"For the Good of the Community"



OXFORD

OXFORD, MISSISSIPPI 1999

To Frank Anderson,
who carried the torch for so long.

Oxford Guiding Principles

The Oxford Guiding Principles establish six fundamental urban design and planning principles for Oxford's future growth. Instead of long term goals to be accomplished at some future time, the Guiding Principles will guide day to day decisions of the Board of Aldermen, the Planning Commission, City Departments and other City boards and commissions.

1 Principle One



Recognize Oxford's historic ways of town building and use those traditions to provide a framework for future growth.

2 Principle Two



Understand the Mississippi hill country landscape and guide growth responsibly within it by growing compactly and using natural features to establish town boundaries.

3 Principle Three



Protect natural drainage areas to preserve water quality, provide open spaces, and reduce future stormwater management costs.

4 Principle Four



Establish a densely connected network of streets and roads to guide future growth that equally serves automobiles, pedestrians, bicycles and future possibilities for transit.

5 Principle Five



Relate existing and future development to the network of streets and roads and natural drainage areas, emphasizing appropriate mixes of land uses instead of single use districts.

6 Principle Six



Recognize that design – of buildings, landscapes and streets – is a central part of Oxford' plan for preservation, redevelopment and new growth.

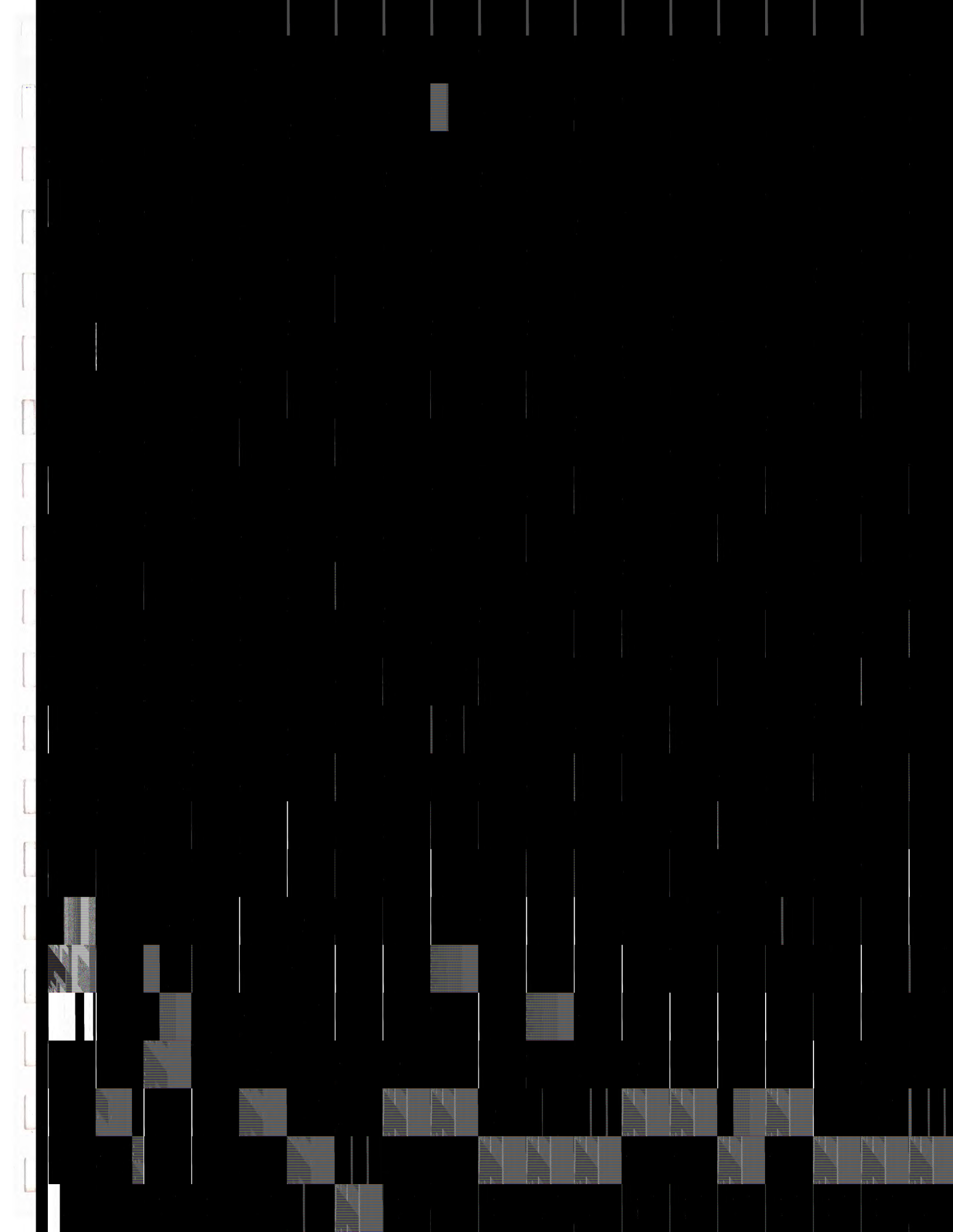




TABLE OF CONTENTS

A Message from Mayor Patricia C. Lamar 1

Introduction, Vaughn L. Grisham 2

Summary of Citizens' Top Priorities 8

Committee Reports

CIVIC ENRICHMENT 12

ECONOMIC DEVELOPMENT 18

EDUCATION 21

GOVERNMENT 34

HOUSING 38

LAND USE 43

TRANSPORTATION AND UTILITIES 63
Transportation 71
Draft Bike Plan 88
Utilities 102

Appendix 126
Committe Members

To the Citizens of Oxford:

I have been constantly amazed, and my faith in this community reaffirmed, by the response of the citizens of Oxford during all the hard work accomplished as part of the Vision 2020 project. Many, many hours of volunteer time were devoted to surveying and studying population density, traffic flow, and land usage, and listening to the dreams and insights of many citizens.

From this abundance of statistics and other data, teams of citizens under the direction of the city planners of Georgia Tech hammered and sawed these raw findings into usable information. This information they used, along with many discussions—some heated—to devise the best direction for Oxford to take for the next 20 years. These recommendations focus on eight categories, including land use, education, transportation, and art and culture.

With concerns about the Y2K bug along with anticipation of all the wonderful possibilities of the new millennium, Oxford is fortunate to now have a guidebook by which to navigate successfully through the early twenty-first century. The mind is simply overwhelmed by the opportunities that this new century and a new thousand years will offer.

The Oxford and Lafayette County area is projected to double its size by the year 2020. The guidelines developed by Vision 2020 will ensure that Oxford meets the foreseeable challenges of managing that growth. We are determined that growth will not change the intrinsic atmosphere of the city, but that it will add to the positive image of the city.

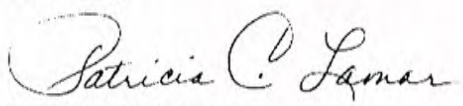
We are proud of Oxford and its many accomplishments and its national recognition as a good place to visit and to live.

Anyone interested in keeping Oxford's unique blend of old and new or in using the Oxford model for their own community would be well served to study the suggestions provided in this Vision 2020 report.

There are so many people to thank. The new City administration came into office in 1997 on a community groundswell which recognized that Oxford needed a clear guide to direct us through the next 20 years. The newly elected Oxford Board of Aldermen were deeply committed to the task of creating this guide. Immediately upon election, this administration appointed a committee, soon to be dubbed the "Long Rangers." With them, Vision 2020 was off and running. This visioning process has had a long history. In fact, the newly appointed Task Force was composed of many members of a vision workshop which had been sponsored by the Oxford Chamber of Commerce and the Economic Development Foundation in September 1993. In 1997 one of the committees of Leadership Lafayette developed and implemented the community outreach part of the original study. Vision 2020 owes much to these many workers, many of whom have worked on this concept of self evaluation and self-direction since 1993. I must single out a few names: Vaughn Grisham, John Fullenwider, Paula Shanks, and Lyn Kartiganer

We have visioned, studied, and written guidelines. Now we enter the next phase: implementation.

Sincerely,



Patricia C. Lamar

INTRODUCTION, OXFORD LONG RANGE PLAN

Vaughn L. Grisham

The process that led to this final report constitutes a very important step in the history and development of Oxford, Lafayette County, and The University of Mississippi. It is important on several levels. The process has been a community-building experience. Citizens from all segments of the population have come together over a sixteen month period in weekly meetings to produce a long range plan. Certainly this experience did not eliminate all differences. On certain, specific issues some of these differences remain, but we have shown the ability to gain consensus. It has also been important because local citizens have taken the time and absorbed ourselves in an activity in which we, the citizens, have identified a course. We have tried to take some control and assume some responsibility for our future. We have charted a direction, sometimes in the manner of a compass, and at other times we have created a veritable road map.

It is a good plan. I have had the good fortune to work in communities in more than thirty states, and none of these fine places have produced a more thoughtful or caring plan. It is citizen-driven, and the time and effort my fellow neighbors have put into producing it make me proud to be a part of this pleasant home place. I hope that all of the people of the county share some of that pride, and will feel the same debt of gratitude to those who did this work.

The plan is rich with ideas and is rather long, but it is worth the time that it takes to read and study the report. I hope that each reader will be inspired to become a part of the implementation of this plan. I recommend reading and reflecting on each committee report; there is far too much to absorb in a single sitting.

The Task Force agreed on a general format for the final report, but each committee was responsible for writing its own report and for that reason the reader will experience a variety of styles. I regard that as a strength of the report. The continuous themes of the planning process have been finding strength through diversity and building bridges. The final document was edited by Lyn Kartiganer.

One of the most frequently asked questions is "How do you begin a long range plan?" Long range plans are more likely to be effective if they are citizen-driven. This one was. As with many important community activities, it often begins as the dream, vision, hope, or whatever name one prefers, of a single individual. No doubt there have been many such individuals in Oxford who understood the need for such a plan. One key person was Frank A. Anderson. Dr. Anderson has long been an advocate of a cooperative effort which would bring together Oxford, Lafayette County, and The University of Mississippi.

Professor Anderson has gathered numerous disciples over the years. One colleague, businessman Jesse Davis, while serving as president of the Chamber of Commerce, moved a step closer to initiating a plan by organizing a visioning session at the family center of the First Baptist Church. A number of community citizens formed an organization called L-O-U (Lafayette-Oxford-University) Vision 21st Century to work toward the implementation of those visions. Caring and hardworking citizens kept the process alive. Paula Shanks, a lifelong resident of Lafayette County, later arrival Lyn Kartiganer, and Lafayette-born returnee Bill Russell all chaired L-O-U and kept the dream viable. Subsequently, in August 1997, newly elected mayor Patricia Chadwick Lamar and the Board of Aldermen appointed a citizen committee to work toward a long range plan for Oxford.

THE TASK FORCE: RESPONSIBILITIES, MEMBERSHIP, AND PROCESS

RESPONSIBILITIES

The Long Range Task Force was charged with a five-fold responsibility.

1. *Elicit the maximum possible citizen input in helping to shape a long range plan for Oxford by offering an opportunity for all citizens to have a voice through participation in visioning sessions.*
2. *Consider means by which the gaps between the town, county, and University could be bridged.*
3. *Recommend a professional planning agency to assist in completing the final report.*
4. *Make the report a living, evolving plan by creating a process which will keep citizens involved, and establish regular (at least annual) reports of the community's progress in implementing the plan. These might take place on a special occasion, such as the July 4th celebration.*
5. *Encourage the celebration of community achievements, and by this means increase both community pride and unity.*

In order to facilitate the achievement of these tasks, the Task Force sought and gained sufficient diversity among its membership to allow participation from all segments of the community. People from Oxford, Lafayette County, and The University of Mississippi were included among the members. Moreover, the Task Force established an ongoing dialogue with the Lafayette County Board of Supervisors. The social, economic, and racial composition reflected the community as a whole. Males and females were equally represented. Ongoing efforts were made to accommodate the whole spectrum of perspectives. Diversity of membership was viewed as a strength even when the process itself moved more slowly to accommodate the diversity.

TASK FORCE MEMBERS

David Abbey
Frank Anderson
Kay Cobb
Donald Cole
Jesse Davis
Christina Davis
Tom Davis
Mary Dendy
Francessa Diggs
Bo Elliott
Jimmie Frierson
John Fullenwider
Sandy Grisham
Vaughn Grisham
Margaret Hall
Sherry Williams Jenkins
Marilyn Johnson
Gloria Kellum
Robert King
John Khola
Larry Overstreet
Ben Pettis
Casandra Pinson
Rhonda Rea
John Robinson
Paula Shanks
Mike Slaughter
Leonard Thompson
Mary Ann Walsh
Darlene Washington
Martha Whitwell
Jeffrey White

Anne Mueller served as a graduate student intern.

PROCESS

Meetings were held weekly from August 1997 through November 1998. All meetings were open to the public and announced in local media; they were held in the meeting rooms of Azalea Gardens, the Oxford-Lafayette Public Library, and North Mississippi Regional Center. Jimmie Frierson and Rhonda Rea attended all meetings and reported on them in their publication, *The Citizen*.

In addition, representatives of the Task Force met with civic organizations, churches, and the ministerial association to provide regular reports which were open to interested organizations and citizens.

The Search for a Model

The Task Force authorized its chairperson to identify and contact other communities which had completed successful long range plans. More than fifty communities were contacted. The National Civic League, which aids communities with long range visioning and planning, assisted in this search. Eventually, two communities were selected to serve as models: Chattanooga, Tennessee and Auburn, Alabama.

The Chattanooga Plan was the most frequently suggested, because of the success of the plan in reversing the fortunes of the community. *U.S. News and World Report* cited Chattanooga as one of the six model cities in the world. Auburn, Alabama was selected both for the success of its plan and its demographic similarity to Oxford. The towns are similar in size and they both have major state universities. Both Chattanooga and Auburn had gone through the planning process twice, thereby providing information about the processes and concrete examples of the consequences of planning.

The Task Force studied a videotape of Chattanooga's process of developing its long range plan. Subsequently, the committee as a whole held telephone conferences with Maybelle Hurley, alderwoman from Chattanooga and one of the initiators of the Chattanooga Plan, and Mayor Jan Dempsey, the chairperson of the Auburn Plan. Ongoing dialogue with both communities continued throughout the entire planning process. In addition, all members were provided access to the book, *Collaborative Leadership*, by David Chrislip and David Larson, which details the process of working together in communities. It offers numerous examples of communities which have learned to work toward common goals.

Seeking Professional Planners

The Task Force next turned its attention to recommending a professional organization to assist with the planning process. The Task Force was unanimous in recommending the Urban Planning Program and School of Architecture at Georgia Tech, which has been recognized as one of the two top such programs in the United States by professional urban planning associations. Moreover, the recommended team had been cited by professional organizations as having developed the best community long range plan in the nation the year before.

The Mayor and Board of Aldermen approved the recommendation and Georgia Tech was awarded the contract to assist in the planning process. Professors Chris Nelson, of the Urban Planning Program, and Richard Dagenhart, whose team effort had received the national award, became the team leaders. The remainder of the team consisted primarily of graduate students in the joint programs. Sharon Wright was designated as the contact person between Oxford and Georgia Tech.

Throughout the process, the Georgia Tech team has endorsed the idea that the plan must be citizen-driven. Georgia Tech's role is to help fashion a means of getting to the goals determined by the community. The planners have maintained a healthy professional distance during the visioning process, while participating in some of the activities as observers.

Accommodating Existing Long Range Plans Within Oxford

The Task Force recognized from the outset that there were many key organizations within the town and county which already had, or were developing, long range plans of their own. In order to accommodate these existing plans, the Task Force invited all of the organizations to meet with the committee to discuss them. Among these organizations were: The City of Oxford, with various department heads making presentations; The University of Mississippi; North Mississippi Baptist Memorial Hospital; North Mississippi Regional Center; Northwest Mississippi Community College; Oxford-Lafayette Economic Development Authority and Chamber of Commerce; the Airport Authority; Oxford and Lafayette Public Schools; Oxford Public Housing; and representatives of the housing industry.

In addition to these meetings, John Khola interviewed all existing industries to determine their needs, compiled the results of his survey, and presented the findings to the Task Force.

The Task Force avoided any attempt to propose a vision for the community. Instead, the focus remained on developing means by which the community as a whole could be brought into the visioning process.

Broadening the Participant Base

By March 1998, the Task Force began to plan a community-wide visioning meeting. All members of the community would be encouraged to attend this meeting, where they would be invited to express their long range visions for the community. They would also have the opportunity to volunteer to work on subject-oriented committees which would shape the final plan. In order to prepare for this visioning session, the Task Force divided itself into four basic committees.

Committee One had the task of planning for this "Kickoff" session, as it was now called. This committee, chaired by a team headed by Sandy Grisham, selected the meeting site and made all arrangements for the Kickoff session.

Committee Two, the Outreach Committee, was charged with the responsibility of gaining full participation by the community. This committee, chaired by John Fullenwider, also had the long term task of maintaining the involvement of the community.

Committee Three, the Financial Committee, assumed the task of acquiring the financial resources to fund the Kickoff and all subsequent activities. The committee was headed by Jesse Davis, Paula Shanks, and Gloria Kellum.

Committee Four had the responsibility of collecting secondary or existing data to be used by the Georgia Tech team. Vaughn Grisham chaired this committee.

David Abbey coordinated the publicity for the events.

Preparation for the Kickoff, thanks to the effort of the committee leadership, became a community effort itself. Local grocery stores helped by providing refreshments, and the Oxford High School Band agreed to perform, as did University vocal groups. Merchants and Farmers Bank loaned its popcorn machine, Bryan Foods contributed one hundred pounds of hot dogs. Domino's Pizza contributed pizza for some of the planning meetings, and NMRC made snacks available at other planning meetings. *The Oxford Eagle* became a full participant in the process. It provided front page coverage of the events and made space for open letters to the community. The newspaper printed and distributed a four page insert detailing the project and inviting community participation. *The Citizen* sent representatives to all meetings and kept the planning process before the public with its ongoing coverage. The churches made their bulletins available for announcements about the Kickoff and promoted the meeting from the pulpits. Women of the churches baked cookies for the opening Kickoff. Many civic clubs built their programs around the planning effort, as did other professional organizations such as the Real Estate Association. Leadership Lafayette made the planning effort a high priority. Numerous volunteers from the community at large and all of the Committees decorated the park, provided equipment, flowers, food, and the labor necessary to produce such a large event. David Baskin, owner of Deke's Barbeque, contributed barbeque and did all the cooking.

The Kickoff was held May 3, 1998 at Avent Park, near the newly constructed children's playground. The site was chosen as a celebration of what the community, working together, had already achieved, and to acknowledge the visionary leadership which had united the com-

munity in this effort. The message was "Let's build on the community effort which constructed the children's playground."

Almost one thousand people, representing a broad spectrum of the community, participated in the Kickoff. More than five hundred people volunteered to serve on one of eight committees.

Financing the Planning Process

The City of Oxford provided initial funds for committee notebooks and the book, *Collaborative Leadership*. Subsequently eighty-five thousand dollars was budgeted to cover the cost of the work by Georgia Tech.

Committee members David Abbey, Frank Anderson, Janice Antanow, Jesse Davis, John Fullenwider, Vaughn and Sandy Grisham, Margaret Hall, Gloria Kellum, John and Linda Robinson, Paula Shanks, Kathleen Sukanek, Jeffrey White, and Kenneth Wooten, as well as University of Mississippi Chancellor Robert Khayat, contributed one hundred dollars each to provide the necessary funds to initiate the process.

The Tennessee Valley Authority provided a planning grant of one thousand dollars. Special thanks to Sandra Rea, who helped coordinate TVA's effort.

The Oxford-Lafayette Chamber of Commerce pledged fifteen hundred dollars, as did its sister institution, the Economic Development Foundation. The United Way also made a contribution of fifteen hundred dollars.

The Work of the Planning Committees

Following the successful Kickoff, eight committees were structured to focus on the following topics, and to create the final plan. These were: Civic Enrichment, Economic Development, Education, Government, Housing, Land Use, Transportation and Utilities, and Recreation. Immediately thereafter, select committee members were trained to be facilitators by Professor Brian Reithel of the Business School of the University of Mississippi. Many of these trainees had been introduced to facilitation through Leadership Lafayette. An organizational meeting was held in the auditorium of the Oxford High School on June 4. The initial meeting provided an orientation and directions to begin the organizational and planning processes. The trained facilitators provided leadership for this and subsequent meetings. Most of these facilitators remained with their groups for the next five months, and were critical to the success which followed.

The objective of having complete community involvement was advanced once again. All committee chairpersons sought to assure racial and social diversity on their committees. Moreover, each committee sought and gained the involvement of stakeholders, those persons most clearly affected by the activities of each committee. In many cases these stakeholders were engaged as part of all meetings, but even where that could not be achieved, each committee identified and invited stakeholders to make presentations at the meetings.

The format for many of the early meetings was to hold a plenary session in order to keep each committee apprised of the activities of the other committees. Following the plenary session, individual committees would adjourn to breakout rooms to conduct committee work. Over the course of time, many of the committees developed individual schedules.

All committees met at least twice a month, and many met every week. In addition, the executive committee, which was composed of leaders and facilitators, met regularly to assure continuity in the process.

As part of their research, committees followed the common procedure of regularly inviting expert resource people to consult and to make presentations. In many cases the resource person became a full time participant. The specific strategies and methodology of each group are described in greater detail in the committee reports in this booklet.

In the last month of the process, the committees made presentations regarding their work during weekly meetings open to the public and the press. The contents of these meetings were reported in both *The Citizen* and *The Oxford Eagle.*

In preparation for a closing event, the executive committee reappointed the members of the Kickoff Committee to prepare for a "Visioning Fair." All members of the community would be invited to the Fair to examine abbreviated forms of the final report and to register their own sense of priorities.

The Task Force, chaired by Sandy Grisham, elected to hold the Vision Fair at the Oxford Activity Center on November 15. More than three hundred people, including the committee members, participated in the festive occasion. Each committee established a booth area in which it presented its recommendations.

At each committee's display booth at the Vision Fair, every participant was presented with three colored adhesive dots, numbered one, two, and three. They were instructed to place these dots next to the recommendations of their choice, thereby establishing personal priorities for these components of the plan. The results of this prioritization are presented in the final reports. In tallying the adhesive dots, three points were given to a "one" sticker, two points to a "two," and one point to a "three" sticker, thereby weighting the value of the dots to accurately reflect priorities.

The Georgia Tech team recommended six guiding principles for the future development of Oxford. These principles, in the frontispiece, were subsequently adopted unanimously by the Board of Aldermen of Oxford.

Vaughn L. Grisham is the Director of the McLean Institute, Professor of Sociology, and the chair of the Vision 2020 Task Force.

CIVIC ENRICHMENT COMMITTEE

VISION

The Civic Enrichment Committee envisions Oxford as a flagship community that serves as an inspiration for other cities in the state and in the South. The City will promote programs and services that enrich and improve the quality of life for all by: encouraging the advancement of the arts; strengthening families by providing a strong health and human services delivery system; developing new facilities and utilizing existing space for the arts, social services, and civic organizations; providing green spaces in which people can enjoy leisure and recreational activities; creating an informed and engaged citizenry; and enhancing aesthetic appeal.

BACKGROUND

The Civic Enrichment Committee identified five areas on which to focus--the arts, communication, social services, community spaces, and diversity--and, meeting twice monthly for many months, invited panels of experts from the community, two per meeting, to share their wisdom on these subjects. Committee members also engaged in informal research by discussing these topics with individual members of the community.

To achieve its vision, the Committee formulated recommendations relating to human services, the arts, facilities, public outdoor spaces, design standards, an informed community, and civic engagement. As an integral part of this, the Committee addressed the very real need it perceived for facilities, including public outdoor spaces, and suggested approaches to funding projects and programs.

RECOMMENDATIONS

1. HUMAN SERVICES

The Civic Enrichment Committee envisions Oxford as a city that provides services that improve the quality of life for all its citizens by developing programs that promote self sufficiency, strengthen families, and specifically address the needs of the elderly and our youth. Needs were identified for developing or enhancing: services for the elderly; senior citizen activities; senior citizen recreation and medical care; counseling hot lines; child care centers; youth recreation; pregnancy and rape crisis services for youth; drug abuse, health, and substance abuse rehabilitation for young people; mental health services; AIDS counseling and treatment; at-risk youth programs; programs/safe places for children; and community services for delinquent youth.

Recommendations: Human Services

- **Provide a facility to serve as a family resource center offer social services and programs in one location. This also will enhance the ability of providers to coordinate services. Included in this facility will be: (38)**
  1. **An area for elderly and youth programs.**
  2. **A public garden on the grounds.**
  3. **An office equipped with proper computer and Internet services, as well as other office supplies and equipment, to be used as a clearinghouse for information and to create a community calendar.**
  4. **An outdoor area for elderly citizens to enjoy for leisure and relaxation.**
  5. **Office and meeting places for nonprofit organizations.**
- **Encourage collaborations between organizations and churches in order to eliminate duplication and fragmentation of services, and offer easy access, or "one stop shopping," for those seeking help. (45)**
- **Create directories of available services to disseminate throughout the community. (6)**
- **Assess and evaluate needs of senior citizens to assure a continuum of services from early retirement to the later years, i.e., recreation, transportation, and basic needs. (6)**

2. *THE ARTS*

The Civic Enrichment Committee recognizes the importance of the development of the arts in a community. The arts not only provide activities for community involvement, they can educate, alleviate social problems, attract people and businesses to a community—contributing to the local economy, and they can enhance a community's reputation. Developing the arts in Oxford will require commitment and cooperation from our political leaders, educational institutions, the business community, and all citizens concerned with the welfare of our city. The Committee identified the following needs. Most of these also could be read as recommendations.

- Arts facilities
- Support for Arts in the Park
- Diverse arts and cultural programs and audiences
- Inclusion of the arts in the Parks Department
- Studio tours
- Artists teaching out of their own studios as part of the University's Continuing Education Program
- Summer arts festival
- Reinstatement of First Saturday
- After-school arts programs
- Outdoor movies in public parks
- Gallery walks
- Sunset (outdoor) symphonies
- Comprehensive arts and cultural planning on a regular basis

Recommendations: The Arts

- **Incorporate a Cultural District within the City. (22)**
- **Create an organization whose sole purpose is to plan and implement an Arts in the Park program, and incorporate this organization within the Oxford Park Commission. (8)**
- **Establish a public art program, funded by the City, County, and private individuals or corporations. The Yoknapatawpha Arts Council, the City's arts agency, would administer this program. (31)**

3. *FACILITIES, FACILITIES, FACILITIES FOR THE ARTS AND HUMAN SERVICES*

Currently there is a very real need for a variety of facilities and/or spaces for human services, the arts, and civic organizations. The Civic Enrichment Committee envisioned a variety of models to meet Oxford's growing facility needs, and was unable to reach consensus on a specific configuration of facilities.

Therefore, the Committee recommends that a community task force be created to investigate further Oxford's facility needs in these areas. The task force will conclude by recommending that the City contract with a consultant to undertake a feasibility study of a facility model or models (see below). The following information should help to guide this task force as they meet with human services, arts, and civic organization leaders and consumers in our community. The Committee identified the following needs:

General:

- Public facilities for the arts
- An arts center for theater, dance, studios, and instruction
- A Center for Nonprofits, to consolidate services
- Exhibition facilities
- A Community Center for services
- A Family Services Center
- A Centralized area for social services
- Meeting spaces, including places for neighborhood meetings

- Large civic spaces where all of the community's citizens can meet (indoor/outdoor)
- A post office branch downtown

Specific:

- An African American Culture Center
- A Center for Quilting
- A Language Center
- A Museum of Southern Culture

Recommendations: Facilities

A.) New Facilities

The Committee discussed the following possible approaches to developing facilities for the human services and the arts:

- An arts complex for theater, dance, music, and artists' studios. (27)
- A community center with a theater stage, artists' studios, a dance studio, exhibitions, and classes. (81)
- A convention center. (5)
- Human services and arts facilities adjacent or close to each other near the Square. (3)

B.) Existing Facilities

While we see that some new facilities will need to be created to fill certain needs, in the spirit of recycling and saving green space the Civic Enrichment Committee envisions solving space needs within the community by maximizing the use of existing facilities. We recommend the following:

- Develop the National Guard Armory into a community center that can provide services not offered at the before-mentioned community center, or duplicate services that are just located in a more convenient area to some citizens. This community center could include an outdoor public park, office and conference areas for non-profit organizations, an activities and program area for arts, a central office and service area for social services, and a theater. (31)
- Collaboration between the City and University to develop a renovated Depot as public space to be used for continuing education and public meeting areas for community. (15)
- Approach John Grisham about developing the Belfry as an African American Culture Center. (4)
- Identify buildings that have public meeting areas, and create a central reservation location. Ask local churches to participate in this system so their areas are utilized. (4)
- Identify other City owned building that could be renovated and used to serve the before-mentioned needs. (2)
- Use the old Depot as a meeting area (provided that ISTEA funding is received). (10)

C.) Feasibility Study

We recommend that the City contract with a professional planning group to undertake a feasibility study regarding facilities for both the arts and social services. The study would address the following:

I. Stakeholders
   a. Types of services
   b. User groups
   c. Programs
      i. Staffing
      ii. Building areas (square footage)
   d. Time share needs
   e. Funding
   f. Cost Estimates

i. Building
ii. Professional Fees
iii. Agency fees

g. Schedule
i. Design
ii. Building

II. Alternative sites

III. Alternative studies and recommendations regarding designing new and/or remodeling existing buildings. These would take into consideration:
a. Neighborhood issues
b. Negative impacts
c. Parking/traffic/transportation issues
d. Landscaping

4. PUBLIC OUTDOOR SPACES

In the collective opinion of the members of the Civic Enrichment Committee, more areas inside the city limits need to be used as public outdoor spaces, and some existing spaces need to be improved. The current number of parks and recreation facilities will not meet expected needs, given estimated population growth. The Committee saw the need for: community public gardens; green spaces; outdoor music; sidewalks; bike paths; a botanical garden; and a public facility for recreation (walking, biking).

Recommendations: Public Outdoor Spaces

• The City of Oxford, in anticipation of a large population increase by the year 2020, will consider purchasing land at the following locations, or using land presently owned in the following fashion:

1. Develop the new Oxford Park largely as a green space and incorporate bike paths, a nature trail, a public garden area, a band shell, botanical gardens, jogging trails, and a farmers' market. (100)
2. Develop the outdoor area at the National Guard Armory as a public park, incorporating the use of public art. (5)
3. Use the area of the old County Jail as a small park, with picnic tables and park benches to enhance the Square, through collaboration between the County and City. (19)
4. Create an amphitheater at Avent Park.
5. Use vacant lots for community gardens.

5. DESIGN STANDARDS

The Civic Enrichment Committee fears that with continued growth, our city may lose its aesthetic appeal. While we recognize it is inevitable our city will continue to develop and grow, we believe that citizen input and involvement can ensure that growth is appealing and in character with the rest of the city. Specifically, the Committee identified the following needs: more attention paid to aesthetic concerns in new construction; design review guidelines; flora and fauna which is appropriate to the area; and the means to restrain unnecessary tree removal with city limits.

Recommendations: Design Standards

• Revamp the present Planning Commission, giving it more powers and responsibilities. (23)

• Incorporate a Design Review Commission within the Planning Commission, which will consist of an artist, an architect, a landscape artist, an engineer, and three volunteer lay citizens, for a total of seven. This Design Review Commission will establish aesthetic and

other guidelines for new construction and public works. (67)
• Provide special recognition (awards) to developers who use innovative design and public art. (1)
• Provide tax incentives for "aesthetically pleasing" designs. (5)
• Require Environmental Impact Statements (EIS) for new construction and major remodels. (6)
• Engage expert volunteer guidance on vegetation management for the City and its citizens. (3)

6. AN INFORMED COMMUNITY

Our Committee saw a need to increase communication between government, organizations, and citizens to insure that all citizens can participate in community activities and events and provide input regarding our community's growth and vitality. In particular, the Committee saw the need for: free access to information; enhanced channels of communication; increased awareness of the information which is available at the public library; increased awareness of the services available in the community; a comprehensive community calendar; information regarding community resources (collection and dissemination)l; improved communication between government, citizens, and organizations; and integration of civic enrichment principles in public schools.

Recommendations: An Informed Community

• Create a master calendar of events for Lafayette County. Post the calendar in local stores, on Oxford web pages, in newspapers, in all public buildings, and on a newly constructed central kiosk. (28)
• House centralized activities at the Community Center. (2)
• Fund and staff a position for compiling and updating information. House the office for this position in the Community Center or Lafayette County Library. (4)
• Educate community groups about compiled resources and how to use the services provided by each organization. (1)

7. CIVIC ENGAGEMENT

The Civic Enrichment Committee consisted largely of members who worked with organizations that needed volunteer services, which put them in a position to observe an overall lack of community spirit. We saw a weakness in our community in the area of civic pride and involvement, and a need to increase civic engagement and change these attitudes. The Committee made the recommendations below to address the needs for: increased volunteerism: spirit of community; support for opportunities for participation by all members of the community; and development of young African-American leaders and leaders across the board.

Recommendations: Civic Engagement

• Develop and implement an anti-litter and community beautification campaign. (18)
• Establish a community foundation that would train volunteers to be effective board members. (0)
• Expand community celebrations and parades. (2)
• Develop a community development consortium. (0)
• Host a "volunteer summit" to increase volunteerism and community service and educate the citizens on the range of services and opportunities available. (12)
• Continue avenues of leadership development as a follow-up to the Leadership Lafayette Program. (5)
• Provide opportunities for volunteer experts to share their knowledge and skills. (3)
• Train nonprofits in how to manage volunteers. (0)

POSSIBLE FUNDING RESOURCES

An assessment of long and short-term funding needs should be made by the City and Lafayette County for funding future projects of any kind, and its results should become the basis for funding programs to meet needs identified in this proposal. In particular, the need for more funding for social services and community arts was identified by the Committee. To address these needs, the following recommendations were set forth:

Recommendations: Funding

- **Cooperate with other entities within the community (such as City and County schools) to share costs of programs. (6)**
- **Reserve a percentage of funds from private and public construction bonds to fund community projects. (1)**
- **Hire a grant writer to develop resources. (5)**
- **Hire staff to organize a community foundation. (0)**
- **Solicit corporate sponsors for community programs. (2)**
- **Undertake capital campaigns for facilities. (0)**
- **Partner with community entities to write grant applications. (0)**
- **Taxes. (0)**

CIVIC ENRICHMENT COMMITTEE MEMBERS

Kelly Allen
Warwick Alley
Anita Arnold
Charlene Baker
Mollie Brewer
Lorri Cox
Ed Croom
Kay Croom
Mary Davidson
Sondra Davis
Gail Dingerson
Gay Graeber
Pricilla Hamric
Sue Hintz
Jeff Edge
John T. Edge
Frances Evans
Martha Faye Farris
Susan Forbes
Leland Fox
Sandy Grisham
Edna Herron
Bill Hintz
Lyn Kartiganer, *Facilitator*
Beth King
Katherine Kvam, *Co-chair*
Billy Lamb
Donna Long
Betty Lynch
Ruthie McEwen
Gary Miller
Debbi Moore
Cheryl Murphy
Teresa Parker, *Facilitator*
Anne Percy
Miguel Queyja
Mary Sharp Rayner
Dorothy Reidy
Jim Reidy
Jan Robertson
Bradley Robinson
Franies Rogers
Cynthia Rowland
Jan Sample
Ann Schumaker
Christeen Shivers
Sujata Sinha
Lynne Sloan
Hubert Spears
Rose Spears
Carolyn Ellis Staton
Vicki Stevens
Steve Stricker
Shane Sunn
Stan Ursic
Vinnie Valentine
Ronald Vernon
Martha Vinograd
Joe Walker
Julie Walton
Joe Ward
Gerald Watson
Brenda West
Jeffrey White, *Co-chair*
Sue Whitson
Ginger Whitwell
Greg York
Elizabeth Young

ECONOMIC DEVELOPMENT COMMITTEE

VISION

Our vision is to create a diverse economy which offers Lafayette County citizens economic opportunity and prosperity, with a target of reaching or exceeding the national average.

