**642,000**
Environmental Services				
2WD 1/2 Ton Extended Cab Pickup Truck	ROW Maint.	24,000		
Skid Loader	ROW Maint.	90,000		
61" Zero-turn Mower (4)	ROW Maint.	40,000		
Vinyl Decal Machine	Fleet Services	6,400		
Winch & Bumper for Service Truck	Fleet Services		6,000	
Diesel Particulate Filter Cleaner	Fleet Services		5,000	
Cargo Van	Animal Control		45,000	
Total - Environmental Services				**216,400**
Parks & Recreation				
2WD 1/2 Ton Extended Cab Pickup Truck (2)	Parks & Facilities	54,000		
Field Vacuum	Parks & Facilities	38,000		
Total - Parks & Recreation				**92,000**
Information Technology				
Cisco Wireless Mesh Controller	IT	17,000		
SQL Server	IT	45,000		
Digital Video Encoders	IT	8,000		
Fusion Splicer and Fiber Tray	IT		13,000	
Hyper-V Storage	IT		32,000	
GIS and Public Safety Drone	IT - GIS		10,000	
Total - Information Technology				**125,000**
Total - General Fund		**1,291,234**	**676,067**	**1,967,301**

City of Auburn

Budgeted Capital Outlay - Vehicles & Equipment (by Funding Source)

Sewer Fund - FY2017

		Equipment Replacement	Equipment Expansion	Total
Water Resource Management				
Cargo Van	Maintenance	40,000		
Backhoe	Maintenance	115,000		
Side-by-Side Utility Vehicle	Maintenance	12,000		
Dump Truck	Maintenance	110,000		
Water Quality and Stream Flow Stations	Watershed		15,000	
Total - Sewer Fund		**277,000**	**15,000**	**292,000**

Solid Waste Management Fund - FY2017

Environmental Services				
28 Yard Side Loader Packer Truck	Solid Waste	256,000		
28 Yard Side Loader Packer Truck	Solid Waste	256,000		
Pickup Truck	Solid Waste	29,000		
Total - Solid Waste Management Fund		**541,000**	**-**	**541,000**

Public Safety Substance Abuse Fund - FY2017

Public Safety				
Vehicle (Narcotics Section)	Police	14,000		
Total - Public Safety Substance Abuse Fund		**14,000**	**-**	**14,000**
Total - All Funds		**2,123,234**	**691,067**	**2,814,301**

City of Auburn

Budgeted Capital Outlay - Vehicles & Equipment (by Funding Source)

General Fund - FY2018

		Equipment Replacement	Equipment Expansion	Total
		$	$	$
Public Safety				
Patrol Units (10)	Police	260,580		
Police Equipment Vehicle Upfit	Police	160,000		
School Resource Officer Vehicles (2)	Police		52,116	
Sport Utility Vehicle	Fire	30,000		
Public Outreach - Safety/Prevention Trailer	Fire		70,000	
911 Recording System	Communications	30,000		
Total - Public Safety				**602,696**
Public Works				
Tandem Dump Truck	Constr. & Maint.	125,000		
Skid Steer	Constr. & Maint.	99,000		
Dump Truck	Constr. & Maint.	90,000		
Extended Cab Pickup Truck	Engineering Design	30,000		
4WD Extended Cab Pickup Truck	Inspection	35,000		
Extended Cab Pickup Truck w/Tool Body (2)	Traffic Engineering	80,000		
Total - Public Works				**459,000**
Environmental Services				
Sport Utility Vehicle	ROW Maint.	27,000		
Dump Truck	ROW Maint.	89,000		
Total - Environmental Services				**116,000**
Parks & Recreation				
Extended Cab Pickup Truck (2)	Parks & Facilities	56,000		
Sport Utility Vehicle	Parks & Facilities	24,000		
Total - Parks & Recreation				**80,000**
Information Technology				
Public Safety Video Duplicate Storage	IT		50,000	
Total - Information Technology				**50,000**
Total - General Fund		**1,135,580**	**172,116**	**1,307,696**

City of Auburn

Budgeted Capital Outlay - Vehicles & Equipment (by Funding Source)

Sewer Fund - FY2018

		Equipment Replacement	Equipment Expansion	Total
Water Resource Management				
Pickup Truck (4)	Maintenance	165,000		
CCTV Equipment	Maintenance	60,000		
Sewer Jetter	Maintenance	225,000		
Water Quality and Stream Flow Stations	Watershed		15,000	
Total - Sewer Fund		**450,000**	**15,000**	**465,000**

Solid Waste Management Fund - FY2018

Environmental Services				
Curb Sorter/Trough Loader	Recycling	185,500		
Knuckle Boom Loader	Recycling	156,000		
28 Yard Side Loader Packer Truck	Solid Waste	256,000		
25 Yard Rear Loader Packer Truck	Solid Waste	175,000		
6 Yard Side Loader Packer Truck	Solid Waste	111,000		
Total - Solid Waste Management Fund		**883,500**	**-**	**883,500**
Total - All Funds		**2,469,080**	**187,116**	**2,656,196**

City of Auburn

Budgeted Capital Outlay - Projects (by Funding Source)

General Fund

	Budgeted In	FY2017	FY2018	Total
		$	$	$
Departmental Projects				
Aerial Mapping Project	IT	66,667	-	66,667
Fiber FS#2 to Boykin	IT	-	75,000	75,000
CityWorks Implementation	IT - GIS	225,000	100,000	325,000
Improvements to Fire Stations	PS - Fire	63,000	-	63,000
911 Call Taking Equipment Replacement	PS - Communications	-	300,000	300,000
Radio Console Replacement	PS - Communications	-	450,000	450,000
ES Admin Facility Expansion	ES - Administration	15,000	220,000	235,000
Total - Departmental		**369,667**	**1,145,000**	**1,514,667**
General Operations Projects				
Enterprise Financial Software Replacement	Gen. Ops - Projects	100,000	100,000	200,000
City Hall Elevator Hydraulics Overhaul	Gen. Ops - Capital Outlay	10,000	-	10,000
City Hall Chiller Replacement	Gen. Ops - Capital Outlay	125,000	-	125,000
City Hall Restrooms & Revenue Counter ADA Projects	Gen. Ops - Capital Outlay	80,000	-	80,000
City Hall Clerestory Window Tint Replacement	Gen. Ops - Capital Outlay	-	7,500	7,500
City Hall Exterior ADA/Parking Compliance Projects	Gen. Ops - Capital Outlay	-	150,000	150,000
Total - General Operations Projects		**315,000**	**257,500**	**572,500**
Parks & Recreation Project Operations				
Samford Pool Replastering Project	Samford Pool	70,000	-	70,000
Drake Pool Replastering Project	Drake Pool	7,000	-	7,000
Saughatchee Greenway Phase 1a	Saugahatchee Green+Blue	20,000	900,000	920,000
Total - Parks & Recreation Project Operations		**97,000**	**900,000**	**997,000**
Public Works Project Operations				
Neighborhood Cleanup	Special Projects	25,000	25,000	50,000
E Samford Ave Street Lighting	Street Lights	170,000	-	170,000
Downtown Impr. - Garden Drive to Woodfield Drive	Downtown Improvements	-	420,000	420,000
Sidewalk ADA Compliance Projects - Various	Sidewalk Projects	200,000	200,000	400,000
Annalue Dr Sidewalk	Sidewalk Projects	-	562,000	562,000
S Cary Dr Sidewalk	Sidewalk Projects	110,000	-	110,000
Keystone Dr Sidewalk	Sidewalk Projects	-	16,000	16,000
Moores Mill Rd Sidewalk - City Match	Sidewalk Projects	400,000	-	400,000
Samford Ave Sidewalk	Sidewalk Projects	142,000	-	142,000
Sanders St Sidewalk Pedestrian Bridge	Sidewalk Projects	42,000	-	42,000
E University Dr Sidewalk - Samford to McKinley	Sidewalk Projects	433,000	-	433,000
Wright St Sidewalk and Resurfacing	Sidewalk Projects	300,000	-	300,000
Traffic Signal Rehabilitation/Impr.	Traffic Signal Improvements	115,000	65,000	180,000
E Glenn Ave/Airport Rd Traffic Signal Modification	Traffic Signal Improvements	60,000	-	60,000
E Glenn Ave/E Samford Ave Traffic Signal Modification	Traffic Signal Improvements	68,000	-	68,000
Traffic Study	Engineering/Prof. Services	500,000	-	500,000
Tiger Transit Bus Pullouts	Streets/Roadway Expansion	22,000	22,000	44,000
Street Resurfacing/Restriping	Street Resurfacing/Restrip.	2,500,000	2,000,000	4,500,000
Cox Rd Resurfacing and Widening	Street Resurfacing/Restrip.	-	387,000	387,000
E Samford Ave/E University Dr Pedestrian Impr.	Intersection Improvements	20,000	-	20,000
Cox Rd/Wire Rd Intersection Impr.	Intersection Improvements	-	460,000	460,000
Hwy 14/Richland Rd Intersection Impr.	Intersection Improvements	170,000	-	170,000
E University Dr/Gatewood Dr Intersection Impr.	Intersection Improvements	46,300	-	46,300
Opelika Rd/Dean Rd Intersection Impr. (ROR Phase 3)	Intersection Improvements	-	650,000	650,000
S College St/Samford Ave Intersection Impr. - City Match	Intersection Improvements	1,000,000	-	1,000,000
Heard Ave Culvert Rehabilitation	Bridge Improvements	15,000	-	15,000
E Samford Ave Culvert Replacement	Bridge Improvements	192,500	-	192,500
Cured-In-Place-Pipe Drainage Impr.	Drainage Projects	75,000	75,000	150,000
Total - Public Works Project Operations		**6,605,800**	**4,882,000**	**11,487,800**
Total - General Fund Projects		**7,387,467**	**7,184,500**	**14,571,967**

