



Report
and
Strategic Plan

Adopted
February 14, 2023

Prepared and Facilitated
By
Ron Cox Consulting



REPORT AND STRATEGIC PLAN COUNCIL/STAFF RETREAT

CITY OF GEORGETOWN

December 9 & 10, 2022

Introduction

On December 9 & 10, 2022, the Mayor, City Council and executive staff of the City of Georgetown met for a retreat planning session. The purpose of this meeting was twofold.

- Redevelop the governance philosophy for the City Council. Included in that is identifying key elements of the Council's vision for Georgetown.
- Prepare and revise the strategic plan for the city.

The Mayor, Council and staff freely worked together, and their work was exemplary in all respects. Ron Cox facilitated the process.

It is important to note that since the initial planning sessions with Ron Cox as the facilitator in early and late 2021, there are several new members to the City Council. As such, it was determined that this group, working together for the first time with the new members would benefit from a full discussion and re-establishment of the Governance Philosophy. And, to later work through the planning process with a full SWOT (strengths, weaknesses, opportunities, and threat) exercise. This report documents the work during the December 2022 sessions.

Governance

The Council reviewed their role, together and their leadership responsibilities. The elements of a strong governance model are having and following clear vision and mission, establishing leadership and communications philosophies, and identifying the expectations of each other as City Council members, and the City staff and of identifying and recognizing the expectations has staff of the City Council. The following Councilmembers and staff were in attendance:

City Council

Mayor Josh Schroeder
District 1 Councilmember Amanda Parr
District 2 Councilmember Shawn Hood
District 3 Councilmember Mike Triggs
District 4 Councilmember Ron Garland
District 5 Councilmember Kevin Pitts
District 6 Councilmember Jake French
District 7 Councilmember Ben Stewart

City Staff

City Manager David Morgan
Assistant City Manager Nick Woolery
Assistant City Manager Laurie Brewer
Assistant City Manager Wayne Nero
Assistant to the City Manager Jessica Clarke
City Attorney Skye Masson
City Secretary Robyn Denmore

The key elements of the Governance Philosophy are leadership, communication and understanding and defining expectations. These define how the team will function together. Visioning and planning are the key elements that define the basis for the strategies and goals for the City of Georgetown to ensure the vision is ultimately attained.

Governance Model

The governance model first begins with leadership. Each member of the Council asked to provide input into how they will lead, communicate and a defining of expectations for themselves and staff.

The Mayor and Council reviewed and confirmed their Governance Policy and Rules of Engagement established in 2017 and 2021. These are as follows. There was one minor change to the Governance Policy, to the last bullet – shown in red.

During the discussion of the Governance Policy, the Council commented that the next phase of a good governance process is to cascade the Council’s vision, mission,

governance philosophy and strategic plan to all the Boards and Commissions. There will be a concerted effort to expand their communication.

Council Governance Policy (2017, 2021, 2022)

- As a representative democracy, we provide a voice for, and communication to, each district so that the Council can make decisions that serve the best interests of the City of Georgetown as a whole.
- Set policy, and exercise sound financial responsibility, and hold staff accountable for results.
- Ensure alignment of vision, goals, and strategies.
- Identify and define key challenges and opportunities.
- Establish the organizational culture of the City by leading with integrity and upholding legal and ethical standards.
- Ensure quality City services.
- **All elections shall be non-partisan.**

Council Rules of Engagement (2017, 2021, 2022)

- To treat everyone with respect, courtesy, and civility.
- To act collaboratively and promote and solicit an open, honest, transparent, respectful, and professional dialogue with each other, our citizens, city staff, and other interested parties.
- To honor our commitments.
- To actively advocate for our point of view, but also to recognize and respect the decisions of Council, even though we might not agree with that decision (we will not undermine the decisions of Council).
- To recognize any preconceptions that we may have about certain individuals, groups, or organizations.

The facilitator asked the elected members to describe why each ran for City Council.

The Council members ran for the office and serve ...

- To be involved in the community.
- Do all I can do to add a footprint and contribute.
- Love this city.
- Make and keep it a wonderful place.
- Be a part of the process.
- Started on city boards and went to Council.
- To leave a legacy for the city.
- Balance the needs of the historic area with the city as a whole – bridge the needs.
- Help manage the growth.
- Continue to build relationships.
- Have always volunteered and was asked to run.
- Had particular areas of concern to address.

The facilitator then asked the two newly elected members to describe the attributes they have that will contribute to the work of the Council.

The Council members have the following attributes ...

- Will speak up.
- A decision maker
- A communicator
- Relationship manager.
- Inquisitive/process oriented – leads to decisions – a consultive nature.
- Have a long-term perspective.
- A project manager.
- Able to listen to differing perspective.
- Bring people together to talk and be understood. Get things done.
- Able to provide balance and bridging of diverse opinions.
- Relationship builder – bring people together.
- A good listener.
- Leadership/communicator. Ability to convert dreams to reality.
- A problem solver.
- Ability to prevent further problems.

It is important to understand why fellow Council members have come to the table and understand their individual attributes. This provides a good background to others in understanding how and why a particular member functions. Understanding their individual traits helps define how the group will work together in a team.

Vision and Mission

A key element of any governance discussion is defining and understanding the vision the Mayor and City Council have for the city. And, then understanding how (the mission) they intend to achieve that vision. The Council adopted a specific Vision Statement in 2017. Although still accurate and true, the Council agreed it should be updated to reflect some of the elements they discussed. The key elements of the vision and mission, as well as the key words for the revised Vision Statement are listed below.

