

Welcome to the City of Auburn, Alabama

City Manager Position Available-Apply by June 30, 2017







Energy! Excitement! Diversity! Community Pride! Excellent schools and an outstanding quality of life! Welcome to Auburn! Known as "The Loveliest Village on the Plains," Auburn has become the jewel of the Southeast. It is home to Auburn University and is the nineteenth fastest-growing metropolitan area in the country (since 1993). Still, it retains its small-town charm, friendly atmosphere and sense of community.

Auburn is simply a great place to live, work, play and raise children and it has not gone unnoticed! U.S. News ranked Auburn in its top ten list of best places to live in the United States in 2009. More recently, Southern Living magazine ranked the City of Auburn at number 7 on the list of "The South's Best Small Towns 2017." The Milken Institute ranked it in the top ten cities nationwide for creating and sustaining

jobs in 2016 and 2017. Site Selection magazine ranked Auburn-Opelika Metro in its top ten for attracting businesses, and Forbes listed it as a top 25 best place to retire in 2014. In 2012, CNN Money listed as a best place to live.

For those who love the outdoors, Auburn offers sixteen parks. Some are oriented to athletics while others are more passive with stunning views. The most notable is Chewacla State Park, a 700-acre park in the Appalachian foothills. The 26-acre Lake Chewacla provides fishing, swimming, and non-motorized boating in the summer. Keisel Park is a 200-acre park with numerous trails. The Donald E. Davis Arboretum houses 150 different tree species, and the Louise Kreher Forest Ecology Preserve is a 120-acre preserve that provides a tranquil, educational environment with attractions such as a butterfly garden, a demonstration forest, and a wildflower trail. Auburn has been awarded the League of American Bicyclists Bicycle Friendly Community and is the only Bicycle Friendly Community in the State of Alabama. Within an hour's drive are a variety of additional opportunities ranging from hunting and fishing to hiking, biking, boating, and kayaking. A bit further away lie the beaches of the Gulf Coast and in the other direction, the Smokey Mountains.

Art buffs will enjoy the Jule Collins Smith Museum of Fine Art which showcases 19th and 20th century American and European art. Aside from the permanent exhibits, it offers ever changing original art and events—as well as free admission. The Telfair Peet Theatre performs musicals and plays each year, and the Auburn Community Orchestra is one of many





performance groups that host concerts year-round. A new, state of the art performing arts center is slated to be completed on the Auburn University campus in 2019.

Although rapidly growing, Auburn offers small-town charm. It has multiple farmers' markets, free outdoor concerts, an end-of-the-summer luau, and an annual Oktoberfest. Loyalty to the local football team, the nationally ranked Auburn Tigers, bonds the community. The local cuisine is diverse and restaurants provide many opportunities to relax and enjoy the games with food and drink.

While the economy has diversified considerably, the University is still Auburn's heart. One quarter of those employed in the community work at the University. It offers many cultural opportunities and, in an innovative program, students provide most of the staffing for the City's Fire Division. Auburn Tigers' football draws over 85,000 spectators to Jordan—Hare Stadium, a venue that regularly makes lists of the best places to attend a game and most intimidating places to play. But there is much more and the economy is flourishing.

All in all, the cost of living in Auburn is relatively low. Housing varies greatly but is very affordable. While you can spend \$700,000 or more, many extremely nice homes fall in the \$200,000 to \$400,000 range and showcase the elegant architecture characteristic of Auburn's earlier days. The crime rate is lower than both the national and Alabama averages. 97% of residents felt safe in their neighborhoods as reported in this year's annual citizen survey, and 89% of residents felt safe in downtown Auburn. For those with young families, 95% of residents felt the City was an excellent place to live and to raise children. High quality healthcare is readily available in the community and the hospital in neighboring Opelika is excellent. In fact, the City contracts with the hospital to provide EMS service within the city limits.

