

City of Georgetown Strategic Planning

The City of Georgetown is on the cusp of major development and growth. Because of that there has to be a clear vision. In order to see that vision come to fruition the City Council has established strategic initiatives. This document shows the intent for the City's future with priorities that seek to create an environment which fosters economic development and economic opportunity. The City's six strategic initiatives are as follows:

- Improve Recreation
- Cleaner Environment
- Economic Development
- Safe Environment
- Residential and Commercial Growth
- Infrastructure Development

Over the past several years steps have been taken to ensure that implementing these initiatives becomes more realistic. The Council understands that any substantial investment in improving the quality of life and promoting economic welfare requires sound financial resources. Because of that, financial policies that ensure sufficient levels of fund balance and cash reserves have been implemented. In addition, an aggressive effort has been and continues to be made to provide city services in the most fiscally responsible manner. Throughout FY 2008/2009 the City's Comprehensive Plan will be reevaluated and rewritten, and staff will use this opportunity to continue to align all efforts towards the established initiatives of Council.

Each department is charged with establishing independent department objectives and performance measures that are indicators of our efforts to meet the City's strategic initiatives. Through the utilization of objectives and the corresponding performance measures, staff is able to continue to improve the quality of service and levels of customer satisfaction provided to the Citizens of the City of Georgetown.

Improve Recreation

The intent of this initiative is to establish a high quality of life by continuing to provide for the diverse recreational needs of all City residents. This includes providing active and passive recreation areas for City residents in addition to working with state and local agencies to develop new areas for recreational use.

Improve Recreation Goals:

Administration

- Identify new and existing facility/equipment needs
- Minimize the number of accidents at recreational areas by conducting safety inspections and repairs
- Develop policies to more effectively meet infrastructure needs

Building & Planning

- Continue to align efforts to the Comprehensive Plan
- Use neighborhood associations to assess recreating needs in individual areas within the City

Public Works

- Effectively maintain parks and playgrounds

Improve Recreation Objectives:

Administration

- Conduct monthly Playground/Park Safety inspections to decrease risk of loss

Building & Planning

- Establish at least two neighborhood associations

Public Works

- Adhere to monthly checklist for park and playground safety as dictated by Risk Manager

Cleaner Environment

The intent of this initiative is to establish a balance between development and the environment to protect the beauty and natural resources of the City of Georgetown.

Cleaner Environment Goals:

Administration

- Ensure the maintenance and upkeep of all City facilities as to set an example for the general public and other commercial establishment
- Maintain building cleanliness/safety to ensure an orderly and workable setting for the daily operation of the City

Building & Planning

- Utilize existing ordinance and policies to ensure overall appearance issues within the City are corrected in timely fashion

Finance

- Assist with ordinance and policy revision to ensure operational strategies

Public Works

- Ensure a smooth, comfortable, and safe ride for the public by keeping streets well maintained
- Initiate improvements to the City's streets and sidewalk infrastructure
- Maintain visible and appealing signage for pedestrian and auto safety

Waste Management

- Improve appearance/safety through education, environmental inspections, enforcement, and Keep Georgetown Beautiful Initiatives
- Provide residents with a financially efficient, high-quality sanitation and yard debris removal service
- Propose process improvements to the current City sanitation service
- Initiate enhancements and additions to the City's sanitation and yard debris removal infrastructure

Cleaner Environment Objectives:

Administration

- Encourage and reaffirm customer service and satisfaction with City services

Building & Planning

- Continue the aggressive enforcement of dilapidated structures and require removal as warranted
- Continue aggressive enforcement of lot clearing and cleaning

Cleaner Environment (continued)

Finance

- Complete the adoption of Chapter 9 Garbage, Trash, and Weeds to ensure more stringent guidelines in our sanitation and yard debris services
- Continue to assist the Waste Management staff with plans for more efficient and effective operations related to solid waste and yard debris

Police

- Continue efforts to reduce the number of junk/derelect vehicles around the city

Waste Management

- Complete all residential and commercial sanitation routes on their scheduled collection day to ensure that City streets and curbs are aesthetically pleasing
- Complete yard debris routes in a manner that ensures the minimal exposure to surrounding citizens
- Comply with all articles of the newly rewritten Chapter 9 Garbage, Trash, and Weeds as adopted by Council

Public Works

- Repair potholes in a timely fashion
- Repair or replace street signs immediately upon discovering the issue
- Maintain a schedule that outlines curbing to be repaired or replaced
- Sweep all residential streets and major thoroughfares as often as needed
- Respond to all citizen complaints swiftly and appropriately

Economic Development

The intent of this initiative is to effectively manage growth through the implementation of the land use plan, zoning, and other development ordinances and building codes to promote high quality of life and a positive business environment.

