

Auburn.

2020

*Adopted by the
Auburn City Council
on May 5, 1998*

*“Imagining
a Better
Community”*



City of Auburn

RESOLUTION NO. 98-50

WHEREAS, in 1997 the Mayor and City Council of the City of Auburn initiated Auburn 2020, the City's long-range plan, with the purpose of guiding the future of the City and setting forth new goals, policies, and programs for encouraging and influencing positive change during future years; and

WHEREAS, seven committees consisting of approximately 200 citizen volunteers, elected officials, and City staff spent much time and effort toward creating comprehensive reports that address the areas of Education, Growth and Development, Intergovernmental Relations, Transportation, Utilities and Technology, Family and Community, and Public Safety; and

WHEREAS, these seven reports outline detailed strategies and goals to guide the decisions of the City Council aimed at making Auburn a better community through citizen involvement;

WHEREAS, the Auburn 2020 committees have recently completed the process of "imagining the future" and have developed a draft report which has been presented to the City Council for formal action;

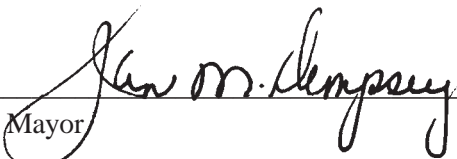
NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Auburn, Alabama, that the Auburn 2020 report be and hereby is adopted by the City Council of the City of Auburn, Alabama.

ADOPTED AND APPROVED by the City Council of the City of Auburn, Alabama, this the 5th day of May, 1998.

ATTEST:



City Manager



Mayor

AUBURN 2020

City Council

Jan M. Dempsey, Mayor

Arthur L. Dowdell

Logan B. Gray

Mary E. Fortenberry

Cheryl C. Gladden

K. Ted Wilson

William R. Mixon

Carolyn G. Mathews

Bill Ham, Jr.

Management

Douglas J. Watson, City Manager

Wendy L. Hassett, Assistant City Manager

Andrea E. Jackson, Director of Finance

Jeffery L. Ramsey, Director of Engineering

Rex B. Griffin, Jr., Director of Water & Sewer

John A. Holmes, Director of Public Works

T. Phillip Dunlap, Director of Economic Development

Steven A. Reeves, Director of Human Resource Management

O. Clyde Prather, Director of Public Safety

Kelly E. Templin, Director of Planning & Community Development

Rebecca O. Richardson, Director of Parks & Recreation

Margie B. Huffman, Director of City Library

Alfred J. Davis, Director of Solid Waste

James C. Buston, III, Director of Information Technology

Joe S. Bailey, Municipal Judge

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A MESSAGE FROM THE MAYOR

The future will bring growth, development, and change to Auburn. Progress will be made when that future is well-defined, well-planned, and well-developed. The challenge for city government in the Twenty-First Century will be to combine fiscal responsibility with the provision of quality services and at the same time merge the creative energies of the public and private sectors in the creation of a strong sense of community in every area of city life.

Planning is a method of protecting a community from repeating past mistakes, a way of rationally dealing with problems of change and development, a basis for providing essential services while remaining fiscally prudent, and a blueprint for stewardship over the resources needed by future generations. In addition, progress in Auburn should always include the qualities that are most humane: civility, friendship, goodwill, and civic consciousness.

In his book **Making Democracy Work: Civic Tradition in Modern Italy**, Harvard Professor Robert Putnam addressed the question of why are some governments so successful while others are incompetent, nonproductive, and disliked? After two decades of research his conclusion was that the difference lies in how citizens relate to one another and to their governments. Where there is trust, involvement, and cooperation, governments do well, and so do local economies. In addition, he found that these factors are self-reinforcing and cumulative as newcomers adapt and become part of the civic culture.

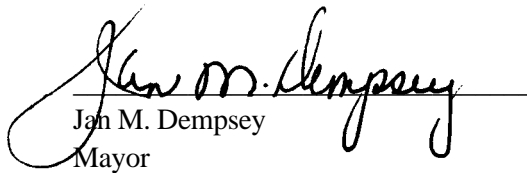
But Putnam also warned that the reverse is true. Where trust does not exist, disorder, disaffection and stagnation occur and are also self-reinforcing. And because of the high levels of suspicion, the cost of doing anything is staggering in terms of negotiation, bureaucracy, enforcement, and incompetence.

I believe that Auburn 2000, with its citizen involvement and the planning and design of our community through the 1990s, produced this trust as well as the many other positive outcomes and projects which are discussed in the introduction of

this report. I also believe that we must continue to engage our citizens for such a healthy and robust civic sector is necessary for our community to flourish. Participatory planning invigorates civic responsibility and action.

Let us never lose sight of our government's mission: To provide services that enhance and preserve the essential nature of this community. Not just basic services that deal with schools, homes, neighborhoods, streets, and commercial areas; but all that goes beyond these to assure quality and excellence. Long-range comprehensive local planning is the best hope for obtaining that which is best for all of us and assuring that necessary trust in each other and our government.

Auburn, Alabama, is a very good community. We have the opportunity to make it even better. Its excellence in the future depends upon the goals we establish today and implement tomorrow. Auburn 2020 has been an opportunity to help shape that better community.



Jan M. Dempsey
Mayor

INTRODUCTION

The City of Auburn has embarked upon an exciting new venture – **imagining its future!**

At the invitation of the Mayor and Council, many people, all of them volunteers and representing all aspects of the Auburn community, have spent a considerable amount of time during the past year thinking, discussing, listening and recommending ways in which we can manage the changes that are inevitable as Auburn approaches the year 2020. We want to make sure that as the City moves into the 21st Century we maintain the impetus for quality growth that we have created during the past decade.

When this project was announced, many people felt that the year 2020 was a long way off and wondered why we should worry about it today. They asked how do we know what the future will be like and do we not have enough present problems to keep us busy? To answer such skepticism the Mayor and Council pointed out that 15 years ago Auburn's civic and community leaders had the same doubts. They resolved them through a planning process that produced dramatic results.

Back to the Future

In 1982, the City's leaders decided to take a more systematic approach to managing municipal affairs. They organized a community-based process through which many people examined Auburn's problems and potentials, and defined programs and projects through which the problems could be solved and the potentials exploited.

The result of this process was **Auburn 2000**, a plan that set forth goals, policies, and programs for encouraging and influencing positive change. Since their adoption these goals, policies, and programs have been used by the City's governmental officials to guide their decisions. The results have been significant and visible. Among the actions whose origins can be traced to the Auburn 2000 Project are

the following:

The adoption and operation of a true council-manager form of government.

The adoption of personnel policies and standards that have enabled the City to attract and retain a highly qualified and professional work force.

The implementation of an annual capital budgeting program through which the City has been able to get the maximum impact out of its major outlays and projects.

The adoption of a pro-active approach to economic development including the involvement of Auburn University and the initiation of a number of significant public-private partnerships. These efforts have resulted in the development of the Auburn Technology Park and the attraction of a significant number of employment-generating firms and businesses.

The expansion of our water and sewer systems to ensure adequate capacity to meet future needs.

The adoption of a more flexible, innovative, and environmentally-conscious approach to the regulation of land uses and development, which has in turn greatly improved the quality of the built environment.

The encouragement of innovative housing through the adoption of performance zoning.

The encouragement of mixed uses in the downtown area by allowing residential occupancy of the upper floors of commercial buildings.

The implementation of an affordable housing program to meet the needs of low to moderate income families who otherwise could not aspire to home ownership; and support of other housing and related projects of both public and nonprofit organizations.

The expansion of recreational services through such projects as the soccer fields on Shug Jordan Parkway, the softball complex, Martin Luther King Park, the conversion of the Boykin School to a Community Center and the subsequent addition to it, the conversion of the Armory on Dean Road into a Community Center, and the development of Kiesel Park.

The construction of major street projects such as the completion of the Shug Jordan Parkway-East University Drive circumferential road, the four-laning of Glenn Avenue, the extension of Donahue Drive from South College Street to East University Drive, and the extension of Dean Road from Opelika Road to East University Drive.

The construction of a new facility for the Auburn Public Library.

The approval of funding for two major bikeways.

The expansion of the Robert G.Pitts Airport.

The guarantee of support to the City's public school system.

The initiation in 1986 of the Annual Citizens Survey as a means through which the City's management can assess residents' satisfaction with the level and type of City services, and incorporate their priorities into the annual budget.

In more recent years the City's leaders established a strategic planning process which in 1995 led to the adoption of Vision and Mission Statements by the City Council. These statements are reproduced in **Figures 1 and 2**. This planning process culminates each year in the preparation and adoption of the City's Annual Budget. This Budget includes a five-year capital improvement program and related goals. The goals for Fiscal Years 1998 through 2001 are listed in **Figure 3**.

This approach has enabled the City, both by its own actions and by its support of private sector activities that are consistent with its goals, to diversify its econ-

CITY OF AUBURN, ALABAMA**VISION STATEMENT**

Auburn, Alabama, is committed to being an attractive, environmentally conscious community that is progressive, responsive, and hospitable. This community desires for all citizens:

- Safe and attractive neighborhoods with adequate housing
- Quality education opportunities
- Diverse cultural and recreational opportunities
- Vibrant economic opportunities
- Active involvement of all citizens

Adopted by the Auburn City Council, September 5, 1995

FIGURE 1

CITY OF AUBURN, ALABAMA**MISSION STATEMENT**

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

- Encouraging planned and managed growth as a means of developing an attractive built-environment and protecting and conserving our natural resources
- Creating diverse employment opportunities leading to an increased tax base
- Providing and maintaining reliable and appropriate infrastructure
- Providing and promoting quality housing, educational, cultural and recreational opportunities
- Providing quality public safety services
- Operating an adequately funded city government in a financially responsible and fiscally sound manner
- Recruiting and maintaining a highly motivated work force committed to excellence
- Facilitating citizen involvement

Adopted by the Auburn City Council, September 5, 1995

FIGURE 2

CITY OF AUBURN, ALABAMA**LONG RANGE GOALS**

1. Complete the construction of the youth baseball/softball facility at Duck Samford Park by the end of FY 98.
2. Determine a permanent usage for the old Post Office building and implement the results of that decision by the end of FY 98.
3. Complete construction of the new Solid Waste facility and the new Public Works building on Donahue Drive by the end of FY 98.
4. Begin construction of the South College Street corridor improvements by the end of FY 98 and support the Department of Transportation in its initiation of construction of the widening project for the US 29/I-85 bridge and the US 29 road section from I-85 to Highway 26 by the end of FY 98.
5. Complete construction and begin operations of the Community Arts Center and the Kiesel Park meeting facility by the end of FY 98.
6. Complete construction and begin operations of Fire Station #4 on East University Drive by the end of FY 98.
7. Complete construction of the sidewalk projects approved for the Five Mill Tax Fund and the ISTEA funding by the end of FY 98.
8. In cooperation with Auburn University and the Alabama Department of Conservation & Natural Resources, complete the construction of the bikeways approved for ISTEA funding by the end of FY 98.
9. Develop and approve a plan for addressing the space needs of City departments by the end of FY 98.

10. Complete a review of the business license ordinance and determine whether changes are required by the end of FY 98.
11. Design the infrastructure improvements for the Auburn Technology Park expansion north of I-85 by the end of FY 98 and complete the construction of the improvements by the end of FY 00.
12. Construct additional capacity at the Northside wastewater treatment plant by the end of FY 99 and additional capacity at the H.C. Morgan wastewater treatment plant by the end of FY 01.
13. Complete the widening of Donahue Drive from Bedell Avenue to Magnolia Avenue by the end of FY 99.
14. Participate in the local funding for expansion and upgrade of the Auburn-Opelika Airport over the next several years to ensure its completion by FY 00.
15. Determine and implement the most feasible and cost effective solution to the communications needs of the Public Safety Development and other departments by the end of FY 00.
16. Continue to work toward eliminating substandard housing through housing rehabilitation, code enforcement, and new housing by the end of FY 01.
17. Complete the installation of the S-5 sewer line by the end of FY 01.
18. Identify and purchase additional suitable property for a future industrial park by the end of FY 01.

Adopted by the Auburn City Council as part of the FY 98 Budget,
September, 1997

FIGURE 3

omy, maintain a highly-rated school system, offer a full range of quality services, and create a built environment that provides an attractive setting for community life. These trends and conditions provide considerable potential to support further growth.

Between 1990 and 1997, about 1,375 jobs were created through the expansion of existing and the location of new industries. This growth was the result of an investment of over \$118 million from private sources and over \$4 million from public funds. The City's Economic Development Department estimates that between 1997 and 2020 the City's work force will increase from 16,800 to 25,430. And, as this increase occurs, employment at Auburn University will drop from 25 to 17 percent of total employment, and manufacturing employment will rise from 17 to 24 percent of the total.

The City's Planning Department estimates that the City's population will increase from 33,830 in 1990 to 40,000 in 2000. In anticipation of such growth, the U.S. Bureau of the Census has indicated that when the 2000 Census results are in Auburn and Opelika will be designated as a Standard Metropolitan Area consisting of the two cities and Lee County. The Department expects this trend to continue so that by 2020 the City's population could be 60,000.

The tangible successes resulting from this prior planning process has encouraged the City's leaders to build upon it and extend our horizons to the year 2020.

Imagining the Future

Imagining the future is easy. Imagining the future in a way that your vision has a basis in reality is more difficult. Finding ways in which your vision can be translated into reality is even harder. And finding a common vision and ways to achieve it in a city in which citizens have many varied, and often conflicting, ideas is even more difficult.

The planning process that we have evolved in Auburn is a way to deal with these problems. It is essentially a systematic approach to thinking about the future, setting long range goals, and devising policies, programs, and projects that will move

the City toward the fulfillment of those goals.

The focal point of the process is the involvement of representatives of the community in a dialog with the City's elected and administrative officials. The purpose of this dialog is to reach a consensus on policies, programs, and projects relating to the responsibilities and areas of influence of the City's government. These policies, programs, and projects, when implemented, will move the City toward the achievement of the Council's overall vision and the accomplishment of its mission.

Focussing Our Imaginations on the Future

Combining the ideas of many people and their visions of the future in a way that ultimately produces practical results requires some, but not too much, organization. In view of this, Auburn 2020 was organized in a similar manner to Auburn 2000. The structure was straightforward and consisted of a Steering Committee and seven subject area Committees.

The Steering Committee. The Steering Committee was comprised of the Mayor, the members of the City Council, the City Manager, chairman of the Auburn Planning Commission, the Chairman of the Industrial Development Board, the Chairman of the Auburn School Board, the Chairmen of the subject area Committees, and the City's Department Heads. This group was responsible for the overall direction and management of the project.

The Steering Committee received and reviewed the reports of the Subject Area Committees, emphasized commonalities and reconciled differences among them, and combined them into a final project report which is presented here.

The Subject Area Committees. Community involvement was coordinated through the work of seven Subject Area Committees. These Committees had different responsibilities from those of Auburn 2000 because conditions have changed significantly during the past fifteen years. The Committees' Subject Areas were as follows:

Education
Growth and Development
Intergovernmental Relations
Transportation
Utilities and Technology
Family and Community
Public Safety

Each Committee included a member of the City Council and the Planning Commission, a representative from the Auburn University Student Government Association, one or more City Department Heads, and varying numbers of citizens. Other City staff members were assigned as necessary to provide support services. The overall project structure is illustrated on **Figure 4**.

The Role and Scope of the Committees

The work of the Committees was the major part of the Auburn 2020 project. Within their assigned subject area the Committee members were expected to recommend policies, programs, and projects that can be adopted and effected by the City Council. Each committee was given a specific charge which is presented at the beginning of the individual reports which follow. In addition, the committees were asked to address some initial questions, as discussed below.

Education. The Education Committee was asked to consider questions that involved educational issues ranging from preschool to lifelong learning. They included:

How can the full range of educational resources in the community be focussed on the need to address the changing technical and re-training needs of the City's future work force?

How can the community's educational resources be used to foster the concept of life-long learning?

AUBURN 2020

ORGANIZATIONAL STRUCTURE

<p>STEERING COMMITTEE</p> <p>Mayor City Council City Manager Chairman of the Auburn Planning Commission Chairman of the Industrial Development Board Chairman of the Auburn School Board Chairmen of the Subject Area Committees City Department Heads</p>		
<p>GROWTH AND DEVELOPMENT COMMITTEE</p>	<p>TRANSPORTATION COMMITTEE</p>	
<p>UTILITIES AND TECHNOLOGY COMMITTEE</p>	<p>PUBLIC SAFETY COMMITTEE</p>	
<p>EDUCATION COMMITTEE</p>	<p>FAMILY AND COMMUNITY COMMITTEE</p>	
	<p>INTERGOVERNMENTAL COMMITTEE</p>	

FIGURE 4

How can we teach the ideals of good citizenship to the young people who will become the community's future leaders?

How can the City maintain its commitment to supporting the public school system in the face of changes that are occurring or pending in funding and requirements at the State level?

Growth and Development. The Growth and Development Committee was asked to consider a number of issues, such as:

What are the positive and negative aspects of the City's growth? How can we accentuate the positive and eliminate the negative?

How can the City maintain its ability to attract desirable industries and businesses in the rapidly changing national and global economies?

How can we conserve and enhance the valuable aspects of the current built and natural environments while at the same time accommodating future growth?

Intergovernmental Relations. The Intergovernmental Committee was asked to look beyond the City's political boundaries and address such issues as:

What are the main services and/or issues which have intergovernmental and interjurisdictional aspects and need joint solutions?

How can the evolving fields of information technology and telecommunications be used to identify and address intergovernmental issues?

How can local governments and agencies work on joint programs without compromising their individual characters and responsibilities?

How will such factors as the changing role of the county as a local service provider and the potential for the incorporation of new cities affect existing cities and agencies?

Transportation. The Transportation Committee was asked to examine a wide range of issues, including:

How can we ensure that our **major street** network remains capable of meeting our future needs for the movement of people and goods?

How can we ensure that our **local streets** are not viewed and used merely for moving traffic but instead become streetscapes which add to the vitality of our neighborhoods?

How can the transportation system be modified to incorporate facilities other than those serving the automobile, such as sidewalks and bikeways ?

Can public transportation play a larger role in the future, both in meeting general transportation needs of the City and the University as well as those of special segments of the population?

Utilities and Technology. The Utilities and Technology Committee was asked to look at the role and scope of utilities in a broad perspective and to address such questions as:

What potentials and limitations do the utility providers face in meeting the demands that future growth of the City will create?

How can we address the potential problems of overlapping jurisdictions and services as the utilities tap new sources and take on new functions?

What role should the City play in making information readily accessible to its residents? Should it, for example, consider establishing an interactive network linking residences and businesses to City Hall and each other, in effect becoming a “wired city”?

How can the City, as the representative of the public, coordinate the deregulated and evolving utility system?

Family and Community. The Family and Community Committee was recognized as addressing concerns that go beyond what traditionally has been the mission of city governments. Some of its issues included:

How can the City meet the increasing demands which are even now being placed upon its leisure services and facilities?

What is the most appropriate and feasible role for the City to play in expanding the facilities and programs serving the arts?

How can the City best support its citizens' desire to strengthen the fabric and functioning of family life?

How can we maintain and extend the City's sense of cohesiveness and neighborliness even as the scale of the community increases?

Given the increasing diversity of the City's population, how can we maintain a sense of togetherness and equity?

How can we combine the resources of our educational and social service agencies to help identify, and meet the needs of, at-risk children?

Public Safety. The Public Safety Committee was also asked to consider the traditional public service functions in a broader framework and to look at such issues as:

What basic needs, such as additional fire stations and police facilities, will arise as the community grows and changes in the future?

What changes in service levels will we face in the future?

How can we maintain a neighborhood approach to meeting public safety needs even as the City increases in population and grows more complex?

How can the community deal with such growing problems as juvenile crime?

Are there proactive and preventive approaches to public safety problems and demands that the City should be considering?

Committee Functions

The Committee members, working with their support staff, were responsible for identifying and obtaining the information they needed, and for arranging meetings with representatives of relevant agencies, organizations, and interest groups, and the community at large.

In formulating their recommendations, Committee members were instructed to keep the following important points firmly in mind:

All recommendations should fall clearly within the scope of the subject area assigned to the Committee.

Every effort should be made to identify what resources will be needed to implement each recommendation and where such resources can be obtained.

All recommendations should consist of actions which the City Council has the power to adopt and implement in the public sector, and the power to exert influence through the various forms of leverage and incentives it can use in the private sector.

Of critical importance was the requirement that all Committee recommendations be designed to help the Council accomplish the tasks it has set for itself in the Mission Statement which it has adopted. In this respect, **Figure 5** indicates in general how the Committee subject areas relate to the Mission Statement elements.

Even at a general level, this comparison shows that the work of each Committee was related to several of the tasks included in the Mission Statement; and it

could be argued that for some of the Committees their work related to all the Mission Statement tasks. For example, Public Safety is something that relates to everything the Council does; if life and property are not protected and law and order maintained there will be no government or public services. Nevertheless, for the planning process to work each Committee had to direct its attention to issues and options that were at the heart of its assigned area of responsibility.

Conversely **Figure 5** emphasizes that each of the Mission Statement tasks will benefit from the work of several Committees because there is no precise boundary around the assigned topic for any of the Committees. Thus joint meetings and exchanges of information were encouraged as a means of dealing with ideas and issues that overlapped two or more Committees.

