



City of Killeen

Agenda

City Council Workshop

Tuesday, September 21, 2021

5:00 PM

City Hall
Council Chambers
101 N. College Street
Killeen, Texas 76541

Citizen Comments

This section allows members of the public to address the Council regarding any item(s), other than a public hearing item, on the agenda for Council's consideration. Each person shall sign up in advance, may speak only one time, and such address shall be limited to three (3) minutes. The Presiding Officer may allow a one (1) minute extension, if requested at the end of the original three (3) minute period. No other extensions will be allowed.

Discussion Item

1. [DS-21-118](#) City Manager Updates
· COVID 19 Update

Discuss Items for Regular City Council Meeting

Minutes

2. [MN-21-022](#) Consider Minutes of Special City Council Meeting of September 7, 2021.

Attachments: [Minutes](#)

Resolutions

3. [RS-21-123](#) Consider a memorandum/resolution to readopt the Governing Standards and Expectations as amended.

Attachments: [Staff Report](#)
[Draft Governing Standards and Expectations](#)
[Presentation](#)
4. [RS-21-124](#) Consider a memorandum/resolution appointing members to various citizen boards and commissions.

Attachments: [Staff Report](#)
[Presentation](#)
5. [RS-21-125](#) Consider a memorandum/resolution authorizing an agreement with Axon Enterprise, Inc. through Buyboard (contract #603-20) for the purchase of TASERS in an amount not to exceed \$170,000.00 per year, through fiscal

year 2031.

Attachments: [Staff Report](#)

[Quote](#)

[Agreement](#)

[Certificate of Interested Parties Exemption](#)

[Presentation](#)

Ordinances

6. [OR-21-021](#) Consider an ordinance amending the number of authorized civil service positions for the Killeen Fire Department.

Attachments: [Staff Report](#)

[Ordinance](#)

[Presentation](#)

7. [OR-21-022](#) Consider an ordinance amending the Code of Ordinances Chapter 2, Administration, changing term limits for boards, commissions and committees.

Attachments: [Staff Report](#)

[Ordinance](#)

[Presentation](#)

8. [OR-21-023](#) Consider an ordinance amending the Code of Ordinances Chapter 2, Administration, by adding Article VI, Ethics.

Attachments: [Staff Report](#)

[Ordinance](#)

[Presentation](#)

Public Hearings

9. [PH-21-053](#) HOLD a public hearing and consider an ordinance amending the FY 2021 Annual Budget of the City of Killeen to adjust revenue and expenditure accounts in multiple funds.

Attachments: [Staff Report](#)

[Ordinance](#)

[Presentation](#)

Items for Discussion at Workshop

10. [DS-21-119](#) Receive P&Z Update

Attachments: [Presentation](#)

11. [DS-21-120](#) Discuss District Map Drawing Dates

12. [DS-21-121](#) Discuss Fire Department Master Plan
Attachments: [Fire Department Master Plan Presentation](#)
13. [DS-21-122](#) Discuss Charter Amendments
Attachments: [Presentation](#)
14. [DS-21-123](#) Discuss Speed Humps In Residential Neighborhoods
Attachments: [Presentation](#)
15. [DS-21-124](#) Discuss Closed Captioning
Attachments: [Presentation](#)
16. [DS-21-125](#) Discuss Roadway Impact Fees
Attachments: [Presentation](#)

Adjournment

I certify that the above notice of meeting was posted on the Internet and on the bulletin boards at Killeen City Hall and at the Killeen Police Department on or before 5:00 p.m. on September 15, 2021.

Lucy C. Aldrich, City Secretary

The public is hereby informed that notices for City of Killeen meetings will no longer distinguish between matters to be discussed in open or closed session of a meeting. This practice is in accordance with rulings by the Texas Attorney General that, under the Texas Open Meetings Act, the City Council may convene a closed session to discuss any matter listed on the agenda, without prior or further notice, if the matter is one that the Open Meetings Act allows to be discussed in a closed session.

This meeting is being conducted in accordance with the Texas Open Meetings Law [V.T.C.A., Government Code, § 551.001 et seq.]. This meeting is being conducted in accordance with the Americans with Disabilities Act [42 USC 12101 (1991)]. The facility is wheelchair accessible and handicap parking is available. Requests for sign interpretive services are available upon requests received at least 48 hours prior to the meeting. To make arrangements for those services, please call 254-501-7700, City Manager's Office, or TDD 1-800-734-2989.

Notice of Meetings

The Mayor and/or City Council have been invited to attend and/or participate in the following meetings/conferences/events. Although a quorum of the members of the City Council may or may not be available to attend this meeting, this notice is being posted to meet the requirements of the Texas Open Meetings Act and subsequent opinions of the Texas Attorney General's Office. No official action will be taken by Council.

- *National Night Out, October 5, 2021, Killeen*
- *TML Annual Conference, October 6-8, 2021, Houston, Texas*
- *AUSA Annual Meeting, October 9-13, 2021, Washington, DC*

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City of Killeen

Legislation Details

File #: DS-21-118 **Version:** 1 **Name:** City Manager Updates
Type: Discussion Items **Status:** Discussion Items
File created: 9/1/2021 **In control:** City Council Workshop
On agenda: 9/21/2021 **Final action:**
Title: City Manager Updates
· COVID 19 Update
Sponsors: City Manager Department
Indexes:
Code sections:
Attachments:

Date	Ver.	Action By	Action	Result
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City of Killeen

Legislation Details

File #: MN-21-022 **Version:** 1 **Name:** Minutes of Special City Council Meeting of September 7, 2021

Type: Minutes **Status:** Minutes

File created: 9/1/2021 **In control:** City Council Workshop

On agenda: 9/21/2021 **Final action:**

Title: Consider Minutes of Special City Council Meeting of September 7, 2021.

Sponsors: City Secretary

Indexes:

Code sections:

Attachments: [Minutes](#)

Date	Ver.	Action By	Action	Result
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City of Killeen
Special City Council Meeting
Killeen City Hall
September 7, 2021 at 5:00 p.m.

Presiding: Mayor Jose Segarra

Attending: Mayor Pro-Tem Debbie Nash-King, Councilmembers Jessica Gonzalez, Nina Cobb, Michael Boyd, Ken Wilkerson, Rick Williams and Mellisa Brown

Also attending were City Manager Kent Cagle, City Attorney Traci Briggs, City Secretary Lucy Aldrich, and Sergeant-at-Arms Ache.

Approval of Agenda

Motion was made by Mayor Pro-Tem Nash-King to approve the agenda as written. Motion was seconded by Councilmember Brown. The motion carried unanimously.

Citizen Comments

Mr. Mark Bauer - spoke on supporting nonprofits in the budget.

Public Hearings

PH-21-048 HOLD a public hearing on the proposed FY 2022 Proposed Annual Budget.

Staff comments: Jon Locke, Executive Director of Finance.

Local Government Code and City of Killeen Charter require that a public hearing be held prior to the adoption of the final budget. A fiscal year 2022 budget summary was presented.

Mayor Segarra opened the public hearing.

Mr. Dennis Drury spoke on the budget.

Mr. Frederick Bourgeois spoke on the street maintenance fee.

Ms. Anca Neagu spoke on the budget, specifically animal control.

Ms. Ella Brasher spoke on the budget, specifically animal control.

Ms. Lampe Rebecca spoke on animal control concerns.

Mr. Leo Gukeisen spoke on the property tax exemptions.

Ms. Rachel Brent spoke on the street maintenance fee.

Mr. Michael Fornino spoke on the budget.

With no one else appearing, the public hearing was closed.

Councilmember Brown made a motion of direction to allocate \$374,000 into a program for income-based utility bill relief for citizens. Without a second, the motion died.

Councilmember Brown made a motion of direction to allocate \$150,000 to support non-profit organizations. Councilmember Boyd seconded the motion of direction. The motion carried 5 to 2 with Mayor Pro Tem Nash-King and Councilmember Williams in opposition.

Councilmember Boyd made a motion of direction to allocate \$50,000 for the construction of a playground on the grounds of the National Mounted Warfare Museum on Fort Hood. Mayor Pro Tem Nash-King seconded the motion of direction. The motion failed 1 to 6 with Mayor Pro Tem Nash-King, Councilmember Gonzalez, Councilmember Cobb, Councilmember Wilkerson, Councilmember Williams and Councilmember Brown in opposition.

Councilmember Brown made a motion of direction to remove the proposed water and solid waste rate increases. Without a second the motion died.

Motion was made by Mayor Pro Tem Nash-King to set the date of September 14, 2021 to adopt the FY 2022 Proposed Budget; the meeting will start at 5:00 p.m. and will be held at 101 N. College Street, Killeen, Texas. Motion was seconded by Councilmember Gonzalez. Motion carried unanimously.

Councilmember Brown made a motion of direction to remove \$374,279 of revenue from the general fund budget. Mayor Pro Tem Nash-King seconded the motion of direction. The motion carried 4 to 3 with Councilmember Gonzalez, Councilmember Wilkerson, and Councilmember Williams in opposition.

Adjournment

With no further business, Mayor Segarra adjourned the meeting at 6:15 p.m.



City of Killeen

Legislation Details

File #: RS-21-123 **Version:** 1 **Name:** Governing Standards
Type: Resolution **Status:** Resolutions
File created: 9/7/2021 **In control:** City Council Workshop
On agenda: 9/21/2021 **Final action:**
Title: Consider a memorandum/resolution to readopt the Governing Standards and Expectations as amended.
Sponsors: City Attorney Department
Indexes:
Code sections:
Attachments: [Staff Report](#)
[Draft Governing Standards and Expectations Presentation](#)

Date	Ver.	Action By	Action	Result
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STAFF REPORT

DATE: September 21, 2021

TO: Kent Cagle, City Manager

FROM: Traci Briggs, City Attorney

SUBJECT: Readopting amended Governing Standards and Expectations

BACKGROUND AND FINDINGS:

The Governing Standards and Expectations were first adopted by the City Council in 2018. It serves as a single-source reference containing the City Council's rules, protocols, procedures, policies and expectations for itself, committee members, staff and the public. Section 7-20 provides that the Governing Standards will be reviewed annually after a new City Council is seated.

The City Council discussed proposed revisions at its work sessions on July 13, 2021 and August 17, 2021. A summary of the main amendments proposed follows.

- ☐ The preface has changes to expectations for Councilmembers.
- ☐ 1-20(e): Agendas and supporting material will go to the City Council and the public on or before Wednesday before a work session, and on or before Friday before regular meetings.
- ☐ 1-(50)(a)(7): Citizens petition sign up changes to Monday of the week preceding at which the citizen wishes to speak due to earlier agenda preparation.
- ☐ 1-50(a)(8): During Citizen Comments, a majority vote of the City Council is required for any time extensions beyond the one minute the Mayor grants.
- ☐ 1-50(a)(12): During a public hearing, the time designated for questions of staff shall not be used to show support or opposition for the matter before the City Council.
- ☐ 1-70(c): Reference to the section regarding appeal to the Council is added to clarify.
- ☐ 1-70(e): Changes to limits to deliberations:
 - Work Sessions: Each Councilmember has two (2) opportunities to speak, each being five (5) minutes. A third opportunity for all Councilmembers to speak requires a majority vote of the City Council.
 - Regular and Special Meetings: Each Councilmember has three (3) opportunities to speak, each being three (3) minutes.
 - Responding to a request for clarification from another Councilmember and staff responses do not count against the time limitations.
- ☐ 1-70(l): A recess shall be taken at least every two (2) hours.
- ☐ 1-70(n): There shall be no further discussion on an item after a vote has been taken.
- ☐ 1-70(o): No vote shall be taken twice unless a proper Motion for Reconsideration is made. Councilmembers are responsible to ask for clarification before a vote is taken.
- ☐ 1-70(p): Meetings will end at 11:00 pm unless a discussion is in progress or a time sensitive matter has not yet been considered.

- ☐ 1-90(b): When Councilmembers submit questions in advance, staff will include in the presentation responses that have been provided to the City Council.
- ☐ 3-20 Citizen Boards, Commissions and Committees
 - (e): Remove "appointment" from Subcommittee title. Members of subcommittees will act as liaisons to the boards, commissions and committees.
 - (e): Remove Killeen Volunteers, Inc. and replace with Animal Advisory Committee.
 - (g): Change terms for citizens on boards, commissions, and committees from six (6) years to two (2) terms. This will also require an ordinance change.
 - (n): Employee appointments to citizen boards are allowed if appointment is required because of the employee's position with the City.
 - (q): Boards, commissions and committees may not create bylaws that restrict or create requirements for the City Council or staff, and may not change the purpose, mission or scope unless approved by the City Council.
- ☐ 4-100: The Executive Director of Communications shall provide an update at least monthly, either by presentation or written report.

THE ALTERNATIVES CONSIDERED:

The City Council may: 1) continue discussions for further amendments to the Governing Standards and Expectations; or 2) readopt the Governing Standards and Expectations as amended.

Which alternative is recommended? Why?

It is recommended that the City Council readopt the Governing Standards and Expectations as amended. The next review will take place following the May 2022 election.

CONFORMITY TO CITY POLICY:

The City Charter provides that the City Council may enact rules or procedures for all meetings of the City Council. Also, the Governing Standards and Expectations calls for annual review.

FINANCIAL IMPACT:

What is the amount of the expenditure in the current fiscal year? For future years?

There is no expenditure related to this item.

Is this a one-time or recurring expenditure?

N/A

Is this expenditure budgeted?

N/A

If not, where will the money come from?

N/A

Is there a sufficient amount in the budgeted line-item for this expenditure?

N/A

RECOMMENDATION:

Staff recommends that the City Council readopt the Governing Standards and Expectations as amended.

DEPARTMENTAL CLEARANCES:

ATTACHED SUPPORTING DOCUMENTS:

Draft Governing Standards and Expectations



City of Killeen

GOVERNING STANDARDS AND EXPECTATIONS

ADOPTED VIA RESOLUTION 18-052R
6/27/2018

PREFACE

The following is a single source reference document enumerating the Killeen City Council's Protocols, Rules of Order and Procedure, and Policies. The protocols and guidelines included in this reference document have been formally adopted by the City of Killeen City Council.

The Killeen City Council believes that effective municipal governance requires that individual Councilmembers adhere to a general set of principles when dealing with each other and the public. Furthermore, the City Council desires to conduct its meetings in a manner that is respectful, effective and efficient, while fostering an environment that is fair, open and responsive to the needs of the community.

~~MEMBERS OF THE KILLEEN CITY COUNCIL WILL~~ As an elected official and representative of the City of Killeen, it is expected that you will:

- ❖ Respect the opinions of fellow Councilmembers, be well-informed on issues and participate in the deliberations of the Council.
- ❖ Accept responsibility to attend all Council meetings and work sessions.
- ❖ Provide appropriate notification to the Mayor ~~or~~and City Manager of an absence as soon as possible prior to the meeting time.
- ❖ Not disclose information which is confidential and, when asked by the public for information that is still confidential, will state that the information is confidential.
- ❖ Make every attempt to resolve any conflict with a fellow Councilmember prior to bringing the conflict to the attention of the Council.
- ❖ Assist in preserving order and decorum.
- ❖ Neither by conversation or otherwise delay or interrupt the proceeding or refuse to obey the orders of the Mayor or presiding officer or the rules of the City Council.
- ❖ Expect to be informed of all issues and data in a timely manner.

COUNCIL MEETING EXPECTATIONS:

Each Councilmember will:

- ❖ Endeavor to make the citizens comfortable and part of the process at the meetings.
- ❖ Make visitors comfortable by being courteous and respecting their opinions.
- ❖ Do their best to communicate in clear, concise and audible language and written communications.
- ❖ Strive to maintain a tone of voice that is courteous and sincere.
- ❖ Honor and act on all requests for action and/or information in a timely and courteous manner.
- ❖ Discuss issues, but not personalities, with non-Councilmembers. After an issue has been voted on, a councilmember will speak in a manner that does not undermine the integrity or motives of the Council.

COUNCIL FINAL AUTHORITY ON GUIDELINES: All questions regarding these guidelines shall be resolved by a majority vote of the City Council, present and voting.

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GOVERNING STANDARDS AND EXPECTATIONS

DIVISION 1. MEETINGS

Sec. 1-10. Authority

Pursuant to the provisions of the Charter of the City of Killeen, Texas, the City Council may enact rules of procedure for all meetings of the City Council of the City of Killeen, Texas, which shall be in effect upon their adoption by the City Council and until such times as they are amended or new rules adopted.

Sec. 1-20. City Council Agenda

- (a) The City Manager is responsible for creating, processing and distributing the agenda and agenda materials for City Council meetings.
- (b) The Mayor or a councilmember may direct the City Manager in writing, using the attached form (Attachment "A"), to place an item on the next available work session agenda to introduce the topic to the City Council. Items must be submitted to the City Manager no later than noon on the Monday proceeding the week of the City Council work session meeting, and must contain adequate detail of the request to allow for proper posting under the Open Meetings Act. The City Council may discuss the item when presented, and if a majority of Council agrees that further discussion of the item is warranted, the item will be placed on a future agenda for more detailed discussion and staff work, if necessary. If Council does not agree that further discussion is warranted, the item may not be introduced again within six months unless either directed by a majority of the City Council to the City Manager during any scheduled regular or special meeting or work session, or directed by the Mayor and one Councilmember in writing to the City Manager. In all cases, at least one member of the City Council who is requesting that the item be renewed on an agenda shall have been on the prevailing side of the previous vote on the item. The Mayor or City Manager may also place an item on the agenda if they believe it is of general interest or necessary to carry out business.
- (c) A majority of the City Council, during any scheduled regular or special meeting or work session, may direct the City Manager to place an item on a future agenda.
- (d) Agenda items placed on the agenda by the Mayor or members of the City Council previously considered and whereby action was taken by the City Council may not be placed on a future agenda within six months of such action unless either directed by a majority of the City Council to the City Manager during any scheduled regular or special meeting or work session, or directed by the Mayor and one Councilmember in writing to the City Manager. In all cases, at least one member of the City Council who is requesting that the item be renewed on an agenda shall have been on the prevailing side of the previous vote on the item.
- (e) In order to provide Councilmembers ample time to review items and submit questions in advance, the agenda and all supporting documentation shall be presented to the City Council on or before the Wednesday before the work session at which the agenda will be discussed. Any information not available at that time shall be sent to Councilmembers as a supplement as soon as possible before the meeting. Agendas and supporting documentation for regular meetings shall be presented to the City Council on or before the Friday before the meeting.

Sec. 1-30. Types of Meetings

- (a) *Regular Meetings:* A regular meeting is one during which the City Council takes official action. They are held on the second and fourth Tuesday of each month, unless the meeting is rescheduled or cancelled. The Mayor has the authority to establish the start time for any regular meeting.
- (b) *Work Session Meetings:* A work session is a meeting to discuss or explore matters of interest to the City, review and discuss agenda items, and/or meet with City boards, commissions or committee members, or City Staff. These meetings are informational and no formal action shall be taken unless the posted agenda indicates otherwise, although Council may provide direction to the City Manager via Motions of Direction. The Mayor may allow any citizen to participate in the discussion at a work session, but only as recognized by the Mayor. The Mayor may end citizen participation in a work session in order to allow the City Council to proceed with discussion. A work session will normally be scheduled on the first and third Tuesday of each month. The Mayor has the authority to establish the start time for any work session meeting.
- (c) *Special Meetings:* Per City of Killeen Charter sec. 34, special meetings may be called by the Mayor or by a majority of the Council. The call for a special meeting shall be filed with the City Secretary in written form, except that announcement of a special meeting, during any regular meeting at which all members are present, shall be sufficient notice of such special meeting. The call for a special meeting shall specify the day and the hour of the special meeting and shall identify the subject or subjects to be considered.
- (d) *Emergency Meeting:* In case of emergency or urgent public necessity, as defined by State law and confirmed by the City Attorney, which shall be expressed in the notice of the meeting, an emergency meeting may be called by the Mayor or City Manager, and it shall be sufficient if the notice is posted at least two hours before the meeting is convened.
- (e) *Closed Meeting:* The City Council may meet in a closed meeting under conditions allowed by applicable law. Details discussed in closed meetings shall be considered confidential and shall not be discussed or disclosed outside the meeting.
- (f) *Recessed Meetings.* Any meeting of the City Council may be recessed to a later time provided that no recess shall be for a period longer than twenty-four hours from the time the meeting is recessed.

Sec. 1-40. Quorum

A quorum at any meeting of the City Council will be established by the presence of four members of Council. The Mayor shall not count as a Councilmember for the establishment of a quorum.

Sec. 1-50. Order of Business

~~The r~~Regular City Council meetings will be generally conducted in the following order, unless otherwise specified. An executive session may be held at any time during a meeting pursuant to applicable State law.

- (a) *Agenda Format:* The Agenda shall provide for the following topics or subjects to be considered by the City Council in the following order:

1. CALL TO ORDER: This section shall note the time and place of the meeting.
2. ROLL CALL: This section shall note the attendance of the Mayor, City Councilmembers, City Manager, City Attorney, City Secretary and Sergeant at Arms.
3. INVOCATION: This section shall note the opening prayer. (See sec. 4-140 for invocation policy).
4. PLEDGE OF ALLEGIANCE: This section shall note the observance of our national pledge.
5. APPROVAL OF THE AGENDA: This section shall approve of the order and content of the agenda. The Mayor or any Councilmember may ask for the order and/or content of the agenda to be modified under this item upon consent of a majority of the Council.
6. PRESENTATIONS. This section shall provide for any items to be submitted to the Council which are: proclamations; items not requiring extensive discussion; items requesting information or items requesting future action by the Council. No item requiring action by the Council shall be placed under this section.
7. CITIZENS PETITIONS AND INFORMATION: This section allows presentations by citizens of Killeen who are not currently in, or threatening civil or criminal litigation with, the City of Killeen or any of its officers or officials, or with whom litigation is reasonably anticipated. However, citizens who are currently involved or threatening litigation against the City may still address the council on issues wholly unrelated to the subject matter of the litigation. Individuals should address their petitions and presentations to the City Council and refrain from personally addressing individual members of the Council. Councilmembers cannot discuss items presented under this agenda item or take any action other than consideration of whether to place the item on a future agenda as a discussion item, or refer to staff for research and possible future action. Presentations may cover only one topic, must be related to City business, and shall be limited to 3 minutes, unless the Presiding Officer allows a one (1) minute extension, if requested by the speaker at the end of the original three (3) minute period. A majority vote of the City Council is required for any other time extensions. Presentations must be scheduled and audio-visual materials requiring the use of equipment for presentation must be submitted through the City Manager's office by 2:00 p.m. on the ~~Wednesday~~ Monday of the week preceding the Council meeting at which the citizen wishes to speak. Citizens may only make one presentation per meeting.
8. CITIZENS COMMENTS ON AGENDA ITEMS: This section allows members of the public to address the Council regarding any item, other than a public hearing item, on the agenda for Council's consideration. Each person shall sign up in advance, may speak only one time, and such address shall be limited to three (3) minutes. The Presiding Officer may allow a one (1) minute extension, if requested at the end of the original three (3) minute period. ~~No other extensions will be allowed.~~ A majority vote of the City Council is required for any other time extensions.
9. CONSENT AGENDA: This section shall provide for items that require action by the Council, but where no discussion is anticipated. By a single motion, second, and affirmative majority vote, items under this section are approved without further discussion

or action. Items such as, but not limited to, the approval of minutes, approval of plats, awarding of bids and permits are eligible for consideration under this section.

10. **RESOLUTIONS:** This section shall provide for all resolution action items to be considered by the Council not provided for elsewhere on the agenda.
11. **ORDINANCES:** This section shall provide for all ordinance action items to be considered by the Council not provided for elsewhere on the agenda.
12. **PUBLIC HEARINGS:** This section shall provide for Council consideration of any public hearings related to such hearings if action is required. Public hearings shall be conducted in the following manner:
 - a. Reading of the caption of the ordinance (if applicable)
 - b. Staff presents report.
 - c. City Councilmembers may ask Staff questions. Councilmembers shall not use this time to indicate support or opposition for the matter before the City Council.
 - d. The applicant then has the opportunity to present comments, testimony, and/or oral arguments. Only one person may represent the application during this section. (3 minute limit)
 - e. City Councilmembers may ask questions of the applicant.
 - f. The Chair opens the public hearing.
 - g. Upon opening the public hearing, and before any motion is adopted related to the merits of the issue to be heard, the Chair shall inquire if there is anyone present who desires to speak on the matter which is to be heard or to present evidence regarding the matter.
 - h. Members of the public are provided with the opportunity for comments and testimony in accordance with Section 1.50(c) of these Governing Standards and Expectations.
 - i. Mayor closes public hearing.
 - j. The applicant may be given the opportunity to respond to questions from the City Council and for closing comment or rebuttal.
 - k. The City Council deliberates and takes action as needed.
 - l. The Chair announces the final decision of the City Council as applicable.
13. **ADJOURNMENT:** This section provides for the closure of the meeting.

- (b) *Agenda Deadline:* Any person desiring either to present an item for the City Councils' consideration or sign up to address the City Council during Citizens Petitions and Information shall do so in the City Manager's office not later than 2:00 p.m. on the Wednesday preceding the meeting or work session at which he/she wishes the subject to be considered.
- (c) *Public Participation:* Whenever a member of the public is recognized to address the Council on an ordinance, resolution, or public hearing item, the individual will be given 3 minutes to make comments. The Presiding Officer may allow a 1-minute extension, if requested by the speaker at the end of the original three (3) minute period. A majority vote of the City Council is required for any subsequent time extensions.

In order to expedite matters and to avoid repetitious presentations, whenever a group of people wish to address the City Council on the same subject matter, those persons are encouraged to designate a spokesperson to address the City Council. The Mayor may extend the time allocation for a designated spokesperson if the persons for whom he or she speaks agree to yield

their time to the spokesperson.

Sec. 1-60. Consideration of Ordinances, Resolutions and Motions

- (a) *Printed Form:* All ordinances and resolutions shall be presented to the Council only in printed written form.
- (b) *City Attorney to Approve:* All ordinances and resolutions shall be approved as to form and legality by the City Attorney.
- (c) *Recording of Votes:* The ayes and noes shall be taken upon the passage of all ordinances and resolutions and entered upon the official record of the City Council.
- (d) *Majority Vote Required:* Unless otherwise required by law, approval of every ordinance, resolution, or motion shall require the affirmative vote of a majority.

Sec. 1-70. General Procedures

- (a) *General Procedure:* General rules of parliamentary procedure as defined in this document and consistent with the City Charter and any applicable City ordinance, statute or other legal requirement, shall govern the proceedings of the City Council. To the extent not inconsistent with these rules, the City Council shall use Robert's Rules of Order as a general guideline for additional rules of parliamentary procedure without being a procedural requirement. However, failure to abide by, or adhere to, these rules shall not nullify or negate any action by the City Council. These rules of parliamentary procedure are intended solely as a guideline and tool, and are not intended to limit the inherent power and general legal authority of the City Council, or of its presiding officer, to govern the conduct of City Council meetings.
- (b) *Chair of Meeting:* The Mayor shall preside over all meetings of the City Council as the Chair and enforce these rules and procedures during a meeting. In the absence of the Mayor, the Mayor Pro Tem shall assume the Chair responsibility at the meeting. In the absence of the Pro Tem, the City Council will choose a Chair for the meeting.
- (c) *Authority of the Chair:* The Chair shall make decisions on questions of procedure, subject to review by the City Council as a whole as provided in Section 1-80(c)(5).
- (d) *City Council Deliberations:* The Chair has the responsibility to control the discussion and the order of speakers. Councilmembers will generally be called upon in the order of the request to speak. Generally, a Councilmember may not be recognized to speak subsequently until each Councilmember has had an opportunity to obtain the floor. A Councilmember holding the floor may address a question to another Councilmember and that Councilmember may, should they so choose, respond to the question while the floor is still held by the Councilmember asking the question.
- (e) *Limits to Deliberations:* After an agenda item is announced by the Chair, the City Council may discuss the item without the need for a motion on the item. Councilmembers will limit their comments to the subject matter or motion currently being considered. ~~Councilmembers will govern themselves as to the length of their comments, and the Mayor shall act as the arbiter in determining how long an individual Councilmember may speak on an item, and shall apply the standard consistently and fairly.~~ The intent of this policy is not to limit debate, but rather to assist Councilmembers in their efforts to communicate effectively and concisely.

During work session meetings, each Councilmember shall have two (2) opportunities to speak on an agenda item, limited to five (5) minutes each. All Councilmembers will be permitted a third opportunity to speak if approved by a majority vote of the City Council. During regular or special meetings, each Councilmember shall have three (3) opportunities to speak on an agenda item, limited to three (3) minutes each. Responding to a request for clarification from another Councilmember or staff responses will not be included in the time allotments.

~~(e)~~(f) *Repetitious Comments Prohibited:* A speaker or Councilmember shall not present the same or substantially the same items or arguments to the City Council repeatedly or be repetitious in presenting oral comments. A speaker or Councilmember shall not present an argument on a matter previously considered by the City Council at the same session.

~~(f)~~(g) *Obtaining the Floor:* Any member of the City Council wishing to speak shall first obtain the floor by making a request for the floor to the Chair. The Chair shall recognize any Councilmember who appropriately seeks the floor.

~~(g)~~(h) *Motions:* Motions submitted for a vote shall contain only one question. If two or more points are involved, any member may require a division, if the question reasonably admits of a division. Motions may be made and seconded by any member of the City Council except the Chair. The most common motions are as follows:

1. Amending a motion. Any Councilmember may move to amend a pending motion. No more than two amendments may be made to a pending motion. The last amendment shall be voted on first.
2. Postpone to a Certain Date. This motion is used to delay consideration of an item until a specified date, i.e., the next City Council meeting, etc.
3. Postpone Indefinitely. This motion is used to delay consideration of an item until an unspecified date.
4. Point of Order. Any Councilmember may raise a point of order at any time. A point of order means that the Councilmember is asking for a ruling on whether the rules of procedure are being followed. A point of order shall immediately be acknowledged by the Chair, and all debate must stop. The point of order shall first be made to the Chair for a ruling, stating the alleged violation with specificity. A point of order directed to the Chair does not require a second and is not subject to amendment. The Chair rules on the point of order. The member may appeal the Chair's ruling to the Council. The appeal requires a second and the person making the appeal may make a brief statement and the Chair may respond. An appeal may generally be debated by the Council, but each councilmember may speak only once. The Council may affirm or overrule the Chair's ruling by a majority vote of the Councilmembers present.
5. Reconsideration. A councilmember who voted in the majority may move to reconsider an item that City Council has voted on. The motion and any action must be made immediately after the vote on the matter, and before the City Council has begun discussing or considering any other business.

~~(h)~~(i) *Procedures for Motions:* The following is the general procedure for making motions:

1. The item is presented by Staff or others, followed by questions and discussion by Councilmembers.
2. A Councilmember who wishes to make a motion shall first obtain the floor.
3. A Councilmember who wishes to second a motion shall do so through a request to the Chair.
4. Before a motion can be discussed, it shall be seconded. If a motion does not receive a second after a reasonable time, a Councilmember may call for a "point of order," which mandates that the motion receives an immediate second, or it dies.
5. Once the motion has been properly made and seconded, the Chair shall open the matter for further discussion offering the first opportunity to the moving party and, thereafter, to any Councilmember properly recognized by the Chair. The Chair may participate in discussion.

(+)(i) *Continuance of Discussion or Hearings:* Any item being discussed or any public hearing at a City Council meeting may by motion be continued or tabled to any subsequent meeting.

(+)(k) *Communications with Applicants or Petitioners:* Any Councilmember's communication with an applicant or petitioner outside of a public meeting regarding a matter that will come to City Council for a decision must be disclosed in writing and provided to the City Secretary prior to City Council discussion or deliberation of the action. Examples include but are not limited to discussion with a property owner regarding his or her rezoning request, or discussion with a vendor prior to bid award.

(+)(l) *Call for Recess:* The Chair ~~may~~shall call for a recess of ~~up to fifteen (15)~~ten (10) minutes at least every two (2) hours regular intervals at appropriate points in the meeting agenda, or if requested by any two (2) Councilmembers.

(m) *Call for the Vote:* A Councilmember may call for the vote, in essence to end discussion and debate, only when the Councilmember has obtained the floor. A Councilmember may make a motion calling for the vote, but not before each Councilmember that wishes to speak has had at least one opportunity, and the motion must receive a second. The motion is not debatable and a vote on the motion shall take place immediately after a second is received. The motion is approved only if two-thirds (2/3) of the Councilmembers in attendance approve. If the motion fails, debate shall continue. A subsequent motion to call for the vote may be made after additional discussion.

(n) *No further discussion following a vote.* After a vote has been taken on an item, there shall be no further discussion of that item by the Mayor or a Councilmember during the meeting.

(o) *Votes not to be taken twice.* It is the responsibility of each Councilmember to ask for clarification before a vote on any motion properly made and seconded. Once a vote has been taken, a second vote will not be held because of Councilmember error unless a Motion for Reconsideration is properly made.

(p) *Concluding meetings.* In order to achieve effective decision making and sound judgment, and in consideration of citizen, guest and staff expectations, meetings shall not extend beyond 11:00 pm except as provided herein. The Mayor or presiding officer shall not conclude a meeting when discussion of the item on the table is in progress. The Mayor or presiding officer shall allow

discussion to continue until complete or a time when ending is appropriate. Meetings shall not end if a time sensitive matter that requires action by the City Council has not yet been considered.

Sec. 1-80. Decorum

- (a) *General:* During City Council meetings, Councilmembers shall preserve order and decorum, shall not interrupt or delay proceedings, and shall obey the rules of the City Council. Council Members shall demonstrate respect and courtesy to one another, to City Staff and to members of the public appearing before the Council. Councilmembers shall seek to phrase and communicate all writings, publications and speeches in a professional and constructive manner.

Members of the City Council will not condone any unethical or illegal activity from any Councilmember or members of the Staff. All members of the Council shall uphold the intent of this policy and govern their actions accordingly.

(b) *Mayoral Responsibilities:*

1. *No vote.* The Mayor shall have a voice in all matters before the Council, but shall only vote in accordance with City Charter provisions.
2. *Chair.* The Mayor shall serve as the Chair of all meetings. The Mayor Pro Tem shall preside in the absence of the Mayor.
3. *Preserve Order and Decorum.* The Chair is responsible for preserving order and decorum and shall keep the meetings orderly by recognizing each Member for discussion, encouraging civil debate among Members, and keeping discussion limited to the agenda item being considered.
4. *Encourage Participation.* The Chair will encourage all Councilmembers to participate in Council discussion and give each Member an opportunity to speak before any Member can speak again on the same subject.
5. *Official Spokesperson.* The Mayor is the official spokesperson for the Council on all matters unless absent, at which time the Mayor Pro Tem or appropriate designee will assume the role. The views presented by the Mayor, or the Mayor Pro Tem in his/her absence, should provide equitable representation of all Councilmembers.

(c) *Council Responsibilities*

1. *Be Prepared.* Each Councilmember is responsible for being prepared to discuss the agenda.
- ~~2. *Council Orientation.* Each Councilmember who has been newly elected to a non-contiguous term is required to attend a Councilmember Orientation session presented by the City Manager, complete mandatory Open Meetings and Public Information Act training, and is encouraged to attend at least one Texas Municipal League-sponsored conference each year to stay informed on issues facing municipalities, as funding allows. All other Councilmembers are encouraged to attend the annual orientation session.~~

- 3.2. *Attendance.* Attendance at work sessions and meetings is essential to the effective execution of a Councilmember's duties. It is the responsibility of Councilmembers to be informed about action taken by the City Council in their absence. In the case of an absence from a work session, the Councilmember is responsible for obtaining this information by viewing the recording of the work session prior to the City Council meeting during which the items are to be voted upon. The City Manager is responsible for maintaining an attendance log for the Mayor and each Councilmember, which is a public document.
- 4.3. *Decorum.* When addressing an agenda item, the Councilmember shall first be recognized by the Chair, shall confine comments to the question under debate, shall avoid reference to personalities, shall refrain from impugning the integrity or motives of any other Councilmember or Staff Member during debate or vote, and shall refrain from publicly implying or insinuating wrongdoing by another Councilmember or Staff Member without clear evidence of such behavior.
- 5.4. *Appeal.* Any Councilmember may appeal a ruling by the Chair to the Council as a whole. If the appeal is seconded, the person making the appeal may make a brief statement and the Chair may respond. An appeal may generally be debated by the Members, but each Member may speak only once. The affirmative vote of a majority of the Councilmembers present and voting shall be necessary to approve the motion to appeal.
- 6.5. *Enforcement of Policy.* Any Councilmember may ask the Chair to enforce the policy established by the Council. Should the Chair fail to do so, a majority vote of the Councilmembers present shall require the Chair to enforce the policy.
- 7.6. *Wait to be Recognized.* A member of the Council who wishes to be recognized shall request to speak, and shall not proceed with remarks until recognized and named by the Chair of the meeting. Remarks shall be confined to the question before the Council.
- 8.7. *No Private Discussions.* While any other person who has been recognized by the Chair is speaking, other members shall not hold private discourse or in any manner interrupt the speaker. In all discussions, disrespectful language and behavior shall be avoided.
- 9.8. *Duty to Vote.* All Councilmembers must vote either in the affirmative or in the negative. A present member who does not vote will be officially recorded as a negative vote. When a Councilmember recuses oneself due to an actual or perceived conflict of interest and files the required affidavit, that Councilmember is not counted as present for quorum purposes and is not deemed to be "voting" for purposes of determining whether there has been a "majority vote of those voting and present."
- 10.9. *Third Party Representation.* A Councilmember may not represent any third party before any City board or commission.
- 11.10. *Personal Communication Devices.* All personal communication devices should be placed in a silent mode during any City Council meetings. Personal communication devices shall not be used for communicating City-related business. If an individual is using his or her personal communication device during a meeting and a member finds it disruptive, he or she should inform the Mayor.
- 12.11. *Dress Code.* It is the policy of City Council to create a dignified and professional environment for City Council meetings. Therefore, all Councilmembers shall dress in a

professional manner while attending a City Council meeting or work session, or while representing the City in an official capacity as a member of the City Council.

(d) *Citizens' participation:* The following rules shall be in force for all persons in attendance at all meetings of Council:

1. *Rules of Decorum.* Persons attending City Council meetings should observe the same rules of propriety, decorum and good conduct as they would show in a courtroom, a place of worship, or at any other serious or solemn occasion during which matters of importance are being considered. Visitors will refrain from engaging in chatter, private conversations, and from making other distracting noises while the City Council is in session. Phones and other electronic devices should be set to off or silent mode. Visitors should not applaud, boo, clap, or otherwise audibly express approval or disapproval of the speech of another person in a manner likely to disturb the meeting.
2. *Addressing City Council.* Persons wishing to address the City Council on any matter listed on the agenda may be recognized by the Chair, provided the person has completed a Citizen Speaker Registration form, and presented it to the City Secretary prior to the beginning of the regularly scheduled City Council meeting or immediately following their address to the City Council. Speakers shall approach the lectern and give his/her name and city of residence before speaking. Speakers shall address the Mayor and City Council with civility that is conducive to appropriate public discussion. All public comments should be addressed through the Chair. Each speaker will be allowed three (3) minutes to speak. The Chair may allow a 1-minute extension, if requested by the speaker at the end of the original three (3) minute period. A majority vote of the City Council is required for any subsequent time extensions. No person shall be allowed to address the City Council more than one time per agenda item.
3. *Address Chair.* Persons may not engage in discussions with the City Council or staff during Council deliberations unless specifically asked a question by a Councilmember. Persons who have been asked a question by a Councilmember must be recognized by the Chair before being allowed to speak. The Chair may end any question and answer session between Councilmembers and a member of the public in order to facilitate the order of business.
4. *Printed Materials.* Persons may present printed material to the City Secretary to distribute to the City Council during a meeting.
5. *No Disruptions.* Persons attending City Council meetings shall remain seated or may stand in the back of the room and come and go so long as it does not disrupt the meeting. Persons in attendance shall not carry signs or placards. No person attending any City Council meeting shall delay the proceedings or refuse to obey the orders of the Chair.
6. *Removal.* Disturbances, transgressions of the rules or disorderly conduct in the City Council Chamber or other City Council meeting room may cause the transgressor to be removed from the meeting. The Chair of the meeting shall exercise control over persons who disrupt the meeting in the following order of action:
 - a. Call the person to order, advising that person of the infraction;
 - b. Advise the person that the infraction must cease immediately or the person will be ordered to leave the meeting;

- c. Order the person to leave the meeting. A police officer may remove an individual or individuals for disrupting a meeting as authorized by Texas Penal Code Section 42.05.
- 7. *Room Limitations.* Persons are encouraged to attend Council meetings; however, the number admitted shall be limited to the fire safety capacity of the Council Chamber as determined by the Fire Chief or designee. If the capacity is surpassed, the City Council may adjourn the meeting and move its proceedings to a location that will accommodate a larger number of participants, or may make a live broadcast of the proceedings available in a nearby room.

Sec. 1-90. Staff Relations

- (a) *Presentations.* Staff presentations will be concise and will provide factual background information on the item as well as a recommendation for the City Council. Written presentations shall, to the extent possible, be provided to the City Council before the meeting.
- (b) *Ask Questions in Advance.* To ensure proper presentation of agenda items by Staff, questions arising from Councilmembers after receiving their information packet should be, whenever possible, presented to the City Manager for Staff consideration prior to the City Council meeting. This allows Staff the time to address Councilmembers' concerns and provide all Councilmembers with additional information as necessary. When questions are posed by Councilmembers in advance of a meeting, the questions and Staff responses shall be included in the staff presentation at the meeting.
- (c) *Presentation Requirements.* The City Manager shall designate the appropriate Staff Member to address each agenda item and shall see that each presentation is prepared and presented to inform and educate the City Council on the issues that require City Council action. The presentation should be professional, timely, and allow for discussion of options for resolving the issue. As a summary, the Staff Member making the presentation shall make it clear if no City Council action is required, or shall present the Staff recommendation as a part of the presentation, and/or present the specific options for City Council consideration. Other than asking clarification questions, City Councilmembers should allow the Staff Member to complete his or her presentation before discussing or debating the topic.
- (d) *Motions of Direction to City Manager.* During a work session or regular meeting, discussion may lead to a point where the council wishes to direct the City Manager in a particular manner. The appropriate way to accomplish this is for a councilmember to make a motion in which the City Manager is directed towards, or away from, a particular course of action. There must be a second and a vote on the Motion. If approved by a majority of the Councilmembers in attendance, the Motion of Direction becomes the official direction of the Council and will be transcribed and maintained for the record.
- (e) *Use of Staff Time.* The City Manager is directly responsible for providing information to the City Council concerning any inquiry by a specific Councilmember that is significant in nature and would be beneficial to all Councilmembers. If the City Manager or the Staff's time is being dominated or misdirected by a Councilmember, it is the City Manager's responsibility to inform the Mayor.
- (f) *Ethical Behavior Required.* The City Manager will exhibit the highest professional and ethical behavior. The City Manager is responsible for the professional and ethical behavior and discipline of his/her Staff. The City Manager is also responsible for ensuring that the Staff receives the

training and information necessary to address the issues facing municipal government.

- (g) *Respect and Courtesy.* All Staff Members shall show one another, each Councilmember, and the public respect and courtesy at all times. They are also responsible for making objective, professional presentations to ensure public understanding and confidence in the process.
- (h) *Conflicts.* Any conflicts arising between the City Staff and the City Council will not be allowed to affect the normal course of business, but will be addressed by the Mayor and the City Manager outside of a public meeting.
- (i) *Council Orientation.* The City Manager, after an election, will ensure that the Staff has prepared information needed for the orientation of new Councilmembers and will inform the City Council of any available Texas Municipal League conferences and seminars.

Sec. 1-100. Statements by Public Officials Regarding Litigation

When the City of Killeen is involved in litigation or a legal dispute, Councilmembers shall refrain from commenting on settlements, appeals, or other issues related to the subject until the matter is resolved. The Mayor, City Manager, City Attorney or Communications Officer shall be authorized to provide any public responses or comments as needed on matters involving litigation.

Sec. 1-110. Disbursement of City Council Requested Information

As a general courtesy and to maintain equality in the disbursement of information, documentation or data requested by a Councilmember from Staff shall be provided to all members of the City Council.

DIVISION 2. CITY COUNCIL POLICIES AND OPERATING PROCEDURES

Sec. 2-10. State and Federal Legislation and Rule-Making Proceedings

- (a) The City Manager shall notify the City Council of pending matters of legislation or rule-making that may affect the interests of the City. The Mayor or any Councilmember may request that a legislative or rule-making initiative be presented to the City Council for a formal determination by the City Council of endorsement or opposition. The City Manager may, in the exercise of his professional judgment, determine to take action on or intervene in support of or opposition to a legislative or rule-making matter consistent with the City Council's adopted state and federal legislative agendas.
- (b) This policy is not intended to prohibit or restrict a member of the City Council acting as a private citizen, and not on behalf of the City, from participating in legislative or rule-making matters provided the Councilmember does not in any way imply that the position of the Councilmember is the official position of the City unless the City Council has so decided. A member of the City Council may accurately represent himself or herself as an elected official and as a member of the City Council, but may not use City resources, staff, letterhead, official email, or any City-approved logo in doing so.

Sec. 2-20. City Council Travel and Business Expenses

- (a) *Training Encouraged.* Subject to available funding, the City Council is encouraged to attend training relevant to the City Council's duties, such as:
 - 1. Annual meeting of the Texas Municipal League and affiliates
 - 2. Texas Municipal League newly-elected officials orientation (for newly-elected members of the City Council)
 - 3. National League of Cities and affiliates annual meeting - Washington, D.C.
 - 4. National League of Cities annual Congress of Cities (various locations)
 - 5. Other meetings as designated and approved by the Mayor or the City Council
 - 6. Attendance to committee or association functions related to the Texas Municipal League, the National League of Cities, or other organizations as approved by the Mayor or the City Council
 - 7. Attendance by the Mayor at the annual meeting of the U.S. Conference of Mayors

For purposes of this policy, "attendance" includes the payment of applicable membership fees for the Councilmember and the allowable expenses as described below. A member of the City Council may not commit to membership or participation in or attendance at meetings of organizations not listed in subsection (A) without the approval of the Mayor or the City Council except in the Councilmember's individual capacity and at the Councilmember's sole expense.

- (b) *Reimbursement Process.* A Councilmember who seeks to incur or obtain reimbursement for expenses allowed under this policy shall file with the City Manager an approval request or reimbursement request, as the case may be, in accordance with current City policy.

Sec. 2-30. Council Requests for Information or Services from Staff

By Charter, the people of Killeen have chosen a council-manager form of government. This means that the City Council is responsible for setting policy direction for the City Manager, and the City Manager is responsible for implementing the City Council's policies. This separation of duties must be kept in mind when requesting information or services from City Staff. Section 29 of the City Charter specifically provides:

Neither the council nor any of its members shall direct the appointment of any person to, or his removal from office, by the city manager or by any of his subordinates; provided, however, that the appointment of assistant city managers, department heads and the city secretary shall be subject to the approval of the council. Except for the purpose of inquiry the council and its members shall deal with the administrative service solely through the city manager and neither the council nor any member thereof shall give orders to any subordinates of the city manager, either publicly or privately.

Sec. 2-40. Process for Filling Unexpired City Council Term

If a vacancy on the City Council is required by Charter section 26 to be filled by City Council appointment, the following process will be used:

- (a) The vacancy will be advertised in the manner that is determined to reach the largest audience advising Killeen residents of the vacancy and giving interested residents two weeks to complete and return a fully-executed and notarized Application for a Place on the General Election Ballot. This form can be obtained from the City Secretary's office and must be received by the City Secretary's office by the specified date for the applicant to be considered for appointment to the vacant seat.
- (b) All completed applications received by the deadline will be forwarded to the City Council for review. The full City Council will conduct interviews with selected applicants. Interviews will be private unless prohibited by the Texas Open Meetings Act.
- (c) City Council will conduct deliberations in private unless prohibited by the Texas Open Meetings Act. The appointment will occur in an open and properly posted public meeting.

Sec. 2-50. Political Signs

Political signs shall comply with state law and the City's sign ordinances. Nothing contained in this policy shall be construed as allowing the placement or attachment of any sign on any tree, pole, building, or other sign or damaging in any manner any City property. This policy is not intended to limit in any manner the authority of the State or election officials regarding electioneering and the placement of signs, and this policy does not require the owner of a polling place or any property not owned by the City to allow the placement of signs on that property. No sign may be placed so as to encroach upon or obstruct any street, driveway, parking space, fire lane, sidewalk, pathway, or visibility triangle. Signs in violation of the City's Sign Ordinance will be removed.

Sec. 2-60. Use of City Facilities, Staff or Resources by the Mayor or City Councilmembers for Mayor or City Councilmember-Sponsored Meetings.

Recognizing that occasions arise where the Mayor or Councilmembers wish to engage with the citizens of Killeen outside of a formal City Council meeting, and also recognizing that City resources and staff time have limits, this policy sets forth the guidelines under which City facilities and resources may be used to support such meetings.

Each calendar year, the Mayor and each Councilmember may hold one non-political Mayor- or Councilmember-sponsored meeting that is supported by city resources in the following manner:

- (a) The complimentary use of a meeting space at the Killeen Community Center, Lions Park Senior Center, Police Department Headquarters Community Room, or the community room of a Fire Station if the desired space is available and not otherwise scheduled. The meeting space should be reserved in advance, but no more than two months in advance.
- (b) Technical support, to the extent it is available at the chosen space, and not otherwise in use.
- (c) Staff presentations, scheduled in advance through the City Manager.
- (d) The meeting will not occur between January 1st and election day on which the Mayor or a Councilmember position is to be elected, so that there can be no allegation that tax-payer dollars are being illegally spent in support of the Mayor or a Councilmember's reelection effort. This restriction does not apply to a candidate who is running unopposed.

In order to take advantage of the services listed above, the requesting Mayor or City Councilmember shall complete and return the Support for Mayor or Councilmember-Sponsored Meeting form to the City Manager. (See Attachment B)

These guidelines are not intended to stop the Mayor or a City Councilmember from having a Mayor or City Council-sponsored meeting that is not supported by city resources.

These restrictions do not apply to the Annual State of the City address.

Sec. 2-70. City Sponsorship of Non-Profit Events

No city tax dollars will be used to support non-city events by purchasing tables or individual seats at fundraising events.

Sec. 2-80. Assistance to Community Organizations for Special Events

Provided that adequate funding exists, the City will support the following community events on an annual basis, by providing in-kind (non-monetary) services. The City Council further determines that there is a public purpose for the support of these community events.

- 1. Christmas Parade
- 2. Veterans Day Parade
- 3. Wreaths for Vets
- 4. Celebrate Killeen Festival
- 5. Memorial Day Ceremony
- 6. Holiday Under the Stars
- 7. Killeen Rodeo

8. Food for Families
9. HEB Feast of Sharing
10. Breast Cancer 5K
11. MLK Day Walk

The City Council may approve in-kind support of up to three (3) additional events, after review and recommendation from the City Manager.

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DIVISION 3. CITY COUNCIL COMMITTEES AND CITIZEN BOARDS, COMMISSIONS AND COMMITTEES

Sec. 3-10. City Council Committees

- (a) *Purpose.* Due to the complexity and diversity of City government issues, a closer view of some issues is required by the City Council. To provide a mechanism for continuous evaluation and discussion of these various issues beyond the limited time available at regularly scheduled work sessions, the City Council adopts this policy regarding the establishment and use of City Council committees.
- (b) *Assignment to Committees.* Agenda items may be assigned to a committee by the Mayor with the consent of the City Council, or by the City Council.
- (c) *Standing committees.* Standing committees may be created as necessary to study and evaluate on going or long-term issues within the City. They will be created by Resolution, which must state the specific role the committee is to serve and name the members. Standing committees shall be subject to annual review by the City Council.
- (d) *Ad Hoc Committees.* Ad hoc committees may be created by the Mayor as necessary to study and evaluate a specific issue or problem within the City and are intended to be temporary. The Mayor shall make appointments to ad hoc committees with the consent of the City Council. When created, an ad hoc committee will also be given a sunset deadline. The committee will cease upon the earlier of the sunset date or the date the committee's specific task is complete. If the task is not complete by the sunset date, the Mayor shall establish a new sunset date.
- (e) *Committee Responsibilities.* Each committee, after receiving an assignment from the City Council, will consider policy decisions and actions, study issues, evaluate options, and develop recommendations. Each committee shall prepare reports and make recommendations to the City Council at a work session regarding every matter assigned to or considered by the committee, no less often than every six months. The committees shall only serve in an advisory capacity, and only for the City Council. No committee shall have any authority to make final decisions regarding the merits or resolution of any matter assigned to or considered by it.
- (f) *Appointments and Vacancies.* After the annual City Council election, a City Council Committee Interest Form (see Attachment "C") shall be completed by each member of the City Council. Following that receipt, appointments to committees will be made by the Mayor, with the consent of the City Council, as soon as practicable after the annual City Council election. The Mayor shall make new appointments as needed to fill vacancies to assure continuity on the committees.
- (g) *Chair.* The Chair of each City Council standing or ad hoc committee shall be appointed by the Mayor.
- (h) *Staff Liaison.* The City Manager shall assign each City Council standing or ad hoc committee a Staff Liaison who shall assist the Chair in preparing the meeting agendas and coordinating the logistics of the committee meetings.
- (i) *Minutes of Meetings.* Committees shall keep minutes of their meetings. The minutes shall provide a summary of all business discussed or considered, action taken, the outcome of any votes, and those persons present at committee meetings. When completed, the minutes shall be

signed by the Chair and maintained by the Staff Liaison for the committee. A copy of the minutes shall be distributed to the City Council.

- (j) *Agenda Postings.* Notice of all committee meetings shall be posted in accordance with the Texas Open Meetings Act ("TOMA"). However, since committee membership is made up of less than a quorum and therefore is not a meeting subject to the TOMA, a good-faith mistake in the publication of the agenda will not require the cancellation of the meeting.
- (k) *Councilmember as Liaison.* When a Councilmember is appointed to serve as a member of a board, committee or commission for an outside agency such as KEDC, KTMPO, etc., the Councilmember is responsible for keeping all Councilmembers informed of significant activities of that board, committee, or commission. The appointed Councilmember should report the actions of the board, committee, or commission during a work session of the City Council at a minimum of every six months for an ad hoc committee, annually for a standing committee, and quarterly for an outside agency.
- (l) *Recommendation Regarding the Continuation of Committees.* The Mayor shall annually review the activity of the existing standing committees to identify inactive committees and shall provide a report to the City Council recommending which committees should be continued and which dissolved.

Sec. 3-20. Citizen Boards, Commissions and Committees

- (a) *Purpose.* This Policy establishes the procedure for the appointment and reappointment of citizens to Boards, Commissions, and Committees for the City of Killeen, as well as the duties of Board, Commission, and Committee members.
- (b) *Time of Appointment.* All appointments and reappointments shall be made by the City Council prior to October 1st of each year for all positions to be filled that fiscal year. (Code of Ordinances, sec. 2-116)
- (c) *Review of Applications.* Staff will compile and present all applications for appointment to citizen boards, commissions, and committees to the City Council at the specified work session meeting, and two weeks before the work session.
- (d) *-Committee Membership Types:* Persons appointed to Committees shall be designated as either Regular Members or Ex Officio Members. A Regular Member is a member for all purposes; it is not required that he or she hold a specific office to be qualified for appointment. An Ex Officio Member is appointed to a committee because of a position he or she currently holds. Regular Members count towards a quorum and have voting privileges, while Ex-Officio Members do not (effective 10-1-19).
- (e) *~~Appointment~~-Subcommittees.* Some citizen boards, commissions, and committees have ~~appointment~~-subcommittees consisting of two Councilmembers. It is the responsibility of the subcommittee members to review and discuss applications for the board, commission, or committee for which they are a subcommittee member, and to reach a consensus regarding which applicant(s) are most qualified to fill a position and shall be recommended to the full City Council. This decision should be made prior to the work session at which appointments are scheduled to be discussed. As required or requested and to ensure that the purpose of the board, commission or committee is carried out effectively, the subcommittee Councilmembers will also act as liaisons between the board, commission or committee and the Staff; board, commission or

committee members and the City Council; and between board, commission or committee members and any other person.

The following boards, commissions and committees have appointment subcommittees: BOA-Construction, BOA-Fire Prevention, BOA-Airport Hazard, BOA-Zoning, ~~Killeen Volunteers,~~ ~~Inc.~~ Animal Advisory Committee, Senior Citizens Advisory, and Bell County Health District.

- (f) *Full Council Appointments.* Some citizen boards, commissions, and committees do not have appointment subcommittees. For these committees, appointments are made after the full City Council has reviewed the appropriate applications and has had the opportunity to discuss applications in a work session. Consensus regarding which applicants are the most qualified to fill a position will be reached during a work session. If necessary, appointment decisions will be reached through a nomination process.

The following boards, commissions, and committees do NOT have appointment subcommittees: Animal Advisory Committee, Arts Commission, Community Development Advisory Committee, Heritage Preservation Board, Killeen Economic Development Committee, Killeen Sister Cities, Planning & Zoning Commission, TIRZ #2 Board, and Killeen-Temple Metropolitan Planning Organization (KTMPPO)

- (g) *Term Limits.* To encourage broad citizen participation, no person may be appointed to serve more than ~~six consecutive years~~ two (2) consecutive terms, excluding unexpired terms, on a particular board, commission, or committee. This limitation does not apply if a particular position requires specialized knowledge, licenses, or certifications and no other qualified and interested person is available, or for other good cause found by the City Council and specified in the appointment resolution. (Code of Ordinances, sec. 2-117)

- (h) *Criteria for Appointment.* When determining the most qualified applicant, Council should consider the following information:

1. Date of application;
2. Primary residence— Is residency a requirement for the position? Is applicant a City of Killeen resident or live in the ETJ?
3. Is applicant currently serving on other boards, commissions, and/or committees?
4. Does applicant have specialized knowledge, licenses, or certifications that are required or helpful for the position?
5. If applicant is being considered for reappointment, is such reappointment prohibited by term limits?
6. If applicant is being considered for reappointment, has applicant maintained a good record of attendance?

- (i) *Chair.* Each committee shall have the power to adopt a process for electing and removing its chair.

- (j) *Staff Liaison.* The City Manager shall assign each Board, Commission, or Committee a Staff Liaison who shall assist the Chair in preparing the meeting agendas and coordinating the meeting logistics.

- (k) *Duty to Attend Meetings and to Vote.* Board, Commission, and Committee members have a duty to attend meetings unless excused in advance by the Chair. Absences by the Chair must be approved in advance by the Vice-Chair. All members must vote either in the affirmative or in the

negative on each ~~item~~motion presented, unless he or she has disclosed a legal or perceived conflict of interest and filed the required affidavit in advance. A present member who does not vote and who has not filed the required affidavit will be officially recorded as a negative vote.

- (l) *Minutes of Meetings.* Committees shall keep minutes of their meetings. The minutes shall provide a summary of all business discussed or considered, action taken, the outcome of any votes, and those person present at committee meetings. When completed, the minutes shall be signed by the Chair and maintained by the Staff Liaison for the committee.
- (m) *Agenda Postings.* Notice of all committee meetings shall be posted in accordance with the Texas Open Meetings Act ("TOMA"). However, since some citizen committee meetings do not meet the definition of a meeting under the TOMA, a good-faith mistake in the publication of the agenda for a meeting to which the TOMA does not apply will not require the cancellation of the meeting.
- (n) *No Employee Appointments.* To ensure that citizens have an adequate opportunity to participate on citizen boards, commissions, and committees, current City of Killeen employees will not be appointed to citizen boards, commissions, and committees, even if they are residents of the City of Killeen. If an individual who is currently serving on a citizen board, commission, or committee is hired by the City of Killeen, once the current term is complete, he or she is not eligible for reappointment to his or her position on the board, commission, or committee. However, an employee may be appointed to a board, commission or committee if state law requires an employee to serve on a specific board because of that employee's position with the City.
- (o) *No City Councilmember Appointments.* Understanding that citizen committees are most effective when the members are able to communicate freely, no City Councilmember will be appointed as a member of a citizen committee.
- (p) Recommendation Regarding the Continuation of Committees. The Mayor shall annually review the activity of the existing committees to identify inactive committees and shall provide a report to the Council recommending which committees should be continued and which dissolved.
- (p)(q) Bylaws. No board, commission or committee will create or amend its bylaws in a way that limits the City Council or Staff or that creates requirements for the City Council or Staff. Further, no board, commission or committee will create of amend its bylaws to change the purpose or mission of the board, commission or committee, expand the scope of the board, commission or committee, or in any way cause the board, commission or committee to function in a way not intended by the City Council unless approved by the City Council.

Sec. 3-30. Communications on Behalf of the City by Citizen Members of Boards, Commissions and Committees

- (a) Boards, commissions, and committees, whether established by reason of State law, the Charter, by ordinance or on an ad hoc basis, are an integral part of the municipal government process. The citizens who serve on City boards, commissions, and committees provide an important service to the citizens of Killeen. Boards and commissions, and the members of those boards, commissions, and committees, do not, however, speak for the City on larger issues of City governance. The City Council is responsible for all aspects of the City's governance and it is the legislative and policy-making body for the City.
- (b) If a board, commission, or committee desires to communicate to others a position on any matter of public concern, the board, commission, or committee shall first seek approval from the City

Council before engaging in such communication. The City Council will speak for the City. The City Council will determine the official position of the City on the issue presented by the board, commission or committee, and whether it shall be communicated.

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DIVISION 4. COUNCIL DIRECTIVES AND EXECUTIVE LIMITATIONS

A. Council Directives to Management

Sec. 4-10. Public Use of City Hall and Other City Facilities

The City Manager shall develop a program addressing the use of the Council Chambers, the meeting rooms in City Hall, and other city-owned meeting space by other governmental entities, non-profit groups for public purposes, and City departments. The program shall be consistent with current security protocols and shall recognize the public use of City Hall for public business as paramount.

Sec. 4-20. Policy for Support of Community Events

The City Manager shall develop a policy providing for the annual support of the community events listed in sec. 2-80. Such support shall be in-kind (non-monetary), and subject to available funding. The policy shall also provide guidelines for supporting other events not listed in sec. 2-80, in a manner that will recoup the City's costs.

Sec. 4-30. Compensation of City Employees

The City Manager is directed to bring forward an annual employee compensation plan that is within the City's financial and budgetary limits, and compensates all City employees at a level that is competitive with the compensation paid to employees within the City's employment market area. The City Manager is directed to have compensation surveys conducted to determine whether employment compensation for City employees is competitive.

Sec. 4-40. Restrictions on the Representation of Third-Parties by Former City Employees ("Revolving Door Policy")

A former employee of the City who was employed as a departmental director, Assistant City Manager, City Manager, City Auditor or Municipal Judge may not make any communication to or appearance before the City Council before the second anniversary of the date the former employee ceased to be employed by the City if the communication or appearance is made: (1) with the intent to influence the City Council; (2) is made or done on behalf of any person other than the former employee in an individual capacity, and; (3) is made or done in connection with any matter on which the former employee seeks official action.

Sec. 4-50. Motions of Direction to City Manager

During a work session or regular meeting, discussion may lead to a point where the City Council wishes to direct the City Manager in a particular manner. The appropriate way to accomplish this is for a City Councilmember to make a motion in which the City Manager is directed towards, or away from, a particular course of action. There must be a second and a vote on the Motion. If approved by a majority of the City Councilmembers in attendance, the Motion of Direction becomes the official direction of the City Council and will be transcribed and maintained for the record.

Sec. 4-60. Directive to Use Official City of Killeen E-mail Addresses

To ensure compliance with the Texas Public Information Act and required retention schedules and to

further transparency in the communication and discussion of City business, the City Manager will ensure that Staff uses only official City of Killeen e-mail addresses for both Staff and Councilmembers, when communicating with City Councilmembers about City business. If circumstances require a Staff member to conduct City business on a non-City email account, the Staff member shall promptly forward the associated electronic communications to a city email account.

Sec. 4-70. Delegation of Authority to Determine Purchasing Method

Chapter 252 of the Texas Local Government Code allows a governing body to determine that an approved method other than competitive sealed bidding provides the best value for the municipality. The Code also allows the governing body to delegate that authority to a designated representative. The City Council hereby delegates its authority to determine which approved purchasing method provides the best value for the municipality to the City Manager.

Sec. 4-80. Directive to Adopt Finance Policies and Review Annually

The City Manager is directed to provide to the City Council a comprehensive set of Financial and Budget Policies for consideration and adoption by the Council. Such policies shall be reviewed and adopted annually.

Sec. 4-90. Issuance of Correction Deeds and Deeds Without Warranty

The City Council hereby delegates to the City Manager the authority to issue a correction deed or a deed without warranty when the property subject to the deed was deeded to the City of Killeen either by mistake or without the City's authorization and the City has no need for the property. Deeding the property back to the original owner shall only occur when the owner agrees to pay all taxes that would have been owed had the property never been deeded to the City. This action will also put the property back on the tax roll. The City Manager will promptly advise the City Council when these instances occur.

Sec. 4-100. Directive to Adopt Media Policy

(a) The City Manager is directed to develop a media policy to establish communication protocols between staff and members of the media.

~~(a)~~(b) The Executive Director of Communications shall provide updates to the City Council and the citizens of Killeen as important incidents arise and in general no less than once a month. The report may be a presentation to the City Council or provided in a written report.

Sec. 4-110. Delegation of Signature Authority

Unless the Charter, a statute, regulation, order or the City Council itself states to the contrary, the City Council hereby authorizes the City Manager to delegate his signature authority to a subordinate staff member as he deems appropriate.

Sec. 4-120. Directive to Develop Economic Development Policy

The City Manager is directed to develop an Economic Development Policy for the City Council's consideration.

Sec. 4-130. Directive to Develop Street Maintenance Policy

The City Manager is directed to develop a policy addressing Street Maintenance within the City for the City Council's consideration.

Sec. 4-140. Directive to Develop Invocation Procedure

To solemnize its proceedings, it is the policy of the City Council to open its meetings with an invocation. In order to respect the constitutional rights of all persons, participation in the invocation or prayer will be voluntary; no one in attendance will be required to participate, and no one demonstrating appropriate respect and decorum will be excluded from participating. Everyone will be treated equally in all respects whether they choose to participate, or not participate, in the prayer or invocation.

