

# City Summary



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## ***Strategic Planning in Georgetown***

The City's planning starts with its long-term comprehensive plan and continues through the detailed annual process of preparing the budget. Georgetown, like many cities, has many "businesses" that it must plan for, finance and operate in one cohesive structure. Georgetown's efforts are made even more complex because its operations include several additional functions not always found in cities this size. Examples of this include Georgetown's municipally-owned electric utility and the Georgetown Municipal Airport. The following pages summarize the planning and processes that links our community vision all the through the annual budget process.

### **The Plans**

- **Community Vision and Comprehensive Plan.** Georgetown is linked together as an organization and community through its citizen developed comprehensive plan, the **Georgetown 2030 Comprehensive Plan**. This plan is supported by four policy principle areas that defined with more detailed statements to provide Council and staff with further guidance on how to accomplish this vision.
- **Strategic and Master Plans.** Georgetown has strategic and master plans for all of its major functional areas. These plans include the Parks and Recreation Master Plan and the Downtown Master Plan that were prepared with citizen involvement, outside expertise and staff input. The plans also include more technical and infrastructure focused master plans such as the Electric Utility Master Plan, the Water Services Master Plan and Transportation Master Plan. In the area of public safety, both police and fire have strategic plans that detail their service, operational and training goals. Comprehensive updates of these plans are performed from time to time, but tend to have only minor modifications on an annual basis. All of these strategic planning efforts are an integral part of how the City meets the overall community vision.
- **Five-year Business Plans.** The City has established a business planning framework to link together the various strategic and master planning efforts with the resources required to accomplish those plans. Resource gaps identified in future years may not necessarily be solved in the current plan, but the gaps allow Council and staff to begin focusing policy discussions and initiatives needed to "close the gap" and accomplish the goals established in the plans.
- **Annual Budget.** The annual adopted budget serves as the detailed, one year component of the five-year business and CIP plans.

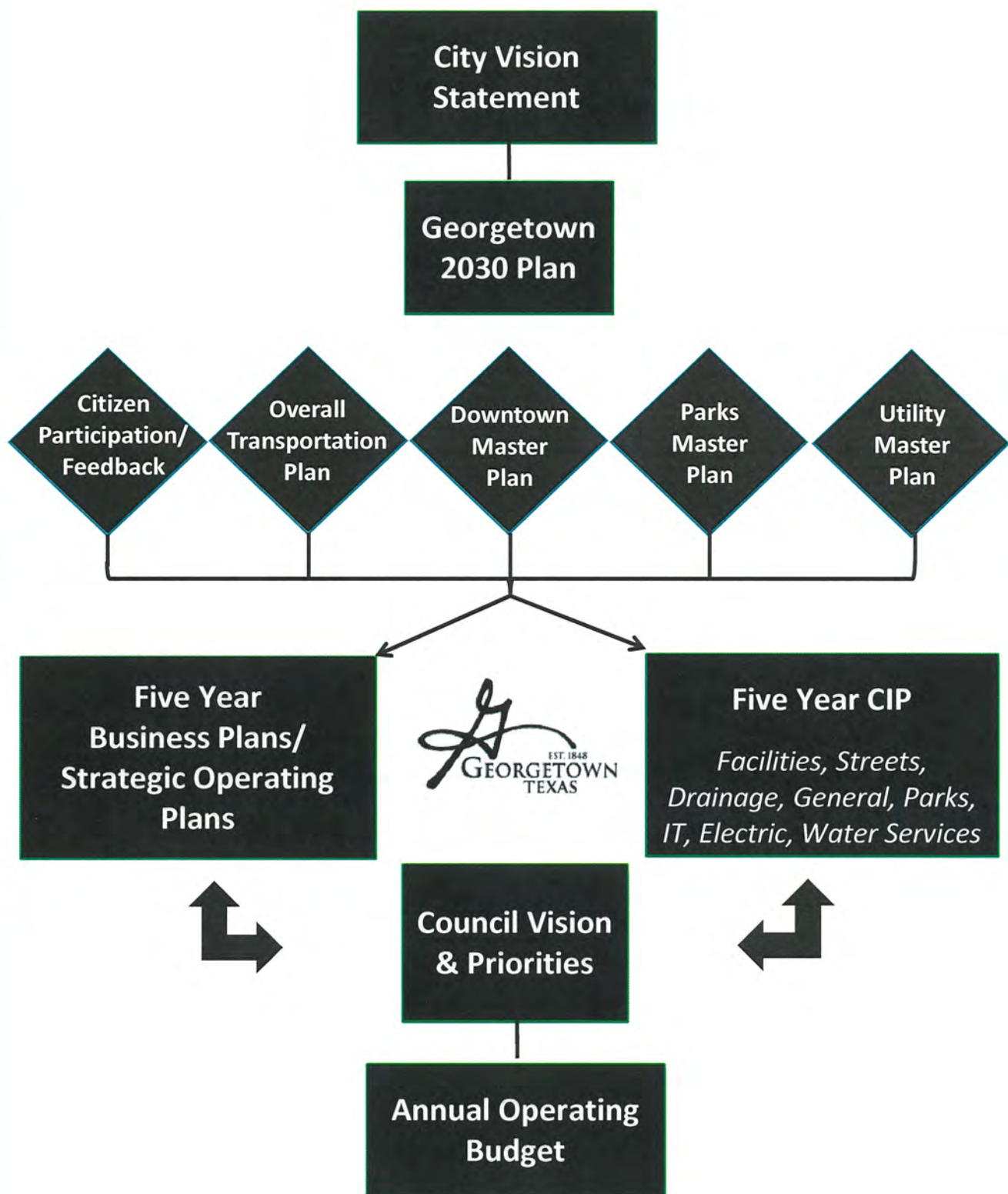
### **The Process**

The City uses a business planning framework to link these plans and pull them together into a usable form for policy makers and still maintain detailed plans for more tactical level use at the division and department level. This process, started in 2011/12, capitalizes on previous strategic planning efforts and links them both to a five year business plan and annual budget.

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(s) 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.

More detailed discussions of the both 2014/15 and long term plans and processes are summarized in the following section. A graphical summary of how the plans and process interact is presented on the following page.





## ***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 fact, 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.

### **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** or the “2030 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 state-of-the-art of 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 Vision - City of Excellence - 2019***

To meet the challenges set forth by the 2030 Plan, the City embarked on a bold new process in preparation for the 2012/13 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. This strategic vision is Council's direction to become the City of Excellence. This vision is then translated into five-year business plans and financial models.

The process is framed by the 2030 Comprehensive Plan and its four policy principles.