Figure 5 further emphasizes that all seven Committees should consider ways in which, within their particular areas of concern, they could recommend actions through which the Council can carry out its task of facilitating citizen involvement. In this regard, each Committee was expected to engage the public in its activities in whatever way its members felt appropriate.

Project Schedule

Following pre-project publicity, volunteers were assigned to the various committees during January and February, 1997. The kick-off meeting for the project was held on March 1, 1997, and the committees held their first organizational and working meetings. From that point each committee scheduled its own meetings and worked with City staff to obtain the information and meet with the people it needed to interview to fulfill its charge. When the Committees completed their work they submitted their reports to the Steering Committee. The individual reports were then compiled into a first draft of an overall report which was reviewed by the Steering Committee, subjected to further editing and review, and is presented here.

The Auburn 2020 Report

This final project document is based on the reports submitted by the individ-

**RELATIONSHIPS BETWEEN AUBURN’S MISSION STATEMENT
AND AUBURN 2020 COMMITTEES**

MISSION STATEMENT	COMMITTEE						
	GROWTH AND DEVELOP.	TRANS-PORTATION	UTILITIES AND TECHNOLOGY.	PUBLIC SAFETY	EDUCATION	FAMILY AND COMMUNITY	INTERGOVERNMENTAL AFFAIRS
Encourage planned and managed growth							
Create diverse employment opportunities							
Provide appropriate and reliable infrastructure							
Provide quality housing opportunities							
Provide quality education opportunities							
Provide quality cultural opportunities							
Provide quality recreation opportunities							
Provide quality public safety services							
Facilitate citizen involvement							

FIGURE 5

ual committees. The individual reports have been edited to fit a standard format consisting of the initial charge to the committee, the committee's vision for Auburn in 2020, and its recommendations for fulfilling that vision.

Conclusion

In 1980, the City of Auburn was faced internally with political and administrative confusion, and externally with declining public confidence and support. In response, the newly elected Mayor initiated the Auburn 2000 Project. She joined together with Council members, a new City Manager appointed in 1982 and concerned citizens in this effort to set the directions for the City for the remaining years of the 20th Century. The outcome of those efforts, the Auburn 2000 Plan, has helped the City to grow and prosper and to forge a strong link between the quiet village of the past and the burgeoning community of the present. City officials and citizens are once again combining their efforts, this time to prepare Auburn to move into the 21st Century. This is the overriding purpose of Auburn 2020.

A citizen-driven visioning process can establish a clear and shared view of the kind of place in which we want to live. When many people participate in shaping it, such a vision can inspire people to new levels of creativity and leadership in identifying goals and the resources to achieve them. The recommendations from this community-based project should be implemented through the actions of Auburn's city government, and through the cooperative spirit among boards, commissions, organizations, and individuals united in their desire to create the best community for all of Auburn's citizens.

EDUCATION

The **Education Committee** was charged with recommending ways in which the City can support the Auburn School Board in its efforts to provide high quality K through 12 public education; and encourage the community's technical and higher education institutions to combine their resources as a means of enhancing the learning opportunities for families and individuals.

Vision

The Committee envisions that by the year 2020 Auburn will be a city in which its current system of high quality public education for K through 12 grades will be supplemented by facilities and programs that meet the needs of both youth and adults for lifelong learning, career and technical training, and enrichment.

Recommendations

To achieve this vision, the Committee formulated recommendations relating to financing, community education, technical education, enrichment, and at-risk children.

Financing

Through the financial support of the Auburn City Government, the Auburn School system has been able to overcome many technological, capital and personnel limitations that would follow from strict reliance on state and federal funding. This strong financial commitment to the City Schools is a significant investment in Auburn's public educational system and is central to this community's continued quality development. It is therefore recommended:

1. That the Auburn City Government continue its strong financial support to the Auburn City Schools by continuing to appropriate the revenue equal to 15 mills of property tax.

2. That in the event equity funding negatively and significantly impacts the budget of the Auburn City Schools, the Auburn City Government should identify and support additional revenues to be used for school funding.
3. That the Auburn School Board be encouraged to evaluate options and financial implications for revising and extending the school calendar in a manner which would most effectively serve the needs of students and the community.
4. That, as Auburn moves forward with the concept of a “wired city,” strategies linking the school system to municipal developments be created and implemented. Furthermore, that these strategies take account of the complex interactions of information technology with instructional processes and social structures, including family relationships.

Community Education

Contemporary communities need optional educational programs for youth and adults who wish to complete their high school diplomas rather than attain GEDs but who cannot attend regularly structured classes at the high school; young people who want to have access to the Internet and other sources of academic support but cannot afford them; young people who want to pursue academic study/enrichment outside of school but need a safe and supportive environment to do so; and adults who wish to continue the process of lifelong learning both for personal enjoyment/enrichment and for occupational upgrading in basic skills. The following community education recommendations are made.

1. Establish one or more community learning centers. Initially, these centers could draw on existing resources and programs and be provided at locales such as the Boykin Community Center and the Auburn Public Library. Early efforts could provide educational opportunities such as literacy and GED training, along with Internet and other computer oriented activities.
2. As this community education effort develops, it should be expanded to in-

clude two main types of activities. One activity would be an optional high school program for students and adults who wish to complete their diplomas but who cannot attend the regular school hours for economic or other reasons. The second activity would be a community school designed for a broad range of educational needs and clients. For feasibility and economic reasons, the initial phase would be to establish afternoon/night classes at Auburn High School where the majority of equipment and space is already located. In effect, the high school would become a community learning center where afterschool and lifelong learning opportunities would be offered to members of the community. Among the parallel activities that would occur are afterschool access to computers and the Internet for young people, classes for people wishing to complete their high school degrees, and adult education classes that include GED courses, literacy training, English as a second language, life skills, lifelong learning, and career technical education for persons needing retraining.

To facilitate participation by all interested individuals in the community, regardless of their economic or family situation, a transportation system (perhaps utilizing the fleet of school buses) would need to be provided which would allow individuals and families lacking their own means of transportation to have access to these opportunities. In addition, since one of the goals is to allow the entire family to participate in activities at the Center, child care facilities would need to be provided on site as well. In other words, it should be possible for any individual, regardless of economic or family circumstances, to participate in the learning center activities and for entire families to participate at the same time, each member in activities appropriate for him/her.

Technical Education

As the Auburn economy becomes increasingly diverse and technologically demanding, there is a corresponding need to recruit and encourage students to pursue careers in technical fields. The most significant tasks that need to be accomplished are to educate the community and students with respect to opportunities that exist in the U.S. job market and to the importance of placing as much value on technical ca-

reers as we do on professional careers, and to provide a program to implement career technical education.

The following recommendations regarding career/technical education are made.

1. In cooperation with local business and industry, determine what career/technical areas are appropriate for the needs of the Auburn community. Some areas that might be considered are health care, industrial technology, business and finance, communications, and building science.
2. Facilitate the formation of a committee of appropriate school and business representatives to review each career/technical area of study including those that are already in place. These committees should, in cooperation with local businesses and industries, determine what courses are required for the career/technical area identified, and outline the paths that are available to students wishing to pursue it.
3. As career/technical areas of study are fully developed, organize Advisory Councils consisting of appropriate business, university, government, and school personnel to provide input into curricula, and help develop promotional materials and programs to show career and technical opportunities for students. Some examples of promotional programs and materials include job shadowing, cooperative work experiences, business mentorships, tuition reimbursement, career days, and brochures.
4. Make scholarship and technical advancement information available to all parents and students.
5. Implementation should start in the industrial technology area of study and include the establishment of a limited number of partnerships. Through the success of this initial effort broader participation will be encouraged.

Fine Arts

Fine arts (music, dance, theater, and visual arts) are important for the cultural, recreational, educational and economic development of the community. The following recommendations are made regarding fine arts.

1. Auburn should strive to achieve a strong arts community, beginning with its children, in order to be a creative, alive, progressive community that enables personal development and provides a superior quality of life.
2. Fine arts education should be provided as a fundamental part of community education programs.
3. Encourage the Auburn City School Board to provide art and music teachers in each school.
4. Promote a strong, mutually beneficial relationship between the educational institutions, City, and community resources to support collaboratively the City community arts center to include joint programs, funding, and staffing.

At-Risk Children

As we look to the year 2020, we know that what our children become, Auburn will become. Nowhere is the importance of organization and coalition building more obvious than the care that we give to our young children at risk. To encourage and facilitate the establishment of positive and nurturing relationships for children at risk, it is recommended that the following programs be established.

1. Establish an area-wide Alternative School which would address the needs of a broadly defined at-risk population.
2. Establish accredited preschool educational programs for 3 and 4 year old children. In serving as a State leader and model in this endeavor, Auburn should ask the State Legislature to fund a 5-10 year pilot program.

3. Improve and expand afterschool programs that provide children a safe, challenging, and enriching environment.
4. Establish a Community Service Board or employ a part-time Community Service Coordinator. The role of the Board or Coordinator would be to provide a link between adult volunteers and community needs, and to provide opportunities for young people to become involved in community service.
5. Encourage the Auburn City School Board to evaluate options for, and benefits of, revising and extending the school calendar as a means of supporting the needs of at-risk children.

Prerequisites for Successful Schools

Underlying all the Committee's recommendations are a number of factors which are needed if we are to have truly successful schools:

Parental Involvement. Parental support for and involvement in the education process.

Well Prepared Teachers and Students. Teachers and students dedicated to teaching and learning who expect and demand quality education.

Adequate Resources. Adequate funding and other resources to provide reasonable class sizes, good facilities and technology, and a broad curriculum with qualified teachers.

High Standards. Schools that expect all students to meet the highest standards within their abilities and in their fields of study.

Leadership. Leadership based on performance and accountability both in the school system as a whole and in the individual schools.

Safety and Discipline. A caring but well-disciplined and safe environment conducive to learning.

Learning Readiness. Students who are ready for school and work; and such students come from communities that help every child to be prepared.

High Expectations. Principals and teachers who truly believe that every child can and must learn at higher levels. They expect every student, from those most likely to succeed to those most likely to drop out, to achieve more.

Conclusion

The Auburn community is committed to its public school system. The Auburn City Council, the Auburn School Board, the PTAs, the Auburn Chamber of Commerce, and our educators all desire and will work hard for excellence in our schools. There will doubtless be no shortage of opinions among parents, teachers, and policymakers about educating our community's children. Issues will be vigorously debated, but all will agree that quality education is essential for this city and its young people.

Strong public schools are a necessary ingredient for the quality of life wanted in this City. Quality education relates directly to a city's economic viability. Desirable new industries and businesses are attracted to those communities whose citizens invest in education.

Our City's leaders must continue to make education their highest priority. Coalitions of City agencies, schools officials, business and community leaders should continue to support education. Developing excellence in our educational system takes time, concern, commitment and resources from all of us because both our children and our City deserve the best! Continuing challenges will require forging ahead with that same sense of purpose that our community has demonstrated since Auburn 2000.

GROWTH AND DEVELOPMENT

The Growth and Development Committee was charged with recommending ways in which the City can manage change so that future changes result in the creation of an attractive and efficient built environment which provides the setting for, and the facilities through which, citizens can enjoy a high quality of life.

Vision

The committee envisions Auburn in the year 2020 as a community in which planned growth and diversified economic development provide an attractive, efficient, and productive environment and a high quality of life.

Recommendations

To achieve this vision, the committee investigated five major areas. The findings of the various subcommittees are enumerated below.

Housing and Neighborhoods

Auburn has always been a community of residential neighborhoods with a range of housing types. In recent years the City and the development industry have increasingly sought to provide both affordable and varied housing. To fulfill the demands of a population that is expected to become more diverse these efforts should be intensified. The Committee therefore recommends that the City should:

1. Encourage the further construction of a diverse housing stock in neighborhoods that are provided with corresponding amenities.
2. Encourage neighborhood stabilization and maintenance through the creation and support of neighborhood organizations.
3. Investigate the need for moderate income housing and the corresponding

need for a public transportation system.

Quality of Life

Auburn enjoys an excellent reputation for a consistently high quality of life. The City offers a balanced and broad spectrum of services which serve to supplement and maintain the quality of Auburn's environs. Maintaining and improving such quality will require increasing and persistent efforts in the future.

New development should not shape the character of our community, but rather the character of the community should shape new development. Enlightened communities have long recognized that their appearance greatly affects their image and their economic well-being. As long ago as 1954, the US Supreme Court asserted that the public welfare is a broad and inclusive concept; and that communities can pursue values that are spiritual as well as physical, aesthetic, and monetary. Auburn should be beautiful as well as healthy, spacious as well as clean, well-balanced as well as carefully patrolled. With this in mind the Committee recommends that the City should:

1. Promote the maintenance and expansion of a diversified tax base to ensure quality levels of public programs, facilities and services.
2. Encourage development that provides a balanced spectrum of employment opportunities with respect to wage rates and skill levels.
3. Continue to provide financial support for the Auburn City Schools and devise strategies to supplement the quality of local public education.
4. Carefully budget and program capital outlays so that current levels of public service can be maintained and increased in quantity and quality in step with anticipated growth.
5. Identify and procure properties for large scale recreational amenities for the current and future populations.

6. Carefully consider the overall environmental quality and the environmental impacts of growth. New industries should be recruited with this in mind.
7. Enforce development codes to ensure high quality development that is environmentally sound and aesthetically pleasing.
8. Maintain a strong emphasis upon comprehensive planning as a framework for quality development.
9. Update and expand the community's land use plan.

University Impacts

Auburn has traditionally been a university town in the truest sense. Past growth patterns of the City have closely mirrored those of Auburn University. In order to capitalize better upon the amenities and resources of the City and University, better coordination and cooperation should be fostered. The City and Auburn University should continue to build individual strengths, bridge perceived weaknesses, and jointly act upon economic opportunities.

The University student body and programs designed for their recreation should be considered as the City addresses local entertainment needs. Similarly, local regulations should be examined to facilitate student friendly development and improve the proper integration of students into the local population.

In light of these thoughts, the Committee offers the following recommendations:

1. Jointly develop a City/University technology transfer center or park to exploit opportunities for cooperation among the City, Auburn University, and major local manufacturers.
2. Develop downtown as an area that recognizes and facilitates interaction between students and other local citizens.

3. Investigate the possibility of facilitating the construction of entry level housing within the Auburn market that is suited to young professionals, including faculty. Review municipal codes in order to remove any barriers and aid this type of construction.
5. The City and Auburn University should continue to cooperate in the recruitment of quality industry.
6. Promote greater community involvement in university concert, theater and other cultural programs.
7. Continue to develop university outreach programs that can involve all Auburn citizens.

Industrial Recruitment and Retention

The past two decades have witnessed a transformation in the industrial base of Auburn. Existing industries have grown substantially, many with the assistance of the City, its Industrial Development Board, and Auburn University, while new industries have been added and have increased employment and production. The present course for industrial recruitment should be affirmed, reinforced and expanded. New, clean industries should be attracted to complement the existing base, while existing industries should be encouraged to grow and diversify. The subcommittee suggests the following actions to address these areas of concern.

1. Stay the present course for business retention efforts. Continue to encourage the expansion of existing industries and continue assistance programs, recognizing that recruitment of industries is just the beginning of the process.
2. Foster vocational training and apprenticeship programs in schools and industries, as well as through Southern Union State Community College and co-op programs with Auburn University. A two-year associate engineering curriculum offered by Auburn University should be investigated. All programs could be assisted by the Alabama Industrial Development Training program.

The possibility of a training center for Auburn industries should be considered.

3. The City should encourage moderate income housing construction for the future work force. This effort should be addressed at a county-wide level, utilizing all existing assets (i.e., developers, HUD, State, Habitat) while investigating and investing in others.
4. Great care should be used in the recruitment of suitable industries for Auburn. High-tech, clean industries should be sought to complement the image of Auburn. Preference should be exercised toward good corporate citizens demonstrating a willingness to contribute to the local quality of life.
5. Greater cooperation should be sought among Opelika, Lee County, the state and Auburn University.
6. The City should begin efforts to acquire the land necessary to accommodate future industrial growth as noted in the report entitled *Projected Job Creation and Capital Investment for the City of Auburn Through 2020*.

Revitalization Issues

In the past twenty years great strides have been made toward the improvement of downtown Auburn; however, much remains to be accomplished. The location of diverse shopping and entertainment venues and a return to a pedestrian scale should be fully studied and implemented. Currently downtown offers limited attractions and presents vehicular congestion and parking concerns. “The loveliest Village on the Plains” has outgrown its moniker in scale if not in spirit and reputation. The next twenty years will present new issues and opportunities for downtown Auburn. The City must be ready to capitalize on these events by keeping revitalization as a top priority.

Recognizing the past growth of Auburn and the growth potential of the South College Street corridor in particular, great emphasis should be placed on devel-

opment along this artery. As the gateway to Auburn University and the downtown, first impressions are formed by the appearance of this area. The vital relationships between College Street, and downtown Auburn and Auburn University, cannot be underestimated. Therefore a careful review of current development practices and corresponding regulations affecting this link is in order.

Accordingly, it is recommended that the City should:

1. Review the *Auburn Central Area Revitalization Plan* prepared by KPS, Inc. Focus on the downtown and adopt a plan to enhance its potential as a pedestrian oriented center. Place relevant capital projects within the Capital Improvement Plan and Annual Budget.
2. Research available federal funding for revitalization. Consider a redevelopment fund for downtown Auburn. Provide funds or low interest loans as incentives to foster positive change.
3. Study downtown parking needs for the projected 2020 population and implement the needed parking facilities. Consider the creation of small-scale public parking facilities in keeping with the area's scale. Monitor the availability of downtown real estate and purchase such properties as are necessary to implement planned improvements.
4. Study the relocation of South College Street commercial truck and hazardous cargo routes. Consider additional signage and the possibility of one way traffic on Gay Street and the downtown portion of College Street.
5. Continue to give close attention to improvements in the South College Street corridor and other entranceways into the City as a means of increasing their attractiveness and viability.
6. Encourage the revival of a downtown association to support the expansion and diversification of downtown businesses.

7. Encourage the downtown area surrounding the University to develop primarily as a dining, recreation, specialty shopping, office, and entertainment district.
8. Investigate the possibility of removing overhead utility lines within the central area.
9. Review sign regulations with special attention to the downtown district.
10. Review City ordinances and state laws applicable to businesses in the downtown area. Assess the impact of these restrictions on the local tax base and determine if they create barriers to the successful development of the urban core.
11. Formulate an official map which identifies the intensity and location of land uses within the anticipated 2020 City limits. Use this map as the basis for planning and constructing the streets and utilities to complement the proposed land use pattern.
12. Protect and improve the visual quality of the principal transportation corridors within and the gateways into the City.
13. Plan for the retention and enhancement, and the creation of additional, public open space within the anticipated 2020 City limits.

Summary

The Growth and Development Committee's central findings are as follows:

The present course for industrial recruitment should be affirmed. New, clean industries should be attracted to complement the existing base, while existing industries should be encouraged to grow and diversify.

An expanding tax base will allow the City to expand crucial services and amenities which are vital to any successful urban environment. This will be

accomplished by maintaining a strong business and industrial development effort.

Increased cooperation and planning with Auburn University will help to strengthen existing ties and further cultural and economic development opportunities.

A vibrant downtown with commercial and entertainment venues for all of Auburn's citizens will serve to support a diversifying population and improve the ties between campus and City.

A diverse housing stock will be needed to satisfy the needs of households of all income levels as Auburn continues to grow.

The updating of the land use plan will provide needed policy guidance to both the private and public sector investments and will serve as the foundation for future growth and change.

Our high quality of life and environment should be nurtured through well planned growth.

INTERGOVERNMENTAL RELATIONS

The Intergovernmental Committee was charged with recommending ways in which the City can cooperate with other local governments, public and private organizations, and state and federal agencies in dealing with issues that cross political or functional boundaries. This committee examined how Auburn currently cooperates with other entities and looked for ways in which new partnerships could be created to enhance efficiency, be more customer-friendly, and achieve economies of scale.

Increasingly cities across the country are challenged to do more with less. Auburn, too, will be pushed to look for new ways to save public tax dollars while still maintaining quality services. The recommendations in this report identify ways governments can work together to achieve cost savings while continuing to focus on the citizen as a customer.

In addition, there has in recent years been a resurgence of interest in regionalism, the creation of entities that can tackle and implement solutions to problems that require an areawide approach. This is exemplified by the growing involvement of Alabama's regional councils in economic development; and, locally, by the successful creation and operation of the East Alabama Solid Waste Authority, an agency that not only combines the resources of several cities and counties but also incorporates private sector organizations.

Vision

The Committee envisions the Auburn of 2020 as a City which occupies the center of an areawide network of relationships with both public and private entities through which it can achieve economies of scale and widespread consumer satisfaction in the provision of services, identify opportunities, and solve problems that cut across political lines.

Recommendations

To help achieve this vision, the Committee recommends a number of actions under the general headings of governmental services, City-University relations, medical care, infrastructure, and public safety.

Governmental Services

A major challenge as the City of Auburn approaches the new millennium is providing needed services to the citizenry within the democratic framework of responsiveness and efficiency. The ultimate objective is to create a “public life” in the community that encourages participation and responsibility among the residents and a local government that continues to be pro-active to address the future needs of the community.

Alternative School. Beginning at 7th or 8th grade, this school would address the special needs of children who have historically performed scholastically at lower than average levels and who are considered “high-risk.” This school would be an expansion of the existing program offered at the Brown Center in Opelika. It could partner with Southern Union and perhaps the Youth Development Center to teach trades including carpentry, masonry, electrical, and plumbing among others. A key to this program would be to involve the local industries in a job incentive or apprenticeship program, so that the participants are working toward not just a certificate, but a job with the tangible and intangible rewards that are associated with being a contributing member of society.

