



Augusta Action Comprehensive Plan

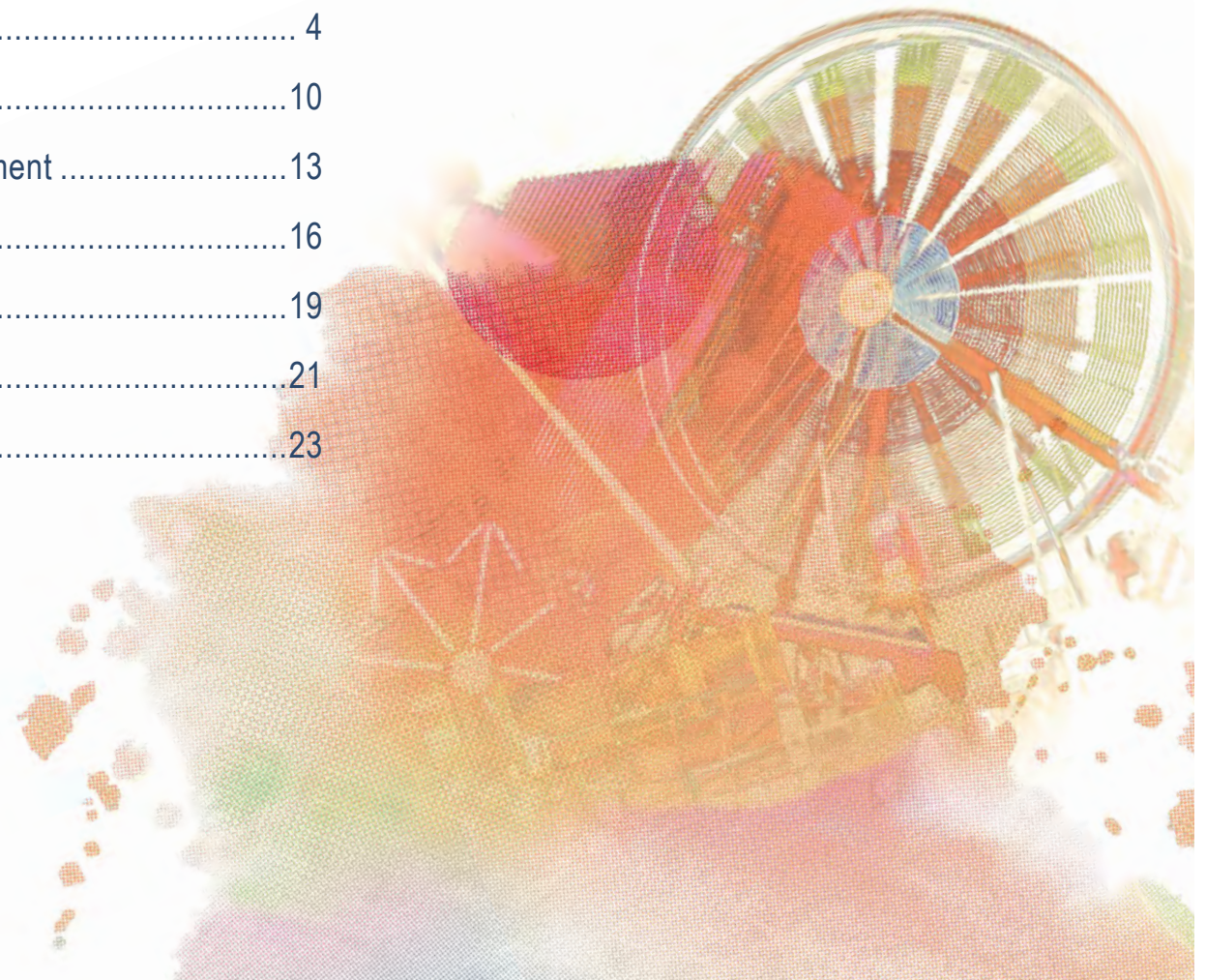
Augusta's Long
Range Plan
2020-2040

City of
AUGUSTA
established
1868

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1 - Introduction



Purpose of the Plan

The Augusta Action Comprehensive Plan is the official policy document of the City of Augusta. The Plan:

- Defines the **desired future** of Augusta;
- Identifies community **needs** to achieve the vision and goals;
- Protects the City's public investment;
- Allows development in a way that protects valued resources;
- Shapes the appearance of the City;
- Promotes economic development; and
- Establishes City **policy** to address community needs.

The desired future is expressed through the community vision and goals. Community needs identify the gap between what we are as a community and what we want to be in the future. City policies set the framework for the City to manage change in a way that will meet the needs in a socially, environmentally, and fiscally responsible manner that creates the desired future.

The policies in the Plan guide decisions on where and how the City will grow and change. Growth and development decisions have financial impacts on City revenues and expenditures as well as the cost of living in Augusta. They also impact quality of life, City services, and City infrastructure.

Kansas requires a comprehensive plan to exercise land use controls and guide City spending on public infrastructure. City decisions should reflect community expectations, which are expressed in the Plan.



Data and information presented in the Community Profile, Community Survey #1 Results Analysis, and Community Survey #2 Results Analysis as well as input from the Steering Committee, City Staff, and at public forums provide much of the basis for the development of the Plan.

The Plan will be implemented using several tools, which include:

- Zoning and subdivision regulations;
- The future land use map;
- Ordinances and policies;
- Master plans;
- Design guidelines;
- The capital improvement program; and
- Other community initiatives

The Comprehensive Plan will be reviewed on an annual basis to ensure it reflects federal and state requirements as well as the continued vision of the community. Additionally, staff will report annually on the progress that has been made in implementing the policies identified in the Plan.

Using the Plan Citizens

The Plan provides residents and businesses with reasonable expectations about the future of Augusta. The Plan should be used to ensure appointed and elected officials are making decisions consistent with what the community desires.

Public Officials

The Plan provides long-term direction for making short-term decisions. Elected and appointed officials should reference the Plan when faced with decisions regarding land development, municipal services, public finances, and capital investments. If the Plan is used as intended, the decisions made will be consistent with community expectations and aspirations.

As Augusta grows, the City limits are anticipated to expand and incorporate properties located in the Planning Area. The City will likely annex land to advance municipal interests or when petitioned by a landowner. In either case, the Plan will be used to provide for the orderly and rational process of annexation.

The City Council and Planning Commission must take action on zoning and subdivision applications. The Plan establishes official policies regarding how the community will grow. When reviewing such development applications, the Plan will be referenced for guidance. Approvals will be generally consistent with the Plan's goals and policies.



2 - Augusta's Future



Augusta Vision:

Augusta is a safe, welcoming community unbounded by City limits. Civic pride reflects in our excellent schools, scenic parks and historic downtown. Traditions pass from one generation to the next with shared memories of ball games and holiday parades. Children are nurtured in a connected community that shapes our future through action and strategic investment. Our quality of life creates opportunities for homegrown success while attracting businesses with goods, services and jobs that fuel prosperity.

Vision Statement

The community vision statement defines the **ideal, desired state** of Augusta in 2040. It expresses what is good about the community that should be preserved, what should be enhanced, and what should be changed.

The vision was developed using input from Survey #1, Public Forum #1, and the steering committee. The vision focuses on what makes Augusta great and what Augusta needs for the future.

What makes Augusta great

- Small town charm with good access to big City amenities
- Family-friendly with great schools, parks, and recreation
- A safe and secure community
- Friendly & welcoming citizens
- Shared aspirations

- Good transportation access
- Creates positive memories
- Values education
- Values history and tradition

What Augusta needs for the future

- More quality jobs
- Promote healthy, active lifestyles
- Maintain quality schools and education
- More shopping, retail & commercial services, and attractions
- Enhance and promote existing community attractions
- Support local businesses
- Citizens that are civic-minded, engaged, and connected to the community
- Attractive City with community pride
- Appropriate cost of living
- Increased variety of housing options
- More sidewalks
- Better quality streets

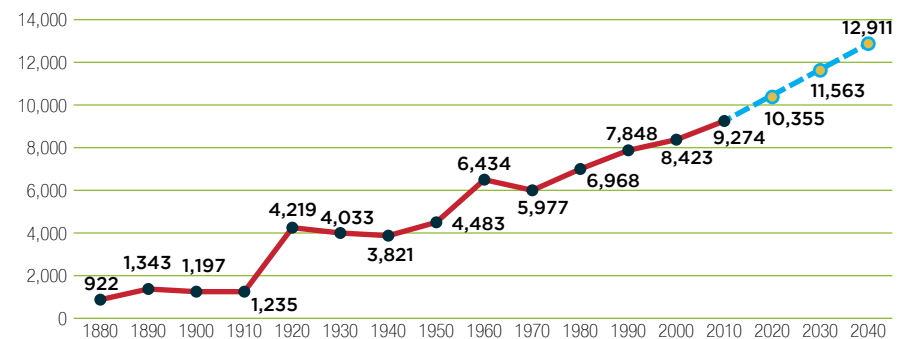
Goals & Policies

The vision is supported by goals. The Plan goals are high-level statements that provide a **framework for action**. These topic-specific statements provide guidance for the six major elements of the community. The goals are identified in each of the plan elements sections.

