Notice of Meeting of the Governing Body of the City of Georgetown, Texas May 11, 2021

The Georgetown City Council will meet on May 11, 2021 at 2:00 PM at Virtual Meeting

The City of Georgetown is committed to compliance with the Americans with Disabilities Act (ADA). If you require assistance in participating at a public meeting due to a disability, as defined under the ADA, reasonable assistance, adaptations, or accommodations will be provided upon request. Please contact the City Secretary's Office, at least three (3) days prior to the scheduled meeting date, at (512) 930-3652 or City Hall at 808 Martin Luther King Jr. Street, Georgetown, TX 78626 for additional information; TTY users route through Relay Texas at 711.

To join from a PC, Mac, iPad, iPhone or Android device o=please click this URL to join:

https://georgetowntx.zoom.us/j/93815213655?

pwd=cE91NzR2WGdjNHA0MDdFUkxlVkdJdz09

Webinar ID: 938 1521 3655

Passcode: 386501

Description: The regularly scheduled meeting of the Georgetown City

Council for May 11, 2021

Or join by phone dial:

(346)248-7799 OR (669)900-6833 OR (253)215-8782 OR (301)715-8592

OR (312)626-6799 OR (929)205-6099

TOLL FREE (833)548-0282 OR 877 853 5257 OR (888)475-4499 OR

(833)548-0276

Webinar ID: 938 1521 3655

Passcode: 386501

Citizen comments are accepted in three different formats:

Submit the following form by 12:00 p.m. on the date of the meeting and the City Secretary will read your comments into the recording during the item that is being discussed –

https://records.georgetown.org/Forms/AddressCouncil

You may log onto the meeting, at the link above, and "raise your hand"

during the item. If you are unsure if your device has a microphone please use your home or mobile phone to dial the toll free number. To Join a Zoom Meeting, click on the link and join as an attendee. You will be asked to enter your name and email address — this is so we can identify you when you are called upon. At the bottom of the webpage of the Zoom Meeting, there is an option to Raise your Hand. To speak on an item, simply click on that Raise Your Hand option once the item you wish to speak on has opened. When you are called upon by the Mayor, your device will be remotely un-muted by the Administrator and you may speak for three minutes. Please state your name clearly upon being allowed to speak. When your time is over, your device will be muted again.

City Council Chamber will be open to the public and a member of the public may make a comment on an agenda item in the Chambers. Social Distancing will be strictly enforced. Audience capacity is limited to 41 attendees. Face masks are required and will be provided onsite. Use of profanity, threatening language, slanderous remarks or threats of harm are not allowed and will result in you being immediately removed from the meeting.

If you have questions or need assistance, please contact the City Secretary's office at cs@georgetown.org or at 512-930-3651.

Policy Development/Review Workshop -

- A Presentation, discussion, and possible direction regarding the City's response to COVID-19 -- Jack Daly, Community Services Director
- B Presentation and discussion of Brand Research and Strategy Presentation report -- Aly Van Dyke, Director of Communications and Public Engagement, and North Star
- C Confirmation and prioritization of action steps from council goals derived from the Council visioning sessions completed on February 5th and 6th -- David Morgan, City Manager

Executive Session

In compliance with the Open Meetings Act, Chapter 551, Government Code, Vernon's Texas Codes, Annotated, the items listed below will be discussed in closed session and are subject to action in the regular session.

D Sec. 551.071: Consultation with Attorney

Advice from attorney about pending or contemplated litigation and other matters on which the attorney has a duty to advise the City Council, including agenda items

- Litigation Update

Sec. 551.086: Certain Public Power Utilities: Competitive Matters

- Competitive Matters – Purchased Power Update

Adjournment

Certificate of Posting

I, Robyn Densmore, City Sec	retary for the City of Georget	town, Texas, do hereby certify that
this Notice of Meeting was po	sted at City Hall, 808 Martin	Luther King Jr. Street,
Georgetown, TX 78626, a place	ce readily accessible to the ge	eneral public as required by law, on
the day of	, 2021, at	, and remained so posted for
at least 72 continuous hours pr	receding the scheduled time o	f said meeting.
Robyn Densmore, City Secret	tary	

City of Georgetown, Texas City Council Workshop May 11, 2021

SUBJECT:

Presentation, discussion, and possible direction regarding the City's response to COVID-19 -- Jack Daly, Community Services Director

ITEM SUMMARY:

Staff will present an update regarding the City's response to COVID-19 and seek City Council concurrence on city operations, as well as seek direction on masking requirements within City facilities and how City Council and Boards and Commission meetings should be hosted.

FINANCIAL IMPACT:

None at this time.

SUBMITTED BY:

Jackson Daly

City of Georgetown, Texas City Council Workshop May 11, 2021

SUBJECT:

Presentation and discussion of Brand Research and Strategy Presentation report -- Aly Van Dyke, Director of Communications and Public Engagement, and North Star

ITEM SUMMARY:

Last fall the City hired North Star, after a competitive bidding process, to work with the City to update, refine, and complete the City's brand to help unify the City's communications presence. Earlier this year, North Star coordinated with the City to conduct a site visit, stakeholder interviews, and an online survey to gather community opinions and feedback about Georgetown. The research accumulated almost 900 different inputs which included 46 stakeholder interviews, 17 intercept surveys, five focus groups, 507 community survey responses, 210 consumer responses (from prior work in 2019), and 12 external perception calls. Qualitative and quantitative responses from this research revealed key themes and trends in perceptions about Georgetown's identity.

This research is the basis of Georgetown's strategic brand platform that will inform the next phase of the branding process. The next steps include the development of creative brand messaging followed by brand action ideas for implementation.

FINANCIAL IMPACT:

None.

SUBMITTED BY:

Kef for Aly Van Dyke, CAPE Director

ATTACHMENTS:

Georgetown Research and Strategy



+ Georgetown, Texas

Brand Research & Strategy Presentation May 11, 2021

North Star Place Branding + Marketing

North Star is a national leader in place branding. All of our work is focused on helping communities identify their competitive strengths and leverage those strengths strategically, creatively and tactically for the purposes of increasing resident recruitment, community pride, visitation and economic viability. Our philosophy is simple: *Your brand should connect the soul of your community to the heart of your consumers.* The process we use to realize that philosophy is much more complex, as it has been refined and perfected over the past 20 years through partnerships with over 225 communities in 44 states, including Texas.

Through our approach, we discover Georgetown's optimum positioning, the best use of resources to leverage your equity in the brand and the ideal creative identity to energize current and prospective residents and attract and retain businesses. In addition, we will provide guidance for you to coordinate and deploy the brand across city departments and among community stakeholders.



A Balanced Approach to Place Branding

Resident engagement & research to uncover your DNA

Proven process to drive stakeholder consensus

Unique creative & activation solutions for every community

Page 9 of 107

mostly confirmation and articulation

not revelation

Today's presentation is about research and strategy and does not include any creative elements for Georgetown.



RESEARCH BY THE NUMBERS

- 46 Stakeholder Interviews
- 17 Intercepts
- **5** Focus Groups
- **46** www.GTXBrand.com
- 507 Community Survey respondents
- **210** Consumer Responses from 2019
- 12 External Perception Calls
- = More than 800 unique inputs referenced for the research

Social Media (Facebook, Twitter, NextDoor)

Posts	Reach	Engagements
18	41,937	1,017

Georgetown Weekly E-Newsletter

Included For	Avg. Weekly Subscribers
5 Weeks	14,166

Emailed

Stakeholder Groups	GTXBrand.com Sign-Ups
13	46



Brand Barometer 507 Respondents

Community Survey (residents)

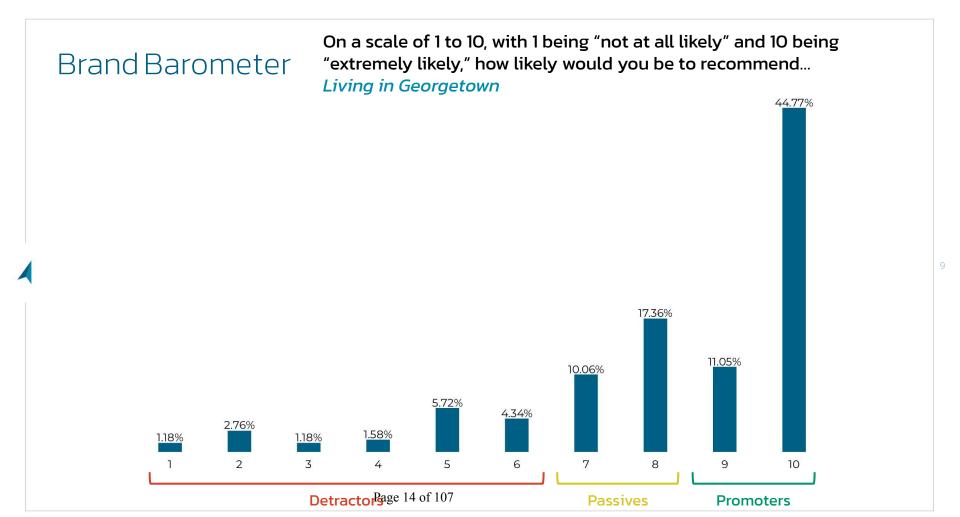
Answering The Question:

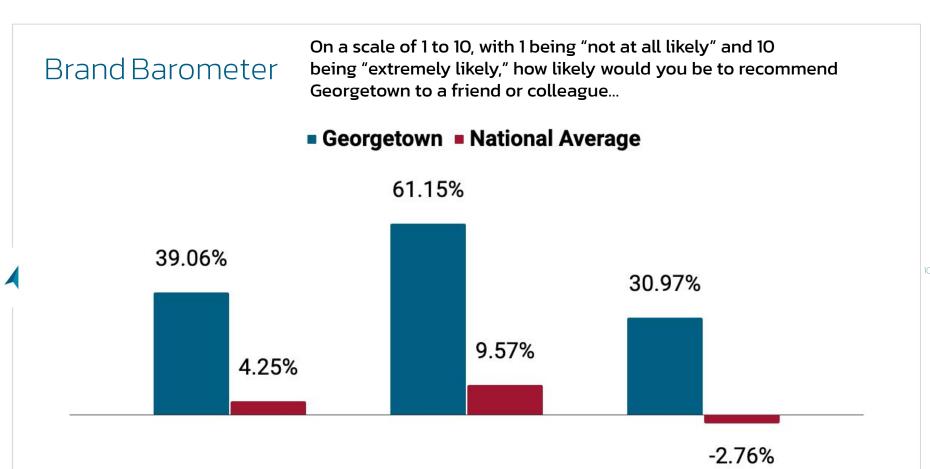
"On a scale of 1–10, how likely are you to recommend **living, visiting** or conducting business in Georgetown to a friend or colleague?"