NOTE: It is important to note that in their December 2021 planning session Council agreed that in a session in 2022 after the May election, a discussion of vision should be held. Councilmembers identified key discussion points for visioning to be.

- Discuss the question of how do we encourage and allow Georgetown to continue to grow, and keep what we have here – an independent, historical city that is not a suburb of any other community in the area?
- Mayor and Council should encourage a vision of events, experiences and programs that permeate both for and through the entire community encouraging a

diversity of place and space. This can include a robust use of all parks and community gathering places, not just the normal venues.

- Focus on a clean/fresh vision on downtown.
- Be big on the little things so we can be big on the big things.
- Great organizations do great things. What is our next great project?

With that in mind the Council added these key elements they believe to be important to the vision and mission.

Current Vision Statement

Georgetown: A caring community honoring our past and innovating for the future.

Key Vision Elements

- Maintaining the key attributes, we love.
 - A complete community to live, work, play and educate.
- A welcoming community.
 - Embraces and leans into the growth.
 - Not isolated or segmented.
- People are involved.
- A unique and distinctive city. (**Note:** On the second day, the Council spent more time discussing what makes Georgetown distinctive.)
 - People come here for events and services that are always available.
 - The San Gabriel River.
 - Sun City retirement community.
 - Historic areas and buildings.
 - The overall history of the city.
 - The courthouse square.
 - Georgetown is not a suburb.
 - Georgetown is a true destination city where people go.
 - A self-sufficient city
 - A full-service community providing electric, water and sewer utilities, an airport, hospital. Southwestern University.
- A place with a sense of community.
- A safe, friendly community.
- A proud city that people call home.
- A County seat city.
- A city with distinctive arts and culture.

Key Vision Element Descriptors

The staff is tasked with preparing an updated Vision Statement for Council review. These are the key words the staff is asked to use to cast the updated Vision Statement.

- Welcoming

- Safe
- Unique and distinct
- Planning for our future.
- Honoring our past

Key Mission Elements

The Vision is cast to attain what Georgetown should be like. The Mission is cast to describe the principles for how decisions should be made to attain the Vision. (Note: Just as with the vision elements, Council further described the mission with additional points.)

- Thoughtful about all decisions throughout the city.
- Integrating all aspects of the community into one.
- Involving all segments of the city.
- Expanding the downtown vision to all areas of the city.
- Utilizing the assets of Southwestern University.
- Ensure compatibility of the remaining open space with the rest of the community.
- Do what cities do best. Don't try to be all things to all people.
- Keep core services strong and viable.
 - Focus on core services.
 - Focus on Infrastructure
 - Focus on Safety
- Use the city's strengths and services to leverage growth and economic development.
- Be aware that re-development opportunities are just as important as new and infill development in meeting the city's vision.

Leadership, Communications and Expectations

The facilitator led the group through a discussion the Leadership, Communications and Expectations philosophies needed to provide guidance and accountability for the collective and individual actions of the elected body. Again, this is a completely updated model from the one created in early 2021.

Leadership. How will you lead?

- By example
 - Positive and forward thinking.
 - Be willing to step forward ourselves.
- Be disciplined and fair.
- Show up, be responsive, listen.
- Be respectful.
- Be thoughtful – communicate the “why” of an issue.
- Protect others who are leading.
- Be willing to take a stand.
- Stay in our lane.

- “Show me, don’t just tell me” – Say and do the right things for the right reasons.

Communication. What are your communication principles?

- Being ever mindful of the Open Meetings Act.
- Through town hall meetings and work sessions.
- Be responsive to requests and comments.
- Open and honest with each other.
- Willing to step forward.
- Be willing to ask why.
- Communicate with staff through the City Manager.
- Communicate the importance of communications from the public.
- Encourage engagement and information gathering.

Expectations. What does Council expect of each other?

- Tell each other the why of their decisions.
- Always vote the way you think you should vote.
- Argue your point respectfully.
- Don’t make assumptions about each other’s motivations.
- Ask for additional information from fellow Councilmembers.
- Give each other the benefit of the doubt.
- Understand each other’s experiences and background.
- Weigh the decisions against the whole.
- Be respectful of each other.
- Recognize our role as Council for the city.

Expectations. What does Council expect of staff?

- Be mindful of and remind others of how the decisions affect the vision and mission.
- Provide timely and solution-oriented responses to inquiries.
 - Establish processes that handle the volume in today’s environment.
- Tell council what the downstream repercussions are to decisions made.
- Don’t surprise the council.
- Tell the council what their expectations are and what they need to perform well.

Expectations. The staff expects the following of the Mayor and Council of the City of Georgetown (as defined by the City Council) ...

- Don’t waste staff’s time on minutia.
- Have open communication between staff and council.
- Go through the city manager – chain of command.
- Give clear and concise direction.

Getting to Great

In August 2022, ICMA published an article entitled “Getting to Great,” prepared by Julia Novak, Tanisha Briley and Dr. John Nalbandian. This article identified six major roles that Council members individually and collectively will follow depending on their needs and circumstances. These are described as follows.

FIGURE 4.