These policy principles have been further defined by Council in its visioning workshop. The Council has defined the ***City of Excellence*** as "one that maximizes its citizens' quality of life" and set five major priority areas to direct the City's resources for the upcoming 5 years. The priority areas are:

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

These five areas prioritize the four broad policy principles outlined in the 2030 plan and provide clear direction to staff and provide a basis for further development of business plans during 2012/13.

### **A New Effort**

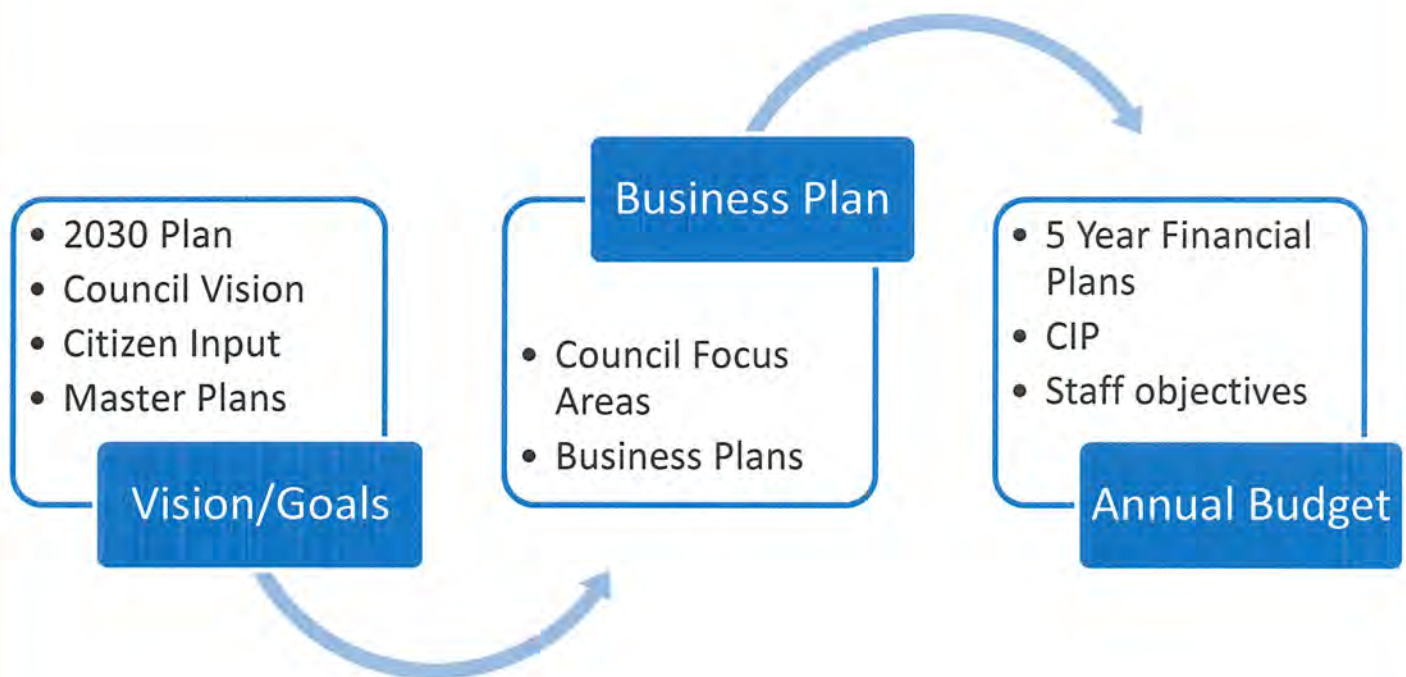
In 2011/12, staff identified the need to regroup and refocus the City's strategic planning and multi-year budgeting process. The process began with a re-evaluation of previous strategic planning and goal setting efforts. The City already had many strategic and tactical planning efforts in place such as Utility CIP master plans, Parks & Recreation master plan, Downtown Master Plan, Police Department Strategic Plan, etc. All of these plans had been driven by the Council, citizens and staff in separate efforts with the 2030 Plan in mind, but these efforts had not been linked together under a common framework. These efforts had also not been pulled together in an operational plan the linked timelines and resources required to accomplish these efforts.



A framework and process was created to provide a sustainable, but manageable business planning process. This framework is expected to be a tool unique to the City's needs with the process and documentation kept at a summarized "dashboard" level. Detailed master plans, capital infrastructure programs and departmental strategic plans will continue, but be incorporated in summary form as part the overall framework. Staff used the 2030 Plan, citizen surveys, master planning documents, CIP plans and direction from Council to prepare the 5 year business plans by Council focus area. The goal of the business planning process is to combine the components of strategic planning with long range financial planning to (1) stimulate discussions and long-term perspective for Council; (2) provide a tool to identify and mitigate financial challenges; (3) stimulate long-term, strategic thinking; (4) identify needed policy direction and build consensus on that direction; (5) serve as a tool to communicate with internal and external stakeholders.

### Business Planning Framework

The City has defined its business planning as "the process of aligning financial capacity with long-term service objectives." The overall service objective is the *City of Excellence*. The overall process is outlined below.



The framework continues to be expanded from those first steps taken in preparation for the 2012/13 annual budget preparation process. At their September 2012 visioning workshop, Council identified five focus areas. The biennial citizen survey was realigned to these focus areas and Council's vision. During 2013, the City Manager and his executive team prepared business plans for each area using the results of the citizen survey to identify and target issues. The more detailed plans, along with the survey results, were the basis for 2013/14 Budget and long term Capital and financial plans. The business plans and the Capital Improvements Plans were used to identify the five-year resource requirements for the City's financial planning models. The 5 year Business Plans and financial models are used as a tool to further the strategic and policy direction from Council to achieve the future *City of Excellence*. The 2014/15 Annual Budget is next year of that strategic direction.

## Business Plan Summary Tables

The following tables highlight 2 key planning documents. At its February 2014 planning work session, Council added first year Strategic Goals to its direction to staff to provide more specific direction on 2014/15 resources. The first set of tables, presented by Focus Area, shows the 2014/15 funding, strategies and descriptions. This direction expands and affirms the direction in the City's five-year business plans with highlights summarized on the following set of tables. The 5 year tables show the links to Georgetown 2030 Plan and Council priority areas. Any funding gaps over the five year period were identified and detailed planning will continue to identify strategies and adjust timelines to meet those gaps during each year's update. Most details already presented in the 2014/15 table and the CIP section of the document in streets and utilities are not presented here for purposes of brevity.