BACKGROUND

The Economic Development Committee (EDC) first tried to get a broad understanding of what the citizens of Oxford and Lafayette County wanted in an economic development plan. After the first two meetings, it became apparent that the plan already developed by the Oxford-Lafayette Economic Development Foundation (EDF) incorporated the majority of ideas expressed in the committee meetings.

Because the committee felt that there was no need to reinvent a plan, it decided to update the EDF's plan. The following is the result of several meetings of the EDC. The only point of contention was the measurability of specific goals in the plan. The final recommendations try to address these issues.

Purpose

- To strengthen, grow, and maintain our strong public-private partnerships for economic development;
- To continue to develop a solid base of community support for economic diversification;
- To take a comprehensive approach to economic diversification;
- To continue to take a world-view of local economic development.

Location Analysis

Lafayette County's assets are numerous and include the following:

- An excellent quality of life
- Cooperative and progressive governments
- The University of Mississippi
- An excellent tradition of good labor/management relations
- A favorable financial investment climate
- An available industrial park, which needs further expansion
- Some of the most highly rated public schools in Mississippi
- A strong and growing regional medical complex and medical community
- A progressive community relative to the size of the County's population and economy

Like all communities, Lafayette County has its strengths and challenges. Some of its major challenges are:

- A need for a better funded economic and industrial development effort.
- Limited developed industrial space--both land and available buildings.
- An underdeveloped transportation infrastructure and undeveloped transportation system.
- Low unemployment, but high underemployment.

RECOMMENDATIONS

In order to achieve our vision, the following steps must be taken:

- Fully support and prepare for expected growth.

- Continue an industry recruitment program.

- Support the development of the North Mississippi Enterprise Initiative, Inc. (an Incubator network).

- Encourage appropriate legislation to increase public sector salaries.

- Work aggressively to retain and expand current business and industry.

- The Economic Development Foundation will work with the University of Mississippi to "grow" new industries from on-campus programs.

- Lafayette County and Oxford will enhance the infrastructure needed to support comprehensive economic development. Particular attention will be given the following:

    1. Developing the work force, with concentration on secondary work force skills training for work force preparedness.
    2. Continuing to develop the Lafayette County Industrial Park.
    3. Investigating the development of additional industrial properties west of Oxford.
    4. Re-examining the feasibility of a creating a conference/convention center.
    5. Public Education
    6. Continuing support and expansion of the Oxford Tourism Program.
    7. Continuing to support the Retiree Attraction Program.
    8. Supporting the implementation of a fiber optic system and other technologies.

- The Oxford-Lafayette County Economic Development Foundation will take the lead in creating a common agenda for economic diversification of Lafayette County. Particular attention will be given to the following:

    1. Encouraging Lafayette County citizens' personal and financial support of the University and its ongoing activities by creating a Lafayette County Endowment for Lafayette County students attending the University.
    2. Continuing a strong regional and state presence in economic development circles, taking advantage of opportunities to promote and improve our region.

SUMMARY

The Economic Development Committee feels that the mechanisms are already in place for executing the plan. The Oxford-Lafayette Economic Development Foundation has been successful in promoting the old EDF master plan, therefore the committee feels that the EDF should be the executive agent for implementing the updated plan.

The Committee feels that "home grown" businesses offer the greatest opportunity for upgrading the economic level of jobs in the area. It also feels that a partnership with local educational resources is the best way to ensure that our work force is capable of taking advantage of new, higher paying employment opportunities.

ECONOMIC DEVELOPMENT COMMITTEE MEMBERS

Watt Bishop
Tony Brown
Vickie Cook
Mary B. Davidson
Mike Dingerson
Georgann Flowers
Don Fruge
Vaughn Grisham
Margaret Hall
Max Hipp
Ron Hipp
John Kloha
Mayor Pat Lamar
Gary Massey
Chan Patel
John Robinson
Dr. Roy Selvidge
Tom Sharpe
High Sloan
Bob Vasilyev
Rev. Leroy Waddlington

EDUCATION COMMITTEE

VISION

The Oxford-Lafayette-University community's goal is to produce educated, responsible citizens who are capable of taking an active role in society. By the year 2020, our education system will compare favorably with any in the world.

We are responsible for giving all children, regardless of social backgrounds, opportunities to achieve their potential; to participate in the contemporary technical world; to prepare for various employment possibilities; and to participate in continuing education throughout their lives.

BACKGROUND

The Education Subcommittee of Vision 2020 was charged to develop an education plan for the citizens of Lafayette County which addresses the educational needs of all of the county's population through the year 2020.

An educated society provides for the development of diversity in individual thought, and education empowers individuals to establish a community which works together in practicing concern for others. Particular attention is given to a broad spectrum of needs for the K-12 schools. It is well documented that the educational level of a community is directly proportional to the financial welfare, economic development, and prosperity of that community. The artistic refinement, civic involvement of its citizenry, the physical health and well-being of its residents, as well as the stability of the community all correlate well with the educational attainment of its citizens. Thus, it is to the community's advantage to educate and nurture individuals who will use their creativity for the welfare of others and to improve the overall quality of life of the community.

Visioning Process

The Education Committee diligently sought input and inclusion from the entire community in its process. Following the official community Kickoff campaign for Vision 2020, the Education Committee began its formal work by selecting and training facilitators who could professionally and effectively solicit ideas from those attending regularly scheduled meetings. We identified and recruited major educational stakeholders--individuals, groups, and constituencies whose input is vital to education. We surveyed the community in order to solicit educational issues from every sector. We invited presentations by school-related personnel, major stakeholders, and others to our Committee, we prioritized educational issues, and we collected data and statistics on our current schools. Finally, the community recorded its priorities at the Vision Fair.

The Education Committee's visioning process consisted of bimonthly meetings over a six-month period. Additional ideas and issues were presented continually, and the final report includes those items which the majority of the members approved.

RECOMMENDATIONS

To achieve our goals by the year 2020, the Education Committee makes the following recommendations, based on sound performance-based standards which are used to measure quality education systems. Listed under each recommendation are potential programs and suggestions which will assist the community in realizing our goals.

1. *All Children in Lafayette County are Prepared to Enter the First Grade.*

- Maximize participation of all children eligible for Head Start.
- Develop daycare and pre-K opportunities for the needs of all children. (45)

- Explore the concept of "full service" schools. (10)
- Develop a program for parents on school readiness. (10)

2. *All Children in Lafayette County are Reading at Grade Level by the End of the Third Grade.*

- Expand tutorial programs for all children. (17)
- Provide more after school and year-round schooling opportunities. (28)
- Educate current and future teachers in all approaches to reading. (9)
- Encourage volunteers for the schools. (10)

3. *School Facilities and Services are Adequate in Meeting the Educational Demands of the Student Population.*

- Study ways to meet student needs without building new schools. (1)
- Develop a plan for increased demands on facilities. (1)
- Study feasibility of having one busing system. (2)
- Consider one area-wide Alternative School. (6)
- Explore creating health and dental clinics at certain schools. (1)
- Provide before and after school tutorial programs for all children. (3)
- Implement a strong, consistent code of discipline. (10)
- Create a crisis management team on each campus (counselors, social workers, etc.). (17)
- Provide active area-wide summer school programs to encourage students to further their studies and improve GPAs.
- Build swimming pools on high school campuses for all students. (1)
- Set land aside for future expansion. (5)
- Complete the feasibility study on combining the Oxford and Lafayette School Districts. (58)
- Benchmark the UM School of Education against the best schools in the nation. (9)
- Provide a safe school environment. (17)
- Study the possibility of an elected Oxford City School Board. (5)
- Change the Lafayette County Superintendent of Education position to an appointed position. (5)
- Study the use of school uniforms. (21)

4. *Recognition as the Best School Systems in the Nation.*

- Benchmark our schools against the best schools in the country. (63)
- Continue to decrease the number of students who score in the bottom quartile of state and national tests. (11)
- Attain high school graduation rates among the top five schools in the state. (5)
- Achieve competitive ACT and SAT scores for all graduates. (3)
- Compensate teachers and administrators (profit-sharing) based on meeting the identified objectives. (10)
- The school systems will attain and maintain the highest state accreditation level awarded. (3)
- Encourage the use of nontraditional licensed teachers in the local school district. (12)

5. *All High School Graduates are Appropriately Prepared to Enter Higher Education Institutions or the Work Force.*

- Seek, support, and reward (compensation) excellence in teaching. (76)
- Partner with local businesses (real world education). (5)
- Enhance reading and writing across the grades. (18)

- **Expand cultural arts programs for all children. (30)**
- **Improve partnerships between the school, parents, and the community. (9)**
- **Promote good citizenship among students. (7)**
- **Continue to develop curriculum and total programs in the school.**
- **Enhance technology, math, and science education available to students to prepare them for the contemporary technical world. (22)**
- **Provide before and after school tutorial program for all children with below "C" aver age in any class. (15)**
- **Develop active area-wide summer school program to encourage students to further their studies and improve GPAs.**
- **Develop strong connection between schools and area businesses. (6)**
- **Develop strong connection between schools and universities. (2)**
- **Raise level of pay for teachers, administrators, and staff to within top five of state. (21)**
- **Continue and expand the emphasis on enrichment and programs of excellence to include a broadened exposure to the arts. (29)**
- **Provide a curriculum that meets every child's needs (gifted, average, and students with disabilities). (28)**
- **Work with business and industry to plan "ready for work" curriculum. (9)**

6. *Adult Continuing Education and Training Programs are Available for All Our Citizens' Lifelong Learning Needs.*

- **Provide a community education program through a coordinated effort with the University, the Community College, and the K-12 systems. (46)**
- **Insure opportunities for the adult community to use the K-12 school buildings for various activities. (12)**

CONCLUSION

The Committee realizes that the local school boards, the Community College Board, and the Board of Trustees for the Institutions of Higher Learning have the final responsibility by law for planning and making decisions regarding education in this community.

EDUCATION COMMITTEE MEMBERS

Tim Alford, *Sub-group Leader*
Lisa Archie
Becky and Ron Bingner
Watt Bishop
Doug Branch
L. Buchanan
Joe Burnett
Flora A. Caldwell
Errol Castens
Donald Cole, *Co-chair/Task Force Liaison*
Lorri Cox
Elaine Cremaldi
Nancy Dabney
Beverly Danahy
Ken Daugherty
Lelon Davidson
Arleen Dowd
Johnny Eads
Jeff Edge
Ann Fisher-Wirth
Dotsie Fitts
Ted Freeny
Kevin Gardner
Gayle Gurner
Joyce Haskins
Carol A. Hilliard
Shirley Hinshaw
Beckett Howorth, III
Sabriyyah Hudson
Linda S. Jackson
Oran Jewel, *Sub-group Leader*
Marilyn Johnson
Gloria Kellum, *Co-chair/Task Force Liaison*
Joan and Bill Kendall
Mari Kihnle
Beth King
Bob King
Katherine Kvam
Barbara Lowe
Betty Lynch
Cecilia M. Marshall
Caroline Mayo

William Mayo
Ben McClelland
Ken McGraw
Deborah McIntosh
Kay Moorhead
Syl Moorhead
Andrew Mullins, *Facilitator*
Becky Murphey
Joann O'Quinn
Myrtle Parker
Estella M. Peairs
Michael Pritchard
Trudy Reynolds
Jerry Richlovsky
Jim Riedy, Jr.
Jan H. Robertson
Debra Robinson
Perry L. Rogers
Jan Sample, *Sub-group Leader*
Doug Sanford
Mary Jo Sellers
Ed Sharpe
Kathy Shoalmire
Sujata Sinha
Eva Smith
Sally Starks
Valerie Starks
William Staton
Gail Stratton
Steve Stricker
Pearlie Wadlington
Pat Walker
Robert Walker
Thomas Wallace
Darlene Washington
Jean Westbrook
Martha Whitwell
Anne Williams
Mary Williams
Sally Williams
Ella Wortham
Greg York

Appendix I

COMMUNITY RESPONSE

A list of the issues deemed most important by the citizens who participated in the Vision Fair, organized by category, follows:

Quality Instruction

- Seeking , supporting, and rewarding (with compensation) excellence in teaching
- Working on smaller class size
- Improving teacher education programs and staff development
- Supporting teachers (involves many areas)
- Including more field trips (policies and procedures)
- Actively seeking more minority teachers
- Using retirees (teachers, professors, and others who move into the community after retiring)
- Developing resources (money and free)
- Raising standards
- Meeting every child's needs (gifted, average, special, students with disabilities)
- Including development of critical thinking skills
- Partnering with local businesses (real world education)
- Supporting core curriculum with more resources
- Including multicultural courses (Black History)
- Including Fine Arts at all levels
- Enhancing reading across the grades
- Reinstating geography in high school curriculum
- Including mandatory physical education
- Including more challenging math at earlier grades for students who know basics
- Developing technology skills at earlier grades
- Including foreign languages at earlier grades
- Emphasizing early childhood education
- Carefully evaluating block scheduling
- Offering occupational diploma
- Recognizing that "one size fits all" will not work in today's schools
- Offering different programs for different needs in kindergarten
- Developing a plan for recruiting and keeping teachers

School Climate

- Addressing violence/discipline
- Addressing drugs/alcohol
- Enforcing school regulations
- Developing mutual respect (students, teachers, administrators)
- Addressing teen pregnancy
- Identifying at-risk students (all areas)
- Addressing drop-out problem
- Recognizing student achievement
- Developing and incorporating parental support
- Examining governance:
  1. elected/appointed school board/superintendent
  2. municipal/county school districts
- Developing a game plan for rules of order

Parental and Community Support

- Learning and using manners
- Developing values

- Working on early childhood education
- Developing tolerance and respect
- Providing recreational activities (dances)
- Tutoring and volunteering
- Developing an advocacy group for education (legislative interaction)
- Developing business partnerships (Junior Achievement/School to Work/Apprentice Programs)
- Retaining taxpayers' confidence (public relations)
- Developing open communication lines
- Adults getting together and putting differences aside to focus on children
- Parents and patrons supporting teachers and school systems
- Providing community education/adult education
- Getting special permission to try new things
- Developing a volunteer base
- Coordinating efforts of all groups involved with education
- Examining and enhancing endowment funds
- Providing a clearing house for educational information

In addition to responding to the recommendations listed above, citizens were encouraged to make additional comments and recommendations. These are listed below.

- Internet-based material for all school children.
- Fun enrichment activities for summer schools (sewing, cooking, computers...).
- Teacher competency testing.
- Regularly scheduled meetings of administrators of public schools.
- Determination of availability of adequate maintenance funding before pursuing cooperative ventures between City and County school systems.
- Require community service hours as part of the curriculum before graduation for all students.
- Target highly potential at-risk children for satellite schools. Equip these schools with good teachers, outreach, parental involvement, and student recruiting, volunteers, and mentors.
- Retraining or sanctions for ineffective teachers.
- Consideration of a non-traditional school within the public school system (e.g. regular instruction from 8 a.m. - 1 p.m. and out-into-the-world classroom thereafter).
- Foster an open school environment for parents, the University, local artists, etc..

Appendix II

OXFORD EDUCATIONAL FACILITY INVENTORY

Educational Facility	Students 1998	Student Stations 1998	Building Sq. Ft. 1998	Insured Value	Land Area	Land Value
Nursery School	12*					
Bramlett Elementary (K-2)	775	800 (est.)	59,044	$4,375,050	13.2 Acres	$ 330,000
Oxford Elementary (3-5)	639	680 (est.)	55,654	$4,284,675	45.1 Acres	$1,127,500
Oxford Middle School (6-8)	712	800 (est.)	80,577	$5,532,112	32.0 Acres	$ 492,000
Oxford High School (9-12)	790	800 (est.)	118,715	$3,300,000	32.0 Acres	$ 800,000
Scott Center (Handicapped K-12)	36	48	7,004	$ 576,000	**	**
Oxford Learning Center (Alternative School)	30	36	3,120	$ 100,620	1.0 Acres	$ 20,000
B&I Complex *** (Vocational School)	158/301 City/Total	350	35,880	$3,300,000	6.2 Acres	$ 167,400

* Included in Bramlett Elementary
** Included in Middle School Acreage
*** Shared between City/County School Districts

The Oxford School District will begin construction on a new middle school in July 1998. The school will be built on acreage at the present middle school. The school will contain 58,951 square feet and will be built for about $5,400,000. The building is scheduled for completion by January 2000.

Once the new building is complete, the grade configuration for the five main buildings will be: K-1, 2-4, 5-6, 7-8, 9-12.

Additional construction is scheduled for Oxford Elementary School and Oxford High School. This construction is scheduled to begin September 1998.

Oxford High School will add a new cafeteria and field house. The existing cafeteria and athletic space will be converted into additional classrooms.

- Approximate Cost: $1,000,000
- Additional Square Feet: 10,000

Oxford Elementary will add a new multipurpose building to compensate for the conversion of the existing multi-purpose space into five additional classrooms.

- Approximate Cost: $970,000
- Additional Square Feet: 12,600

These figures do not include educational facilities in the Lafayette County School District, The University of Mississippi, or Northwest Community College.

Lafayette County School District
Demographic Information
1998-99

	Student/Staff Information			Building/Property Information			
Site	*Enrollment*	*Staff*	*Computer Stations*	*Square Feet*	*Insured Value*	*Land Area*	*Land Value*
Campus						60.06 acres	2,575,340
Lafayette Elem. Sch. (grades K-4)	795	98	135	64,896	3,003,132		
Lafayette Middle Sch. (grades 5-8)	728	73	155	81,250	4,452,022		
Lafayette High Sch. (grades 9-12)	569	61	160	84,000	5,587,000		
Lafayette Alternative Sch.	10 (avg.)	2	1 2	1,440	38,828		
Band Hall/P.E. Gym			1	8,900	373,800		
Bus Shop		4	9	2,400	119,070		
Central Adm. Office		8		1,581	184,000		
Athletic Field Houses				5,400	309,600		
B&I Complex (Voc. Center; shared between City and Co.)	115 (Co.)	14		35,890	3,300,000	6.2 acres	167,400

Construction in Planning Stage:

1. A multi-purpose building to be connected to the elementary school is in design stage. This building will house P.E. classes for grades K-4.
   - Sq. Ft. - 7,000
   - Approx. cost - $600,000
2. A mini-storage complex is in construction. These units will offer additional storage areas for all departments on campus.
   - Sq. Ft. - 1,600
   - Approx. cost - $15,000
3. The present band hall/p.e. gym will be renovated to become a fine arts complex for band and chorus.

* The Lafayette County School District has all schools, offices, and departments located on one campus. The B&I Complex, which is jointly owned by the Lafayette County School District and the Oxford School District, is at a different location.

Lafayette County School District 3600

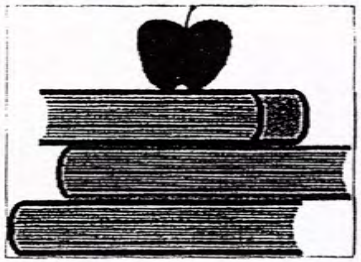
Mississippi Report Card

Data represent School Year 1996-1997 information

alpha-la

ACCREDITATION LEVEL: 4

1997-98 Performance Index:	**4.3**
1996-97 Performance Index:	*4.1*
1995-96 Performance Index:	*3.6*



Demographic Information		
'96-'97 Enroll.	District	State
Students: (K-12)	2,073	503,967
White	62.81%	47.86%
Black	37.10%	51.02%
Asian	0.00%	0.56%
Native American	0.00%	0.16%
Other	0.10%	0.40%

% of Students in Lowest Quarter		
Battery	% < Q1	Rank
ITBS Grade 4	11.5%	16
ITBS Grade 5	8.5%	6
ITBS Grade 6	10.2%	26
ITBS Grade 7	12.8%	20
ITBS Grade 8	8.7%	18
TAP Grade 9	12.9%	12
FLE Composite	11.6%	7
Algebra I	10.3%	41
US History	16.7%	39

	District Information	District	State	Rank
Student/Teacher Info	Attendance as % of Enrollment	96.42%	96.70%	106
	% Eligible for Free Lunch	41.41%	55.39%	28
	Number of Carnegie Units Taught	85	76.85	54
	Classroom Pupil/Teacher Ratio	14.26	16.18	11
	Number of Dropouts	36	10,414	N/A
	% Teachers with Advanced Degrees	50.63%	32.68%	2
	% Emergency Licenses	2.17%	3.95%	N/A
	Number of Gifted Program Teachers	5.17	670.07	N/A
	% Gifted Students (Grades 2-12)	12.69%	6.50%	12
Special Ed	% Special Education Students	20.76%	12.48%	N/A
	% Receiving Diplomas	71.43%	15.26%	3
	Federal Special Education Budget	$153,619	$27,703,759	69
	State/Local Special Ed. Budget	$833,992	$145,867,011	65
Voc Ed	Number of Vocational Teachers	10.83	1,728.34	66
	% Students in Voc. Prog. (Gr. 7-8)	42.44%	68.02%	95
	% Students in Voc. Prog. (Gr. 9-12)	47.89%	67.14%	134
Financial Info	Total Per Pupil Expenditure	$4,723	$4,491	43
	Estimated State/Local Per Pupil Exp	$4,193	$3,867	25
	Estimated Federal Per Pupil Exp.	$529	$624	112
	% District Administration Expend.	2.80%	3.21%	31
	Total Operational Levy	42.30	37.04	
	Debt Service Levy	15.50	N/A	N/A
	Valuation Per Student in ADA	$18,014	$24,353	89
Title I	Title I Allocation	$323,566	$120,638,599	125
	% Used for Classroom Instruction	84.54%	71.88%	23
	Number of Eligible Children	410	264,071	132
	% of Eligible Children Served	46.85%	82.58%	139
	Number of Title I Schools	2	678	109
Other	Number of AP Courses Offered	3	N/A	N/A
	AP Students as % of HS Enrollment	4.21%	N/A	N/A
	Graduation Rate	70.88%	73.64%	105
	Mean ACT Core Composite Score	18.7	19.7	100
	IHL (% ACT Core)	38.1%	42.0%	80

Performance Standards	District	State	Rank
ITBS Grade 4 Read.	50.1	45.8	38
ITBS Grade 4 Lang.	51.5	48.6	39
ITBS Grade 4 Math	52.3	49.3	37
ITBS Grade 5 Read.	49.9	44.6	23
ITBS Grade 5 Lang.	57.6	48.2	12
ITBS Grade 5 Math	53.4	47.7	18
ITBS Grade 6 Read.	53.9	48.7	25
ITBS Grade 6 Lang.	55.9	50.1	24
ITBS Grade 6 Math	51.2	49.9	51
ITBS Grade 7 Read.	49.7	46.4	45
ITBS Grade 7 Lang.	55.7	49.9	18
ITBS Grade 7 Math	49.3	47.2	50
ITBS Grade 8 Read.	56.8	50.1	17
ITBS Grade 8 Lang.	55.8	50.4	15
ITBS Grade 8 Math	53.3	47.1	29
TAP Grade 9 Read.	51.8	45.6	23
TAP Grade 9 Lang.	57.8	49.4	8
TAP Grade 9 Math	47.4	45.0	48
P.A. Grade 4 Lang.	486.1	469.0	42
P.A. Grade 4 Math	456.1	454.9	72
P.A. Grade 5 Lang.	496.8	468.7	17
P.A. Grade 5 Math	464.9	440.2	35
P.A. Grade 6 Lang.	495.6	468.4	20
P.A. Grade 6 Math	453.9	442.8	62
P.A. Grade 7 Lang.	484.0	460.1	22
P.A. Grade 7 Math	458.2	435.6	50
P.A. Grade 8 Lang.	500.4	456.8	8
P.A. Grade 8 Math	461.2	432.0	40
P.A. Grade 9 Lang.	510.4	451.8	1
P.A. Grade 9 Math	471.3	433.9	17
FLE Reading	276.3	270.9	22
FLE Math	274.4	265.9	16
FLE Written Comm.	272.6	266.4	10
Algebra I	307.8	300.0	30
US History	305.8	300.0	32

School Level Testing Data

ITBS and TAP scores are reported as Normal Curve Equivalents (NCE), National Average = 50

Grades 4, 5, 6	Grade 4 ITBS				Gr. 4 P. A.		Grade 5 ITBS				Gr. 5 P. A.		Grade 6 ITBS				Gr. 6 P. A.	
	Read.	Lang.	Math	%<Q1	Lang.	Math	Read.	Lang.	Math	%<Q1	Lang.	Math	Read.	Lang.	Math	%<Q1	Lang.	Math
004 Lafayette Elem	50.1	51.5	52.3	11.5	486.1	456.1	49.9	57.6	53.4	8.5	496.8	464.9	53.9	55.9	51.2	10.2	495.6	453.9
Lafayette County	50.1	51.5	52.3	11.5	486.1	456.1	49.9	57.6	53.4	8.5	496.8	464.9	53.9	55.9	51.2	10.2	495.6	453.9
MISSISSIPPI	45.8	48.6	49.3	25.6	469.0	454.9	44.6	48.2	47.7	27.6	468.7	440.2	48.7	50.1	49.9	20.6	468.4	442.8

Grades 7, 8	Grade 7 ITBS				Gr. 7 P. A.		Grade 8 ITBS				Gr. 8 P. A.	
	Read.	Lang.	Math	%<Q1	Lang.	Math	Read.	Lang.	Math	%<Q1	Lang.	Math
008 Lafayette HS	49.7	55.7	49.3	12.8	484.0	458.2	56.8	55.8	53.3	8.7	500.4	461.2
Lafayette County	49.7	55.7	49.3	12.8	484.0	458.2	56.8	55.8	53.3	8.7	500.4	461.2
MISSISSIPPI	46.4	49.9	47.2	25.5	460.1	435.6	50.1	50.4	47.1	21.3	456.8	432.0

Performance Assessments
100-399 *Little or no understanding*
400-499 *Emerging understanding*
500-599 *Basic understanding*
600-900 *Proficient understanding*

Grades 9, 10, 11, 12	Grade 9 TAP				Gr. 9 P. A.		FCE				Algebra I		US History		ACT	
	Read.	Lang.	Math	%<Q1	Lang.	Math	Read.	Math	Writ.	%<Q1	Score	%<Q1	Score	%<Q1	Score	% IHL
008 Lafayette HS	51.8	57.8	47.4	12.9	510.4	471.3	276.3	274.4	272.6	11.6	307.8	10.3	305.8	16.7	18.7	38.1
Lafayette County	51.8	57.8	47.4	12.9	510.4	471.3	276.3	274.4	272.6	11.6	307.8	10.3	305.8	16.7	18.7	38.1
MISSISSIPPI	45.5	49.4	45.0	27.7	481.8	433.0	270.9	265.9	266.4	24.8	300.0	21.3	300.0	20.3	19.7	32.0

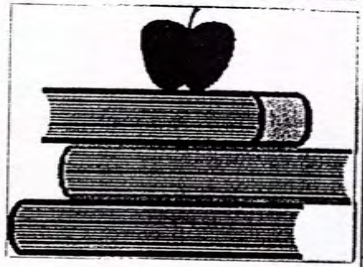
Lafayette County 3600

Oxford School District 3620

alpha-la

ACCREDITATION LEVEL: 5

1997-98 Performance Index:	**5.0**
1996-97 Performance Index:	*5.0*
1995-96 Performance Index:	*3.9*



Mississippi Report Card

Data represent School Year 1996-1997 information

Demographic Information		
'96-'97 Enroll.	District	State
Students: (K-12)	2,905	503,967
White	51.33%	47.86%
Black	46.13%	51.02%
Asian	2.03%	0.56%
Native American	0.10%	0.16%
Other	0.41%	0.40%

% of Students in Lowest Quarter		
Battery	% < Q1	Rank
ITBS Grade 4	10.3%	12
ITBS Grade 5	14.6%	24
ITBS Grade 6	19.4%	70
ITBS Grade 7	13.6%	24
ITBS Grade 8	16.2%	55
TAP Grade 9	15.9%	25
FLE Composite	17.6%	36
Algebra I	9.2%	35
US History	12.0%	16

	District Information	District	State	Rank
Student/Teacher Info	Attendance as % of Enrollment	96.67%	96.70%	89
	% Eligible for Free Lunch	43.68%	55.39%	35
	Number of Carnegie Units Taught	91.5	76.85	37
	Classroom Pupil/Teacher Ratio	14.75	16.18	24
	Number of Dropouts	44	10,414	N/A
	% Teachers with Advanced Degrees	48.89%	32.68%	4
	% Emergency Licenses	1.60%	3.95%	N/A
	Number of Gifted Program Teachers	6.99	670.07	N/A
	% Gifted Students (Grades 2-12)	12.97%	6.50%	11
Special Ed	% Special Education Students	14.67%	12.48%	N/A
	% Receiving Diplomas	27.27%	15.26%	31
	Federal Special Education Budget	$174,172	$27,703,759	56
	State/Local Special Ed. Budget	$977,305	$145,867,011	50
Voc Ed	Number of Vocational Teachers	6.09	1,728.34	107
	% Students in Voc. Prog. (Gr. 7-8)	96.28%	68.02%	49
	% Students in Voc. Prog. (Gr. 9-12)	59.28%	67.14%	118
Financial Info	Total Per Pupil Expenditure	$4,867	$4,491	37
	Estimated State/Local Per Pupil Exp.	$4,353	$3,867	16
	Estimated Federal Per Pupil Exp.	$514	$624	115
	% District Administration Expend.	2.83%	3.21%	36
	Total Operational Levy	45.70	37.04	
	Debt Service Levy	7.90	N/A	N/A
	Valuation Per Student in ADA	$31,123	$24,353	19
Title I	Title I Allocation	$443,380	$120,638,599	104
	% Used for Classroom Instruction	82.00%	71.88%	44
	Number of Eligible Children	2,071	264,071	43
	% of Eligible Children Served	84.00%	82.58%	87
	Number of Title I Schools	4	678	54
Other	Number of AP Courses Offered	9	N/A	N/A
	AP Students as % of HS Enrollment	44.59%	N/A	N/A
	Graduation Rate	88.57%	73.64%	9
	Mean ACT Core Composite Score	24.2	19.7	1
	IHL (% ACT Core)	55.8%	42.0%	16

Performance Standards	District	State	Rank
ITBS Grade 4 Read.	57.6	45.8	4
ITBS Grade 4 Lang.	60.4	48.6	6
ITBS Grade 4 Math	61.7	49.3	3
ITBS Grade 5 Read.	52.8	44.6	11
ITBS Grade 5 Lang.	58.6	48.2	7
ITBS Grade 5 Math	52.6	47.7	26
ITBS Grade 6 Read.	52.8	48.7	32
ITBS Grade 6 Lang.	54.5	50.1	34
ITBS Grade 6 Math	51.7	49.9	48
ITBS Grade 7 Read.	54.6	46.4	13
ITBS Grade 7 Lang.	55.2	49.9	21
ITBS Grade 7 Math	56.3	47.2	8
ITBS Grade 8 Read.	57.1	50.1	15
ITBS Grade 8 Lang.	55.4	50.4	18
ITBS Grade 8 Math	53.6	47.1	25
TAP Grade 9 Read.	56.0	45.6	6
TAP Grade 9 Lang.	56.5	49.4	12
TAP Grade 9 Math	53.7	45.0	4
P.A. Grade 4 Lang.	511.4	469.0	8
P.A. Grade 4 Math	547.8	454.9	1
P.A. Grade 5 Lang.	506.9	468.7	2
P.A. Grade 5 Math	482.2	440.2	12
P.A. Grade 6 Lang.	482.4	468.4	40
P.A. Grade 6 Math	458.6	442.8	54
P.A. Grade 7 Lang.	502.6	460.1	5
P.A. Grade 7 Math	486.3	435.6	12
P.A. Grade 8 Lang.	485.4	456.8	23
P.A. Grade 8 Math	477.8	432.0	15
P.A. Grade 9 Lang.	487.5	451.8	9
P.A. Grade 9 Math	488.8	433.9	8
FLE Reading	276.7	270.9	18
FLE Math	269.7	265.9	47
FLE Written Comm.	273.2	266.4	7
Algebra I	313.9	300.0	15
US History	317.1	300.0	5

School Level Testing Data

ITBS and TAP scores are reported as Normal Curve Equivalents (NCE), National Average=50

Grades 4, 5, 6	Grade 4 ITBS				Gr. 4 P. A.		Grade 5 ITBS				Gr. 5 P. A.		Grade 6 ITBS				Gr. 6 P. A.	
	Read.	Lang.	Math	%<Q1	Lang.	Math	Read.	Lang.	Math	%<Q1	Lang.	Math	Read.	Lang.	Math	%<Q1	Lang.	Math
008 Oxford Elem	57.6	60.4	61.7	10.3	511.4	547.8	52.8	58.6	52.6	14.6	506.9	482.2						
016 Oxford Mid School													52.8	54.5	51.7	19.4	482.4	458.6
Oxford	57.6	60.4	61.7	10.3	511.4	547.8	52.8	58.6	52.6	14.6	506.9	482.2						
MISSISSIPPI	45.8	48.6	49.3	25.6	469.0	454.9	44.6	48.2	47.7	27.6	468.7	440.2	48.7	50.1	49.9	20.6	468.4	442.8

Grades 7, 8	Grade 7 ITBS				Gr. 7 P. A.		Grade 8 ITBS				Gr. 8 P. A.	
	Read.	Lang.	Math	%<Q1	Lang.	Math	Read.	Lang.	Math	%<Q1	Lang.	Math
016 Oxford Mid School	54.6	55.2	56.3	13.6	502.6	486.3	57.1	55.4	53.6	16.2	485.4	477.8
Oxford	54.6	55.2	56.3	13.6	502.6	486.3	57.1	55.4	53.6	16.2	485.4	477.8
MISSISSIPPI	46.4	49.9	47.2	25.5	460.1	435.6	50.1	50.4	47.1	21.3	456.8	432.0

Performance Assessments
100-399
Little or no understanding
400-499
Emerging understanding
500-599
Basic understanding
600-900
Proficient understanding

Grades 9, 10, 11, 12	Grade 9 TAP				Gr. 9 P. A.		FLE				Algebra I		US History		ACT	
	Read.	Lang.	Math	%<Q1	Lang.	Math	Read.	Math	Writ.	%<Q1	Score	%<Q1	Score	%<Q1	Score	% IHL
012 Oxford HS	56.0	56.5	53.7	15.9	487.5	488.8	276.7	269.7	273.2	17.6	305.0	12.4	317.1	12.0	24.2	55.8
016 Oxford Middle Sch											339.2	0.0				
Oxford	56.0	56.5	53.7	15.9	487.5	488.8	276.7	269.7	273.2	17.6	313.9	9.2	317.1	12.0	24.2	55.8
MISSISSIPPI	45.6	49.4	45.0	27.7	451.8	433.9	270.9	265.9	266.4	24.8	300.0	21.4	300.0	24.3	19.7	42.0

Appendix IV

Oxford University School
Planting The Roots For Your Child's Future

2402 South Lamar Boulevard • Oxford, Mississippi 38655 • 601-234-2200 • Fax 601-234-3505

October 23, 1998

Dr. Angie Brunsteen
Fax Number 281-8706

Dear Dr. Brunsteen,

Here are the items for the education subcommittee – Vision 2020

O.U.S. is a co-ed, non-sectarian Independent Day School established in 1984.