City Facilities. To serve a growing population and make interaction between the local government and its citizens more convenient is the impetus behind this recommendation. Presently, citizens often have to go to separate buildings to complete several steps involved in a transaction. This recommendation is to consolidate the location of departments such as engineering, planning and codes enforcement which provide related services to their customers. This may involve relocating some departments into one building or building new facilities to accommodate the growth of the City and to relieve present overcrowding. The location of any new facility

should be convenient both for people coming on foot or by car. In addition, the City's Council Chamber should be made more citizen-friendly.

Kiosks. As the information age provides more innovative ways to connect citizens and their government, the City of Auburn needs to seek ways to make services available to residents. Private companies have recently brought us 24-hour banking and computer shopping as well as a host of other conveniences that will inevitably spill over into the public sector. One way of accomplishing this is through the provision of kiosks located in public places throughout the community. These kiosks would allow citizens to renew drivers licenses, apply for job openings through the State of Alabama employment service, make court inquiries, obtain burn permits, purchase dog licenses, and disconnect water and garbage services among other things.

Joint Auburn-Opelika Chamber of Commerce. Although prior efforts to merge the two Chambers have failed, this committee felt that the possibility needs to be revisited. Both Chamber Directors agreed that they share 50 percent of their membership and duplicate several services. Business owners having facilities and customers in both communities would see many benefits from eliminating the duplication of costs. This merger would also encourage prospective companies to view Auburn-Opelika as one area and would aid in marketing the larger community.

Share to Save. Today, more than ever, the public demands value. Economies of scale can only be realized by cooperation and coordination. A formal vehicle is needed to allow governmental entities, including county and city school systems, to share information and resources that will benefit the public. Joint purchasing, joint testing, joint recreational programming, janitorial services, and cooperative training are all areas that could provide improved service to the citizenry and cost savings to the entities involved. As much as possible, the City needs to share facilities. For example, sharing a gymnasium with the schools by keeping it open after school hours to be used by residents as a recreational facility is one opportunity.

Transportation system. There will be an increased need for public transportation that is more extensive than the existing LETA system. The routes will need

to be coordinated to include a stop at the family center described below, and to work in conjunction with the transit system now operating on the Auburn University campus and adjoining student housing areas.

Family Center. As people are forced off the welfare rolls, there will be a critical need for convenient and accessible family services county-wide. This recommendation is for a one-stop shop for family needs including food stamps, parenting classes, nutrition counseling, job training, crisis intervention, court-ordered classes, and health care. This center would need to be in a central location such as near the Justice Center or in Midway Plaza. The facility could be near existing departments or could house agencies' satellite offices.

Recreation Facilities. As Auburn, Opelika, Lee County, and other communities continue to grow in population and density, there will be an increasing need for public land and facilities that can be used for recreation on a scale much larger and comprehensive than any one entity could provide. The City has a potentially great asset in Chewacla State Park. However, the feeling of this committee is that this facility offers very limited activities due to the current park design and offers limited, sub-standard facilities. The City should encourage efforts to secure additional state funding for the expansion and improvement of this park.

Long term effort should be made to locate and develop a large (100+ acres) Lee County park to offer a variety of activities such as fishing, hiking/nature-learning trails for hands on learning, quality cabins, campgrounds, and a nice lodge for retreats and trips, archery, skeet, trail rides, bike trails, and open space. Expansion and redesign of the park at Lee County Lake might be one possibility.

These park expansions could offer opportunity for partnering with Auburn University's schools of forestry and horticulture. Students in related curricula could be given opportunities for working at the park in conjunction with full-time park staff.

Convention Center. The cities and surrounding counties should investigate the possibility of building a convention center to host trade shows, conventions and

other attractions to the area.

Consolidated Government. The issue of consolidated government was discussed by the committee. The committee felt that consolidating governments (Auburn, Opelika, and/or Lee County) should be approached if and when it is seen as being the most logical and cost-effective thing to do for the citizens. The committee felt that bigger does not always mean better. Consolidation should only be approached after some of the smaller intergovernmental projects are accomplished and effectively operating.

City-University Relations

Auburn University was a large part of the reason for the early growth of the City of Auburn and will continue to be a key player in the future of the City. The City and the University work cooperatively in many areas including the projects review committee, the Airport Advisory Board, public safety, and economic and business development. There are, however, both needs and opportunities for broadening this relationship.

Trustee Education. The City of Auburn and the Auburn University administration should develop methods to educate the Auburn University Board of Trustees about the City of Auburn's activities and projects. Educational efforts should be designed to cultivate a greater understanding and appreciation of the co-dependency and positive synergy of the two entities.

Citizen Information. Auburn University should develop methods to communicate more effectively to local citizens the activities that occur on the Auburn University campus.

Annexation. The City and the University administration should reintroduce the subject of the annexation of the Mary Olive Thomas Forestry Reserve to the south and the Fisheries to the north. These two large tracts of land inhibit the continued logical growth of the City in both directions. Currently, property owners are blocked from annexation because of these State-owned properties. Annexation of

these tracts of land are critical to the contiguous growth of the City of Auburn.

Airport Authority. Currently, the Airport is owned and run by Auburn University. The Airport Advisory Board is comprised of representatives of Auburn, Opelika, Lee County and Auburn University. The Airport Advisory Board functions in an advisory capacity only and does not have any formal authority. Because of the strong municipal interest in the airport and the financial support given by all three entities, it seems logical to allow these bodies to have more of a voice in its operation. The idea of creating a multi-governmental Airport Authority to operate the Auburn-Opelika Airport should continue to be evaluated.

Distance Learning. Auburn University is currently offering a number of classes and two graduate programs via video cassette. There has been a sustained interest in this method of learning for more than a decade. For the most part, these courses are being paid for by corporations. The high price of the classes makes them cost-prohibitive for most individuals. Currently, there is a push to accomplish three goals regarding distance learning: (1) lower the price to increase the potential student pool; (2) move from video as the sole delivery method to a variety of modes including CD ROM and Internet; and (3) increase the number of classes and courses offered through distance learning.

Distance learning is not anticipated to alter substantially the way the student body learns. In other words, distance learning is not seen as a reason for the student population in Auburn to decrease dramatically over time. Distance learning is envisioned by some to be another choice for receiving credit for college courses, to others a more convenient way. It will allow individuals in outlying rural settings an opportunity to be an Auburn University student. Distance learning is not anticipated to have any negative impacts, only additional opportunities.

Distance learning will most likely be seen increasingly during the next twenty years in areas such as outreach, research activities, access to State offices, K-12 classes, and business and industry training. For all entities to benefit, there must be an openness and cooperation among all entities. The City of Auburn should support these efforts and participate when possible.

Medical Care

Medical care is a strength of the region. As the demographics of the Auburn community change to include a greater percentage of older citizens, quality medical care services will become increasingly important. Future efforts should also be made in the areas of wellness and prevention.

EAMC-Auburn Campus. The current plans for the campus on East University Drive should be strongly supported by public and private sector alike. The proposed facilities include a Wellness/Education Center, Hospice Center, and Home Health Center. The City of Auburn should encourage EAMC to develop campus expansion of future facilities including an Assisted Living facility, Outpatient Surgery Center, Adult Day Care Center, and Mildly Ill Child Care Center. The fact that EAMC is addressing these peripheral health care issues reflects a mission of EAMC that is current and flexible.

Aging Population. The City of Auburn and EAMC should encourage private enterprise to provide needed facilities related to the provision of the medical care needs of the aging. The City of Auburn should continue to support the Lee-Russell Council of Governments' efforts through the Area Agency on Aging. The City should also provide a Senior Center for Auburn's older population before the year 2020.

Emergency Transport System (ETS). Auburn, Opelika and Lee County should be commended for their vision in designing an ETS partnership with EAMC that operates so efficiently. The City of Auburn has taken this partnership one step further by contracting for rescue/Emergency Medical Services as well as transport to the hospital. This system should continue to be expanded as new technology, services, and facilities are available.

Infrastructure

Infrastructure is one of the most expensive yet most important responsibilities of municipal, county, and state governments. Infrastructure serves as the unify-

ing framework for the built environment. As the City of Auburn continues to grow spatially and in population, infrastructure maintenance, improvement, and expansion will become increasingly important. An efficient transportation network that keeps pace with the demands of future growth is a deciding factor in a city's ability to expand.

Home Rule. The City of Auburn and the City of Opelika should support and encourage the Lee County legislative delegation to obtain home rule for Lee County. If home rule is granted to Lee County, the Lee County government will have more flexibility in its organizational structure as the Commission tries to streamline county functions and personnel. Specifically, home rule would allow flexibility in structure, salaries, and tax rate.

Metropolitan Planning Organization (MPO). Auburn, Opelika, and Lee County should continue to communicate regarding transportation and infrastructure through the MPO. The MPO should encourage its members to view such improvements in light of the benefits to the Auburn-Opelika community rather than just benefiting one community, such as a loop road serving both communities. This organization should also explore the possibility of changing its role to examine new large-scale infrastructure projects to promote awareness and coordination of such projects among all member entities.

Computerized Mapping. The City of Auburn should continue its effort to have computerized mapping information available for its staff as well as the public. It will be necessary to have a direct connection to the Lee County Courthouse which holds the most up-to-date property ownership information. This mapping should be integrated with topographical maps when available. This capability will save time and money when planning new infrastructure in the future.

Annexation. The City of Auburn should revisit the 1989 Annexation Study that researched the long-range impacts of annexing areas with poor infrastructure, county roads, rural water systems, and septic systems. Based on the findings, the City should evaluate the option of annexation fees and other infrastructure improvements.

Bridges. The City should work with the State legislators, Department of Transportation and other agencies to secure funding to increase the number and capacity of bridges over Interstate Highway 85 to include additional interchanges. In particular, the South College Street bridge is especially inadequate and needs widening in the very near future.

East Alabama Airport. Auburn, Opelika, Lee County, Tuskegee, and Macon County might benefit by a East Alabama Airport located in the area to handle larger planes than the ones accommodated by the Robert G. Pitts Auburn-Opelika Airport. The Moton Airport is equipped to handle almost any kind of air traffic, is only twenty minutes from Auburn, and could be used to support the businesses and industries in the area.. Auburn should work with other entities to market this facility more aggressively so that it can serve East Alabama more effectively.

Public Safety

Centralized and streamlined emergency communication and response are crucial to the safety and progress of Auburn and Lee County. Many steps are needed before the year 2020 to lay the foundation for coordination among all the different public safety groups that provide this service to Lee County residents. The City of Auburn has already started several efforts which must be continued and expanded to make this City and County safe for all residents. In addition, the City of Auburn must continue its efforts at consolidation and cooperation in the public safety arena.

Consolidated Jail. One of the greatest needs for cooperation for the two cities and Lee County concerns jail facilities. Auburn's jail is inadequate for a growing City. An expansion of the jail at the Lee County Justice Center should be strongly encouraged with financial participation by both cities in its construction and operation. This possibility has been discussed for many years so now is the time for elected leaders of the three governments to see that it happens.

Radio Communication. The City of Auburn should continue to examine the feasibility of a centralized radio communication system within and among public safety units so communication is effective and reliable. The City of Auburn should

continue to encourage the Lee County Sheriff's Department and the Auburn University Police to participate in a cost effective way to have a consolidated communications system which would enable the City to participate in a fully effective county-wide E-911 system.

Mutual Aid. Mutual Aid compacts should be updated so that fire response is based on proximity rather than city limits.

Public Safety Information. The City of Auburn Public Safety Department should provide public safety tips and information to the public. Such information should be provided to Auburn residents through the City of Auburn Web Page as well as other outlets. Areas to be addressed should include domestic and child abuse prevention, gun safety, home safety, and automobile safety.

Information on general safety while traveling and emergency contact numbers should be provided to visitors through the Chamber of Commerce, Convention and Visitors' Bureau, and local hotels.

Citizen Volunteers. The various public safety departments should establish a county-wide citizen volunteer program to assist in crime prevention activities and non-emergency situations. The volunteer force should be trained and involved in conducting household crime prevention audits; training residents concerning potential problems such as drug abuse among the elderly in response to the areas increasing retirement population; conducting school programs; and providing assistance during and following natural disasters.

Emergency Alert. Auburn and Opelika and Lee County should partner to establish a state-of-the-art emergency alert system for notification of citizens. Schools and other critical institutions which may include alarms as well as electronic telephone calling systems to notify the residents of specific geographical areas.

Consolidation of Resources. Auburn, Opelika and Lee County have the opportunity to share resources in order to make the best, most efficient use of public resources in order to protect the public. There should be one consolidated jail and

communications center with the expenses shared among the municipalities and the county.

If government consolidation is considered as mentioned earlier in the report, one area to be considered first should be public safety. A comprehensive study should be completed to analyze the feasibility of a county-wide Public Safety Department which operates based on proximity to need rather than city limits. The unified county-wide Public Safety Department could also operate the consolidated jail and communications facilities.

Summary

Many changes will take place within and outside the boundaries of the City of Auburn by the year 2020. If Auburn is to meet this ever-increasing demand for more and different services, it must join together with other governmental entities to look together for ways in which cost-savings and improved customer service can be made convenient and accessible for all Lee County residents.

TRANSPORTATION

The Transportation Committee was charged with recommending ways in which the City can expand the transportation options available to its citizens and businesses; augment the transportation so that it keeps pace with the demands of future growth; and create an overall transportation system that serves as a unifying framework for the built environment.

Vision

The Committee envisions that by the year 2020 Auburn will be a City in which people and goods will move easily about the urban area using bicycles, busses, both gasoline and electrically powered cars, and their feet; and where such movements will occur on streets, bikeways, and pedestrian pathways that are attractive as well as functional.

Recommendations

In considering ways in which this vision can be fulfilled, the Committee addressed the following issues: access, external connections, safe and efficient movement, sustainable costs, aesthetic impacts, viability of the downtown, and intergovernmental coordination. Recommendations for each of these topics are listed below.

Access

Those who use automotive transportation should have streets that take them where they need to travel and a place to park when they arrive. Alternate transportation should be available for those who must or choose to use other means. The system of highways, streets, bikeways, and walkways should be integrated with the development pattern so that it helps to promote a sense of connection and community. The City should:

1. Encourage Auburn University to implement a park and ride system in coor-

dination with a stringent parking enforcement program by the City.

2. Support a quality public transit program.
3. Create a process by which the City can take a larger view of the transportation system to ensure that transportation plans are incorporated in development.

Connection to external transportation systems

Auburn is well situated on the I-85 east-west corridor between Atlanta and Montgomery. The US-280 corridor between Birmingham and Columbus is nearly complete as a four-lane access to the northwest and southeast. To enhance these existing connections the City should:

1. Extend East Samford Avenue to connect with East Glenn Avenue when re-routed around the airport.
2. Continue the current improvement of North Donahue Drive to make a direct connection to US-280.
3. Continue to emphasize the need for the construction of an interchange between Cox and Beehive Roads and I-85.
4. Plan for the construction of an outer loop around the City.
5. Provide additional access to the Dean Road/Lee Scott Academy area from US-280.

Safe and efficient movement

Street planning should reduce congestion and the possibility of accidents. Emergency vehicles should be able to reach all parts of the City quickly and safely. Conflicts among pedestrians, bicyclists, and vehicular traffic should be reduced. Transportation planning should include private automobiles, public transport, bicy-

cles and pedestrian traffic. The City should:

1. Improve North Donahue Drive from Magnolia Avenue to Farmville Road.
2. Synchronize traffic signals to improve traffic flow in downtown Auburn.
3. Coordinate activities with the Alabama Department of Transportation for the improvement of the interchange between South College Street and I-85, especially the widening of the bridge.
4. Encourage the use of Shug Jordan Parkway to relieve traffic from the downtown area.
5. Widen Moores Mill Road and I-85 bridge and improve the Moores Mill Road and Moores Mill Creek bridges.
6. Improve the Wrights Mill Road and I-85 bridge and improve the Wrights Mill Road and East University Drive intersection.
7. Continue the coordination among the City of Auburn, Auburn University, Opelika, and Lee County on traffic issues through the Metropolitan Planning Organization.
8. Review all developments for impact on the transportation system.
9. Continuously evaluate the needs and opportunities for expanding public transit services, and make the results of such evaluations available to the public.

Maintenance costs

The City should balance its construction and maintenance costs. Timely maintenance programs reduce long term costs, and appropriate development regulations can help reduce subsequent maintenance costs to the City when streets become a public responsibility. Therefore the City should:

1. Increase funding for the maintenance and expansion of the total transportation system.
2. Improve maintenance programs for resurfacing, drainage, and pothole patching so that long term costs for maintenance can be reduced.
3. Emphasize the use of transportation modes other than the private automobile so that demands for streets and parking facilities can be reduced.
4. Use regulatory approaches and investigate the potential of new technologies as means of reducing public costs for maintenance.

Positive aesthetic effects

The City of Auburn should be attractive to residents and visitors as they drive, walk, or bike along the various elements in the transportation network. The City should:

1. Promote foot traffic and bicycle use by providing appropriate facilities, both combined and separate.
2. Design and construct the transportation facilities so that the urban trees and vegetation are an integral part of the system.
3. Work with Alabama Power Company on a program for pruning and planting street trees that will maximize aesthetic impacts while preserving power line security.

Viable downtown

The downtown should be a vibrant community center easily accessible to citizens for business and social needs. To help achieve this, the City should:

1. Coordinate efforts with Auburn University to provide alternatives to student parking in the downtown area.

2. Encourage full use of the existing parking deck year round.
3. Increase parking fines and limit parking time on the downtown streets.
4. Improve safety, accessibility, comfort, and route characteristics for pedestrians and cyclists both on campus and in the downtown area.

Coordination

The City, Auburn University, the City of Opelika, and the Lee-Russell Council of Governments should closely coordinate transportation plans, and work with Lee County and the State to provide the most cost-effective service for area residents and businesses. Specifically, the City should:

1. Ensure that intergovernmental transportation issues are given sufficient emphasis in the transportation planning activities of the local governments in the urban area.
2. Work to resolve the problems of maintenance of County roads within the City limits.
3. Coordinate the traffic and transportation efforts of Auburn University and the City of Auburn.
4. Inform the public concerning efficient use of the areawide transportation system.

Transportation Advisory Organization

Achieving a transportation system that meets the needs of Auburn in 2020 will require the coordinated efforts of many organizations that impact the transportation system. Moreover, their combined focus must be upon the broader issue of moving people and goods as well as the narrower concern of building streets. The Committee therefore recommends the creation of an advisory organization to provide the

needed coordination and focus.

This advisory organization should include representatives of both the providers and the users of transportation services. It should review all developments with the potential to affect the movement of people and goods through the City and University, and coordinate with other organizations such as the Auburn-Opelika Area Metropolitan Planning Organization, to achieve the community's transportation goals. It should emphasize the transportation needs of those who have no access to an automobile, seeking alternative ways to integrate them into the economy and social life of the community.

This advisory organization should work with the School Board regarding the impact of districting and school starting times, and the school bus system; with economic development organizations regarding the mutual impacts of the transportation system upon new or expanded business; and with major employers regarding the impacts of starting times and shift hours on traffic as well as the transportation needs of workers who do not own automobiles.

The goal of sustained interaction is paramount. We often think of transportation as simply moving people or packages from point A to point B. Yet, the transportation system and facilities are an integral and defining part of a community's economic and social life, and a significant element in its built environment. Whatever Auburn is to become in the year 2020 will be determined in part by its transportation system and there must be a broadly representative organization to ensure that its impact is positive.

APPENDIX

The City Council established the Auburn Bicycle Task Force in December 1996 with the following charge to its members:

- a. Develop a needs assessment for safe bicycle travel.
- b. Develop priorities and a "Bicycle Plan" for bicycle-related projects.

- c. Identify resources that are available in the community to implement the recommendations.
- d. Establish cooperation between public agencies, citizens, and the private sector.
- e. Report to the City Council recommendations on how the community resources can be mobilized to meet the needs that the Task Force identifies.

In March 1998, the Task Force presented its findings to the City Council. The following is an abbreviated form of the final report which is available for public review in the Office of the City Manager and the Planning Department.

AUBURN BICYCLE PLAN

Introduction

Auburn is a city of people in constant search of ways to improve their lives and the life of their community. This progressive spirit is responsible for many of the City's amenities, ranging from its school system and other public services to its quiet neighborhoods and many tree-lined streets. Because of the benefits of bicycling both to the individual and to society, Auburn residents from all walks of life recognize the importance of improving our bicycling environment.

In many ways, Auburn is an ideal place for bicycle travel. With its warm climate and relatively compact size, the City is a place where cycling is practical for transportation almost throughout the year: winters and commuting distances are both short. Chewacla State Park provides a nearby recreational amenity, and lightly-traveled country roads abound in the area.

The presence of students, faculty, and staff at Auburn University is a key factor for supporting bicycle use in the City. Large numbers of students need low-cost transportation to and from classes, and bicycles provide a convenient means of getting around on the congested University campus. Many faculty members opt for bicycle commuting and leave their cars at home.

Despite their popularity in the City, however, bicycles have remained largely an afterthought with regard to public policy. Few facilities, such as bike paths, have been provided to make cycling safer. Few employers provide bicycle parking and employee showers to encourage bicycle commuting. Many cyclists feel their needs have been subordinated to those of the automobile. While bicycles are an important part of life in Auburn, they have rarely been given significant consideration in the public policy-making process.