## City Council Focus Area 2014/15: Economic Development

	<b>Council Strategic Goals</b>	<b>Funds Added</b>	<b>Dept.</b>	<b>Strategy &amp; Description</b>
<b>E1</b>	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.	\$30,000	Economic Development	Restructure positions and duties as part of E3 and refocus Director on recruiting and development in key areas. Additional funding added for related expenses.
<b>E2</b>	Develop a plan for Workforce Training in partnership with local Higher Education Institutions, Georgetown Independent School District, Austin Community College, and the private sector.	Use existing staff resources	Economic Development	Assist local companies and organizations, including GISD and institutions of higher learning, to identify training and grant opportunities to address skills gaps.
<b>E3</b>	Continue balanced efforts of Affordable Workforce Housing to meet workforce and housing demand in the area.	Use existing staff resources in 2014/15	Downtown & Community Services, Economic Development	Develop an incentive program for workforce housing developers. Determine suitable multifamily zoning locations with sufficient services and land use compatibility for an appropriate mix of housing types within the city. Use the Future Land Use Map and Unified Development Code to implement recommendations from Housing Advisory Board. Potential fee waivers and costs to be developed and proposed for 2015/16.
<b>E4</b>	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.	\$59,220	Economic Development	Increase part-time position to full-time Business Development Manager and restructure duties to focus on business retention and assist in recruiting efforts under E1.
<b>E5</b>	Identify and define at least 4 Major Gateways into the community and develop a plan for these targeted areas to proactively install required infrastructure to attract business.	\$24,525	Planning	The Williams Drive corridor has previously been identified as a high priority zone and will be targeted first. Update 2006 Williams Drive Gateway Redevelopment Plan, identify possible larger study area to include Williams Drive west to Lakeway Drive and Albertsons, and propose rezoning to a Mixed Use District and creating the associated implementation plan.
<b>E6</b>	Develop a Study and Plan of the Operations and Ownership of Lake Georgetown as a viable economic asset to the community.	Use existing study	Downtown & Community Services - Parks	Review previous study and evaluate options for partnership/ownership for 2015/16 budget process.
<b>E7</b>	Implement and utilize the City's adopted review process of the Unified Development Code to insure that it is user friendly and any perceived impediments are reviewed by stakeholders, staff, committees, and the elected body.	\$43,110 position \$9,500 software	Planning	Implement new process by adding 1 full-time planner and \$9,500 software evaluation to create the staffing and system capacity to improve the development process. Program costs to be offset with additional revenues.



## City Council Focus Area 2014/15: Public Safety

	Council Strategic Goals	Funds Added	Dept.	Strategy & Description
<b>P1</b>	Maintain competitive Pay and Benefits for all city personnel by conducting triggered bi-annual compensation studies and review of established comparables, pay steps, pay structure, and pay grades.	\$94,900, plus benefits	Police, Fire, HR	Coordinate with HR to review, adjust and evaluate step program structure, lateral entry pay options and market competitiveness. ➤ <i>Public Safety Step program fully funded</i>
<b>P2</b>	Create a defined plan for a fire-based paramedic program, including strategies, costs, revenue sources, and implementation and timeline.	\$1,321,885 staff, equipment and vehicles	Fire	Complete business plan, implement fees, develop protocols, hire 9 paramedic trained FF's, purchase and equip two new Transitional Response Vehicles (TRV's), establish contract and training for medical director. ➤ <i>Program targeted for April 1, 2015 kick off.</i> ➤ <b>Established as self-funding program – no General Fund impact in 2014/15</b>
<b>P3</b>	Create Action Plans for Public Safety staff diversification, including strategies for recruiting, mentoring, testing, and hiring minorities and females.	Use existing hiring and recruiting resources	Police, Fire, HR	Coordinate with HR to review, adjust and implement recruiting, mentoring and hiring program strategies that enhance the minority and female staffing in public safety.
<b>P4</b>	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.	\$331,246 staff, equipment and vehicles	Police	Create a proactive unit which will utilize crime analysis and intelligence to prevent, mitigate, and abate serious criminal activity such as street level narcotics, violent crime, and property crime. ➤ Establish deployment unit April 1 with the addition of 3 new officers
<b>P5</b>	Study best practices in the Public Safety field to examine and identify new funding sources, fees, and charges for service, and other potential revenues.	Use existing staff and management resources	Police, Fire, Finance	Evaluate and make recommended changes to programs including Fire-Based Paramedic program, False Alarm fees, Municipal Court fines and Fire Inspection fees.
<b>P6</b>	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	Redirect existing management resources	Police, Fire	Research study completed in 2014. Summary report to be provided to Council.



## City Council Focus Area 2014/15: Signature Destination

	Council Strategic Goals	Funds Added	Dept.	Strategy & Description
<b>S1</b>	Pursue the necessary steps to adopt the updated Downtown Master Plan, including the pursuit of a Downtown Civic Center concept, and increased parking opportunities and parking facilities.	\$1,680,000 GCP CIP	Downtown & Community Services	Gain consensus with Council, develop 3-phase plan for downtown civic improvements and implement phase 1 to address a) expanded Municipal Court facilities and b) study parking facility feasibility.
<b>S2</b>	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.	\$741,000 GCP CIP	Downtown & Community Services	General Capital Project CIP focused on downtown includes signage, purchase of Grace Heritage parking lot, ADA repairs, underground electric, tree replacements and others.
<b>S3</b>	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.	Funded in 2013/14 & 2015/16	Downtown & Community Services - Parks	The Garey Park feasibility and preliminary design Westside Park studies will include a business operations plan to assess and stage the costs of both future park operations.
<b>S4</b>	Continue to focus on the maintenance of parks and trails by establishing ongoing maintenance schedules, equipment replacement schedules, and improvements to existing facilities.	\$2.9 million Parks CIP \$52,150 assessment & audit	Downtown & Community Services - Parks	The Parks base budget includes \$150,000 for specific maintenance projects plus a significant portion of the proposed CIP is focused on maintaining and upgrading existing park facilities. Playground audit and self-assessment will be conducted to further identify needed maintenance or upgrade needs.
<b>S5</b>	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.	Use existing staff resources	Downtown & Community Services	Develop new ordinances and UDC amendments for Old Town and facilitate training with HARC to develop the commission as a working board.
<b>S6</b>	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.	Use existing staff resources	Downtown & Community Services, Transportation	Partner with Sheraton to fund and operate a temporary shuttle system once the Rivery Conference Center is complete
<b>S7</b>	Work with the County and Development Builders on the connection of trails consistent with the City's adopted Trail Master Plan Program.	Use existing staff resources	Downtown & Community Services - Parks	Work with Williamson County Parks and Recreation and developers on a north/south trail connection from Lake Georgetown to the Southwest Williamson County Regional Park.
<b>S8</b>	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.	\$50,000	Downtown & Community Services	Conduct a comprehensive Historic Resources Survey Update to properly identify and catalog all city historic sites.
<b>S9</b>	Work collaboratively with the private sector to increase the retail and finish out the adopted Rivery concept.	\$26,584	Downtown & Community Services - CVB	Add one FTE in June 2015, funded through the hotel occupancy tax, to focus on coordinating group sales and marketing efforts for the Rivery Conference Center.



