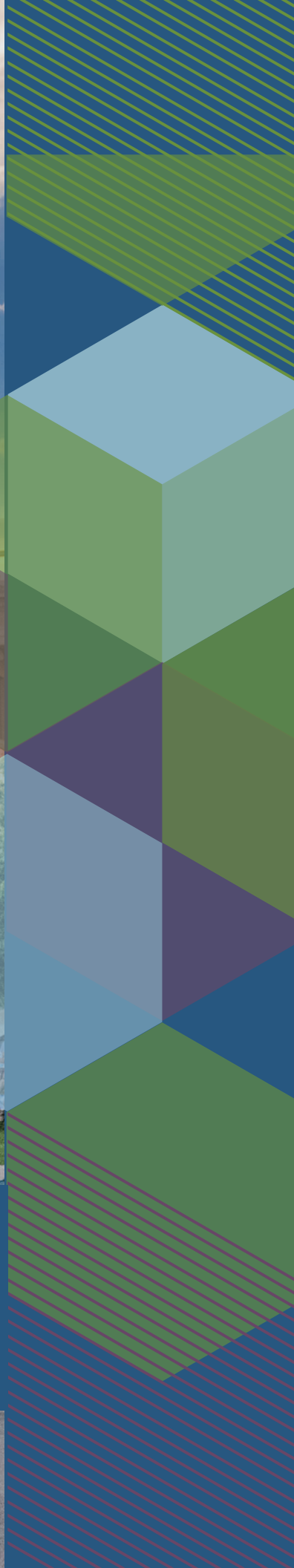




# Williamson County Strategic Plan

2023 - 2033







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# Commissioners Court



**COUNTY JUDGE**  
Bill Gravell



**COMMISSIONER PRECINCT ONE**  
Terry Cook



**COMMISSIONER PRECINCT TWO**  
Cynthia Long



**COMMISSIONER PRECINCT THREE**  
Valerie Covey



**COMMISSIONER PRECINCT FOUR**  
Russ Boles



# History of Williamson County

Williamson County is named for Robert M. Williamson, pioneer leader and veteran of the Battle of San Jacinto. Organized on March 13, 1848, the County is located in Central Texas just north of the state capitol in Austin. Physically, the eastern part of the county is level black land soil and the western part rolling limestone hills, all drained by the San Gabriel River and tributaries. The county has a lively history including Comanche's, outlaws, Texas Rangers, the Chisholm Trail, cowboys, and sturdy pioneers.

The population of Williamson County has expanded 7.94% since 2010, the strongest growth in the nation over that period. Far from turning into a slum, over the past 25 years the county's residents have enjoyed the Lone Star state's fastest rate of income growth and the sixth-highest in the nation. It has also experienced explosive growth in commercial and residential development.

With a strong tech scene – Dell is headquartered in the Williamson town of Round Rock — the county has increased employment by **73% since 2000**, the third highest rate in the country. [Southwestern University](#), often ranked in national listings as providing one of the best values in undergraduate education, is located in [Georgetown](#). Other attractive communities in Williamson County include [Cedar Park](#), [Hutto](#), [Jarrell](#), [Leander](#), [Liberty Hill](#), and [Taylor](#). (Source, Austin Chamber of Commerce)

Significant investments have been made in the county by various corporations in only the last few years including Samsung, Apple and Kalahari. These trends in population growth, the strong interest from technology companies and other international corporations to invest in Williamson County, and the job opportunities that are created as a result make the county a center of employment, where people live work and play instead of commuting.



# Williamson County Community Profile

# 671,418

## Current Population

(Census data as of July 1, 2022)



## 3rd

### fastest growing county in Texas

(from 2000 to 2022 | Source: [www.census.gov](http://www.census.gov))

## 50.7%

### Population Change

increase from 2010 to 2021  
([usafacts.org](http://usafacts.org))

## \$442,225

### Median Market Value of Homes

(Source: Williamson Central Appraisal District)

## 3.10%

### Unemployment Rate

(as of Jan. 1, 2023 as per  
Bureau of Labor Statistics)