Economic Development Goals:

Building & Planning

- Attract and retain high quality jobs and businesses to Georgetown, particularly those related to manufacturing, industry, and tourism
- Strengthen and enhance neighborhoods
- Support the Downtown District in order to increase uses and opportunities
- Improve the appearance and business environment on major visitor entries to the City

Finance

- Continue to research and implement programs to offer support to proposed developments that help to achieve the City's economic and development initiatives

Economic Development Objectives:

Building & Planning

- Complete the rewriting of the Land Development Regulations
- Continue revisions to the Zoning Ordinance as dictated by the new Comprehensive Plan
- Continue the aggressive enforcement of dilapidated structures and require removal as warranted
- Continue the implementation and enforcement of the Overlay District

Finance

- Develop financial policies that help ensure financial stability in order to attract and offer incentives to proposed developments

Safe Environment

The intent of this initiative is to deliver criminal justice, fire, and hometown security services to the citizens of Georgetown to ensure safety, security, and progress toward making Georgetown the safest City of its size in South Carolina.

Safe Environment Goals:

Administration

- Maintain adequate staffing in police and fire departments
- Ensure public safety, law enforcement, arson investigation, and fire code enforcement
- Conduct periodic inspections of City facilities and provide departments and the City Administrator with follow-up reports

Building & Planning

- Continue to reduce the number of uninhabitable and non-repairable structures in the City
- Keep developers and contractors abreast of policy and code changes
- Provide code enforcement throughout the community

Fire

- Maintain readiness equipment, resources, and supplies
- Provide Fire Education Programs to community
- Investigate the cause of all fires in the community to determine cause

Police

- Maintain police services that are efficient and responsive
- Use community members to strengthen relationships and goodwill throughout the City
- Make available staff development to ensure high caliber officers and staff
- Improve the appearance and business environment on major visitor entries to the City

Economic Development Objectives:

Administration

- Continue activities to categorize hazards, and evaluate and control risks to meet both regulatory obligations and decrease risk of loss to the City

Building & Planning

- Continue the aggressive enforcement of dilapidated structures and require removal as warranted
- Building Official to obtain the State Certified Building Official status
- Building Inspector to obtain the State Certified Residential Certification
- Continue aggressive enforcement of all applicable codes-federal, state, and local
- Establish an annual breakfast with contractors and subcontractors to update them on code changes

Safe Environment (continued)

Fire

- Expand fire prevention and public education program
- Ensure 0 civilian deaths
- Respond to 100% of request for emergency assistance, without exception

Police

- Maintain CALEA accreditation
- Ensure that 100% of sworn officers receive proper ongoing training during each year
- Participate in the “Sober and Slammer” program administered by the State of SC Office of Public Safety
- To revamp the Neighborhood Watch Program
- To institute a community based educational program for citizens and businesses

Fleet

- Ensure preventive maintenance for all safety equipment with limited downtime

Residential and Commercial Growth

The intent of this initiative is to pursue annexation of property near the City limits in an effort to strengthen the City's role as a place for economic activity through job creation, business location and expansion, and redevelopment and tourism.

Residential and Commercial Growth Goals:

Administration

- Develop policies to more effectively meet infrastructure needs related to growth

Building & Planning

- Provide growth policies and regulations that result in quality growth and development in the City
- Emphasize importance of the Overlay District and its use
- Provide accurate and timely information to all board/commissions
- Provide technical assistance in planning for traffic and zoning
- Guide zoning and land development regulations to structure development in conformance with the Comprehensive Plan
- Improve the speed and efficiency of the customer service and development approval process

Residential and Commercial Growth Objectives:

Administration

- Assist City Council in developing and refining policy direction to effectively manage City operations

Building & Planning

- Complete the rewriting of the Land Development Regulations
- Continue revisions to the Zoning Ordinance as dictated by the new Comprehensive Plan
- Complete revisions to the Comprehensive Plan
- Include city zoning and flood maps on the city website
- Establish neighborhood associations
- Implement the new Community Development Software solution

Infrastructure

The intent of this initiative is to recognize the importance of developing and implementing strategies that will provide additional revenue that can be used - in part - for infrastructure development, maintenance, or improvement

Infrastructure Goals:

Administration

- Facilitate negotiations and relationships with other entities and agencies to ensure adequate growth of services

Finance

- Examine and make recommendations on sources of additional revenue for the City
- Review all policies and ordinances to make sure that procedures are being followed to support current infrastructure

Engineering

- Provide effective, quality designs for infrastructure development
- Support utility projects through project management, inspection, and plan review