The goals are supported by policies. Plan policies define strategies for achieving the goals. They provide the City with **decision-making guidance** for budgets, development, and infrastructure. Policies are identified in each of the plan elements sections.

Future Population

In 2010, Augusta had a population of 9,274. Augusta had a fairly steady growth rate of 1.1% per year from 1970 to 2010. This 40-year trend provided the basis for projecting future population. By 2040, Augusta is forecasted to add **3,637 additional residents**; totaling 12,911. The Plan goals and policies are based upon this anticipated growth.

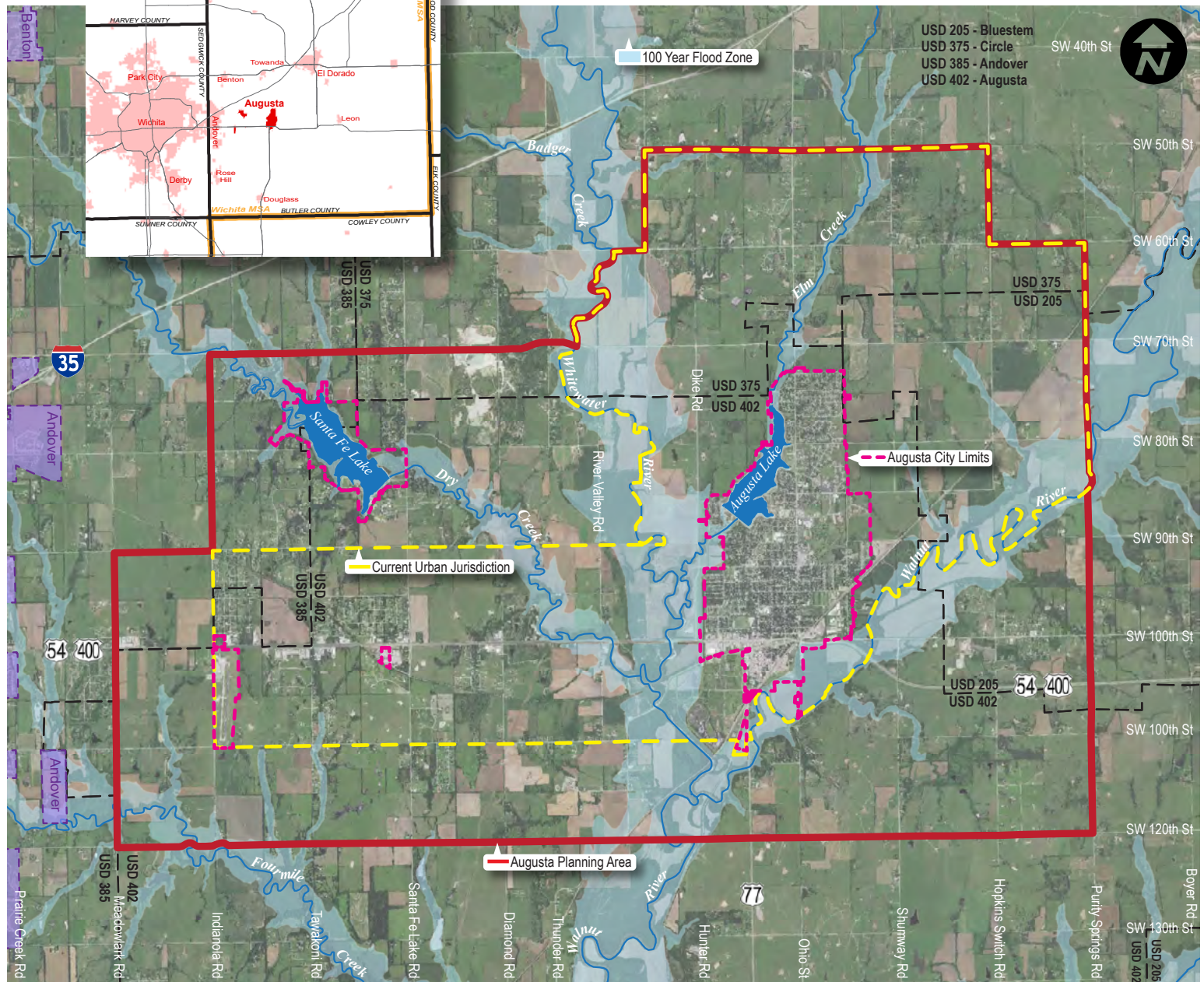


Planning Area

The people, businesses, and resources located in the area surrounding Augusta are integral to the City and its future. State statute allows cities to develop a comprehensive plan that includes the area that forms the **total community of Augusta**. This area, called the Augusta Planning Area, includes all land within the City as well as land outside of the City limits.

Augusta's traffic, water quality, business demands, and many other aspects of the community will be affected by development within the Planning Area. Accounting for development within the Planning Area sets realistic expectations for future demands on Augusta services and infrastructure. The Planning Area is not an annexation plan.

Having a Planning Area allows Augusta to promote orderly growth that represents the desires of the community including suitable development types, densities, intensities, and locations. This also allows for the preservation of desired character and resources.



3 - Growth & Development



Growth & Development Goal:

Facilitate balanced growth by leveraging existing assets while encouraging cost-effective expansion in priority growth areas.

Goal Meaning

Augusta’s focus on creating and maintaining a great community allows it to preserve the best of its past while creating an attractive, convenient, safe, and healthy environment for generations to come.

Vibrancy and **sustainability** go hand in hand with the creation and maintenance of a great community. Elements, such as compact and walkable neighborhoods and a strong sense of place, create vibrancy and also support a sustainable and resilient community.

Balanced growth can refer to a host of concepts including balancing development inside the existing City limits as well as expanding the City limits. It can also refer to a balanced combination of greenfield development, infill development, redevelopment, and adaptive reuse within the City limits and Planning Area that meets the needs of Augusta’s residents, businesses, and people who work in the City.

Greenfield development is the traditional development model of developing a property that has not been

built on before. Infill development is development or redevelopment of sites within the current City limits that are undeveloped or underutilized. Properties available for infill development and redevelopment likely have City infrastructure and services. This allows Augusta to leverage its existing assets, both infrastructure and services, to minimize the cost of growth and provide appropriate density.

Adaptive reuse is the process of adapting buildings for purposes other than what they were originally designed or built for. It can be a useful way to expand the life of a structure while conserving resources and historic value.

Expansion includes development beyond the existing City limits and annexing land. This additional area needs to be served by City utilities, services, and/or facilities such as police, sewer, and parks.

Expanding the City limits is a common means of growing a community. However, expansion must be carefully considered prior to investing. Augusta will balance the cost with the short- and long-term financial impacts.

Context

If the current percent of total land area for each land use is maintained at the same density, Augusta would need to expand to include an additional **1,015 acres** of land to accommodate anticipated growth. This is a 40% increase in the size of Augusta. (Assumes all of the undeveloped land in Augusta is developed and distributed proportional to each land use)

The area outside of Augusta within the Planning Area is primarily agricultural / undeveloped land. This provides opportunities for expansion of the City limits. However, there are **limited areas for expansion** due to the prevalence of flood zones. Augusta is currently squeezed between two flood zones. It will be costly to provide sanitary sewer service to areas on the opposite side of the flood zone.

There has been interest in **expansion west** of the Whitewater River. The community generally supports this expansion only if it provides measurable community benefits.

To **best leverage existing assets**, Augusta will need to develop or redevelop existing properties that are currently served by City infrastructure and services. Augusta will also likely expand. The short- and long-term impacts of expansion will need to be carefully considered.

Land Use	Augusta	
	Acres	% of Area
Residential	923	34.6%
Single-Family Detached	825	30.9%
Single-Family Attached	76	2.8%
Multi-Family	22	0.8%
Commercial	125	4.7%
Industrial	52	2.0%
Utilities/Infrastructure	709	26.6%
Public/Institutional	259	9.7%
Parks	459	17.2%
Open Space	55	2.0%
Agricultural / Undeveloped	86	3.2%
TOTAL	2,666	100%