Roles	Associated Activities
Strategic Vision	<ul style="list-style-type: none"> • Strategic Planning • Determining what is important in the short term • Identifying community wants and needs • Seeing interconnections
Representative–Constituent Advocate	<ul style="list-style-type: none"> • Answering calls and emails from residents • Connecting residents with the local government to help resolve issues
Trustee–Steward	<ul style="list-style-type: none"> • Looking at the long-term implications of decisions • Fiduciary role
Decision-maker	<ul style="list-style-type: none"> • Reading briefing materials • Participating in study sessions • Listening to residents • Voting
Community Builder	<ul style="list-style-type: none"> • Being present and listening to individuals and community groups • Convening important community conversations • Celebrating accomplishments • Participating in events
Oversight	<ul style="list-style-type: none"> • Conduct the manager’s performance evaluation • Reviewing the audit

The Mayor and Council members were asked to complete a questionnaire describing their roles individually they were most comfortable with as well as the ones they needed to focus on, and to describe the roles the felt was best for them to follow collectively as a council. These are questions.

1. Of the governance roles list below, rank yourself by which roles come most naturally to you. Which roles do you gravitate towards the most? Number 1 (most) through 6 (least).

___ *Strategic Vision–Big Picture Thinker*

___ *Trustee–Steward*

__*Representative–Constituent Advocate*

__*Community Builder–Bringing People Together*

__*Decision-Maker*

__*Oversight*

2. As a Council, provide a ranking (1 most-6 least) as to which roles the full Council gravitates toward. What are your current roles in practice, collectively as a group?

__*Strategic Vision–Big Picture Thinker*

__*Trustee–Steward*

__*Representative–Constituent Advocate*

__*Community Builder–Bringing People Together*

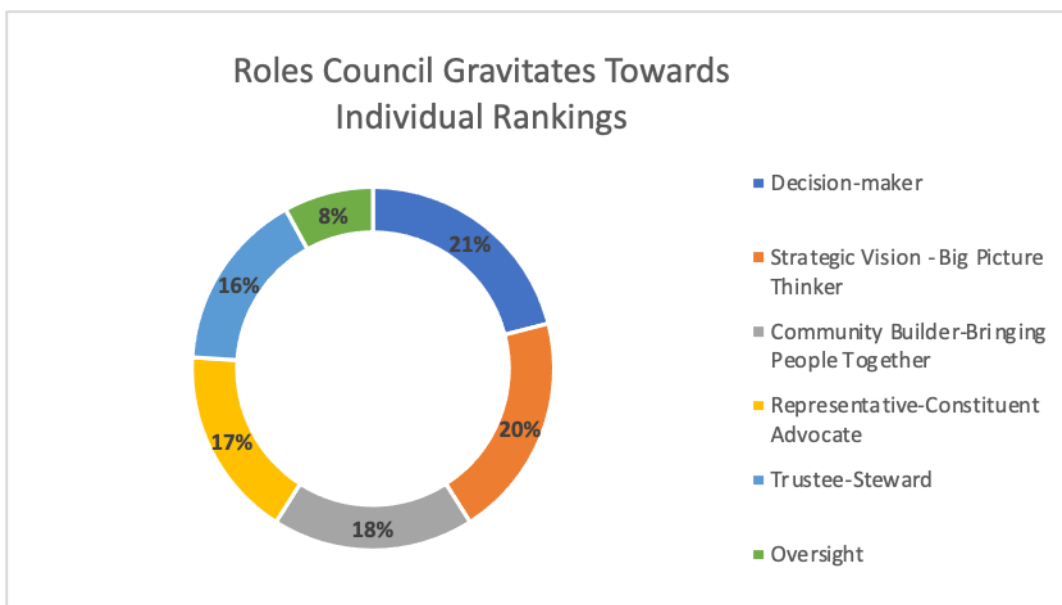
__*Decision-Maker*

__*Oversight*

3. Which roles should this Council focus on more to be even more effective/want to pay more attention to? What are your desired roles?

4. What can the City Manager and staff do to help this Council achieve those desired roles?

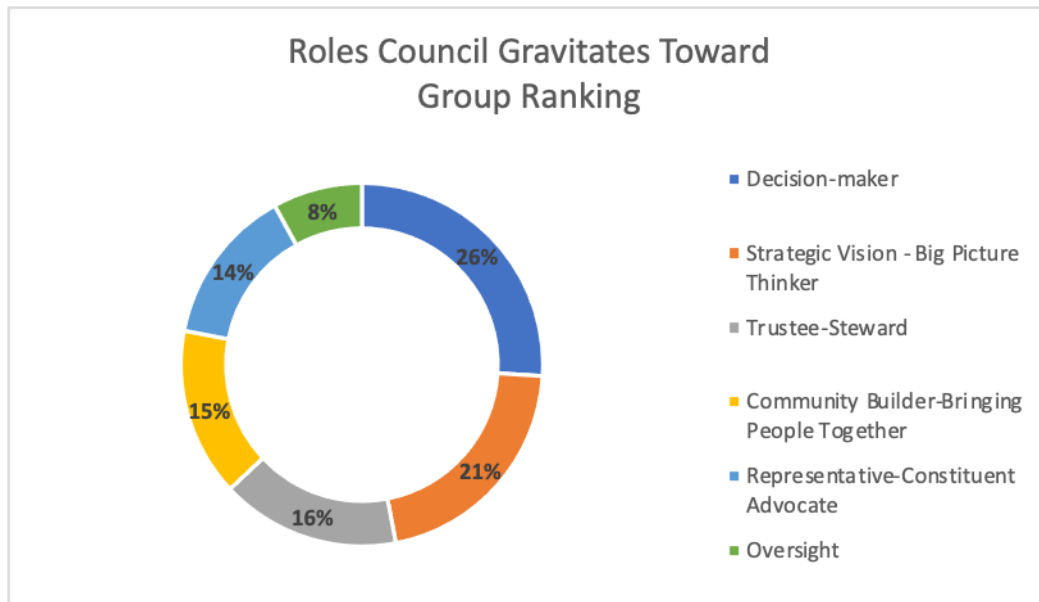
The Council responded as follows. **Note:** The higher percentage indicates the most prevalent response (since the number 1 was the least likely and number 6 was the most).