In this respect, the City has followed national trends. Over the past thirty years, changes in development patterns have brought on a shift from compact cities

to urban sprawl, causing both individuals and communities to become almost entirely dependent on the automobile for transportation. Instead of neighborhood commercial districts surrounded by residential land uses, we now have huge areas of residential development served by large (and sometimes distant) shopping centers. This land use pattern has been repeated again and again in rural areas until virtually all new residential and commercial developments are located in a way that fosters dependence on the automobile for transportation. As a result, automobiles have often received priority over other forms of transportation with regard to public funding.

The convenience of travel by personal automobile is, understandably, highly valued by Americans. It must be recognized, however, that this convenience comes at considerable cost, both to individuals and to communities. Nationwide, roughly 45,000 people die each year in traffic accidents. Pollutants emitted by automobiles include lead, carbon monoxide, sulfur oxides, and particulates. In addition, automobiles are major contributors to urban noise pollution.

The automobile has brought an unprecedented degree of personal mobility to most Americans and contributed substantially to the economic growth of the country. Today, however, America may be suffering from too much of a good thing. Auburn is not immune to the traffic congestion afflicting cities across the country, and the experience of the last four decades shows clearly that building more and bigger roads will not solve the problem of traffic congestion, let alone the problems of air and noise pollution and the toll exacted from our citizens by traffic accidents. Bicycles offer many benefits that should be considered carefully as funding priorities are set in the future.

The following two sections will further explain the benefits of bicycling and bicycles as transportation vehicles. The technical data for those two sections was supplied by the *Michiana Area Council of Governments (MACOG) Regional Bicycle and Pedestrian Plan* (see full report Appendix D - Resources). The final two sections will discuss the legislative background for bicycling in the United States and Alabama, and the purpose of the Auburn Bicycle Task Force.

A. Bicycles as Transportation Vehicles

Among the alternatives to single-occupant vehicle use, bicycling offers one unique and important advantage. Like travel by personal automobile, travel by bicycle offers essentially complete freedom of scheduling and route choice. This independence is highly valued by Americans and is the principal deterrent for many to the use of ridesharing and public transportation. Walking offers the same freedom of scheduling, of course, but with a more limited range.

Under certain circumstances, traveling by bicycle can even be faster than traveling by car. A typical 1.5-mile urban commute, for example, can easily be covered by bicycle in 10 minutes. The same distance might require only five minutes of driving, but if drivers must park a 5-minute walk from their destinations while bicyclists can park just outside, as is often the case for urban and suburban destinations, then driving offers no time savings. In congested areas, it may even require more time to drive a certain distance than to bicycle the same distance.

In many parts of the world, bicycles have long been an integral part of the transportation system. The most dramatic example is in China, where automobile ownership is beyond the financial means of the vast majority and where bicycles outnumber autos by 250 to one. Bicycle transportation is not limited to developing countries, however. The Netherlands, Denmark, and Germany are examples of affluent, industrialized countries where bicycles carry a significant fraction of urban traffic. In Groningen, for instance, a city of 150,000 in the Netherlands, fully half of all daily passenger trips are by bicycle. In Delft, also in the Netherlands, the percentage is 43%, and in Erlangen, Germany, and Odense and Copenhagen in Denmark the fraction ranges from 20% to 26%.

A recent study of urban travel behavior in 12 countries in Western Europe and North America concludes that differences in travel behavior are not a result of differing levels of income, technology, or urbanization, but instead arise primarily as a result of differing public policies. “A few regions of the United States are as flat and as densely populated as the Netherlands and thus potentially as conducive to bicycling. Yet nowhere in the United States does bicycling even approach the level of

importance it holds for the Dutch. The northern European countries especially provide extensive, coordinated networks of bikeways in both urban and rural areas, and they either give bicycle traffic priority over autos or at least treat it equally.”

(MACOG, Regional Bicycle and Pedestrian Plan)

While bicycles carry only a very small fraction of passenger traffic in the United States as a whole, there are a number of communities here which actively encourage bicycle use and where bicycles play a significant role in local transportation. U.S. cities often cited as models of bicycle-friendly communities include Palo Alto and Davis, California; Seattle, Washington; Corvallis, Oregon; and Madison, Wisconsin. It is worth noting that harsh winter weather does not preclude the possibility of significant bicycle usage, as the inclusion of Madison on this list demonstrates. St. Paul, Minnesota, where a 17-mile bicycle freeway has been constructed, is another example of a northern city which has recognized the viability of bicycle transportation even in a cold climate.

Currently fewer than 2% of Americans commute by bicycle, but a poll conducted in 1990 by Louis Harris & Associates found that many more Americans would sometimes commute to work if conditions were more favorable. The improvement most desired by these potential bike commuters was provision of safe bike lanes. The poll found that 20% would sometimes commute to work if there were safe bike lanes on roads and highways. Eighteen percent said they would bike to work if their employers offered a financial incentive for doing so, and 17% said they would bike to work if there were showers and secure bicycle storage at the work place.

B. Benefits of Bicycling

Bicycling, used in place of other modes of transportation, offers a number of benefits to society and to individuals. It is important that government officials recognize these advantages and that they take steps to encourage the use of bicycles.

1. Benefits to Society

Bicycling is a non-polluting means of transportation. Automobiles, by contrast, produce 50% of the carbon monoxide, nearly 30% of the lead, nitrogen oxides, and volatile organic compounds, and nearly 20% of the particulate matter emitted in the U.S.

Bicycling conserves non-renewable resources. Automobiles consume about 50% of the petroleum used annually in the U.S. At current rates of production, the U.S. supply of petroleum, including as yet undiscovered resources will be exhausted within 30-40 years.

Bicycling is a quiet mode of transportation. Automobile noise is a nuisance to persons living along residential streets, especially those with high traffic volumes. It is also bothersome to other users of the street who, unlike motorists, are not insulated from their environment.

Bicyclists present much less of a hazard to other road users than do motorists. Traffic accidents claim about 45,000 lives in the U.S. each year, including some 1,000 bicyclists. While serious injuries and even fatalities from bicycle collisions are not unheard of, no one would suggest that being struck by an automobile is preferable to being struck by a bicycle.

Bicycles and pedestrians require less space than automobiles. Automobiles can carry up to 750 persons per hour per meter of lane width on roads with uninterrupted flow, while the same lane width will carry twice as many bicyclists. Automobiles also require much more space for parking than do bicycles. In Auburn, the average parking space is 162 square feet and accommodates one car. In contrast, a bike rack that accommodates ten bicycles will fit in that same parking space.

2. Benefits to the Individual

Bicycling is less expensive than driving. According to figures published by the Motor Vehicle Manufacturers' Association, the average annual cost of operating

an automobile is \$5,675. By comparison, a bicycle typically costs less than \$100 per year to own and operate.

Bicycling provides exercise. Bicycling to work and to other destinations offers an excellent way to incorporate regular exercise into one's daily routine without a major investment of time and financial resources.

Bicycling is less stressful than driving in traffic. According to a University of California study, commuting by car raises blood pressure, lowers frustration tolerance, and fosters negative moods. Bicycle commuters typically report that they enjoy their trip to work, even if the ride is not a particularly scenic one.

C. Legislative Background

The Code of Alabama states that bicycles "shall be granted all of the rights and shall be subject to all of the duties applicable to the driver of a vehicle..." (§32-5A-260)

Federal transportation planners recognize the viability of bicycling and walking as transportation modes and are taking steps to encourage their use. Moving America, the National Transportation Policy statement issued by the U.S. Department of Transportation in 1990, states:

"It is Federal transportation policy to: Promote increased use of bicycling, and encourage planners and engineers to accommodate bicycle and pedestrian needs in designing transportation facilities for urban and suburban areas."

The 1991 Intermodal Surface Transportation Efficiency Act (ISTEA), which provided funding authorization for about \$155 billion in federal assistance to transportation projects in fiscal years 1992-1997, explicitly recognizes "the transportation value of bicycling and walking, and mechanisms to increase consideration of bicyclists' and pedestrians' needs." The bill requires that 10% of the Surface Transportation Program (STP) funds allocated to each state be used for Transportation Enhancement Activities (TEA), a set of 10 activities intended to enhance the environmental,

scenic, or cultural quality of an area affected by a transportation facility. Bicycle and pedestrian facilities are included among these transportation enhancements.

D. Bicycle Task Force

Clearly, bicycles have enormous potential to benefit the City by improving traffic conditions, reducing costs for parking facilities, and improving air quality. In order to assess these potential benefits and give a focus to cycling-related issues, the Auburn City Council created the Bicycle Task Force to perform the following duties:

- assess the City's needs for safe bicycle travel
- develop priorities and recommendations for bicycle-related projects
- identify resources that are available in the community to implement the recommendations
- establish and encourage cooperation between public agencies, citizens and the private sector in implementing bicycle-related policies
- report to the City Council as to how community resources can best be mobilized to meet the needs identified by the Task Force

This Bicycle Plan is a result of the Task Force's efforts to investigate and express the community's interest in cycling. It contains information about the City's basic cycling infrastructure: existing roads and their suitability for use as bike routes, accident locations and other trouble spots, and existing programs and policies on cycling. It analyzes deficiencies and presents recommendations for specific improvements. Also, it presents goal and policy statements to guide decision-making by City officials in order to bring the Task Force's visions on cycling to reality.

Early Auburn Bicycling History

Around the turn of the century, a bicycle club was formed in Auburn by such

familiar names as George Petrie and Charles Ross. By then the standard bicycle was the safety model with wheels of equal size, largely replacing the high wheeler which offered a more precarious ride. The club was quite active and its members constructed what became the first bicycle path in Auburn. This was laid out from the south end of Gay Street (at Samford Avenue) to Wright's Mill (now Chewacla State Park). It was nearly six miles long and ran by the side of what was then a clear little stream, through some lovely and rustic spots. At its end the members erected a club house near a swimming hole. This site was probably near the modern day Chewacla Dam. The club also maintained a bicycle race track, as it was called, which was the foot path alongside the railroad from Auburn to Opelika. According to George Petrie, "we had to dismount four times and carry the bikes over two tresses and two cattle gaps. Even so, the record was fifteen minutes from Opelika to Auburn including stops. If you think you can beat that, try it."

It is not known how long the first bicycle club lasted. However, there have been other bicycle clubs formed at Auburn University, and presently there is a club known as the Auburn University Flyers.

Recent Efforts to Provide Bicycle Lanes

In the late 1980s interest in providing safe means for bicycle travel in Auburn developed. As a result of this, bicycle lanes were added to several streets including Wire Road, Wright's Mill Road (one side), part of Dean Road, and Thach Avenue. However, these lanes suffered from design problems - they were not wide enough or were of varying width, the gutters could catch the narrow tires, uneven curb seams and debris in the lanes caused tripping. In addition, the effort was not coordinated or integrated with other needed initiatives such as education (for both vehicle and bicycle drivers), enforcement, or overall planning so that the lanes did not connect to a city-wide system. The net results were the so-called "bike lanes to nowhere." Eventually, cars began parking in the lanes and bicyclists avoided traveling in unsafe lanes so that these routes were largely abandoned. It is hoped that the present plan will offer a fully integrated system of lanes and paths to the bicycle driver so that the mistakes of the past will not be repeated.

Inventory and Analysis

This section of the Bicycle Plan discusses a wide variety of topics related to cycling in Auburn, including information on population, topography, and existing facilities and programs. It also describes performance measures to quantify the strengths and weaknesses of the City's bicycle facilities. Finally, it identifies deficiencies and recommends specific improvements for meeting these needs.

Summary of Existing Conditions

Physical Characteristics. Known as “the loveliest village of the plains,” the City of Auburn is located in a gently rolling area with some moderate to steep grades posing infrequent difficulty to cyclists. Larger challenges lie on the City's outskirts, particularly on North Donahue Drive, Moore's Mill Road, and Sandhill Road, which primarily affect recreational cyclists. However, with nothing in the City resembling mountainous terrain, Auburn's topography is suitable for recreational cycling and commuting. Located at the headwaters of several small creeks, Auburn has no major water bodies posing natural obstacles to traffic circulation.

Man-made features influencing the use of bicycles and the routes chosen by riders include the CSX Railroad, for which there are 12 crossing points in the City; Interstate 85, with four crossing points, two of which are interchanges; and several major highways having large volumes of fast-moving traffic: US 29 (Opelika Rd. and S. College St.), Alabama Highway 14 (Martin Luther King Dr.), and Alabama Highway 267 (Shug Jordan Parkway).

Aside from the highways, many of Auburn's roads, ranging from quiet neighborhood streets to major thoroughfares, are suitable for some degree of bicycle use. Crossing the City requires at least some travel on a major street carrying substantial amounts of traffic. There are a few streets such as Wright's Mill Rd., Moore's Mill Rd., and certain segments of E. University Dr., on which a cyclist can cover significant distances without encountering high-volume, high-speed traffic.

Population Characteristics. While still primarily a University town, Auburn

is a growing community with an increasingly diverse population. The 1990 Census indicated a population of 33,830 (full-time residents and students); projected increases of roughly two percent per year are expected to bring the City's population to approximately 41,000 in the year 2000.

As the City's ongoing economic development efforts bring in more industry and business activities, roadway facilities will become more crowded and bicycling can be an attractive alternative to employees in those sectors. For this reason, Auburn's population growth is less and less tied to student enrollment and state funding levels. Business growth is an increasingly important factor in the City's population growth. An additional 20,000 people are expected to move to Auburn by the year 2020 (see Table 1).

Table 1
POPULATION CHANGES 1960-1990
PROJECTED POPULATION CHANGES 1990-2020

YEAR	TOTAL POPULATION (AU Student Enrollment)	INCREASE	
		NUMBER	PERCENT
1960	16,260 (8,829)		
1970	22,770 (14,229)	6,510	40
1980	28,610 (18,603)	5,840	26
1990	33,830 (21,537)	5,220	18
2000	40,600	7,220	20
2010	49,500	8,900	22
2020	59,400	9,900	20

Source: 1960-90, US Census of Population
2000-2020, City of Auburn Planning Dept. Projection
Student enrollment figures, Auburn University Department of Planning & Analysis

Existing Bicycle Facilities and Programs

The City of Auburn has very little in the way of existing bicycle facilities and programs. The Parks and Recreation Department has planned a Bicycle Rodeo for Fiscal Year 1998. The only designated bike lane is along Thach Avenue from Armstrong Street to Dean Road. This is a narrow bike lane, and not well maintained. There are bike lane signs near Armstrong Street and Dean Road indicating a bike lane on Thach Avenue, but there are no markings on the pavement. On-street parking is not allowed due to the bike lane.

East University Drive from Glenn Avenue to Donahue Drive and Dean Road from Moore's Mill Road to East University Drive are striped wide enough to accommodate bicyclists and pedestrians. The shoulders are fairly well maintained and are currently used by bicyclists and pedestrians. Wright's Mill Road from Camelia Drive to Samford Avenue is striped wide enough on the east shoulder for cyclists, but on-street parking is also allowed. When cars are parked along the shoulder, cyclists are forced into the vehicle travel lane.

There are three planned bicycle projects that will be constructed in the near future. The City of Auburn has received three Intermodal Surface Transportation Efficiency Act (ISTEA) Grants from the Federal Government for two bike paths and one bike lane. ISTEA Grants provide 80/20 (Grant/City) matching funding.

The ISTEA projects are a joint effort between the City and Auburn University as portions of the bike lanes and bike paths are located on University property. The following areas are scheduled to receive bike paths or bike lanes:

- Wire Road from Roosevelt (on the Auburn University Campus) to Cox Road, will receive a separate eight foot bike path, replacing a bike lane that was removed.
- An eight to ten foot bike path will be placed along Donahue Drive from Samford Avenue to East University Drive, and along Wright's Mill Road from East University Drive to Shell Toomer Parkway. This path will

provide a connection between Auburn University and Chewacla State Park.

- The final planned bike path will be along Shell Toomer Parkway. This will be an eight to ten foot separate bike path from Wright's Mill Road (the entrance to Chewacla State Park) to U.S. Highway 29.

Goals and Objectives

Vision Statement

To enhance the overall livability of the City of Auburn (City), safeguard air quality, reduce traffic congestion, and foster economic gain, this plan seeks to make the City a place where riding a bicycle is safe, convenient, enjoyable and an accepted mode of travel.

GOAL 1: ESTABLISH A STRUCTURE FOR COORDINATING IMPLEMENTATION OF THE BICYCLE PROGRAM GOALS, OBJECTIVES, AND POLICIES.

Objective 1.1 Provide for the implementation of the Bicycle Plan Goals in the city government by providing support resources and identifying staff responsible for coordination.

Policy 1.1.A The City shall identify staff (designated coordinators) in the Planning and Engineering Departments who shall be responsible for coordinating the City's implementation of the Bicycle Task Force Goals, Objectives, and Policies; or shall employ a Bicycle Coordinator to fulfill these responsibilities. A sample job description is provided in Appendix C (see full report).

Policy 1.1.B The City shall appoint a permanent Bicycle Advi-

sory Board (BAB), composed of volunteers who serve in rotating terms, to work with the designated coordinators to ensure implementation of the Bicycle Plan, said BAB assuming responsibilities and observing procedures set forth in sample by-laws in Appendix B (see full report) of this plan.

Policy 1.1.C The City shall annually review, evaluate and update its Bicycle Program Goals, Objectives, and Policies and establish as needed, additional goals, objectives, and policies.

Policy 1.1.D The City shall promote intergovernmental coordination between the City, Auburn University, City of Opelika, Lee County, and the State of Alabama to facilitate bicycle planning and implementation processes.

GOAL 2: DEVELOP BIKEWAYS, TRAILS, AND OTHER SAFE PHYSICAL FACILITIES FOR BICYCLE TRANSPORTATION.

Objective 2.1 Identify or establish standards to be met in the City for bicycle transportation and recreation facilities.

Policy 2.1.A For bicycle transportation facilities and recreational trails within its jurisdiction, the City shall adopt the engineering standards recommended in the American Association of State Highway and Transportation Officials (AASHTO) Guide to the Design of Bicycle Facilities.

Policy 2.1.B To identify roadway sections which should be considered for bicycle facility development or improvement, the City shall adopt the evaluation

procedure and criteria set forth in the Bicycle Level of Service and Bicycle Network Sections of this plan.

Objective 2.2 Include planning for the development and improvement of bicycle facilities in the ongoing transportation work programs, capital improvement program budget, zoning, and subdivision regulation reviews within the City.

Policy 2.2.A The City shall adopt the Local Bicycle Facility Needs Plan, set forth in the Bicycle Network Section of this plan and in the Bicycle Network Map attached to this plan, to determine those projects that are to be considered for bicycle facilities in its Capital Improvement Program.

Policy 2.2.B Roadway, recreational, and greenway projects included in the City's capital improvement program shall be submitted to the Bicycle Advisory Board and the designated coordinators at the earliest suitable stage of planning and/or design (<10% design) to allow for recommendations concerning bicycle-safe designs for the project.

Policy 2.2.C The City shall annually apply the recommended Evaluation Criteria to each project in its capital improvements budget and to projects in the Local Bicycle Needs Plan to identify any projects which should be considered for bicycle facilities.

Policy 2.2.D The City shall indicate, by symbols or wording, in its work program and/or capital improvements budget, those projects which include designs for

bicycle facilities.

- Policy 2.2.E The City shall include in its planning for bicycle facilities, such safety amenities as appropriate lighting, signal devices capable of detecting bicycles, regular maintenance of bicycle facilities, secure bicycle parking, appropriate signage, and the use of accident data to determine the types of improvements needed.

- Objective 2.3 Provide for non-motorized access-ways (bike paths) for bicycles which allow for passage from developments to adjacent local streets and to adjacent developments.
 - Policy 2.3.A The City shall adopt land use ordinances which require provision of non-motorized access-ways (bike paths) for bicyclists to allow for passage from developments to adjacent local roads and to adjacent developments as alternatives to primary access routes via arterial and collector roads.

 - Policy 2.3.B The City, through the review process for all site plans, capital improvement programs, and other land use plans, shall ensure that through-routes for bicycles are provided, and that transportation and recreation facilities in such developments meet adopted standards for bicycle facilities.

- Objective 2.4 Include planning for the development and improvement of recreation-related bicycle facilities in the City Parks and Recreation Department Capital Improvement Program.

- Policy 2.4.A For the development and improvement of recreational bicycle facilities, the City Parks and Recreation Department shall use the evaluation criteria developed and recommended by the Bicycle Advisory Board and AASHTO standards.
- Policy 2.4.B The City Parks and Recreation Department shall indicate in its Capital Improvement Program those projects which include designs for bicycle facilities.
- Policy 2.4.C The City Parks and Recreation Department shall provide the department's preliminary Capital Improvement Program to the Bicycle Advisory Board and the designated coordinators in order to provide timely review of bicycle facility plans.
- Policy 2.4.D The City shall provide to the Bicycle Advisory Board and the designated coordinators an annual bicycle accident report which is not restricted to accidents involving a motor vehicle, to identify frequent accident locations for recreational bicycle and facility design review.

GOAL 3: COORDINATE WITH LOCAL ORGANIZATIONS AND INSTITUTIONS TO DEVELOP PROGRAMS TO INFORM THE PUBLIC REGARDING ALABAMA BICYCLE TRAFFIC LAWS, SAFE BICYCLE OPERATION, AND RECOMMENDED ENGINEERING STANDARDS.

