City of Oxford
Facilities Master Plan

MAY 2004

Prepared by:

ARMENTROUT•ROEBUCK•MATHENY
CONSULTING GROUP, P.C.
ENGINEERS-ARCHITECTS-CONSTRUCTION MANAGERS

Armentrout Roebuck Matheny Consulting Group, P.C. Project #03065
Oakbrook Corporate Campus, 330 Research Drive, Suite A240, Athens, GA 30605
Tel: 706.548.8211 Fax: 706.548.1814

TABLE OF CONTENTS

APPENDIX 1

APPENDIX 2

Overview

The City of Oxford, with a 2000 census population of approximately 1,900 is located in Newton County approximately 38 miles east of Atlanta, Georgia. It has been reported by the U.S. Census Bureau that Newton County is one of the top 100 Fastest Growing Counties in the United States. The city is home to Oxford College, located on the original Emory campus, founded in 1836 by the Methodist Church in Oxford, Georgia. The City of Oxford is rich in history and many of the buildings from the nineteenth century have survived to date. It is of upmost importance that preservation of these buildings is taken into account when planning and developing the growth of this community when such rapid growth has taken place in the county.

The diversity within the city is influenced by the close working relationship that has been established with city officials and faculty and staff of the Oxford College. Oxford College has a long range plan which calls for a continued close working relationship with the City of Oxford. With 600 students in Oxford College and 550 residing in on-campus housing, students create a vibrant counterpart to the working family residents. The college and city must continue to work and rely on each other to provide quality municipal services to all who reside within the City of Oxford.

Armentrout Roebuck Matheny Consulting Group, P.C. (ARMCG) has completed research and review of the existing facilities and services that are currently being provided by the City of Oxford. This research provides the basis for the Long Range Facilities Plan for Oxford. The plan will help position the City for the growth and development which is occurring in the Oxford area while securing the historic character of the town that has helped create an attractive living option for many.

Existing Facilities and Service

The City of Oxford owns several separate facilities as well as parcels of land. The facilities can be grouped into several categories:

- Public Use
  - ♦ Municipal
  - ♦ Historic
- Operational Use
- Raw land

The public use facilities are subdivided into two categories; municipal and historic. Municipal facilities are those that the city currently uses to fulfill its administrative and civic duties. Historic structures may or may not currently have on-going use. The municipal properties are:

(M1) City Hall
This structure is a wooden frame structure with handicap access and a drive thru service area. It houses the City Administrative offices and several small conference rooms and offices. It is currently sized adequately to fulfill the functions that the City performs; however storage space is running out.

(M2) City Annex
1. Fire Hall
2. Police Office
3. Community Building

This structure originally contained the City Hall, which was moved. It still holds the volunteer fire department, police department and a municipal space for court functions and city meetings. The City is considering the addition of a ladder truck to reach all residence floors of student housing at Oxford College. If this planned purchase is completed, the firehouse will be too small to hold this addition. Furthermore, police headquarters is too small and additional space is required for record storage.

The historic properties are:

(H1) Old Church
This historic structure has been previously restored and currently serves as an operating historic property. It is open for tours on special days and events such as weddings, as well as meetings of the local historic society.

(H2) City of Oxford Cemetery
This property anchors the north end of the city.

(H3) House adjacent to City Hall
This property has just been recently purchased and its condition is unknown.

The operational properties are the public works facilities, which is located at the City Barn. These include:

(O1) Utility Works office/ Store Room
This old, converted residence is in very poor shape and needs to be replaced. It serves as utility personnel office, break area and inventory storage.

(O2) City Barn
This property consists of several sheds to protect equipment and needs refurbishment. Material is stored inside the fenced, secure area and outside due to space constraints.

The land owned by the City has accumulated over many years either by direct purchase or gift to the city. The parcels include:

(R1) 4 acres along Dried Indian Creek
Wooded parcel in flood plain. Currently has no access point except through private property.

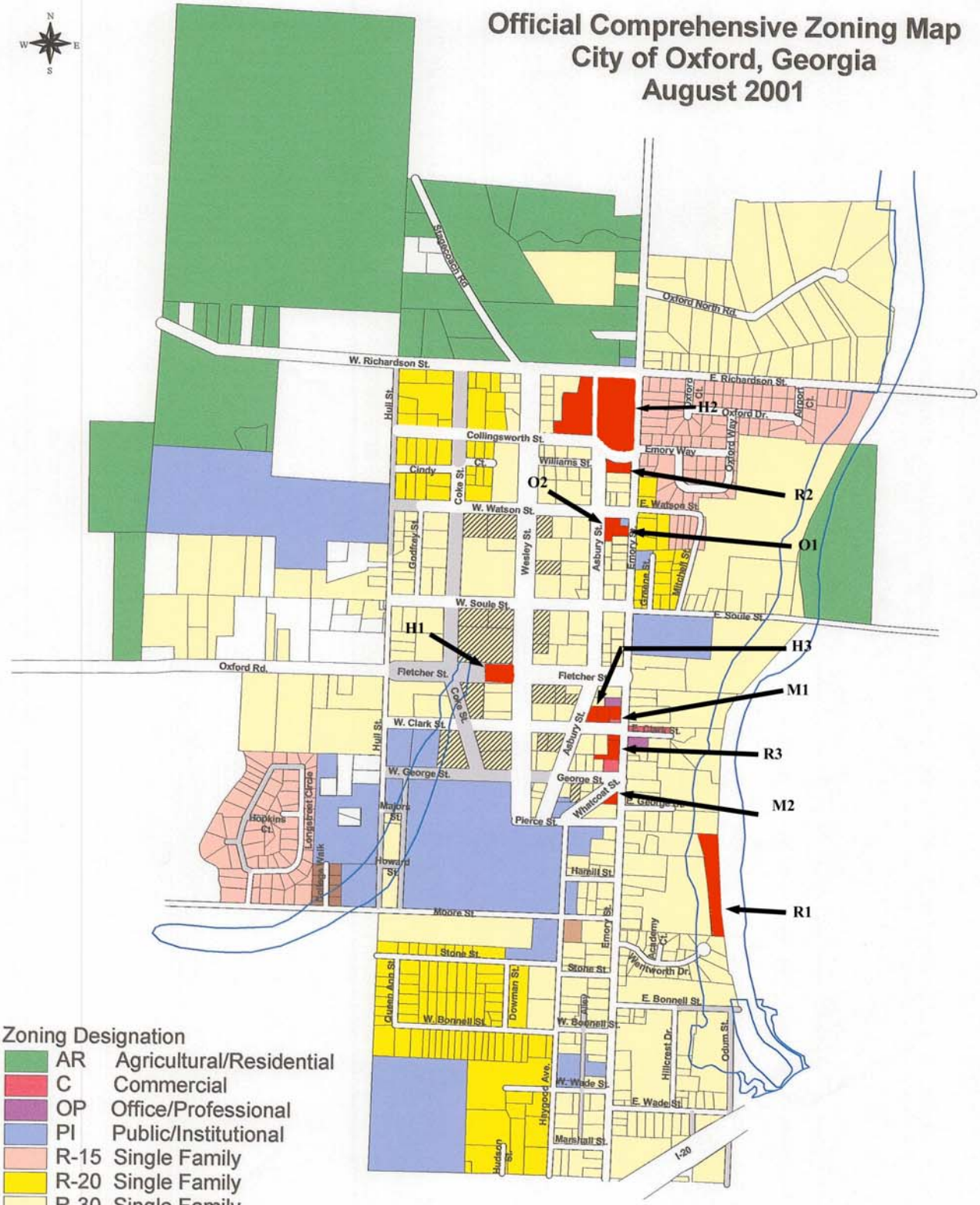
(R2) 2 parcels south of the cemetery
Wooded lots that back up to residential area, which fronts Emory Street.

(R3) Combined tract on the corner of Emory Street and Clarke Street. A
Adjacent to the Post Office, this tract was the location of the city commercial section.