The Math: Promoters (9–10); Passives (7–8); Detractors (1–6)

Promoters - Detractors = Brand Advocacy Score (Net Promoter Score)

Passives are not counted.





Living

Page 15 of 107 Visiting Conducting Business

Internal Qualitative Data

Site Visit
Intercepts
www.GTXBrand.com
Focus Groups
Stakeholder Interviews
(in person, phone conversations and via Zoom)

Internal Qualitative Data

Best Descriptors

Historic

Bedroom community

Suburban

Authentic

Supportive, connected

Quaint, wholesome

Closed-off, cliquish

Conservative

Greatest Assets

Downtown Square Sense of community Parks and Trails Quality of life Slower pace Sun City Central location Proximity to Austin Small town character Access to leaders, responsi_Ne្ត្រាខ្កុទ្ធ ₁₀₇

Challenges

Job growth Commuters out Managing growth, sprawl Traffic, roads Identity crisis High cost of living Schools Reputation as just retirees

THEMES in order of frequency

What We Think Outsiders Say

Downtown Square
Sun City retirees
Conservative
Slower pace
Suburb without diversity
Far away
Pass through community
Strict law enforcement

Internal Qualitative Data

Missing

Diversity, inclusion, representation

Job growth (professional)

Large employers

Identity, awareness

Cohesive marketing, promotion

Entertainment, nightlife, venues

Affordable housing, variety

Greatest Opportunities

Economic diversification (adv mfg, distribution, healthcare) Available land; not landlocked Destination retail Lifestyle amenities Outdoor recreation, parks Young professionals, families Southwestern University Location, market size

Most Important to Identity

THEMES in order of frequency

Downtown Square

Sense of community

Central location

Proximity to Austin

Small town character

Parks and trails

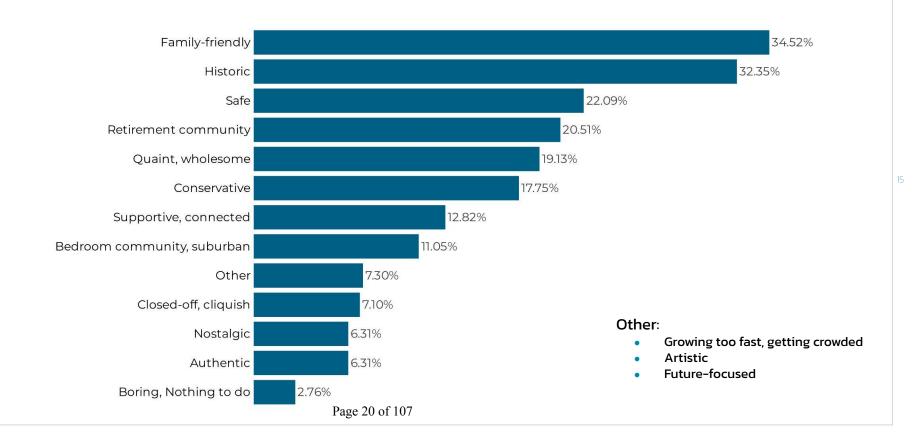
Growth potential

Page 18 of 107

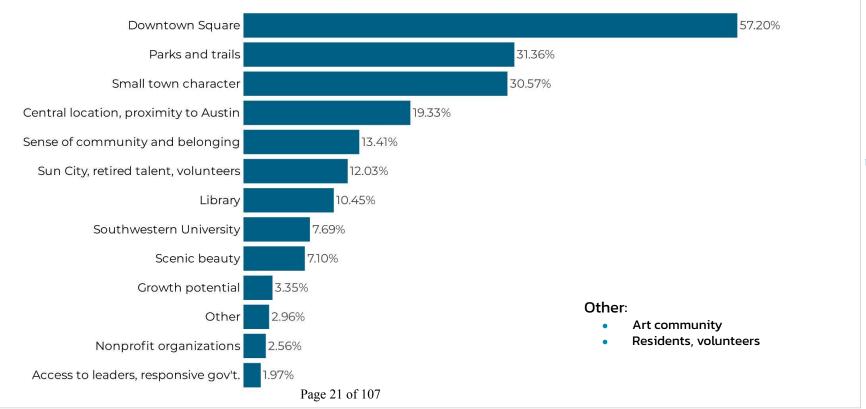
Internal Quantitative Data

Community Survey 507 respondents

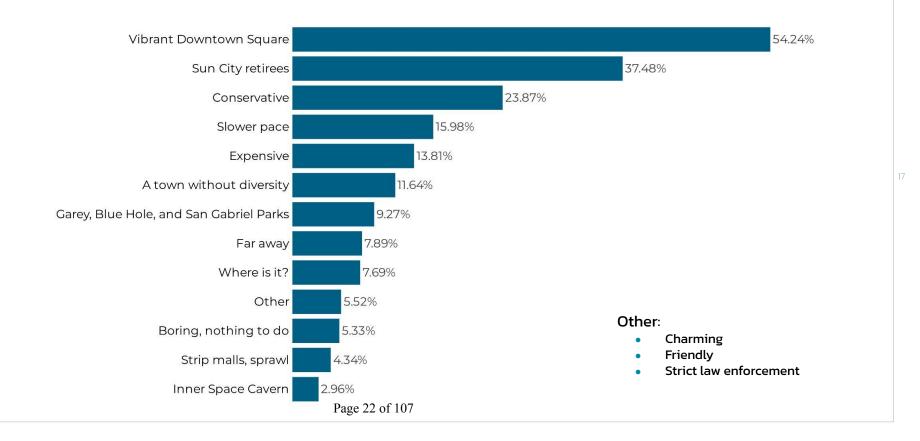
Which of the following are the best descriptors for Georgetown? *Choose two answers.*



In your opinion, what are Georgetown's two greatest assets? *Choose two answers.*



How do outsiders (non-residents of Georgetown) describe Georgetown? *Choose two answers.*



What is the first adjective that comes to mind when describing the following communities?

Cedar Park

- Shopping
- Suburban
- Busy, crowded
- Growing

Pflugerville

- Boring
- Growing
- Suburban
- Austin, practically

Leander

- Growing
- Country, rural
- Boring
- Bedroom community

Round Rock

- Busy, crowded
- Growing
- Traffic
- Dell

New Braunfels

- German
- Fun
- River
- Quaint

San Marcos

- College town
- Shopping
- Far
- Fun

Page 23 of 107

Community Survey What distinguishes Georgetown from other communities in the Austin region?

Downtown Square and Historic District

- "Quaint historic Square grounds our community, and provides a small town atmosphere even though there are hip, fun places around it."
- "Georgetown was able to maintain its historic assets, both around the Square and the Old Town residential neighborhood."

Maintains Its Small Town Feel

• "Georgetown is a smaller town even though it continues to grow. People speak to you and say hi even if they don't know you (not everyone but it is basically a friendly little town)..."

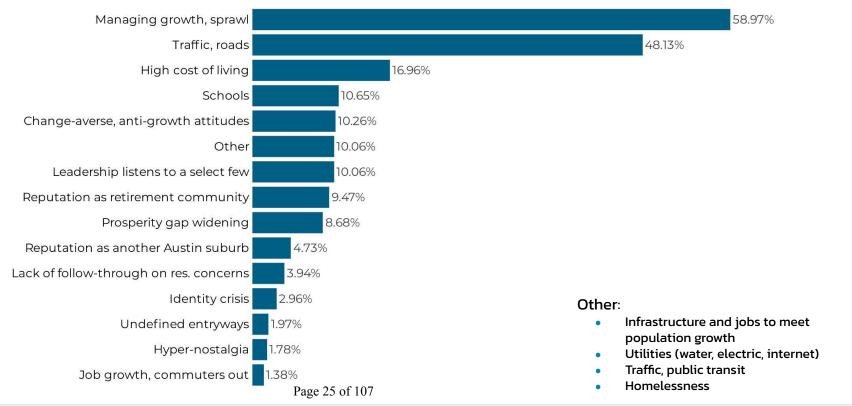
Parks and Recreation Areas

- "If you get tired of people, our parks and lake are simply amazing. I almost hate to say that too loudly as I enjoy the quiet."
- "The scenic parks and trails are excellent and a huge asset to living here."