1998-1999 total enrollments is: 160 Students in grades K4 through grade 7

10 Members on Board of Directors

1 Head of School

13 Full-time teachers (11 have M.A. or M.Ed. 1 has PhD.)

4 Part-time teachers (all have college degrees in field)

6 Full-time teacher's aides (all have college degrees)

1 Office Manager

1 Bookkeeper

O.U.S. has maintained the highest academic rating (AA) by MPSA since its founding.

Approximately 75% of O.U.S. students live within Oxford city limits

School Day 8:00 A.M. to 3:00 P.M.

After School Enrichment Programs 3:15 to 5:15 P.M.

Land Value - $800,000.00 (1994 appraisal)

Three buildings on 11 acres – Upper level building has five classrooms (capacity for 70 students) library, computer lab, teacher's work room, reception area, and office for Head of School.

Lower level building has one gymnasium, one art studio, seven classrooms, teacher work areas and lunch room/kitchen area.

Rayner Science Lab – One classroom and one science lab

These three buildings are situated on 11 acres and which include a large playground area and a wooded area with creek for outdoor science field trips.

O.U.S. is located opposite North Mississippi Baptist Memorial Hospital.

We adhere to a longstanding policy of admitting students of any race, color, religion, national or ethnic origin.

Sincerely yours,

Steve Carroll and Barbara Dobbs Boling
O.U.S. Board President and Head of School
Oxford University School

Enclosure (1)

al

GOVERNMENT COMMITTEE

VISION

The role of this Committee shall be to assist in the proper development and functioning of all governmental agencies through study, interviews, and discussions. Committee recommendations shall attempt to serve the needs of the population of Lafayette County in all areas of governmental activity.

BACKGROUND

The initial task of the Government Committee was to look at every facet of City government, to ascertain by general consensus how well each facet was currently functioning, and to focus our recommendations on the areas where the most attention and/or improvement was warranted. We tried always to keep in mind governance of the City of Oxford, Lafayette County, and the University, and how the three governmental entities could work together in each of the focus areas, notwithstanding the fact that Vision 20/20 is primarily a plan for the City.

RECOMMENDATIONS

1. ADMINISTRATIVE PROCESSES AND PROCEDURES

A.) Establish comprehensive plans for each City department, with five, ten, and 20-year goals. Such plans should include, but are not limited, to: (28)

- Staffing needs for each time period
- Capital improvement needs
- Maintenance schedules for all equipment
- Response methods for dealing with elected officials
- Planned methods of interfacing with all other departments

B.) Establish standard guidelines for handling routine activities of, and inquiries about, City government, City services, etc., to assure fairness and uniformity in responding to citizens. Guidelines should include optimum response time as well as unbiased method for measuring citizen satisfaction. (17)

C.) Eliminate unnecessary duplication of services between departments. Establish common purchasing and out-sourcing methods, wherever possible. (0)

D.) Hire a Personnel Director to manage all human resources on a city-wide basis. The Personnel Director would be responsible for insuring that the City's employee selection processes and procedures are fair, and that they recognize the merit of all qualified applicants, regardless of race. (9)

E.) Require all department heads to work with the Personnel Director (or on their own, if there is no Director) to establish a city-wide personnel management program, which would include providing periodically updated personnel policies and a means of systematically analyzing work activities, job duties, and employee knowledge skills and abilities. (6)

F.) Continue the evaluation of City employee pay rates, with a goal of providing more competitive salary and benefit packages, both within City departments and compared with other cities of like size. (6)

G.) Hire a full time grant writing specialist in order to seek supplemental funding for present and future City needs. Such a specialist should be familiar with State and Federal programs and guidelines. Consider compensation on a success-fee basis. The City and

County should enter into an inter-local agreement to share the costs and the benefits of having a specialist. (48)

H.) Immediately develop a comprehensive plan for dealing with the potential "Year 2000" (Y2K) computer problem. Coordinate efforts with State and Federal programs in order to learn what these programs have accomplished to date. (1)

I.) Begin to develop a city-wide, comprehensive Capital Improvement Plan and budget. The effective date should be fiscal year (FY) 2000. Ensure that all departments are included, as well as overall capital needs. Build into the plan the ability to calculate deferred maintenance costs. (14)

J.) Establish a city-wide, curbside recycling program. The initial program must include paper, glass, and plastic. Pickups should be on a weekly basis. (59)

K.) In order to promote and encourage more effective citizen participation, change the meeting time for the County Board of Supervisors to 6 p.m. (55)

2. *LAW ENFORCEMENT*

A.) Establish a Departmental plan to address the need for additional police stations and increased personnel as the population increases and as city boundaries expand. The plan should cover anticipated needs for the next 20 years. (0)

B.) Establish a plan for instituting and maintaining a Community Policing program in which all law enforcement agencies develop extensive and productive partnerships with the community, in order to address core problems and focus on crime prevention. This should include businesses, schools, community service organizations, government resources, and all other areas of the community. A basic goal of Community Policing is to establish public/private partnerships to address root causes of crime, instead of treating the symptoms. (40)

C.) Develop community-wide crime prevention programs that will educate and involve citizens in crime reduction efforts. Such programs include neighborhood watch, citizen patrol, DARE, home security, business security, and Crime Prevention Through Environmental Designs (CPTED). (30)

D.) Explore means of applying the Tourism Tax toward greater safety in those areas impacted by tourists. (1)

E.) Encourage increased cooperation between City, County, and University law enforcement officers. (14)

F.) Strictly enforce laws concerning sale and possession of alcohol and other drugs, particularly where minors are involved. (31)

G.) Strictly enforce all litter laws. (9)

H.) Establish a multi-jurisdictional juvenile detention center in order to keep juvenile offenders separate from adults. (4)

3. *FIRE PROTECTION*

A.) Establish a departmental plan to address the need for additional fire stations and

increased personnel as the population increases and city boundaries expand. The plan should cover anticipated needs for the next 20 years. (0)

B.) Consider land acquisition for additional fire stations as soon as feasible, due to escalating real property costs. (0)

C.) Coordinate fire protection plans with proposed airport expansion. Develop new protection criteria, where necessary. (0)

D.) Continue to monitor response times and carry out an ongoing program to reduce them to the lowest time possible. (5)

4. *EMERGENCY PREPAREDNESS*

A.) Continue coordinated efforts between the City, County and University to improve upon the existing Comprehensive Emergency Management Plan (CEMP, adopted May 1998). (5)

B.) Recognizing the vital need for citizen awareness and knowledge, immediately disseminate all relevant information to citizens of Lafayette County. Information should detail proper actions to be taken in the event of a tornado, earthquake, or other disaster, before, during, and after the occurrence. Insert flyers in the *LafaShopper*; distribute flyers through churches, civic organizations, and County fire and law enforcement departments; request articles in the *Oxford Eagle*, *Daily Mississippian*, *The Citizen*, etc. (5)

C.) Encourage and assist neighborhoods, subdivisions, and communities throughout the county to develop their own localized Emergency Management Plan, in coordination with the CEMP. (5)

D.) Establish and maintain an emergency alert system adequate for the population patterns of today and the future. (5)

5. *YOUTH*

A.) Develop a Youth Community Center that will provide young people with a safe, wholesome, and entertaining environment in which to gather. (121)

B.) Continue with in-depth evaluation of recreation services, institute more cooperation between the City and County, and promote a broader range of activities. (11)

6. *ANIMAL CONTROL*

A.) The current facilities at the Humane Society are inadequate in a number of respects. Either increase space at the existing facility or relocate to a new, modern facility, preferably in one central location. (20)

B.) In order to free Humane Society staff from fundraising activities, seek more permanent funding sources. Enact local and private legislation, or enter into an inter-local agreement to share the funding of the shelter and all animal control efforts. (23)

C.) Designate the Humane Society as the sole authorized animal control agency. Provide funding to acquire adequate equipment and trained personnel. (19)

D.) Immediately establish an effective, county-wide rabies control program. (0)

7. INTER-GOVERNMENTAL RELATIONS

A.) Establish and maintain better channels of communication and more proactive cooperation between City government (Mayor and Board of Aldermen, County Board of Super visors, and University officials. Encourage and heighten public expectations in these matters. (96)

B.) The City and County should each appoint elected officials to act as liaison with each other. Each liaison would attend meetings of the other board and serve as the contact person for relaying information. (51)

GOVERNMENT COMMITTEE MEMBERS

Betty Arnold
Jenny Arnold
Roy Arnold
Harold Brummett
Donna Buchanan
Kay Cobb, *Task Force Liaison*
Dave Dutton
Bertha Ealey
David Elmore
Doug Fancher
Jimmie Frierson
Jennifer Hall
Justin Hall
Sam Jones
Lois LaSeur
Elzie Morgan
George Price
Rhonda Rea-Finch
Carrie Roberts
Amy Whitten, *Facilitator*
Katie Wood

HOUSING COMMITTEE

VISION

The vision of the Housing Committee is that Oxford, the University, and Lafayette County will recognize the need for more affordable housing and for a plan involving all three entities in addressing housing growth. Oxford and Lafayette County will recognize the importance of off-campus housing as an industry which should have structured guidelines for both landlords and the tenants.

BACKGROUND

The Housing Committee has spent many hours thinking, discussing, listening, and recommending ways to encourage planned and managed housing growth; secure the availability of housing to a larger group of the population; and develop a program to educate and protect the rights of the parties within a landlord/tenant relationship.

A record 68 million families own their own homes in the United States--almost two-thirds of all American families. Despite nation-wide, record economic growth and a local unemployment rate of 2.7% (May, 1998), an ever growing number of our citizens are unable to buy a home in Oxford and Lafayette County. Although a record number (16,060, June, 1998) are employed in the public and private sector, their take home pay does not afford them the opportunity to purchase a home, which now averages well over $125,000. For those people in the $15,000 to $30,000 income bracket, there is no affordable housing. Nor is there any available or affordable land to purchase.

Oxford is very unique. Our city is not dying from the inside-out, as most cities do. The heart of Oxford is alive, thriving, and continues to attract businesses and residents. The Square is an excellent example of the successful mixed-use of residence and business.

The town has developed into a place that caters to a student population which wants to live freely off campus. Every existing structure and every available plot of ground has been or is being converted into high priced rental property. The student rental business is an enormous industry for Oxford and the county. To discourage it would have an attritional effect on taxation revenue.

Within the last twenty years, the evolution of this conversion of all available property to student rentals has caused our housing to become a disorganized mix, causing the deterioration of our sense of community, and is the root of all of our problems. A sense of community is the fabric that binds us together. We now are uneasy because we feel that fabric unraveling around us. Strong neighborhoods bring back memories of children playing safely, each house with a manicured lawn, neighbors who watch over and care for each other. Many people long for that same lifestyle, as do those who have only heard about it. The mass exodus of the student population that flows in and out of every neighborhood in Oxford has contributed to the deterioration of the community fabric.

Another contributing factor has been the inability of the local labor force--those who carry out the necessary day-to-day jobs that we all depend upon--to buy a home in Oxford. We have found that many local people have been priced completely out of the housing market. These citizens, in large part employees of the University (the largest employer in the county), employees of the City and County, and many others who essentially keep everything going, cannot afford to buy a home within the city limits of Oxford or within a close radius of the city. These people are not pushed out because we have declining quality of life or a badly maintained environment in the city. On the contrary, our economy is excellent and our environment is favorable.

Per capita income in Oxford and Lafayette County today is $17,707 (April, 1998). The wide chasm between income and the spiraling cost of housing is too great. Herein lies our most difficult problem. Compounding this problem even more is the exodus into the county which, because of lack of restrictions and zoning, is experiencing unmanaged growth. Without a combined City-County plan, we will most likely turn the countryside into clutter; we will experience rising crime, increased costs, increased taxes or decreased services, or both.

RECOMMENDATIONS

We have reached for ways to solve the problems of unequal distribution of resources, planned and managed housing growth, and developing an avenue to solve landlord/tenant altercations and controversies. Our findings are enumerated below.

1. RESIDENTIAL POLICIES: MODIFICATION OF STANDARDS AND RESTRICTIONS

Land development policy, building restrictions, zoning, bureaucratic red tape, and inflation contribute to the escalating cost of new homes. Alternatives and innovation should be implemented to make housing more affordable. We recommend the following: (84)

A.) Encourage development of neighborhoods with smaller houses and lot sizes. (65)

B.) Review existing regulations regarding factors that affect development costs (curbs, sidewalks, street width, etc.). (30)

C.) Allow higher density housing in some areas, utilizing cul-de-sacs, with adjacent open space. (0)

D.) Allow the development of manufactured housing in a particular area as a viable alternative to new construction in providing affordable housing. (14)

E.) Offer tax-based stimuli for providing affordable housing, such as: (44)
- Tax savings for homeowners.
- Credits or deferrals for developers of affordable housing.
- Tax incentives, for long-term affordability.

F.) Purchase land in all geographic areas of the city to be set aside as green space for each internal community, and utilized it as community mini-parks. (390)

G.) Require, through inclusionary housing, that some percentage of all multi-family residential housing be occupied by low and moderate income households. (50)

H.) Encourage the development of a City-County plan for the expansion of the city and development of areas in the county within close proximity of the city, and offer City services. (383)

2. PROMOTING PRIVATE SECTOR INVOLVEMENT

A.) Generate private funds for affordable housing by inviting socially responsible investors to invest in funds with a slightly below market return. (36)

B.) Generate funding through applications for grants to private and public foundations. (35)

C.) Encourage investment by senior citizens and the retirement community through a responsible investment fund. (17)

D.) Utilize local financial institutions, through loan commitments and grants pursuant to Community Reinvestment Act obligations, to: (6)

- **Finance incentive programs based on specified borrower guidelines.**
- **Offer mortgage loans with low down payment requirements.**
- **Offer below market interest rates.**
- **Provide assistance with closing costs.**
- **Make available loans to rehabilitate existing property or build new homes, with interest charges that can become a tax credit.**

E.) Create financing incentives for developers to encourage the building of affordable housing. (17)

3. ENHANCING STUDENT HOUSING ON CAMPUS

There are currently, 10,731 students enrolled on the Oxford campus of The University of Mississippi. Of this number, 1,730 freshmen and 1,353 upperclassmen are living on campus. Most of the remainder of the total number live in Oxford or Lafayette County. At this time, the University does not plan to house any additional students nor require any expansion of their present mandatory housing of freshmen. New construction of dormitories will not increase the number of units, as the older dormitory buildings will be converted into classrooms and office space. Many students are satisfied with student housing, and others are not. For some, it is an economical place to live while attending the University; for others, it is an extension of parental control. The Committee discussed many ideas for improvement of student housing. Some of these are enumerated below:

A.) Create more apartment complexes with features that contribute to a community atmosphere for the occupants. (12)

B.) Offer units configured as suites for students. (5)

C.) Offer incentives for students to live on campus by exempting housing fees for upperclassmen living on campus. (62)

It is unclear how increased mandatory student housing would affect the rental market in Oxford and the county. There is a possibility that it would offer some relief for available space and cause rental rates to drop somewhat. The likelihood of this happening is remote.

4. EDUCATION AND PROTECTION OF RIGHTS OF THE PARTIES WITHIN A LANDLORD/TENANT RELATIONSHIP WITH REGARD TO STUDENT HOUSING OFF CAMPUS

We often hear that there are three sides to every story. Students who live in rental property in Oxford and the county have their own set of dilemmas to deal with while in the position of student tenant. Often they feel victimized by their landlords. On the other side of the coin, landlords often voice criticism of students who fail to pay their rent or who are inordinately destructive. There is a need for clear guidelines to be drawn for the respective parties.

A.) The City, the County, and the University should make an effort to inform all parties involved in this contractual situation of their rights. Involving the local bar association and law school organizations in preparing booklets which spell out students' rights would help to eliminate dissatisfied students and disgruntled landlords.

B.) Landlords in Mississippi have an obligation to residential tenants to:

- **Comply with applicable building and housing codes. (54)**
- **Maintain a unit in the same condition throughout the lease as it was in at the beginning of the lease. (16)**
- **Remedy any dangerous defects in the property.**

C.) Tenants may enforce these rights, after proper written notice to the landlord, by:
- **Repairing the defect themselves and deducting the cost from their rent (up to one month's rent, and not more often than every six months).**
- **Bringing suit against the landlord for damages, or to require repair.**
- **Complaining to the building and housing inspector.**

D.) While tenants are entitled to repairs under Mississippi law, it is sometimes difficult to enforce these rights. Tenants' ability to enforce their rights would be enhanced by:
- **Education about tenants' rights, and distribution of sample repair requests and "repair and deduct" requests. (19)**
- **Creation of a special, once a week, City housing court. (7)**
- **Vigorous code enforcement in Oxford. (1)**
- **Passage of a housing code in Lafayette County. (178)**

5. ALTERNATIVES TO PUBLIC HOUSING AND/OR THE EXTENSION OF PUBLIC HOUSING IN OXFORD'S FUTURE

The development standards for government-owned public housing has changed. The Oxford Housing Authority administers the low income public housing programs for Oxford. There are essentially two separate programs: one structure for public housing, and one for assisted housing. These are both affordable rental programs, with rent based on a percentage of gross income or adjusted net household income. All of the public housing sites are inside the city limits. There are 212 units (efficiency to five bedroom units) in public housing, and 100 units of assisted housing at Riverside Place under the auspices of Oxford Housing Authority. The Federal government is not funding the construction of any new public housing.

The Mississippi Regional Housing Authority, through HUD, has issued Section 8 Certificates, which are a form of subsidized grant, to assist families in geographically targeted areas where standard housing is very difficult to find. These families are in private housing owned by private landlords. There are 50 of these State-funded certificates issued in Lafayette County. There is no future funding for this kind of program. The only possible future for this type of housing, under the Public Housing Authority, will have to come from a partnership with private sources, making use of the Public Housing Authority's ability to secure bonds. The following recommendation was made:

A.) The primary housing need in our community, for people who have a limited interest in home ownership, is affordable rental property. The remedy for this will require the involvement of the private sector.

SUMMARY OF COMMUNITY RESPONSE

- Most important to approximately 130 citizens of Oxford/Lafayette County are various methods of alleviating the bureaucratic costs involved in the construction of housing.

- An overwhelming number of people indicated that they want geographic areas to return to the "community environment" by developing "mini-parks" in residential areas.

- A large majority of those who indicated their concerns believe that it is critical to have not only a City Plan, but a County Plan in combination with the City's.

- Many believe that we should have a housing code for the County.

CONCLUSION

Family income is the key factor here in searching for an "affordable" home. If every lending institution in Oxford had generous supplies of monies (and most do), we still have the

problem of land availability and out of reach prices for land and construction.

In a recent survey for the Chamber of Commerce, figures demonstrate that in 1998 the estimated family household income of 41.4% of the people in our city-county area is less than $30,000 annually. (Families, not households. Families are defined as married couples living together, with or without children and other family members.)

A decent salary for a lot of hard working people would be the easiest answer to many of the problems expounded upon here. (10)

After watching people stand before the ideas set forth by the Housing Committee, I believe that the long time they took deliberating indicates that they each were equally as perplexed by the problems associated with affordable housing as were the members of the Housing Committee. (Celeste Jordan)

HOUSING COMMITTEE MEMBERS

Mae Ballew
Daisy L. Barry
Kathleen Bethay, *Facilitator*
Alberta Bryant
Jesse B. Davis, *Task Force Liaison/Facilitator*
Edna Herron
Carol A. Hilliard
Phyllis Johnson
James Joiner, Jr.
Celeste Jordan, *Chair*
Bryan Ledford
Ollie M. Mitchell
Kelly Norris
George Reynolds
Basil Richmond
Paula Shanks, *Task Force Liaison/Facilitator*
Evelyn Smith
Gayla Spence
Susan Stewart
Kathy Tidwell
Tony Zhou

LAND USE COMMITTEE

VISION

The Land Use Committee envisions the City encouraging planned and managed growth as a means of developing an attractively built environment, while protecting and conserving our natural resources through:

- Protecting the integrity and character of established neighborhoods.
- Providing for the quiet and convenient enjoyment of our neighborhoods.
- Enhancing efficiency by encouraging planned development and redevelopment within the city limits.
- Providing appropriate housing for Oxford's student population.
- Providing for attractive landscaping of the community.
- Accommodating the unique and special development and policy needs of the downtown and the area adjacent to the University campus.
- Stimulating and guiding positive economic and commercial development.
- Providing appropriate flexibility to stimulate private initiative and individual creativity in design, while protecting the public interest.
- Providing and maintaining a reliable and appropriate infrastructure.
- Allowing for the development of housing alternatives in order to meet the housing needs and the preferences of all segments of our community's population, and accommodating new building technology.

BACKGROUND

The Land Use Committee and its focus study groups met many times between May 3, 1998 and November 15, 1998. It was charged with the task of eliciting diverse, broad-based, citizen's visions concerning the development of policy considerations and recommendations for a revised Oxford Land Use Plan which would meet the needs and desires of our people, and be dynamic, responsive, and adaptable in a rapidly changing world.

Specific implementation measures, such as zoning ordinances, subdivision regulations, and building codes--which must be developed by the Planning Commission and Professional City Planning Consultants from Georgia Tech College of Architecture, and approved by the City Council--will require further study and deliberation, and will, of course, be in more detail. However, the policy considerations and recommendations generated by this Land Use Committee will provide guidance in developing those documents. In addition, the members of this Committee stand ready to provide further assistance in any way possible.

This Committee has determined that proper land use planning can do much for the public and our municipality, including:

- Preserving the natural aesthetics and visual contours of the community.
- Separating incompatible land uses.
- Designating development areas.
- Designating preservation areas.
- Avoiding undue concentration of population.
- Preventing overcrowding of land and buildings.
- Minimizing congestion on streets and roads.
- Promoting the health, safety, and general welfare of the residents.
- Protecting property values.
- Initiating standard development procedures.
- Managing growth.
- Defining the public interest.

We began our deliberations with a survey of our city's strengths and needs. The most commonly mentioned assets were our green spaces with trees, the downtown Square, and the University campus and its Grove. On the other hand, imminent action is needed to address careful control of zoning, initiating historic preservation measures, acquiring more and improving present green space, managing growth in an orderly fashion, and preserving the environment.

RECOMMENDATIONS

With all of these things in mind, the Committee diligently pursued a definition for our community of proper land use planning for Oxford, and it presents the following considerations and recommendations which reflect thorough review, modification, and acceptance by the Land Use Committee as a whole.

1. Annexation (155)

A.) We recommend an annexation policy over the next 20 years to acquire adequate land area to provide for city growth, with due consideration given to the following:

- Appearance of entrances to the city along major thoroughfares.
- City infrastructures and utilities that currently exist or must be put in place.
- Maintenance of racial balance subject to approval of U.S. Justice Department.
- Impact on school districts.
- Popular support by citizens on land to be annexed.
- Large tracts of undeveloped land.
- Population density of current development.

B.) We recommend these pursuits in the near future:

- Immediately seek an expansion of the city at a minimum of one mile in all directions, with up to three miles along major thoroughfares, in order to control zoning and the appearances of approaches to the city. Specifically, priority should be given to the following:
  - The incorporation of Woodlawn Subdivision, South Oaks subdivision, and the area along Pea Ridge Road, with due consideration given to current infrastructures in place.
  - The incorporation of the following areas that are either requesting annexation, or present minimal difficulties in providing utilities: Brittany Woods Subdivision, Woodland Hills Estates, and adjacent undeveloped areas.
  - In the next year, initiate and complete annexation of contiguous, compatible areas that are interested in being annexed, as well as areas along major thoroughfares, including tracts of undeveloped land adjacent to these areas and to the current city limits.
  - In the long term, where possible, seek up to a three mile expansion in all directions from the present city limits, as well as up to eight miles along major thoroughfares, in order to control zoning and the appearances of approaches to the city.
  - Explore the use of Transfer of Development Rights (TDR) as a tool for use in the preservation/ conservation of undeveloped areas that are brought into the city limits.

2. Design Standards (140)

There should be more community control of the appearance of developments by means such as historic preservation ordinances, special use districts, design review regulations, landscape ordinances, and other methods as deemed appropriate and necessary.

3. Historic Preservation (71)

We endorse the City Council's adoption of an ordinance to protect and preserve structures and areas of historical value.

4. Residential Areas (45)

Economic Access

This Committee believes that density of development should not be used as a barrier to economic access to housing. We seek to accommodate low-cost housing at all levels of density in residential developments.

Low Density Residential Areas

The goal of establishing low density residential areas is to promote residential development at two dwelling units or fewer per acre, and to preserve the wholly residential character of certain areas, thereby protecting the integrity and value of existing housing. The following topics of concern are stated for the benefit of those who will be involved in establishing new zoning districts in these areas, or reinforcing existing zoning controls:

Any use in these areas is reviewable by the Planning Commission for appropriate:

- Landscaping
- Buffering and Screening
- Lighting
- Off-street Parking

Standards for street width need to be established in order to preserve the character of neighborhoods.

Moderate Density Residential Areas

The goal of establishing moderate density residential areas is to promote the location of residential developments at three to six dwelling units per acre in areas of the city where the utilities and public infrastructure will support such density. Housing may be owner-occupied or renter-occupied, and may include the full range of housing types. Developments need not be three units per acre, but may not exceed six units per acre. Such areas may include personal service and small retail establishments and private recreational areas. The plan for each development in such areas will be reviewed by the Planning Commission according to the criteria described below.

The following criteria are for the establishment of zoning districts and for the review of proposed moderate density residential developments:

- Adequate open space, including parking areas
- Landscaping and buffering
- Ingress/egress and traffic flow
- Drainage and flooding
- Service area design and location

High-Density Residential Areas

The goal of establishing high density residential areas is to promote the location of residential development at seven or more units per acre in areas of the city where the utilities and public infrastructure will support such density. Housing may be owner-occupied and may include the full range of housing types, including mobile or manufactured home parks, condominiums, and apartments. Such areas may include personal service and small retail establishments and private recreational areas. The plan for each development in such areas will be reviewed by the Planning Commission according to the criteria described below.

The following criteria are for the establishment of zoning districts and for the review of proposed high density residential development:

- **Adequate open space, including parking areas**
- **Landscaping and buffering**
- **Ingress/egress and traffic flow**
- **Drainage and Flooding**
- **Service area design and location**

5. *Local Commercial Areas (Shopping Development) (31)*

To promote the establishment of stable, neighborhood service/retail center located logically and conveniently around the city, the following general criteria are offered:

- **Locate on or near major arterial streets, preferably at an intersection with collector streets.**
- **Encourage overall planned development, rather than piecemeal development of any new center.**
- **Encourage upgrading of existing centers.**
- **Apply strict setback, off street parking, sign location, landscaping, and curb-cut controls to existing and new developments. Eliminate pole signs.**

6. *Lighting Ordinance (27)*
   - **Adopt an ordinance to manage and control light pollution, glare, and light trespass.**

7. *The City Should Strive to Eliminate Auto Junk Yards, Junk Railroad Cars, and Used Mobile Home Storage Yards from Within the City Limits (26)*

8. *Infrastructure (22)*
   - **Develop a Storm water Management Plan for public and private land parcels to help control water flow.**
   - **Develop a Utilities Plan for water, sewer, and power.**
   - **Develop an Erosion Prevention Plan.**

9. *Airport Area (20)*
   - **Relocate the airport from present site.**

10. *Comprehensive Landscape Plan (19)*
    - **Develop comprehensive Landscape Plan to cover all areas of the community.**

11. *Open Space and Green Space (19)*
    - **Ensure adequate open space and green space throughout the city.**

12. *University Area and Perimeter (13)*
    - **To accommodate the mixed use and variable density development demands required on University campus land and the land immediately adjacent along its perimeter, the following criteria are proposed:**
    - **Where development is proposed in this area, development plans are reviewable by the City Planning Commission through intergovernmental cooperation between the City and University.**
    - **Where development is proposed abutting a low-density residential area, detailed plans for landscaping, buffering, and screening shall be required.**
    - **All development, redevelopment, and conversion proposals will require plans for off street parking and dedication of additional street and utility right of way, where required by the City.**
    - **Add a City planning representative to any University planning committee.**

13. *Mixed Uses (12)*
    - **Strive for compatibility with existing uses and neighborhoods.**
    - **Consider landscaping, buffering, screening, and parking impact.**

14. *Regional Commercial Areas (11)*
    To establish areas for development and expansion of shopping malls serving the regional market, the following criteria for control of development include:

    - **Review overall plan for development and expansion of shopping malls serving a regional market.**
    - **Require landscaping plans.**
    - **Encourage redevelopment/upgrading of current facilities.**

15. *Industrial Areas (6)*
    - **Apply the same guidelines and development philosophy to industrial parks as applied to other zones.**

16. *Highway Commercial (5)*
    - **Phase out "Highway Commercial" as a zoning entity.**

17. *Street Lights (4)*
    - **Street lighting should be placed on the same side of streets as sidewalks.**

18. *Tools for Preservation and Conservation (2)*
    - **Explore the use of Transfer of Development Rights (TDR) as a tool for use in preservation and conservation.**

19. *Specific Landscape Analysis*

As part of its research for appropriate Land Use Planning, the Committee organized focus groups to study various landscapes or neighborhoods in the city for evaluation: of the type of predominant and minority land use; whether such uses were stable or transitional in character; and what recommendation, if any, could be made for these areas. Each focus group wrote its own report, hence the variation in styles of reporting.

The focus groups analyzed the following areas:

Area #1	Town square - 9th Street to 15th Street, and Jefferson to University Avenue.
Area #2	Within the city limits, but south of Highway 6.
Area #3	South of University Avenue, east to the city limits, west to the railroad by the University campus, and north of Highway 6.
Area #4	North of Highway 6, west of the University campus, north to College Hill Road, and west to the city limits.
Area #5	North of College Hill Road, north of the University campus, and University Avenue, outside of the square, west of North Lamar, and north to the city limits.
Area #6	East of North Lamar, north of the University Avenue, and north and east to the city limits.

The reports of these groups follow. The recommendations contained herein represent the recommendations of the Land Use Committee as a whole.

AREA # 1

1. Encourage use and development of the Square as a public place for the full community, bridging racial and economic divisions.

2. Promote retail establishments on the ground level of buildings around the Square, with office or residential permitted above, in order to preserve the character and charm of the Square.

3. Promote planning policies that regulate allowable uses that include a healthy balance of boutiques, banks, offices, residences, restaurants, lounges, etc.

4. Maintain a height limit for downtown buildings.

5. Discourage further transition from single-family to multifamily residences in areas adjacent to the Square.

6. Curtail expansion of the Central Business District.

7. Curtail expansion of commercial uses into adjacent residential areas.

8. Develop Design Review Standards for the Central Business District.

9. Explore the concept of making the Square more pedestrian-friendly through such means as reducing traffic flow and encouraging parking off the Square.