In order to ensure compliance with this policy and with the law, the City Manager is directed to establish appropriate procedures to allow for an invocation at the beginning of City Council meetings.

This policy, and the procedure implementing the policy, is not intended, and shall not be implemented or construed in any way, to affiliate the City Council with, nor express the City Council's preference for or against, any faith, belief, or religious denomination. Rather, this policy is intended to acknowledge and express the City Council's respect for the diversity of denominations, faiths, and beliefs represented and practiced among the citizens of Killeen.

Sec. 4-150. Directive Regarding Zoning Notification Boundaries and Signage

The City Manager is directed to increase to 400 feet the notification boundary for properties subject to a request for a zoning classification change. In addition, the City Manager is directed to include appropriate signage on real property subject to a zoning classification change request. Such signage shall be visible to the public in advance of the public hearings before the Planning and Zoning Commission and the City Council.

Sec. 4-160. Delegation of Authority to Approve Certain Change Orders

Texas Local Government Code sec. 271.060 allows the City Council to delegate the authority to approve a change order increasing or decreasing a contract by \$50,000 or less. The City Council hereby delegates such authority to the City Manager, however, once the cumulative amount of change orders for a single contract reach \$500,000.00, all future change orders for that contract must be taken to the City Council for approval, regardless of the amount.

Sec. 4-170. Delegation of Authority to Apply for Grants

Some grant applications require the authority of the governing body in order to apply for a grant on behalf of the City. The City Council hereby delegates the authority to apply for grants to the City Manager.

Sec. 4-180. Delegation of Authority to Employ Police and Fire Over-Hires

The City Council has approved a set number of over-hires allowed for the police and fire departments. The City Council hereby delegates the authority to the City Manager to employ such over-hires, provided that the number of over-hires does not exceed the number of over-hires currently approved by ordinance.

B. Executive Limitations

Sec. 4-210. Global Executive Constraint

The City Manager shall not cause or allow any organizational practice, activity, decision, or circumstance that is either unlawful, imprudent, or in violation of commonly accepted business and professional ethics.

Sec. 4-220. Treatment of Customers of City Services

With respect to interactions with customers, the City Manager shall not cause or allow conditions, procedures, or decisions that are unsafe, untimely, undignified, or unnecessarily intrusive.

The City Manager will not:

1. Elicit information for which there is no clear necessity.
2. Use methods of collecting, reviewing, transmitting, or storing customer information that fail to protect against improper access to the material.
3. Operate facilities without appropriate accessibility and privacy.
4. Operate without establishing with customers a clear understanding of what may be expected and what may not be expected from the service offered.
5. Operate without informing customers of this policy or providing a way to be heard for persons who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

Sec. 4-230. Treatment of Staff

With respect to the treatment of paid and volunteer staff, the City Manager shall not cause or allow conditions that are illegal, unfair, undignified, disorganized, or unclear.

The City Manager will not:

1. Operate without written personnel rules that (a) clarify rules for staff, (b) provide for effective handling of grievances, and (c) protect against wrongful conditions, such as nepotism and grossly preferential treatment for personal reasons.
2. Retaliate against any staff member for non-disruptive expression of dissent.
3. Allow staff to be unaware of City Manager's interpretations of their protections under this policy.
4. Allow staff to be unprepared to deal with emergency situations.

Sec. 4-240. Financial Planning/Budgeting

The City Manager shall not cause or allow financial planning for any fiscal year or the remaining part of any fiscal year that deviates materially from City Council priorities, or risks financial jeopardy.

The City Manager will not allow budgeting that:

1. Risks incurring those situations or conditions described as unacceptable in the Executive Limitations policy section 4-250, entitled "Financial Condition and Activities."
2. Omits credible projection of revenues and expenses separation of capital and operational items, cash flow analysis, and disclosure of planning assumptions.
3. Provides less than the amount determined annually by the City Council for the City Council's direct use during the year.

Sec. 4-250. Financial Condition and Activities

With respect to the actual, ongoing financial condition and activities, the City Manager may not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from the City Council's established priorities.

The City Manager will not:

1. Expend more funds than have been budgeted in the fiscal year.
2. Incur short-term debt in an amount greater than can be repaid by certain and otherwise unencumbered revenue within 60 days.
3. Use any long-term reserves without City Council direction and approval.
4. Conduct inter-fund borrowing in amounts greater than can be restored within 120 days.
5. Allow payables or receivables not to be settled within a reasonable time frame.
6. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
7. Make a single purchase or commitment of greater than \$50,000 without City Council approval, unless a verifiable and documented emergency exists. Splitting orders to avoid this limit is not acceptable.
8. Acquire, encumber or dispose of real estate unless allowed by law or approved by the City Council.
9. Issue expense checks to himself or herself without the signature of a Council-approved signatory who has been provided with appropriate documentation and receipts.

Sec. 4-260. Asset Protection

The City Manager shall not allow the City's assets to be unprotected, inadequately maintained, or unnecessarily risked.

The City Manager will not:

1. Insure the organization's physical structures and contents for less than one hundred percent of scheduled value against theft, fire and casualty losses or insure against liability losses to Councilmembers, staff, volunteers and the organization itself for less than the average for comparable organizations.
2. Allow personnel unauthorized access to City funds.
3. Knowingly subject facilities and equipment to improper wear and tear or insufficient maintenance without first bringing the issues to the City Council's attention.
4. Unnecessarily expose the organization, its City Council or staff to claims of liability.
5. Receive, process or disburse funds under controls that are insufficient to meet the City Council-appointed auditor's standards.
6. Make any purchase that violates the City's Purchasing Policy or Financial Governance Policies.
7. Allow property, information and files to be unprotected from loss or significant damage.
8. Make any investment that is not in compliance with the City's Investment Policy.

Sec. 4-270. Emergency City Manager Succession

In order to protect the City Council from sudden loss of City Manager services, the City Manager shall not permit there to be less than one other person familiar enough with City Council and City Manager issues and procedures to be able to maintain organization services.

Sec. 4-280. Compensation and Benefits

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the City Manager shall not cause or allow jeopardy to fiscal integrity or public image.

The City Manager will not:

1. Change the City Manager's own compensation and benefits, except as those benefits are consistent with a package for all other employees.
2. Promise or imply permanent or guaranteed employment.
3. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
4. Create obligations over a longer term than revenues can be safely projected.
5. Establish or change pension or retirement benefits so as to cause unpredictable or inequitable situations, including those that:
 - a) Incur unfunded liabilities;

- b) Provide less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited;
- c) Allow any employee to lose benefits already accrued from any foregoing plan; and
- d) Treat the City Manager differently from other key employees.

Sec. 4-290. Communication and Support to the City Council

The City Manager shall not cause or allow the City Council to be uninformed or unsupported in its work.

The City Manager will not:

1. Let the City Council be unaware of any significant incidental information it requires including anticipated adverse media coverage, threatened or pending lawsuits, and material internal and external changes.
2. Allow the City Council to be unaware that, in the City Manager's opinion, the City Council is not in compliance with its own policies, particularly in the case of City Council behavior which is detrimental to the work relationship between the City Council and the City Manager.
3. Allow the City Council to be without decision information required periodically by the City Council or let the council be unaware of relevant trends.
4. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.
5. Allow the City Council to be without a workable mechanism for City Council, officer, or committee communications.
6. Deal with the Council in a way that favors or privileges certain Councilmembers over others, except when (a) fulfilling individual requests for information, which will be provided to all City Councilmembers; or (b) responding to officers or committees duly charged by the Council.
7. Allow the City Council to be unaware of any actual or anticipated noncompliance with any City Council Executive Limitations.
8. Endanger the City's public image, credibility, or its ability to accomplish its established goals.

DIVISION 5. COMMUNICATIONS

Sec. 5-10. Purpose

Since government is only successful when the citizens are kept informed and educated about the issues facing their municipality, it is necessary that the media play a role in the governmental process. It is through an informed public that progress is ensured and good government remains sensitive to its constituents. These guidelines are designed to help ensure fair relationships with all media reporters. The City Council and the City Manager recognize that the media provides an important link between the City Council and the public. It is desired to establish a professional working relationship to help maintain a well-informed and educated citizenry.

Furthermore, although traditional media continues to play an important role in distributing information, social media and other City managed web-based technologies make information increasingly available to the public in real time and in its entirety. All avenues of communicating information are important and have a meaningful impact on city government.

Sec. 5-20. General Provisions

- (a) City staff will make all meeting notices, agendas, minutes, and supporting documentation available to the City Council and to the public via the City's official website. If supporting documentation is not available to the City Council in advance of a workshop meeting, at City Council's discretion the Council will be given two workshop sessions to discuss the item before it moves to a business meeting for action.
- (b) City Council meetings will be live streamed and archived in their entirety and made available to the public via the City's official website.

Sec. 5-30. Media

- (a) Media shall be welcome to attend all public meetings of the City Council.
- (b) Media may be asked to occupy a designated area in some circumstances but may generally locate in places open to the public.
- (c) Media may not disturb the decorum or professionalism of City Council meetings or work sessions.
- (d) Media may contact the Mayor and City Councilmembers directly.
- (e) The Mayor is the primary spokesperson for the City on matters regarding policy decisions or any City Council information pertaining to issues on the agenda. To ensure fair treatment of an issue, any clarifications requested by the media on the issue should be addressed after the meeting. When opposing positions have been debated, regardless of the outcome, the public is better informed when all sides have adequate coverage by the media. This lets the public know the item was seriously debated and options discussed before a vote was taken, and helps build confidence in their government. In respect to each City Councilmember and the citizens of the City, the views presented by each City Councilmember should be given equitable representation. Although Councilmembers may express differing ideas, equitable representation helps promote unity of purpose by allowing the public to be informed of each Councilmember's position during his/her term of office and not solely during an election campaign.

- (f) City Councilmembers may not speak to media or the public on behalf of the body; they may speak only as an individual member.
- (g) To preserve the decorum and professionalism of City Council meetings, the media are requested to refrain from talking with other people in the audience and to conduct any interview with the public outside the meeting room while the City Council is in session. Media interviews will not take place in City Council Chambers.
- (h) Media wishing to speak to City staff will comply with the Media Policy developed by the City Manager.

Sec. 5-40. Social Media

- (a) City Councilmembers participating in social media relating to City business shall use their real names.
- (b) City Councilmembers will maintain posts to social media sites relating to City business in accordance with records retention law.
- (c) City Councilmembers will not participate in online discussions, groups or forums that contain or have the potential to contain a quorum of City Council (walking quorum).
- (d) City Councilmembers are encouraged to share information from City social media sites on their own sites.

Sec. 5-50. Email

- (a) To ensure compliance with the Texas Public Information Act and required retention schedules and to further transparency in the communication and discussion of City business, City Councilmembers will use their official City of Killeen email addresses to conduct City business. If circumstances require a City Councilmember to conduct City business on a non-City email account, he or she shall promptly forward the associated electronic communications to a City email account.
- (b) City Councilmembers will not “email all,” “copy all,” “blind copy all” or “reply all” to emails discussing City business that contain or have the potential to contain a quorum of members.

Sec. 5-60. Other

- (a) The City of Killeen logo is copyrighted. It may only be used for official City business and may not be used on campaign materials or for personal business.
- (b) The Mayor, as the ceremonial head of the City, is the issuer of proclamations, certificates, awards, City coins, etc. on behalf of the City of Killeen. City Councilmembers wishing to bestow such honors shall request the Mayor to issue and present.
- (c) The Mayor may sign letters and petitions making requests or stating positions on behalf of the City so long as they do not conflict with a City Council decision or directive.

- (d) Dedication plaques placed on City buildings shall include the names of the Mayors and City Councilmembers who served from the time funding was budgeted for the project through completion.

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DIVISION 6. ETHICS

A. Policy Statement

It is the desire of the Killeen City Council to promote and encourage the highest standard of conduct for elected City officials, and officials appointed to City Boards and Commissions who represent the citizens of Killeen. The members of the Killeen City Council support the philosophy that elected Officials and appointed Board Members act in a manner that avoids even the appearance of impropriety.

Each elected official or appointed Board Member shall, at a minimum, comply with all State laws and City ordinances and policies regarding ethical behavior. Elected and appointed officials shall always act in the public interest rather than in the furtherance of self-interest or those of special interest.

The Killeen City Council recognizes that it cannot by policy define ethical behavior, but it expects each elected or appointed official to act conscientiously in public service, recognizing that the public is best served when elected or appointed officials make decisions and act in a manner that promotes confidence by the citizens of Killeen in the process of City Government.

B. Guidelines and Procedures

The following provisions apply to members of the City Council and members of any board, commission or committee established pursuant to the Charter or the ordinances of Killeen, by the laws of this state, or by the City Council (hereinafter referred to as "Officials.")

Sec. 6-10. Council and Appointed Board Members

Within thirty days of election or appointment to a Board or Commission, or within 30 days of adoption of these Governing Standards and Expectations, each Official shall sign and deliver to the City Secretary:

1. a copy of the Ethics Policy [Agreement](#);
2. a copy of the Standards of Conduct [Agreement](#);
3. a disclosure statement that discloses any real property owned by the Official or a relative within the first degree of consanguinity or affinity within the Killeen city limits or ETJ, and specifies any business interest located within Killeen, or any business interest that may have dealings with the City. The Official is obligated to update the disclosure as circumstances change.

Within ninety days of election or appointment, each Official shall complete the Open Meetings Act and Public Information Act training sponsored by the Texas Attorney General's Office.

Sec. 6-20. Acceptance of Gratuities

No Official shall knowingly solicit or accept, from any source, any gift, favor, service or thing of value, including a promise of future employment, in consideration of having exercised any official power or performing any official duty on behalf of the City. Acceptance of any gratuities shall be disclosed as required by Chapter 176 of the Texas Local Government Code.

Sec. 6-30. Use of City Facilities, Personnel, Equipment, etc.

No Official shall knowingly use city facilities, personnel, equipment, or supplies, or use any confidential information concerning the property, operations, policies, or affairs of the City, for his or her private, personal and/or political gain.

Sec. 6-40. Conduct in Commercial Transactions

No Official shall knowingly be an interested party to any exchange, purchase, or sale of property, goods, or services with the City, or enter into any contract with the City, except in full and impartial compliance with state statutes, city charter, ordinances and applicable regulations and subject to any restrictions of the city charter; provided further that such persons shall receive no favor or special concession or inducement not customarily available and granted by the city in such a transaction; and provided further than any discretion by Officers, in connection with any such transaction, shall be exercised impartially and upon the same standards applied to all citizens of Killeen.

Sec. 6-50. Representing Interests Contrary to Those of the City

No Official shall knowingly represent, directly or indirectly, another person or any group or entity, in any action or proceeding against the interests of the City or in any litigation in which the City or any City department, agency, commission or board is a party, or may become a party.

Sec. 6-60. Conflicting Interests in Legal Proceedings

No Official shall knowingly represent, directly or indirectly, another person or any group or entity in any action or proceeding in the City's Municipal Court of Record, which was instituted by a City officer or employee in the course of official duties or in any criminal proceeding in which any City officer or employee is a material witness for the prosecution.

Sec. 6-70. Disclosure of Personal Financial Interest and Abstention from Voting

If any Officer has a conflict of interest as defined by Chapter 171 of the Texas Local Government Code, he or she shall file the required affidavit and abstain from all participation in the matter, to include leaving the room when possible. The determination of whether a conflict of interest applies should be construed liberally. In fact, the Officer is encouraged to consider abstention when the public would likely perceive the circumstances as a conflict of interest. While it is the Officer's sole responsibility to determine whether a conflict of interest exists, the Officer may discuss the circumstances with the City Attorney or designee to assist in his/her decision-making. Absent a conflict of interest, the Officer has a duty to vote in every item presented during a meeting.

Sec. 6-80. Communications with Applicants or Petitioners

Any City Councilmember communication with an applicant or petitioner (or their agent) outside of a public meeting regarding a matter that will come to the City Council for a decision must be disclosed in writing and provided to the City Secretary prior to City Council discussion or deliberation of the action. Examples include but are not limited to discussion with a property owner regarding his or her rezoning request, or discussion with a vendor prior to bid award. The City Secretary will provide the statement(s) to the Mayor, who will disclose the communication during the meeting at which the action will be discussed or considered, before any discussion or consideration has occurred.

Any Planning and Zoning Commissioner communication with an applicant or petitioner (or their agent)

outside of a public meeting regarding a matter that will come to the Planning and Zoning Commission for a decision or recommendation must be disclosed in writing and provided to the City Secretary prior to the Commission's discussion or deliberation of the action. The City Secretary will provide the statement(s) to the Commission Chair, who will disclose the communication during the meeting at which the action will be discussed or considered, before any discussion or consideration has occurred.

DRAFT

DIVISION 7. ENFORCEMENT AND ADMINISTRATION

Sec. 7-10. Policy Enforcement

If a Councilmember believes this policy has been violated, the topic shall be placed on a meeting agenda following the procedure established in section 1-20(b). If it is a Staff Member who is in violation of this policy, the City Manager will handle the matter in accordance with City policy as he deems appropriate in accordance with personnel policy.

Sec. 7-20. Annual Review and Re-adoption of These Governing Standards and Expectations

Each June, after the new City Council is elected and seated, the new City Council shall begin review of these Governing Standards and Expectations and should work towards re-adoption of an updated version by a majority vote of all Councilmembers present and voting by the end of July each year.

Sec. 7-30. City Manager and City Attorney Roles Regarding Protocol.

The City Attorney assists the Mayor as a resource to confer with, and acts as an advisor for interpreting the City Council's adopted Governing Standards and Expectations. The City Manager, the City Attorney nor any other Staff member is responsible for enforcing these protocols and guidelines.



ATTACHMENT A

REQUEST TO PLACE ITEM ON THE AGENDA

(Per Section 1-20 of Governing Standards and Expectations)

Requestor(s): _____

Date: _____

Problem/Issue/Idea Name for Agenda:

Description of Problem/Issue/Idea:

Requested Action:



ATTACHMENT B

SUPPORT FOR MAYOR OR COUNCILMEMBER-SPONSORED MEETING

(Per Section 2-60 of Governing Standards and Expectations)

Requestor: _____

Date of Event: _____ Event Start Time: _____ Event End Time: _____

Name of Event: _____

Reason for Event: _____

Number of Attendees expected: _____ Is your event open to the public: ☐ Yes ☐ No

Preferred City Facility: ☐ Killeen Community Center
☐ Lions Club Park Senior Center
☐ Killeen Police Headquarters Community Room
☐ Community room of a Killeen Fire Station.

Will you require any audio visual equipment or technical support (please explain):

Will you require attendance of city staff for presentations or other purpose (please explain)?:

Will you require additional set up and/or clean up time? If so, state move in and move out times:
In: _____ Out: _____

Once per calendar year, the Mayor and each Councilmember may hold one Mayor or Councilmember-sponsored meeting that is supported by city resources in the following manner:

1. The complimentary use of an above listed meeting space if space is available and not otherwise scheduled.
2. The meeting space should be reserved in advance, but no more than two months in advance.
3. Technical support, to the extent it is available at the chosen space, and not otherwise in use.
4. City Staff presentations, scheduled in advance through the City Manager.
5. The meeting will not occur within the six months preceding an election in which the Mayor or a Councilmember is a candidate for re-election so that there can be no allegation that tax-payer dollars are being illegally spent in support of the Mayor or a Councilmember's reelection effort.

Councilmember Signature

Date

TO BE COMPLETED BY CITY MANAGER OR DESIGNEE

☐ Approved ☐ Denied

Signature

Date



ATTACHMENT C

COUNCIL COMMITTEE INTEREST FORM

Council Member: _____

Please identify the Standing Council Committee(s) on which you would prefer to serve, with "1" being your first choice. Please indicate at least two choices.

- _____ Audit Committee
- _____ Killeen Sister Cities
- _____ Tax Increment Reinvestment Zone #2 Board (TIRZ #2)

Please identify the Appointment Sub- Committees on which you would prefer to serve, with "1" being your first choice. Please indicate at least three choices:

- _____ Board of Adjustment – Construction
- _____ Board of Adjustment – Fire Prevention Code
- _____ Board of Adjustment – Airport Hazard Zoning
- _____ Board of Adjustment – Zoning
- _____ ~~Killeen Volunteers, Inc.~~ Animal Advisory Committee
- _____ Senior Citizen Advisory Board
- _____ Bell County Health District

Please rank the following County or other Agency Board positions according to your interest in serving, with "1" being your first choice:

- _____ Development District Board of Central Texas
- _____ Hill Country Transit District
- _____ Transportation Planning Committee (KTMPO)
- _____ KEDC
- _____ CTCOG



ATTACHMENT D

CITY OF KILLEEN ETHICS POLICY AGREEMENT

I hereby certify that I have received a copy of and agree to abide by the City of Killeen Ethics Policy.

Council/Board/Commission/Committee Member Signature

Printed Name

Date



ATTACHMENT E

CITY OF KILLEEN STANDARDS OF CONDUCT

I hereby certify that I have received a copy of and agree to abide by the City of Killeen Standards of Conduct.

Board/Commission/Committee Member Signature

Printed Name

Date



ATTACHMENT F

AMENDMENT HISTORY

Date	Resolution Number
<u>January 15, 2019</u>	<u>19-008R</u>
August 27, 2019	19-084R
<u>February 9, 2021</u>	<u>21-019R</u>




ANNUAL REVIEW OF GOVERNING STANDARDS

RS-21-123

September 21, 2021

Process

2

- July 13
 - ▣ Staff recommendations for revisions
 - ▣ Council recommendations sent to staff by July 29
- August 17
 - ▣ Discuss proposed changes
 - ▣ Additional feedback from Council
- **September 21** 
 - ▣ Review for possible approval on September 28

Summary of Changes

3

- Preface
 - ▣ Expectations for Councilmembers
 - ▣ Assist in preserving decorum, follow rules of the Council
- Table of Contents will be modified upon approval

Summary of Changes

4

- ❑ 1-20(e) – Agendas go out on or before Wednesday before a work session, on or before Friday for a regular meeting.
- ❑ 1-50(a)(7) – Citizen Petition – Due to the new packet timeline, the time to sign up moved from Wednesday to Monday of the week preceding the meeting at which the citizen wishes to speak.
- ❑ 1-50(a)(8) – Citizen Comments – a majority vote is required for any time extensions beyond the one minute the Mayor grants.

Summary of Changes

5

- ❑ 1-50(a)(12)(c) – Public Hearings – The time designated for questions of staff shall not be used to indicate support or opposition.
- ❑ 1-70(c) – Authority of the Chair – Reference to the section on appeal to the Council for clarity.

Summary of Changes

6

- ❑ 1-70(e) – Limits to Deliberations
 - ▣ Work Session – 2 opportunities to speak, 5 minutes each.
Third opportunity only upon majority vote of Council.
 - ▣ Regular/Special Meetings – 3 opportunities to speak, 3 minutes each
 - ▣ Responding to a request for clarification from another Councilmember or staff responses do not count against the time limitations.

Summary of Changes

7

- ❑ 1-70(l) – Recess every 2 hours.
- ❑ 1-70(n) – No further discussion on an item after a vote.
- ❑ 1-70(o) – No votes taken twice unless a proper Motion for Reconsideration is made.
- ❑ 1-70(p) – Meetings end at 11:00 pm unless discussion is in progress or a time sensitive matter has not yet been considered.

Summary of Changes

8

- 1-90(b) – Questions in advance – Staff will include in its presentation responses to questions received in advance.

Summary of Changes

- 3-20 Citizen Boards, Commissions and Committees
 - ▣ (e) Remove “appointment” from Subcommittees. Members to act as liaisons.
 - ▣ (e) No subcommittee for KVI, add Animal Advisory.
 - ▣ (g) Change terms from 6 years to 2 terms.
 - ▣ (n) Employee appointments allowed if required because of the employee’s position with the City.
 - ▣ (q) Bylaws cannot restrict or create requirements for Council or staff, and cannot change the purpose, mission or scope unless approved by Council.

Summary of Changes

10

- 4-100 Media Policy
 - ▣ The Executive Director of Communication shall provide at least monthly updates, either by presentation or written report.

Recommendation

11

- Staff recommends that the City Council approve amendments to the Governing Standards and Expectations.



City of Killeen

Legislation Details

File #: RS-21-124 **Version:** 1 **Name:** Annual Appointments to Citizen Boards and Commissions
Type: Resolution **Status:** Resolutions
File created: 8/9/2021 **In control:** City Council Workshop
On agenda: 9/21/2021 **Final action:**
Title: Consider a memorandum/resolution appointing members to various citizen boards and commissions.
Sponsors: City Council
Indexes:
Code sections:
Attachments: [Staff Report](#)
[Presentation](#)

Date	Ver.	Action By	Action	Result
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STAFF REPORT

DATE: September 21, 2021

TO: Kent Cagle, City Manager

FROM: Traci Briggs, City Attorney

SUBJECT: Boards and Commissions - Citizen Engagement

BACKGROUND AND FINDINGS:

The City of Killeen has various citizen boards and commissions that serve in an advisory capacity. Per City Code of Ordinances, sec. 2-116, all appointments and reappointments to citizen boards, commissions and committees shall be made by the city council prior to October 1st of each year for all positions to be filled that fiscal year.

Listed below are boards and commissions seats that have become vacant due to a resignation or are expiring September 30, 2021.

Section 2-118 of the Code of Ordinances states that persons appointed to city boards, commissions or committees can be effective members only if they attend the group's meetings regularly. In case of excessive absences, a board, commission, or committee member can be removed from office. Missing three (3) consecutive meetings or more than twenty-five (25) percent of meetings in a twelve-month period where the board meets more than four times per year shall constitute excessive absences. The city manager has been notified by the chairperson of the Animal Advisory Committee that a member has missed more than twenty-five (25) percent of meetings in a twelve-month period as defined by the code. The member with the attendance infraction is identified in the chart below in the status column as "Attendance."

Per Section 6-36 of the Code of Ordinances the Animal Advisory Committee is composed of at least one (1) licensed veterinarian, one (1) city official, one (1) person whose duties include the daily operation of the city's animal shelter, and one (1) representative from an animal welfare organization, and seven (7) citizens. Two (2) of the seven (7) citizen members currently serving have been identified as not being citizens of the City of Killeen and is identified in the chart below in the status column as "Residency."

In addition, on August 26, 2021, staff was notified that committee member Bruce "Chris" Thomas had passed away. Mr. Thomas' status in the chart below is identified as "Vacant."

THE ALTERNATIVES CONSIDERED:

No other alternatives were considered.

CONFORMITY TO CITY POLICY:

Making these appointments conforms to relevant city ordinances and policies.

FINANCIAL IMPACT:**What is the amount of the expenditure in the current fiscal year? For future years?**

There is no current or future expenditure with these appointments.

Is this a one-time or recurring expenditure?

N/A

Is this expenditure budgeted?

N/A

If not, where will the money come from?

N/A

Is there a sufficient amount in the budgeted line-item for this expenditure?

N/A

RECOMMENDATION:

It is recommended that the city council appoint individuals to fill identified vacancies and expired terms.

DEPARTMENTAL CLEARANCES:

City Attorney

ATTACHED SUPPORTING DOCUMENTS:

N/A

FY2021 - 2022 Boards and Commissions**Animal Advisory Committee (All Council)**

Current Member	Status	New Member	Comments	Termed?	Reappoint?
Michael Joyner, DVM	Term Expired		Veterinarian	Yes	Yes
Peter Stanonik	Attendance		Citizen Rep (20-22)	n/a	n/a
Anca Neagu	Residency		Citizen Rep (20-22)	n/a	n/a
Pat Davis, DVM	Residency		Citizen Rep (20-22)	n/a	n/a
Chris Thomas	Vacant		Citizen Rep (20-22)	n/a	n/a

Arts Commission (All Council)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
Nelson Santiago	Term Expired		At-Large	No	No
Roxanne Flores-Achmad	Term Expired		At-Large	No	Yes
Angela Galbreth	Term Expired		At-Large	No	Yes

Audit Committee (All Council)

Current Member	Status	New Member	Comments	Termed	Reappoint?
Bob Blair	Term Expired		Citizen Rep	Yes	Yes
Jack Ralston	Term Expired		Citizen Rep	Yes	Yes

Board of Adjustment - Construction (Sub-Comm: J. Gonzalez, K. Wilkerson)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
Royce Bowles	Term Expired		Electrical Contractor	Yes	Yes
John Deane	Term Expired		Mechanical Contractor	Yes	Yes
Kent Stephens	Term Expired		Health District Rep	No	Yes

Board of Adjustment - Fire Prevention Code (Sub-comm: D. Nash-King, R. Williams)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
Michael Turo	Term Expired		Citizen Rep	No	Yes
Clifford Pinkerton	Term Expired		Citizen Rep	No	Yes

Board of Adjustment - Zoning (Sub-Comm: K. Wilkerson, M. Brown)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
James Wesley	Term Expired		Citizen Rep	Yes	No
Claudia Bentley	Term Expired		Citizen Rep	No	Yes
Leo Gukeisen	Term Expired		Citizen Rep	No	Yes
Bear Jones	Term Expired		Alternate	No	Yes

Civil Service Commission (City Manager)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
Kevin Williams	Term Expired		Citizen Rep	No	Yes

Community Development Advisory Committee (All Council)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
Kathy Bradley	Term Expired		Citizen Rep	No	No
John Driver	Term Expired		Citizen Rep	No	No
Van Fraley	Term Expired		Citizen Rep	No	No
Keith Maxwell	Term Expired		Citizen Rep	No	No

Comprehensive Plan Advisory Committee (Each Councilmember x2)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
Tim Tunstill	Resigned		Mayor Appointment	n/a	n/a
Paul Blakey	Resigned		CM Wilkerson Appt	n/a	n/a
Keila Cruz	Resigned		CM Brown Appt	n/a	n/a

Heritage Preservation Board (All Council)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
Ramon Alvarez	Term Expired		P&Z Rep, Ex-Officio	No	Yes

Killeen Economic Development Corporation (All Council)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
Matt Connell	Term Expired		Chamber Rep	No	Yes
Randy Sutton	Term Expired		KIF Rep	No	Yes

Killeen Housing Authority (Mayor)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
Cullen Mills	Term Expired		Citizen Rep	No	Yes
Erma Taylor	Term Expired	Rosalind Stubbs	Resident Member	Yes	Yes

Killeen Sister Cities (All Council)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
Lisa Humphreys	Term Expired		Osan Committee Rep	Yes	Yes
Jennifer Hetzel	Term Expired/Resigned	John Crutchfield	Chamber Rep	n/a	n/a
Minerva Cotton	Term Expired		Citizen Rep	Yes	No
Ursula Silva	Term Expired		Citizen Rep	Yes	No

Planning & Zoning Commission (All Council)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
Pos 1 - Leo Gukeisen	Term Expired		Citizen Rep	No	Yes
Pos 2 - Riakos Adams	Term Expired		Citizen Rep	No	Yes
Pos 3 - Ramon Alvarez	Term Expired		Citizen Rep	No	Yes

Recreation Services Advisory Board (All Council)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
Pos 1 - Holly Teel	Term Expired		District 1	No	Yes
Pos 3 - Joe Davis	Term Expired		District 3	No	Yes
Pos 5 - Anthony Kendrick	Term Expired		At-Large	No	Yes
Pos 7 - Patsy Bracey	Term Expired		At-Large	No	Yes

Senior Citizen Advisory Board (Sub-comm: D. Nash-King, J. Gonzalez)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
Mark Hyde	Term Expired		Citizen Rep	No	No
Barbara Henke	Term Expired		Citizen Rep	No	Yes
Mary Taylor	Term Expired		Citizen Rep	No	Yes

Tax Increment Reinvestment Zone #2 (All Council)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
Bobby Whitson	Term Expired		Bell County Rep	No	Yes



BOARDS AND COMMISSIONS CITIZEN ENGAGEMENT

RS-21-124

September 21, 2021

Boards & Commissions

2

- ❑ The City of Killeen has various citizen boards and commissions that serve in an advisory capacity.
- ❑ Per City Code of Ordinances, Sec. 2-116, all appointments and reappointments to citizen boards, commissions and committees shall be made by the City Council prior to October 1st of each year.

Boards & Commissions

3

- ❑ Expiring Terms
 - ▣ Reappointment Requests
 - ▣ Non-reappointment Requests
- ❑ Resignations
- ❑ Attendance Infractions
- ❑ Residency

Boards & Commissions

4

Animal Advisory Committee (All Council)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
Michael Joyner, DVM	Term Expired		Veterinarian	Yes	Yes
Peter Stanonik	Attendance		Citizen Rep (20-22)	N/A	N/A
Anca Neagu	Residency		Citizen Rep (20-22)	N/A	N/A
Pat Davis, DVM	Residency		Citizen Rep (20-22)	N/A	N/A
Chris Thomas	Vacant		Citizen Rep (20-22)	N/A	N/A

Arts Commission (All Council)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
Nelson Santiago	Term Expired		At-Large	No	No
Roxanne Flores-Achmad	Term Expired		At-Large	No	Yes
Angela Galbreth	Term Expired		At-Large	No	Yes

Audit Committee (All Council)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
Bob Blair	Term Expired		Citizen Rep	Yes	Yes
Jack Ralston	Term Expired		Citizen Rep	Yes	Yes

Boards & Commissions

5

Board of Adjustment - Construction (Sub-Comm: J. Gonzalez, K. Wilkerson)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
Royce Bowles	Term Expired		Electrical Contractor	Yes	Yes
John Deane	Term Expired		Mechanical Contractor	Yes	Yes
Kent Stephens	Term Expired		Health District Rep	No	Yes

Board of Adjustment – Fire Prevention Code (Sub-comm: D. Nash-King, R. Williams)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
Micheal Turo	Term Expired		Citizen Rep	No	Yes
Clifford Pinkerton	Term Expired		Citizen Rep	No	Yes

Board of Adjustment – Zoning (Sub-Comm: K. Wilkerson, M. Brown)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
James Wesley	Term Expired		Citizen Rep	Yes	No
Claudia Bentley	Term Expired		Citizen Rep	No	Yes
Leo Gukeisen	Term Expired		Citizen Rep	No	Yes
Bear Jones	Term Expired		Alternate	No	Yes

Civil Service Commission (City Manager)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
Kevin Williams	Term Expired		Citizen Rep	No	Yes

Boards & Commissions

6

Community Development Advisory Committee (All Council)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
Kathy Bradley	Term Expired		Citizen Rep	No	No
John Driver	Term Expired		Citizen Rep	No	No
Van Fraley	Term Expired		Citizen Rep	No	No
Keith Maxwell	Term Expired		Citizen Rep	No	No

Comprehensive Plan Advisory Committee (Each Councilmember X2)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
Tim Tunstall	Resigned		Mayor Appointment	n/a	n/a
Paul Blakey, Sr	Resigned		Councilmember Wilkerson Appointment	n/a	n/a
Keila Cruz	Resigned		Councilmember Brown Appointment	n/a	n/a

Heritage Preservation Board (All Council)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
Ramon Alvarez	Term Expired		P&Z Rep, Ex-Officio	No	Yes

Killeen Economic Development Corporation (All Council)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
Matt Connell	Term Expired		Chamber Rep	No	Yes
Randy Sutton	Term Expired		KIF Rep	No	Yes

Boards & Commissions

7

Killeen Housing Authority (Mayor)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
Cullen Mills	Term Expired		Citizen Rep	No	Yes
Erma Taylor	Term Expired	Rosalind Stubbs	Resident Member	Yes	Yes

Killeen Sister Cities (All Council)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
Lisa Humphreys	Term Expired		Osan Committee Rep	Yes	Yes
Jennifer Hetzel	Term Expired/Resigned	John Crutchfield	Chamber Rep, Ex-Officio	n/a	n/a
Minerva Cotton	Term Expired		Citizen Rep	Yes	No
Ursula Silva	Term Expired		Citizen Rep	Yes	No

Planning & Zoning Commission (All Council)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
Pos 1 – Leo Gukeisen	Term Expired		Citizen Rep	No	Yes
Pos 2 – Riakos Adams	Term Expired		Citizen Rep	No	Yes
Pos 3 – Ramon Alvarez	Term Expired		Citizen Rep	No	Yes

Boards & Commissions

8

Recreation Services Advisory Board (All Council)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
Pos 1 – Holly Teel	Term Expired		District 1	No	Yes
Pos 3 – Joe Davis	Term Expired		District 2	No	Yes
Pos 5 – Anthony Kendrick	Term Expired		At-Large	No	Yes
Pos 7 – Patsy Bracey	Term Expired		At-Large	No	Yes

Senior Citizen Advisory Board (Sub-comm: D. Nash-King, J. Gonzalez)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
Mark Hyde	Term Expired		Citizen Rep	No	No
Barbara Henke	Term Expired		Citizen Rep	No	Yes
Mary Taylor	Term Expired		Citizen Rep	No	Yes

Tax Increment Reinvestment Zone #2 (All Council)

Current Member	Status	New Member	Comments	Termed?	Reappoint?
Bobby Whitson	Term Expired		Bell County Rep	No	Yes

Recommendation

9

- Staff recommends that the City Council appoint individuals to fill identified vacancies and expired terms.



City of Killeen

Legislation Details

File #:	RS-21-125	Version:	1	Name:	Axon TASER 7 Agreement
Type:	Resolution	Status:		Status:	Resolutions
File created:	9/1/2021	In control:		In control:	City Council Workshop
On agenda:	9/21/2021	Final action:		Final action:	
Title:	Consider a memorandum/resolution authorizing an agreement with Axon Enterprise, Inc. through Buyboard (contract #603-20) for the purchase of TASERS in an amount not to exceed \$170,000.00 per year, through fiscal year 2031.				
Sponsors:	Police Department				
Indexes:					
Code sections:					
Attachments:	Staff Report Quote Agreement Certificate of Interested Parties Exemption Presentation				

Date	Ver.	Action By	Action	Result
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STAFF REPORT

DATE: September 21, 2021

TO: Kent Cagle, City Manager

FROM: Charles F. Kimble, Chief of Police

SUBJECT: Purchase of TASER package for the Killeen Police Department

BACKGROUND AND FINDINGS:

The Killeen Police Department has purchased TASER Electronic Control Weapons (ECWs) from Axon Enterprise, Inc. for several years. Most recently, the Department had a five-year contract with Axon for a fixed number of TASER model X26Ps. The contract expires this year, as does the warranty for the majority of these devices. Per Axon, the model X26P is also approaching the end of its product life. Historically, the department spends \$34,848 on the annual cost of the contract, and as much as another \$60,000 on TASERS not originally covered under the contract, duty and training cartridges, batteries, training, and related accessories. This amount fluctuates from year to year based on the number of additional devices needed. There are no viable competing products with the TASER and this agreement specifically is only available directly from Axon Enterprise, Inc.

ECWs are essential issue items for uniformed police officers assigned to Patrol and other specialized units, including the City Jail. They allow for a vetted less lethal force option to control and subdue violent subjects and help mitigate the risk of injury both to the subject and Department employees.

Axon offers the TASER 7 model, which has significant service life left as a model and offers several material improvements over the X26P model. These improvements include the ability to have a second cartridge at the ready and deploy it without having to reload, the addition of a second laser which helps indicate where both projectiles will make contact, and the creation of a drive stun/test button separate from the trigger. These improvements allow the employee a potential second chance at a less lethal force option in a critical incident before having to escalate to deadly force, greater accuracy, and mitigation of the risk of negligent discharge of projectiles. The X26P model only afforded employees a single shot option without reloading, one laser, and the spark test/drive stun option was incorporated into the cartridge trigger. While the department used the X26P model effectively, the improvements available with the TASER 7 are highly desirable.

This agreement includes a virtual reality (VR) training platform, which allows employees to engage in a variety of different use of force scenarios in different settings. The scenarios also include de-escalation options and post-critical incident stress mitigation, with more training scenarios under development.

The purchase option best suited to the needs of the Department is the T7 Cert package, with VR as part of a ten-year purchase agreement. This would allow for the purchase of a sufficient

number of TASERS to outfit all officers assigned to Patrol, as well as those assigned to specialized units. It would also allow for a greater number of training cartridges and training aids than were available under previous plans, unlimited replacement of duty cartridges, and provides for certification for our TASER instructors. The purchased devices would be exchanged for a new model at the five-year mark, at no additional cost.

Current fiscal year expenditures are \$0, although \$34,848 was allocated as the final installment payment for the previous five-year purchase agreement. Proposed expenses are \$1,700,000 over the next ten years, for TASERS, cartridges, training equipment, instructor training, and the VR package. The total proposed expense for this agreement with Axon, through Buyboard Cooperative contract 603-20, for fiscal year 2022 will not exceed \$170,000.00.

This purchase will allow the department to replace all TASERS with a new and improved model which is warranted for five years and receive new replacement units at the six-year mark, at no additional cost. This purchase will also allow the department to conduct enhanced training with more resources than previously available, and maintain the necessary training staff, also at no additional cost. Absent the need for additional devices as staffing levels increase, this annual cost should not increase for ten years.

THE ALTERNATIVES CONSIDERED:

1. Deny the proposed purchase.
2. Continue to purchase an older TASER model, foregoing the additional benefits of the T7 model. This would cost approximately \$96,647 per year just for the devices, with additional funds being required for accessories, batteries, training, training aids, and duty/training cartridges.
3. Authorize the purchase as proposed.

Which alternative is recommended? Why?

Staff recommends alternative number 3, entering into the purchase agreement. Failure to do so will adversely affect the department's ability to properly equip employees and resolve critical incidents.

CONFORMITY TO CITY POLICY:

This purchase would be made through Axon utilizing their Buyboard cooperative contract 603-20. Purchases made through a cooperative contract satisfy that state competitive bidding requirements as stated in Texas Local Government Code section 271.102, subchapter F; a local government that purchases goods or services under this subchapter satisfies any state law requiring the local government to seek competitive bids for that purchase of the goods or services.

FINANCIAL IMPACT:**What is the amount of the expenditure in the current fiscal year? For future years?**

Current fiscal year expenditures: \$0 so far, though \$34,848 was originally allocated for the final installment purchase. This payment would be waived by Axon as part of the new purchase agreement.

Proposed expenses: \$170,000.00 for fiscal year 2022, and \$170,000 per year through fiscal year 2031.

Is this a one-time or recurring expenditure?

Recurring over a ten-year period

Is this expenditure budgeted?

Yes, funds are available in the General Fund Police Department budget in account 010-6055-441-46.35.

If not, where will the money come from?

N/A

Is there a sufficient amount in the budgeted line-item for this expenditure?

Yes

RECOMMENDATION:

Staff recommends that the City Manager or his designee be authorized to execute the described purchase agreement of the TASER 7 Cert with VR package from Axon Enterprise, Inc. through the TASB BuyBoard (Contract # 603-20) in an amount not to exceed \$170,000.00 per year through the fiscal year 2031, and any change orders as authorized by law.

DEPARTMENTAL CLEARANCES:

Purchasing
Finance
City Attorney

ATTACHED SUPPORTING DOCUMENTS:

Quote
Agreement
Certificate of Interested Parties Exemption



Axon Enterprise, Inc.
17800 N 85th St.
Scottsdale, Arizona 85255
United States
VAT: 86-0741227
Domestic: (800) 978-2737
International: +1.800.978.2737

Q-332691-44441.668TR

Issued: 09/02/2021

Quote Expiration: 10/01/2021

EST Contract Start Date: 10/15/2021

Account Number: 112277

Payment Terms: N30

Delivery Method: Fedex - Ground

SHIP TO	BILL TO
Business;Delivery;Invoice-3304 Community Blvd 3304 Community Blvd Killeen, TX 76542-6381 USA	Killeen Police Dept. - TX 3304 Community Blvd Killeen, TX 76542-6381 USA Email:

SALES REPRESENTATIVE	PRIMARY CONTACT
Zach Deegan Phone: Email: zdeegan@axon.com Fax:	Robert Rush Phone: (254) 501-6544 Email: rrush@killeentexas.gov Fax:

Program Length	120 Months
TOTAL COST	\$1,700,000.00
ESTIMATED TOTAL W/ TAX	\$1,700,000.00

Bundle Savings	\$199,577.55
Additional Savings	\$194,823.99
TOTAL SAVINGS	\$394,401.54

PAYMENT PLAN		
PLAN NAME	INVOICE DATE	AMOUNT DUE
1	Sep, 2021	\$170,000.00
2	Sep, 2022	\$170,000.00
3	Sep, 2023	\$170,000.00
4	Sep, 2024	\$170,000.00
5	Sep, 2025	\$170,000.00
6	Sep, 2026	\$170,000.00
7	Sep, 2027	\$170,000.00

8	Sep, 2028	\$170,000.00
9	Sep, 2029	\$170,000.00
10	Sep, 2030	\$170,000.00

BILLED ON FULFILLMENT

PLAN NAME	INVOICE DATE	AMOUNT DUE
None	As Fulfilled	\$0.00

Quote Details

Bundle Summary

Item	Description	QTY
T7CertVR10Yr	2021 Taser 7 Cert Bundle W/ VR 10 Year	215
T7Dock	2021 T7 Dock	6

Individual Items USD

Category	Item	Description	QTY	List Price	Discount	Tax	Net Price	Total(USD)
Other	85147	CEW STARTER	1	\$2,750.00	100.00%		\$0.00	\$0.00
Other	20379	VR 1-DAY SERVICE	1	\$2,000.00	100.00%		\$0.00	\$0.00
Other	85149	CEW 2 DAY PRODUCT SPECIFIC INSTRUCTOR COURSE	1	\$4,524.00	100.00%		\$0.00	\$0.00
Other	20379	VR 1-DAY SERVICE	1	\$2,000.00	100.00%		\$0.00	\$0.00

Bundle: 2021 Taser 7 Cert Bundle W/ VR 10 Year Quantity: 215 Start: 10/15/2021 End: 10/14/2031 Total: 1700000.01 USD

Category	Item	Description	QTY	List Price	Discount	Tax	Net Price	Total(USD)
Hardware Placeholder	20242	TASER CERTIFICATION PROGRAM YEAR 6-10 ACCESS	215	\$2,719.44	9.64%		\$2,719.44	\$584,680.13
Dock & Warranty Bundle	74200	TASER 7 6-BAY DOCK AND CORE	3	\$1,355.38	9.64%		\$1,355.38	\$4,066.15
Battery & Warranty Bundle	20018	TASER 7 BATTERY PACK, TACTICAL	258	\$77.71	9.64%		\$77.71	\$20,048.84
Handle License	20248	TASER 7 EVIDENCE.COM LICENSE	215	\$542.15	9.64%		\$542.15	\$116,563.02

Instructor Course Vouchers	20120	TASER 7 INSTRUCTOR COURSE VOUCHER	2	\$338.85	9.64%		\$338.85	\$677.69
Instructor Course Vouchers	20120	TASER 7 INSTRUCTOR COURSE VOUCHER	2	\$338.85	9.64%		\$338.85	\$677.69
Instructor Course Vouchers	20120	TASER 7 INSTRUCTOR COURSE VOUCHER	2	\$338.85	9.64%		\$338.85	\$677.69
Instructor Course Vouchers	20120	TASER 7 INSTRUCTOR COURSE VOUCHER	2	\$338.85	9.64%		\$338.85	\$677.69
Instructor Course Vouchers	20120	TASER 7 INSTRUCTOR COURSE VOUCHER	2	\$338.85	9.64%		\$338.85	\$677.69
Live Cartridges	22175	TASER 7 LIVE CARTRIDGE, STANDOFF (3.5-DEGREE) NS	645	\$34.34	9.64%		\$34.34	\$22,146.97
Live Cartridges	22176	TASER 7 LIVE CARTRIDGE, CLOSE QUARTERS (12-DEGREE) NS	645	\$34.34	9.64%		\$34.34	\$22,146.97
Halt Suit	20050	HOOK-AND-LOOP TRAINING (HALT) SUIT	4	\$677.69	9.64%		\$677.69	\$2,710.77
Holsters	20160	TASER 7 HOLSTER - SAFARILAND, RH+CARD CARRIER	25	\$72.29	9.64%		\$72.29	\$1,807.18
Holsters	20161	TASER 7 HOLSTER - SAFARILAND, LH+CARD CARRIER	190	\$72.29	9.64%		\$72.29	\$13,734.56
Taser 7 Target	80087	TASER 7 TARGET, CONDUCTIVE, PROFESSIONAL (RUGGEDIZED)	3	\$135.54	9.64%		\$135.54	\$406.62
Handle & Warranty Bundle	20008	TASER 7 HANDLE, YLW, HIGH VISIBILITY (GREEN LASER), CLASS 3R	215	\$1,554.17	55.75%		\$761.15	\$163,647.34
Inert Cartridges	22179	TASER 7 INERT CARTRIDGE, STANDOFF (3.5-DEGREE) NS	50	\$44.28	9.64%		\$44.28	\$2,213.79
Inert Cartridges	22181	TASER 7 INERT CARTRIDGE, CLOSE QUARTERS (12-DEGREE) NS	50	\$44.28	9.64%		\$44.28	\$2,213.79
Spare Handle & Warranty Bundle	20008	TASER 7 HANDLE, YLW, HIGH VISIBILITY (GREEN LASER), CLASS 3R	7	\$1,554.17	9.64%		\$1,554.17	\$10,879.22
Dock Mount	70033	WALL MOUNT BRACKET, ASSY, EVIDENCE.COM DOCK	3	\$39.67	9.64%		\$39.67	\$119.00
Taser 7 Frame	80090	TARGET FRAME, PROFESSIONAL, 27.5 IN. X 75 IN., TASER 7	3	\$67.77	9.64%		\$67.77	\$203.31
Dock Power Cord	71019	NORTH AMER POWER CORD FOR AB3 8-BAY, AB2 1-BAY / 6-BAY DOCK	3	\$9.44	9.64%		\$9.44	\$28.33
Training Live Cartridges	22175	TASER 7 LIVE CARTRIDGE, STANDOFF (3.5-DEGREE) NS	430	\$34.34	9.64%		\$34.34	\$14,764.65
Training Live Cartridges	22175	TASER 7 LIVE CARTRIDGE, STANDOFF (3.5-DEGREE) NS	430	\$34.34	9.64%		\$34.34	\$14,764.65
Training Live Cartridges	22175	TASER 7 LIVE CARTRIDGE, STANDOFF (3.5-DEGREE) NS	430	\$34.34	9.64%		\$34.34	\$14,764.65

Training Live Cartridges	22175	TASER 7 LIVE CARTRIDGE, STANDOFF (3.5-DEGREE) NS	430	\$34.34	9.64%		\$34.34	\$14,764.65
Training Live Cartridges	22175	TASER 7 LIVE CARTRIDGE, STANDOFF (3.5-DEGREE) NS	430	\$34.34	9.64%		\$34.34	\$14,764.65
Training Live Cartridges	22176	TASER 7 LIVE CARTRIDGE, CLOSE QUARTERS (12-DEGREE) NS	430	\$34.34	9.64%		\$34.34	\$14,764.65
Training Live Cartridges	22176	TASER 7 LIVE CARTRIDGE, CLOSE QUARTERS (12-DEGREE) NS	430	\$34.34	9.64%		\$34.34	\$14,764.65
Training Live Cartridges	22176	TASER 7 LIVE CARTRIDGE, CLOSE QUARTERS (12-DEGREE) NS	430	\$34.34	9.64%		\$34.34	\$14,764.65
Training Live Cartridges	22176	TASER 7 LIVE CARTRIDGE, CLOSE QUARTERS (12-DEGREE) NS	430	\$34.34	9.64%		\$34.34	\$14,764.65
Training Live Cartridges	22176	TASER 7 LIVE CARTRIDGE, CLOSE QUARTERS (12-DEGREE) NS	430	\$34.34	9.64%		\$34.34	\$14,764.65
Training Halt Cartridges	22177	TASER 7 HOOK-AND-LOOP TRN (HALT) CARTRIDGE, STANDOFF NS	430	\$34.34	9.64%		\$34.34	\$14,764.65
Training Halt Cartridges	22177	TASER 7 HOOK-AND-LOOP TRN (HALT) CARTRIDGE, STANDOFF NS	430	\$34.34	9.64%		\$34.34	\$14,764.65
Training Halt Cartridges	22178	TASER 7 HOOK-AND-LOOP TRN (HALT) CARTRIDGE, CLOSE QUART NS	430	\$34.34	9.64%		\$34.34	\$14,764.65
Training Halt Cartridges	22178	TASER 7 HOOK-AND-LOOP TRN (HALT) CARTRIDGE, CLOSE QUART NS	430	\$34.34	9.64%		\$34.34	\$14,764.65
Master Instructor Course Vouchers	20119	TASER 7 MASTER INSTRUCTOR SCHOOL VOUCHER	1	\$1,350.87	9.64%		\$1,350.87	\$1,350.87
Master Instructor Course Vouchers	20119	TASER 7 MASTER INSTRUCTOR SCHOOL VOUCHER	1	\$1,350.87	9.64%		\$1,350.87	\$1,350.87
Master Instructor Course Vouchers	20119	TASER 7 MASTER INSTRUCTOR SCHOOL VOUCHER	1	\$1,350.87	9.64%		\$1,350.87	\$1,350.87
Master Instructor Course Vouchers	20119	TASER 7 MASTER INSTRUCTOR SCHOOL VOUCHER	1	\$1,350.87	9.64%		\$1,350.87	\$1,350.87
Master Instructor Course Vouchers	20119	TASER 7 MASTER INSTRUCTOR SCHOOL VOUCHER	1	\$1,350.87	9.64%		\$1,350.88	\$1,350.88
Duty Cartridge Replenishment Program	20246	TASER 7 DUTY CARTRIDGE REPLACEMENT LICENSE	215	\$271.08	9.64%		\$271.08	\$58,281.51
VR Headset	20378	HTC SUNRISE VR HEADSET	9	\$1,174.67	9.64%		\$1,174.67	\$10,572.00
VR Software	20370	FULL VR TASER 7 ADD-ON USER ACCESS	215	\$1,355.38	9.64%		\$1,355.38	\$291,407.56
Admin License	20248	TASER 7 EVIDENCE.COM LICENSE	2	\$542.15	9.64%		\$542.15	\$1,084.31
Other	80396	EXT WARRANTY, TASER 7 SIX BAY DOCK	3	\$615.57	9.64%		\$615.57	\$1,846.71
Other	80374	EXT WARRANTY, TASER 7 BATTERY PACK	258	\$41.37	9.64%		\$41.37	\$10,672.51
Controller Case	20188	VR CONTROLLER KIT PELICAN CASE	3	\$180.72	9.64%		\$180.72	\$542.15
Controller	20298	VR-ENABLED GLOCK 17 CONTROLLER	3	\$460.83	9.64%		\$460.83	\$1,382.49

Tablet	20296	SAMSUNG S7+ TABLET FOR VR SIMULATOR	3	\$768.05	9.64%		\$768.05	\$2,304.15
Tablet Case	20297	SAMSUNG S7+ TABLET CASE FOR VR SIMULATOR	3	\$45.18	9.64%		\$45.18	\$135.54
Standoff Cartridges	22196	TASER 7 VR CARTRIDGE, STANDOFF (3.5-DEGREE)	6	\$54.22	9.64%		\$54.22	\$325.29
CQ Cartridges	22197	TASER 7 VR CARTRIDGE, CLOSE-QUARTERS (12-DEGREE)	6	\$54.22	9.64%		\$54.22	\$325.29
Other	80395	EXT WARRANTY, TASER 7 HANDLE	215	\$615.57	9.64%		\$615.57	\$132,347.60
Other	80395	EXT WARRANTY, TASER 7 HANDLE	7	\$615.57	9.64%		\$615.57	\$4,308.99

Bundle: 2021 T7 Dock Quantity: 6 Start: 10/15/2021 End: 10/14/2031 Total: 0 USD								
Category	Item	Description	QTY	List Price	Discount	Tax	Net Price	Total(USD)
Dock Options	74200	TASER 7 6-BAY DOCK AND CORE	6	\$1,500.00	100.00%		\$0.00	\$0.00
Dock Power Cord	71019	NORTH AMER POWER CORD FOR AB3 8-BAY, AB2 1-BAY / 6-BAY DOCK	6	\$0.00	0.00%		\$0.00	\$0.00
Other	80396	EXT WARRANTY, TASER 7 SIX BAY DOCK	6	\$675.00	100.00%		\$0.00	\$0.00

Tax is estimated based on rates applicable at date of quote and subject to change at time of invoicing. If a tax exemption certificate should be applied, please submit prior to invoicing.

Contract BuyBoard 603-20 (CEW only) is incorporated by reference into the terms and conditions of this Agreement. In the event of conflict the terms of Axon's TASER 7 Agreement shall govern.

Standard Terms and Conditions

Axon Enterprise Inc. Sales Terms and Conditions

Acceptance of Terms:

Any purchase order issued in response to this Quote is subject solely to the above referenced terms and conditions. By signing below, you represent that you are lawfully able to enter into contracts. If you are signing on behalf of an entity (including but not limited to the company, municipality, or government agency for whom you work), you represent to Axon that you have legal authority to bind that entity. If you do not have this authority, please do not sign this Quote.

Exceptions to Standard Terms and Conditions

Agency has existing contract #00013081 (originated via Q-122877) and is terminating that contract upon the new license start date (10/15/2021) of this quote. Taser 7 terms apply instead of MSPA terms.

Signature

Date Signed

9/2/2021



Axon Enterprise, Inc.'s TASER 7 Agreement (Online)

This TASER 7 Agreement (“**Agreement**”) applies to Agency’s TASER 7 purchase from Axon Enterprise, Inc. (“**Axon**”). Agency will receive TASER 7 Conducted Energy Weapon (“**CEW**”) hardware, accessories, warranty, and services documented in the attached Quote Appendix (“**Quote**”).

- 1 **Term.** The start date is based on the initial shipment of TASER 7 hardware (“**Start Date**”). If shipped in the first half of the month, the Start Date is the 1st of the following month. If shipped in the last half of the month, the Start Date is the 15th of the following month. The TASER 7 term will end upon completion of the associated TASER 7 subscription in the Quote (“**Term**”). If the Quote has multiple TASER 7 ship dates, each shipment will have a 60-month term, starting on the shipment of TASER 7 as described above.
- 2 **Unlimited Duty Cartridge Plan.** If the Quote includes “**Unlimited Duty Cartridge Plan**”, this section applies. Agency must purchase an Unlimited Duty Cartridge Plan for each CEW user. A CEW user includes officers that use a CEW in the line of duty and ones that only use a CEW for training. Agency may not resell cartridges received under any TASER 7 plan. Axon will only replace cartridges used in the line of duty.
- 3 **Training.** If the Quote includes a training voucher, Agency must use the voucher within 1 year of issuance, or the voucher will be void. During the Term, Axon will issue Agency a voucher annually beginning on the Start Date. The voucher has no cash value. Agency cannot exchange it for another product or service. If the Quote includes Axon Online Training or Virtual Reality Content (collectively, “**Training Content**”), Agency may access Training Content during the Term. Axon will deliver all Training Content electronically. Unless stated in the Quote, the voucher does not include travel expenses and will be Agency’s responsibility.
- 4 **Payment.** Unless specified in the Quote, Axon will invoice Agency on the Start Date and then on the Start Date anniversary during the Term, if annual payments are elected. Payment is due net 30 days from the invoice. Payment obligations are non-cancelable. Agency will pay invoices without setoff, deduction, or withholding. Unless Agency provides Axon a valid and correct tax exemption certificate applicable to the purchase and ship-to location, Agency is responsible for all taxes associated with the order.
- 5 **Shipping.** Axon may make partial shipments and ship from multiple locations. All shipments are FOB shipping point via common carrier. Title and risk of loss pass to Agency upon Axon’s delivery to the common carrier. Agency is responsible for any shipping charges in the Quote. If the Quote includes future deliveries of hardware, Axon will ship hardware to Agency’s address on the Quote.
- 6 **Returns.** All sales are final. Axon does not allow refunds or exchanges, except warranty returns or as provided by state or federal law.
- 7 **Hardware Limited Warranty.** Axon warrants that Axon-manufactured hardware is free from defects in workmanship and materials for 1 year from the date of Agency’s receipt. Axon warrants its Axon-manufactured accessories for 90-days from the date of Agency’s receipt. Used CEW cartridges are deemed to have operated properly. Non-Axon manufactured Devices are not covered by Axon’s warranty. Agency should contact the manufacturer for support of non-Axon manufactured hardware.

If Axon receives a valid warranty claim for Axon manufactured hardware during the warranty term, Axon’s sole responsibility is to repair or replace the hardware with the same or like hardware, at Axon’s option. Replacement hardware will be new or like new. Axon will warrant the replacement hardware for the longer of (a) the remaining warranty of the original hardware or (b) 90-days from the date of repair or replacement.

If the Quote includes an extended warranty, the extended warranty coverage begins on the Start



Axon Enterprise, Inc.'s TASER 7 Agreement (Online)

Date and continues for the Term for the hardware covered by the extended warranty on the Quote.

If Agency exchanges hardware or a part, the replacement item becomes Agency's property, and the replaced item becomes Axon's property. Before delivering hardware for service, Agency must upload hardware data to Axon Evidence or download it and retain a copy. Axon is not responsible for any loss of software, data, or other information contained in storage media or any part of the hardware sent to Axon for service.

- 8 **Warranty Limitations.** Axon's warranty obligations exclude damage related to (a) failure to follow instructions on product's use; (b) products used with products not manufactured or recommended by Axon; (c) abuse, misuse, intentional, or deliberate damage to the product; (d) force majeure; (e) products repaired or modified by persons other than Axon without the written permission of Axon; or (f) products with a defaced or removed serial number.

To the extent permitted by law, the warranties and remedies set forth above are exclusive and Axon disclaims all other warranties, remedies, and conditions, whether oral or written, statutory, or implied, as permitted by applicable law. If statutory or implied warranties cannot be lawfully disclaimed, then all such warranties are limited to the duration of the express warranty described above and limited by the other provisions contained in this Agreement. Axon's cumulative liability to any party for any loss or damage resulting from any claims, demands, or actions arising out of or relating to any Axon product will not exceed the purchase price paid to Axon for the product or if for services, the amount paid for such services over the prior 12 months preceding the claim. In no event will either party be liable for any direct, special, indirect, incidental, exemplary, punitive, or consequential damages, however caused, whether for breach of warranty, breach of contract, negligence, strict liability, tort or under any other legal theory.

- 9 **Spare Products.** For qualified purchases, Axon may provide agency a predetermined number of spare TASER 7 hardware as detailed in the Quote ("**Spare Axon Devices**"). Spare Axon Devices are intended to replace broken or non-functioning units while Agency submits the broken or non-functioning units through Axon's warranty return process. Axon will repair or replace the unit with a replacement Axon Device. Title and risk of loss for all Spare Axon Devices shall pass to agency in accordance with the shipping terms under Section 5. Axon assumes no liability or obligation in the event Agency does not utilize Spare Axon Devices for the intended purpose.
- 10 **Trade-In.** If a trade-in discount is on the Quote, Agency must return used hardware and accessories associated with the discount ("**Trade-In Units**") to Axon. Agency must ship batteries via ground shipping. Axon will pay the shipping costs of the return. If Axon does not receive Trade-In Units within the timeframe below, Axon will invoice Agency the value of the trade-in discount. Agency may not destroy Trade-In Units and receive a trade-in discount.

Agency Size	Days to Return from Start Date
Less than 100 officers	30 days
100 to 499 officers	90 days
500+ officers	180 days

- 11 **Product Warnings.** See www.axon.com/legal for the most current Axon product warnings.
- 12 **Design Changes.** Axon may make changes in the design of any of Axon's products and services without notifying Agency or making the same change to products and services previously purchased. Axon may replace end of life products with the next generation of that product without notifying Agency.



Axon Enterprise, Inc.'s TASER 7 Agreement (Online)

- 13 **Termination.** If payment for TASER 7 is more than 30 days past due, Axon may terminate Agency's TASER 7 plan by notifying Agency. Upon termination for any reason, then as of the date of termination:
- 13.1. TASER 7 extended warranties and access to Training Content will terminate. No refunds will be given.
 - 13.2. Axon will invoice Agency the remaining MSRP for TASER 7 products received before termination. If terminating for non-appropriations, Axon will not invoice Agency if Agency returns the CEW, battery, holster, dock, core, training suits, and unused cartridges to Axon within 30 days of the date of termination.
 - 13.3. Agency will be responsible for payment of any missed payments due to the termination before being allowed to purchase any future TASER 7 plan.
- 14 **Delays.** Axon will use reasonable efforts to deliver products and services as soon as practicable. If delivery is interrupted due to causes beyond Axon's control, Axon may delay or terminate delivery with notice.
- 15 **Proprietary Information.** Agency agrees Axon has and claims various proprietary rights in the hardware, firmware, software, and the integration of ancillary materials, knowledge, and designs that constitute Axon products and services. Agency will not directly or indirectly cause any proprietary rights to be violated.
- 16 **Export Compliance.** Each party will comply with all import and export control laws and regulations.
- 17 **Assignment.** Agency may not assign or transfer this Agreement without Axon's prior written approval.
- 18 **Governing Law; Venue.** The laws of the Texas, without reference to conflict of law rules, govern this Agreement and any dispute that might arise between the parties. Any action brought by any party hereto will be brought within the State of Texas, Bell County. The United Nations Convention for the International Sale of Goods does not apply to this Agreement.
- 19 **Entire Agreement.** This Agreement, including the appendices, represents the entire agreement between the Parties. This Agreement supersedes all prior agreements or understandings, whether written or verbal, regarding the subject matter of this Agreement. This Agreement may only be modified or amended in a writing signed by the Parties. If a court of competent jurisdiction holds any portion of this Agreement invalid or unenforceable, the remaining portions of this Agreement will remain in effect.

Each representative identified below declares they have been expressly authorized to execute this Agreement as of the date of signature.

Axon Enterprise, Inc.

Agency

Signature: _____

Signature: _____

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____



Axon Enterprise, Inc.'s TASER 7 Agreement (Online)

TASER 7 Axon Evidence Terms of Use Appendix

1 **Definitions.**

"Agency Content" is data uploaded into, ingested by, or created in Axon Evidence within Agency's tenant, including media or multimedia uploaded into Axon Evidence by Agency. Agency Content includes Evidence but excludes Non-Content Data.

"Evidence" is media or multimedia uploaded into Axon Evidence as 'evidence' by an Agency. Evidence is a subset of Agency Content.