- Objective 3.1 Implement a program of public awareness activities regarding bicycle traffic safety practices through the efforts of the City's departments and agencies.

- Policy 3.1.A The City shall cooperate in programs developed by the Bicycle Advisory Board and the designated coordinators to distribute bicycle and traffic safety information to the general public.
- Policy 3.1.B The City shall coordinate with Auburn University and the City School Board to develop programs to educate and inform students of bicycle traffic safety practices and related topics.
- Policy 3.1.C Through the Bicycle Advisory Board, the City shall seek out and develop opportunities to cooperate with local civic organizations, businesses, and related groups in promoting observance of bicycle traffic safety laws, helmet usage, safe bicycle operating practices, and related information.
- Policy 3.1.D The City's Parks and Recreation Department shall include bicycle traffic safety courses in its regular program offerings to all age groups.
- Policy 3.1.E The City shall cooperate with the designated coordinators in a citywide program to distribute bicycle traffic safety material at points of sale for cars, bicycles, and sporting goods within the City.

GOAL 4: ESTABLISH AN ACTIVE ENFORCEMENT PROGRAM REGARDING ALABAMA TRAFFIC LAWS.

- Objective 4.1 Establish law enforcement programs to enhance the enforcement of Alabama's traffic laws.
 - Policy 4.1.A The City shall encourage its law enforcement agency to adopt a program of active enforcement of

Alabama's bicycle traffic laws with particular attention to the rights of bicyclists to use the roadways and to the responsibilities of both motorists and bicyclists, in regard to their mutual obligations in the use of transportation facilities.

Policy 4.1.B The City shall encourage its law enforcement agencies to adopt an ongoing training program recommended by the Bicycle Advisory Board which is designed to familiarize officers with Alabama law regarding bicycle traffic laws, special problems related to bicycle traffic conditions, and appropriate enforcement techniques.

Policy 4.1.C The City shall encourage its law enforcement department to participate actively in the Bicycle Advisory Board.

GOAL 5: ENCOURAGE PEOPLE TO BICYCLE FREQUENTLY AS AN ALTERNATE MODE OF TRANSPORTATION

Objective 5.1 Foster a positive public outlook toward bicycling.

Policy 5.1.A Through the Bicycle Advisory Board, the City shall provide for ongoing communication with citizens to identify and implement additional policies and programs which foster the use of bicycles.

Policy 5.1.B The City shall seek out cooperative programs with the state of Alabama and other public and private sector entities to provide recreational trails for bicycle use.

- Policy 5.1.C The City shall, as needed, adopt resolutions and ordinances which support bicycle usage, facilities, and events.
- Policy 5.1.D The City shall encourage its departments and agencies to establish programs to allow bicycle use in conjunction with bus and para-transit operators in Lee County.
- Policy 5.1.E The City shall encourage businesses and public agencies to provide bicycle parking for clients and employees.
- Policy 5.1.F The City shall encourage its departments and other employers to provide showers and locker room facilities for employees who commute to work by bicycle.
- Policy 5.1.G The City shall distribute bicycle safety information in well-frequented locations, such as, but not limited to, City Hall, bicycle shops, Auburn University campus, and messages on utility bills.
- Policy 5.1.H The City shall urge the Alabama Department of Motor Vehicles to include bicycle and safety questions on the driver exam and to mail bicycle and safety brochures with vehicle registration renewal materials.

Bicycle Level of Service

A basic approach to assessing the suitability of roads for bicycle use is to identify certain characteristics of interest to cyclists, and to develop criteria for measuring these characteristics. For example, posted speed limits for cars are a major

concern, and the difference between vehicle speeds and cycling speed (about 15 mph) is one way to measure how safe a road is for cyclists. Also important are traffic levels, or number of cars per hour, lane widths, and the frequency of driveways carrying traffic into and out of the road.

Scoring a road on these characteristics can lead to a Bicycle Level of Service (BLOS) rating which can be compared to Level Of Service (LOS) ratings on other roads. In this way, roads can be evaluated against each other and against an adopted LOS standard, which is a preferred or minimum standard which the City desires to achieve on all bike facilities.

In Table 2, the performance measures described below are assigned point values, which are used to determine a numerical score for a given road segment. This score is then used to determine a Level of Service (LOS) rating under criteria presented in Table 3.

Auburn's bikeways have been rated on the following performance measures by the Bicycle Task Force:

Width of outside lane. This is the width of the right-most lane, measured from the left stripe of this lane to the edge of the pavement (excluding gutters). If a bike lane is present, it is included in this measurement.

Scoring categories are:

- 12 feet or less (indicates no in-street bike facility)
- Greater than 12 feet, but less than 15 feet (indicates wide curb lane)
- 15 feet or greater (indicates bike lane or paved shoulder)

Off-street bicycle facility. These are defined as areas used by bicycles which are physically separated from motorized vehicular traffic by an open space or barrier, or are in their own right-of-way.

TABLE 2
Bicycle Performance Measures

<i>Performance Measures*</i>		<i>Maximum Points**</i>
Width of Outside Lane	12' or less	0
	12-15'	3.5
	15' or more	6
Off-street bicycle facility		4
Barrier-free facility		0.5
Intersection improvements		0.5
Medians		0.5
Prohibition of On-street parking		1
Unrestricted sight distance		0.5
Speed differential/Speed limit	Posted 45 mph or greater, narrow and high speed	-2
	Posted 45 mph or greater	0
	Posted 40 mph	1
	Posted 35 mph or less	2
Motor vehicle LOS	E or F	0
	D	1
	A, B or C	2
Maintenance	no maintenance problems	2
	minor/infrequent (no more than 1/mile)	0
	major or frequent (more than 1/mile)	-1

*See detailed descriptions beginning on Page 18

**See survey results in the full report - Appendix A

TABLE 3
Bicycle Level of Service

LOS	Level of Service (LOS) Score/Criteria
A	17.5 to >14.5 These roadways are generally safe and attractive to all bicyclists. Unsupervised child riders should be anticipated since they will typically feel comfortable on these facilities. Bicyclists can anticipate a low level of interaction with motor vehicles. These roadways will provide both on-street and off-street bicycle facilities.
B	14.5 to >12.0 These roadways are adequate for all bicyclists. Unsupervised child riders should be anticipated since they will typically feel comfortable on these facilities. Bicyclists can anticipate a low level of interaction with motor vehicles. These roadways may have either on- or off-street facilities. However, those roadways with only off-street designated facilities will have on-street characteristics which dictate a low level of interaction with motor vehicles in the roadway.
C	12.0 to >9.0 These roadways are adequate for all bicyclists. Less experienced riders will be somewhat less comfortable on these facilities, particularly if unsupervised. Bicyclists can anticipate a moderate level of interaction with motor vehicles. These roadways will typically have an on-street facility (bike lane or wide curb lane) dedicated for bicyclists. The roadway will generally be characterized by a combination of low-speed, low-volume motor vehicle traffic, infrequent conflicts, and good surface conditions, although minor deficiencies in two or more of these areas will be present. An off-street bicycle facility may be present along this corridor if on-street conditions are less bicycle-friendly.
D	9.0 to > 6.0 These roadways are adequate for more experienced riders. Bicyclists can anticipate a moderate to high level of interaction with motor vehicles. These roadways may or may not provide an on-street bicycle facility. The roadway without a bicycle facility will have five or more characteristics such as low-speed, low-volume motor vehicle traffic, or limited conflicts, or good surface conditions which will allow experienced riders to adequately share the roadway in most situations. If a bicycle facility is provided on this roadway, the characteristics of high-volume, high-speed motor vehicle traffic and frequent conflicts will make this roadway inadequate for less experienced riders. An off-street bicycle facility may be present along this corridor if on-street conditions are less bicycle-friendly.
E	6.0 to >2.5 These roadways require cautious use even by experienced riders. Bicyclists can anticipate a high level of interaction with motor vehicles. These roadways may or may not provide an on-street bicycle facility. The roadway without a bicycle facility will have two or more characteristics such as low-speed, low-volume motor vehicle traffic, or limited conflicts, or good surface conditions which will allow experienced riders to adequately share the roadway with caution in most situations.
F	0 to 2.5 These roadways do not provide any bicycle facility. Due to the highly urbanized and heavily trafficked nature of these roadways, these routes are less attractive to bicyclists who may even be put at risk when using them.

Barrier-free facility. Obstructions such as storm sewer drains and rough seams, which force the cyclist into the motor vehicle lane, represent a danger to the cyclist and an interruption in the continuity of the facility. If there are no on or off-street bicycle facilities (bike lanes or bike paths) then the cyclist is forced to enter the motor vehicle lane when such obstructions are present.

Intersection improvements. Design improvements specifically for cycling include bicycle pockets and bicycle-sensitive loop detectors. Bicycle pockets are lanes for bicycle through-traffic at intersections where right-turn lanes for motor vehicles are provided. Loop detectors sensitive to bicycles trigger traffic signal changes when no cars are present. Left-turn lanes for bicycles are another helpful intersection improvement.

Medians. These improve cycling safety by limiting or eliminating left-turn movements by cars.

On-street parking. The presence of parked cars on a street increases the chances of collisions between bicycles and vehicles.

Unrestricted sight distance. Safety is improved when a cyclist has a long view of oncoming traffic.

Speed differential. This is a measure of the difference between vehicle speed and bicycle speed on a given road segment, and assumes an average cycling speed of 15 mph. Scoring categories are as follows:

- Street is narrow and high speed with a posted 45 mph or greater speed limit
- Posted speed limit of 45 mph or greater
- Posted speed limit of 40 mph
- Posted speed limit of 35 mph or less

Motor vehicle level of service. The degree to which motor vehicle traffic flows smoothly on a road affects the road's suitability for bicycle use. Motor vehicle LOS is a measure of several factors including average daily traffic volumes, peak hour volumes, number of lanes, and other factors affecting speed and capacity. Higher levels of service (such as A or B) indicate lower traffic volumes and congestion, while lower levels of service (such as E or F) indicate high volume and congestion.

Scoring categories are as follows:

- Motor vehicle LOS = E or F
- Motor vehicle LOS = D
- Motor vehicle LOS = A, B or C

Maintenance. Conditions which reflect disrepair and neglect of the roadway surface, or construction deficiencies which create a chronic maintenance need, can reduce a road's ability to accommodate bicycles. For example, standing water which remains on a roadway due to design deficiencies in the road surface is a maintenance problem, but puddles which quickly drain are not.

Scoring categories are as follows:

- No maintenance problems
- Minor or infrequent problems (no more than 1 per mile)
- Major or frequent problems (more than 1 per mile)

Bicycle Level of Service Map (see full report)

The Bicycle Level of Service Map reflects an inventory of existing conditions for arterial and collector streets in Auburn. These streets serve parks, schools, and major destinations such as Auburn University and Village Mall which most travelers have a need to access. Local streets, in contrast to arterials and collectors, were

not included in the inventory. Local streets generally serve neighborhood traffic which does not represent a threat to cyclists sharing these lanes with cars. This map indicates the current condition of roads for bicycling.

Bicycling Safety

Bicycle safety is a very important aspect of bicycle riding. During the last decade alone, Americans have purchased more than 100 million bicycles (*City of Portland Bicycle Master Plan*—See full report - Resources Appendix D). An expansion of bicycle usage and an ever-growing, complicated traffic system have resulted in an increasing number of injuries to cyclists. Research has shown that the most effective method of preventing serious injury to bike riders is bicycle helmet use. In the State of Alabama, riders under the age of 16 must wear a bicycle helmet.

While bicycle helmets cannot prevent accidents, they can significantly reduce the chance of serious brain injury by absorbing the impact that would hit the skull and brain in a crash. According to the National Helmet Safety Institute, approximately 1,000 people die each year from bicycle crashes in the United States. Head injury was involved in 62% of those deaths. In the State of Alabama, approximately 11 people die each year from bicycle crashes, and 50% of those fatalities happen to children age 14 or under (*Alabama Department of Transportation*).

Bicycling Crash Information

In the City of Auburn, there is an average of 13 reported bicycle crashes per year. Fortunately, there has not been a fatality in the past several years. Currently the City and Auburn University do not keep separate bicycle accident statistics regarding accident location, helmet usage, and the type of accident. There is a need for the City and Auburn University to utilize a Bicycle Accident Report Form when responding to bicycle accidents. These statistics will help the City and the University determine areas hazardous to cyclists and to encourage people to report accidents.

Implementation Overview

This section provides a narrative summary of how the goals, objectives, and policies of the Bicycle Plan can be implemented. The implementation activities are generally listed in chronological order.

Phase I - Start Up

After appointing a Bicycle Advisory Board, City Council will direct the Board to create By-laws and establish a meeting schedule. City staff will be included in Bicycle Advisory Board meetings to provide advice and support for the implementation of the Bicycle Plan.

As indicated in the Goals, Policies, and Objectives, under the direction of City Manager appropriate City departments (Engineering, Planning, Public Works, Public Safety, and Parks and Recreation) will name staff who will be responsible for coordinating the implementation of those sections of the Bicycle Plan which are directly the responsibility of the City. In addition, the City Manager will designate a bicycle coordinator.

Phase II - Ongoing

As an ongoing process, the implementation of the Bicycle Plan involves the coordinated efforts of the Bicycle Advisory Board, designated City departments, and other entities such as civic organizations, Auburn University, and the School Board. In this process, the Bicycle Advisory Board members serve as volunteers providing advice and support; City staff and departments carry out those parts of the Bicycle Plan related to their departments; and other organizations are recruited by the Bicycle Advisory Board and the Bicycle Coordinator to implement those aspects of the Bicycle Plan which are outside the City's jurisdiction.

Selection of, and plans for, bicycle improvement projects for streets will be developed through the annual capital improvement plan process. Priority will be given to those streets listed in the Bicycle Plan and shown on the Bicycle Network

Map. The design for a specific street will be developed on a case-by-case basis using the national standards (AASHTO) for bikeway design and selecting the design most appropriate to the particular conditions of that street segment. In addition to streets, physical facility improvements such bicycle parking, detection devices at traffic signals, and bicycle signage will be programmed in the annual capital improvement plan process.

Selection and planning of street and physical facility projects will be a joint function of the Bicycle Advisory Board and Planning, Engineering, and other appropriate departments. Designated City staff will be responsible for keeping the Bicycle Advisory Board informed of the progress on projects and providing pertinent information to the Bicycle Advisory Board in a timely manner to allow for Board response and action.

As an ongoing process, implementation of the education, enforcement, and encouragement activities listed in the Bicycle Plan will be carried out through the coordinated efforts of the Bicycle Advisory Board, School Board, and City Departments such as Public Safety and Parks & Recreation. The Bicycle Coordinator will be responsible for providing overall coordination and reporting to the City Council. The Bicycle Advisory Board and Bicycle Coordinator will be responsible for providing progress reports and other required information to the City Council at intervals determined by the Council.

Bicycle Network

Bikeways bring enormous benefits to both the cycling and non-cycling public. As bikeways attract more cyclists, they bring improved air quality, noise reduction, and water quality benefits. They use public dollars efficiently by reducing road maintenance costs. They increase the carrying capacity of the transportation system. They improve safety for all users; bicyclists who feel they have a safe space on the road tend to be more predictable, while motorists are placed at greater ease knowing where bicyclists are apt to be. Bikeways also help motorists to be aware of bicyclists' presence and right to be on the road.

The planning and implementation of bikeways can be relatively simple and inexpensive, as when the City restripes a roadway with bicycle lanes or a four foot shoulder during a routine resurfacing. On some segments, bikeways can also be more complicated and costly, as with streets that need to be widened.

Bicycle Network Map (see full report)

The Auburn Bicycle Network is displayed on the Bicycle Level of Service Map. It consists of all arterial and collector streets that were inventoried by the Bicycle Task Force. As the Bicycle Level of Service Map indicates, it is crucial that these streets receive bicycle improvements scheduled over time. If the City is improving any road that is part of the Bicycle Network, then bicycle friendly improvements (such as: 4' striped shoulders, bike lanes, drainage grates, bicycle loop detectors, etc.) should be considered as set forth in this plan. The Bicycle Network Map is intended to provide a planning tool for the City's Capital Improvement Plan. This map does not designate bicycle routes within the City of Auburn, recognizing that under Alabama law all streets are available for bicycle use. Instead, the map indicates those roadways where bike lanes and other physical facilities are most needed in order to provide safe travel ways for bicyclists.

Implementation Strategies

Listed below are some specific activities which are suggested as methods for the implementation of the Bicycle Plan. It is not intended to be an exhaustive list.

Strategies in support of Policy 1.1A

- Establish a bicycle coordinator position for Fiscal Year 1999.

Strategies in support of Policy 1.1.C

- Hold an annual public forum to allow for the exchange of ideas, discussion of issues, and education about the need and benefits of the bicycle program. This forum could be held during the time of a major

bicycle event.

- Prepare an annual report summarizing bicycle program activities.

Strategies in support of Objective 2.2

- Promote intermodal transportation by integrating the bikeway network and bike parking facilities into Auburn 2020 and other transportation plans.
- Promote the transport of bicycles on all public transportation systems serving the City.

Strategies in support of Policy 2.2.A

- Hire a planning/engineering firm with expertise in bicycle planning to develop feasibility and implementation strategies.
- Develop a plan for prioritizing work and identification of funding sources.
- Provide bike lanes along designated collector and arterial streets. Provide pathways adjacent to arterials where justified with full consideration of safety issues.
- Ensure that bikeways are an integral part of street design so that lanes and pathways form an integrated network.
- Promote greenways. Design bike routes as integral parts of new greenways and greenstreets so these will connect with the bikeway system. Provide convenient bicycle access between areas where motor vehicles are prohibited.
- Require compliance with bikeway policies and standards for new development, including recreational bikeways within greenbelts. Ensure in-

terconnection of new facilities with the existing bikeway system.

Strategies in support of Objective 2.2.

Provide adequate bike parking as follows:

- Add municipal bicycle parking facilities in the downtown area.
- Encourage additions to the Auburn University campus for secure bicycle parking.
- Develop guidelines for bicycle parking at residential, commercial, and public buildings.
- Explore alternatives for bicycle parking requirements related to new development and incorporate into the Bike Plan.

Consider bicycle operating characteristics in the design of bikeways, intersections, and traffic control systems as follows:

- Collect survey information and prepare a report on design and application of bicycle signal heads at selected intersections.
- Develop standard pavement marking for identifying the sensitive portions of traffic loops for bicycles.
- Develop standards for signal timing to facilitate movement of bicycles at intersections.
- Design and construct bicycle loop detectors.

Maintain roadways and bicycle-related facilities as follows:

- Establish a route inspection especially for main routes.

- Develop a procedure for routine inspection and maintenance of parking facilities.
- Design facilities to minimize maintenance costs by specifying quality materials and standard products.
- Achieve a level of service for maintenance effort on bicycle facilities that is no less than on roadways used by motor vehicles.

Strategies in support of Policy 3.1.A.

Distribute bicycle safety information as follows:

- ★ At the point of sale where bicycles and motorized vehicles are sold.
- ★ When Auburn University students register their bicycles on campus.
- ★ In the information packet given to newcomers by the Auburn Chamber of Commerce, City of Auburn, and the Welcome Wagon.
- ★ In all new student orientation packets (including transfer and graduate students) at Auburn University.
- ★ In information at children's immunization visits at the Lee County Public Health department and annual physicals given at the two pediatric practices that serve Auburn children.
- ★ In utility bills.
- ★ In the "Welcome to Auburn" packets given to prospective and new homeowners by realtors.
- ★ In information provided by the Department of Motor Vehicles.
- ★ In student handbooks given to all City of Auburn students each fall.

Strategies in support of Policy 3.1.B.

- Include age-appropriate bicycle/pedestrian safety programs in the physical education/health curriculum starting at kindergarten. Explore the feasibility of providing “on-bike” experiences for fourth graders since this age group has the highest accident rate.
- Provide training (with renewal certification) for teachers who provide safety instruction to ensure high standards.
- Include pedestrian and bicycle safety information in high school and University driver education courses.

Strategies in support of Policy 3.1.C.

- Collaborate with local civic organizations to purchase discounted helmets for children from low income families.
- Arrange with civic groups for the City of Auburn Bicycle Coordinator or a representative from the Bicycle Advisory Board to speak about bicycle and pedestrian safety at their meetings.
- Arrange with the summer child care program at Boykin Community Center for safety information to be included in their activities.
- Encourage the Scouts to sponsor a “Bike Safety Day” or rodeo.
- Canvass business and civic groups to purchase signs promoting safe bicycling: “Share the Road” or Auburn entry signs much like “Auburn is a Bike Friendly City.”

Strategies in support of Policy 3.1.D.

- Sponsor weekend bicycle rodeos.

- Include bicycle safety information and rodeos in their after school day care program at the elementary schools.
- Include safety information and rodeos in their summer day camp program held at the Junior High.
- Offer bicycle trips of different lengths for various ages in their quarterly schedule of activities.
- Sponsor bicycle races for different ages or abilities.
- Offer outreach about bicycling safety to children who participate in other after school programs such as the Boys and Girls Club and day care centers attended predominantly by children from lower income families.
- Ensure there are bicycle racks at all Parks and Recreational facilities.

Strategies in support of Policy 3.1.E.

- Provide safety pamphlets for car dealers to distribute.

Strategies in support of Policy 4.1.A.

- Work with the City of Auburn Police Department to develop a safety incentives program. Officers could give a “freebie” to children wearing helmets.
- Study accident statistics with the goal of reducing accidents.
- Promote programs which reduce incidents of theft and continue efforts to recover stolen bicycles.
- Establish a bicycle licensing program.