AREA # 2

(See *AREA #2 map* to correlate with numbers below)

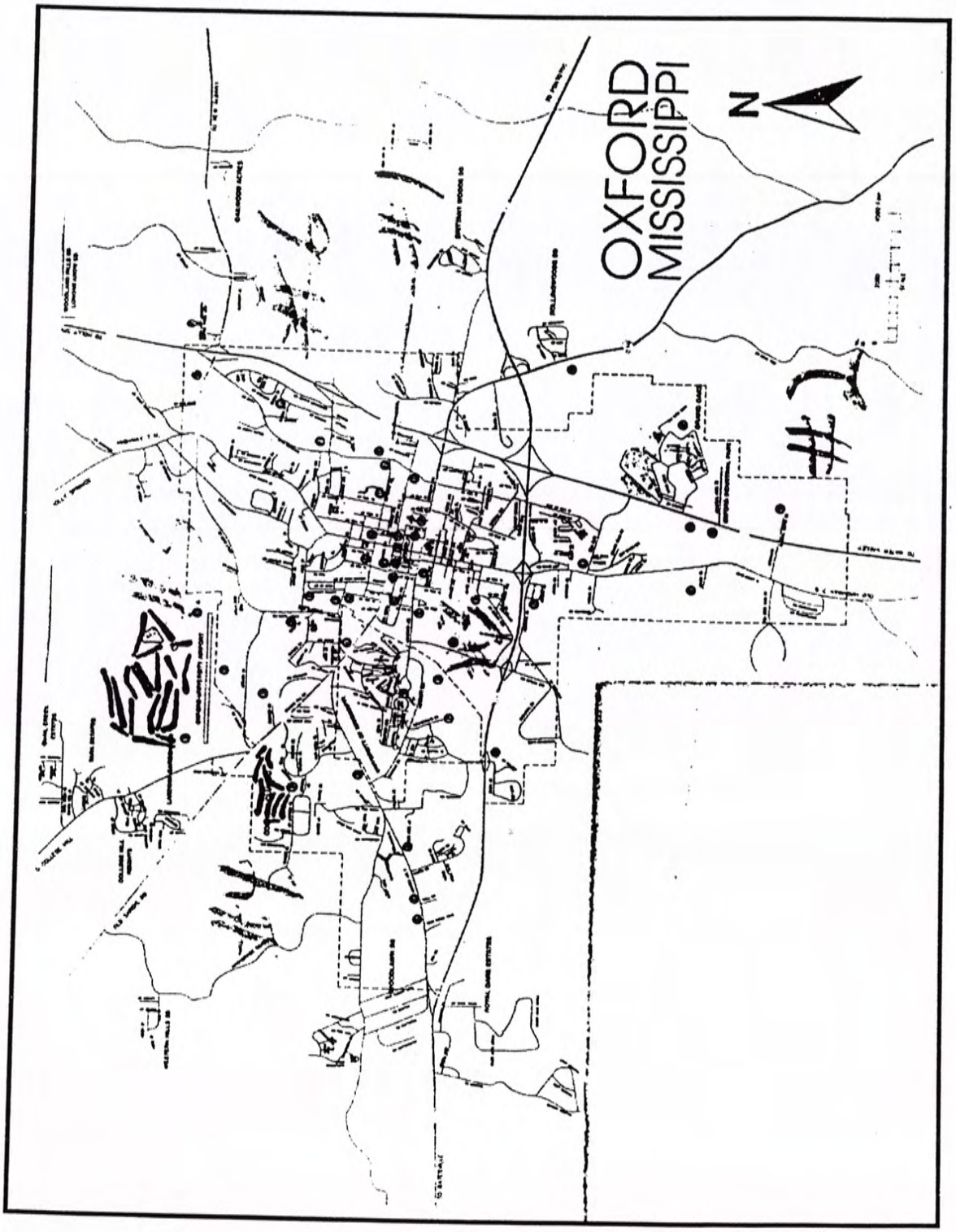
AREA	LOCATION/CHARACTER/USAGE
1	This area is southwest of Highway 6 and the Coliseum Drive interchange. Stable/Residential: Predominantly single family, with some duplexes and one apartment complex *Recommendation: Keep present usage*
2	This area is just south of Highway 6 and west of Old Taylor Road Stable/Industrial: Whirlpool Corp. *Recommendation: Keep present usage*
3	This area lies just east of Whirlpool, then south to the city limits on Old Taylor Road, and then follows east along Frontage Road, ending at the Best Western Motel. Stable/Residential: Predominately apartments. with a small number of single family and duplexes. Also contains two new apartment complexes. *Recommendation: Keep present usage*

Additional recommendations concerning areas 1,2, and 3:

• Because area 2, the western part of area 3, and Shiloh Place, adjacent in the county, have a high population/employee density, and the major road serving them (Old Taylor Road) is only two lanes, we recommend that the traffic congestion that now exists be addressed. Traffic controls, such as stop lights, and possibly widening Old Taylor Road may be necessary.

• Also lying between area 1 and Whirlpool (area 2) is a railroad right-of-way which may have possibilities as a park with a bike path. This right-of-way connects to the Ole Miss

Map of Oxford



campus and could provide walking and bike access if a Highway 6 cross-over is built. If the campus does eventually become non-automobile, as is rumored, this would provide alternative access for the large student population in this area. Access would be necessary from the Old Taylor Road area.

4 This area begins with the Best Western Motel, east to and then south on South Lamar to Elliott, east to Jeff Davis, back north to Access Road, and back to the point of beginning.

Stable/Commercial/Mixed: Predominately professional offices and pharmacies.
Recommendation: Keep present usage

5 This is vacant property located at the southeast corner of Jeff Davis Road and Access Road.

Transitional Vacant to Commercial Vacant: Site of proposed doctor's office.
Recommendation: Change is compatible with area usage, so it is acceptable.

6 This area begins east of areas 4 and 5, continues south to Elliott, continues on the same east/west plane to South 18th Street., then back north to Access Road, and back to the point of beginning.

Stable/Residential/Mixed: Single family, duplex, multi-family. Eastern end of area contains a mobile home park and a subsidized housing complex.
Recommendation: Keep present usage

7a, b Area a is west of area 4 on Mimosa; area b is west of area 8 on Harlan Drive, including Woodland Lane.

Stable/Residential: Mostly single family
Recommendation: Try to preserve present usage.

8 This area lies south of areas 4 & 6, running south along South Lamar, excluding the farmland (area 10), then including the commercial area of the Azalea development, then east to Highway 7, back north to Belk Drive, and then back west along Elliot.

Transitional Residential/Vacant to Commercial: This is a large area served by South Lamar and State Highway 7. The area served by South Lamar is changing predominately to professional offices and associated services, ie. pharmacy. The area along Highway 7 will probably become mixed commercial. As the large land areas change, more arterial streets will probably be added to serve the businesses being built.

Recommendations:

- *The Committee recommends that this commercial development be designed taking the natural aesthetics of the area into consideration.*
- *As the areas adjacent to stable residential areas develop, use natural or tree/ vegetation barriers to screen the adjacent residential areas.*
- *Also as the traffic increases, the widening of South Lamar may have to be addressed.*
- *There are plans to widen Highway 7. The intersections of Highway 7 and Belk and 7 and Veterans Drive are very busy and treacherous. Traffic control at these two sites should be considered. Consideration should be given to reducing the speed limit on Highway 7 south of Belk to 45 mph.*

9 This is the residential area along Jeff Davis Extended and Horne Road, including Reeves Drive, bordered on the west by South Lamar, and on the north, south, and east by area 8.

Stable/Residential: Mostly single family.
Recommendation: Try to preserve present usage. (The commercial pressures of the area may make this impossible.)

10 This area lies on either side of South Lamar, south of Horne Road to the Azaleas development. Transitional/Agricultural: This is a small cow/calf farming operation. When the elderly farmer is no longer living, his heirs will most likely will develop or sell this very valuable property.

Recommendation: Area 10 The Committee recommends that this area transition to residential and recreational. As there is no park or recreational green space on the south end of Oxford, we suggest that the western part of this area near the creek be acquired by the City to become a park. Both of these uses would help balance the commercial development in the adjacent areas. If commercial development cannot be avoided directly adjacent to South Lamar, there should be effective natural barriers separating the resulting commercial area from the residential usage area behind it. Also, we recommend that any development be designed taking into consideration the natural aesthetics of the area.

11 This area begins with St. Charles Place, the residential area of the Azaleas development, and runs south to the city limits, bordered on the west by the city limits and on the east by South Lamar.

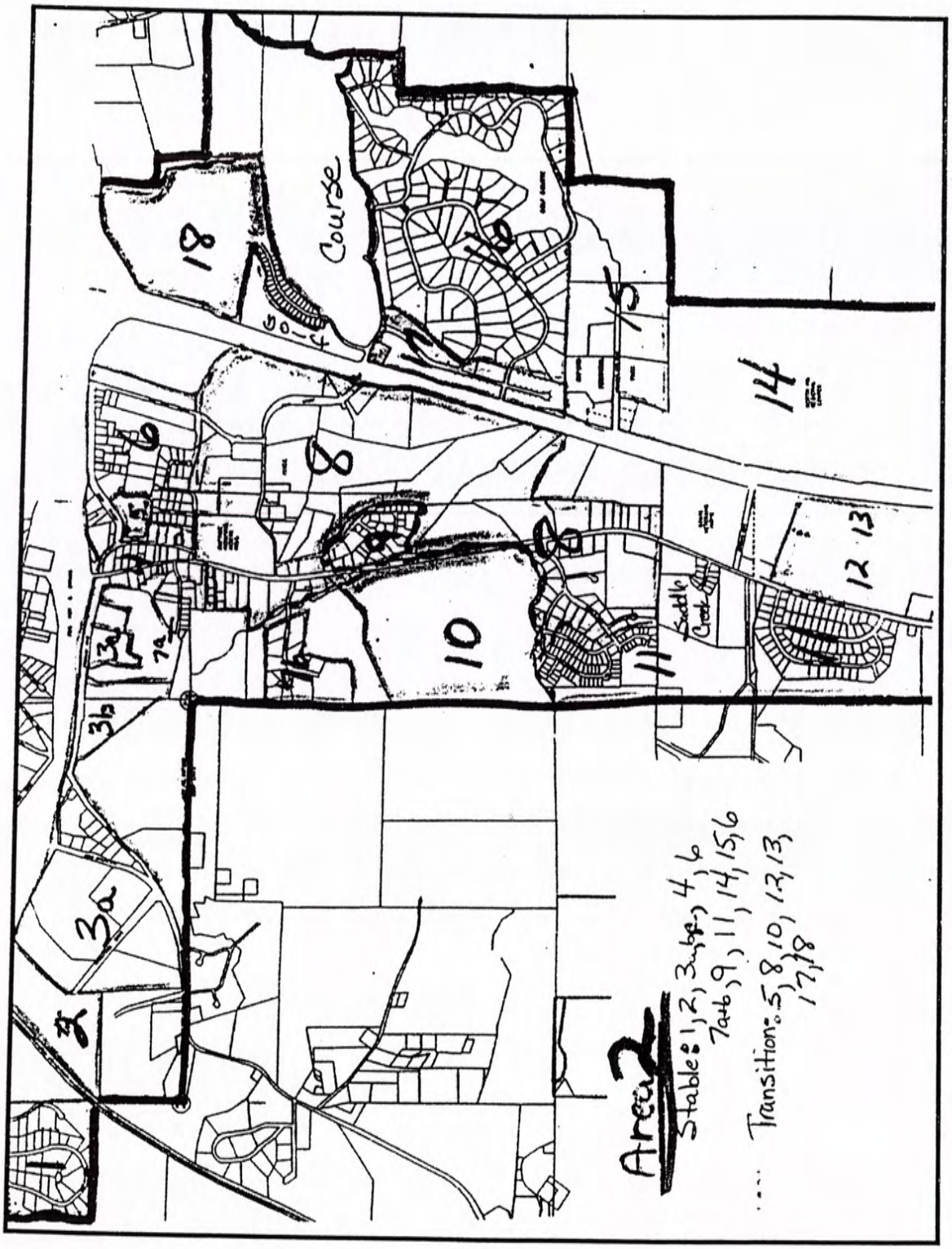
Stable/Residential/Mixed: Residential area containing an older subdivision, subsidized/low income housing, the Azaleas elderly housing, and a large amount of new home construction. This area is predominately single family, with the exception of the Azaleas and the subsidized units.

Recommendation: Keep present usage. The low income housing is greatly needed, but is becoming run down. This should be addressed, because allowing one part of an otherwise stable area to deteriorate may contribute to the destabilization of the surrounding residential areas.

Additional recommendations concerning areas 7, 8, 9, 10 & 11:

- Each business presently located or being built along South Lamar has its own parking area and access to Lamar. This interrupts traffic flow on Lamar and is beginning to create congestion. If this practice is allowed to continue for each potential business locating in the South Lamar area, the situation will become very undesirable. This practice needs to be controlled by limiting curb cuts and/or with other ideas that may be suitable.
- There exists the potential for solid commercial development along each side of South Lamar from Highway 6 south to the Mississippi Veterans Home. Is there a way to stagger or alternate development along each side in order to prevent the occurrence of a solid commercial strip similar to that on West Jackson Avenue?
- In order to preserve the now isolated residential areas west of South Lamar (7a &7b), we suggest that these areas be given a common thread, such as a road connecting them. This road could link these areas with the park and the western residential area 10, the residential areas of the Azaleas, and possibly Saddle Creek. [The idea is to give these areas an alternative ingress and egress to South Lamar, thereby creating a common thread for them, as well as helping to alleviate traffic on South Lamar. Area 9 is also an isolated residential area. We would welcome suggestions for ways to tie it in, as well.]
- Another suggestion would be to tie in the suggested park area of area 10 with the railroad right-of-way park and bike path lying between areas 1 and 2. The common link road connecting the isolated residential areas could also follow this pathway to Old Taylor Road. This road and green space/bike path would connect the South Lamar area to the Ole Miss campus, giving the South Lamar area a safe alternative route to campus. As annexation of vacant areas contiguous to the city is a part of the recommended annexation policy, a suitable route may be found to accomplish this idea.

Area #2 Map


Area 2
Stable: 1, 2, 3a, 3b, 4, 6
7a, 7b, 9, 11, 14, 15, 16
Transition: 5, 8, 10, 12, 13
17, 18

Areas 12 and 13 lie east of South Lamar and west of Hwy 7. The area comprising 12 and 13 is bordered on the north by the county property along Veterans Drive, and on the south by the city limits. It presently has an out-of-state owner who may decide to sell in the future, therefore, suggestions are given for its transition.

12 Transitional Vacant to ?

Recommendation: Develop into predominately single family residential in order to remain compatible with adjacent area.

13 Transitional Vacant to ?

Recommendation: Commercial development, as this area is adjacent to Highway 7. We recommend that the design of the development be undertaken with consideration of the natural aesthetics of the area.

Additional recommendation concerning areas 12 and 13:

- An effective, natural, green buffer should be placed between the two different usage areas.

14 Stable: The North Mississippi Regional Center (NMRC). The NMRC facility is long term.

Recommendation: None

15 This area lies south of Grand Oaks, east of Hwy 7, and north of the NMRC.

Stable/Industrial: There are existing industrial facilities here. This area is not fully developed.

Recommendation: Keep present usage.

Additional recommendations

- As the Grand Oak residential community fills in to this area north, natural buffers may be desirable to separate the two areas.
- As the commercial areas along Hwy 7 develop, the difficult traffic situation that can occur here at shift change will escalate and will need to be addressed.

Areas 16,17 and 18 all lie in the Grand Oaks subdivision.

16 This area lies east of Barron Street, south of Grand Oaks Boulevard and Augusta Drive, west of the city limits, and north of the Industrial Park.

Stable Residential: Although this area is still under construction, it will most likely become and remain a stable, mostly single family community.

Recommendation: Keep present usage. See natural screening recommendations, area 15.

17 This area runs along both sides of Barron St.

Transitional Vacant to Mixed: This mostly vacant area of Grand Oaks lies in between Hwy 7 and Grand Oaks residential. It appears on the map to be platted in small residential lots, but already contains a small commercial element.

Recommendation: Develop with mixed usage residential/commercial. Use natural buffers to screen residential areas from any commercial development.

18 This area lies north of Grand Oaks Boulevard and the Augusta Drive area, above the northern part of the golf course.

Transitional Vacant to Mixed: The plan for this mostly vacant northern area of Grand Oaks is that it become a self-contained planned community with a mixed use of

commercial, zero-lot-line residential, and condominiums.
Recommendation: Undertake this development with consideration of the natural aesthetics of the area. Also, monitor this development as the population density increases to ensure provision for the increase in traffic.

Areas 16,17 & 18 (Grand Oaks) contains a private lake and a private golf course which provide a natural area for the subdivision. Care should be given that any commercial development does not harm these areas. It is recommended that its commercial development be designed taking into consideration of the natural aesthetics of the area.

General Recommendations for AREA #2:

1. Bike lanes for South Lamar.

2. A sidewalk down one side of South Lamar.

3. Bike lanes for Old Taylor Road (because of the proximity to the Ole Miss campus) if none are developed in the railroad right-of-way. This cannot be done unless the traffic problem is addressed.

4. All commercial development should be designed in harmony with the natural aesthetics and topography of the area.

AREA #3

This area includes the land south of University Avenue, east to the city limits, west to the railroad by the University campus, and north of Highway 6.

1. Encourage transition of residential areas away from R. B. to R. A. zoning.

2. Since University Avenue from Lamar eastward is a main gateway to the city, develop this area into a consistent, cohesive appearance with improved aesthetics through landscaping on public/private land, underground utilities, and appropriate, attractive street lighting (example: antique lamps).

3. Eliminate free-standing signs or pole signs.

4. Encourage the preservation of Bailey Woods and the adjacent wooded area surrounding Rowan Oak.

AREA #4

(See *AREA #4 maps* to correlate with numbers below)

AREA	LOCATION/CHARACTER/USAGE
1	Stable, Residential Single Family: on large lots, hilly terrain *Recommendation: No change*
2	Stable, Residential Single Family: on a variety of lot sizes. Very hilly terrain, drainage area. *Recommendation: No change*
3	Stable, Residential Multifamily: many apartments, townhouses, and duplexes; rolling terrain. *Recommendation: No change, but vacant areas will likely transition into multifamily.*

4 Stable, Residential Single-Family: west side of development is in flood plain.
Recommendation: No change

5 Stable: mobile home park in low-lying area.
Recommendation: No change, but rumored to be a possible site for a Super WalMart.

6 Stable, Residential Multifamily/Single-Family Mix: many older apartment complexes clustered, newer single family dwellings along University property, high student population, very hilly terrain.
Recommendation: No change foreseeable

7 Stable, Residential Single-Family: minority area, hilly terrain
Recommendation: No change

8 Stable, Residential Multifamily: trailers, apartments, condos
Recommendation: No change foreseeable

9 Unstable, Recreation: Semi-public old Country Club golf course now owned by City (in limbo)
Recommendation: Should remain a public park area

10 Stable, Institutional: church facilities
Recommendation: No change

11 Stable, Commercial/Professional Office: lots of new development; hotels, banks, restaurants
Recommendation: No change

12 Unstable, Transitional, Commercial Small Business: in low -lying area
Recommendation: No further expansion of current use

13 Unstable, Commercial: Oxford Mall (lack of stable, mall-type businesses)
Recommendation: Upgrade and redevelop as a major retail center. Bring in higher-end businesses like GAP and Dillards

14 Unstable, Transitional, Commercial: highway commercial area on Jackson Avenue from Oxford Mall to Highway 6; strip malls in older buildings
Recommendation: Encourage transition of these commercial shopping strip malls into a shopping area with a consistent, cohesive appearance with improved aesthetics, such as can be accomplished through landscaping (with trees) of a median strip down Jackson Avenue and along the roadside. As part of development/redevelopment, provide for underground utilities, put in antique street lamps or accent lighting, and limit curb cuts

15 Unstable: struggling residential duplex and multi-family
Recommendation: No greater density of same use permitted without improvement to transportation corridor, such as access roads

16 Transitional, Single-Family
Recommendation: Unknown

17 Unstable, Single-Family: new development, high student population, high occupancy for single-family homes (non-family)
Recommendation: find some way to enforce occupancy. Concern is that parents buy homes for their kids who live in dwellings with their friends and sell them after four

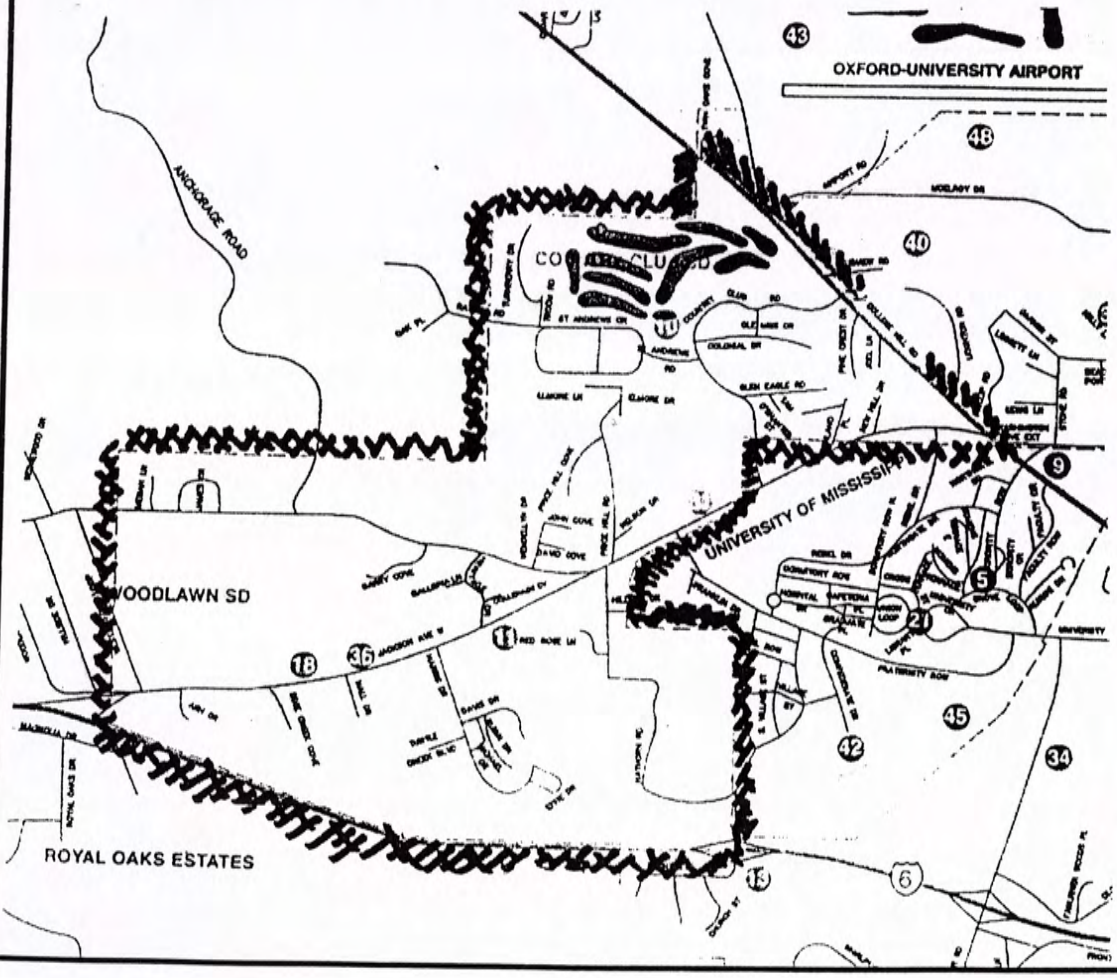
Area #4, Map1

Area # 4

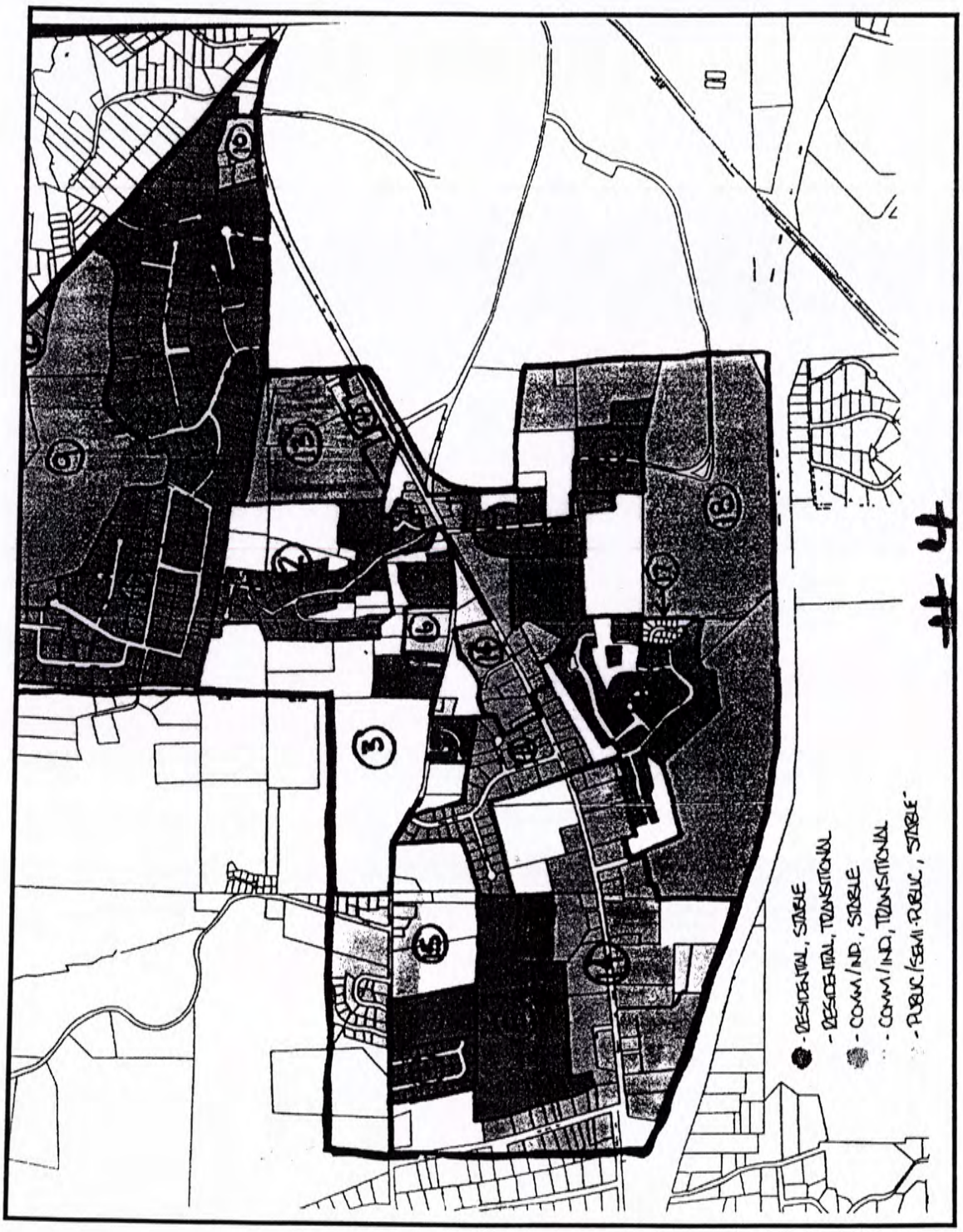
LANDSCAPE OVERVIEW FOR "THE WEST" SECTOR OF OXFORD

The development of this area has been recent (within the last 40 years) and has been determined by a radial pattern of 3 roads which fan out from the northwest boundary of the University of Mississippi. These roads or streets are (1) the College Hill Road, (2) Jackson Avenue, and (3) Anderson Road. Only three through streets connect these radial arteries. A circuitous Country Club Drive connects Jackson and College Hill. Recently completed Heritage Drive and West Oxford Loop connect Anderson and Jackson. Another connective street is Hathorn Road which menders south from Jackson back into the southwest part of the University. Two other connecting streets the Highway 6 Bypass and McElroy Drive are at the edge of "the west" study area and are not significant in the development of the landscape within this study area.

The pattern of both residential and commercial development in "the west" has been strips along or unconnected "coves" off these primary streets.



Area #4, Map 2


- RESIDENTIAL, STABLE
- RESIDENTIAL, TRANSITIONAL
- COMM/IND, STABLE
- COMM/IND, TRANSITIONAL
- PUBLIC/SEMI-PUBLIC, STABLE

years. No family atmosphere.

18 **Stable: educational institution-owned property, mostly intramural fields, University mobile home park, rolling hilly terrain**
Recommendation: Encourage the preservation of landscape and visual contours, i.e., from other locations in city, forested hills create a nice visual backdrop

AREA #5

This area is north of College Hill, north of the University of Mississippi Campus, and includes streets outside of the Square west of North Lamar and north to the city limits.

AREA LOCATION/CHARACTER/USAGE

1 **The area starting north of College Hill Road at McElroy Drive is transitional, because of the construction of the new Post Office building and mosque. Traffic is expected to be heavy and hazardous. The north end of McElroy Drive consists of a residential area. There are absolutely no aesthetics.**
Recommendation: some sort of landscaping. Any new development in this area would be compatible with its already stable, low density residential character.

2 **McElroy Drive intersects with Molly Barr Road. Molly Barr Road is partially transitional, because of the construction of a condominium. Molly Barr Road also possesses a Police Department, Municipal Building, convenience store, and gas station. These properties suggest *stability* in this area.**

3 **Price Street, which connects Molly Barr Road and North Lamar, is seriously in need of street lights.**
Recommendation: Price Street needs new street lights, which should be placed on the same side of the street as the sidewalks.

4 **Martin Luther King, Jr. Drive and Circle, Chickasaw, Cherokee, and Summerset are all stable residential areas with good entrances and exits. This area is also hilly, which is not good for drainage.**

5 **Further north of Price Street and Martin Luther King, Jr. Drive is well established with homes on Porter Street, Longest Road, Vivian Street, and Eagle Springs Road. All are stable and low-density residences, which makes this area of good residential character. With the exception of two subdivisions, Cherokee and Summerset Drive, there are no other new developments. The predominant land use is residential.**

6 **North Lamar is inundated with businesses such as a hotel, law offices, gas stations, and restaurants. Perhaps this is where these buildings should be, because North Lamar is a main artery in and out of Oxford.**

AREA # 6

This area is bordered on the south by University Avenue, on the west by the Central Business District and North Lamar, on the north by the northern city limits just beyond Molly Barr Road, and on the east by the corporate limits east of Highway 7.

Predominant Land Use

The predominant land use in this northeastern area of Oxford consists mostly of single-family residential development which is very stable. The area can be described as being along North Lamar from Jefferson Street to Douglas Drive, then east to Park Drive, then north to Molly Barr, then east to Highway 7, then south to the Oxford High School area, then west along Jefferson

Street, and back to North Lamar. The area is very attractive, with a mix of mostly low density single family houses, ranging from some of the oldest in the city along North Lamar, to newer houses built along Park Drive and Ridgewood Manor Drive. This area contains very desirable and popular neighborhoods, schools, and Avent Park, and is a great asset to the community.

Less Prevalent Land Use

A problem area, considered to be in transition, is the area running along North Lamar from Douglas Drive north to the northern corporate limits. This area is predominantly commercial, but has older residences mixed in. Behind the commercial strip, on the streets running east, are mostly older residences of various types. Pleasant Circle is mostly mobile homes, while Varner Loop and Rogers Road consist of older single family, frame houses. The Stewart Street area contains a number of duplexes, with a new development of duplexes presently under construction.

The northern part of this area, along Molly Barr Road, contains mixed development of residential and commercial uses, and an elementary school.

The area between University Avenue and Jefferson Street was once a low density residential area, but has been increasing to higher density with the development of apartment complexes, duplexes, and condominiums.

Historical Discussion

The North Lamar area consists mostly of some of the oldest residential development in Oxford and is a major contributor to the charm and character of the city. This area should be considered for preservation and not be changed into commercial or higher residential density development. The residential neighborhood along Douglas Street was developed in the 1950s and 1960s and has remained a stable area. Park Drive, developed after Douglas, is a stable area which has just recently built up after the connection of the street with Molly Barr Road.

Area Landscape

Practically all of this area is very hilly, with curving and undulating streets throughout. The land is covered with hardwoods and is very attractive, particularly along Park Drive and Zillah Avent Street. There are areas along North Lamar which are less attractive, where used mobile homes are stored, and where some buildings show signs of deterioration.

Adjoining Areas

The western side of North Lamar consists of the same type of mixed, older development, except for a few newer commercial buildings. The adjacent southern and eastern areas consist of stable residential area, as well as Avent Park. North of the city limits, along Old Highway 7, is a hodgepodge of development consisting of garages, metal buildings, and an assortment of sub-standard residential structures built in unplanned development.

Stable Areas

The residential areas along North Lamar to Douglas, Douglas to Park Drive, Park to Molly Barr, Molly Barr to south along Highway 7 to Oxford High School, to Jefferson and North Lamar are considered very stable neighborhoods which are an asset to the community. These areas should be protected by proper codes and ordinances.

Transitional Areas

The area along North Lamar has been changing, although not rapidly, to mostly commercial. Commercial use, including office buildings, does seem to be more appropriate along this main artery of the city, and may alleviate some of the blight in this area. To the east, an increase of duplex housing is under construction in the Stewart Street area, which is appropriate and compatible with other duplex units already there.

Other areas in transition are those located east of Highway 7 at the end of Sisk Avenue and the area northeast of University Avenue and Highway 7. A shopping center is planned for the Sisk Avenue area. Also, a new Kroger store is being planned for the area just north of University Avenue, where the old radio station building is located. Both of these areas are not developed at this time.

The residential area lying between University Avenue and along Jackson Street from the CBD to Bramlett Boulevard used to be single-family houses on normal size lots; but this area has changed in character somewhat with the development of condominiums, apartments, duplexes and the like. More development of townhouses, etc., are anticipated, and the density will increase with current zoning of the area.

General Recommendations for ALL AREAS

1. All of the residential areas described above as stable should be protected with zoning and other controls to restrict commercial encroachment and increases in density.

2. The area along North Lamar north of Price Street should be promoted for commercial uses, including businesses and offices. Landscaping, both public and private, should be encouraged as much as possible to upgrade the appeal of the area, since it is a major entrance into the city. The area off of North Lamar should be developed to higher residential density, except for the Pleasant Drive area, which should be developed to moderate density with houses, condominiums, and rentals.

3. The City should strive to eliminate auto junk yards and used mobile home yards within the city limits as these detract from other businesses and residential areas and the overall aesthetic value of the community.

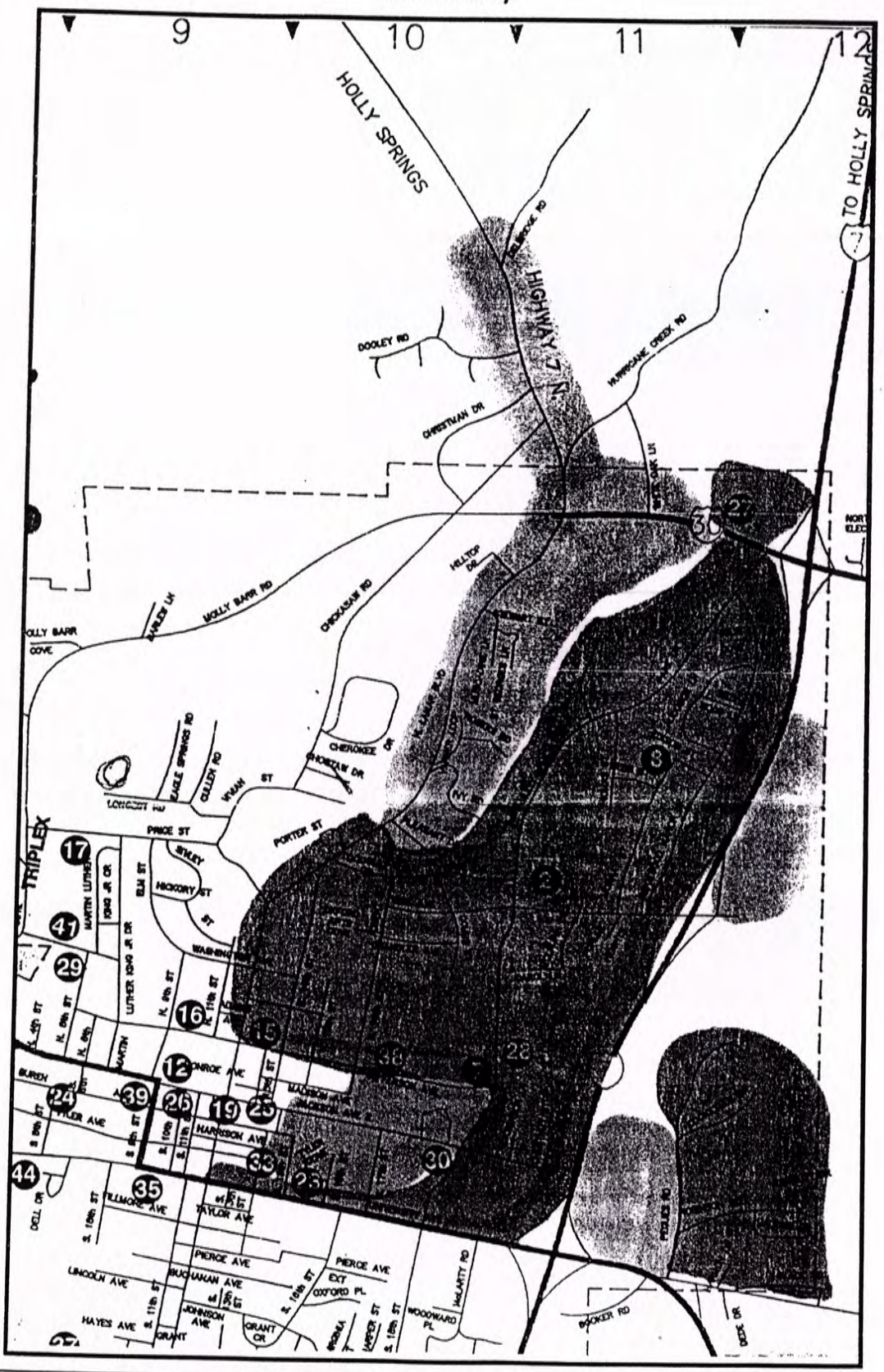
4. The Committee concurs with the approval of a shopping center development at the end of Sisk Avenue, along with low density residential development farther eastward. We encourage very careful attention to landscaping and visual aesthetics in the development of the shopping center.