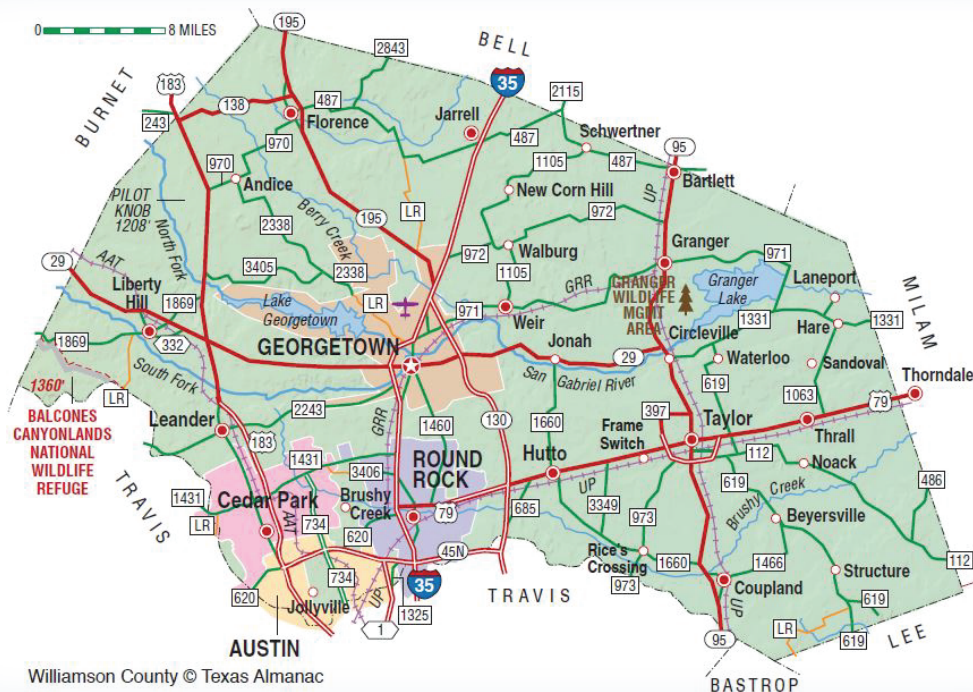
## \$94,705

### Median Household Income

(Census data as of July 1, 2022)

# Major Employers

Dell Computer	12,000	St David's Round Rock Medical Center	1,200
H-E-B Grocery	6,732	City of Round Rock	1,130
Round Rock ISD	6,604	City of Georgetown	954
Leander ISD	5,045	Baylor Scott & White Healthcare	911
Georgetown ISD	1,919	Kalahari Resorts	700
Williamson County	1,825		





# Key Themes from Engagement and Outreach

The Strategic Plan asked for input through five main engagement opportunities (please see Appendix B for more information). With over 800 survey respondents, seventeen focus groups, and feedback from both internal and external participants, a significant amount of data was collected. The data was analyzed and reviewed for trends and themes that helped to guide and shape the conversation around the future of Williamson County. Below are the most common themes shared amongst all the participants:

## PLANNING FOR FUTURE GROWTH

This key theme includes not only the need to continue to thoughtfully plan for future growth in terms of service delivery, but also the ongoing work on transportation to include public transportation, multi modal trails, and roads. Growth and development is not managed by the County, but partnerships with other agencies can create policies and processes that benefit the community. A strong sub theme included managing natural resources, and the balance of funding transportation in comparison to other needs such as law and justice.

## INVESTMENT INTO COUNTY WORKFORCE

Related to growth, this key theme had components such as a competitive total compensation package, workspace, and resources for current and future employees, offering a flexible working environment, and the recognition that many employees feel supported and recognized for their hard work. With a location so near major metropolitan areas, a strong competition for hiring and retention will be a consideration.

## FINANCIAL SUSTAINABILITY

Rising costs and a desire to provide an appropriate level of taxation were cited in this key theme. With a changing demographic and a political environment in Williamson County that may not always allow easy decision making and consensus, the conversation around funding priorities for long term sustainability will continue to be a challenge.

## COLLABORATION AND PARTNERSHIPS

Partnerships with other government agencies, especially municipalities in the County, was a key theme. The issues of growth and financial sustainability can be addressed in collaboration, which would have a positive effect on the other key themes. Strengthening communication with partners and less divisiveness from a political perspective would support better partnerships.