## City Council Focus Area 2014/15: Transportation

	<b>Council Strategic Goals</b>	<b>Funds Added</b>	<b>Dept.</b>	<b>Strategy &amp; Description</b>
<b>T1</b>	Enhance current efforts in public education and outreach related to the status of planning and implementation for all transportation/maintenance projects include specific local and regional	\$67,720 Use existing FTE, add new vehicle	Transportation, Finance, Communications, City Manager's Office	Establish executive level oversight and management for the City's Transportation & Support Services operations, including top priority areas of roads, street maintenance and airport. Restructure the vacated Support Service Director to create the new position.
<b>T2</b>	Develop and fund a strategy for the public education and outreach on the Fall 2014 Sales Tax for Street Maintenance Election.	Funded in 2013/14 budget	Transportation, Communications, City Manager's Office	Implement marketing campaign for November 2014 sales tax election, similar to 2010 effort. Work will begin in July 2014 with \$25,000 earmarked in 2013/14 budget.
<b>T3</b>	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.	\$80,000	Transportation, Finance, Communications, City Manager's Office	Road bond committee established in May 2014 with kick-off meeting on June 18, 2014. Committee recommendation to Council in January 2015, that will include a prioritization and program related to the roadway and sidewalk program identified by City Council.
<b>T4</b>	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.	\$117,100	Transportations, Finance	Continue funding the existing partnership program with Capital Metro in 2014/15 with the addition of vehicles to program. Planning and development efforts will use existing staff and Capital Metro resources.
<b>T5</b>	Explore feasibility of a Trolley to Historic Downtown for shopping, dining, and entertainment, including financing options.	Use existing staff resources	Transportation, Downtown & Community Services	Work with Capital Metro and downtown organizations, incorporate Trolley into transit planning program outlined in the Capital Metro Service Agreement. See statement in Signature Destination item S6.
<b>T6</b>	Complete the citywide Sidewalk Master Plan to increase pedestrian access from neighborhood to neighborhood, medical facilities, schools, parks and local service retail.	Funded in 2013/14 budget	Transportation, Downtown & Community Services	Comprehensive plan started in 2013/14 with \$150,000 set aside in current year budget. Plan and priorities draft to Council in early calendar 2015.
<b>T7</b>	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.	Use existing staff resources	Transportation, Finance	Complete fiscal evaluations and begin strategy implementation. Lease increases targeted for April 2015; fueling changes targeted for mid-2015.



## City Council Focus Area 2014/15: Utilities

	Council Strategic Goals	Funds Added	Dept.	Strategy & Description
U1	Develop recommended conservation measures for water and present to the public and policy making body for review and possible adoption.	\$254,800 2 FTE's \$92,200	GUS – Conservation Services	Implement new conservation plan. Develop additional plans for commercial and multi-family new construction. Develop and execute programs and campaigns for incentive based retrofits on existing customers. Partner with AgriLife and A&M for research and analysis.
U2	Identify targeted areas of the City where it makes sense to add water and wastewater in a proactive and not reactive manner.	Use existing staff resources	GUS – Systems Engineering, Water Services	Coordinate with Planning to identify areas during update of Water Master Plan and Impact Fee Study in FY 14/15. Evaluate alternative financing mechanisms. Review impact fee policy to support capital requirements.
U3	Examine any internal and external cost savings associated with the Chisholm Trail Special Utility District merger.	Use existing staff resources	GUS – Systems Engineering, Water Services	Develop and execute a consolidation action plan with specific evaluations of possible cost savings following operational consolidation some time in FY 14/15.
U4	Promote wind energy and expand the utility's energy portfolio to include more wind energy where and when available.	Use existing staff resources	GUS-Energy Services	Meet or exceed renewable energy goals in the Integrated Resource Plan to mitigate price volatility. Incorporate the long term wind energy contract into the energy portfolio when delivery begins in FY 15/16. Develop and execute a marketing strategy for renewables in FY 14/15.
U5	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.	Use existing staff resources	GUS, Finance	Grow the Utility in service area, revenue and ROI to support growth of the contribution to the General Fund. Complete CTSUD consolidation. Evaluate and pursue other opportunities for regionalization.
U6	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.	\$4.5 million CIS system \$64,500 data and analytic research	GUS, Finance, Downtown & Community Services-Communications	Develop marketing and sales staff, processes, systems and capabilities. Develop utility promotional campaigns. Expand communications to include social media. Implement new CIS system with CRM and analytic capabilities in FY 14/15. Evaluate need for Marketing positions in future years. Include City's PIO in leadership meetings.
U7	Promote and seek out new opportunities and consumers of our electric energy.	Use existing staff resources	GUS, Finance	Develop and expand ability to market services. Develop capabilities to design, market and sell new services and product offerings. Clear excess power to market. Pursue dual certified opportunities. Evaluate incentive rates/packages for Economic Development. Monitor electric market and regulation during upcoming legislative session.



## City Council Focus Area 2014/15: Crosscutting Themes

	<b>Council Strategic Goals</b>	<b>Funds Added</b>	<b>Dept.</b>	<b>Strategy &amp; Description</b>
<b>C1</b>	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.	\$50,000	Human Resources, City Manager's Office	Develop an executive and staff training program to begin implementation in summer 2014 with the \$100,000 set aside in the current year budget and continue the program in 2014/15.
<b>C2</b>	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.	Use existing training and leadership resources	City Manager's Office, Human Resources, All departments	Establish proactive planning and best practices as part of departmental training and individual performance expectations.
<b>C3</b>	Maintaining customer-focus, by using survey results and other methodologies to listen to the voice of the customer.	Use existing staff resources	Downtown & Community Services - Communications	Develop a comprehensive, up-to-date survey and feedback plan in collaboration with Southwestern University and other professional resources. Request funds for survey work in 2015/16.
<b>C4</b>	Marketing/promoting Georgetown as a City of Excellence in all five Focus Areas.	\$42,105 1 FTE \$12,000	Downtown & Community Services - Communications	Expand City marketing and communication in coordination with all city departments, including marketing efforts in Utilities and continuation of the City's Annual Report to Citizens.
<b>C5</b>	Developing metrics for each Focus Area and create dashboards to report on regular performance.	Use existing training and leadership resources	Finance, Downtown and Community Services	Establish a city-wide measurement team to develop key benchmarks and measurements for Council Strategies and other critical service delivery areas.  Work with new external auditor to evaluate the City's internal controls and program results.
<b>C6</b>	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.	\$2,500	Downtown and Community Services	Implement training program for HARC to clearly define duties and requirements; expand to other city boards and commissions in coming years.