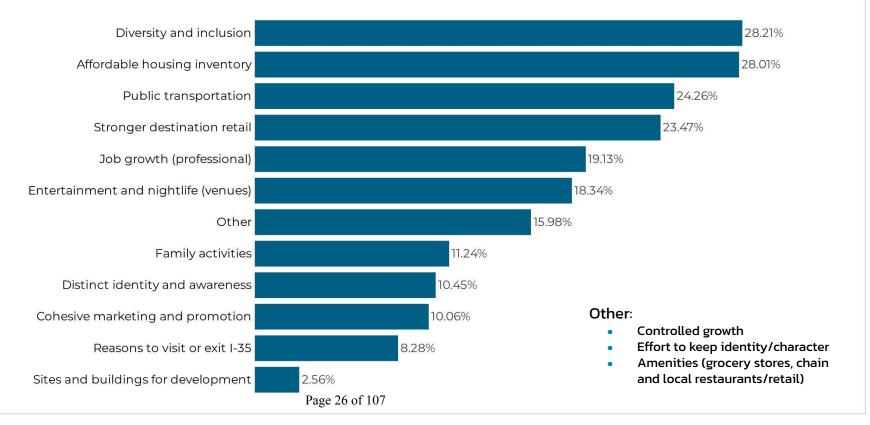
Growth and Development, For Better or Worse

- "The order that we enjoy even with the growth that we have had. Services and infrastructure seem to keep up with and stay ahead of the growth."
- "The city-planning for new growth and businesses seems to be unrealistic. The growth in area of Wolf Ranch and all on Hwy 29/University is too much for the city streets 240 fid A del."

In your opinion, what are the greatest challenges currently facing Georgetown? *Choose two answers.*



In your opinion, what is missing in Georgetown? *Choose two answers.*



Community Survey First Impressions

What aspect of Georgetown has the most **positive** impression on visitors and newcomers?

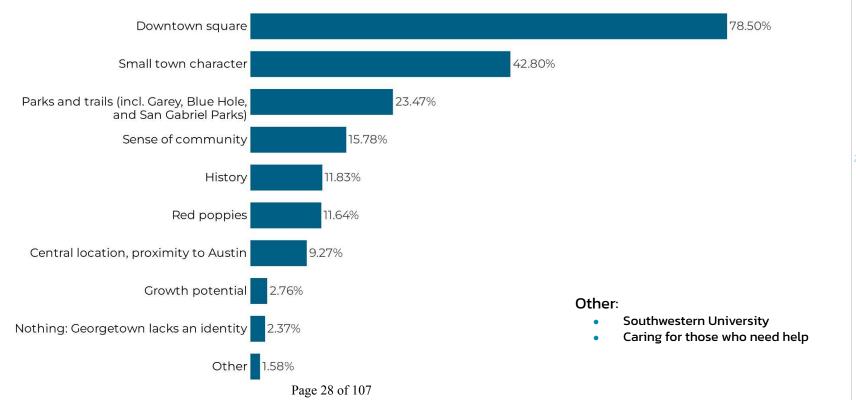
- "...the Square to see something different than the usual shopping, or dining experience."
- "Local businesses owners are so welcoming"
- "The care, restoration and respect of the historical buildings..."
- "Red Poppy festival during spring..."
- "The sense of community and belonging..."
- "We're not Austin. Yet."

What aspect of Georgetown has the most negative impression on visitors and newcomers?

- "Traffic congestion / too crowded"
- "...Lack of public transportation options"
- "For newcomers...the schools."
- "Price! High cost of homes. High property taxes."
- "The perception [as] a sleepy retirement community with no diversity"
- "[What's] in the news about racism, confederate statues and a concern for diversity."

In your opinion, what two things are most important to Georgetown's identity as a community (without these Georgetown is not Georgetown)?

Choose two answers.



Which of the following best reflects your opinion of this logo?

I recognize it and think it is reflective of our community's character.

73.96%

I recognize it and do not think it is reflective of our community's character.

19.72%

I do not recognize it or have no opinion. 6.31%



Page 29 of 107

24

Please share any further comments about this logo.



Positive Comments

- Mix of new and old, refinement and tradition
- Has been in use for a long time
- Cursive shows movement, is comfortable and welcoming
- Distinct and memorable
- No need for change

Negative Comments

- Younger people don't know that's a cursive "G"
- Boring, unoriginal
- Old fashioned, colors and typefaces clash
- Too formal, elitist

External Quantitative Data

2019 Consumer Awareness and Perception Study
Dallas-Fort Worth and Houston
210 Respondents

2019 consumer input is consistent with data gathered in 2021.



CAP Study

What first comes to mind when you think of the following communities as places to visit?

Georgetown

- Southwestern University
- Austin suburb
- Good food
- Hill Country

Fredericksburg

- Wine
- Good food, peaches
- German history
- Hill Country

Round Rock

- Austin suburb
- Dell
- Baseball
- Family

San Marcos

- River
- Shopping
- Texas State
- Fun

Waco

- Baylor University
- Magnolia Market, Gaines Family
- Museums
- Boring

CAP Study

How is Georgetown distinct from other destinations in Central Texas?

Preserves a Small Town Feel

- "It's an old fashioned, friendly small town"
- "Georgetown has a distinct 'small town' feeling."
- "Close enough to a bigger city, but far enough to be out of the craziness"

A Sense of History

- "It has great historical significance as well as landmarks to see"
- "Georgetown has a nice historic courthouse and is the county seat of that general area."

And a Welcoming, Relaxing Vibe

- "Welcoming and warm people, more culture, and has a nice movie theater and art shows"
- "Has the old town feeling, Feels like time slows down"
- "It is a great city for retirement"

But It's Changing Quickly

- "It is being swallowed by Austin"
- "It is one of the fastest growing areas in the country"

BONUS RESEARCH External Qualitative Data

Influencer Perception Study

External conversations with area municipalities and professionals in tourism and economic development.



Influencer Perception Study

Assets

Downtown Square

Parks and connected

trails

Wineries

Sun City

Ease and charm

Independent identity

Available land (big projects)

Well managed

Lake Georgetown and San Gabriel Park Challenges

Managing growth
Reputation as only seniors

Reputation as super conservative

Closed-off

Schools

Williamson County strict law enforcement

Missing

Diversity Vibrancy

Housing variety

Young families

News coverage of any kind

Reputation for outdoor recreation

in order of frequency

Opportunities

Economic development growth

Strolling with your beverage

Closer than people think

Young professionals

Proximity to Austin

High-end retail

Housing variety

Outdoor assets

Executive housing without

Austin price

Page 35 of 107

STRATEGY Insights

Page 36%P167TH / STAR

Insights

During this phase of the process, the body of quantitative and qualitative data uncovered in the research phase is analyzed to identify key themes and trends. From this, a set of insights comprising the emotional sparks of the Georgetown story are crafted. These insights lead to Georgetown's unique strategic brand platform.

Georgetown's strategic brand platform, or DNA as North Star calls it, is the single most important and vital outcome of the branding process. Like an individual's DNA, it is code for what makes the community special at its core. As such, it must be distinct, ownable and authentic. It must differentiate Georgetown locally, regionally and even nationally and increase awareness and regard within the community and beyond. This differentiation must remain in keeping with the personality perceived by stakeholders, residents and visitors.

Georgetown's strategic DNA should become the cornerstone for all creativity, action, policy and passion moving forward. Imagine the cumulative potential for your community if all major decisions were made within the context of what makes Georgetown truly different and special.

So where does all of this research lead us? One thing to remember in a process like this is that we cannot tell you to be something you're not. We won't do it even if that is your secret hope. Your brand will be based on what is true and authentic. That is why we study your history and culture but maintain an eye on the future and your aspiration. What about your history and culture differentiates you and is relevant and meaningful today for your interests and goals?

Repetition, Repetition. This is not just a rule of effective communication. We know we are onto something when we start hearing similar thoughts and ideas about your community. Positioning helps us market.

North Star uses voices from the research to presePtgkety7 infsights.

Insights

The job of the <u>brand</u> is to tell your most competitive story.

The job of the strategy is to determine what that story should be about.

"Georgetown is way up there."

"Austin doesn't know us."

"No one wears Georgetown shirts or hats."

- - 4

"We enjoy a slower pace – but not behind."

"You just cannot have the voice you do anywhere else but in Georgetown."

"The picture-perfect Texas town square."

"I will age better here."

"We don't have to live where it is cool; we will make where we live cool."

"Georgetown has a sense of community and belonging more than any other place."

"Round Rock, Leander, and Cedar Park look and feel like a Dallas suburb.

Not Georgetown."

"We have to be careful with strip mall sprawl."

"The prosperity gap is going to squeeze out our opportunity."

"Distinct in that it is truly its own community."

"We developed our character on our own.

Sprawl may have found us, but it doesn't define us."

"We maintained independence from Austin."
We did not grow because of Waco or Austin."

"I don't live there. But it is where I do my living. Parks, trails, shopping, dining, friends, etc."

Page 43 of 107

Insights

KEY POINTS

- 1. Georgetown offers proximity to Austin (and its large market) on your terms without enduring hassles and chaos. More affordable, more land, comfortable pace.
- 2. Residents and visitors celebrate the historic character and vibrant experiences on the square. Emblematic of an authentic and memorable community.
- 3. The community enjoys responsive leadership and avoids the suburban sameness of others.
- 4. Georgetown is a place of opportunity where growth comes amidst a supportive business community with a talented workforce.
- 5. Georgetown is the quintessential Hill Country town with charm, convenience, opportunity, recreation, and ease. The quality of life and belonging many seek.
- 6. Although SWU introduces diverse cultures to the community, diversity and inclusion is lacking. The sense of belonging should be enjoyed by all.
- 7. It has enthusiastic ambassadors but 19eeds the cohesive language and tools for them...