## COUNTY FACILITIES

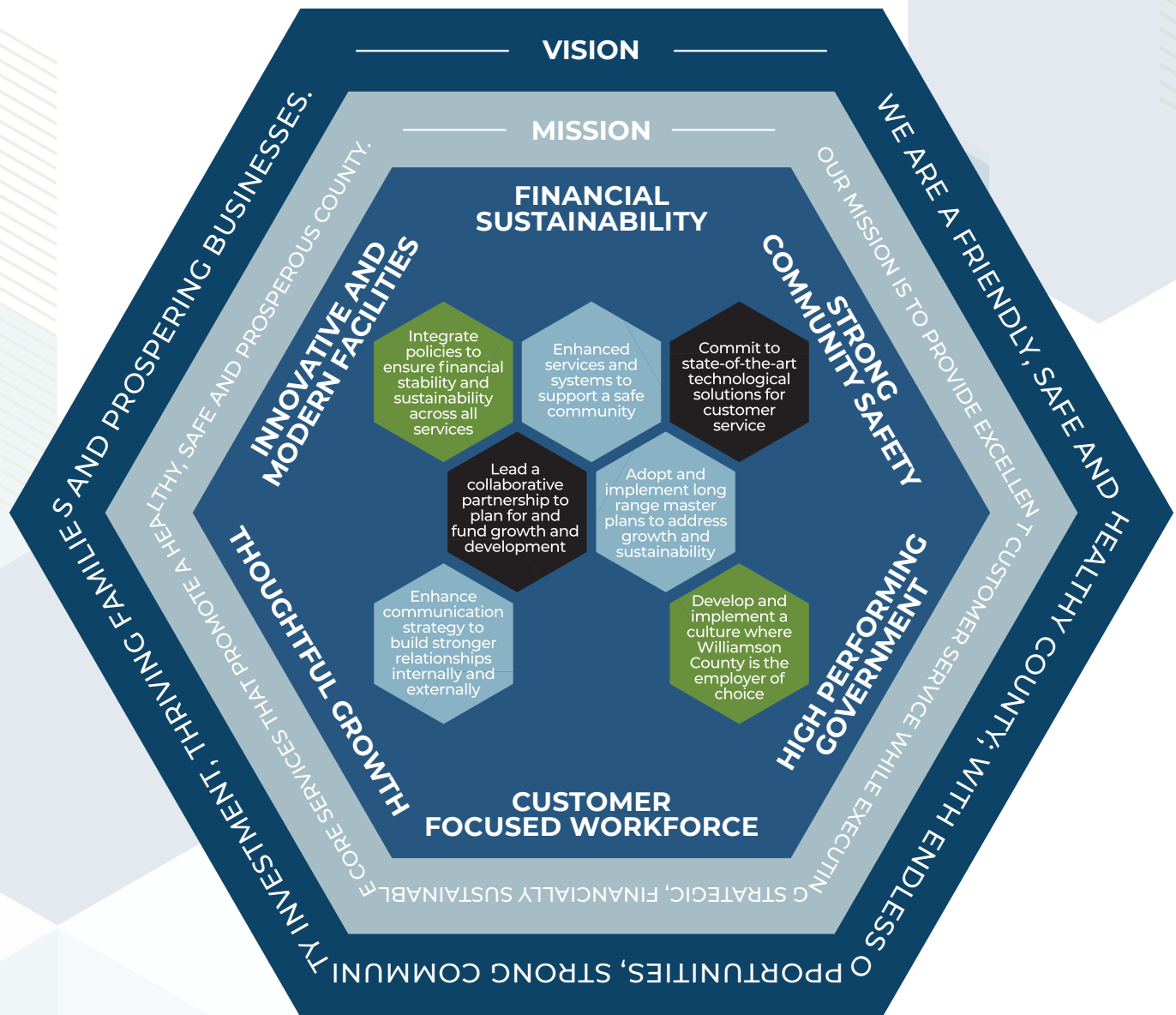
A growing population can drive a conversation around service delivery, which would include county facilities and workforce. With existing facilities not meeting the space needs for existing staff, and a growing pressure on law and justice to provide services, county facilities is a key theme. Traditionally government focuses on building larger or better facilities and improving and maintaining current facilities. However, there is a clear opportunity for Williamson County to be innovative and future thinking about staffing and facilities with a focus on technology and business processes.