All of the current city facilities are shown in the attached zoning map. In addition, the post office is a very important city landmark. While the post office is not owned by the City, the residents have expressed the importance of the facility and its location to the City of Oxford. It plays a central role in the daily life of many residents. It is south of R3 and fronts Emory Street.

Finally, there are additional facility assets owned by Oxford College, private churches, or other government entities such as the elementary school. These assets rang from meeting rooms and assembly halls to ballfields, playgrounds and gymnasiums. Potential uses may be compatible with the City and cooperation in their use could be explored. Levels of cooperation and issues regarding liability and security make intergovernmental or public-private shared use difficult to maintain over the long term. There are potential non-financial benefits such as increased communication between groups when sharing a facility but the major upfront benefit of shared construction cost of a new facility may be overshadowed by divergent missions of the co-owners.

Official Comprehensive Zoning Map
City of Oxford, Georgia
August 2001



Zoning Designation

- AR Agricultural/Residential
- C Commercial
- OP Office/Professional
- PI Public/Institutional
- R-15 Single Family
- R-20 Single Family
- R-30 Single Family
- RD Duplex
- RM Residential Multi-Family
- Historic Areas
- Roads Not Currently Open
- Floodplains

This certifies that this is the official comprehensive zoning map, City of Oxford, Georgia, referred to in the comprehensive zoning ordinance of the City of Oxford, Georgia.

Date Adopted

Mayor

Attested to by Clerk

Northeast Georgia Regional Development Center - 2001

This information has been provided from general sources and is to be used only as a guide. The NEGRDC assumes no liability for its accuracy or for any decisons which the user may make based on this document.

0.2 0 0.2 0.4 Miles

Planning Assumptions

- City services are to remain at the present level: administration, electricity, water and sewer, solid waste including yard waste pickup and police department. The fire department to remain all-volunteer.

- The population of the City of Oxford will not appreciably increase by annexation or population influx even though Newton County will see increased population from development.

- City staff to remain at current levels.

- Funding for facilities improvements will come from current city funds or possible state grant programs.

- The City will maintain a close cooperative relationship with Oxford College. Oxford College is the City's largest electric customer and will remain so.

Citizen Survey

In November of 2003, Armentrout Roebuck Matheny Consulting Group, P.C. created a citizen survey for the City of Oxford in order to obtain current opinions on the City and potential direction for the facilities plan. Approximately 74 completed surveys were submitted back to ARMCG for analysis. The surveys generated considerable insight on residents' desire for their community facilities. In addition, the level of satisfaction of existing services was gauged. The surveys and a compilation of responses are attached in Appendix 1.

When the citizens of Oxford were asked to rate the City of Oxford, overall, the response was very positive. Many residents responded that the quality life is good and it is a great community in which to raise a family. There is also a strong sense of community within Oxford between the City and Oxford College. Sponsorship of many cultural and recreational opportunities for all residents of Oxford was a highlight.

However, analysis of the citizen survey shows that many of the residents of Oxford do not take full advantage of the existing facilities and services within the town itself. Many have never used the Oxford community center, visited the old church for a meeting or function or attended a public meeting. These facilities are there for public use and increased involvement by the residents would help create stronger relationships within the community.

Several questions were used to determine the desire and use of facilities and services in the City. A ranking of the current or potential facility shows very strong interest in continuing basic services within the City. The post office ranks first as a major component of the City. Without a community business district, residents feel the post office acts as the community focal point. It serves as the place where neighbors can catch up on news, conduct impromptu meetings and maintain a sense of community. The size of the community center space was a concern.

Overall, the responses to the ranking of facilities or the desire to have a particular service focused on mainstream town services of fire, police, and postal service. In addition, during town hall meetings to discuss the results, it was evident that maintaining a continued presence of fire and police as well as a post office was vital to town citizens. Finally, citizens expressed the desire to clean up the City Barn in order to represent a most favorable view of the city at its northern end.

DESIRE TO HAVE FACILITY OR SERVICE IN OXFORD

Facility or Service	Rank Order
POST OFFICE	50
POLICE STATION	43
FIRE STATION	42
SCHOOLS	34
PARKS/ GREENSPACE	31
PHYSICAL PLANT	31
PLAYGROUND	30
COMMUNITY CENTER	27
CHURCHES	20
COFFEE SHOP	16
CHILD CARE	14
BOOKSTORE	13
RECREATION	7
HEALTHCARE	6
MULTI-USE TRAIL	4
GAS STATION	1

REQUESTED FACILITIES

Type	Rank
FIRE STATION	223
POST OFFICE	180
COMMUNITY CENTER/ MEETING	161
PARKS/ PLAYGROUND	161
PHYSICAL PLANT/ MAINTENANCE	159
MULTI-USE TRAIL	8
JITNEY	6
GROCERY/ GAS STATION	3
SIDEWALKS	1

The survey and town hall meeting results showed mixed feelings within the community regarding commercial development in the City of Oxford. There was less public support for these types of facilities; however interest in protecting the city center and providing a place for Oxford College students to venture in the town was expressed. The type of commercial activity impacted the opinion of those either for or against the commercial development of Oxford. Small bookstore, coffee shop, or other light retail was definitely preferred over a gas station or jiffy mart. A small grocery store; however was not objectionable.

ARMCG personnel also conducted a windshield survey of the town to gain an appreciation of the layout and architectural styles present in the community. Since Oxford had expanded slowly, many architectural styles are present throughout the town. The main result was the impression the City needs some type of unifying theme once a traveler has entered city limits. This could be distinctive road markings for cross streets or special landscaped plantings to unify the town boundaries. Since there is no "downtown commercial center" to mark the City, a better identified central section should be considered.

The conclusion drawn from the surveys, town hall meetings and investigation of the City of Oxford and its relationship to Covington are:

1. Maintenance of a post office in the center of the city is paramount.

2. Citizens expressed a strong desire to upgrade the city barn and utility offices.

3. Continued fire and police presence is desired but the location within city limits is not as important. Location of the fire department is in fact a divisive issue within the community.

4. Developing the raw land owned by the City into parks is desired.

5. Commercial development is not that important but the "right" development would be desirable. The interpretation of "right" is not unanimous. In general, office, light retail or commercial is favored but no gas station or fast food development is welcomed.

Options Include:

1. **Post Office**
   - Creating a larger post office by encouraging the current owner of the post office building to expand.
   - Constructing a new post office of sufficient size adjacent to the current one
   - Do nothing with the risk that the Post Office would move out of town

2. **City Offices**
   - Combine Police/ Fire/ Utilities in one upgraded facility
     - City Barn location
     - City Center location
   - Maintain Fire/ Police where located and upgrade Utility Department
   - Move Fire/ Police adjacent to City Hall fronting Emory Street
   - Move community center adjacent to City Hall
   - Combine Fire/ Utilities at City Barn and expand Police Department at current location

3. **Trails and Parks**
   - Develop trails to interconnect park areas
   - Cooperate with City of Covington to develop a park on both sides of Dried Indian Creek at the current four-acre site
   - Develop additional historic interest at the cemetery by moving the cabin behind the old church to the property south of the cemetery.
   - Develop additional parks or playgrounds on vacant property

Estimated Individual Space Requirements	**Square Foot**
New/ Expanded Post Office	6000
Utility Department with Maintenance Bays	5000
Fire Department	5200
Police Department	2500

Discussion of Options

The City of Oxford has many options with regard to expansion and site selection of the various facilities currently owned by the City. After compiling the surveys and gathering citizen input, fulfilling the desires of the community still generates a laundry list of available site options. The city owns numerous parcels which can overwhelm the decision making process. In order to decrease the variables the city should focus on its prime mission of providing services and weigh more heavily combined facilities over individual units. This points the city to its larger parcels. The city should maintain its smaller parcels as greenspace for potential future developments as the surrounding area grows.

Of primary importance is the possibility that the new post office would move outside the city. Since the city wishes to keep the post office in its center, the two options for the post office expansion are relatively fixed – expand on the present site versus adjacent to it. The decision criteria to full scale development are in the end, financial and the community's feelings regarding additional city center development. Table 1 lists various options to be considered with attendant positive and negative points as well as a range of cost estimates.

