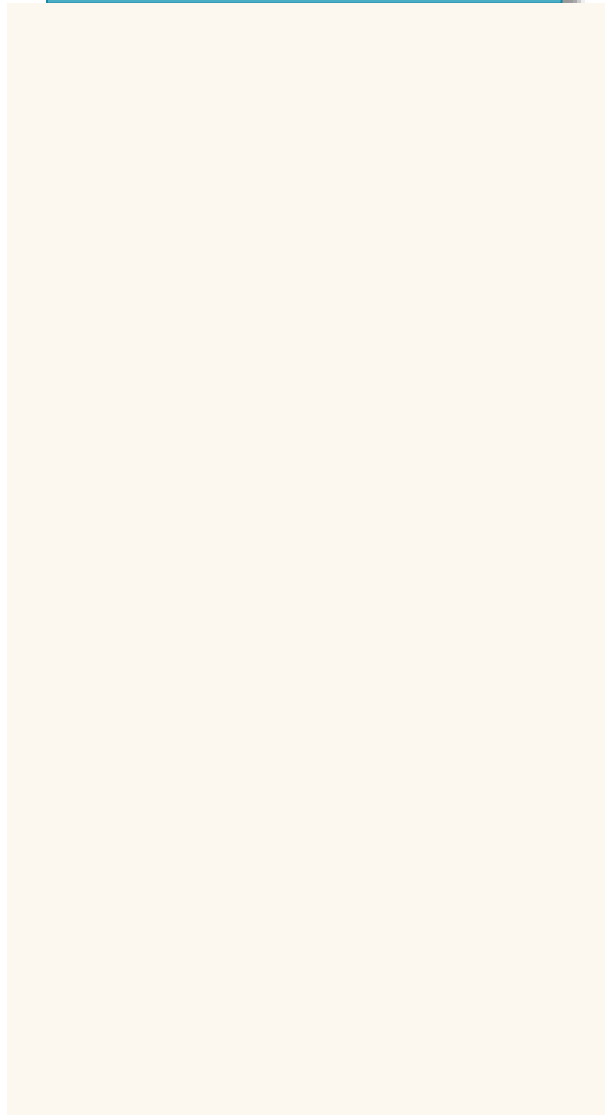


STRATEGIC VISION



Sheraton Hotel and Conference Center under construction

**STRATEGIC VISION**

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## STRATEGIC VISIONING IN GEORGETOWN

### COMMUNITY VISION AND COMPREHENSIVE PLAN

Section 213.002 of the Texas Local Government Code grants municipalities the authority to “adopt a comprehensive plan for the long-range development of the municipality.” Georgetown has a long and successful history of community involvement in the development of a comprehensive plan to guide growth within the community. As early as 1964, the citizens of Georgetown realized the importance of such a plan in shaping the long-term growth of the City. In 1986, voters approved a City Charter amendment requiring a comprehensive plan. This amendment committed the City to plan as a “continuous and ongoing governmental function,” with the common goal of maintaining and enhancing a high quality of life for the City’s residents. The Charter establishes that the comprehensive plan must contain the “Council’s policies for growth, development, and beautification of the land within the corporate limits and the extraterritorial jurisdiction of the City, or for geographic portions thereof including neighborhood, community or area-wide plans.” The City adopted its first comprehensive plan in 1988 and updated it in 2006.

The first component of the process is the strategic thinking and visioning by the City Council, typically through a visioning and priority-setting workshop. This Council workshop serves an integral role in linking the long-term vision and plans to the ongoing and current needs of the community. Using Council’s priorities, biennial citizen survey feedback and growth assumptions, five-year comprehensive CIP and business plans are prepared. These plans are reviewed and adjusted by staff and Council, and serve as the basis for the annual budget preparation



### GEORGETOWN 2030 PLAN

The comprehensive plan for the City is the Georgetown 2030 Plan. The process to update the City’s comprehensive plan began in 2006 and used a broad cross-section of citizens that provided input and ideas throughout the process. Meetings were held that allowed citizens and stakeholders the opportunity to voice their ideas and concerns about community growth over the next 20 years. The Georgetown 2030 Comprehensive Plan is the product of a careful design process that incrementally built consensus on the desired future of the City and the means to achieve that future. The 2030 Plan was adopted by City Council in 2008.

The 2030 Comprehensive Plan builds on the foundation created by the 1988 Plan and advances the planning for the City’s future by establishing a Vision Statement that reflects the shared values and aspirations of citizens.