# The Framework



The Strategic Plan Framework shows the importance of the Vision and Mission to guide the County into the future. Each of the six Strategic Priorities tells the story of what is most important, and Outcomes define the success in each Priority. The seven Key Goals will accomplish the Outcomes and consistently move the County to realizing the Vision. The Implementation Plan includes the SMART Objectives and Action Steps that can be measured.

# Williamson County Strategic Plan At a Glance



The Williamson County Strategic Plan is based on six Strategic Priorities, supported by seven Key Goals all focused on achieving the Vision of the County. Each Key Goal will have an Implementation Plan that includes specific Initiatives, Projects and SMART Objectives to ensure that the work of the County is aligned and meeting expectations. The Implementation Plan is a separate document that changes rapidly as Initiatives are completed and new SMART Objectives are created.





# **Williamson County** **Vision and Mission**

## **VISION FOR WILLIAMSON COUNTY**

We are a friendly, safe and healthy county; with endless opportunities, strong community investment, thriving families and prospering businesses.

## **MISSION OF WILLIAMSON COUNTY**

Our Mission is to provide excellent customer service while executing strategic, financially sustainable core services that promote a healthy, safe and prosperous County.

# Six Strategic Priorities

There are six Strategic Priorities, which are the most important areas of focus for the County moving into the future. The six Priorities are listed below with their Definitions and Outcomes. The Key Goals, Department and Elected Official Goals, and Master Plan Goals should all be focused on achieving the outcomes in the Strategic Priorities – and each Goal may accomplish one or more Strategic Priorities over time. These Priorities are listed in order of importance.



## FINANCIAL SUSTAINABILITY

### Outcomes

Maintaining a balanced and responsive budget that achieves goals and funds priority projects in a responsible and accountable manner with appropriate revenue.

- Long range, smart planning for future spending, including appropriate debt defeasance
- Keep tax rates low while maintaining a high level of service
- Invest in infrastructure, facilities and employees



## STRONG COMMUNITY SAFETY

### Outcomes

Providing the highest level of training, equipment and facilities to maintain a safe and healthy community.

- Coordination and collaboration to provide safety services
- Updated and improved facilities and equipment
- Meet statutorily required services and perceived future needs through strategic processes



## HIGH PERFORMING GOVERNMENT

### Outcomes

Establishing policies and procedures that deliver high quality services to meet the needs of a growing community and support growth and sustainability.

- Right sized and right sourced, flexible and adaptable
- Collaborative, facilitative and innovative government services
- Policies, procedures, budgets and staffing that encourage and support efficient government



## CUSTOMER FOCUSED WORKFORCE

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Recruiting and retaining a highly skilled workforce that is recognized for achievement, supported with competitive compensation and encouraged in professional growth.

### Outcomes

- Workforce numbers are reflective of programming and service needs
- Focus in on the customer service to the taxpayer
- The County is the employer of choice with strategic programs and innovative workplace benefits



## THOUGHTFUL GROWTH

---

Planning for growth at a pace that allows for sustainable service delivery, adequate transportation infrastructure and a balance with our natural resources and environment.

### Outcomes

- Intentional/thoughtful plan for county services growth as population and economic development grows exponentially
- Maintain the unique character of Williamson County
- More efficient availability and comprehensive services for the community



## INNOVATIVE AND MODERN FACILITIES

---

Building and maintaining state-of-the-art county buildings with efficient spaces that achieve the best business/strategic outcomes based on technology and innovation.

### Outcomes

- Appropriate locations, land and buildings for future services
- Buildings are flexible and adaptable into the future
- Enhanced and effective service options for community (virtual and in person)