Council responses are shown for each member.

Elected Official	Gravitate Toward	Work Toward
Josh Schroeder	Community Builder Strategic Vision	Representative Oversight
Amanda Parr	Community Builder Strategic Vision	Trustee Oversight
Shawn Hood	Strategic Vision Decision Maker	Representative Oversight
Mike Triggs	Decision-maker Oversight	Strategic Vision Community Builder
Ron Garland	Trustee Strategic Vision	Decision-maker Oversight
Kevin Pitts	Decision-maker Representative	Strategic Vision Oversight
Jake French	Strategic Vision Representative	Oversight Community Builder
Ben Stewart	Decision-maker Community Builder	Trustee Oversight

Moving from individual to the collective, each member was asked how they believed Council as a group focused.



Following are results of the open-ended questions posed to the members.

What roles should Council members focus on more?

- Community-Builder-Bringing People Together (2)
- Representative-Constituent Advocate (3)
- Trustee/Steward (4)
- Strategic Vision-Big Picture Thinker (4)

What can the staff and City Manager do to assist Council in their roles?

- Provide feedback to Council on the positives and negatives of trustee and strategic vision roles (1)
- Allow Council to make decisions but provide input (1)
- CM & staff are doing a good job already. Continue what is already happening. (2)
- Continue to listen, be available for guidance and counseling, host productive workshops, strengthen our relationship with County officials, strengthen influence on legislation (1)
- Provide big picture content for detailed decisions (1)
- Help us prioritize and select top priorities (1)

- Work with Council to help gain better public input in our districts (1)
- Craft matrix of how project applications coming before us meet our goals as well as extent of compliance with the Comprehensive Plan and UDC (1)

It was noted that in general, the Council reflected the role that is most important for them, strategic thinking.

Strategic Planning

During the February session, the Council and staff participated in a SWOT exercise. The results of that exercise are documented in an earlier report. The SWOT revealed the following areas of emphasis. From the weaknesses that were identified, initiatives, strategies and goals were established.

Areas of Emphasis

Previous planning efforts had identified the following areas of emphasis for the strategic plan. This exercise confirmed those six, and added an additional area (in red)

- **Governance**
- **Growth**
- **Housing**
- **Downtown**
- **Economic Development**
- **Risk Management**

Just as with the governance model, the Council began with a fresh analysis of the strengths, weaknesses, opportunities, and threats that face the city. The Council and staff worked together on this exercise as a team. There were three groups selected randomly. This reflects the responses from each of the three groups.

Strengths

Group #1

Organizational

- Professional development
- Talent
- Financial stability
- Electric utilities
- Council-staff relationship
- Public safety
- Learning an adaptive attitude
- Plan strategically
- Form institutional partnerships.
- Encourage a regional network

Community

- Geography – lakes, rivers, etc.
- A vibrant downtown
- Engaged with residents
- Major transportation corridors
- Proximity to Austin
- growth
- Housing diversity
- Non-profits and volunteerism
- City pride
- Strong reputation
- Southwestern University parks

- Regional economy

Group #2

Organizational

- Leadership
- Thriving
- Management structure
- Teamwork
- Talent
- Professionalism/reputation
- Involvement
- Culture
- Supportive well-functioning council
- Employees throughout the org.
- Strategic thinking/planning

Community

- Its people
- Ease of access
- Strong/well-functioning council
- Thriving
- Location/geography
- Downtown
- Involvement
- Demographics/diversity
- Job opportunities
- History/heritage
- Parks/trails/recreation
- Schools
- Non-profit services

Group #3

Organizational

- Staff
- Public safety
- Utilities ownership
- Equipment/tools
- Training and process improvements
- Culture
- Openminded-open to new ideas and processes

Community

- Geography
- Demographics
- County seat/square/courthouse
- Location
- Natural beauty
- Growth
- Welcoming and inviting
- Volunteerism

Weaknesses

Group #1

Organizational

- Staffing shortages
- Attrition
- Growth pressures and processes
- Facilities
- Growth outpacing the planning
- Resiliency

Community

- Infrastructure challenges – roads, water, traffic
- County government relationship
- Quarries
- Road network
- Lack of youth activities and

- entertainment
- Water CCNs in ETJ
- City limits and ETJ
- Disorganized regional partners (water)
- Anti-growth sentiment
- Housing affordability

Group #2

Organizational

- Growth pressure – speed of growth
- Retention of talent
- Not agile enough to adjust
- Struggle to respond as a city grows
- Maintaining citizen relationships
- Provides a myriad of services
- Facility infrastructure cannot keep up with growth

Community

- Traffic and growth
- Inflation and affordability of housing
- Speed of growth
- Dilution of citizen involvement as city grows
- State laws/unfunded mandates
- Voting involvement (lack)
- Intergovernmental relations

Group #3

Organizational

- Capacity
- Impact of fast changes
- Facilities
- State politics
- Training
- Niche skill sets – wearing multiple hats
- Transition from midsize to larger city
- CIP delivery time
- Emergency management/311 systems.

Community

- County seat – government ownership of downtown property
- County politics
- Geography – roads, soils, etc.
- CTSUD
- Jonah – no controls
- Wild deer
- Sudden Link internet
- Long term water supply

Weaknesses Categorized by Area of Emphasis

Governance

- State laws and unfunded mandates
- Low voter turnout in certain areas of town
- State politics

- County seat/county ownership of downtown property
- Unsophisticated regional partners
- County DA/CA case filings.