The other clear-cut mandate from the community was to eliminate the poor facility currently used by the Utility Department and general cleanup of the City Barn site. Expansion on the current site versus closer connection with Oxford College Maintenance Department was weighed but issues of facility control, liability and priority scheduling of equipment overshadowed any cooperative advantage. Also the placement of a combined "industrial style" facility so near historic buildings and other residences did not seem practical. Since the current City Barn has been located at (or adjacent to) its present location for many years it is prudent to maintain it there and create a more professional appearance.

City residents also wished to maintain its Fire Department. Furthermore, to support its responsibility to and relationship with Oxford College, the City is exploring the purchase of an additional ladder truck sized for the current height of new dormitories on campus. This would require additional length in the fire truck bay as well as additional height at the entrance. Options include expanding the current site, building a new facility in the town center or move to other property in the northern part of the City. This is either adjacent to the Oxford Cemetery or at the City Barn.

The current location has very tight ingress/ egress and Whatcoat Street creates an impediment to expansion. The current city center property adjacent to the Post Office is not deep enough to allow a front and rear entrance into a new facility. In addition, a front entrance might require two 90-degree turns to enter a street since the DOT controls entrance designs to Emory Street. Since the site was cleared and has been maintained as an empty lot, the DOT may not honor curb cut entrances onto Emory Street that had previously existed.

Given these factors, the City Barn site has a number of advantages over others including a deeper lot, existing entrance driveway on Emory Street and frontage on Asbury Street. The property adjacent to the City Cemetery has similar advantages but it is farther from Oxford College. In addition, that site topography is not as flat as the City Barn site. Construction adjacent to the

cemetery will cost slightly more due to the site topography and the advantage for combining use (Utility Department with Fire and Police) under one roof is not gained.

The Police Department has experienced desire for more space for offices and storage. Options include moving with the Fire Department to a new location or moving only the Fire Department and expanding the Police Station into that abandoned section of the community center building. In weighing these options, the observation that the community center space was not adequate for larger events was considered. In order to provide a larger space for community events, the police department would need to be relocated. The Police and Fire departments could be combined at the City Center adjacent to the Post Office but this may limit full Post Office expansion. For that reason, moving the Police and Fire departments to the City Barn location is favored over the City Center area. Combining departments under one roof helps reduce construction costs, generates interdepartmental communication and increases security.

Finally, City Hall appears adequate at the present time but adequate storage space has been mentioned as an upcoming problem. Closing in the rear porch has been mentioned as a possibility, but adequate construction for long-term storage of records may be a problem. Off-site storage of records which can be archived appears to be a better choice. Archive locations could be at the utility office in a record room or in a new secure area in the current community center.

This table of facility options presents the alternatives from least to most expensive for the City of Oxford. Combinations of the options can then be chosen by the community in order to balance cost and the city's desires.

City of Oxford

Facility Options

		Description	Benefits	Drawback	Estimated Construction Costs
A.	Status Quo	* Maintain current facility at current levels	* No capital cost to City	* No additional storage	$0
				* Post Office may leave	
				* City Barn facility issuses not addressed	
B.	Status Quo with upgrade at City Barn	* Demolition of current utility office house structure and construction of new utility office with better security and additional maintenance bays	* Better work area for the utility department	* No resolution of Fire Hall Ladder truck issue	$200,000 -
			* Maintenance shed where crews can work in inclement weather and store all equipment out of the weather	* Post Office can still leave town due to lack of space	$300,000
		* Improvement to current fenced area	* Additional storage space for other departments		
			* Better control of inventory		
C.	Combined Police, Fire and Utilities Office	* Combined Police, Fire and Utilities offices at the city barn area	* Additional equipment and vehicles will also now have coverage out of the rain	* Expensive option with low probability of grant funds	$652,800
		* Demolition of current utility office house structure	* Additional space for a ladder truck to support Oxford College dormitories	* Community center renovation requires additional funds	$768,000
		* Integration with playscape and basketball court on Asbury Street	* Additional storage space for all departments records	up tp $100,000	
			* Provide security at North end of town for City equipment and provide recreational complex at the North end of the City		
			* Allows expansion of community center for larger events and permanent Magistrate's Court		
D.	Post Office Expansion	* Expand Post Office at current location	* Expands Post Office with little City money	* Post Office must operate in building under expansion	$100,000 -
		* Move parking onto City property adjacent to the Post Office	* Maintains Post Office in town and gives it room to expand	* Limited architectural input on expansion	$200,000
				* Creates only parking on valuable city center lot	
E.	Post Office Expansion Incorporated with Town Center Concept	* Construct a new Post Office adjacent to the old Post Office	* New Post Office construction doesn't interrupt current Post Office operations	* Expense and risk of commercial development	$500,000 -
		* Encourage conversion of old Post Office to commercial space	* Post Office anchors new town development	* Community center renovation requires additional funds	$750,000
		* Fill Space between the new Post Office and City Hall with additional commercial space	* Revitalizes center of town	up to $100,000	
			* Potential availability of development money		

Costs

In order to evaluate the options and provide guidance in the selection process, a cost analysis of potential projects was completed. Costing was developed from MEANS® which is a database of actual construction projects and their costs. Individual construction projects can differ significantly based on the building materials selected and site-specific problems such as below surface rock. Appendix II shows the MEANS® cost reference data.

Construction costs including site work can range from $70.00 per square foot and up based on the type of structure and building materials selected. The best estimate of the potential options is summarized in Table 2.

Table 2

Options	*Potential Size Sq. Ft.*	*Square Foot Costs*	*Cost Estimates*
POST OFFICE	6,000	$75 - $95	$450,000 - $570,000
UTILITY DEPARTMENT BUILDING	5,000	$60 - $80	$300,000 - $400,000
FIRE DEPARTMENT BUILDING	5,200	$75 - $95	$399,000 - $494,000
COMBINED FIRE/POLICE/UTILITY BUILDING	11,000	$70 - $90	$770,000 - $990,000
COMMERCIAL OFFICE BUILDINGS		$75 - $100	
LIVE/WORK CONDOMINIUMS		$85 - $120	
PARK DEVELOPMENT			$20,000 - $100,000

Recommendation

Based on input from the citizens and review of the overall growth to be expected in Newton County, it is our recommendation that the City of Oxford consider building an expanded post office adjacent to the current post office location. This structure should be sized to allow for the forecast expansion of service for the Oxford delivery area. The owner of the current post office should be encouraged to convert that structure to retail or commercial space. Georgia Economic Incentive Program funds could be used by the City of Oxford to aid this effort. These are grant funds that are received by the City and loaned to private individuals to aid in downtown development. As the private individual repays the loan, the City then recycles the funds for other downtown development projects.

The new post office would serve as the anchor for redevelopment of the city center on city owned property. Additional buildings should be developed to encourage light retail/commercial occupancy. Potential businesses would be service industries such as accounting, counseling or law offices. Sustainable uses such as a two-story live-work condominium development with living quarters on the second floor and office space below may be considered as a desirable in-fill project. The photographs below are examples of city streetscapes to be encouraged. Buildings would be close to Emory Street and parking would be in the rear. The parking entrances would be on West Clark and George Streets. Alternatively, on-street parking could be created. Angled parking in front would tend to slow down traffic through the city and create a downtown look and feel.

Since development will continue to the north of the city, positioning fire and police services with the utility department at the current City Barn area would strategically locate the fire department toward these future growth areas including significant undeveloped tracts at this end of town.