5. The Committee endorses the Planning Commission's requirements for extensive landscaping of the new Kroger development east of Highway 7 and University Avenue, as well as any new large commercial development.

6. The area behind the current Kroger store (Tradewinds Shopping Center) should continue as multifamily uses, such as apartments and condominiums, that are compatible with adjoining neighborhoods. We encourage careful attention to landscaping, off-street parking, adequate open space, and buffering between adjacent uses.

7. The residential area lying between University Avenue and along Jackson Street, from the CBD to Bramlett Boulevard, should not be encroached upon by commercial development, but could be developed to more moderate density. All development in this area should be planned and developed with careful attention to landscaping, tree conservation, and off-street parking.

Area 6 Map


9
10
11
12
HOLLY SPRINGS
TO HOLLY SPRINGS
HIGHWAY 7 N
DOOLEY RD
HURRICANE CREEK RD
CHRISTIAN DR
HILLTOP DR
MOLLY BARR RD
CHICKASAW RD
CHEROKEE DR
EAGLE SPRINGS RD
COLLEGE RD
PRICE ST
PORTER ST
HICKORY ST
TRIPLEX
MONROE AVE
HARRISON AVE
TAYLOR AVE
FILLMORE AVE
PIERCE AVE
BUCHANAN AVE
LINCOLN AVE
HAYES AVE
JOHNSON AVE
GRANT
GRANT CIR
OXFORD PL
WOODWARD PL
HALLARITY RD
BACKER RD
PEBBLE RD
DELL DR
DOE DR
MARTIN LUTHER KING JR DR
ELM ST
WASHINGTON AVE
BURCH
TYLER AVE
N. 6th ST
N. 8th ST
N. 11th ST
S. 10th ST
S. 11th ST
S. 15th ST
S. 16th ST
S. 18th ST
17
41
29
16
12
39
24
26
19
25
44
35
33
30
38
28
27
8
2

LAND USE COMMITTEE MEMBERS

John Adams, Jr.
Vickie Adams
Betty Alonso
Janice Antonow
John Arrechea
Jadrian Aumen
Louise Avent
Vida Baird
Mae Ballew
Richard Barnes
Mike Bennett
Tony Brown
Martha Burnett
Joan Butler
Larry Butts
Stephan Butler
Louis Chandler
William Cox
Ed Croom
Nancy Dabney
Chris Dale
Lelon Davidson
Nan Davis
Tom Davis
Sherry Donald
Tommy Elliot
Margaret Fancher
Buddy Faulkner
Cathy Field
Lester Frierson
John Fullenwider
Jill Gardner
Betty Jane Gary
Gary Gaston
John Hailman
Tom Hall
Becky Hipp
Tom Horton
Peter Houston
Mary Hartwell Howorth
Rosann Hudson
Alvinas Ivy
Ellawee Ivy
David Ivy
Jonnie Ivy
E. E. Johnson
Mari Kuhnle
Roger Kuhnle
Katherine Kvam
Harry Laird
Bill Lawhead
Patricia Lewis
Nita Lovelady
Karen Malone
Richard McLaughlin
Harold Morgan
Joe Murphey
Becky Murphy
Chan Patel
Leita Patton
Rev. Angelo Phillips
Harry Owens
Mary Queyja
Michael Queyja
Perry Rogers
Gladys Sarnes
Denton Sims
Mary Sims
Earnestine Sisk
Mary Sloan
Ben Smith
Scott Spence
Bill Spivey
Greg Stewart
Dennis Sullivan
John Valentine
Nancy Walker
Joe Ward
Ann Watson
John Webb
Larry Wells
Mary Rose Wilds
Murphy Wilds
Sally Williams
Gary Yeck
Patricia Young

TRANSPORTATION AND UTILITIES: EXECUTIVE SUMMARY

A. TRANSPORTATION

VISION

The Committee visualizes a community that will blend ease of movement for automobiles, public buses, and commercial vehicles, with safe and improved facilities for pedestrians and bicycles. The streets, roads, sidewalks, footpaths, and bikeways will be both attractive and functional. A regional airport will serve the area. The citizens of our community place a high value on nurturing our small town atmosphere, a well as preserving our rural and agricultural setting and context. We are concerned about the process by which decisions are made, and about the sensitivity of transportation improvements to the traditional and rural community qualities we cherish.

RECOMMENDATIONS

- Establish a Regional Transportation Planning Council to improve coordination among local jurisdictions and develop a comprehensive long-range transportation plan for the City of Oxford, Lafayette County, and the University of Mississippi. Transportation planning is hampered by the lack of long range planning among the State, region, County, City, and University. Our success in meeting the needs of the future while sustaining the small town characteristics we value hinges on our ability to develop a comprehensive, detailed, long-range plan for our entire community. Only by working together can we meet future transportation needs and enhance our effectiveness in negotiating with State agencies and the legislature to achieve specific goals. (109)

- Provide public transportation to serve people on specified routes in and around the city and in the county, with one Beat served per day. The lack of public transportation is placing an unacceptable burden on citizens who need access to it for health, employment, and other purposes. As the number of local retirees increases, we believe the need for these services will grow. (76)

- Build needed access between Highway 6 and Jackson Avenue and improve intersection safety. We need north-south access from Highway 6 to the western side of the community. As growth occurs and the University reduces opportunities for travel through the campus to reach west-side destinations, alternative routes will be essential. Dangerous intersections that characterize too many existing roads must be redesigned for safety as road improvements are made. (37)

- Lead the state and nation in demonstrating innovative transportation alternatives that preserve and promote traditional "small town" street design. As a university community, we should lead the nation in developing and demonstrating livable, affordable solutions to rural, small community transportation problems. By using a "traditional" land use pattern of short blocks with alleys and other structural transportation design features, drivers will have numerous choices about how to reach their destinations. This will help reduce congestion. Staggering work times and school schedules can also reduce congestion at key traffic bottlenecks. (89)

- Provide sidewalks, footpaths, and bikeways for the health and safety of residents. Existing roads neglect all alternatives but the automobile, yet walking and bicycling are essential for community life and enhance family life and health. As "baby boomers" and others reach retirement age, there will be more demand for footpaths and bikeways. Children's needs for bike and pedestrian ways are paramount. (143)

- **Preserve our rural, small town road and highway patterns by developing and adopting Public Works Design Standards and a public review process. Aesthetic considerations must play a role in the construction of roads and utilities if we hope to maintain our rural, small town character. Establishing design standards for public works will assure that the community knows in advance how a particular street improvement, sidewalk, or footpath will fit into the community. (61)**

- **Improve enforcement of speed and other safety regulations. Poor enforcement of speed and other driving regulations contributes to a climate of disregard and carelessness among many drivers. The inability of the County Sheriff's Department to use radar to cite speeders is unacceptable and must be changed, perhaps by a multi-County-University appeal to the legislature. More effort should be directed toward driver education and enforcement. (17)**

- **Provide attractive, adequate, functional parking. As the community grows, we need to address parking in ways that preserve our small town streetscape. Landscaping in and around parking lots near neighborhoods or in other sensitive areas will require special attention. (12)**

- **Develop a regional airport. Our airport is landlocked and badly located; a new location would improve safety and enhance access for larger aircraft. We can best meet the demand for a larger facility with a Tri-County Airport Authority representing Oxford-Lafayette, Water Valley-Yalobusha, and Batesville-Panola. (72)**

B. UTILITIES

BACKGROUND

Within a few hundred yards of the City of Oxford, the availability of water, sewer, cable TV, and natural gas varies tremendously. Basic services are not available to some county residents. The Transportation and Utilities committee was charged with examining the provision of utilities.

1. WATER

VISION

The Committee's goal is to see safe, economically priced, high quality water--that meets all State and Federal regulations—available to all citizens, as well as adoption of a plan for sustained excellence in City and rural water services.

BACKGROUND

Oxford's water plant has the capacity to serve the projected growth in population over the 20 year planning horizon, even though per capita usage rates have increased. The City invested $2.5 million in the last year to install a new water line and water tower off of Molly Barr Road, and is currently completing a twelve-inch water main loop around the city. There is no inter-jurisdictional planning or coordination among or between the City and the numerous independent water associations serving Lafayette County. The independent water associations' inability to keep up with growth may inhibit future economic development; indeed, some rural residents lack access to water service now. Fire protection is a major concern among county residents.

RECOMMENDATIONS

- **The City should upgrade its water metering system to use remote sensing. (1)**

- **The City and County should initiate a regional plan for coordinated water services and fire protection. (37)**

- **The State should evaluate the inefficiencies of small water associations and move toward consolidation. (1)**

- **Conditions and procedures for connecting to all public water sources should be published and readily available to the public. (4)**

- **The need for expansion could be delayed by introducing water conservation programs to encourage the reduction of per capita water use. (19)**

- **The City should play an active role in land use decisions that may affect the water quality in Oxford's source aquifer. (44)**

- **Fee structures for water must reflect capital improvement needs. (not available)**

2. WASTEWATER

BACKGROUND

We need a specific plan to provide affordable sewage treatment and disposal in order to meet the needs of an expanding city and county population, while safeguarding public health and quality of the environment. City and County cooperation and unified planning is needed.

People are using more water today than five years ago: peak sewage flow has risen from 2 mg/d to 3 mg/d. The City's biological treatment facility is currently at 2/3 capacity. The sludge lagoon will also reach its capacity within 20 years. Infrastructure in the older section of the city is worn out and undersized. The need for repairs in the older section of the city exceeds the revenue from fees. Building codes and land use regulations in the county do not adequately address the need for integrated sewage disposal planning, based on expected population growth and geologic conditions.

RECOMMENDATIONS

- **The City should work with the County and State to establish cooperative planning on sewage disposal issues. (64)**

- **The City should proceed immediately with plans for a new treatment facility and sludge lagoon, and should reformulate funding provisions for sewer system repair and maintenance. (16)**

- **The City should initiate a water conservation program to reduce the cost and urgency of enlarging the system. (5)**

- **The County should adopt and apply building codes and land use planning regulations to address the health issues of increased sewage disposal, especially in areas of rapidly expanding population growth. (109)**

3. SOLID WASTE AND RECYCLING

VISION

Solid waste disposal services will be provided to city and county residents at the lowest environmental and economic cost. Recycling programs will encourage waste reduction to prolong the useful life of regional landfill facilities.

BACKGROUND

The City of Oxford and Lafayette County jointly operate a transfer station; garbage is transferred to trucks and transported to the Three Rivers Development Corporation landfill near Pontotoc. Brush is disposed of in the Oxford landfill. White goods (household appliances, etc.) and tires are recycled. Together, the City and County transport 123 tons of garbage per day to

the Three Rivers Landfill, at a cost of roughly $33 per ton. Tipping fees are based on a per-residence basis, regardless of quantity disposed. An obstacle to realizing savings from a reduction in tonnage is a "put or pay" clause that guarantees income from the regional landfill. Household and commercial waste reduction will reduce disposal costs, and extend landfill life. The City is embarking on a voluntary drop off recycling program operated in conjunction with a sheltered workshop at the North Mississippi Regional Center.

RECOMMENDATIONS

- The City, County, and University should make waste reduction a priority and commit to a long term recycling program. (124)

- A vigorous civic communication and involvement campaign is needed to "reduce, reuse, and recycle." (3)

- The City should proceed with a voluntary drop off recycling program and expand it to a curbside pick up program, when feasible. (43)

- Additions to the garbage truck fleet should be multi-container trucks for recycle pick up. (19)

- The City and County should reach out to other municipalities in the region to take advantage of regional cooperative marketing of recycled materials. (5)

- Household and commercial fees should reward waste reduction; tipping fees should reward waste reduction. (3)

4. COMMUNICATIONS TECHNOLOGY

VISION

Communications technology should encompass communication between the community, its citizens, and the wider world. While this may be done using existing technologies, fiber optics holds the key for present and emerging technologies. Our goal is to provide each citizen with the highest possible quality intra-city and worldwide communication in all possible forms, including Internet access.

A second segment of our vision in communications technology is a low-wattage radio station to serve the community. Such a station could provide tourist information, traffic information, emergency information, and event announcements.

RECOMMENDATIONS

- Establish a unified integrated Fiber Optic Authority to serve the entire community. This authority would be composed of members of the communities served, including the various utility providers involved in communication technology, such as Oxford Electric Company, Northeast Power, Galaxy Cablevision, and South Central Bell. The Authority would establish how fiber optics would be used and who and how providers would be determined. (86)

- Establish a low-wattage radio station to serve the community. Tourism, emergency assistance, traffic information, and notification about community events would be a benefit to the total community. (0)

5. ELECTRICITY, NATURAL GAS, AND TELEPHONE

VISION

The Committee addressed the following challenges facing these services. They should: a) Provide reliable, affordable residential service to all citizens of the Lafayette-Oxford-University

community to enable them to enjoy the home technologies available in the 21st century. b) Provide reliable service to commercial and industrial customers-- at competitive rates--that supports and enhances continued economic development of a growing, diversified community. c) Develop a cooperative, comprehensive plan for future system development and growth for the entire Lafayette-Oxford-University community. d) Install services underground, where this is not the norm. e) Maintain the aesthetic appearance of all generation and distribution facilities at a level compatible with the over all aesthetic standards of the Lafayette-Oxford-University community.

RECOMMENDATIONS

- Regularly survey other suppliers to assure that the Lafayette-Oxford-University community is being supplied with the most economical and beneficial services available. (16)

- Encourage conservation through the use of state-of-the-art materials and techniques for buildings and equipment. Provide rate incentives for the use of such materials and techniques. (6)

- Provide a regular program of energy conservation education through the local school systems, the University of Mississippi, and public meetings. (14)

- Encourage all utility providers—including the City—to coordinate installation during any extension, improvement, or repair of any part of the utility infrastructure. (0)

- Place electrical and phone utilities underground, where the terrain will permit.

TRANSPORTATION AND UTILITIES COMMITTEE: FULL REPORT

VISION

We foresee the establishment of a coordinated transportation planning effort by the City, County, and University that places strong emphasis on encouraging structured community dialogue in transportation planning. We foresee the establishment of public works standards, developed with input from community and neighborhood groups, to provide the public with clear expectations about the appearance and utility of new street and highway improvements. A concerted cooperative effort by the City, County, and University will be formalized in our vision of the future to address solutions to common problems, from planning and implementing public transportation service to controlling speeding and addressing parking issues. Improved enforcement, limited public transit, more sidewalks and footpaths, and bike routes and lanes will enhance safety and access.

BACKGROUND

The Transportation and Utilities Committee was charged with developing a consensus on the transportation and utilities infrastructure necessary to meet the challenges of the growth that is expected over the next two decades. We discussed policy issues associated with growth. These included the current "nostalgic" movement in planning, in which small town qualities are replicated in growing neighborhoods and new subdivisions by establishing similar setbacks and densities and transportation "calming" devices, like sharp corners and narrow streets, in order to structurally encourage a small-town quality of life. We discussed community perceptions about decision making, and the need for elected leaders and professional staff to listen to and address community concerns and expectations.

We learned about the complexities of providing water, sewer, and communications technology to our community, and discussed alternatives with local utility managers and national experts. Our Committee formed two working groups—Transportation and Utilities—to explore options and develop our consensus positions. We also embarked on a small-scale outreach program. Membership in the working groups was fluid; many members elected to fully participate in both working groups.

The Transportation and Utilities Committee quickly discovered the impossibility of addressing road, highway, and utility connections without examining people connections as well. This includes considering issues from the autonomy of political subdivisions to questions about the effects and size of planned annexations to the need to hear from near-neighbors in Yocona and College Hill about their transportation patterns and utilities concerns. Initially, two issues influenced our discussions about transportation and utilities.

First, we hoped to find ways to encourage greater University of Mississippi and Lafayette County participation in our deliberations, since land use, housing, and transportation decisions by those two entities will inevitably affect transportation in the City of Oxford. Our concern about the County's lack of participation even led us to circulate a petition and collect 100 signatures to encourage the County to fully participate in the visioning process.

Much to our benefit, representatives of Lafayette County and the University of Mississippi, City staff and aldermen, and representatives of area businesses were among our most forthcoming, informative, and provocative resource people, devoting in each case several evenings, as well as additional telephone conferences, to our deliberations. Their participation was essential to our completion of this report. The Chairman of the Board of Supervisors was an especially valuable participant in our discussions.

Concerns about the consequences of piecemeal planning were addressed at virtually every meeting. Despite the more open processes for public input recently implemented by the City

of Oxford, the Committee felt that mistrust of the decision-making process is broad based, and can only be dispelled if more attention and effort is applied to encouraging public dialogue. Among the comments we heard were:

1. "Piecemeal" planning has not served the public well.
2. We need an open process that people trust.
3. City and County elected officials need to have the political courage to do the right thing.
4. In the past, money and influence made a mockery of the idea of a zoning process; everything was ad hoc.
5. We desperately need better community information and publicity about pending decisions, bigger ads about zoning changes, and better notification about proposed changes.
6. We have had too little information and access by the public; not so long ago, this seemed to suit many people just fine.
7. The need for informing the public is so great we should explore every venue: public-access TV, the newspapers, radio—everything.

The Committee's realization that we could not among ourselves fully represent the diverse voices of our community defined our third concern. The Committee's discussions often centered on process questions and issues, and were colored by our awareness that our membership was not representative of the community at large on the basis of race, income, or education. Our ratio of females to males was about even. Several members of the Committee resided in the county, while the majority lived within the city limits.

Following numerous fruitless attempts to entice wider community participation at our Committee meetings, we elected to conduct specific outreach to people and groups that were under represented among our core membership. Our outreach activities are listed below:

- We attended evening outreach meetings with the **Oxford Development Association** to talk with leaders in the African-American community about their current transportation and utilities concerns, and their priorities as growth brings changes in the future.

- We attended a special meeting of the **College Hill Community** to discover the views of residents in an area that is rapidly growing, largely rural in flavor, yet may be slated for annexation by the City. Attendees informed us of their current transportation and utility problems and concerns, and discussed their concerns about transportation and utilities as the area grows.

- We met with and documented the concerns of the **Yocona Home-Makers Club**, whose members hope to retain the rural characteristics of their lives, yet be able to drive into the city for shopping and employment.

- We spoke to the **Lafayette Lions Club** to inform them about our process and to find out about their concerns and expectations.

- We invited the **North Mississippi Homebuilders Association** to attend a roundtable discussion of transportation and planning issues.

- In addition, we attempted to make our deliberations available to a wide range of residents by issuing meeting notices and televising most meetings for broadcast on the community-access channel. Galaxy Cablevision videotaped and broadcast our meetings and ran meeting announcements on the local forecast segment on the Weather Channel. In addition, we placed announcements in the *Oxford Eagle* and benefited from notices sent by the Vision 2020 project leaders.

The Committee identified the following priorities:

Transportation

1. A community-wide Transportation Council is urgently needed to coordinate planning.

2. Bike and pedestrian ways are essential to community life.

3. Public Works Design Standards are needed to define the aesthetic and functional qualities of streets and roads.

4. Public transportation is urgently needed in the city and county.

5. A Tri-County Airport Authority is needed to develop a regional airport.

Utilities

1. Inter-jurisdictional planning is needed; coordination is essential among utility providers.

At the Share the Vision Fair, the Committee's priorities were largely confirmed by the public's choices. The top five issues and their weighted vote scores are shown below.

Transportation

1. Provide sidewalks, footpaths, and bikeways for the health and recreation of residents. (143)

2. Establish a regional community-wide transportation planning council to improve coordination. (109)

3. Demonstrate innovative transportation alternatives to sustain and promote our small-town character. (89)

4. Provide public transportation. (76)

5. Develop a regional airport. (72)

Utilities

1. The City, County, and University should commit to long-term solid waste recycling. (124)

2. The County should adopt building codes and land use planning to address health issues related to wastewater disposal. (109)

3. Establish a unified integrated Fiber Optic Authority. (86)

4. The City should work with the County to establish cooperative planning on sewage disposal issues. (64)

5. The City should play an active role in land use decisions that may affect water quality in Oxford's aquifer. (44)

Among the comments we received about issues we neglected, or that we obscured by summarizing the text for display, were the following. Three people wanted to vote explicitly to move utility cables underground; two noted they are in favor of county planning and zoning; one asserted opposition to new streets to the Square; and one asked that water quality status be publicly posted on a weekly basis. Suggestions for administrative cost saving were noted by one individual; and another requested a copy of a cable-communications report.

This report is divided into two sections: 1) Transportation and 2) Utilities.

I. TRANSPORTATION

BACKGROUND

The citizens of our community place a high value on nurturing our small town atmosphere, as well as preserving our rural and agricultural setting and context. We may not always agree about the best way to accomplish these objectives, but we want the opportunity to listen, learn, and have our say. We are concerned about the process by which decisions are made, and about the sensitivity of transportation improvements to the traditional and rural community qualities we cherish.

The Committee believes our community is united in its perception that we citizens must play a larger role in mapping our community's destiny in order to avoid the mistakes many other communities have made. We want functional streets that are attractive and serve a variety of transportation needs, and we feel that the traditional means for planning street improvements must be changed to include opportunities for community dialogue and greater measures of neighborhood and community self-determination. In addition, we feel the piecemeal transportation planning that has defined City, County, and University policies and projects is a road map to inefficiency, duplication, and, ultimately, community discord and disruption.

The Transportation and Utilities Committee found that most residents we encountered think our roads are generally well maintained. Perceptions about street capacity vary widely, of course, because a few "bottlenecks" near the schools and University define many drivers' experiences; interestingly, people driving in from Yocona rate traffic in town much worse than many residents of Oxford. While some improvements are clearly needed, it is apparent that we enjoy a road system that is rarely pressed to serve its capacity. With the exception of a few minutes in the morning and at night, automobile access to most community destinations is largely unencumbered by overcrowding.

The Committee kept its focus on the "big picture," since much of the increased traffic the City of Oxford anticipates will be generated by growth in Lafayette County. University of Mississippi transportation decisions also fall outside the City's sphere of decision making. We grappled with many issues closely aligned with land-use decisions:

- Do we want to expedite traffic movement or look at alternatives that may allow more congestion, such as roundabouts, speed bumps, and boulevard-style medians with limited curb cuts?

- Do we encourage more strip development, or should we discourage it?

- How should we weigh congestion versus other aspects of our living environment? What will enhance our lives? How much congestion is good? How much is too much?

- How can we encourage comprehensive, cooperative transportation and utilities planning and implementation among the City, County, and University?

We kept coming back to the basic question: how can we expand our transportation system to meet the needs of twice as many people without destroying the very characteristics of our community that are most important to us?

This section is divided into several parts, and presents a detailed look at the Committee's findings and recommendations on the following topics: the Road and Street System, Public Transportation, the Airport, and Regional Transportation.

THE ROAD AND STREET SYSTEM

Background: The Road and Street System

Our citizenry is facing a transportation crossroad at which its future needs are seemingly at odds with a strong community desire to retain the qualities of life that make it a quintessential small Southern city. These qualities include tree-lined streets overhung with the boughs of mature trees and interspersed with green spaces; accessible destinations, so people can walk or ride their bikes to the grocery or library; an easy pace of life, where neighborliness is encouraged and the demands of automobile traffic coexist with courtesy and cooperation. The Transportation and Utilities Committee was charged with examining the options available to meet this objective while keeping pace with the inevitable demands growth will place on the city's transportation and utilities infrastructure.

Assets

1. We have good, well-maintained roads.
2. In general, roads and street facilities are not overburdened; crowding is local and brief.
3. The streets in the central city have many interconnections, serving as "relief valves" for downtown congestion.
4. Parking in the downtown area is enhanced by the parking spaces available on connecting alleys.
5. In town, walking to destinations like City Hall, the banks, or the Post Office is a realistic alternative.
6. Drivers are generally courteous.
7. We have a good highway by-pass in Highway 6.
8. The geographic area is small enough to manage.

Liabilities

A. **Transportation planning is hampered by the lack of long-range planning and coordination at every level of decision-making, including the State, the region, the County, the City, and the University.**

- State funding allocations are committed in a piecemeal fashion that precludes realistic planning. One result is that scarce resources are committed to projects that are obsolete by the time they are constructed.
- City and County planners feel that they have no alternatives to the design of local State highways. MDOT does not have a reputation of working with local entities to see if they can adjust plans to better suit local needs.
- Regional oversight of Federal transportation funds does not appear to include a review of long-range plans; the result is that duplication and untimely construction problems may not be detected.

B. **We need new roads and road improvements; we need to provide north-south access from Highway 6 to the west side of the community; and we should carefully evaluate the need for a north-side loop around the city's core as our population increases.**

- People living to the south of Oxford need improved access to the west side of the city without traveling through the congested "bottlenecks" of the Square or the University of Mississippi campus.
- While the students at the University of Mississippi nearly double the population of the City of Oxford during the semester and significantly contribute to the congestion of local roads and streets, it is also the case that many Oxford residents drive through the campus to get from Highway 6 to Jackson Avenue. The University estimates that as much as one-third of the early morning traffic on the campus is pass-through traffic to Jackson Avenue. As the campus becomes more pedestrian-oriented and motorized traffic is re-routed, this vital link for Oxford residents could become less viable.
  - A transportation corridor along the railroad to Jackson Avenue should be

examined as an alternative route to reach Jackson Avenue from Highway 6. This corridor should accommodate bikes and pedestrians as well as motorized traffic.
- A north-south link from Highway 6 to Heritage Drive is another possibility that should be considered.
- As the population of Oxford increases, a northern loop around the city--perhaps from Molly Barr to McElroy extending to Highway 6--could be warranted.

• Planned improvements on State highways should, to the extent possible, conform to local design standards and preferences.

C. Copying the transportation and land use problems created elsewhere will not preserve our rural small town characteristics or quality of life.

• Innovative technologies and alternatives have not been considered for implementation here.

• As a University community, we have not served as a model for transportation alternatives.

• Innovations may look backward as well as forward; they don't have to be futuristic. We may want to use the "calming" qualities built into the central part of town as a model for our future road systems: the four-way stops, narrow streets and abrupt corners, with short blocks and multiple connections between streets.

• Suburban land-use patterns require us to abandon the characteristics of small town traffic flow; long, uninterrupted blocks provide few alternatives for motorists.

• Constructing commercial strips and subdivisions with few access points and long, unconnected blocks, such as along West Jackson Avenue or University, east of Lamar, encourages traffic congestion.

D. Existing roads largely neglect all alternatives but the automobile.

• We need to complete our sidewalk system and establish a system of footpaths along major corridors where sidewalks aren't feasible or appropriate.

• The terrain in Oxford has contributed to the incompleteness of sidewalk construction.

• Grades on some hills are extreme.

• Installing sidewalks only on one side has held down expenses. Retrofitting could require installation of storm drains and other extremely expensive measures.

• Safety should be an overriding concern; walking is not safe on most streets, especially after dark.

• Pedestrian signals are needed at all arterial road crossings.
- Crosswalks are needed at major intersections.
- Established neighborhoods should be able to decide if they want sidewalks.
- Construction costs are higher because of new requirements, such as managing slopes to conform to the Americans with Disabilities Act.
- The narrow, unpaved shoulders on highways leading into the city are treacherous for pedestrians.

• We need a system of bikeways. Many bicyclists in the Oxford area have simply given up riding because the perceived dangers of bicycling in the increased traffic around the community have destroyed the pleasure they once found on their bicycles. Yet the advantages of encouraging more bike traffic in Oxford and around the University are obvious to many motorists and bicyclists alike, and include reduced congestion, reduced demand for parking, increased health, improved recreation opportunities, and an improved environment for families and neighborhoods.

• We should use the railroad bed for recreational walking and biking.

• Official indifference to pedestrian and bikeways must be overcome.

• Motorists, pedestrians, and bicyclists are often poorly informed about legal and safety issues.

E. Dangerous intersections characterize too many existing roads; they need to be redesigned for safety.

• We need to have safer intersections on the main arteries for pedestrians and bicyclists, as well as motorists.
  - We need pedestrian crossing signals and improved signs.
  - Examples of unsafe intersections include:
    1. McElroy at Old Sardis College Hill
    2. Belk at Highway 7
    3. Jackson Avenue at Oxford Loop
    4. Jackson Avenue at Molly Barr

F. Aesthetic considerations have not been sufficiently considered in the construction of roads and utilities.
• We should be preserving our small town qualities, not paving them. Stretches of West Jackson Avenue and University Boulevard are bleak and will define the city if we allow it.
• Above ground utilities are unsightly and subject to falling limbs and ice.
• No thought has been given to how we want our streets to look.
• Huge paving projects with unpleasant strip development change the face of the city, as well as adding to pollution and flooding problems.

G. Safety, education, and enforcement are not used to their full advantage.
• State laws which prohibit the use of radar to detect speeding in the county contribute to a climate of indifference toward speeding and other traffic laws throughout the community.
• Parking regulations should be enforced.
• The police need encouragement to enforce existing traffic laws.
• Speed limits on secondary city streets need to be lower in some cases, and enforced in all cases.
• We need public education on driving and traffic laws. Education of drivers is needed to teach traffic rules—especially yielding to pedestrians.

H. Parking is a problem, especially near the Square; parking regulations should be enforced.
• We need better public parking facilities, and more lots or parking garages.
• Parking regulations need to be enforced.
• Vast expanses of asphalt are ugly; the interface between public roads and private parking lots is a problem.

RECOMMENDATIONS: *TRANSPORTATION*

Objectives

The Committee identified the following objectives to meet our transportation challenges:

1. Develop a comprehensive, long-range transportation program for the City of Oxford, Lafayette County, and the University of Mississippi in order to improve City-County-University coordination. The Committee feels that the success of the transportation portion of the visioning process will hinge on our ability to persuade local decision-makers that a comprehensive, detailed, phased, long-range plan must be developed for our community. Coordinated transportation planning and implementation among these entities will better serve the public's need to understand and endorse the allocation of public resources, while assuring that common needs and concerns are addressed.

2. Evaluate and plan for new roads to provide needed access. We lack north-south links to Highway 6 east of Coliseum Drive; these links are needed now. We also may need a north-side loop around the city, depending on future land changes and population growth.

3. Serve as a model for the state and nation in implementing innovative transportation technologies and alternatives that preserve and sustain a rural, small-town quality of life. Whether the innovation is an emerging technology or a revision of an old standard, such as roundabouts and four-way-stops, our community should distinguish itself as one that is willing to consider new, fresh ways of addressing traffic problems. Multiple connections between streets, often accompanied by a pattern of short blocks with alleys, provide drivers with numerous choices about how to reach their destinations. Subdivisions, apartment complexes, and commercial developments designed with multiple exits similarly disperse traffic among numerous alternatives, which reduces congestion on the collector street or highway. Significantly, limited entrances and exits can create a logjam of traffic during emergencies, which may make access by emergency vehicles impossible.

4. Provide sidewalks, footpaths, and bikeways for the health and safety of residents. The Committee was unanimous in asserting that sidewalks, pedestrian paths, and bikeways are essential to community life within the city, in key areas of the county, and on the University of Mississippi campus. The Committee also unanimously supports development of a comprehensive plan for constructing sidewalks and footpaths on all arterial and collector streets, as well as on roads and highways that lead to major employment centers and other key destinations, such as schools and near-city subdivisions. Walking and bicycling in and around Oxford are exceedingly dangerous. As "baby-boomers" and others reach retirement age, there will be more demand for footpaths and bikeways to allow for healthful exercise. Bicyclists and walkers also help relieve crowding on streets and parking lots. Bikeways and walking paths are critically needed for children.

5. Redesign and improve the safety of dangerous intersections. Intersection signals, signs, and alignments need to be evaluated and corrected to safely accommodate motorists, bicyclists and pedestrians. Public education is needed.

6. Develop Public Works Design Standards and a review process to insure that the appearance and functionality of road improvements are clear to residents before plans are finalized. Design standards for public works will assure that the community knows in advance how a particular street improvement, sidewalk, or footpath will fit into the community. These aesthetic standards may vary for different parts of the community and should address the design and appearance of all public works projects.

7. Improve enforcement of speed and other safety regulations, and improve community education about these. The lack of enforcement of speed, parking, and other regulations among local jurisdictions has contributed to a climate of disregard and carelessness among many drivers. The inability of the County Sheriff's Department to successfully cite speeders is unacceptable, and, through the cooperative efforts of local jurisdictions and the State Legislature, must be changed.

8. Provide attractive, adequate, functional parking. As the community grows we will need to address this problem in ways that preserve our small-town streetscape. As perimeter parking around the University increases, more attention and coordination will be warranted regarding the design, capacity, and overall appearance of University parking lots that border neighborhoods.

Action Strategies

The implementation strategies the Committee developed are listed under each objective. Funding and resource needs are shown in italics.

1. We will improve coordination among local jurisdictions and develop a comprehensive long-range transportation program for the City of Oxford, Lafayette County and the University of Mississippi.

