

The logo features the number '20' in a large, bold, white font with a blue-to-white gradient and a metallic, embossed appearance. The number '2' is on the left and the '0' is on the right. The word 'vision' is written in a smaller, white, italicized, sans-serif font with a blue-to-white gradient and a metallic, embossed appearance, positioned horizontally across the middle of the '20'. The entire logo is set against a light gray background with a subtle grid pattern.

# F20 vision

City of Killeen, Texas  
Strategic Plan



Scott Cospers  
Mayor

Elizabeth Blackstone  
Councilmember At Large

Jonathan Okray  
Councilmember At Large

Juan Rivera  
Councilmember At Large

Glenn Morrison  
City Manager

Jose Segarra  
Mayor Pro Tem

Shirley Fleming  
Councilmember District 1

Jim Kilpatrick  
Councilmember District 3

Brockley Moore  
Councilmember District 4

#### 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

- ⊕ 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
- x 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
- x Promote health and social service programs to meet the needs of a diverse population
- x Increase cultural arts and library programs



## Goal #8: Targeted Economic Development



- + Promote diversity in economic development
- x Revitalize downtown as an economic development center for the city
- + Expand economic opportunities for the airport
- x Fully utilize the Killeen Civic & Conference Center as a tool to draw meetings, events, and visitors
- x 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**

[www.killeentexas.gov](http://www.killeentexas.gov) | 501-7600