- Enhance educational programs with emphasis on bicycle safety and laws related to bicycle riding.

Strategies in support of Policy 4.1.B.

- Encourage and provide officers the opportunity to complete “certified” training courses to ensure they are bicycling in the safest manner possible and are disseminating the most up-to-date information.
- Encourage and provide officers the opportunity to complete “certified” training courses for becoming a bicycle “trainer.” Officers can then provide training to teachers, recreational staff and others in the community.

Strategies in support of Policy 5.1.B.

- Collaborate with the State Bicycle Coordinator.

Strategies in support of Policy 5.1.C

- Provide signage that identifies bike and pedestrian crossings and facilities.
- Sponsor a “Bike to Work” day in conjunction with National Bicycle Safety Week.
- Encourage churches to organize a “Bike to Church” Sunday.
- Sponsor bicycle races.
- Install bicycle racks all around town.
- Adopt a local bicycle helmet ordinance requiring helmet use for all ages.

Glossary

Bicycle - a vehicle consisting of a tubular metal frame mounted on two (2) large wheels, one behind the other, equipped with handle bars and a saddle-like seat and propelled by foot pedals. (The Code of the City of Auburn, Sec. 22-11, a-1)

Bike Lane - a portion of a roadway which has been designated by striping, signing and pavement markings for the preferential use of bicyclists.

Bicycle Level of Service (BLOS) - a basic approach to assessing the suitability of roads for bicycle use.

Bicycle Loop Detectors - the provision of loop detectors that are sensitive enough to detect bicyclists. These detectors are typically needed most in side streets that have a high volume of bicycle use and low volume of motor vehicle use.

Bicycle Network - A network of streets within the City of Auburn that shall be maintained at a level of service suitable for bicycle travel.

Bicycle Path - any road, path, or way that is open to bicycle travel, which is physically separated from motorized vehicular traffic by an open space or by a barrier and is located either within the highway right-of-way or within an independent right-of-way.

Bike Rodeo - an educational event for children that teaches them basic riding skills, the importance of helmet use, and routine bicycle maintenance.

Bicycle Route - A segment of a system of bikeways designated by the jurisdiction having authority in which is marked with appropriate directional and informational markers.

Bikeway - Any road, path, or way which in some manner is specifically designated as being open to bicycle travel, regardless of whether such facilities are designated for the exclusive use of bicycles or are to be shared with other transportation modes.

ISTEA - Intermodal Surface Transportation Efficiency Act-national transportation legislation passed by the U.S. Congress in 1991.

Off-street Bicycle Facilities - areas used by bicycles which are physically separated from motorized vehicular traffic by an open space, a barrier, or are their own right-of-way.

On-street Bicycle Facilities - a facility on which bicycle traffic shares the road with motor vehicles. Examples include bike lanes, wide curb lanes and paved shoulders.

Street Classification - Streets in Auburn are classified according to their function, and shall conform to the criteria set out in the Major Street Plan component of Auburn's Comprehensive Plan.

Arterial - a major street intended mainly to carry through traffic and to connect major activity centers in the City and its planning jurisdiction.

Collector - a street intended to carry traffic from local streets to arterial streets.

Local - a street intended mainly to provide access to adjoining property and uses, providing access to and from individual lots.

UTILITIES AND TECHNOLOGY

The Utilities and Technology Committee was charged with recommending ways in which the City can encourage and ensure that the various utilities, both individually and cooperatively, furnish the amount and type of services that will be needed by industries, businesses, and residents. Particular attention should be given to the ways in which the emerging potential of information technology and telecommunications can be incorporated into the City's utilities systems.

Vision

The **vision** of the Utilities and Technology Committee is that the Auburn community will be recognized nationally for ensuring quality utility services for all its citizens in a fiscally, environmentally, and aesthetically responsible manner to sustain a high quality of community life.

Recommendations

In connection with this vision, the Committee has formulated the following recommendations concerning revisions of existing policies and consideration of new policies; and has identified newly emerging areas where public action will be required.

Franchised Utilities

With the increasing interest in streetscapes that incorporate sidewalks, plantings, and other improvements, proper consideration should be given to utility providers that will enable them to perform their installations and maintenance with minimum effect to other existing improvements. Jogging paths, bike paths, and sidewalks should be located on rights-of-way wherever possible so as to cause minimum conflict with overhead and underground utilities.

The City should take the necessary steps to ensure that each of the utilities —

electric power, natural gas, telephone and cable — has adequate facilities and resources, including labor, to meet the routine and emergency needs of its customers.

Water

The City should ensure that the Water Works Board (Board) has adequate facilities and resources of all types, including labor, to meet both the routine and emergency needs of its customers. To meet those needs, the Board should proceed with the detailed study of a new supply source and be prepared to implement that option in five years or before the need is critical. Funding to implement needed facilities should be raised from a combination of the following sources: retained earnings, impact fees, revenue bonds, revolving loans, and land sales.

In an effort to reduce peak demands, the City should, through proper ordinances, require commercial establishments to plant shrubs, trees, flowers, and other plantings that will require less irrigation. Also, the City should encourage owners of residences to do likewise.

The City should insist that, in accordance with State and federal requirements, suppliers of water to its residents periodically inform customers concerning the quality of the water they are supplying.

As the City continues to grow into rural areas, it should strive to improve the level of water service in those areas through the acquisition of all or portions of the rural systems that may already be there.

Sewer

The City should proceed, within the next two years, with upgrading the treatment capacity of the Northside Wastewater Treatment Plant and with the installation of a sewer line to connect the City's old industrial parks to this plant. This flow change will extend the life of the H.C. Morgan plant and delay the need to expand that facility until 2002 or later. The current plant sites have adequate space for at least a tripling of capacity.

By 2005, the City should either purchase the owner's interest in the plants and lines, begin plans to relocate facilities to a new site at the end of the contract period, or work out an acceptable contractual agreement for the continued provision of service by the private owner/operator at the conclusion of the present contract.

The City should move ahead with the southwestern collector sewer line known as S-5 as soon as possible. Other areas of the City without gravity sewer should be studied and those lines should be installed when possible.

All applicable sources of funds should be used for maintenance and expansion of the sewer system. The sewer access fee should be examined to be sure there is a fair relationship between the fee and the impact to the system. Other funding sources such as retained earnings, state revolving loans, revenue bonds, CDBG grants and others should be utilized as appropriate.

Beneficial reuse of wastewater and the solids created in the treatment process should be a constant consideration. As technology improves, they may have significant value for the City, or may be used to conserve water in other areas.

There is concern that some septic tank installations are creating adverse runoff into local streams; therefore, the City should work with the Lee County Health Department to ensure that septic tanks are installed in accordance with the best available technology. The City should encourage local legislative representatives to take whatever steps are necessary to strengthen requirements on the installation and maintenance of septic tanks.

To minimize sewer overflows, the City should expand both preventative and routine maintenance on sewer mains to include TV inspections, root control, and public education. In order to protect the sewer system and the receiving streams, the City should encourage commercial sponsorship of a program for the collection and disposal of hazardous household waste. Consideration should be given to distributing brochures educating the public on the proper disposal of hazardous materials.

Street Lighting

Since Alabama Power Company has a program that provides for installation and maintenance of various types of street light standards and luminaries, the City should work closely with the utility in getting functional and aesthetically pleasing street lighting. Approvals for new subdivisions should require that the developers install, at their expense, street light standards and luminaries prescribed by the City.

Technology

When the original Auburn 2000 plan was being prepared in the early 1980s, no one could have predicted the future impact of technology. The effect of personal computers and the Internet, lasers, microcircuits and numerous other technologies on business, government and private citizens could not have been anticipated, and yet each of these technologies is having a major influence on how Auburn 2000 has been implemented.

Similarly, no one can predict the impact of technology on the City of Auburn in the year 2020, so it is critical that the Auburn 2020 plan recognize the inevitability of technological change and make provisions to accommodate and capitalize on this movement.

The City of Auburn should insure that the Department of Information Technology has adequate facilities and resources of all types, including labor, to meet the information needs of the City and its residents. The City of Auburn should lead the movement toward technological adaptability by encouraging its employees to maintain technical currency in their respective fields of expertise. The City should encourage membership in technical and professional associations and attendance at professional meetings. Similarly, the City should support employee participation in job-related continuing education opportunities.

Advances in communication and information technology offer tremendous potential for increasing public awareness of, and participation in, the issues facing the community. The City of Auburn should commit itself to taking advantage of this op-

portunity to create an informed and active citizenry by assuring universal access to government information and processes. This access can come through TV coverage of government meetings, by expanded Internet access to government offices, through electronic surveys of citizen preferences, or by a variety of other tools. These tools must be readily accessible and useable by all, however.

To encourage the widest possible access to information sources by all citizens and the potential quality of life enhancement opportunities which might result, the City of Auburn should promote Internet access and computer literacy for all citizens. Auburn has successfully developed its image as a *Community That Reads*. This theme has been supported by the establishment of a first rate community library and a commitment to quality media support centers in its schools.

As we enter the 21st century, Auburn citizens should work toward the parallel goal of establishing the reputation of their City as a *Connected Community* to reflect our cooperative spirit as well as our commitment to encouraging the electronic exchange of information and ideas. This can be accomplished through City government leadership in the formation of a coalition of business, government, and educational organizations with citizen volunteers to provide an electronic head start to those in risk of being pushed to the shoulders of the information superhighway.

One step in that direction would be to promote the formation of an organization to gather and refurbish older computers. This could be accomplished through a network of volunteers working in conjunction with community centers or through civic-minded businesses offering facilities and technical advice. A parallel approach that might also have a positive impact on the community would be to establish a computer repair and upgrade track to the Tech Prep program in the high school. In addition to preparing our young people for rewarding careers in this rapidly expanding industry and providing sorely needed skilled resources for local businesses, this program could provide a ready source of refurbished computers for those who otherwise might not be able to participate in the *Connected Community*. The facility established at Auburn High School for this computer repair program could be used also in an evening program to train adult volunteers interested in assisting this effort.

These refurbished computers first should be placed in public access areas (recreation centers, libraries or other appropriate neighborhood locations). Access to these computers would be gained through participation in a highly individualized computer literacy program. Participants would be assigned their personal volunteer computer coaches to introduce them to this new technology. This would provide an excellent public service project for high school or college students. Eventually, refurbished computers could be made available at reduced or no cost to low income families for use in their homes upon their successful completion of the introductory course. This will begin the process of providing universal access to the technology that in all likelihood will dominate life in the early 21st century, and Auburn will be well on its way to becoming a *Connected Community*.

Information Technology

The ability to send and receive large quantities of digital information will become an increasingly more important factor for the success of business, education, and individuals. Consequently, convenient and economical access to high speed, high volume information transfer media must be given equal consideration with quality telephone, electricity and other traditional utility services if the City of Auburn is to continue to prosper in the 21st Century.

To make such information access a reality, the City of Auburn should take the lead to encourage the creation of a business/government/education consortium dedicated to the creation of a state-of-the-art information infrastructure. This consortium would be an information conduit linking major centers of business, education, and government to national and international data transmission media. Such an information backbone would attract new businesses eager to utilize this unique capability while also providing affordable and convenient access to residential customers. A first step in this process would be for the City of Auburn to install a fiber optic ring connecting the City Schools, Library, Police, Fire, other City government buildings and City recreation centers. This ring will facilitate intranet and Internet connectivity and provide an on-ramp for our citizens to access the information super-highway.

To ensure that such an information infrastructure is truly state-of-the-art and

is established with the utmost flexibility and without technological bias, the City Council should establish a body of prominent and technically knowledgeable citizens to provide oversight for the establishment and operation of this consortium. This body should be chartered to identify the best technological basis for the consortium; investigate the opportunities for alliances with educational, commercial, and governmental institutions; seek federal and other grants to support the establishment of the consortium; recommend franchise arrangements to the City Council; and provide a mechanism to assure that the public interest is fully represented during the operation of any franchises granted by the City.

FAMILY AND COMMUNITY

The Family and Community Committee was charged with recommending ways in which the City can create and maintain a strong sense of community, provide leisure and social services, and meet the needs of families and children. Particular attention was to be given to expanding the scope of the City's leisure and recreational activities to include the arts, and to meeting the special needs of such segments of the population as senior citizens and at-risk youth.

Vision

The Committee envisions that by the year 2020 Auburn will be one of the nation's most vibrant communities in which to live, work, learn and relax. Families will enjoy leisure and recreational activities and be imbued with a strong sense of community pride and civic participation. The City, with its diverse population, will promote programs that are multi-cultural, stress good health and wellness practices, embrace effective public education, encourage the arts, and serve the unique needs of its youth and elderly citizens.

Recommendations

In fashioning its recommendations to achieve this vision, the Committee addressed the following areas of concern: the arts, population diversity, educational resources, senior citizens services, youth services, health and wellness, and recreation.

The Arts

In addition to their primary function and value as independent creative activities, the arts can serve many other purposes that directly benefit a community. Their availability enhances the reputation of a community and its leadership and contributes to the quality of life of its citizens. The arts can be an amenity that attracts businesses and persons to a community. They educate and civilize, and they can help alleviate social problems. But to serve our community effectively in the 21st Centu-

ry, the arts will require the commitment, cooperation and support of our political leaders, educational institutions, the business community, arts professionals, and all those concerned with the welfare and progress of our City.

During the coming decades, the City of Auburn must play a significant role in the acquisition, construction and utilization of facilities for the arts and in the planning, funding and delivery of arts services and activities. The City also can be a catalyst by openly involving and utilizing its professional staff members; the resources and services of Auburn University, businesses, and civic groups; and the talents and expertise of arts organizations and community members to accomplish community arts projects.

The City of Auburn, as well as Auburn University, is home to a diverse population. Currently the City enjoys the positive reputation of being “an island in the south.” This refers to Auburn’s reputation for being a safe, culturally aware and open minded community where one’s religion, nationality, creed or race are not discriminated against. The arts can help to ensure and enhance that reputation for the future.

The arts are a natural way to maintain and celebrate the rich diversity of our population. The arts are a natural bridge between cultures, income, races, ages and religions. They are a proven means of appropriate self-expression in the most comprehensive sense of the word. (Joy, anger, sadness, despair, hope, etc.)

Our community is in the unique position of enjoying a small town sense of community with global participants. The arts can only strengthen this aspect of our community by celebrating and respecting our similarities and differences. The arts can help bridge existing gaps within our community and help avoid others.

Auburn can remain a positive example, “an island in the south,” and with a strong emphasis and commitment to the arts we can add a cultural “lighthouse,” a beacon, to the description as well. Therefore, the Family and Community Committee would like to propose the following recommendations related to the arts. They are based on evident problems and deficiencies that increasingly will affect the City’s future efforts to successfully promote, facilitate and support the arts.

Funding. An assessment of both short and long-term funding needs should be made, and its results should be used as the basis for funding programs to meet the needs identified in the assessment. There are a variety of means and sources, both public and private, that can provide funds for the arts. It is recommended that the City of Auburn:

1. Establish a master plan to identify funding sources, to obtain resources, to ensure continued funding for established programs, and to provide increased funding to enable the development of new arts facilities and programs.
2. Investigate the arts funding policies of cities comparable to Auburn that maintain arts facilities and support strong community arts programs.
3. Increase direct funding by including appropriations for the arts as a line item in the City's annual recreation budget.
4. As appropriate, include arts projects in any future bond fund referenda.
5. Support the formation of a nonprofit volunteer organization such as an arts alliance. The purpose of this organization would be to solicit contributions from corporations, industries, financial institutions, other businesses, and individuals. These funds would provide scholarships and financial support for arts projects and events that benefit the community.

Development Plan. No comprehensive plan exists to ensure the development of the arts and to meet the increased demand for arts facilities and programs. As a result there is a lack of adequate and appropriate facilities for community arts activities. The same situation exists to some extent on the Auburn University campus.

With the scheduled construction of a Community Arts Center by 1998, the City of Auburn will begin to meet some immediate arts needs, and, through its Parks and Recreation Department, it has begun to expand arts programming. The proposed construction of a University Art Museum at Auburn University also will contribute to

the cultural life of our community. However, these initiatives will not provide sufficient community arts facilities to serve adequately the future total needs of the community. Serious planning for arts facilities should be undertaken in a systematic and professional manner.

It is recommended that the City of Auburn:

1. Initiate a master plan to guide its efforts to ensure the continued development of a wide variety of community arts facilities and programs located in both existing neighborhoods and newly developing areas.
2. Install a procedure to review the use and condition of existing structures, to evaluate their potential as arts or arts-related facilities, and to make recommendations regarding their future uses.
3. Construct appropriate arts facilities in existing schools and in all new schools, and make such facilities readily accessible for community purposes.
4. Construct user-friendly arts facilities for persons with disabilities, for the elderly and for children-at-risk; and assure that arts facilities, activities and programs will be available to all members of the community including persons with limited economic means.
5. Form partnerships with new shopping centers/commercial enterprises to provide spaces for City-operated arts activities, and encourage and support private initiatives to develop arts facilities and programs.

Auburn University. The Auburn community has relied heavily on Auburn University to provide cultural activities in the past. However, present facilities for the performing arts at the University are either totally inappropriate or they can accommodate only limited audiences. Therefore, it is recommended that the City of Auburn:

1. Encourage Auburn University to build a first-class performing arts complex

to meet the needs of its students/faculty/staff and the communities it serves as a cultural resource.

2. Encourage Auburn University to make its arts facilities more accessible for community-initiated arts programs.

An Arts Advisory Board. Currently there is no City-sponsored board or commission drawn from the total community to recommend plans for the development of the arts and arts-related policies and guidelines.

To encourage the effective development of the arts, it would seem advisable that the City of Auburn establish a structure that recognizes the arts as an integral part of the City government. Such a structure could consist of an arts advisory board which would encourage community input and assist in planning and coordinating the arts, and an arts alliance to organize and coordinate fund raising for community arts projects.

It is therefore recommended that the City of Auburn:

1. Create the position of **Arts Director**. The position would be a competitive, salaried position to be filled by a well-qualified arts professional. The designation of a permanent City position for the arts would serve as official recognition of the importance of the arts. Responsibilities of the Arts Director would include, but not be limited to:
 - Administration and development of City-operated arts facilities.
 - Development of master plans for procurement of funds and construction of facilities.
 - Sustaining and implementing arts programs throughout the community.
 - Setting arts standards and policies.

- Identifying and prioritizing community arts projects.
 - The hiring of qualified arts personnel.
 - Obtaining appropriate grants and private support.
2. Establish an **Arts Advisory Board** to work with the Arts Director in supporting the City's arts programs. The board's membership could include individuals representing existing arts organizations and/or special interest groups such as: the Center for Cultural Enrichment, Education and Experience; the Boys and Girls Club; Elder Hostel and other groups representing retired citizens and the elderly; Auburn University's Fine Arts Department; the Auburn Arts Association; the Auburn Public Library; various arts organizations; private art, music and dance teachers; local businesses and service organizations; and appropriate City boards and departments. Responsibilities of the Board would include, but not be limited to:
- Advising the City in matters dealing with the arts in the community.
 - Studying arts related issues.
 - Providing professional expertise in the arts.
 - Assisting in the planning of arts projects and programs, and in the development of arts-related guidelines and policies.
 - Assisting in identifying external funding sources.
 - Prioritizing and promoting community arts projects.
 - Assuring the accessibility of arts facilities/programs to all members of the community.
 - Soliciting community input and support.

- Developing a community arts calendar and utilizing the media to inform the public.
- Conveying the arts needs of the community to the City.
- Supporting and carrying out the City's arts programs at the grass roots level.
- Initiating and carrying out projects to raise funds for the arts.

Historic Preservation. There are no guidelines in the City of Auburn to direct the protection and preservation of historical and architecturally distinctive structures. The result is an indiscriminate destruction of buildings and sites and the loss of Auburn's heritage.

In some instances this has not happened, and Auburn has benefited from restoration and new use of older structures as exemplified by the Scott-Yarborough House - Pebble Hill, the Old Ebenezer Baptist Church (now the Unitarian Fellowship Building), and the Neva Winston House recently moved to Kiesel Park. This is an urgent need that requires swift action, if the remaining structures are to be saved or reused. A number of smaller cities are making strides in the reuse of historically distinctive structures that enhance the charm of their communities.

The City should consider adopting an ordinance that addresses the preservation and recycling of older structures in Auburn. The ordinance should require a structural/historic review of the existing structures prior to modification of any type. Such a review could take into account the City's master plan for development and maintain some overall standards for preservation.

It is recommended that the following actions be taken:

1. Identify existing historic sites and structures in Auburn.
2. Identify other architecturally distinct buildings that may be targeted for change, modification, or destruction.

3. Study the issue of whether the City needs a new ordinance that would protect both historic and architecturally distinctive buildings or whether preservation objectives can be met by strengthening the current adaptive re-use provisions of the City's Zoning Ordinance.
4. Establish specific guidelines to be used in a formal review procedure.
5. Define historic areas or architectural zones for future planning.
6. Create a designated symbol, crest, or sign to be used on sites or on buildings that indicates compliance with the ordinance and review standards.

The Arts in the Public Schools. Lack of support for the arts in public education is evidenced by the fact that there are no existing positions for certified personnel in grades K-4 in visual art, dance and drama and in grades 5-6 in dance and drama.

The City of Auburn should encourage the Auburn School Board to allocate money specifically for certified personnel and programs in the areas of visual art, dance and drama at the K-4 grade levels, and for dance and drama at the 5-6 grade levels. This action would be a strong statement of support for the development of the arts in our community.

