



City of Killeen, Texas
Strategic Plan



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Mayor

Fred Latham
Mayor Pro Tem

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Councilmember, District 2

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Councilmember At Large

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Councilmember, District 4

Connie J. Green
City Manager

City Of Killeen Mission:

- ⊕ To ensure an exceptional quality of life and long-term success for Killeen.

Our Vision for Killeen in 2030:

- ⊕ The success center of Central Texas.

A community for:

- ⊕ Family and Leisure Lifestyle
- ⊕ Business and Job Opportunities
- ⊕ Quality Neighborhoods with a Wide Range of Housing
- ⊕ A Full Range of Educational Opportunities and Medical Services

Goal #1: Quality Community Development and Revitalization

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- ⊕ Maintain a balance of affordable and higher-end housing
 - ⊗ Complete downtown redevelopment
 - ⊕ Revitalize residential neighborhoods in older sections of city
 - ⊗ Promote compliance with quality housing standards and codes
 - ⊕ Maintain up-to-date land use and annexation plans that are targeted to achieve the vision for Killeen

Goal #2: Preserving, Enhancing, and Leveraging Partnership with Fort Hood

- + Enhance the working relationship with Fort Hood as the model for military – civilian partnership
- + Ensure that Fort Hood retains and expands its leadership position in the US armed forces
- + Work in partnership with Fort Hood to enhance economic development opportunities
- + Work in partnership with Fort Hood to enhance cultural, quality of life, and medical services
- + Prevent encroachment into the training space required at Fort Hood



Goal #3: Safety and Security

- + Provide effective and efficient police, fire and EMS to achieve lower response time and a lower crime rate
- + Maintain state-of-the-art public safety communications
- + Engage community in public safety programs and initiatives
- + Stay up with technology to improve effectiveness and efficiency of services
- + Maintain/Improve the city's ability to respond to all large scale emergencies
- + Maintain state-of-the-art public safety and courts facilities



Goal #4: Financial Stability

- + Maintain a stable tax rate and predictable income stream
- ✗ Maintain cash reserve policies
- + Maintain long-range financial plans and update them annually



Goal #5: Improved Efficient and Effective Transportation System

- + Continue to address congestion and street conditions as related to local traffic flow
- + Expand air service to the area
- + Address connectivity to I-35
- ✗ Support enhancements to a public transportation system to improve mobility



Goal #6: Preserve and Promote a Positive City Image

- ⊗ Enhance public information initiatives
- ⊕ Maintain quality public facilities
- ⊕ Increase the ability of citizens and visitors to navigate in the city
- ⊕ Increase customer service levels to external customers
- ⊗ Increase customer service levels to internal customers



Goal #7: Foster a Sense of Community and Provide an Exceptional Quality of Life

- + Encourage community involvement in volunteer activities that strengthen the city
- + Expand parks and recreation programs to meet the needs of a growing population
- + Make Killeen's diversity a strength in promoting activities for individuals and families
- + Promote health and social service programs to meet the needs of a diverse population
- + Increase cultural arts and library programs



Goal #8: Targeted Economic Development

- + Promote diversity in economic development
- ✗ Revitalize downtown as an economic development center for the city
- + Expand economic opportunities for the airport
- ✗ Fully utilize the Killeen Civic & Conference Center as a tool to draw meetings, events, and visitors
- ✗ Establish Killeen as a partner to provide premier medical services in the region
- ✗ Establish Killeen as a host to the defense industry with a significant presence from companies that serve the military



Goal #9: Quality Educational Opportunities



Support Killeen ISD in becoming a great learning organization where each student every day engages in interesting, challenging, and satisfying experiences that result in profound learning



Promote the opening of Texas A&M University – Central Texas and establish it as a preeminent university for research



Support Central Texas College as a valued resource for training a highly qualified labor force



Goal #10: Sound Infrastructure

- ⊕ Update a master plan for Solid Waste every 5 years
- ⊕ Create and update master plans for water, sewer, and street maintenance
- ⊗ Develop sustainable solutions to drainage problems
- ⊕ Require proper engineering and planning for infrastructure in new development
- ⊗ Complete current 3-year planning cycle and bond plan
- ⊕ Preserve Killeen's access to water supplies



Goal #11:

Recruiting and Maintaining a Talented and Committed Workforce for the City of Killeen


- ⊕ Sustain a working environment that attracts and retains highly qualified and motivated people who appreciate the opportunity to do exciting work
- ⊕ Maintain a competitive salary and benefits program
- ⊕ Establish a reputation as the city that grows future leaders in municipal government
- ⊕ Promote a sense of urgency in the delivery of services
- ⊕ Maintain a commitment to ethics, integrity, and diversity in the delivery of services



Goal #12: Local and Central Texas Regional Leadership

- + Promote Killeen's involvement and leadership on committees setting direction for the region
- + Build relationships that influence decisions in areas where we have an interest
- + Maintain leadership role on legislative issues at the state and federal levels





2030 Strategic Plan
Adopted December 11, 2007



City of Killeen

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