"Non-Content Data" is data, configuration, and usage information about Agency's Axon Evidence tenant, Axon Devices and client software, and users that is transmitted or generated when using Axon Devices. Non-Content Data includes data about users captured during account management and customer support activities. Non-Content Data does not include Agency Content.

2 **Subscription Term.** The TASER 7 Axon Evidence Subscription Term begins on the Start Date.

3 **Access Rights.** Upon Axon granting Agency a TASER 7 Axon Evidence subscription, Agency may access and use Axon Evidence for the storage and management of data from TASER 7 CEW devices during the TASER 7 Axon Evidence Subscription Term. Agency may not upload any non-TASER 7 data or any other files to Axon Evidence. Agency may not exceed the number of end-users than the Quote specifies.

4 **Agency Owns Agency Content.** Agency controls and owns all right, title, and interest in Agency Content. Except as outlined herein, Axon obtains no interest in Agency Content, and Agency Content is not Axon's business records. Agency is solely responsible for uploading, sharing, managing, and deleting Agency Content. Axon will only have access to Agency Content for the limited purposes set forth herein. Agency agrees to allow Axon access to Agency Content to (a) perform troubleshooting, maintenance, or diagnostic screenings; and (b) enforce this Agreement or policies governing use of the Axon products.

5 **Security.** Axon will implement commercially reasonable and appropriate measures to secure Agency Content against accidental or unlawful loss, access, or disclosure. Axon will maintain a comprehensive information security program to protect Axon Evidence and Agency Content including logical, physical access, vulnerability, risk, and configuration management; incident monitoring and response; encryption of uploaded digital evidence; security education; and data protection. Axon agrees to the Federal Bureau of Investigation Criminal Justice Information Services Security Addendum.

6 **Agency Responsibilities.** Agency is responsible for (a) ensuring Agency users comply with this Agreement; (b) ensuring Agency owns Agency Content and no Agency Content or Agency end user's use of Agency Content or Axon Evidence violates this Agreement or applicable laws; and (c) maintaining necessary computer equipment and Internet connections for use of Axon Evidence. If Agency becomes aware of any violation of this Agreement by an end-user, Agency will immediately terminate that end user's access to Axon Evidence.

Agency is also responsible for maintaining the security of end-user names and passwords and taking steps to maintain appropriate security and access by end-users to Agency Content. Login credentials are for Agency internal use only and Agency may not sell, transfer, or sublicense them to any other entity or person. Agency may download the audit log at any time. Agency shall contact Axon immediately if an unauthorized third party may be using Agency's account or Agency Content or if account information is lost or stolen.

7 **Privacy.** Your use of Axon Cloud Services is subject to the Axon Cloud Services Privacy Policy, a



Axon Enterprise, Inc.'s TASER 7 Agreement (Online)

current version of which is available at <https://www.axon.com/legal/cloud-services-privacy-policy>. Agency agrees to allow Axon access to Non-Content Data from Agency to (a) perform troubleshooting, maintenance, or diagnostic screenings; (b) provide, develop, improve, and support current and future Axon products and related services; and (c) enforce this Agreement or policies governing the use of Axon products.

- 8 **Storage.** Axon may place Agency Content that Agency has not viewed or accessed for 6 months into archival storage. Agency Content in archival storage will not have immediate availability and may take up to 24 hours to access.
- 9 **Location of Data Storage.** Axon may transfer Agency Content to third party subcontractors for storage. Axon will determine the locations of data centers where Agency Content will be stored. For United States agencies, Axon will ensure all Agency Content stored in Axon Evidence remains within the United States. Ownership of Agency Content remains with Agency.
- 10 **Suspension.** Axon may suspend Agency access or any end-user's right to access or use any portion or of Axon Evidence immediately upon notice, if:
 - 10.1. The Termination provisions of the TASER 7 Terms and Conditions apply;
 - 10.2. Agency or an end-user's use of or registration for Axon Evidence (i) poses a security risk to Axon Evidence or any third party, (ii) may adversely impact Axon Evidence or the systems or content of any other customer, (iii) may subject Axon, Axon's affiliates, or any third party to liability, or (iv) may be fraudulent;

Agency remains responsible for all fees incurred through the date of suspension without any credits for any period of suspension. Axon will not delete any of Agency Content on Axon Evidence due to suspension, except as specified elsewhere in this Agreement.
- 11 **Axon Evidence Warranty.** Axon warrants that Axon Evidence will not infringe or misappropriate any patent, copyright, trademark, or trade secret rights of any third party. Axon disclaims any warranties or responsibility for data corruption or errors before the data is uploaded to Axon Evidence.
- 12 **Axon Evidence Restrictions.** All Axon Evidence subscriptions will immediately terminate if Agency does not comply with any term of this Agreement. Agency and Agency end-users (including employees, contractors, agents, officers, volunteers, and directors), may not, or may not attempt to:
 - 12.1. copy, modify, tamper with, repair, or create derivative works of any part of Axon Evidence;
 - 12.2. reverse engineer, disassemble, or decompile Axon Evidence or apply any other process to derive any source code included in Axon Evidence, or allow any others to do the same;
 - 12.3. access or use Axon Evidence with the intent to gain unauthorized access, avoid incurring fees or exceeding usage limits or quotas;
 - 12.4. use trade secret information contained in Axon Evidence, except as expressly permitted in this Agreement;
 - 12.5. access Axon Evidence to build a competitive product or service or copy any features, functions, or graphics of Axon Evidence;
 - 12.6. remove, alter, or obscure any confidentiality or proprietary rights notices (including copyright and trademark notices) of Axon's or Axon's licensors on or within Axon Evidence; or
 - 12.7. use Axon Evidence to store or transmit infringing, libelous, or otherwise unlawful or tortious material, to store or transmit material in violation of third-party privacy rights, or to store or transmit malicious code.
- 13 **After Termination.** Axon will not delete Agency Content for 90 days following termination. During these 90 days, Agency may retrieve Agency Content only if all amounts due have been paid. There



Axon Enterprise, Inc.'s TASER 7 Agreement (Online)

will be no application functionality of Axon Evidence during these 90 days other than the ability to retrieve Agency Content. Agency will not incur any additional fees if Agency Content is downloaded from Axon Evidence during these 90 days. Axon has no obligation to maintain or provide any Agency Content after these 90 days and will thereafter, unless legally prohibited delete all of Agency Content stored in Axon Evidence. Upon request, Axon will provide written proof that all Agency Content has been successfully deleted and fully removed from Axon Evidence.

- 14 **Post-Termination Assistance.** Axon will provide Agency with the same post-termination data retrieval assistance that Axon generally makes available to all customers. Requests for Axon to provide additional assistance in downloading or transferring Agency Content, including requests for Axon's Data Egress Services, will result in additional fees and Axon will not warrant or guarantee data integrity or readability in the external system.
- 15 **U.S. Government Rights.** If Agency is a U.S. Federal department or using Axon Evidence on behalf of U.S. Federal department, Axon Evidence is provided as a "commercial item," "commercial computer software," "commercial computer software documentation," and "technical data," as defined in the Federal Acquisition Regulation and Defense Federal Acquisition Regulation Supplement. If Agency is using Axon Evidence on behalf of the U.S. Government and these terms fail to meet the U.S. Government's needs or are inconsistent in any respect with federal law, Agency will immediately discontinue the use of Axon Evidence.
- 16 **Survival.** Upon any termination of this Agreement, the following sections will survive: Agency Owns Agency Content, Storage, Axon Evidence Warranty, and Axon Evidence Restrictions.



Axon Enterprise, Inc.'s TASER 7 Agreement (Online)

Professional Services Appendix (only applies if Agency purchases CEW Professional Services)

1 **Utilization of Services.** Agency must use pre-paid professional services as outlined in the Quote and this Appendix within 6 months of the Effective Date.

2 **CEW Services Packages.** CEW Services Packages are detailed below:

System set up and configuration <ul style="list-style-type: none">• Configure Axon Evidence categories & custom roles based on Agency need.• Troubleshoot IT issues with Axon Evidence.• Register users and assign roles in Axon Evidence.• For the CEW Full Service Package: On-site assistance included• For the CEW Starter Package: Virtual assistance included
Dedicated Project Manager <p>Assignment of specific Axon representative for all aspects of planning the rollout (Project Manager). Ideally, Project Manager will be assigned to Agency 4–6 weeks before rollout</p>
Best practice implementation planning session to: <ul style="list-style-type: none">• Provide considerations for the establishment of CEW policy and system operations best practices based on Axon's observations with other agencies• Discuss the importance of entering metadata and best practices for digital data management• Provide referrals to other agencies using TASER CEWs and Axon Evidence• For the CEW Full Service Package: On-site assistance included• For the CEW Starter Package: Virtual assistance included
System Admin and troubleshooting training sessions <p>On-site sessions providing a step-by-step explanation and assistance for Agency's configuration of security, roles & permissions, categories & retention, and other specific settings for Axon Evidence</p>
Axon Evidence Instructor training <ul style="list-style-type: none">• Provide training on the Axon Evidence to educate instructors who can support Agency's subsequent Axon Evidence training needs.• For the CEW Full Service Package: Training for up to 3 individuals at Agency• For the CEW Starter Package: Training for up to 1 individual at Agency
TASER CEW inspection and device assignment <p>Axon's on-site professional services team will perform functions check on all new TASER CEW Smart weapons and assign them to a user on Axon Evidence.</p>
Post go-live review <p>For the CEW Full Service Package: On-site assistance included. For the CEW Starter Package: Virtual assistance included.</p>

3 **Smart Weapon Transition Service.** The Smart Weapon Transition Service includes:

Archival of CEW Firing Logs <p>Axon's on-site professional services team will upload CEW firing logs to Axon Evidence from all TASER CEW Smart Weapons that Agency is replacing with newer Smart Weapon models.</p>
Return of Old Weapons <p>Axon's on-site professional service team will ship all old weapons back to Axon's headquarters. Axon will provide Agency with a Certificate of Destruction</p>

*Note: CEW Full Service packages for TASER 7 include Smart Weapon Transition Service instead of 1-Day Device Specific Instructor Course.

4 **Out of Scope Services.** Axon is only responsible to perform the professional services described in the Quote and this Appendix. Any additional professional services are out of scope. The Parties must document scope changes in a written and signed change order. Changes may require an equitable adjustment in the charges or schedule.



Axon Enterprise, Inc.'s TASER 7 Agreement (Online)

- 5 **Delivery of Services.** Axon personnel will work Monday through Friday, 8:30 a.m. to 5:30 p.m., except holidays. Axon will perform all on-site tasks over a consecutive timeframe. Axon will not charge Agency travel time by Axon personnel to Agency premises as work hours.
- 6 **Access Computer Systems to Perform Services.** Agency authorizes Axon to access relevant Agency computers and networks, solely for performing the Services. Axon will work to identify as soon as reasonably practicable resources and information Axon expects to use and will provide an initial itemized list to Agency. Agency is responsible for and assumes the risk of any problems, delays, losses, claims, or expenses resulting from the content, accuracy, completeness, and consistency of all data, materials, and information supplied by Agency.
- 7 **Site Preparation.** Axon will provide a hardcopy or digital copy of current user documentation for the Devices ("**User Documentation**"). User Documentation will include all required environmental specifications for the professional Services and Devices to operate per the Device User Documentation. Before installation of Devices (whether performed by Agency or Axon), Agency must prepare the location(s) where Devices are to be installed ("**Installation Site**") per the environmental specifications in the Device User Documentation. Following installation, Agency must maintain the Installation Site per the environmental specifications. If Axon modifies Device User Documentation for any Devices under this Agreement, Axon will provide the update to Agency when Axon generally releases it.
- 8 **Acceptance.** When Axon completes professional Services, Axon will present an acceptance form ("**Acceptance Form**") to Agency. Agency will sign the Acceptance Form acknowledging completion. If Agency reasonably believes Axon did not complete the professional Services in substantial conformance with this Agreement, Agency must notify Axon in writing of the specific reasons for rejection within 7 calendar days from delivery of the Acceptance Form. Axon will address the issues and re-present the Acceptance Form for signature. If Axon does not receive the signed Acceptance Form or written notification of reasons for rejection within 7 calendar days of delivery of the Acceptance Form, Axon will deem Agency to have accepted the professional Services.
- 9 **Agency Network.** For work performed by Axon transiting or making use of Agency's network, Agency is solely responsible for maintenance and functionality of the network. In no event will Axon be liable for loss, damage, or corruption of Agency's network from any cause.



Contract Verification

Texas law provides that a governmental entity may not enter into certain contracts for goods and services with a company unless the company provides written verification regarding aspects of the company's business dealings.

- Texas Government Code, Chapter 2271 – the company must verify that it does not boycott Israel and will not boycott Israel during the term of the contract. *Boycott Israel is defined in Government Code Chapter 808.*
- Texas Government Code, Chapter 2274 – the company must verify that it does not boycott energy companies and will not boycott energy companies during the term of the contract. *Boycott energy company is defined in Government Code Chapter 809.*
- Texas Government Code, Chapter 2274 – the company must verify that it does not have a practice, policy, guidance or directive that discriminates against a firearm entity or firearm trade association and will not discriminate during the term of the contract against a firearm entity or firearm trade association. Verification is not required from a sole source provider. *Discriminate, firearm entity and firearm trade association are defined in Government Code Chapter 2274.*

Affected by the above statutes are contracts 1) with a company with ten (10) or more full-time employees, and 2) valued at \$100,000 or more to be paid wholly or partly from public funds. A contract with a sole proprietorship is not included.

By signing below, I verify that the company listed below does not boycott Israel, does not boycott energy companies and does not discriminate against firearms entities or firearm trade associations and will not do so during the term of the contract entered into with the City of Killeen. I further certify that I am authorized by the company listed below to make this verification.

DocuSigned by:

Signature

Robert E. Driscoll, Jr.

Printed Name

9/13/21

Date

Axon Enterprise, Inc.

Company Name

VP, Associate General Counsel

Title

Robert Rush

From: Tom Richardson <trichardson@taser.com>
Sent: Monday, September 13, 2021 11:35 AM
To: Robert Rush
Cc: Zach Deegan
Subject: Re: Approval

Hello Sir!

Below is the official reasoning for the 1295:

From the TX Ethic Website: As of Jan 1, 2018, Axon is no longer required to complete 1295s.

Are there certain contracts that do not require Form 1295?

Yes. Form 1295 is not required for the following contracts:

- (1) a sponsored research contract of an institution of higher education;
- (2) an interagency contract of a state agency or an institution of higher education;
- (3) a contract related to health and human services if:
 - (a) the value of the contract cannot be determined at the time the contract is executed; and
 - (b) any qualified vendor is eligible for the contract;
- (4) a contract with a publicly traded business entity, including a wholly owned subsidiary of the business entity;*
- (5) a contract with an electric utility, as that term is defined by [Section 31.002, Utilities Code](#);* or
- (6) a contract with a gas utility, as that term is defined by [Section 121.001, Utilities Code](#).*

* applies to contracts entered into or amended on or after January 1, 2018

Thank you,

Tom Richardson
CEW Regional Manager

M / [301 204 5323](tel:3012045323)
AXON.COM



From: Robert Rush <RRush@killeentexas.gov>
Date: Monday, September 13, 2021 at 9:32 AM
To: Tommy Richardson <trichardson@taser.com>
Subject: Approval

Hey, I just got word from City Legal, they need an explanation from you guys as to why you are exempt from filing a 1295. If you can reply to this message with some sort of statement to that effect, I will see what I can do to attach it.

I know we have discussed this at different points, but I would prefer not to send them a copy of an email with a bunch of other stuff in it.

Finance also asked me to send along the attached form to you, to get filled out as soon as possible. If you can get it back, I can attach it for the last couple approval steps.

Thanks,

Robert Rush III
Commander, Training Division
Killeen Police Department
254-501-8883



AXON TASER PURCHASE

RS-21-125

September 21, 2021

Axon TASER Purchase

2

- In the past, The Killeen Police Department purchased TASER model X26Ps as part of a 5-year purchase plan (ending this year), as well as additional TASERs and accessories through other line items.
- Historically ,we spend approximately \$89,000 annually to cover the cost of the TASER program. \$38,848 towards a 5-year contract that covers a portion of our TASER units and another \$60,000 to cover the shortfall that the 5-year contract does not cover. These costs include the purchases of the Taser unit itself, cartridges, batteries, and related accessories as well as training.
- The model X26P is nearing the end of its product life, and the majority of issued X26Ps are approaching warranty expiration.
- Axon offers a new model (TASER 7) with notable improvements.

Axon TASER Purchase

3

□ Improvements:

- Two-cartridge capability, allowing for a second opportunity to use a less-lethal force option
- Addition of a second laser, allowing user to identify approximate placement of both projectiles (increased accuracy).
- Creation of a drive stun/warning arc button separate from trigger.

Axon TASER Purchase

4

- The new package is for a ten-year purchase agreement.
 - ▣ The package allows for sufficient devices to meet current needs, scalable for future growth.
 - ▣ The package includes all required training materials and accessories, as well as unlimited duty cartridges and vouchers to train/recertify TASER instructors.
 - ▣ The package also includes a virtual reality training platform, which will further enhance the ability to train.
 - Training scenarios are not limited to TASER use of force, they also include de-escalation and post-critical incident stress mitigation.

Funding

5

- Current Fiscal Year expenses:
 - TASERs and Accessories: \$0 spent, \$34,848 allocated as the final installment payment of the previous 5-year purchase plan. The \$34,848 final installment payment would be waived by Axon as part of this purchase.
- Projected Expenses:
 - TASER 7 Cert +VR package: \$170,000.00 annually, for ten years (through fiscal year 2031).
- Total projected expenses for the upcoming fiscal year are projected not to exceed \$170,000.00. The Police Department has budgeted funds available for this expense.

Alternatives

6

- ❑ Disapprove the proposed purchase.
 - ▣ Doing so will adversely affect the department's ability to properly equip officers.
- ❑ Continue to purchase an older TASER model.
 - ▣ This would cost at least \$96,647 per year just for the X26Ps, with thousands in additional funds being required annually for accessories, batteries, cartridges, training.
- ❑ Approve the purchases as proposed.

Recommendation

7

- Staff recommends that the City Manager or his designee be authorized to execute the described purchase agreement of the TASER 7 Cert with VR package from Axon Enterprise, Inc. through the TASB BuyBoard in an amount not to exceed \$170,000.00 per year through the fiscal year 2031, and any change orders as authorized by law.



City of Killeen

Legislation Details

File #: OR-21-021 **Version:** 1 **Name:** Ordinance Amend FD Authorizations
Type: Ordinance **Status:** Ordinances
File created: 8/24/2021 **In control:** City Council Workshop
On agenda: 9/21/2021 **Final action:**
Title: Consider an ordinance amending the number of authorized civil service positions for the Killeen Fire Department.
Sponsors: Human Resources Department
Indexes:
Code sections:
Attachments: [Staff Report](#)
[Ordinance](#)
[Presentation](#)

Date	Ver.	Action By	Action	Result
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STAFF REPORT

DATE: September 21, 2021

TO: Kent Cagle, City Manager

FROM: Eva Bark, Executive Director of Human Resources

SUBJECT: Ordinance to Amend the Number of Authorized Civil Service Positions for the Killeen Fire Department

BACKGROUND AND FINDINGS:

The Texas Local Government Code (TLGC), Chapter 143, represents an effort to present, in a coherent and practical format, the laws and civil service procedures for Texas police and fire departments. The civil service system was established in the City of Killeen in an election duly called and lawfully conducted on August 13, 1977. The rules and regulations of TLGC Chapter 143 apply to all classified police and fire officers.

One of the provisions of TLGC, Chapter 143, is that the municipality's governing body establishes the civil service classifications by ordinance. This ordinance, as adopted by the governing body, further prescribes the number of positions in each classification [TLGC 143.021(a)].

During the FY 2022 budget presentation, the plan to amend the number Fire Department authorizations was discussed. The attached ordinance reclassifies one (1) Fire and Rescue Officer authorization to increase the Assistant Chief authorizations by one (1) and increases Fire and Rescue Officer authorizations by nine (9). Authorizations align with the approved FY 2022 budget. The overall impact to the efficient functioning of the Fire Department will be addressed through a more efficient distribution of responsibilities.

Current Strength of Force for KFD		Revised Strength of Force for KFD	
Fire and Rescue Officer	182	Fire and Rescue Officer	190
Fire Captain	37	Fire Captain	37
Battalion Chief	6	Battalion Chief	6
Deputy Chief of Fire	3	Deputy Chief of Fire	3
Assistant Chief of Fire	1	Assistant Chief of Fire	2

THE ALTERNATIVES CONSIDERED:

- 1) To not reclassify one (1) Fire and Rescue Officer to add one (1) Assistant Chief of Fire and to not add nine (9) Fire and Rescue Officer authorizations.
- 2) To reclassify one (1) Fire and Rescue Officer to add one (1) Assistant Chief of Fire and to add nine (9) Fire and Rescue Officer authorizations.

Which alternative is recommended? Why?

Staff recommends the second alternative, to reclassify one (1) Fire and Rescue Officer to add one (1) Assistant Chief of Fire and to add nine (9) Fire and Rescue Officer authorizations. This action

would ensure continuity of authority/responsibility within the Fire Department and best practices within the Fire Industry.

CONFORMITY TO CITY POLICY:

This action is uniformed to city policy and state law.

FINANCIAL IMPACT:

What is the amount of the expenditure in the current fiscal year? For future years?

The addition of nine (9) Fire and Rescue Officer authorizations is \$692,876. Reclassifying one (1) Fire and Rescue Officer to add one (1) Assistant Chief of Fire is \$82,118. Funds are included in the FY 2022 Proposed Annual Budget.

Is this a one-time or recurring expenditure?

Recurring

Is this expenditure budgeted?

Yes, in personnel services accounts in the General Fund Fire Department in accounts 010-7001-442.40-05 thru 010-7001-442.40-89 and 010-7071-442.40-05 thru 010-7071-442.40-89.

If not, where will the money come from?

N/A

Is there a sufficient amount in the budgeted line-item for this expenditure?

Yes, upon approval of the FY 2022 Budget.

RECOMMENDATION:

Staff recommends the adoption of the proposed ordinance to reclassify one (1) Fire and Rescue Officer to add one (1) Assistant Chief of Fire and to add nine (9) Fire and Rescue Officer authorizations.

DEPARTMENTAL CLEARANCES:

Finance

City Attorney Office

ATTACHED SUPPORTING DOCUMENTS:

Ordinance

ORDINANCE NO. _____

AN ORDINANCE OF THE CITY COUNCIL OF KILLEEN, TEXAS, TO AUTHORIZE THE NUMBER OF FIRE DEPARTMENT CIVIL SERVICE EMPLOYEES TO COMPLY WITH THE PROVISIONS OF TEXAS LOCAL GOVERNMENT CODE §143.021; PROVIDING FOR A REPEALER CLAUSE; PROVIDING FOR A SEVERABILITY CLAUSE; PROVIDING FOR PUBLICATION AND EFFECTIVE DATE.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF KILLEEN, TEXAS:

SECTION I. That the City Council authorizes the following civil service classifications of employees in the Fire Department of the City of Killeen shall be amended for the purpose of covering such employees under the provisions of Texas Local Government Code 143.021(a) as required by statute. These classifications and no others shall exist with the number shown indicating the number of positions in each classification:

<u>CLASSIFICATION</u>	<u>NUMBER IN EACH CLASSIFICATION</u>			
	<u>FY 20-21 (amended October 2020)</u>		<u>FY 21-22 (amended October 2021)</u>	
	<u>(Base Authorization)</u>	<u>(Over hire)</u>	<u>(Base Authorization)</u>	<u>(Over hire)</u>
Fire and Rescue Officer	182	7	190	7
Fire Captain	37	0	37	0
Battalion Chief	6	0	6	0
Deputy Chief of Fire	3	0	3	0
Assistant Chief of Fire	1	0	2	0

That this amendment to increase the authorized number of civil service positions in the Fire Department reflects an increase of nine (9) authorized positions; from one hundred and eighty-two (182) Fire and Rescue Officer authorized positions to one hundred and ninety (190) authorized positions and from one (1) Assistant Chief of Fire authorized position to two (2) authorized positions.

SECTION II. That all other ordinances or parts of ordinances that are in conflict with the provisions of this ordinance are repealed to the extent of such conflict.

SECTION III. That should any part of this ordinance be held invalid, such part shall be deemed severable and the invalidity thereof shall not affect the remaining parts of this ordinance.

SECTION IV. That this ordinance shall be effective immediately upon passage and publication according to law.

PASSED AND APPROVED at a regular meeting of the City Council of the City of Killeen, Texas this 28th day of September, 2021, at which meeting a quorum was present, held in accordance with the provisions of V.T.C.A., Government Code, 551.001 *et seq.*

APPROVED

Jose L. Segarra, MAYOR

ATTEST:

Lucy C. Aldrich, CITY SECRETARY

APPROVED AS TO FORM:

Traci S. Briggs, CITY ATTORNEY



ORDINANCE TO AMEND THE NUMBER OF
AUTHORIZED CIVIL SERVICE POSITIONS FOR THE
KILLEEN FIRE DEPARTMENT

OR-21-021

September 21, 2021

Background

2

- Civil Service system was established on August 13, 1977
- City Council, by ordinance, shall prescribe the number of authorizations in each classification

Discussion

3

- During the FY 22 budget presentation, the council approved to reclassify one (1) Fire and Rescue Officer authorization to increase the Assistant Chief authorizations by one (1) and increase the Fire and Rescue Officer authorizations by nine (9)

Staffing Changes

4

FY 21 Strength of Force for KFD		FY22 Strength of Force for KFD	
Fire and Rescue Officer	182	Fire and Rescue Officer	190
Fire Captain	37	Fire Captain	37
Battalion Chief	6	Battalion Chief	6
Deputy Chief of Fire	3	Deputy Chief of Fire	3
Assistant Chief of Fire	1	Assistant Chief of Fire	2

Alternatives

5

- ❑ To not reclassify one (1) Fire and Rescue Officer authorization to increase the Assistant Chief authorizations by one (1) and to not increase the Fire and Rescue Officer authorizations by nine (9)
- ❑ To reclassify one (1) Fire and Rescue Officer authorization to increase the Assistant Chief authorizations by one (1) and to increase the Fire and Rescue Officer authorizations by nine (9)

Staff Recommendation

6

- Staff recommends that the City Council approve the ordinance amending the number of authorized Civil Service positions for the Killeen Fire Department by reclassify one (1) Fire and Rescue Officer authorization to increase the Assistant Chief authorizations by one (1) and to increase the Fire and Rescue Officer authorizations by nine (9)



City of Killeen

Legislation Details

File #:	OR-21-022	Version:	1	Name:	Chapter 2 amendment - term limits
Type:	Ordinance	Status:		Status:	Ordinances
File created:	9/9/2021	In control:		In control:	City Council Workshop
On agenda:	9/21/2021	Final action:		Final action:	
Title:	Consider an ordinance amending the Code of Ordinances Chapter 2, Administration, changing term limits for boards, commissions and committees.				
Sponsors:	City Attorney Department				
Indexes:					
Code sections:					
Attachments:	Staff Report Ordinance Presentation				

Date	Ver.	Action By	Action	Result
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STAFF REPORT

DATE: September 21, 2021

TO: Kent Cagle, City Manager

FROM: Traci Briggs, City Attorney

SUBJECT: Changing term limits for boards, commissions and committees

BACKGROUND AND FINDINGS:

In its annual review of the Governing Standards and Expectations, the City Council discussed changing the term limits for members of boards, commissions and committees. It was proposed to change the limit from not more than six (6) years to not more than two (2) terms. Terms for the various boards, commissions and committees vary from one (1) to three (3) years. Making this change to the Governing Standards and Expectations also requires an amendment to the city ordinance that has the same language. The attached ordinance, if approved, would amend section 2-117 to align with the Governing Standards and Expectations.

THE ALTERNATIVES CONSIDERED:

The City Council may approve the ordinance amendment to change the term limits for boards, commissions and committees from six (6) years to two (2) terms, or it may leave the current ordinance in place.

Which alternative is recommended? Why?

Upon approval of the change to term limits in the Governing Standards and Expectations, staff recommends amending section 2-117 in the Code of Ordinances so that the two provisions mirror one another.

CONFORMITY TO CITY POLICY:

This action conforms to city policy.

FINANCIAL IMPACT:

What is the amount of the expenditure in the current fiscal year? For future years?

There is no fiscal impact associated with this action.

Is this a one-time or recurring expenditure?

N/A

Is this expenditure budgeted?

N/A

If not, where will the money come from?

N/A

Is there a sufficient amount in the budgeted line-item for this expenditure?

N/A

RECOMMENDATION:

Staff recommends approval of the attached ordinance amending section 2-117 of the Code of Ordinances regarding term limits.

DEPARTMENTAL CLEARANCES:

ATTACHED SUPPORTING DOCUMENTS:

Ordinance

ORDINANCE _____

AN ORDINANCE AMENDING CHAPTER 2, ARTICLE IV OF THE CODE OF ORDINANCES OF THE CITY OF KILLEEN, TEXAS, BY AMENDING SECTION 2-117, TERMS OF APPOINTMENT; PROVIDING FOR THE REPEAL OF CONFLICTING PROVISIONS; PROVIDING A SAVINGS CLAUSE; PROVIDING A SEVERABILITY CLAUSE; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the City Council reviewed and amended its Governing Standards and Expectations following the May 2021 election; and

WHEREAS, in reviewing the provisions related to boards, commissions and committees, the City Council considered changing the terms limits for its citizen boards, commissions and committees; and

WHEREAS, a change to term limits in the Governing Standards and Expectations also requires a change to city ordinance; **NOW, THEREFORE**,

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF KILLEEN:

SECTION I. That Chapter 2, Article IV is hereby amended as follows:

**ARTICLE IV. BOARDS AND COMMISSIONS
DIVISION 1. GENERALLY**

* * * *

Sec. 2-117. Terms of appointment.

- (a) Appointees shall take office October 1 of the year in which appointed and hold office until September 30 of the year their term expires, or until their successors are appointed and qualified.
- (b) To encourage broad citizen participation, no person may be appointed to serve more than ~~six~~ two consecutive ~~years~~ terms, excluding unexpired terms, on a particular board, commission, or committee. This limitation does not apply if a particular position requires specialized knowledge, licenses, or certifications and no other qualified and interested person is available, or for other good cause found by the Council.

SECTION III: That all ordinances or resolutions or parts of ordinances or resolutions in conflict with the provisions of the ordinance are hereby repealed to the extent of such conflict.

SECTION IV: That should any section or part of any section or paragraph of the ordinance be declared invalid or unconstitutional for any reason, it shall not invalidate or impair the validity, force or effect of any other section or sections or part of a section or paragraph of this ordinance.

SECTION V: That the Code of Ordinances of the City of Killeen, Texas, as amended, shall remain in full force and effect, save and except as amended by this ordinance.

SECTION VI: That this ordinance shall be effective immediately upon passage.

PASSED AND APPROVED at a regular meeting of the City Council of the City of Killeen, Texas, this 28th day of September, 2021, at which meeting a quorum was present, held in accordance with the provisions of V.T.C.A., Government Code, §551.001 *et seq.*

APPROVED

Jose L. Segarra, MAYOR

ATTEST:

Lucy C. Aldrich, CITY SECRETARY

APPROVED AS TO FORM

Traci S. Briggs, CITY ATTORNEY



TERM LIMITS AMENDMENT

OR-21-022

September 21, 2021

Background

2

- ❑ In the annual review of the Governing Standards and Expectations, the City Council discussed changing the term limits for members of boards, commissions and committees.
- ❑ Such a change to the Governing Standards also requires a change to Chapter 2, Administration.

Term Limits

3

- ❑ Current
 - ▣ Not more than 6 consecutive years
- ❑ Proposed change
 - ▣ Not more than 2 consecutive terms

Term Limits

4

- ❑ Terms vary from 1 to 3 years, with most being 2 years
- ❑ The exception to extend beyond the limits is not affected:
 - ▣ If a particular position requires specialized knowledge, licenses or certification and no other qualified and interested person is available, or
 - ▣ For other good cause found by the Council.

Alternatives

5

- The City Council may:

- ▣ Leave the current ordinance in place

OR

- ▣ Approve an amendment to Chapter 2 changing the terms limits.

Recommendation

6

- If the City Council approves the amendment to the Governing Standards to change term limits, staff recommends approval of this ordinance amendment.



City of Killeen

Legislation Details

File #:	OR-21-023	Version:	1	Name:	Ethics Ordinance
Type:	Ordinance	Status:		Status:	Ordinances
File created:	9/14/2021	In control:		In control:	City Council Workshop
On agenda:	9/21/2021	Final action:		Final action:	
Title:	Consider an ordinance amending the Code of Ordinances Chapter 2, Administration, by adding Article VI, Ethics.				
Sponsors:	City Council, City Attorney Department				
Indexes:					
Code sections:					
Attachments:	Staff Report Ordinance Presentation				

Date	Ver.	Action By	Action	Result
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STAFF REPORT

DATE: September 21, 2021

TO: Kent Cagle, City Manager

FROM: Traci Briggs, City Attorney

SUBJECT: Adoption of an Ethics Ordinance

BACKGROUND AND FINDINGS:

At the request of a Councilmember, the City Council discussed adopting an ethics ordinance, which the City currently does not have. The City Council gave staff direction to draft an ethics ordinance based on consensus reached on several key issues. On September 7, 2021, staff presented a draft ordinance. The City Council was given an opportunity to provide input to the City Attorney before the final ordinance was presented for consideration.

The attached ordinance reflects City Council changes to the draft made at its September 7 work session, including: 1) removal of the municipal court judges from those covered by the ethics ordinance; 2) deleting the proposed language on gifts and outside employment; and 3) clarifying that a relative of a city official as defined in the ordinance cannot serve on the Ethics Review Board.

Staff received comments back from Councilmembers since the September 7 work session, to include:

- ☐ excluding the City Manager and City Auditor from the ethics ordinance
- ☐ eliminating the creation of an Ethics Review Board
- ☐ consolidating all current ethics policies and codes of conduct into the ethics ordinance
- ☐ covering all staff with the ethics ordinance
- ☐ conducting background checks for committee members
- ☐ allowing a complainant to be unnamed and not required to testify if the complaint can be proven without the complainant testifying
- ☐ re-wording the section regarding frivolous complaints (2-177 in the attached draft) to apply only when a person submits two (2) frivolous complaints in six (6) months

As some of these conflict with each other and with direction previously provided to staff, and others have yet to be discussed by the City Council, the above items have not been included in the attached draft.

THE ALTERNATIVES CONSIDERED:

The City Council may decline to adopt an ethics ordinance, adopt the attached ethics ordinance with amendments or adopt the ethics ordinance as presented.

Which alternative is recommended? Why?

Staff has no recommendation.

CONFORMITY TO CITY POLICY:

This item confirms to city policy.

FINANCIAL IMPACT:

What is the amount of the expenditure in the current fiscal year? For future years?

There is no fiscal impact associated with this item.

Is this a one-time or recurring expenditure?

N/A

Is this expenditure budgeted?

N/A

If not, where will the money come from?

N/A

Is there a sufficient amount in the budgeted line-item for this expenditure?

N/A

RECOMMENDATION:

Staff has no recommendation.

DEPARTMENTAL CLEARANCES:

ATTACHED SUPPORTING DOCUMENTS:

Ordinance

AN ORDINANCE AMENDING CHAPTER 2, ADMINISTRATION, OF THE CODE OF ORDINANCES OF THE CITY OF KILLEEN, TEXAS, BY ADOPTING ARTICLE VI, ETHICS; PROVIDING FOR THE REPEAL OF CONFLICTING PROVISIONS; PROVIDING A SAVINGS CLAUSE; PROVIDING A SEVERABILITY CLAUSE; AND PROVIDING FOR PUBLICATION AND EFFECTIVE DATE.

WHEREAS, the City Council had various discussions about adopting an ethics ordinance, to whom it would apply, what sanctions would be in place and the type of board to administer the ordinance; and

WHEREAS, the City Council gave staff direction to draft an ordinance for consideration;
NOW, THEREFORE,

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF KILLEEN:

SECTION I. That Chapter 2, Article VI is hereby adopted as follows:

Article VI. ETHICS

DIVISION 1. IN GENERAL

Sec. 2-150. Purpose.

It is the policy of the City Council of the City of Killeen to hold its city officials to the highest standards of ethical conduct. The proper operation of municipal government requires that:

- (1) city officials be independent, impartial and responsible to the people of the city;
- (2) governmental decisions and policy be made using the proper procedures of the governmental structure;
- (3) no city official shall have any financial interest, direct or indirect, engage in any business, transaction or professional activity, or incur any obligation of any nature that is in conflict with the proper discharge of the city official's duties in the public interest; and
- (4) public office not be used for personal gain.

Sec. 2-151. Definitions.

When used in this article, the following words, terms or phrases shall have the meanings ascribed

to them in this section, except where the context clearly indicates a different meaning.

Board, commission or committee shall mean all boards, commissions or committees appointed by the City Council.

Business entity shall mean a sole proprietorship, partnership, firm, corporation, holding company, joint-stock company, receivership, trust or any other entity recognized by law.

City official shall mean an elected or appointed official, and shall include:

- (1) The Mayor;
- (2) City Councilmembers;
- (3) The City Manager;
- (4) The City Auditor; and
- (5) Members of all boards, commissions and committees appointed by the City Council, except the Youth Advisory Commission.

Confidential information shall mean any information to which a city official has access in the person's official capacity which may not be disclosed to the public pursuant state or federal law, and which is not otherwise a matter of public knowledge.

Property shall mean real estate, intellectual property, personal items, equipment, goods, crops, livestock, or an equitable right to income from real estate, personal items, equipment, goods, crops or livestock.

Relative shall mean a family member related to a city official within the first degree of affinity (marriage) or consanguinity (blood or adoption).

Sec. 2-152. Applicability.

Except as otherwise provided, this article shall apply to all city officials listed in section 2-151.

Secs. 2-153 – 2-154. – Reserved.

DIVISION 2. STANDARDS OF CONDUCT

Sec. 2-155. Financial disclosures.

- (a) A city official shall file with the city secretary a disclosure statement that discloses any real property owned within the Killeen city limits or extraterritorial jurisdiction by the city official or a relative of the official within the first degree of consanguinity or affinity, and specify any financial interest in a business entity located within Killeen, or any financial interest in any business entity that may have dealings with the city. The disclosure shall be

filed within thirty (30) days of election or appointment, and within thirty (30) days of any circumstance causing the contents of a previously filed disclosure statement to change.

- (b) Disclosures filed pursuant to this section are public records that are available in accordance with the Texas Public Information Act.

Sec. 2-156. Representation of others.

- (a) No city official shall represent for compensation any person, group, or entity before the City Council or any board, commission or committee of the city.
- (b) For purposes of this section, compensation means money or any other thing of value that is received, or is to be received, in return for or in connection with such representation.

Sec. 2-157. Disclosure of confidential information.

- (a) A city official shall not use the city official's position to obtain official information about any person or entity for any purpose other than the performance of official duties.
- (b) A city official shall not knowingly, intentionally or recklessly disclose any confidential information gained by reason of the city official's position, unless the information is no longer confidential by law or information is disclosed to the appropriate authorities to report illegal or unethical conduct.

Sec. 2-158. Misuse of city resources.

A city official shall not use, request, or permit the use of city facilities, personnel, equipment, or supplies for private or political purposes, except:

- (1) As otherwise allowed by city policy; or
- (2) According to the terms that those resources are generally available to the public.

Sec. 2-159. Abuse of position/interference.

- (a) No city official shall use the city official's title or position to:
 - (1) Secure special privileges or benefits of the city official or another;
 - (2) Grant any special consideration, treatment, or advantage to any resident, individual, organization, business or group beyond that which is normally available to every other resident, individual, organization, business or group;
 - (3) Assert the prestige of the city official's position for the purpose of advancing or harming private interests;

- (4) State or imply that the city official is able to influence city action or any basis other than the merits; or
- (5) State or imply to another governmental body that the city official is acting as a representative of the city or the city council without first having been authorized by the city council to make such representation.

(b) No city official shall:

- (1) Use the city official's position to harass or discriminate against any person based upon ethnicity, race, gender, sexual orientation, marital status, parental status, disability or religion; or
- (2) in any manner interfere with any criminal or administrative investigation alleging the violation of any provision of this article, the Charter, another ordinance, administrative policy, or order, including but not limited to seeking to persuade or coerce a city employee or others to withhold their cooperation in such investigation.

Secs. 2-160 – 2-165. – Reserved.

DIVISION 3. ETHICS REVIEW BOARD

Sec. 2-166. Ethics Review Board Created.

There is hereby created an Ethics Review Board, which shall have the powers and duties prescribed by this article.

Sec. 2-167. Composition.

- (a) The Ethics Review Board shall consist of eight (8) members. The Mayor and each city councilmember shall nominate one (1) member of the board, and each nominee shall be confirmed by a majority of the City Council.
- (b) At its first meeting, the members of the Ethics Review Board shall elect a chair. Thereafter, a chair shall be selected annually in October and as vacancies occur. The chair shall not count towards a quorum and shall only vote in the event of a tie. The chair shall perform other duties as described in this article.

Sec. 2-168. Qualifications.

Members of the Ethics Review Board shall be residents of the City of Killeen and be of good moral character. No member of the board may be:

- (1) A city official or a city employee;
- (2) A candidate for Mayor or the City Council;

- (3) A campaign manager of an elected official;
- (4) A member of any other city board, commission or committee;
- (5) Separated from the city as an elected official or employee within the previous twelve (12) months;
- (6) A relative of a city official;
- (7) Convicted of a felony or other crime of moral turpitude.

Sec. 2-169. Scope of Authority.

The authority of the Ethics Review Board shall be limited to enforcement of this article.

Sec. 2-170. Complaints.

- (a) Any person who believes that there has been a violation of this article may file a sworn complaint with the city secretary.
- (b) A complaint filed under this section must be in writing and must state on its face an allegation that, if true, constitutes a violation of this article. The complaint must contain:
 - (1) the name of the complainant;
 - (2) the mailing address, email address and telephone number of the complainant;
 - (3) the name of the city official(s) about which the complaint is filed;
 - (4) the alleged nature of the violation(s), including the specific provision of this article alleged to have been violated;
 - (5) a detailed statement of facts supporting the allegation, including dates or a time period of violations;
 - (6) any documents or other material the complainant possesses that are relevant to the complaint; and
 - (7) an affidavit stating that the information in the complaint is true and correct and that is sworn before a notary public or other person authorized to administer oaths under penalty of perjury.
- (c) To be accepted, a complaint must be brought within six (6) months of the complainant becoming aware of the alleged violation. In no event will a complaint be accepted more than two (2) years after the date of the alleged violation.
- (d) The city secretary will verify that the complaint complies with the requirements of this section, other than the content of alleged violation. If a complaint does not meet the requirements of this section, the city secretary will notify the complainant in writing. Complainant's failure to make any corrections needed to meet the requirements within five (5) business days shall cause the complaint to be considered withdrawn.

Sec. 2-171. Complaint Assessment.

- (a) The city secretary shall refer all complaints to the chair of the Ethics Review Board within five (5) business days of receipt.
- (b) The chair of the Ethics Review Board shall assign the complaint to a committee of three (3) members for a preliminary assessment within five (5) business days of the city secretary's complaint referral.
- (c) The committee shall review the complaint and determine whether the complaint is actionable, baseless or frivolous within five (5) business days of being assigned the complaint.
- (d) Actionable complaints shall be returned to the chair for listing on an agenda for a public hearing to be held no more than forty-five (45) days from the date the complaint was received. Baseless complaints and frivolous complaints shall be dismissed.
- (e) Written notification of the committee's determination shall be filed with the city secretary and sent to the chair, complainant, the accused, and the city attorney within two (2) business days.
- (f) Determination of a committee may be appealed to the Ethics Review Board by either the complainant or the accused, as applicable. An appeal shall be perfected by filing a written notice of appeal with the city secretary within ten (10) business days of the date the written notification is placed in the mail for delivery.

Sec. 2-172. Meetings.

- (a) Meetings of the Ethics Review Board shall be called upon request of the chair, three members, or the city secretary.
- (b) The quorum necessary to conduct meetings of the Ethics Review Board shall be four (4).
- (c) Hearings shall be scheduled by the city secretary upon the filing of:
 - (1) A committee determination that a complaint is an actionable complaint; or
 - (2) An appeal challenging a committee's dismissal of a complaint as a baseless or frivolous complaint.
- (d) The purposes of the hearing(s) shall be solely to determine whether:
 - (1) A violation of this article occurred, and if so to assess the appropriate sanction;
 - (2) A complaint was erroneously dismissed as a baseless or frivolous complaint by a committee; and/or
 - (3) A complaint is a frivolous complaint.
- (e) The Ethics Review Board shall adopt rules of procedure governing how to conduct hearings

on actionable complaints. Such procedural rules are subject to confirmation or modification by the City Council.

- (f) All witness testimony provided to the Ethics Review Board shall be under oath. The chair shall have the power to administer oaths.
- (g) Because the burden of showing that a violation of this article occurred is placed on the complainant, it is the complainant that has the obligation to put forth evidence, including testimony, supporting the complaint. The complainant is required to appear and testify at the hearing. A complainant's failure to appear or testify at a hearing shall be grounds for dismissal of a complaint.
- (h) All meetings and hearings of the Ethics Review Board shall be conducted pursuant to the Texas Open Meetings Act. The Ethics Review Board may convene in executive session as allowed by the act. All final action of the Ethics Review Board shall take place in open session.
- (i) If a complaint alleges facts that are involved in a criminal investigation pending with a law enforcement agency or a criminal proceeding before a grand jury or the courts, the Ethics Review Board may, when a majority of its members deem appropriate, postpone any hearing or appeal concerning the complaint until after the criminal investigation or criminal proceedings are terminated.

Sec. 2-173. Dismissal.

- (a) If the Ethics Review Board determines at the conclusion of a hearing by simple majority vote of its members that a complaint should be dismissed, it may do so upon finding:
 - (1) The complaint is a baseless complaint or frivolous complaint;
 - (2) The alleged violation did not occur;
 - (3) The accused reasonably relied in good faith upon an advisory opinion, as provided in this article; or
 - (4) The complainant failed to appear or testify at the hearing.

Secs. 2-174 – 2-175. – Reserved.

DIVISION 4. ENFORCEMENT

Sec. 2-176. Sanctions.

- (a) If the Ethics Review Board determines at the conclusion of a hearing that a violation has occurred, it may within ten (10) business days impose or recommend any of the following sanctions:

- (1) *Letter of notification.* If the violation is clearly unintentional, or when the accuser's action was made in reliance on a written opinion of the City Attorney. A letter of notification shall advise the accused of any steps to be taken to avoid future violations.
- (2) *Letter of admonition.* If the Ethics Review Board finds that the violation is minor and may have been unintentional but calls for a more substantial response than a letter of notifications.
- (3) *Letter of reprimand.* If the Ethics Review Board finds that the violation:
 - (A) Was minor and was committed knowingly, intentionally or in disregard of this article; or
 - (B) Was serious and may have been unintentional.
- (4) *Recommendation of suspension.* If the Ethics Review Board finds that a violation by an employee or a member of a board, commission or committee:
 - (A) Was serious and that was committed knowingly, intentionally or in disregard of this article or a state conflict of interest law; or
 - (B) Was minor but similar to a previous violation by the person, and was committed knowingly, intentionally or in disregard of this article.
- (5) *Recommendation of censure.* If the Ethics Review Board finds that a violation by an elected official was serious or a repeated violation that has been committed knowingly or intentionally.
- (b) The final authority to impose a suspension rests with the City Council regarding employees or board, commission and committee members.
- (c) Notice of all sanctions imposed by the Ethics Review Board shall be transmitted to the accused, complainant, city secretary, city attorney, and City Council. Recommendations of suspension or censure shall be placed on a City Council agenda for consideration.

Sec. 2-177. Frivolous Complaints.

- (1) If the Ethics Review Board determines at the conclusion of a hearing by a vote of two-thirds ($\frac{2}{3}$) of its members that a complaint was frivolous, the board may prohibit the complainant from filing a complaint with the board for a period of time up to one year after the date the frivolous determination was made.
- (2) In making a determination on frivolity, the Ethics Review Board shall consider the following factors:
 - (a) The timing of the sworn complaint with respect to when the facts supporting the alleged violation became known or should have become known to the complainant, and with respect to the date of any pending election in which the accused is a candidate or is involved with a candidacy, if any;

- (b) The nature and type of any publicity surrounding the filing of the complaint, and the degree of participation by the complainant in publicizing the fact that a complaint was filed;
- (c) The existence and nature of any relationship between the accused and the complainant before the complaint was filed;
- (d) If the accused is a candidate, the existence and nature of any relationship between the complainant and any candidate or group opposing the accused;
- (e) Any evidence that the complainant knew or reasonably should have known that the allegations in the complaint were groundless; and
- (f) Any evidence of the complainant's motives in filing the complaint.

Sec. 2-178. Reconsideration by City Council.

The complainant or accused may request the City Council to consider a final decision of the Ethics Review Board. A request for reconsideration must be filed with the city secretary within five (5) business days of receiving the final decision of the Ethics Review Board. The city secretary shall provide a copy of the request for reconsideration to the non-filing party (complainant or accused). A public hearing before the City Council shall be scheduled no later than thirty (30) days after the request for reconsideration is received by the city secretary.

SECTION III: That all ordinances or resolutions or parts of ordinances or resolutions in conflict with the provisions of the ordinance are hereby repealed to the extent of such conflict.

SECTION IV: That should any section or part of any section or paragraph of the ordinance be declared invalid or unconstitutional for any reason, it shall not invalidate or impair the validity, force or effect of any other section or sections or part of a section or paragraph of this ordinance.

SECTION V: That the Code of Ordinances of the City of Killeen, Texas, as amended, shall remain in full force and effect, save and except as amended by this ordinance.

SECTION VI: That this ordinance shall be effective immediately upon passage.

PASSED AND APPROVED at a regular meeting of the City Council of the City of Killeen, Texas, this 28th day of September, 2021, at which meeting a quorum was present, held in accordance with the provisions of V.T.C.A., Government Code, §551.001 *et seq.*

APPROVED

Jose L. Segarra, MAYOR

ATTEST:

Lucy C. Aldrich, CITY SECRETARY

APPROVED AS TO FORM

Traci S. Briggs, CITY ATTORNEY



ETHICS ORDINANCE

OR-21-023

September 21, 2021

Background

2

- After discussion by the City Council, staff was directed to draft an ethics ordinance.
- City Council reviewed the preliminary draft on September 7 and was given an opportunity to provide additional input before the final ordinance was presented for consideration.

Changes from September 7

3

- Based on direction from the City Council, the following changes are included in the draft:
 - Removal of the municipal court judges and related references
 - Deleting language on gifts and outside employment
 - Clarifying that a relative (as defined) of a city official cannot serve on the Ethics Review Board

Councilmember Comments

4

- ❑ These are NOT included in the draft:
 - ▣ Exclude City Manager and City Auditor
 - ▣ Eliminate Ethics Review Board
 - ▣ Consolidate all ethics and codes of conduct into the ethics ordinance
 - ▣ Make the ordinance applicable to ALL staff

Councilmember Comments

5

- Require background checks for committee members
- Allow a complainant to be unnamed
- Complainant not required to testify if the complaint can be proven without the complainant's testimony
- Change to frivolous complaints (now 2-177) so that a person who files 2 frivolous complaints within 6 months is prohibited from filing a complaint for one year

Alternatives

6

- ☐ Decline to adopt an ethics ordinance
- ☐ Adopt the attached ethics ordinance with amendments
- ☐ Adopt the ethics ordinance as presented



City of Killeen

Legislation Details

File #:	PH-21-053	Version:	1	Name:	Year End Budget Amendment
Type:	Ordinance/Public Hearing	Status:		Status:	Public Hearings
File created:	7/27/2021	In control:		In control:	City Council Workshop
On agenda:	9/21/2021	Final action:		Final action:	
Title:	HOLD a public hearing and consider an ordinance amending the FY 2021 Annual Budget of the City of Killeen to adjust revenue and expenditure accounts in multiple funds.				
Sponsors:	Finance Department				
Indexes:	Budget Amendments				
Code sections:					
Attachments:	Staff Report Ordinance Presentation				

Date	Ver.	Action By	Action	Result
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STAFF REPORT

DATE: September 21, 2021

TO: Kent Cagle, City Manager

FROM: Jonathan Locke, Executive Director of Finance

VIA: Miranda Drake, Director of Budget

SUBJECT: Budget Amendment

BACKGROUND AND FINDINGS:

City staff creates a yearend budget amendment to align budgets with estimated revenues and expenditures. Staff has forecasted revenues and expenditures through the end of the fiscal year and identified accounts that require a budget amendment. The City Charter authorizes the City Manager to approve budget amendments between accounts of the same department and fund. The City Council must approve budget amendments between accounts of different departments and to increase the overall budget of a fund.

The budget amendment predominantly addresses five major initiatives that include amending operational funds; establishing a health insurance fund; American Rescue Plan Act (ARPA) funding; debt service adjustments; and transfer fund balance in excess of 22% for capital improvement projects per the Financial Governance Policy.

Operational Funds -

There are five operational fund items addressed in this budget amendment:

1. Appropriating CARES Act revenue of \$66,531 from the Texas Workforce Commission for unemployment claims and appropriate the additional unemployment claims of \$88,204. Funds are available in the consulting account to cover the remaining \$21,673.
2. As discussed at the September 7, 2021, City Council Workshop, the City needs to purchase additional COVID tests for citizens. The cost of the tests is covered by the Federal Emergency Management Agency (FEMA). The estimated amount of tests to be purchased is \$70,000.
3. The City of Killeen Fire Department is part of the Texas Intrastate Fire Mutual Aid System (TIFMAS) and the Texas A&M Engineering Extension Service (TEEX) Texas Task Force 1. Both groups require specialized training for specific rescue missions. Depending on the mission, the employees with the necessary qualifications are then deployed.

Due to multiple recent natural disasters, the Fire Department deployed several employees to assist with Texas wildfires, severe weather, and COVID vaccinations. The cost of the deployments total \$293,562. The City of Killeen will receive reimbursement from the

applicable agencies for these expenditures. This budget amendment recognizes the expenditures and associated reimbursements related to the fire deployments.

4. Due to a large number of retirements and position turnover, the Solid Waste Fund has exceeded the separation pay budget. This budget amendment appropriates \$129,468 to cover the additional costs.
5. In accordance with the Financial Governance Policy, Section X. Fund Balance, unassigned fund balances in excess of the 22% goal shall be transferred to the Capital Projects Fund. This occurs in the year end budget amendment each year after the final audit from the prior fiscal year has been delivered. Three funds are eligible to move excess funds above 22% after the FY 2020 audit: Water & Sewer \$1,859,165, Solid Waste \$159,933, and Drainage \$310,448.

The Water and Sewer Fund and Solid Waste Fund had one-time funding events that provided fund balance in excess of 22%. One of the events impacted both of the funds. During FY 2020, the Support Services Fund was closed. When the fund was first created, the General Fund, Water and Sewer Fund, and Solid Waste Fund contributed a proportionate amount. When the Support Services Fund was closed, the amount contributed was returned to the respective fund. The amount returned was as follows, General Fund \$2,249,806, Water and Sewer Fund \$1,247,031, and Solid Waste Fund \$564,119. The return of these funds is the reason the Solid Waste Fund has fund balance in excess of 22% and is part of the reason for the Water and Sewer Fund. The funding returned to the General Fund has already been appropriated by City Council for emergency street maintenance.

The Water and Sewer Fund also had a budget savings from the delay of the \$22 million bond issue. There was \$1.7 million budgeted in FY 2020 to cover the debt service requirements of the bond issue. Since the bond issue did not occur until early FY 2021, the budget for the debt service was not used creating a one-time savings in the Water and Sewer Fund. The Water & Sewer Fund has estimated annual capital maintenance needs of \$3.0 million. The \$1.8 million will assist in meeting some of the capital projects that have been delayed due to lack of funding.

FY 2021 Operational Funds	Revenue Budget
General Fund	\$430,093
TOTAL	\$430,093

FY 2021 Operational Funds	Expenditure Budget
General Fund	\$430,093
Water & Sewer Fund	1,859,165
Solid Waste Fund	289,401
Drainage Fund	310,448
TOTAL	\$2,889,107

Internal Service Fund -

There is one internal service fund item addressed in this budget amendment:

1. In FY 2021, the City Council authorized staff to set up a self-funded health insurance program. This budget amendment will appropriate \$1.6 million in funds set aside in the Governmental Capital Improvement Project (CIP) Fund to establish a fund balance and reserve. In addition, the Wellness Fund is being closed and the budget amendment will transfer the fund balance of \$243,650 into the Health Insurance Fund.

FY 2021 Internal Service Fund	Revenue Budget
Health Insurance Fund	\$1,843,650
TOTAL	\$1,843,650

Special Revenue Funds -

There are three special revenue fund items addressed in this budget amendment:

1. In FY 2021, the City Council provided a motion of direction on July 17, 2021 to fund the Hotel Occupancy Tax Fund requested items with American Rescue Plan Act (ARPA) funds. This included funding in FY 2021 for the following:
 - a. Grants to the Arts for FY 2020 \$100,283
 - b. Grants to the Arts for FY 2021 \$102,167
2. The general obligation bond refunding in August 2020 changed the bond principal payment in the Hotel Occupancy Tax Fund for FY 2021 by nearly \$6,500. Funds are available in the waste disposal and merchant services account to cover the additional cost.
3. In FY 2021, the City Council authorized Staff to set up a self-funded health insurance program. This budget amendment will transfer the Wellness Fund (\$243,650) into the Health Insurance Fund for administration of the wellness program.

FY 2021 Special Revenue Funds	Revenue Budget
Hotel Occupancy Tax Fund	\$202,450
TOTAL	\$202,450

FY 2021 Special Revenue Funds	Expenditure Budget
Hotel Occupancy Tax Fund	\$202,450
Wellness Fund	243,650
TOTAL	\$446,100

Debt Service Fund -

1. This budget amendment includes moving the remaining bond funds from the 2011 State Pass Thru Financing Bond for the Rosewood and Highway 190/2410 construction project to the Debt Service Fund to close out the bond fund. The agreement with the state requires remaining project bond funds to be used to repay the debt.

FY 2021 Debt Service Fund	Revenue Budget
Debt Service Fund	\$116,600
TOTAL	\$116,600

FY 2021 Debt Service Fund	Expenditure Budget
Debt Service Fund	\$0
TOTAL	\$0

Capital Improvement Projects -

There are four capital improvement project items addressed in this budget amendment:

1. In FY 2021, the City Council provided a motion of direction on July 17, 2021 to fund deferred maintenance projects in the Hotel Occupancy Tax Fund with American Rescue Plan Act (ARPA) funds. This included funding in FY 2021 for the following:
 - a. HVAC System & Lighting Upgrades \$1,204,680
2. As mentioned above, in FY 2021, the City Council authorized Staff to set up a self-funded health insurance program. This budget amendment will appropriate \$1.6 million in funds set aside in the Governmental CIP Fund to establish a fund balance and reserve for this new fund.
3. As mentioned above, this budget amendment includes moving the remaining bond funds from the 2011 State Pass Thru Financing Bond for the Rosewood and Highway 190/2410 construction project to the Debt Service Fund to close out the bond fund. The agreement with the state requires remaining project bond funds to be used to repay the debt.
4. As mentioned above, in accordance with the Financial Governance Policy, Section X. Fund Balance, unassigned fund balances in excess of the 22% goal shall be transferred to the capital projects fund. This occurs in the yearend budget amendment each year after the final audit from the prior fiscal year has been delivered. Three funds are eligible to move excess funds above 22% after the FY 2020 audit: Water & Sewer, Solid Waste, and Drainage Funds.

FY 2021 Capital Improvement Projects	Revenue Budget
Governmental CIP Fund	\$1,204,680
Water & Sewer CIP Fund	1,859,165
Solid Waste CIP Fund	159,933
Drainage CIP Fund	310,448
TOTAL	\$3,534,226

FY 2021 Capital Improvement Projects	Expenditure Budget
Governmental CIP Fund	\$2,804,680
2011 State Pass Through Financing Bond	116,600
TOTAL	\$2,921,280

THE ALTERNATIVES CONSIDERED:

- 1) Do not approve the ordinance amending the FY 2021 Annual Budget.
- 2) Approve the ordinance amending the FY 2021 Annual Budget.

Which alternative is recommended? Why?

Option 2 is recommended to approve the ordinance amending the FY 2021 Annual Budget.

CONFORMITY TO CITY POLICY:

The City's Financial Governance Policies, Section V. Budget Administration (B)(1) states that City Council may amend or change the budget by ordinance.

FINANCIAL IMPACT:

What is the amount of the expenditure in the current fiscal year? For future years?

This budget amendment is for FY 2021, and includes:

- ☐ General Fund - increase of \$430,093 in revenues and \$430,093 in expenditures.
- ☐ Water & Sewer Fund - increase of \$1,859,165 in expenses.
- ☐ Solid Waste Fund - increase of \$289,401 in expenses.
- ☐ Drainage Fund - increase of \$310,448 in expenses.
- ☐ Internal Service Fund - increase of \$1,843,650 in revenues.
- ☐ Special Revenue funds - increase of \$202,450 in revenues and \$446,100 in expenditures.
- ☐ Debt Service Fund - increase of \$116,600 in revenues.
- ☐ Capital Improvement Project funds - increase of \$3,534,226 in revenues and \$2,921,280 in expenditures.

Is this a one-time or recurring expenditure?

One-time

Is this expenditure budgeted?

Upon approval of the attached ordinance amending the FY 2021 Annual Budget.

If not, where will the money come from?

N/A

Is there a sufficient amount in the budgeted line-item for this expenditure?

Upon approval of the attached ordinance amending the FY 2021 Annual Budget.

RECOMMENDATION:

City Council approve the ordinance amending the FY 2021 Annual Budget.

DEPARTMENTAL CLEARANCES:

Finance

Legal

ATTACHED SUPPORTING DOCUMENTS:

Ordinance

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF KILLEEN, TEXAS, AMENDING THE FY 2021 ANNUAL BUDGET OF THE CITY OF KILLEEN TO ADJUST REVENUE AND EXPENDITURE ACCOUNTS IN MULTIPLE FUNDS; REPEALING ALL ORDINANCES OR PARTS OF ORDINANCES IN CONFLICT WITH THIS ORDINANCE; PROVIDING A SAVINGS CLAUSE; AND ESTABLISHING AN EFFECTIVE DATE.