Does not include 431 acres of lake area

Future Land Use Map

Policies

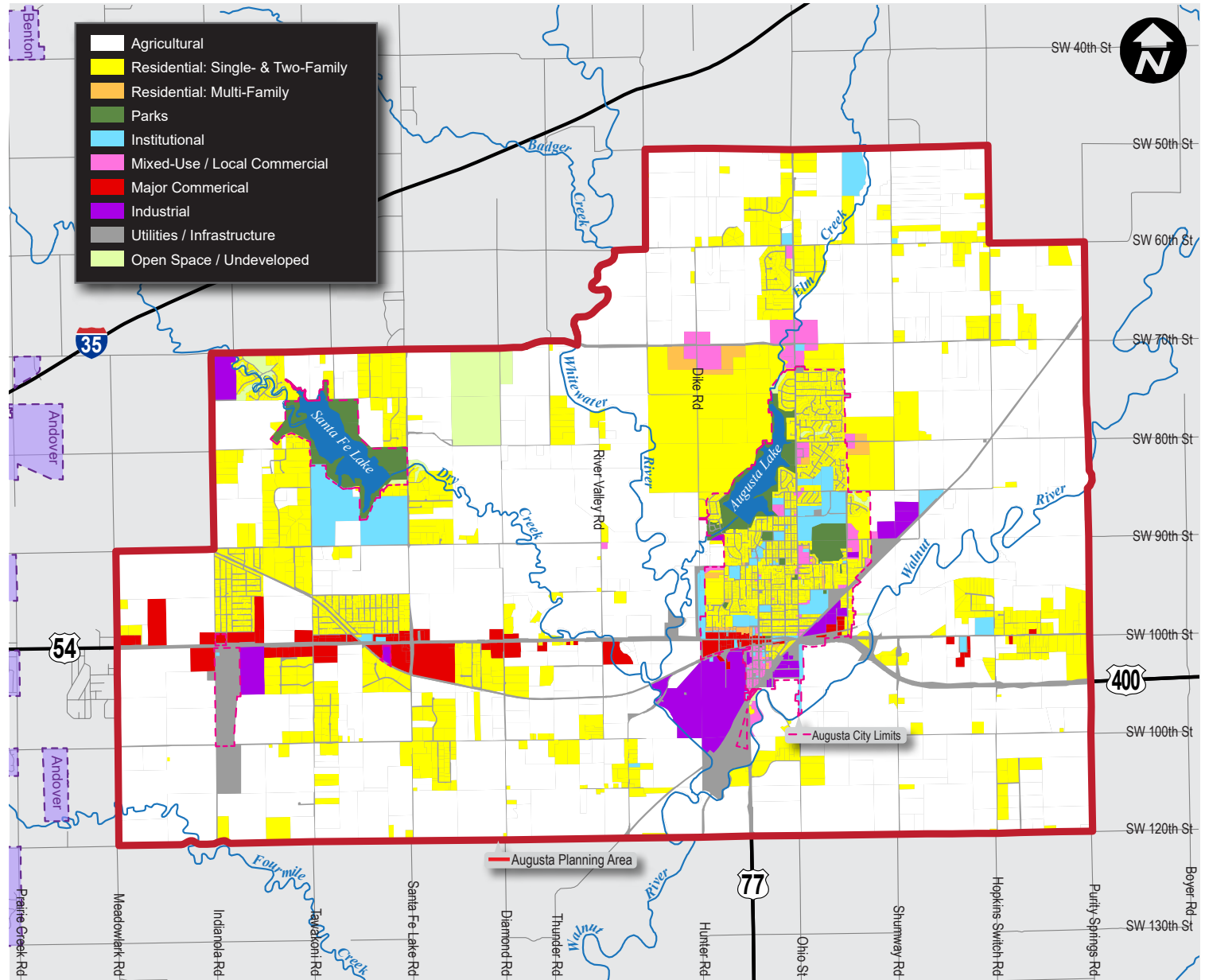
P1. The future land use map serves as a guide for growth and development

The future land use map represents the desired growth plan for Augusta and expresses the Plan goals and policies.

The map identifies the general location for anticipated growth, development, and redevelopment. It is intended to guide future land use decisions, in conjunction with other Plan policies. Developments should be generally consistent with the map. Those that are inconsistent should be provided reasonable considerations if they demonstrate conformance with other Plan policies.

P2. Land use location and design guidelines provide a framework for orderly and efficient development

The land use location and design guidelines layout a framework for determining the proper and desired land use pattern that maintains and enhances Augusta’s character. The intent is to efficiently utilize existing and planned investments in infrastructure and services while maximizing land use compatibilities.



The guidelines are intended to be flexible. Ensuring that any development proposal fits within the context and intent of the Plan will require sound judgment based upon a case-by-case assessment of circumstances.

General Location Guidelines

The following are guidelines for the location and conditions of all developments:

- Development should meet the needs of Augusta’s residents, businesses, and people who work in the City.
- Development outside of the City limits should be rural in nature unless annexation is anticipated. Examples of rural uses include agricultural uses, natural resource-related uses, or uses that require a large degree of buffering from other uses.
- Infill development and redevelopment of older/ established areas are prioritized to maximize public investments.
- Higher density developments are encouraged at appropriate locations to limit the need to expand City infrastructure and services.
- Developments are outside of flood zones, wetlands, or where other natural features negatively impact development or where development

has unduly negative impacts to the environment.

- Supporting City infrastructure and services currently serve the development, are planned to serve the area, or can efficiently be provided.
- Greenfield development should be directly adjacent to existing developed areas.
- High intensity development should be located away from low intensity development.
- Uses should be near similar or complementary uses.
- Undesirable negative impacts to existing residents and businesses are minimized including financial, traffic, noise, emissions, odor, and visual impacts.
- Screening and buffers should be used to separate different land uses that are adjacent to one another.

Industrial

Industrial uses are comprised of manufacturing, distribution, warehousing, construction, and similar type uses.

The Plan envisions industrial development in close proximity to existing industrial areas, along the US-54 corridor near the Augusta Municipal Airport, and along the AT&SF railroad corridor.

It also envisions industrial in the area east of Downtown on the southeast side of the AT&SF railroad. This area provides an opportunity to accommodate smaller-scale industrial development demand, especially in the near-term.

Industrial lands should be reserved and protected from encroaching conflicting uses. The following are guidelines for the location and conditions of industrial developments:

- Good access to highways.
- Limited industrial traffic on collector streets and none on residential streets.
- Generally away from lower-intensity uses such as local commercial and residential uses.
- No major negative impacts to lower intensity development.
- Minor negative impacts to lower intensity uses can be mitigated.

Major Commercial

Major commercial uses are comprised of one or a cluster of major businesses selling goods and/or services that have a regional or larger market area. They include business such as big box stores, automobile sales, and hotels.

The Plan envisions major commercial development along the US-54 corridor. This includes the area within Augusta from the railroad bridge to Dike Road and west of the Whitewater River, especially at major intersections.

The following are guidelines for the location and conditions of major commercial developments:

- Along highway corridors and, particularly, at major intersections.
- Limited or no commercial traffic on residential streets.
- Generally away or buffered from residential uses.
- Site design should buffer negative impacts on adjacent low to moderate density residential uses west along the US-54 corridor.
- No major negative impacts to lower intensity development.
- Minor negative impacts to lower intensity uses can be mitigated.

Local Commercial

Local commercial uses are comprised of small businesses selling goods and/or services that have a local market area. They include businesses such as convenience stores, small retail stores, and small offices.

The Plan envisions local commercial developments in Downtown and along higher volume streets and intersections. Small scale neighborhood commercial uses can be intermixed with higher density residential uses to create mixed use areas.

The following are guidelines for the location and conditions of local commercial developments:

- Along or at intersections of arterial and/or collector streets.
- In the Downtown area.
- In or bordering older / established neighborhoods if appropriate site design limits negative impacts on surrounding residential properties and the development is context-sensitive.
- Serve as a buffer between higher intensity uses and lower intensity uses.
- No major negative impacts to lower density residential development.
- Minor negative impacts to lower density residential uses can be mitigated.

Mixed Use

Mixed uses are comprised of at least two complementary use types that allow residents to live, work, play, learn, and conduct much of their daily business within the City and increase the self-sufficiency of the community. Uses include residential, office, retail, commercial, recreational, and others. Mixed use developments should promote a diverse mix of activity-generating uses in areas where they may be readily accessed by those who live or work in these areas, residents of adjoining neighborhoods, and visitors to the City. Although the suitability of individual uses will vary by location, seek to provide a balanced mix of:

- Retail, office, multifamily residential, and entertainment.
- Educational facilities such as schools and library services.
- Public and non-profit health and human services facilities and other service-oriented uses.
- Community gathering spaces and recreational amenities—plazas, parks, community gardens, recreation centers, meeting space, and others as appropriate.

Integration of complementary uses within the same building (i.e. residential or office above retail) or on the same site (i.e., residential adjacent to employment and/or retail uses) are encouraged as a way of revitalizing centers, corridors, and employment areas and improving access to services.

Higher Density Residential

Higher density residential uses are comprised of multi-family homes, apartments, townhouses, duplexes, patio homes, condominiums, nursing homes, manufactured home parks, and similar residential uses. Also included are clusters of housing units with small or no side yards on small lots.

The Plan envisions higher density residential developments along higher volume streets and intersections. These can also be intermixed into residential neighborhoods with proper site design.

The following are guidelines for the location and conditions of higher density residential developments:

- Along or at intersections of arterial and/or collector streets.
- In or bordering older / established neighborhoods if appropriate site design limits negative impacts on surrounding residential properties and the development is context-sensitive.
- Serve as a buffer between higher intensity uses and lower density residential uses.
- Away from industrial uses.
- Buffered and/or away from major commercial uses.
- Manufactured home parks should be located on large tracts and buffered from lower density residential uses.



Lower Density Residential

Lower density residential uses are comprised of single- to two-family homes on larger lots.

The Plan envisions lower density developments north of Augusta, northwest of Augusta Lake, east of Augusta, and other peripheral areas.

The following are guidelines for the location and conditions of lower density residential developments:

- In neighborhoods with low traffic volumes and speeds.
- Buffered from industrial and major commercial uses with barriers such as large open spaces, topographic features, wooded areas, or major streets.
- Create a cohesive neighborhood.