City of Auburn

Budgeted Capital Outlay - Projects (by Funding Source)

Sewer Fund

	Budgeted In	FY2017	FY2018	Total
Projects				
Generator Replacement	WPCF Projects	1,150,000	-	1,150,000
HC Morgan Admin Building Renovation Project	WPCF Projects	250,000	-	250,000
WPCF Miscellaneous Projects	WPCF Projects	250,000	250,000	500,000
Northside Recycle Center Pole Barn (Sewer's portion)	WPCF Projects	10,000	-	10,000
H C Morgan Stream Restoration Project	WPCF Projects	-	100,000	100,000
Sewer Collection System Projects	Sewer Collection System	215,000	100,000	315,000
Long-Term Flow Metering Project	Sewer Collection System	150,000	125,000	275,000
Southside Basin 6 SSES Project	Sewer Collection System	125,000	-	125,000
Southside Basin 6 Rehab Project	Sewer Collection System	-	250,000	250,000
Southside Basin 16 SSES Project	Sewer Collection System	-	160,000	160,000
Green Infrastructure Master Plan	Sewer Collection System	-	75,000	75,000
Miscellaneous Green Infrastructure Projects	Sewer Collection System	20,000	20,000	40,000
Biosolids Disposal Property	Other Projects	-	2,000,000	2,000,000
Aerial Mapping Project	Other Projects	66,667	-	66,667
Total - Sewer Fund Projects		**2,236,667**	**3,080,000**	**5,316,667**

Solid Waste Management Fund

Projects				
Recycling Center ADA Compliance Upgrades	Capital Outlay	100,000	-	100,000
Total - Solid Waste Management Fund		**100,000**	**-**	**100,000**

Assessment Project Fund

Projects				
Subdivision Completion Projects	Projects	648,773	169,000	817,773
Wright Street Sidewalk Project	Sidewalk Project	150,000		150,000
Total -Assessment Project Fund		**798,773**	**169,000**	**967,773**

Municipal Court Judicial Administration Fund

Projects				
Public Safety Center - Municipal Court	Projects	-	500,000	500,000
Total -Municipal Court Judicial Administration Fund		**-**	**500,000**	**500,000**

Public Safety Substance Abuse Fund

Projects				
Firing Range Improvements	Projects	45,000	-	45,000
Total - Public Safety Substance Abuse Fund		**45,000**	**-**	**45,000**
Total - All Funds		**10,567,907**	**10,933,500**	**21,501,407**

City of Auburn

Capital Improvement Plan by Project Category

Fiscal Years 2017 - 2022

The City of Auburn maintains a Capital Improvement Plan (CIP) which covers a six-year, or 3 biennia, period. This plan details both the timing and funding sources of various capital infrastructure needs of the City, as determined by the City's management team and professional engineering staff, and is reflective of the priorities of City Council and residents. Through annual updating and continual monitoring of infrastructure conditions, funding status and a changing urban environment, the CIP is a flexible tool for developing an attractive built-environment, while realizing the constraints imposed by limited resources.

The table below offers a summary of funding capacity from a number of sources, and is organized by year. Projects are grouped into category by type and the funding source available is identified by the color-coding in the table below. Only projects with an identified funding source appear on the CIP. The last four years represent a reasonable assumption of available funding, both from internal and external sources. Expenditures for projects on the CIP are included in the City's long-range expenditure projections.

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	Total
General Fund	7,387,467	7,184,500	11,229,000	11,398,000	7,279,000	6,650,000	**51,127,967**
General Fund Conditional	**72,815**	**5,315,090**	**6,315,000**	-	-	-	**11,702,905**
FY2016 Project Budgets (General Fund)	6,199,342	-	-	-	-	-	6,199,342
Solid Waste Management Fund	**100,000**	-	-	-	-	-	**100,000**
Community Development Block Grant	**524,542**	**500,000**	-	-	-	-	**1,024,542**
Public Parks & Recreation Board	-	**60,000**	-	-	-	-	**60,000**
Sewer Fund	2,236,667	3,080,000	1,245,000	4,911,667	745,000	745,000	**12,963,334**
Municipal Court Administration Fund	-	**500,000**	-	-	-	-	**500,000**
General Obligation Debt	-	15,510,000	14,605,000	3,000,000	-	-	**33,115,000**
ALDOT/MPO	680,000	3,520,000	-	800,000	800,000	800,000	**6,600,000**
Water Works Board	**66,666**	-	-	**66,666**	-	-	**133,332**
Public Safety Seizure Funds	**45,000**	-	-	-	-	-	**45,000**
Assessment Project Fund	798,773	169,000	350,000	-	-	-	1,317,773
Total	**18,111,272**	**35,838,590**	**33,744,000**	**20,176,333**	**8,824,000**	**8,195,000**	**124,889,195**

Projects	**FY2017**	**FY2018**	**FY2019**	**FY2020**	**FY2021**	**FY2022**	**Total**
Pedestrian, Streetlight & Neighborhood Enhancement Projects							
Neighborhood Cleanup	25,000	25,000	25,000	25,000	25,000	25,000	**150,000**
Sidewalk ADA Compliance Projects - Various	200,000	200,000	200,000	200,000	200,000	200,000	**1,200,000**
E. University Drive Sidewalk	86,013	-	-	-	-	-	**86,013**
Downtown Improvements - North College Streetscape	250,000	-	-	-	-	-	**250,000**
Downtown Pedestrian Lighting	145,000	-	-	-	-	-	**145,000**
E Samford Ave Street Lighting	170,000	-	-	-	-	-	**170,000**
S Cary Dr Sidewalk	110,000	-	-	-	-	-	**110,000**
Moores Mill Rd Sidewalk - City Match	400,000	-	-	-	-	-	**400,000**
Moores Mill Rd Sidewalk - ALDOT TAP Grant	400,000	-	-	-	-	-	**400,000**
Samford Ave Sidewalk	142,000	-	-	-	-	-	**142,000**
Sanders St Sidewalk Pedestrian Bridge	42,000	-	-	-	-	-	**42,000**
E University Dr Sidewalk - Samford to McKinley	433,000	-	-	-	-	-	**433,000**
E Samford Ave/E University Dr Pedestrian Impr.	20,000	-	-	-	-	-	**20,000**
Wright St Sidewalk and Resurfacing	300,000	-	-	-	-	-	**300,000**
191 College Development Agreement Funds	150,000	-	-	-	-	-	**150,000**
Annalue Dr Sidewalk	-	562,000	-	-	-	-	**562,000**
Downtown Impr. - Garden Drive to Woodfield Drive	-	420,000	-	-	-	-	**420,000**
Keystone Dr Sidewalk	-	16,000	-	-	-	-	**16,000**
Magnolia Ave Pedestrian Lighting & Sidewalk	-	**730,000**	-	-	-	-	**730,000**
Downtown Impr. - Street Tree Repl. - College/Magnolia	-	**2,214,000**	-	-	-	-	**2,214,000**
Downtown Impr. - Parking Kiosks	-	**550,000**	-	-	-	-	**550,000**
Downtown Impr. - Tichenor Ave. Streetscape (Gay to College	-	**200,000**	-	-	-	-	**200,000**
Renew Opelika Rd Phase 4	-	-	1,870,000	-	-	-	**1,870,000**
Downtown Impr. - Glenn Avenue Streetscape (Ross to Gay)	-	-	874,000	-	-	-	**874,000**
Downtown Impr. - Gay Street Streetscape (Glenn to Mitchan	-	-	100,000	-	-	-	**100,000**
The Standard Development Agreement Funds	-	-	350,000	-	-	-	**350,000**
Harper Ave Sidewalk	-	-	200,000	-	-	-	**200,000**
S Donahue Dr Sidewalk	-	-	-	100,000	-	-	**100,000**
Downtown Impr. - College from Thach to Miller	-	-	-	-	1,550,000	-	**1,550,000**
E University Dr Sidewalk - Samford to MMR	-	-	-	-	332,000	-	**332,000**
Drake Ave Sidewalk	-	-	-	-	-	92,000	**92,000**
Kimberly Dr Sidewalk	-	-	-	-	-	200,000	**200,000**
Moores Mill Dr Sidewalk	-	-	-	-	-	425,000	**425,000**
Shelton Mill Rd Sidewalk	-	-	-	-	-	150,000	**150,000**
Total - Ped., Streetlight & N'hood Enh. Projects	**2,873,013**	**4,917,000**	**3,619,000**	**325,000**	**2,107,000**	**1,092,000**	**14,933,013**
Technology Investments							
CityWorks Implementation	225,000	100,000	-	-	-	-	**325,000**
Enterprise Financial Software Replacement	100,000	100,000	100,000	-	-	-	**300,000**
Aerial Photography	66,667	-		70,000	-	-	**136,667**
Aerial Topographical Mapping - Sewer Fund Portion	66,667	-	-	66,667	-	-	**133,334**
Aerial Topographical Mapping - AWWB Portion	**66,666**	-	-	**66,666**	-	-	**133,332**
Fiber Installation - Fire Station #2 to Boykin	-	75,000	-	-	-	-	**75,000**
Total - Technology Investments	**525,000**	**275,000**	**100,000**	**203,333**	**-**	**-**	**1,103,333**

** FY2016 project budgets are estimated based on project status. Budget adjustments will be made in FY2017 for projects not completed prior to year end.*