WHEREAS, a budget for operating the municipal government of the City of Killeen for the Fiscal Year October 1, 2020 to September 30, 2021, has been adopted by City Council in accordance with the City Charter; and

WHEREAS, it is the desire of the Killeen City Council to amend the FY 2021 Annual Budget; and

WHEREAS, the budget amendment requires City Council approval;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF KILLEEN:

SECTION 1. That Ordinance 20-043, adopting a budget for operating the municipal government of the City of Killeen for the Fiscal year October 1, 2020 to September 30, 2021, be amended as to the portion of said budget as follows:

Revenues:

Account Number	Description	Budget Change	Budget
010-0000-331.10-02	Treasury		\$ -
	Unemployment Claim Credits	66,531	
	Budget Change Sub-total	66,531	
	Account Sub-total		66,531
010-0000-331.02-04	Other Grants (TIFMAS)	-	144,147
	Reimbursement for multiple deployments	258,838	
	Budget Change Sub-total	258,838	
	Account Sub-total		402,985
010-0000-333.02-03	DHS - Emergency Declaration		-
	100% FEMA reimbursement for COVID test kits	70,000	
	Budget Change Sub-total	70,000	
	Account Sub-total		70,000
010-0000-334.02-05	TEEX - Task Force		32,900
	Reimbursement for multiple deployments	34,724	
	Budget Change Sub-total	34,724	
	Account Sub-total		67,624
214-0000-333.10-04	Dept of Treasury (Grants to the Arts - FY 2020)		-
	ARPA Funding for Grants to the Arts for FY 2020	100,283	
	Budget Change Sub-total	100,283	
	Account Sub-total		100,283

Revenues (continued):

Account Number	Description	Budget Change	Budget
214-0000-333.10-04	Dept of Treasury (Grants to the Arts - FY 2021)		100,283
	ARPA Funding for Grants to the Arts for FY 2021	102,167	
	Budget Change Sub-total	102,167	
	Account Sub-total		202,450
349-0000-333.10-04	Dept of Treasury (HVAC & Lighting)		-
	ARPA Funding for HVAC & Lighting Project	1,204,680	
	Budget Change Sub-total	1,204,680	
	Account Sub-total		1,204,680
615-0000-391.02-52	Transfer in from Fund 252 (Wellness Fund)		-
	Move Wellness Fund to Health Insurance Fund	243,650	
	Budget Change Sub-total	243,650	
	Account Sub-total		243,650
615-0000-391.03-49	Transfer in from Fund 349 (Gov't CIP)		-
	Start fund balance for Health Insurance Fund	1,600,000	
	Budget Change Sub-total	1,600,000	
	Account Sub-total		1,600,000
400-0000-391.03-41	Transfer in from Fund 341		-
	Move remaining PTF Bond to Debt Service Fund	116,600	
	Budget Change Sub-total	116,600	
	Account Sub-total		116,600
388-0000-391.05-40	Transfer from Fund 540		948,898
	Transfer of excess fund balance above 22% to CIP	159,933	
	Budget Change Sub-total	159,933	
	Account Sub-total		1,108,831
387-0000-391.05-50	Transfer from Fund 550		344,128
	Transfer of excess fund balance above 22% to CIP	1,859,165	
	Budget Change Sub-total	1,859,165	
	Account Sub-total		2,203,293
375-0000-391.05-75	Transfer from Fund 575		50,400
	Transfer of excess fund balance above 22% to CIP	310,448	
	Budget Change Sub-total	310,448	
	Account Sub-total		360,848
	REVENUE TOTAL	\$ 6,127,019	\$ 7,747,775

Expenditures:

Account Number	Description	Budget Change	Budget
010-2305-418.50-70	Unemployment Claims		\$ 40,000
	Add'l cost of unemployment claims due to COVID	88,204	
	Budget Change Sub-total	88,204	
	Account Sub-total		128,204
010-9501-491.47-01	Consulting		238,103
	Offset add'l cost of unemployment claims due to COVID	(21,673)	
	Budget Change Sub-total	(21,673)	
	Account Sub-total		216,430
010-7070-442.40-15	Overtime (Fire Operations)		905,952
	Deployment reimbursements from TEEX and TIFMAS	170,755	
	Budget Change Sub-total	170,755	
	Account Sub-total		1,076,707
010-7070-442.40-86	Retirement - FR&R		2,169,935
	Deployment reimbursements from TEEX and TIFMAS	25,613	
	Budget Change Sub-total	25,613	
	Account Sub-total		2,195,548
010-7070-442.40-87	Social Security		883,938
	Deployment reimbursements from TEEX and TIFMAS	10,587	
	Budget Change Sub-total	10,587	
	Account Sub-total		894,525
010-7070-442.40-88	Medicare		209,300
	Deployment reimbursements from TEEX and TIFMAS	2,476	
	Budget Change Sub-total	2,476	
	Account Sub-total		211,776
010-7070-442.40-89	Workers Compensation		269,695
	Deployment reimbursements from TEEX and TIFMAS	8,538	
	Budget Change Sub-total	8,538	
	Account Sub-total		278,233
010-7070-442.42-51	Vehicle		282,293
	Deployment reimbursements from TEEX and TIFMAS	53,795	
	Budget Change Sub-total	53,795	
	Account Sub-total		336,088

Expenditures (continued):

Account Number	Description	Budget Change	Budget
010-7070-442.44-30	Training & Travel		82,661
	Deployment reimbursements from TEEX and TIFMAS	21,798	
	Budget Change Sub-total	21,798	
	Account Sub-total		104,459
010-9575-491.41-75	Medical & Chemical		19,808
	COVID test kits - 100% reimbursed by FEMA	70,000	
	Budget Change Sub-total	70,000	
	Account Sub-total		89,808
214-2020-415.55-43	Grants to the Arts (FY 2020)		158,043
	ARPA Funding for Grants to the Arts for FY 2020	100,283	
	Budget Change Sub-total	100,283	
	Account Sub-total		258,326
214-2020-415.55-43	Grants to the Arts (FY 2021)		258,326
	ARPA Funding for Grants to the Arts for FY 2021	102,167	
	Budget Change Sub-total	102,167	
	Account Sub-total		360,493
349-8932-493.42-10	Building (HVAC System & Lighting Upgrades)		-
	ARPA Funding for HVAC & Lighting Project	1,204,680	
	Budget Change Sub-total	1,204,680	
	Account Sub-total		1,204,680
252-9501-491.96-15	Transfer to Fund 615 (Self-Funded Health Insurance)		-
	Move Wellness Fund to Health Insurance Fund	243,650	
	Budget Change Sub-total	243,650	
	Account Sub-total		243,650
349-9501-491.96-15	Transfer to Fund 615 (Self-Funded Health Insurance)		-
	Start fund balance for Health Insurance Fund	1,600,000	
	Budget Change Sub-total	1,600,000	
	Account Sub-total		1,600,000
341-3490-800.94-00	Transfer to Fund 400		-
	Move residual bond funds to Debt Service Fund	116,600	
	Budget Change Sub-total	116,600	
	Account Sub-total		116,600

Expenditures (continued):

Account Number	Description	Budget Change	Budget
540-9501-491.40-24	Separation Pay		84,761
	Separation Pay for Solid Waste Fund	105,000	
	Budget Change Sub-total	105,000	
	Account Sub-total		189,761
540-9501-491.40-85	Retirement - TMRS		11,418
	TMRS for Separation Pay for Solid Waste Fund	15,435	
	Budget Change Sub-total	15,435	
	Account Sub-total		26,853
540-9501-491.40-87	Social Security		5,256
	Social Security for Separation Pay for Solid Waste Fund	6,510	
	Budget Change Sub-total	6,510	
	Account Sub-total		11,766
540-9501-491.40-88	Medicare		1,230
	Medicare for Separation Pay for Solid Waste Fund	1,523	
	Budget Change Sub-total	1,523	
	Account Sub-total		2,753
540-9501-491.40-89	Workers Compensation		4,239
	Workers Comp for Separation Pay for Solid Waste Fund	1,000	
	Budget Change Sub-total	1,000	
	Account Sub-total		5,239
214-9000-489.71-10	Bond Principal Payments		478,580
	Bond Principal Payments	6,500	
	Budget Change Sub-total	6,500	
	Account Sub-total		485,080
214-0705-457.44-08	Waste Disposal		10,000
	Transfer funds to cover additional cost in principal payments due to refunding	(4,000)	
	Budget Change Sub-total	(4,000)	
	Account Sub-total		6,000
214-0706-457.44-19	Merchant Services		10,000
	Transfer funds to cover additional cost in principal payments due to refunding	(2,500)	
	Budget Change Sub-total	(2,500)	
	Account Sub-total		7,500

Expenditures (continued):

Account Number	Description	Budget Change	Budget
540-9501-491.93-88	Transfer to Fund 388 - SW CIP		948,898
	Transfer fund balance in excess of 22% to CIP	159,933	
	Budget Change Sub-total	159,933	
	Account Sub-total		1,108,831
550-9501-491.93-87	Transfer to Fund 387 - W&S CIP		344,128
	Transfer fund balance in excess of 22% to CIP	1,859,165	
	Budget Change Sub-total	1,859,165	
	Account Sub-total		2,203,293
575-9501-491.93-75	Transfer to Fund 375 - Drainage CIP		50,400
	Transfer fund balance in excess of 22% to CIP	310,448	
	Budget Change Sub-total	310,448	
	Account Sub-total		360,848
	EXPENDITURES TOTAL	\$ 6,256,487	\$ 10,595,208

SECTION II: That the City Council finds that the public notice and public hearing requirements of Section 56 of the City Charter have been complied with prior to the enactment of this ordinance.

SECTION III: That should any section or part of any section or paragraph of this ordinance be declared invalid or unconstitutional for any reason, it shall not invalidate or impair the validity, force or effect of any other section or sections or part of a section or paragraph of this ordinance.

SECTION IV: That all ordinances or parts of ordinances in conflict with the provisions of this ordinance are hereby repealed to the extent of such conflict.

SECTION V: That this ordinance shall be effective after its passage and publication according to law.

PASSED AND APPROVED at a regular meeting of the City Council of the City of Killeen, Texas, this 28TH day of September, 2021, at which meeting a quorum was present, held in accordance with the provisions of V.T.C.A., Government Code, §551.001 et seq.

APPROVED

Jose L. Segarra
MAYOR

ATTEST:

APPROVED AS TO FORM

Lucy C. Aldrich
City Secretary

Traci S. Briggs
City Attorney



YEAR END BUDGET AMENDMENT

PH-21-053

September 21, 2021

Budget Amendment Purpose

2

- ❑ Estimated revenues and expenses
- ❑ Compared budget to forecasted results
- ❑ Identified required budget amendments
 - ▣ Transfer fund balance in excess of 22% per policy
 - ▣ American Rescue Plan Act (ARPA) funding
 - ▣ Debt service adjustments
 - ▣ Establish Health Insurance Fund
 - ▣ Operational fund adjustments

Budget Amendment

3

- ❑ Transfer fund balance in excess of 22% into CIP fund
 - ▣ Solid Waste \$159,933
 - ▣ Water & Sewer \$1,859,165
 - ▣ Drainage \$310,448
- ❑ ARPA Funding
 - ▣ Grants to the arts (FY 2020) \$100,283
 - ▣ Grants to the arts (FY 2021) \$102,167
 - ▣ HVAC system & lighting upgrades \$1,204,680

Budget Amendment (cont'd)

4

- ❑ Debt service adjustments
 - ▣ State Pass Through Financing for Rosewood \$116,600
 - ▣ Hotel Tax Fund (bond refunding) \$6,500
- ❑ Establish new health insurance fund
 - ▣ Transfer Wellness Fund \$243,650
 - ▣ Transfer reserve \$1,600,000

Budget Amendment (cont'd)

5

□ Adjustments to operational funds

▣ Separation pay in Solid Waste Fund	\$129,468
▣ Unemployment Claims in General Fund	\$88,204
■ US Dept of Treasury Credit of \$66,531	
▣ Fire deployments (100% reimbursed)	\$293,562
▣ COVID tests (100% reimbursed by FEMA)	\$70,000

Recommendation

6

City Council approve the ordinance amending the FY
2021 Annual Budget



City of Killeen

Legislation Details

File #: DS-21-119 **Version:** 1 **Name:** P&Z Update
Type: Discussion Items **Status:** Discussion Items
File created: 8/12/2021 **In control:** City Council Workshop
On agenda: 9/21/2021 **Final action:**
Title: Receive P&Z Update
Sponsors: City Manager Department
Indexes:
Code sections:
Attachments: [Presentation](#)

Date	Ver.	Action By	Action	Result
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PLANNING & ZONING COMMISSION QUARTERLY BRIEFING

DS-21-119

September 21, 2021

Planning & Zoning Commission Briefing

2

- The Planning and Zoning Commission meets the first and third Monday of every month, barring holidays.
- The Commission begins its workshop at 4:00 p.m., followed by a regular meeting at 5:00 p.m.
- The last Quarterly Update was provided to the Council on June 1, 2021.
- Since that time, the Planning and Zoning Commission has conducted five (5) meetings.

Planning & Zoning Commission Briefing

3

- Since June 1, 2021, the Commission has reviewed:
 - ▣ One (1) Preliminary Plat;
 - ▣ Three (3) Final Plats;
 - ▣ Fifteen (15) Zoning requests;
 - ▣ Four (4) Future Land Use Map (FLUM) amendment requests; and
 - ▣ One (1) amendment to the Code of Ordinances.

Approved Plats

4

- 223 lots have been Preliminary Platted:
 - ▣ All residential and within City limits.

- 412 lots have been Final Platted:
 - ▣ All residential and within the City's ETJ (MUD).

Approved Plats

5

- Preliminary Plats:
 - ▣ Rahman Subdivision Phases IV & V (223 residential lots).

- Final Plats:
 - ▣ Turnbo Ranch, Phase I (184 residential lots);
 - ▣ Turnbo Ranch Phase II (149 residential lots); and
 - ▣ Turnbo Ranch, Phase III (79 residential lots).

FLUM Amendment Requests

6

□ Four (4) FLUM amendment requests:

1. FLUM21-02: 5.88 acres from 'GC' to 'GR' (Dogwood Blvd.) – Withdrawn
2. FLUM21-04: 0.53 acres from 'GR' to 'GC' (Cinch Dr.) – Approved 8/10
3. FLUM21-05: 92.435 acres from 'SR' to 'GR' (Rancier) – Approved 8/24
4. FLUM21-06: 2.643 acres from 'R' to 'GC' (W. Stan Schlueter) – Disapproved 8/14

Zoning Cases

7

□ Fifteen (15) zoning cases:

1. Z21-10: 0.266 acres to “B-C-1” for a hookah lounge (E. Stan Schlueter) – Denied on 6/22
2. Z21-11: 55.1 acres to “SR-1” (Chaparral and Trimmier) – Approved on 6/22
3. Z21-13: 5.88 acres to “R-2” (Rio Blvd.) – Withdrawn
4. Z21-15: 1.115 acres to “B-3” (Tiffany Cir.) – Approved on 7/13
5. Z21-16: 1.5 acres to “B-C-1” (Elms Rd. and WS Young Dr.) – Approved on 7/13
6. Z21-17: 15.01 acres to “M-1” with a CUP for recycling (Roy J. Smith) – Withdrawn
7. Z21-18: 0.44 acres to “B-C-1” (Rancier) – Disapproved on 8/10
8. Z21-19: 1.377 acres to “B-4” (4th St.) – Withdrawn

Zoning Cases

8

□ Fifteen (15) zoning cases:

9. Z21-20: 0.530 acres to “B-3” (Cinch Dr.) – Approved on 8/10
10. Z21-21: 128.96 acres to “PUD” (S. Fort Hood St.) – Approved on 8/10
11. Z21-22: 2.27 acres to “R-2” (Water St.) – Approved on 8/10
12. Z21-23: 0.237 acres to “R-2” (Dunn St.) – Approved on 8/10
13. Z21-24: 92.454 acres to “SF-2”, “R-2”, & “B-5” (Rancier) – Approved on 8/24
14. Z21-25: 1.27 acres to “B-C-1” (E. Central Texas Expy.) – Approved on 8/24
15. Z21-26: 2.643 acres to “B-4” (W. Stan Schlueter) – Disapproved 8/14

Code Amendments

9

- One (1) amendment to the Code of Ordinances:
 - ▣ Chapter 31 – Signage standards

Ongoing Work Efforts

10

- The Commission is also engaged in ongoing workshop discussions regarding:
 - ▣ The Comprehensive Plan;
 - ▣ The Parks Master Plan;
 - ▣ Residential & non-residential architectural standards;
 - ▣ Tree preservation standards; and
 - ▣ Short-term rental standards.

Questions/ Comments

11

- The Planning and Zoning Commission will continue to do its part to facilitate Killeen's vision for the future and is looking forward to working with the Council, City staff and all citizens.
- I am available for any questions or comments that you may have.



City of Killeen

Legislation Details

File #: DS-21-120 **Version:** 1 **Name:** Discuss District Map Drawing Dates
Type: Discussion Items **Status:** Discussion Items
File created: 9/1/2021 **In control:** City Council Workshop
On agenda: 9/21/2021 **Final action:**
Title: Discuss District Map Drawing Dates
Sponsors: City Manager Department
Indexes:
Code sections:
Attachments:

Date	Ver.	Action By	Action	Result
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City of Killeen

Legislation Details

File #: DS-21-121 **Version:** 1 **Name:** Discuss Fire Department Master Plan
Type: Discussion Items **Status:** Discussion Items
File created: 8/19/2021 **In control:** City Council Workshop
On agenda: 9/21/2021 **Final action:**
Title: Discuss Fire Department Master Plan
Sponsors: Fire Department
Indexes:
Code sections:
Attachments: [Fire Department Master Plan Presentation](#)

Date	Ver.	Action By	Action	Result
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Killeen Fire Department

Killeen, Texas

July 2021

Fire Department MASTER PLAN

ESCI Emergency Services
Consulting International

Providing Expertise & Guidance that Enhances Community Safety

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ACKNOWLEDGMENTS

Jim Kubinski

Fire Chief

Jose Segarra

Mayor

James Chism

Assistant Chief/Fire Marshal

Kent Cagle

City Manager

James Chambers

Deputy Chief-EMS

Jonathan Locke

Executive Director-Finance

Keith Foxx

Deputy Chief-Support Services

Tony McIlwain

*Executive Director-Planning &
Development Services*

Joel Secrist

Deputy Chief-Fire Operations

Danielle Singh

Executive Director-Public Works

Randy Pearson

Training Captain

Leslie Hinkle

*Executive Director-Community
Development*

Beatrice Payne

Office Administrator

Aubrey Huckaby

Director of Operations

Marc Clifford

*President-Killeen Professional Firefighters
Association
IAFF Local 2505*

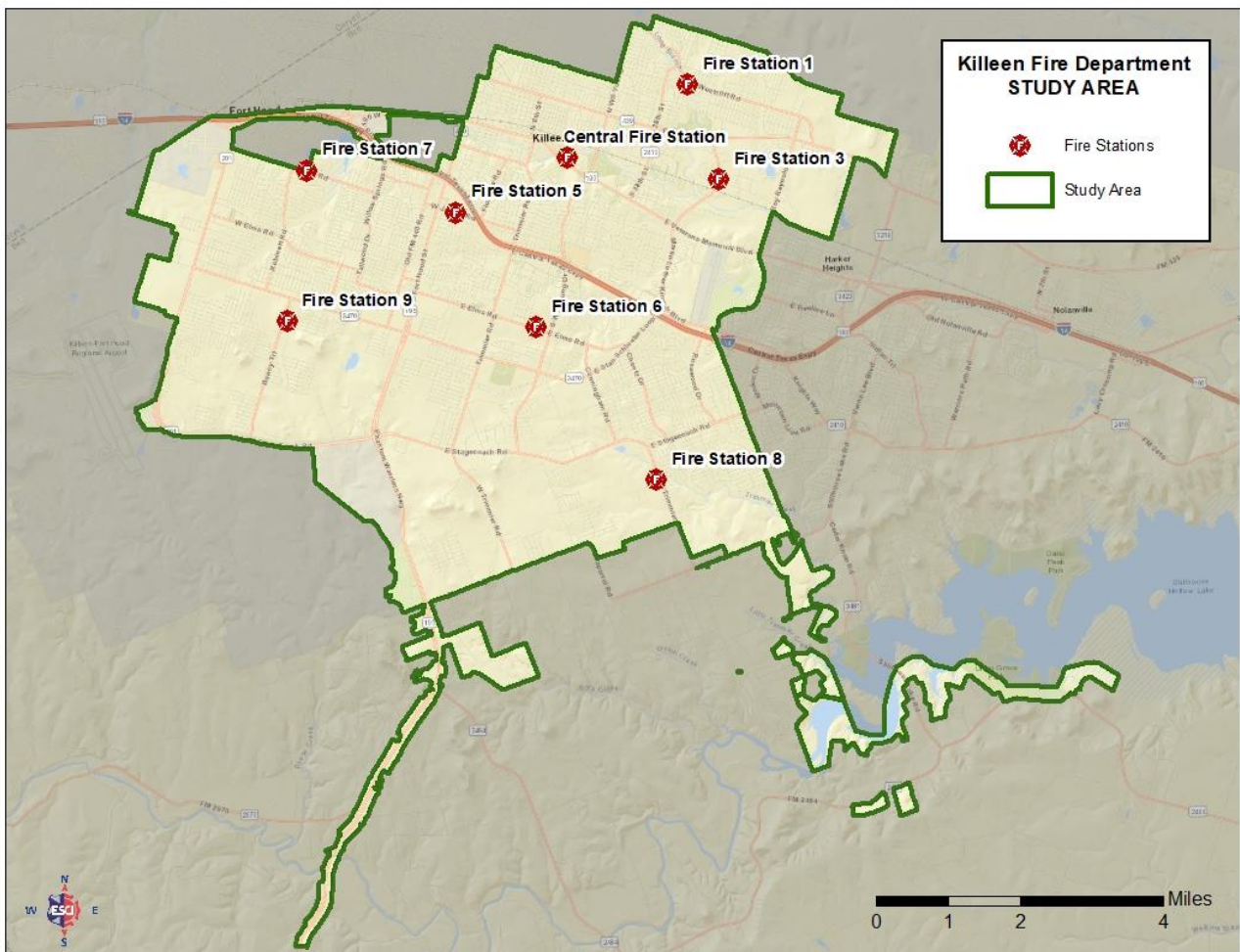
Bell County 911 Communications Center

...and the rest of the employees of the Killeen Fire Department and the City of Killeen who selflessly serve their citizens and visitors with compassion and professionalism.

INTRODUCTION

In November 2020, the City of Killeen, Texas, Fire-Rescue Department retained Emergency Services Consulting International (ESCI) to conduct a Long-Range Master Plan. The primary motivations for this study are related to past and continued population growth and development, and a desire to identify key strategies to keep the Department healthy and ready to provide vital emergency services. The following figure is an illustration of the primary study area for this project.

Figure 1: Killeen Study Area Map



Note, that besides serving the City, KFD also provides fire and EMS response to portions of southern Bell County, including the community of Ding Dong. The study area identified around Stillhouse Hollow Lake is served primarily by Harker Heights Fire Department.

COMMUNITY & ORGANIZATIONAL OVERVIEW

The following section provides a general overview of the City of Killeen and the Killeen Fire Department (KFD).

The City of Killeen

Killeen is an incorporated city located approximately 70 miles north of Austin and is considered part of the Killeen-Temple Metropolitan Statistical Area (MSA). The City lies entirely within Bell County. According to the U.S. Census Bureau, Killeen is approximately 54 square miles in size. The United States' largest military installation, Fort Hood, is located immediately adjacent to the City on its northern border. This military installation, home to the Army's Third Armored Corps, covers 340-square miles, and has an estimated active-duty military population of over 36,000 active-duty personnel and approximately 9,500 civilians and contractors.¹ The City is also home to Central Texas College and Texas A&M University-Central Texas.

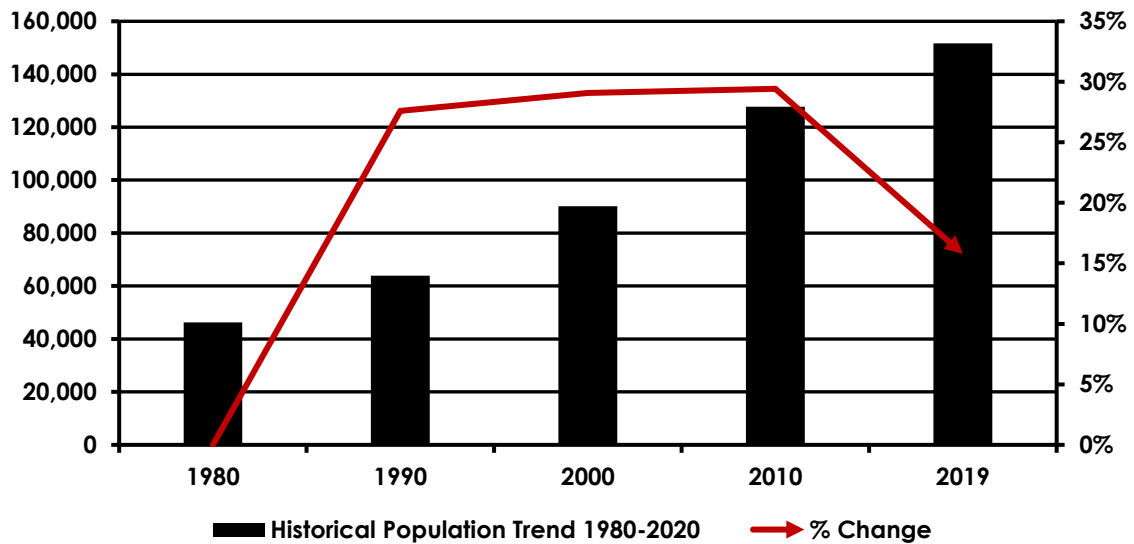
According to the Greater Killeen Chamber of Commerce, Killeen was founded in 1882 with the construction of a railway through the area. The town was named after Frank P. Killeen, a railway executive. The City became a major shipping point for agricultural products, the largest of which was cotton.² In 1942, the U.S. Army constructed Camp Hood, which operated as a tank destroyer training installation.

The City adopted a City Charter in 1949, which established a Council-Manager form of government. The City is divided into four voting districts, who elect a Mayor and seven Council Members. Four Council Members represent a single voting district, and the Mayor and three Council Members are at-large positions. Each Council Member serves a two-year term, and cannot serve more than three consecutive terms.

Like many cities in Texas, Killeen has experienced significant population growth in the past three decades. According to U.S. Census Bureau, the City's population was estimated at 63,936 persons in 1990, which has grown to an estimated 2019 population of 151,666. The following figure illustrates Killeen's population growth over the four decades, as estimated by the Texas Demographics Center.

¹ <https://installations.militaryonesource.mil>

² <https://local.townsquarepublications.com/texas/killeen/01cha/topic.html>

Figure 2: Killeen Population History, 1980–2019³

As shown in the preceding figure, the City experienced steady and significant growth over the past 40 years, especially between 1990 and 2010. Much of this growth can be attributed to the influences and growth of Fort Hood, and the associated impacts on the local economy and business environment. Killeen's major employers include Fort Hood (37,004 employees), the Killeen Independent School District (6,000 employees), the U.S. Government Civilian Personnel Office (5,373), Teleperformance (1,700), and the City of Killeen (1,173 employees).

³ U.S. Census Bureau and Erik Steiner, Spatial History Project, Center for Spatial and Textual Analysis, Stanford University.

Killeen Demographics

The following figures summarize various demographic characteristics of Killeen's population as provided by U.S. Census estimates.

Figure 3: Sex

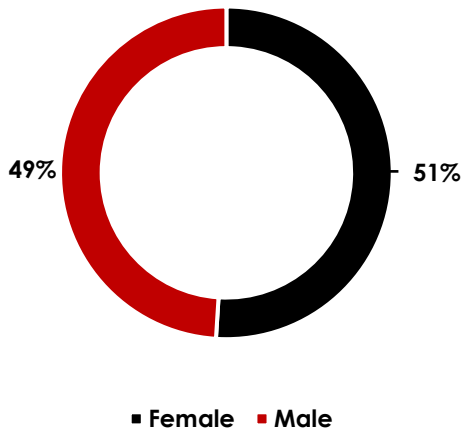


Figure 4: Race

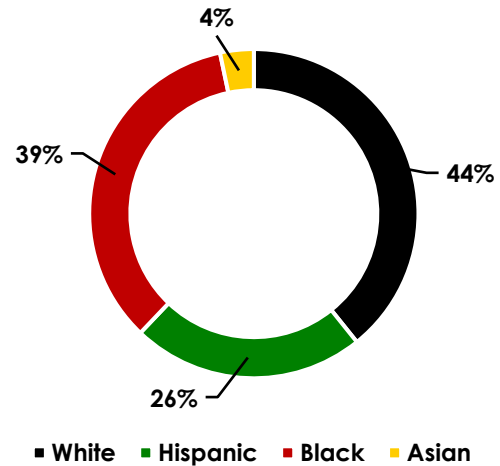


Figure 5: Age

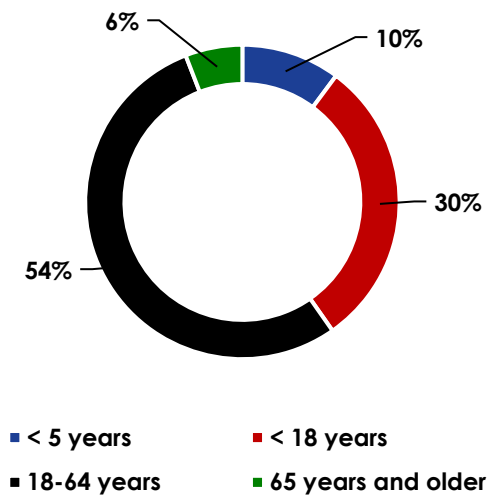
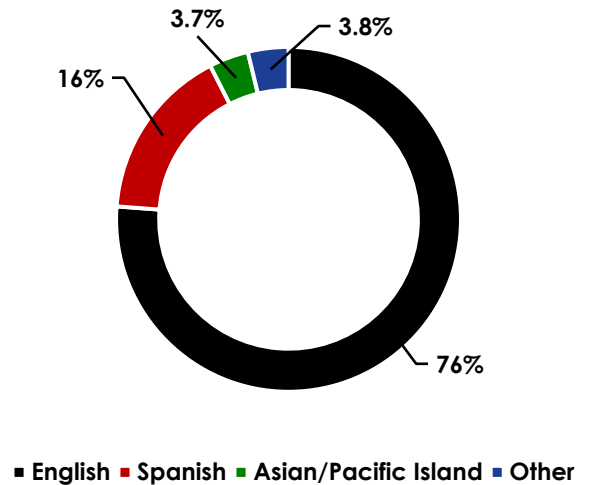


Figure 6: Primary Language



Demographics Discussion

According to the U.S. Census Bureau, in July 2019, approximately 12% of the population under the age of 65 years had some type of disability, and 12.5% of the total population did not have medical insurance.

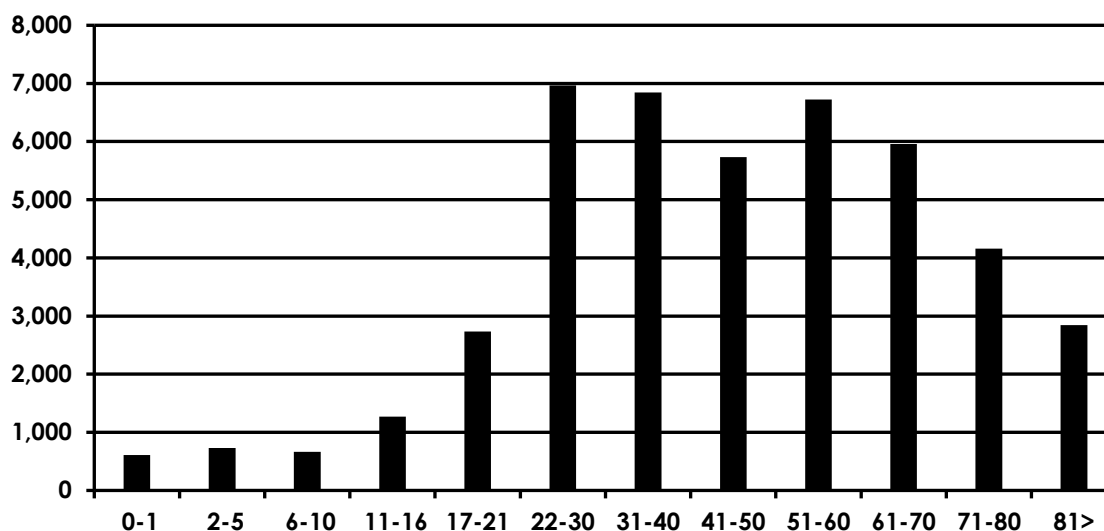
The previously described demographic traits of a community coupled with population density characteristics can affect overall community risk, the specific nature of the risk, and subsequent demand for emergency services.

An October 2019 NFPA research report, *Home Structure Fires*, cited a study by Gilbert and Butry that determined population “frailty,” defined by age- and gender-adjusted natural cause mortality rates, can identify populations vulnerable to fire death but not those vulnerable to non-fatal injuries. The NFPA report revealed that more than half (54%) of the fatal home fire victims were 55 and over, and one-third (34%) were at least 65 years old. One of every five fatal home fire victims was between 55 and 64 years of age. More than two-thirds (69%) of the people who were non-fatally injured were between 35 and 64 years of age. In urban cities, several factors have been identified that place certain groups of people at higher risk of being injured or killed in a fire. Fifty-six percent were male, as were 54% of those non-fatally injured.

These segments of the population are also more likely to use fire department services, especially EMS, than other population groups. EMS incidents in Killeen represent approximately 68% of the overall service demand in the city. Additional detail about these special risk groups, and their impact on emergency services, follows.

Age: The elderly may have difficulty escaping from fire due to physical limitations and diminished sensory perception (primarily hearing and vision). Quality of life issues, chronic illness, and the proliferation of assisted living/nursing home facilities also increase emergency medical service demand. The very young also represent a vulnerable population, as they do not have the ability to appropriately and quickly recognize and react when faced with an immediately dangerous situation.

ESCI evaluated 2018–2020 EMS patient records to identify the ages of evaluated patients. The following figure summarizes the number of patients per age range.

Figure 7: EMS Patient Ages (2018–2020)

As shown in the preceding figure, the greatest number of patients fall into the 22–40 age range. This demographic appears to coincide with the relatively young overall population in Killeen, which is primarily influenced by the large military presence at Fort Hood.

Lack of Health Insurance: People with no health insurance may be more prone to chronic illnesses or undiagnosed medical conditions simply because they cannot afford to seek medical treatment. Twelve and one-half percent (12.5%) of Killeen's overall population does not have health insurance.

Disabilities: People under 65 years of age with some form of disability comprise just over 12% of the City's population and may be incapable of quickly recognizing an emergency and reacting appropriately.

Language Barrier: Segments of the population may have cultural differences or language barriers that inhibit their ability to call for help when needed, or effectively communicate their needs and concerns. According to the NFPA, "Language barriers, cultural differences, and inexperience with unfamiliar home technologies are factors that mark the challenges of helping newcomers live safely from the threat of fire in the home."⁴ The percentage of the City's population that cannot speak English is unknown. Over 9% of the City's population is foreign-born; and almost 24% of the population speak a language other than English at home.

⁴ Serving immigrant and refugee populations, National Fire Protection Association, 2017.

Low Income: Those with low incomes tend to use fire and EMS services more often than those with higher incomes. Approximately 14% of the City's population lives below the poverty level. The U.S. Census Bureau's 2020 poverty threshold is defined as \$12,760 for an individual, and \$26,500 for a family of four. The low-income category is often combined with other factors such as education or work status. The median household income in Killeen is relatively low at \$50,418 (in 2019 dollars).

City Government

As noted earlier, Killeen is a Home Rule City with a Council-Manager form of government. The City Council consists of a seven-member elected board that serves two-year staggered terms. Elections are held annually. Appointed City Manager and Assistant City Manager positions oversee the various City departments. The Fire Department is overseen by the City Manager, and the Police Department is overseen by the City Manager.

The Killeen Fire Department

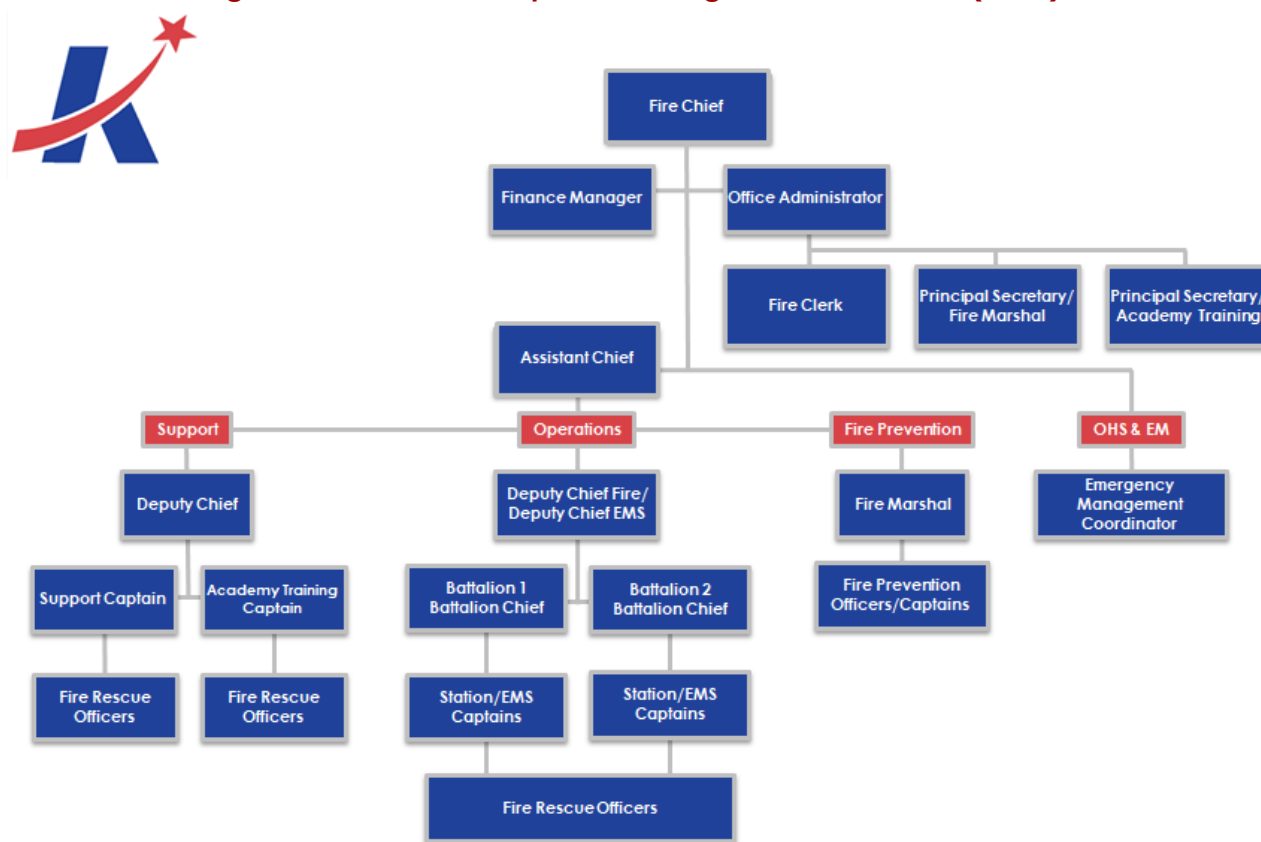
Organizational Structure

The KFD Fire Chief oversees all fire department operations and the City's emergency management functions. A new Fire Chief was hired from outside the Department in February 2021.

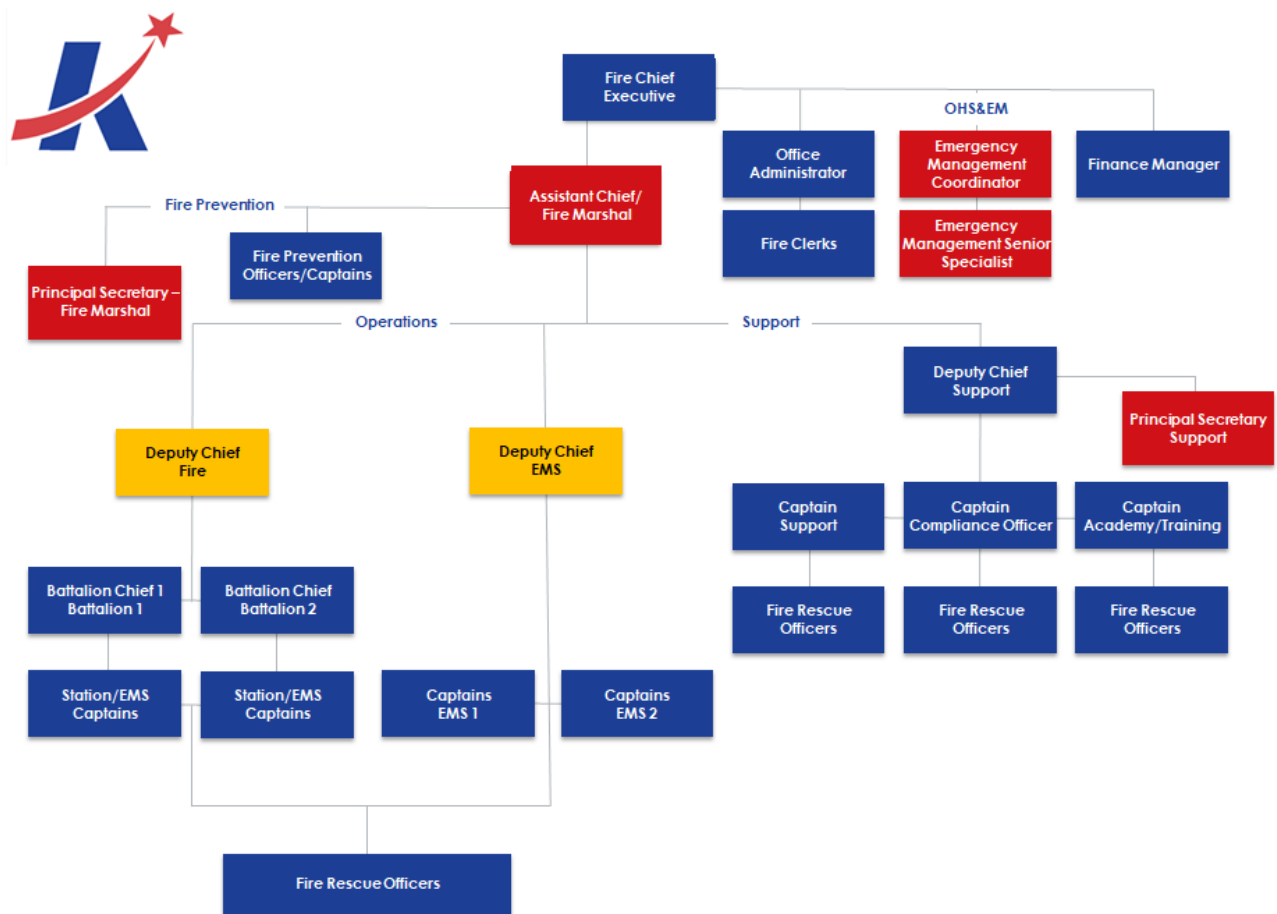
In 2015, KFD was assigned and maintains a *Public Protection Classification* (PPC®) score of 1 by the *Insurance Services Office* (ISO). This is the highest rating awarded by the ISO, and at the time, the KFD was only one of approximately 100 fire departments across the United States that had achieved a Class 1 rating.

The KFD is part of the Texas Interagency Fire Mutual Aid System, and works closely with the Texas A&M Engineering Extension Service.

The Department's previous organizational structure consisted of four primary divisions: Operations, Support, Fire Prevention, and Emergency Management. The Fire Chief reports to the City Manager. The following figure illustrates the past organizational structure of the Killeen Fire Department.

Figure 8: Killeen Fire Department Organizational Chart (2020)

During the study period, the Department's administration was reorganized. The following figure illustrates this interim administrative configuration.

Figure 9: KFD Interim Administrative Structure

Operations & Deployment

The KFD deploys its operations personnel and apparatus from eight fire stations, organized into two battalions. The Department provides traditional fire protection along with medical first response (MFR) and ground ambulance transport at the Advanced Life Support (ALS) level. In addition, KFD provides:

- Confined Space Rescue
- Hazardous Materials Response

Life-safety activities delivered by the Department include:

- Limited Fire Inspections
- Code Enforcement
- Plan Reviews
- Fire and Arson Investigations
- Limited Public Education and Prevention Programs

Fire Suppression

The minimum daily staffing is 48 personnel deployed across eight fire stations in two battalions, as shown in the following figure.

Figure 10: KFD Station Staffing

Station	Unit (Minimum Staffing)
1	Engine 1 (3), Medic 1 (2)
2 (Central)	Ladder 2 (3), Rescue 2 (2), Medic 2 (2), Battalion 1 (1), EMS Command 208 (1)
3	Engine 3 (3), Medic 3 (2)
5	Engine 5 (3), Medic 5 (2)
6	Engine 6 (3), Medic 6 (2)
7	Engine 7 (3), Medic 7 (2)
8	Engine 8 (3), Medic 8 (2), Battalion 2 (1)
9	Ladder 9 (3), Rescue 9 (2), Medic 9 (2), Unit 206 (1)

Wildland Firefighting

The geography, climate, and light natural fuels present in and around Killeen make it susceptible to wildfires, especially in the wildland-urban interface areas around the City's periphery. The KFD routinely responds to wildfires, especially in the summer and fall. The Department has six Type 6 brush units called "Boosters," that are cross-staffed as needed for wildfire response.

EMS

Each station has EMT-Paramedics who staff an ALS-equipped ambulance to respond to medical incidents in their first-due territory and transport for definitive care as appropriate. All operations personnel are minimally trained and certified at the EMT-Basic level, but are required by the City's municipal code to achieve paramedic level certification. At the time of this study, the Department had 141 Fire-Rescue Officer/Paramedics and 29 Fire-Rescue Officer/EMTs.

Hazardous Materials Response

The Department provides hazardous materials response with a 58-person technician trained hazardous materials team. All technicians are also TCFP certified Hazardous Materials Safety Officers. The Department's HAZMAT specialized apparatus consists of a HAZMAT truck and trailer, which responds out of Station 8. Almost all operations assigned personnel are trained to at least the HAZMAT Operations level, and nine are certified HAZMAT Incident Commanders. The Technicians are trained and equipped to conduct surveillance, containment, and control of uncontrolled chemical releases in Level A and B protective ensembles. The team trained quarterly prior to the 2020 COVID-19 pandemic. Additional mutual aid HAZMAT response resources are available through Fort Hood and Temple Fire Departments.

Technical Rescue

The Department provides a wide range of technical rescue responses, including surface water rescue, confined space, trench rescue, and high angle rope rescue. Two heavy rescue units (Rescue 2 and Rescue 9) are staffed 24/7, with a minimum of one Technician trained Fire-Rescue Officer on each unit. Twenty technicians are assigned on each shift, along with one Team Leader and two alternate Team Leaders.

Components of the Emergency Services System

Emergency Medical Services

KFD staffs eight medic units—24 hours a day, seven days a week, providing ALS ground ambulance transport throughout the City. KFD charges a fee for ambulance transport, and uses an outside billing agency to bill patients. A more extensive review of EMS activities is documented later in this report.

Medical Facilities

Several emergency medical facilities are in or in relative proximity to Killeen, as shown in the following figure.

Figure 11: Medical Facilities

Medical Facility/Location	Trauma Center Designation
AdventHealth Central Texas, Killeen	4
Baylor Scott & White, Temple	1
Baylor Scott & White McLane Children's Medical Center, Temple	2
Carl Darnell Army Medical Center, Fort Hood	3
Central Texas Veterans Health Care System, Temple	N/A

ESCI noted that the closest Level 1 and Level 2 Trauma Centers are in Temple, which is approximately 30 miles away.

Emergency Communications

All fire, EMS, and law enforcement agencies located within Bell County are dispatched by the Bell County Communications Center (BCCC), which is a department within the County government. The Center is the primary 911 Public Safety Answering Point (PSAP), and according to the Center's website, it is the first consolidated dispatch center in the nation to provide dispatch services for 60 police, fire, and EMS agencies in the County. The Center and communications system is funded by a combination of County contributions, contributions from four member cities and the County, and available state funds granted through the Central Texas Council of Governments (CTCOG). The Center's operating budget is overseen by an Executive Board comprised of the four-member city mayors (Belton, Harker Heights, Killeen, and Temple) and the County Judge. This board meets quarterly, and monthly during budget season.

A Regulatory Board of Operations oversees the administration and operations of the Center. This board is comprised of the fire and police chiefs from each of the four-member cities and the Bell County Sheriff. The Center's Director reports directly to the County Judge. The Center's 2021 operating budget is \$9,284,767 (excluding 911 PSAP expenses that are paid by the Central Texas Council of Governments (CTCOG)).

The BCCC employs 106 full and part-time personnel, 70 of whom are combined Call-Takers/Dispatchers who are assigned to three shifts (7 a.m.–3 p.m., 3 p.m.–11 p.m., 11 p.m.–7 a.m.). Each shift has an average of 17 Call-Takers/Dispatchers who are typically assigned to the following primary positions:

- 11 Dispatchers: 1-Temple PD/College, 1-Killeen PD/Colleges, 3-Law Enforcement radio talk groups (1/2/3), 3-Fire/EMS, 1-Fire/EMS ("overflow")
- 2–3 Relief Dispatchers/Supervisors
- 2–4 Call-Takers
- 2 Non-emergency law enforcement records check Dispatchers

Dispatchers must obtain and maintain a Texas Commission on Law Enforcement Public Telecommunicator license, and complete 20 hours of continuing education every two years. Dispatchers must also be certified in the Priority Dispatch® ProQA™ Emergency Medical Dispatch protocol system.

The Dispatchers use the Priority Dispatch® ProQA™ Emergency Medical Dispatch protocol system to appropriately interrogate and prioritize emergency medical incidents and provide consistent pre-arrival instructions to the 911 caller. This system has been in place for approximately 10 years.

The ProQA™ system and the Center's CAD are configured and programmed to “cross-walk” the EMD card number, determinate and sub-determinate codes into a plain-English chief complaint and response priority designator (Priority 1, 2, 3, 4) that is sent to the response unit(s) MDCs. The priority codes for each chief complaint were determined by the County EMS Medical Director. However, each fire agency defines its response modes and assigned resources for each type of EMS incident/chief complaint.

Participating agencies use a Harris P25 compliant 800 MHz trunked radio system that has repeater transmitter sites located in strategic locations throughout the county. The BCCC relays incident information and mapping data through a CAD interface to apparatus with mobile data computers (MDCs) and automatic vehicle locator (AVL) devices. However, the system is not configured to send the closest unit regardless of jurisdiction. A radio frequency propagation study to identify radio coverage throughout the county was underway at the time of this report.

Emergency Management (EM)

The City has an Office of Homeland Security and Emergency Management (OHSEM), which is a Division within the Fire Department, and is managed by an Emergency Management Coordinator (EMC) who reports to the Fire Chief. The Division is responsible for mitigating, planning, coordinating, and recovering from large-scale natural, technological, and human-caused hazards in the community. Additional details on EM activities are included later in this report.

Mutual Aid Organizations

KFD has automatic aid and mutual aid agreements with the following agencies:

- Belton Fire Department (Mutual Aid)
- Central Bell County Fire & Rescue (Mutual Aid)
- Copperas Cove Fire Department (Mutual Aid)
- Fort Hood Fire Department (Automatic & Mutual Aid)
- Harker Heights Fire Department (Automatic & Mutual Aid)
- Temple Fire Department (Mutual Aid)
- Southwest Bell County Fire Department (Automatic & Mutual Aid)

MANAGEMENT COMPONENTS

Effectively managing a fire department is a complex task, often impacted by financial constraints, political pressures, and demanding community expectations. Today's fire department must address these complexities by ensuring an efficient and flexible organizational structure, adequacy of response, maintenance of competencies and a qualified workforce, and financial sustainability.

A well-organized and efficiently administered organization has appropriate documentation, policies, procedures, and clearly understands, acknowledges, and addresses internal and external issues affecting the agency. Processes must also be established to address the flow of information and communications within KFD as well as with the citizens it serves.

In the following section, ESCI analyzed KFD's current efforts in managing the organization.

Foundational Management Tenants

To be effective, the management of a fire department needs to be grounded in the acceptance and adoption of solid mission, vision, and values statements. The Department has a relatively contemporary Business Plan (2018–2019), with formally adopted Mission, Vision, and Values statements, along with goals and objectives that are consistent with the City's General Plan. The Department's overall Mission statement is:

***To save lives and property through fire protection,
emergency medical services, and rescue services.***

In addition, each division within the Department also has its own Mission Statement, with specific Mission Elements and Critical Tasks. The Fire Chief indicated that he intends to develop a more robust and inclusive strategic planning process and plan.

Since it has been five years since this strategic plan was created, efforts should be taken to conduct an inclusive strategic planning process that includes participation from all levels within the organization, which should result in organizational improvements in policies and procedures, internal and external communications practices, operational deployment, recordkeeping, and sustainable financial practices, just to name a few. Also, given the fact that a new Fire Chief has been hired from outside the organization, establishing a new strategic plan provides an opportunity for the Chief to collaborate with internal stakeholders in helping shape the Department's future vision, goals, and objectives.

For mission statements, visions and values, and strategic planning to be effective, they must be part of a “living” process, consciously evolving as the Department grows and changes.

Management Documents & Processes

For any organization, documentation of activities is not only required to meet the organizational mission, it also is a legal requirement in many aspects of department operations. Detailed and consistent documentation also provides a mechanism for measuring performance. Policy and procedure development and maintenance is critical to ensuring a stable, effective, and cohesive organization. It also provides a formal method for memorializing organizational decisions and processes.

KFD last updated its Standard Operating Guidelines (SOGs) in March 2020, which were distributed via email. Employees receive training on the SOGs, and they are routinely referenced in training evolutions.

Internal Assessment of Critical Issues & Future Challenges

As previously noted, the current Fire Chief was new to the organization as of February 2021, which was during the study period. However, he was able to identify the following critical issues and challenges currently facing the organization.

- The Department needs a contemporary strategic plan, with defined strategic initiatives, goals, and objectives, with the goal of using this process to help achieve Department Accreditation.
- Inadequate/old station, support, and training facilities.
- Anticipated significant development and population growth in certain areas of the city.
- Increased call volume, especially for ambulances.
- Lengthy response times in certain station response zones.

Internal & External Communications

In today’s “hyper speed” world of communication, the public expects strategic, frequent, responsive, and caring communication from government agencies. Likewise, employees expect the same when disseminating internal messages. Without it, public and employee confidence in the organization can be severely damaged, and informal communication channels may be created to spread false and misleading information throughout the community and organization.

The City maintains a website that includes pages for each City department, and also electronically distributes a weekly newsletter, the *Killeen Scene*. The KFD's home page primarily focuses on fire code inspection fee information, and includes a few links to previous fire department annual activity summaries, and contact information for the Office Administrator and Fire Marshal. There are additional Department pages related to Emergency Management, Training Academy, and fire station locations. However, the only way to access these pages from the Fire Department home page is to click on the site map link and scroll down to the fire department list.

The City also uses a third-party mass communication application called CodeRed™, which can provide geo-targeted emergency public safety alerts and instructions to its citizens.

Regarding social media engagement, the Department contributes Department-specific information, news, and public safety education topics for inclusion on the City's Facebook® account. This account is regularly updated with safety information, Department activities, and incident information. The site had over 28,000 followers at the time of this study. The Department does not maintain Twitter® or Instagram® accounts.

Internal City communications of Department activities include the use of the City's intranet, written memos, and annual publishing of Department incident statistics and activities. The Fire Chief annually reported department activities through the budget process and a published and presented annual report to the City Council.

Communications Discussion

While the City's overall website has a professional appearance, the KFD should work with the City to improve the content and functionality of the Department's web pages, starting with the home page. This page, and related pages, should include robust and easily accessed information related to, but not limited to the following examples:

- The Department's Mission, Vision, and Values statements
- Current strategic plan documents
- All hazards life safety information and downloadable brochures
- Links to other public safety agencies
- Description of the various KFD Divisions
- Photographs of Department activities, incidents, and personnel
- Fire Code regulations, permitting fee information, and how to apply for permits
- Seasonal life safety tips
- Public health and safety information
- Recent incident information

While many emergency response agencies are now using Facebook® to interact with the public, additional tools like Twitter® and Instagram® can be useful as well. The Killeen Police Department has an active Twitter® account, with over 1,500 followers. Twitter® is now being used by emergency response agencies around the country to provide real-time information during evolving emergency events and to gather the public's observations, opinions, and information. These tools are now engrained in the fabric of our society, and KFD should explore expanding its social media presence on these additional platforms.

Record Keeping, Document Control & Facility Security

Diligent documentation and analysis of fire department activities are critical in making sound management decisions and maintaining public transparency. KFD uses the following records management systems (RMS) to document various Department activities:

- Crew scheduling and tracking: Active911®
- Fire incident reporting: Currently, Zoll Fire RMS®. Will soon migrate to ESO®
- EMS Incident reporting: ESO®
- Inspections & Permits: Zoll Fire RMS®

Training is logged via hard copy forms and submitted to a secretary, who enters the information on an Excel spreadsheet.

Most hard copy personnel documents are secured in cabinets via lock and key in a locked room, and electronic records are password-protected and back up via cloud-based servers and external hard drives. However, during the site visit, personnel reported that some personnel records with confidential information were being stored in an unlocked filing cabinet in a Support Services building closet.

Mandated records related to the maintenance and testing of fire equipment are created and stored by various third-party contractors who conduct the testing. Apparatus maintenance records are logged and archived by the City.

KFD stations are secured via standard locks, except for the EOC, which is secured by a digital keypad. Computers are secured via individual log-in codes.

During the site visit, anecdotal information was shared indicating that the Support Services building has experienced frequent break-ins, resulting in the theft of numerous and expensive pieces of fire equipment, and some acts of vandalism. Other stations have experienced vehicle prowls and vandalism of parked personal vehicles in station parking lots. There are no security cameras or secure perimeter fencing around any of the fire facilities.

Record Keeping & Document Security Discussion

With the exception of training documentation and reported lack of document security in one facility, the methods used by the City and KFD to document activities appear to be similar to other contemporary fire departments studied by ESCI. In particular, the use of off-site cloud-based storage provides a level of resilience in the event of a catastrophic local incident that damages or destroys the Department's information technology infrastructure.

Consideration should be given to using the existing RMS systems for logging and tracking department training. This would allow easy access for staff and line personnel to track and monitor their training, and ensure mandated training is completed within required timeframes.

Department Planning Processes

Contemporary fire service organizations spend considerable time and effort analyzing data to evaluate their effectiveness and efficiency in delivering high-quality emergency services. There are two main areas of fire department planning: emergency preparedness and response planning, and administrative/organizational planning.

Emergency Preparedness & Response Planning

The Mayor is the City's designated Emergency Manager, and the KFD Emergency Management Coordinator is responsible for emergency/disaster mitigation, preparedness, and response planning for the City. The Department's Fire Chief and Emergency Management Coordinator were actively involved in the development of the Central Texas Council of Governments Regional Hazard Mitigation Action Plan (HMAP). The draft plan was created in 2018 and is currently under State review for formal approval.

The Department has not performed a Standards of Cover/Community Risk Assessment (SOC/CRA) study. However, this study includes a partial community risk assessment and many of the components of an SOC that can be leveraged in future planning efforts.

The Department-specific emergency response plan includes dividing up the City into specific response districts with pre-determined apparatus response assignments based on incident type.

The Department has interlocal agreements with adjacent fire departments to provide automatic and mutual aid resources and is also part of the State's Intrastate Mutual Aid System.

Administrative Planning

Administrative planning is also extremely important and is often overshadowed by emergency response planning efforts. However, the KFD has taken an initial proactive approach in administrative planning through this study effort. Administrative planning can take many different forms, including, but not limited to:

- Master Planning
- Strategic Planning
- Succession Planning
- Community Development Planning
- Capital Equipment/Facilities/Apparatus Planning

According to KFD, they created a strategic plan in 2016, complete with a mission statement, vision statement, or values statements. Goals and objectives were also established. A collaborative strategic planning process that results in the formulation and adoption of realistic goals is critical to ensuring everyone in the organization and the community understands why KFD exists, the level of services provided, vision for the department over the next three to five years, and the goals and objectives to get there.

The Department has a Capital Facilities Plan and Capital Apparatus Replacement Plan. Both are reviewed and updated annually, with specific projects identified and submitted to the City for review and approval. This process is explained in detail in the Capital Facilities section of the study.

FINANCIAL ANALYSIS

This section provides background information on the historical and current financial condition of the KFD. Understanding of fire service financial resources and costs begins with an overview of the various revenues and expenditures which support the fire department and its operations across all programs. This includes a multi-year historical review of revenues and expenses followed by a status quo financial forecast from FY 22 through FY 26 utilizing historical trend data and key assumptions about future trajectory to the extent known. This analysis relies on extensive financial documentation provided by the department, including the actual and adopted budget documents from FY 16–21 and Killeen's comprehensive annual financial reports (CAFRs) and budget documents through FY 21.

Fund Accounting

Local governments use an accounting system organized around a series of discrete funds to ensure appropriate accountability and segregation of revenues and expenses related to specific activities. The Governmental Accounting Services Board (GASB), an independent organization that develops and adopts standards of government accounting and reporting, defines a fund as "...a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations."⁵ In other words, a fund exists to capture all revenue, expense, and fund balance activity related to a specific function or set of activities.

There are three categories of funds: Governmental Funds, accounting for most governmental functions such as fire, rescue, and EMS services; Proprietary or Enterprise Funds, accounting for business-type activities (Drainage Utility, Solid Waste, Water/Wastewater, and Airport), Debt Service and various Internal Services that can be billed out to other departments on a cost reimbursement basis such as the Fleet Management, Risk Management and Information Technology; and Fiduciary Funds, accounting for assets held by the government as an agent of which the City has only one; the Employee Benefits Trust Fund. Fire department primary and supporting functions are typically found in Governmental funds, which is the case with the KFD.

⁵ GASB Codification Section 1300; www.gasb.org.

Expenditures supporting fire department activities may, and often are, found in several different major and minor funds which may relate to how revenue is generated.^{6,7} Funds may be wholly dedicated to a specific department, or they may comprise several different departments and functions, such as the City's General, Capital Projects, Debt Service, and various Internal Service Funds. The following analysis compiles data from all pertinent funds to the extent that they contribute to and support the overall mission and various operations of the KFD except for the City Debt Service Fund. Some percentage of the City's annual debt service is attributable to fire department capital expenses funded through various debt instruments but is not shown in the following analysis.

The **General Fund** or GF is the City's largest and most diverse governmental fund accounting for the bulk of the KFD's revenue and expense, including general County government operations and both internal and external services such as fire/rescue and EMS. The primary GF revenue sources are sales tax, ad valorem or property tax, and franchise fees.⁸

The **Capital Improvement Projects Fund** is a governmental fund used to account for resources restricted, committed, or assigned to acquisition, renovation and/or construction of major capital facilities such as fire stations and other capital assets such as apparatus. Expenditures are often financed by long-term debt repaid from recurring GF operating revenues, primarily ad valorem revenues which comprise almost 90% of the revenue stream in the FY 21 adopted budget.⁹ The City has a formalized five-year Capital Improvement Program (CIP) and commits funding each year during the annual budget process to various projects approved during the CIP review process. KFD-related capital expenditures are budgeted in the appropriate General and Capital Projects Funds expenditure budgets depending upon the specific expenditure type and funding source.

⁶ Major governmental funds are those shown separately within the City of Killeen CAFR such as the General, Capital Improvements Project and Debt Service Funds.

⁷ Non-major governmental funds are those not considered separately in the City of Killeen CAFR but rather are shown in aggregate such as the Fire Department Donation Fund.

⁸ City of Killeen FY 2021 Adopted Annual Budget, p. 32.

⁹ City of Killeen FY 2021 Adopted Annual Budget, p. 329.

Special Revenue Funds are governmental funds used to account for revenues legally restricted or otherwise restricted by policy for specified purposes and the name typically indicates the restricted purpose. There is only one Special Revenue Fund associated with the KFD, the Fire Department Donations Fund (Fund 246). Although this fund is included in the analysis below, it is very minor, only showing activity of less than \$3,000 in FY 17 and FY 21 adopted.

The City uses a current financial resources measurement focus and a modified accrual basis for budgeting and accounting in Governmental Funds. The City fiscal year runs from October 1 through September 30 of the following year. The City Council makes final revisions to all City budgets and adopts them by resolution no later than September 20 each year.¹⁰

Since the KFD operates as a General Fund department but expenditures are made from multiple budgets and funds as discussed above, the following analysis presents combined fire-related revenue and expense as a composite intended to illustrate to the reader total department-specific revenue and total expense in one table. However, it should be noted that debt service on capital projects financed through various debt instruments is accounted for in the General Fund in aggregate along with other City projects. Specific debt for various fire department projects has not been included in the following analysis.

Further, while several internal service charges are included as expenditures in the KFD budget analysis below, other internal services such as Human Resources, Legal, Budget/Finance, and City Administration costs are not directly allocated to the expenditure budget. A proportionate share of these costs (5-10% of the operating budget is typically seen as a reasonable estimate for support service costs) would be included in a true full cost analysis of the Department.

¹⁰ City of Killeen Comprehensive Annual Financial Report for the Fiscal Year Ended September 30, 2020, p. 54.

As of FY 19, the KFD provided its budget information as various programs, including Administration (010-7001), Operations (010-7070), Support (010-7071), Fire Prevention (010-7072), and Emergency Management/Homeland Security (010-7075). Although the Emergency Management/Homeland Security is a function supporting all City departments, it is housed within the fire department and is included in the following analysis. Further, and as mentioned above, fire department capital expenditures are found with the various fire department programs found in the GF as well as CIP Funds 347 and 349 and the Internal Service Fund Fleet Service (601).

Historical Revenue and Expense

Revenue

The following figure shows actual fire and EMS-related revenues for the General and Donations Funds which are divided into recurring and non-recurring revenues. Recurring revenues are those such as fees for service (ambulance charges) and permit fees, and other income streams that are reasonably predictable in many cases and expected to continue on a year-to-year basis. Non-recurring revenues, on the other hand, are more sporadic in nature and difficult to predict, such as grant (state and federal aid) funds, donations and sales of surplus property and equipment and insurance, and other reimbursements as well as various miscellaneous sources. Bond or loan proceeds, when applicable, are also considered non-recurring revenue sources but are not considered here since they provide undifferentiated funding for multiple Department projects.

Figure 12: KFD Revenues (FY 16–FY 20 Actual; FY 21 Adopted)

Revenue	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Adopted
Ambulance Fees	3,200,100	2,632,557	2,741,923	3,109,628	3,388,481	3,400,000
Other Service Fees	220,465	187,562	175,149	203,368	235,875	185,100
Recurring Revenue	3,420,564	2,820,119	2,917,072	3,312,996	3,624,356	3,585,100
Federal Grants/Aid	815,325	2,812,976	1,556,300	48,268	5,030,143	38,959
State Grants/Aid	136,466	5,009	39,193	167,568	75,891	-
Other Grants	-	-	-	21,637	281,223	-
Miscellaneous	852	6,029	937	954	960	910
Non-Recurring Rev	952,644	2,824,014	1,596,430	238,427	5,388,216	39,869
TOTAL REVENUE:	\$4,373,208	\$5,644,133	\$4,513,502	\$3,551,423	\$9,012,572	\$3,624,969

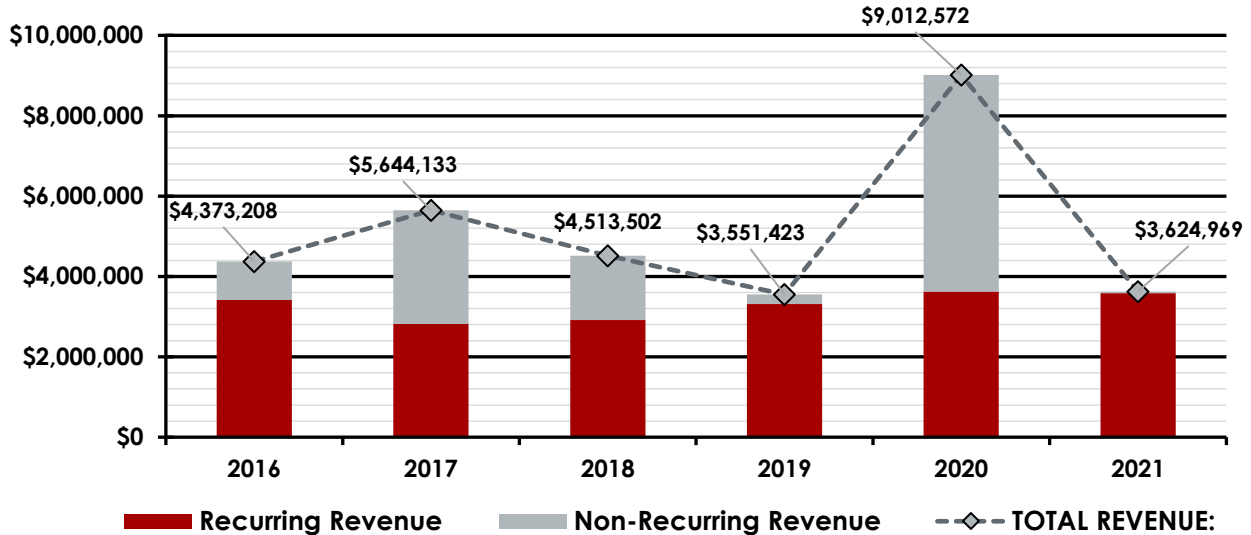
Fire department-specific recurring revenues supporting the department dropped significantly (\$600,000 or 17.6%) between FY 16 and FY 17, after which they steadily increased at 8.5% annually to \$3.6 million by FY 20, driven primarily by ambulance billing revenues. Recurring revenue comes from several sources outlined in the following:

- **Ambulance Fees**—Ambulance transport billing revenue, which includes contractual revenue for transports within unincorporated Bell County, dropped almost \$570,000 or 17.8% between FY 16 and FY 17, after which it steadily increased at approximately 8.5% per year to \$3.39 million by FY 20.
- **Other Service Fees**—Driven primarily by training academy charges, which comprise an average of almost 81% of the total, have fluctuated around an average of approximately \$200,000 annually. Fire prevention charges increased from \$20,570 in FY 16 to \$34,133 in FY 20, an increase of 66% over the period.

