

MEMORANDUM FOR RECORD
RS-18-021, 03-27-2018

During earlier discussion about our City Manager's job performance, I associated his performance to that of the University of Southern California and their execution of Student Body Right and Left offensive plays; both bread and butter, storied offensive plays of the team. Popular explanation about the play centers on the play of the team in quarters where the team headed toward the end zone holding the student seating section at the Los Angeles Memorial Coliseum. According to other explanation, origination of the plays centers on an impenetrable wall formed to facilitate the running backs' ability to cut up field. More often than when it did not happen, shrewd execution of bread and butter plays resulted in the scoreboard lighting for the Trojans, as they experienced the thrill of victory while their defenders grimaced in the agony of defeat.

Our City Manager's performance, his choice of plays during his first year of employment, realized positive impacts on our city in comparison and parallel to the success of the University of Southern California Trojans. Mr. Olson's above average managerial adeptness, in conjunction with proven adroit administrative ability, moved our city from a trajectory and course negatively correlating to adverse future consequence, to a course that positively correlate to favorable future expectation as we grow and do better. I believe it is proper to recognize and to place into the official record, the actionable solutions Mr. Olson executed in the first year:

Review of First 100 Days

- Began building a foundation with the community by meeting hundreds of people including elected officials, Fort Hood Leadership, Community Leaders, and City Staff.
- Gained bearings of the many issues facing The Organization and the region.
- Began organizational and budget assessments and established priorities.

Review of Second 100 Days

- Continued building on the foundation already in progress.
- Began developing and implementing strategies and programs.
- Utilized historical data to establish short and long-term goals.
 - Established budget targets to bring allocations in balance with resources.
 - Directed staff to find efficiencies to meet targets while providing core services.
- Delivered a balanced proposed budget to the Council with no tax rate increases.
- Conducted a nationwide search for a police chief that yielded 42 qualified applicants.
 - Selected Charles Kimble to head the Police Department.
- Approved a method for redesigning the Comprehensive Plan.
- Advanced a Capital Improvement Plan goal by providing \$1.5 million in funding.
- Modeled full cooperation with auditors during the Management Audit.
 - Auditors found no instance of fraud or abuse in their examination of seven focus areas established by the council and spanning 15 calendar years.

- Implemented Auditor Recommendations through financial planning and several internal control policies to lesson financial risk.
- Created long-term forecasting models and other recommendations.
- Drafted a Strategic Communications Plan.
 - Two key elements of the plan adopted in the FY18 Budget.
- Began work to redesign the City's website and to reconstruct City Council Chambers.
- Began improvements to personnel matters including compensation, health insurance, and retirement.
 - Conducted review and revision of the Compensation System.
 - Analyzed funding the Employee Retirement System and identified alternatives to address deficiencies in future budget strategies.
- Progressed Staff Emergency Management Training.

Review of Third 100 Days

- Began work with the Council on strategies to address long-term budget deficiencies and to start preliminary work on the FY 19 Budget.
- Brought into focus a policy-making process to identify and prioritize topics for action.
- Developed a Citywide Business Plan for each department.
- Implemented an Internal Risk Management Program to identify and address potential risks for employees and property.
 - Funding for this program approved in the FY18 Budget.
- Continued Emergency Operations Training and creation of a functional Emergency Operations Center.

Review of the Fourth 100 Days

- Focused on policy-making to establish organizational standards.
- Delivered Comprehensive Financial Governance Policies to the Council.
- Presented a Draft Capital Improvement Policy and Protocol Document to Council for deliberation.
- Began strategic planning for the FY19 Budget.
- Began the conduct of a Solid Waste Services Request for Proposal directed by the Council.
 - A review of proposals for Council discussion in April.
- A FY 19 Capital Improvements Plan is in progress.
 - Designed in compliance with the Capital Improvement Policy and expected for presentation to Council in June.
- Established a safety related Risk Management Program for the Killeen Organization.

Beginning the Fifth 100 Day Period

- Anticipate significant progress in Staff Business Planning and Budget Development.

- Start of the City Website Redesign and Council Chamber Renovation Projects to increase public access to their City government.

Jonathan L. Okray

A handwritten signature in black ink that reads "Jonathan L. Okray". The signature is written in a cursive style with a large initial 'J'.

Councilmember At-Large