Growth

- Pressure from the pace of growth
- Struggle to respond as city grows
- Declining citizen relationships with growth
- Facility infrastructure
- Traffic
- Dilution of involvement
- Outpacing planning efforts
- Capacity
- Impact on fast pace of change
- Transition from mid to large city
- CIP delivery and timing
- Emergency management
- No control of area cities and ETJ
- Geography
- Staffing and infrastructure

Housing

- Housing inflation
- Housing affordability
- Lack of executive housing
- Increasing density

Downtown

- Lack of intergovernmental relationships (city/county)
- County ownership of property in downtown
- Lack of entertainment
- Lack of diversity of retail/restaurants downtown.
- Need for infrastructure improvements

Economic Development

- Quarries
- Lack of entertainment
- Sudden Link inadequacies

Risk Management

- Lack of 311 and emergency management presence
- Growth outpacing planning
- Size of water CCN
- Development in ETJ and neighboring areas
- Facilities
- Infrastructure resiliency

Organizational Excellence (**Note:** Although weaknesses were identified initially as organizational, the opportunities have been absorbed into the existing areas of emphasis)

- Lack of training in some departments
- Niche skill sets/wearing multiple hats
- CIP delivery
- Lack of 311 implementation
- Emergency management
- Retention of talent
- Not agile enough
- City attempts to do all things for all people
- Facilities are inadequate
- Growth pressure on processes

Opportunities

Each of the three groups then identified opportunities (which will be moved into the strategic plan either as strategies, goals, objectives or actions items).

These form the basis for an updated Strategic Plan. It was noted that most of the current weaknesses identified are being address either by staff in their action items, or in the Strategic Plan. This shows alignment from previous to current councils.

Note: Items identified in **bold** are already in the Strategic Plan. Items in *italics* are not on the plan but are initiatives and action items that staff are working on. Those remaining were discussed to determine if these should be raised to the level of the strategic plan. If so, they are in **red**. It should also be noted that the initial SWOT was conducted on December 9. On December 10, the Council discussed these outcomes and made adjustments as needed. The adjustments are reflected in this section as well.

Governance

- *Strengthen relationships and build coalitions with state officials.*
- **Strengthen relationship and build coalitions with county officials.**
- **Provide strong leadership for regional solutions.**
- *Boost neighborhood associations.*
- *Continue civic leadership classes.*
- *Support a legislative affairs task force.*
- **Improve coordination and execution between the police department and the District and County Attorneys.**
- *Utilize quorum tracking software.*

Growth

- **Focus on expanding infrastructure.**
- **Improve/strengthen preliminary planning and design for infrastructure.**
- *Provide for expansion of facilities.*

- Make improvements to traffic management plan (timing and synchronization)
- **Emphasize long-range planning with strategic growth assumptions**
- *Continue to emphasize public safety.*
- *Standardize where appropriate.*
- **Continue to prioritize staffing resources.**
- *Take advantage of resources offered by professional organizations and outsourcing opportunities.*
- *Hire emergency management staff.*
- **Roll out 311.**
- *Provide career pathways.*
- **Continue retention/recruitment efforts.**
- *Promote organizational development (PMP, lean, task management)*
- *Prepare for facilities expansion.*

Research p3 opportunities for infrastructure.

Housing

- Promote home ownership.
- *Streamline development processes to be predictable and efficient*
- **Review density in relation to its area – develop a multi-family policy.**
 - *Establish a target ratio of multi-family to single family residences.*
- Stay in our lane regarding land-banking, affordable incentives and other policies that do not solve the issue.
- Establish development standards that are context specific to neighborhoods

Downtown

- **Continue Downtown Master Plan update to encourage further development.**
- **Complete parking garages, plan for garages #2 and #3.**
- *Establish a strategic events calendar for downtown events.*
- **Work with county to relocate some county operations.**
- *Expand utilities downtown*
- *Expand downtown lighting options*
- **Extend public trash cans past current area**
- **Continue sidewalk expansion program**
- **Address limited parking around the square.**

Economic Development

- *Increase future planning for economic development.*
- *Plan for increased recreation opportunities.*
 - *Attract private investment and creative partnerships*
 - *Plan for concert venues*
 - *Provide more river trails, utilize natural beauty for economic development.*
 - *Connect areas with trail systems.*
- **Continue with infrastructure improvements that enhance economic development.**
- *Prepare an Economic Development Strategic Plan.*

- Plan for development of quarries
- *Attract high wage jobs*

Risk Management

- **Continue to implement 311.**
- **Keep watchful eye on hiring approvals.**
- **Continue strategic water planning process.**
- Be a strong political advocate for policy and process.
- *Continue facilities planning-continue strategic approach to office work.*
- **Maintain and establish infrastructure maintenance and security protocols.**
- *Provide backup power for emergencies.*

Threats

Finally, the Council discussed the threats that would prevent, or keep, them from attaining their goals. These are.

- Economic downturn
- Extreme weather events
 - Drought
 - Freeze
 - Heat
- Inability to recruit and retain employees
- Long term effects on employees
 - COVID
 - Fatigue from workload
- No long-range water supply
- State legislature
- Hyper-growth (greater than 7% annually)
- Political volatility
- Financial constraints
 - Inflation
 - Supply chain
- Market energy volatility
- Uncertain economic changes
- Losing our small town charm and distinctiveness

City Staff Implementation Sessions

Staff prepared the implementation plan separate and apart from this session, and without facilitation. The results of their work is reported separately.