Non-recurring revenues supporting the department, as expected, have varied considerably from a high of \$2.82 million in FY 17 to a low of just under \$240,000 in FY 19. Non-recurring revenues are driven primarily by various federal grants. Non-recurring revenue sources are outlined as follows:

- **Federal Grants/Aid**—has varied considerably over the period from a low of \$48,268 in FY 19 to a high of just over \$5 million in FY 20. Federal grant funding has been a diverse mix, from FEMA SAFER Act funding totaling \$4.44 million from FY 16-18 to FEMA COVID19 relief funding of \$5 million in FY 20. The KFD received a FEMA Assistance to Firefighters Grant (AFG) of \$572,231 in FY 17 and has received various other federal grants and reimbursements from DHS.
- **State Grants/Aid**—have varied considerably over the period, with the largest source being TEEX-Task Force funding which has varied from a low of \$1,826 in FY 17 to a high of \$167,568 in FY 19.
- **Other Grants**—have been relatively infrequent but have been as high as \$210,864 in FY 20.
- **Miscellaneous**—minor, and except for a spike of \$6,029 in FY 17, this source has generally fluctuated, averaging \$925.

The following figure compares recurring to non-recurring and total revenue for the department and clearly shows the variability due to fluctuating grant funding.

Figure 13: Recurring vs. Non-Recurring Revenues (FY 16–FY 20 Actual; FY 21 Adopted)

Expense

The following figure shows actual fire department expenditures (KFD-related operating and capital expenses in the General Fund are included along with KFD expenses in both the CIP and Fire Department Donated Funds in the totals that follow). Expenses for the period FY 16–20 actual and FY 21 adopted are divided into recurring and non-recurring expenses. Recurring expenses are those such as employee wages and benefits and various functional operating costs that are reasonably predictable and expected to continue from year-to-year.

In the case of some larger fire departments, fleets are so large that replacement can be well planned and cycled such that departments can spend a predictable, uniform amount each year on apparatus and equipment replacement. Typically, they consider this a recurring cost and can budget such with an offsetting recurring revenue. The KFD follows industry standards with a long-range apparatus replacement plan based upon various factors such as age, mileage, use, and condition, as well as annual repair versus replacement cost for various apparatus classes. However, the KFD apparatus replacement plan is not funded as part of the City CIP.

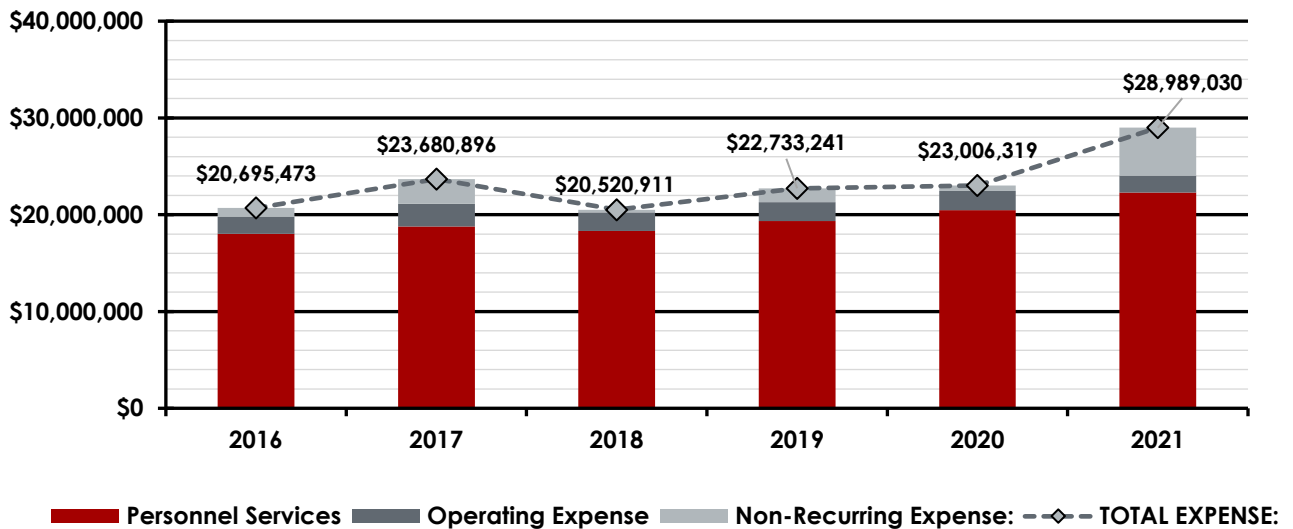
Non-recurring expenses, on the other hand, are more sporadic in nature and may be difficult to predict, such as land acquisition, facility construction, and major facility renovation, and large-scale equipment or apparatus purchases. In this analysis, all capital expenditures are shown as non-recurring expenses. Fire department-related expenses may be found directly in the Department's General Fund expenditure budget and the Fire Department Donated Fund budget, or indirectly in the Debt Service Fund budget (not shown here) and the City Capital Improvement Project Fund budget. The City maintains and utilizes a rolling five-year Capital Improvement Plan (CIP). Each year the initial year's projects approved for the various submitting departments are funded using various sources in the City's CIP budget. Those fire department-related projects are shown in the following analysis.

Figure 14: KFD Expenses (FY 16–FY 20 Actual; FY 21 Adopted)

Expense	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Adopted
Personnel Services	18,015,480	18,781,746	18,310,315	19,363,992	20,484,294	22,291,497
Salaries & Wages	14,042,998	14,560,517	14,176,601	15,022,850	15,840,470	16,911,521
<i>Regular</i>	<i>13,400,515</i>	<i>14,349,278</i>	<i>13,664,893</i>	<i>14,575,263</i>	<i>15,364,205</i>	<i>16,586,521</i>
<i>Overtime</i>	<i>642,483</i>	<i>211,239</i>	<i>511,708</i>	<i>447,587</i>	<i>476,264</i>	<i>325,000</i>
Benefits	3,972,482	4,221,229	4,133,714	4,341,142	4,643,825	5,379,976
Operating Expense	1,775,275	2,354,644	1,943,251	1,927,176	1,961,641	1,766,290
Supplies	874,061	1,122,831	888,718	794,782	870,437	866,893
Repair & Maint	469,082	443,351	566,427	484,848	434,392	356,526
Support Services	281,993	324,684	269,215	290,146	289,108	274,913
Minor Capital	44,316	276,730	95,938	210,240	227,166	136,448
Professional Services	105,822	136,160	122,953	146,016	138,190	126,700
Designated Expenses	0	50,888	0	1,144	2,349	4,810
Recurring Expense:	19,790,754	21,136,390	20,253,566	21,291,168	22,445,935	24,057,787
Buildings	0	0	178,038	9,400	0	0
Equip & Machinery	904,718	2,544,506	89,307	1,395,411	560,383	4,931,243
Furniture & Fixtures	0	0	0	11,924	0	0
Comp Equip/Software	0	0	0	25,338	0	0
Non-Recurring Expense:	904,718	2,544,506	267,345	1,442,073	560,383	4,931,243
TOTAL EXPENSE:	\$20,695,473	\$23,680,896	\$20,520,911	\$22,733,241	\$23,006,319	\$28,989,030

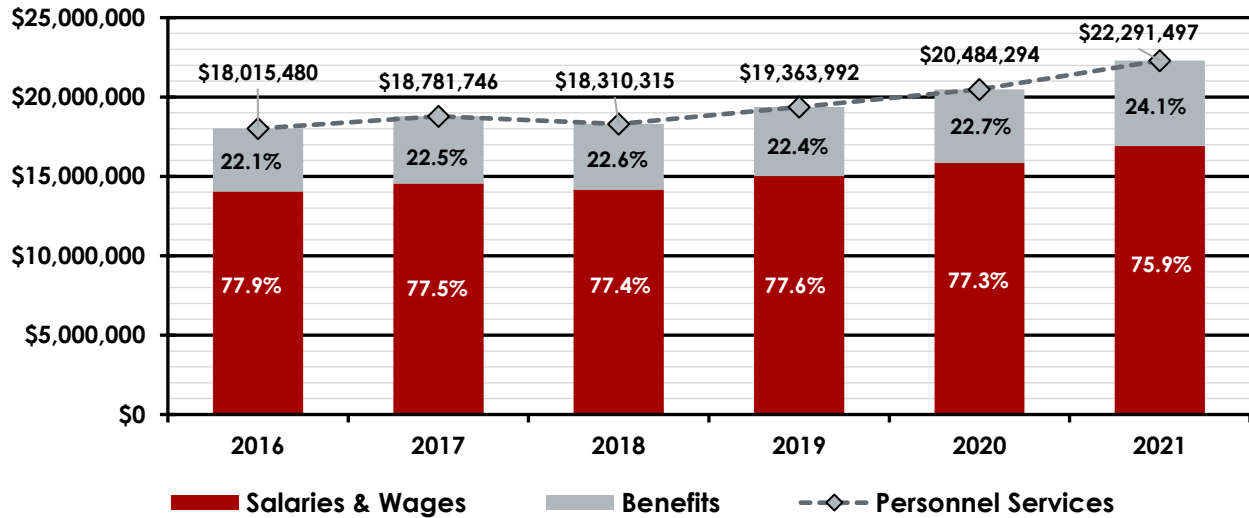
The following figure compares recurring, non-recurring, and total department expense (less any department-related debt service and central service costs) from FY 16 through FY 20, actual and FY 21, as adopted. Total expenses have increased from \$20.7 million in FY 16 to \$23 million in FY 20, with fluctuation over the period driven by variability in non-recurring expenses, which have varied from a low of \$267,000 in FY 18 to a high \$2.54 million in FY 17. Non-recurring costs are dominated by the acquisition of various apparatus over the period.

Figure 15: Recurring vs. Non-Recurring Expenses (FY 16–20 Actual; FY 21 Adopted)

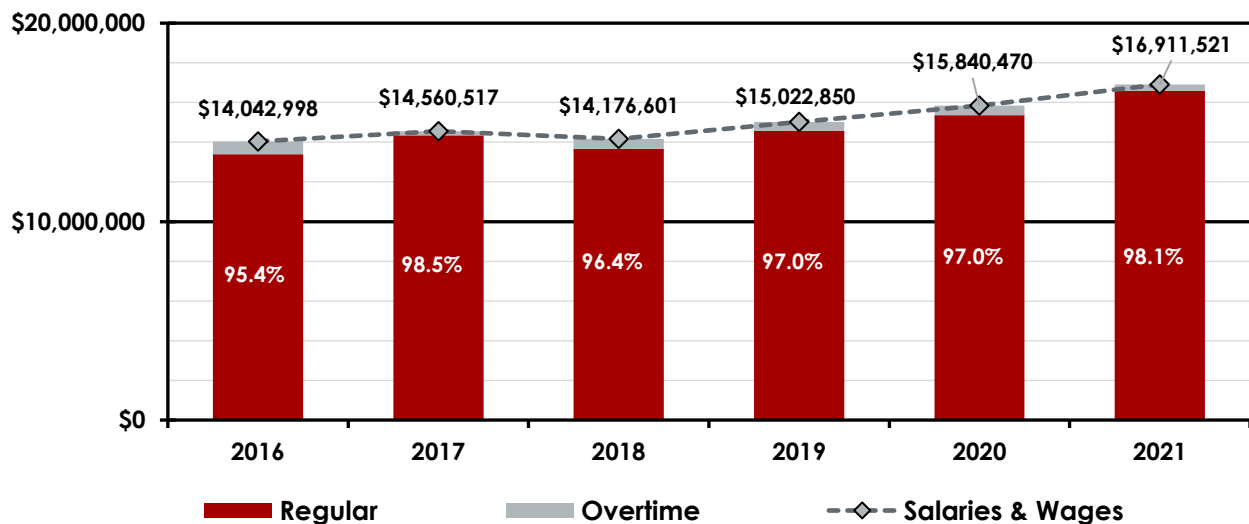


Recurring expenses, again excluding the fire department portion of City debt service, for the Department have increased over the period, rising at an average annual rate of 3.2% between FY 16 and FY 20 driven by personnel services costs which have increased at almost 3.3% annually while operating costs have remained relatively flat, fluctuating around an average of just under \$2 million annually through FY 20. The major categories are described as follows:

Personnel Services—as shown in the following figure, total costs have increased from \$18 million in FY 16 to \$20.5 million by FY 20 for an increase of 13.7% over the period, which represents an average annual increase of approximately 3.3%. This increase, except for deletion and addition in several positions resulting in a net zero change in FTE according to department records, primarily represents increases in wages and benefits. Benefits have averaged 22.4% of total compensation, while salaries and wages have averaged 77.6% from FY 16–20.

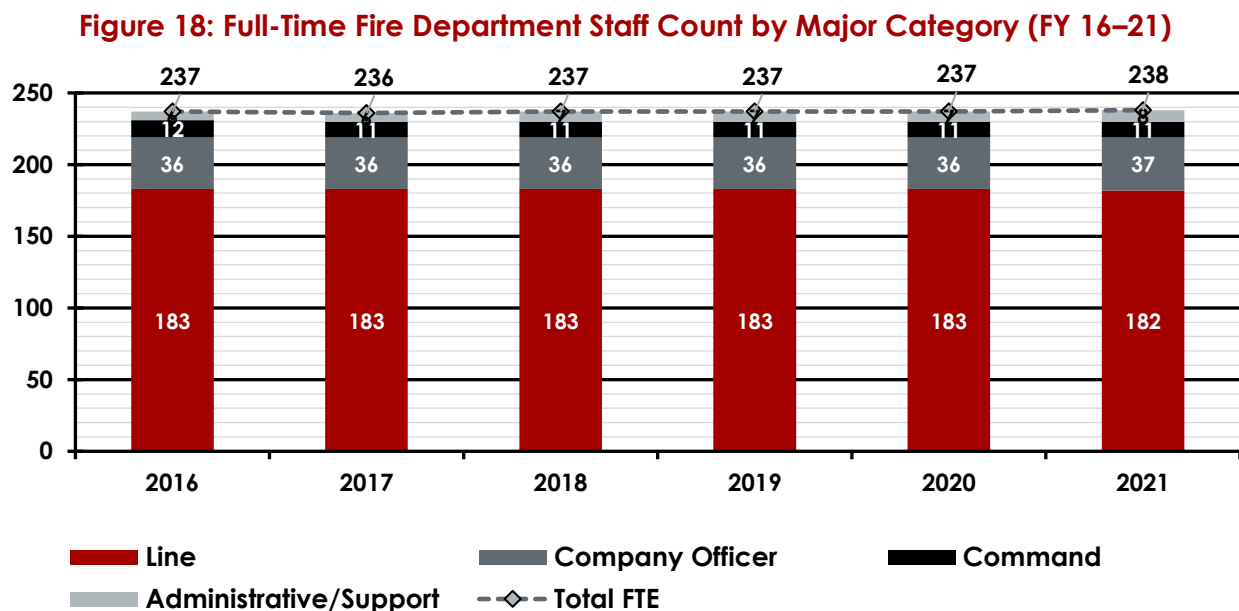
Figure 16: Personnel Services Expense (FY 16–20 Actual; FY 21 Adopted)

Overtime costs (sick/vacation and other operational coverage) as a percentage of total salaries/wages, and shown in the following figure, averaged 3.2%, while the salaries/wages line increased from \$14.04 million to \$15.84 million or an average of approximately 3.1% per year. This rate of increase is driven almost exclusively by regular wage and benefits increases authorized by the City Council as part of the annual budget process.

Figure 17: Salary/Wage Components (FY 16–20 Actual; FY 21 Adopted)

For the purposes of this discussion, all non-uniformed clerical, inspector, logistical, and emergency management type positions are grouped together as administrative/support positions, while uniformed positions assigned to administrative roles are considered operational since they are certified and capable of acting in operational roles. Line positions are those providing traditional fire/rescue and EMS services. Line positions are Fire Rescue Officers, whether certified as paramedics or EMTs, Company Officers are Captains while Command staff positions are uniformed officer positions above the Company Officer.

The following figure shows budgeted, full-time staff count (FTE) by major category, which has remained unchanged from 237 FTE in FY 16 to 237 FTE in FY 20, a net zero staffing increase over the historical period. There have, however, been some very minor changes within categories.



Using FY 20 salary and benefits amounts for the various positions that have been added and/or deleted between FY 16 and FY 20, the following figure shows the approximate net total impact ("New Position Adjustment") that the addition or deletion of these positions has on the FY 20 adjusted budget.

The total FY 20 adjustment due to staffing changes in salaries/wages for these positions is approximately \$1.68 million (a reduction of \$14,045 in regular wages, a reduction of \$449 in overtime based on average overtime of 3.2% of regular wages), while benefits are \$5,816 less. Therefore, adding the net negative cost of the added/deleted positions from FY 20 adjusted personnel services line items leaves \$15.35 million and \$4.64 million, respectively, as revised totals for wage and benefits increases. Therefore, the average annual increase in regular wages and benefits between FY 16 and FY 20 is approximately 3.46% and 3.95%, respectively.

**Figure 19: Net Impact Positions Added/Deleted on FY 20
Adjusted Personnel Services Budget**

Expense	2016 Actual	2020 Actual	New Position Adjustment	2020 Revised	Average Annual Increase
Personnel Services	18,015,480	20,484,294	-20,310	20,463,984	
Salaries & Wages	14,042,998	15,840,470	-14,494	15,825,975	
Regular	13,400,515	15,364,205	-14,045	15,350,160	3.46%
Overtime	642,483	476,264	-449	475,815	
Benefits	3,972,482	4,643,825	-5,816	4,638,009	3.95%

Operating Expenses—as shown in the following figure, operating costs, although fluctuating somewhat, have remained relatively static, averaging just under \$2 million annually between FY 16 and FY 20. Operating expenses increased significantly in FY 17 due mainly to spikes in Supplies (Uniforms/PPE, medical and chemical supplies, fuel) and Minor Capital (radios).

Figure 20: Operating Expense by Major Category (FY 16–20 Actual; FY 21 Adopted)

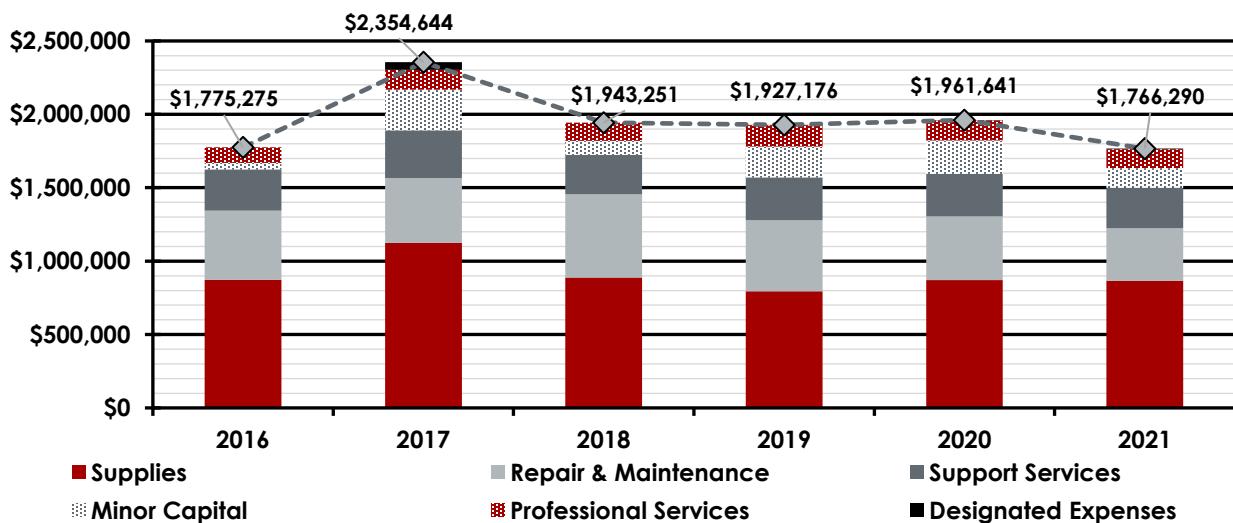
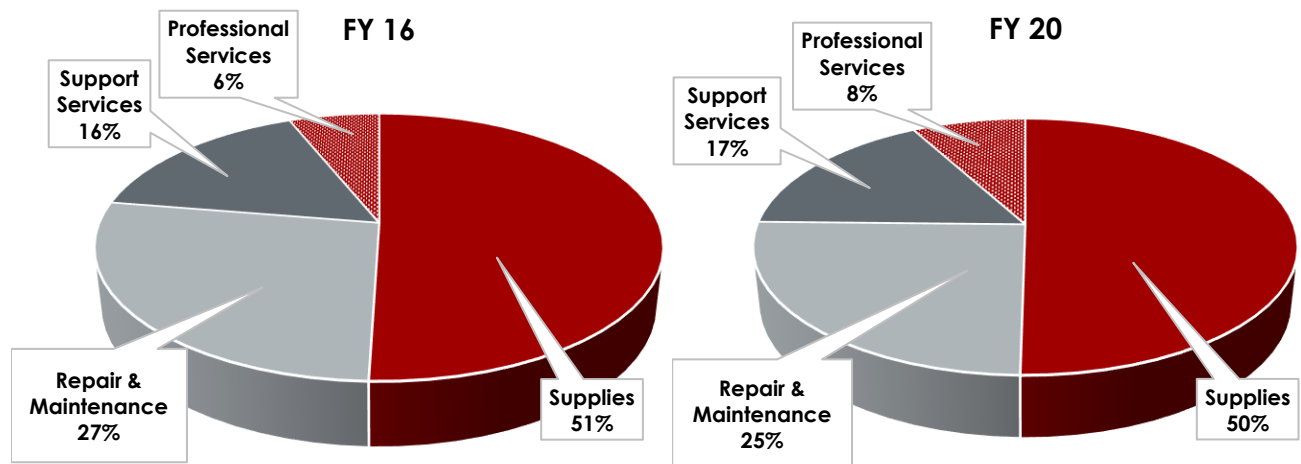
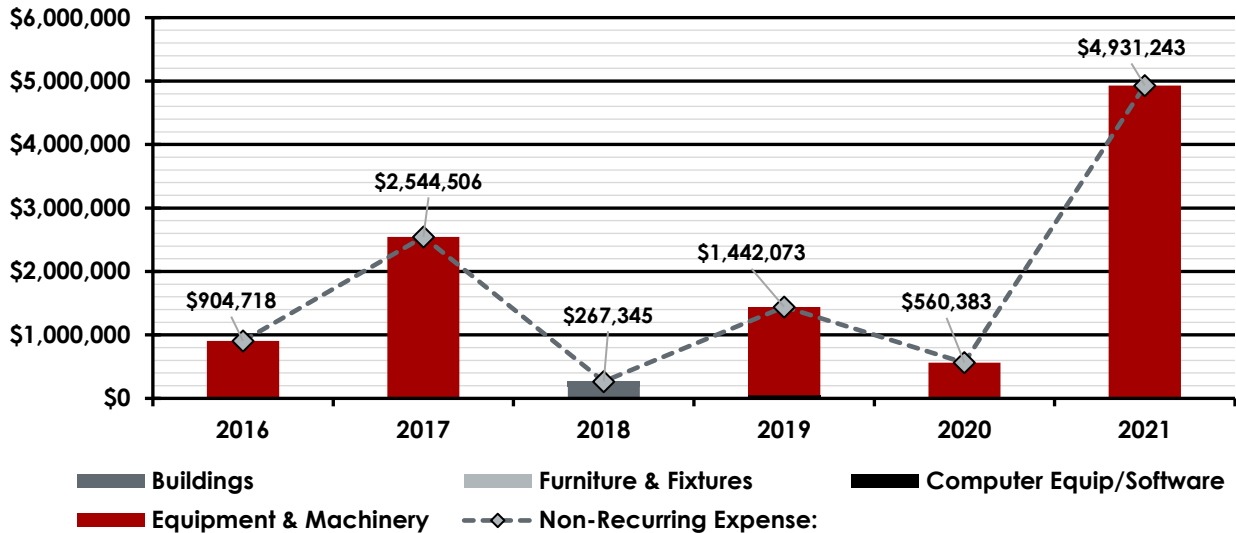


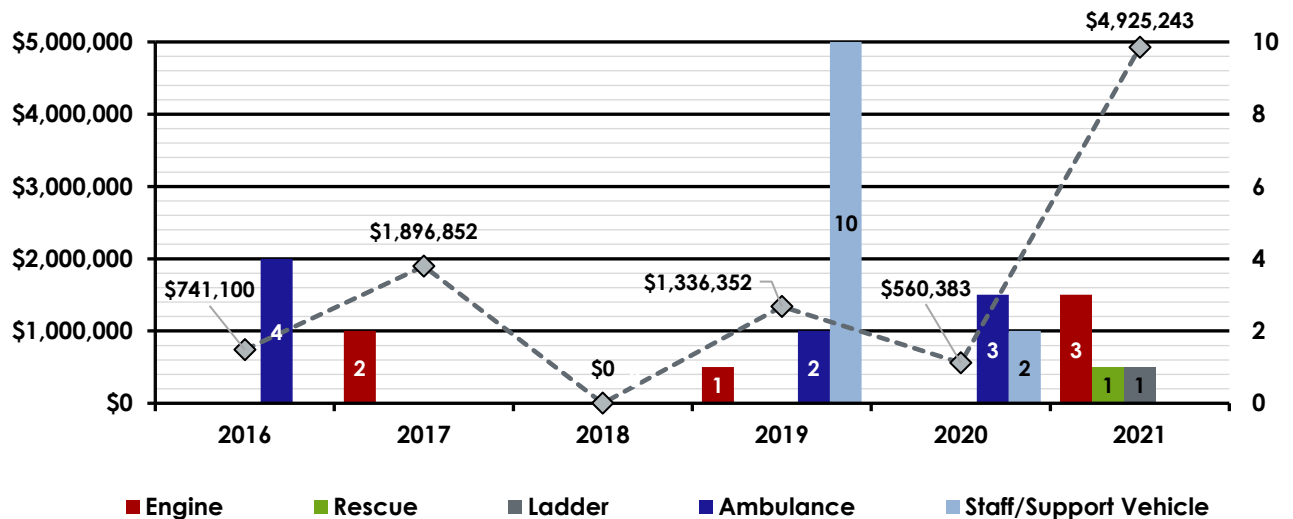
Figure 21: Comparison of Major Operating Costs FY 16 to FY 20

When Minor Capital and Designated Expenses are excluded, the proportionate costs for each of the other major categories have remained relatively fixed from FY 16 through FY 20, as seen in the preceding figure.

Non-recurring expenses have been dominated by apparatus acquisition and have varied from a low of \$267,000 in FY 18 to a high of \$2.54 million in FY 17. The following figure shows capital expenditures by category with the dominance and variable impact of apparatus acquisition on the overall budgets clearly seen. Vehicle/apparatus replacement and other major capital costs are generally accomplished within the City CIP budget but have been included in the analysis here to provide a fuller picture of KFD costs. As mentioned above, debt service costs related to fire department CIP projects are not shown in the analysis but should also be considered. The Department has a strong long-range capital apparatus replacement plan which is in line with industry standard; however, this plan is not routinely funded in the City CIP.

Figure 22: Capital Expenses by Category (FY 16-20 Actual; FY 21 Adopted)

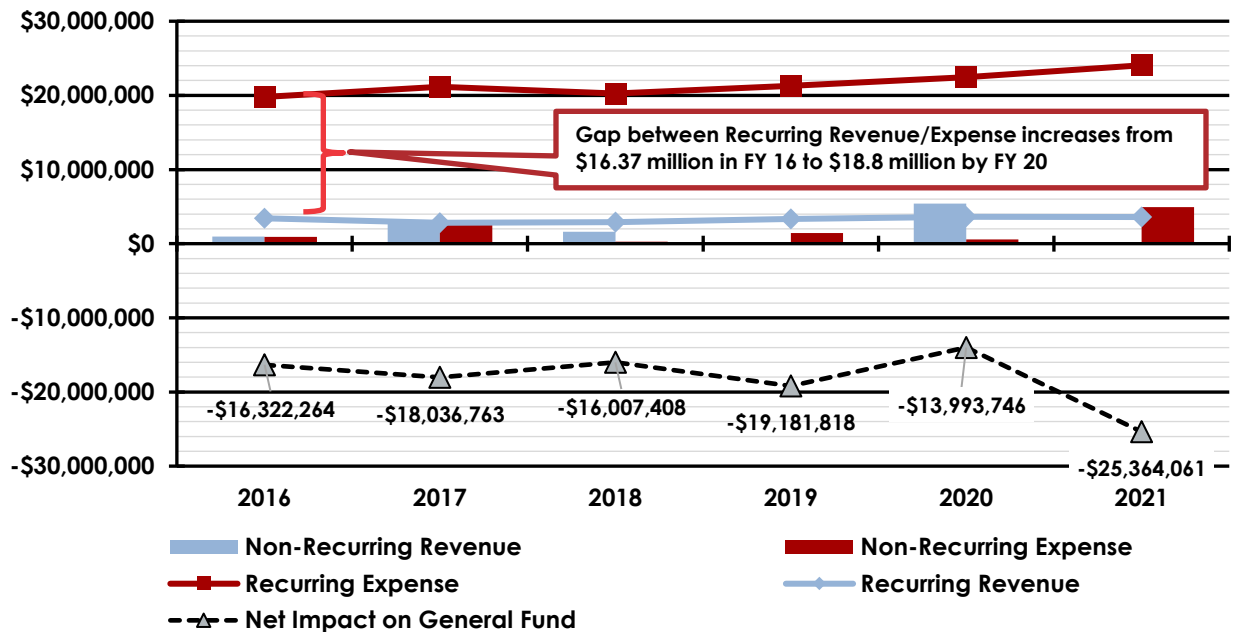
The following figure shows CIP apparatus volume and cost by year and the total impact on non-recurring costs. The total trend is virtually the same as the preceding figure and shows how apparatus acquisition has, historically, dominated non-recurring expense totals for the Department. The bars represent the total cost for each apparatus class, and the number in the bar represents how many of each apparatus type were purchased each year. The staff/support vehicle purchase in FY 19 was an equal purchase of cars and SUV vehicles. The vehicle costs shown in FY 21 are the full costs prior to any pre-payment discount, as shown in the FY 20 bid document. The ambulances represent both new purchases and vehicle re-chassis projects.

Figure 23: Fire Department CIP Apparatus Expenditures (FY 16–20 Actual; FY 21 Adopted)

Net Impact on City General Fund

As mentioned, the fire department revenue and expenditure budgets are housed primarily within the City's General and CIP Funds but have a significant impact on the General Fund, particularly when CIP expenditures are considered. And, although fire department-related debt service is not shown here since it is part of overall City debt, the impact is even greater. The following figure shows total program-specific revenues (from all sources) and expenses from FY 16 actual through FY 21 adopted and the net impact on the General Fund.

Figure 24: Net Fire Department Impact on General Fund (FY 16–20 Actual; FY 21 Adopted)



Recurring expenditures have risen from \$19.79 million in FY 16 to \$22.45 million by FY 20, while department-specific recurring revenues have only risen from \$3.42 million to \$3.62 million. The recurring funding gap has risen from \$16.37 million in FY 16 to \$18.8 million in FY 20 and is \$20.47 million in the FY 21 adopted budget. This gap has grown at an annual rate of almost 3.6% between FY 16 and FY 20, driven largely by personnel costs. When the large fluctuation of one-time CIP expenditures and grant revenues are considered, the demand on general revenues has fluctuated around an average of \$16.7 million in FY 16–FY 20, before jumping to \$25.36 million in the FY 21 adopted budget with the large apparatus acquisition planned. The City will need to monitor this trend and balance this increasing demand on GF revenues against other programs in the General Fund, particularly as it considers improvements in fire and EMS service levels.

Status Quo Projection

ESCI evaluated the historical information provided by staff to prepare a status quo revenue and expenditure forecast for the KFD. The forecast relies on trends previously developed through the historical review period along with forecast information available from the City when available, to understand potential anomalies due to personnel changes, apparatus acquisitions, and other major events. Certain assumptions were made about various revenue and expenditure components and are outlined below. It should be noted that the model uses a straight-line annual increase for each of the five years in the projection for most items unless otherwise noted. Year-to-year fluctuation in each revenue and expenditure component is much more likely, but historical trends suggest that most changes are generally linear over an extended time frame. However, beyond five years, the use of an average annual increase based upon historical trending is highly speculative and should be monitored closely. The status quo projection assumes no change to service level and can be compared against the differential cost of various service level enhancements presented later.

Revenue Assumptions

The revenue assumptions used in the KFD forecast are described in the next figure.

Figure 25: KFD Revenue Forecast Assumptions (FY 22–26)

Revenue Source	Assumptions
Ambulance Fees	Include contractual revenue from unincorporated Bell County and dropped almost \$570,000 or 17.8% between FY 16 and FY 17 then steadily increased at approximately 8.5% per year to FY 20. Expected to increase with rising call volume but payor mix may be an issue. Forecast uses adopted FY 21 amount and more conservative annual increase of 4% through FY 26.
Other Service Fees	Have historically fluctuated around an average of approximately \$205,000. Forecast assumes FY 22 revenue of \$205,000 which increases at 1% per year through FY 26.
Federal Grants	KFD has historically been quite successful in securing federal grant funding, including DHS AFG and SAFER Act grants. The department has averaged just over \$2 million annually in federal funding from FY 16 through FY 20. The forecast assumes the KFD will continue to be successful in seeking grants but at a more conservative rate of \$250,000 per year on average through FY 26.

Revenue Source	Assumptions
State Grants	Have been quite variable historically but have averaged near \$85,000 annually. The forecast assumes that it is much more likely that the KFD will continue to receive state funding at some level but assumes a more conservative amount of \$50,000 per year.
Other Grants	KFD received two other grants of significance in FY 20, totaling just over \$280,000. The forecast assumes no additional other grants during the forecast period.
Miscellaneous Income	Very minor source of revenue and the forecast assumes no additional revenue in this category.

The following figure is the status quo revenue forecast for the KFD for the period FY 21 as adopted through FY 26 based upon the stated assumptions.

Figure 26: KFD Revenue Forecast (FY 22–FY 26)

Revenue	2021 Adopted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Ambulance Fees	3,400,000	3,536,000	3,677,440	3,824,538	3,977,519	4,136,620
Other Service Fees	185,100	205,000	207,050	209,121	211,212	213,324
Recurring Revenue	3,585,100	3,741,000	3,884,490	4,033,658	4,188,731	4,349,944
Federal Grants/Aid	38,959	250,000	250,000	250,000	250,000	250,000
State Grants/Aid	-	50,000	50,000	50,000	50,000	50,000
Other Grants	-	-	-	-	-	-
Miscellaneous	910	-	-	-	-	-
Non-Recurring Rev	39,869	300,000	300,000	300,000	300,000	300,000
TOTAL REVENUE:	\$3,624,969	\$4,041,000	\$4,184,490	\$4,333,658	\$4,488,731	\$4,649,944

Expense Assumptions

The expense assumptions used in the KFD forecast are described in the following figure. The capital expenses represent an estimate based upon past CIP spending. Major expenditure categories are discussed, but for each category, the average annual rates of increase forecast and starting points may differ by program and fund as observed in the historical analysis. Individual program/fund rates of increase will impact the department totals in each category.

Figure 27: KFD Expenditure Forecast Assumptions (FY 22–26)

Expense Source	Assumptions
Personnel Services	<p>The department has not historically added staff but has increased total compensation to recruit and retain well-trained professional firefighters. The average annual rate of increase in PS costs has been 3.3%. After adjusting for several additions and deletions, which resulted in a slight reduction in the adjusted FY 20 compensation costs, the average annual wage and benefit increases between FY 16 and FY 20 were 3.46% and 3.95%, respectively. The forecast uses the FY 21 adopted wages and benefits figures as a starting point for the projection and uses historical increases for each from FY 22–26. Overtime is anticipated to grow proportionately with regular wages and is maintained at the historical average of 3.3% of regular wages for the period FY 22–26.</p>
Operating Expenses	<p>In all major categories have historically fluctuated slightly around an average with minor exceptions. The U.S. Department of Labor, reports an average Southern Region consumer price index of approximately 1.3% for the eight-year period 2012–2020.¹¹ Although significantly lower following the COVID-19 pandemic, ESCI believes this rate will return during the forecast period. The forecast assumes that each category will increase at the annual projected inflation rate of 1.3% using the FY 21 figures as a basis for the projection.</p>
Buildings	<p>Historical expenditures have been sporadic but average \$37,500 per year between FY 16 and FY 20. The forecast assumes an average annual expenditure of \$35,000 starting in FY 22 and rising at the rate of inflation for commercial construction (4.5%) in more detail under the Decision Unit Cost Projection portion of the study. It is more likely that facility projects will continue to be sporadic and higher in one-time cost.</p>

¹¹<https://www.bls.gov/charts/consumer-price-index/consumer-price-index-by-category.htm>.

Expense Source	Assumptions
Equipment & Machinery	Although fluctuating throughout the historical period, expenditures for equipment and machinery, new and replacement, have averaged approximately \$1.1 million annually. ESCI's experience with fire equipment manufacturing pricing suggests an annual inflation factor of 4%. The forecast uses an average for the historical period of \$1.1 million starting in FY 21 as the basis for the forecast and increases it by 4% annually.
Furniture & Fixtures	Historical expenditures have been sporadic but average \$2,385 per year between FY 16 and FY 20. The forecast assumes an average annual expenditure of \$2,500 starting in FY 22 and rising at the rate of inflation (1.3%).
Computer Equipment/ Software	Historical expenditures have been sporadic but average \$5,068 per year between FY 16 and FY 20. The forecast assumes an average annual expenditure of \$5,000 starting in FY 22 and rising at the rate of inflation (1.3%).

The following figure is the status quo recurring expenditure forecast for the KFD for FY 21 as adopted and projected through FY 26.

Figure 28: KFD Expenditure Forecast (FY 22–FY 26)

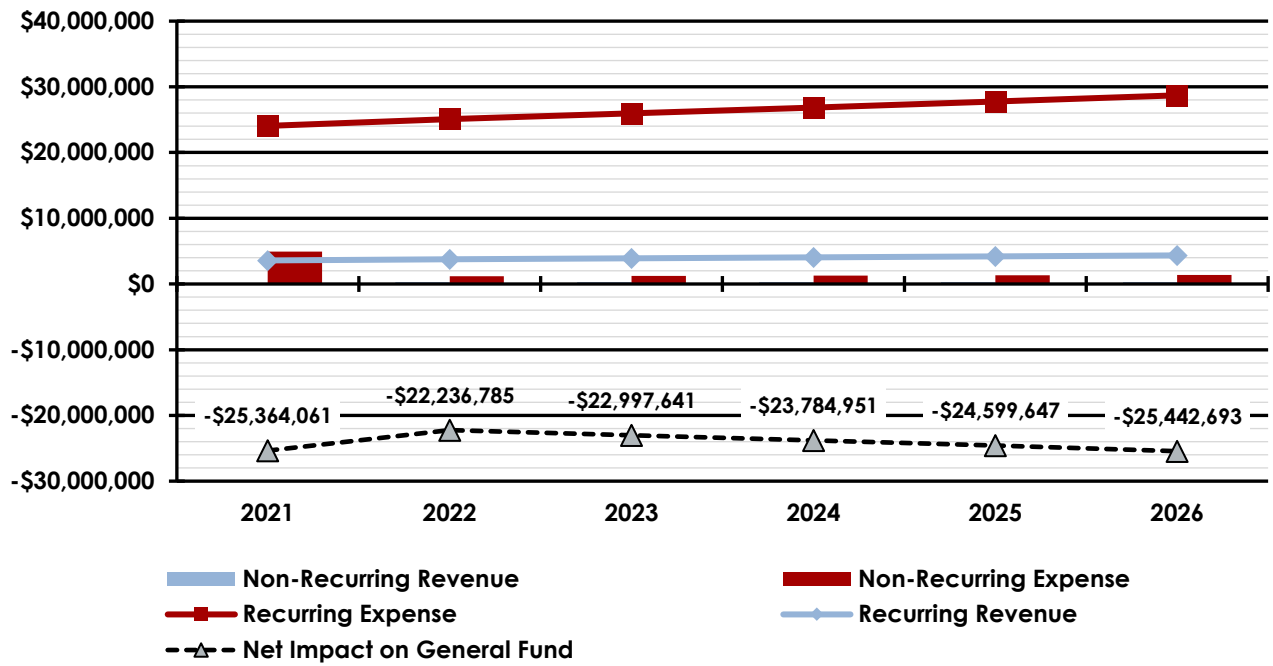
Expense	2021 Adopted	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Personnel Services	22,291,497	23,302,033	24,135,686	24,999,267	25,893,852	26,820,560
Salaries & Wages	16,911,521	17,709,548	18,322,298	18,956,250	19,612,136	20,290,716
Regular	16,586,521	17,160,415	17,754,165	18,368,459	19,004,008	19,661,546
Overtime	325,000	549,133	568,133	587,791	608,128	629,169
Benefits	5,379,976	5,592,485	5,813,388	6,043,017	6,281,716	6,529,844
Operating Expense	1,766,290	1,789,252	1,812,512	1,836,075	1,859,944	1,884,123
Supplies	866,893	878,163	889,579	901,143	912,858	924,725
Repair & Maint	356,526	361,161	365,856	370,612	375,430	380,311
Support Services	274,913	278,487	282,107	285,775	289,490	293,253
Minor Capital	136,448	138,222	140,019	141,839	143,683	145,551
Prof Services	126,700	128,347	130,016	131,706	133,418	135,152
Designated Exp	4,810	4,873	4,936	5,000	5,065	5,131
Recurring Expense:	24,057,787	25,091,285	25,948,199	26,835,342	27,753,796	28,704,683
Buildings	0	35,000	36,575	38,221	39,941	41,738
Equip & Machinery	4,931,243	1,144,000	1,189,760	1,237,350	1,286,844	1,338,318
Furniture & Fixtures	0	2,500	2,533	2,565	2,599	2,633
Comp Equip/Soft	0	5,000	5,065	5,131	5,198	5,265
Non-Recurring Exp:	4,931,243	1,186,500	1,233,933	1,283,268	1,334,582	1,387,954
TOTAL EXPENSE:	\$28,989,030	\$26,277,785	\$27,182,131	\$28,118,609	\$29,088,377	\$30,092,637

Status Quo Forecast

The following figure shows total forecast recurring revenues (blue line), total forecast recurring expenses (red line), forecast non-recurring revenue and expense (blue and red bars, respectively), and the net impact on the City General Fund (dotted grey line) for the forecast period FY 22–26. The forecast assumes no major changes in service level or operational configuration but does assume that the department will continue to increase total compensation as it has historically to attract and retain quality professionals.

Fire department-specific revenues, primarily ambulance billing revenue, will continue to be minor relative to total expenses, and increases will continue to be driven primarily by personnel costs. It is anticipated that the expenditure forecast could be used to gauge funding needs and used to assess the impacts of adding various decision units to enhance services, as discussed elsewhere in the study.

Figure 29: Projected KFD Status Quo Net Impact on General Fund (FY 22–26 Forecast)



STAFFING & PERSONNEL MANAGEMENT

Managing personnel to achieve maximum efficiency, professionalism, and personal satisfaction is an art as much as a science. Consistency, fairness, safety, and opportunities for personal and professional growth are key values for the healthy management of an organization. Additionally, a contemporary fire department must have enough administrative resources to adequately provide operational and logistical support, public life safety education and code enforcement services, training services, and overall administrative services in support of department operations.

Several national organizations recommend standards to address staffing issues. The *Occupational Health & Safety Administration (OSHA) Respiratory Protection Standard*, and the *National Fire Protection Association (NFPA) Standard 1710* are frequently cited as authoritative documents.^{12,13} In addition, the *Center for Public Safety Excellence (CPSE)* publishes benchmarks for the number of personnel recommended on an emergency scene for various levels of risk (known as "Effective Response Force").

Civil Service Commission

Human Resources personnel practices related to the staffing management of the Fire and Police Departments are overseen by the City's Fire and Police Civil Service Commission. The Commission, comprised of three members, is responsible for adopting and publishing rules related to the hiring, promotion, discipline, and discharge of employees. Further, the Commission has the authority and obligation to investigate allegations of misconduct, unfair application of Civil Service Rules, or other matters that fall under the purview of the Commission.

Administrative & Support Staffing

In this section of the staffing analysis, the ratio of KFD administrative and support positions to total organizational staffing is compared to industry best practices. Analyzing the ratio of administrative and operations supervisor and support positions can identify gaps and/or redundancies within the organization.

The following figure outlines KFD's administrative and support staff positions.

¹² Respiratory Protection Standard 29 CFR 1910.134; Occupational Health & Safety Administration.

¹³ NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, to the Public by Career Fire Departments; National Fire Protection Association.

Figure 30: KFD Administrative & Support Staff

Administrative Staff Positions	No. of Staff
Fire Chief	1
Assistant Chief	1
Deputy Fire Chief	3
Administrative Captain	3
Emergency Management Coordinator	1
Emergency Management Senior Specialist	1
Fire Inspector/Investigator	2
Fire Inspector/Public Educator/Investigator	1
Fire Inspector/Plan Reviewer/Investigator	1
Administrative Support Fire Rescue Officers	4
Training Academy Fire Rescue Officers	3
Executive Assistant	1
Administrative Assistant	4
Finance Manager	1
Total FTE:	27
Administrative Personnel to Total Department Staff Ratio:	11%

Administrative Staff Discussion

The level of administration and support staffing reflects 11% of the total workforce. This ratio of administrative to operations personnel should be viewed as light given the overall size of the organization and the current and anticipated growth in the City. ESCI noted that at the time of this study, a newly created Emergency Management Senior Coordinator position was in the process of being filled.

ESCI recognizes that other City departments provide many necessary administrative and support functions and services (such as information technology, finance, and legal).

Emergency Response Staffing

Safe and effective emergency operations require the rapid deployment of a sufficient number of well-trained personnel and equipment. These resources must be strategically located to quickly respond while also ensuring they can also back up other response units which may be out of service on another emergency. This concept will be discussed in depth in the Service Delivery Analysis section of this study. The following figure lists the Department's career emergency response staffing.

Figure 31: KFD Career Emergency Response Staffing

Operations Staff Positions	No. of Staff
Battalion Chief	6
Captain	30
Fire Rescue Officer/Paramedic	141
Fire Rescue Officer/EMT	29
Probationary Fire Rescue Officers	5
Total Operations Personnel:	207
Operational Officers to Fire Rescue Officers Ratio:	17.4%

ESCI noted that unlike many other similar-sized fire departments studied by ESCI, there are no formal Apparatus Operator or Driver Engineer positions. Fast and effective operation of complex fire pumps and aerial ladder apparatus on a dynamic emergency scene requires unique problem-solving knowledge and skills. However, this unique skill set is not formally acknowledged or compensated within the Department.

KFD Operations Scheduling

KFD Operations personnel are assigned to three separate shifts, and work a rotating 24-hours on, 48-hours off schedule. The shift starts at 0700 hours each day for line operations personnel, and 0630 for Battalion Chiefs. The average work hours in the 19-day FLSA work period is 144 hours, and all hours worked over 144 hours in that work period are paid at time and one-half. The total average annual hours worked is 2,756 hours in the normal work schedule. A regular three-shift rotation work schedule would normally result in a 56-hour work week, with an average annual work hours total of 2,912 hours. However, KFD Operations personnel receive an additional 24-hour shift off—known as a “Kelly Day”—every 57 days to reduce their overall annual work time.

Employees can trade shifts. Shift trade requests must be submitted to the Battalion Chief no later than 48 hours before the scheduled shift(s) to be traded. A maximum number of consecutive hours worked limit is not identified in the Trade Time Policy (Policy 9), or the Work Period and Overtime Policy (Policy 7).

Leave Scheduling

Administrative assigned uniformed personnel working a 40-hour schedule with less than ten years seniority accrue 4.62 hours of vacation per pay period up to a maximum of 240 hours. Administrative assigned uniformed personnel with 10 years or more seniority accrue 6.15 hours of vacation per pay period up to a maximum of 320 hours.

Operations personnel working the 24-hour shift schedule with less than ten years seniority accrue 6.92 hours of vacation per pay period up to a maximum of 360 hours. Personnel with 10 years or more seniority earn 9.23 hours vacation per pay period up to a maximum of 480 hours.

Operations Scheduling Discussion

The 24-hour shift, followed by at least 24 hours off duty, remains the predominant schedule for fire departments in the Western United States.

The EMS community has also been concerned for some time about the negative physical and mental effects of lengthy EMS shifts and the implications on safety. An *Interim Safety Advisory Committee* of the *National EMS Advisory Council* addressed the issue of fatigue in EMS workers in a report published in 2012.¹⁴ The review of the existing research literature and government work-hour regulations noted a profound lack of research specific to the EMS environment. It noted much more research—specific to the EMS environment—is needed to quantify and validate the issue of fatigue among EMS providers, along with identifying strategies to address the issue within the EMS environment. However, they clearly expressed their expert opinion that poor sleep and fatigue threaten the safety of EMS workers and their patients.

The importance of adequate rest between work shifts cannot be overstated. The Department requires all personnel to maintain a Class B Commercial endorsement on their driver's license, even though the operation of fire apparatus is exempt from Federal Motor Carrier Safety Administration (FMCSA) rules governing drivers of heavy commercial vehicles. However, the underlying reasons for these regulations certainly apply to fire departments. FMCSA has very restrictive rules in place to address potential driver fatigue. ESCI highlights these specific requirements because Fire Rescue Officers, Fire Rescue Officer/Paramedics, and EMS workers routinely drive emergency vehicles in all types of weather conditions—often for extended periods (long-distance interfacility transfers, for example). The following figure is a summary of the rules for truck drivers. This is presented to provide context on the level of the federal government's concern on driver fatigue.¹⁵

¹⁴ Safety Committee INTERIM Advisory (May 30, 2012). Fatigue in emergency medical services. The National EMS Advisory Council.

¹⁵ 349 Code of Federal Register 395.1-5.

Figure 32: Commercial Driver Rules for Work Hours

Property Carrying Drivers	Passenger Carrying Drivers
11-Hour Driving Limit May drive a maximum of 11 hours after 10 consecutive hours off-duty.	10-Hour Driving Limit May drive a maximum of 10 hours after 8 consecutive hours off-duty.
14-Hour Limit May not drive beyond the 14th consecutive hour after coming on duty, following 10 consecutive hours off-duty. Off-duty time does not extend the 14-hour period.	15-Hour Limit May not drive after having been on duty for 15 hours, following 8 consecutive hours off-duty. Off-duty time is not included in the 15-hour period.
Rest Breaks May drive only if 8 hours or less have passed since the end of the driver's last off-duty or sleeper-berth period of at least 30 minutes.	60/70-Hour Limit May not drive after 60/70 hours on duty in 7/8 consecutive days.

As noted in the preceding figure, the focus is not only on the length of the work periods, but also *the length of the off duty/rest periods*. Also, the safety and productivity implications of allowing shift trades that could extend well beyond a 24-hour shift must also be considered.

Staff Relief Analysis

In evaluating the level and availability of KFD Operations staff, ESCI analyzed and compared the minimum number of employees required to be on-shift, the total number of operations employees in the organization, and the average amount of leave used by these employees to determine how many personnel the Department theoretically needs to meet the minimum number of total staff required daily. This is commonly referred to as a "Staffing Relief Factor (SRF)." In the following figure, ESCI used employee data provided by KFD to identify the theoretical minimum total number of employees required to staff operations 24 hours daily.

Figure 33: Elements Used to Calculate KFD Staffing Relief Factor (2018–2020)

Shift Schedule	Annual Hours	Average Workweek	Average Sick Leave	Average Vacation Leave	Average Other Leaves ¹
24-hours on, 48-hours off	2,756	53	115	186	159

¹ Includes FMLA, Funeral, Holiday, Military Leaves

ESCI calculated the theoretical number of KFD employees required to meet the various average types of leave used by employees from 2018–2020 and compared the results to the current (as of 2/1/21) number of Operations FTE employees. Note: 2018 vacation use data was not available for analysis.

The SRF calculation compared the average available scheduled weekly work hours per employee, subtracted the average leave usage based on the past historical leave use data, and calculated the SRF. ESCI then multiplied the number of personnel needed to cover a single position at 24-hours per day with the relief factor to determine the total number of employees *theoretically* required to meet daily minimum staffing without having to inordinately hire back personnel on overtime to cover vacant shifts. The calculated staffing relief factor is 1.28.

This factor was multiplied by the number of personnel needed to cover one position 24 hours daily. The following figure compares the theoretical number of positions needed to meet minimum daily FTE staffing (48 positions) with the current number of employees assigned to the Operations work schedule.

Figure 34: Calculated Operational Staff Shortage/Overage

Shift Coverage Required	Calculated Total Personnel Required	Current No. Employees	Staff Shortage/Overage
Vacation, Sick, Holiday, FMLA, Military, etc.	193	198	+3

KFD Staffing Discussion

ESCI calculated that the Department theoretically has 3 Fire Rescue Officers above what was required over the past three years to cover scheduled and unscheduled leaves. However, it must be noted that leave usage is not uniformly spread throughout any given year, or across years, resulting in peaks and valleys in the use of overtime to cover vacancies, including long-term vacancies related to family and medical leaves.

The Department's Standard Operating Guideline Policy 2: Authorized Staffing sets the minimum number of personnel assigned to each apparatus. ESCI understands this policy was put into place in approximately 2017 due to an unanticipated significant City budget deficit. It also allows "drawdown" of up to 4 personnel on certain Rescue and Ladder companies when vacancies occur to avoid overtime usage, as noted in the following figure.

Figure 35: Minimum Staffing Drawdown Priority List

Station Company	Normal Staffing	Drawdown Number	Company Personnel Remaining
Ladder 2	4	1	3
Rescue 2	3	1	2
Rescue 9	3	1	2
Ladder 9	4	1	3

Deployment of fire apparatus and crews are modified as required when these drawdowns occur. For example, Rescue 2 and Rescue 9 are dispatched on Priority 1 EMS responses along with a MICU for incidents in their respective response territories. However, when Rescue unit staffing is reduced to two personnel, the respective ladder companies are dispatched instead.

If minimum staffing levels were set at 52 per shift, 13 additional employees would theoretically be required to meet this minimum staffing level.

The cost of adding employees to ensure adequate staffing versus simply paying current employees overtime to provide relief coverage must be carefully balanced due to the additional cost of employee benefits, which can be up to 40% or more of employee salaries. This additional cost is not factored into overtime expenses, therefore making overtime expenditure a more cost-effective approach. However, if the total number of available employees is significantly diminished, requiring a substantially higher use of overtime or volunteer backfill to meet minimum daily staffing levels, it may result in employee "burnout," and inability to meet minimum daily staffing requirements.

Staff Salaries & Benefits

ESCI evaluated the salaries, benefits, and compensation for the various employee classifications. The primary purpose of this analysis was to assist in forecasting future expenditure impacts related to recommended future administrative and operations staff changes. The following figures summarize the 2018–2020 average salaries for each FTE position.

Figure 36: Administrative Uniformed & Civilian FTE Salaries

Administrative Staff Positions	Average Salary
Fire Chief	\$149,500
Assistant Chief	\$115,488
Deputy Chief	\$104,753
Administrative Captain	\$80,801
Fire Inspector	\$88,936
Administrative Support Fire Rescue Officer	\$71,812
Training Academy Fire Rescue Officer	\$71,812
Executive Assistant	\$40,275
Principal Secretaries	\$40,140
Finance Manager	\$40,140

The following figure summarizes the uniformed Operations staff salaries.

Figure 37: Operations FTE Salaries

Operations Staff Positions	Average Salary
Battalion Chief	\$95,510
Captain	\$87,735
Fire Rescue Officer/Paramedic	\$62,422
Fire Rescue Officer/EMT	\$50,210

The City offers a wide range of benefits to full-time employees and family members that begin on the first of the month after their first 30 days of employment. The following figure summarizes these benefits.

Figure 38: KFD Benefits

Benefits	
Medical Insurance	Dental Insurance
Vision Insurance	Wellness Program
Health Savings Account	Flexible Spending Account
Accidental Injury Insurance	Critical Illness Insurance
Life Insurance	Short and Long-Term Disability Insurance
457 Deferred Retirement Account	Employee Assistance Program

KFD uniformed personnel and the City contribute to the Killeen Firefighters Retirement Pension Fund. This program is governed by a Board of Trustees comprised of the Mayor, Executive Director of Finance, Fire Chief, citizen representatives, and appointed firefighters. The City contributes 13% to 15% monthly to the Fund, and the employees contribute 11%.

Personnel Management

Effective and efficient management of personnel is critical to the success of any organization. This section of the study examines the administrative components related to managing KFD staff.

Policies, Rules and Regulations, and Guidelines

When a new KFD employee is hired, they undergo a two-part orientation process. The first part of orientation involves meeting with HR to fill out the necessary paperwork involved with enrolling in the various benefit packages, enrolling in the City's intranet system, and reviewing various overarching city personnel policies (Sexual harassment, drug policy, etc.). The second orientation session occurs at the end of the employee's first month of employment, and involves presentations by various City departments about their services and roles in City government.

In addition to receiving a hard copy of City policies, employees have online access to the policies through the City's intranet. These policies were last updated in April 2019. City policy updates are distributed via email, and employees must provide a hard copy acknowledgment of having received the policy.

New Hire Process

Fire Rescue Officer (FRO) candidates must meet the following pre-requisites to take the FRO Civil Service examinations:

- Must be at least 18 years of age, and not reach their 36th birthday at the time of hire
- High school diploma or equivalent
- Reside no further than 45 minutes away from the City's Extraterritorial Jurisdiction
- Valid Texas driver license with ability to obtain Class B endorsement with 15 days of hire or completion of the Fire/EMT Academy

Hiring preference may be given to candidates who have TCFP Structural Firefighter certification or EMT certification up to the paramedic level.

Candidates must pass a written examination with at least a 70% score and pass a physical agility test. The physical agility test was created and validated by an outside vendor, FitForce Inc®. This validation process and revised physical agility test was the result of a review by the Texas Workforce Commission concerned about adverse hiring practices.

The physical agility test is comprised of four components and related minimum standards, irrespective of age and sex:

- **Vertical Jump Test:** Jump as high as possible from a standing position. (15.5 inches)
- **Agility Run:** Spring and dodge around traffic cones for 180 feet. (18.4 seconds)
- **1 Minute Sit Up Test:** Perform as many bent leg sit-ups as possible within one minute. (30)
- **300 Meter Run:** 300-meter sprint. (64.5 seconds)

The score on the written test establishes the ranking on the eligibility register. When each opening occurs, the candidate at the top of the list is interviewed by a panel that includes the Fire Chief, Deputy Chiefs, and the Training Captain. Upon conditional hire, the candidate is subject to a full medical examination, psychological examination, and background check. Previously, the Department administered almost all components of the testing process, including reference and criminal background checks. However, at the time of this study, the process was modified, with the Human Resources Department participating in the interview process, and also facilitating the psychological testing and background checks.

Performance Evaluations

KFD employees receive annual performance evaluations that are administered based on their hire date. However, salary step increases are not tied to these evaluations. A new software performance evaluation system, emPerform® will be implemented by October 2021.

Discussions with Department officers revealed situations where it appears that evaluation scoring may have been inconsistently applied by various officers, leading to situations where an employee received higher scores from one officer and lower scores from another, even though their performance was satisfactory. ESCI learned that officers have not received training on how to use the performance evaluation process to fairly and accurately document job performance. ESCI recommends that supervisors receive training on not only using the new performance management software system, but also how to fairly and equitably judge and document employee performance.

Promotion Process

Promotions below the rank of Fire Chief and Assistant Chief are based only on written scores from a Civil Service written test. Many of the fire departments studied by ESCI utilize an Assessment Center format as a key component of a promotional testing process. Depending on the rank being tested, an Assessment Center typically includes the impartial observation of a candidate's performance in various scenarios, which may include how they handle one or more tactical exercises such as mitigating a fire or hazmat incident, a personnel or discipline issue, presenting a topic to a group, or managing paperwork. Some departments administer a written test as well.

Including an Assessment Center component in promotional testing can be a very effective method of identifying future competent leaders in the organization, as it places candidates in realistic situations they may encounter as an officer, and evaluates their performance in ways that cannot be assessed through the administration of a written test alone, especially as it relates to interpersonal communication skills and handling stressful situations.

According to the 2015 *International Task Force on Assessment Center Guidelines*, a valid assessment process should include the following components:

- A contemporary job analysis to identify job relevant behaviors.
- Identification and classification of behaviors to be measured.
- Multiple assessment center components.
- Linkages between behavioral constructs and Assessment Center components.
- Simulation exercises.
- Multiple trained assessors.
- Individual assessor reports on each candidate.
- Data integration and assimilation between the assessors.
- Standardization throughout the Assessment Center process.

As noted above, the development and administration of a valid Assessment Center process is a complicated process that must be approached pragmatically. However, if properly applied it can be extremely effective in identifying and selecting excellent officers. It can also help avoid allegations of unfair testing practices that have plagued other fire departments in the past. For example, in 2019, the Jacksonville Fire Department and the firefighter's union settled a lawsuit alleging discrimination in questions in its written tests for \$4.9 million.^{16,17}

Representation, Compensation & Retention

The KFD uniformed employees belong to the Killeen Professional Firefighters Association-Local 2505, which is affiliated with the International Association of Firefighters (IAFF). The Association does not have a direct role in negotiating working conditions, pay or benefits, or deal with disciplinary matters. The employees and the City are not subject to binding arbitration.

KFD's ability to attract, hire, and retain employees has a direct impact on its ability to effectively and efficiently provide the desired services. Agencies should provide periodic reviews of current compensation structures, market competitiveness, and City compensation philosophies. These internal and external comparisons of equitable positions and workloads ensure the agency can attract and maintain a productive and experienced workforce. This should be an important consideration for the City, as ESCI understands that KFD has experienced approximately 10% annual turnover over the past three years, with the majority of those leaving the Department doing so to work for larger departments that offered higher salary and benefits packages.

However, ESCI cautions that higher salary and benefits packages may not be the only reasons KFD employees are leaving City employment. Often, other factors influence employees to seek other employment. A 2008 Gallup® poll identified key reasons that motivates employees to potentially seek employment elsewhere:

- Lack of career advancement/promotional opportunities
- Pay/Benefits
- Management/General work environment
- Lack of fit for the job

¹⁶ Jacksonville to pay \$4.9M to settle firefighter discrimination lawsuit, News4Jax, September 6, 2019.

¹⁷ Jacksonville could face federal lawsuit over discrimination in firefighter promotional tests, The Florida Times-Union, April 19, 2012.

In distilling down and interpreting the survey results, Gallup® opined on what workplace elements are needed to keep employees:

According to Gallup's research, 9 of the 12 workplace elements consistently predict turnover across business units, regardless of an organization's size. These elements are: having clear expectations, having the materials and equipment to do the job right, having the opportunity to do what you do best every day, the belief that someone at work cares, the belief that someone encourages your development, a sense that your opinions count, the mission or purpose of the company making you feel that your job is important, a belief that your coworkers are committed to quality, and having opportunities to learn and grow at work. If these needs are met, as shown by higher scores on these employee engagement items, turnover is likely to be low. If not, keeping people may be the hardest part of a manager's job.

Selecting, hiring, equipping, and training new firefighters is time consuming and expensive. Fire service organizations, including KFD, spend considerable time and resources in trying to ensure new employees are successful, and enjoy long-term careers. However, as previously noted, employees leave for various reasons.

The length of time necessary to select, hire, and train employees is another significant factor that needs to be recognized. It takes time to perform all of the necessary steps, processes, and deliver the required education to ensure an employee is prepared and trained to safely deploy in an operations assignment. Depending on the number of current operations employees available at any given time, the Department may have to backfill the vacancy with a current employee working on overtime until the new employee completes their training and can fill the vacancy. This can take months, and result in significant expense beyond the typical expenses of hiring, equipping, and training the new employee.

A research paper written as part of the curriculum of the Naval Post Graduate School examined the cultural impacts related to generational differences in today's employees. The paper, published in December 2017, titled *Millennials in the Fire Service: The Effectiveness of Fire Service Recruiting, Testing, and Retention*, used a scientific survey to identify reasons why fire departments across the country are not able to attract suitable candidates, or keep employees.

The paper's author, Bullhead City, Arizona, Assistant Fire Chief Scott Neal, reached the following conclusions:

...the fire service—within the defined scope of the survey—is not attracting the number and quality of applicants that it did 20 years ago. Second, the generational traits of millennials do not fully align with the traditional business model of the modern fire service. Parents direct their children toward the college education many of them did not get themselves. This is a competing interest with trade-based professions like the fire service. The five forces of influence that shaped millennials during their childhood are rendering recruitment methods ineffective in maintaining a stable workforce. Finally, the fire service testing process does not necessarily identify the most-desired traits in a candidate. The traditional written exam, physical agility test, and oral board schematic have remained unchanged for decades. Using a systematic evaluation process—like that found in continuous quality improvement—is an important step in making fundamental changes to fire service testing.

These impediments may be a factor in recruiting qualified KFD candidates and retaining them in the long-term. While it is outside the scope of this study to delve deeper into this issue, given the Department's recent experience, attention should be given to performing an introspective analysis of the current hiring requirements, practices, training methods (and methodologies), organizational support, and employee motivational factors.

The preceding information is not intended to imply that current or previous fire department leadership is to blame for the high turnover rate. Rather, it is intended to alert the organization to the fact that rather complex and unrecognized organizational factors may be present that are affecting employee retention. Given the relatively high turnover rate, and the cost of hiring new employees, conducting an introspective analysis of this turnover, including overall City employee turnover, should be a high priority for KFD and the City.