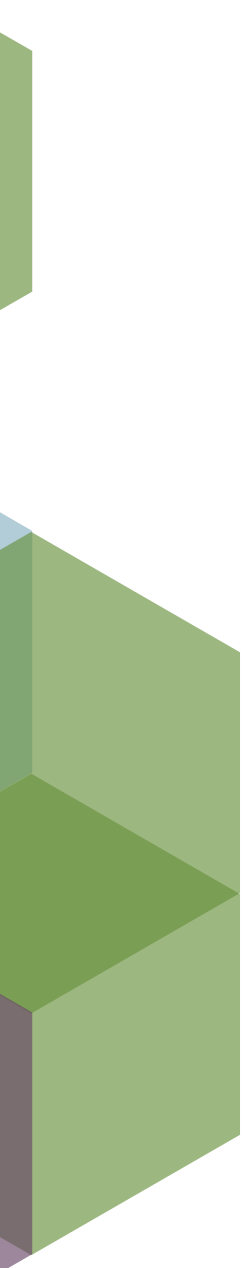




# Strategic Plan Key Goals

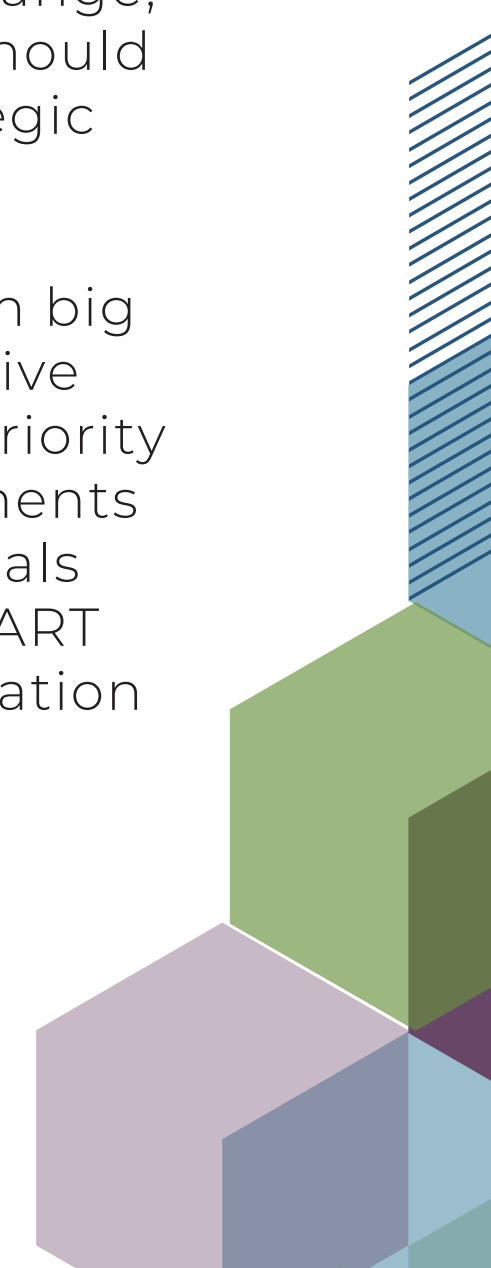






The Strategic Plan is a ten-year comprehensive guide to where the County will focus time and effort. The budget is a key part of implementing the strategic plan, and all other financial, long range, strategic and master plans should be integrated with the Strategic Plan over time.

Key Goals are the longer term big picture initiatives that will drive success in the six Strategic Priority areas. They are broad statements that focus on results. Key Goals work in tandem with the SMART Objectives in the Implementation Plan to make progress.



# KEY GOAL

**Integrate policies to ensure financial stability and sustainability across all services**





## KEY GOAL

# Integrate policies to ensure financial stability and sustainability across all services

The focus of this goal is to ensure that all County policies and procedures are reviewed and updated, and in some cases created, with financial sustainability as the core approach. This would include a long-range financial plan, the County tax rate, and debt service. The goal goes beyond just policies as it also integrates partnering with other stakeholders to share financial responsibilities and duties in the delivery of services to the community, planning ahead for major capital expenditures to ensure the best possible financial outcome, and the consideration of revenue sources matched to the expenditures.



## SMART Objectives

1

Create a financial cost/benefit matrix for growth and development that ensures the ability to meet the county's mission by July, 2024

2

Require fiscal notes for all grants and new programs/ renewals by January, 2024

3

Review all operations for possible partnerships and cost sharing by January, 2024

# KEY GOAL

Enhance services and systems to support a safe community



## KEY GOAL

# Enhance services and systems to support a safe community

Law enforcement, courts, mental health, emergency medical services, dispatch services, the district attorney, justice of the peace, magistrates, and the county attorney all fit within the category of safe community, as do many other services. This goal is a core service for Williamson County and to address the current and future needs consideration of facilities, sustainable funding, enhanced services, improvements in technology, and locations for services must all be considered. Collaboration and integration with partners, the community as a whole and those specifically served will be a key part of this goal.