STRATEGYDNA Platform

Georgetown DNA Platform Statement

Target Audience: To whom Georgetown has the most appeal

Frame of Reference: Geographic context of Georgetown

Point-of-Difference: What makes Georgetown special

Benefit: Why it should matter to the consumer

41

Georgetown DNA Platform Statement

Target Audience: For those who prefer the ease of Austin adjacent,

Frame of Reference: Georgetown, with the most beautiful town square in the state,

Point-of-Difference: is the genuine, comfortable Central Texas you hoped for

Benefit: where your growth (personal and professional) is met with a strong sense of belonging.

Process: How Strategy Unites Your Community

Our process combines a proven approach with customized creativity and out-of-the-box thinking specific to your situation. It begins with detailed research and expert-driven strategy development. Then it builds vivid brands in the real world through award-winning visual identity design and an action plan implementable by your team (or with our assistance as needed) within your budget and timeline. Research and strategy is paramount to reaching consensus concerning the direction of the brand well before any decisions about creative elements and activation are made.

The strongest connections between a community and its brand are made when everyone understands and supports the ideas that underlie the eventual brand creative. Thus, our process and guidance is centered first on creating understanding and buy-in to a DNA and strategic platform. This critical, foundational asset will outlive any campaign because it is the underlying truth and driving force of your community. With consensus on it, the creative decisions that follow will be relatively simple for your steering committee. It will also ensure Georgetown's goal of uniformity is met – as all decisions will be based upon its real and true DNA. Time and time again, we have learned that **strategy unites and inspires partner compliance and ultimately changes behavior**.

The upcoming creative phase will result in a final package of foundational creative tools that strategically supports the Georgetown brand platform. These tools layer personality on top of the strategy in order to make an emotional connection with the consumer. They include a narrative, tagline, logo refinement, color palette, and creative executions. Together they begin to tell the Georgetown story in a compelling and memorable way. The Georgetown brand action plan to follow will contain dozens of ideas—large and small—for integrating the brand into the city's marketing and promotions. Ideas can touch on the website, new products to support the strategy, vehicles, merchandise and more. All ideas to not reflect new budget items. Creative deliverables are designed using the visual brand identity and brand language to serve as a guide for putting the brand to work.

CASE STUDY Johnson City, Tennessee



CHALLENGE: With a sesquicentennial approaching, Johnson City was eager to update a decades-old brand identity and distinguish itself among the Tri-Cities. Eyeing the next 150 years, how can this outdoor mecca and educational powerhouse leverage the region while standing out within it? Johnson City needed a strong brand that positioned itself as a talent magnet for decades to come and a vehicle to celebrate the century and a half that defined its authenticity, culture and self-sufficient nature.

INSIGHT: Johnson City demonstrates a strong commitment to quality of life, particularly to outdoor pursuits. It has more opportunities close to downtown than neighbors like Asheville. So there's no Asheville envy here, just a desire to enjoy short commutes whether that is to your tech job in a space with exposed brick walls or a mountain bike park on the edge of downtown organized like your favorite ski resort. Like many college towns, Johnson City suffers brain drain as grads chase urban living elsewhere only to find it unaffordable. But this City is not the place to get lost in a theoretical vacuum. The critical thinking and insights gained from higher education get tested and put to work here. You'll find the innovation you'd expect from universities and the business sector, but take a look at the public sector. Johnson City solved a chronic flooding issue by creating Founders Park that mitigates the problem while creating a beloved space. Just one of many examples in this picturesque town of how critical thought can go the extra mile in creating critical mass (outdoor rec, downtown activity and community pride).

BRAND STRATEGY: Johnson City's new brand elements serve as an invitation to this mountain setting and economic opportunity. But it is also a call to action to get outdoors, do your best, and become involved. Go All Out will obviously attract adventurers and outdoor enthusiasts. But it encourages innovative thinking and gets to a distinction for perseverance and resiliency in this part of the state. You are part of a strong community here that will Go All Out for your needs and dreams.



JOHNSON CITY STRATEGIC DNA STATEMENT

Frame of Reference: Johnson City is the commercial, educational and cultural hub

of NE Tennessee,

Point of Difference: where the best of natural gifts are nurtured and practically applied,

Target Audience: so those wanting unobstructed views and viewpoints in a

scenic mountain setting,

Benefit: can pursue passions naturally.













Page 53 of 107









Thank you Georgetown!

Community Survey – 507 Respondents ±4.35 Margin of Error @ 95% Confidence Level

Age

- Under 18: **0.20**%
- 18 24: **2.96**%
- 25 34: **7.50**%
- 35 44: **13.41**%
- 45 54: **15.38**%
- 55 64: **17.16**%
- 65 74: **27.61**%
- Over 75: **10.45**%
- No Answer: **5.33**%

Race

- White: 76.92%
 - No Answer: 12.43%
- Hispanic/Latino: 4.34%
- Multiracial: 1.97%
- African American: 1.58%
 - Other: 1.38%
- Asian: 0.79%
- Native American/Alaska: 0.59%
- Pacific Islander/Hawaii: 0.00%

Relationship to GTX

- Live & Retired: **38.26**%
 - Live & Work: **34.12**%
- Live Only: **16.37**%
- Other: 4.73%
- Live/No Work: **3.55**%
- Work Only: **2.37**%
- Neither: **0.59**%

Residence in GTX

- 0-5 vrs: **33.33**%
- 6-10 vrs: 20.73%
- 11-15 vrs: **16.24**%
- 16-20 vrs: 8.76%
- 20+ yrs: 20.94%

Income

- < \$50k: **6.31**%
- \$50k \$100k: **25.84**%
- \$100k \$150k: **20.91**%
- \$150k \$200k: **10.26**%
- \$200k \$250k: **5.92**%
- > \$250k: **7.69**%
- No Answer: 23.08%

Gender

- Male: 28%
- Female: **67**%

No Answer: 5%

2019 CAP Study – 210 Respondents ±6.76 Margin of Error @ 95% Confidence Level

Age

- Under 18: 0.00%
- 18 24: **13.33**%
- 25 34: **27.14**%
- 35 44: **22.86**%
- 45 54: **11.43**%
- 55 64: **16.67**%
- 65 74: **7.62**%
- Over 75: 0.95%

Gender

- Male: 50%
- Female: **50%**

Residence

- Dallas/Ft.Worth: 50%
- Houston: 50%

Race

- White: **60.95**%
- African American: 15.71%
- Hispanic/Latino: 10.95%
- Asian: 8.10%
- Multiracial: 2.86%
- Other: 1.43%
- Native American/Alaska: 0.00%
- Pacific Islander/Hawaii: 0.00%

Income

- < \$50k: **50.00**%
- \$50k \$75k: **20.48**%
- \$75k \$100k: 11.43%
- \$100k \$150k: 12.86%
- \$150k \$200k: 3.33%
- \$200k \$250k: 1.43%
- > \$250k: **0.48**%

City of Georgetown, Texas City Council Workshop May 11, 2021

SUBJECT:

Confirmation and prioritization of action steps from council goals derived from the Council visioning sessions completed on February 5^{th} and 6^{th} -- David Morgan, City Manager

ITEM SUMMARY:

City Council participated in Visioning Sessions on February 5-6, 2021 and developed governance guidelines, strategic initiatives, and goals. The City Council framed the strategic initiatives and goals within the following areas of emphasis:

- Governance
- Growth
- Housing
- Economic Development
- Downtown

City staff presented the Report and Strategic Plan to the City Council at its workshop on March 23, 2021 to seek Council feedback and direction on the initiatives and goals presented. This workshop presentation is to prioritize and confirm the goals and action steps Council would like staff to begin working on.

The City Council approved its Report and Strategic Plan on April 13th overviewing the Council's governance guidelines, strategic initiatives, and goals.

FINANCIAL IMPACT:

NA

SUBMITTED BY:

Mayra Cantu, Assistant to the City Manager on behalf of David Morgan, City Manager

ATTACHMENTS:

Presentation Council Goals and Action Steps Council Strategic Plan

CITY COUNCIL VISIONING WORKSHOP May 11, 2021

Strategic Initiatives and Goals



PURPOSE

- City Council developed Areas of Emphasis and Strategic Initiatives in a Feb 5-6th Visioning Session
- On March 23rd the City Council confirmed the Strategic Initiatives language and goals to accomplish those initiatives
- Today's workshop is to review the action steps to accomplish the goals established by the City Council and to rank those actions steps to develop a work plan for staff



Areas of Emphasis

GOVERNANCE

GROWTH

HOUSING

ECONOMIC DEVELOPMENT

DOWNTOWN



February 10, 2021

GROWTH

	STRATEGIC INITIATIVE		GOALS	ACTION STEPS	OWNER	FY21	FY22	FY23
2.1	Proactively plan for growth							
		2.1.1	2030 Comprehensive Plan					
			Stay on track with implementation	Maintain implementation plan and keep as a living document	Planning			
			 Continue as a living document with periodic updates 	Maintain implementation plan and keep as a living document	Planning			
			 Ensure community engagement plan informs, consults and involves stakeholders 	Maintain community engagement plan and identify opportunities for partnerships	Planning			
			•	Evaluate a full UDC update	Planning			
		2.1.2	Update and implement transportation corridor studies	Identify desired transportation corridors and create a phased funding plan for consultant support	Public Works			
				Continue to implement William Drives Corridor Study	Planning			
		2.1.3	Maintain and Update Master Plans to respond to rapid growth	Implement master plans and ensure they are updated consistent with the growth needs of the community	СМО			
			Transportation	Identify areas deficient with appropriate master planning	СМО			
			Water/Wastewater					
			• Electric					
			Land Use					