*2030 Vision Statement*

*In 2030, Georgetown is a growing city, recognized throughout the region and the nation as a premier community of choice by virtue of its exceptional livability; proud historic heritage; welcoming, engaging people; safe neighborhoods; variety of well-paying jobs; excellent public schools; vibrant arts and cultural offerings; and well-planned infrastructure, transportation, and public facilities.*

*We have taken advantage of our strategic location by embracing sound, managed growth, and harnessing and guiding it to deliberately shape Georgetown as we choose it to be. In embracing sound growth and encouraging a variety of densities and architectural styles, we have promoted sustainable development patterns that are compatible with our natural resources and historic character. We have encouraged innovation in development practices, raised quality standards for new development, re-invested in downtown and historic neighborhoods, and revitalized areas in transition. We have achieved greater economic autonomy by attracting quality employment and an array of local retail and commercial services to grow our tax base, safeguard our fiscal health and retain our talented youth. All of our neighborhoods are safe and thriving, and offer quality, affordable housing to households of all ages, lifestyles and economic means.*

*We have achieved our Vision by exercising leadership and by mobilizing citizens, civic and neighborhood organizations, local businesses and institutions to work together in partnership with the City of Georgetown, its elected and appointed leaders and staff.*

*We have crafted our Vision to articulate community values and aspirations, structured into the following four major themes:*

*Quality of Life  
 Sustainable Development*

*Balanced Transportation / Efficient Mobility  
 Effective Governance*

## STRATEGIC GOALS

To meet the challenges set forth by the 2030 Plan, the City adopted a new process in preparation for the FY2013 annual budget. With guidance from Council, staff developed a framework for a strategic guidance from the Council that directs a more detailed business planning process at the staff level. At the Council level, the focus is strategic thinking and visioning that sets policies and direction for the City Manager and staff.

The 2030 Comprehensive Plan has four major themes listed below that frame the budget process.

- **QUALITY OF LIFE:** Focuses on Community Character, the People, Educational and Cultural Opportunities, and Public Safety.
- **SUSTAINABLE DEVELOPMENT:** Attract a desired balanced development, support homegrown businesses, promote development compatible with safe and efficient traffic movement, prevent incompatible development, and deliver utility services to meet the needs of the community.
- **BALANCED TRANSPORTATION:** Progress towards functional, well-integrated, multi-modal transportation system that implements improvements to the local road and traffic controls and enhance traffic flow & safety.
- **EFFECTIVE GOVERNANCE:** Maintain our City government’s reputation for providing a high level of responsiveness to citizens and exercise visionary leadership in planning and investing for the future.



Council also developed strategic focus areas to help tie the annual budget process back to the 2030 plan. From these major themes, Council has defined six Council Focus Areas that guide the budget process.

- Economic Development
- Public Safety
- Signature Destination
- Transportation
- Utilities
- Crosscutting Themes

These areas prioritize the four broad policy principles outlined in the 2030 plan and provide clear direction to staff for further develop annual strategies for the budget.

## CITY COUNCIL FOCUS AREAS

Developed as part of the FY2013 Budget process, the City Council identified the following strategic focus areas – Economic Development, Public Safety, Signature Destination, Transportation, Utilities, and Crosscutting Themes in their visioning process. These goals have been developed to help guide both the annual budget and long term planning processes.

### ECONOMIC DEVELOPMENT (E)



1. Diversify the City's tax base by recruiting and developing industries such as medical, health, bio-science, data centers, and manufacturing that create quality jobs and will be long-term corporate citizens of the community.
2. Develop a plan for Workforce Training in partnership with local Higher Education Institutions, Georgetown Independent School District, Austin Community College, and the private sector.
3. Continue balanced efforts of Affordable Workforce Housing to meet workforce and housing demand in the area.
4. Create a plan for the retention of existing businesses, including outreach efforts of surveys, meetings, and various methods of contacts to identify current and future needs of existing local businesses
5. Identify and define at least four Major Gateways into the community and develop a plan for these targeted areas to proactively install required infrastructure to attract business.
6. Develop a Study and Plan of the Operations and Ownership of Lake Georgetown as a viable economic asset to the community.
7. Implement and utilize the City's adopted review process of the Unified Development Code to ensure that it is user friendly and stakeholders, staff, committees, and the elected body review any perceived impediments.