In addition it is recommended that the following actions be taken:

1. The City of Auburn should cooperate with the Auburn School Board to support arts programs for grades K-12. The new Arts Center will make such cooperation feasible, especially since the Center has the capability of being expanded.
2. Auburn City Schools should review the State curriculum guidelines in all areas of the arts for K-12 (dance, drama, music, visual arts).
3. A curriculum for the arts should be developed for system-wide coordination of arts teaching (dance, drama, music, visual arts).

4. Positions for certified personnel should be created for K-12 in the arts.
5. Auburn City Schools should budget funds for arts programming (either Central Office funds or site-based budget funds).
6. Auburn City Schools space utilization should be reviewed so that adequate teaching space for the arts programs can be provided.
7. Arts programming should be available through the schools in after-school sessions, family-based evening sessions, and summer sessions.
8. City should sponsor arts recognition programs for K-12 students, and an Arts Festival Week to recognize and celebrate the arts in K-12.

Supporting Diversity

The City of Auburn is composed of a diverse group of citizens representing a variety of ethnicities, cultures, and religions. We believe that this diversity can and should be the pillar upon which the Auburn community will stand by the year 2020. We encourage the City to promote policies and programs that recognize and embrace the strength of its diverse population.

Currently there is insufficient knowledge of existing cultural diversity in Auburn and insufficient opportunities for voluntary social interactions and cultural exchanges among diverse groups within the community.

It is recommended that the following actions be taken:

1. The City of Auburn should encourage community organizations to sponsor an annual Multi-cultural Fair/Art Festival focusing upon inclusion of all segments of the community, e.g. exhibitions of talents, customs, foods, etc.
2. Multi-cultural mini-fairs should be presented in schools.
3. Cultural interchanges should be encouraged among diverse church groups.

Coordination of Resources.

We believe that we have identified challenges and solutions that can be attained with a minimum amount of cost but a maximum amount of cooperation and togetherness. Our dream is that Auburn will take advantage of the caring and richly talented people in our community to make a significant impact in the lives of children and their families. By utilizing, coordinating, and guiding the community, through planning and leadership, Auburn can ensure that as we grow and change we will maintain the sense of community that is so essential for a quality lifestyle for all citizens. Through coordination of services, volunteers, and resources, we can reduce to zero the duplication of services between and among agencies and governmental groups in our city. We will see this manifested in legislative and community efforts of a mobilized and caring citizenry. This should aid our children and reduce the push on the school system to provide the much needed non-educational services to children while enriching and utilizing the buildings more effectively by the whole community, and not just the 24 percent who have children in our schools.

Clearinghouse Services. Currently, social services are offered by many and varied public and private agencies. This makes it difficult for citizens to locate specific agencies for specialized services. To address this problem, it is recommended that a clearinghouse for education, enrichment, and intervention services be established. We currently have many programs for enrichment, education and intervention services in our community. A data base of these programs and services that covers Auburn, Opelika, and Lee County should be developed, coordinated and updated. This data could be accessed from each of the schools in the City, the Parks and Recreation Department, each social service agency in Lee County, and local churches.

Recruitment of Volunteers. There is no organized system for recruiting new residents to volunteer their talents and services to the Auburn community. It is recommended that a system for welcoming/involving new people to our community activities be established. The need for community volunteers could be broadcast on Channel 5. Names of newcomers could be obtained from real estate organizations. An information package of opportunities/needs for volunteers could be prepared.

Volunteer City “greeters” could call on all new residents to welcome them to our community and invite them to share their interests and talents. Experienced volunteers could serve as mentors to the new volunteers to assure continuity and support.

City-University Relations. Auburn University should be encouraged to work with the City in responding to various City and community needs. To provide assistance in meeting defined needs, the University could identify people with the time or expertise to furnish such assistance by communicating on a web page that is continually updated; publishing the needs in the *AU Report*; identifying freshmen who are seeking leadership roles; and providing recognition for volunteers.

Services for Teenagers.

There is a paucity of structured activities available after school and on weekends for 11-15 year olds. Additionally, there is little opportunity beyond the school day for diverse groups to meet and share ideas. The following actions are recommended:

1. Extend the school year and extend the use of our school buildings past the traditional school day.
2. Provide such things as supervised science labs, access to the library media centers, computer labs, gyms, cafeterias, music, art, dance, and drama.
3. Provide supervision and structure for all these opportunities through a collaboration of the Parks and Recreation Department, churches, civic organizations, volunteers, and the school system.
4. School buildings should be used as neighborhood community centers to provide opportunities through art, reading, hobbies, and cultural festivals.
5. Our community should reach out to all citizens to make personal contact with any person who moves into Auburn. Through churches, schools, and civic groups, contact will be ensured and all people will be invited to participate and work for the betterment of our City.

Services for Senior Citizens

The Auburn area is growing as a desirable place to retire and enjoy senior years. Nationwide, as “baby boomers” progress toward retirement age, we can expect that by 2020 we will have an even greater percentage of the population in this age group. Seniors will be drawn to relocate or to remain in our area due to the climate, safety, cultural advantages, recreational opportunities, life-long learning programs, and sporting events. Our dream is to empower Auburn’s Senior Citizens for full participation and leadership in the community assuring maximum use of their talents and expertise for the benefit of Auburn and its citizens.

Dissemination of Information. It is recommended that the City encourage such bodies as the Area Agency on Aging and the East Alabama Services for the Elderly, Inc. to create an organization charged with promoting maximum independence for seniors and assuring maximum utilization of the talents and expertise of the growing pool of Auburn’s retirement community. This organization could carry out the following types of activities:

1. Sponsor an annual or semi-annual fair, pageant or festival in downtown Auburn which would feature and promote multi-cultural and multi-racial talents, arts, crafts, music, plays, and foods. This event might be spread over several days with special promotions by merchants, special celebration of Auburn’s founding, tapes, lectures, and storytelling.
2. Create and maintain a Web page for seniors which would provide information about community services, housing, events, medical and dental care, and living alternatives; and consultation on alternative affordable, accessible housing, nutrition, and independent living.
3. Encourage retirees to register their talents, interests, and expertise; and advertise their availability for volunteer service.
4. Coordinate the activities of local agencies and organizations for seniors: Area Agency on Aging, East Alabama Services to the Elderly, AARP, AU

Retirees' Association, assisted living and nursing home facilities, RSVP, AU-ALL, and SCORE.

5. Conduct, in conjunction with AU-ALL, seminars on retirement.
6. Organize social and support groups for seniors.
7. Sponsor volunteer Respite Care for Caregivers.
8. Sponsor and staff daily check-in service.
9. Promote public awareness of the needs, activities, and events of Auburn senior citizens.

Transportation. Currently there is insufficient public transportation to assure full access by senior citizens to available medical, recreation, educational, and social services. It is therefore recommended that local public transportation be expanded, including hours of operation, routes, and pick-up points to ensure transportation to needed medical, recreation, and social services.

Senior Citizens Center. There is not a conveniently located space to house a needed senior citizens center. It is therefore recommended that the City work with the appropriate agencies and organizations to create a senior citizens center.

Appropriate Housing. By the year 2020, there will likely be an increasing demand for convenient, accessible housing for seniors which facilitates maximum independent living. It is therefore recommended that the City:

1. Promote development of places and programs that will allow accessible, affordable, safe, and convenient housing and facilitate maximum independent living for seniors.
2. Encourage development of retirement communities, conveniently located for shopping, medical care, leisure activities, parks, and cultural events, that feature cottage type residences for senior citizens.

3. Encourage agencies that serve individuals with disabilities (e.g. East Alabama Mental Health-Mental Retardation Center, Department of Human Resources, Vocational Rehabilitation Services, and the Achievement Center) to cooperate in creating a program to train, supervise, and employ disabled adults as live-in companions and attendants for seniors to allow them to continue to live in their own homes. Such a program would be cost-effective, provide employment for persons with disabilities, and maintain semi-independence for senior citizens.

Services for Youth

Auburn can become a model for positively impacting the lives of children and their families. Our City and the surrounding community can take full advantage of our very talented and caring citizens in designing youth intervention programs. The City of Auburn can take the lead to coordinate services and the entities that provide them, reducing to zero any duplicate services and “turf wars” which might currently exist between and among agencies and governmental bodies in our area. Based upon this new era of interagency cooperation, we will have in place services to identify and mobilize early and effective intervention with “at-risk” children. We will see the results of legislative and community efforts to engage parents and families as willing participants in bettering lives of families. Coordination and the subsequent better use of community-based services will result in less pressure on school systems to provide non-educational services to children.

Coordination Among Programs. Presently, we have many quality programs for intervening with troubled youth in our community. One of the many challenges is the duplication and lack of coordination of these services. The actions recommended to deal with this challenge are as follows:

1. Develop a computer data base of youth services in Auburn, Opelika, and Lee County coordinated and updated by the City, or another agreed upon entity.
2. Explore successful intervention programs in other cities which may be replicated to benefit Auburn.

Parental Cooperation. Some parents are unwilling/unable to cooperate in improving the lives of their own children. To deal with these situations, it is recommended that the City promote programs giving courts, hospitals, schools, and the Department of Human Resources tools to facilitate better family/parental cooperation in obtaining services for “at-risk” children and their families.

Social Problems. As in other communities, our youth face problems of drugs, teen pregnancy, and sexually transmitted diseases. Four of every ten teenage girls become pregnant, the AIDS epidemic continues to grow, and alcohol and drug abuse remains rampant. The following actions are recommended to the Auburn School Board to help cope with these issues:

1. Create a multi-disciplinary team combining all available resources needed to intervene early and massively to correct identified child problems.
2. Consider carefully the content included in the legally-mandated character education component of the school system’s curriculum. The values, guides, and codes of conduct associated with various world religions and cultures should be carefully considered for inclusion in such a curriculum.
3. Include the opportunity for parents to give permission for students to take educational courses which reliable research has found to be effective in reducing teen pregnancies and the spread of sexually transmitted diseases. Courses such as those identified by the Center for Disease Control should be considered.

Alternative Educational Programs. Currently there are few alternative school approaches. Such a lack is a shortfall in the existing resources available to intervene effectively with youth “at-risk.” This increases the pressure on the school system in fulfilling its mission of educating children. There is also a need for coordination of volunteers who could add to school and community programs. Actions recommended to address this need are as follows:

1. Develop and jointly fund a county-wide Alternative School program which features both short and long-term intervention.

2. Actively recruit and coordinate volunteers to serve in various school and community agency programs, better utilizing these untapped resources for “at-risk” youth.

Health and Wellness

The City of Auburn should strive for complete elimination of poverty. We believe each child should enter school healthy, eager, and prepared to learn. We want our City to take a leadership role in developing partnerships to offer appropriate mechanisms through which these goals can be achieved.

Coordination of Services. The Committee believes that coordination among family services could be significantly improved. Duplication and overlap of intake, referral, and service provision result in diminished efficiency and effectiveness. It is therefore recommended that the City of Auburn take the lead in the creation of a Family Services Center of Opportunity-the ultimate clearinghouse for access by all families. The Center would provide service coordination, one-stop shopping for services of intake and referral, volunteer coordination, literacy, and cultural activities. It should be noted that some of this coordination could be accomplished on-line through computer networks.

Access to Services. There is a lack of access to comprehensive and preventive health care services including childhood immunization and early and regular health screenings; intervention for delays and other problems; substance abuse prevention, counseling and treatment; early sexual activity and related issues of sexually transmitted diseases and teen pregnancy prevention; child abuse and neglect prevention; eating disorders; and problems related to the aging population.

Our families need increased education and awareness of, and commitment to, involved and responsible parenting. To help achieve this it is recommended that:

1. Provision be made for greater accessibility to comprehensive health care and prevention programs through our schools, community centers, and the proposed Family Services Center.

2. The City should take a leadership role in developing/expanding such programs as the *Healthy Start Program* for insuring childhood immunizations and developmental screenings, good nutrition, and protection from abuse and neglect; the location of nurses or other health care professionals located at schools; the adoption/expansion of programs demonstrated to be effective in substance abuse prevention, teen pregnancy prevention, and child abuse prevention; and the adoption/expansion of programs of family support proven to impact positively children's future development, such as *Healthy Families and Parents as Teachers*.
3. Schools should be made more welcoming places, opening year round and in the evening, offering space for a variety of services, programs and activities sponsored in partnership with other agencies/entities (school nurses, social workers, after-school programs, library, and computer access).
4. All families should be encouraged to participate in a comprehensive information support program such as Parents as Teachers. Some families can evolve to the point of serving as mentors or partner families and be paired with new families joining the program.
5. Families with identifiable risk factors, such as poverty, substance abuse, child abuse, criminal activity, illiteracy, special needs, domestic abuse, participate in a parent education program as a requirement for public assistance (child care subsidy, WIC, Aid to Dependent Children, and others).

Services for Seniors. There should be more effort devoted to the development and coordination of accessible services and programs to meet the health needs of an aging population. It is therefore recommended that comprehensive information and access to appropriate programs and services for senior citizens be provided through the proposed Family Services Center.

Services for Children. Programs for the supervision and care of older children/young adolescents during non-school hours need to be provided and/or expanded. It is therefore recommended that the City take a leadership role in developing

partnerships to offer appropriate, accessible care and supervision for older children/young adolescents through schools, churches, recreation departments, and volunteer groups.

Recreational Facilities and Programs

With an increase in population projected, the current amount of parks and recreation facilities will not meet expected needs. To help meet these needs, the following actions are recommended:

1. The City, in anticipation of an increase in future population, as well as for the purpose of better serving the existing population, consider purchase of land at the following locations for parks, playgrounds, green spaces, and recreational facilities:
 - Property adjacent to Frank Brown Recreation Center.
 - Property adjacent to the new Yarbrough School now under construction on North Donahue Drive.
 - The Water Board property adjoining Lake Wilmore north of Ogle-tree Road and near the new school now under construction.
 - Acquire other properties in the North College Street/U.S. Highway 280, Wire Road, U.S. Highway 14 West, and U.S. Highway 29 South areas.

All these properties should be targeted as appropriate for such uses as biking, skating and walking trails, an amphitheater, an indoor swimming pool, a tennis center, outdoor lighted basketball courts, and new gymnasiums.

2. The City should consider constructing a multi-purpose community complex that would house many activities recommended in this report, especially those serving senior citizens, teens, and the arts.

3. In developing its future parks and recreation system, the City should consider the following guidelines:
- that a system of imaginative parks, both active and passive, will be designed and developed to encourage public participation and usage.
 - that recreational areas will be located throughout the community; ideally, they should be connected by bicycle lanes.
 - that a system of public transportation be made available to make the parks accessible to all members of the community.
 - that safe bicycle lanes be included along appropriate roadways, and bicycle and walking trails be provided at recreational sites, and
 - that recreational facilities and programs will be inclusive of and accessible to all members of the community by encouraging and promoting participation of a diverse racial/socio-economic population.

PUBLIC SAFETY

The Public Safety Committee was charged with recommending ways in which the City can create a community in which life and property are well protected as its population increases in number and changes in characteristics, and as its built environment increases in scale and complexity.

Vision

The Committee envisions that by 2020 Auburn will be a City in which its citizens both feel and are in fact safe in all aspects of their community life through the delivery of both proactive and reactive public safety services.

Recommendations

In formulating recommendations concerning ways to fulfill this vision, the Committee members were fully aware that public safety, the protection of life and property, is a fundamental responsibility and purpose of local governments. In addition, the current emphasis in providing public safety services is to integrate them into the life and fabric of the urban community.

In Auburn, this goal of relating services to the daily lives of the City's residents has taken several forms, such as: police foot patrols downtown and bicycle patrols in other areas of the City; the operation of a precinct station in Village Mall; checking houses and businesses, and assisting people locked out of their cars; rescuing stranded pets; the establishment of the Citizens' Police Academy; and the many and varied public educational programs presented by the Police and Fire Divisions.

The Committee's recommendations are intended to build on this solid foundation of community-oriented programs, approaches, and activities. They address the following areas: general concerns, crime, privatization, youth problems, community education, volunteers, fire protection, technology, senior citizens, and emergency medical services.

General Concerns

In relation to public safety services in general, the City should address two important issues: regionalization and privatization.

Regionalization. The City should evaluate the feasibility of consolidating appropriate public safety services at the regional level. Such evaluation should include jail facilities and communications. In examining such possibilities, issues of effectiveness, efficiency, citizen expectations, and fiscal implications should be given prominence.

Privatization. The City should also consider the possibility of finding privatized arrangements for the delivery of public safety services. In doing so attention be given to the quality of services, direct and indirect costs and potential savings, equitable treatment of personnel, legal constraints, and contract enforcement and management. The Committee recognizes that privatization of services is not inherently a universal solution to local governmental problems; nor is it an evil but rather a possible tool to achieve public purposes. It can be one of many tools used by the City's leaders to maximize the quality of services while retaining control over core functions.

Crime

With reference to the need to control crime, the Committee recommends that the City take the following actions:

1. Continue and enhance neighborhood oriented activities such as the neighborhood watch to encourage neighborhood stability. It should be recognized that even minor forms of disorder such as loitering, panhandling, littering, or graffiti, can eat away at the informal controls that hold a neighborhood together and set the stage for more serious social decay and major crime.
2. Increase programs targeting specific groups with prevention and reaction information by direct and indirect contacts. This includes seniors/retired per-

sons, public housing areas, university students and staff, service clubs, youth, young parents and other identifiable interest groups. This may be accomplished through a variety of delivery techniques and requires some attention to technology and specialized skills of the presenters.

3. Continue to offer public safety oriented training directly to interested citizens. This includes the Citizens' Police Academy.
4. Target gang related activity and address it through intervention, prosecution, and prevention. Sponsor youth activities that offer alternatives to gang functions. Target geographic areas that foster gang membership and activities with these activities.
5. Ensure appropriate staffing to respond to reports of crime as well as to prevent crime. In implementing this recommendation, it should be noted that Auburn University has its own police department and its personnel should be counted toward meeting any staffing standards.
6. Assure appropriate capital program and general fund support for public safety activities based on service demands, population, and expectations.
7. Recognize that crime, fires, and many other community problems tend to be directly related to dilapidated infrastructure, run-down buildings, neglected vacant structures and lots, and similar conditions. Continue a strong program to identify these areas and quickly target them for renovation or removal.
8. As traffic continues to increase in volume in the future, more attention should be given to the enforcement of traffic regulations, such as speed limits and observance of signal lights, by police patrols. Consideration should also be given to intersections with four-way stop signs and high accident rates, and to the use of left-turn arrows at signalized intersections.
9. The City should develop programs that emphasize intervention as a means of minimizing illegal activities and reducing recidivism. This may involve

identification, education, and counseling as well as intervention by police forces.

Youth-Related Issues

The Committee addressed concerns about gang related violence, youth crime, geographic areas of youth congestion, lack of alternative and organized youth activities, the long term implications of second generation drug abuse, and the impact of welfare reform on youth supervision. In relation to these problems, the Committee recommends that the City take the following actions:

1. Consider development of parks and recreational programs in targeted geographic areas for families and youth, creation of a skateboard and roller blade park, sponsoring street “dances,” addition of outdoor basketball courts, enhancement of arts and computer offerings at community-based sites, and involvement of community businesses in developing more options and activities for youth.
2. Encourage the implementation of programs to help improve parenting skills, encourage involvement in youth matters and activities to include training adults to guide young people, and develop community volunteers to assist in more areas.
3. Provide regularly updated information on available services, information, and assistance which might relate to youth as well as other sectors of the community. The City’s web page and cable TV are two outlets to do this.
4. Consider the development of neighborhood Youth Councils and Youth Mayors.
5. Support programs in the schools for teaching conflict resolution and mediation skills, tools, and practices.

Community Education

Under this heading the Committee recommends that the City take the following actions:

1. Determine the kinds of information the community feels is important to achieve a feeling of safety. There needs to be a better understanding by citizens of our community alerting system and plans for improving it.
2. Determine what information exchange between citizens and City will be needed, and match that with methods of doing so that maximize dissemination both ways at a reasonable cost with a high degree of reliability.
3. Utilize existing programs such as the Auburn University Academy of Life Long Learning and the Literacy Coalition to provide enhanced public education for public safety matters as well as other City issues and interests.

Volunteers

Volunteer use has great potential in Auburn because of the large number of retired citizens as well as those who are not employed outside the home or who work flexible hours. They could be utilized in public safety or other areas as volunteers.

The Committee recognizes the value and limitations of volunteer usage. The consensus is that they are an important asset which needs to be tapped. The Committee also recognizes that volunteers have a price tag in support services, training requirements, infrastructure needs, and other support and supervisory areas. Regardless of the costs, however, the net gain from volunteer usage cannot be overlooked and volunteers remain an important resource for meeting public safety as well as general City needs.

Accordingly, the Committee recommends:

1. The appointment of a volunteer coordinator, or joint appointment of such po-

sition with another agency or organization. The position should have an office, telephone, other office and telecommunications equipment, and support. This could conceivably be staffed as an additional duty to an existing position, be staffed by a full-time or part-time paid person, or with a volunteer.

2. Current public safety volunteer use includes neighborhood crime watch, reserve police officers, and volunteers from the Citizens' Police Academy alumni who perform clerical and data entry work. Areas for consideration for expanded volunteer use include: volunteer firefighters; monitoring parking violations, e.g. handicapped, no parking, and fire lane violations; public safety community education programs; counseling and mediation services; and expansion of the current Citizens' Police Academy alumni activities.