February 10, 2021

GROWTH

	STRATEGIC INITIATIVE		GOALS	ACTION STEPS	OWNER	FY21	FY22	FY23
			 Parks, Recreation, Open Space 					
			City Facilities					
			Police and Fire					
2.2	Ensure financial capacity to manage growth							
		2.2.1	Determine policy for debt vs. pay-as- you-go for capital spending	Review existing debt policy for opportunity to clarify/update	Finance			
		2.2.2	Implement and update impact fees and other fees	Complete regular fee schedule review during the budget process	Finance			
				Develop/improve tracking system for impact fees	Finance			
				Update Cost Recovery Policy (subsidy)	Finance			
		2.2.3	Implement the mobility bond	Maintain implementation	Systems			
		2.2.0	improvements	plan/schedule for CIP	Engineering			
		2.2.4	Create capacity for operational dollars to be used for CIP	Implement measures to reduce cost for service and create goals for cash funding CIP	Finance			
		2.2.5	Promote public/private partnerships (PPP) to fund infrastructure needs related to growth and development	Research federal/state grant and low interest loans for infrastructure	Finance			

February 10, 2021

GROWTH

	STRATEGIC INITIATIVE		GOALS	ACTION STEPS	OWNER	FY21	FY22	FY23
2.3	Develop and manage water supply sources and treatment capacity for future growth							
		2.3.1	Improve water conservation through adoption of city codes, rate structures, and active enforcement of watering restrictions	Create expanded education and enforcement program	Water			
				Complete regular water rate review and maintain conservation rate structure	Water/Finance			
				Evaluate expanded water conservation program	Water			
				Actively work to reduce water loss in the water system	Water			
		2.3.2	Actively develop additional water resources	Complete resource evaluation with BRA and other regional partners	Water			
				Develop/Maintain appropriate CIP implementation plans	Systems Engineering/Water			
2.4	Maintain high customer service levels							
		2.4.1	Maintain and enhance the Performance Management Program (PMP) to provide real time data of quantity and quality	Keep/elevate performance measures for all service areas	HROD			
				Promote learning and development courses to improve skills and expertise of employees	HROD			
		_		Implement public dashboards of key performance measures	HROD			

February 10, 2021

GROWTH

STRATEGIC INITIATIVE		GOALS	ACTION STEPS	OWNER	FY21	FY22	FY23
	2.4.2	Organization and Operational Excellence (OOE) – Continue to equip employees to make incremental change to produce positive, real results	Support on-going professional training on lean process improvement, Implement A-3 projects to reduce waste throughout the organization.	HROD			
			Complete complex process improvement projects	СМО			
	2.4.3	Establish an organizational capacity plan ensuring efficiency and effectively responding to growth	Document service level expectations and actively monitor challenges to meet service levels due to growth	СМО			
	2.4.4	Retention of quality city staff	Implement positive culture change initiatives	СМО			
			Maintain competitive compensation and benefits program	HROD			
			Maintain quality training and development program	HROD			
			Develop apprenticeships within the City	СМО			
	2.4.5	Maintain strong "customer service" levels	Develop enhanced 311 "like" system to improve resident accessibility to service requests	СМО			
			Implement staff customer service training program	HROD			

February 10, 2021

GOVERNANCE

	STRATEGIC INITIATIVE		GOALS	ACTION STEPS	OWNER	FY21	FY22	FY23
1.1	Confirming Council / City Manager Roles							
		1.1.1	Review agenda format and items with an eye toward streamlining	Post one agenda for Workshop and Regular	City Secretary	Х		
				Review /agenda organizational categories	City Secretary	х		
				Part of the agenda review process confirm what is legally required and what is Council policy	Legal	х		
1.2	Equipping the Council to be successful							
		1.2.1	Provide opportunity for Council to enhance the understanding of service areas and staff responsibilities	Council tours of City facilities	СМО			
				Take existing onboarding info to create pre-election guide	СМО			
				Arrange regular Council training opportunities	СМО			
				Review/update onboarding material	СМО			
		1.2.2	Be deliberate to develop relationships and trust among City Councilmembers	Begin a Pre-Election Orientation (as well as the post-election orientation) process using the elected officials to inform candidates of the governance process and strategic plan.	СМО			
				Periodically review Council Governance Guidelines	СМО			
				Annual Council Visioning	СМО			

GOVERNANCE

	STRATEGIC INITIATIVE		GOALS	ACTION STEPS	OWNER	FY21	FY22	FY23
		1.2.3	Develop learning and training opportunities for current/future City Councilmembers	Quarterly informal study sessions with Council	СМО			
				Attend Council training opportunities, such as TML	City Secretary			
1.3	Communication & Engagement with citizens and board members							
		1.3.1	Improve citizen education and engagement	Citizen Academy	СМО			
				Guides for CC on how to schedule/conduct town halls	CAPE			
				Annual & Town Hall meetings	CAPE			
				Seek public input on all major project/initiatives	САРЕ			
		1.3.2	Improve information flow on the Vision and Strategic Planning process to Boards and Commissions.	Annual visioning meeting with Boards	CMO/City Secretary			
				Add training on visions and goals to Board orientation	City Secretary			
		1.3.3	Improve opportunities for residents to raise and resolve service issues/requests	Develop enhanced 311 "like" system to improve resident accessibility to service requests	СМО			
				Implement staff customer service training program	HROD			

February 10, 2021

HOUSING

	STRATEGIC INITIATIVE		GOALS	ACTION STEPS	OWNER	FY21	FY22	FY23
3.1	Establish an affordable housing policy							
		3.1.1	Pursue innovative affordable housing projects to determine the market and viability of projects for Georgetown	Develop a RFI framework to use to solicit qualified developers to bring project proposals to Georgetown.	Planning			
		3.1.2	Allow for a diversity of housing including tiny homes, townhomes, studio homes, etc. that have a smaller footprint and provide diversity of housing	Include new housing products and standards in UDC evaluation and update.	Planning			
		3.1.3	Pursue opportunities affordable home ownership	Update and confirm a Council policy including acceptable tools and funding sources to pursue affordable home ownership	Planning			
				Review UDC for barriers to affordable housing	Planning			
				Create implementation plan for the Council policy on affordable home ownership	Planning			
3.2 and 3.4	Establish a multifamily housing policy that encourages mixed-use development							
		3.2.1	Determine key locations for mixed use development	Enhance the 2030 Comprehensive Plan guidelines on MF	Planning			
			Determine ratio of single family to multi-family units for the city	Enhance the 2030 Comprehensive Plan guidelines on MF	Planning			

February 10, 2021

HOUSING

	STRATEGIC INITIATIVE		GOALS	ACTION STEPS	OWNER	FY21	FY22	FY23
			Determine goals for new master- planned developments	Evaluate MF definitions in UDC and identify desired ratios for different product types	Planning			
			Establish a policy for commercial development in and around multifamily to ensure availability of services	Determine locations where infrastructure exists and/or is needed	Systems Engineering			
3.3	Establish a policy determining the residential/neighborhood commercial mix in targeted areas within the city to protect commercially zoned property ensuring economic development							
		3.3.1	Review and update 2030 Plan policy	Review tools available through zoning and agreements to ensure balance in developments	Planning			
3.5	Encourage the development of executive housing							
		3.5.1	Define opportunities to support qualities of executive housing in special districts	Encourage large lots in MUD/PID in our policies	СМО			
		3.5.2	Define needs and qualities of executive housing	Define executive housing and the demand in the marketplace	Planning/Econ. Dev.			

February 10, 2021

HOUSING

	STRATEGIC INITIATIVE		GOALS	ACTION STEPS	OWNER	FY21	FY22	FY23
3.6	Establish strong development standards, ensure quality housing products							
		3.6.1	Establish goals for development standards	Evaluate opportunities to enhance development standards in the UDC update.	Planning			
				Utilize Special Purpose Districts (MUDs/PIDs) to promote housing diversity with development and design (arch) standards	CMO/Planning			
3.7	Establish incentives to encourage annexation of development							
		3.7.1	Eliminate barriers that discourage annexation of development	Emphasize advantages of being in the city limits	СМО			
				Create options for service enhancements or property tax phase in policies	СМО			

ECONOMIC DEVELOPMENT

	STRATEGIC INITIATIVE		GOALS	ACTION STEPS	OWNER	FY21	FY22	FY23
5.1	Update Strategic Plan							
		5.1.1	Update Strategic Plan	Increase support for vocational programs through partnership with GISD	Econ. Dev.			
5.2								
		5.2.1	Partner with employers and educational institutions for workforce development	Increase support for vocational programs through partnership with GISD	Econ. Dev.			
				Support the Georgetown Project SYEP – Summer Youth Employment Program	Econ. Dev.			
				Partner with the Chamber and GISD on Career Fairs	Econ. Dev.			
				Partner with GISD and the Chamber to hold manufacturers day annually	Econ. Dev.			
				Support Skills Development Fund Applications with local businesses	Econ. Dev.			
		5.2.2	Enhance workforce recruitment	Host an online database for Georgetown employers	Econ. Dev.			
				Hold a veterans and military spouses job fair	Econ. Dev.			
				Promote Georgetown to young professionals for workforce attraction	Econ. Dev.			
				Develop a residential relocation portal for workforce recruitment	Econ. Dev.			