Public & Institutional

Public and institutional uses are comprised of developments such as places of worship, schools, City buildings, libraries, and cemeteries.

The Plan envisions public and institutional developments locating by uses that have similar characteristics such as lot size, building size, traffic generation, noise, and light. Appropriate buffers, screening, and other applicable strategies should be utilized to mitigate negative impacts to adjacent uses.

Utilities & Infrastructure

Utilities and infrastructure uses are comprised of street right-of-way, Augusta Municipal Airport, and public utility infrastructure like water towers and wastewater treatment plants.

The location of utilities and infrastructure are dependent upon other land use decisions. Engineering studies and judgment will be used to determine the location best suited for these vital elements of the community.

Parks & Open Space

Parks and open space are comprised of parks of all sizes and types as well as designated open spaces such as drainage areas, ponds, and undevelopable areas.

The location and characteristics of parks are described in the Parks and Recreation section of the Plan and the Parks Master Plan.

Agricultural

Agricultural uses are comprised of uses tied to agricultural production and associated uses such as residences and accessory agricultural buildings.

The Plan envisions much of the existing agricultural land to remain, as it provides vital resources and jobs. It also enhances the small town feel of Augusta.



General Design Guidelines

The following are general guidelines for site development:

- Site design should be consistent with the character of the area.
- Site design should provide safe and convenient pedestrian circulation and access from public right-of-way, and access to building entrances.
- Multi-tenant commercial developments should have shared street access points, internal traffic circulation, combined signage, and consistent site design features.
- Driveways should be limited on high traffic streets to promote safety and the flow of traffic.
- Non-residential driveways should not directly access residential streets.
- Non-residential site design should limit or mitigate negative impacts to residential uses including light, noise, odor, and traffic.
- Residential developments should support a variety of housing types and sizes.
- Residential developments and neighborhoods should be designed to promote pedestrian access and circulation within and to adjacent areas and neighborhoods.
- Lower density residential lots should not directly access arterial streets.
- Transitional buffers should be created between residential neighborhoods and commercial areas, such as alleys, fences, or natural areas, and allow for bicycle and pedestrian connectivity within these buffer areas.

Gateways are areas that establish an entryway to the community and, consequently, require higher aesthetic standards. The following are general guidelines for gateway areas.

- Sensitive place development in relation to other uses and exhibit high-quality design, signage, and landscaping.
- Encourage the preservation of open space through the clustering of development.
- Support development that makes gateways more attractive using design strategies such as landscaping, public art, or siting buildings to create entry features.
- Be open to a variety of methods for creating quality gateways including partnering with property owners, easements, or purchases while avoiding eminent domain.

P3. Evaluation criteria serves to aid in the determination of expansion of the City limits

As Augusta grows, there will be internal and external pressure to annex land and expand the City limits. In particular, development west of the Whitewater River offers community benefits. Much of the development potential is based on the quality vehicular access provided by US-54. However, development here comes at a cost with extending City infrastructure and services, especially sanitary sewer service.

Evaluation criteria to determine the appropriateness of annexing land and extending City infrastructure and services are vital to ensure development is cost-effective.

Undeveloped Lands and Existing Enclaves

The City will consider the benefits and costs of annexation of undeveloped lands and existing enclaves of development in the Planning Area on a case-by-case basis. Proposed annexations shall be considered where the following criteria can be met or demonstrated:

1. Location relative to the City limits. The annexation should be a logical extension of the City limits. The pattern of the proposed growth should extend outward from the existing City limits in a logical, appropriately phased manner.
2. Mix and balance of proposed land uses and consistency with the Comprehensive Plan. The annexation and proposed development should be consistent with the policies set forth in the City's Comprehensive Plan and other policies as adopted
3. Projected post-development job creation (commercial and residential developments) or population growth (residential developments).
4. Ratio of private investment versus investment from the community-at-large through incentives and other public funding sources.
5. Projected post-development sales tax, property tax, and utility

revenues.

6. Total property development investment.
7. Ability of the City to provide facilities and services.
8. Development impacts to the cost and quality of City services, facilities, and utilities that would be absorbed by the community-at-large.
9. Projected utility and transportation demand versus existing availability and capacity.
10. Negative impacts (noise, traffic, odors, etc.) to nearby residents and businesses.
11. Consistency with community character, vision, and long-term planning objectives.
12. Unique open space or recreation amenities.



The fiscal impacts of extending and providing City services for the life of the development will be weighed against the anticipated tax and other revenues generated from the proposed development. Necessary infrastructure improvements shall not be planned, constructed, or funded in such a manner as to impose an unreasonable level of public or private debt.

Non-development annexations

Non-development annexations will be considered under certain conditions. Such Annexations may be pursued by the City for purposes other than urban development, such as securing land use control over areas identified as open space by the Comprehensive Plan or providing for future urbanization of an area in a manner that is compatible with the City's Comprehensive Plan. Development will only be allowed in areas where it can be adequately supported by critical public facilities and services such as water, wastewater, storm drainage, transportation, and fire and emergency services.

4 - Economic Development



Economic Development Goal:

Grow Augusta's economy with a commercial focus that expands local availability of goods, services, & jobs.

Goal Meaning

The goal for growing Augusta's economy is to develop in a strategic and sustainable manner that considers the community's desire to focus on commercial growth while attracting well-paying jobs. Enhancing the quality of life in the City and supporting education and training opportunities attracts and develops a qualified workforce.

Context

Augusta is located in the Wichita Metropolitan Area and along US-54, a major transportation artery. Augusta also has an educated population where residents have quality access to several colleges and other secondary education programs including Wichita State University Tech and Butler County Community College. Augusta can build upon these **strengths** to support future economic growth.

The largest industry that employs Augusta workers is education services, and health care and social assistance. This industry is also growing rapidly along with retail trade. Job opportunities in manufacturing has decreased but still plays a large part in the **local economy**.

Attracting a qualified workforce requires the City to strategically invest in various aspects of living in Augusta. Such investments include the development of attractive, interconnected, and walkable mixed-use neighborhoods; providing a variety of housing options; and providing community amenities such as recreational and cultural opportunities. Goals and policies that support these features are found in various elements throughout this Comprehensive Plan. It also includes supporting the expansion and diversification of retail opportunities, categories, and levels within the City so that residents can meet more of their needs locally.

The community desires more **job opportunities**, especially high-paying jobs. So, in addition to the physical development and redevelopment of key commercial and industrial areas in and around the City. Augusta should develop an economic development plan that includes enhancing and expanding the economic base and implementing sustainable and resilient business practices.

The **US-54 corridor** is viewed as the top priority location for business development. This includes

redevelopment of properties along US-54 within Augusta. Downtown Augusta is the second priority area for business development.

There are likely opportunities for economic **development west of the Whitewater River** along the US-54 corridor. Augustans are open to growing west, as long as there are clear and measurable benefits to the community. The community wants to grow responsibly so that taxpayer investments are protected.

Future commercial growth will partially depend upon **population growth**. Commercial developments often follow population growth. Therefore, residential and commercial growth go hand in hand.

There is also support for **industrial development** to grow the local economy and add quality jobs. However, there is a lack of quality locations for industrial development.

Augusta will need the right balance of commercial, residential, and industrial growth as well as the right balance between infill and expansion development.

Policies

P4. Support, promote, and encourage the growth of existing businesses and development of new businesses.

Coordinate with local and regional economic development agencies to actively encourage businesses to locate in Augusta, expand existing businesses, diversify the economic base, and market Augusta as a business hub.

Coordinate with transportation providers and support state, regional, and local transportation programs and projects that improve and enhance freight and rail transportation in Augusta and the region.

Develop and update a buildable land inventory to ensure adequate short- and long-term supplies. Also include developed properties that could be utilized by new or relocating businesses. Promote the inventory and ensure it is readily available to existing and prospective businesses.

Investigate the potential for a business incubator or similar center that fosters entrepreneurship, start-ups, and innovative businesses and offers connections to regional businesses, partners, and financing.

Partner with local and regional economic development organizations to develop community-supported financial and regulatory incentives to encourage business expansion and the development of new businesses in Augusta. Explore options for tax abatements, utility rebates, and business-friendly City policies and processes.

Support opportunities for home-based businesses in locations that are compatible with existing and planned uses.

Identify opportunities for the development of businesses near the Augusta Municipal Airport. Promote the airport to targeted industries that would have synergy with Augusta's airport infrastructure and operations.

Support market-driven enhancements to the Augusta Municipal Airport that provide recreational and business opportunities.

Consider building flexibility in to zoning and development regulations to incentivize development in specific areas such as the US-54 Highway corridor within the City limits and the Downtown area.

Explore ways to reduce the exposure of the community to unexpected economic downturns whether due to disaster or crisis.

Explore ways to diversify Augusta's economic base including, but not limited to, expanding opportunities in target industries and investigating the potential for agri-, eco- and recreational tourism.

Work with local, regional, State, and Federal partners to develop and implement an Economic Development Plan for the City of Augusta. The City should periodically update the Economic Development Plan to support the implementation of the Comprehensive Plan and provide specific guidance on the economic development activities. The Economic Development Plan should include the goals and policies found in this Plan.