City of Auburn

Capital Improvement Plan by Project Category

Fiscal Years 2017 - 2022

Projects	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	Total
Public Safety Projects & Major Equipment							
Firing Range Improvements	45,000	-	-	-	-	-	45,000
Improvements to Fire Stations	63,000	-	-	-	-	-	63,000
Public Safety Center/DJWMC Expansion	2,782,415	6,605,000	6,605,000	-	-	-	15,992,415
Public Safety Center - Mun. Court Admin. Fund Portion	-	500,000	-	-	-	-	500,000
911 Call Taking Equipment Replacement	-	300,000	-	-	-	-	300,000
Radio Console Replacement	-	450,000	-	-	-	-	450,000
Fire Station 1 Reconstruction/Renovation	-	125,000	1,800,000	-	-	-	1,925,000
Fire Station 6	-	355,000	1,530,000	-	-	-	1,885,000
Pumper Truck Fire Station 6	-	-	485,000	-	-	-	485,000
Shug Jordan PS Complex - Classroom Building	-	175,000	2,500,000	-	-	-	2,675,000
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	-	45,315	-	-	-	-	45,315
Shug Jordan PS Complex - Drill Towers	-	235,000	-	-	-	-	235,000
Rescue Truck	-	-	-	-	350,000	-	350,000
Total - Public Safety Projects & Major Equipment	**2,890,415**	**9,014,165**	**12,920,000**	**-**	**350,000**	**-**	**25,174,580**
Parks, Leisure & Cultural Projects							
Samford Pool Replastering Project	70,000	-	-	-	-	-	70,000
Drake Pool Replastering Project	7,000	-	-	-	-	-	7,000
Saughatchee Greenway Phase 1a	20,000	900,000	-	-	-	-	920,000
Library Main Building Roof/Sealant Restoration Project	100,000	-	-	-	-	-	100,000
JDCAC Roof/Sealant Restoration Project	100,000	-	-	-	-	-	100,000
Dean Road Rec. Center Roof/Sealant Restoration Project	100,000	-	-	-	-	-	100,000
Boykin Roof Restoration Project	100,000	-	-	-	-	-	100,000
Boykin Renovations Project	130,000	-	-	-	-	-	130,000
Boykin Renovations Project - CDBG Portion	524,542	500,000	-	-	-	-	1,024,542
Library Self-Checkout Project	72,815	-	-	-	-	-	72,815
Library Learning Commons & Tech Resource Center	-	93,250	-	-	-	-	93,250
Library Carpet Replacement and Painting	-	230,375	-	-	-	-	230,375
Library Study Rooms and Office Space	-	45,800	-	-	-	-	45,800
Library Accessibility Impr.	-	92,500	-	-	-	-	92,500
Yarbrough Tennis Center	-	60,000	-	-	-	-	60,000
Parks, Rec. & Cultural Master Plan Implementation**	-	5,000,000	5,000,000	-	-	-	10,000,000
Total - Parks, Leisure & Cultural Projects	**1,224,357**	**6,921,925**	**5,000,000**	**-**	**-**	**-**	**13,146,282**
City Facility Improvements							
Recycling Center ADA Compliance Upgrades	100,000	-	-	-	-	-	100,000
ES Admin Facility Expansion	15,000	220,000	-	-	-	-	235,000
City Hall Elevator Hydraulics Overhaul	10,000	-	-	-	-	-	10,000
City Hall Chiller Replacement	125,000	-	-	-	-	-	125,000
City Hall Restrooms & Revenue Counter ADA Projects	80,000	-	-	-	-	-	80,000
Samford Fuel Depot	211,390	-	-	-	-	-	211,390
City Hall Clerestory Window Tint Replacement	-	7,500	-	-	-	-	7,500
City Hall Exterior ADA/Parking Compliance Projects	-	150,000	-	-	-	-	150,000
Future Auburn Technology Park	-	3,905,000	3,000,000	3,000,000	-	-	9,905,000
Construction and Maintenance Facility Impr.	-	-	175,000	-	-	-	175,000
Miscellaneous ADA/Parking Compliance Projects	-	-	50,000	50,000	50,000	50,000	200,000
DJWMC LED Lighting Impr.	-	-	-	-	120,400	-	120,400
Total - City Facility Improvements	**541,390**	**4,282,500**	**3,225,000**	**3,050,000**	**170,400**	**50,000**	**11,319,290**

*** The Parks, Recreation and Culture Master Plan process began July 2016. Capital investments to implement the plan recommendations will be determined after the plan has been completed and approved by the City Council.*

FY2017-2022 CIP Funding Source Key		General Fund	GF Conditional	SWMF	AWWB	G.O. Debt	Sewer Fund	ALDOT/MPO
FY2016 Projects (GF)	Municipal Court Jud. Admin Fund	CDBG	Assessment Fund		PS Seizures	Public Parks & Rec Board Fund		

City of Auburn

Capital Improvement Plan by Project Category

Fiscal Years 2017 - 2022

Projects	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	Total
Transportation Improvements							
E Glenn Ave/Airport Rd Traffic Signal Modification	60,000	-	-	-	-	-	**60,000**
E Glenn Ave/E Samford Ave Traffic Signal Modification	68,000	-	-	-	-	-	**68,000**
Traffic Study	500,000	-	-	-	-	-	**500,000**
Hwy 14/Richland Rd Intersection Impr.	170,000	-	-	-	-	-	**170,000**
E University Dr/Gatewood Dr Intersection Impr.	46,300	-	-	-	-	-	**46,300**
S College St/Samford Ave Intersection Impr. - City Match	1,000,000	-	-	-	-	-	**1,000,000**
S College St/Samford Ave Intersection Impr. - AOMPO	280,000	3,520,000	-	-	-	-	**3,800,000**
FY2016 Traffic Signal Rehabilitation/Impr.	10,515	-	-	-	-	-	**10,515**
Traffic Signal Rehabilitation/Impr.	115,000	65,000	65,000	65,000	65,000	65,000	**440,000**
Tiger Transit Bus Pullouts	22,000	22,000	22,000	22,000	25,000	25,000	**138,000**
FY2016 Street Resurfacing/Restriping	1,140,612	-	-	-	-	-	**1,140,612**
Donahue Drive Resurfacing (AOMPO Local Match)	99,640	-	-	-	-	-	**99,640**
Street Resurfacing/Restriping	2,500,000	2,000,000	3,000,000	3,000,000	3,000,000	3,000,000	**16,500,000**
Street Resurfacing/Restriping - AOMPO Funding	-	-	-	800,000	800,000	800,000	**2,400,000**
Gay/Magnolia Traffic Signal	125,000	-	-	-	-	-	**125,000**
N. Donahue Drive Widening: Cary to Bedell	595,764	-	-	-	-	-	**595,764**
Wire Road Turn Lane	88,454	-	-	-	-	-	**88,454**
Moores Mill Rd Bridge Replacement - City Match	84,539	-	-	-	-	-	**84,539**
Subdivision Completion Projects	648,773	169,000	-	-	-	-	**817,773**
Cox Rd Resurfacing and Widening	-	387,000	-	-	-	-	**387,000**
Cox Rd/Wire Rd Intersection Impr.	-	460,000	-	-	-	-	**460,000**
Opelika Rd/Dean Rd Intersection Impr. (ROR Phase 3)	-	650,000	-	-	-	-	**650,000**
S College St/S Donahue Dr Intersection Impr.	-	-	450,000	-	-	-	**450,000**
Gay Street and Mitcham Traffic Signal Modification	-	-	250,000	-	-	-	**250,000**
Gay St Bridge Replacement	-	-	555,500	-	-	-	**555,500**
N College St/Glenn Ave Traffic Signal Impr.	-	-	370,000	-	-	-	**370,000**
E Glenn Ave/Ross Street Traffic Signal Modification	-	-	215,000	-	-	-	**215,000**
N Gay St/E Glenn Ave Traffic Signal Impr.	-	-	300,000	-	-	-	**300,000**
Hwy 14/N Donahue Dr Intersection Impr.	-	-	250,000	-	-	-	**250,000**
N Donahue Dr Widening/ Bragg Ave to Cary Dr	-	-	2,000,000	-	-	-	**2,000,000**
Old Mill Rd Bridge Replacement	-	-	-	560,000	-	-	**560,000**
N College St/Mitcham Ave Traffic Signal Impr.	-	-	-	180,000	-	-	**180,000**
Gay Street and Thach Avenue Traffic Signal Modification	-	-	-	300,000	-	-	**300,000**
Outerloop/Corporate Dr Extension	-	-	-	4,400,000	-	-	**4,400,000**
N College St/Bragg Ave/Mitcham Ave Intersection Impr.	-	-	-	1,500,000	-	-	**1,500,000**
Moores Mill Rd/Hamilton Rd Intersection Impr.	-	-	-	690,000	-	-	**690,000**
Bonny Glen Rd Paving	-	-	-	-	630,000	-	**630,000**
N College St/Shelton Mill Rd Intersection Impr.	-	-	-	-	315,000	-	**315,000**
Annalue Dr/E University Dr Intersection Impr.	-	-	-	-	-	915,000	**915,000**
N College St/Drake Ave Intersection Impr.	-	-	-	-	-	590,000	**590,000**
N Gay St/Drake Ave Intersection Impr.	-	-	-	-	-	650,000	**650,000**
Total - Transportation Impr.	**7,554,597**	**7,273,000**	**7,477,500**	**11,517,000**	**4,835,000**	**6,045,000**	**44,702,097**