### PUBLIC SAFETY (P)



1. Maintain competitive pay and benefits for all City personnel by conducting triggered bi-annual compensation studies and review of established comparable cities, pay steps, pay structure, and pay grades.
2. Create a defined plan for a fire-based paramedic program, including strategies, costs, revenue resources, and implementation and timeline.
3. Create Action Plans for Public Safety staff diversification, including strategies for recruiting, mentoring, testing, and hiring minorities and females.
4. Develop a plan to create a Narcotic Division within the Police Department to include proposed expenditures, revenues, staffing, resources, and other logistics, working in concert with the Drug Enforcement Agency (DEA) and others.
5. Study best practices in the Public Safety field to examine and identify new funding sources, fees, and charges for service, and other potential revenues.
6. Establish a study of how many training hours are being spent on police/fire personnel in relation to how much they are actually working in the community and compare this data to accepted public safety best practices.
7. Transition EMS from County based operations to City service.

## SIGNATURE DESTINATION (S)



1. Pursue the necessary steps to implement the updated Downtown Master Plan, including the pursuit of a Downtown Civic Center concept, and increased parking opportunities and parking facilities.
2. Identify prioritized projects from the Downtown Master Plan and implement through the Annual Capital Improvement Plan (CIP) and Downtown Tax Incremental Reinvestment Zone (TIRZ) and identify on an annual basis the resources to maintain and expand the Downtown.
3. Establish priorities of our major parks for San Gabriel Park, Garey Park, and the Westside Park by developing detailed business plans that include financial and development timelines.
4. Continue to focus on the maintenance of parks and trails by establishing ongoing maintenance schedules, equipment replacement schedules, and improvements to existing facilities.
5. Conduct a comprehensive review and feasibility report of the impact of current ordinance regulations Downtown, as well as recommended changes to improve the access and appearance of the Central Business District.
6. As part of an Overall Transit Plan, examine the potential implementation of a Trolley Transit System that would connect the Downtown to other key visitor and economic assets in the community.
7. Work with the County and Development Builders on the connection of trails consistent with the City's adopted Trail Master Plan Program.
8. Conduct annual surveys and outreach to users on the role, interaction, and their experience with the Historical and Architectural Review Commission (HARC) in the Central Business District.
9. Work collaboratively with the private sector to increase the retail and finish out the adopted Rivery concept.

## TRANSPORTATION (T)



1. Enhance current efforts in public education and outreach related to the status of planning and implementation for all transportation/maintenance projects.
2. Review the possibility of a Road Bond to include only the highest road project priorities to fully enhance the City's Road System and Transportation Network.
3. Develop a comprehensive plan for a public transit plan both locally and regionally (CARTS, Project Connect), that utilizes acceptable best practices, including private business/financial participation.
4. Explore feasibility of a Trolley to Historic Downtown for shopping, dining, and entertainment, including financing options.
5. Complete the citywide Sidewalk Master Plan to increase pedestrian access from neighborhood to neighborhood, medical facilities, schools, parks and local service retail.
6. Conduct and complete a clear and concise Airport Master Plan update that reviews long term uses, revenues, of the Airport, including relocation and integration with other intermodal transportation assets operations in the area.

## UTILITIES (U)



1. Develop recommended conservation measures for water and present to the public and polity making body for review and possible adoption.
2. Identify targeted areas of City where it makes sense to add water and wastewater in proactive and not reactive manner
3. Examine any internal and external cost savings associated with the CTSUD merger
4. Promote wind energy and expand the utility's energy portfolio to include more wind energy where and when available.
5. Analyze the utility's goal to expand utility service area(s) to increase Return on Investment (ROI) as profit to the utility, and a funding source to the General Fund.
6. Increase Marketing and Public Relations of the Utility System to inform businesses, economic development prospects, ratepayers, and public of the positive impacts of the utility on the tax rate, overall utility rates, and the use of green energy to the community.
7. Promote and seek out new opportunities and consumers of our electric energy.

## CROSSCUTTING THEMES (C)



1. Human Resource issues should be addressed across the board, including updates on health insurance and benefits, performance evaluations and succession planning within the leadership team.
2. Proactive planning, making use of lessons learned and best practices to stay ahead of the curve with infrastructure, safety, transportation, destination amenities and opportunities for economic development.
3. Maintaining customer-focus, by using survey results and other methodologies to listen to the voice of the customer.
4. Marketing/promoting Georgetown as a premiere community in all of the major Focus Areas.
5. Developing matrices for each Focus Area and create dashboards to report on regular performance.
6. Create Training Programs for the City's Boards & Commissions Liaisons, and other city staff to ensure all parties understand their mission, roles and responsibilities relating to the processes established in accordance with the Council Policies.