P5. Follow the future land use plan policies for orderly commercial, industrial, and residential growth to support economic development.

Use the Future Land Use Map to determine appropriate areas for businesses to locate. Maximize previous investments by utilizing existing infrastructure and encouraging businesses to locate where they can be efficiently served by existing infrastructure and services or where it is cost-effective to extend infrastructure and services. Support redevelopment and adaptive reuse of existing vacant and underutilized industrial, commercial, and institutional properties for those purposes.

Develop long-term plans for City services and utilities that identify needed public infrastructure and services. Program and fund the needed public infrastructure and services to support business growth.

Regularly review and update land use regulations and other policies to ensure the City can be responsive to changes in economic development demands.

Enhance residential growth opportunities to support business growth by providing a high quality of life and enhancing active and leisure opportunities that young, educated workers demand. Provide attractive neighborhoods with access to amenities.

Support mixed use neighborhoods, as described in the Growth & Development section, to encourage local shopping and easy access.

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Augusta supports economic development through commercial, industrial, and residential growth.



P6. Develop the US-54 highway and adjacent properties as a premier business corridor with attractive properties and quality transportation access.

Enhance motor vehicle traffic flow, safety, pedestrian and bicycle access, right-of-way aesthetics, and private property aesthetics along the US-54 corridor through Augusta. Since this corridor is the premier route through Augusta, the City should consider the development of a corridor enhancement plan that addresses these issues and potentially others.

Develop and actively enforce enhanced property maintenance standards for properties along the US-54 corridor. Consideration should be given to the development of corridor-specific design standards and guidelines for properties and structures along the corridor.

Encourage the active use of vacant buildings and properties along the US-54 corridor through Augusta. Since there are vacant properties, activating these will enhance the corridor. Some options include developing a contact database for properties, developing a vacant building registry, targeting public resources to reduce negative impacts of vacant properties, public acquisition of properties, and demolishing unsafe buildings.

Develop and maintain visually pleasing City gateway monuments

and wayfinding signage along US-54 that promote and direct travelers to destinations.

Provide quality visual aesthetics and a positive appearance of Augusta for travelers along the US-54 corridor outside of the City limits.

Coordinate with the Kansas Department of Transportation and support projects and programs that enhance the US-54 corridor.

P7. Encourage business activity in Augusta's unique downtown.

Consider the creation of a Downtown redevelopment plan that includes, but is not limited to, updated design guidelines and an identity for the downtown based on cultural heritage, the outdoors, historic building materials, and other defining characteristics of the City..

Stimulate downtown with active store fronts, community and regional attractions, programming, and events that draw in residents and visitors.

Coordinate with Downtown Augusta, the Augusta Chamber of Commerce, and related organizations to brand and market Downtown Augusta as a unique, regional commercial destination.

Develop and maintain visually pleasing gateway monuments and wayfinding signage that promote and direct travelers to Downtown Augusta destinations.

P8. Continue to provide quality educational opportunities and retain and attract educated citizens.

Support diverse and quality local primary, secondary, and post-secondary educational opportunities for children and adults.

Work with USD 402 to ensure business employment needs and trends are aligned with educational curricula and address any skills gaps.

Work with Butler Community College and other local partners to align educational offerings with the City's target industries, to support workforce training programs and opportunities, and to ensure the workforce needs of local businesses can be met by residents.

P9. Support amenities that enhance the quality of life in Augusta.

Increase tourism to and in the City and expand the range of activities available to visitors.

Support and enhance the arts, cultural, historic, and parks and recreation amenities of the City so they continue to contribute to the economic vitality of the community.

Support and facilitate the development of technologically advanced communications infrastructure (e.g., broadband) and other improvements that serve the community, help businesses thrive and grow. Foster the growth of emerging telecommunications industries and support emergency systems.



5 - Housing & Residential Development



Housing & Neighborhoods Goal:

Provide a range of housing options that meets the diverse needs & demands of current & future residents.

Goal Meaning

As the community grows, additional housing units will be required to house the new residents. Augusta will need to be able to react appropriately to changing housing demands of existing and new residents.

A range of **housing options** entails different sizes, prices, types, and tenure (ownership and rental). This could include increasing options beyond the traditional single-family; providing options for townhomes, patio homes, duplexes, and apartments.

Housing needs and demands are changing and will continue to change. Augusta desires to allow **flexibility** in the provision of housing to allow the community to react to housing market demands.

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From 2000 to 2010, the number of single-family attached and multi-family housing units doubled.

Context

Augusta's current average household size is 2.5 residents. Assuming that stays constant, Augusta needs an additional **1,455 housing units** by 2040 to house the projected 3,637 new residents.

There are many options for providing additional neighborhoods and housing. Where will additional housing be located? What types of housing will be available? What will be the density of housing units?

Augusta has had a greater increase in renter-occupied housing over the past decade than owner-occupied homes. Whether rentals or owner-occupied,

Augusta supports affordable housing options. Mortgages and rents are increasing as is the percent of income spent on the housing.

In the older **established neighborhoods**, Augusta supports higher density housing options and mixed use neighborhoods that have local commercial businesses within walking distance from homes. Augusta also supports options for redeveloping distressed homes south of Kelly Avenue

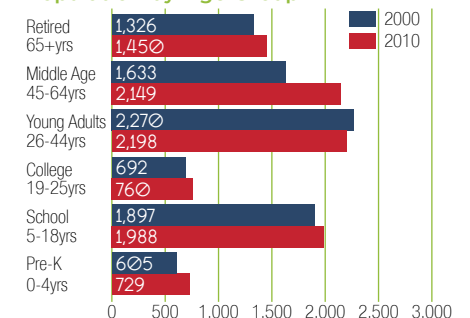
Augusta desires that **newer residential subdivisions** generally maintain their character and retain their uniformity of residential uses. There is some support for including single-family attached housing in these neighborhoods.

Augusta desires to retain and attract **young adults** to aid in economic development. The housing policies should reflect this desire with affordable starter homes and rental options.

Augusta has experienced a large shift in the age composition of its residents. A large segment of the population will be at or nearing **retirement** by 2040. This will impact the long-term housing demand.

	2000	2010	2011-2015
Total Housing Units	3,585	3,951	3,967
Vacant	8.6%	7.1%	7.7%
Occupied (Households)	91.4%	92.9%	92.3%
<i>Owner Occupied</i>	70.9%	66.1%	58.8%
<i>Renter Occupied</i>	29.1%	33.9%	41.2%
Avg Household Size (Total)	2.53	2.50	2.50
Owner Occupied	2.68	2.65	2.61
Renter Occupied	2.16	2.21	2.34

Population by Age Group



Policies

P10. Follow the future land use plan policies for orderly residential growth.

Encourage different densities and types of residential development in appropriate locations based upon the future land use plan. Maximize previous investments by utilizing existing infrastructure and encouraging infill residential development where homes can be efficiently served by existing infrastructure and services or where it is cost-effective to extend infrastructure and services. Support redevelopment of existing vacant and underutilized lands for residential purposes.

Focus on creating a cohesive and connected community by promoting residential growth within the Augusta School District.

Develop long-term plans for City services and utilities that identify needed public facilities and services. Program and fund the needed public infrastructure and services to support residential growth.

Regularly review and update land use regulations and other policies to ensure the City can be responsive to changes in housing market demands. Monitor regional and local housing trends and engage with the real estate and development community to identify needed changes.

Minimize negative impacts of adjacent uses to residential developments by following the guidance provided in the Growth and Development section.

P11. Provide opportunities for a variety of housing types and sizes at a range of pricing levels to meet the diverse needs of existing and future residents.

Support housing policies that enable the market to react to changing housing demands including size, type, density, and price of housing.

Encourage residential developers to incorporate a variety of housing options in new subdivisions.

Encourage diversity in tenure by allowing the market to provide a variety of ownership and rental housing opportunities.

Support housing opportunities that diversify the workforce and meet the housing needs of workers for businesses within Augusta and the region.

Develop and promote opportunities for the aging population and persons with disabilities including no maintenance housing options and smaller lot and house sizes in appropriate locations. Encourage the use of universal design and visitability principles in the construction of new housing and the rehabilitation of existing homes.

Consider allowing accessory dwelling units in appropriate residential districts and locations to accommodate additional housing. This can reduce the costs of accommodating population growth.

Increase regulatory flexibility to allow for neighborhood commercial land uses and higher density and mixed-use housing in appropriate locations, i.e., near commercial centers, transit stops and arterial roadways.

Consider adding housing to underperforming, redeveloping, and new commercial and employment areas.

Encourage new housing to cost-efficiently locate in areas that are served by existing or planned public infrastructure.

Consider the use of financial or regulatory incentives to encourage the development of increased housing choices including low and moderate income housing, multifamily housing and mixed-use developments, other higher density housing, and redevelopment of existing properties that are served by City services and utilities. This could include reduced fees, reduced parking requirements, as density bonuses or allowances for these types of housing.

Support the Augusta Housing Authority in its mission to promote adequate and affordable housing. Coordinate with state, regional, local, and non-profit agencies for the provision of subsidized housing and housing for special needs individuals.