Serving approximately 8,500 students, the City's public school system is exceptional and includes eight elementary schools, two middle schools, one junior high school, and one brand new, ultra-modern, cutting edge high school ready for occupancy this fall. The school system has been recognized among the top 100 in the United States by Parenting magazine and as the best educational value in the Southeast by the Wall Street Journal. Auburn Junior High was recognized nationally for its Laptop Learning Initiative, and Auburn High School has strong International Baccalaureate, Advanced Placement, and renowned music programs. This year (2017) Auburn City Schools ranked 6th and Auburn High School ranked 10th in the state out of 359 public high schools by Niche.com. Those rankings are based on academics, health/safety, parent/student surveys and teacher/facility quality. AL.com reports Auburn High School as the No. 8 high school in the state for STEM. U.S. News & World Report ranks Auburn High School in the top 20 statewide. Since Auburn University is a very highly regarded institution of higher learning, once a child starts school in Auburn, there is no need to leave before completing an education no matter what level a student desires to achieve.

If you want to travel, Auburn has easy access to I-85, US 29, and US 280 and it is a relatively short drive to Columbus Metropolitan, Montgomery Regional, Hartsfield-Jackson Atlanta International, and Birmingham-Shuttlesworth International airports. The City also offers an excellent general aviation airport in Auburn University Regional Airport.

What really makes Auburn special, though, are the people who live here! They are friendly and down-to-earth, they value education, and they volunteer. They love their community and are proud of it. While they value their community as it is, they do not expect it to be the same in 20 years. They recognize change happens and they want to be in front of it so Auburn does not lose its small town feel and sense of community.

With strong roots in education, a progressive economy, and an outstanding quality of life, Auburn is a fantastic place to live and a great place to raise a family! So please dust off your resume and apply.

HISTORY

The first settlers of Auburn arrived in 1836 under the direction of Judge John J. Harper, who intended to build a town to serve as the region's religious and educational center. The following decades saw the establishment of a primary school, several academies, and in 1859, the establishment of East Alabama Male College (which would become Auburn University). The Civil War brought an economic depression that lasted almost 30 years. Schools and businesses closed and the college was turned over to the state in 1872.

In 1892, Auburn's rebirth began when the college, by that point named the Alabama Agricultural and Mechanical College, opened its doors to women. This action, combined with a surge of interest in scientific agriculture and engineering, new funding for businesses, and athletic conference championships brought attention, support, and population back to Auburn.

Auburn's rebirth continued when the University campus became a training site for armed forces technical specialists. The post-WWII, G.I. Bill flooded the University with military veterans. With an influx of both money and students, Auburn experienced another period of growth over several decades. This growth slowed in the 1970s and then was renewed in the 1980s as the City began aggressively pursuing industry, with nearly a 1,200% increase in industrial jobs over the next 20 years.

Reports issued in the 1980s and 1990s ranked the Auburn public school system as among the top in the state, furthering this growth and Auburn's economy expanded by 220% between 1980 and 2003. Auburn University remains

Table 1: Auburn Demographics

2015 Estimated Population: 63,118					
Distribution by Race		I	Distribution by Age		
Caucasian	72.3%		0 to 15	15.1%	
African American	17.8%		15 to 25	39.6%	
Asian	7.1%		25 to 45	24.2%	
Native American	0.2%		45 to 65	14.3%	
Two or More Races	2.6%		65 to 85	5.8%	
Total	100%		Over 85	1.0%	

Other Statistics		Median Age	
Hispanic (all races)	3.9%	Auburn	23.7
Poverty Rate	31.8%	U.S.	37.4

Educational Achievement (over age 25)				
High School or Higher	94.3%			
Bachelor's Degree or Higher	60.2%			

Source: U.S. Census Bureau

one of the country's largest universities today, as well as one consistently rated highly. This reputation has helped lead the City in its continued growth and development in both education and industry.

DEMOGRAPHICS

See Table 1 for Auburn Demographics.

CLIMATE

The City has a climate notable for mild winters and long, hot summers (typically humid and rainy), being near the Gulf Coast. On average, Auburn receives 52.6 inches of rain per year, though there is a notable dry period in the late summer/early fall. Average high temperatures in the

Table 2: Principal Employers, Auburn, AL

Employer	Industry	Employees
Auburn University	Education	8,233
Auburn City Schools	Education	1,025
City of Auburn & Auburn Water Works Board	Government	788
Masterbrand Cabinets, Inc.	Manufacturing	535
Briggs & Straton Corporation	Manufacturing	445
SCA, Inc.	Manufacturing	355
Walmart Supercenter	Retail	345
Borbet Alabama, Inc.	Manufacturing	315
CSP Technologies North American, LLC	Technology	315
Seohan Auto USA Corporation	Manufacturing	265

Source: City of Auburn, AL 2016 CAFR

summer are near 90°F, with low temperatures closer to 70 °F. The average high temperature in the winter months is 58°F and the average low is 33°F.