Fire Protection

Under this heading the Committee recommends that the City take the following actions:

1. Continue support for an around-the-clock staffed fire service.
2. Continue support for the student firefighter program. It has become a cost-effective method of energetic, well-trained service delivery with appropriate support and leadership from City staff.
3. Continue to respond to the Insurance Services Office (ISO) guidelines for fire protection services.
4. Encourage the Fire Division to undertake an evaluation other than ISO's to apply meaningful benchmarking standards from other highly rated departments to our fire protection system.
5. Expand fire protection coverage to growth areas while maintaining services within current coverage areas. This can be accomplished through expansion

of the Fire Division's personnel, equipment, and stations; through mutual and automatic-aid agreements; and contracting and other arrangements.

6. Continue the use of improved technology to provide warning systems and citizen communications for fire safety matters.

Technology

The Committee's concern was to ensure that appropriate funding would be provided and management attention paid to securing the tools needed to provide a high level of public safety services to the community. To this end, it is recommended that the City take the following actions:

1. Review the possibility of using cable access to develop two-way communications between citizens and the City. The City should structure its franchise fees to provide as near 100 percent access as possible, with the costs funded by the private server through fees.
2. Enhance the community warning network to provide audible and visual information through the system recommended in item 1 above. This would allow more accurate and detailed information to reach the consumer and could ultimately result in greatly decreased work loads for the E-911 system when disaster strikes.
3. Monitor the development of technology so that the City can utilize newly emerging capabilities that enhance services, improve effectiveness or efficiency or are otherwise desirable and appropriate.

Senior Citizen Services

Seniors are a targeted group for public safety services in relation to crime, home and health safety, and fire. They also are a group which has tremendous experience and knowledge to provide to the City and thus is an appropriately targeted group for the volunteer goals. The Committee recommends that the City take the fol-

lowing actions:

1. Provide and publicize programs for senior citizens, particularly those which relate to public safety. This might include police and fire programs which target seniors' issues such as the AARP Driving Course, CPR, and crime prevention.
2. Identify a point of contact for senior issues within the City. The person serving as volunteer coordinator may fill this role.
3. Enhance communications so that seniors can convey their needs and concerns at a level below the E-911 system. This recommendation relates well to the "wired" community discussed in the Utilities and Technology Committee's report.
4. Obtain data relating to seniors' public safety issues as part of the City's annual Citizens Survey.
5. Identify and assist in monitoring single senior residents.
6. Print and distribute large print emergency/important phone number lists.

Emergency Medical Services

The Committee discussed the continued timely delivery of quality assured medical care and transportation and recommends that the City take the following actions:

1. Continue support for an around-the-clock staffed EMS service.
2. Encourage the EMS service to undertake a nationally accredited evaluation or assessment to apply meaningful benchmarking to our emergency medical services system.
3. Continue the use of expanding technology to provide early warning systems

and citizen communications for emergency medical matters.

4. Consider the geographical distribution of EMS units/personnel to ensure timely arrival of first response medical units to emergency calls.

APPENDIX

The City Council established the Task Force on Youth Responsibility in December 1996 with the following charge:

1. Determine the extent of the problem of youth delinquency and try to understand its root causes.
2. Discuss in detail the resources that are available in the community to deal with the problems that are identified.
3. Recommend to the City Council strategies to mobilize the community and to solve the problems that the Task Force identifies.

After months of study, the Task Force made its report to the Council. The following section is the full report of the Task Force.

TASK FORCE ON YOUTH RESPONSIBILITY

Introduction

Juvenile crime continues to increase nationwide, and Auburn is no exception. The City of Auburn has chosen to take preventive action on behalf of youth, despite the fact that it is not currently confronted with severe youth problems that other larger cities or comparably sized cities face. A city of approximately 34,000 residents, and home to Auburn University, Auburn has a relatively low crime rate. Nonetheless, young people in Auburn increasingly face many of the same problems that young people in other communities face, such as drugs, gang involvement, teenage pregnancy and juvenile crime. While the population of Auburn has grown by roughly 1000 new residents a year, crime has also increased.

Over the last three years, arrests of individuals age 17 and under have risen from 118 in 1994 to 130 in 1995 to 151 in 1996. These data are capable only of citing current increases in crime and risky behaviors by our youth; it cannot predict future delinquency, nor can it provide root causes for such behavior.

The general consensus is that one root cause of problem behavior among our youth is dysfunctional families. In a school risk and needs assessment project for the Auburn City Schools, Auburn University Assistant Professor Alexander T. Vazsonyi examined youth risk factors. Vazsonyi's findings included the following: (1) the use of marijuana by eighth graders increased over 100% from 1991 to 1994; (2) pregnancy rates for girls under 15 increased 4.1% between 1980 and 1988; and (3) 25% of respondents had experienced assault or abuse. A national private group, Fight Crime-Invest in Kids, also recently released a study on juvenile crime. Major findings of the study were: (1) half of all violent juvenile crime occurs between 2:00 p.m. and 8:00 p.m., between the end of the school and the time parents return home from work, and (2) two-thirds of all violent youth crime occurs between 2:00 p.m. and 11:00 p.m.

In October 1996, a discussion about imposing a curfew for young people in Auburn led to a recommendation by the City Manager of Auburn that the City Coun-

cil establish a task force. In December 1996, the Auburn City Council appointed a 18-member Task Force on Youth Responsibility. Emphasis was placed on appointing individuals who represented a broad cross-section of the Auburn community, including parents, youth, teachers, business leaders, community volunteers, agency representatives, and law enforcement. A city administrator with an interest in youth issues was appointed facilitator of the Task Force.

The Task Force's responsibilities were as follows:

1. Determine the extent of the problem of youth delinquency and try to understand its root causes.
2. Discuss in detail the resources that are available in the community to deal with the problems that are identified.
3. Recommend to the City Council strategies to mobilize the community and to solve the problems that the Task Force identifies.

The Task Force was also encouraged to research demographics, statistics, needs and resources; to obtain community and youth input; and to develop clear goals for the community.

Community input was encouraged through a variety of methods, including presentations to the Task Force from specific community groups, and a public forum. The following individuals made presentations to the Task Force:

1. Ed Downing, Chief of Police, City of Auburn
2. Karen Trussell, Lee County Chief Juvenile Probation Officer
3. Becky Richardson, Director of Parks and Recreation, City of Auburn
4. Dr. Michael Martin, Superintendent of Auburn City Schools

5. Lee County Youth Development Center Staff
6. Alexander T. Vazsonyi, Ph.D., Auburn University

The public forum gave the public, specifically youth, an opportunity to address the Task Force directly regarding problems young people face in the Auburn community, and to propose solutions to those problems.

The Task Force met in two work sessions to review all of the data collected. This report is the culmination of these sessions. Short-term and long-term recommendations are organized under four goals. The desired outcomes of the implementation of these recommendations are that Auburn be: (1) a community that provides safe, healthy, and nurturing experiences for young people; and (2) a community that supports young people in becoming responsible and contributing citizens. This report is divided into four sections: community resources, goals and recommendations, implementation process, and concluding thoughts.

Community Resources

Community resources in Auburn and Lee County are abundant, and can be grouped as follows:

Educational Resources

City Library

Auburn City Schools

Other Agencies, such as Lee County Youth Development Center

Auburn University

Physical Resources

City Facilities

School Facilities

Business Facilities

Church Facilities

Organizational Resources

Community Resources

Churches

Civic Groups

Parental Groups (PTA, etc.)

Sports Leagues

City Staff

Youth Groups

A number of agencies and organizations in Auburn, including the United Way and Project Uplift, produce resource directories. These directories contain information regarding services such as health care, advocacy, job training, childcare, youth development, and emergency services.

In general, services for youth are not well coordinated and tend to compete for both clients and resources. There are, however, some exceptions, such as the City of Auburn and the Auburn City Schools. In this case, the City and Schools have collaborated by combining resources and personnel to meet the needs of young people. They share a number of facilities and work together on numerous programs including an after-school program. These joint efforts are most successful when they are focused on specific, well-defined and jointly agreed upon goals and outcomes. These successful ventures require time, support, staff development, and flexibility.

Auburn City Schools offers a wide range of programs and services designed to meet the needs of youth and their families. School facilities are open to the public for community and recreation purposes.

The City of Auburn's mission statement and several of its departments' mission statements relate to youth and families. A significant part of the City budget is allocated for youth services and programs, such as public safety, education, and recreation.

Auburn also has a large number of active religious institutions that serve youth and families through a broad range of programs. These include weekly reli-

gious instruction, social and service projects, parenting classes, and family counseling. In addition, many religious institutions provide crisis counseling for youth and families facing serious illness, divorce, and death. Some religious institutions operate childcare centers and also sponsor scouting programs that benefit young people. Most religious institutions sponsor activities for young people on Saturday and Sunday mornings and on evenings during the week.

Goals and Recommendations

This report outlines the following major goals that provide a blueprint to help the Auburn community become more focused and responsive to the needs of youth and families:

1. Provide after-school programs that effectively meet the needs of middle school and high school students.
2. Create a comprehensive, integrated system that supports and strengthens families and youth.
3. Support efforts to ensure that school remains a positive environment for young people.
4. Maintain an environment where everyone, including the youth of the Auburn community, is safe and secure.

Short-term and long-term recommendations are listed for each goal. Short-term and long-term recommendations are defined as follows:

Short-term Recommendations - Should be implemented within one to five years.

Long-term Recommendations - Should be implemented within five to ten years.

The purpose of this report is not to prescribe the details of the recommenda-

tions. The Task Force intends for the City Council to prioritize the recommendations that follow in the context of Auburn 2020 and its annual and long-term goals.

GOAL ONE: Provide after-school programs that effectively meet the needs of middle school and high school students.

SHORT-TERM RECOMMENDATIONS

1. ***Designate a youth enrichment coordinator position in the City of Auburn Parks and Recreation Department.*** Possible duties of a youth enrichment coordinator are as follows:
 - Serve as the on-site youth program coordinator at the Boykin Community Center.
 - Review all existing youth activities offered by the City for duplication, possible replication among other age groups, elimination, etc.
 - Serve as a contact for community groups interested in sponsoring youth activities and programs.
 - Serve as a liaison between the City and community organizations, the University, and the public regarding youth activities.
 - Serve as the facilitator to the Youth Advisory Committee. This committee is described in more detail under Goal 2.

2. ***Conduct a major promotional campaign to inform Auburn youth and their families about youth programs and community resources and facilities.*** This promotional campaign should include disseminating the Auburn Parks and Recreation quarterly brochure information regarding recreational programs and facilities to schools, youth groups, churches, and social service and community-

based youth service agencies.

3. ***Develop a plan that promotes community groups' use of City facilities and eliminate as much red tape as possible.*** Obstacles such as the requirement that community groups carry substantial liability insurance prohibit many community groups from utilizing City facilities.

LONG-TERM RECOMMENDATIONS

1. ***Build a youth activity center to serve as a hub for services and activities for youth.*** The center could become a major site for a broad range of services and activities for young people. The center could also offer after-school, counseling, and support services provided by local agencies such as Project Uplift and the East Alabama Mental Health Center. These activities should be identified and planned with the assistance of young people, in collaboration with existing agencies. Particular emphasis should be placed on the special needs of young people attending middle school.
2. ***The City in collaboration with other community agencies should create opportunities for young people in Auburn to communicate with each other and with the community.*** This could be accomplished through a variety of media, including a newspaper insert for Auburn youth, which uses youth reporters; a cable TV show which focuses on youth; and a youth information and referral hot line staffed by young people.
3. ***The City in collaboration with the Chamber of Commerce, business community, and local industry should continue to support programs that are designed to introduce youth to business principles.*** Programs such as Junior Achievement should be supported. Other community entrepreneur programs such as the African-American Entrepreneur Summit should be encouraged to include a youth

component.

GOAL TWO: Create a comprehensive, integrated system that supports and strengthens families and youth.

SHORT-TERM RECOMMENDATIONS

1. ***Create a clearinghouse where parents and youth can go for support and services.*** The City should form an alliance with existing social service and community-based youth service agencies to create a clearinghouse. The clearinghouse could provide information and serve as a referral agent for youth and parents seeking assistance on parenting, family management, juvenile delinquency, domestic violence, etc.
2. ***Establish a Youth Advisory Committee.*** This committee would promote the sharing of ideas and solutions among the City Council, city administration, and youth in the Auburn community. The Youth Advisory Committee should consist of young people from youth groups, the middle school, the high school, church youth groups, and other youth providers.
3. ***Encourage support for local mentoring program.*** Public agencies would be encouraged to support employee participation in mentoring programs, such as Project Uplift, Delteens, and Project Alpha.
4. ***Encourage activities that promote helping and sharing between families and between generations.*** Focus on supporting youth and families for the purpose of creating greater safety, security and the feeling of belonging. Youth organizations such as 21st Century should be encouraged and supported.
5. ***Increase the number of scholarships available for disadvantaged youth to participate in youth programs and activities.*** A number of

students, parents, and school officials indicated that affordability is still a major problem for many young people who want to participate in youth programs and activities sponsored or supported by the City. Most of the sports leagues offer scholarships to disadvantaged youth. However, the availability of these scholarships is not well publicized. A plan should be devised to better inform the Auburn community, especially youth, of the availability of programs, activities, and scholarships.

6. ***Upgrade the facilities at Westview Park.*** Many young people frequent Westview Park because of its outside basketball courts. The park, however, lacks amenities such as grills and benches. In addition, there is an area around and on the basketball court that constantly accumulates dirt and siltation. An effort should be made to increase the amenities and upgrade the physical maintenance of the park.
7. ***Utilize the Internet to provide youth and families with information on a variety of issues, including recreation programs and youth activities.*** An increasing number of young people have access to a computer and ultimately the Internet, either at home or at school. The City should consider utilizing the City home page to disseminate information on youth programs and activities.

LONG-TERM RECOMMENDATIONS

1. ***Expand neighborhood-based networks of support for parents and families.*** Where possible build on existing neighborhood watch and other neighborhood organizations to expand, strengthen, and coordinate neighborhood efforts to support youth. Develop new organizations where necessary.
2. ***Encourage increased cooperation among neighboring communities, such as Opelika, to maximize use of resources devoted to***

youth programs and activities. An example of this cooperation is the alternating of major fireworks displays between Opelika and Auburn.

3. ***Encourage the establishment of transportation routes tailored to the requirements of the youth involved in activities.*** One alternative is working more closely with organizations and agencies to provide transportation to and from activities and city recreation facilities. Additional efforts should also include the following:
 - Work with Lee County Transit Agency (LETA) to increase student-friendly transportation information at the schools: promote use of local transit, sell student bus passes on campus.
 - Work with LETA to explore point-to-point neighborhood drop-offs for students after late activities.
4. ***Increase the number of bike routes.*** Accessible bike routes will improve safety, and encourage young people to use this mode of independent transportation.

GOAL THREE: Support efforts to ensure that school remains a positive environment for young people.

SHORT-TERM RECOMMENDATIONS

1. ***Improve and expand City sponsored after-school programs.*** After-school programs provide a positive, safe environment for youth, as well as expanded extracurricular programming.
2. ***Library resources that provide a place to study and information should be expanded to reach more youth.*** A neighborhood concept that places library resources in neighborhoods, such as a satellite library at Boykin Community Center, should be encouraged.

3. ***Encourage and support continued collection of data on the incidence and causes of youth risk factors, youth violence, and youth needs assessments.*** Evaluation and research studies or assessments, such as the recently completed Auburn City Schools risk and needs assessment project, provide essential and ongoing analysis of problems of youth.

LONG-TERM RECOMMENDATIONS

1. ***In collaboration with the Auburn City Schools, support the establishment of an alternative school.*** An alternative school should aid in the reduction of misbehavior in schools, provide an alternative to suspensions and expulsions, and reduce the drop out rate. An alternative classroom program for youth is desirable because it keeps troubled youth off the street during school hours and provides instruction they otherwise would not receive.

GOAL FOUR: Maintain an environment where everyone, including the youth of the Auburn community, feel safe and secure.

SHORT-TERM RECOMMENDATIONS

1. ***Continue and strengthen the close partnership and communication between the City, schools, community, and law enforcement.*** Prevention programs such as the DARE program and the Independent Decision (ID) Drug Awareness Program should be strongly supported and expanded.
2. ***Increase the role of police officers as role models.*** Police officers should be used in nontraditional roles as mentors and chaperones. Even though many police officers already serve as volunteers for sports leagues, more should be encouraged to volunteer.
3. ***Encourage the establishment of neighborhood watch programs in***

areas with an increasing number of juvenile crimes. Neighborhood watch programs allow community residents to help police ensure the safety of their own neighborhoods. These programs would also expand the opportunity for law enforcement to work with youth in a positive setting.

LONG-TERM RECOMMENDATIONS

1. ***Establish a Youth Aid Division in the City of Auburn Police Division.*** Although police officers are well trained, a division specifically dedicated to youth could be an effective tool in law enforcement response to the many problems facing youth and families.
2. ***Implement conflict resolution programs for youth in cooperation with the Auburn City Schools and other community organizations.*** Training youth in anger reduction techniques, such as conflict resolution and mediation, has proven to be an effective alternative to youth violence.
3. ***In collaboration with the Juvenile Court, examine other alternatives to incarcerating youth offenders.*** Strengthen efforts to divert youth from the criminal justice system when possible. Every effort should be made to identify young people with potential problems of unacceptable behavior and to develop alternatives to incarceration. An example of an alternative program is the Log Cabin Program, which involves placing one juvenile delinquent in a log cabin with trained counselors.

Implementation Process

The Task Force recommends that the City designate a staff member to coordinate the implementation of the recommendations outlined in this report. Finally, the Task Force recommends that an annual report be made to the City Council and the Auburn community on the status of the implementation of the Task Force recommendations.

Concluding Thoughts

The Task Force on Youth Responsibility recognizes that Auburn youth are not only our future, but they are a current resource of energy and creativity available to the Auburn community. Despite the peer pressures of adolescence, many Auburn youth continue to excel as students and citizens. Some of these youth contribute countless hours as volunteers working in the Auburn community. The goals and recommendations proposed by the Task Force on Youth Responsibility are only a beginning. The ultimate success of the Task Force rests with the City and the Auburn community's ability to implement the proposed recommendations. The existing partnership among key players in the community, particularly the leaders of the City of Auburn and the Auburn City Schools, make implementation of the recommendations proposed by the Task Force on Youth Responsibility a real possibility.

The youth of Auburn belong to the entire Auburn community. The Task Force on Youth Responsibility calls on every resident, organization, business, church, and youth group to help Auburn become a better place in which our youth can mature and grow into good citizens.

***Task Force on Youth Responsibility
Members***

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Barbara Pitts, Vice Chairperson

Semico Askew

Geoffrey Bennett

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Jackie Diener

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CONCLUSION

22 GOALS FOR 2020*

The following goals were developed from the work of the seven committees. These major goals present a blueprint for Auburn's future. The accomplishment of these goals over the next twenty years will enable the citizens of Auburn to make their collective vision of Auburn a reality.

1. Continue strong community financial support of the Auburn City Schools with the goal of retaining the reputation as one of the outstanding public school systems in the Southeast.
2. Provide adequate facilities for all City departments to fulfill their missions of providing services to the Auburn community.
3. Establish a community learning center that will offer learning opportunities for Auburn adults, such as literacy schooling, GED training, high school diploma classes, workplace development, and computer oriented activities.
4. In cooperation with other local governments and school systems, establish an area-wide alternative school to serve at-risk children.
5. Establish an accredited educational program for three and four year old children in the Auburn City Schools.
6. Update the land use plan periodically over the next twenty years, including a comprehensive review prior to 2000.
7. Construct with Auburn University a technology transfer center to promote the commercialization of technology developed at the University.
8. Complete the construction of the infrastructure of the Auburn Technology Park expansion north of I-85, including an east/west boulevard from South College

Street to Cox Road.

9. Identify and purchase additional suitable property for future industrial parks in order to maintain the City's positive industrial recruitment program.

10. Build additional parking facilities in downtown Auburn to ensure the prosperity and viability of the central city.

11. In conjunction with the Alabama Department of Transportation, Auburn University, and other local governments, expand the mass transit program so that all citizens will have access to public transportation.

12. Construct the roads and streets shown on the current Master Street Plan and update the Master Street Plan at least every three years.

13. Acquire funding from the Alabama Department of Transportation for the widening of the bridge over I-85 at South College Street and to construct a new interchange at I-85 and Cox Road.

14. Establish a community network of sidewalks and bicycle trails that will allow all citizens to use alternative modes of transportation.

15. Facilitate community-wide access to the Internet with a goal of becoming a "wired city" to improve the quality and quantity of information sharing between City government and citizens.

16. Identify and develop water sources that will provide the City with an adequate quantity of potable water.

17. Upgrade the City's wastewater treatment plants to ensure sufficient capacity to serve the needs of Auburn University and the community.

18. Provide funding for facilities and programs for the arts through the Auburn City Schools and the Parks and Recreation Department.

19. Construct a senior citizens center to house expanded programs for Auburn seniors and a teen center for afternoon and evening recreation for Auburn teenagers.

20. Acquire and develop land for additional parks, playgrounds, green spaces and recreation facilities.

21. Acquire and develop a new cemetery of sufficient size to serve Auburn through the year 2020.

22. Continue the strong commitment to maintaining a city where citizens are safe from crime and fire hazards.

*The goals are not in priority order.

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