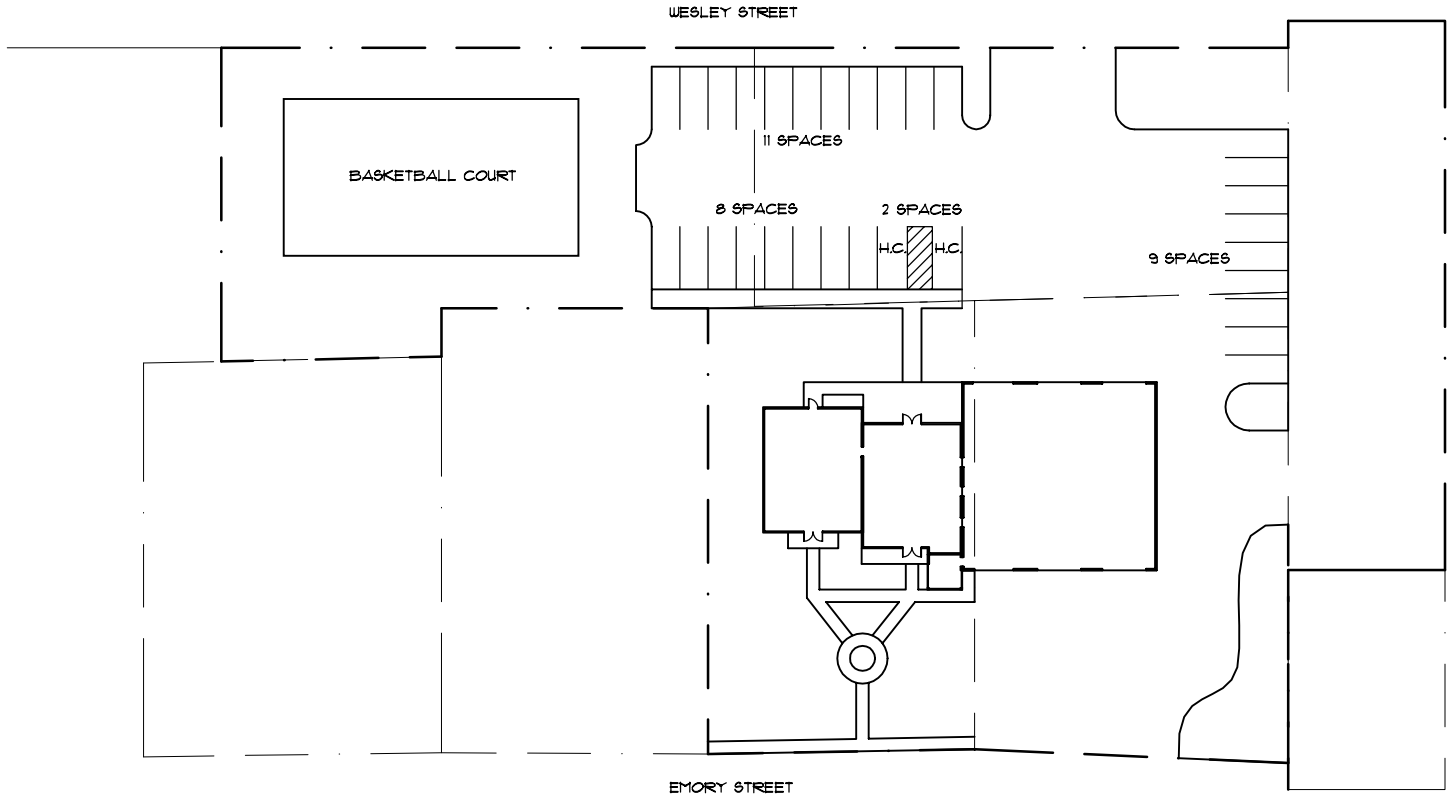
The current utility department office should be demolished and new quarters constructed. Additional space should be allocated for utility repair and maintenance equipment. The additional bays would

be used for secure parking for the electrical bucket truck, garbage trucks and other City utility vehicles. Our recommendation is that the utility office workspace and maintenance facility be approximately 5,000 square feet if constructed as a stand-alone building. This will accommodate utility personnel and expanded storage for work supplies. Consideration should be given to pre-engineered structures to shelter electrical supplies, piping or city equipment as needed. An example of a nicely sited utility department with maintenance bays is shown nearby. This site is adjacent to an historic area and buffers the area from property zoned industrial/ commercial.

An alternative that should be considered is a combined fire/police/utility facility. The benefits of this are reduced overall construction cost, increased city presence at the north end of town, fire service support of Newton County and the development of relatively blighted city property. A conceptual site plan and front elevation is attached. While this is a relatively expensive option, it eliminates overcrowding in the city center and opens the community center up to additional expansion and renovation.

The City of Oxford through its Trails Committee in partnership with Newton County and the City of Covington are exploring development of walking trails and possibly parks throughout Oxford and surrounding areas. The City of Oxford should continue this process in order to utilize the current greenspace owned by the City.

Right-of-way or easements should be sought to obtain access to the 4-acre tract on Dried Indian Creek. This area should be developed as a natural park area with walking trails and picnic facilities. In addition, the greenspace area behind the Old Church could be a possible park area and marked walkways connected to the Dried Indian Creek.



CONCEPTUAL SITE PLAN
SCALE: 1"=40'

40' 20' 0 40' 80'

SCALE: 1"=40'

DESIGNED: MH
DRAWN: JVB
CHECKED:
APPROVED:
DRAWING: 03065-SCHM

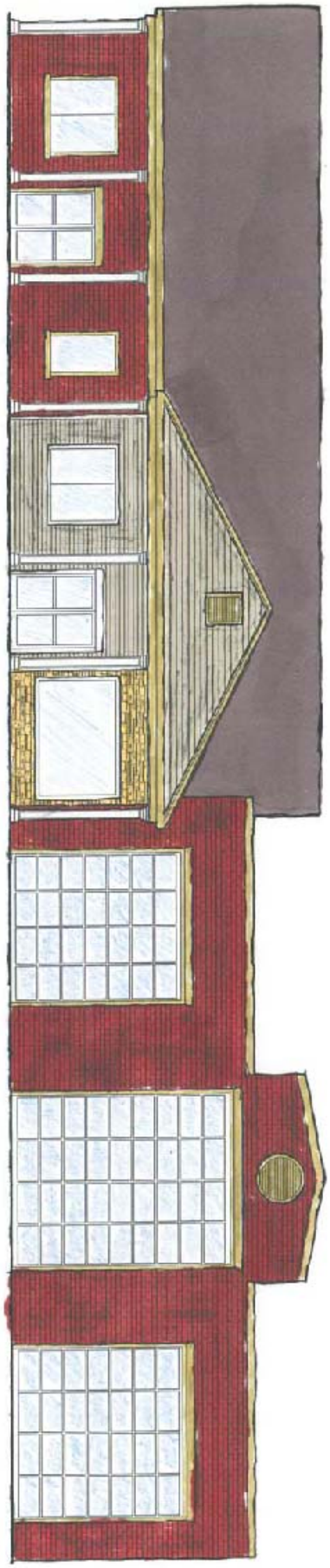
ARMENTROUT · ROEBUCK · MATHENY
CONSULTING GROUP, P.C.
ENGINEERS-ARCHITECTS-CONSTRUCTION MANAGERS
OAKBROOK CORPORATE CAMPUS
330 RESEARCH DRIVE, SUITE A240
ATHENS, GEORGIA, USA 30605-2760
PHONE: (706) 548 8211
FAX: (706) 548 1814
http://www.armentrout-roebuck.com

PROJECT 03065

CITY OF OXFORD

CITY OF OXFORD
FIRE/POLICE/UTILITY
CONCEPTUAL SITE PLAN

1



CONCEPTUAL ELEVATION
SCALE: 1"=40'

2	PROJECT 03065 CITY OF OXFORD CITY OF OXFORD FIRE/POLICE/UTILITY CONCEPTUAL ELEVATION	ARMENTROUT • ROEBUCK • MATHENY CONSULTING GROUP, P.C. ENGINEERS-ARCHITECTS-CONSTRUCTION MANAGERS OAKBROOK CORPORATE CAMPUS 330 RESEARCH DRIVE, SUITE A240 ATHENS, GEORGIA, USA 30605-2760 PHONE: (706) 548 8211 FAX: (706) 548 1814 http://www.armentrout-roebuck.com