Disciplinary Process

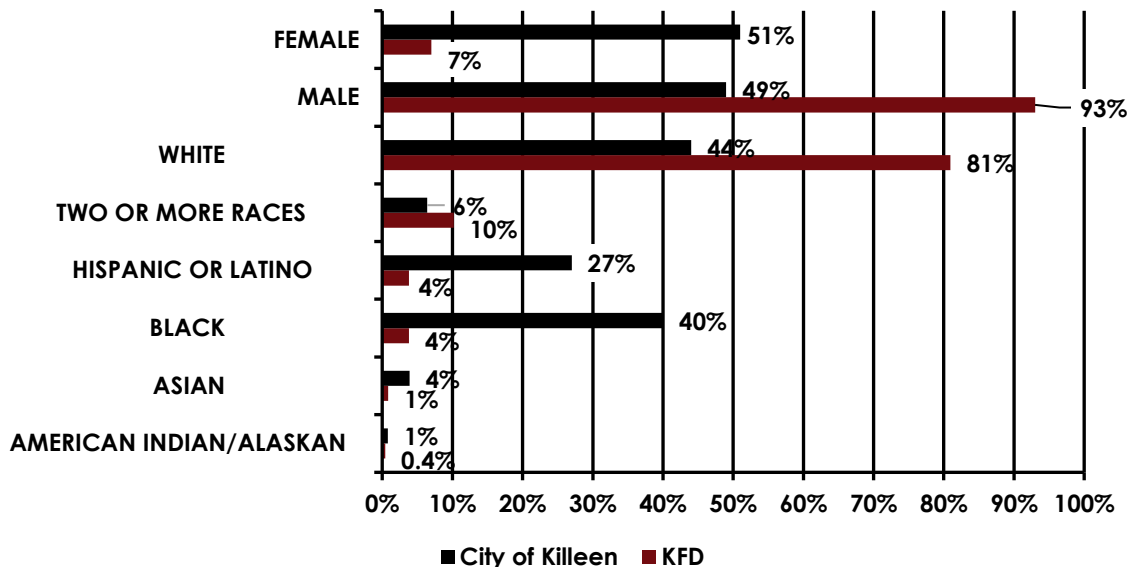
Under the existing organizational configuration, personnel-related decisions are made at different levels. The Fire Chief and Assistant Chief can hire, discharge, and promote.

Discipline can be issued at several levels of the organization based on the severity of the infraction. The discipline policy is outlined in the progressive discipline process in the SOPs and City policies. Personnel-related decisions can, and often do, subject an organization to potentially extensive liability exposure. Risk can result from a hiring mistake, improperly processed disciplinary process, wrongful termination claims, and more. Access to legal counsel can reduce this liability. Employees are afforded an appeal process for suspensions and dismissals only as defined in the City's discipline policy.

Diversity

ESCI evaluated the sex and race composition of the KFD, and compared it to the overall race composition of the city, as estimated (2019 estimate) by the U.S. Census Bureau. The following figure illustrates this comparison.

Figure 39: KFD Diversity Comparison



The preceding figure reveals a marked difference in diversity between the city's population and KFD employees. The fire service has historically had difficulty in attracting females and minorities to apply for firefighter positions. In highlighting this issue, one author offered the following perspective:

It's no secret that fire departments in many cities don't much resemble the communities they serve. In areas that have a high concentration of poverty, many fire departments are comprised primarily of members who live outside of the jurisdictions they serve and don't have a vested interest in the municipalities where they work. And as the number of fires has declined over recent decades, so has many fire department's community involvement. In most large cities, many residents no have interactions with members of the fire service only when they dial 911, typically for a medical emergency.¹⁸

¹⁸ Samuel Johnson Jr., *Governing Magazine*, November 29, 2016.

The author also noted that focused efforts to conduct community outreach that targets minority populations can be successful in attracting them to apply for firefighter positions. Outreach techniques such as hosting open houses at fire stations located in minority neighborhoods, and also performing targeted recruitment drives, including helping interested citizens apply for the positions.

KFD's Fire Academy program and partnership with the College and the Killeen Independent School District (KISD) and KISD Career School may allow access to resources that can be leveraged to increase minority groups' interest in a fire service career. The Department should work with the City's Human Resources Department and the local colleges to explore ways to increase interest and applications from minority groups, including targeted community outreach.

CAPITAL ASSETS & CAPITAL IMPROVEMENT PLANS

ESCI evaluated the KFD capital facilities and apparatus. The Department completed survey tables to describe the various facilities and apparatus and were asked to subjectively grade their current condition. Understanding that both are extremely expensive to build and maintain, it is important to evaluate and benchmark their condition to assist in future planning and replacement efforts. The following section is an assessment of KFD's capital facilities and apparatus as noted by the Department and ESCI during the site visit.

Fire Stations & Other Facilities

Fire stations play an integral role in the delivery of emergency services for several reasons. A station's location will dictate, to a large degree, response times to emergencies. A poorly located station can mean the difference between confining a fire to a single room and losing the structure. Fire stations also need to be designed to adequately house equipment and apparatus, as well as meet the needs of the organization and its personnel. It is important to research needs based on service demand, response times, types of emergencies, and projected population growth prior to making a station placement commitment.

Consideration should be given to a fire station's ability to support the Department's mission as it exists currently and into the future. The activities that take place within a fire station should be closely examined to ensure the structure is adequate in both size and function:

- The housing and cleaning of apparatus and equipment, including decontamination and disposal of biohazards
- Residential living space and sleeping quarters for on-duty personnel (all genders)
- Kitchen facilities, appliances, and storage
- Bathrooms and showers (all genders)
- Administrative and management offices; computer stations and office facilities for personnel
- Training, classroom, and library areas
- Firefighter fitness area
- Public meeting space

In gathering information from the Killeen Fire Department, ESCI asked the department to rate the condition of its eight fire stations, training facilities, and support facility, using the criteria listed in the following figure.

Figure 40: Criteria Utilized to Determine Fire Station Condition

Excellent	Like new condition. No visible structural defects. The facility is clean and well maintained. Interior layout is conducive to function with no unnecessary impediments to the apparatus bays or offices. No significant defect history. Building design and construction match the building's purposes. Age is typically less than 10 years.
Good	The exterior has a good appearance with minor or no defects. Clean lines, good work flow design, and only minor wear of the building interior. Roof and apparatus apron are in good working order, absent any significant full-thickness cracks or crumbling of apron surface or visible roof patches or leaks. Building design and construction match the building's purposes. Age is typically less than 20 years.
Fair	The building appears to be structurally sound with a weathered appearance and minor to moderate non-structural defects. The interior condition shows normal wear and tear, but flows effectively to the apparatus bay or offices. Mechanical systems are in working order. Building design and construction may not match the building's purposes well. Showing increasing age-related maintenance, but with no critical defects. Age is typically 30 years or more.
Poor	The building appears to be cosmetically weathered and worn with potentially structural defects, although not imminently dangerous or unsafe. Large, multiple full-thickness cracks and crumbling of concrete on apron may exist. The roof has evidence of leaking and/or multiple repairs. The interior is poorly maintained or showing signs of advanced deterioration with moderate to significant non-structural defects. Problematic age-related maintenance and/or major defects are evident. May not be well suited to its intended purpose. Age is typically greater than 40 years.

ESCI virtually toured each of the Killeen fire stations and, combined with the information provided, produced the observations listed in the following figures.

Figure 41: KFD Fire Station #1

Address/Physical Location: 3800 Westcliff Road, Killeen, Texas



General Description: Three bay station that houses an engine company, medic unit, and a cross-staffed brush unit (Booster). It also includes a community meeting room.

Structure

Construction Type	Type 2
Date of Construction	2009
Seismic Protection	None
Auxiliary Power	Propane generator
General Condition	Good
Number of Apparatus Bays	3 Drive-through
Special Considerations	ADA compliant
Square Footage	11,400

Facilities Available

Separate Rooms/Dormitory/Other	4 Bedrooms	7 Beds
Maximum Station Staffing Capability	7	
Exercise/Workout Facilities	Yes	
Kitchen Facilities	Yes	
Individual Lockers/Storage Assigned	Yes	
Shower Facilities	Yes	
Training/Meeting Rooms	Yes	
Washer/Dryer	Yes	

Safety & Security

Sprinklers	Yes
Smoke Detection	Yes
Decon/Biohazard Disposal	Yes
Security	Electronic lock and keyed locks
Apparatus Exhaust System	Yes

Figure 42: KFD #2 Central Fire Station**Address/Physical Location:** 201 S. 28th Street, Killeen, Texas

General Description: Five bay station that houses a ladder company, rescue unit, medic unit, Battalion Chief, and an EMS command unit. It also houses most of the Administrative personnel, with the exception of the Fire Prevention and Emergency Management Divisions.

Structure

Construction Type	Type 2			
Date of Construction	1975			
Seismic Protection	None			
Auxiliary Power	Yes, but powers very limited equipment			
General Condition	Fair			
Number of Apparatus Bays	2	Drive-through	3	Back-in
Special Considerations	Partially ADA compliant			
Square Footage	15,000 (estimated)			

Facilities Available

Separate Rooms/Dormitory/Other	4	Bedrooms	16	Beds	13	Dorm beds
Maximum Station Staffing Capability	16					
Exercise/Workout Facilities	In apparatus bay					
Kitchen Facilities	Yes					
Individual Lockers/Storage Assigned	Yes					
Shower Facilities	Yes					
Training/Meeting Rooms	Meeting/Conference room only					
Washer/Dryer	Yes					

Safety & Security

Sprinklers	No
Smoke Detection	Yes
Decon/Biohazard Disposal	Yes
Security	Electronic locks
Apparatus Exhaust System	No

Figure 43: KFD Fire Station #3


Address/Physical Location:		700 N. Twin Creek Drive, Killeen, Texas			
		General Description: Three bay station that houses an engine company, medic unit, and a cross-staffed brush unit (Booster).			
Structure					
Construction Type		Type 3			
Date of Construction		1988			
Seismic Protection		None			
Auxiliary Power		Portable generator			
General Condition		Good			
Number of Apparatus Bays		3	Back in bays		
Special Considerations		None			
Square Footage		4,394			
Facilities Available					
Separate Rooms/Dormitory/Other		1	Dormitory	9	Beds
Maximum Station Staffing		8			
Exercise/Workout Facilities		In apparatus bay			
Kitchen Facilities		Yes			
Individual Lockers/Storage Assigned		Yes			
Shower Facilities		Yes			
Training/Meeting Rooms		No			
Washer/Dryer		Yes			
Safety & Security					
Sprinklers		No			
Smoke Detection		Yes			
Decon/Biohazard Disposal		No			
Security		Electronic locks			
Apparatus Exhaust System		None			

Figure 44: KFD Fire Station #5


Address/Physical Location:		905 W. Jasper Drive, Killeen, Texas			
		General Description: Three bay station that houses an engine company, medic unit, and a cross-staffed brush unit (Booster).			
Structure					
Construction Type		Type 3			
Date of Construction		1968			
Seismic Protection		No			
Auxiliary Power		Portable generator			
General Condition		Fair, dated			
Number of Apparatus Bays		3	Back in bays		
Special Considerations		None			
Square Footage		5,418			
Facilities Available					
Separate Rooms/Dormitory/Other		1	Dormitory	7	Beds
Maximum Station Staffing		6			
Exercise/Workout Facilities		Limited			
Kitchen Facilities		Yes			
Individual Lockers/Storage Assigned		Yes			
Shower Facilities		Yes			
Training/Meeting Rooms		No			
Washer/Dryer		Yes			
Safety & Security					
Sprinklers		No			
Smoke Detection		Yes			
Decon/Biohazard Disposal		No			
Security		Electronic locks			
Apparatus Exhaust System		No			

Figure 45: KFD Fire Station #6


Address/Physical Location:		2001 E. Elms Road, Killeen, Texas			
		General Description: Two bay station that houses an engine company and a medic unit.			
Structure					
Construction Type		Type 3			
Date of Construction		1996			
Seismic Protection		Unknown			
Auxiliary Power		Portable generator			
General Condition		Good			
Number of Apparatus Bays		1	Drive through	1	Back in
Special Considerations		None			
Square Footage		4,273			
Facilities Available					
Separate Rooms/Dormitory/Other		1	Dormitory	10	Beds
Maximum Station Staffing		6			
Exercise/Workout Facilities		In apparatus bay			
Kitchen Facilities		Yes			
Individual Lockers/Storage Assigned		Yes			
Shower Facilities		Yes			
Training/Meeting Rooms		No			
Washer/Dryer		Yes			
Safety & Security					
Sprinklers		No			
Smoke Detection		No			
Decon/Biohazard Disposal		No			
Security		No			
Apparatus Exhaust System		No			

Figure 46: KFD Fire Station #7


Address/Physical Location:		3701 Watercrest Road, Killeen, Texas			
		General Description: Two bay station that houses an engine company, medic unit, and a cross-staffed brush unit (Booster).			
Structure					
Construction Type		Type 3			
Date of Construction		1999			
Seismic Protection		None			
Auxiliary Power		Portable Generator			
General Condition		Fair			
Number of Apparatus Bays		2	Drive through		
Special Considerations		Yes			
Square Footage		4,256			
Facilities Available					
Separate Rooms/Dormitory/Other		2	Bedrooms	8	Beds
Maximum Station Staffing		8			
Exercise/Workout Facilities		No			
Kitchen Facilities		Yes			
Individual Lockers/Storage Assigned		Limited-Inadequate			
Shower Facilities		Yes			
Training/Meeting Rooms		No			
Washer/Dryer		Yes			
Safety & Security					
Sprinklers		No			
Smoke Detection		Limited to common areas only			
Decon/Biohazard Disposal		No			
Security		Electronic locks			
Apparatus Exhaust System		No			

Figure 47: KFD Fire Station #8


Address/Physical Location:		7252 E. Trimmier Road, Killeen, Texas			
		General Description: Four bay station that houses an engine company, medic unit, cross-staffed hazardous materials unit, Battalion Chief, and cross-staffed brush unit (Booster). Also houses a reserve engine.			
Structure					
Construction Type		Type 2			
Date of Construction		2008			
Seismic Protection		None			
Auxiliary Power		Propane generator			
General Condition		Good			
Number of Apparatus Bays		4	Drive through		
Special Considerations		ADA compliant			
Square Footage		5,280			
Facilities Available					
Separate Rooms/Dormitory/Other		6	Bedrooms	11	Beds
Maximum Station Staffing		11			
Exercise/Workout Facilities		Yes			
Kitchen Facilities		Yes			
Individual Lockers/Storage Assigned		Yes			
Shower Facilities		Yes			
Training/Meeting Rooms		Yes			
Washer/Dryer		Yes			
Safety & Security					
Sprinklers		Yes			
Smoke Detection		Yes			
Decon/Biohazard Disposal		Yes			
Security		Key pad, and key locks			
Apparatus Exhaust System		Yes			

Figure 48: KFD Fire Station #9


Address/Physical Location:		5400 Bunny Trail, Killeen, Texas		
		General Description: Four bay station that houses a ladder company, rescue unit, medic unit, EMS Command unit, cross-staffed brush unit (Booster), and Rescue Boat 9.		
Structure				
Construction Type		Type 5		
Date of Construction		2017		
Seismic Protection		None		
Auxiliary Power		Generator		
General Condition		Excellent		
Number of Apparatus Bays		4	Drive through	
Special Considerations		ADA compliant		
Square Footage		11,956		
Facilities Available				
Separate Rooms/Dormitory/Other		5	Bedrooms	10 Beds
Maximum Station Staffing		10		
Exercise/Workout Facilities		Yes		
Kitchen Facilities		Yes		
Individual Lockers/Storage Assigned		Yes		
Shower Facilities		Yes		
Training/Meeting Rooms		No		
Washer/Dryer		Yes		
Safety & Security				
Sprinklers		Yes		
Smoke Detection		Yes		
Decon/Biohazard Disposal		Yes		
Security		Electronic locks		
Apparatus Exhaust System		Yes		

Figure 49: KFD Fire Training Facility


Address/Physical Location:	910 Conder Street, Killeen, Texas	
		General Description: Small brick building with a classroom, bathroom, office, and kitchen. Three-story drill tower, with various class B burn props on site. Houses one reserve engine and a training engine.
Structure		
Construction Type		Type 2
Date of Construction		Unknown
Seismic Protection		None
Auxiliary Power		None
General Condition		Fair
Number of Apparatus Bays	2	Back in bays
Special Considerations		None
Square Footage		3,124 + 300 sq. ft. 3 story training tower
Facilities Available		
Separate Rooms/Dormitory/Other		N/A
Maximum Station Staffing		N/A
Exercise/Workout Facilities		No
Kitchen Facilities		Yes
Individual Lockers/Storage Assigned		No
Shower Facilities		Yes
Training/Meeting Rooms		Yes
Washer/Dryer		No
Safety & Security		
Sprinklers		No
Smoke Detection		Yes
Decon/Biohazard Disposal		No
Security		Key locks
Apparatus Exhaust System		No

Figure 50: KFD Fire Academy Training Building

Address/Physical Location:	207 South 28 th Street, Killeen, Texas
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General Description: Fire Academy classroom training facility. No fire station programmatic/response capability or living quarters.

Structure

Construction Type	Type 2
Date of Construction	2002
Seismic Protection	None
Auxiliary Power	None
General Condition	Good
Number of Apparatus Bays	0
Special Considerations	ADA compliant
Square Footage	6,555


Facilities Available

Separate Rooms/Dormitory/Other	N/A
Maximum Station Staffing	N/A
Exercise/Workout Facilities	No
Kitchen Facilities	Yes
Individual Lockers/Storage Assigned	No
Shower Facilities	Yes
Training/Meeting Rooms	2 classrooms can be configured into 1 large room. Also has a computer lab.
Washer/Dryer	No

Safety & Security

Sprinklers	No
Smoke Detection	Yes
Decon/Biohazard Disposal	No
Security	Key locks
Apparatus Exhaust System	N/A

Figure 51: KFD Support Building

Address/Physical Location:	114 W. Avenue D, Killeen, Texas
	General Description: Decommissioned Fire Station that is being used as a storage and equipment/apparatus repair facility. Vehicle repairs are done in a small bay behind the station. The station is in significant disrepair and may be structurally compromised.
Structure	
Construction Type	Type 2
Date of Construction	1952
Seismic Protection	None
Auxiliary Power	None
General Condition	Very poor
Number of Apparatus Bays	0
Special Considerations	None
Square Footage	6,000
Facilities Available	
Separate Rooms/Dormitory/Other	N/A
Maximum Station Staffing	N/A
Exercise/Workout Facilities	No
Kitchen Facilities	Yes
Individual Lockers/Storage Assigned	No
Shower Facilities	Yes
Training/Meeting Rooms	No
Washer/Dryer	No
Safety & Security	
Sprinklers	No
Smoke Detection	Yes
Decon/Biohazard Disposal	No
Security	Key locks
Apparatus Exhaust System	No

Capital Improvement Plans

The City's Community Development Department manages the maintenance and improvements at each City-owned building. The City has a 2021–2025 Capital Improvement Program that identifies new capital projects, capital improvement projects, capital equipment projects, and capital maintenance projects.

The Department annually submits capital maintenance and improvement requests to the City as part of the budget process. Most recently, the City funded a remodel of the Central Station dormitory, approved extending an apparatus bay at Station 5 by six feet, painted the offices and replaced flooring at the Central Station, authorized a remodel design and construction of a new Emergency Operations Center at the Killeen Arts and Activities Center, and funded upgrades to the City's outdoor warning siren system.

The City uses a structured, objective grading system to prioritize the submitted capital requests from each department. City departments complete an Excel spreadsheet template that automatically assigns points depending on answers submitted to yes and no questions related to the following programmatic categories and maximum available points for each:

- Public Health & Safety (20 points)
- Available Funding (20 points)
- Service & Operational Impacts (15 points)
- Regulatory Compliance (15 points)
- Strategic Alignment with City Initiatives (10 points)
- Quality of Life (10 points)
- Economic Development & Growth (5 points)
- Project Timing & Coordination (5 points)

Maximum available points: 100

The KFD's most recent capital facilities improvement requests and points awarded are summarized in the following figure.

Figure 52: FY 2020–2021 Capital Facilities Requests

Station Improvement	Estimated Cost	Points Awarded
Central Station Staff office remodel and addition of an exercise room.	\$975,000	67
Station 3 remodel of bathrooms, dormitory, and office space.	\$500,000	60
Station 5 remodel to update interior and reconfigure vacant office space.	\$500,000	65
Station 6 remodel to update interior and add more apparatus bay space.	\$750,000	60
Support Building expansion with additional land acquisition.	\$500,000	62
Acquire land and build a replacement Station 5.	\$4,700,000	62
Acquire land and recommission Station 4 in proximity to the Skylark Airport	\$4,100,000	62
Total Cost/Average Score %	\$12,025,000	62.6%

Capital Facilities Discussion

The average age of the KFD fire stations is 26 years, with Station 9 being the newest at four years, and Station 5 is the oldest at 53 years. Station 2 is the next oldest at 46 years of age.

The Support Services building is the oldest building used by the Department. According to the Community Development Executive Director and the KFD Support Services Deputy Chief, the building envelope is compromised, including significant cracks in load-bearing walls, and requires significant maintenance upkeep and expense. Additionally, the facility is too small to efficiently accommodate the various KFD support and maintenance programs. ESCI toured this building and found it to be in extremely poor condition, with significant structural issues that warranted a separate report to the Fire Chief to recommend that the building be immediately assessed for structural stability and ability to be safely occupied. Additional significant workplace safety and housekeeping issues were also identified in the separate report.

Due to the previously identified issues with the building, the Support Services Division has been canvassing potential locations and vacant structures that could adequately support their various programs and maintenance functions, and also store the reserve fire and EMS apparatus. For example, the Department identified a vacant site owned by the Killeen Independent School District, which consists of a large, paved parking lot and a vacant 50-foot by 300-foot (15,000 square feet) office and storage building immediately north of Station 3. Another identified privately owned site for sale is located approximately three-quarters of a mile east of Station 3. This 15-acre site contains six structures, including a 47,000 square foot warehouse with offices, and is located in an industrial (M-1) zone.

During the site visit, ESCI performed a cursory tour of each department facility, and noted the following general conditions found at two or more stations.

- Housekeeping and general storage and organization were lacking at the older stations. This is likely due to their small size and lack of sufficient storage space.
- Point capture vehicle exhaust systems are not installed in all stations. Those that have the exhaust systems were not being used at the time of ESCI's station tours, and were observed in some cases to be tied to walls or the hose tied in a knot to keep them out of the way.
- Exercise and gymnasium equipment is in the apparatus bays at some stations, which should be considered an incompatible use in proximity to apparatus exhaust and other contaminants.
- Turnout gear is stored unprotected on the apparatus floors. In some cases, the turnout gear emitted a smoke smell, indicating that they have not been sufficiently washed/decontaminated.
- Oxygen filling stations do not have armored fragmentation containment vessels for filling.
- Reserve fire and EMS apparatus are stored outside due to lack of apparatus bay space.
- Flammable liquids are not stored in fire-resistant flammable liquids cabinets.
- Lack of eyewash stations in industrial working areas.

In evaluating KFD's most recent capital facilities improvement requests, including recommissioning a station near the airport and replacing Station 5, ESCI offers the following important considerations in choosing an appropriate station site, and the necessary programmatic design features common in contemporary fire stations.

Site Location Considerations

The necessary steps and considerations in siting a new or relocated fire station include, but are not limited to:

- Assessing potential sites for optimal response coverage. Sites located on corners offer the benefit of reduced cost for most stations.
- Assessing available utility services to the site; water (for domestic use as well as fire protection systems), natural gas, power (3-phase is preferred), and communications (including dispatch requirements for either line-of-sight, hardwire, or optical/digital cable).
- Access roadway characteristics to ensure safe ingress and egress (terrain, line of sight, roadway speed, intersection control(s), and roadway alignment).
- Site topography and characteristics. Steep site locations may require expensive retaining walls, and require extensive ground preparation to accommodate a station. Conversely, a flat site may present stormwater ponding issues. An apparatus bay slightly elevated above the roadway is preferred.
- Neighborhood or location “fit” is often a consideration, particularly if the station is to be placed in an area with existing residential or commercial development and adjacent structures.

Station Programmatic Considerations

Additional considerations relative to overall station programmatic needs that can enhance operational efficiency and effectiveness include:

- Station placement on a site that enables safe vehicle ingress/egress, good traffic site lines, and adequate turning radiuses.
- Adequate and flexible apparatus bay space and storage that allows for sufficient space around stored equipment and apparatus.
- Layout of living quarters and working areas that facilitate fast and efficient access to response apparatus.
- Design that promotes positive crew interactions, reduces stressors, and promotes overall well-being. This includes adequate separation of offices and work areas from dayroom/kitchen/bunk spaces, and the creation of a homelike setting.
- Gender-neutral living and sleeping spaces that facilitate privacy and individually controlled environmental conditions (HVAC, speaker volume, lighting).
- Sufficient/robust data transmission infrastructure that meets agency alerting and data transmission needs, delivery of training, and also allows for adequate access for personal use by assigned personnel.
- Appropriately sized emergency generator; with sufficient outlets and connections to key station equipment and functions.
- Allocation of facility design and construction budget in alignment with functionality goals and project priorities.

Apparatus & Vehicles

This section of the report describes the frontline and reserve fleet inventories of KFD, which includes emergency response apparatus, medic units (ambulances), command/staff vehicles, and support units. The following figure lists the inventory of the frontline fleet.

Figure 53: Killeen Fire Department Frontline Apparatus Fleet Inventory

Designation	Type	Year	Manufacturer	Condition	Status
Engine/Pumpers					
Engine 1	Pumper	2001	E One	Fair	Frontline
Engine 3	Pumper	2018	Pierce	Excellent	Frontline
Engine 5	Pumper	2012	Crimson/Spartan	Fair	Frontline
Engine 6	Pumper	2016	Crimson/Spartan	Good	Frontline
Engine 7	Pumper	2012	Crimson/Spartan	Fair	Frontline
Engine 8	Pumper	2011	Crimson/Spartan	Fair	Frontline
Unit 200	Pumper	1996	E One	Poor	Reserve
Unit 202	Pumper	1996	E One	Poor	Reserve
Unit 206	Pumper	1996	E One	Poor	Reserve
Unit 207	Pumper	2001	E One	Fair	Reserve
Unit 220	Pumper	1996	E One	Poor	Reserve
Aerials/Ladders					
Ladder 2	Aerial	2004	Pierce	Fair	Frontline
Ladder 9	Aerial	2009	Crimson/Spartan	Fair	Frontline
Medic Units					
Medic 1	Ambulance	2020	Ford	Excellent	Frontline
Medic 2	Ambulance	2015	Dodge	Fair	Frontline
Medic 3	Ambulance	2019	Dodge	Excellent	Frontline
Medic 5	Ambulance	2013	Dodge	Fair	Frontline
Medic 6	Ambulance	2013	Dodge	Fair	Frontline
Medic 7	Ambulance	2020	Ford	Excellent	Frontline
Medic 8	Ambulance	2019	Dodge	Excellent	Frontline
Medic 9	Ambulance	2015	Dodge	Fair	Frontline
Unit 2270	Ambulance	2009	Dodge	Poor	Reserve
Unit 2274	Ambulance	2009	Dodge	Poor	Reserve
Unit 2279	Ambulance	2012	Dodge	Fair	Reserve
Unit 2280	Ambulance	2012	Dodge	Fair	Reserve
Unit 2281	Ambulance	2012	Dodge	Fair	Reserve
Unit 2282	Ambulance	2013	Dodge	Fair	Reserve
Unit 2287	Ambulance	2015	Ford	Fair	Reserve
New Unit 2287	Ambulance	2020	Ford	Good	N/A
New Unit 2296	Ambulance	2018	Ford	Excellent	N/A

Figure 54: Killeen Fire Department Special Apparatus

Designation	Type	Year	Manufacturer	Condition	Status
Specialty Apparatus					
Booster 1	Brush	2012	Ford	Good	Frontline
Booster 3	Brush	1999	Ford	Fair	Frontline
Booster 5	Brush	2008	Dodge	Fair	Frontline
Booster 7	Brush	2005	Ford	Fair	Frontline
Booster 8	Brush	2008	Dodge	Good	Frontline
Booster 9	Brush	2012	Ford	Good	Frontline
Haz Mat 8	Haz Mat Truck	1989	International	Fair	Frontline
Haz Mat 8	Trailer	2005	Haulmark	Good	Frontline
Unit 276	Spare Haz Mat Truck	1999	International	Fair	Reserve
Rescue 2	Rescue Unit	2008	Crimson/Spartan	Fair	Frontline
Rescue 9	Rescue Unit	2017	Crimson/Spartan	Good	Frontline
Boat 9	Boat Trailer	2018	McClain	Excellent	Frontline
Boat 9	Boat	2018	Zodiac	Excellent	Frontline
Boat 2	Boat Trailer	2016	Pacific Boat	Excellent	Frontline
Boat 2	Boat	2017	Inmar	Excellent	Frontline
Boat Trailer	Boat Trailer	2009	Sportsman	Fair	Spare
ATV	ATV	2010	Polaris	Fair	Reserve
Unit 280	Bus	1992	International	Fair	Frontline
Unit 2260	Cargo Trailer	2005	N/A	Good	Frontline
Unit 2261	Utility Trailer	2009	N/A	Good	Frontline
Unit 2262	Utility Trailer	2010	Bragg	Good	Frontline
Unit 2263	Training Pump Trailer	2011	N/A	Good	Frontline

Figure 55: Killeen Fire Department Command/Staff Vehicles

Designation	Type	Year	Manufacturer	Condition	Status
Command/Staff Vehicles					
Battalion 1	Command	2018	Ford	Excellent	Frontline
Battalion 2	Command	2013	Chevrolet	Good	Frontline
EMS 206	EMS Staff	2019	Ford	Excellent	Frontline
EMS 208	EMS Staff	2018	Ford	Excellent	Frontline
Chief 200	Staff	2019	Ford	Excellent	Frontline
Chief 201	Staff	2018	Ford	Excellent	Frontline
Chief 202	Staff	2009	Chevrolet	Good	Frontline
Chief 203	Staff	2018	Ford	Excellent	Frontline
FM 204	Staff	2019	Ford	Excellent	Reserve
Chief 205	Staff	2020	Ford	Excellent	Frontline
Training 207	Staff	2005	Chevrolet	Good	Frontline
Investigator 209	Staff	2019	Ford	Excellent	Frontline
Investigator 210	Staff	2019	Ford	Excellent	Frontline
Investigator 211	Staff	2019	Ford	Excellent	Frontline
Investigator 212	Staff	2019	Ford	Excellent	Frontline
Support 213	Staff	2004	Ford	Good	Spare
Support 214	Staff	2008	Ford	Good	Reserve
216-220	Staff	2011	Ford	Excellent	Frontline
230-231	Staff	2008	Ford	Fair	Frontline
232-233	Staff	2008	Ford	Fair	Frontline
EMC-194	Staff	2008	Ford	Fair	Frontline
Special Ops 282	Staff	2006	Chevrolet	Good	Frontline

Apparatus Maintenance & Replacement Planning

No piece of mechanical equipment or vehicle can be expected to last indefinitely. As apparatus age, repairs tend to become more frequent and more complex. Parts may become more difficult to obtain, and downtime for repair and maintenance increases. Given that fire protection, EMS, and other emergencies prove so critical to a community, downtime is one of the most frequently identified reasons for apparatus replacement.

Because of the expense of fire apparatus, most communities develop replacement plans, and establish a life cycle for apparatus that results in an anticipated replacement date for each vehicle. The apparatus is then periodically evaluated for age, reliability, and maintenance/repair downtime and costs to determine the actual replacement date.

Future Apparatus Serviceability & Replacement

Fleet Maintenance

Most of KFD's apparatus repairs are performed and documented by the City's Fleet Services Division, along with other local fire apparatus and heavy vehicle dealerships and repair shops. However, due to the limited number of Fleet Services Mechanics, routine maintenance, such as oil changes and lubrication, and some minor repairs of staff vehicle and ambulances, are performed by KFD Support Services assigned personnel at the Support Services building. However, the vehicle maintenance bay is too small to accommodate fire apparatus, nor does the facility have a vehicle hoist. ESCI noted that no KFD or Fleet Services mechanics are trained and certified to the NFPA 1071: *Standard for Emergency Vehicle Technician Professional Qualifications*.

Apparatus service lives can be readily predicted based on factors including vehicle type, call volume, age, and maintenance considerations.

National Fire Protection Association 1901: *Standard for Automotive Fire Apparatus* recommends that fire apparatus 15 years of age or older be placed into reserve status, and apparatus 25 years or older should be replaced.¹⁹ This is a general guideline, and the standard recommends using the following objective criteria in evaluating fire apparatus lifespan:

- Vehicle road mileage.
- Engine operating hours.
- The quality of the preventative maintenance program.
- The quality of the driver-training program.
- Whether the fire apparatus was used within its design parameters.
- Whether the fire apparatus was manufactured on a custom or commercial chassis.
- The quality of workmanship by the original manufacturer.
- The quality of the components used in the manufacturing process.
- The availability of replacement parts.

¹⁹ NFPA 1901: Standard for Automotive Fire Apparatus; Section D.3.

KFD's current replacement schedule replaces engines and aerial apparatus every ten years and ambulances every seven years, which is well under the NFPA recommended replacement schedule. The brush units are used less frequently, so their life span is much longer, up to 15 years or more, depending on the severity of use when deployed.

The following figure is one example of criteria that can be utilized for determining apparatus replacement based on a points system. The method examines age, apparatus mileage or hours, service, condition, and general reliability.

Figure 56: Criteria & Method for Determining Apparatus Replacement

Evaluation Components		Points Assignment Criteria	
Age:		One point for every year of chronological age, based on in-service date.	
Miles/Hours:		One point for each 10,000 miles or 1,000 hours	
Service:		1, 3, or 5 points are assigned based on service-type received (e.g., a pumper would be given a 5 since it is classified as severe duty service).	
Condition:		This category takes into consideration body condition, rust interior condition, accident history, anticipated repairs, etc. The better the condition, the lower the assignment of points.	
Reliability:		Points are assigned as 1, 3, or 5, depending on the frequency a vehicle is in for repair (e.g., a 5 would be assigned to a vehicle in the shop two or more times per month on average; while a 1 would be assigned to a vehicle in the shop an average of once every three months or less.	
Point Ranges		Condition Rating	Condition Description
Under 18 points		Condition I	Excellent
18–22 points		Condition II	Good
23–27 points		Condition III	Consider Replacement
28 points or higher		Condition IV	Immediate Replacement

As an example, ESCI took the current information for Reserve Engine (Unit 200) and applied the above criteria. The following figure summarizes the evaluation.

Figure 57: Reserve Engine (Unit 200) Replacement Grading Example

Evaluation Components	Points
Age: 25	25
Miles/Hours: 194,831	19.4
Service: Heavy Duty	5
Condition: Fair	3
Reliability: Fair	3
Points Total:	55.4 (Immediate Replacement)

ESCI noted that four out of the five reserve engines are the same age and same manufacturer and were rated in poor condition by the Department.

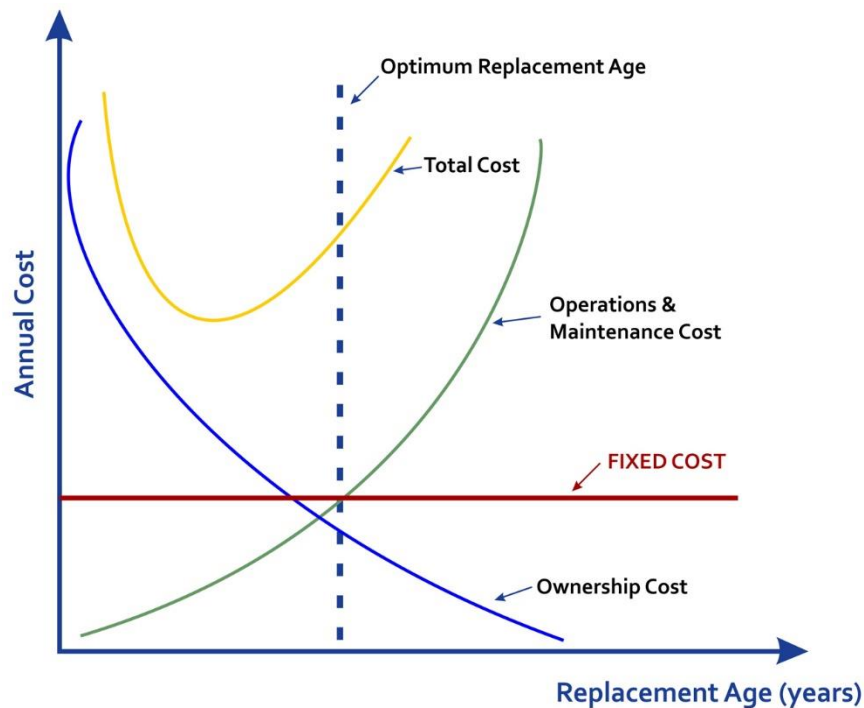
Economic Theory of Apparatus Replacement

A conceptual model utilized by some fire departments is the *Economic Theory of Vehicle Replacement*. The theory states that, as a vehicle ages, the cost of capital diminishes and its operating cost increases. The combination of these two costs produces a total cost curve. The model suggests the optimal time to replace any piece of apparatus is when the operating cost begins to exceed the capital costs. This optimal time may not be a fixed point, but rather a range of time.

Shortening the replacement cycle to this window allows an apparatus to be replaced at optimal savings to the fire department. If an agency does not routinely replace equipment in a timely manner, the overall reduction in replacement spending can result in a quick increase in maintenance and repair expenditures. Fire officials, who assume that deferring replacement purchases is a good tactic for balancing the budget, need to understand two possible outcomes that may occur because of that decision:

- Costs are transferred from the capital budget to the operating budget.
- Such deferral may increase overall fleet costs.

The following figure is a graphic representation of the *Economic Theory of Vehicle Replacement*.

Figure 58: Economic Theory of Vehicle Replacement

Regardless of its net effect on current apparatus costs, the deferral of replacement purchases unquestionably increases future replacement spending needs and may impact operational capabilities and safe and efficient use of the apparatus. KFD's current replacement schedule appears to be a prudent approach that ensures apparatus remain reliable and cost-efficient until they are replaced.

With that said, KFD has ordered one new aerial apparatus, a new rescue unit, and three new engines, which are due to be delivered between November 2021 and January 2022, per the following replacement schedule.

Figure 59: KFD Fire and MEDIC UNIT Apparatus Replacement Plan, 2021–2022

New Unit Assignment	Unit Moved to Reserve Status
Engine 1	Unit 209-Replaces Unit 200
Engine 5	Unit 215
Engine 8	Unit 208-Replaces Unit 220
Ladder 2	Unit 246
Rescue 2	Unit 250
Medic Unit 2270 (Remount)	N/A
Medic Unit 2274 (Remount)	N/A
Replacement Medic Unit	Unit 2281 totaled in collision

Engines 200 and 220 will be decommissioned as engines, but may be retained and maintained as Highway Blocking vehicles for motor vehicle collisions on the PGBT and State highways. ESCI believes that the planned replacement of these vehicles is warranted, given their overall age and mileage.

ESCI also noted the Department's plan to replace its entire fleet of Booster (Brush) units over a span of six years, starting in 2024. While these units currently have relatively low mileage, they operate in the extremely harsh environments often encountered in wildfires. In addition, the Department is now routinely sending these units as part of intrastate and interstate mutual aid deployments around the country, which contributes to the significant apparatus wear and tear.

SERVICE DELIVERY & PERFORMANCE

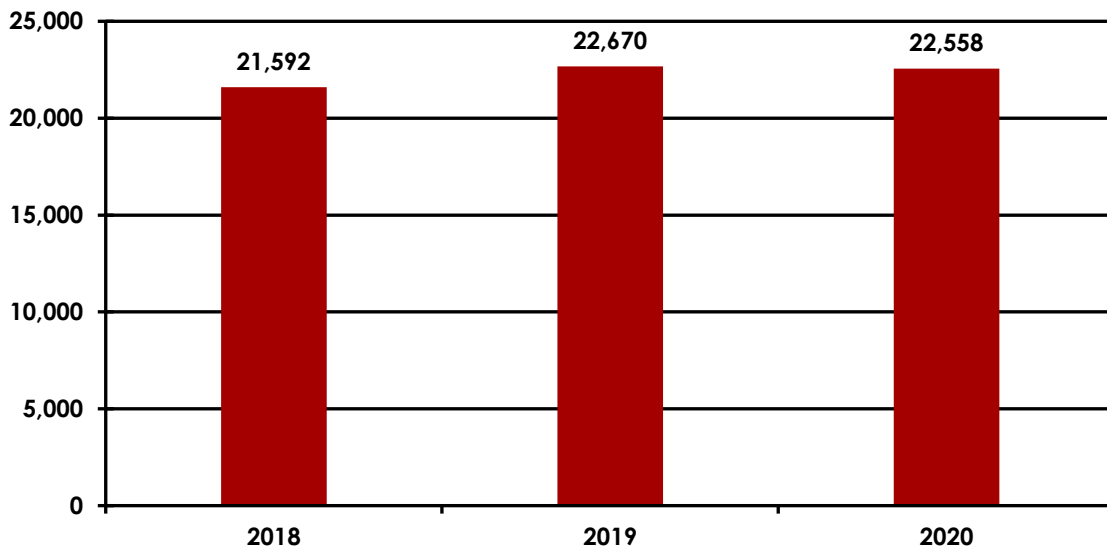
In this section, ESCI reviews KFD's current service delivery and performance for the Killeen Fire Department (KFD) from multiple perspectives, including service demand, resource distribution, resource concentration, resource reliability, and response performance. To provide the highest level of service to the citizens and visitors of the Department, the sum of all these components must be effective and efficient. This is achieved through efficient notifications of incidents and rapid responses from strategically located facilities with appropriate typed apparatus staffed with an adequate number of properly training personnel.

Service Demand Analysis

The service demand analysis reviews current and historical service demand by incident type and temporal variation. GIS software geographically displays service demand. Data for the service delivery and performance analysis was provided from the Department's FireRMS® Record Management System (RMS), and the Bell County 911 Communications Center Computer Aided Dispatch (CAD) system. The RMS data provided was from January 1, 2018, to December 31, 2020. As noted in the applicable figures, effects from SARS-CoV-2 (COVID-19) pandemic on 2020 datasets could cause issues with the overall analysis and must be accounted for.

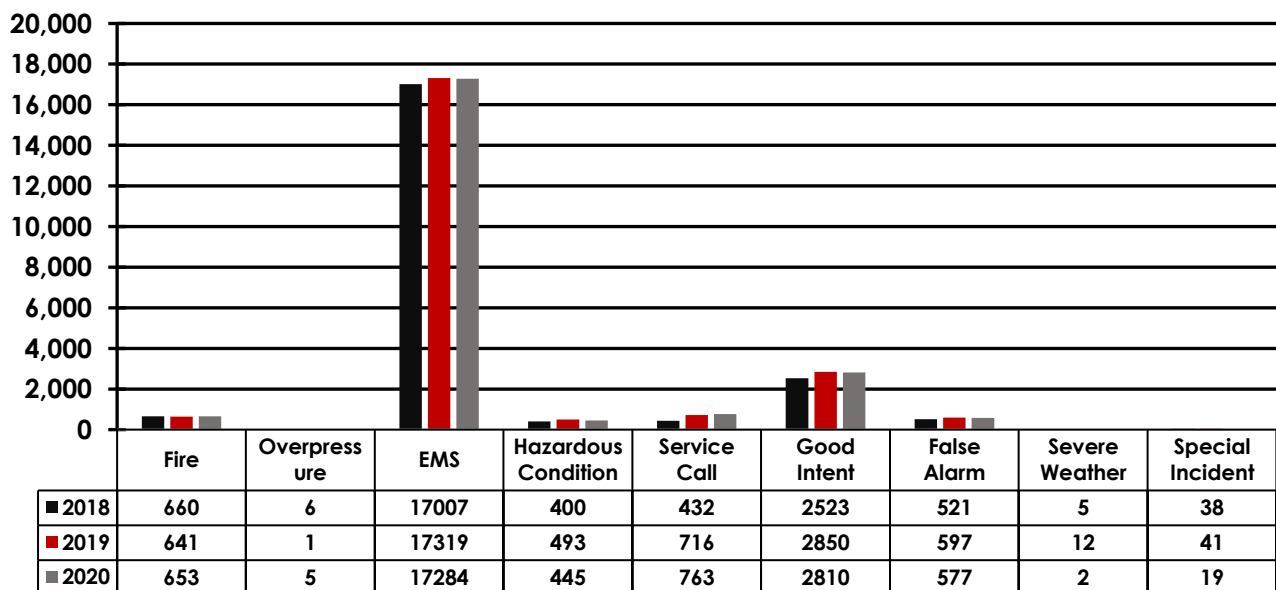
For the response time performance analysis, single incident records had to be extracted from duplicate incident data. This was completed by pulling the best performance in each time category and then removing duplicates. The dataset that was best suited for each analysis was utilized. When analyzing the data, some incidents had separate incident numbers for various types of response units responding to the same incident. For example, ambulances were assigned their own incident number. In these cases, the duplicate incident numbers were converted to a single incident record. A recommendation will be included in this report to correct this issue moving forward and allow for ease of data analysis by the Department.

The next figure displays historical service demand for the KFD for the previous three calendar years.

Figure 60: Killeen Service Demand (2018–2020)

Overall, service demand increased by 4.47% in the years displayed in the preceding figure. While 2020 showed a decrease in demand from 2019, it should be noted that the global outbreak of COVID-19 caused similar downward incident trends for other fire/EMS organizations studied by ESCI in 2020–2021.

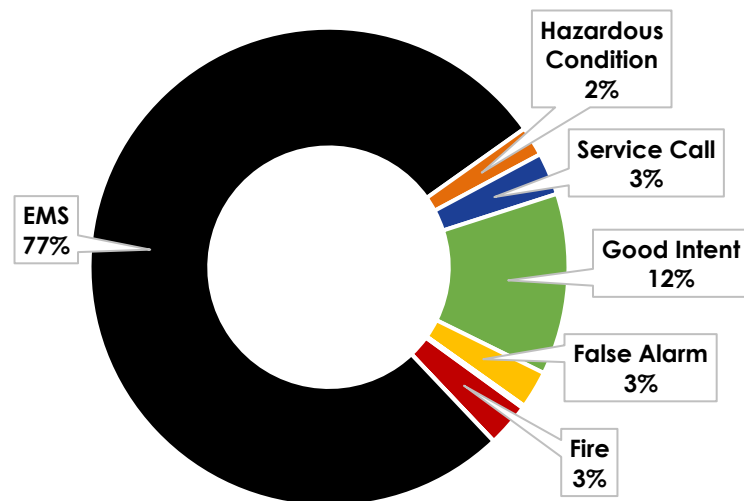
The next figure displays the KFD's overall service demand for the previous three calendar years and a breakdown by the National Fire Incident Reporting System (NFIRS) incident category, including the total number of annual calls.

Figure 61: KFD Service Demand NFIRS Incident Type (2018–2020)

In the preceding figure, incidents coded as “Fires” include all types of fires such as structure, wildland, vehicle, etc. “False Alarms” include manual and automatic fire alarms in which no fire problem was identified. While most NFIRS incident categories showed modest fluctuations in the three-year period, the most notable increase was noted in the Service Calls category. While the total Service Calls are rather low in comparison to total service demand, an increase of 76.62% should be examined further by the KFD administration. EMS incidents within the KFD only increase by 1.63% during this period. While this is a marginal increase, it likely reflects the impact of the COVID-19 pandemic, as EMS responses declined in 2020, similar to other fire/EMS providers studied by ESCI during this time period.

The next figure illustrates the percentages of incident types as a percentage of the total service demand for the KFD.

Figure 62: KFD Service-Demand by NFIRS Incident-Type Percentages (2018–2020)



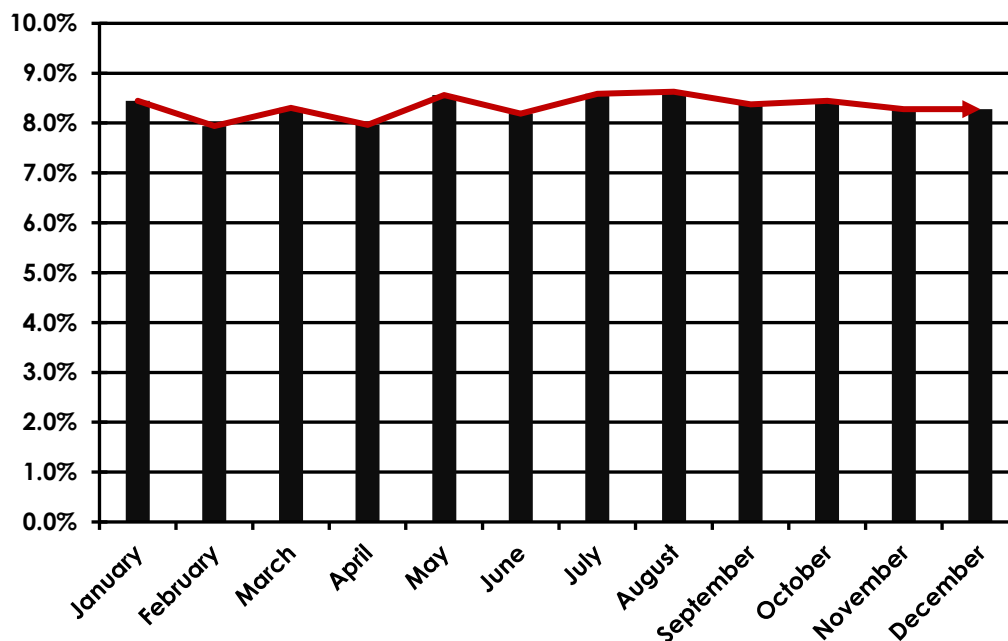
Over the three-year period, the incident type percentages vary from a low of 2% for incidents coded as Hazardous Condition, to a high 77% for EMS. Clearly, the NFIRS data indicates that EMS incidents comprise the highest percentage of service demand during this time, which is not uncommon based on ESCI's experience in studying fire departments that provide pre-hospital EMS care.

Temporal Variation

In ESCI's experience, service demand fluctuates in cyclical patterns. A temporal variation analysis is helpful in order to determine if there are specific trends during various time measurements where staffing can be modified to efficiently meet the varied service demand. In order to determine if these patterns exist, the following figures are presented and each is discussed.

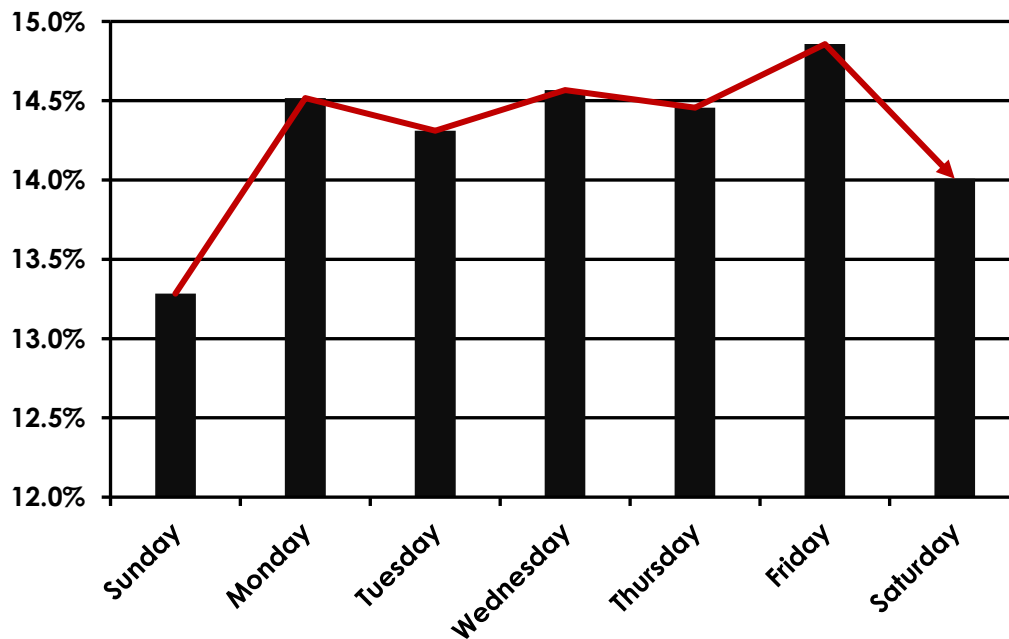
The following figure illustrates service demand by month during the preceding three-year period based on provided data.

Figure 63: KFD Service Demand by Month (2018–2020)



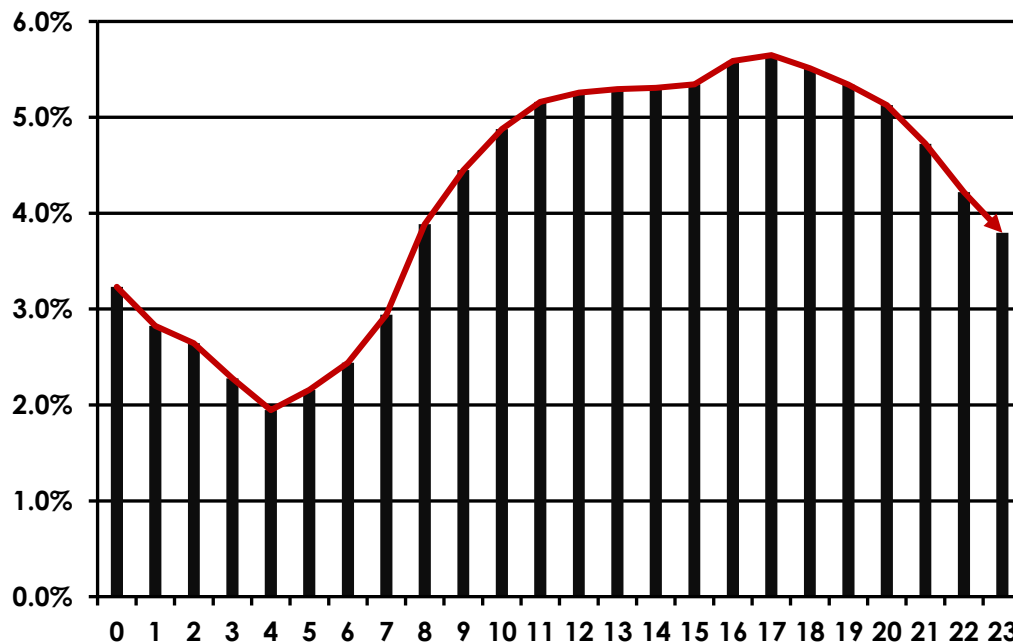
Service demand remained extremely consistent throughout the year with the range between the busiest month and the slowest month at only 0.7%. The busiest month for the KFD was August, which accounted for 8.6% (5,803 incidents) of the service demand. February was the slowest month accounting for 7.9% (5,341 incidents) of the total service demand.

The next figure continues the temporal analysis with an examination of service demand by day of the week.

Figure 64: KFD Service Demand by Day of the Week (2018–2020)

The most noticeable variation occurs during the weekends when service demand decreased. This is typical of most fire departments studied by ESCI, as more activity occurs during the work week, such as an increase in transient population tied to the retail/commercial labor force depending on the area studied. While weekends did exhibit the lowest percentage of service demand in the KFD's service area, overall demand remained relatively consistent throughout the week. During the study period, the difference between the busiest day and the slowest day was only 1.6%. Sundays accounted for 13.3% (8,934 incidents) of service demand making it the slowest day of the week. With 14.9% (9,992 incidents) of service demand, Fridays were the busiest days for the KFD.

The final temporal analysis of service demand examines demand summarized by hour of the day.

Figure 65: KFD Service Demand by Hour of the Day (2018–2020)

Similar to the day of the week, analysis of service demand by the specific time of day also typically reflects the activities of the general population, with service demand increasing during daytime hours and decreasing during nighttime hours, as illustrated in the preceding figure. Incident activity is at its highest between 8:00 a.m. and 8:00 p.m. During this 12-hour period, 61.7% of KFD's overall calls for service occurred, which would be expected. The highest incident activity was 5:00 p.m., with 5.6% (3,799 incidents) of the total activity per day. The slowest hour was 4:00 a.m. which accounted for 1.9% (1,309 incidents) during the study period.

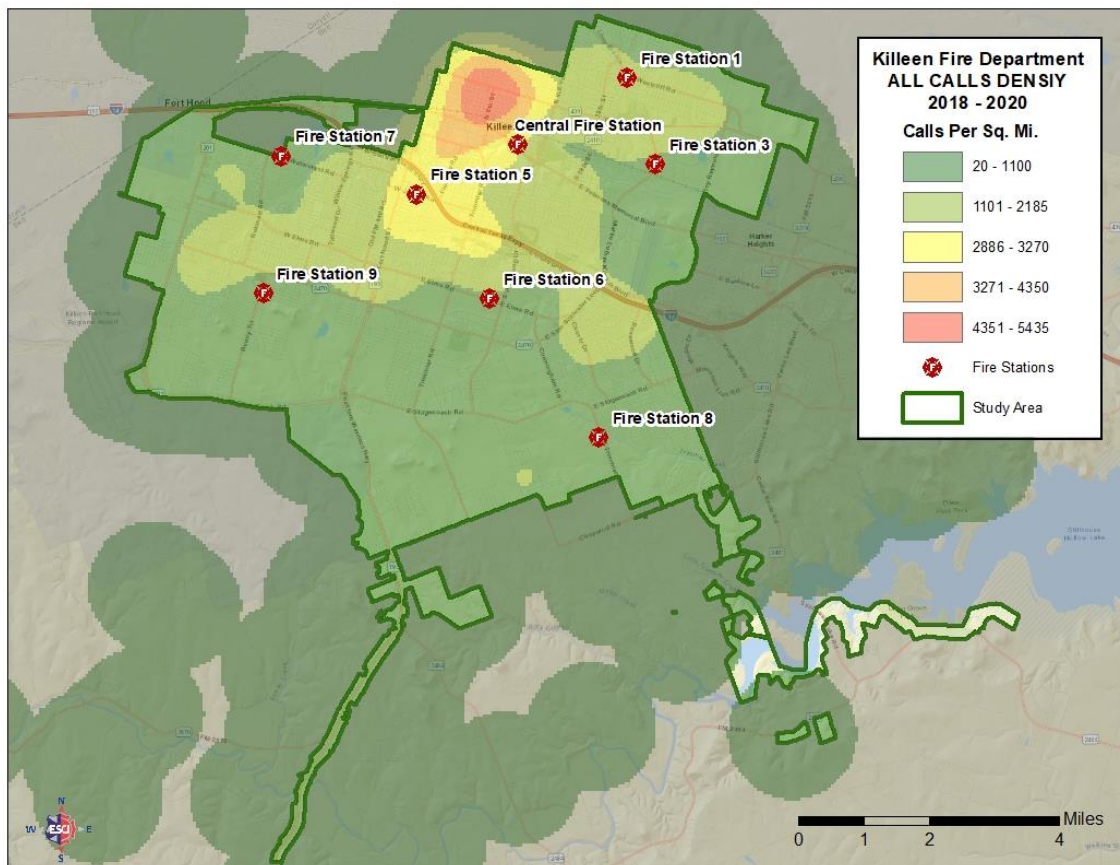
Note that while demand is lower in the early morning hours, nationwide, residential fatal fires occur most frequently late at night or in the early morning. According to the U.S. Fire Administration, from 2014 to 2016, the occurrence of residential fatal fires were highest between 0100 to 0200 hours and 0400 to 0500 hours. The 8-hour peak period (11 p.m. to 7 a.m.) accounted for 48% of residential fatal fires.²⁰

²⁰ Fatal Fires in Residential Buildings (2014–2016), Topical Fire report Series Volume 19, Issue 1/June 2018, U.S. Department of Homeland Security, U.S. Fire Administration, National Fire Data Center.

Geographical Service Demand Analysis

In addition to the temporal analysis of service demand, ESCI examined the geographic distribution of service demand in the KFD service area. Utilizing KFD's CAD data, ESCI used GIS software to plot and analyze historical incident locations for fire and EMS incidents. In the following figures, ESCI illustrates an incident density analysis to determine "Hot Spots," or areas experiencing the highest level of service demand. The next figure illustrates the mathematical density of all incidents on a per square mile basis.

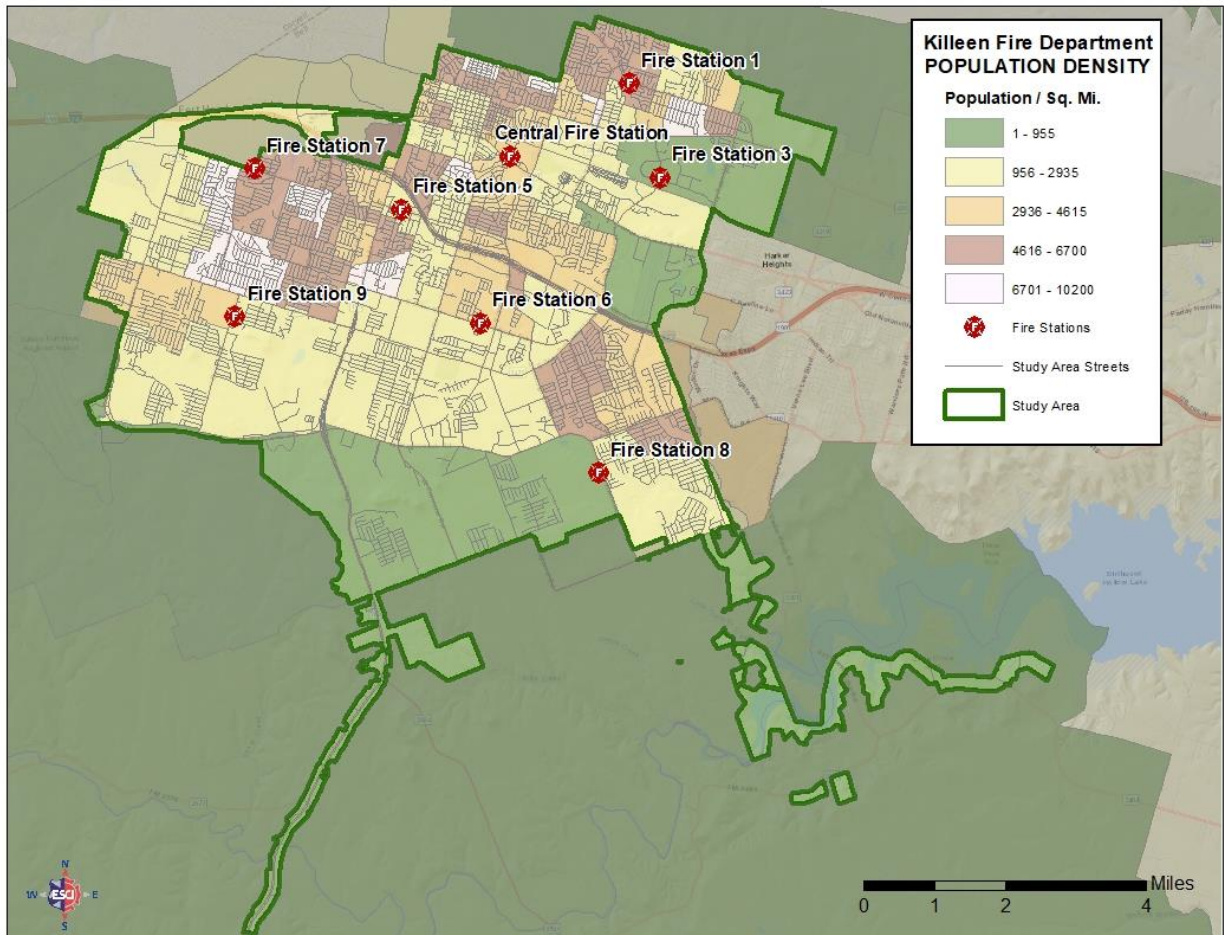
Figure 66: Incident Density (Hot Spot Analysis), 2018–2020



The densest concentration of service demand within the service area was generally located in the northern central region proximate to the Central Fire Station and Station 5. Not surprisingly, the service demand was the highest around both East Veterans Memorial Boulevard/US Business Highway 190 and Interstate 14/US Highway 190. While the areas colored in green indicate a lower call per square mile, it should not be assumed that these areas experience no service demand. The south central region is of particular interest due to the current and planned growth.

As can be expected, areas of high incident density are typically linked to areas of higher population and activity. The next figure illustrates the population density of the KFD service area.

Figure 67: Killeen Population Density

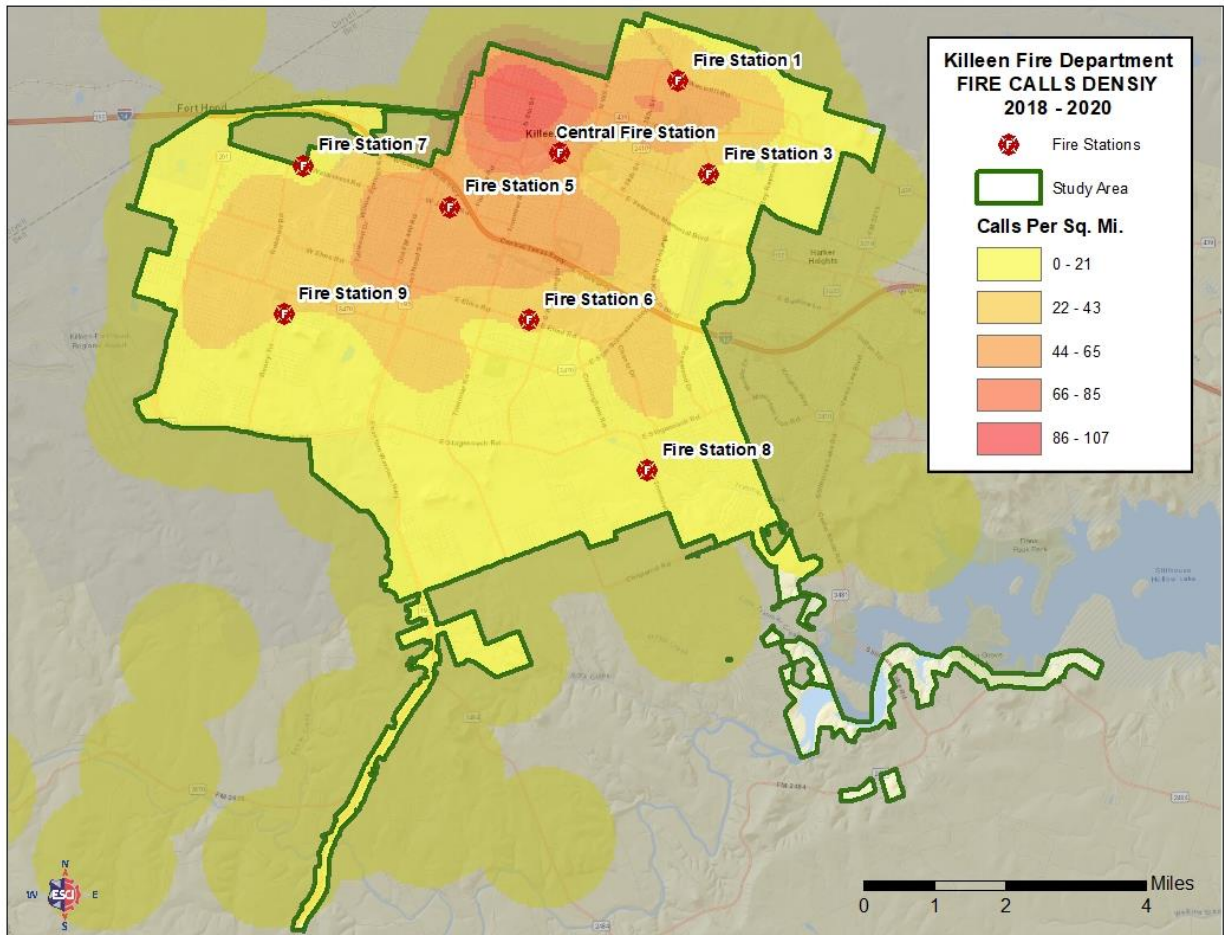


The KFD's fire stations are generally located within or adjacent to areas of higher population density. As previously mentioned, higher population counts typically result in increased service demand. When compared to the previous incident density figure, this holds true for the KFD's service area.