P12. Promote quality housing in safe neighborhoods with access to community resources and amenities.

Support the maintenance of residential structures and properties. Promote the Neighborhood Revitalization Program to improve housing conditions in the established neighborhoods with a focus on the area south of Kelly Avenue.

Enhance residential growth opportunities and support business growth by providing a high quality of life and enhancing active and leisure opportunities that young, educated workers demand.

Support attractive and cohesive neighborhood designs that minimize negative impacts to residential properties and provide desirable neighborhoods.

Develop neighborhoods with safe and easy access to Augusta’s park system.

This includes providing and maintaining pedestrian and bicycle connections between neighborhoods and parks.

Support mixed use neighborhoods, as described in the Growth & Development section, to encourage local shopping and easy access.

Regulate home-based businesses to minimize negative impacts on residential properties.

Establish standards and regulations to protect the health, safety, and welfare of Augusta residents and prevent neighborhood blight. Require property and housing inspection, actively enforce City codes, and follow through on code violations.

Encourage the development of affordable housing near commercial areas, employment centers, and social services.



6 - Transportation



Transportation & Mobility Goal:

Provide a well-maintained transportation system with sufficient access & safe facilities for all users.

Goal Meaning

Augusta desires to provide a quality transportation network that supports business and individual travel needs and considers the opportunities and limits presented by available resources. Safety and maintenance are priorities.

Efficient vehicular travel is needed to support business activities and to allow residents to access jobs outside of Augusta. Safe, accessible, connected, and inviting environments are also needed for residents who walk, bicycle, and use public transportation.

Context

The community's highest transportation priorities are to invest in **maintenance** and provide more sidewalks, pathways, and routes for bicyclists and pedestrians.

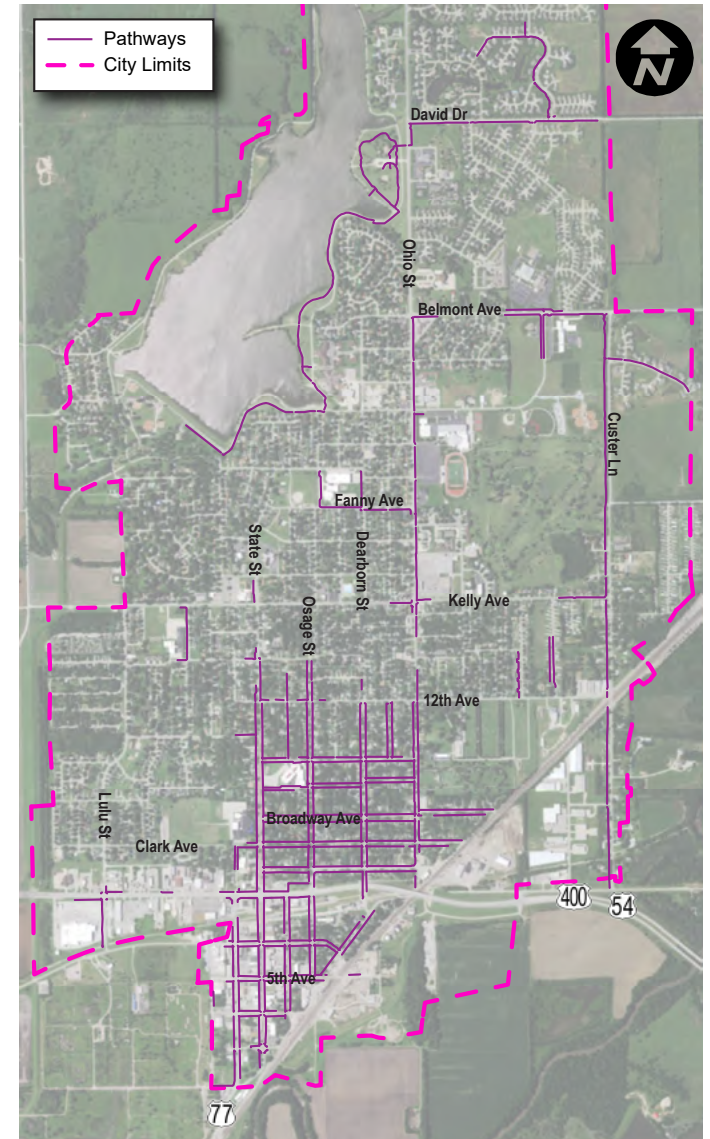
The majority of **pedestrian** facilities are located in the older, established areas of Augusta. A community-wide network will provide more opportunities for walking and biking and connect the community.

The community would like to have additional pedestrian and bicycle facilities in certain locations. A few routes that were identified include the US-54 corridor, Lulu Street from US-54 to Kelly Avenue, Washington Lane from Kelly Avenue to Garvin Park, the Ohio Street corridor, and Kelly Street from Lulu Street to Ohio Street.

The preferred means of **funding new bicycle and pedestrian facilities** is to require that they be constructed as property is developed and have them dedicated to the City, similar to how streets are funded.

Street conditions do not meet citizen expectations. The preferred means of funding maintenance is to reallocate existing funds from lower priority items.

The **US-54 corridor** is the main artery through Augusta; providing major access for Augusta. Safety and efficient traffic flow through the corridor is a priority. Although it provides a major community benefit, US-54 divides the community, hindering pedestrian and bicycle access across the highway, and needs revitalization. Improvements that provide safe and comfortable experiences for all users, including pedestrians and cyclists, can increase use of these modes and enhance the vehicular experience as well. As the community grows to the north, access to US-54 and west to the Wichita Metro area is likely to become a priority.



Policies

P13. Develop a transportation system that supports safe and efficient travel and access to properties.

Provide safe and efficient commuter and freight transportation through Augusta and support transportation access to the region.

Protect major transportation corridors to maintain efficient traffic flow through effective access management. Reduce the number of driveways on major transportation corridors and encourage shared access.

Incorporate complete streets infrastructure and design features into the existing transportation system. Design new infrastructure based on complete street principles.

Strengthen relationships with community partners and stakeholders to increase opportunities and education around walking and biking to school for all students.

Improve traffic calming and provide pedestrian orientated streetscapes on local streets to reduce traffic speeds while increasing pedestrians' and cyclists' comfort and safety.

Develop appropriate guidelines and regulations for autonomous and connected vehicles as the technology advances.

P14. Ensure transportation decisions are aligned with the goals of the Comprehensive Plan and good planning practice.

Support transportation investments that promote and enhance economic growth and business activities. Coordinate with transportation providers and support state, regional, and local transportation programs and projects that improve and enhance freight and rail transportation in Augusta and the region.

Coordinate with private developers for the provision of transportation infrastructure. Require developments to meet adopted transportation standards. Consider the short and long-term impacts of land development on the transportation infrastructure.

Preserve right-of-way needed for future transportation investments in a cost-effective manner. Require new development and redevelopment to dedicate their fair share of right-of-way for any transportation facility shown on an adopted transportation plan on which the development abuts, consistent with the right-of-way widths specified in the subdivision regulations.

Reduce impacts to arterial streets by providing internal circulation and connections between commercial developments. Residential development should provide connections to improve emergency access.

Coordinate with the Kansas Department of Transportation (KDOT) and support projects and programs that enhance the US-54 corridor and the US-77 corridor.

Coordinate with surrounding jurisdictions, local transit operators, regional MPOs, and KDOT to ensure the City's plans and standards are compatible with the ongoing transportation planning efforts of these groups.

Protect airport operations in accordance with the airport master plan and promote compatible land uses surrounding the airport.

Explore, prioritize and implement cost-effective measures to mitigate noise and other impacts of railroads, including establishing quiet zones, grade-separated roadway crossings, greater setbacks or potential roadway or railroad realignments.

Seek partners in both the public and private sectors to lessen the financial burden of transportation projects on the City.

P15. Provide travel options beyond personal motor vehicles for those that cannot or chose not to drive..

Encourage active living choices. Create a transportation system that enables active and healthy lifestyles by providing safe and attractive opportunities to walk and bike as part of everyday living.

Develop a pedestrian and bicycle network that connects the entire community and provides safe and accessible street and railroad crossings. Pedestrian infrastructure should meet the requirements of the Americans with Disabilities Act. The City should consider the development of a pedestrian and bicycle master plan.



Develop and enhance pedestrian crossings of US-54 with signalized crosswalks where there are existing traffic signals and where new traffic signals are installed.

Enact land development regulations that require pedestrian and bicycle infrastructure be constructed as land is developed and have those facilities be dedicated to the City.

Coordinate with regional transit providers to identify service demands and needs. Identify and pursue opportunities to extend transit services to Augusta from regional destinations.

Support the Butler County Transit Program and Coordinated Transit District #9, which provide transit and paratransit transportation services. These services are vital for individuals who lack access to a vehicle and those that cannot and chose not to drive.

Develop parking management policies for public and private facilities that encourage the use of alternative modes.

P16. Maintain transportation infrastructure in good repair, commensurate with available funding

Program funding for transportation infrastructure maintenance, repair, and replacement. Consider the development and use of a transportation asset management plan to program funding.

The City's investment in the existing transportation system should be protected by emphasizing maintenance of existing facilities.