DESIGNED: MH
DRAWN: JVB
CHECKED:
APPROVED:
DRAWING: 03065-SCHM

DATE: JANUARY, 2004

APPENDIX 1

The City of Oxford Citizen Survey

1. Please circle the number that comes closest to your opinion for each of the following questions:

	Excellent	Good	Fair	Poor	Don't know
How do you rate the City of Oxford as a place to live?	23	24	3	1	0
How do you rate the City of Oxford as a place to raise children?	17	21	8	1	3
How do you rate City of Oxford as a place to retire?	21	15	7	5	2
How do you rate the overall quality of life in the City of Oxford?	17	24	6	1	0

2. Please rate each of the following characteristics as they relate to the City of Oxford as a whole:

	Excellent	Good	Fair	Poor	Don't know
Sense of community	10	23	13	0	1
Overall appearance of the City of Oxford	7	27	14	3	0
Opportunities to attend cultural activities	12	20	16	5	2
Recreational opportunities	2	11	16	16	2
Job opportunities	1	6	7	30	6
Access to affordable quality housing	1	22	16	6	5
Access to affordable quality child care	1	8	4	17	18
Access to affordable quality health care	6	20	6	15	3

3. Please rate the speed of growth in the following categories in the City of Oxford or surrounding area over the past 2 years:

	Much too slow	Somewhat too slow	Right Amount	Somewhat too fast	Much too fast	Don't know
Population growth in the City of Oxford	1	3	29	7	4	6
Retail growth (stores, restaurants, etc.) in the City of Oxford	14	5	19	1	0	5
Commercial growth in the City of Oxford	10	11	18	4	0	4
Population growth in the surrounding area	1	0	9	18	14	2
Retail growth in the surrounding area	4	4	16	14	9	0

4. In the past 12 months, about how many times have you or other household members participated in the following activities in the City of Oxford

	Never	Once or twice	3 to 12 times	13 to 26 times	> than 26 times
Used City of Oxford community center	22	17	8	1	2
Participated in a recreation program or activity	28	12	9	0	0
Visited a City of Oxford park	22	15	5	4	3
Attended a meeting of local elected officials/other public meeting	12	16	15	6	3
Recycled used paper, cans, or bottles from your home	4	4	5	10	30
Volunteered your time to some group/ activity in the City of Oxford	19	12	8	5	6
Visited or used the Old Church for a meeting or function	20	8	16	4	1
Conducted business at the Oxford Post Office	3	4	6	12	26
Visited the Oxford College campus	9	6	17	7	6
Attended an Oxford College program or sporting event	23	10	14	1	2

The City of Oxford Citizen Survey

5. How do you rate the quality of each of the following services in the City of Oxford?

	Excellent	Good	Fair	Poor	Don't know
Police services	11	39	9	1	1
Fire services	8	36	7	5	6
Traffic enforcement	8	27	12	9	3
Garbage collection	17	30	8	2	1
Recycling	16	30	6	3	4
Yard waste pick-up	11	21	9	14	4
Street repair	4	17	21	17	2
Street cleaning	4	13	18	22	4
Street lighting	9	22	19	10	0
Amount of public parking	3	13	21	12	8
Storm drainage	1	16	18	16	4
Drinking water	14	33	10	3	0
Sewer services	8	27	5	5	12
City offices	13	33	9	1	3
Appearance/ maintenance of parks	5	24	15	3	9
Appearance of community center/ facilities	11	28	13	1	5
Land use, planning and zoning	4	18	11	12	11
Code enforcement (weeds, abandoned buildings, etc.)	0	8	22	24	6

6. What additional services should the City of Oxford provide?

Better street lighting
More efficient use of Sanitary Department for cleanup on city streets
Animal Control

7. Which services provided by the City of Oxford need improvement?

Improve services for yard waste pickup
Street and sidewalk repairs
Better Fire Protection

8. Do you feel that the City of Oxford and Oxford College work cooperatively?
Which areas shoud the City of Oxford and Oxford College explore to increase their cooperation?

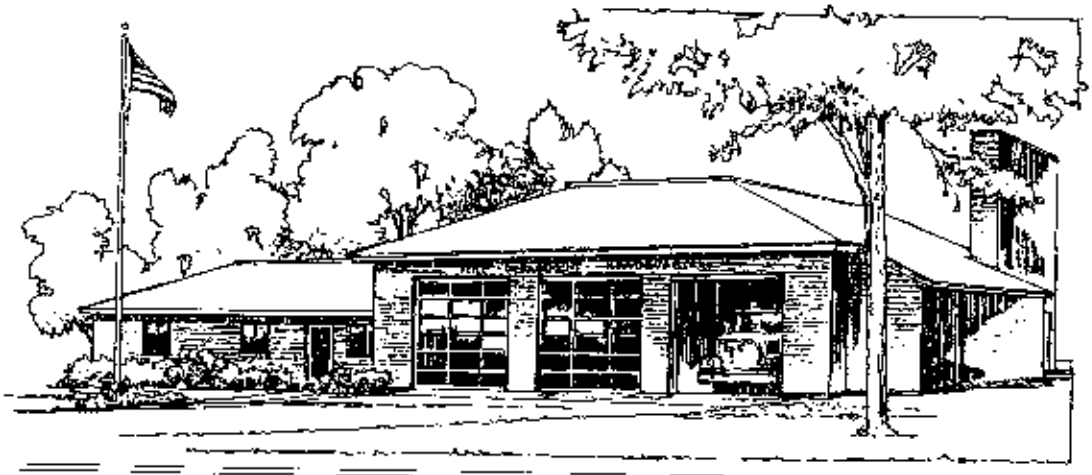
Overall, a very positive working relationship
Oxford College could increase their involvement/sponsorhship in community activities
Increase involvement in community by more involvement/ mentor program with youth in area schools

9. Would you like to see more commercial/ retail activity in the City of Oxford? If so, what kinds of activity would you favor or suggest?

Encourage locally-owned restaurants and small commercial space
Development of City Center
Oppose large commercial development

APPENDIX 2

M.220 Fire Station, 1 Story



Costs per square foot of floor area

Exterior Wall	S.F. Area	4000	4500	5000	5500	6000	6500	7000	7500	8000
	L.F. Perimeter	260	280	300	320	320	336	353	370	386
Face Brick Concrete Block Back-up	Steel Joists	110.20	108.15	106.50	105.20	102.25	101.10	100.25	99.45	98.70
	Bearing Walls	107.70	105.65	104.00	102.70	99.75	98.60	97.75	96.95	96.20
Decorative Concrete Block	Steel Joists	100.70	99.05	97.70	96.65	94.45	93.55	92.85	92.25	91.65
	Bearing Walls	98.40	96.70	95.40	94.35	92.10	91.25	90.55	89.90	89.35
Limestone with Concrete Block Back-up	Steel Joists	117.75	115.40	113.50	111.95	108.45	107.15	106.10	105.20	104.30
	Bearing Walls	115.45	113.10	111.20	109.65	106.15	104.80	103.80	102.90	102.00
Perimeter Adj., Add or Deduct	Per 100 L.F.	13.45	11.95	10.80	9.80	9.00	8.30	7.65	7.20	6.75
Story Hgt. Adj., Add or Deduct	Per 1 F.	1.75	1.70	1.65	1.60	1.45	1.40	1.35	1.35	1.30

