



Report
and
Strategic Plan

Presented
February 13, 2024

Prepared and Facilitated
By
Ron Cox Consulting



REPORT AND STRATEGIC PLAN COUNCIL/STAFF PLANNING SESSION

CITY OF GEORGETOWN

December 1, 2023

Introduction

On December 1, 2023, the Mayor, City Council and executive staff of the City of Georgetown met for a planning session. The purpose of this meeting was twofold.

- Review Governance Model.
- Review of 2022-23 Strategic Plan and Work Programs.
 - Review status of Priority Goals for 2023.
 - Discuss Most Important Work priorities in CMO Work Plan.
 - Review Council Goals Master List.
- Identify new initiatives and goals.
- Prioritize goals for 2024.

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

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

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 reaffirmed their Governance Policy and Rules of Engagement established in 2015, 2017, and 2021. These are as follows.

Council Governance Policy (2015, 2017, 2021, 2022, 2023)

- 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 (2015, 2017, 2021, 2022, 2023)

- 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.

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. The council updated the Vision Statement in 2022 and confirmed it in this session.

Current Vision Statement

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

Staff was tasked in 2022 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

The vision statement above was reaffirmed by Council this year.

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.

- 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 Public 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.

Leadership Philosophy: How will you lead?

This Council endeavors to lead by:

- Setting an 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.

Council’s Mutual Expectations. The Council expects the following of one another:

- 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.

Council’s Expectations of Staff. The Council expects the following 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.

Staff Expectations of Council. 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.

Strategic Planning

Review of 2022-23 Strategic Plan and Work Programs.

The City Manager and staff reviewed the status of the current 2022-23 Strategic Plan and Work Program. The review consisted of the following. These were distributed during the conversation and served as the basis for the development of the priorities for 2024.

- **Review status of Priority Goals for 2023.**

There were 23 priority actions identified for 2023. Of those eleven were competed, eight are nearing completion, four are in progress.

- **Discuss Most Important Work priorities.**

During the course of the current year, the City Manager prepared a list of priorities that staff and Council have deemed important. Some but not all of these items are included in the Priority Goals. These represent the vast number of projects that staff are implementing.

- **Review Council Goals Master List.**

In 2022, the Council identified over one hundred potential actions. This master list was reviewed extensively by Mayor and City Council. This list, plus the new initiatives identified later in this paper became the basis for the priority list for 2024.

Identify new initiatives and goals.

The following are the new initiatives and goals identified throughout the course of the day. These were later added to the Council Goals Master List for consideration and prioritization. (Note: These new initiatives may not be delineated separately but may be incorporated into existing goals. They are all, however, addressed within the master goals list.)

Council also noted that the Economic Development Strategic Plan update and the ongoing updates to the Downtown Master Plan nearing completion will likely result in additional priority goals pending the results of those master planning processes.

Economic Development

- Prioritize and implement Economic Development Strategic Plan 2024 goals when available.
 - Identify areas of the city for an increased focus on re-development.
 - Identify areas of the city for new commercial hubs.

Governance

- Establish a strategy for the Georgetown Extra Territorial Jurisdiction (ETJ) as a result of new State Statutes (SB 2038).
- Ensure coordination between the City, ISD, and the University.

Growth

- Establish a Mental Health Unit to support public safety efforts in the community. Explore the use of various funding mechanisms to encourage and enhance desired economic development and fund City projects.

Downtown

- Prioritize and implement Downtown Master Plan goals when available.

Quarterly Work Session items.

In 2022, the Council and staff began doing specialized “Deep Dive” Work sessions on topics of interest on a quarterly basis. Through the course of the retreat day, Council identified several possible subject areas for these “Deep Dive” discussions in 2024 that align with Council priorities.

- Discussion of issues and initiatives related to water sources, supply, and distribution.
- Review of the newly revised Economic Development Strategic Plan. (These will be reviewed against the current economic development priorities and form the basis for revisions to the Priority Goals 2024.)
- Discussion of the goals for and use of mental health units in public safety.
- Discussion of the role of Georgetown in the greater metropolitan region.
- Discussion of “Executive” housing.

- Discussion of ETJ issues resulting from new adopted State law.
- Discussion of special funding mechanisms designed to stimulate and support desired economic growth.

Prioritize goals for 2024.

Staff compiled a list of 2023 priority goals yet to be completed, Master List goals that were not prioritized in 2023 that Council identified as priorities, and the newly-created 2024 goals to create a 2024 priority list. Members of Council used dots to identify their top five priorities from the 2024 priority list of ~40 goals (including the new initiatives previously identified).