Stormwater & Drainage Improvements							
FY2016 Cured-In-Place-Pipe Drainage Impr.	50,000	-	-	-	-	-	**50,000**
Cured-In-Place-Pipe Drainage Impr.	75,000	75,000	75,000	75,000	75,000	75,000	**450,000**
Heard Ave Culvert Rehabilitation	15,000	-	-	-	-	-	**15,000**
E Samford Ave Culvert Replacement	192,500	-	-	-	-	-	**192,500**
Shug Jordan Pkwy Drainage Impr.	-	-	82,500	-	-	-	**82,500**
College St/Bragg Ave/Mitcham Ave Storm Drain Impr.	-	-	-	81,000	-	-	**81,000**
Detention Pond at Post Office	-	-	-	80,000	-	-	**80,000**
E University Dr Culvert Replacement	-	-	-	-	541,600	-	**541,600**
Wrights Mill Rd Culvert Replacement	-	-	-	-	-	188,000	**188,000**
Total - Stormwater & Drainage Improvements	**332,500**	**75,000**	**157,500**	**236,000**	**616,600**	**263,000**	**1,680,600**

FY2017-2022 CIP Funding Source Key		General Fund	GF Conditional	SWMF	AWWB	G.O. Debt	Sewer Fund	ALDOT/MPO
FY2016 Projects (GF)	Municipal Court Jud. Admin Fund	CDBG	Assessment Fund		PS Seizures	Public Parks & Rec Board Fund	

City of Auburn

Capital Improvement Plan by Project Category

Fiscal Years 2017 - 2022

Projects	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	Total
Sewer Improvements							
Water Pollution Control Facility (WCPF) Projects							
Generator Replacement	1,150,000	-	-	-	-	-	**1,150,000**
HC Morgan Admin Building Renovation Project	250,000	-	-	-	-	-	**250,000**
WPCF Miscellaneous Projects	250,000	250,000	250,000	250,000	250,000	250,000	**1,500,000**
Northside Recycle Center Pole Barn (Sewer's portion)	10,000	-	-	-	-	-	**10,000**
H C Morgan Stream Restoration Project	-	100,000		-	-	-	**100,000**
Biosolids Sludge Storage Area	-	-	500,000	-	-	-	**500,000**
Clarifier Expansion	-	-	-	4,000,000	-	-	**4,000,000**
Facility Master Plan Update	-	-	-	100,000	-	-	**100,000**
Sewer Collection System Projects							
Sewer Collection System Projects	215,000	100,000	100,000	350,000	350,000	350,000	**1,465,000**
Long-Term Flow Metering Project	150,000	125,000	125,000	125,000	125,000	125,000	**775,000**
Southside Basin 6 SSES Project	125,000	-	-	-	-	-	**125,000**
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	20,000	20,000	20,000	20,000	20,000	20,000	**120,000**
Green Infrastructure Master Plan	-	75,000	-	-	-	-	**75,000**
Other Projects							
Biosolids Disposal Property	-	2,000,000	-	-	-	-	**2,000,000**
Total - Sewer Improvements	**2,170,000**	**3,080,000**	**1,245,000**	**4,845,000**	**745,000**	**745,000**	**12,830,000**
Total - Projects	**18,111,272**	**35,838,590**	**33,744,000**	**20,176,333**	**8,824,000**	**8,195,000**	**124,889,195**

FY2017-2022 CIP Funding Source Key		General Fund	GF Conditional	SWMF	AWWB	G.O. Debt	Sewer Fund	ALDOT/MPO
FY2016 Projects (GF)	Municipal Court Jud. Admin Fund	CDBG	Assessment Fund		PS Seizures	Public Parks & Rec Board Fund		

City of Auburn

City of Auburn

Selected Capital Improvement Plan Project Detail

Fiscal Years 2017-2018

Project: Magnolia Avenue Pedestrian Lighting and Sidewalk

Responsible Department: Public Works

Description: Project includes installation of twenty-five decorative pedestrian style lights on the north side of Magnolia Avenue from Wright Street to North Donahue Drive.

Impact on Operating Budget: $1,000 annually for electricity costs associated with the additional street lights.

Project Costs	FY 2017	FY 2018
	$ -	$ 730,000

Funding Source	FY 2017	FY 2018
General Fund	$ -	$ 730,000

Project: Annual Street Resurfacing & Restriping

Responsible Department: Public Works

Description: This project entails resurfacing numerous streets throughout the city and restriping of various collector and arterial streets as needed throughout the city. The street segments will be determined by the City Engineer based on street condition ratings, and are part of the City's 5-year Resurfacing Plan.

Impact on Operating Budget: Performing resurfacing on a regular schedule prevents more costly reconstruction due to material and base failures and reduces long-term maintenance costs.

Project Costs	FY 2017	FY 2018
	$ 2,500,000	$ 2,000,000

Funding Source	FY 2017	FY 2018
General Fund	$ 2,500,000	$ 2,000,000

Project: Moores Mill Road Sidewalk

Responsible Department: Public Works

Description: Installation of sidewalk on Moores Mill Road from Samford Avenue to East University Drive. This project is partially funded by an Alabama Department of Transportation—Transportation Alternatives Program grant.

Impact on Operating Budget: None.

Project Costs	FY 2017	FY 2018
	$ 800,000	$ -

Funding Source	FY 2017	FY 2018
General Fund	$ 400,000	$ -
ALDOT TAP Grant	$ 400,000	$ -

Project: Wright Street Sidewalk and Resurfacing

Responsible Department: Public Works

Description: This project will install sidewalks on both sides of Wright Street, as well as resurface and restripe the roadway for two-way traffic. Pedestrian lights and parking kiosks will also be added to the area. This project is partially funded by a development agreement.

Impact on Operating Budget: $500 per year in additional street light electricity costs.

Project Costs	FY 2017	FY 2018
	$ 450,000	$ -

Funding Source	FY 2017	FY 2018
General Fund	$ 300,000	$ -
Assessment Proj Fund	$ 150,000	$ -

Project: Glenn Avenue and Airport Road Traffic Signal Modification

Responsible Department: Public Works

Description: This project replaces the existing traffic signal vehicle detection at the intersection of Glenn Avenue and Airport Road with improved equipment. It also adds pedestrian signals to the intersection. This project is necessary due to the continuous maintenance needed for the existing detection equipment. Also, the newly installed sidewalks, installed for the new high school, will benefit from the pedestrian actuation.

Impact on Operating Budget: $500 annually for electricity costs associated with the additional pedestrian signals.

Project Costs	FY 2017	FY 2018
	$ 60,000	$ -

Funding Source	FY 2017	FY 2018
General Fund	$ 60,000	$ -

Project: East Glenn Avenue and East Samford Avenue Traffic Signal Modification

Responsible Department: Public Works

Description: This project modifies the existing traffic signal at the intersection of East Glenn Avenue and East Samford Avenue, by adding pedestrian signalization and actuation. Upgraded crosswalks and ramps for this intersection are included in the 2016 restriping project.

Impact on Operating Budget: $500 annually for increase in the traffic signal electricity costs.

Project Costs	FY 2017	FY 2018
	$ 68,000	$ -

Funding Source	FY 2017	FY 2018
General Fund	$ 68,000	$ -

Project: South College Street and Samford Avenue Intersection Improvements

Responsible Department: Public Works

Description: To improve traffic flow and reduce congestion, this project widens the intersection of College Street and Samford Avenue, installs and replaces sidewalk, upgrades several traffic signals, upgrades the storm water system, and installs additional pedestrian lighting.

Impact on Operating Budget: $1,000 annually for increase in traffic signal and street light electricity costs.

Project Costs	FY 2017	FY 2018
	$ 1,280,000	$ 3,520,000

Funding Source	FY 2017	FY 2018
General Fund	$ 1,000,000	$ -
ALDOT Grant	$ 280,000	$ 3,520,000

Project: Samford Pool and Drake Pool Re-plastering Projects

Responsible Department: Parks and Recreation

Description: This project involves re-plastering of the Drake baby pool, Samford main pool, dive well and baby pool, including the replacement of the water line tiles and lane tiles.

Impact on Operating Budget: Cost savings of approximately $1,000 per year in staff time and materials to repair cracks in the plaster at the pools.

Project Costs	FY 2017	FY 2018
	$ 77,000	$ -

Funding Source	FY 2017	FY 2018
General Fund	$ 77,000	$ -

Project: Saugahatchee Greenway Phase 1a

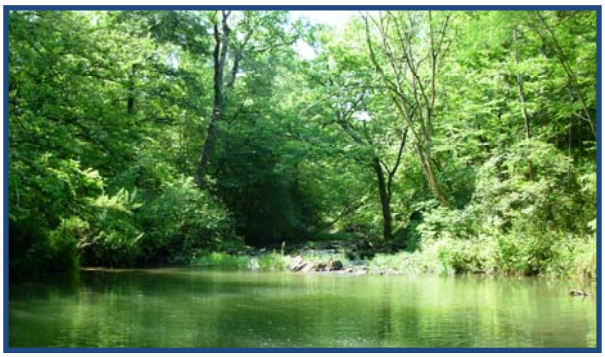
Responsible Department: Parks and Recreation

Description: This project will create 4.5 miles of trails and access to 4.5 miles of navigable water on Saugahatchee Creek for canoeing and kayaking. Phase 1a will pave the path from Donahue Drive to Yarborough, install parking lots, and add ADA accessible launches.

Impact on Operating Budget: City will have maintenance responsibility for the paths.

Project Costs	FY 2017	FY 2018
	$ 20,000	$ 900,000

Funding Source	FY 2017	FY 2018
General Fund	$ 20,000	$ 900,000



Project: Generator Replacement at the H.C. Morgan Water Pollution Control Facility

Responsible Department: Water Resource Management

Description: This project consists of replacing the existing generator at the water pollution control facility, which was installed in 2005. Due to recent equipment upgrades at the facility that are more power intensive, like the ultra-violet disinfection system and turbo blowers, the existing generator is no longer sufficient for the facility.