## SMART Objectives

1

Adopt a comprehensive justice system master plan and implementation plan by December, 2025

2

Identify metrics to determine performance, utilization, and needs by September, 2024

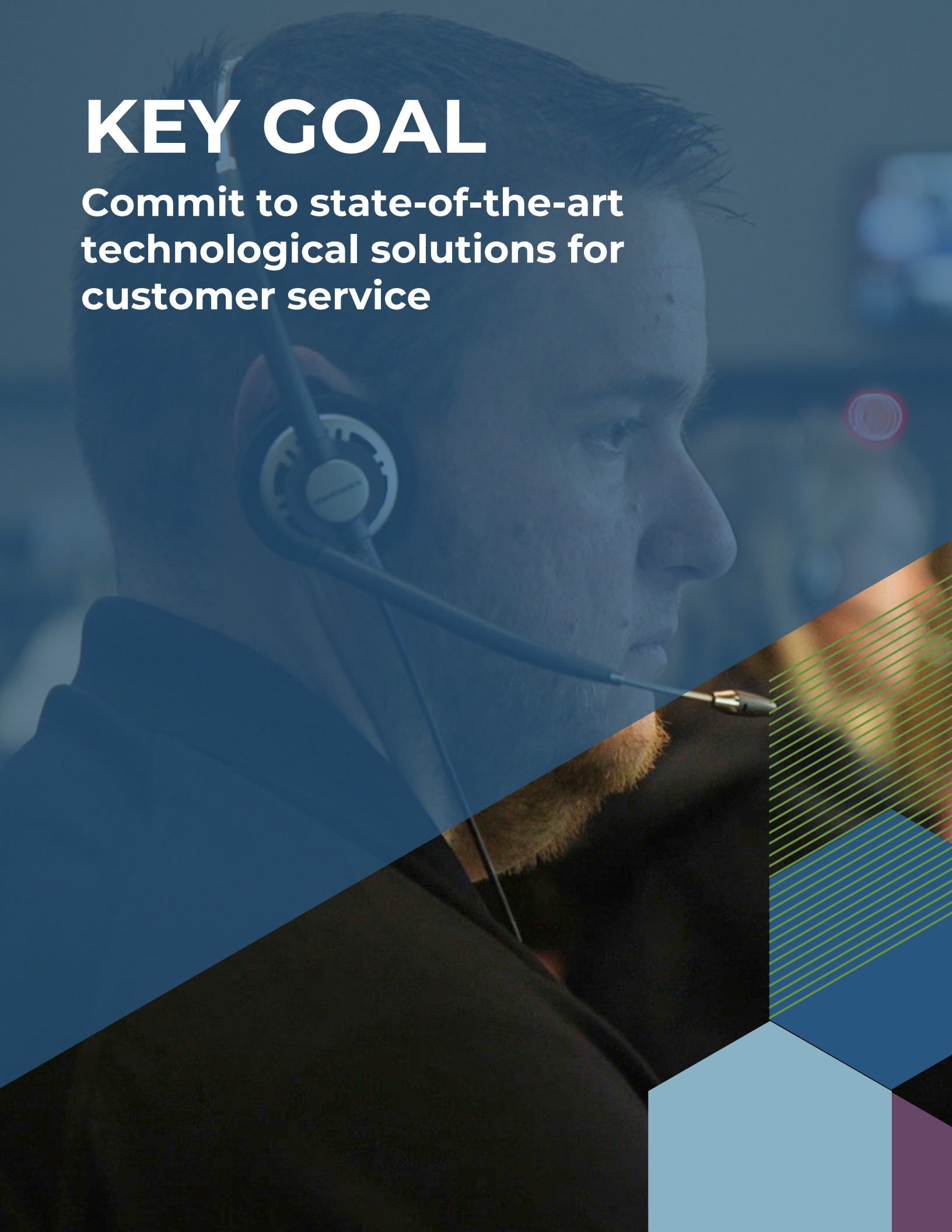
3

Build adequate justice facilities by December, 2030



# KEY GOAL

**Commit to state-of-the-art technological solutions for customer service**



## KEY GOAL

# Commit to state-of-the-art technological solutions for customer service

Technology is an ever changing opportunity to create services and systems that are more focused on customer service, which also means that they are more effective, more efficient and easier to use for both the staff and the customer. This goal includes online solutions for scheduling, payment, and information; cybersecurity; County facility connectivity; emergency, law enforcement and justice services; and ongoing innovation and solutions with a strategic focus.



