



Strategic Plan for 2014-2018

I. Statement of City Government Mission and Values

We foster pride in our city by providing innovative and exemplary service to our residents, businesses, and visitors who benefit from a safe, friendly community.

Ethical Leadership – We set high standards for our personal, professional and organizational conduct and act with integrity as we strive to serve our customers and achieve our mission. We are honest and accountable for our actions.

Community Pride – We promote a positive image of the City organization and community in all of our interactions and communications with residents, businesses, and guests. We come to work with a positive outlook.

Professionalism – We are committed to continuous learning and professional development, and insist on excellence in job performance and competent leadership. We expect employees to behave in a manner that sustains public confidence in our organization and elected officials. We treat our coworkers and the public with courtesy and respect at all times.

Dependability – We are a full-service city on which our community can depend **and trust**. We provide reliable and quality service by leveraging resources and promoting flexibility to meet the changing needs within the community.

Innovation – We foster a solutions-oriented environment in which new methods and ideas are encouraged and explored.

II. Community Vision

Augusta is a charming and inviting city with a thriving local economy, excellent schools, and a proud community that works in partnership to solve problems and accomplish great things.

III. Strategic Goals

1. **Contribute to expansion of businesses and high-paying jobs by supportive City initiatives, responsive municipal services and efficient coordination among community partners.**

Key Objectives:

- a. Achieve consensus among community partners as to the allocation of resources for an effective economic development program, redeploy City funds accordingly, and support implementation of a unified economic development plan.
- b. In collaboration with community partners, examine the need and options for a second industrial park with “shovel-ready” lots and initiate business recruitment accordingly.
- c. Expand business activity at the airport through partnerships for facility improvements and marketing.
- d. Expand commercial enterprises along the 7th Street corridor.
- e. Direct City government investments toward a downtown initiative that stimulates commercial growth, and enhances community identity and pride.
- f. Adopt a new Comprehensive Plan for growth for the next 20 years.
- g. Review westward expansion study and initiate plan for advancement in specific areas of readiness.
- h. Through a partnership with the school district, seek expansion of locally-available technical education that aligns with the labor force needs of local businesses.
- i. Streamline the City permitting process to maximize convenience for businesses.
- j. In concert with regional jurisdictions, develop and implement a plan to secure a sufficient supply of water for the long-term needs of the community.

Key Measures:

2. **Enhance the city’s quality of life amenities with emphasis on contributing to the health and well being of residents and visitors.**

Key Objectives:

- a. Expand leisure activities for youth and families by providing leadership for formation of a local Recreation Commission as authorized by state law.

- b. Develop a long-range Lake improvements plan that includes parks, trails, docks and other open space, and implement as resources are available.
- c. Adopt and implement a park plan with emphasis on maintaining and improving current park amenities including Play Park Pointe, ball fields and playgrounds.
- d. Collaborate with Andover for creation of a walking trail plan to connect the two cities and jointly pursue funding sources for its construction.
- e. In cooperation with community partners, create a unified message to market Augusta's unique identity, public schools, neighborhoods and other quality of life features to prospective residents.
- f. Facilitate agreement among community organizations about preferences and support for community festivals and events; subsequently identify specific roles for City government.

Key Measures:

3. Complete timely maintenance and investments to City's infrastructure and other capital assets.

Key Objectives:

- a. Adopt a comprehensive infrastructure management plan that includes GIS mapping, inventory assessment, operational capacity analysis, options for funding and replacement schedule.
- b. Plan for investments in City facilities with emphasis on replacement of public works facility and implement accordingly.
- c. Establish utility rates that fully recover the costs essential for long-term maintenance and upgrades to utility infrastructure.
- d. Utilize a multiple-year capital improvement budget to finance priority capital projects.
- e. Increase annual revenues appropriated for capital improvements.
- f. Seek partnerships with other jurisdictions for sharing equipment and other capital assets.

Key Measures:

4. Provide leadership for improving the visual attractiveness and aesthetic appeal of the community.

Key Objectives:

- a. Assure an attractive appearance on all City facilities and property, including landscape enhancements.
- b. Amend ordinances as needed to prevent and ameliorate blight on private property and provide resources for adequate enforcement.

- c. Provide for timely condemnation of housing that cannot be rehabilitated.
- d. Establish and enforce codes that require landscaping and other visual enhancements on commercial properties along City corridors.
- e. Provide an inviting “first impression” at the City’s most trafficked corridor, the west 7th Avenue corridor, by building a lighted and landscaped entrance sign, and sidewalks along both the north and south sides of the street.
- f. Establish partnerships with neighborhoods and nonprofit organizations to encourage actions that beautify the community.