Auburn is subject to the occasional tropical storm. These are infrequent and the City is generally subject only to the fringe effects—mainly heavy rain and wind.

GEOGRAPHY

In eastern Alabama, Auburn is only an hour east of Montgomery, the state's capital, and less than two hours southwest of Atlanta, Georgia. It is about four hours north of the Gulf Coast. The City is contained within 59.89 square miles. The elevation ranges from 386 feet above sea level to 845 feet above sea level.

The surrounding area is notable for its diverse ecology ranging from savannahs to pine forests and high hills to the north. The foothills of the Appalachian Mountains begin in Chewacla State Park.

COMMERCE

Auburn vibrant has economy and it is growing and diversifying. While Auburn University employs nearly a fourth of the city's workforce and is the driving force behind the City's economy, the manufacturing sector accounts for nearly six thousand jobs. The industrial base of Auburn is built around high tech manufacturing and research. Auburn University Research Park specializes in optical microscopy and MRI research.

In other of the City's technology parks, companies such as Briggs & Stratton, GE Aviation, and others produce small engines, jet engine parts, automotive wheels, fuel cells, plastic injection technology, and vehicle armor. The Kia and Hyundai automobile manufacturing facilities are both within 60 miles. See Table 2 for principal employers.

Auburn's economic development strategy is to pursue small to medium, value-added technology-based manufacturing firms to create a stable and diverse local economy. Over the last five years, the City has announced 37 new and expanding industrial projects with a total capital investment of over \$493 million creating over 1,500 jobs.

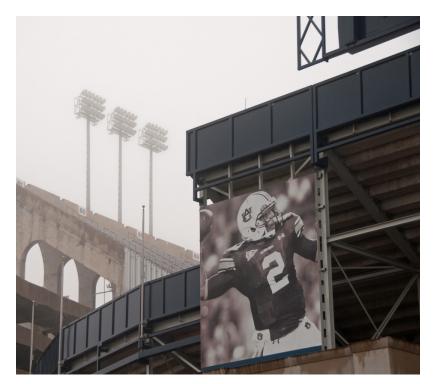
THE GOVERNMENT

Since the 1980s, Auburn has had a council-manager form of government. The Council is composed of a Mayor and eight City Council members. All serve four year terms and are elected at the same time. Elections are nonpartisan and the next one occurs on August 28, 2018. The Mayor is elected at-large while the Council members each represent one of the City's eight geographic wards. Historically,

the Council has been very stable, but that has been changing and will continue to change with expected retirements. The current Mayor is in his fifth term. Two Council members are in their fourth terms while one is in his third. Another Council member was appointed to fill out a term before being elected to his first full term. The four remaining Council members are in their first terms. Two were elected to open seats due to retirements and two ran against incumbents and won. While the Council members have their own opinions, they are collegial, respectful of each other, and work well together. They hold the staff in high regard.

The Council appoints the City Manager, Municipal Judge, and Boards and Commissions. Unlike many jurisdictions, the City Attorney position is contractual and is hired by the City Manager. The Manager oversees the City government's day-to-day operations and is responsible for appointing department heads, advising the council on policy, and creating and administering the City budget. Over the years, the City Manager position has also been extremely stable—the City has only had three managers over the last 36 years.

The members of the staff are bright, cohesive, capable, and well educated—over 60 have advanced degrees. They are innovative and always looking for ways to do their jobs better. City departments include: Economic Development, Environmental Services (garbage / trash collection, recycling, animal control services, right of way maintenance, and fleet maintenance), Finance, Human Resources, Information Technology, Judicial, Library, Parks and Recreation, Planning, Public Safety (Police, Fire, Codes Enforcement,





and Communications), Public Works (construction and maintenance, engineering, inspections, and traffic Water Resources engineering), and Management (engineering, water, collection (sewer) division, and watershed). The City has two Assistant City Managers. One Assistant City Manager oversees Planning, Public Works, Environmental Services and Water Resource Management. The other Assistant City Manager oversees special projects, works closely with Public Safety, and also serves as the Chief Information Officer. Unlike many university towns, Auburn's Police Division polices the University campus as well as the rest of the community and a bit beyond the city limits. The City has an excellent relationship with the County Sheriff. Schools are partially funded through the City and School Board members are appointed by the City Council.