## SMART Objectives

1

Replacement of Oracle financial system before end of life - final date 2029

2

Implement connectivity (broadband) project between county and cities to share data by 2026

3

Address long term digital evidence storage needs and continuous performance improvements by September, 2025



# KEY GOAL

**Lead a collaborative partnership  
to plan for and fund growth and  
development**



## KEY GOAL

# Lead a collaborative partnership to plan for and fund growth and development

By partnering with state and federal organizations, local municipalities, local educational institutions, stakeholders and other interested community members, the County can facilitate regional solutions to the most pressing problems of the future. Collaboration and shared funding resources will leverage existing budgets to achieve stronger results for the community. By broadening the scope of partnerships and shared resources, the most important priorities can be addressed more efficiently and in a shorter time frame.



## SMART Objectives

- 1 Partner with developers and municipalities to fund growth and services by January, 2023
- 2 Partner with developers to fund growth and services associated with information technology by January, 2025
- 3 Identify funding sources for growth and development needs by March, 2024

# KEY GOAL

**Adopt and implement long range master plans to address growth and sustainability**



## KEY GOAL

# Adopt and implement long range master plans to address growth and sustainability

In order to plan for the future needs of the community, and to be strong financial stewards, the County must continue to study, research and adopt master plans across all areas of service. Capital facilities, financial and budgeting, land purchases, transportation, parks and trails, and growth plans will all be a part of this goal. The plans will be integrated into the budget process and implemented in alignment with the strategic plan.



## SMART Objectives

1

Develop or update a master plan for each department/office for ultimate build out by December, 2024

2

Identify large properties for potential industrial/commercial development in county by June, 2024

3

Identify legislative fixes and opportunities for partnering with other entities by June, 2024



# KEY GOAL

Enhance communication strategy  
to build stronger relationships  
internally and externally





## KEY GOAL

# Enhance communication strategy to build stronger relationships internally and externally

Clear, strong and regular communication is an integral part of the success of Williamson County. Establishing collaborative methods of communication with partners, stakeholders and the community will result in deeper relationships, improved efficiencies, and better outcomes for the County. Integrated meetings around the Strategic Priorities will solidify internal and external alignment and strategic thinking to address critical issues. An improved messaging strategy for businesses and customers will enhance services and build understanding.



## SMART Objectives

1

Develop a framework for communication between the Commissioners Court, department heads and elected officials by July, 2024

2

Implement improvements to involve and inform the public by January, 2024

3

Leverage SharePoint for internal transparency by January, 2024

# KEY GOAL

**Develop and implement a culture where Williamson County is the employer of choice**



## KEY GOAL

# Develop and implement a culture where Williamson County is the employer of choice

Facing competition for staffing and with current facilities that cannot meet future needs, Williamson County recognizes that an investment in our employees and elected officials is an important foundation to sustainable strategic success. Improving our facilities, offering a work life balance, addressing policies for flexibility in work locations, offering a competitive compensation package, and addressing the health and wellness needs of staff are all part of this goal. By creating a culture built around our values and goals we can ensure that our focus remains on effective, financially sustainable services and programs to our community.



## SMART Objectives

1

Create a culture package for new hire process and all current employees by June, 2025

2

Review the philosophy and culture of the salary survey by December, 2024

3

Define and develop a culture with four core values to achieve mission and vision by April, 2024

# The Path Forward

Change remains the constant in Williamson County. Whether it is with the county's population growth, the diverse community of residents or with regards to an ever-evolving landscape of buildings, organizations, businesses, and institutions, the County continues to change. Within our organization, we've intentionally focused on creating positive organizational and service change, with continuous improvement as a guiding principle.

The strong history of strategic planning within Williamson County is led by the Commissioner's Court and implemented by the elected officials, department heads and staff. The Plan defines the changes that the County hopes to achieve and integrating the Strategic Plan as a road map to the future will help us to plan and adapt, whatever it brings. The County will continuously work on the Implementation Plan with regular updates to the Commissioner's Court. An annual review will be undertaken at the beginning of the budget process each year to reaffirm the Strategic Priorities and Key Goals.