## MASTER PLANS

While the City of Georgetown 2030 Comprehensive Plan is a policy document, the goals and actions identified in it will only become a reality by concerted and consistent implementation efforts. This requires that the City administration, departments, and City Council actively uses the 2030 Comprehensive Plan as a key reference for all decisions and actions. The 2030 Plan identifies elements, or master plans, needed to frame the strategic planning and multi-year budgeting process. These master plans serve as a platform to secure input and consensus regarding strategies to achieve the goals outlined in the 2030 Plan.

The intent is to update master plans decennially, pending Council funding and direction, to provide a sustainable and manageable business planning process update. Detailed master plans drive capital infrastructure programs and departmental strategic plans. Brief descriptions of each of the City's master plans are below. Copies of most of these master plans are available on the City's website (<https://files.georgetown.org/category/master-plans/>).

1. **Airport Master Plan:** Provides a long-range plan to guide current and future activity at the Airport.
2. **Arts and Culture Strategic Plan:** Helps guide the City's planning for the cultural district for the next 3 to 5 years.
3. **Citizen Participation Plan:** Seeks to establish and coordinate procedures for the City to effectively and efficiently communicate relevant information and its effects to the public. Additionally, this plan seeks to proactively solicit feedback, improve community outreach, and provide opportunities for public participation in the City's decision-making process.
4. **Downtown Master Plan:** Sets the vision for Downtown and guides strategic decisions about future developments and enhancements.
5. **Future Land Use Plan:** Lays out land use throughout the City and ETJ. This plan is intended to convey the direction that the City is seeking in terms of its impact on established growth patterns, transportation, and open space.
6. **Housing Plan:** Guides the City in the development of affordable housing.
7. **Information Technology Master Plan:** Utilized by the IT Steering Committee (ITSC), this plan identifies software projects that may be needed over a five-year horizon. The intent of the plan is to ensure that resources expended on software are invested wisely and that the risks presented by those projects are minimized.
8. **Land Use Plan:** Provides an outline for new and ongoing elements pertaining to growth and development in the City.
9. **Library Strategic Plan:** Helps guide the City's planning for the Library for the next 3 to 5 years.
10. **Parks and Recreation Master Plan:** Provides an assessment of the current system, to allow the citizens the opportunity to voice their desires and concerns, and to provide recommended priorities that will guide staff and elected officials on how to plan for future parks and recreation needs.
11. **Public Safety Plan:** Acts as an outline for four long-term strategic priorities: enhancing public safety, organizing development, advancing teamwork and partnerships, and emergency management.
12. **Sidewalk Master Plan:** Inventories existing pedestrian infrastructure, identifies design deficiencies, evaluates future sidewalk requirements, and develops an implementation plan.
13. **Trails Master Plan:** Identifies key trail corridors and guides the creation of a citywide trail network.
14. **Transportation Master Plan:** Guides future roadway improvements, construction of new facilities, and outlines the City's transportation goals.
15. **Utility Master Plan:** Oversees the City in planning for long-term expansion and development of the water, wastewater, and electric utilities.

## FY2016 ANNUAL BUDGET PROCESS

The Budget process is an essential element of the financial planning, control, and evaluation process of municipal government. The annual budget includes all of the operating departments of the general fund, proprietary funds, debt service funds, special revenue funds, as well as the City’s five-year capital improvement plan. The puzzle diagram shows each of the key steps in our budget process and provides a visual as to how all the pieces fit together.



### COMPREHENSIVE PLAN

The Georgetown 2030 Plan is the City’s comprehensive plan as required by the City of Georgetown Charter (Section 1.08) to preserve, promote, and protect public health and general welfare, prevent overcrowding, ensure adequate transportation, availability of necessary utilities and services, and conserve and protect the City’s natural resources. The 2030 Plan is the City’s Master Plan. The City’s Annual Budget is designed to further implement the 2030 Plan.

### CITY CHARTER REQUIREMENTS

The Charter (Section 6.02) requires “a proposed budget prepared by the City Manager and submitted to the City Council at least thirty days prior to the end of the fiscal year. The budget shall be adopted not later than the twenty-seventh day of the last month of the fiscal year. No budget will be adopted or appropriations made unless the total estimated revenues, income and funds available shall be equal to or in excess of such budget or appropriations, except otherwise provided.” Therefore, the budget will be presented to the City Council no later than the 1st day of August to provide the City Council time to adopt the budget in the required time frame.