Impact on Operating Budget: This is a replacement item and there is no additional impact on the operating budget.

Project Costs	FY 2017	FY 2018
	$ 1,150,000	$ -

Funding Source	FY 2017	FY 2018
Sewer Fund	$ 1,150,000	$ -

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City of Auburn

Biennial Budget for FY 2017 & FY 2018

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City of Auburn

CITY OF AUBURN
COMMUNITY PROFILE
2016

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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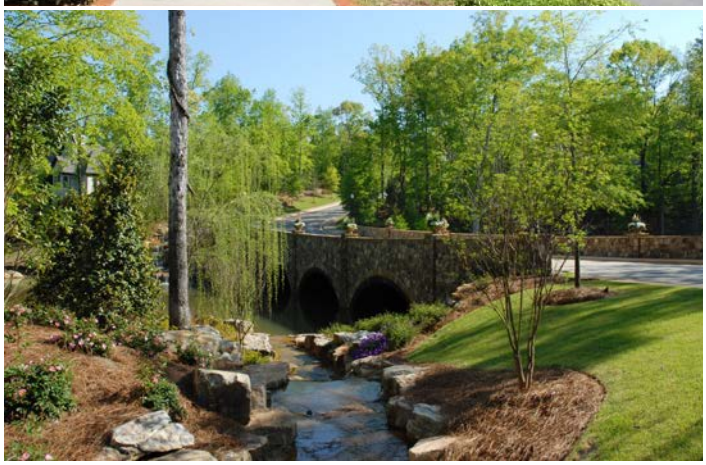


Home to Auburn University, the City of Auburn offers many of the amenities of a larger city while maintaining a small town feel.

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 1,639 international students enrolled and 1,100 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

Site Selection Magazine 2016 "6th Best Metro for Attracting Business 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 the U.S."

Where to Retire 2015 "Top Place to Retire in the U.S."

Milken Institute 2015 "10th Best Performing City for Economic Growth in the U.S."

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."

Movoto Real Estate 2014 "Best Small City for Education 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."

Milken Institute 2013 "37th Best Performing City for Economic Growth 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."

Auburn is conveniently located along Interstate 85 in East Central (Lee County) Alabama, at the junction of the Piedmont Plateau and Coastal Plains.

TIME ZONE:
Central Standard Time (CST)

LATITUDE, LONGITUDE:
32.60 N, -85.48 W

NEARBY METROS:
- Atlanta, Georgia
- Birmingham, Alabama
- Columbus, Georgia
- Montgomery, Alabama

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)***

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
50.4%	49.6%	24.3	25.6%	66.7%	7.7%

Source: ESRI Business Analyst 2015 Estimate

INCOME (CITY OF AUBURN):

Mean Family Income	$98,238

Source: U.S. Census Bureau - 2010-2014 American Community Survey 5-year Estimates

RACE (CITY OF AUBURN):

White	73.9%
Black or African American	16.9%
American Indian	.2%
Asian	6.6%
Pacific Islander	.2%
Some Other Race	1.1%
Two or More Races	1.2%
Hispanic	4%

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	2.5%
9th to 12th Grade, No Diploma	3.2%
High School Graduate or GED	13.6%
Some College, No Degree	14.7%
Associate's Degree	6.1%
Bachelor's Degree	30.3%
Graduate or Professional Degree	29.7%
High School Graduate or Higher	94.3%
Bachelor's Degree or Higher	60%

Source: U.S. Census Bureau - 2010-2014 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: $238,049

RESIDENTIAL HOME MEAN SALE PRICE: $264,326

RENTER-OCCUPIED MEDIAN HOME VALUE: $791 monthly

Source: U.S. Census Bureau/Lee County Association of Realtors 2015

The City of Auburn was incorporated on February 2, 1839. Since 1986, the City of Auburn has conducted an annual citizen survey. The 2014 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:

City of Auburn

Economic Development	Environmental Services
Finance	Human Resources
Information Technology	Judicial
Library	Parks & Recreation
Planning	Public Safety
Public Works	Water Resource Management

POLICE: 120 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: 100 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**

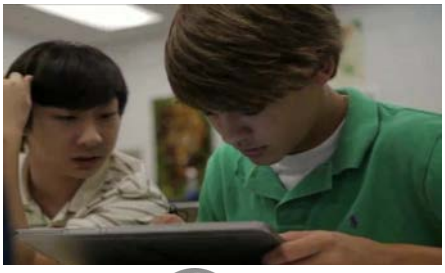
ENVIRONMENTAL SERVICES - CITY OF AUBURN: Serves Auburn citizens and businesses in solid waste pickup, right-of-way maintenance, recycling, and animal control. **http://www.auburnalabama.org/es**

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 (2015-2016): 8,248

STUDENT-TEACHER RATIO: 15.4-1

TEACHERS WITH ADVANCED DEGREES: 70%

AVERAGE TEACHER EXPERIENCE: 11.5 Years

HIGH SCHOOL GRADUATES (2015): 561

AVERAGE ACT SCORE (2015): 23.2 (State 20.9)

ANNUAL SPENDING PER STUDENT (2014): $8,983

STUDENT-COMPUTER RATIO: 3.5-1 (U.S. 5-1)

TEACHERS WITH DOCTORATES: 20

AVERAGE TEACHER'S SALARY: $51,088

SCHOLARSHIPS AWARDED (2015): 14.3 Million

LANGUAGES SPOKEN BY ACS STUDENTS: 39

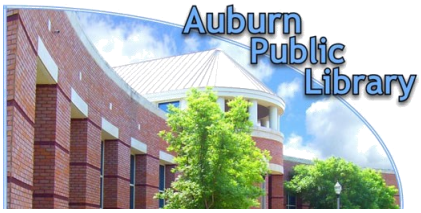
http://www.auburnschools.org

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**



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

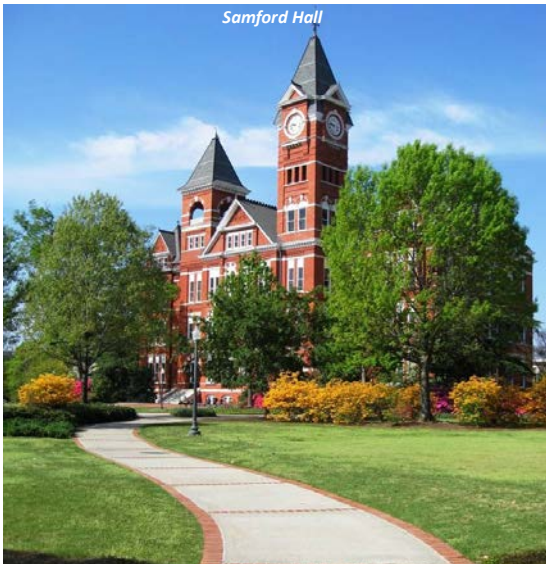
OGLETREE ELEMENTARY SCHOOL
http://www.auburnschools.org/OES

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	16,197
Out-of-State Students	11,090
TOTAL (Fall 2015):	***27,287***

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."

Business Insider 2015
"19th Most Fun College in the U.S."

Best Colleges 2014
"8th Highest Student Satisfaction Rate for Public Universities 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.

http://www.auburn.edu

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.

Auburn University Shelby Center - Home of Samuel Ginn College of Engineering.

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 5,819 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, Cyper 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.auburnrtf.com**

SOUTHERN UNION
STATE COMMUNITY COLLEGE

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.

EAMC, Opelika, AL

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**

AUMC, Auburn, AL

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**

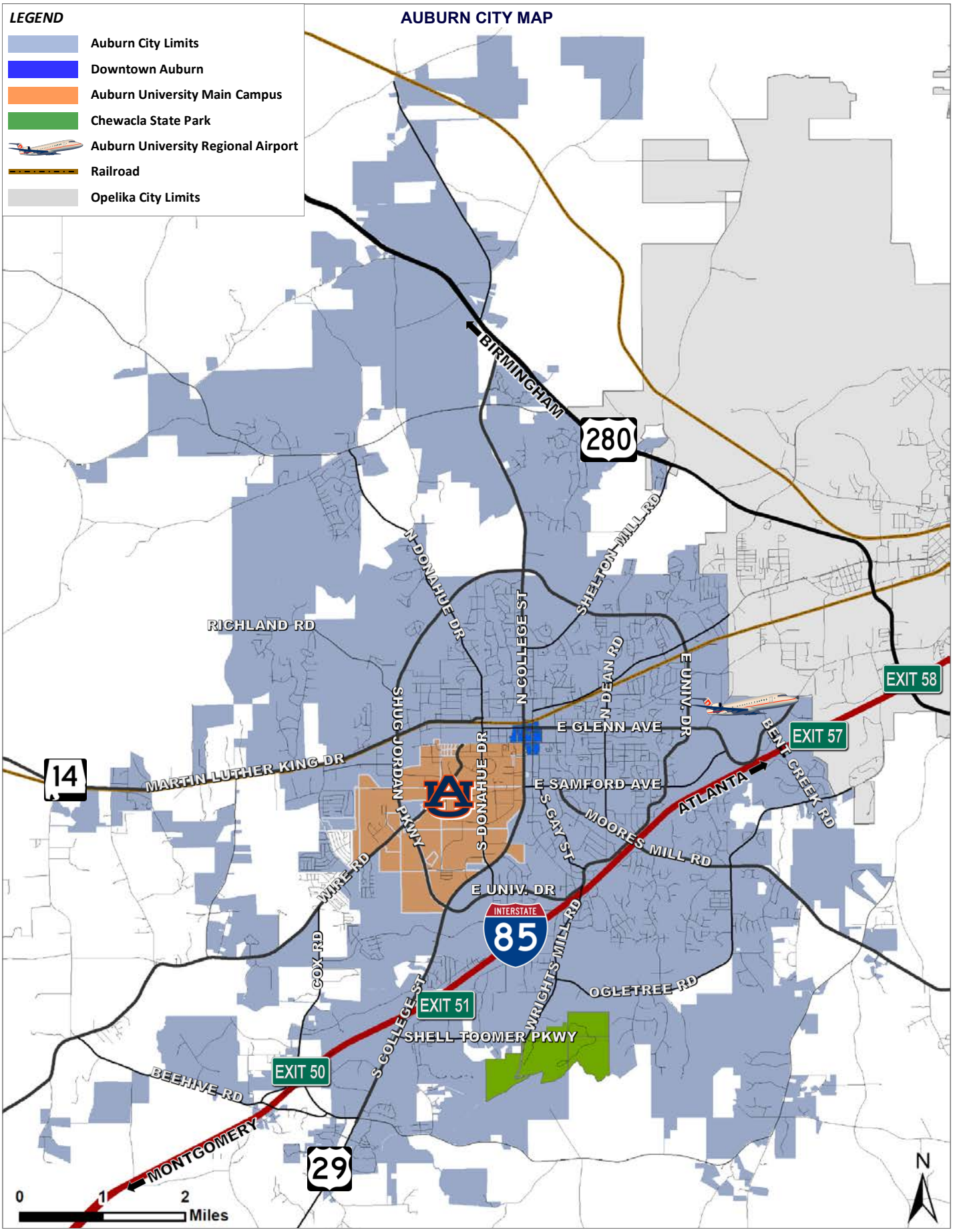
AUBURN UNIVERSITY REGIONAL AIRPORT (AUO): Serves the Auburn area as a public use facility in Auburn, AL off of Interstate 85, Exit 57 and is owned and operated by Auburn University. **http://www.auoairport.com**