ECONOMIC DEVELOPMENT

	STRATEGIC INITIATIVE		GOALS	ACTION STEPS	OWNER	FY21	FY22	FY23
5.3	Promote industrial and commercial growth in targeted areas							
		5.3.1	Identify and prioritize high priority growth areas for investment	Work with developers to create shovel ready sites	Econ. Dev.			
				Maintain vacant land inventory and identify issues with developing	Econ. Dev.			
				Review UDC for any barriers that may be present for industrial development	Planning			
5.4	Business Retention Programs							
		5.4.1	Maintain primary employer retention program	Continue business outreach and retention visits with Georgetown businesses	Econ. Dev.			
				Enhance industry cluster groups	Econ. Dev.			
				Continue and Enhance Major Employers Twelve@12 program	Econ. Dev.			
				Establish criteria for utilizing benchmarks to review for retention	Econ. Dev.			
		5.4.2	Promote programs to retain locally owned and small businesses	Explore a small business revolving loan program	Econ. Dev.			
				Continue the Shop Georgetown and "More than a Business" campaigns	Econ. Dev.			
				Continue National Small Business Week programming	Econ. Dev.			
				Maintain the online Small Business Resource Guide	Econ. Dev.			

ECONOMIC DEVELOPMENT

	STRATEGIC INITIATIVE		GOALS	ACTION STEPS	OWNER	FY21	FY22	FY23
5.5	Promote business recruitment programs							
		5.5.1	Encourage a diversity of industry through Target Industry Recruitment	Update Targeted Industries analysis	Econ. Dev.			
				Develop and incubator program to help start-ups and small business owners (equity opportunity)	Econ. Dev.			
				Promote a small business/startup resource guide	Econ. Dev.			
		5.5.2	Create a strong "brand" to market and promote Georgetown to new businesses and site selectors	Finish & implement branding initiative with website	САРЕ			
				Implement marketing campaign	Econ. Dev.			
				Hold annual symposium and commercial broker events	Econ. Dev.			
		5.5.3	Establish programs and policies that reward and incentivize businesses that pay higher wages	Utilize economic impact software to determine incentive package values and return on investment	Econ. Dev.			
		5.5.4	Sustain/improve a predictable, responsive, and accountable development process	Continue involvement in the Georgetown Chamber's Development Alliance to determine development community's needs	СМО			
				Continue development community calls to update on trends and development	СМО			

Director Retreat - Council Goals Action Workshop February 10, 2021

ECONOMIC DEVELOPMENT

Updated 4.14.21

	STRATEGIC INITIATIVE		GOALS	ACTION STEPS	OWNER	FY21	FY22	FY23
5.6	Foster regional cooperation with area governmental partners – county, schools, and surrounding areas							
		5.6.1	Utilize regional partnerships for program support (recruitment, marketing, workforce)	WilCo EDP (county and cities)	Econ. Dev.			
				Opportunity Austin (Regional Group)	Econ. Dev.			
				Rural Area Capital Workforce Solutions	Econ. Dev.			
				Partner with ARMA (Austin Regional Manufacturers Association)	Econ. Dev.			
				Georgetown Chamber of Commerce	Econ. Dev.			

Director Retreat - Council Goals Action Workshop

February 10, 2021

DOWNTOWN

Updated 4/14/2021

	STRATEGIC INITIATIVE		GOALS	ACTION STEPS	OWNER	FY21	FY22	FY23
4.1	Enhance and manage the continued development of downtown							
		4.1.1	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	CMO/Planning			
		4.1.2	Improve mobility opportunities to include accessibility, parking, pedestrian access, and general movement through downtown	Evaluate sidewalk master plan and identify additional improvements for downtown.	Systems Engineering			
			G	Complete a parking study to include a multifaceted plan - Accessibility - Rideshare - Shuttles - Parking lot development/redevelopment	СМО			
				Explore alternate modes of transportation in downtown	СМО			
		4.1.3	Address infrastructure needs such as trash collection and street maintenance due to growth in downtown	Implement enhanced downtown trash collection and identify future needs	Public Works			

Director Retreat - Council Goals Action Workshop

February 10, 2021

DOWNTOWN

Updated 4/14/2021

	STRATEGIC INITIATIVE		GOALS	ACTION STEPS	OWNER	FY21	FY22	FY23
				Identify and implement public	CMO/Planning			
				restroom and pet friendly resources Identify and maintain infrastructure for remote workers and visitors such as	СМО			
				public wifi, power outlets, park/open space, and entertainment spaces				
				Implement a public infrastructure maintenance program	СМО			
				Maintain a public safety program responsive downtown growth	Police			
		4.1.4	Enhance and manage the mix and size of events and activities in downtown	Include downtown programing plan as part of the downtown master plan update.	CMO/Planning			
				Better connectivity from downtown to San Gabriel Park (larger outdoor venue)	Systems Engineering			
				Improve special event permit process	Community Services			
4.2	Enhance partnerships for downtown							
		4.2.1	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.	СМО			
				Ensure County officials are included as part of downtown master planning efforts	СМО			

Director Retreat - Council Goals Action Workshop

February 10, 2021

DOWNTOWN

Updated 4/14/2021

STRATEGIC INITIATIVE		GOALS	ACTION STEPS	OWNER	FY21	FY22	FY23
	4.2.2	Promote local businesses including partnerships with the Chamber, the Downtown Georgetown Association (DGA), and Preservation Georgetown	Create a marketing and destination plan with participation from downtown partnerships consistent with the downtown programing plan and part of the updated master plan. The plan will include: - Marketing campaigns - Signage and wayfinding improvements	Econ. Dev.			
	4.2.3	Enhance partnerships with education, arts, religious and cultural groups for events and promotion of downtown	Create a marketing and destination plan with participation from downtown partnerships consistent with the downtown programing plan and part of the updated master plan. The plan will include: - Marketing campaigns - Signage and wayfinding improvements	Econ. Dev.			
	4.2.4	Review downtown façade and grant program for possible enhancements	Evaluate purpose of the program and expand the grant program as needed to meet the vision for downtown and the downtown master plan.	Econ. Dev.			



Report

and

Strategic Plan

Adopted March 9, 2021

Prepared and Facilitated
By
Ron Cox Consulting



REPORT AND STRATEGIC PLAN COUNCIL/STAFF RETREAT

CITY OF GEORGETOWN

February 5 and 6, 2021

Introduction

On February 5 and 6, 2021, the Mayor, City Council and staff of the City of Georgetown met for a retreat planning session. The purpose of this meeting was twofold.

- Confirm and expand the governance philosophy for the City Council. Included in that is identifying key elements of the Council's vision for Georgetown.
- Prepare a 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.

Governance

In their February 5, 2021 session the Council confirmed the governance policy they established in 2017 and expanded on it by further defining their governance philosophy. The Council participated in discussions about 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 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 what the strategies and goals are for the City of Georgetown and what they will be 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 facilitator began the process by asking each of the members why they ran and serve on the City Council. They responded as follows:

The Mayor and Council reviewed and confirmed their Governance Policy and Rules of Engagement established in 2017. These are as follows.

Council Governance Policy (2017)

- 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 that City services emphasize public health, safety, and opportunity.

Council Rules of Engagement (2017)

- 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 members to describe why each member ran for City Council.

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

- Experience success in Georgetown, now in a position to give back.
- Have the ability to say no when the issues warrant it.
- To overcome disparities in the community.
- To participate and be a part of the solution.
- Served on other boards and commissions and now Council.
- To help the City achieve its overarching vision.
- Be an example to children to be of service.
- Able and ready to do the necessary work.
- Was recruited.
- Want to be a representative of all of us.
- Luckyto be in a position to serve.

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

Mayor and Council have the following attributes ...

- Ability to listen.
- If I can learn it, I can teach it to others.
- Analytical and can determine the merit of a proposal.
- Always willing to learn.
- Have a skill set speaking up when others disagree.
- Can find solutions to hard tasks.
- Love the one-on-one exchange read, ask questions, listen.
- Life experiences bring wisdom.
- Can bring the minority opinion point of view for better decision making.
- Can express the vision for the city.
- Think long-term.
- Do not take criticism personally.
- Ability to engage others about issues.

It was noted that the Mayor was just elected in November and has served as Mayor for three meetings. The facilitator had asked the Mayor to prepare a short presentation on his philosophy as Mayor and how he intends to lead the meetings.

The Mayor will lead as follows...

- Will allow the conversation to take place.
 - o Council don't be afraid to speak or ask to speak your opinion.
 - (Permission was granted by the Council for the Mayor to speak his opinion as well.)
 - o He welcomes constructive feedback to be the best Mayor.
- He prefers long Workshops, short regular meetings.

- Leave Workshop items with full discussion and a clear understanding for next steps.
- The Mayor will distill items into clear issues for discussion getting to consensus.
- Will not put Council members on the political spot.
- The Mayor has no desire the expand the authority of the Mayor's position.
 - o Will express his opinion.
 - o Will not tell members how to vote.
 - o Will help Council make the best decision possible.
 - o Believes in the Council-Manager form of government.
 - 100% believes in the City Manager.
 - Will seek the City Manager's advice.

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

- By example
 - Lead the way you live.
 - Be willing to do yourself what you ask of others.
- Agree to disagree in a civil way.
- Give respect.
- Focus on the issue not the personality.
- Give credit to others.
 - For service.
 - For their opinion/point of view.
 - For being innovative.
 - For speaking up.
- Trust each other.