Key Measures:

5. Improve public communication to inform the community about City services and initiatives.

Key objectives:

- a. Adopt and implement a communication plan that uses multiple avenues for messaging, including the City website, social media, video streaming, mass texting and emails, and town hall meetings.
- b. Continuously improve the City’s website to serve as a major channel for dissemination of City government information.
- c. Adopt and enforce standards to achieve high quality messaging and a consistent design for all written City communication, including the website.
- d. Increase communication with City employees to keep them informed about City services and decisions.
- e. Create a Citizen Academy to educate citizens about municipal services and also to recruit candidates for appointment to City Boards and Commissions.

Key Measures:

6. Assure stable funding for future City services by maximizing stewardship of current revenues and initiating actions to achieve financial sustainability.

Key objectives:

- a. Complete a five-year financial plan, including revenue projections, and update annually.
- b. Review and adjust as needed general tax and utility rates to assure adequate financing for future infrastructure investments and effective service delivery.
- c. Pursue partnerships as feasible with private, nonprofit and other governmental entities for funding municipal projects and services.
- d. Actively pursue intergovernmental and private grants for funding municipal projects.

- e. Adopt and implement policies for purchasing goods and services, and for maintaining a budget reserve fund.
- f. Capture new efficiencies in City operations through restructuring, outsourcing, technology enhancements and other strategies to achieve cost savings.

Key Measures:

7. Model performance innovation and excellence in the delivery of City services, and cultivate an affirming workplace for employees.

Key Objectives:

- a. Establish information needed by governing body from the City Manager and the preferred communication channels to provide that information; reevaluate this decision annually.
- b. Expand formal learning opportunities for employee development.
- c. Assure effective recruitment and retention of employees through competitive compensation (wages and benefits).
- d. Assure that supervisors are well trained in practices that promote a creative and motivating work environment for employees.
- e. Reward employees who propose innovative ideas that lead to improved service efficiency and reduced administrative costs.
- f. Adopt performance measures that can be used by the governing body and the public to track effectiveness and efficiency in the delivery of City services.
- g. Periodically provide training and drills for all City employees to assure organizational preparedness for responding to community emergencies.

Key Measures:

IV. Elements of a Preferred Future for Augusta

The City's Leadership Team identified the following 2024 descriptors of the Augusta community.

- **Population growth has been steady and has augmented the community's distinctive community identity.**
 - Augusta is a "full home" community where residents can access diverse retail, commercial and leisure services within the community.
 - The City boundaries have extended farther to the north and west.
 - The City has a reputation as a progressive-minded and safe community.
 - Historical assets are well preserved and balanced with growth.
 - The City is a visitor destination for shopping and leisure activities.
 - Other communities aspire to be "more like Augusta."
- **The local economy is thriving and marked by steady growth.**
 - Long-time industries remain strong, and new industries have located; all offer well-paying jobs.
 - Seventh Street is a busy, attractive and well-landscaped commercial corridor.
 - New businesses are located on the Highway 54 corridor west of the river.
 - There are no vacant businesses.
- **Downtown, with its synergy and economic vitality, in the community's signature.**
 - People are attracted to downtown for shopping and activities and events in public spaces.
 - Downtown has a family-friendly environment.
- **The community is notable for its high quality of life.**
 - New neighborhoods exist near the lake and far west side, while older neighborhoods are attractive and well populated.
 - Streets are well maintained and have consistent signage.
 - A new community center hosts frequent events and celebrations.
 - A Recreation Commission provides numerous options for youth and family recreation.

- High-performing public schools and local access to higher education attract new residents.
- **Individuals, organizations, businesses and City government keep the community beautiful.**
 - Owner-occupied and rental homes in all areas of the community are well maintained.
 - The community has beautiful and functional green spaces with abundant trees, gathering spots and walking/biking trails and other recreation facilities.
 - Cooperative partnerships with community organizations keep the community beautiful.
- **Residents have community pride, and a strong sense of shared identity and mutual obligation.**
 - Places and events bring people together for community service, recreation and celebration.
 - Individuals, organizations and businesses invest in civic projects.
 - The community is affirming of its social and economic diversity.
- **City government adds value to the community's quality of life.**
 - The City has been successful in accessing new municipal water sources.
 - Citizens are willing to make public investments in the future, and infrastructure and community facilities are up-to-date.
 - As a result of a growing tax base, costs of living and operating a business are reasonable.
 - The City remains a full-service municipal government
 - With its reputation as an employer of choice, the City retains high-performing employees and attracts well-qualified candidates when vacancies occur.