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**

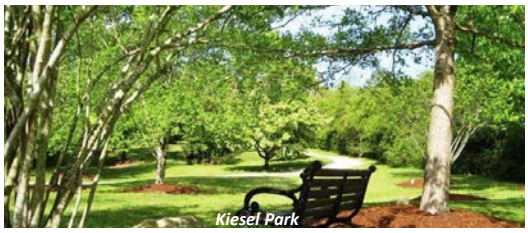
PORT OF SAVANNAH: Largest single-terminal container facility of its kind in North America. The port has the 4th largest container handling facilities in the U.S., located in Savannah, GA (275 miles). **http://www.gaports.com**

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**


AUBURN CITY MAP
LEGEND
Auburn City Limits
Downtown Auburn
Auburn University Main Campus
Chewacla State Park
Auburn University Regional Airport
Railroad
Opelika City Limits
BIRMINGHAM
280
SHELTON MILL RD
N DONAHUE DR
N COLLEGE ST
N DEAN RD
E UNIV DR
RICHLAND RD
EXIT 58
EXIT 57
E GLENN AVE
SHUG JORDAN PKWY
S DONAHUE DR
14
MARTIN LUTHER KING DR
E SAMFORD AVE
ATLANTA
BENT CREEK RD
S GAY ST
MOORES MILL RD
WIRE RD
E UNIV. DR
INTERSTATE
85
WRIGHTS MILL RD
COX RD
OGLETREE RD
EXIT 51
S COLLEGE ST
SHELL TOOMER PKWY
EXIT 50
BEEHIVE RD
MONTGOMERY
29
0
1
2
Miles
N

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.).


Kiesel Park

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.).

Town Creek Park

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.).

Hickory Dickory Park

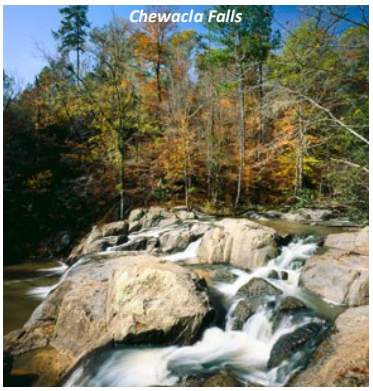
WALKING TRAILS:

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

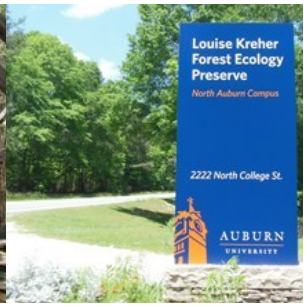
http://www.auburnalabama.org/parks

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



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**



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+	Arts & Crafts	Birthdays & Showers	Ceramics	Fitness	Special Interests
Aquatics	Athletics	Camps	Dance	Martial Arts	Therapeutics

http://www.auburnalabama.org/parks

Golf Digest

***Golf Digest 2005* "#1 Metro for Golf in the U.S."**

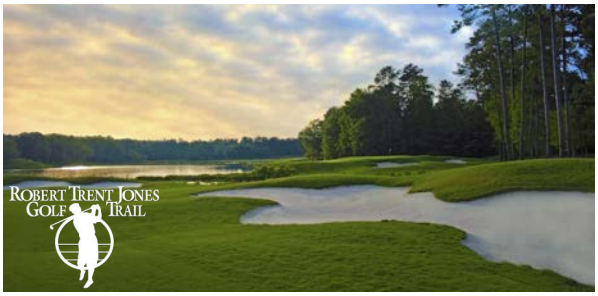
AUBURN LINKS AT MILL CREEK: 18-hole public golf course in south Auburn directly off of Exit 51, Interstate 85. The course features 7,145 yards from the back tees, large bermuda grass greens and rolling fairways. **http://www.auburnlinksgolf.com**

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 of 2015, . **http://www.rtj.com/grand national**



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 Moores 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.mooresmillclub.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**

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 Skakespeare 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.

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 2016:

Daddy-Daughter Date Night

Auburn CityFest

Auburn Veterans Day Ceremony

4th Annual Polar Plunge	January 30
27th Annual Daddy-Daughter Date Night	February 11-13
3rd Annual Empty Bowls	February 13
3rd Annual Fit as a Fiddle: 50+ Lifestyle & Health Fair	March 12
35th Annual Easter Egg Hunt	March 26
Bark in the Park	April 2
Bike Bash	April 23
Auburn CityFest Juried Art Show Preview Reception	April 28
16th Auburn CityFest at Kiesel Park	April 30
Spring Concert Series, Town Creek Park	May 5,12,19,26
S'more Fun with Mom Kreher Preserve & Nature Center	May 6-7
24th Annual Fishing Rodeo	May 14
18th Annual Mayor's Memorial Day Breakfast	May 30
Float-N-Movie	June 9
9th Annual SummerNight Downtown Art Walk	June 10
Friday Night Splash	June 24
5th Annual Day in Clay	June 25
Kreher Preserve & Nature Center Astronomy Night	March 21
Independence Day Celebration	July 4
Float-N-Movie	July 14
Friday Night Splash	July 29
End of Summer Luau and Float-N-Movie	August 5
Fall Concert Series Kiesel Park	September 15,22,29
Fall Concert Series	October 6,13,20
Fall Family Fun Day	October 8
16th Annual Downtown Trick or Treat	October 31
Annual Veterans Day Ceremony	November 11
10th Annual Polar Express	December 3
10th Annual Holiday Art Sale	December 10
Holiday Double Feature - Movie	December 17

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**

CITY OF Auburn
The *Alabama* you need to know.

A positive business environment, a viable workforce, a fantastic education system and a high quality of life have all fueled Auburn's economy and growth in the past several years. Driven by continued population growth in East Alabama, rapidly expanding tourism and travel marketing, Auburn continues to experience steady commercial growth.

The exit 57 area (Bent Creek Road/East Glenn Avenue) has expanded to accommodate Sam's Club, Academy Sports, and a number of other retailers and restaurants. The new West Pace development off of Exit 51/South College Street is underway, and the downtown area continues to attract unique retailers and restaurants. The Auburn Village Mall, anchored by Dillard's, Belk, and JCPenney, offers 524,097 square feet of fully-enclosed retail shopping and dining. The Village Mall is home to more than 60 specialty retailers and is located at the intersection of East University Drive and Opelika Road. Two new Publix shopping centers (Hamilton Place and Shoppes at Cary Creek) have opened within the last four years including adjacent retailers and restaurants. The new Shoppes at the Heart of Auburn on South College Street completed construction in 2013 with CVS Pharmacy as the anchor tenant. The development will also include other retailers and restaurants.

COMMERCIAL PROJECTS WITH CITY ASSISTANCE:

Academy Sports & Outdoors	**Ace Hardware**	**Acre**
Applebee's	**Auburn Alumni Center**	**Auburn Furniture**
Auburn Links at Mill Creek	**Auburn Pediatric & Adult Medicine**	**Auburn University Club**
Berney Office Solutions	**Bob's Victory Grille**	**Carl Gregory Ford-Lincoln**
Central Park	**Chili's**	**Chipotle Mexican Grill**
Clinical Psychologists	**CVS Pharmacy** (Ogletree Rd.)	**CVS Pharmacy** (Opelika Rd.)
CVS Pharmacy (S. College St.)	**Downtown Facades**	**Dunkin Donuts**
Earth Fare	**Family Dollar**	**Five Guys**
Glenn Dean	**Hamilton Place**	**Hampton Inn**
Hotel at Auburn University	**Hyundai of Auburn**	**Kia of Auburn**
Magnolia Plaza	**Monkee's of Auburn**	**Niffer's Place**
Ogletree Village	**Publix** (E. University Dr.)	**Publix** (Moores Mill Rd.)
Red Lobster	**Ruby Tuesday**	**Sam's Club**
Shoppes at Cary Creek	**Shoppes at Heart of Auburn**	**Sleep Inn**
SunSouth Auburn	**Tiger Crossing**	**Tiger Theatre**
Train Depot	**Village Mall**	**Train Depot**
Walmart Supercenter	**Ware Jewelers**	**Waffle House**
West Pace Village	**Wynnsong 16**	**Wendy's**

CITY OF AUBURN
Industrial Development Board

The City's investment in industrial development has resulted in announcements of nearly 6,600 jobs and approximately $1.25 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 components, power transmission parts, kitchen and bath cabinetry, filtration solutions, and automotive areas including aluminum wheels, front and rear axles, driveshafts, hydraulics systems, plastic components, and aluminum parts.