Reporting

Staff has established reporting protocols. These protocols serve the purpose of keeping the staff on schedule with the implementation of strategies, keeping the City Manager

informed, and providing regular reports to the Mayor and City Council on the status of the implementation of the adopted strategies. This provides for long term accountability toward the implementation of the Strategic Plan.

Reporting Protocols

- **Council**
 - Receives quarterly updates regarding the status various initiatives and projects related to the strategic plan.
 - Receives formal mid-year and annual reports consistent with an annual visioning session from staff to the City Council.
- **City Manager**
 - City Manager receives regular updates from staff at regular staff meetings on progress of assignments.

City Council Approval

On January 24th and February 14th, 2023, the City Council reviewed their work as well as the work of the staff since the planning session. After a thorough discussion, the Report was approved.

Conclusion

Once again, the Mayor, Council and staff of the City of Georgetown worked through their governance and planning process that allowed the Council to review and expand upon its governance model and review and expand strategies for moving the city forward. The process brought the staff leadership and Council closer together as a team and developed an implementation process to ensure the strategies are addressed and accomplished over time.



Strategic Plan 2023

**Council/Staff Planning Retreat
December 9 and 10, 2022**

**Adopted
February 14, 2023**

**Prepared and Facilitated
By
Ron Cox Consulting**

**Vision Statement
(Adopted 2017)
(To be revised in 2023)**

Georgetown: A welcoming and safe community honoring our past and planning for a vibrant future.

Key Vision Elements 2023

- **Maintaining the key attributes, we love.**
 - **A complete community to live, work, play and educate.**
- **A welcoming community.**
 - **Embraces and leans into the growth.**
 - **Not isolated or segmented.**
- **People are involved.**
- **A unique and distinctive city.**
 - **People come here for events and services that are always available.**
 - **The San Gabriel River.**
 - **Sun City retirement community.**
 - **Historic areas and buildings.**
 - **The overall history of the city.**
 - **The courthouse square.**
 - **Georgetown is not a suburb.**
 - **Georgetown is a true destination city where people go.**
 - **A self-sufficient city**
 - **A full-service community providing electric, water and sewer utilities, an airport, hospital. Southwestern University.**
- **A place with a sense of community.**
- **A safe, friendly community.**
- **A proud city that people call home.**
- **A County seat city.**
- **A city with distinctive arts and culture.**

Key Mission Elements 2023

- **Thoughtful about all decisions throughout the city.**
- **Integrating all aspects of the community into one.**
- **Involving all segments of the city.**
- **Expanding the downtown vision to all areas of the city.**
- **Utilizing the assets of Southwestern University.**
- **Ensure compatibility of the remaining open space with the rest of the community.**
- **Do what cities do best. Don't try to be all things to all people.**
- **Keep core services strong and viable.**
 - **Focus on core services.**
 - **Focus on Infrastructure**
 - **Focus on Safety**
- **Use the city's strengths and services to leverage growth and economic development.**
- **Be aware that re-development opportunities are just as important as new and infill development in meeting the city's vision.**

Governance Policies (Adopted 2017, 2021, 2022)

- As a representative democracy, we provide a voice for, and communication to, each district so that the Council can make decisions that serve the best interests of the City of Georgetown as a whole.
- Set policy, and exercise sound financial responsibility, and hold staff accountable for results.
- Ensure alignment of vision, goals, and strategies.
- Identify and define key challenges and opportunities.
- Establish the organizational culture of the City by leading with integrity and upholding legal and ethical standards.
- Ensure quality City services.
- Ensure that all city elections are non-partisan.

Council Rules of Engagement (Adopted 2017, 2021)

- To treat everyone with respect, courtesy, and civility.
- To act collaboratively and promote and solicit an open, honest, transparent, respectful, and professional dialogue with each other, our citizens, city staff, and other interested parties.
- To honor our commitments.
- To actively advocate for our point of view, but also to recognize and respect the decisions of Council, even though we might not agree with that decision (we will not undermine the decisions of Council).
- To recognize any preconceptions that we may have about certain individuals, groups, or organizations.

City of Georgetown
City Council
Leadership Philosophy

The City Council of the City of Georgetown will lead by...

- **By example**
 - **Positive and forward thinking.**
 - **Be willing to step forward ourselves.**
- **Be disciplined and fair.**
- **Show up, be responsive, listen.**
- **Be respectful.**
- **Be thoughtful – communicate the “why” of an issue.**
- **Protect others who are leading.**
- **Be willing to take a stand.**
- **Stay in our lane.**
- **“Show me, don’t just tell me” – Say and do the right things for the right reasons.**

City of Georgetown

City Council

Communication Philosophy

The City Council of the City of Georgetown will communicate by...

- **Being ever mindful of the Open Meetings Act.**
- **Through town hall meetings and work sessions.**
- **Be responsive to requests and comments.**
- **Open and honest with each other.**
- **Willing to step forward.**
- **Be willing to ask why.**
- **Communicate with staff through the City Manager.**
- **Communicate the importance of communications from the public.**
- **Encourage engagement and information gathering.**

City of Georgetown

City Council and Staff

Expectations

Expectations. What does Council expect of each other?

- **Tell each other the why of their decisions.**
- **Always vote the way you think you should vote.**
- **Argue your point respectfully.**
- **Don't make assumptions about each other's motivations.**
- **Ask for additional information from fellow Councilmembers.**
- **Give each other the benefit of the doubt.**
- **Understand each other's experiences and background.**
- **Weigh the decisions against the whole.**
- **Be respectful of each other.**
- **Recognize our role as Council for the city.**

Expectations. What does Council expect of staff?