Fire-Related Incidents

The next figure illustrates incidents categorized as fires in the NFIRS data summarized as incidents per square mile.

Figure 68: Fire Incident Density (Hot Spot Analysis), 2018–2020

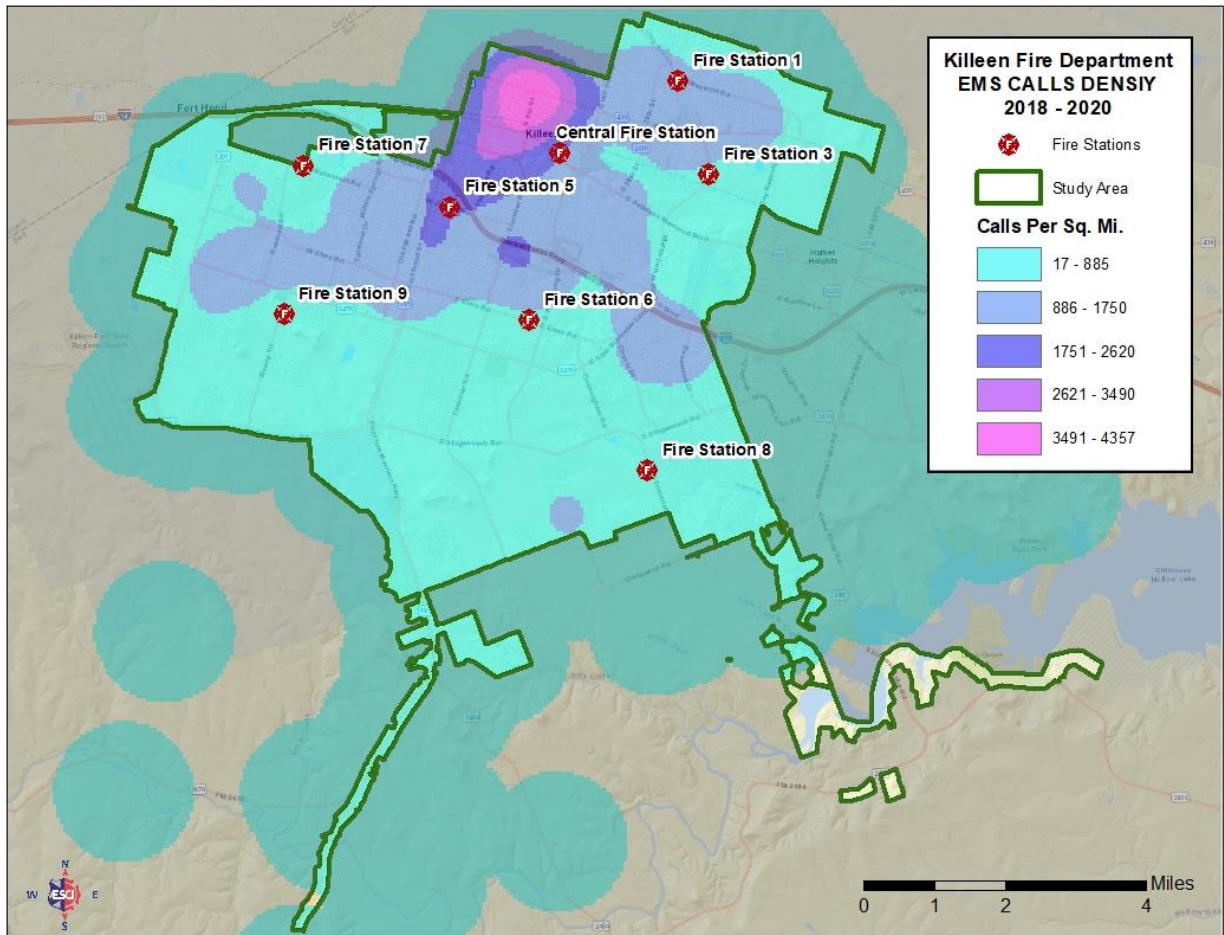


Fire-only incidents are distributed within the KFD's service area in a similar pattern to the overall incidents figure with no noticeable variances. While a majority of fire incidents are concentrated in the northern central region, it is important to maintain an initial and effective fire response capability for the entire service area.

Emergency Medical Incidents

The next figure illustrates the distribution of EMS incidents summarized as incidents per square mile.

Figure 69: EMS Incident Density (Hot Spot Analysis), 2018–2020



As previously discussed, EMS incidents are the primary driver of service demand in KFD's service area. EMS incidents follow a similar pattern to the overall incidents and fire incidents only figures. However, there are two noticeable variances when analyzing the EMS incidents. One area of increased density appears east of Trimmier Road and south of Interstate 14/US Highway 190 in the general location of a business development that houses a Walmart Supercenter. A second area of increased density appears in the south-central region just north of Chaparral Road in the general location of the Killeen Police Department.

Resource Distribution

Next, ESCI analyzed the distribution and deployment of response facilities, apparatus, and personnel throughout the KFD service area. ESCI relies on two national performance standards to provide a benchmark for performance: The Insurance Services Office (ISO) criteria and the National Fire Protection Association (NFPA) standards. These are important standards for comparison purposes because, while ISO focuses on fire suppression capabilities for insurance purposes, NFPA standards establish a foundation for overall system benchmarking for fire suppression, EMS, rescue, and other activities fire departments may be required to perform. The distribution of resources is examined by geographical location and by travel time over the existing road network. In addition, water system (hydrant) distribution and coverage are evaluated.

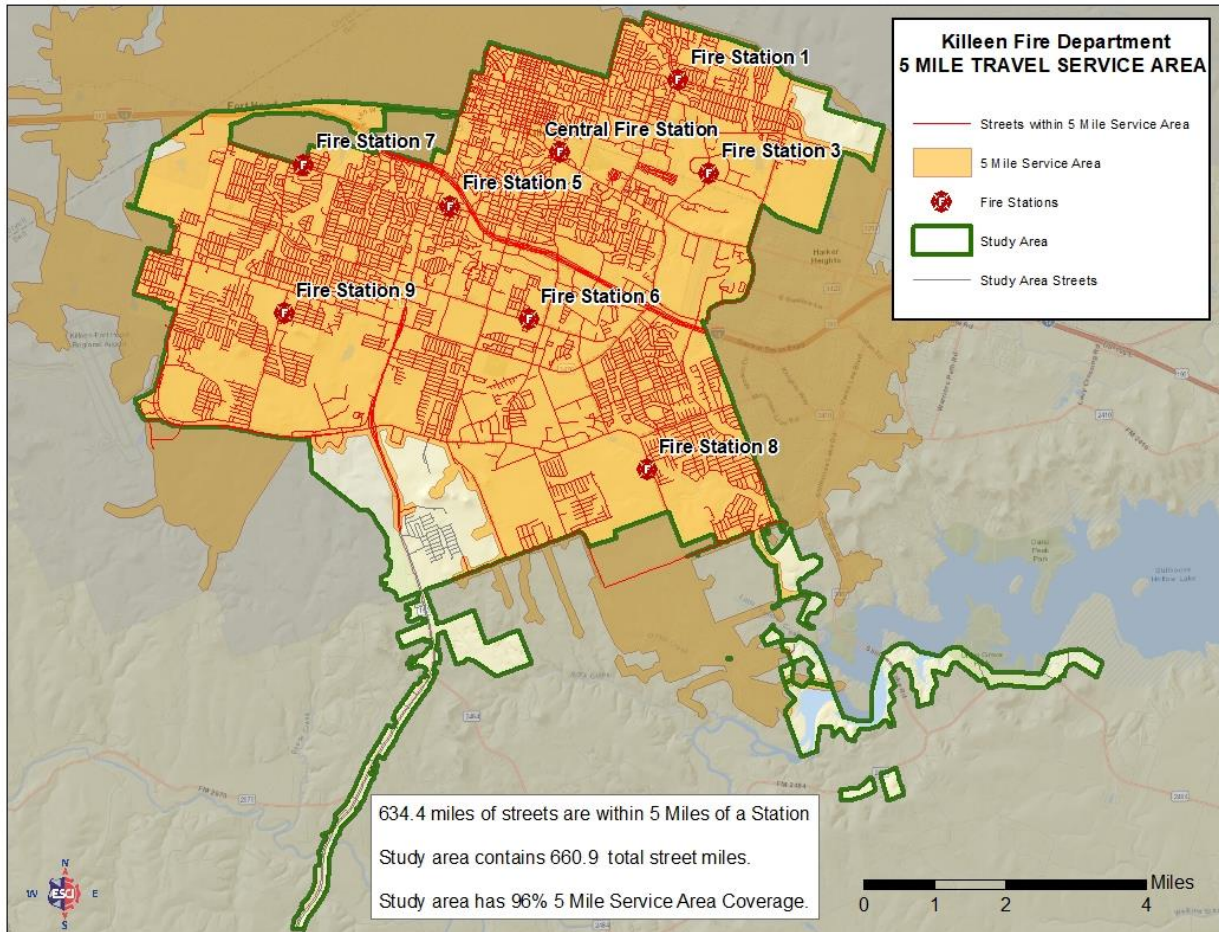
ISO Distribution

ISO™, a subsidiary of Verisk Analytics®, is a national insurance industry organization that evaluates fire protection for communities across the country. ISO assesses all areas of fire protection as broken down into four major categories, including emergency communications, fire department, water supply, and community risk reduction. Following an on-site evaluation, or virtual visit in the COVID-19 era, a Public Protection Classification (PPC™) number is assigned to the community ranging from 1 (best protection) to 10 (no protection). The PPC score is developed using the Fire Suppression Rating Schedule (FSRS), which outlines sub-categories of each of the four major categories, and details the specific requirements for each area of evaluation.

A community's ISO rating is an important factor when considering fire station and apparatus distribution and deployment due to its potential effect on the rates for residential and commercial fire insurance. The ability of a fire department to arrive on the scene of an incident equipped with personnel, equipment, and water sufficient to effectively suppress a fire is a critical factor during an ISO evaluation. To determine whether or not a structure is eligible to receive a PPC rating better than 10, a measure of five road miles from a fire station is generally used. Typically, areas outside of five road miles may be subject to a split ISO rating if the fire department can demonstrate sufficient fire flow is available. In addition, to receive maximum credit for station and apparatus distribution, ISO evaluates the percentage of the community (contiguously built upon area) that is within specific distances of both engine/pumper companies (1.5 miles) and aerial/ladder/truck companies (2.5 miles).

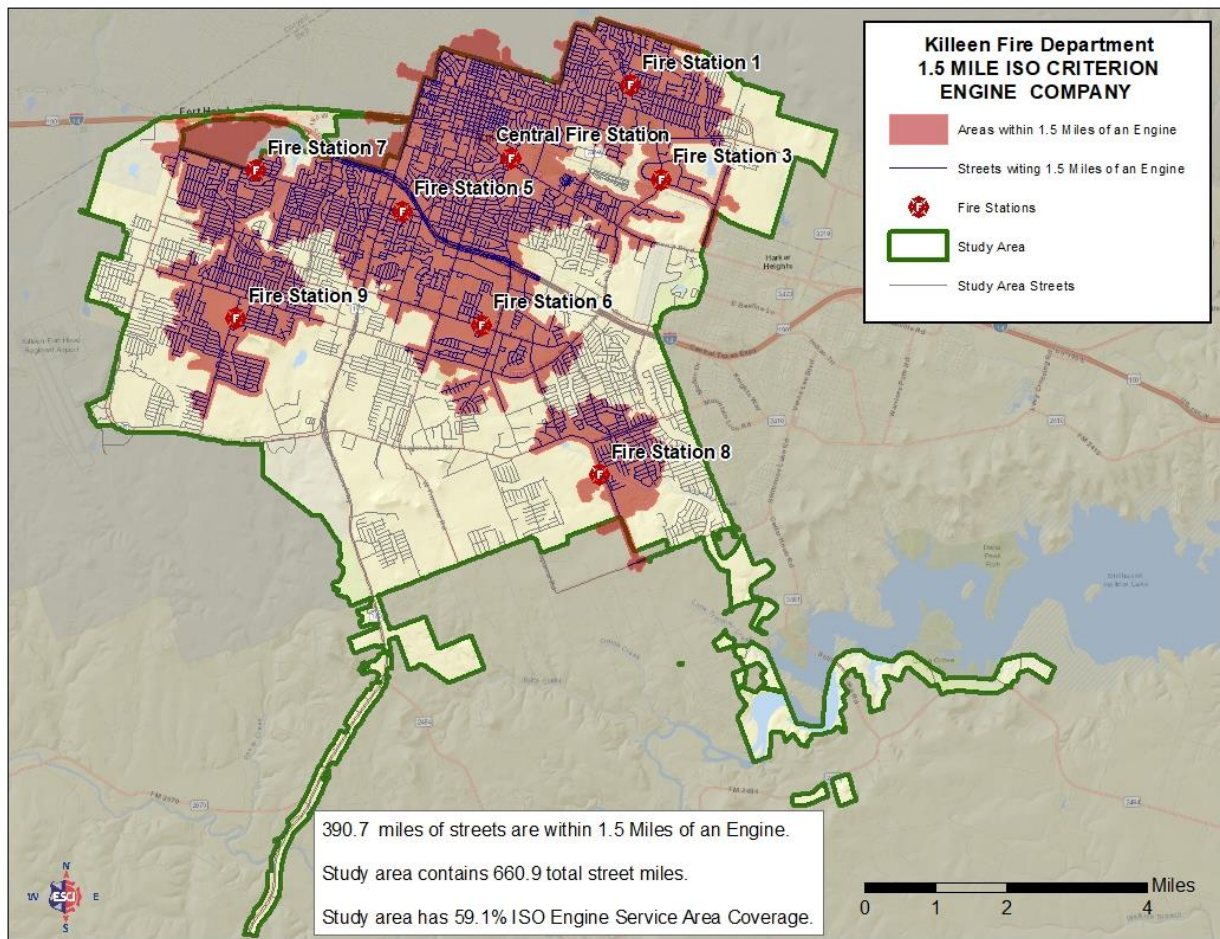
The next figure illustrates fire station distribution for the KFD service area and the roadways within the ISO required 5 miles of travel distance.

Figure 70: KFD Station Distribution, ISO 5-Mile Travel Distance Criteria



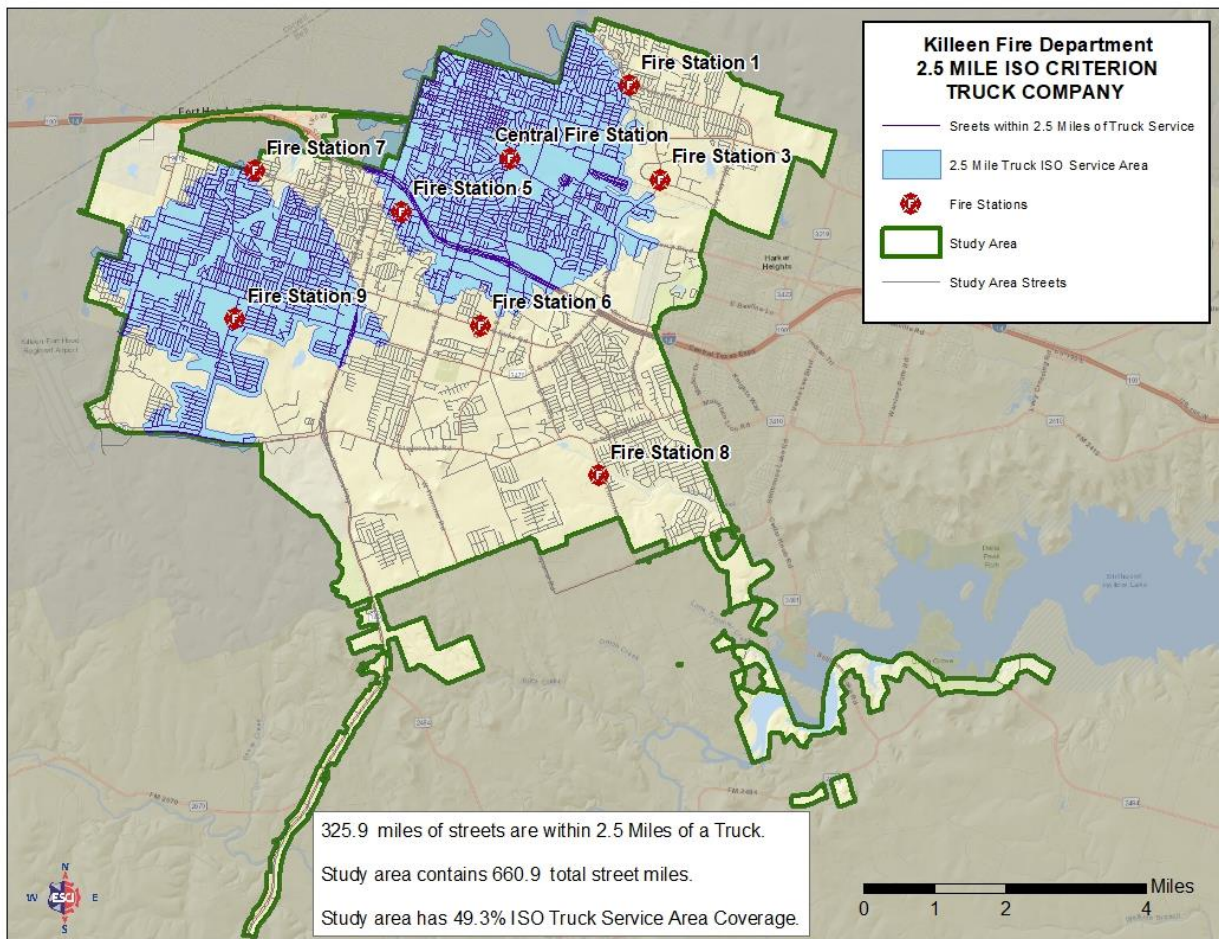
As would be expected, the areas centrally located around the eight KFD fire stations meet the 5-mile ISO coverage requirement. In total, 634.4 miles of the 660.9 miles of roadways with the service area fall within the 5-mile coverage requirement equaling 96.5% of total coverage.

The next figure illustrates engine company distribution for the KFD service area and the roadways within the ISO required 1.5 miles of travel distance.

Figure 71: KFD Station Distribution, ISO 1.5-Mile Engine Company Criteria

The KFD operates engines or engine capable units from all eight fire stations. As measured from the facility in which they are housed, KFD engine companies are deployed such that 59.1% of the road network in the service area are within the ISO 1.5 miles of travel distance (390.7 miles). This leaves 40.9% of the road network outside of the ISO required 1.5 miles of travel distance (270.2 miles).

The next figure illustrates truck company distribution for the KFD service area and the roadways within the ISO required 2.5 miles of travel distance.

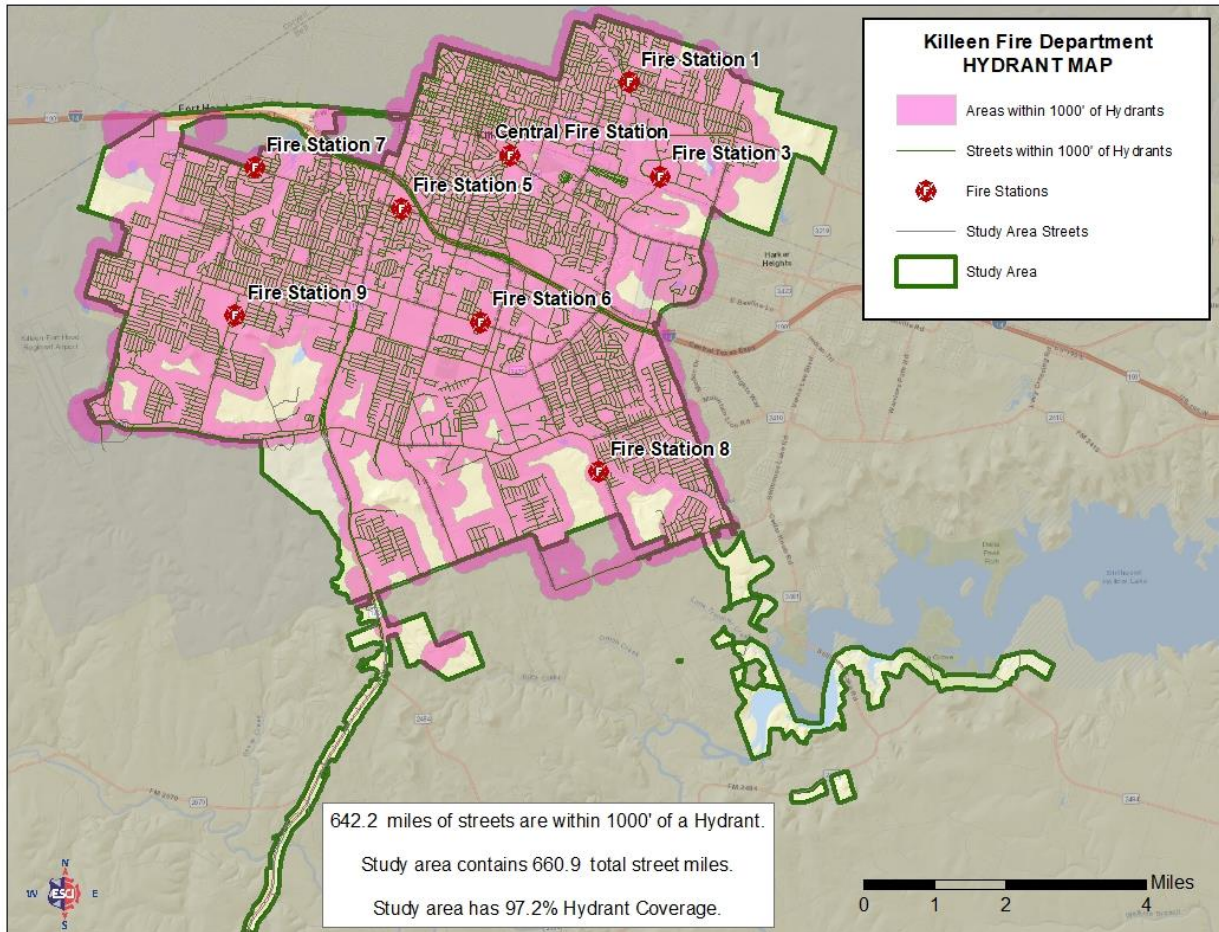
Figure 72: KFD Station Distribution, ISO 2.5-Mile Truck Company Criteria

The KFD operates two truck companies that respond out of the Central Fire Station and Fire Station 9. This limited deployment does leave gaps as overall, less than fifty percent (49.3%) of the road network in the district are within the ISO 2.5 miles of travel distance (325.9 miles). This leaves 50.7% of the road network outside the ISO required 2.5 miles of travel distance (335 miles).

ISO also evaluates a community's availability of a sufficient water supply, critical for extinguishing fires, and the location of fire hydrants throughout the service area. Based on ISO scoring, structures located beyond a 1,000-foot radius of a fire hydrant could be subject to a Class 10 rating. Exceptions are made when a fire department can show adequate water is available to provide the needed volume of water for fire suppression activities for a specific period of time. This could be provided by items such as a dry hydrant storage tank of 30,000 gallons or more, or a suitable water tanker shuttle operation.

The next figure illustrates fire hydrant distribution within the KFD service area and the roadways within the ISO criteria 1,000-foot radius.

Figure 73: Killeen Hydrant Distribution, ISO Criteria

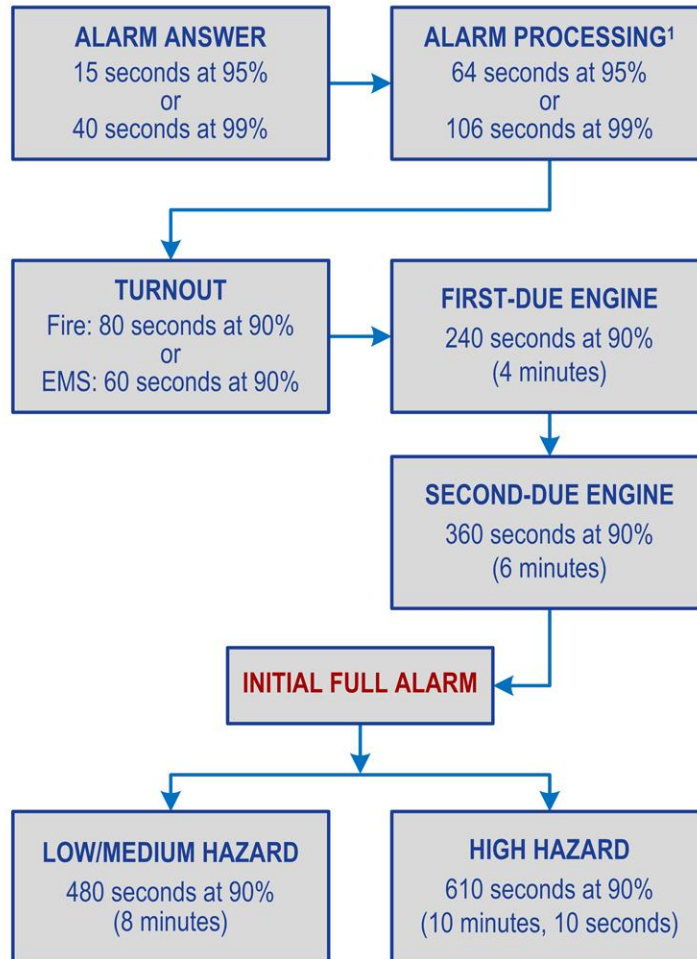


The availability of fire hydrants within the City of Killeen is abundant. A high percentage (97.2%) of roads in Killeen falls within the 1,000-foot radius of a fire hydrant as required by ISO (642.2 miles). This leaves only 2.8% of the roads outside of the 1,000-foot radius (18.7 miles). While this is impressive, other factors are considered when providing a final ISO water supply score, including flow rates and capacities, inspections, flow testing, and record-keeping.

NFPA 1710

NFPA 1710: *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*, provides travel time goals for fire, EMS, and special operations emergency responses.²¹ The next figure illustrates this standard while also including alarm processing (call processing) and turnout time.

Figure 74: NFPA 1710 Standards

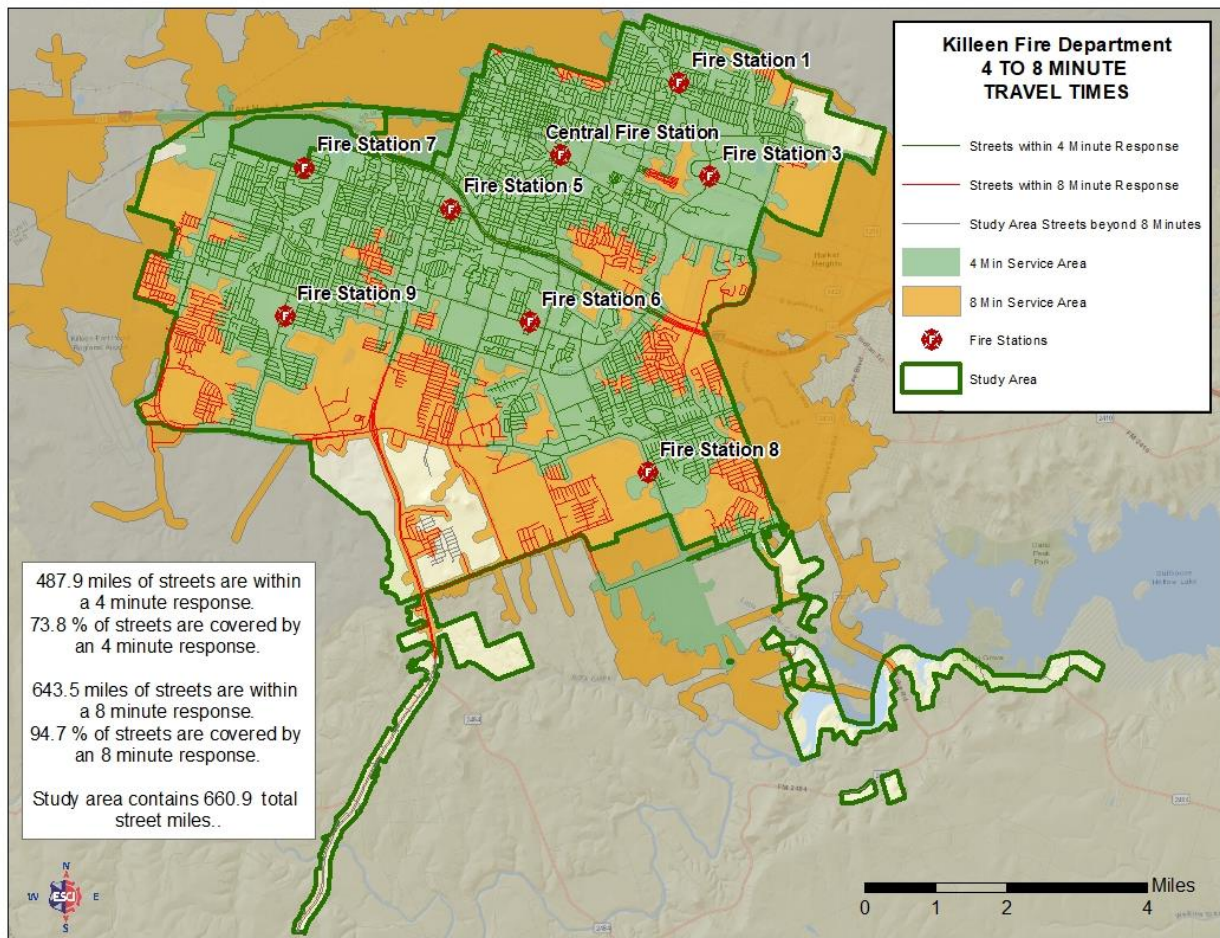


¹From NFPA 1710, which references NFPA 1221 (2019), which states high-priority incidents should be at 60 seconds or less at 90%.

²¹ NFPA 1710: *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments* (National Fire Protection Association 2010).

As illustrated in the preceding figure, NFPA 1710 specifies that fire departments deploy resources such that 90% of emergency service demand can be reached in four minutes travel time or less. Additionally, the standard recommends that the full first alarm assignment (called the effective response force) should arrive in eight minutes of travel or less at a low to medium hazard fire suppression incident (measured at the 90th percentile). The next figure illustrates this standard from the eight KFD fire stations. The figure is based upon theoretical travel times using historical traffic data for traffic patterns at 8 a.m. on Monday mornings.

Figure 75: 4 and 8-Minute Travel Time, NFPA 1710 Criteria



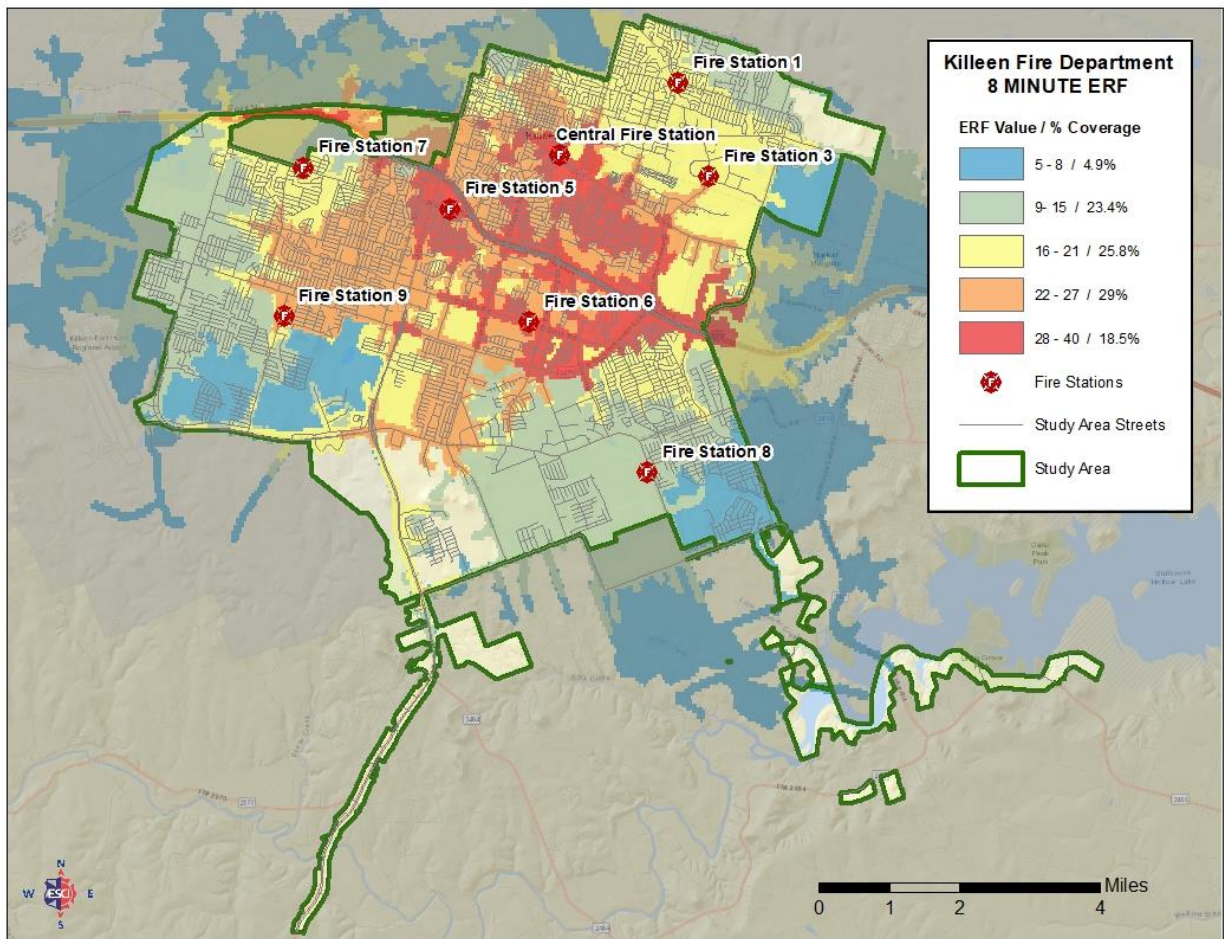
The quality and connectivity of the street network, traffic, geography, and barriers can all affect potential travel time performance. The 4-minute travel time criterion is accomplished in 73.8% of the geographic locations within the KFD service area (487.6 miles). It should be noted that these locations do include the areas of increased incident density when compared to previous figures. However, the south-central region is of particular interest and concern due to the current and planned growth. The 8-minute travel time criterion for the full alarm assignment on low to medium hazard incidents is accomplished through much of the KFD service area resulting in 94.7% coverage (643.5 miles).

It should be noted that the NFPA 1710 response time criteria is not mandated or codified. However, it is an industry best practice and should be viewed as a desirable goal. Also, note that the travel time model does not measure actual travel time performance. The preceding models only demonstrate theoretical travel times on the existing road network and assume apparatus are responding from their assigned stations.

Resource Concentration

Accepted firefighting procedures call for the arrival of the entire initial assignment or Effective Response Force (ERF), which is the sufficient number of apparatus and personnel to effectively mitigate an incident based on its level of risk within a reasonable amount of time. NFPA 1710 stipulates that this "reasonable amount of time" equals eight minutes of travel time. Specifically, the 1710 standard states that the full first alarm assignment for a low to moderate risk structure fire (single story residential structure) should arrive within eight minutes from the time of beginning a response.

The next figure examines the KFD's ERF that theoretically can be assembled in eight minutes or less from the current fire station locations.

Figure 76: Effective Response Force (ERF) 8-Minute Travel

As illustrated in the preceding figure, the central region of Killeen has the greatest ERF concentration of firefighters as currently deployed by the Department. This concentration diminishes significantly in the outer regions of the service area, which is typical in many similar-sized cities studied by ESCI. As will be described in later narratives and charts, critical task staffing is required to mitigate specific incidents requiring a response from numerous fire stations. Typically, geography, road network, and travel distances between stations can negatively affect the time required to assemble an effective response force for incidents that exceed the capabilities of a single engine company.

The fire service assesses the relative risk of properties and occurrences based on several factors. Properties with high fire risk often require greater numbers of personnel and apparatus to effectively mitigate the fire emergency; properties with lower risk may require fewer people, apparatus, and equipment. Staffing and deployment decisions should be made with consideration of the level of risk involved. The *Commission for Public Safety Excellence*® (CPSE) uses the following levels of risk categories:

- **Low risk**—Areas and properties used for agricultural purposes, open space, low-density residential, and other low intensity uses.
- **Moderate risk**—Areas and properties used for medium density single-family residences, small commercial and offices uses, low-intensity retail sales and equivalently sized business activities.
- **High or Maximum risk**—Higher density businesses and structures, mixed use areas, high density residential, industrial, warehousing, and large mercantile structures.

The following figure shows one example of critical task resource requirements and recommended number of personnel for fires which was adapted from the *Community Risk Assessment and Standard of Cover*, by the CPSE. This is for illustration purposes only and does not necessarily reflect the critical tasks or number of personnel recommended for structure fires.

Figure 77: Example of Critical Task Staffing Analysis based on Risk

	Structure Maximum Risk	Structure High Risk	Structure Moderate Risk	Non- Structure Low Risk
Attack Line	4	4	2	2
Back-up Line		2	2	(2)
Support for Hose Lines/Water Supply		3	2#	
Ventilation	4	2	2	
Search and Rescue	4	2	2	
Forcible Entry/Support		2	2	
Standby/Rapid Intervention Team	4	2	2	
Driver/Pump Operator	1	1	1	1
2nd Apparatus/Ladder Operator		1		
Command	2	1	1	1#
Communications/Safety	1	1	1	
Accountability		1		
Salvage				
Rehabilitation	2			
Building Fire Pump Monitor	(1)			
Attack line—Floor Above the Fire	2			
Evacuation Management Teams	4			
Elevator Operations Manager	1			
Lobby Operations	1			
Transport Equipment to Staging	2			
EMS Crews	4			
Division/Group Supervisors	4			
Total	40–41	22	16–17	3–6

(1) indicates tasks may not be required at all incidents. # indicates task may be completed concurrently with others.

This methodology may be used to determine the number and type of resources required for any incident type. Four scenarios of commonly encountered emergencies are a non-structural fire, hazardous materials incident, a traffic collision with trapped victim, and a medical emergency.

The next figures illustrate an example for each.

Figure 78: Sample Non-Structure Fire Critical Tasking

Task	Personnel
Command	1
Pump Operator	1
Primary Attack Line	2
Total	4

Figure 79: Sample Emergency Medical Incident Critical Tasking

Task	Personnel
Command	1
Patient Care	2
Total	3

Figure 80: Sample Motor Vehicle Collision with Entrapment Critical Tasking

Task	Personnel
Command	1
Pump Operator	1
Primary Attack Line	2
Extrication	3
Patient Care	2
Total	9

Figure 81: Sample Hazardous Materials Incident Critical Tasking

Task	Personnel
Command	1
Pump Operator	1
Primary Attack Line	2
Back-Up Line	2
Support Personnel	7
Total	13

In summary, critical tasks are those activities that must be conducted in a timely manner by firefighters at emergency incidents to control the situation, stop loss, and to perform necessary tasks required for a medical emergency.

The preceding figures are provided as an example for these types of incidents, although ESCI recommends the KFD conduct its own field validation exercises with their crews, including automatic aid resources, to verify the critical tasking analysis provided. After field validation is complete, the Department may find that the critical tasking can be adjusted appropriately upward or downward for each incident type.

The previously mentioned minimum staffing criteria can be used as a planning tool in setting specific service level objectives for each of the incident types.

Resource Reliability

The workload of emergency response units can be a factor in rapid response time performance. If a response unit is unavailable for any reason, then a unit from a more distant station (or mutual/automatic aid department) must respond. This can obviously increase the overall response time. Although fire stations and units may be distributed in a manner to provide quick response, as discussed earlier, that theoretical level of performance can only be achieved if the response unit is available in its primary response territory. ESCI evaluates unit workload using two metrics: Incident Concurrency and Unit Hour Utilization (UHU).

Incident Concurrency

Concurrent incidents—and the amount of time individual units are committed to an incident—can affect a jurisdiction's ability to muster enough resources to respond in a timely manner to additional emergencies. The next figure summarizes the frequency in which the KFD handled multiple incidents occurring at the same time within its service area for the three-year study period.

Figure 82: Call Concurrency (2018–2020)

Number of Incidents	Concurrency Percentage
Single Incident	2.0%
2	12.5%
3	21.7%
4	23.2%
5	17.9%
6	11.4%
7	6.1%
8	2.9%
9	1.3%
10 or more	1.1%

During the preceding three-year period, a non-concurrent incident happened only 2.0% of the time, while two simultaneous incidents occurred 12.5% of the time, and three or more incidents occurred concurrently 85.6% of the time, which indicates an overall high incident workload for the Department, especially for the medic units.

Unit Hour Utilization

Unit hour utilization (UHU) describes the amount of time that a unit is not available for response because it is already committed to another incident. The larger the number, the greater its utilization and the less available it is for assignment to subsequent calls for service. UHU rates are expressed as a percentage of the total hours in a year.

In May 2016, Henrico County (VA) Division of Fire published an article after studying its department's EMS workload. As a result of the study, Henrico County (VA) Division of Fire developed a general commitment factor scale for its department.

The next figure illustrates a summary of these findings as it relates to commitment factors.

Figure 83: Commitment Factors as Developed by Henrico County (VA) Division of Fire, 2016²²

Factor	Indication	Description
0.16–0.24	Ideal Commitment Range	Personnel can maintain training requirements and physical fitness and can consistently achieve response time benchmarks. Units are available to the community more than 75% of the day.
0.25	System Stress	Community availability and unit sustainability are not questioned. First-due units are responding to their assigned community 75% of the time, and response benchmarks are rarely missed.
0.26–0.29	Evaluation Range	The community served will experience delayed incident responses. Just under 30% of the day, first-due ambulances are unavailable; thus, neighboring responders will likely exceed goals.
0.30	Line in the Sand	Not Sustainable: Commitment Threshold—community has less than a 70% chance of timely emergency service, and immediate relief is vital. Personnel assigned to units at or exceeding 0.30 may show signs of fatigue and burnout and may be at increased risk of errors. Required training and physical fitness sessions are not consistently completed.

The next figure displays the total time the KFD's apparatus were committed to an incident in 2018–2020, according to the records provided. While all units were analyzed, only those with a UHU of greater than 1% are included in the figure.

²² How Busy Is Busy?; Retrieved from <https://www.fireengineering.com/articles/print/volume-169/issue-5/departments/fireems/how-busy-is-busy.html>

Figure 84: Unit Hour Utilization (2018–2020)

Unit	# of Calls	Total Hours	Avg. Time Committed	UHU
T 2	1,422	471:40:39	0:27:37	1.79%
ENG 9	1,712	480:13:33	0:17:50	1.83%
ENG 6	2,331	727:43:10	0:18:59	2.77%
RES 9	2,457	827:27:53	0:26:30	3.15%
ENG 8	2,365	878:52:26	0:22:33	3.34%
ENG 1	2,930	900:32:21	0:18:34	3.42%
ENG 7	2,728	925:44:42	0:20:41	3.52%
ENG 3	2,746	968:56:09	0:21:19	3.68%
L 6	3,017	982:03:33	0:20:54	3.73%
RES 2	6,270	1654:08:49	0:18:24	6.29%
ENG 5	5,969	1895:08:33	0:19:13	7.20%
MED 7	6,287	5238:57:40	0:51:20	19.92%
MED 8	5,525	5454:21:42	1:00:23	20.74%
MED 3	6,256	5709:54:30	0:56:31	21.71%
MED 9	6,411	6155:52:45	0:58:34	23.40%
MED 1	6,695	6185:43:46	0:56:45	23.52%
MED 6	8,837	7732:57:47	0:53:51	29.40%
MED 5	9,170	8137:59:00	0:54:28	30.94%
MED 2	10,292	9459:30:49	0:56:15	35.96%

The KFD's average time in which apparatus were committed to an incident over the proceeding three-year period was 0:35:50. This placed the KFD's apparatus at an average UHU of 12.96%. As shown in red in the preceding figure, MED units 2, 5, and 6 had UHUs near or over 30%. Given the significant workload on Medic 2, an additional medic unit (Medic 22) will be added as a full-time medic unit in 2022. Medic 2's current response zone will be shared with Medic 22. A GIS analysis of historical incidents during the three-year study period shows that out of 11,308 incidents, 6,868 (61%) occurred within the new Medic 22 response zone.

ESCI has found that UHU rates in the range of 25 to 30% can negatively affect response performance and possibly lead to personnel burnout issues. UHU rates higher than 30% tend to cause system failures in other areas, such as response time performance and fire effective response force (ERF) delivery degradation. When UHUs approach and exceed 30%, this implies that units are available only 70% of the time in their first due areas. It should also be noted that this analysis only looks at incident activity and does not measure the amount of time dedicated to training, public education and events, station duties, or additional duties as assigned.

Response Performance

In the following response performance analysis, ESCI used KFD's January 2018 through December 2020 incident data. Mutual aid incidents outside the study area, data outliers, and invalid data were removed from the data set whenever possible. Response performance is measured from when the 911 call is received in the dispatch center until the fire/EMS unit(s) arrives on the scene.

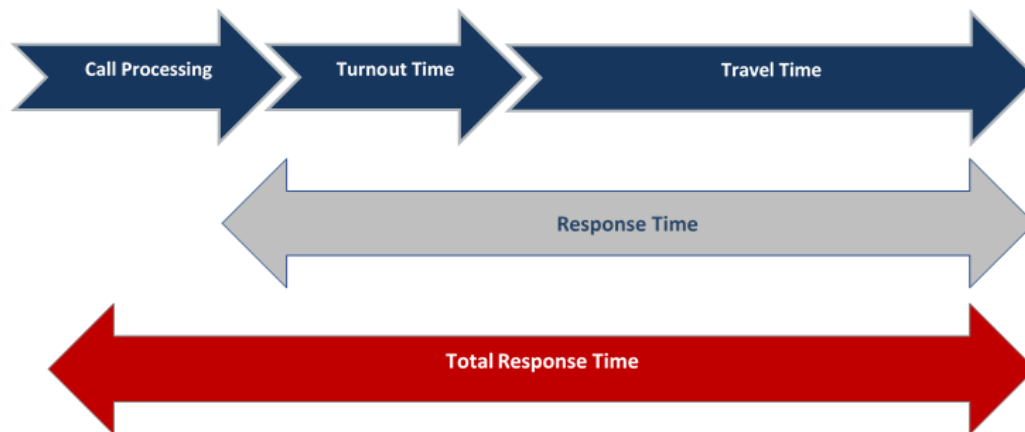
In analyzing response performance, 90th percentile measurements of response time performance of the KFD were generated. The use of percentile calculations for response performance follows industry best practices and is considered a more accurate measure of performance than "average" calculations. Commonly, the "average" measure is used as a descriptive statistic also called the mean of a data set. ESCI does not use averages in response performance analysis since it may not accurately reflect the performance for the entire data set and can be skewed by data outliers. One particularly good or bad value could skew the average for the entire set. Percentile measurements are a better measure of performance since they show that most of the data set has achieved a particular level of performance.

Fire service best practice documents such as the Center for Public Safety Excellence (CPSE) *Community Risk Assessment: Standards of Cover*, the *NFPA 1710 Standard for Career Fire Departments*, and *Special Operations to the Public by Career Fire Departments* recommend measuring emergency response time performance at the 90th percentile; meaning 90 percent of emergency responses occur in the stated value or less.^{23,24} In basic terms, the 90th percentile means that ten percent of the values are greater than the value stated, and all other data is at or below this level. This can then be compared to the desired performance objective to determine the degree of success in achieving the goal.

Industry best practices recommend measuring response performance from the time the emergency call is received at the dispatch center to the arrival of the first fire department apparatus. Tracking the individual components of the total response time allows for identifying deficiencies and areas for improvement.

While progressing through the performance analysis, it is important to understand that each of the components of response performance is not cumulative. Each is analyzed as an individual component and the point at which the fractile percentile is calculated exists in a set of data unto itself, as shown in the following figure.

Figure 85: NFPA 1710 Response Time Measurements



²³ Center for Public Safety Excellence (CPSE) *Community Risk Assessment: Standards of Cover*.

²⁴ *NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments* (National Fire Protection Association 2016).

The response time continuum—the time between when the caller dials 911 and when assistance arrives—is comprised of several components. The following are the individual components analyzed in this section.

- **Call Processing Time:** The amount of time between when a dispatcher answers the 911 call and resources are dispatched.
- **Turnout Time:** The time interval between when units are notified of the incident and when the apparatus are responding.
- **Travel Time:** The amount of time the responding unit takes to travel to an incident.
- **Response Time:** A combination of turnout time and travel time. This is the most commonly utilized measure of fire department response performance.
- **Total Response Time:** The time interval from the receipt of the alarm at the dispatch center to when the first emergency response unit arrives at an incident.

Total response time is the amount of time a resident or business waits for resources to arrive at the scene of an emergency, beginning when they first call 911. This process begins for the KFD once the appropriate unit is dispatched by the communications center. The NFPA standard for call processing is derived from *NFPA 1221 Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems*. Similarly, NFPA 1710 provides response time measurements for career fire departments and is considered an industry best practice. These standards are illustrated in the next figure.

Figure 86: NFPA 1710 Standard for Fire/EMS Response

Response Interval	NFPA Standard
Alarm Processing (NFPA 1221)	60 seconds or less at 90% for High Acuity Calls
Turnout Time	60 seconds or less at 90% for EMS 80 seconds or less at 90% for Fire and Special Operations
Travel Time	240 Seconds or less at 90% for the first arriving unit

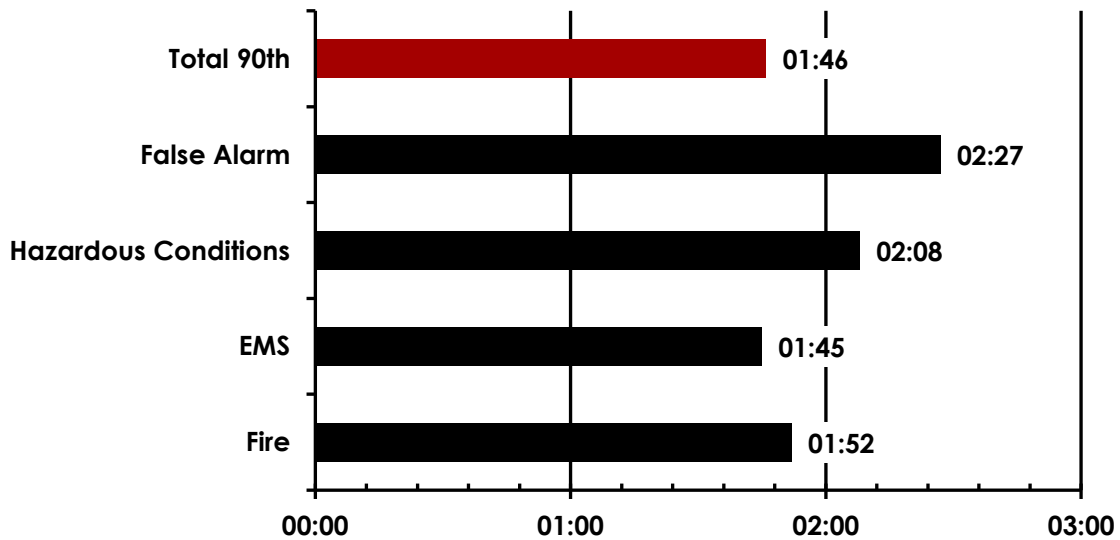
The KFD has not established any additional internal response performance goals.

While ISO™ does not specify these specific numbers under their “Fire Department” section of FSRS PPC® review, they do describe the expectation under “deployment analysis.” Specifically, ISO™ states that “the timing is in accordance with the general criteria in NFPA 1710.”

Call Processing Time

The call processing component includes the time at which dispatch receives the call to when the resources are dispatched. The following figure illustrates call processing performance for the KFD's response area at the 90th percentile.

Figure 87: Call Processing Time Performance (2018–2020)



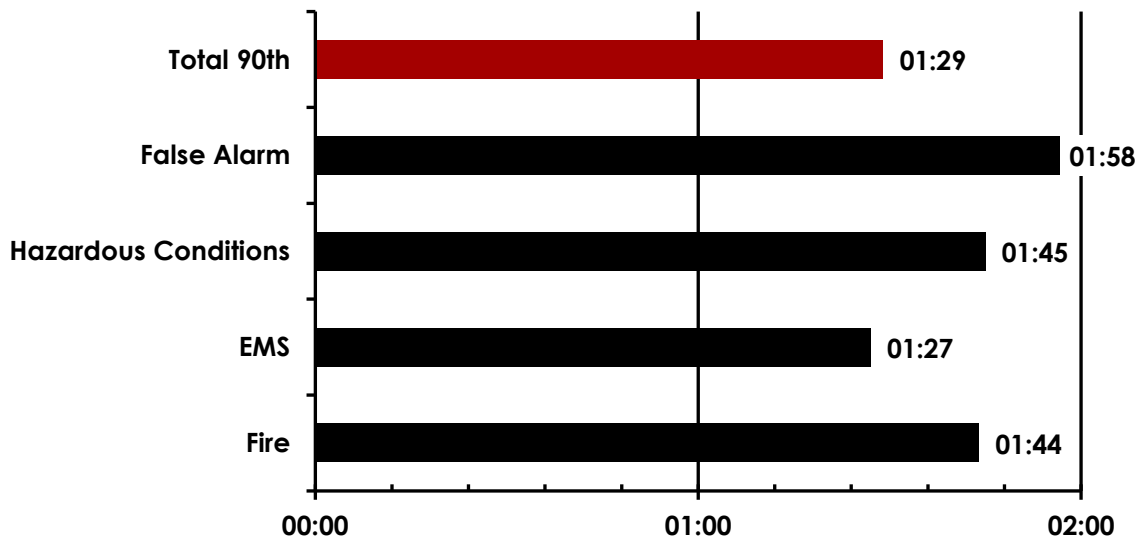
At the 90th percentile for all noted categories, Bell County's call processing performance of 01:46 exceeded the NFPA 1221 recommendation of 60 seconds or less for high acuity calls. Incidents coded as False Alarms resulted in the slowest call processing time at 02:27. Bell County also has an internal call processing goal of less than 90 seconds for Priority 1 incidents which was also exceeded in actual performance.

Turnout Time Performance

The turnout time component begins when emergency personnel are notified to respond by the dispatch center and ends when an apparatus begins to respond. Turnout time is an important piece of total response performance and can be influenced by factors such as station design, apparatus staffing and the performance of the assigned personnel. Because of this, turnout time is one area of the overall response time that field personnel have some ability to control.

The next figure illustrates the KFD's 90th percentile turnout time performance for the first apparatus on-scene at an emergency incident.

Figure 88: Turnout Time Performance (2018–2020)

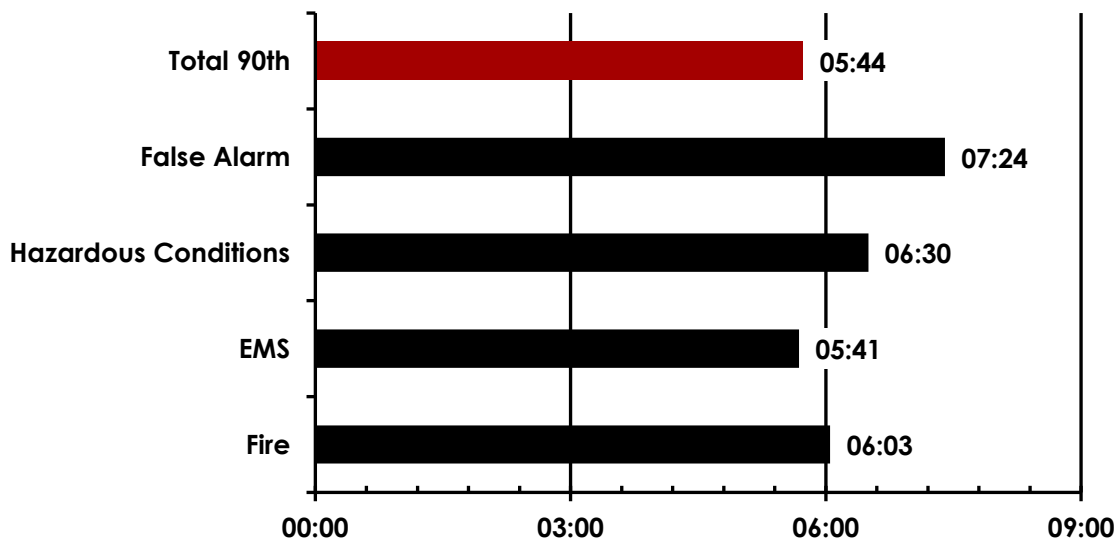


At the 90th percentile for all noted categories, the KFD's turnout time performance of 01:29 exceeded the NFPA 1710 recommendations of 60 seconds for EMS calls and 80 seconds for fire and special operations calls. The turnout time component, while rather impressive compared to other similar fire departments studied by ESCI, warrants further evaluation by the KFD, as ESCI has found in previous studies that documented turnout times may not accurately reflect a fire department's actual performance.

Travel Time Performance

Travel time is the time from when an apparatus starts traveling to an incident until it arrives on the scene. Travel time is one component of total response time that is rarely controllable by fire department personnel. The existing road network, traffic congestion, weather, geographic barriers, and the size of the service area are all key influences in travel time performance. The next figure illustrates travel time performance throughout the KFD's service area at the 90th percentile.

Figure 89: Travel Time Performance (2018–2020)



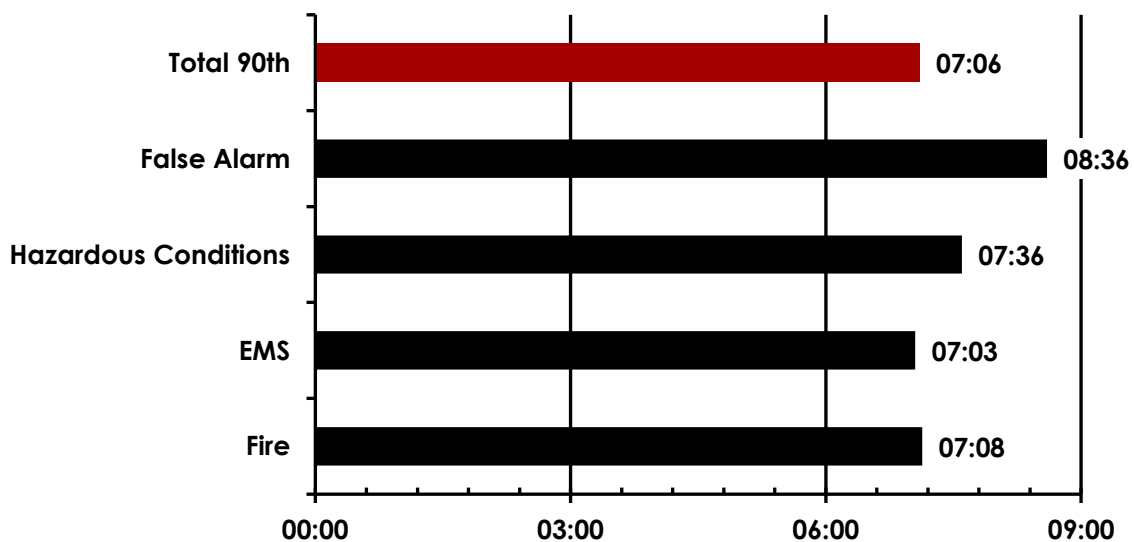
At the 90th percentile for all noted categories, the KFD's travel time performance of 05:44 exceeded the NFPA 1710 recommendations of 04:00 for the first arriving unit. The longest travel time of 07:24 for incidents coded as False Alarms could be due to the identification of these types of incidents as lower priority, and therefore, the response would be nonemergency.

Response Time Performance

As previously discussed, the most commonly utilized measure of fire department response is a combination of turnout time and travel time, referred to as response time or response performance. This is the time from when fire personnel are notified of an incident by dispatch to when the first apparatus arrives on the scene. While not specifically addressed by NFPA 1710, response time is a combination of turnout and travel time standards.

The next figure illustrates emergency response time performance for the KFD's service area at the 90th percentile.

Figure 90: Response Time Performance (2018–2020)



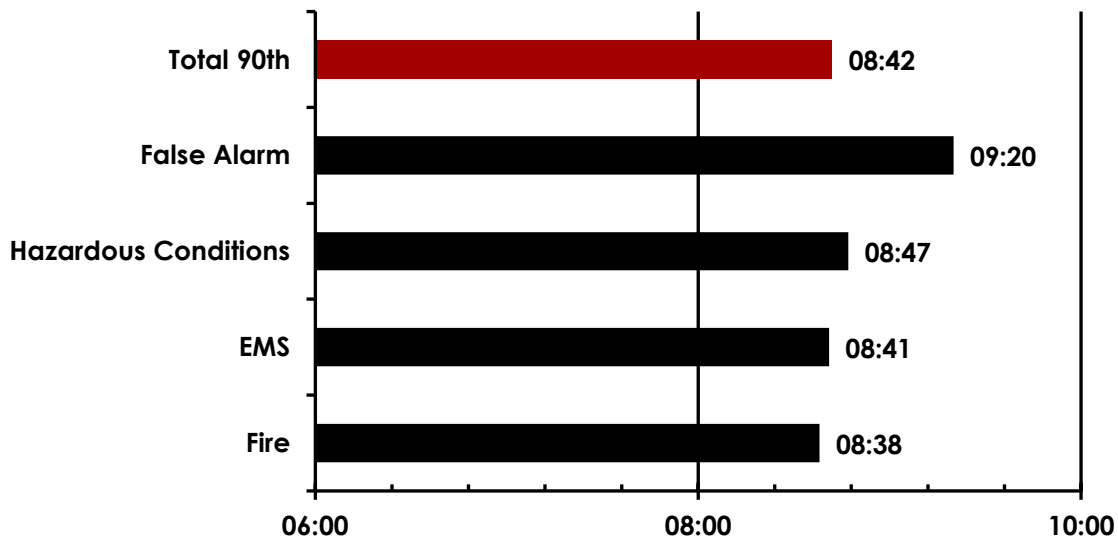
At the 90th percentile for all noted categories, the KFD's response time performance of 07:06 exceeded the NFPA 1710 recommendations of 05:00 for EMS calls and 5:20 for fire and special operations calls. It should be noted that incidents coded as EMS resulted in the fastest response times which represents the highest service demand.

Total Response Time Performance

As previously discussed, total response time is the amount of time a resident or business waits for resources to arrive at the scene of an emergency, beginning when they first call 911. This is the time interval from the receipt of the alarm at the dispatch center to when the first emergency response unit is initiating action or intervening to control the incident. Similar to response time, NFPA 1710 does not specifically address total response time but recommendations are a combination of NFPA 1221 and 1710 standards.

The next figure illustrates total response time performance throughout the KFD's service area at the 90th percentile.

Figure 91: Total Response Time Performance (2018–2020)



As would be expected due to the call processing, turnout time, and travel time performance, the KFD exceeds the NFPA 1221 and 1710 recommendations in all noted categories at the 90th percentile with a total response time performance of 08:42. Total response time is provided for informational purposes and should be utilized to continuously monitor performance trends in an effort to seek opportunities for improvements.