Electric

- Continue to require underground service for new development and conversion of old lines
- Provide a safe, reliable, and advanced power source for the City
- Install, maintain and test electrical meters for reliability and accuracy
- Protect the City's underground electrical infrastructure by providing an accurate locates for contractors

Water/Wastewater

- Improve water pressure and flows within service area
- Identify and rehabilitate or replace sewer lines that are in need of repair

Stormwater

- Examine policies and ordinances to ensure that all properties are billed even if the parcel is vacant

Infrastructure Objectives:

Administration

- Continue to assist the Finance Department with decisions and analysis on how to enhance revenues

Finance

- Examine revenue sources for all other major cities in the State and region every two years to determine the feasibility of implementing new revenue sources in the City

Infrastructure (continued)

- Update the 5 year capital improvement plan every year to ensure adequate funding for infrastructure needs
- Evaluate opportunities for outsourcing through managed competition
- Monitor the needs for additional debt service obligations

Electric

- Install underground distribution infrastructure and street lights in the new developments already approved

Water/Wastewater

- Continue to aggressively pursue “doughnut” holes as options for additions to the customer base
- Assist with all inquiries related to proposed development

Stormwater

- Continue to pursue option for additional funding available to remedy flooding issues in the City Hall area

Key for Performance Measure Table

Applicable Initiative 1 = Improve Recreation
 Applicable Initiative 2 = Cleaner Environment
 Applicable Initiative 3 = Economic Development
 Applicable Initiative 4 = Safe Environment

Applicable Initiative 5 = Residential & Commercial Growth
 Applicable Initiative 6 = Infrastructure Development
 N/A = Not applicable to a specific initiative

Performance Measures	06/07 Actual	07/08 Actual	08/09 Goal	Initiative
Administration				
Meet 100% compliance credit on SCMIRF's minimum guideline assessment	100%	100%	100%	4
Meet 100% compliance credit on SCMIT's minimum guideline assessment	100%	100%	100%	4
Perform annual evaluations on 100% of City employees	96%	100%	100%	N/A
Conduct annual safety inspection in 100% of departments	100%	100%	100%	4
Conduct comprehensive exit interview and analysis with 100% departing employees	90%	100%	100%	N/A
Scan 25% of legal documents located on premises and insert into searchable database	N/A	100%	100%	N/A
Provide a quarterly legal update to Mayor and Council	N/A	100%	100%	N/A
Furnish an annual accident/safety report card to individual City departments	N/A	100%	100%	4
Building & Planning				
Resolve 80% complaints of all over grown lots	75%	100%	100%	2
Reduce FEMA Community Rating from 8 to 7	0%	100%	100%	3
Resolve 80% @ Your Request complaints within one week	75%	100%	100%	2 and 4
Demolish at least 5 dilapidated structures	100%	100%	100%	4
Finance				
Council Reports presented by second Council Meeting after closing of quarter 100% of the time	75%	75%	100%	N/A
CAFR produced by December 15 th	100%	100%	100%	N/A
Receive GFOA awards for the Budget/CAFR	100%	100%	100%	N/A
Complete monthly general ledger transactions by the 20 th of the following month	67%	67%	100%	N/A
Receive GFOA award for the PAFR	N/A	100%	100%	N/A
Police				
Respond to 95% of 911 requests within five minutes of dispatch	75%	75%	100%	4
Fill personnel vacancies within 60 days of a position becoming vacant	0%	15%	100%	4
Maintain CALEA accreditation	100%	100%	100%	4
Train 100% of sworn officers with ongoing training	100%	100%	100%	4
Increase and document Community Policing Contacts	N/A	N/A	100%	4
Reduce average response time to Priority 1 calls by 30 seconds	N/A	N/A	100%	4
Provide 100% of employees with ongoing training	N/A	N/A	100%	4
Municipal Court				
Report all financial information for the previous year audit using new software	50%	100%	100%	N/A
Submit all reports to Finance Department no later than 1 month after the close	90%	100%	100%	N/A
Finalize old general sessions related cases	N/A	95%	100%	N/A
Scan copies of Uniform Traffic Tickets, warrants and related documents	N/A	100%	100%	N/A