The City's proposed biennial budget for 2017 has a general fund budget of \$82.25 million. Public Safety is 29.9% of the budget, public works and maintenance make up 17.5%, and education takes another 15.25% of the budget. The total budget for all funds is \$162,469,534. The City has 788 regular and temporary employees under the City Manager and does not have any unions.

Historically, the City has been innovative and progressive while fiscally conservative. It values its close relationship with Auburn University that has led to many City/ University partnerships to benefit the community and local economic development. Long-range planning and visioning efforts with an emphasis on community involvement have become the norm including the Auburn 2000 and Auburn 2020 plans and more recent planning initiatives include CompPlan 2030, Renew Opelika Road, the Downtown Master Plan, and the forthcoming Parks, Recreation and Culture Master Plan. The City has also focused on developing a high-quality professional workforce dedicated to serving the public by providing excellent city services. This year's citizen survey gave city staff a 95% satisfaction rating in customer service.

THE CHALLENGES AND OPPORTUNITIES

Overall, Auburn is in a very good place. It has managed its money wisely and its finances are sound. The City's bond ratings are Aa2 (Moody's) and AA+ (Standard and Poor's). The challenges here are not so much challenges as opportunities.

First and foremost is growth. The secret is out. The excellent quality of life in Auburn is becoming well-known and people and industry are coming. The trick is to manage the growth in a way that the City gets the best growth not just any growth, and the community can retain its small town feel. As a corollary, with growth, comes the need for more infrastructure—parks, facilities, and schools, and the City will need to accommodate those. There is pressure in the downtown core for change. Approximately 498 new student apartments containing 1604 beds will be added in the downtown core over the next two years. Some of the existing buildings in downtown are old and are not in the best condition. They are ripe for redevelopment. Additionally, the land is valuable, so some questions are pending: What is the right mix of retail and residential? New buildings should be limited to what height? How can the City accommodate the current and future parking needs? How does it manage traffic? Most importantly, how does Auburn, as a city, move forward without losing its uniqueness?

Second, in many ways, the City has been under the same management for over 30 years. Nothing is broken—in fact, just the opposite. Still, the next manager will be expected to take a good look at the internal operations of the City to see if their efficiency and effectiveness can be improved.

Third is the misleading poverty statistic reported by the census. Auburn's poverty census statistic is influenced by the large number of Auburn University students. While the 28,000 Auburn University students themselves, being mostly dependent on their families, do not have substantial

incomes, their families do. The median family income of Auburn University out-of-state students is near \$400,000 and about 45% of the students are out-of-state. The median family income of in-state students is near \$150,000.

Finally, while it is a very good thing that the senior staff is long tenured, very capable, and experienced, it also has a downside—over the next five years, eight of the City's top 13 people are expected to retire. That will provide the next manager with a wonderful opportunity to evaluate the organization methodically and, as time passes, select his/her own team.

THE IDEAL CANDIDATE

Auburn is seeking a true leader to partner with its elected officials to carry the City into the future. The individual will have vision but take his/her priorities from the City Council members and assist in developing their vision. He/she will then implement and find paths to success.

The individual will be a trusted advisor and ensure that the same information is provided to all the elected officials. Transparency is important and, to the degree possible, he/she will share that same information with the staff, public, and other interested parties. Being open and honest will go a long way towards building trust both inside and outside City Hall. So will the ability to admit mistakes and move on. The manager will strive to ensure no one is surprised. As such, he/she will not be afraid to get in front of issues and frame the City's message before others confuse it.