- **Be mindful of and remind others of how the decisions affect the vision and mission.**
- **Provide timely and solution-oriented responses to inquiries.**
 - **Establish processes that handle the volume in today's environment.**
- **Tell council what the downstream repercussions are to decisions made.**
- **Don't surprise the council.**
- **Tell the council what their expectations are and what they need to perform well.**

Expectations. The staff expects the following of the Mayor and Council of the City of Georgetown (as defined by the City Council) ...

- **Don't waste staff's time on minutia.**
- **Have open communication between staff and council.**
- **Go through the city manager – chain of command.**
- **Give clear and concise direction.**

City of Georgetown

Strategic

Areas of Emphasis

- **Governance**
 - **Guiding Principle:** *The City of Georgetown follows established rules of governance that promote civil discourse, consistent and predictable deliberation, and exemplary action.*
- **Growth**
 - **Guiding Principle:** *The City of Georgetown will proactively work to anticipate growth in all aspects of city government – mobility, infrastructure, customer service.*
- **Housing**
 - **Guiding Principle:** *The City of Georgetown will strive to provide housing opportunities to ensure a diverse population.*
- **Downtown**
 - **Guiding Principle:** *The City of Georgetown will provide a positive economic environment to ensure an active and viable downtown and provide infrastructures and amenities to ensure safety, mobility and accessibility.*
- **Economic Development**
 - **Guiding Principle:** *The City of Georgetown will promote a strong and diverse economy that strengthens the local sales tax and property tax base while also contributing to a high quality of life.*
- **Risk Management**
 - **Guiding Principle:** *The City of Georgetown will provide a well -planned and coordinated emergency and risk management system for all city services.*

Note: Newly-added goals are highlighted in yellow.

Area of Emphasis

Governance

- **Guiding Principle:** *The City of Georgetown follows established rules of governance that promote civil discourse, consistent and predictable deliberation, and exemplary action.*

PRIORITY AREA	STRATEGIC INITIATIVE	SI #	GOALS	GOAL #
Governance	Confirming Council/City Manager Roles	1.1	Review agenda format and items with an eye toward streamlining	1.1.1
Governance	Equipping the Council to Be Successful	1.2	Provide opportunity for Council to enhance understanding of service areas and staff responsibilities	1.2.1
Governance	Equipping the Council to Be Successful	1.2	Be deliberate to develop relationships and trust among City Councilmembers	1.2.2
Governance	Equipping the Council to Be Successful	1.2	Develop learning and training opportunities for current/future City Councilmembers	1.2.3
Governance	Communication & Engagement with citizens and board members	1.3	Improve citizen education and engagement	1.3.1
Governance	Communication & Engagement with citizens and board members	1.3	Improve information flow on the Vision and Strategic Planning process to Boards and Commissions	1.3.2
Governance	Communication & Engagement with citizens and board members	1.3	Improve opportunities for residents to raise and resolve service issues/requests	1.3.3
Governance	Communication & engagement with regional partners	1.4	Improve coordination and execution between the Police Department and the District and County Attorneys	1.4.1

Area of Emphasis

Growth

- **Guiding Principle:** *The City of Georgetown will proactively work to anticipate growth in all aspects of city government – mobility, infrastructure, customer service.*

Initiatives

PRIORITY AREA	STRATEGIC INITIATIVE	SI #	GOALS	GOAL #
Growth	Proactively plan for growth	2.1	2030 Comprehensive Plan – Maintain implementation plan, provide regular updates, ensure community input and stakeholder involvement	2.1.1
Growth	Proactively plan for growth	2.1	Update and implement transportation corridor studies	2.1.2
Growth	Proactively plan for growth	2.1	Maintain and update master plans to respond to rapid growth	2.1.3
Growth	Proactively plan for growth	2.1	Prepare for facilities expansion	2.1.4
Growth	Ensure financial capacity to manage growth	2.2	Determine policy for debt vs. pay-as-you-go for capital spending	2.2.1
Growth	Ensure financial capacity to manage growth	2.2	Implement and update impact fees and other fees	2.2.2
Growth	Ensure financial capacity to manage growth	2.2	Implement mobility bond improvements	2.2.3
Growth	Ensure financial capacity to manage growth	2.2	Create capacity for operational dollars to be used for CIP	2.2.4
Growth	Ensure financial capacity to manage growth	2.2	Promote public/private partnerships (PPP) to fund infrastructure needs related to growth and development	2.2.5
Growth	Develop and manage water supply sources and treatment capacity for future growth	2.3	Improve water conservation through adoption of city codes, rate structures, and active enforcement of watering restrictions	2.3.1
Growth	Develop and manage water supply sources and treatment capacity for future growth	2.3	Actively develop additional water resources	2.3.2
Growth	Maintain high customer service levels	2.4	Maintain and enhance the Performance Management Program (PMP) to provide real time data of quantity and quality	2.4.1
Growth	Maintain high customer service levels	2.4	Organizational and Operational Excellence (OOE)- continue to equip employees to make incremental change to produce positive, real results	2.4.2
Growth	Maintain high customer service levels	2.4	Establish an organizational capacity plan ensuring efficiency and effectively responding to growth	2.4.3
Growth	Maintain high customer service levels	2.4	Retention of quality city staff	2.4.4
Growth	Maintain high customer service levels	2.4	Maintain strong "customer service" levels	2.4.5