Performance Measures	06/07 Actual	07/08 Actual	08/09 Goal	Initiative
Transfer all cases from CompuDocket to CMS that had a balance due to the City	N/A	100%	100%	N/A
Fire				
Reduce ISO rating from 3 to 2	0%	100%	100%	4
Respond to 100% of request for emergency assistance	100%	100%	100%	4
Determine cause of 90% of fire investigated	100%	100%	100%	4
Keep number of civilian residential fire deaths at zero	100%	100%	100%	4
Public Works				
Repair 90% of reported potholes within 5 working days	80%	100%	100%	6
Repair or replace damaged or missing street signs within 2 days of being reported	75%	100%	100%	2
Repair or replace 100 feet of broken or damaged curbing each year	100%	100%	100%	4
Sweep 85% of all residential streets and major thoroughfares each month	100%	100%	100%	2
Respond to 80% of citizen complaints within 24 hours	90%	100%	100%	N/A
Information Technology				
Maintain 99% up-time for network and AS400 outside of normal maintenance windows	100%	100%	100%	N/A
Respond to Level I (non-emergency) service issues within 48 hours	100%	100%	100%	N/A
Respond to Level II (critical) service issues within 24 hours	100%	100%	100%	N/A
Respond to Level III (system down) services issues within 4 hours	100%	100%	100%	N/A
Fleet Service				
Ensure unscheduled down time per vehicle is no more than 7 hours	90%	100%	100%	4
Complete 96% of preventative maintenance with a down time of less than 2 hours	95%	100%	100%	4
Complete 60% of preventative maintenance within the third week of a new month	80%	100%	100%	4
Kaminski House Museum				
Complete 100% of photography of the Museum's collection	N/A	80%	100%	N/A
Entering all Museum's collection data into PastPerfect	N/A	80%	100%	N/A
Complete update interpretive plan for the Kaminski House Museum	N/A	50%	100%	N/A
Increase the number of school groups to the Museum	N/A	25%	100%	N/A
Complete application process for the American Association of Museums for accreditation	N/A	0%	100%	N/A
Electric Utility				
Respond to customer requests and design/install service facilities by within 2 days of inspection approval	100%	100%	100%	6
Continue to promote the safety of our employees through the daily emphasis of proper safety procedures which will result in no more than 1 lost time accident	100%	100%	100%	N/A
Respond to all non storm related outage calls within 30 minutes	98%	100%	100%	N/A
Respond to requests for location of underground service facilities within 3 days 100% of the time	98%	100%	100%	N/A
Water Utility				
Construct 20% of the distribution improvements needed in the historic district	0%	0%	100%	6
Complete \$200,000 worth of line upgrades and new hydrants in Maryville	50%	0%	100%	6
Exercise at least 33% of all water valves and provide documentation	100%	100%	100%	6
Complete flushing of 100% of the distribution system	100%	100%	100%	6
Install 10 new fire hydrants	0%			
Obtain 6 hours of continuing education units per employee in water distribution and each employee should successfully obtain next level of certification up to an "A" level	100%	100%	100%	N/A

Performance Measures	06/07 Actual	07/08 Actual	08/09 Goal	Initiative
Increase water filtration plant utilization and sales by 3%	100%	0%	100%	5
Obtain 6 hours of continuing education units per employee in water treatment	100%	100%	100%	N/A
Wastewater Utility				
Attend regulatory meeting to keep staff updated and monitor treatment and discharge at plant	100%	100%	100%	2
Obtain the NPDES renewal permit from SCDHEC	100%	100%	100%	2
Obtain BOD, Ammonia, and Fecal Coliform lab certifications from SCDHEC	100%	100%	100%	2
Comply with all recommendations of the Process Safety Management audit	95%	100%	100%	N/A
Do not violate NPDES permit requirements	75%	0%	100%	4
Obtain 6 hours of continuing education units per employee in water treatment	100%	100%	100%	N/A
Rehabilitate or replace 3000' of wastewater collection lines and 30 manholes	80%	0%	100%	6
Obtain 6 hours of continuing education units per employee in wastewater collection and each employee should successfully obtain next level of certification up to an "A" level	100%	100%	100%	N/A
Treat 6000' of wastewater mains with vapor root treatment	100%	50%	100%	6
Purchase new service truck and vacuum truck	100%	100%	100%	N/A
Purchase new 6" by-pass pump for use at Willowbank lift station	0%	100%	100%	6
Stormwater Utility				
Phase 1 of the US 17/City Hall Drainage Project should be 75% complete within budget	0%	0%	100%	6
Waste Management				
Complete 100% of residential garbage routes on their scheduled collection day	100%	100%	100%	2
Complete 100% of commercial garbage routes on their scheduled collection day	100%	100%	100%	2
Increase the number of commercial dumpsters repainted in-house by at least 2% annually	100%	50%	100%	2
Increase residential set-out rate at new residences by 1% annually	100%	100%	100%	2

*Fiscal Year 2006/2007 was the first year data was captured in reference to newly established performance measures. Some performance measures are not applicable to one particular initiative but were important to Council. Therefore, for the purposes of reporting they are listed in this table as well.

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