Develop and require the use of design standards for transportation infrastructure to minimize the long-term maintenance costs on the community.

P17. Plan and redevelop street corridors in a manner that promotes a positive image of the City and enhances the experience of the users.

Enhance motor vehicle traffic flow, safety, pedestrian and bicycle access, right-of-way aesthetics, and private property aesthetics along the US-54 corridor through Augusta. Since this corridor is the premier route through Augusta, the City should consider the development of a corridor enhancement plan that addresses these, and other issues.

Develop and maintain visually pleasing City gateway monuments and wayfinding signage along US-54 that promote and direct travelers to destinations.

Develop sign regulations that reduce visual clutter and establish consistent design standards.



7 - City Services & Facilities



City Services & Facilities Goal:

Exceed citizen expectations for City services & facilities and maintain an equitable revenue structure.

Goal Meaning

Augusta not only strives to meet citizen expectations for City services and facilities; the City wants to exceed them.

Augusta desires a fair balance of the financial burden for paying for services and facilities. Expansion will place additional demand and coverage area on existing systems. This expansion should not place undue burden on existing residents. New development should pay their fair share.

Context

Augusta provides potable water, wastewater, electric power, trash, recycling, green waste, and public safety services. Facilities also include City Hall, the Public Library, and Cemetery.



Augusta's **top priority** for City services, facilities, and utilities is maintaining, repairing, and replacing existing infrastructure.

The preferred means of funding increased maintenance, repair, and replacement of infrastructure and facilities is the use of **impact fees**. These are fees assessed to new developments to offset additional costs attributed to those developments for the upkeep of infrastructure and facilities.

As Augusta grows and expands, **increased demands** will be placed on services and infrastructure. New developments will require service and utility extensions and place additional demands on existing infrastructure and facilities.

The preferred means of funding public services, facilities, and utilities necessary to support new development is the use of **benefit districts** and/or **impact fees**. With benefit districts, the City finances new infrastructure and collects special assessments from a group of properties that are served by new infrastructure to pay off the financing.

Policies

P18. Provide efficient and well-maintained City infrastructure, facilities, and services that meet the current and future demands.

Invest in City infrastructure, facilities, and services that meet current and anticipated community needs in a cost-effective way. Investments should be consistent with and complement the future land use map and locational guidelines.

Identify the acceptable levels of service for City services, facilities, and infrastructure through a citizen participation process. Utilize this information to develop plans and during the budget and capital improvement programming process.

Develop and update long-term plans for City services and utilities that identify needed public facilities and services. Program and fund the needed public infrastructure and services to support business growth. Consider the development of a City infrastructure asset management program to aid in planning and programming.

Develop and require the use of design standards for City infrastructure to minimize the long-term maintenance costs on the community.

Provide a long-term water supply and system for transmission, treatment, and distribution that supports residential and business growth. Regularly update the Water Supply Study to reflect changes in supply, infrastructure, and community needs.



Encourage water conservation through informational programs.

Provide a wastewater collection and treatment system that supports residential and business growth and meets or exceeds state and federal requirements.

Provide a reliable electric power generation, transmission, and distribution system that supports residential and business growth.

Underground utilities in business districts to improve resilience of local economy in case of a weather-related disaster.

Study the feasibility of developing the refinery site into a solar field for electric power generation.

Address stormwater and flooding issues. Consider the development and implementation of a community-wide stormwater management plan and reasonable stormwater management standards. Develop and maintain a stormwater system that protects development and property, Augusta's unique water resources, and wildlife habitat



Require new developments construct appropriate stormwater facilities, comply with adopted plans and standards, and meet or exceed state and federal standards for water quality and flood protection.

Provide quality public safety services including police, fire protection, emergency medical response, and disaster response that serve the existing community and future growth. Coordinate with Butler County on the provision of these services to improve efficiency and reduce costs.



Provide trash and green waste services in an efficient manner that enhances public health and welfare.

Support appropriate training for staff to provide the necessary services required by their positions.

Support and promote the Augusta Public Library in efforts to provide enhanced quality of life opportunities for the community.

Consider acquiring properties that will further the City's community facilities and infrastructure plans as they become available.

P19. Provide equitable revenue structures for funding City infrastructure, facilities, and services that do not place undue burdens on existing residents and businesses

Develop equitable funding structures and mechanisms to construct and maintain infrastructure, facilities, and services. Consider the use of impact fees and benefit districts to pay for City infrastructure and services to minimize the cost burden of construction and maintenance on existing residents and businesses.

P20. Support the provision of private utilities and communication services desired by the community.

Allow private utility infrastructure within the City to in order to serve the community needs. Ensure the infrastructure is consistent with the design requirements and expectations of the community.

Coordinate with private utilities for the provision of services desired by the community.

Require the collocation of wireless communication services on existing towers whenever possible.

Develop design guidelines for wireless

communication towers that ameliorate land use, safety, and aesthetic concerns.

Work with private utility and communication service companies to identify current and future needs of the community for their services and infrastructure based on estimated demand and the availability to the public and adequacy of existing facilities. Identify locations of facilities where they can benefit or affect transportation, utilities, economic development, and other community facilities.



8 - Parks & Recreation



Parks & Recreation Goals:

1. Create a well-connected & easily accessible park system with opportunities for residents and visitors.
2. Develop & maintain a wide variety of park amenities & facilities that enhance Augusta's quality of life.
3. Provide diverse recreational programs to meet changing community needs & preferences.

Goal Meaning

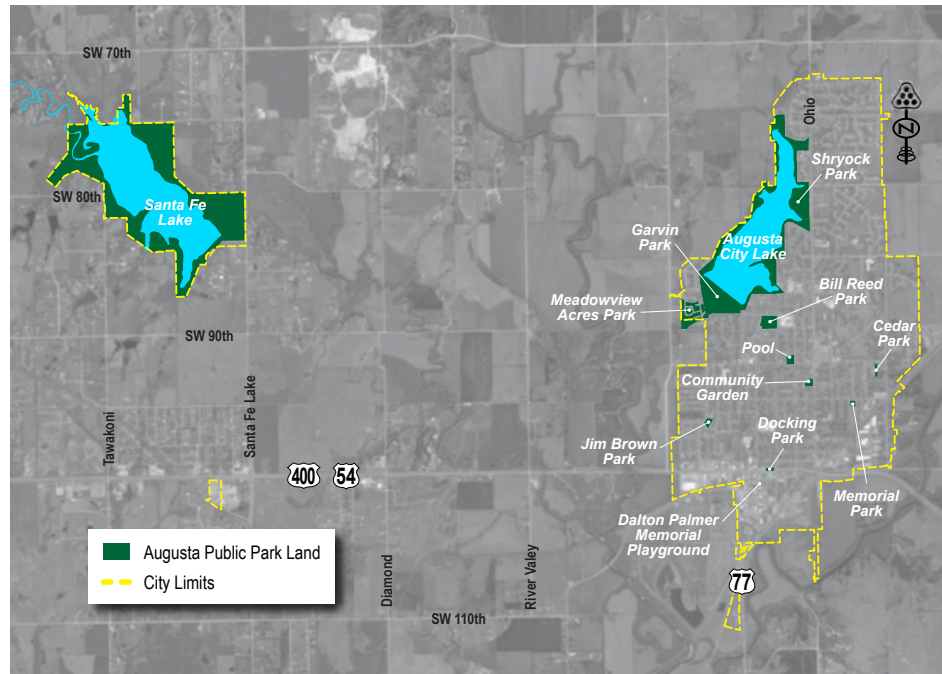
Augusta desires connections to parks from residential neighborhood and links between parks. Easy and safe access to parks for residents and visitor will improve Augusta's quality of life and economic opportunities.

A priority for Augusta is to provide access to parks for all ages and abilities. This includes bicycle and pedestrian

access as well as motor vehicle access and parking, based upon need and demand. Access requires appropriate infrastructure to allow people to travel to parks as well as infrastructure at parks, such as parking and bicycle racks.

Augusta desires a wide array of amenities and facilities that support diverse active and leisure activities. The network of parks will support different sports, music, play, and socializing.

Activating Augusta's parks through programming will enhance Augusta's quality of life and provide opportunities for youth, adults, and seniors. Programming should reflect the needs and desires of the community and be flexible to changes over time.