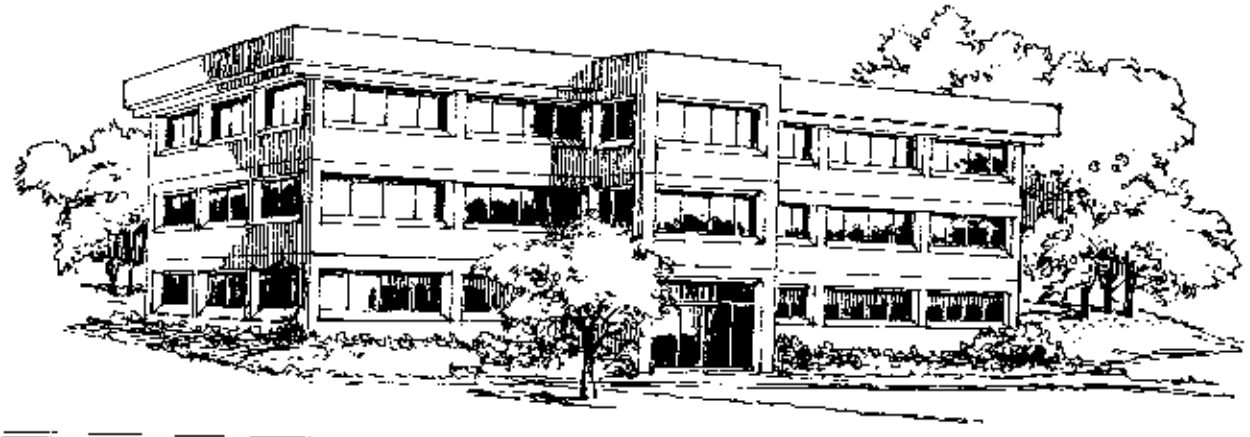
For Basement, add $22.70 per square foot of basement area

The above costs were calculated using the basic specifications shown on the facing page. These costs should be adjusted where necessary for design alternatives and owner's requirements. Reported completed project costs for this type of structure, range from $43.90 to $129.80 per S.F.

Common additives

Description	Unit	$ Cost
Appliances		
Cooking range, 30" free standing		
1 oven	Each	330 - 1475
2 oven	Each	1475 - 1600
30" built-in		
1 oven	Each	415 - 1550
2 oven	Each	1700 - 2050
Counter top cook tops, 4 burner	Each	277 - 610
Microwave oven	Each	196 - 630
Combination range, refrig. & sink, 30" wide	Each	1175 - 2375
60" wide	Each	3150
72" wide	Each	3575
Combination range refrigerator, sink microwave oven & icemaker	Each	5275
Compactor residential, 4-1 compaction	Each	460 - 540
Dishwasher, built-in, 2 cycles	Each	475 - 715
4 cycles	Each	475 - 975
Garbage disposer, sink type	Each	126 - 279
Hood for range, 2 speed, vented, 30" wide	Each	194 - 750
42" wide	Each	340 - 1650

Description	Unit	$ Cost
Appliances, cont.		
Refrigerator, no frost 10-12 C.F.	Each	520 - 830
14-16 C.F.	Each	585 - 700
18-20 C.F.	Each	615 - 930
Lockers, Steel, single tier, 60" or 72"	Opening	125 - 220
2 tier, 60" or 72" total	Opening	70 - 119
5 tier, box lockers	Opening	40 - 60
Locker bench, lam. maple top only	L.F.	19.05
Pedestals, steel pipe	Each	58
Sound System		
Amplifier, 250 watts	Each	1650
Speaker, ceiling or wall	Each	145
Trumpet	Each	277



Costs per square foot of floor area

Exterior Wall	S.F. Area	5000	8000	12000	16000	20000	35000	50000	65000	80000
	L.F. Perimeter	220	260	310	330	360	440	490	548	580
Face Brick with Concrete Block Backup	Wood Joists	153.75	131.20	118.30	109.45	104.80	95.65	91.20	88.95	87.20
	Steel Joists	154.00	131.40	118.55	109.70	105.00	95.85	91.40	89.15	87.40
Glass and Metal Curtain Wall	Steel Frame	148.80	128.35	116.70	108.80	104.65	96.45	92.55	90.55	89.00
	R/Conc. Frame	152.35	131.90	120.25	112.35	108.15	100.00	96.10	94.10	92.55
Wood Siding	Wood Frame	126.10	108.60	98.65	92.10	88.60	81.80	78.60	76.95	75.70
Brick Veneer	Wood Frame	137.95	117.35	105.60	97.65	93.40	85.15	81.20	79.20	77.65
Perimeter Adj., Add or Deduct	Per 100 L.F.	25.45	15.90	10.60	8.00	6.35	3.65	2.55	2.00	1.55
Story Hgt. Adj., Add or Deduct	Per 1 F.	4.20	3.05	2.45	1.95	1.70	1.20	.95	.80	.65

For Basement, add $21.35 per square foot of basement area

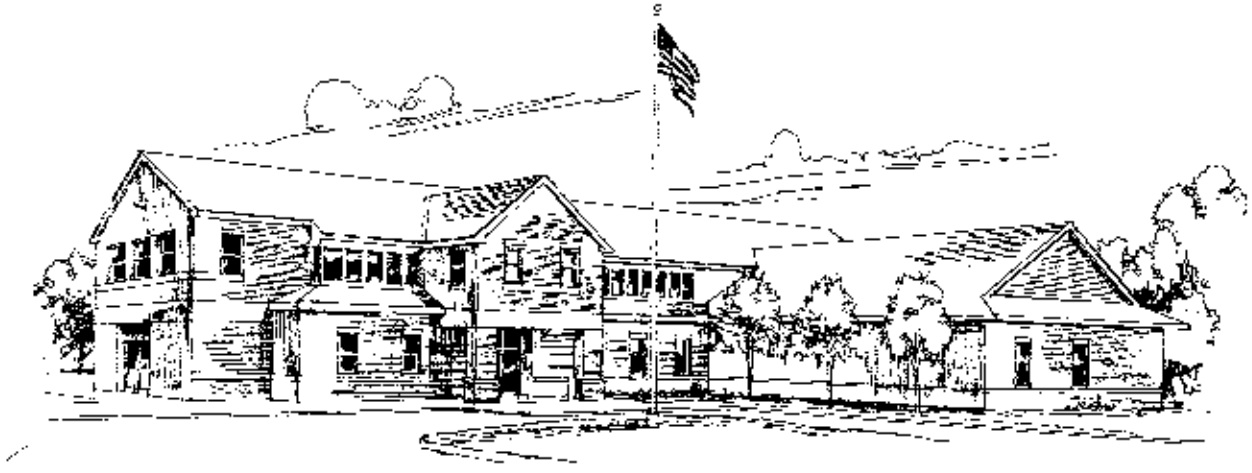
The above costs were calculated using the basic specifications shown on the facing page. These costs should be adjusted where necessary for design alternatives and owner's requirements. Reported completed project costs, for this type of structure, range from $47.60 to $162.45 per S.F.

Common additives

Description	Unit	$ Cost
Clock System		
20 room	Each	12,700
50 room	Each	30,800
Closed Circuit Surveillance, One station		
Camera and monitor	Each	1375
For additional camera stations, add	Each	745
Directory Boards, Plastic, glass covered		
30" x 20"	Each	565
36" x 48"	Each	1025
Aluminum, 24" x 18"	Each	425
36" x 24"	Each	535
48" x 32"	Each	745
48" x 60"	Each	1600
Elevators, Hydraulic passenger, 2 stops		
1500# capacity	Each	42,225
2500# capacity	Each	43,425
3500# capacity	Each	47,225
Additional stop, add	Each	3650
Emergency Lighting, 25 watt, battery operated		
Lead battery	Each	289
Nickel cadmium	Each	655

Description	Unit	$ Cost
Smoke Detectors		
Ceiling type	Each	149
Duct type	Each	405
Sound System		
Amplifier, 250 watts	Each	1650
Speaker, ceiling or wall	Each	145
Trumpet	Each	271
TV Antenna, Master system, 12 outlet	Outlet	236
30 outlet	Outlet	157
100 outlet	Outlet	144