### PREPARATION

The City’s budget process begins each year with the Capital Improvements Program (CIP) planning process during January and February. CIP budgets are prepared on five-year planning horizons and factor different variables relating to population trends, development patterns, and projected growth. Revenue estimates for utility operations, as well as development impact fees, are also prepared to forecast the ability of the rate base to fund needed capital maintenance, upgrades, and expansions. Five-year pro-forma models for each utility are prepared,

as well as a five-year general fund and property tax model, which is prepared to determine the impact of general infrastructure and facilities improvements on future property tax rates.

During the budget process, the City Manager and the Management Team hold budget review meetings to evaluate the one-year annual operating budget needs against the priorities and available resources. The budget is reviewed in public workshops with the City Council in June and July. The City Manager prepares the Proposed Budget, allocating resources to best meet the goals needed to execute the priority areas to further the implementation of the 2030 Vision Statement.

**PUBLIC PARTICIPATION**

The budget review process includes City Council participation in the development of each segment, while allowing for sufficient time to address policy and fiscal issues. The City Council holds “Budget Workshops” to allow the public to provide comment and feedback on the City Manager’s Proposed Budget. A copy of the City Manager’s Proposed Budget is filed with the City Secretary and a copy is also available at the Georgetown Public Library for citizen review. Budget information is also posted to the City’s website.

**ADOPTION**

Once budget appropriations are finalized, Council will hold a public hearing, and subsequently adopt, by Ordinance, the final proposed budget as amended. The budget will be effective for the fiscal year beginning October 1st.

**APPROPRIATIONS**

Budget control is at the department level budget for all funds. The budget is adopted by personnel, operations and capital (POC) totals within departments. Total appropriations are presented by Funds/by Divisions on page 58 and by Funds/by POC on page 60. POC detail by department is also included on each division summary page, as well as, within each department’s budget pages. The Charter (Section 6.030.) provides that any transfer of appropriation between funds must be approved by the City Council. The City Manager may transfer, without City Council approval, appropriations between departments within the same operational division and fund. The City Manager may also authorize transfer of salary adjustment monies between funds that are budgeted in a citywide account.

**BUDGET AMENDMENTS**

The Charter (Section 6.04) provides a method for budget amendments and emergency appropriations. The City Council may authorize with a majority plus one vote, an emergency expenditure as an amendment to the original budget. This may be done in cases of grave public necessity or to meet an unusual and unforeseen condition that was not known at the time the budget was adopted. In practice, this has been interpreted to include revenue-related expenses within the enterprise funds and timing differences on capital improvement projects.

## FY2016 ANNUAL BUDGET CALENDAR OF EVENTS

### JANUARY - FEBRUARY

- Budget process schedule set.
- Capital Improvement Program (CIP) internal department meetings to discuss proposed projects, including 5-year model update.
- City Council reviews Five Focus Areas and recommends priorities for FY2016.
- Internal Service Funds (ISF) meet with each division for FY2016 needs.

### MARCH - APRIL

- FTE counts and initial personnel projections.
- ISF allocations are prepared.
- Preliminary revenue projections: sales tax, utilities, fees for service charges, and development fees.
- FY2016 Base Budgets, Service Level Improvements and new Program Requests are completed.

### MAY

- Five-year General Fund financial model is developed.
- Annual review and update of Fiscal and Budgetary Policy.
- Base Budgets are reviewed by Finance in detail.
- Service Level Improvements and Program Requests are reviewed by the Executive Team.
- Preliminary assessed value and property tax revenue projected.

### JUNE

- Departmental narratives and performance measures are submitted.
- FY2016 CIP presentation to Council and Boards.
- Budget Team assembles a workbook that includes all Service Level Improvement and Program requests for City Manager review. These requests are all linked to long-term goals from the City's comprehensive plan.
- Revenue and expenditure projections are monitored and updated.

### JULY

- Five-year CIP presented to Council.
- FY2016 City Manager's Preliminary Budget is presented to Council.
- Tax roll finalized.
- Property tax rate and revenue projections finalized.

### AUGUST - SEPTEMBER

- Finalize FY2016 New Programs.
- Finalize FY2016 proposed tax rate.
- Certified tax roll is accepted by Council.
- Final recommendations and Budget Summary distributed to Council and public.
- Public hearings on proposed budget and tax rate are held.
- Budget and tax rate ordinances presented to and adopted by Council.

### OCTOBER

- Implement FY2016 Annual Budget.

### BUDGET AMENDMENTS

Budget amendments may be made during the year in accordance with state law and City Charter. See detailed requirement in the Budget and Fiscal Policies included in the Reference Section. Typically, budget amendments are proposed to Council as part of the Mid-Year Annual Budget Review in May of each year and at Fiscal Year-End.