## Georgetown's Five-Year Business Plan Highlights – YEARS 2 - 5

### 1.0 Policy Principle: QUALITY OF LIFE

1.1 Provide innovative, responsive public safety services throughout Georgetown.						
➤ Council Priority Area: Public Safety						
Objectives/Projects	Lead Dept./Div.	Incremental Resources Required				
		2015/16	2016/17	2017/18	2018/19	
Construct and staff eastside fire station	Fire					
• Operations and 12 FTE's			\$580,000	\$415,000	\$50,000	
• Land purchase, facility design and construction		\$300,000	\$300,000	\$2,500,000		
• New Engine – Station 7				\$550,000		
Add 3 shift safety officers to meet new federal regulations	Fire		\$169,000	\$169,000		
Add Fire Training Captain and Admin Support (15/16), 2 <sup>nd</sup> Fire Training Captain (16/17) & Battalion Chief (17/18)	Fire	\$165,000	\$106,000	\$130,000		
Begin 5 year replacement of radios & system	Fire	108,000				
Construct and open Public Safety Operations & Training Facility	Police					
• Design & construction – complete in January 2015		\$125,000				
• Facility operating costs – incremental costs for full year in 2015/16						
Add sworn officers, communications operators and technical support to maintain police service levels as city grows	Police	\$345,000	\$465,000	\$465,000	\$280,000	
• 2016 – 3 FTE's, 2017 – 4 FTE's, 2018 – 4 FTE's, 2019 – 2 FTE's						

1.2 Continue implementation of Parks, Recreation and Trails Master Plan and expanding recreation opportunities throughout Georgetown						
➤ Council Priority Area: Signature Destination						
Objectives/Projects	Lead Dept./Div.	Incremental Resources Required				
		2015/16	2016/17	2017/18	2018/19	
Continue expansion of the Hike 'n Bike Trail System	Downtown & Community Svcs (D&CS) – Parks					
• Staffing and equipment to maintain expanded trails – 1 FTE each in 2015 & 2017		\$74,500		\$74,500	\$1,000,000	
• Extension of trail system			\$1,000,000			
Implement improvements and expansions to San Gabriel Park	D & CS – Parks					
• River bank stabilization and maintenance			\$2,000,000			
• San Gabriel Park improvements						
Purchase, design, construct a west side park facility	D & CS – Parks					
• Land acquisition in 2012/13			\$500,000			
• Preliminary Design						
Expand staffing to meet growing park and recreations program including recreation business analyst, EAM project manager, asset management project implementation	D & CS – Parks	\$135,000				
Expand the Parks Rehab and Capital Improvements Program	D & CS – Parks	\$150,000	\$150,000	\$76,000	\$75,000	
Lake Georgetown Feasibility Study	D & CS – Parks	\$100,000				



## 2.0 Policy Principle: QUALITY GROWTH/SUSTAINABLE DEVELOPMENT

2.1 Create innovative programs and initiatives to stimulate residential and commercial development throughout the community.

- Council Priority Area: Economic Development

Objectives/Projects	Lead Dept./Div.	Incremental Resources Required			
		2015/16	2016/17	2017/18	2018/19
Develop a targeted economic development program to provide resources to implement the 5-year business plan for the General Fund	Management Services			\$105,000	
<ul style="list-style-type: none"> <li>Expand recruitment and retention efforts with additional staff</li> </ul>					
Update Regulations and 2030 Plan Elements	Management Services				
<ul style="list-style-type: none"> <li>Leander Rd and Transit Plans</li> </ul>		\$20,000	\$50,000	\$10,000	\$18,000
<ul style="list-style-type: none"> <li>2030 Plan and Annexation Program</li> </ul>					

## 2.2 Implement the Downtown Master Plan

- Council Priority Areas: Signature Destination & Economic Development

Objectives/Projects	Lead Dept./Div.	Incremental Resources Required			
		2015/16	2016/17	2017/18	2018/19
Expand & improve downtown facilities					
<ul style="list-style-type: none"> <li>Added Maintenance worker for downtown</li> </ul>	D & CS		\$48,000		
<ul style="list-style-type: none"> <li>Expand and rehab sidewalks and lighting</li> </ul>		\$1,250,000	\$3,250,000	\$1,000,000	\$1,250,000
Expand & improve downtown parking					
<ul style="list-style-type: none"> <li>Develop and design new downtown parking facility</li> </ul>	D & CS		\$2,000,000		
Expand Arts & Culture					
<ul style="list-style-type: none"> <li>Additional support funding</li> </ul>	D & CS	\$50,000		\$50,000	
<ul style="list-style-type: none"> <li>Arts &amp; Culture director</li> </ul>		\$90,000			

## 2.3 Develop long-term water strategies and policies to insure protection of this finite resource

- Council Priority Area: Utilities

Objectives/Projects	Lead Dept./Div.	Incremental Resources Required			
		2015/16	2016/17	2017/18	2018/19
Develop requirements and implement Customer Information System					
Expand Customer Care and Marketing to match system growth and conversation needs	Finance & Admin.	\$2,000,000	\$1,500,000		
<ul style="list-style-type: none"> <li>Customer growth - FTE's: 1 - 2016, 2 - 2017, 1 - 2018, 2 - 2019</li> </ul>		\$57,000	\$114,000	\$57,000	\$114,000
<ul style="list-style-type: none"> <li>Marketing and conservation</li> </ul>		\$85,000			
Implement Phase II Stormwater Compliance (MS4)					
<ul style="list-style-type: none"> <li>Stormwater Permitting &amp; Monitoring – Outside Consulting</li> </ul>	GUS -Transportation	\$125,000	\$25,000	\$25,000	\$25,000
<ul style="list-style-type: none"> <li>Compliance staff – 1 FTE &amp; equipment</li> </ul>			\$110,000		
Add staffing and equipment to expand and maintain water and wastewater service levels for growing community	GUS – Water Services				
<ul style="list-style-type: none"> <li>FTE's: 2 - 2016, 1 - 2017, 2 - 2018, 1 - 2019</li> </ul>		\$141,900	\$95,600	\$150,400	\$61,000
<ul style="list-style-type: none"> <li>Expand heavy equipment fleet</li> </ul>			\$305,000		\$305,000



<b>2.4 Pursue electrical contract negotiations and future energy options that enhance Georgetown's competitive advantage</b> ➤ Council Priority Area: Utilities						
Objectives/Projects	Lead Dept./Div.	Incremental Resources Required				
		2015/16	2016/17	2017/18	2018/19	
Implement enterprise asset management (EAM) system	GUS – Systems Eng					
Expand Power Purchasing & Analysis Department – 1 FTE		\$62,000	\$78,000			
Add staffing and equipment to expand and maintain electric distribution service levels for growing community	GUS - Electric					
• FTE's – 2 in 2016, 1 in 2017, 2 in 2018, 1 –in 2019 and equipment		\$162,000	\$108,000	\$161,000	\$323,000	
Add staffing and equipment to expand and maintain transmission service levels for growing community	GUS -Electric					
• 1 FTE each in 2016 and 2018		\$104,000		\$95,000		