Important: See the Reference Section for Location Factors



Costs per square foot of floor area

Exterior Wall	S.F. Area	7000	9000	11000	13000	15000	17000	19000	21000	23000
	L.F. Perimeter	240	280	303	325	354	372	397	422	447
Limestone with Concrete Block Backup	Bearing Walls	156.40	146.15	137.30	131.15	127.25	123.30	120.80	118.75	117.00
	R/Conc. Frame	164.50	154.75	146.55	140.80	137.20	133.55	131.20	129.25	127.70
Face Brick with Concrete Block Backup	Bearing Walls	137.90	129.25	122.30	117.45	114.35	111.30	109.25	107.65	106.30
	R/Conc. Frame	152.50	143.85	136.90	132.05	128.95	125.90	123.85	122.20	120.85
Decorative Concrete Block	Bearing Walls	131.05	123.00	116.80	112.45	109.60	106.90	105.10	103.60	102.40
	R/Conc. Frame	145.55	137.60	131.40	127.05	124.20	121.50	119.70	118.20	117.00
Perimeter Adj., Add or Deduct	Per 100 L.F.	20.80	16.15	13.25	11.20	9.70	8.60	7.70	6.95	6.35
Story Hgt. Adj., Add or Deduct	Per 1 Ft.	3.65	3.30	2.95	2.65	2.55	2.35	2.25	2.15	2.10

For Basement, add $16.85 per square foot of basement area

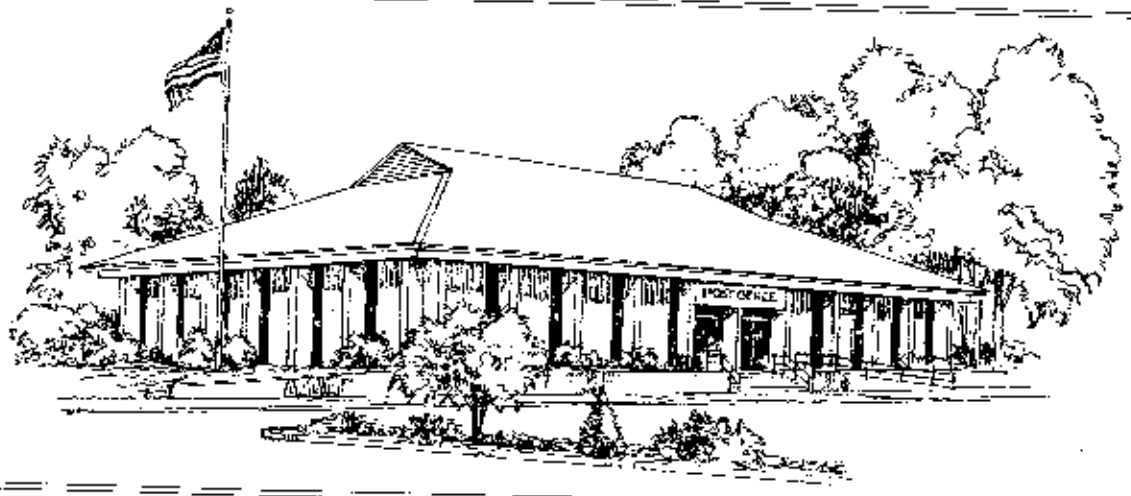
The above costs were calculated using the basic specifications shown on the facing page. These costs should be adjusted where necessary for design alternatives and owner's requirements. Reported completed project costs, for this type of structure, range from $69.45 to $178.40 per S.F.

Common additives

Description	Unit	$ Cost
Cells, Prefabricated, 5'-6" wide, 7'-8" high, 7'-8" deep	Each	9500
Elevators, Hydraulic passenger, 2 stops		
1500# capacity	Each	42,225
2500# capacity	Each	43,425
3500# capacity	Each	47,225
Emergency Lighting, 25 watt, battery operated		
Lead battery	Each	989
Nickel cadmium	Each	655
Flagpoles, Complete		
Aluminum, 20' high	Each	1075
40' high	Each	2675
70' high	Each	8250
Fiberglass, 23' high	Each	1400
39'-5" high	Each	2950
59' high	Each	7300

Description	Unit	$ Cost
Lockers, Steel, Single tier, 60" to 72"	Opening	125 - 220
2 tier, 60" or 72" total	Opening	70 - 119
5 tier, box lockers	Opening	40 - 60
Locker bench, lam. maple top only	L.F.	18.05
Pedestals, steel pipe	Each	58
Safe, Office type, 4 hour rating		
30" x 18" x 18"	Each	3125
62" x 33" x 20"	Each	6775
Shooting Range, incl. butts, traps, target provisions, and controls, not incl. structural shell	Each	23,500
Smoke Detectors		
Ceiling type	Each	149
Duct type	Each	405
Sound System		
Amplifier, 250 watts	Each	650
Speaker, ceiling or wall	Each	145
Trumpet	Each	271

M.500 Post Office



Costs per square foot of floor area

Exterior Wall	S.F. Area	5000	7000	9000	11000	13000	15000	17000	19000	21000
	L.F. Perimeter	300	380	420	486	468	513	540	580	620
Face Brick with Concrete Block Back-up	Steel Frame	104.50	98.45	92.50	90.70	84.55	83.05	81.70	80.20	79.40
	Bearing Walls	102.95	96.95	90.95	88.55	83.00	81.50	79.70	78.65	77.85
Limestone with Concrete Block Back up	Steel Frame	116.75	109.60	102.00	99.10	91.90	90.05	87.70	86.45	85.40
	Bearing Walls	114.65	107.45	99.95	97.00	89.80	87.95	85.60	84.35	83.30
Decorative Concrete Block	Steel Frame	97.45	92.15	87.05	84.90	80.35	79.05	77.50	76.65	75.95
	Bearing Walls	95.90	90.60	85.50	83.35	78.80	77.50	75.95	75.10	74.40
Perimeter Adj., Add or Deduct	Per 100 L.F.	11.90	8.55	6.60	5.45	4.60	3.95	3.50	3.15	2.85
Story Hgt. Adj., Add or Deduct	Per 1 Ft.	1.90	1.65	1.45	1.35	1.10	1.05	1.00	.95	.95
For Basement, add $17.65 per square foot of basement area										

The above costs were calculated using the basic specifications shown on the facing page. These costs should be adjusted where necessary for design alternatives and owner's requirements. Reported completed project costs, for this type of structure, range from $56.80 to $146.70 per S.F.

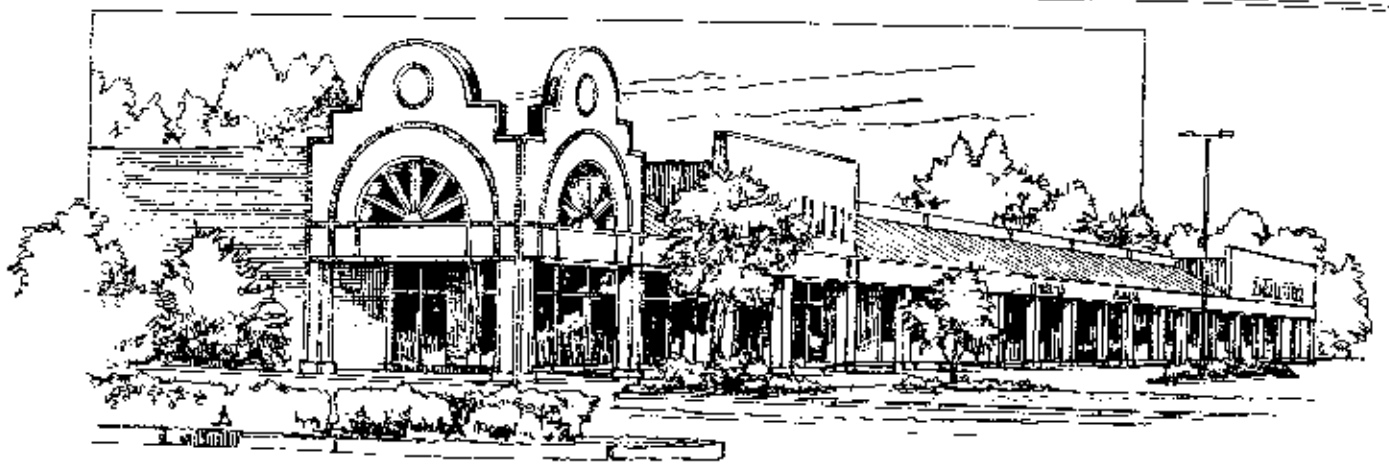
Common additives

Description	Unit	$ Cost
Closed Circuit Surveillance, One station		
Camera and monitor	Each	1375
For additional camera stations, add	Each	745
Emergency Lighting, 25 watt, battery operated		
Lead battery	Each	289
Nickel cadmium	Each	655
Flagpoles, Complete		
Aluminum, 20' high	Each	1075
40' high	Each	2675
70' high	Each	8250
Fiberglass, 23' high	Each	1400
39' 5" high	Each	2950
59' high	Each	7300