POLICIES by 2005

- Establish a comprehensive, long-range Transportation Planning and Coordinating Council to assure that transportation issues and discussions are coordinated, publicized, and open to community input.
- Publicize the issues to be discussed by the Transportation Council (such as public design standards, strategies for improving law enforcement, etc.)
- Examine ways to address the disparity between planning in the city and the county.
- Improve notifications about proposed transportation improvements, and planning and zoning changes.
- Secure the adoption of this Comprehensive, Long Range Transportation Plan.
- Review semi-annually; and revise every 5 years.

PROGRAMS by 2005

- Identify priority projects for coordinated actions for street improvements, pedestrian ways, and bike facilities.
- Develop a "review and comment" process that includes outreach to neighborhoods, businesses, and other community groups.
- Involve key staff from MDOT and Three Rivers in transportation priority setting.
- Develop and implement a public information program to improve public access to information.

PROJECTS by 2005

- Secure legislative changes to allow Lafayette County law enforcement officers to use radar to detect and cite speeders. Work with State and other officials to secure funding.
- Encourage State acknowledgment of and compliance with local design standards.
- Finalize road improvement plan.
- Finalize bikeway design and implementation. *Secure funds from State allocation of ISTEA funds. Supplement with private donations for the purchase of signs.*
- Finalize pedestrian way design and phasing. *Use the USDOT guidelines for integrating pedestrian paths into state and local highways and roads.*

by 2020

- Implement the plans.

2. We will provide new roads and connections for enhanced mobility around and through the Community, looking especially at a north-south connection between West Jackson Avenue and Highway 6.

POLICIES by 2005

- Integrate construction priorities into the Comprehensive, Long Range Transportation Plan.

PROGRAMS by 2005

- Examine and prioritize route alternatives, including the rail bed, a link with Heritage Drive, and an extension of McElroy Drive.

PROJECTS by 2005

- Conduct an assessment of possible new roads and north-south connections to Highway 6; evaluate alternatives.

- Initiate dialogue with MDOT and Transportation Commission.

- Identify long-range construction priorities.
- Review construction priorities every five years.
- Evaluate road needs as warranted by changes in land use.
- Work with the County and University to achieve goals for transportation project design.

- Conduct review of land use specifications to consider implications for traffic flow.

by 2010
- Secure needed right-of-ways.

by 2020
- Construct needed road(s).

3. We will protect and enhance our rural, small town quality of life by identifying and implementing innovative transportation technologies and alternatives that are appropriate to our traditional setting.

POLICIES
by 2005

- Integrate transportation calming features into land use and zoning considerations.
- Evaluate alternatives to paving; adapt traditional street design for application to our traffic problems.
- Increase four-way stops to slow and control traffic.
- Carefully evaluate other alternative measures before embarking on major street widening and more paving.
- Safety must remain an over-arching concern.

PROGRAMS

- Encourage use of alternative street patterns, short blocks, and innovative landscaping, which is compatible with our traditional streetscape, in new public or private construction projects.
- Continue to explore roundabouts where appropriate.
- Conduct a public education program to familiarize citizens with the benefits of traditional development and transportation forms.

PROJECTS

- Document accident rates and problems to demonstrate effectiveness of paving alternatives.
- Encourage use of "traditional" traffic pattern and design considerations in new subdivisions and commercial developments.

4. We will provide a system of sidewalks, footpaths, and bikeways for the health and safety of residents who may wish to walk or ride their bikes to work or school, or for recreation.

POLICIES
by 2005

- Establish a City-County-University Pedestrian and Bicycling Planning Committee to formalize comprehensive plans for pedestrians and bicyclists.

- Develop and adopt a Comprehensive Long-range Pedestrian Facility Plan for the community; use the attached discussion and maps as a guide.

- Develop and adopt a Comprehensive Long-range Bike Facility Plan for the community; use the attached L-O-U Bike Plan policies and maps as a guide (see attachment #**)

- Develop a review and comment process that includes outreach to neighborhoods, businesses, and other community groups.

- Develop a Rails to Trails or Rails & Trails Corridor, and/or Green Space-Linear Park Plan for pedestrians and bicyclists. While this entire corridor may not be abandoned by the railroad any time soon, programs such at the Rails and Trails Program, using Federal highway funds, should be examined for their potential to serve recreational needs in this area.

- Any new road construction should include bike and pedestrian provisions, as well as provisions meeting the Americans with

PROGRAMS
by 2005

- Embark on a county-wide community education program to inform motorists, bicyclists, and pedestrians about safety.

- Establish a consistent University-City enforcement scheme, to address safe bicycling on and off campus.

- Begin sidewalk completion program.

- Evaluate on a case-by-case basis the need for sidewalks on minor streets.

- Evaluate costs associated with completing the sidewalk system in the city. Identify priorities.

- Work with State and Federal land managers to include bike and pedestrian trails on public lands.

PROJECTS
by 2005

For bicyclists:

- Provide safe access to areas where off road trails are available. Pave road shoulders or incorporate wide outside lanes into road improvement planning. The funds for this need to be negotiated through the MDOT allocation process, and coordinated with improvements that are planned.

- Publish maps of the bike route system, which include safety tips. The Oxford Tourism Council, the Chamber of Commerce, and local bicyclists, should jointly fund this project.

- Develop a "core" system of bike paths and connecting routes for children and inexperienced bicyclists. Recreational resource funding is available from a variety of Federal and private sources. This must be aggressively sought.

- Include a bicycle facility for children at the new Country Club park; children do not currently have safe or adequate bike facilities.

- Pursue a League of American Bicyclists Bicycle Friendly Community designation.

For pedestrians:

- Begin implementing the coordinated pedestrian way plan to complete sidewalk construction within the city and on campus, as well as the

Disabilities Act.

* Proposed subdivisions and commercial developments should include provisions for bike and pedestrian access.

* It should be the policy of the City and County to avoid isolating subdivisions and employment centers from safe access by bicyclists and walkers.

* Any conversion of the railroad bed to a transportation corridor should include pedestrian and bicycling components.

* The need to conform to the Americans with Disabilities Act should be seen as a challenge that can be met by examining successful models employed by other communities.

by 2010

• Begin development of Green Space/Rail Conversion programs.

• Complete sidewalk construction.

• Complete footpath construction along major roads within a five-mile radius of the city limits.

by 2020

• Complete green space development.

installation of footpaths along pedestrian ways in the county and in other areas where sidewalks may not be appropriate. A coordinated approach to the construction of footpaths can help to quickly develop an integrated system of pedestrian ways.

* Install pedestrian crossing signals at all collector and arterial intersections. The Committee feels these are essential for pedestrian safety.

* Begin construction of gravel or asphalt footpaths and pedestrian corridors in the county. The Committee marked a map to identify high priority areas needing sidewalks or footpaths. (See attached map.)

5. We will make every intersection safe for motorists, pedestrians, and bicyclists.

POLICIES
by 2005

• Major new road cross-

PROGRAMS
by 2005

• Identify priorities for

PROJECTS
by 2005

• Equip top 50% of priority

ings will have safety features, including pedestrian signals, crosswalks, and appropriate design.

• Existing facilities will be upgraded.

retrofitting existing lights and intersections.

• Examine traffic and pedestrian and bike use in developing priority lists.

• Incorporate design standards into projects.

intersections with safety measures.

by 2010

• Equip all remaining intersections on the priority list with appropriate safety devices and design.

6. We will develop and implement Public Works Design Standards and a review process to insure that the appearance and functionality of road improvements sustain and enhance our small-town, rural character.

POLICY
by 2005

• Establish a City-County-University- Public Works Planning Committee to develop public works standards and recommendations.

• Develop a City-County-University Public Works Plan for the community, establishing guidelines and design options for multiple roadway boulevards and local and neighborhood streets that will retain or re-establish our rural, small-town characteristics.

• Develop and consider the use of alternatives to paving and widening, such as traffic calming strategies: roundabouts, speed bumps, four-way stops and multiple connections between streets with shorter block lengths in new developments and subdivisions.

PROGRAM
by 2005

• Develop a Community Public Works Working Committee to work with MDOT and other agencies to implement the community design standards.

• Develop a community education, outreach and information process to help promote the benefits of traffic calming strategies and design standards.

• Establish a Public Works Design Standards Review Board to review and approve public projects design.

PROJECTS
by 2005

• Establish and implement a public review process for public works.

• Publish the design standards.

• Conduct a workshop for the Mississippi Transportation Commissioners, MDOT, and legislators or others whose cooperation and assistance will be helpful.

- Develop street and subdivision design standards for street grids, street sections, street landscape, parking, lighting, and all public construction projects.

- Secure the adoption of the Public Works Design Standards as part of the comprehensive transportation plan for the community.

7. We will improve enforcement of speed and other regulations associated with safety.

POLICY by 2005

- Establish a City-County-University Traffic Safety Committee to formalize long term planning for transportation safety. Include citizens and law enforcement officers representing each entity.

- Develop a Comprehensive Long-range Transportation Safety and Education Plan.

- Establish a Public Safety Review Committee to assist with public education, monitor the progress of law enforcement officials in containing excessive speeds, and assist in improving and promoting traffic safety.

- Secure the adoption of this transportation safety plan as part of the comprehensive transportation plan.

PROGRAMS by 2005

- Identify alliances with other counties or areas that may enhance the chances of legislative changes to permit County control of speeds.

- Develop and implement a speed control information campaign; revise it every five years. Present the information to schools, churches, and community groups. USDOT has booklets, slide shows, and other information available for this purpose.

PROJECTS by 2005

- Develop a review and comment process that includes safety information outreach to employment centers, neighborhoods, businesses, churches, schools, and other community groups.

- Conduct information meetings with the Mississippi Highway Commission, MDOT, and legislative leaders.

8. We will improve the availability of parking in a way that is consistent with our setting as a small Southern community.

POLICY	PROGRAMS	PROJECTS
• Parking lot design should be consistent with the streetscape. • Landscaping and screening should be mandatory for large parking lots.	• Develop and adopt design standards for parking areas.	• Conduct forums with the construction industry and others. • Publish the design standards. • Implement them.

PUBLIC TRANSPORTATION

Background: Public Transportation

The need for public transportation is especially acute in a community like ours, where the population, as well as employment, medical, and service centers, is widely distributed. Residents of our community require access to public transportation for shopping and recreation, as well as for education, employment, social services, mental health, and nutritional and medical needs. As the number of local retirees increases, we believe the demand for these services will grow. The committee anticipates that we will provide public transportation to serve specified routes around the city, as well as at least minimum service in the county, perhaps by serving one supervisor's district per day. Private vendors will provide services that are not available through the limited public transportation we foresee.

Assetts and Opportunities

A. Limited transportation service is available today for those who do not or cannot drive.

- The RSVP Program is coordinated under the Federal Grant Commission and the City Park Commission. It has a nine-year-old van operated by the Park Commission and maintained by the City. The City uses a volunteer driver, who is paid for three hours a day but donates many additional hours. Twenty-four hour notice is requested for RSVP to arrange a scheduled stop. Medical and nutritional needs are covered, but not personal needs.
- James Food Store delivers groceries for a minimum charge of $3.00; for deliveries further than three miles, the charge is 50 cents per mile.
- Local churches, the Veteran's Home, Azalea Gardens, and the North Mississippi Regional Center have vans and buses for use by specific groups.
- School buses are unused for much of the day.
- MDOT Program Section 5311 Non-urbanized Transportation (Under 50,000 population) grants provide funds for general public transportation.
- The City of Oxford is presently applying for a grant for capital costs to provide public transportation under the Section mentioned above. Routes will probably be regularly scheduled to the Square, campus, and shopping centers, and perhaps the hospital. This program will pay 80% of the cost of one bus and bus stop signs. The University has indicated interest in this program, but has not committed resources.
- A County program needs to be developed, possibly modeled after a successful small program in Ashland, MS.
- The County would need to give financial support to extend city routes to pick up county passengers at specific points, or to travel to locations in the county for passenger pick-up.

Challenges and Liabilities

The lack of public transportation is placing an unacceptable burden on citizens who need it for health, employment, and other purposes.

- Public transportation should be available for intra-city movement, including the county outside the city.
- Public transportation should be available for inter-city travel.
- A fee-for-service shuttle or cab is needed for older citizens who do not drive.
- Coordination among employers, other centers, and the public sector is needed.
- Transportation systems are viewed as a financial burden.
- In the past, the County was uninterested in participating in transportation services.

RECOMMENDATIONS: *PUBLIC TRANSPORTATION*

Objectives

1. Provide public transportation for specific routes in the city, as well as at least minimum service in the county.

2. Encourage cooperation in, and commitment to, providing transportation services among local jurisdictions.

3. Develop and encourage cooperation and coordination among private and public transportation providers.

Action Strategies

1. We will provide public transportation for specific routes in the city, as well as at least minimum service in the county.

POLICY by 2005

- Establish a City-County-University Planning Committee to formalize long term planning for public transportation. Include citizens representing each entity.
- Develop a Comprehensive Long Range Public Transportation Plan for the community to explore private and public funding mechanisms.
- Develop a review process that includes outreach to retired people, the physically disabled, employment centers, neighborhoods, businesses, retirement homes, schools, and day-care facilities, and other community groups.

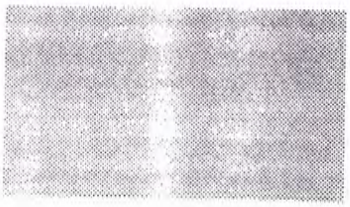
PROGRAMS

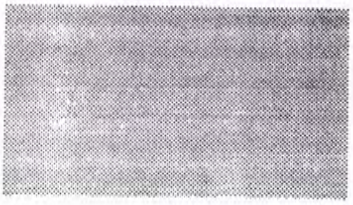
- Encourage private sector cooperation in and commitment to developing routes and identifying service needs.
- Evaluate opportunities and needs for service throughout the city and county (every two years).
- Develop and encourage cooperation and coordination among private and public transportation providers.
- Establish routes.
- Seek community input.
- Prepare grants for funding.

PROJECTS

- Pursue public-private partnerships to address specific needs.
- Enlist Oxford merchants and the University to sponsor a shuttle.
- Encourage corporate participation in expenses so employees have transportation to workplace.
- Survey a number of retirees in a few years to be sure that the needs of this group are being met.
- Use models from other Mississippi communities in addressing county needs, which will necessarily be more challenging to meet.

• Secure the adoption of this public transportation plan as part of the comprehensive transportation plan.





REGIONAL TRAVEL

In this section, the Transportation and Utilities Committee presents its findings and recommendations for regional air travel, inter-city bus and van service, and rail service.

A REGIONAL AIRPORT

VISION: A REGIONAL AIRPORT

Over the next 20 years the Committee foresees an enhanced system of travel between hub cities in the state and region. The cornerstone of Oxford's improved position as a key hub in the region will be a new airport, located close enough to satisfy needs for accessible and convenient air travel, yet sufficiently remote to allow it to serve larger, standard corporate aircraft, while fully complying with all FAA requirements.

The Committee foresees a regional airport in the year 2020 with a 6000' by 150 ' runway aligned with the prevailing winds. It will be equipped with a precision approach at each end, along with necessary lighting and approach equipment—either conventional or GPS—as well as a smaller runway northeast to southwest. The new airport will serve the needs of corporate, University, and recreational travel for the communities of Oxford, Batesville, and Water Valley, and the counties of Lafayette, Panola, and Yalobusha.

BACKGROUND: A REGIONAL AIRPORT

Oxford and the surrounding area will lack the "critical mass" of population to serve as a major player in regional air and ground travel at double our current population, yet, as a growing, thriving, education, health, and literary hub that is increasingly a tourist destination as well, greater demands for improved regional travel will be part of our future. Our assets as a small regional hub include:

- Two currently operating airports that can be sold at market value; the money can be put into a new regional airport between Oxford and Batesville.

- The University, the Cities of Oxford, Batesville, and Water Valley, and the Counties of Lafayette, Panola, and Yalabousha could share in the cost and operation of a regional airport.

- Alternatively, the current airport could be expanded to the west. To do this, the existing airport runway should be extended to at least 6,000 feet.

- Regardless of the solution chosen, many existing industries in the three counties need these facilities; the region's attractiveness for economic and industrial development would be enhanced if such facilities existed.

Liabilities and challenges became apparent to the Committee. Despite official involvement and increased participation by the County, 30 years have passed without the substantial changes to Clegg Field that were identified in a 1969 Master Plan. Airport access is essential for economic development, University-related travel, business travel, and recreational aviation, yet the location of Clegg Field is landlocked and close to established neighborhoods.

A. We need knowledgeable, dedicated leadership.
The assets and vision above are limited by problems with citizen complacency and a history of short sightedness by leadership. Lack of knowledge and understanding of the aviation needs of corporate, University, and individual aviators have compounded a lack of commitment for change.

B. As the community grows, the current site is not likely to be able to meet demands for larger aircraft.

- Clegg Field is not ideally located and is "land-locked" by adjacent development.
- Its size and location limit improvements to the airport.
- Noise complaints and other concerns by residents will increase as the airport gets busier.
- Clegg Field cannot accommodate commonly used corporate jets; this is a disincentive for economic development and needs to be addressed.
- All other state universities have access to airports with at least 6500 feet of runway and full Instrument Landing System (ILS) approach procedures.
- The current site does not have space for a "crosswind" runway.
- Clegg Field experiences a significant rate of missed approaches and other problems associated with its short runway length and lack of electronic landing apparatus. These particularly create problems in bad weather and for larger aircraft.
- While any regional location will be slightly less convenient than Clegg Field, it would be much closer than Tupelo, which is where the "missed approaches" go now.

C. We need to plan for a regional airport.

- The LOU community needs to promote aviation as an asset to economic development.
- The LOU area needs an up-to-date airport to meet with the needs of corporate America, athletic teams, and other aviators.
- We need a safe location, with room to expand.

RECOMMENDATION: A REGIONAL AIRPORT

Objectives

We need improved safety with room to expand; we need longer runways, a crosswind runway, and electronic guidance systems. The evaluation process will be arduous, but the aviation needs of the community are straightforward.

Action Strategies

The committee recommends the following actions:

1. To assure long-term, viable, safe, convenient, local air travel, we will create a Tri-County/Tri-City/University of Mississippi Aviation Association. The purpose of this group will be to:

POLICY *immediately*	**PROGRAMS**	**PROJECTS**
• Establish a Regional Airport Authority including the University, the three counties, and the three cities mentioned above. Since it was recommended 29 years ago, and again in 1989 in two sepa-		• Identify suitable locations for a modern regional airport. • Examine funding and other issues vital to the successful relocation of the airport. Work with aviators, hangar operators, and other stakeholders to

rate Master Plans by Engineering Firms, the most immediate action item should be the construction of a 6000 foot runway by expanding existing facilities or building a new regional airport.

three to five years

• The construction of another runway, generally referred to as a crosswind runway, at the regional airport. It need not be as long, but it would make the airport more accessible, in more conditions, to lighter aircraft.

ten to 20 years

• Develop the Industrial Park area around the Regional Airport, on land purchased in year one, in order to create a buffer zone between the Regional Airport and residential areas.

secure a reasonable process for developing a regional facility.

• Evaluate improvements to the existing facility, and eventually oversee the dedication of the current site to other uses.

• Develop an implementation plan for the new Regional Airport.

Resources: A Regional Airport

- Mayors and Aldermen
- Presidents of County Boards and Supervisors
- Chancellor of University of Mississippi, Athletic Director
- Representatives from industries
- Director, State Aviation Office
- Chairman, MDOT
- FAA, Airports District Office
- Senators & Congressmen
- State Aviation Laws Title 61
- FAA Order 5190.6A

REGIONAL GROUND TRANSPORTATION

BACKGROUND: REGIONAL GROUND TRANSPORTATION

At double our current population we will remain a small community. Shuttle services to Memphis and Tupelo would provide residents with convenient access to those cities. Better access to rail and bus service would be beneficial. Opportunities for re-establishing interstate bus and rail service should be explored and encouraged.

Many transportation opportunities will hinge on developments in the county and the University. We can't foresee these, but recommend that the regional transportation planning

council called for earlier will seek all available opportunities to serve the community with improved rail and ground transportation.

RECOMMENDATIONS: REGIONAL GROUND TRANSPORTATION

Action Strategy

The Regional Transportation Planning Council will seek all available opportunities to serve the community with improved rail and ground transportation.

Draft Bicycle Plan for Lafayette County, The City of Oxford, and The University of Mississippi

Presented by the L-O-U Bike Group
Draft, June, 1998

TABLE OF CONTENTS

Overview	89
Bicyclist/Motorist Education	89
Safe Bicycling Rules of the Road	90
Education Implementation	90
Actions Needed	91
Bicycle Facility Improvements	91
Bicycle Facility Options	91
Bike Paths	91
Bike Lanes	91
Bike Routes	92
Bike Facility Priorities / Actions Needed	92
Bike Plan and Strategies	93
In the City	93
In the County	93
At the University of Mississippi	94
Tourism and Retirees	94
Rails to Trails	94
Rails to Trails Implementation	95
Conclusions	95
Appendix	95
New Paving Map	96
Bike Route/Bike System Maps	97
New Construction–Bicycle Lanes	98
Sidewalks/Footpaths	99
L-O-U Bikes Questionnaire Results	100

OVERVIEW

During a November 1997 survey of concerned bicyclists in the Oxford area, 99% supported the development of a plan or ordinance to address needed bicycle facilities and bike safety. More than 90% thought bicycle and motorist education are needed in our community. Eighty percent favored starting the educational process in the early grades of school. Since enhanced bike facilities and improved education were so overwhelmingly supported by local cyclists, it will come as no surprise that these are the two priority areas on which the L-O-U Bike Group is focusing its attention.

This plan is intended as a starting point for local officials, organizations, and other interested and affected people to begin to identify what we can and should do in our community to improve the availability of safe, healthful bicycling opportunities for people of all ages. Volunteers can conduct some of the recommended activities; others require a commitment of public or private resources.

The Plan has three parts. First, under the heading of "sharing the road," we recommend actions to inform adults and children in our county—including the populations of the University and the Cities of Oxford, Taylor, and Abbeville—about safe bicycling.

Second, we address road and other improvements we identified as priorities, and include maps showing where bike routes, bike lanes, and bike paths are appropriate. It is important to note that these maps were initiated by asking bicyclists, "Where do you currently ride?" The map showing current use patterns was then evaluated and simplified to identify logical routes from origin to destination points throughout the county. Policy needs are briefly outlined.

Finally, we address the potential for a Rail-to-Trail or Rail and Trail conversion that would eventually result in a linear park stretching from Sardis Lake to Water Valley. The L-O-U Bike Group is working on a feasibility study to present to local elected officials early in the fall. Federal funds are available for such a park which, with the cooperation of local governments, could be used for a linear trail along and beside the railbed that would serve runners, bicyclists, and walkers. Nationally, the economic benefits of such facilities have been very favorable as a magnet for tourists and as a boon to small businesses.

We don't claim to have identified every route bicyclists use, or every route that should be improved. However, based on the 50 to 60 bicyclists who came to our meetings and marked their current routes, we believe this plan is a strong starting point for Oxford, Lafayette County, and the University of Mississippi to begin to develop a comprehensive and long range approach to bike facility improvements.

I. BICYCLIST/MOTORIST EDUCATION

While we realize that bike routes, bike trails, and bike paths are perhaps the first improvements cyclists and non-cyclists alike think about when asked what would improve bicycle safety, it is notable that among Oxford-area cyclists, exceptionally vigorous support was expressed for bicyclist and motorist education. The State of Mississippi has only recently added questions relating to bicycling to the state driver's test, so many motorists are not well informed about how they should interact with bicyclists on the highway. Cyclists are often equally uninformed about safe riding practices.

1. We need a community-wide event to focus awareness on bike safety and safe bike-auto road sharing.

Proposed: a Double Decker Century Challenge

Objectives:

A. Attract bicyclists from throughout the region to participate in a "century ride" and

fun distances, concurrent with the Double Decker Festival.
B. Host food booths and a bike rodeo to focus attention on bicycle safety.

Status: First Double Decker Century Challenge drew riders from Tupelo, Meridian, and Memphis, as well as locally. The event generated $500 for community education and information. Plans are underway to host a 1999 Challenge, with information and a booth.

2. Literature and information are needed for distribution to cyclists and other community groups.

Proposed: Fliers and newspaper coverage of children and bicycle safety; motorist awareness; and bicyclist education.
A. Double Decker Festival Flier: 500 copies
B. Feature articles in the *Oxford Eagle, Tupelo Journal, Lafa Shopper,* and *Daily Mississippian;* interview bicycle police; scout leaders, racers, others
C. May is Bike Month: Kids' ride
D. Speakers Bureau in the fall

Safe Bicycling Rules of the Road

The Message for Cyclists:
1. Always wear your helmet.
2. Obey all traffic rules (stop at "stop" signs; signal intentions).
3. Never assume drivers see you.
4. Courtesy counts.

The Message for Motorists:
1. Obey traffic rules (yield when appropriate; pass safely)
2. Slow for bikes.
3. Don't assume cyclists see you.
4. Courtesy counts.

3. Children's education requires special attention; most fatal bicycle accidents involve children and cars.

Proposed:
A. Research sources for classroom materials through League of American Bicyclists.
B. Schedule periodic children's rides and events.
C. Support University of Mississippi Police Department's Bike Rodeos

Education Implementation

A joint effort by the L-O-U Bike Group, other community organizations, the schools, and the City, County, and University can solve the need for community education. Community groups do not have the resources to succeed alone, however. The University must do more to educate student cyclists about the rules of the road for bicyclists when they are off campus. The County must realize that as the area grows in population density, traffic impacts on recreational activities will only get worse; education and leadership are needed in this arena. Finally, the City must also demonstrate leadership in bicycle safety information and education.

The L-O-U Bike Group is committed to this program and has raised $500 for seed-funding for community education projects. For this effort to be successful, all three jurisdictions must also commit their leadership and support to creating a bicycle-friendly environment.

Actions Needed

1. Establish a regional City/County/University Bike Education Committee.
2. Form a Regional Speakers Bureau made up of police, bicyclists, and others to address schools, churches, and university and community groups.
3. Develop and implement a program for elementary, middle, and high school students.

II. BICYCLE FACILITY IMPROVEMENTS

Bicyclists in the Oxford-Lafayette County-University area are diverse and include experienced bicycle racers, weekend recreationists, and children. We span every age, from toddlers riding behind their parents to septuagenarians. We share a concern for improved safety and access, yet each group has distinct and particular interests and needs. Off-road cyclists are most concerned about maintaining safe access to areas where trails are available, and improving the number of trails available to cyclists. Weekend riders and commuters are most concerned about finding safe routes, and improving motorist awareness of bicycles and safe "road sharing." Inexperienced cyclists and children need safe places to ride, such as linear parks, where they are not subject to the dangers of riding in a traffic stream with automobiles.

This plan deals primarily with the needs of adult bicyclists and children who ride under the supervision of their parents or other adults. We recognize that planning park and recreational facilities is outside our mandate as well as our expertise. Our members are very concerned about educating young bicyclists, but they are also alarmed by the lack of facilities for safe bicycling in general, and they are committed to a climate of improvement.

Bicycle Facility Options

Bicycle facility improvements may be divided into three categories, Bike Paths, Bike Lanes, and Bike Routes.

Bike Paths – Construction of a separate bike path which is parallel but separated from automobile traffic is often the solution of choice for bike safety among non-bicyclists and parents with young children, because of its perceived safety. However, this is the most expensive option for bicycle access, and the least suited to most Oxford-area bike destinations. Experience indicates it is not necessarily the safest solution, either.

National safety statistics show that bike paths are best suited to linear parks or other circumstances where there are few or no intersections with roads. Other communities' experiences with bike paths over the past several decades have uncovered two previously unforeseen dangers associated with them. These are that bicyclists separated from cars often forget to look for automobiles when they reach intersections, and similarly, when motorists reach an intersection with a bike path, they often forget to look for bicyclists if they have not been seeing them along the way. As a result, in many instances automobile-bicycle accidents along bike paths have actually escalated rather than dropped, bringing a new realization that visibility is perhaps the most valuable predictor of safety when bikes and cars share any portion of the road. Currently, the national trend is to include most bicycle improvements on the roadbed where motorists and bicyclists are visible to one another. However, the abandoned rail road, and a linear park around the periphery of Oxford are two possible locations in this area that could safely accommodate a separate bike path.

Bike Lanes – Enhancement of existing streets with bike lanes, either by constructing a wide outside lane for bicyclists, or by striping or painting arrows along wide streets to designate a bike lane, are relatively low-cost methods of accommodating bicycles. Wide lanes can be added as arterial and collector streets are designed and built, while painting can be implemented with the regularly scheduled maintenance of street painting. Bike lanes are

especially appropriate in areas with high concentrations of bicyclists, and on arterial or other major streets leading to key community destinations.

The American Association of State Highway and Transportation Organizations (AASHTO) publishes national guidelines for lane width, other construction specifications, and painting recommendations for designating bike lanes.

Adding painted lines to existing routes is another avenue for designating where bicyclists should ride on high-demand routes. The painted lane establishes the legitimacy of bicyclists on the road, as well as providing a guideline for motorists and bicyclists about who belongs where. Improvements to Molly Barr, Jackson Avenue, and Old Sardis Road to Lakeway Gardens are among the locations that should be designed to accommodate wide outside lanes and/or lane striping for designated bike lanes.

Bike Routes Routes – Bike routes are the least costly options for designating areas for bicyclists to get where they need to go. Signs designate bike routes. Traffic signs are important information tools and typically designate bike routes through busy corridors, admonish motorists to share the road, or simply notify drivers that they may encounter bicyclists on a given stretch of highway. Signed Bike Routes would be appropriate on Park, Bramlett, and other city collector streets, on Old Taylor Road past the city limits, and on near Highway 334, since these are routes constantly used by many bicyclists. Share the Road signs would be appropriate on County roads such as Woodson Ridge Road and College Hill Road, where traffic is fast and the road bed is narrow, as well as Old Taylor Road outside the city and Highway 334 toward Yocona. Finally, "Watch For Bikes" signs are appropriate along Highway 30 from Campground Road to the city limits, and in other areas, such as the crossings of Highway 7 at Belk Avenue, where bicyclists must mix with high speed traffic to reach their destinations.

Traffic signs urging motorists to share the road with bicyclists, to watch for bikes, or simply designating a Bike Route do three things: 1) they serve notice to motorists that bicyclists may be encountered on the road; 2) they encourage bicyclists to use the designated bike routes as alternatives to unsigned streets and highways; and 3) they communicate an urgent message -- bikes belong on the road. Bicycles are classified as vehicles in all 50 states; they belong on the streets.

Bike Facility Priorities/Actions Needed

The L-O-U Bike Group has developed a set of specific Bicycle Facility Improvement Priorities that reflect our concerns. They are listed below, with recommended actions and maps attached.

1. Bike access to off-road trails and paved routes is a high priority.

Proposed: Designate new paving to enhance safe access to existing trails and routes. (See Map 1, in Appendix I)

On Highway 6, a paved shoulder is needed to allow bicyclists to reach trails without driving their cars. Currently, the absence of safe access forces bicyclists to transport their bikes to the trails in an automobile.

Highway 30 between the bypass and Woodson Ridge/Campground Road is very narrow and presents a similar barrier to cyclists riding to Cambridge Church of Abbeville, as well as a hazard to those bicyclists who ride to work from the Woodson Ridge/Campground Road area.

2. A system of Bike Routes should link major destinations; the success of this endeavor will depend on joint City, County, and University planning.

Proposed: Designate a series of Bike Routes and Bike Lanes to link major destination points (parks, neighborhoods, the Square, the malls), using alternatives to arterial streets where possible. This may be accomplished in a phased program over one to three years. (See Map 2, in Appendix I. The routes outlined by the long dashes form the "spokes" of the system from the center of the city outward and are of the highest priority, while the routes outlined by the short dashes provide the links between the spokes, and go to destinations that include Abbeville, Taylor, Yocona, Sardis Lake, and Enid Lake.)

The cost of the signs may be defrayed by seeking donations; the signs for the city's first bike route, between the Square and the University, were funded by private donations.

3. Potential city, county, and University Bike Lanes were identified. (See Map 3, in Appendix I). As noted earlier, Bike Lanes are most appropriate where high concentrations of bicyclists ride in high-volume traffic, and where roadbeds are either wide enough for painting, or scheduled for improvements. Thus the routes recommended on Map 3 are on arterial and major collector streets, where improvements are anticipated.

Proposed: A policy of including wide outside lanes for all new arterial streets, as well as other streets and designated county and state highways, is recommended. New, wide, outside lanes should be included in the design phase for all new arterial street improvements in Oxford. (See Map 3, in Appendix I. The routes outlined by dashes indicate corridors where new road construction should include wide outside lanes to accommodate bicycle lanes.)

Bike Plan and Strategies Plan

While planning should be accomplished with a great deal of community input, it also requires leadership. Objectives must be clear at the outset; the shape and feel of our community must be agreed upon. It is clear that bicyclists and pedestrians have not been heard in the past, perhaps because resources were inadequate, or because their numbers were small. Those of us who regularly bicycle in and around Oxford feel that the time has come to re-examine priorities and plan for the needs that we can anticipate.

In the City

The advantages of encouraging more bike traffic in Oxford and around the University are obvious to motorists and bicyclists alike, and include reduced congestion, reduced demand for parking, increased health and recreation opportunities, and an improved environment for families and neighborhoods. The success of the changes proposed in this document hinges upon small investments such as signs, well-designed, secure bike racks, and community education and information programs. Note that all Bike Route and Bike Lane designations recommended are on streets that are already widely used by bicyclists. A promised effort by the University of Mississippi to reduce student vehicles on campus by encouraging bicycling could dramatically improve traffic congestion in the University area, while rapidly increasing the number of bicyclists throughout the city.

In the County

Outside the city limits, bicyclists and pedestrians share the same predicament: narrow, paved roads with drop-away shoulders that leave little room for safe walking or bicycling. In the short term, signing key routes with "Watch for Bicycles" or "Share the Road" will alert motorists to be aware of bicyclists on the road and to drive safely around them. Clearly, future road and highway improvements in the county should be designed for multiple uses, including bikes and pedestrians. Despite the absence of amenities, many county residents walk or ride bikes to work.

Beyond signs, the bike facility improvements needed in the county will be expensive and will have to be phased in with major road widening and other improvements. Funding sources will need to be pursued. However, the rapid growth of new subdivisions will inevitably place more demands on recreational and alternate-mode transportation. These needs should be examined and planned for now.

At The University of Mississippi

The University of Mississippi has recently completed a plan for a "bicycle-friendly campus" that does not appear to have been incorporated into policy or action. As the largest magnet for automobiles and bicycles in our community, it is imperative that the University leadership examines and addresses the impact of its decisions on the community at large. In the short-term, bicycle parking and Bike Route signs need to be improved. Over the long-term, the University may need to establish covered parking and other facilities to actively encourage more bicycle use.