### 3.0 Policy Principle: **BALANCED TRANSPORTATION/EFFICIENT MOBILITY**

<b>3.1 Continue proactive transportation planning and mobility with transit programs and design, engineering, funding and construction of new thoroughfares that enhance connectivity, traffic flow and safety</b> ➤ Council Priority Area: Transportation						
Objectives/Projects	Lead Dept./Div.	Incremental Resources Required				
		2015/16	2016/17	2017/18	2018/19	
Develop a fixed route transit system for Georgetown						
Implement separate traffic operations and control program	GUS - Transportation	\$118,000	\$236,000	\$275,000	\$630,000	
• Crew, foreman and equipment – 1 FTE per year for 2015 - 2017	GUS - Transportation	\$126,000	\$76,600	\$35,000		
Add full street maintenance crew to maintain city street system as community grows	GUS - Transportation					
• 3 FTE's		\$178,000			\$178,000	
• Heavy equipment (backhoe, dump trucks, etc.)		\$205,000			\$205,000	

### 4.0 Policy Principle: **EFFECTIVE GOVERNANCE**

<b>4.1 Continue to develop and implement business plans to meet current and long term financial and program needs</b> ➤ Council Priority Areas: All						
Objectives/Projects	Lead Dept./Div.	Incremental Resources Required				
		2015/16	2016/17	2017/18	2018/19	
Refine and enhance financial models underlying business plans						
• Implement interactive financial tool for external and internal use	Finance & Administration	\$35,000				
• Add budget analyst			\$85,000			
Develop requirements and implement Financial Information System	Finance & Administration	\$250,000	\$1,250,000			



#### 4.2 Update and Implement the overall Facility Plan for City Services

- Council Priority Area: All

		Incremental Resources Required			
Objectives/Projects	Lead Dept./Div.	2015/16	2016/17	2017/18	2018/19
Redevelop existing city properties to meet growth needs and enhance downtown – known as the Downtown West Plan – design to start in 2014/15 <ul style="list-style-type: none"> <li>• Renovation &amp; repurposing of GCAT, former PD facility and former library</li> <li>• Operating costs of new facilities</li> </ul>	Management Services	\$2,800,000	\$5,350,000 \$150,000	\$5350,000 \$200,000	

#### 4.3 Develop and maintain a competitive compensation program that provides for retention and rewards for the City's workforce

- Council Priority Area: All

		Incremental Resources Required			
Objectives/Projects	Lead Dept./Div.	2015/16	2016/17	2017/18	2018/19
Update 2012 market compensation study conducted & maintain competitive pay city-wide (benefits included)	Management Services - HR	\$125,000	\$200,000	\$125,000	\$200,000





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## Budget Adoption and Management Process

Budgeting is an essential element of the financial planning, control and evaluation process of municipal government. The “operating budget” is the City’s annual financial operating plan. The annual budget includes all of the operating departments of the general fund, proprietary funds, debt service funds, special revenue funds, and capital improvement funds of the City.

**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 the implementation of 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 **1<sup>st</sup> 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 and ten year planning horizons, based upon population and development projections. Revenue estimates for utility operations, as well as development impact fees, are prepared to forecast the ability of the rate base to fund needed capital maintenance, upgrades and expansions. Five year and ten year pro-forma models for each utility are prepared, as well as a ten 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.

Beginning with the 2012/13 process, a business planning process was added to enhance strategic and financial planning capabilities. A Division level five-year resource requirement plans were developed that includes new programs, service levels to meet needs of the growing community and major equipment or systems not covered in the CIP or internal service fund replacement programs. A five-year financial model for the General Fund was developed to enhance existing financial models used for utilities. The resource requirements, operating impacts of debt and CIP, and any offsetting revenue sources were incorporated into the model, as well as, the financial impacts of all future authorized debt funded projects. This model became the basis for the “City of Excellence” strategic plan.

Each City department prepares a more detailed two-year operating budget. While only one year is formally adopted, the projection of the second year (2015/16) projected budget identifies the impact of current year programs and commitments on the following year and refines the second year of the five year business plan while providing a “basis” for beginning the following year’s budget process.

During the budget process, the City Manager and the Management Team held business planning and budget review meetings to refine the 5-year business plan and evaluate the one-year annual operating budget needs against the priorities and available resources. The business plan and budget were reviewed in public workshops with the City Council in June and July. The first year of this plan provided the basis by which the City Manager prepared the ***City Manager’s 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 and allows for citizen participation in the process, while allowing for sufficient time to address policy and fiscal issues by the City Council. 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 also 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 the budget appropriations are finalized, the City Council will hold a public hearing, and subsequently adopts by Ordinance the final proposed budget as amended. The budget will be effective for the fiscal year beginning October 1<sup>st</sup>.

**Appropriations** – The point of 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 36 and by Funds/by POC on page 38. POC detail by department is also included on each division summary tab, 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.