Over the last five years, the City has announced 46 new and expanding industrial projects with a total of 1,853 in job creation and a total capital investment of $543,730,881.

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, Korea, and Switzerland with a total employment of 1,650.

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 eight national and international companies based in the United States, Germany, and Korea with a total employment of 1,300.

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 nine national and international companies based in the United States, Italy, Israel, Germany and Korea with a total employment of 700. One new 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 44 national and international corporations including companies based in Germany, Israel, Korea, and the United States with a total employment of 2,150.

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.	Amsterdam, NY, USA	Specialty Plastic Cups
Capitol Plastic Products, LLC	Amsterdam, NY, USA	Specialty Plastic Packaging
CoachComm, LLC	Auburn, AL, USA	Wireless Communications
Donaldson Company, Inc.	Minneapolis, MN, USA	Mufflers
Environmental Resource Analysts, Inc.	Auburn, AL, USA	Environmental Testing
Hoerbiger Automotive Comfort Systems, LLC	Germany	Automotive Hydraulics
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
Touchstone Precision, Inc.	Japan	Automotive Plastics
Weidmann Medical Technology North America, Inc.	Switzerland	Medical 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	Amsterdam, NY, USA	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
Straehle + Hess USA, Inc.	Germany	Automotive Textiles
Toolcare U.S. International, LLC	Auburn, AL, USA	Custom Tooling Design & Repair

AUBURN TECHNOLOGY PARK WEST COMPANY LOCATIONS:

Company	Headquarters	Product
2a USA, Inc.	Italy	Automotive Aluminum Parts
Arkal Automotive USA, Inc.	Israel	Automotive Plastics
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.	Germany	Automotive Metals
Rausch & Pausch, L.P.	Germany	Automotive Solenoid Valves
Schmidt Automotive USA, L.P.	Germany	Automotive Enigine 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
Air Engineers, LLC	Birmingham, AL, USA	HVAC Service
Auburn Millwork, Inc.	Auburn, AL, USA	Windows & Doors
Chattahoochie Oil Company, Inc.	Auburn, AL, USA	Gasoline & Oil
CNJ, Inc.	Korea	Automotive Brake Discs
Criterium-Sollie Engineers	Auburn, AL, USA	Engineering Consulting
Cumberland Plastic Solutions, LLC	Auburn, AL, USA	Plastic Components
Daewon America, Inc.	Korea	Automotive Metal Springs
Food Bank of East Alabama	Auburn, AL, USA	Food Donation
Gummoon USA, LLC	Korea	Automotive Plastics
Hansa Industrial Services, LLC	Germany	Heavy Machinery Maintenance
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
Hyperion Technology Group, Inc.	Tupelo, MS, USA	Engineering Service
Intramicron, Inc.	Auburn, AL, USA	Microfibrous Materials
Jintech America Corporation	Korea	Equipment & Plastics Painting
J-One FA, Inc.	Korea	Automotive Conveyors & Pallets
KD Bearings, Inc.	Auburn, AL, USA	Unground Bearings

AUBURN INDUSTRIAL PARK COMPANY LOCATIONS:

Company	Headquarters	Product
Langcourt Performance, Inc.	Auburn, AL, USA	Cylinder Plating
Leonard Peterson & Company, Inc.	Auburn, AL, USA	Wood Lab & Office Furniture
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
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:

Auburn University

Auburn City Schools

City of Auburn

Briggs & Stratton Corp.

SCA, Inc.

Borbet Alabama, Inc.

Masterbrand Cabinets, Inc.

CSP Technologies NA, LLC

Walmart

Seohan Auto USA Corp.

Weidplas North America, LLC

Rexnord Corporation

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
72,572	3,402	4.7%

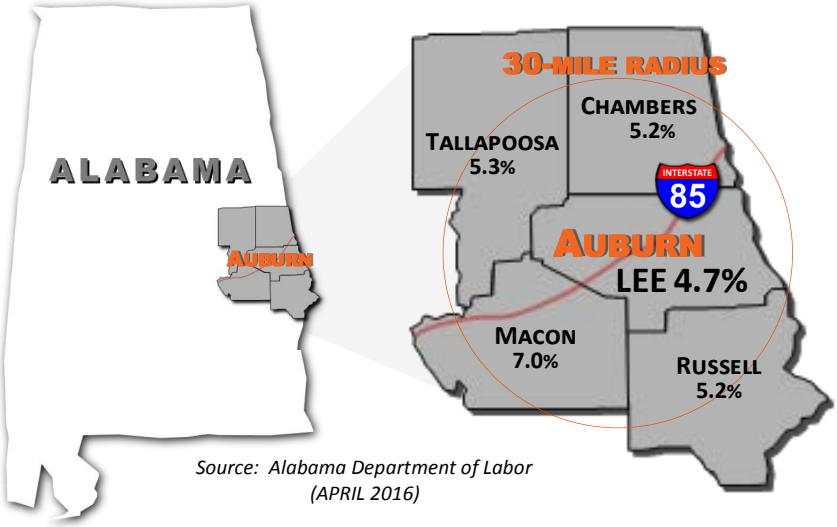
CONTIGUOUS COUNTIES (CHAMBERS, MACON, RUSSELL & TALLAPOOSA):

Civilian Labor Force	Unemployment	Unemployment Rate
65,122	4,071	6.2%

5-COUNTY REGION (LEE, CHAMBERS, MACON, RUSSELL & TALLAPOOSA):

Civilian Labor Force	Unemployment	Unemployment Rate
137,694	7,473	5.4%

AUBURN'S TOTAL WORKFORCE CONSISTS OF 28,000 WHICH INCLUDES 5,000 JOBS IN MANUFACTURING.



Source: Alabama Department of Labor (APRIL 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.

	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 PRIVELEGE 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 City	County	State	Total	Effective Date of Most Recent City Rate Change
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)	*(see summary on next page)*			Prior to 1948
Lodging Tax	7% (1% is committed to the Visitors Bureau)	2%	4%	13%	February 1, 2006
Cigarette Tax	$.04 per pack	- 0 -	42.5¢	46.5¢	March 10, 1981
Rental and Leasing Tax	1 1/4% of lease amount on automobiles		1.5%	3.75%	April 1, 2001
	2 1/2% of lease amount on all other items		4%	6.5%	
	linens/clothing		2%	4.5%	
	video rental	10¢		10¢	
Gasoline Taxes	2¢ per gallon (1¢ to General Fund, 1¢ to City Gas Tax Fund)	- 0 -	16¢	18¢	March 23, 1976
Building Permit Fees	Graduated base fee + additional fee. Up to $50,000 valuation, $7/$1,000. Demolition-$100/structure.				1990
Leased Parking	$75/month, effective April 1, 2008 $100/month, effective October 1, 2008				August 21, 2007
Parking Fines	$10, meter violation ($20 if not paid in 48 hours) $50, parking in leased space $100, parking in handicapped space				March 6, 2012
Library Fees	Overdue fees are $.50 per day for DVD's and videos; $.10 per day for all other items. Library cards for individuals not living in or working in the City or attending Auburn University are $25 annually.				September 2008
Planning Fees	various				January 1, 2003
Inspection Fees	First and second inspections included in building permit fee; $25 for third inspection; $100 thereafter.				March 16, 2004
Five Mill Tax Fund					
Ad valorem (property) tax	5 mills ($.50 per $100)	*(see summary on next page)*			Prior to 1948
Special School Tax Fund					
Ad valorem (property) tax	11 mills ($1.10 per $100)	*(see summary on next page)*			October 1, 1996
Ad valorem (property) tax	5 mills ($.50 per $100)	*(see summary on next page)*			October 1, 1960

City of Auburn

Property Tax Summary

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

* Total mills for education = 27

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

CITY OF AUBURN
FEE SCHEDULE FOR WATER, SEWER AND SOLID WASTE (GARBAGE) SERVICES
Effective January 1, 2016

DEPOSITS

METER SIZE	WATER		SEWER	
	Residential	Commercial	Residential	Commercial
3/4"	$ 27.50	$ 37.50	$ 30.00	$ 50.00
1"	75.00	75.00	85.00	100.00
1½"	135.00	135.00	165.00	180.00
2"		225.00		300.00
3"		450.00		600.00
4"		750.00		1,000.00
6" or larger		1,200.00		1,595.00

ACCESS FEES

METER SIZE	WATER*	SEWER*
3/4"	$ 1,200.00	$ 1,800.00
1"	2,400.00	4,500.00
1½"	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

WATER METER SET FEES (EXISTING "STUBBED OUT" SERVICES)

WATER METER SIZE	FEE
3/4"	$ 200.00
1"	225.00

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

TAP FEES

METER SIZE	WATER
1"	$ 850.00
2"	1,200.00

MINIMUM MONTHLY CHARGES

METER SIZE	WATER	SEWER
3/4"	$ 13.23	$ 14.81
1"	22.00	24.76
1½"	43.98	49.49
2"	65.96	74.23
3"	142.93	160.83
4"	285.88	321.64
6"	571.73	643.30
8"	1,143.49	643.30
10" +	2,178.08	N/A

MONTHLY CHARGES (BASED ON WATER USAGE)

WATER USAGE	WATER**	SEWER**
0 - 3,000 gallons	$ 13.23	$ 14.81
Over 3,000 gallons	$3.50 per 1,000 gallons	$4.94 per 1,000 gallons

GARBAGE ^^	
Curb-side pick-up	$ 23.50
Back yard pick-up	33.50

** Master Metered residential is charged the greater of the minimum charge per unit or the charge for the actual usage.
^^ Residential garbage service includes once-weekly pick-up of household garbage, yard waste and recycling.