These dots were tallied, and the results became the updated 2024 Priority Goals list. The Priority Goals for 2024 are attached to this document by Strategic Area of Emphasis. Note that the list of 40 goals has been reduced by staff to 17 goals through combining similar or overlapping goals, removing already-accomplished goals, adding more specific goals for water resource planning, and summarizing multiple goals as continuous goals that extend beyond 2024. These continuous goals are listed below:

- Long range growth planning
- Regular practice of master plan updates and implementation
- Strong financial practices
- Strong public safety response with County/State coordination
- City employee retention, recruitment, and development
- Physical security and cybersecurity of infrastructure/facilities
- Capital Improvement Implementation
 - Water/Wastewater
 - Transportation
 - Electric
 - Facilities
 - Parks and Recreation
- Effective public engagement and education

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 regular 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 February 13, 2024, 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.



Priority Goals 2024

**Council/Staff Planning Session
December 1, 2023**

**Adopted
March 12, 2024**

**Prepared and Facilitated
By
Ron Cox Consulting**

**Vision Statement
(Adopted 2017)
(Revised 2022)**

**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.**
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Key Mission Elements 2023

- **Thoughtful about all decisions throughout the city.**
- **Integrating all aspects of the community into one.**
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- **Expanding the downtown vision to all areas of the city.**
- **Utilizing the assets of Southwestern University.**
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- **Do what cities do best. Don't try to be all things to all people.**
- **Keep core services strong and viable.**
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 - **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.**

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

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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.*

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.*

Initiatives

PRIORITY	STRATEGIC INITIATIVE	GOALS	ACTION STEPS
Governance	Communication & Engagement with citizens and board members	Improve information flow on the Vision and Strategic Planning process to Boards and Commissions	Add training on visions and goals to Board orientation and improve strategic alignment of Boards and Commissions through year-round training opportunities.
Governance	Communication & Engagement with citizens and board members	Improve opportunities for residents to raise and resolve service issues/requests	Develop enhanced 311 “like” system to improve resident accessibility to service requests
Governance	Foster cooperation with City partners.	Collaborate with local partners for program support.	Coordinate and maintain strong relationships with GISD & Southwestern on facility planning and potential workforce partnerships.

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	STRATEGIC INITIATIVE	GOALS	ACTION STEPS
Growth	Proactively plan for growth.	Develop a long-term strategy to adjust city services in response to ETJ dis-annexations caused by SB 2038.	Evaluate the impacts of SB 2038 through a series of Council workshops. Amend master plans to account for ETJ dis-annexation scenarios.
Growth	Ensure financial capacity to manage growth	Promote public/private partnerships (PPP) to fund infrastructure needs related to growth and development	Research federal and state grants and low interest loans for infrastructure and explore other special funding mechanisms for development and City projects
Growth	Proactively plan for growth	Update the UDC to reflect Council's land development goals.	Complete a full UDC update.
Growth	Develop and manage water supply sources and treatment capacity for future growth	Actively develop additional water resources	Evaluate aquifer storage and recovery (ASR) strategies and potential partnerships
Growth	Develop and manage water supply sources and treatment capacity for future growth	Actively develop additional water resources	Pursue water supply agreement and water rights for up to 70,000 AF of groundwater from EPCOR/Carrizo-Wilcox.
Growth	Develop and manage water supply sources and treatment capacity for future growth	Actively develop additional water resources	Complete reclaimed water master plan and evaluate treatment of effluent to include in the water supply.
Growth	Maintain high customer service levels.	Improve response to persons experiencing mental health crises	Improve GPD's ability to respond to residents experiencing mental health crises by implementing and evaluating the Crisis Intervention unit and evaluating other expanded services.
Growth	Develop and manage water supply sources and treatment capacity for future growth	Improve water conservation through adoption of city codes, rate structures, and active enforcement of watering restrictions	Create expanded water education and enforcement program

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	STRATEGIC INITIATIVE	GOALS	ACTION STEPS
Downtown	Implement the goals and action steps of the Downtown Master Plan.	Promote a vibrant downtown	Develop Downtown Master Plan Implementation to include project prioritization and funding strategies.
Downtown	Enhance and manage the continued development of downtown	Update the downtown master plan to address density, historic guidelines, and transition zones	Updated Downtown Master Plan to include the following areas: Vision for Downtown, land use/density, transition zones between commercial and residential, Historic Preservation, Placemaking, and Parking
Downtown	Enhance partnerships for downtown	Work with County on government facilities plan for downtown	Create regular dialogue on short-term and long-term downtown facility planning with the County among elected officials
Downtown	Enhance and manage the continued development of downtown	Address infrastructure needs such as trash collection and street maintenance due to growth in downtown	Implement enhanced downtown trash collection and identify future needs

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	STRATEGIC INITIATIVE	GOALS	ACTION STEPS
Economic Development	Promote quality economic growth	Develop and maintain a roadmap for economic growth	Complete Economic Development Plan and prioritize implementation schedule

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	STRATEGIC INITIATIVE	GOALS	ACTION STEPS
Risk Management	Provide a well-planned and coordinated risk and emergency management system for all city services	Maintain and establish infrastructure maintenance and security protocols	Continue implementation of water and wastewater resiliency improvements in compliance with Senate Bill 3 (SB3) to prepare for extreme weather.