Tourism and Retirees

Local officials should also consider the effects of enhanced bicycling facilities on tourists and other targeted populations such as retirees. People over the age of 55 are the fastest growing age group in some national bicycling organizations, according to a recent issue of the American Association of Retired Persons newsletter. A one-hour bike ride can easily take a bicyclist ten miles, or for the very fit, 25 or 30 miles. Oxford and Lafayette County offer many interesting destinations for visiting bicyclists, including Sardis Lake, Taylor, and Abbeville.

Policy Needs:

1. Recognize and plan for resident, retiree, and tourist recreation and alternate transportation (bicycling and walking) needs. Evaluate over-all transportation needs and opportunities with the bicycling and walking population, as well as automobiles, in mind.

2. Identify sources of funds for improvements. ISTEA and other funds are available for bike and pedestrian improvements. It seems unlikely that Oxford has received its fair share of these funds in the past. We should vigorously pursue them now.

3. Adopt a City/County/University Bicycle Plan . This plan would identify a system of bicycle paths, routes, and trails, and would include policies to make us a more bicyclist-friendly community. Examples of these include evaluating the effect of four-way stops on bicycle traffic, and looking at strategies for "calming" the areas of highest vehicle intensity, such as the Square, the University entrances, and the areas near parks, malls, and other destination points. The Plan should evaluate funding options for developing Bike Routes or paths to Sardis Lake and other recreational destinations in the county. Finally, the plan would provide a comprehensive list of objectives and implementation strategies for the University, the County, and the City to achieve a safer, bicycle-friendly environment.

III. RAILS TO TRAILS

Any conversion of the railroad bed to a transportation or recreation corridor should include a bicycling component. The corridor has the potential of linking Abbeville with Water Valley. While this entire corridor may not be abandoned by the railroad any time soon, programs such at the Rails and Trails Program, also using federal highway funds, should be examined for their potential to serve recreational needs in this area.

Key Points:

A. The rail corridor could serve students, recreationists, and commuters, cyclists, and pedestrians.

B. The rail right-of-way does not need to be abandoned for a successful project.
C. Support from private property owners south of the Whirlpool plant will be needed to establish an Abbeville to Taylor Route, or an alternate route could be developed.

Rails to Trails Implementation

As the City and University negotiate for the use of the railbed for the new Performing Arts Center and possible access road, the issue of integrating the Center into a recreational corridor should be considered. Actions should not be taken to preclude future use of the rail right-of-way as a recreational corridor for bicyclists and pedestrians. The University's site plan should include safe access and other provisions for pedestrians and bicyclists.

The L-O-U Bike Group plans to conduct a feasibility study of the rail-to-trail potential of the partially abandoned rail line by December, 1998 to determine if and how to proceed.

CONCLUSIONS

Most bike-friendly improvements require little cash expenditure, but considerably more effort. Education is a necessary element of every bike-friendly implementation plan. In our community, with an active, diverse, bicycling population and a growing tourism industry, we have the capability of maximizing many of our existing resources to improve bicycle safety by promoting bicycle safety and designating bike routes, even as we plan future improvements such as linear parks and bike paths. These could dramatically increase the transportation and recreation opportunities of children, the elderly, and others who may not want to share the roads with cars.

It is important to remember that most bicyclists do share roads and highways with motorists, and that responsible coexistence is a fundamental obligation of all classes of drivers, from bicyclists to motor scooters to cars and trucks. The combination of improved public education and the marking of key routes with signs will help assure that coexistence is safer and that drivers and bicyclists are informed about how to share the road.

Importantly, we can immediately embark on a program of community education and erecting Bike Route signs by initiating private and public activities now.

We also need a county-wide discussion of the phasing of designated routes, as well as some creative thinking about how to afford such improvements as wide outside lanes and/or designated Bike Lanes, as new roads are constructed.

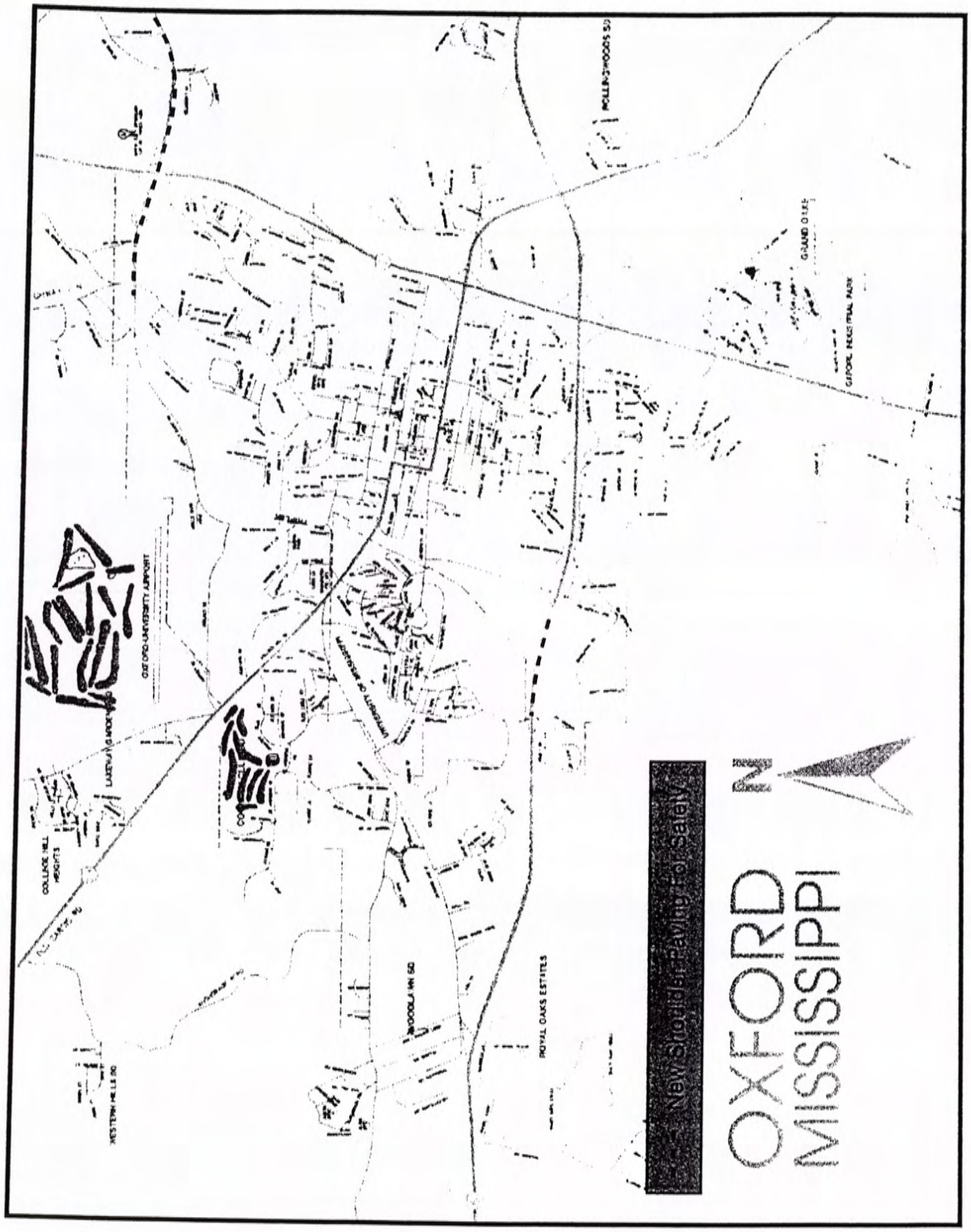
APPENDIX

I. Maps
Map 1: *New Shoulder Paving for Public Safety*
Map 2: *Bike Route Signs and Paving*
Map 3: *New Construction Bike Lanes*
Map 4: *Sidewalks and Footpaths*

II. L-O-U Bike Group Survey Summary

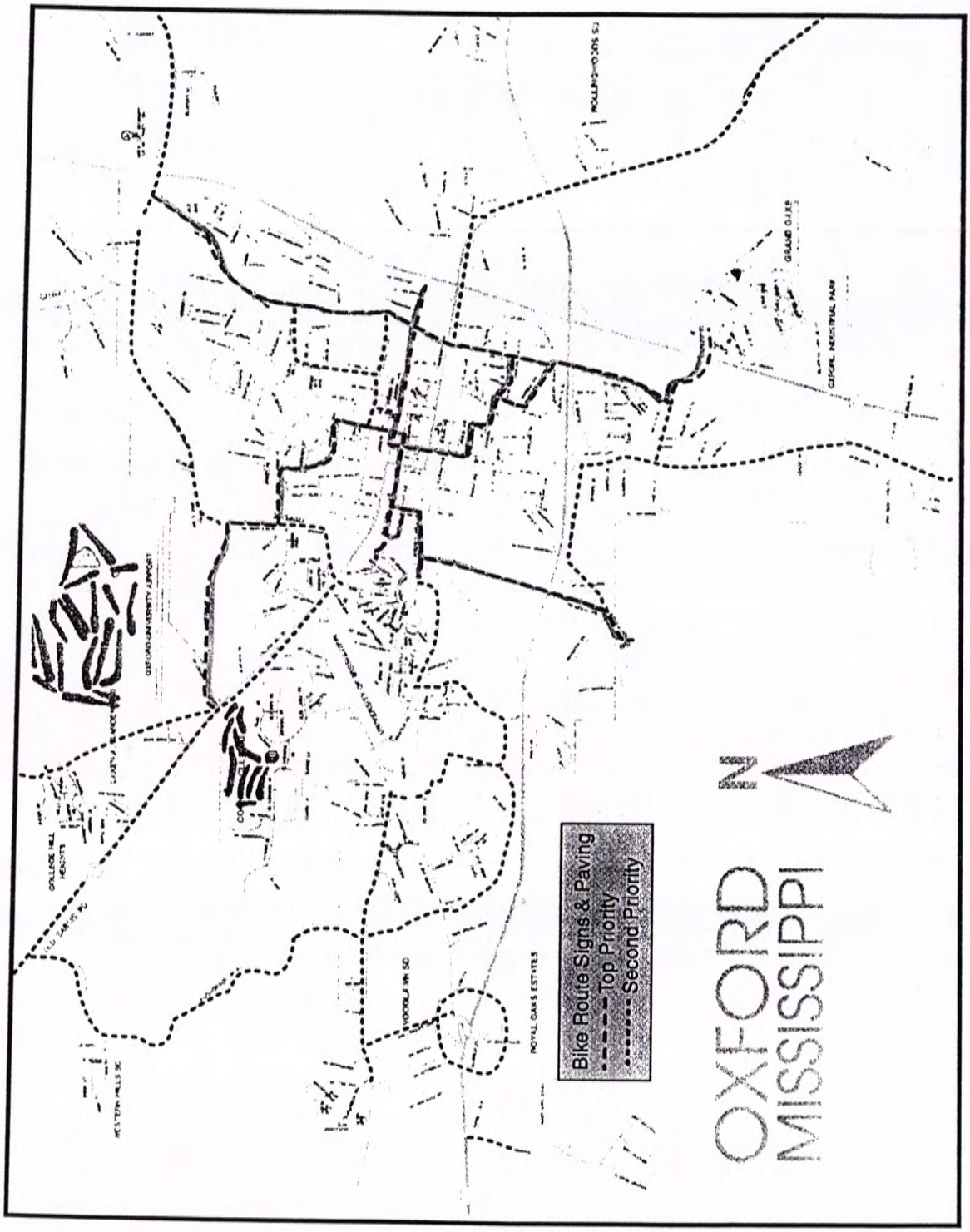
Appendix I:

Map 1



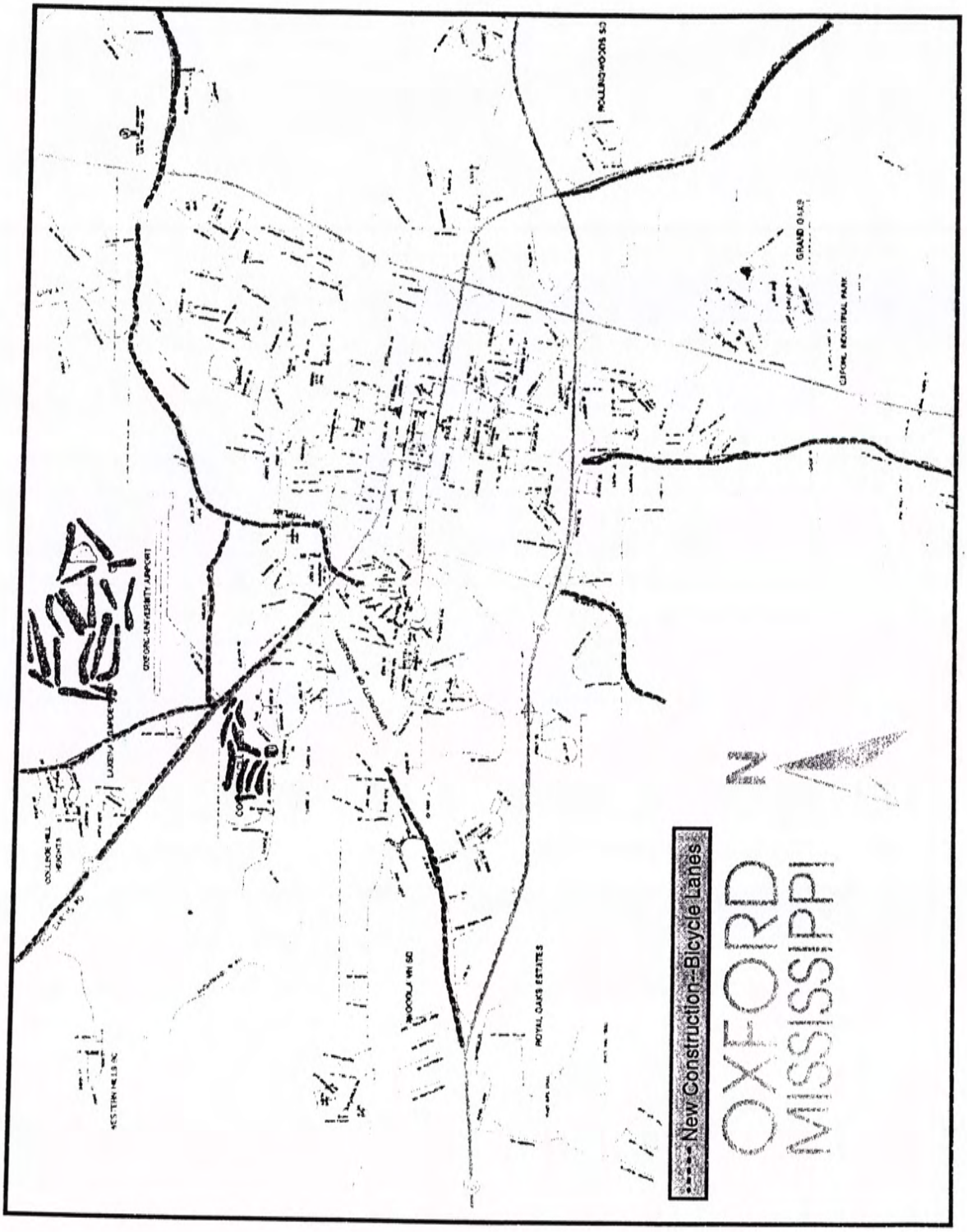
Appendix I:

Map 2



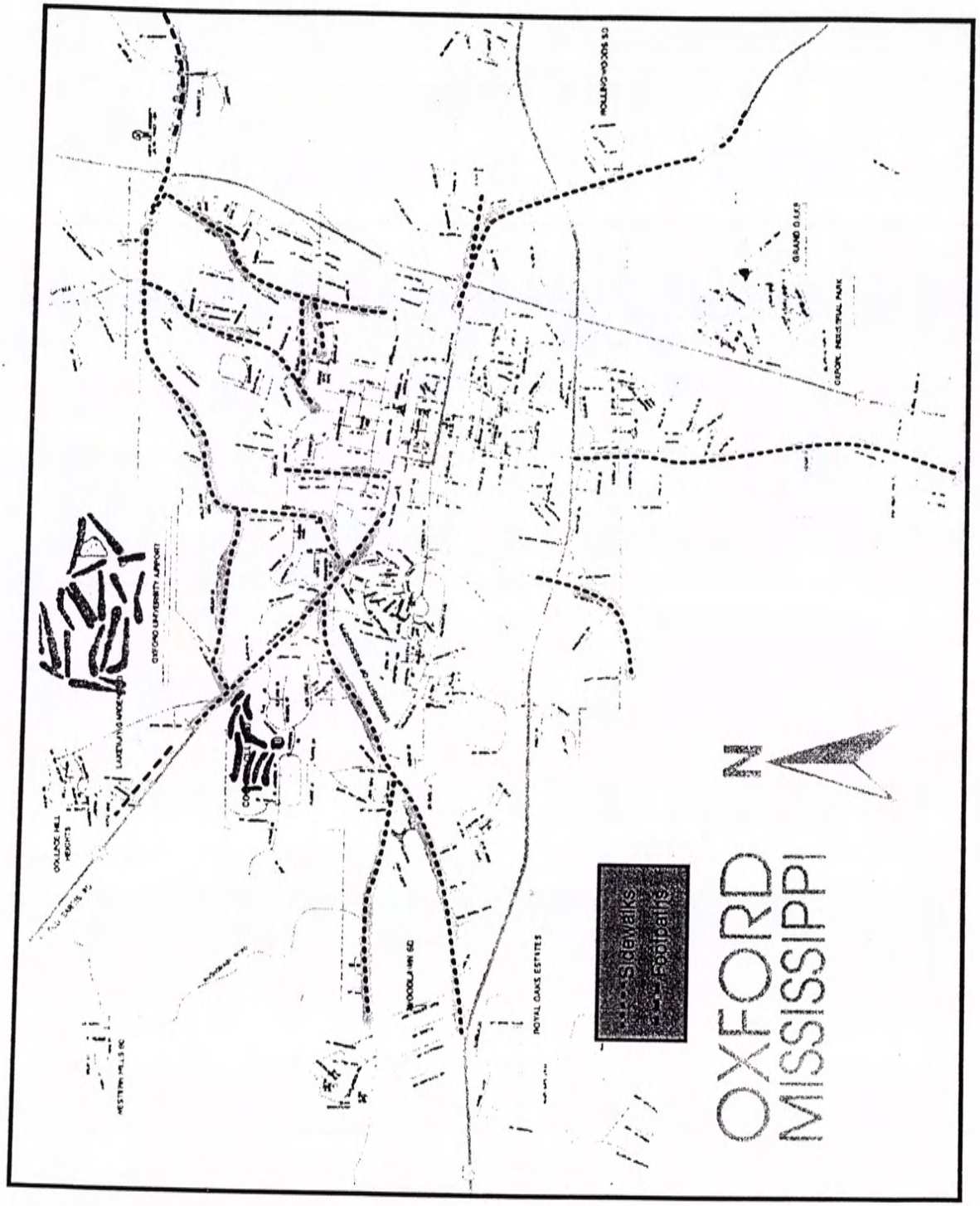
Appendix I:

Map 3



Appendix I:

Map 4



Appendix II:

L-O-U Bikes Questionnaire Results

Of the 50 to 60 people who attended the public meeting on bike and pedestrian access on Nov. 3, 45 signed the attendance sheet. Thirty questionnaires were distributed, of which 29 were returned with responses. Not all questions were answered by all participants. The sample is small; the return rate was unusually high. We are using this information to guide our plans.

WHO ANSWERED THE QUESTIONS

Eighty-two percent of the respondents identified themselves as bicyclists, with 25% indicating they run or walk, too. About 74% of those responding ride primarily on paved surfaces, with 26% focusing on trail riding. Most cyclists ride from 10 to 20 miles per week, but 17% ride more than 40 miles per week, and a few ride over 100 miles per week.

Bicycling is pursued by 52% of respondents when they travel or vacation, with bike-friendly features such as good trail systems, bike routes, and fun recreational opportunities listed as primary reasons.

Local Favorite Rides: Fifty three percent listed Sardis Lake destinations, including Clear Creek, Coon Town Landing, or the off-road trails, as their favorite local rides. Taylor came in a distant second with 13%. The Ole Miss Campus is a popular afternoon and weekend destination among cyclists seeking to avoid heavy traffic.

Major hazards noted by bicyclists included encounters with rude or aggressive drivers (56%)--with instances of too-close passing and thrown objects cited—a well as narrow roads and highways (13%), and dogs and potholes(12%).

WHICH IMPROVEMENTS MATTER MOST?

Questions were posed regarding the need for a recreational/bike plan, a bike/driver education campaign, The League of American Bicyclists' Effective Cycling programs, bike rack installation, an education program for children, and other issues. Answers were ranked as shown:

1----------3----------5
Very important Somewhat important Not important

Bike Plan: Overwhelming support (99%) was expressed for developing a bike plan or ordinance to identify routes for bicyclists and pedestrians and encourage safe sharing of the road with motorists. ***Bike route signs, wide outside lanes, and other road improvements were ranked Very Important by 73% of those responding;*** an additional 26% thought these improvements were Somewhat Important.

Enforcement of parking, sidewalk, and road-rules ordinances for bicyclists were ranked Very Important by 65% of respondents, with an additional 34% citing them as Somewhat Important local strategies.

Education Needs: Participants overwhelmingly supported adult driver and cyclist education about the rules of the road and the necessity of sharing the road with other users; ***82% supported promotion of improved public awareness among both motorists and bicyclists about bike safety as a Very Important strategy.*** Fifty six percent thought consistent enforcement of the rules in the city, county and university would be VERY Important, and supported the designation of an effective cycling instructor at each jurisdiction. 65% thought early elementary education was a very Important Strategy.

Bike Parking: ***More than 80% of the respondents support a voluntary bike rack installation program,*** and would like to see merchants offered recommendations about good bike racks.

Rails to Trails: A Rails to Trails route could be an element of a larger bike circulation and recreation plan. ***65% of respondents thought it a Very Important strategy for Oxford and the University.*** Several people in attendance discussed rail conversions for active railways, as well as in Hattiesburg and adjacent to Mississippi State University.

II. UTILITIES

BACKGROUND

Within a few hundred yards of the City of Oxford, the availability of water, sewer, cable TV, and natural gas varies tremendously. Basic services are not available to some county residents. The Transportation and Utilities Committee was charged with examining the provision of utilities through the year 2020.

WATER AND WASTEWATER: *WATER SERVICES*

Vision: Water Services

To provide water to citizens economically and in compliance with all State and Federal regulations, and to plan for sustained excellence in water service until at least the year 2020.

Background: Water Services

1. Water Treatment

The City of Oxford treats water for residents within the city limits. The capacity of the plant is approximately 7.5 million gallons (MG) per day. One asset is that current use is approximately 40-50 percent of capacity; therefore, Oxford's water plant has the capacity to serve projected growth over the 20-year planning horizon.

2. Water Storage Facilities

The existing City water system consists of many miles of water line served by three water storage tanks. The main site requirement for the water tank is adequate elevation, both to allow gravity flow through the distribution system and to allow the tanks to work in conjunction with each other so that water is "turned over" and not allowed to become stagnant. Although the city surrounds the University, The University of Mississippi is not a customer of the City's water system; the University has its own water storage facilities. Specific assets include:

- Significant treatment plant capacity is available for water demand.
- The water treatment and distribution system is in compliance with all State and Federal regulations.
- The City has invested $2.5 million in the last year to install a new water line and water tower off of Molly Barr Road.
- The City has undertaken a project (currently about two-thirds complete) to loop the city with a 12" water main.
- Fire protection is available to most areas of the city.

Liabilities and Challenges

- There is no inter-jurisdictional agreement between the City and the independent water associations, whose territories include the remaining parts of Lafayette County, and no detailed plans that address extension of water and sewer service outside the city limits.
- There is no inter-jurisdictional cooperation between the City of Oxford and the University of Mississippi on the water treatment and distribution system.
- The lack of interconnection or inter-jurisdictional agreements between the City and community water systems adjoining the city, or between the City and the University, impedes these jurisdictions' access to alternate sources of water should the distribution system be interrupted, or to address a need for improved water pressure, or to provide for frequent turnover of the water supply in order to prevent stagnation.

RECOMMENDATIONS: *WATER SERVICES*

Objectives

1. Provide water storage supply equal to 48 hours of service to all areas within the city and county service area in an aesthetically pleasing manner, and through methods which are

effective during extended power outages and reliable during inaccessible weather conditions.

2. Provide an adequate and reliable water distribution system throughout the city, which extends fire protection service to all properties.

3. Upgrade the City's water metering system to allow the use of remote sensing equipment.

4. Upgrade existing water pump stations to provide safe and reliable service.

5. Maintain water revenues at a level that will support operation, maintenance, and capital improvement needs. Maintain a fee structure under which the expenses associated with the provision of the water system infrastructure necessary to serve new development are paid for by new development.

6. Participate in development of regional infrastructure planning.

7. Provide reliable emergency communications with utility customers to advise of current or impending interruptions in service.

8. Plan for coordinated service extension across city boundaries.

Action Strategies

1. We will provide water storage supply equal to 48 hours of service to all areas within the city and county service area, in an aesthetically pleasing manner, through methods which are effective during extended power outages, and reliable during inaccessible weather conditions.

POLICIES
within 5 years

- Utilize gravity water storage systems, which also require low maintenance for proper operation.

* Locate future water storage facilities such that a minimum elevation is required to provide service, and bury the tanks, where feasible.

* Provide landscaping around water storage tanks that, with maturity, will screen the tanks.

* The City should procure and utilize an interactive modeling software program that is compatible with the Geographic Information System. Such a modeling program

PROGRAMS
within 5 years

- Maintain existing water storage facilities by continuing regular inspections and maintenance.

PROJECTS
within 5 years

- Complete the current project to loop the city with a 12-inch diameter main.

- Install fire hydrants in existing developments in accordance with the distance targets recommended by regulatory agencies.

- Install automated telemetry in all pump stations.

- Administer a shared cost water extension program to currently developed properties.

- Increase fire flow at the hydrants to a minimum of 1,000 gallons per minute. Provide more flow in areas

would enable proposed water main construction to be evaluated for impact on the flows and pressures of the current system. It would also enable new development demands to be modeled to identify the best interconnection with the existing system, and to determine whether off-site improvements are necessary to support the proposed development.

• Require that new water mains be looped into existing mains, and set a goal of looping all dead ends.

• Color code fire hydrants within the city to indicate to emergency personnel the flow available from that location. (For example, green to indicate an available flow of 1,000 gallons per minute, orange to indicate between 500 and 1,0000 gallons per minute, and red to indicate less than 500 gallons per minute.)

where it is required by replacing existing, inadequately sized lines with a minimum of 12-inch lines; creating loops in existing and future water mains; and increasing pressure head with water storage tanks.

by the year 2020

• Require new developments to utilize best state-of-the-art pipe in design of the water system.

• Construct water storage facilities where needed to maintain and enhance delivery of water to city residents.

• Install automated telemetry in all pump stations.

2. We will upgrade the city's water metering system to allow the use of remote sensing equipment.

POLICIES

PROGRAMS

PROJECTS
within 5 years

• Replace existing commercial and residential meters with electronically read water meters.

• Purchase the required data storage units and software for remote sensing meter reading.

Ordinances
* Require installation of electronically read water meters in new developments.

by the year 2020
• Complete replacement of the existing commercial and residential meters with the electronically read meters.

3. We will upgrade existing water pump stations to provide safe and reliable service.

POLICIES

PROGRAMS
within 5 years

• Maintain existing pump stations by continuing regular maintenance and inspections.

PROJECTS
within 5 years

• Upgrade existing water pump stations in accordance with current technology and safety standards.

4. We will maintain water revenues at a level that will support operation, maintenance, and capital improvement needs, and will maintain a fee structure under which the costs of the water system infrastructure necessary to serve new development are supported by new development.

POLICIES
within 5 years

• Establish rates which will support current year operating costs, including payment to the City Water

PROGRAMS

PROJECTS
by the year 2020

• Utilize availability fees to fund system capacity improvements and to fund debt service for long term infrastructure improvements.

Department for water. Maintain a fund balance of 3% of fixed assets and three months operating and maintenance costs. Evaluate rates annually to assure these targets are maintained.

• Fund infrastructure rehabilitation and replacement capital projects through the water use rates.

5. We will participate in development of regional infrastructure planning.

POLICIES
within 5 years

• Attend regional infrastructure planning meetings or events and evaluate how the City of Oxford's system can be best served through regional cooperation.

• The City and University should discuss and come to an agreement on how each jurisdiction can best support the water storage needs of the other jurisdiction.

PROGRAMS

PROJECTS

6. We will provide reliable emergency communications with utility customers to advise of current or impending interruptions in service.

POLICIES

PROGRAMS
within 5 Years

• Establish an emergency communications system, in cooperation with emergency services, to advise City utility customers of current or impending interruptions in service; test the emergency communications system periodically; and assure that City utility customers are aware of how to access this information.

PROJECTS

8. We will plan for coordinated service extension across city boundaries.

POLICIES

POLICIES within 5 years

- Develop a utility service area agreement with rural community water systems that share boundaries with the City of Oxford. This would address ultimate service areas for the City system, and an approach for service to areas adjacent to the city's boundaries.

PROJECTS

WATER AND WASTEWATER: *WASTEWATER TREATMENT AND DISPOSAL*

Vision

We want to insure that the community develops a plan to provide safe, affordable sewage treatment and disposal that is capable of meeting the needs of an expanding city and county population, while safeguarding the public health and environmental quality. City and County cooperation and unified planning on sewage disposal issues is essential.

Background

1. City

The biological treatment facility was rebuilt in 1973 and upgraded to 3.5-mg/d capacity. The current average load is approximately 2 mg/d. The hilly terrain requires the use of 33 pumps or lift stations to transport the sewage to the treatment facility on the Yocona River off of Hwy 7 South. The older infrastructure is largely in need of repair, and work is currently being done. Utility rates can be used only for utility improvements. Expansion of population is easiest to the west and south of Oxford, due to the locations of the water and sewer plants. Sewer repairs are more expensive than water repairs, due to grade requirements. Further pumping stations are needed to control odor. Both the current sludge disposal lagoon and the sewage treatment plant will be at capacity within the time frame of this planning mission. People are using more water today than five years ago. Peak flow has risen from 2 mg/d to 3 mg/d. Normal sewage load is projected at 150 gal/day/person. Whirlpool and Lawn Boy are the only significant industrial users; the industrial park has its own water supplier. Hazardous contaminants come predominantly from residential users. Storm drains are not connected with the sewer system, draining instead directly into receiving streams or ditches. The University sewage system is connected to the city, although it generally operates independently. Discharge is into Bernie Branch Creek.

2. County

Individual septic systems and small treatment facilities in some rural communities and subdivisions are currently meeting sewage needs in the county. New subdivision regulations require that sewage facilities meet minimum state health provisions.

Assets

1. City

The upgraded treatment facility is able to handle adequately the current sewage load. Right-of-ways and infrastructure are already in place in the city proper and to the treatment

facility. Utility fees support improvements to the system. In the county, new subdivision regulations may provide some guidance on sewage treatment and disposal.

2. County

In the county, new subdivision regulations may provide some guidance on sewage treatment and disposal. The new subdivision regulations will assure compliance with state health provisions.

Liabilities and Challenges

1. City

The present treatment facility is currently at two-thirds capacity. It is estimated that the current sludge lagoon will reach capacity in 14 years. Acreage for a new treatment facility and sludge lagoon will be a political hot potato due to the NIMBY (Not In My Back Yard) sentiment of most landowners.

Infrastructure in the older section of the city is worn out and undersized. The rate of needed repair to the infrastructure in the older section of the city exceeds the rate of utility fees to pay for it. An estimated ten to fifteen years are needed to make needed repairs at the existing rate structure. Another obstacle to making needed repairs is manpower. Two more supervisory positions are needed to work on sewage disposal.

Expansion of residential areas and connection to the sewage system is problematic, especially on the north and east sides of town. Increased water usage reduces the time window for the existing treatment plant, and disposal of hazardous contaminants by residential users limits the potential for sludge disposal.

2. County

In the County, a rapidly expanding population around the city perimeter increases health risks from individual septic systems. Current building codes and land use regulations do not adequately address the need for integrated sewage disposal planning based on expected population growth and geologic conditions. The inefficiencies and potential costs associated with the proliferation of multiple, independent sewage treatment districts are likely to become apparent and pervasive as existing systems age and additional capacity is needed. The lack of sewage facilities in the county could inhibit future economic development.

RECOMMENDATIONS: *WASTEWATER TREATMENT AND DISPOSAL*

Objectives

1. To provide safe, affordable, and ecologically responsible sewage treatment and disposal service to the Oxford-University-Lafayette County community.

2. To improve the timeliness of repair and maintenance of existing sewer lines.

3. To establish policies and procedures for connecting to City sewer for communities outside the city limits.

4. To alleviate the health risk of sewage disposal in areas of rapid population growth and in more densely settled parts of the county.

Action Strategies

1. In order to provide safe, affordable, and ecologically responsible sewage treatment and disposal service to the Oxford, University, and Lafayette County community we will:

POLICY

- Establish a City-County Water Resources Commission.
- Proceed immediately with plans for a new treatment facility and sludge lagoon, including the purchase of property for this purpose.
- Initiate a campaign of community outreach to communicate the need for water conservation and conservation methods, and the need to reduce the amount of toxic contaminants from residential users.

PROGRAMS

- Develop a public information program to achieve conservation and contaminant reduction goals.
- Work with area schools to incorporate conservation and contaminant reduction information in curricula for elementary, middle school, and high school students.
- Develop community outreach materials and procedures.

PROJECTS

- Evaluate costs and benefits of reducing immediate stress on the existing system by encouraging growth only in areas where capacity is available.
- Implement public information programs

2. In order to improve the timeliness of repair and maintenance of existing sewer lines we will:

POLICY

- Reformulate funding provisions for sewer system repair and maintenance.
- Establish and publicize priorities for expansion, repair, and maintenance.

PROGRAMS

- Develop public information and comment provisions.
- Review and update funding process and priorities every five years.

PROJECTS

- Hire additional personnel for system repair.
- Work with State agencies and the county to encourage appropriate oversight of independent sewage collection and treatment systems.

3. In order to establish policy and procedures for connecting to city sewer for communities outside the city limits we will:

POLICY

- Develop a coordinated City-County planning process for addressing wastewater collection and disposal issues.

PROGRAMS

- Work with the County and State to establish a means by which joint planning on sewage disposal issues can be accomplished.

PROJECTS

- Inventory age and condition of County treatment facilities.