City of Auburn

Demographic and Economic Statistics

Fiscal Years 2006 - 2015

Unaudited

Fiscal Year	Population[1]	Per Capita Personal Income[2]	Personal Income (expressed in thousands)[3]	Unemployment Rate[4]
		$	$	
2006	54,505	26,860	1,464,004	2.8%
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	*	*	*	**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
Principal Revenue Remitters of Sales and Use Tax
Fiscal Year 2015 and Nine Years Prior
Unaudited

Employer	2006 Rank	2015 Rank
Wal-Mart	1	1
Sam's (Opened 2008)		2
Auburn University Financial Reporting	2	3
Kroger	3	4
Publix - Cary Creek (Opened 2012)		5
Publix - Moore's Mill (Opened 2010)		6
Chartwell's (Opened 2007) [(2)]		7
Academy Sports (Opened 2008)		8
Dillard's	6	9
Builders First Source SE (formerly Waid True Value)	4	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 Revenue Remitters of Property Tax
Collected Fiscal Year 2015
Unaudited

Taxpayers	Total Assessed Value - Property in City Limits[1]	Property Taxes Paid[2]	Property Taxes Paid as Percentage of City's Total Property Tax Revenue
	$	$	
Alabama Power Company	19,744,360	1,015,371	4.69%
The Greens At Auburn, LP	9,831,320	530,891	2.45%
Borbet Alabama Inc.	11,891,260	421,040	1.95%
Briggs & Stratton Corp.	6,316,740	292,523	1.35%
Copper Beech Townhome Communities	5,659,720	305,625	1.41%
Diamond URS Auburn, LLC	5,399,160	291,555	1.35%
M & A Auburn Prairie LLC	5,295,120	285,936	1.32%
HSRE Preiss Auburn, I LLC	4,793,080	259,966	1.20%
Campus Crest At Auburn, LLC	4,589,140	247,814	1.14%
Breckingridge Group Auburn, AL LLC	4,423,120	238,848	1.10%

Source: Lee County Revenue Commissioner
[1] Assesssed 2014; collected October 2014 through September 2015
[2] 26-mill City levy only

City of Auburn
Fund Balances of Governmental Funds
Fiscal Years 2006 - 2015

	2006	2007	2008	2009	2010	2011[1]	2012	2013	2014	2015
	$	$	$	$	$	$	$	$	$	$
General Fund										
Reserved	9,305,314	8,701,444	12,967,664	8,844,309	7,451,985	-	-	-	-	-
Unreserved	18,451,274	19,436,335	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
Restricted	-	-	-	-	-	176,679	237,639	298,192	341,705	343,988
Assigned	-	-	-	-	-	4,854,720	4,778,855	2,840,828	6,565,787	5,649,101
Unassigned	-	-	-	-	-	16,489,870	20,973,636	29,025,058	25,574,688	22,328,970
Total general fund	27,756,588	28,137,779	28,849,933	28,828,259	27,101,466	29,025,774	33,028,317	38,918,002	42,480,545	44,314,757
All other governmental funds										
Reserved	4,190,300	1,888,965	2,166,922	2,135,901	4,075,582	-	-	-	-	-
Unreserved, reported in:										
Special revenue funds	3,898,499	4,924,456	5,072,970	5,692,659	4,766,559	-	-	-	-	-
Debt service funds	2,499,525	2,748,975	3,163,736	3,898,630	3,831,043	-	-	-	-	-
Capital projects funds	11,280,128	8,362,129	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]
Unassigned	-	-	-	-	-	-	(347,364)	-	-	-
Total all other governmental funds	21,868,452	17,924,525	12,070,714	18,129,614	13,971,021	10,575,439	13,283,986	13,152,780	9,496,112	90,168,804

[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 2006 - 2015
(dollar amounts expressed in thousands, except per capita amount)
Unaudited

	Governmental Activities		Business-Type Activities	Total Primary Government		
Fiscal Year	General Obligation Bonds	Notes Payable	General Obligation Bonds[2]	Total Debt Primary Government	Total Debt as Percentage of Personal Income	Total Debt Per Capita
	$	$	$	$		$
2006	123,191	-	29,866	153,057	13.31%	3,146
2007	128,622	-	28,086	156,708	12.71%	3,153
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**

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 2006 - 2015
Unaudited

Function	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Police										
Physical arrests	2,574	2,978	3,143	2,480	2,643	2,712	3,096	3,053	3,102	3,679
Traffic violations	10,435	14,077	14,516	19,556	20,618	23,736	25,016	21,510	18,557	21,805
Fire										
Number of calls answered	1,342	2,258	2,330	2,523	4,025	4,065	4,303	4,367	4,948	4,950
Inspections	1,860	1,857	1,792	1,752	1,575	1,391	1,559	1,760	1,879	1,946
Public Works										
Potholes repaired	347	230	210	273	750	625	454	70	87	*
Environmental Services										
Refuse collected (tons/day)[1]	85	86	86	88	91	104	103	102	101	104
Recyclable collected (tons/day)[1]	3.89	3.38	4.21	4.39	4.36	4.40	5.82	5.60	4.96	5.03
Parks and Recreation										
Athletic participants	4,623	5,154	5,648	5,031	4,959	2,964	4,540	4,478	6,069	6,846
Recreation center admissions	114,484	96,106	92,291	111,960	138,751	150,690	164,888	241,042	292,933	216,416
Sewer										
Average daily sewage treatment (millions of gallons)	6.10	5.90	5.60	6.70	6.69	6.02	6.28	6.70	7.54	7.50

Source: City departments

[1] Each year consists of 251 work days.

* Data not available at time of publication

City of Auburn
Capital Asset Statistics by Function/Program
Fiscal Years 2006 - 2016
Unaudited

Function	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Public Safety										
Police:										
Stations	1	1	1	1	1	1	1	1	1	1
Patrol units	88	89	91	91	98	94	96	96	94	96
Fire stations	4	4	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)	650	658	696	693	693	693	700	739	742	*
Signaled Intersections	50	55	56	58	59	60	60	60	61	61
Parks and Recreation										
Parks acreage	1,914	1,914	1,944	1,944	1,944	1,944	1,944	1,944	1,944	1,956
Swimming pools	2	2	2	2	2	2	2	2	2	2
Tennis courts	10	44	44	44	44	44	44	44	44	44
Community centers	3	3	3	3	4	4	4	5	5	5
Sewer										
Sanitary sewers (miles)	210	235	240	245	248	300	300	330	350	350
Maximum daily treatment capacity (millions of gallons)	7	8	8	11	11	11	13	13	13	13

Source: City departments
* Data not available at time of publication

City of Auburn
Components of Sales Tax Revenue
Fiscal Years 2006 - 2015
(amounts expressed in thousands)
Unaudited

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
	$	$	$	$	$	$	$	$	$	$	$
Apparel Stores	38,138	74,473	71,846	66,699	57,276	60,201	68,169	66,354	67,768	51,655	56,558
Grocery Stores	59,929	53,307	60,280	51,372	51,435	55,799	70,663	77,901	88,493	122,960 [1]	130,561
Eating & Drinking Establishments	75,052	101,287	111,409	120,987	120,462	127,753	148,302	131,813	144,085	153,152	166,863
Mass General Merchandise Stores	97,799	86,922	88,571	110,116	115,686	114,644	122,437	116,691	111,335	81,345 [1]	85,900
Auto Dealers & Supplies	160,833	103,690	116,070	40,203	33,484	39,021	42,278	38,291	39,471	48,882	52,936
Building Materials	32,569	49,464	55,721	34,454	32,257	31,794	26,698	36,185	45,462	46,000	51,865
Home Furnishing & Appliances	2,471	9,240	15,468	14,823	11,085	9,733	11,126	12,477	17,343	18,209	20,302
All Other Retail Sales	146,209	211,555	271,889	258,296	244,863	254,509	273,606	289,079	281,822	313,376	335,521
Totals	613,000	689,938	791,254	696,950	666,548	693,454	763,279	768,791	795,780	835,579	900,507

[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

	2006			2015		
Employer	**Employees**	**Rank**	**Percentage of Total City Employment**	**Employees**	**Rank**	**Percentage of Total City Employment**
Auburn University [1]	7,047	1	27.62%	7,958	1	29.75%
Auburn City Schools	685	3	2.68%	975	2	3.64%
City of Auburn and Auburn Water Works Board	570	5	2.23%	650	3	2.43%
Briggs & Stratton Corporation	750	2	2.94%	445	4	1.66%
Borbet Alabama, Inc. (Former ATS Wheels)	150	9	0.59%	415	5	1.55%
CSP Technologies North America, LLC (Former CV Holdings)	150	10	0.59%	395	6	1.48%
SCA, Inc.	-		-	385	7	1.44%
Masterbrand Cabinets, Inc.	450	4	1.76%	375	8	1.40%
Wal-Mart Supercenter	340	6	1.33%	345	9	1.29%
Seohan Auto USA Corporation	-		-	260	10	0.97%
Total	10,142		39.75%	12,408		46.39%

[1] Includes temporary and seasonal employees.

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' 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.