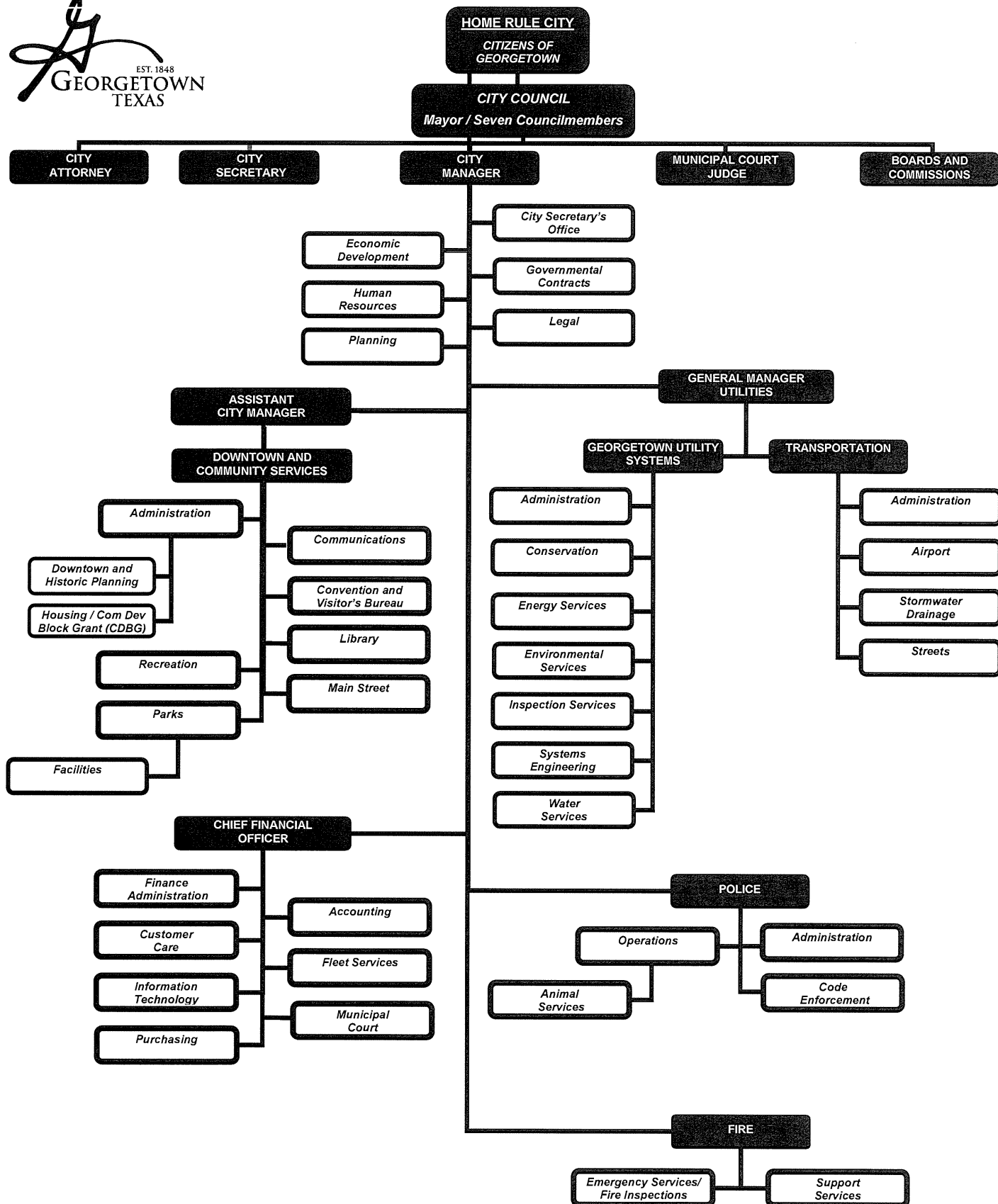
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## 2014/15 Annual Budget

### Calendar of Events for Budget Adoption & Implementation

<b>Planning and Preparation</b>	
<b>January – February</b>	<ul style="list-style-type: none"> <li>Budget process schedule set.</li> <li>Capital Improvement Program (CIP) internal department meetings to discuss proposed projects, including 5-year model update. Preliminary funding estimates prepared.</li> <li>City Council reviews Five Focus Areas and recommends priorities for 2014/15.</li> <li>Business planning process begins.</li> <li>Internal Service Funds (ISF) meet with each division for 2014/15 needs.</li> </ul>
<b>March – April</b>	<ul style="list-style-type: none"> <li>Business Planning packages distributed to each division.</li> <li>ISF allocations are prepared.</li> <li>2014/15 Base Budgets, Service Level Improvements (SLI) and new Program Requests are completed.</li> <li>Five-year business plan packages submitted and reviewed by Executive Team.</li> </ul>
<b>May</b>	<ul style="list-style-type: none"> <li>Five year General Fund financial model developed and business plans included.</li> <li>Annual review and update of Fiscal and Budgetary policy.</li> <li>Base Budgets are detail reviewed by Finance.</li> <li>SLI's and New Program Requests are discussed by Executive Team.</li> <li>Preliminary tax rate calculation / revenue projected.</li> </ul>
<b>June</b>	<ul style="list-style-type: none"> <li>Departmental narratives are completed.</li> <li>2014/15 CIP presentation to Council.</li> <li>City Manager's budget is balanced and workbook prepared including recommended Service Level Improvements and New Programs.</li> <li>Budget packages prepared in line with Council priorities &amp; Georgetown 2030 Plan.</li> <li>Revenue and expenditure projections finalized.</li> </ul>
<b>July</b>	<ul style="list-style-type: none"> <li>Five-year business plan presented to Council.</li> <li>2014/15 City Manager's Proposed Budget presented to Council.</li> <li>Tax roll finalized.</li> <li>Property tax rate and revenue projections finalized.</li> </ul>
<b>Adoption</b>	
<b>August – September</b>	<ul style="list-style-type: none"> <li>Proposed budget is linked to long-term goals from comprehensive plan.</li> <li>Finalize 2014/15 programs.</li> <li>Finalize 2014/15 proposed tax rate.</li> <li>Certified tax roll is accepted by Council.</li> <li>Final recommendations and Budget Summary distributed to Council and public.</li> <li>Public hearings on proposed budget and tax rate held.</li> <li>Budget and tax rate ordinances presented to and adopted by Council.</li> </ul>
<b>October 1</b>	<ul style="list-style-type: none"> <li>Implement 2014/15 Annual Budget.</li> </ul>
<b>Budget Amendments</b>	<p><i>Budget amendments may be made during the year in accordance with state law and City Charter. See detailed requirements in the budget and Financial 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.</i></p>







## Georgetown – Then and Now

*This is a comparison of Georgetown today and as it was a decade ago.*

	2004/2005	2014-2015
Population	37,450	54,689
Customer Growth	5.09%	26% <sup>(1)</sup>
Building Permits Issued	866	793
Unemployment Rate	4.90%	5.20%
Appraised Values	\$2,391,137,407	\$5,253,246,873
Average Home Value	\$163,751	\$210,184
Total Budget	\$113,846,129	\$231,124,287
Total Tax Rate	\$0.34626	\$0.43400
Maintenance on Streets	\$1,280,000	\$4,739,091
Debt Service Tax Rate	\$0.11332	\$0.22662
<small>(1) Consolidation of Chisholom Trail Special Utility District customers per asset transfer agreement.</small>		

- ◆ *Tax rate is one of the lowest in Central Texas area*
- ◆ *Population has grown by 46%*
- ◆ *Tax base has grown by 119.7%*





# Community Profile

## Overview

Founded July 4, 1848, Georgetown was originally the agricultural trade center for the county and surrounding area. After the Civil War, reconstruction brought prosperity to Georgetown through four main industries -- cattle, cotton, the university and the railroad. Georgetown has enjoyed consistent growth and development through the years. In recent years the City has become more industrialized and commercially oriented. Along with the commercial growth, Georgetown has successfully promoted tourism, which has brought a significant economic benefit to the community.