The ideal candidate will be confident yet humble, energetic, hardworking, involved in the community, positive, proactive, responsive, and not afraid to push the envelope. Even keeled and calm in the midst of a storm are two of the characteristics the City is seeking in its next manager. For the most part, the individual should seek input and build consensus but also be comfortable making decisions and

not dawdling. Problems generally do not get better with age. He/she will have a high degree of integrity and honesty while also being an excellent communicator. The manager will recognize the importance of listening and be equally comfortable and effective in talking to the President of Auburn University as to the person who is cutting the grass at a park. The manager must value education and staff development.

Customer service will be very important to the manager and he/she will lead by example. Whether it is a Council member, resident, or staff member, the individual will be approachable, accessible, and receptive. He/she will be certain questions and suggestions are met with dignity and respect at all levels of the organization. The ideal candidate will recognize the customer is not always right, but will ensure that problems are resolved or an explanation provided as to why the City cannot do what the resident wishes. The ability to work within the rules while finding common sense solutions (rather than just saying no) will be important.

The manager will understand the importance of the day-to-day, but will not let it divert his/her attention from the need to plan for the long-term and from accomplishing what needs to be done to ensure the City's long-term success. He/she will be a strategic thinker and a doer, someone who plans and considers multiple options before making decisions, and someone who always has a back-up plan.

The individual will be creative and business-friendly. While the next manager will be the City's CEO overseeing the day-to-day operations, the individual should not expect to spend all day in the office. Instead, the individual should also enjoy being engaged in the community. The ideal candidate will be progressive but also financially astute and fiscally conservative. He/she will treat the City's resources as if they were his/her own.

The ideal candidate will recognize the importance of history, respect the past, and use it as a foundation for moving forward. Nothing is broken in Auburn. In fact, it is a high performing organization. The next manager simply needs to pick up the ball and run with it. At the same time, the individual will have strong analytical abilities and be a problem solver. He/she will always seek ways to make the City's operations more efficient and effective. The manager will not be afraid to question processes and to ask why. "We have always done it this way" will not be an acceptable answer. The old way may be the best way but the underlying rationale should be understood and articulated. A strong familiarity with the appropriate application of information technologies is a plus.

The ideal candidate will be an outstanding mentor and manager, not a micromanager. The staff is more than capable. Instead, the individual will delegate effectively, provide direction, and have high expectations. He/she will expect results and hold the staff members accountable for results in their work. He/she will not be someone who makes or accepts excuses. The individual will be comfortable surrounding himself/herself with a staff of high performing experts. Having common sense, a quick wit, and a sense of humor is a plus.

Skill in building consensus, intergovernmental relations, and partnering with third parties will be critical. Many of the City's successes are the result of having strong relationships with Auburn University, the Chamber of Commerce, the County, and other organizations in the community. Alabama is a Dillon's Rule state so the next manager should anticipate working hard on relations with the state.

The ideal candidate will have a minimum of ten years of progressively responsible experience in public or private sector management, and at least five years as a City Manager or Assistant. A bachelor's degree and a master's degree from an accredited college or university, with a

major in administration, management, or a related field, are required.

Finally, the next manager will recognize Auburn for its uniqueness and for the great city it is. It has a history of long-tenured city managers and, as such, he/she should plan on staying for quite some time.

COMPENSATION

The salary range is \$190,000 to \$250,000 and will depend on qualifications and experience. Benefits are excellent. The City Manager will be part of the Alabama Public Employees Retirement System.

THE MOST RECENT CITY MANAGER

The most recent City Manager retired in March 2017, after 28 years of service to the City, 11 years as its City Manager.

RESIDENCY

Alabama state law requires the City Manager to reside in the City limits.

HOW TO APPLY

E-mail your resume to Recruit22@cb-asso.com by June 30th. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537 or David Collier at (772) 220-4320.

INTERNAL CANDIDATES

One or more internal candidates may apply but the City Council is committed to a fair process where no one starts with an advantage.

CONFIDENTIALITY

Confidentiality will be maintained until finalists are named. At that point the names will be made public.

THE PROCESS

Applicants will be screened between July 1st and August 7th. Finalists will be selected on August 8th, with the expectation that interviews will be held on August 18th and 19th. The selection of the manager will be made shortly thereafter.

OTHER IMPORTANT INFORMATION

Auburn is an Equal Opportunity Employer and values diversity at all levels of its workforce. It strongly encourages minorities and women to apply. For additional information about the city visit:

https://www.auburnalabama.org/