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

- Give fellow members the benefit of the doubt.
 - Don't attribute intent or motives that are not being spoken.
- Acknowledge and consider that we know our own districts the best when expressing an opinion on an issue that affects the districts.
- Separate the people from the problem; the problem from the interest; work the problem.
- Accept each other and their respective interests and opinions.
- Express understanding and empathy.
- Defer/respect the opinions of others.

The Mayor and Council of the City of Georgetown expect the following of the staff

- Be 100% open and honest with the facts.
- Be responsive to the Council and citizens.

- For technical staff Don't lie and don't guess.
- For senior staff Hold to high ethical standards.
- Be willing to say, "I do not know."
- Be patient.
- Be prepared to explain and ask for clarification.
- Work together to fix mistakes.

(It was noted that the City Council was very complimentary of the entire staff for the dedication, professionalism, and knowledge.)

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

- Clear direction.
- Consistency
- Responsiveness
- Short meetings!
- Be understanding of mistakes that may be made.
- Have their back no scapegoats.
- Provide fair compensation for the expertise and professionalism.
- Understand the behind-the-scenes complexity of city government.
- Provide constructive feedback.

Governance Initiatives

During their discussion, the Council established several initiatives relative to their process of good governance. These Governance Initiatives are as follows.

- Review agenda format and items with an eye toward streamlining.
- Provide opportunity for Council to observe the day to day of the staff.
- Be deliberate about finding ways to develop relationships and trust among members.
- Begin a Pre-Election Orientation (as well as the post-election orientation) process using the elected officials to inform candidates of the governance process and strategic plan.
- Implement the Citizens Academy to improve transparency, familiarity, communication, and trust with the City government at all levels.
- Explore the possibility of Town Hall meetings for Council members to host within their respective districts.
- Expand information flow on the Vision and Strategic Planning process to Boards and Commissions.
- Seek additional feedback on citizen needs (it was recognized the citizens survey had just been received).

Vision and Mission

On February 6, the Council and senior staff discussed the elements vision they have for Georgetown. Currently, there is a Vision Statement, but no Mission Statement for the City Council itself (the various departments do have Mission Statements). So, the Mayor, Council identified and confirmed the key elements of the vision for the City.

Vision Statement

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

Vision Elements

These elements were discussed and are presented in no order of priority. It was noted that in reviewing the Vision Statement from the Comprehensive Plan, these key vision elements are consistent with and embodied in the Vision Statement.

- A caring community
- A multifaceted community
 - o Old Town
 - o San Jose
 - o PRG
 - o Sun City
 - o New development
- A city that honors its past
- A city that is preparing for the future
- A functional city
- Believes in a hand-up versus a hand-out.
 - o Prepares people to succeed.
 - o Provides resources for others.
 - o Willing to do the work to form relationships at all levels.

Mission Elements

These elements are presented in no order of priority.

- Implementing strategies and conducting itself through the governance model.
- Developing the economy of the city.
- Ensuring the highest quality of life
 - o Safety
 - o Work live and play.

Strategic Planning

The facilitator led the participants in a SWOT analysis, identifying and discussing the strengths, weaknesses, opportunities, and threats for the City of Georgetown, both organizationally and in the community. Areas of Emphasis or Vision Elements were established from the SWOT analysis. Within each of the Areas of Emphasis strategies and goals were identified to overcome the weaknesses. Finally, threats were identified that if not anticipated may get in the way of accomplishing the strategies and goals.

The participants were divided into three groups. Each group focused on strengths and weaknesses as follows.

Strengths

Group 1

- Serve in a nonpartisan capacity.
- Professional staff with strong organizational structure.
- Adequate land area where growth can be guided.
- A diverse citizenry.
- An active citizenry.
- Have invested in technology.
- A safe community with strong public safety presence.
- Parks, trails, and open space.
- A great library.
- Excellent city facilities.
- A prosperous and homegrown downtown.
- A downtown TIRZ that has helped to regenerate downtown.

Group 2

- Good healthcare system.
- Unique and vital downtown.
- Two downtown shopping areas.
 - o Downtown square
 - Wolf Ranch/Crossing
- Don't have to leave Georgetown to shop.
- Excellent weather.
- Economic health new businesses coming.
- Safe place to live and raise a family.
- Adequate school district.
- Diversity of things to do, compared to other cities.
- Parks, trails, and open space.
- Clean
- Relatively easy to get around the city.

Group 3

- Great location within the region and state.
- Good economic health.
- The downtown square.
- The natural beauty of the city and the area.
- Distance from Austin (not too close, not too far away)
- Quality neighborhoods.
- Low tax rate. Great value for the taxes paid.
- Civil discourse throughout the community.
- Sun City.
- Good resident involvement.
- Strong historic preservation.
- Good utility capacity.
- A positive outlook on growth.

Weaknesses (Issues and Challenges)

Note: It is recognized that many of the items identified have been and are being addressed by Council and staff. They continue to be emphasized as issues and challenges to be addressed by the City.

Group 1

- Lack of long-term availability of water resources.
- Difficulty in attracting and attaining quality top employment talent.
- Low unemployment causing difficulty to hire qualified workforce.
- Frozen property taxes, as a percentage of the total collected.
- Need to expand infrastructure to keep up with growth.
- Traffic congestion.
- Not enough diversity of industries and commerce in general.
- Not affordable to all.
- Rapid pace of growth.
- Insufficient protection of the area's natural resources.
- Suddenlink Wi-Fi needs improvement.

Group 2

- Don't work and plan from a regional perspective enough.
- School district test scores are dropping.
- Lack of diversity in job opportunities.
- Pressure for growth and negative influence of Austin.
- Mobility needs...
 - o For trails, bicycles, walking.
 - o Traffic flow and signals in general.
 - o Parking.

Group 3

- The geography of the area agriculture on the east; hill country on the west.
- No predictable policy on multi-family housing.

- Traffic congestion.
- Water resources do not meet summer demands.
- Suddenlink Wi-Fi needs improvement.
- Electric rates may be high.
- COVID-19 pandemic response.
- Downtown needs...
 - o Parking
 - o Handicap accessibility.
 - o Ability to have discourse with those who live in the area.

Reviewing the strengths and weaknesses (issues and challenges) presented resulted in the identification of five areas of emphasis.

- Governance (see earlier discussion)
- Growth
- Housing
- Downtown
- Economic Development

Below are needs issues and challenges highlighted within each of the Areas of Emphasis.

Growth

- o Transportation infrastructure
- o Water resources
- o Quality of life amenities
- o City service delivery capacity

Housing

- o Need for housing affordability policy direction
- o Need for a policy on multi-family unit growth
- o Need to balance residential and commercial pressures.

Downtown

- o Need for additional parking
- o Need for improved accessibility
- Need for a shared common vision

• Economic Development

- o Workforce/job opportunities
- o Expanding opportunities in Georgetown
- o Focus on regional cooperation.

Opportunities - Strategies and Goals

The groups then brainstormed to identify opportunities – strategies and goals- to address the Areas of Emphasis. These opportunities are the basis for the strategies and goals prepared below.

Note: These items are in raw form, with little to no editing from the work of the Council and staff at the session. During the staff implementation sessions, these items were refined, sometimes combined to add clarity and order to the final product. In that process all items were carefully reviewed to ensure the intent of the process was honored.

Growth

Update Master Plans

- Implement and update impact fees.
 - Incentivize fees for attract desired affordable housing.
- Update and implement corridor studies.
- Establish a regional water plan.
- Implement an aggressive CIP plan
- Update utility master plans.
- Update parks master plan.

o Ensure financing capacity to handle growth.

- Implement the mobility bond improvements.
- Determine policy for debt versus pay-as-you-go for capital spending.
- Determine General Fund and Utility ROI to finance transportation needs not bond funded.
- Promote public/private partnerships (PPP) to fund infrastructure needs related to growth and development.
- o Establish and implement a water conservation program.
- o Maintain high customer service capacity.
 - Establish an organizational capacity plan ensuring efficiency and effectively responding to growth

Housing

Establish an affordable housing policy.

- Seek out a list (cast a wide net) of qualified developers to propose innovative affordable housing projects to determine the market and viability of projects for Georgetown.
 - Emphasize projects that partner with nonprofits for long term sustainability.
- Allow for a diversity of housing including tiny homes, townhomes, studio homes, etc. that have a smaller footprint and provide diversity of housing
- Establish a policy to incentivize affordable home ownership.
 - Explore a fee structure of grant pool for permit and building fees.

- Promote public/private partnerships (PPP) with local banks and nonprofits to provide financial education to assist local financing of housing.
- Establish a policy on multi-family housing.
 - Determine ratio of single family to multi-family units for the city.
 - Determine locations where infrastructure exists and/or is needed.
 - Establish a policy for commercial development in and around multi-family to ensure availability of services.
- Establish a policy determining the residential/neighborhood commercial mix in targeted areas within the city to protect commercially zoned property ensuring economic development.
- o Encourage mixed-use developments (combined residential and commercial uses).
- o Encourage the development of executive housing.
- Establish strong development standards, ensure quality housing products.
- Establish incentives to encourage annexation of development.