With this plan the County Commissioners, County leadership and staff have been intentional about developing a document that truly connects the work of our offices and departments overarching goals, objectives, and strategies. This Strategic Plan does not shy away from the complexities of the organization's and the community's challenges and opportunities. This plan, which connects the work of multiple departments in a series of overarching strategies, embraces collaboration.

This ten-year Strategic Plan is a dynamic guide for the organization. It will be updated each year through the County's annual operating budget process. It will serve as a framework for future conversations and decisions about ways that the County can continue to improve service delivery to prepare for whatever the future brings. We look forward to continuing to serve you, the community, and to working with you as residents to help us address the challenges and opportunities ahead.



# Acknowledgements

We would like to thank our amazing elected officials, our department heads, our staff and our community partners for your feedback and input on our Strategic Plan. Our focus has always been to meet the needs of our community while providing exceptional, responsive, and sustainable services. We truly appreciate everyone who completed our surveys, attended a focus group meeting, and dedicated the time and effort into contributing strategy and vision.

We want to specifically recognize the members of the Core Team — your hard work and dedication has made this Strategic Plan possible. The countless hours you spent to ensure the process was smooth and successful were much appreciated and valued. Finally, we want to recognize our outstanding staff who are, as was pointed out in the feedback, dedicated to serving our community.



# APPENDICES





# APPENDIX A: COUNTYWIDE STRATEGIC PLAN DEVELOPMENT TIMELINE

The Williamson County Strategic Plan 2023 – 2033 was created based on past strategic plans County-wide, current and historical trends in data, best practices, and direct feedback from staff and community partners throughout the county. The strategic plan consultant, SBrand Solutions, conducted a series of surveys, focus groups and interviews to gain perspective and valuable input from a wide range of participants.

The strategic plan process had five main phases:



# APPENDIX B: COUNTY WIDE STRATEGIC PLAN ENGAGEMENT AND OUTREACH

The feedback came in five main outreach areas:

- Internal staff survey
- External partner survey
- Internal Focus Group meetings
- External partners Focus Group meetings
- Interviews with each Commissioner and Judge

Each of these specific outreach areas has a separate report, and that information was used to create this overall compilation of the most common themes. While this is perceptive data, there were over 1,000 total responses which can be used to **inform the strategic planning conversation** and the creation of Strategic Priorities, Critical Success Factors, Goals, and Outcomes.

## STRATEGIC PLAN SURVEY INPUT 819

NUMBER OF  
FOCUS GROUPS

17

EMPLOYEE SESSION  
ATTENDEES

68

Plus 100+ additional employees  
involved in planning teamwork

COMMUNITY FOCUS  
GROUP ATTENDEES

8

# APPENDIX OF RESOURCES

- **Budget Office Strategic Plan**
- **CHD Strategic Plan Final 2020-2022**
- **Constable Precinct 3 Strategic Plan**
- **District Attorney Priorities and Objectives**
- **District Attorney Strategic Plan**
- **District Courts Long Term Strategic Plan**
- **Emergency Communications Strategic Plan**
- **Emergency Medical Services Strategic Plan FY 2021**
- **Emergency Services Balanced Scorecard 2021 - 2023**
- **Emergency Services Motto, Vision, Mission, and Values**
- **Human Resources SWOT Analysis**
- **Information Technology Strategic Plan 2021**



- **Juvenile Services Strategic Plan**
- **Parks Department Strategic Thinking June 2021**
- **Precinct 2 Constable Strategic Plan 2018**
- **Precinct 3 Justice of the Peace 2021-2022 Strategic Plan**
- **Pretrial and Court Services Organizational Chart**
- **Pretrial Services Implementation Plan v1.3 2020 - 2022**
- **Purchasing Department SWOT Analysis May 2021**
- **Purchasing Strategic Plan 2018**
- **Tax Assessor – Collector’s Office Strategic Planning for Future Needs 2022 - 2027**
- **Veteran Services Draft Strategic Plan**







Williamson County, Texas  
[www.wilco.org](http://www.wilco.org)