4. In order to alleviate the health risk of sewage disposal in areas of rapid population growth and in more densely settled parts of the county, we will:

POLICY	PROGRAMS	PROJECTS
• Reconcile state provisions that limit the ability of the County to work cooperatively with the City on sewage treatment and planning issues.	• Adopt and apply County building codes regarding sewage disposal.	• Establish dialogue with State agencies and Three Rivers.
• Establish a regulatory body and guiding framework to accommodate increased sewage disposal needs around the city perimeter.	• Review and adopt, as needed, appropriate codes and provisions to address health issues stemming from increased sewage disposal, especially in areas of rapidly expanding population.	• Establish dialogue with sewage treatment managers.
	• Establish a mechanism by which proper sewage treatment and disposal can be enforced.	• Establish dialogue with the construction industry.

SOLID WASTE AND RECYCLING

Vision

To provide economical, environmentally sound, solid waste disposal services, which are in compliance with all State and Federal regulations, to all residents. Plan for sustained excellence in solid waste management through the year 2020.

Background

Currently, the City of Oxford provides twice weekly garbage pickup to residences, business, and apartment buildings, and once weekly pickup of rubbish (brush, construction materials) and white goods (household appliances, such as refrigerators, etc.). All the above are carried to the City of Oxford Landfill on Pea Ridge Road. The City of Oxford and Lafayette County jointly operate a transfer station located at the landfill, where all garbage is transferred to trucks and transported to the Three Rivers Development Corporation landfill in Pontotoc County. Brush is disposed in the Oxford landfill. White goods and tires are recycled.

Together, the City and County transport 123 tons of garbage each day to the Three Rivers Landfill, at a cost of $31.44 per ton. The cost to contractors and individuals is $33.94 per ton. A fee is charged, billed with water and sewer use fees on a monthly basis, which supports the total cost of the refuse collection and disposal. Currently, the fee is on a per residence basis regardless of quantity disposed.

Littering and unregulated dumping are pervasive. Old dumps and heaps of trash occur throughout the city and county. Casual roadside littering is viewed as a presumed right at every rung of the socioeconomic ladder.

Assets and Opportunities

Assets of the City include the landfill and transfer facility, the office building, truck storage, wash rack, three garbage trucks, five front-end loaders, four trash pickup trucks, and a working system for pickup and disposal, including rates, regulations, and schedules. At this time, the

City is applying for a grant from the Mississippi Department of Environmental Quality to begin a voluntary recycling program, which would be housed in the old street, water, and sewer "Barn" on Highway 7 South.

The City participates with Lafayette and surrounding counties in the regional, solid waste disposal system. Brush collection is enhanced by curbside chipping, with the mulched collections available for pickup by the public behind the City's maintenance shop. The life of the Three Rivers Landfill is limited.

Liabilities and Challenges

The greatest challenge in the area of solid waste management is to meet the demands of an expanding population. Unless each person can be induced to reduce the amount of material discarded, the costs to the city for disposal will go up. It is desirable to reduce waste, disposal costs, and resource use in general. The question currently being investigated is whether a recycling program will help meet new demands in a way that is economical and environmentally beneficial to the community. The following two paragraphs outline the discussion of initiating a recycling effort.

The recycling program as currently envisioned would be one that supports a sheltered workshop at the North Mississippi Regional Center. Initially, it would be run on a volunteer drop off basis. With education and publicity, 15% of the public is expected to participate. If the initial operation is successful, the hope is that in the future one of the two garbage pick up days will be for recycled materials. The cost of operating a curbside program is much greater than a voluntary program. However, participation could be expected to increase to 80%, for a total waste reduction of perhaps 20%. An obstacle to the realization of savings from a reduction in tonnage is a "put or pay" clause, which Three Rivers has put in place to guarantee income from the regional landfill.

Recycling should not be looked upon as a money-making venture at this point, but should be looked upon as an alternative form of waste disposal. Fluctuations in the market for recyclable materials will dictate the cost or savings to the City. Costs to run the recycling program will be offset by reduced transfer and transportation costs. A voluntary drop off program that reduces the tonnage transferred to the Three Rivers Landfill by 5% will save the City $193/day in tipping fees, using the figures presented above. If the economic horizon is extended to include the cost of production, the indirect savings and benefits to the community are greater. These benefits include better air and water quality, lower retail costs, lower energy costs, increased local employment, larger and older forests, and improved health.

RECOMMENDATIONS: *SOLID WASTE AND RECYCLING*

Objectives

1. Promote public education on waste reduction, reuse, and recycling on a city and regional basis.

2. In cooperation with Three Rivers, expand scope of the Oxford pilot recycling project, including the types of materials recycled.

3. Expand residential, governmental, and commercial recycling efforts.

4. Establish alternative methods of managing yard waste debris in order to achieve a comprehensive yard-waste recycling program.

5. Develop a comprehensive food waste-composting program.

6. Establish a pay-as-you-go system for refuse disposal in order to add an economic incentive for waste minimization; residents will be billed based upon the amount of waste generated.

7. Provide and promote a household hazardous waste collection day and other regular events to collect special materials, in cooperation with Three Rivers.

8. Participate in development of a regional "salvage yard," "second life," or "reuse center/warehouse" for reusable pieces of construction materials, appliances, and other recyclable materials by residents.

9. Promote economic growth in the region by creating a stronger market for recycled items.

10. As a member of the Three Rivers Authority, identify options for waste disposal and implement these prior to closure of the current landfill. As technology advances, research, as a part of the authority, state-of-the-art measures for municipal solid waste disposal.

11. Maintain solid waste revenues at a level that will support operation, maintenance, and improvements to the program as needed. Maintain solid waste user rates at a level which will fully fund operational and maintenance needs.

12. Reduce littering and illegal dumping.

Action Srategies

1. We will promote public education on waste reduction, reuse, and recycling on a city and regional basis.

POLICIES
in the next 5 years

- Promote waste management through the Chamber of Commerce, merchants associations, etc.
- Support waste management presentations in public schools and emphasize source reduction.
- Promote the collection and recycling of fuel and oil filters, on a regional basis.

PROGRAM
in the next 5 years

- Provide appropriate hands-on activities and information for each grade level of local schools. Offer tours of recycling centers, collection centers, landfills, etc.
- Sponsor regular television and radio spot announcements, and programs on reduction, reuse, and recycling. Interview local business on their recycling efforts, and give excellent programs favorable publicity.
- Educate the business/commercial sector on the savings in disposal costs and potential revenues associated with recycling cardboard and

PROJECTS
in the next 5 years

- Install additional bins and designate additional sites for drop off of recycled materials by residents.
- Establish corrugated cardboard and paper containers at every major shopping center for at least weekly collection.

office paper.

• Sponsor a Recycler of the Year recognition dinner for a local business owner.

• Distribute educational materials on proper handling of household hazardous materials. Aggressively promote safe alternatives to common household chemicals, through the media.

• Educate and promote the "closing of the loop" and "buy recycled" campaign.

by 2020

• Research the options for offering day-old breads and other food items to the Food Pantry and shelters.

• Contact local businesses to donate computers and other equipment as prizes for use in the schools' recycling programs.

2. In cooperation with Three Rivers, we will expand the scope of the Oxford pilot recycling project, including the types of materials recycled.

POLICIES

PROGRAMS

PROJECTS
in the next 5 years

• Install additional bins and designate additional sites for drop off of recycled materials by residents.

by 2020

• Find or create local markets to use all plastics collected from the region.

3. We will expand residential, governmental, and commercial recycling efforts.

POLICIES
in the next five years

- Promote waste management through the Chamber of Commerce, merchants associations, etc.

PROGRAMS
in the next 5 years

- Establish corrugated cardboard and paper containers at every major shopping center for at least a weekly collection.

PROJECTS
in the next 5 years

- Sponsor a Recycler of the Year recognition dinner for a local business owner.

4. We will establish alternative methods of managing yard waste debris, in order to achieve a comprehensive yard-waste recycling program.

POLICIES

PROGRAMS
in the next 5 years

- Provide education in back yard composting in a joint effort with the Lafayette County Cooperative Extension Agent and homeowners.
- Establish composting displays at all of the public schools. Allow student groups to maintain them as projects throughout the year, and use the finished compost on the school grounds at the end of the season.
- Publicize the availability of brush chips to city residents. Establish a seasonal, weekly, on-site brush-chipping program for residents who want their brush chipped for use in their landscaping.

PROJECTS
in the next 5 years

- Establish common drop off sites for unwanted, bagged, grass clippings and leaves throughout the city.

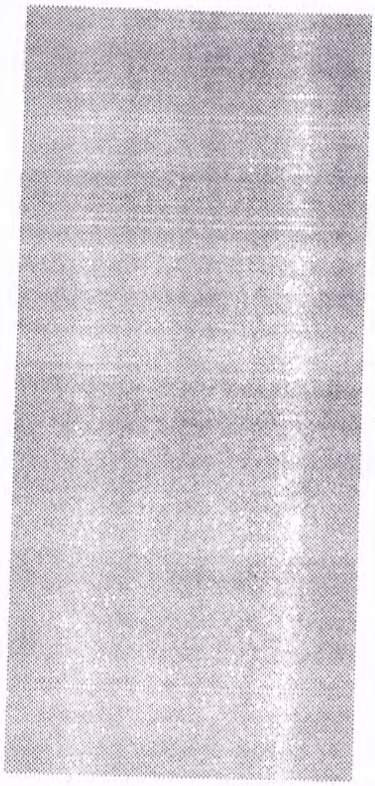
5. We will develop a comprehensive food waste composting program.

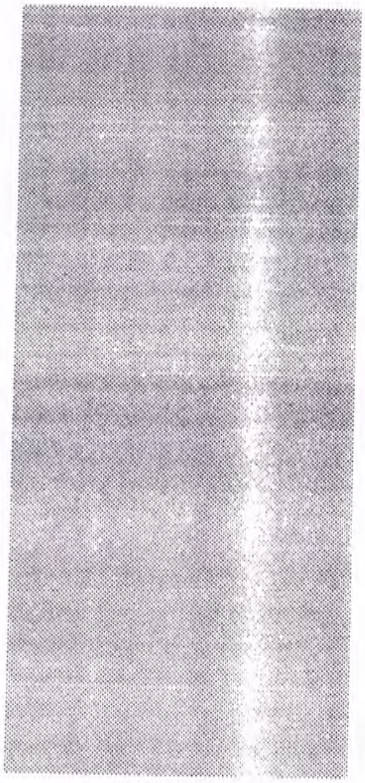
POLICIES

PROGRAMS

PROJECTS
in the next 5 years

- Work with the University and other local governments on experimental food waste composting.





• Designate a centralized collection site to recycle food waste collected from restaurants, dining halls, schools, and residences.

• Establish a site for food waste composting in a common area open to the region.

• Arrange alternatives to food waste disposal by contacting farmers who can use food waste as feed for their animals.

by 2020

• Research the options for offering day old breads and other food items for the Food Pantry and shelters.

6. We will establish a pay-as-you-go system for refuse disposal in order to add an economic incentive for waste minimization; residents will be billed based upon the amount of waste generated.

POLICIES
within 5 years

• City officials should investigate a volume-based refuse fee, where residents pay based on the amount they throw away. A volume-based refuse fee could be introduced, initially, on a voluntary basis, perhaps by neighborhood. The City should promote and administer various types of variable rate systems in pilot neighborhoods, analyze the effectiveness of the programs, make adjustments based upon customer response, and implement pilot programs in larger neighborhoods as higher levels of customer satisfaction are achieved.

PROGRAMS

PROJECTS

• Establish rates which will support current year operating costs, including payment to the Three Rivers authority for refuse disposal tipping fees, curbside refuse, and recycling collection, and other recycling operations.

by the year 2020

• When a variable rate refuse pilot program has been implemented in a neighborhood with over 100 households, and a customer satisfaction rating of eight out of ten has been received from customers, implement such a variable rate system on a city-wide basis.

• Charge variable rates for curbside customers according to the amount of refuse disposed, as measured through automated collection and scale equipment on the collection vehicle.

• As regional waste collection practices become more uniform, contract regionally for collection services.

7. We will provide and promote a "household hazardous waste collection day" and other regular events to collect special materials, in cooperation with Three Rivers.

POLICIES

PROGRAMS
in the next 5 years

• Distribute educational materials on proper handling of household hazardous materials. Aggressively promote safe alternatives to common

PROJECTS
in the next 5 years

• Include and actively promote the collection of old furniture and mattresses for recovering textile and other recyclable materials.

	household chemicals through the media.	• Designate one day a month as "household hazardous waste collection day."

8. We will participate in the development of a regional "salvage yard," "second life," or "reuse center/warehouse" for reusable pieces of construction materials, appliances, and other recyclable materials by residents.

POLICIES	PROGRAMS	PROJECTS **in the next 5 years** • Establish a centralized location to house reusable materials for salvage, in cooperation with the Three Rivers Authority. **by 2020** • Support study by the Three Rivers Authority on alternatives to land filling, such as solid waste composting, incineration, and waste to energy methods.

9. We will promote economic growth in the region by creating a stronger market for recycled items.

POLICIES **in the next 5 years** • Purchase supplies and materials made from recycled materials, including plastics, to increase demand and strengthen the market for such recycled materials.	PROGRAMS **in the next 5 years** • Educate and promote the "closing of the loop" and "buy recycled" campaign.	PROJECTS **by 2020** • Increase the percentage of recycled purchases by the City.

10. As a member of the Three Rivers Authority, we will identify options for waste disposal and implement one option prior to closure of the current landfill. As technology advances, research, as a part of the Authority, state-of-the-art measures for municipal solid waste disposal.

POLICIES
within 5 years

• As a member of Three Rivers, develop long-term waste management and disposal strategies.

PROGRAMS

PROJECTS

by 2020
• Support alternative methods to "land filling" solid waste in order to help conserve natural resources and help extend the life of the landfill in an environmentally responsible manner.

11. We will maintain solid waste revenues at a level that will support operation, maintenance, and improvements to the program as needed, and maintain solid waste user rates at a level which will fully fund operational and maintenance needs.

POLICIES
in the next 5 years

• Fund refuse and recycling program education, expansion, and monitoring of various projects through monthly user fees.

• Maintain a fund balance of 10 % of annual operational expenditures, and evaluate rates annually to assure that the funding target is achievable.

PROGRAMS

PROJECTS
in the next 5 years

• The City should investigate the feasibility of a waste reduction program that relies upon citizen and business education to achieve a higher level of environmental awareness.

• The City should join with other jurisdictions within the Three Rivers area to combine recycling efforts. Such cooperation would enable representation in the recycling industry to be stronger, larger volumes of materials to be "batched" for better marketability, and more regional coordination of programs. All of these would improve cost effectiveness.

12. We will reduce littering and eliminate illegal dumping.

POLICIES in the next 5 years

- Consider increasing fines for littering.
- Develop and sponsor litter reduction programs in the schools and for the adult population.
- Consider incentives for private dump clean up.

PROGRAMS in the next 5 years

- Encourage community organizations to promote litter reduction.
- Seek funding sources for litter control programs and private dump clean up.
- Locate and map private dumps.

PROJECTS in the next 5 years

- Promote semi-annual "clean up the community" campaigns.

COMMUNICATIONS TECHNOLOGY

Vision

We see communications technology encompassing the communication between the City and its citizens, citizens with each other, and citizens with the wider world. This can be done using existing technologies e.g. phone, television, radio, and cable, as well as emerging technologies, such as fiber optic delivery of information. Our goal should be to provide each citizen with the highest possible quality intra-city and worldwide communication in all possible forms, including Internet access. The full potential of existing technologies, such as low wattage radio, should be examined and implemented to enhance the economic development of the areas and the safety of its residents.

Background

Communication in our community will here be defined as all utilities necessary to provide the citizens of the Lafayette-Oxford-University (LOU) community with means of transmitting and receiving information freely. This includes Internet, Intranet, telephone, television, and radio services.

Assets

Currently the City of Oxford has local phone service, provided by Bell South, and a host of long distance carriers, including AT&T, Sprint, and MCI-WorldCom. Television cable service is currently provided by Galaxy Cablevision to city residents. The University gets its basic television cable from Galaxy, but uses other sources as well. County residents must use satellite dishes or antennas for television. The city currently has multiple AM radio stations and two FM stations, as well as access to Mississippi ETV and Public Radio in Mississippi.

The City of Oxford is also served by local newspapers, *The Oxford Eagle* and *The Daily Mississippian*, as well as daily delivery of the news papers from surrounding communities, including Jackson, Tupelo, and Memphis. The Internet is available via regular modem to local residents from multiple local providers, as well as AT&T and MCI. The University provides dial up access to all students, faculty, and staff. There are currently three web sites devoted to City information, as well as the University of Mississippi web site.

Challenges and Opportunities

One of the primary goals of this group is to see fiber optic access to all residents of the LOU community. The University presently serves its residents with a fiber optic backbone and

ten or 100 megabit access within each building. Such access is not possible to the entire community, but cable modem access should be. This could be done in one of at least three ways.

1. A cable provider could be allowed to lay the fiber optic lines, then allow citizens to connect to these backbone lines for a fee.
2. The City of Oxford could invest in the fiber optic lines, then connect each resident to them and build the fee into existing utility costs.
3. In the areas within and outside the city that are served by Northeast Power, a similar and compatible fiber optic approach could be taken by that utility and a seamless interconnection created, if possible, between the two electric companies.
4. The local phone provider, Bell South, could be allowed to lay the fiber optic backbone and allow citizens to connect to its backbone lines for a fee.
5. A public-private partnership may satisfy the community's desire to reduce costs while improving access.

Since all existing communication technologies are available through fiber optics installation, access to these lines is the major goal, challenge, and opportunity of this portion of the report.

RECOMMENDATIONS: *COMMUNICATIONS TECHNOLOGY*

Action Strategies

The Committee's action strategies reflect our consensus that there is a viable and important role for public as well as private leadership in the provision of communications services to local citizens. The Committee considered several concerns:

1. Publicly owned and operated fiber-optics systems may use tax subsidies to keep cable and other Internet rates artificially low; as a result, cities may lose money operating these systems. Public management decisions to use taxes to subsidize City services may be appropriate within the context of the City budget. However, this idea is not popular in the cable industry. The Committee is concerned that the lack of competition among providers of cable and other fiber-optics services may result in higher prices and minimal choices.

2. Many communities have examined the costs of constructing and delivering municipal telecommunications, and have decided the costs are too great. What is different about Oxford? The Committee feels that the City of Oxford is in a remarkably good position to proceed with providing a public telecommunications system.

3. Within the city, the City-owned electric utility owns the poles and maintains the physical infrastructure for the delivery of service. In the county, the privately owned electric utility does the same. These entities would need to have a major role in the decision-making process of the suggested Fiber Optic Authority.

In conclusion, the Committee sees no inherent reason fiber optics should be excluded from public management in Oxford. Our consensus is that the City's efforts in this regard should be applauded. A Countywide Authority might also be a feasible option, so that those portions of the city not served by the Oxford Electric Company, and those areas outside of that served by the Oxford Electric Company, could enjoy and utilize fiber optics.

Action Strategies

1. We will establish a unified integrated fiber optic utility under a Public Fiber Optic Authority.

POLICY
within 5 years

- Establish an Authority composed of members of all communities served by the fiber optic system.
- Once the fiber optic delivery system is in place, the governing board could lease space to any and all services that are deliverable fiber optically (television, phone etc.). The Authority would be expected to lease fiber optic capability to most residences and businesses, economically and with the highest quality service.
- The Authority would be expected to use the most feasible and economical manner of delivering the service, providing that aesthetics be considered in determining whether pole or buried cable should be used. In areas where new construction is taking place, where feasible a cooperative arrangement between the affected utility companies could include burying not only the cable, but also all utilities that serve the area.

PROGRAMS
within 5 years

- Fiber Optic Internet access to all residents would provide a level of citizen to citizen interaction not currently available. It would be possible to post all public calendars, bulletin boards, library schedules, park schedules, lunch menus, city government announcements and meetings on line. All special events would be instantly available to each home via this communication method.
- Fiber optics will be required to meet the needs of rapidly developing technology. Already the Internet can best be served through the improved speed available through fiber optics. Through the use of fiber optics, the City could be able to automatically read meters electronically from a single server housed in a City office. High definition television, presently in the experimental stage, would be enhanced through fiber optics.

PROJECTS
within 5 years

- The creation of a Fiber Optic Authority is needed to assure that the public is well served.
- Secure legislative authority to offer bonds to fund the initial installation of fiber optics. Conduct a concerted effort using citizens and representatives of the City, the County, and the University to address needed legislative action on this important issue.

EMERGENCY LOW-WATTAGE RADIO

Vision

The Committee anticipates a low-wattage radio broadcast providing tourists and visitors with information on tourist attractions, directions for reaching popular destinations, and announcements of community events. Such a radio broadcast could provide traffic assistance for large group activities on the University of Mississippi campus such as athletic events, commencement, and other similar activities. During emergencies, such as ice storms or other dis-

asters, or other disruptions to standard communication, this low-wattage radio broadcast would be maintained and used for transmitting important information. When electricity is out, broadcasts could be monitored on battery-operated radios and automobile radios.

Background

A low-wattage radio broadcast for the Lafayette County-Oxford-University community would provide a service that would be of real value for residents and visitors alike. One asset is that we have a small geographic area ideally suited to a low wattage radio station. *Liabilities and challenges* include that we have no local emergency broadcasting system. During ice storms or other natural disasters, a means for keeping people informed is needed. The Oxford area is encouraging tourism, yet has no means for transmitting tourist bulletins to drivers. We do not have a way of advertising community events to tourists or residents who are inclined to use the radio rather than the Internet or television.

Opportunities exist for increasing the community's communications capabilities in several arenas. One of the most important industries of Oxford and Lafayette County is that of tourism. Normal information on one radio broadcast would include informing visitors of the many outstanding visitor activities, and how to find them. During University of Mississippi athletic and other activities, information could be provided to encourage drivers to take routes that would assist traffic flow. At times when certain streets are not passable (such as the closing of Highway 6 this past year due to a major accident that forced traffic to be rerouted) travelers need such information to avoid traffic jams. When major disaster strikes, such as the ice storm of a few years ago, when electricity was off in some parts of the community for days and weeks, concerns regarding whether water is safe to drink, availability of supplies and foodstuffs, and similar topics could be covered.

RECOMMENDATIONS: *EMERGENCY LOW-WATTAGE RADIO*

Action Strategies

1. The City, County, and University will cooperatively sponsor a low-wattage emergency radio broadcast to provide tourists and visitors with information on tourist attractions, directions for reaching popular destinations, and announcements of community events.

POLICIES
within 5 years

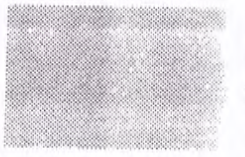
- Develop a plan for broadcasting community emergency information, coordinated by civil defense representatives, local radio stations, and governments.
- Secure funding for emergency generators and other requirements. Consider using Tourism tax monies to supplement other funds.
- Develop outreach strategie with local tourism groups, the Chamber of

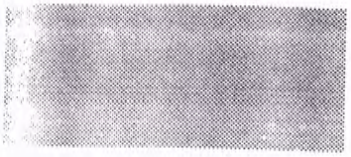
PROGRAMS
within 5 years

- Develop and implement a public awareness campaign to alert residents of the location of the emergency signal.
- Include this information in school civil defense programs.

PROJECTS

Commerce, businesses and industry, and other potential sponsors.





ELECTRICITY, NATURAL GAS, AND TELEPHONE

Vision

The Committee envisions a community in which services are available and affordable; where utility infrastructure is underground to the extent feasible; where coordination among various suppliers is designed to minimize disruption and expense; and where conservation is included as an integral aspect of planning, construction, and delivery of gas and electricity. Residential and commercial/industrial energy conservation is the lowest cost source of new power, and will help assure that affordable energy is available.

Background

The Mississippi Public Service Commission governs non-municipal utilities.

RECOMMENDATIONS: *ELECTRICITY, NATURAL GAS, AND TELEPHONE*

Objectives

The utility providers and the City of Oxford Electric Department should:

• Provide reliable, affordable residential service to allow all citizens of the Lafayette-Oxford-University community to enjoy the best available technologies through the early 21st century.

• Provide reliable service to commercial and industrial customers at competitive rates that support and enhance continued economic development and a growing and diversified community.

• Develop a cooperative, comprehensive plan for future system development and growth for the entire Lafayette-Oxford-University community.

• Install services underground, where this is not the norm.

• Maintain the aesthetic appearance of all generation and distribution facilities at a level compatible with the overall aesthetic standards of the Lafayette-Oxford-University community.

Action Strategies

1. We will develop a comprehensive plan for the provision of utilities for the entire LOU community.

POLICIES
within 5 years

• Appoint a Utilities Committee to develop a long range-plan.

• Examine and recommend resolution of issues relating to the provision of utilities.

• Establish parameters for

PROGRAMS
within 5 years

• Regularly survey other suppliers to assure that the Lafayette-Oxford-University community is being supplied with the most economical and beneficial services available.

• Develop and begin implementing a program

PROJECTS

underground utilities in new construction.

• Develop a plan for replacing above ground utilities with below ground utilities.

for screening projects and other aesthetic and noise control features.

by 2020
• Place all possible utilities underground.

2. We will encourage energy conservation as the lowest cost source of new power.

POLICIES
within 5 years

• Research energy conservation ordinances and histories of other communities.

• Enact energy conservation ordinances consistent with the City's long-range vision.

PROGRAMS
within 5 years

• Hire an energy conservation extension agent to work cooperatively with TVA, NE Power, and Entex in outreach to home-builders, homeowners, and businesses.

• Provide rate incentives for the use of conservation materials and techniques.

• Provide a regular program of energy conservation education through the local school systems, the University of Mississippi, and public meetings.

• Encourage all utility providers, including the City, to coordinate installation during any extension, improvement, or repair of any part of the utilities infrastructure.

PROJECTS
within 5 years

• Develop an energy conservation program for school children and residents.

TRANSPORTATION AND UTILITIES COMMITTEE MEMBERS

David Abbey
Louis Arrechea
Richard Barnes
Kathleen Barnes
David Bell
Ken Bender
David Bennett
Brad Best
Harold Brummett
Dick Burkepile
Eunice Carter
Alice Cooper
Robert Cooper
Sam Deleeuw
Farris Dendy
Mary Dendy
Garner Devoe
Carol Dorsey, *Chair*
Judy Drennen
Tom Elliot
Hardy Farris
Jim Flowers
Almelia Frierson
Ann Gill
Scott Hargrove
Joe Hogan, Sr.
Tom Howorth
Bob Hudson
Willie Kirkwood
Roger Kuhnle
Pam Lawhead, *Utilities Co-Chair*
Harvey Leslie
Steve Lewis
Jonnie Manning
Denise Marion
Cal Mayo
Darrell McDaniel
Laurie McLary
Denise Marion
Jeff Meaders
Karen Mooar
Rebecca Moreton
Richard Mullendore
E.O. Oliver
Mary Lou Owens
Jerry Patton
Percy Phillips
Billy Rhodes
Laurie Richlovsky
Ronzo Shapiro
Ed Sharpe
John Valentine
Damon Wall
Karen Watson
Marvin Williams

APPENDIX

Civic Enrichment Committee

Kelly Allen
Warwick Alley
Anita Arnold
Charlene Baker
Mollie Brewer
Lorri Cox
Ed Croom
Kay Croom
Mary Davidson
Sondra Davis
Gail Dingerson
Gay Graeber
Pricilla Hamric
Sue Hintz
Jeff Edge
John T. Edge
Frances Evans
Martha Faye Farris
Susan Forbes
Leland Fox
Sandy Grisham
Edna Herron
Bill Hintz
Lyn Kartiganer, *Facilitator*
Beth King
Katherine Kvam, *Co-chair*
Billy Lamb
Donna Long
Betty Lynch
Ruthie McEwen
Gary Miller
Debbi Moore
Cheryl Murphy
Teresa Parker, *Facilitator*
Anne Percy
Miguel Queyja
Mary Sharp Rayner
Dorothy Reidy
Jim Reidy
Jan Robertson
Bradley Robinson
Franies Rogers
Cynthia Rowland
Jan Sample
Ann Schumaker
Christeen Shivers
Sujata Sinha
Lynne Sloan
Hubert Spears
Rose Spears
Carolyn Ellis Staton
Vicki Stevens
Steve Stricker
Shane Sunn
Stan Ursic
Vinnie Valentine
Ronald Vernon
Martha Vinograd
Joe Walker
Julie Walton
Joe Ward
Gerald Watson
Brenda West
Jeffrey White, *Co-chair*
Sue Whitson
Ginger Whitwell
Greg York
Elizabeth Young

Economic Development Committee

Watt Bishop
Tony Brown
Vickie Cook
Mary B. Davidson
Mike Dingerson
Georgann Flowers
Don Fruge
Vaughn Grisham
Margaret Hall
Max Hipp
Ron Hipp
John Kloha
Mayor Pat Lamar
Gary Massey
Chan Patel
John Robinson
Dr. Roy Selvidge
Tom Sharpe
High Sloan
Bob Vasilyev
Rev. Leroy Waddlington

Education Committee

Tim Alford, *Sub-group Leader*
Lisa Archie
Becky and Ron Bingner
Watt Bishop
Doug Branch
L. Buchanan
Joe Burnett
Flora A. Caldwell
Errol Castens
Donald Cole, *Co-chair/Task Force Liaison*
Lorri Cox
Elaine Cremaldi
Nancy Dabney
Beverly Danahy
Ken Daugherty
Lelon Davidson
Arleen Dowd
Johnny Eads
Jeff Edge
Ann Fisher-Wirth
Dotsie Fitts
Ted Freeny
Kevin Gardner
Gayle Gurner
Joyce Haskins
Carol A. Hilliard
Shirley Hinshaw
Beckett Howorth, III
Sabriyyah Hudson
Linda S. Jackson
Oran Jewel, *Sub-group Leader*
Marilyn Johnson
Gloria Kellum, *Co-chair/Task Force Liaison*
Joan and Bill Kendall
Mari Kihnle
Beth King
Bob King
Katherine Kvam
Barbara Lowe
Betty Lynch
Cecilia M. Marshall
Caroline Mayo
William Mayo
Ben McClelland
Ken McGraw
Deborah McIntosh
Kay Moorhead
Syl Moorhead
Andrew Mullins, *Facilitator*
Becky Murphey
Joann O'Quinn
Myrtle Parker
Estella M. Peairs
Michael Pritchard
Trudy Reynolds
Jerry Richlovsky
Jim Riedy, Jr.
Jan H. Robertson
Debra Robinson
Perry L. Rogers
Jan Sample, *Sub-group Leader*
Doug Sanford
Mary Jo Sellers
Ed Sharpe
Kathy Shoalmire
Sujata Sinha
Eva Smith
Sally Starks
Valerie Starks
William Staton
Gail Stratton
Steve Stricker
Pearlie Wadlington
Pat Walker
Robert Walker
Thomas Wallace
Darlene Washington
Jean Westbrook
Martha Whitwell
Anne Williams
Mary Williams
Sally Williams
Ella Wortham
Greg York

Government Committee

Betty Arnold
Jenny Arnold
Roy Arnold
Harold Brummett
Donna Buchanan
Kay Cobb, *Task Force Liaison*
Dave Dutton
Bertha Ealey
David Elmore
Doug Fancher
Jimmie Frierson
Jennifer Hall
Justin Hall
Sam Jones
Lois LaSeur
Elzie Morgan
George Price
Rhonda Rea-Finch
Carrie Roberts
Amy Whitten, *Facilitator*
Katie Wood

Housing Committee

Mae Ballew
Daisy L. Barry
Kathleen Bethay, *Facilitator*
Alberta Bryant
Jesse B. Davis, *Task Force Liaison/Facilitator*
Edna Herron
Carol A. Hilliard
Phyllis Johnson
James Joiner, Jr.
Celeste Jordan, *Chair*
Bryan Ledford
Ollie M. Mitchell
Kelly Norris
George Reynolds
Basil Richmond
Paula Shanks, *Task Force Liaison/Facilitator*
Evelyn Smith
Gayla Spence
Susan Stewart
Kathy Tidwell
Tony Zhou

Land Use Committee

John Adams, Jr.
Vickie Adams
Betty Alonso
Janice Antonow
John Arrechea
Jadrian Aumen
Louise Avent
Vida Baird
Mae Ballew
Richard Barnes
Mike Bennett
Tony Brown
Martha Burnett
Joan Butler
Larry Butts
Stephan Butler
Louis Chandler
William Cox
Ed Croom
Nancy Dabney
Chris Dale
Lelon Davidson
Nan Davis
Tom Davis
Sherry Donald
Tommy Elliot
Margaret Fancher
Buddy Faulkner
Cathy Field
Lester Frierson
John Fullenwider
Jill Gardner
Betty Jane Gary
Gary Gaston
John Hailman
Tom Hall
Becky Hipp
Tom Horton
Peter Houston
Mary Hartwell Howorth
Rosann Hudson
Alvinas Ivy
Ellawee Ivy
David Ivy
Jonnie Ivy
E. E. Johnson
Mari Kuhnle
Roger Kuhnle
Katherine Kvam
Harry Laird
Bill Lawhead
Patricia Lewis
Nita Lovelady
Karen Malone
Richard McLaughlin
Harold Morgan
Joe Murphey
Becky Murphy
Chan Patel
Leita Patton
Rev. Angelo Phillips
Harry Owens
Mary Queyja
Michael Queyja
Perry Rogers
Gladys Sarnes
Denton Sims
Mary Sims
Earnestine Sisk
Mary Sloan
Ben Smith
Scott Spence
Bill Spivey
Greg Stewart
Dennis Sullivan
John Valentine
Nancy Walker
Joe Ward
Ann Watson
John Webb
Larry Wells
Mary Rose Wilds
Murphy Wilds
Sally Williams
Gary Yeck
Patricia Young

Transportation and Utilities Committee

David Abbey
Louis Arrechea
Richard Barnes
Kathleen Barnes
David Bell
Ken Bender
David Bennett
Brad Best
Harold Brummett
Dick Burkepile
Eunice Carter
Alice Cooper
Robert Cooper
Sam Deleeuw
Farris Dendy
Mary Dendy
Garner Devoe
Carol Dorsey, *Chair*
Judy Drennen
Tom Elliot
Hardy Farris
Jim Flowers
Almelia Frierson
Ann Gill
Scott Hargrove
Joe Hogan, Sr.
Tom Howorth
Bob Hudson
Willie Kirkwood
Roger Kuhnle
Pam Lawhead, *Utilities Co-Chair*
Harvey Leslie
Steve Lewis
Jonnie Manning
Denise Marion
Cal Mayo
Darrell McDaniel
Laurie McLary
Denise Marion
Jeff Meaders
Karen Mooar
Rebecca Moreton
Richard Mullendore
E.O. Oliver
Mary Lou Owens
Jerry Patton
Percy Phillips
Billy Rhodes
Laurie Richlovsky
Ronzo Shapiro
Ed Sharpe
John Valentine
Damon Wall
Karen Watson
Marvin Williams