Area of Emphasis

Housing

- **Guiding Principle:** *The City of Georgetown will strive to provide housing opportunities to ensure a diverse population.*

Initiatives

PRIORITY AREA	STRATEGIC INITIATIVE	SI #	GOALS	GOAL #
Housing	Establish an affordable housing policy	3.1	Pursue innovative affordable housing projects to determine the market and viability of projects for Georgetown	3.1.1
Housing	Establish an affordable housing policy	3.1	Allow for a diversity of housing including tiny homes, townhomes, studio homes, etc. that have a smaller footprint and provide diversity of housing	3.1.2
Housing	Establish an affordable housing policy	3.1	Pursue opportunities for affordable homeownership	3.1.3
Housing	Establish a multi-family housing policy that encourages mixed-use development	3.2	Determine ratio of single family to multi-family units for the city & key locations for mixed use development	3.2.1
Housing	Establish a multi-family housing policy that encourages mixed-use development	3.2	Determine goals for new master-planned developments	3.2.2
Housing	Establish a multi-family housing policy that encourages mixed-use development	3.2	Establish a policy for commercial development in and around multi-family to ensure availability of services	3.2.3
Housing	Establish a policy determining the residential/neighborhood commercial mix in targeted areas with the city to protect commercially zoned property ensuring economic development	3.3	Review and update 2030 Plan policy	3.3.1
Housing	Encourage the development of executive housing	3.5	Define opportunities to support qualities of executive housing in special districts	3.5.1
Housing	Encourage the development of executive housing	3.5	Define needs and qualities of executive housing	3.5.2
Housing	Establish strong development standards, ensure quality housing products	3.6	Establish goals for development standards	3.6.1
Housing	Establish incentives and encourage annexation of development	3.7	Eliminate barriers that discourage annexation of development	3.7.1

Area of Emphasis

Downtown

- **Guiding Principle:** *The City of Georgetown will provide a positive economic environment to ensure an active and viable downtown and provide infrastructures and amenities to ensure safety, mobility, and accessibility.*

Initiatives

PRIORITY AREA	STRATEGIC INITIATIVE	SI #	GOALS	GOAL #
Downtown	Enhance and manage the continued development of downtown	4.1	Update the downtown master plan to address density, historic guidelines, and transition zones	4.1.1
Downtown	Enhance and manage the continued development of downtown	4.1	Improve mobility opportunities to include accessibility, parking, pedestrian access, and general movement through downtown	4.1.2
Downtown	Enhance and manage the continued development of downtown	4.1	Address infrastructure needs such as trash collection and street maintenance due to growth in downtown	4.1.3
Downtown	Enhance and manage the continued development of downtown	4.1	Enhance and manage the mix and size of events and activities in downtown	4.1.4
Downtown	Enhance partnerships for downtown	4.2	Work with County on government facilities plan for downtown	4.2.1
Downtown	Enhance partnerships for downtown	4.2	Promote local businesses including partnerships with the Chamber, the Downtown Georgetown Association (DGA), and Preservation Georgetown	4.2.2
Downtown	Enhance partnerships for downtown	4.2	Enhance partnerships with education, arts, religious and cultural groups for events and promotion of downtown	4.2.3
Downtown	Enhance partnerships for downtown	4.2	Review downtown façade and grant program for possible enhancements	4.2.4

Area of Emphasis

Economic Development

- **Guiding Principle:** *The City of Georgetown will promote a strong and diverse economy that strengthens the local sales tax and property tax base while also contributing to a high quality of life.*

Initiatives

PRIORITY AREA	STRATEGIC INITIATIVE	SI #	GOALS	GOAL #
Economic Development	Update Strategic Plan	5.1	Update Strategic Plan	5.1.1
Economic Development	Develop workforce	5.2	Partner with employers and educational institutions for workforce development	5.2.1
Economic Development	Develop workforce	5.2	Enhance workforce recruitment	5.2.2
Economic Development	Promote industrial and commercial growth in targeted areas	5.3	Identify and prioritize high priority growth areas for investment	5.3.1
Economic Development	Business Retention Programs	5.4	Maintain primary employer retention program	5.4.1
Economic Development	Business Retention Programs	5.4	Promote programs to retain locally owned and small businesses	5.4.2
Economic Development	Promote business recruitment programs	5.5	Encourage a diversity of industry through Target Industry Recruitment	5.5.1
Economic Development	Promote business recruitment programs	5.5	Create a strong “brand” to market and promote Georgetown to new businesses and site selectors	5.5.2
Economic Development	Promote business recruitment programs	5.5	Establish programs and policies that reward and incentivize businesses that pay higher wages	5.5.3
Economic Development	Promote business recruitment programs	5.5	Sustain/improve a predictable, responsive, and accountable development process	5.5.4
Economic Development	Foster regional cooperation with area governmental partners - county, schools, and surrounding areas	5.6	Utilize regional partnerships for program support (recruitment, marketing, workforce)	5.6.1

Area of Emphasis

Risk Management

- **Guiding Principle:** *The City of Georgetown will provide a well-planned and coordinated risk and emergency management system for all city services.*

Initiatives

PRIORITY AREA	STRATEGIC INITIATIVE	SI #	GOALS	GOAL #
Risk Management	Provide a well-planned and coordinated risk and emergency management system for all city services	6.1	Maintain and establish infrastructure maintenance and security protocols	6.1.1
Risk Management	Provide a well-planned and coordinated risk and emergency management system for all city services	6.1	Manage risk for all City services	6.1.2