Downtown

- o Expand downtown mobility opportunities.
 - Expand sidewalk program out from downtown.
 - Explore trolley options.
 - Explore additional parking options.
 - Educate business on importance of sidewalk accessibility during events.
 - Improve handicapped accessibility in all aspects of mobility
- o Update the Downtown Master Plan.
 - Better define transition zones and uses expanding out from the downtown district.
 - Update downtown historic guidelines.
 - Separate strategies between "old town" and the square.
 - Establish parameters for commercial density in downtown area.
- o Foster cooperation with the county on downtown development.
 - Facilitate joint workshop between city and county officials.
- Establish policy for holding events in downtown.
 - Determine mix and size of events that do not overwhelm downtown.
 - Explore moving larger events to other venues.
 - Explore events sized for downtown.
- Establish programs to promote downtown businesses.
 - Promote downtown façade and sign grant program.
 - Promote maintaining authenticity among downtown businesses.
 - Promote businesses with "local" flavor.
 - Facilitate workshops with downtown business owners.

• Economic Development

- o Promote a viable workforce development program.
 - Partner with business employers on workforce development.
 - Increase support for vocational programs.
 - Partner with TSTC for training identified workforce needs.
- o Invest in infrastructure in targeted areas to promote industrial and commercial growth.
- o Promote business marketing and retention programs.
 - Promote programs to retain locally based businesses and small businesses.
 - Sustain/improve a predictable, responsive and accountable development process.
 - Create a strong "brand" to market and promote Georgetown to new businesses.
 - Establish programs and policies that reward and incentivize businesses that pay higher wages.
 - Foster ways to keep spending dollars locally as growth occurs.
 - Encourage a diversity of industry.
- Foster regional cooperation with area governmental partners county, schools and surrounding cities.

Threats

Finally, the full group identified threats to accomplishing the goals and strategies that have been identified.

- Pandemic.
- State and federal legislation.
- Voter pressure for limiting government and lowering taxes.
- Poor media relations.
- Climate change.
- Economic downturn.
- Falling behind in technology.
- Volatility in the energy market.
- Economic competition from neighboring cities.
- The "Amazon" effect on tax income.
- Limited revenue options.
- Big box and other retail vacancies due to changing environment.
- County pressure to expand buildings in downtown area.

City Staff Implementation Sessions

February 10, 2021

On February 10, 2021 the facilitator met with the City Manager, Executive Team and Department Directors to review the outcomes of the planning session and to prepare the Implementation Plan.

Implementation Plan Process. The staff reviewed a template to be used to develop the implementation portion of the planning process. During the discussions, they began the process of refining the initiatives, and developed goals and action steps to implement the initiatives. At the end of the day, a draft implementation plan had been established. The implementation plan is a separate document.

Note: It should be noted here that the staff has recommended consolidating various initiatives, adding goals and action step to provide clarity and substance to the strategic plan. The Implementation Plan provided is a product of that effort.

Reporting

Finally, staff 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

- o Receives quarterly updates regarding the status various initiatives and projects related to the strategic plan.
- o 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

March 9, 2021

On March 9, 2021, 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

The Mayor, Council and staff of the City of Georgetown worked through a governance and planning process that allowed the Council to create a governance model and identify 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 2021

Council/Staff Planning Retreat February 5 and 6, 2021

Adopted February 23, 2021

Prepared and Facilitated
By
Ron Cox Consulting

Vision Statement (Adopted 2017)

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

Key Vision Elements 2021

- A caring community
- A multifaceted community
 - Old Town
 - San Jose
 - PRG
 - Sun City
 - New development
- A city that honors its past
- A city that is preparing for the future
- A functional city
- Believes in a hand-up versus a hand-out
 - Prepares people to succeed
 - Provides resources for others
 - Willing to do the work to form relationships at all levels.

Mission Elements

- Implementing strategies and conducting itself through the governance model.
- Developing the economy of the city.
- Ensuring the highest quality of life
 - A safe place.
 - A place where residents can work, live and play.

Governance Policies (Adopted 2017)

- 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 that City services emphasize public health, safety, and opportunity.

Council Rules of Engagement (Adopted 2017)

- 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 Council

Leadership Philosophy

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

- By example
 - Lead the way you live
 - Be willing to do yourself what you ask of others.
- Agree to disagree in a civil way.
- Give respect.
- Focus on the issue not the personality.
- Give credit to others
 - For service.
 - For their opinion/point of view.
 - For being innovative.
 - For speaking up.
- Trust each other.

City Council

Communication Philosophy

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

- Give fellow members the benefit of the doubt
 - Don't attribute intent or motives that are not being spoken.
- Acknowledge and consider that we know our own districts the best when expressing an opinion on an issue that affects the districts.
- Separate the people from the problem; the problem from the interest; work the problem.
- Accept each other and their respective interests and opinions.
- Express understanding and empathy.
- Defer/respect the opinions of others.

City Council and Staff

Expectations

Council expects the following of staff...

- Be 100% open and honest with the facts.
- Be responsive to the Council and citizens.
- For technical staff Don't lie and don't guess.
- For senior staff Hold to high ethical standards.
- Be willing to say, "I do not know."
- Be patient.
- Be prepared to explain and ask for clarification.
- Work together to fix mistakes.

Staff expects Council to (as defined by Council members themselves) ...

- Clear direction.
- Consistency
- Responsiveness
- Short meetings!
- Be understanding of mistakes that may be made.
- Have their back no scapegoats.
- Provide fair compensation for the expertise and professionalism.
- Understand the behind-the-scenes complexity of city government.
- Provide constructive feedback.

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

O **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

o **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.

Note: These items will be updated to reflect the Implementation Plan initiatives that are being submitted.

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.
- Review agenda format and items with an eye toward streamlining.
- Provide opportunity for Council to observe the day to day of the staff.
- Be deliberate about finding ways to develop relationships and trust among members.
- Begin a Pre-Election Orientation (as well as the post election orientation) process using the elected officials to inform candidates of the governance process and strategic plan.
- Implement the Citizens Academy to improve transparency, familiarity, communication and trust with the City government at all levels.
- Explore the possibility of Town Hall meetings for Council members to host within their respective districts.
- Expand information flow on the Vision and Strategic Planning process to Boards and Commissions.
- Seek additional feedback on citizen needs (it was recognized the citizens survey had just been received).

Growth

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

- Update Master Plans
 - o Implement and update impact fees.
 - Incentivize fees for attract desired affordable housing.
 - o Update and implement corridor studies.
 - o Establish a regional water plan.
 - o Implement an aggressive CIP plan
 - o Update utility master plans.
 - Update parks master plan.
- Ensure financing capacity to handle growth.
 - o Implement the mobility bond improvements.
 - o Determine policy for debt versus pay-as-you-go for capital spending.
 - o Determine General Fund and Utility ROI to finance transportation needs not bond funded.
 - o Promote public/private partnerships (PPP) to fund infrastructure needs related to growth and development.
- Establish and implement a water conservation program.
- Maintain high customer service capacity.
 - o Establish an organizational capacity plan ensuring efficiency and effectively responding to growth

Housing

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

- Establish an affordable housing policy.
 - Seek out a list (cast a wide net) of qualified developers to propose innovative affordable housing projects to determine the market and viability of projects for Georgetown.
 - Emphasize projects that partner with nonprofits for long term sustainability.
 - Allow for a diversity of housing including tiny homes, townhomes, studio homes, etc. that have a smaller footprint and provide diversity of housing
 - Establish a policy to incentivize affordable home ownership.
 - Explore a fee structure of grant pool for permit and building fees.
 - Promote public/private partnerships (PPP) with local banks and nonprofits to provide financial education to assist local financing of housing.
- o Establish a policy on multi-family housing.
 - Determine ratio of single family to multi-family units for the city.
 - Determine locations where infrastructure exists and/or is needed.
 - Establish a policy for commercial development in and around multi-family to ensure availability of services.
- o Establish a policy determining the residential/neighborhood commercial mix in targeted areas within the city to protect commercially zoned property ensuring economic development.
- o Encourage mixed-use developments (combined residential and commercial uses).
- o Encourage the development of executive housing.
- Establish strong development standards, ensure quality housing products.
- o Establish incentives to encourage annexation of development.

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.

- Expand downtown mobility opportunities.
 - Expand sidewalk program out from downtown.
 - Explore trolley options.
 - Explore additional parking options.
 - Educate business on importance of sidewalk accessibility during events.
 - Improve handicapped accessibility in all aspects of mobility.
- o Update the Downtown Master Plan.
 - Better define transition zones and uses expanding out from the downtown district.
 - Update downtown historic guidelines.
 - Separate strategies between "old town" and the square.
 - Establish parameters for commercial density in downtown area.
- Foster cooperation with the county on downtown development.
 - Facilitate joint workshop between city and county officials.
- o Establish policy for holding events in downtown.
 - Determine mix and size of events that do not overwhelm downtown.
 - Explore moving larger events to other venues.
 - Explore events sized for downtown.
- o Establish programs to promote downtown businesses.
 - Promote downtown façade and sign grant program.
 - Promote maintaining authenticity among downtown businesses.
 - Promote businesses with "local" flavor.
 - Facilitate workshops with downtown business owners.

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.

- Promote a viable workforce development program.
 - o Partner with business employers on workforce development.
 - Increase support for vocational programs.
 - o Partner with TSTC for training identified workforce needs.
- Invest in infrastructure in targeted areas to promote industrial and commercial growth.
- Promote business marketing and retention programs.
 - o Promote programs to retain locally based businesses and small businesses.
 - o Sustain/improve a predictable, responsive and accountable development process.
 - o Create a strong "brand" to market and promote Georgetown to new businesses.
 - Establish programs and policies that reward and incentivize businesses that pay higher wages.
 - o Foster ways to keep spending dollars locally as growth occurs.
 - o Encourage a diversity of industry.
- Foster regional cooperation with area governmental partners county, schools and surrounding cities.