The City of Georgetown's estimated 2014 population was 52,914 within the city limits, with an estimated population of 77,811 including the extraterritorial jurisdiction. Georgetown is a Home Rule Charter City and operates under the Council-Manager form of government. A mayor and seven council members are elected from single-member districts, with elections being held the first Saturday in May.

## Historic Georgetown

Since the 1982 Georgetown has been synonymous with Main Street, a downtown economic development effort administered through the Texas Historical Commission and the National Main Street Center. The 2013 campaign promotes Georgetown as the "Most Beautiful Town Square in Texas". Over \$120 million has been reinvested in revitalization efforts in the downtown area. Private and public entities joined in partnership to restore and renovate downtown commercial structures, public buildings as well as building new structures to help anchor the commercial district. This unprecedented success has made our community the shining star of the Texas Main Street program and an example for small cities nationwide to follow.



Georgetown was named the First Main Street in Texas, recognized as "Texas Treasure" by First Lady, Anita Perry. It has been the building block for Georgetown's recent economic development gains. Georgetown was recently selected as a finalist for Parade Magazine's "Best Main Street in America" award, making the top 8 out of thousands of entries.



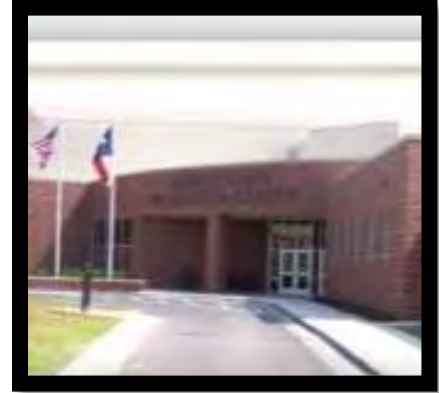
The restoration of Georgetown's "living room", one of a few remaining Victorian era downtown squares in the country, has revitalized the heart of Georgetown into a thriving district with shops and restaurants. In 1997, Georgetown gained recognition for the successful effort of its citizens to preserve the historic character of the city when it became the first city in Texas to win the Great American Main Street Award. Georgetown has also been voted the #1 place to retire nationally, according to the "Retirement Places Rated" and Boston Globe. Georgetown also received a #2 ranking of best places to "Live and Launch", as well as the 2012 recognition as a gold-level certification as a "Certified Scenic City". The Georgetown Square is considered by many to be the finest example in the state of a Victorian town square. Our historic square is certainly the magnet that draws people to Georgetown. However, once they're here, people soon realize there's much more to our community. It's a town with a strong identity and people who care about it... people that make sure we never stop trying to enhance both Georgetown's appeal and the lives of those who choose to live here. Movoto, a real estate company in California, recently placed Georgetown at no. 3 in the country on the top ten list of America's Best Suburbs. The ranking was based on several factors including shopping, dining, and entertainment offerings, as well as, cost of living, low crime, education, and employment.

## Cultural Activities

Cultural activity thrives in Georgetown. Southwestern University's contribution of quality theater, dance, fine arts and lecture events add a valuable dimension to our cultural life. The Art deco-styled Palace Theatre, located on the downtown square, was renovated and rejuvenated by townspeople, and showcases events such as plays and musicians, as well as, other types of performing arts. Georgetown always has a full calendar of local events including the "up the Chisholm Trail Cattle Drive" down Main Street each September. Other major annual events include the Fourth of July Celebration, Christmas Stroll, and the Red Poppy Festival each Spring.

## **Recreation**

Georgetown offers a wealth of recreation opportunities through its award winning Parks and Recreation program. In Georgetown there are currently 34 city parks, comprising 473 total developed acres. The parks range from a half-acre neighborhood park to the one hundred-acre city wide San Gabriel Park. There are almost 9 miles of Hike/Bike Trails, including a 1.7 granite trail that loops around San Gabriel Park, three cemeteries, athletic complex, five swimming pools, downtown pocket parks and tennis center, as well as, a wide range of facilities including: softball and baseball fields, soccer fields, playground equipment, individual and group picnic shelters, basketball and tennis courts and disc golf. The Tennis Center facility includes a full size swimming pool and baby pool, 11 tennis courts and activity center on 7 wooded acres. San Gabriel Park was named a Lone Star Legacy Park in 2012, and is considered to be the “jewel” of Georgetown with a sunken garden, gazebo, football stadium, rodeo area, creative playscape for children and the Community Center. The 65,000 sq ft Recreation Center includes an indoor pool, an outdoor splash pool, a gymnasium, an indoor track, rooms for exercise classes and activities, a weight room, as well as, activities for teens and seniors. The City of Georgetown Parks and Recreation Division was presented with an “Outstanding Park Award” from the National Softball Association (NSA) for McMaster Athletic Complex. The complex has won the National Softball Association’s award every year since its opening in 2001, and is recognized by the Association as one of the most outstanding softball complexes in the state. Georgetown’s hike and bike trail was designated a National Recreation Trail by the U.S. Department of the Interior, the only trail in Texas to be so recognized in 2006. In 2007, the division was awarded the TRAPS Gold Medal Award for Excellence in Parks and Recreation. In 2009, recognitions include the “Current Plan of the Year Award” from the Central Texas Section of the American Planning Association for the Parks, Recreation and Trails Master Plan, the APPA Texas Chapter - Current Planning Award for the Parks, Recreation and Trails Master Plan, and the TRAPS Regional Best Department Marketing Plan for Regions 5 and 7.



The Georgetown Public Library is a 55,000 square foot facility which allows for the expansion of book collections and other materials, and includes a reference area and computer work stations, as well as, children’s areas with a performance stage and seating area. Two large community rooms are also located on the second floor. The Library also houses the “Red Poppy Coffee Company”, a locally owned coffee house. In collaboration with the Friends of the Georgetown Library the WOWmobile (Words on Wheels) began operation in early 2012. It operates year around and delivers library materials to residents of Georgetown who find it difficult or impossible to

come to the library, targeting three distinct population categories: seniors, residents with limited mobility, and low income children.

## **Education**

Georgetown is also the home of Southwestern University, an independent, selective four-year undergraduate college, offering a traditional liberal arts and sciences curriculum. Southwestern was the first institution of higher learning in Texas, chartered by the Republic of Texas in 1840 and has received national recognition for its academic program and cost-effectiveness. The 2010 Fiske Guide to Colleges lists Southwestern University as among the top 25 small colleges and universities strong in art or design and among the top 37 small colleges and universities strong in business.



Georgetown Independent School District (GISD) is a Texas Education Agency “Recognized” school district, and serves a diverse population of Williamson County students from pre-K to 12<sup>th</sup> grade. Georgetown ISD serves 10,400+ students at ten elementary schools, three middle schools, three high schools, and two alternative campuses.



## Georgetown's Location