Parks	Acres
Regional Parks	306.4
Augusta City Lake	68.4
Santa Fe Lake	238.0
Community Parks	33.1
Garvin	33.1
Neighborhood Parks	24.6
Bill Reed	6.3
Jim Brown	1.5
Shryock	16.9
Mini Parks	1.7
Docking	0.8
Memorial	0.9
Special Use Parks	16.4
Community Garden	1.3
Municipal Pool	2.1
Meadowview Acres	12.7
Dalton Palmer Mem.	0.2
Undeveloped Parks	0.9
Cedar Park	0.9
Total	383.1

*Does not include lake area

Context

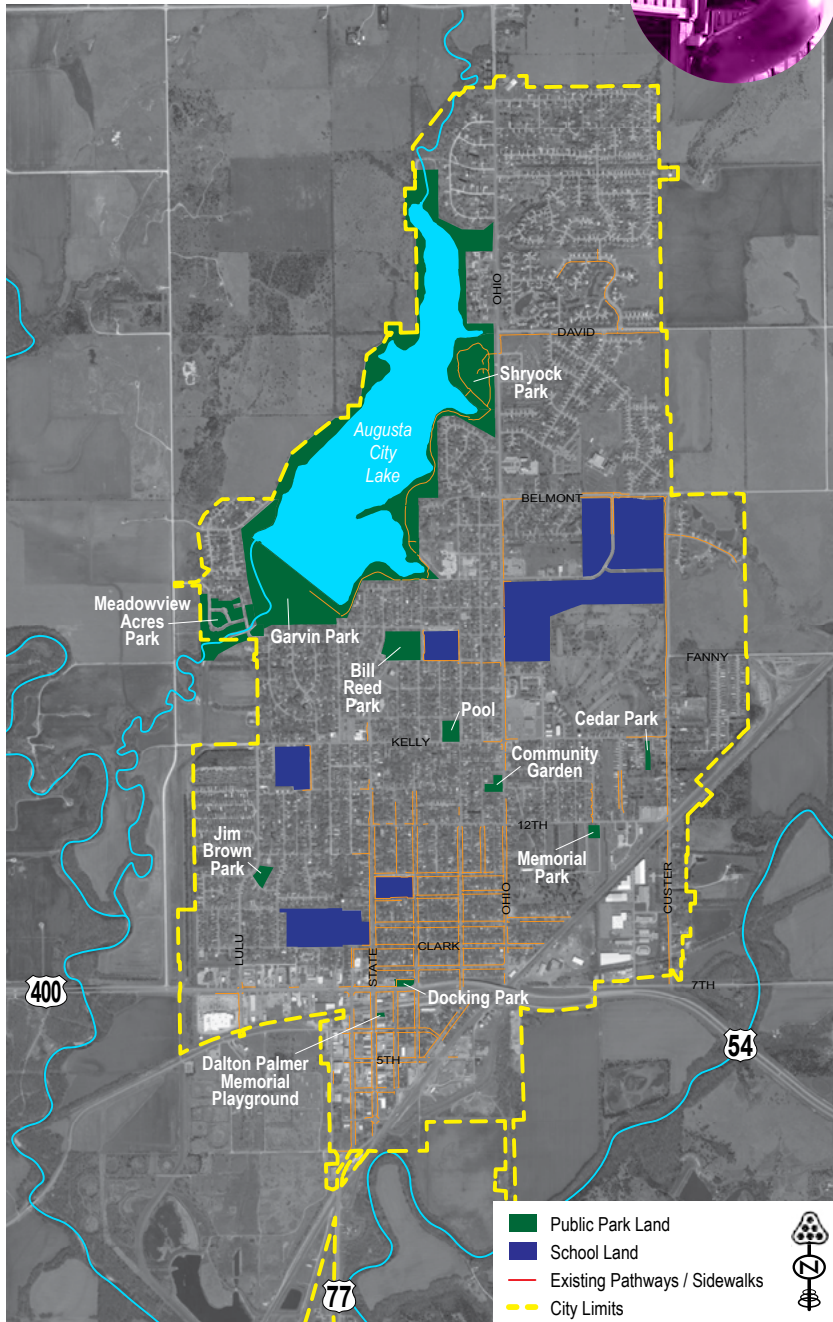
Augusta has **13 public parks** of varying sizes that offer a range of amenities and activities. Although not public parks, school land and facilities offer recreational opportunities and supplement the public parks system.

Augusta's parks are fairly well distributed throughout the community. The majority of residential areas in Augusta are within 1/2 mile of a park.

Most Augustans travel to parks via motor vehicle. Although this may be due to the prevalence and ease of vehicle travel, the pedestrian and bicycle network lacks connections from residential neighborhoods to parks. There is also a general lack of bicycle and pedestrian connections between parks.

Augusta values its park system and uses them frequently. Over 75% of residents visit a park at least once a month for a wide range of active and leisure activities from sports and fishing to enjoying nature and exercising.





Policies

P21. Provide community connectivity through a parks, greenway, and trails system.

Design and implement safe and appealing pedestrian and bicycle connections to and between parks in the City.

Protect and enhance connections where parks and recreational uses may be linked to create greenways.

Develop GIS-based mapping of the parks, greenway, and trails system.

Use the Future Land Use Map to identify potential linkages between park sites in order to create a network.

P22. Ensure parks and recreation facilities are adequately and efficiently provided.

Implement the Augusta Parks System Master Plan.

Provide appropriate maintenance of parks and recreational facilities.

Identify opportunities for funding and implementation.

Require developers to dedicate land for parks. Consider implementing an impact fee where dedication of land and facilities is not feasible.

Identify opportunities to expand parks system and recreational facilities in the City.

Use a park system layer in GIS to evaluate the system in relation to other City functions and resources.

P23. Create a resilient and sustainable parks system.

Promote water conservation. Evaluate maintenance practices and landscaping materials within existing and future facilities to reduce water consumption.

Promote energy efficiency. Consider incorporating on-site energy production facilities infrastructure such as solar panels and constructing park buildings to LEED standards.

Incorporate green infrastructure components in park designs. Consider design options that minimize impervious surfaces and avoid proximity to water bodies.

Consider how much carbon can be sequestered with tree planting programs.

Consider implementing an Adopt-A-Park program to assist with park maintenance activities.

Seek opportunities that support the City's economy through the provision of complementary services on parks property.

9 - Finances



Budget

Augusta strives to balance the financial reality with the needs and desires of the community, as expressed in the Plan goals.

Augusta desires to grow and expand efficiently. New development will place significant demands for new spending on public services and infrastructure. The City budget is the mechanism to balance the needs of existing development and the needs for infrastructure and services to support new development.

Municipal budgets are generally comprised of revenues, expenditures, and debt.

Revenues represent the financial resources available and generally include local property tax, intergovernmental aid, and fees for local services such as potable water and electric power. The City aims to be conservative in its annual revenue estimates and bases them on trend analysis, economic conditions, and other factors the City Manager determines to be relevant. The City generally avoids using non-recurring and unpredictable revenues to fund ongoing expenditures. Fees and charges established by the City are based on cost recovery best practices.

Expenditures represent the cost for providing services and facilities to support the community needs. Spending is generally related to providing

services and infrastructure ranging from police and fire protection to building inspections and administration. The City ensures that such ongoing expenditures are funded with reliable, ongoing sources of revenue.

Debt allows the City to distribute large expenditures into smaller payments over time. The City ensures that debt is issued in such a manner that the term of the financing will not extend beyond the asset's useful life. Debt is also not allowed to exceed 30% of the assessed valuation, as authorized under K.S.A. 10-380.

City revenues, expenditures, and debt will be impacted by characteristics of new development. These characteristics include the type of development (use), the location, infrastructure needs, and service levels demanded. Careful consideration should be given to the long-term financial impacts of development decisions.

Staffing

As the community grows, additional demands will be placed on City staff. The characteristics of development will impact individual departments differently.

If the City is to maintain current service levels, additional staff will be needed. Based upon 2020 budgeted staffing levels and projected growth, the City will need approximately 28 additional staff over the next 10 years and 45 over the next 20 years.

Additional staff will also require additional resources such as building and office space, equipment, and training. Consideration of the needs of increased staffing and related expenses should be regularly reviewed and considered during the budget development process.

City Departments (3)	Budgeted Staffing (1)		Projected Staffing Needs (2)			
	2020 FTE	Per Capita	2030		2040	
			Total FTE	Added FTE	Total FTE	Added FTE
Administration Department	15.00	0.0016	18.56	3.56	20.72	2.16
Community Development Department	23.95	0.0026	29.63	5.68	33.09	3.45
<i>Community Development</i>	4.00	0.0004	4.95	0.95	5.53	0.58
<i>Parks & Recreation (4)</i>	16.95	0.0018	20.97	4.02	23.42	2.45
<i>Airport</i>	3.00	0.0003	3.71	0.71	4.14	0.43
Public Works Department	29.00	0.0031	35.88	6.88	40.07	4.18
<i>Streets & Highways</i>	7.00	0.0007	8.66	1.66	9.67	1.01
<i>Solid Waste</i>	8.67	0.0009	10.73	2.06	11.98	1.25
<i>Wastewater</i>	5.33	0.0006	6.60	1.27	7.36	0.77
<i>Water</i>	8.00	0.0009	9.90	1.90	11.05	1.15
Public Safety Department	34.50	0.0037	42.69	8.19	47.67	4.98
Electric (Utility) Department	14.50	0.0016	17.94	3.44	20.03	2.09
Totals	116.95		144.71	27.76	161.58	16.87
Population	9,345 (5)		11,563		12,911	

Notes:

- (1) Staffing shown as full-time equivalencies (FTE) or hours by position per 40-hour work week. Full-time position = 1 FTE.
- (2) Assumes staffing to maintain current level-of-service for existing City functions and facilities based on current per capita staffing levels.
- (3) Assumes current City organizational structure for all years.
- (4) Includes parks/recreation, city pool, Santa Fe Lake, and Elmwood Cemetery.
- (5) US Census Bureau 2019 Population Estimate