Description	Unit	$ Cost
Mail Boxes, Horizontal, key lock, 15" x 6" x 5"	Each	44
Double 15" x 12" x 5"	Each	78
Quadruple 15" x 12" x 10"	Each	137
Vertical, 6" x 5" x 15", aluminum	Each	36
Bronze	Each	58
Steel, enameled	Each	39
Scales, Dial type, 5 ton cap.		
8' x 6' platform	Each	8225
9' x 7' platform	Each	11,200
Smoke Detectors		
Ceiling type	Each	149
Duct type	Each	405

Important: See the Reference Section for Location Factors

M.630 Store, Retail



Costs per square foot of floor area

Exterior Wall	S.F. Area	4000	6000	8000	10000	12000	15000	18000	20000	22000
	L.F. Perimeter	260	340	360	410	440	490	540	565	594
Split Face Concrete Block	Steel Joists	90.85	80.30	**76.30**	73.40	70.70	68.20	66.55	65.50	64.75
Stucco on Concrete Block	Steel Joists	88.75	81.45	74.85	72.10	69.55	67.15	65.60	64.60	63.90
Painted Concrete Block	Steel Joists	84.50	77.45	71.25	68.60	66.15	63.90	62.40	61.50	60.80
Face Brick on Concrete Block	Steel Joists	101.15	92.30	83.45	79.95	76.55	73.40	71.30	70.00	69.05
Painted Reinforced Concrete	Steel Joists	97.50	89.10	80.90	77.60	74.45	71.55	69.60	68.40	67.50
Tilt up Concrete Panels	Steel Joists	91.25	83.65	76.60	73.70	70.95	68.40	66.75	65.70	64.95
Perimeter Adj., Add or Deduct	Per 100 L.F.	10.75	7.20	5.40	4.30	3.60	2.85	2.40	2.15	1.95
Story Hgt. Adj., Add or Deduct	Per 1 Ft.	1.35	1.20	.95	.85	.80	.70	.65	.60	.55

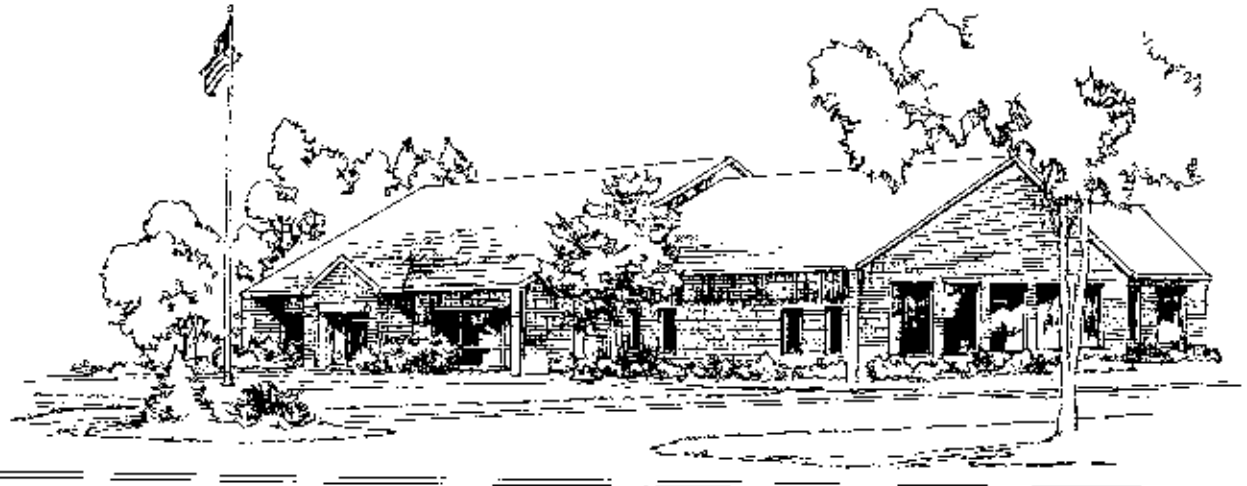
For Basement, add $21.10 per square foot of basement area

The above costs were calculated using the basic specifications shown on the facing page. These costs should be adjusted where necessary for design alternatives and owner's requirements. Reported completed project costs, for this type of structure, range from $35.50 to $123.50 per S.F.

Common additives

Description	Unit	$ Cost
Emergency Lighting, 25 watt, battery operated		
Lead battery	Each	289
Nickel cadmium	Each	655
Sale, Office type, 4 hour rating		
30" x 18" x 18"	Each	3125
67" x 33" x 20"	Each	6775
Smoke Detectors		
Ceiling type	Each	149
Duct type	Each	405
Sound System		
Amplifier, 250 watts	Each	1650
Speaker, ceiling or wall	Each	145
Trumpet	Each	271

M.670 Town Hall, 1 Story



Costs per square foot of floor area

Exterior Wall	S.F. Area	5000	6500	8000	9500	11000	14000	17500	21000	24000
	L.F. Perimeter	300	360	386	396	435	510	550	620	680
Face Brick with Concrete Block Back-up	Steel Joists	103.20	99.20	94.50	90.35	88.75	86.45	83.35	82.00	81.20
	Wood Joists	105.35	101.25	96.40	92.20	90.50	88.15	85.00	83.60	82.80
Stone with Concrete Block Back-up	Steel Joists	104.90	100.75	95.80	91.55	89.85	87.45	84.25	82.85	82.00
	Wood Joists	107.00	102.80	97.75	93.35	91.65	89.20	85.85	84.45	83.60
Brick Veneer	Wood Frame	99.25	95.50	91.20	87.45	85.90	83.80	81.00	79.80	79.05
E.I.F.S.	Wood Frame	94.45	91.05	87.30	84.15	82.75	80.90	78.50	77.40	76.80
Perimeter Adj., Add or Deduct	Per 100 L.F.	10.40	8.00	6.50	5.45	4.75	3.70	2.95	2.50	2.15
Story Hgt. Adj., Add or Deduct	Per 1 Ft.	1.90	1.75	1.55	1.30	1.30	1.15	1.00	.95	.90

For Basement, add $ 18.20 per square foot of basement area

The above costs were calculated using the basic specifications shown on the facing page. These costs should be adjusted where necessary for design alternatives and owner's requirements. Reported completed project costs, for this type of structure, range from $ 50.95 to $ 143.85 per S.F.

Common additives

Description	Unit	$ Cost
Directory Boards, Plastic, glass covered		
30" x 20"	Each	565
36" x 48"	Each	1095
Aluminum, 24" x 18"	Each	425
36" x 24"	Each	535
48" x 32"	Each	745
48" x 60"	Each	1600
Emergency Lighting, 25 watt, battery operated		
Lead battery	Each	289
Nickel cadmium	Each	655
Flagpoles, Complete		
Aluminum, 20' high	Each	1075
40' high	Each	2675
70' high	Each	8950
Fiberglass, 23' high	Each	1400
39'-5" high	Each	2950
59' high	Each	7300
Safe, Office type, 4 hour rating		
30" x 18" x 18"	Each	3125
62" x 33" x 20"	Each	6775

Description	Unit	$ Cost
Smoke Detectors		
Ceiling type	Each	149
Duct type	Each	405
Vault Front, Door & frame		
1 Hour test, 32" x 78"	Opening	3550
2 Hour test, 32" door	Opening	4225
40" door	Opening	4625
4 Hour test, 32" door	Opening	4325
40" door	Opening	5150
Time lock movement, two movement	Each	1650

Important: See the Reference Section for Location Factors