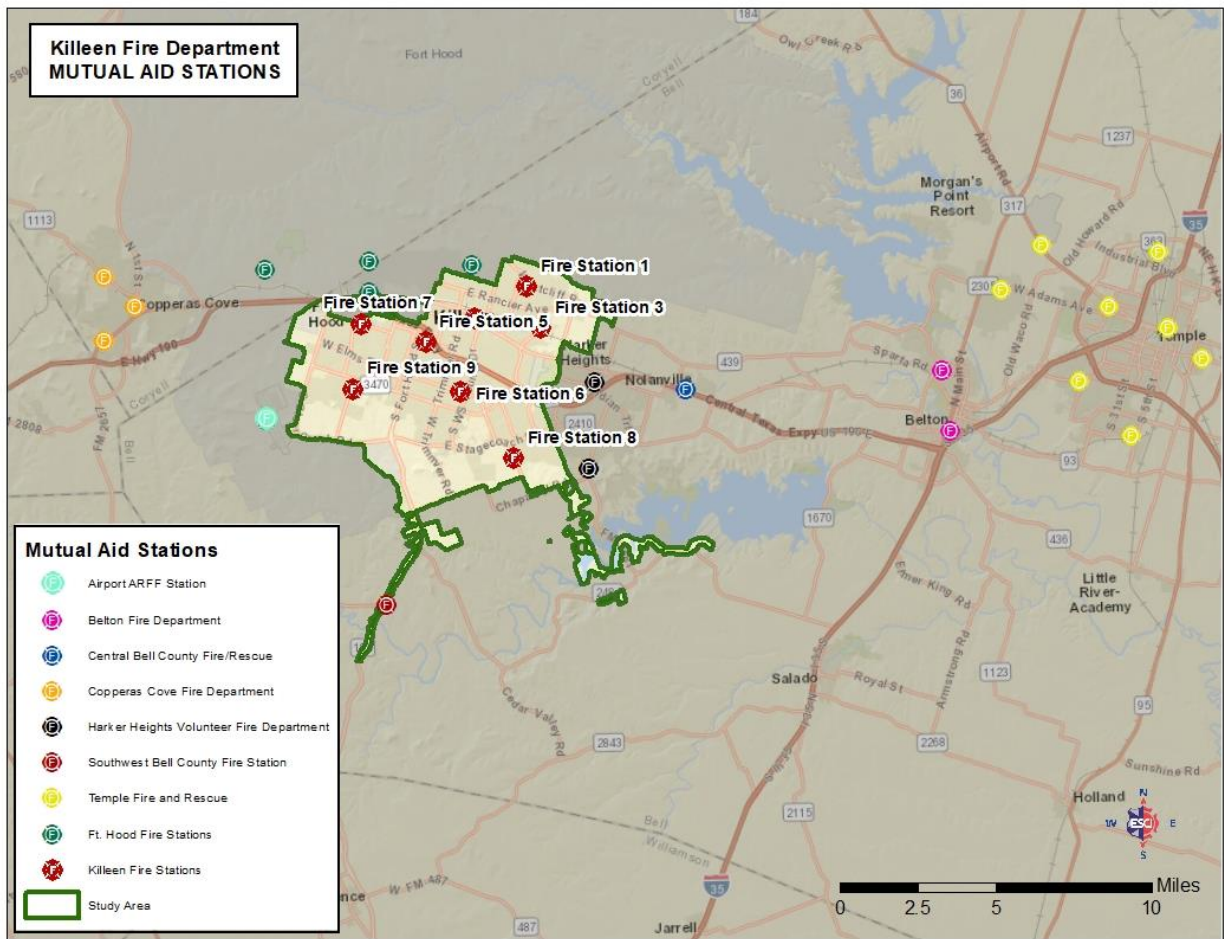
Mutual and Automatic Aid Systems

Very few, if any, organizations possess all of the resources needed to mitigate all possible types of incidents. Additionally, when mutually beneficial agreements are possible, good governance suggests that these opportunities should be seized to provide higher service levels, particularly when they occur at little or no cost.

Two types of agreements are currently in place within the KFD, mutual and automatic aid. In mutual aid agreements, two or more organizations agree that, when requested, they will supply the other agency with the resources requested if available. For emergency services, this typically occurs through the request of the responding apparatus or on-scene personnel. Automatic aid occurs, as the name implies, automatically. When an emergency call is received by the dispatch center, all available resources are examined based on the appropriate unit type and their proximity to the call. Typically then, the closest unit is dispatched, regardless of the jurisdiction in which the incident occurred.

The KFD currently has mutual aid agreements with the Belton Fire Department, Central Bell County Fire & Rescue, the Copperas Cove Fire Department, and the Temple Fire Department. In addition, the KFD has both a mutual aid and automatic aid agreement with the Fort Hood Fire Department, the Harker Heights Fire Department, and the Southwest Bell County Volunteer Fire Department.

The next figure illustrates the location of the KFD's mutual and automatic aid partners.

Figure 92: Mutual/Automatic Aid Fire Departments

The next figure displays the KFD mutual and automatic aid responses summarized by year for 2018 through 2020.

Figure 93: KFD Mutual/Automatic Aid Summary (2018–2020)

Type	2018	2019	2020
Mutual Aid Given	28	28	19
Mutual Aid Received	20	17	25
Automatic Aid Given	31	42	29
Automatic Aid Received	41	83	48
Net (Aid Given - Received)	2	30	25

During the period illustrated in the preceding figure, the KFD provided aid to neighboring jurisdictions 177 times while receiving aid 234 times. This shows a net benefit to the city of 57 incident responses through mutual and automatic aid agreements.

EMERGENCY MEDICAL SERVICES

KFD provides Medical First Response (MFR), Basic Life Support (BLS), and Advanced Life Support (ALS) care and ambulance transport in the City and portions of the unincorporated areas of Bell County. All KFD firefighters are required to obtain and maintain their paramedic certification as a condition of employment.

In this section of the report, ESCI evaluated the Department's EMS system delivery model, medical oversight, and related issues, and made recommendations where appropriate at the end of this report.

EMS Administration

The EMS Division is overseen by an EMS Deputy Chief (EMSDC). Six EMS Captains administratively report to the EMSDC, and operationally report to their duty Battalion Chiefs. Two EMS Captains are assigned to each shift to provide EMS supervision to each battalion.

Medical Direction & Oversight

The Texas Department of State Health Services EMT-Trauma Systems Division oversees the provision of EMS throughout the State. On a regional level, KFD participates in the Central Texas Regional Advisory Council. This non-profit organization is comprised of local hospitals, EMS agencies, fire departments, County and City Offices of Emergency Management, and other healthcare providers in the Central Texas six-county region (Bell, Coryell, Hamilton, Lampasas, Milam, and Mills counties).

The Council's primary mission is to provide the following trauma system support services:²⁵

- Assist member organizations in achieving the highest level of emergency healthcare they are capable of providing, which will result in a decrease in morbidity and mortality and ultimately improve the ill or injured patient's outcome.
- Encourage activities designed to promote cooperation between member organizations and provide a forum to resolve conflicts regarding injured patient care.

Provide and facilitate educational programs for the public to increase awareness regarding an inclusive trauma system with a heavy emphasis on prevention activities.

²⁵ Central Texas Regional Advisory Council website, <https://centraltexasrac.org/about/>.

KFD pre-hospital physician oversight is the responsibility of Dr. Christopher Colvin, who serves as KFD's EMS Medical Director. As a Board-Certified Emergency Medicine Physician he works for US Acute Care Solutions®, which provides emergency room physician services to medical facilities across the United States. He currently serves as the emergency department Medical Director at Seton Medical Center Harker Heights, and also serves as Southwest Bell County Volunteer Fire Department's Medical Director.

Dr. Colvin provides the following contracted physician services to KFD in exchange for a \$40,000 annual payment:

- Ride-along observations once a month.
- Once a month interaction at run review continuing education sessions.
- Participation in quarterly Quality Improvement Committee meetings.
- Development and review of Paramedic Protocols.
- Representing the Department as needed at regional and state EMS meetings and functions.

EMS Deployment

Each of KFD's fire stations has an assigned medic unit and designated response territory. Two paramedics are assigned to each medic unit. An EMS Captain is assigned to each battalion and provides logistical, operational, and EMS quality assurance support on a 24/7 basis.

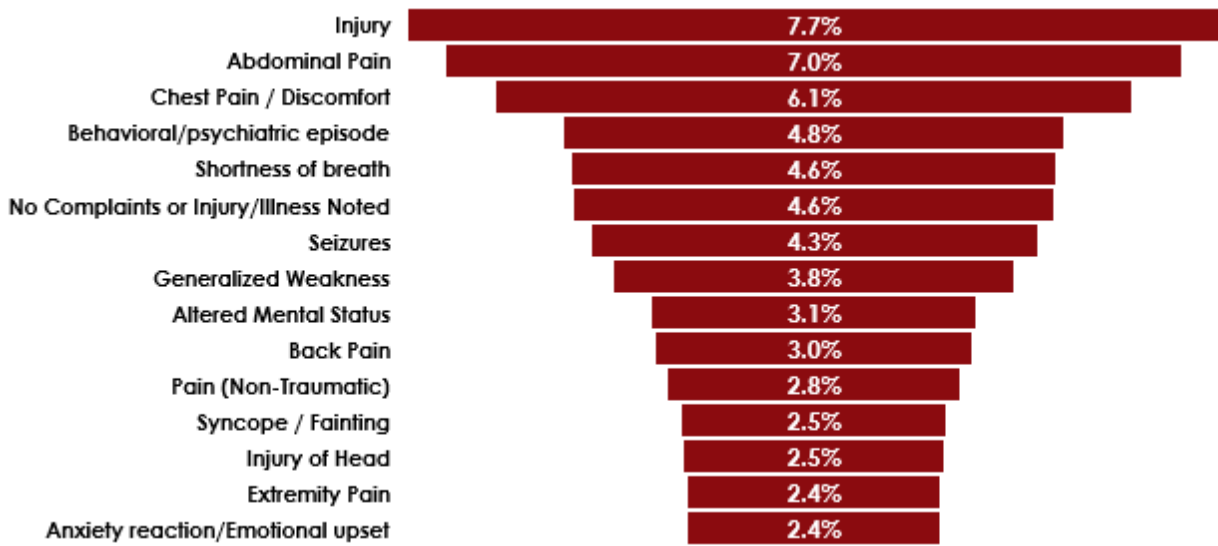
EMS Documentation

Patient care reports (PCRs) are electronically recorded using the ESO Solutions® RMS. This system is separate from the system used to document fire and other non-EMS-related incidents. The system is NEMIS and HIPAA compliant and is integrated into the Bell County Communications Center 911 CAD system.

Patient care refusals are also documented in the system, using a separate form embedded in the RMS.

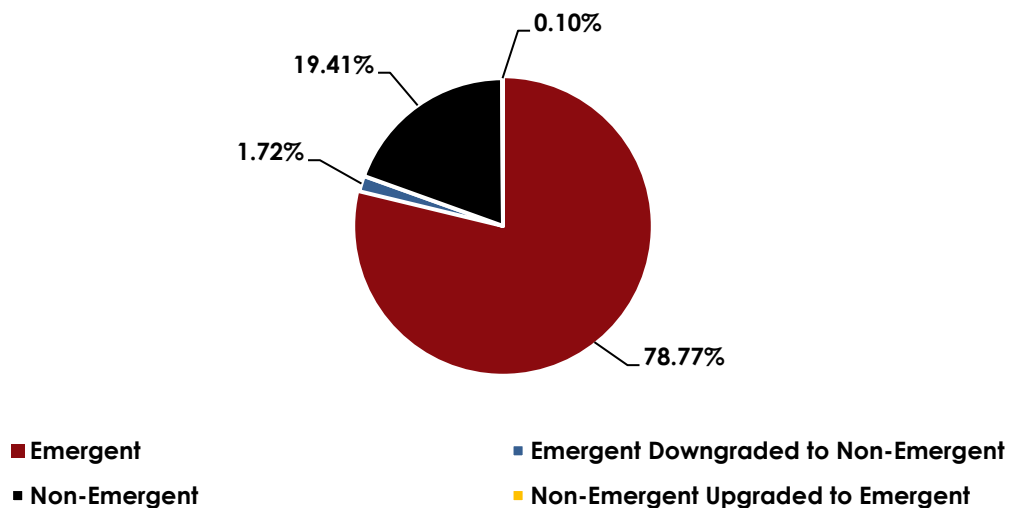
EMS Incident History

ESCI evaluated EMS records from 2018 through 2020 to determine the types, frequency, and dispositions of patients evaluated by KFD personnel. The top 15 medical primary impressions as determined by KFD paramedics are noted in the following figure.

Figure 94: Top 15 Medical Primary Impressions

These incident types comprise over 60% of all documented medical primary impressions. Traumatic injury, abdominal pain, and chest pain comprised almost 21% of all primary impressions. ESCI noted that the primary impressions were left blank in 12,447 incident records, which closely correlates with the over 12,000 canceled incidents documented during the study period.

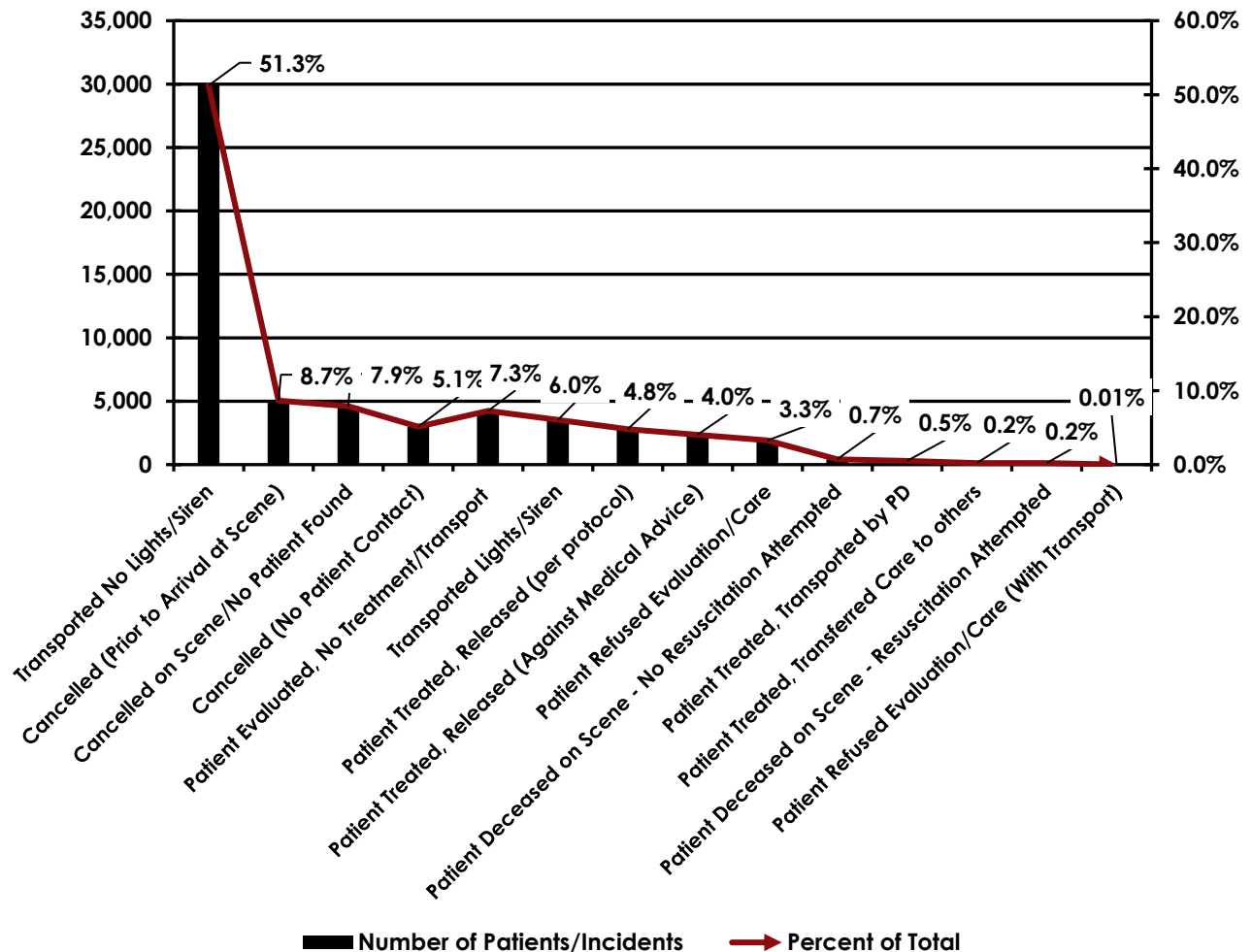
ESCI also evaluated the response mode of the units dispatched to EMS incidents. The following figure summarizes these modes.

Figure 95: KFD EMS Response Modes (2018–2020)

The preceding figure shows that almost 80% of all EMS responses were in emergent (lights & siren) mode, and slightly less than 20% were non-emergent mode.

Finally, ESCI evaluated patient dispositions during the study period. The following figure summarizes these outcomes.

Figure 96: Patient/Incident Dispositions (2018–2020)



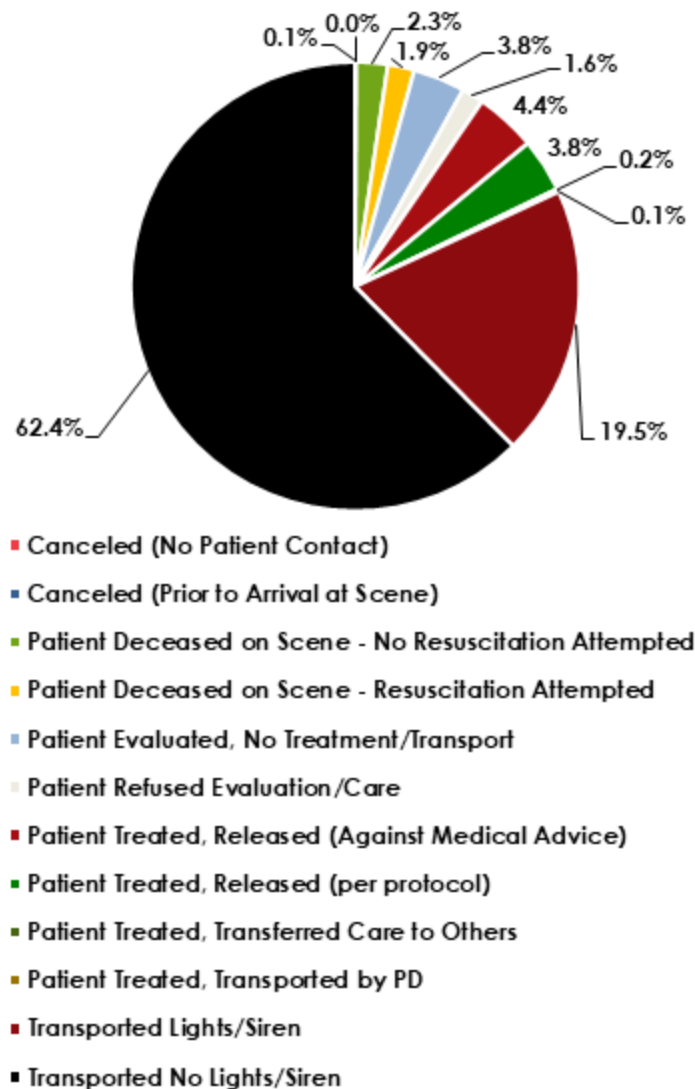
The preceding figure notes that of the 57% of the patients transported, only 6% were transported in an emergent mode (lights and siren). ESCI also noted that almost 30% of all EMS incidents were either canceled or the patient did not require treatment or transport to a medical facility.

Taking it one step further, ESCI analyzed the disposition of the emergent response mode incidents that had the following initial patient complaints as recorded by dispatch:

- Breathing Problems
- Cardiac Arrest/Death
- Chest pain (non-traumatic)
- Heart Problems
- Stab/gunshot wound/penetrating trauma
- Traffic Accident
- Unconscious/fainting

The following figure shows the patient dispositions on these EMS incident types.

Figure 97: Patient Disposition Types by Initial Patient Emergent Complaint (2018–2020)



EMS Response Discussion

As noted previously, almost 80% of all KFD EMS incidents were responded to in emergent mode. Of the potentially critical EMS incident types identified by dispatchers, almost 10% were either treated and released, no treatment was required, treatment was refused, or the incident was canceled. Slightly less than 20% of the transported patients were transported in emergent (lights & siren) mode.

The issue of lights and siren response mode by EMS agencies has been reviewed and studied extensively over the years. A 2017 position paper; *Lights and Siren Use by Emergency Medical Services (EMS): Above All Do No Harm*, published by the U.S. Department of Transportation National Highway Traffic Safety Administration-Office of Emergency Medical Services addressed the issue and effectiveness of lights and siren response and emergent patient transports, especially as it relates to patient outcomes. In the executive summary, the authors stated:

The time saved by using lights and siren (L&S) during response and transport has been evaluated by several studies. These all show that a relatively short amount of time is saved by L&S use. While this may be of clinical importance to patient outcome in critical time-sensitive conditions like cardiac arrest, the consensus among the researchers in this field is that the time is not significant in most of the responses or transports. In addition to the amount of time saved with L&S transport, an equally important discussion is whether that time is clinically important to patient outcome. For most conditions, EMS professionals can provide appropriate care to reduce the importance of saving a few minutes by L&S transport. While we do not fully understand the potential negative physiologic effects from L&S use, any EMS vehicle crash that occurs when exercising the privileges of L&S is detrimental to the health of both EMS providers and their patients.

The high percentage of L&S responses by KFD units should be further explored by the Department to determine if some of the EMS incident types would be more appropriately, and safely, initially responded to in a non-emergent mode.

EMS Billing

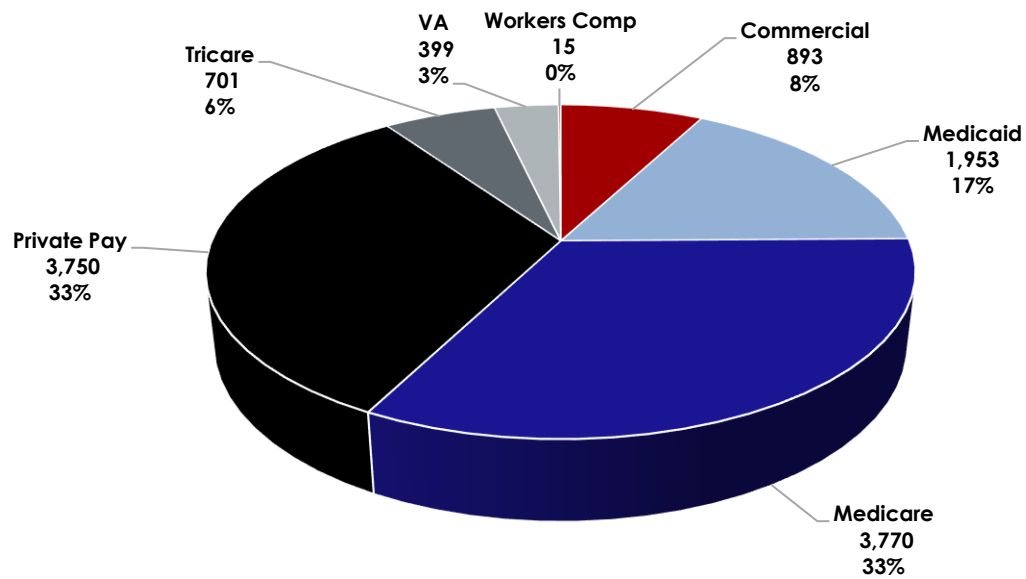
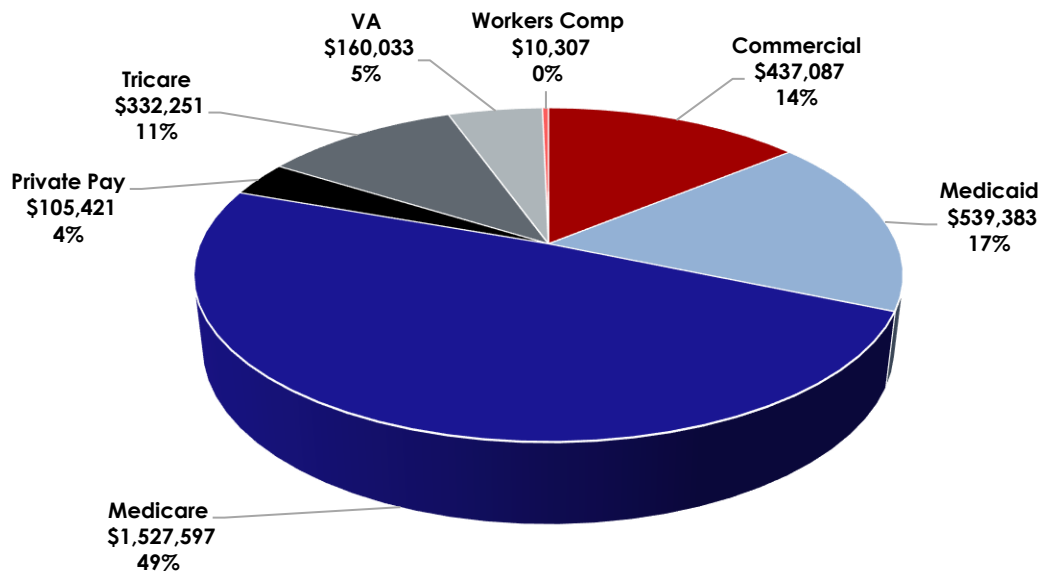
The City of Killeen has contracted with LifeQuest Services®, a third-party billing company, to collect ambulance revenue since 2016. The company charges a percentage of the revenues recovered for this service and provides the City with monthly and annual reporting providing various patient demographic and billing metrics to measure performance. A separate company is used for all City department collection services.

ESCI reviewed the calendar 2020 billing information summarized by payor mix as shown in the following figure. While the patient transports shown reflect the period January-December 2020, billing and revenue information does not correspond directly to these transports due to billing cycle timing (processing of patient reports, coding and sending multiple bills, for example) and the normal lag in receipt of payments from date of transport among other factors. However, since the department has been transporting patients for multiple years prior to 2020, the following analysis gives an approximation of annual performance by payor mix.

Figure 98: Calendar 2020 Ambulance Billing Summary by Payor

Calendar 2020 Payor	Patient Transports		Billing			
	Number	%	Charges	Revenue	% Recovery	% of Total
Commercial	893	7.8%	\$ 691,560	\$ 437,087	63.2%	14.0%
Medicaid	1,953	17.0%	\$1,504,421	\$ 539,383	35.9%	17.3%
Medicare	3,770	32.8%	\$3,042,505	\$1,527,597	50.2%	49.1%
Private Pay	3,750	32.7%	\$2,751,113	\$ 105,421	3.8%	3.4%
Tricare	701	6.1%	\$ 559,725	\$ 332,251	59.4%	10.7%
VA	399	3.5%	\$ 326,678	\$ 160,033	49.0%	5.1%
Workers Comp	15	0.1%	\$ 12,386	\$ 10,307	83.2%	0.3%
Total	11,481	100.0%	\$8,888,389	\$3,112,080	35.0%	100.0%

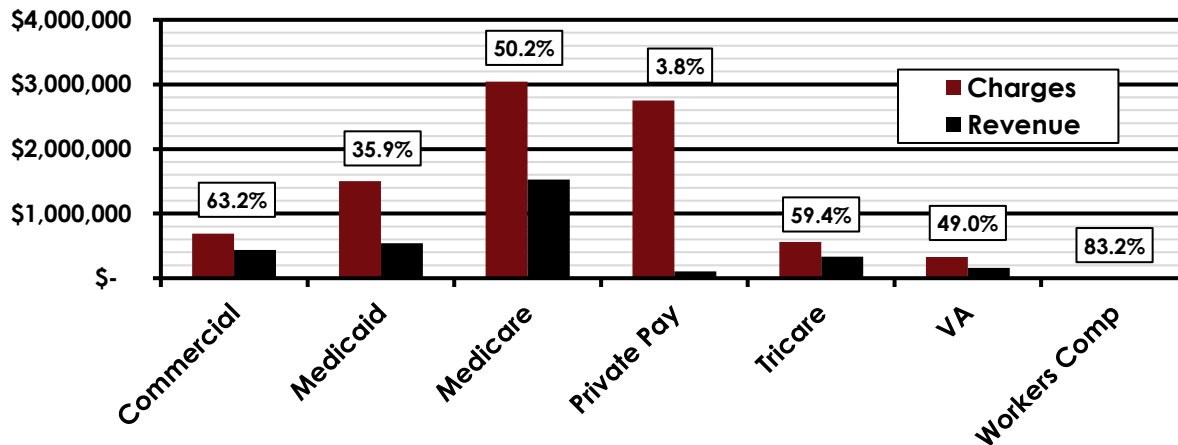
The preceding figure shows the total number of patients transported from January 1 through December 31, 2020, by payor category. Medicare and Medicaid patients make up half of all patients transported at 33% and 17%, respectively. And, while Medicare and Medicaid can be counted upon to provide payment in most cases in a timely manner, there are limits on how much each pays, regardless of the KFD's adopted transport rates. Approximately one-third of patients transported by the KFD fall into the Private Pay category. This is typically the lowest revenue recovery category, and it is no surprise that, while one-third of the KFD transport volume are Private Pay patients, only 4% of the total revenue recovered is derived from this payor category, as shown in the following figures.

Figure 99: Calendar 2020 Ambulance Transports by Payor**Figure 100: Calendar 2020 Ambulance Revenue Recovered as % of Total by Payor**

On the other hand, those patients with commercial insurance, Tricare, or VA coverage, which together comprise 17% of the patient transport volume, typically pay much closer to actual, adopted rates in many cases, and the revenue recovery per patient is much higher. In 2020, while these categories comprised only 17% of the patients transported, they comprised 30% of the revenue recovered.

To better appreciate the disparity between charges and actual revenue recovered by payor category, the following figure provides a side-by-side comparison of charges against what was actually recovered by payor category. The percentage recovered versus the charges is shown for each payor category in this figure as well.

Figure 101: Calendar 2020 Ambulance Charges vs. Revenue Recovered by Payor



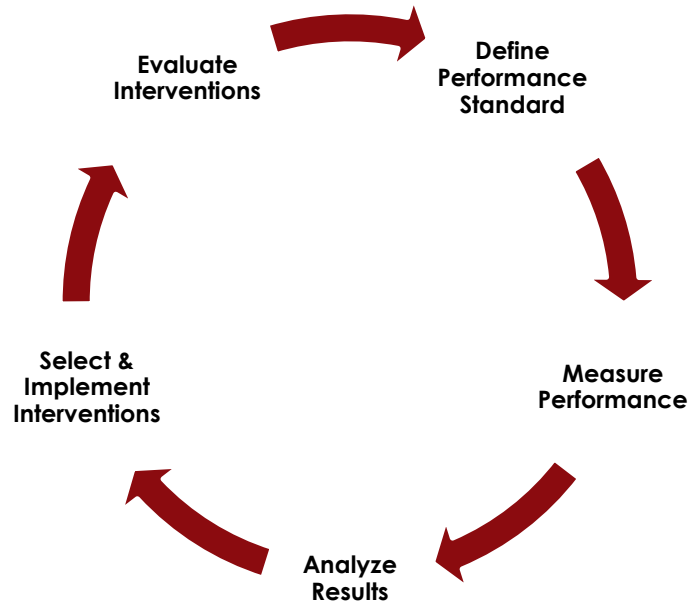
It is quite apparent in the preceding figure that the Private Pay category has a very high demand on KFD resources while providing almost no financial support through revenue recovery. Further, the Department has a high percentage of Medicaid and Medicare patients whose revenue recovery is restricted. The Department will need to continue monitoring payor mix as service demand increases in order to understand how much additional resource will be needed and at what cost to other GF revenue than ambulance billing.

Ground Emergency Medical Transport Program (GEMT)

The Ground Emergency Medical Transport (GEMT) program is a voluntary federal and state program that allows publicly owned or operated emergency ground ambulance transportation providers to receive supplemental payments that cover the difference between a provider's actual costs per GEMT transport and the Medicaid base payment, mileage, and other sources of reimbursement. Government ambulance providers receive cost-based supplemental payments for emergency ground ambulance transportation of Medicaid fee-for-service clients. Texas has adopted this program, and other departments studied by ESCI receive significant ongoing revenue from this program. As of the time of this study, the City does not receive GEMT subsidy funds. This is a program that the City should pursue to help offset the unreimbursed costs for transporting Medicaid and uninsured patients.

EMS Quality Management

KFD's EMS Quality Management (EMSQM) program is codified in KFD Policy-408, which outlines the action steps that comprise the EMSQM process.



The key administrative and operational components that support this process include:

- Patient Care Report (PCR) Reviews
- Field performance evaluations
- Quality Improvement Committee
- Run Reviews
- EMS Protocol Review (Conducted every two years)

PCR Reviews

Per KFD Policy-408, all PCRs are reviewed by the assigned EMS Captain or Acting (Step Up) Captain. However, no more than 10% of the reports can be reviewed by a Step-Up Captain. Each PCR is graded for complete and accurate documentation and adequacy and appropriateness of the patient care. The graded PCRs are uploaded into the ESO® Quality Management module, and the paramedic is notified that they have a PCR that needs to be reviewed. The grading levels are as follows:

Figure 102: Patient Care Report Grading Levels

Grade	Description
Poor	Grossly poor performance; not acceptable
Fair	Fails to meet applicable standards; less than average
Good	Meets all acceptable standards; acceptable
Very Good	Exceeds applicable standards; above average
Excellent	Highest quality of service rendered; exceptional

Paramedics are required to review and respond to all returned PCRs where issues have been identified.

Field Performance Evaluations

EMS Captains perform field evaluations of paramedic performance. These random evaluations are intended to subjectively and objectively observe the performance of field personnel, including but not limited to, effective interpersonal communication skills, scene management, delivery of patient care, skills performance, interagency cooperation, protocol compliance, and professionalism and compassion. A hard copy evaluation form is organized into the following categories: Data Gathering, Differential Diagnosis, Management/Treatment, and Disposition. Each category has the following three grading categories; Needs Improvement, Meets Expectations, Above Expectations.

These evaluations can also be used as part of annual performance evaluations, identification of potential EMS Step-Up Captains, and selection of field preceptors.

Quality Improvement Committee

Overall analysis of the clinical and operational aspects of the KFD EMS delivery system is performed by a Quality Improvement Committee (QIC). The Committee is primarily comprised of the Medical Director, EMS Deputy Chief, and the EMS Captains. Other paramedics may be included, depending on need and interest.

The primary purpose of the Committee is to identify EMS quality care measures, assess overall system performance against those measures, develop improvement strategies, and monitor the impact of these strategies on patient care and outcomes. The Committee meets quarterly and produces a quarterly EMS Quality Improvement Report.

A review of a quarterly report shows a fairly sophisticated and comprehensive analysis of previously identified QI metrics that were selected at the beginning of the year. These metrics included:

- Advanced Airway First Pass Success Rate
- Continuous Positive Airway Pressure (CPAP) Use in Congestive Heart Failure Patients
- Aspirin Administration in Congestive Heart Failure Patients
- Patients receiving pain intervention
- CVA/TIA patients with blood glucose check
- Seizure patients with blood glucose check
- Altered Mental Status patients with blood glucose check

In addition, the Committee evaluated two additional metrics: Effect of a transportation ordinance change to Baylor Scott & White Medical Center, and the impact of ESO® charting on turnaround times at the hospital.

Where applicable, evaluation of these metrics were parsed by shift.

Community Paramedic Program

Killeen's community demographics appear to show a substantial number of the population have one or more characteristics that make them vulnerable to increased risk of fire, injury, medical condition, substance abuse, homelessness, or other conditions that may result in increased demand for EMS services. At the time of this study, KFD does not track EMS patients who may have these conditions in a way that can be easily analyzed (other than age, sex, and presenting medical condition).

Hospitals, fire departments, and EMS agencies across the country today are grappling with the issue of frequent/chronic users and abusers of the EMS system. Patients with substance abuse, mental health, or other chronic medical conditions often call 911, as the system is their only option for receiving timely medical care. Often these patients are simply transported to the hospital, where they are subsequently discharged to only call 911 again a short time later. These situations can result in hospitals being penalized by the federal government for high readmission rates. In fact, in fiscal year 2021, the Centers for Medicare & Medicaid Services fined 2,545 hospitals for having too many Medicare patient readmissions within 30 days between July 2016 and June 2019.²⁶

²⁶ CMS fines 2,545 hospitals for high readmissions: 5 things to know, Becker's Hospital CFO Report, Ayla Ellison, November 2, 2020.

Agencies and communities around the country are now taking innovative steps to try and relieve pressure on the use of EMS and impact on hospital emergency departments by implementing Mobile Integrated Healthcare-Community Paramedicine (MIH-CP) programs. It should be noted that MIH-CP programs have been in place in the United Kingdom, Canada, and Australia for almost two decades. While there may be slight variations in how these programs are implemented, the fundamental goals are the same—extend health care to a patient's home and reduce EMS service demand, ED visits, and hospital readmissions.

MIH-CP programs focus on the highest users of prehospital EMS and emergency departments—typically low-income patients; those with chronic mental and/or physical health issues; patients without means of transportation; substance abusers; and any combination thereof.

MIH-CP involves sending EMTs, Paramedics, or specially trained *Community Paramedics* (CP) into patient homes to provide specialized home care services, such as:

- Hospital discharge follow-up
- Medication reconciliation
- Blood draws and glucose monitoring
- Home safety, social services, and nutritional assessments
- Well baby/child checks
- Blood pressure and oxygen saturation checks
- Post-injury/illness follow-up/wound care
- Illness/medication education and compliance
- Liaison with health care providers

The benefits of using local EMS providers to deliver this specialized type of care include:

- The ability to tailor the program to meet local health care gaps.
- EMS providers already possess most of the required skills and are comfortable and experienced in working in patient homes and environments.
- EMS providers are the largest pool of mobile health care resources available.

Because of the relatively recent implementation of these various programs, scientific evidence of program effectiveness and efficacy is limited. Efforts are underway throughout the United States to determine and verify impacts on EMS performance, system demand, and, most importantly, appropriate patient care. However, there are many anecdotal stories of success in reducing repeat 911 calls for various categories of patients.

A 2018 survey conducted by the National Association of EMTs (NAEMT) revealed that MIH-CP programs were present in 43 states, including Texas. Of those programs, over one-third of them were embedded within fire agencies, and almost 20% were private, hospital-based programs, and 94% of the survey respondents agreed that their program fills a resource gap in their local community.²⁷ At the time of this study, several fire and EMS agencies in Texas have MIH-CP programs, some of which have been in place since 2014 or longer.

Sustainability

The success of MIH-CP programs is largely determined by the sustainability of funding, community support, and support and participation of other health care providers. Grants are often used to launch these programs. However, many grants are short-term and/or one-time funding opportunities and are not well suited to support the long-term operations of an MIH-CP program.

The ability to demonstrate value to the payers over the long term is critical for continued funding. It is important for EMS systems to develop and mutually agree on meaningful metrics with healthcare partners early on in the process, which will demonstrate value to the payer. Additionally, CP programs are well aligned with *the Institute for Healthcare Improvement's Triple Aim* initiative:

- Improving the patient experience of care (including quality and satisfaction).
- Improving the health of populations.
- Reducing the per capita cost of healthcare.

Discussion

ESCI believes the feasibility and sustainability of an MIH-CP program will be determined only by initiating a focused and collaborative community and stakeholder planning effort that addresses the components listed above. AdventHealth's 2020–2022 Community Health Plan identified the following health priority issues for the Killeen community:

- Physical Inactivity
- Mental Illness & Post-Traumatic Stress Disorder (PTSD)
- Food Insecurity
- Poverty
- Diabetes

²⁷ Mobile Integrated Healthcare and Community Paramedicine, 2nd National Survey, NAEMT, Retrieved online: http://www.naemt.org/docs/default-source/2017-publication-docs/mih-cp-survey-2018-04-12-2018-web-links-1.pdf?Status=Temp&sfvrsn=a741cb92_2.

- Access to Transportation
- Smoking and Respiratory Disease
- Obesity

Of these priorities, the hospital chose to address only the first three priorities, relying on other community resources and programs to address the remaining priorities. Of those, Diabetes, respiratory disease, and the secondary medical conditions resulting from obesity may be areas in which an MIH-CP program can address in select patients. ESCI noted that there was no mention or plan to use existing pre-hospital EMS resources to address any of these priorities.

Creation and implementation of an MIH-CP program in Killeen should be done collaboratively and should start with the gathering of data and a needs assessment that involves the participation of key community stakeholders, social service agencies, and health care providers, including but not limited to:

- Mental Health Professionals
- Law Enforcement
- Fire Department
- Health Department
- Hospital Representatives
- Elected officials
- Social service providers
- Faith-based organizations
- Other non-governmental organizations (NGOs) as applicable

The goal of an MIH-CP needs assessment is to identify the vulnerable populations in the community that could benefit from an MIH-CP program, and the types of patients and medical conditions that could be treated through the program. It is beyond the scope of this study to fully define a process for evaluating the need for an MIH-CP program in Killeen. However, the sources cited in this section of the study provide tools, references, and resources for implementing these programs, including providing examples of successful programs throughout the country. ESCI believes that a concerted effort to explore the need and potential of an MIH-CP program should be undertaken.

SUPPORT PROGRAMS

Training & Continuing Medical Education

In this section, ESCI reviews KFD's training practices, compares them to national and other applicable state standards and best practices, and offers recommendations as are appropriate.

Training Administration/General Training Competencies

A variety of training standards and requirements apply to fire department training programs, including those from the following:

- National Fire Protection Association (NFPA)
- International Fire Service Training Association (IFSTA)
- International Fire Service Accreditation Congress (IFSAC)
- National Incident Management System (NIMS)
- Texas Commission on Fire Protection (TCFP)
- Texas Department of State Health Services (DSHS)
- Local Medical Director

The KFD Training Division is managed by a Training Captain. Three Fire Rescue Officers are administratively assigned to this Captain, along with an administrative assistant. The Training Division budget revenues and expenses are not accounted for separately in the Department's budget, with the exception of an outside tuition and travel line item in the expense budget. The Department maintains two distinctly different training programs and related activities: An open enrollment Fire Academy and internal department fire and EMS continuing education training.

The Killeen Fire Academy provides initial firefighter and EMT training to firefighters and civilians wishing to pursue a fire service or EMS career. Two academy sessions are offered annually, starting in January and Jul. Two courses are offered, including TCFP Basic Fire Suppression, which is 16 weeks long, and EMT-Basic, which is eight weeks long. Tuition for the Basic Fire Suppression academy is \$2,500, and the EMT-B Course tuition is \$550. Course size is limited to 30 students per class. Approximately 10-12 TCFP certified instructors are used to deliver this training. Students are organized and grouped into shifts and companies to mirror a traditional fire department organizational structure.

In addition, the Academy holds a high school cadet academy for junior and senior grade students. The program, started in 2003 in partnership with the Killeen Independent School District, trains and certifies approximately 10–20 students per year as Firefighter I and II and EMT-Bs. Eleventh-grade students undergo FFI training and certification, and students who continue into their Senior year complete their FFII and EMT-B certifications. The typical class size for Juniors is 12 to 15 students, and 9 to 10 students in the Senior class.

Department-specific continuing education (CE), fireground manipulative skills maintenance, and other specialized training are conducted on a regular basis to at least meet minimum TCFP, ISO, and Department requirements. Examples of the TCFP annual CE hours' requirements for full-time structural firefighter employees are noted in the following figure:

Figure 103: TCFP Fire Suppression FTE Annual CE Requirements

TCFP CE Annual Requirement	Required Hours
Department Selected Training Topics	18 hours
Wildland Firefighting	4 hours
Aircraft Rescue & Firefighting	2 hours
Fire Suppression	2 hours
Hazardous Materials Technician	8 hours
Fire Instructor	2 hours

All hours over four hours in any one subject area of the Department selected CE training does not count towards the 18 hours minimum requirement, with the exception of the Wildland firefighting 4-hour required annual refresher. Note: Employees carrying a specific certification, but not required to perform those duties do not have to meet the annual C.E. hours required for that certification.

In addition, personnel trained to the EMT, Advanced EMT, and Paramedic level must complete a certain number of hours on specific continuing education topics during their four-year certification period, per the following hours' requirements:

- EMT: 72 hours
- EMT-Advanced: 108 hours
- EMT-Paramedic: 144 hours

Personnel must also complete EMS continuing education on specific topic areas as well. Mandatory topic areas include Preparatory subjects, Airway Management, Patient Assessment, Trauma, Medical, Special Considerations, Clinical related Operations, and Pediatrics. The minimum aggregate time for these topics is 81 hours. Additional hours can be completed in any of the above topic areas, or additional related topic areas to meet the overall minimum hours' threshold for the level of certification attained.

KFD company officers are at least Fire Instructor I certified, and deliver company-level training for their crews.

The following figure summarizes KFD's training for 2020.

Figure 104: KFD Training Hours, 2020

Training Components	Hours
Fire-Related Training	11,624
EMS-Related Training	3,079
Total Training Hours Delivered	14,703
Average Annual Hours per Person	62

As shown in the preceding figure, 79% of all training was non-EMS related, and averaged 48.8 hours per firefighter, well above the TCFP minimum hours requirement. EMS training comprised the remaining 21%, averaging 12.9 hours per firefighter.

New Hire Training

Approximately 50% of new firefighters hired by KFD are already certified TCFP firefighters, either through completion of KFD's Fire Academy program, or other state-sanctioned fire academy programs. This certification includes certifications as Firefighter 1 and II, Haz-Mat Awareness, and Haz-Mat Operations. Once hired, they undergo a two-week indoctrination process that includes completing City and Department paperwork, issuing Department uniforms, turnout gear and equipment, and tours and familiarization of the facilities and equipment at each station, before they are placed into a station assignment and shift.

The other 50% of new firefighters are not TCFP certified and must successfully complete the KFD Fire Academy program, including completing EMT-Basic certification, before being placed into an operations assignment, after which they must successfully obtain certification as a paramedic.

Training Facilities

Adequate dedicated training facilities, props, and equipment are critical components to a safe and effective training program. Contemporary training center facilities incorporate sufficient and flexible classroom and drill ground space(s), computer and audio-visual tools, incident simulation equipment, and individualized study resources.

The KFD training drill ground facilities are comprised of a four-story concrete/brick/steel drill tower with an adjacent two-bay building with a kitchen, bathroom, and classroom, a “Christmas Tree” propane burn prop, a propane fueled vehicle burn prop, a propane tank fire burn prop, and a dumpster fire propane fueled burn prop. The other drill ground is located at Central Station, and is comprised of a three-story Class A burn building constructed of steel Conex boxes.

A large Fire Academy classroom building with three classrooms equipped with contemporary audio-visual equipment, instructional equipment, and props is located immediately adjacent to the Central Fire Station.

Training Record Keeping

A Training Administrative Assistant is responsible for tracking and maintaining accurate training records for all personnel. Instructors, including company officers leading company-level training and drills, are required to submit a hard copy roster with the names of the participants, and a lesson plan or detailed description of the covered subject matter. The hard copy rosters are retained, and the roster information is transferred onto a master spreadsheet to track progress in meeting the annual minimum requirements.

Training is completed through CE Solutions®, which is logged and then transferred by hand into the master spreadsheet as well.

Given the size of the department and complexity of the training provided, hand recording and tracking of training is likely time-intensive, inefficient, and may result in errors and omissions in reporting training activities. In fact, the 2020 EMS training hours submitted by the Department may have been significantly underreported, according to Department representatives.

The Department is planning to transition to the ESO® RMS, which has a robust training “tab” for recording the various types of department training activities. This should improve the efficiency and accuracy of recording training. However, ESCI cautions that early in the process of implementing a new RMS, the Department must identify and create the necessary training activities and certification reports they wish to track on an ongoing basis **before** training personnel on the program and implementation.

Training Program Discussion

Effective administration and delivery of contemporary fire service training programs require proportionally significant resources in a fire department. These activities must be properly budgeted, funded, and managed to ensure personnel are properly and safely trained and prepared for emergency situations.

Killeen appears to have a robust training program for prospective and new firefighter recruits, including an ongoing Firefighter Training/Certification Academy program that generates revenue for the Department. Administering such a diverse and administratively complex program typically includes division budget development, overseeing curriculum development and delivery, monitoring training requirements and certifications, hiring and managing instructors, developing and administering contracts, purchasing, and student administration, just to name a few. These various responsibilities appear to be beyond the scope of typical captain's level duties, and are more in line with chief officer level duties. ESCI developed an example Training Chief job description, based on the Department's current job description template, which is in Appendix B of this report.

ESCI found the Central Station Class A burn room prop to be in fair condition, with burn through compromised areas in a few areas on the structure. Fire stream runoff water migrates towards a nearby creek, requiring the placement of absorbent pads and “pigs” in the water's path to capture contaminants. ESCI understands the Department contacts nearby businesses before live fire evolutions, and distributes N95 respirator masks to workers if requested.

The Department had previously planned to build a new concrete training pad for the Conex burn props immediately east of the station, closer to the creek, and marginally farther away from adjacent businesses. Due to budget issues, this plan has not materialized.

ESCI noted that the Conder Street drill ground is small, limiting the ability to conduct extensive multi-company or complex drill evolutions. The design of the drill tower also limits the types of drills that can be conducted, and does not have a required safety guardrail on the roof perimeter, where rope rescue rappelling drills are occasionally conducted. Lastly, the facility is located in a residential neighborhood with a nearby playground and park. Fire stream runoff migrates towards a surface stormwater runoff collection area, and also requires the placement of absorbent pads and "pigs" to capture contaminants.

In ESCI's opinion, neither the Condor nor Central Station sites are suitable locations for live fire operations due to their small space footprints, proximity to businesses and residential homes, and potential adverse environmental impacts to local waterways.

Additionally, the use of Class A burn materials is now being scrutinized by fire departments across the country due to the generation, and exposure to, potential toxic substances, including carcinogens. As a result, many fire department training facilities now incorporate cleaner burning Class B gas fuel burn structures, which can be closely monitored and controlled during live fire drill evolutions, and also reduces the extensive and ongoing turnout gear contamination and need for continuous cleaning and decontamination. Both Class A and Class B live fire props have their benefits and drawbacks, and ESCI notes the Class B prop as an option if the Department desires to continue to use either of the current location in the foreseeable future.

Life-Safety Services

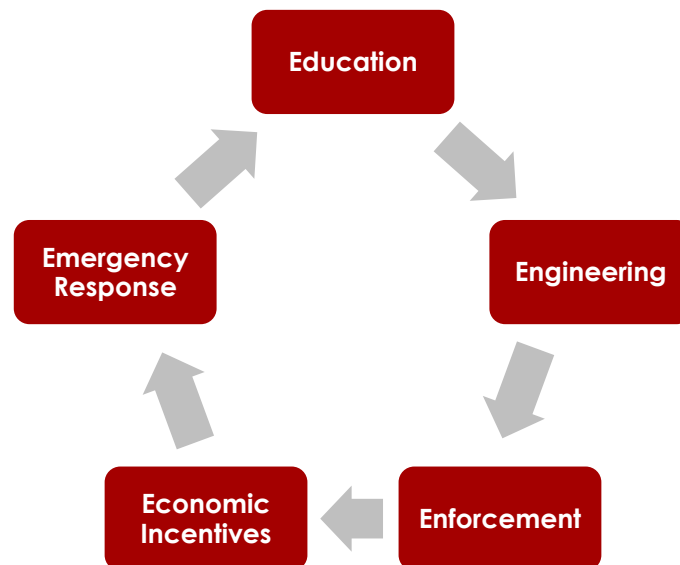
Fire Prevention and Public Education Programs

An aggressive fire and life safety risk management program is a fire department's best opportunity to minimize loss of life, property, and negative community consequences resulting from fire and other community hazards.

The National Fire Protection Association recommends a multifaceted, coordinated risk reduction process at the community level to address local risks. This requires engaging all segments of the community, identifying the highest priority risks, and then developing and implementing strategies designed to mitigate the risks.²⁸

A fire department should review and understand the importance of life-safety programs and initiatives, appreciating their role in the planning process of a community that includes residential, commercial, and industrial properties. Included in modern risk reduction methodology are the 5 E's: Education, Engineering, Enforcement, Economic Incentives, and Emergency Response, as shown in the next figure and discussion.²⁹

Figure 105. The 5 E's of Risk Reduction



²⁸ Kirtley, Edward, *Fire Protection Handbook*, 20th Edition, 2008, NFPA, Quincy, MA.

²⁹ "Community Risk Reduction: Doing More With More," June 1026. NFPA, 1 Batterymarch Park, Quincy, MA 02169-7471, 2016.

- **Education** reduces risk by influencing audiences to refrain from risky or unhealthy behavior or take positive action to reduce risk.
- **Enforcement** reduces risks by conducting fire life safety inspections and using fines and/or other penalties for noncompliance.
- **Engineering** reduces risk by including incorporating new products and technology to modify the environment to prevent or mitigate injuries and deaths.
- **Economic Incentives** are typically offered to encourage better choices and changes in behavior by improving compliance or increasing awareness of community needs.
- **Emergency Response** reduces risk by mitigating the effects of unintentional injuries and save lives.

The fundamental components of an effective life-safety services program are listed in the following figure, accompanied by the elements needed to address each component.

Figure 106: Fire Prevention and Public Education Programs

Program Component	Program Elements
Fire Code Enforcement	Proposed construction and plans review New construction inspections Existing structure/occupancy inspections Internal protection systems design review Storage and handling of hazardous materials
Public Education	Public and specialized education Youth fire setter intervention Dissemination of prevention information
Fire Investigation	Fire cause and origin determination Fire death investigation Arson investigation and prosecution
Pre-Incident Planning	Life-safety loss Economic loss Historic or social loss Environmental impact

Fire Prevention Division Staffing

The Division was previously staffed with a dedicated Fire Marshal position and four Captain Fire Investigator/Inspector positions who are assigned to a 40-hour work schedule. During this study, the Fire Marshal was promoted to Assistant Fire Chief, yet retained Fire Marshal duties, including conducting all necessary new commercial construction plan reviews. He is TCFP certified as a Fire Plans Reviewer and Fire Inspector. According to the Department, backfilling the Fire Marshal position is problematic due to Civil Service rank requirements that the position must be filled with a Battalion Chief. However, none of the current Battalion Chiefs have the necessary fire code enforcement qualifications to fill the position.

The four Captains are commissioned Peace Officers, who are required to successfully complete a law enforcement training academy as part of their job duties. In addition, each must be certified as TCFP Fire Inspectors.

Code Enforcement Activities

Preventing fires is the safest and most effective way to ensure that a community is protected from the risk of fires. A strong fire prevention program, based on locally identified risks and relevant codes and ordinances, reduces the loss of property, life, and the personal and community-wide disruption that accompanies a catastrophic fire.

The City has adopted the 2018 edition of the International Fire Code (IFC-2018) and has supplemented the code with local code amendments, including outdoor burning and fireworks restrictions. Fire code enforcement and administration in incorporated areas of the City is the responsibility of a Fire Marshal. The Fire Marshal oversees an Administrative Assistant and four Fire Inspector/Investigators, three of which are primarily assigned to Arson investigations, and one is assigned primarily to occupancy and fire protection system inspections.

New Construction Inspection and Involvement

An essential component of a fire prevention program is new construction plan reviews and fire protection system inspections. When a new building is constructed, KFD assumes the responsibility to protect the structure for the life of the building. Therefore, KFD has a fundamental interest and duty in ensuring all buildings are professionally designed and constructed to meet applicable building and fire codes and development standards.

Most model codes define the scope and applicability of the code to include:

- New construction—structures, facilities, and conditions arising after code adoption.
- Existing conditions and operations—where required by the code, or where in the opinion of the fire code official, there is a distinct hazard to life or property.
- Change of use or occupancy.³⁰

The City charges for fire plan reviews and fire protection system installations per the following fee schedule that was last approved in October 2020. Fees collected go into the General Fund.

Figure 107: Fire Inspection & Permit Fee Schedule

Occupancy Inspection	Fee
Day Care	\$75
Foster Home	\$50
Hospital	\$180
Nursing Home	\$135
Other	\$50
Fire Protection System Permit & Testing	Fee
Commercial Fire Alarm	\$75
Health Care Facility	\$500 (Initial Permit)
Residential Fire Alarm	\$25
Automatic Sprinkler System	\$125
Fire Alarm System	\$75
Fixed Fire Suppression System	\$60
Fuel Line Pressure Test	\$50
Fuel Tank Pressure Test	\$50
Fuel Tank Storage	\$50
Natural Gas	\$50
Other	\$50
After-Hours Inspection	\$200-1 st Hour, \$100-per hour thereafter
Fire Watch	\$200-1 st Hour, \$100-per hour thereafter

³⁰ Sections 102.1, 102.2, and 102.3 of the International Fire Code, 2018 edition. The International Code Council, Inc., Country Club Hills, IL 60478.

All proposed commercial fire sprinkler systems to be installed must be reviewed and pre-approved by the Insurance Services Office prior to submission to the Building Department.

General Life Safety Inspections

Periodic life safety inspections of existing occupancies are an essential part of an effective fire prevention and risk reduction program and should be performed by personnel trained in conducting inspections. Information provided by the Killeen Building Department indicates that there are 1,921 commercial building structures in the City (excluding multi-family residential structures), and 3,111 individual commercial business addresses (excluding multi-family residential addresses). A GIS map of the building locations reveals that the highest concentrations of businesses are in the downtown city core, south of West Rancier and along West Rancier, along West Veterans Memorial Parkway, and along East Central Texas Expressway.

KFD does not perform routine fire inspections in commercial or multi-family occupancies, unless required by the State. When inspections are performed, either by request, or when a life safety issue is identified, they are documented only by hand on hard copy forms.

Other fire departments studied by ESCI use inspection trained operations assigned personnel to perform routine fire inspections, especially those considered to be “low-risk” occupancies. Not only does this approach add inspection capacity to the Department, but it also has the potential added benefit of ensuring operations personnel maintain familiarity with various occupancies, their uses, and their specific hazards. This information can then be incorporated into pre-fire plans and training.

Interestingly, KFD operations assigned Fire Captains are required to be TCFP certified Fire Inspectors as part of a previous effort to implement a fire company inspection program. However, the program faltered after a short period. However, the Inspector certification requirement remains.

KFD should consider implementing a risk-based inspection model patterned after the recommendations found in NFPA 1730, as shown in the following figure.

Figure 108: NFPA 1730 Minimum Inspection Frequency

Occupancy Risk Classification	Frequency
High	Annually
Moderate	Biennially
Low	Triennially
Critical Infrastructure	Per AHJ

Fire and Life-Safety Public Education Programs

Robust delivery of fire prevention and life safety public education programs can significantly reduce community risk by teaching important safety information, safe behaviors, and life-saving skills.

KFD's public education efforts and resources are somewhat limited, and with the exception of a child car seat inspection program and blood pressure screenings, focuses primarily on fire prevention activities such as Exit Drills In The Home (EDITH), Fire Safety, and smoke/carbon monoxide alarm programs.

Many fire departments across the United States now take a broader approach in addressing life safety issues in their communities. Examples of the wide range of topics addressed in contemporary fire department life safety education programs include:

- Water safety/child drowning prevention
- Elder safety and fall prevention
- Home hazard assessments
- Child fire safety
- Juvenile Fire Setter
- Medication Safety
- Infant/Child car seat inspections
- Bicycle safety/helmet inspections
- Burn prevention
- Holiday Safety (Halloween & Christmas)
- Fireplace Safety
- Generator/Alternative heating sources safety
- CPR courses
- Blood Pressure screening
- FireWise® Wildland Urban Interface fire prevention & defensible space education

In assessing which programs to implement, the Department should evaluate the nature, frequency, impact, and trends of the emergency incidents handled by the Department by reviewing incident data and EMS reports. Focusing on the most pressing life safety issue(s) faced by the community may allow the Department to leverage limited resources in a way that ensures success in implementing an effective specific life safety program.

The U.S. Fire Administration is an excellent resource for guidance in developing public safety education programs. Its guidance organizes the creation and implementation of fire safety education programs into five key steps, which can also be applied to overall life safety education program development:³¹

1. **Assess Your Community**
 - a. Gather demographic information
 - b. Determine fire safety risks
 - c. Write a problem statement
2. **Develop Partnerships**
 - a. Research best practices
 - b. Identify community partners
 - c. Create a community group
3. **Plan & Implement Your Program**
 - a. Develop purpose, goals, and objectives
 - b. Create an action plan
 - c. Assemble program materials
4. **Market Your Program**
 - a. Develop marketing strategies
 - b. Develop a marketing plan
 - c. Create marketing materials
5. **Evaluate**
 - a. Determine evaluation measures
 - b. Track program activity
 - c. Analyze and report the data

³¹ Fire Safety Program Toolkit, U.S. Fire Administration,
https://www.usfa.fema.gov/downloads/pdf/publications/fire_safety_program_toolkit.pdf

While the preceding steps appear simplistic, accomplishing them can be much more complicated. Fortunately, there are many resources available through various local, state, and government agencies, and private companies, that can be leveraged to help “jump start” an effective life safety education program.

Fire Investigation Programs

Accurately determining the cause of a fire is an essential element of an effective fire prevention program. Competently performing fire investigations to determine the cause is critical in the prosecution of arsonists, identifying faulty equipment or careless acts, measuring the effectiveness of fire suppression efforts, and identifying lessons learned that could be shared in the community to prevent reoccurrence.

KFD Fire Inspector/Investigators are Texas Peace Officer certified, and have appropriate TCFP arson and inspector certifications, and are required to maintain continuing education hours to maintain Peace Officer certification. These personnel work closely with KPD officers in conducting investigations, and have an excellent working relationship.

The City experience a significant number of suspicious and arson-caused fires annually. According to the Assistant Chief/Fire Marshal, many of these fires are set by individuals who burn their own property due to financial difficulties. This has apparently been a long-standing problem in the City. As a result, the majority of the Prevention assigned Captains work activities revolve around fire cause determination and investigations. The Captains share “on call” duty, rotating weekly, and average approximately four to five off duty call-backs a week to conduct fire scene investigations. Each Captain is assigned to perform fire inspections and fire protection system acceptance tests approximately one week every four weeks.

Fire Prevention Discussion

The importance of proactive fire prevention and life safety education efforts cannot be overstated. Today's contemporary fire departments understand the importance of proactive education and code enforcement programs that improve community and firefighter safety, and help preserve property and business tax revenues that can be lost through catastrophic fire loss. Specific to the vicarious benefit of improving firefighter safety, the National Fallen Firefighters Foundation™ (NFFF) developed 16 Firefighter Life Safety Initiatives, which formed the foundation of their Everyone Goes Home Program®. Initiative 14 highlights the importance of Fire Department public education programs:

Public Education must receive more resources and be championed as a critical fire and life safety program.³²

The Foundation clearly understands that robust fire and injury prevention programs can help reduce firefighter injury and line of duty death.

Furthermore, even though the number of structure fires has trended downward over several decades, especially residential structure fires, the number of home fire fatalities has stayed fairly constant, and even increased by 10% in 2016, according to the NFPA.³³

It is commonly accepted that a routine fire inspection program can reduce the number of fires and related fatalities and injuries in a community. For example, in 2003, the Shelbyville, Tennessee Fire Department implemented a comprehensive fire prevention program, including fire and all-hazards life safety education and commercial building inspections. Over the following ten years, structure fires decreased by 26%, and fire-related injuries decreased by 40%.³⁴

In making remarks at a national fire safety symposium in 2019, an NFPA representative noted: *"With regards to my topic on fire prevention education, the main cog is an informed public. The public must understand their risk. For example, the general over-confidence toward fire is made evident through the number of home fire fatalities that occur in homes each year where the smoke alarms have been dismantled or are not working due to dead or missing batteries. **On the other hand, when the public is properly educated and informed, they can act to protect themselves. The public also plays a role in holding policymakers accountable for the safety of their communities*** (Emphasis added).³³

The Department does not maintain an inventory of commercial and multi-family buildings, or a current list of target-hazard/high-hazard occupancies that can pose a significant risk to residents and firefighters during an emergency event. Given the size of the community and Department, the lack of a comprehensive commercial building inventory, commercial occupancy inspection program, pre-fire plan program, or a comprehensive public education program should be a significant concern to the Department and City leaders.

³² Everyone Goes Home Implementation Guidebook, Vol. 4, National Fallen Firefighters Foundation, 2008.

³³ Remarks by Lorraine Carli, NFPA, at the 17th Annual President Harry S. Truman Legacy Symposium and the President Truman Fire Forum, May 5-7, 2019.

³⁴ Measuring the Effectiveness of Fire Prevention, Brian Nicholson, LinkedIn, February 3, 2017.

ESCI estimated, based on the number of commercial business addresses provided by the Building Department, the number of inspections that would be required to visit each commercial address on an annual basis, as shown in the following calculation.

228 working days per year (52 weeks per year x 5 days per week) - (11 holidays and 21 leave days per admin. assigned inspector) = **228 potential workdays**

3,111 commercial business addresses ÷ 228 = **13.6 required inspections per day**

Theoretically, each of the current Fire Inspectors would have to perform 3 or more commercial occupancy fire inspections every workday to visit every commercial address on an annual basis, and this calculation does not factor in the complexity of the inspection. In other words, a large industrial complex may take a full day or more to inspect, and a typical strip mall business may only take 20 minutes to inspect. Also, it must be noted that initial inspections can identify fire code issues that result in the need for follow-up re-inspections and referrals, which compound the number of required inspections and resulting paperwork.

ESCI also noted that at the time of the study, the City was contemplating instituting a multi-family residential building inspection program. While the number of apartment buildings was not reported to ESCI by the Department, it is assumed that there are a significant number of additional inspections that would be required on a yet-to-be-determined inspection schedule.

Anecdotal information shared with ESCI related to the number of suspicious fires and arson fires should be very concerning to city leadership. Due to a lack of records, ESCI was unable to identify the demographic traits and trends of city arsonists. A more in-depth and ongoing analysis should be conducted to identify the specific arson demographic characteristics which may be contributing to committing these crimes, and can perhaps be used to identify, educate, and modify a potential arsonist's behaviors and attitudes.

The Department and City should consider adding personnel and resources to the Fire Prevention Division to address the preceding noted deficits in these important programs, as noted in the recommendations section of this report.

ISO and Fire Prevention

The Insurance Services Office (ISO) is an independent company that collects and analyzes data about the delivery and capacity of fire departments across the nation. According to the ISO, its Public Protection Classification Program (PPC) “is a proven and reliable predictor of future fire losses.”

The ISO’s PPC Fire Suppression Rating Schedule (FSRS) evaluates and quantifies four primary elements of a community’s fire protection system:

- **Emergency Communications** (Maximum of 10 points)
- **Fire Department Capabilities** (Maximum of 50 points)
- **Water Supply** (Maximum of 40 points)
- **Texas Exceptions** (Maximum of 6.5 points)

The total possible points that can be awarded is 106.5 points. Once the points have been determined, ISO assigns a Class grade on a scale from 1 to 10. Class 1 represents the highest level of fire protection, and Class 10 represents no fire protection per ISO minimum criteria.

The City has an ISO Class 1 rating, per the last evaluation conducted in 2015. Less than 1% of all fire departments in the nation have a Class 1 rating.

TECHNICAL RESCUE & HAZARDOUS MATERIALS RESPONSE

KFD maintains resources to respond to unique rescue situations and uncontrolled hazardous materials releases. In this section of the report, ESCI evaluated the allocated resources, training, certifications, and equipment required to safely and effectively deploy on these incident types.

Technical Rescue

The KFD Technical Rescue Team is deployed on two rescue units (Rescues 2 and 9). Each unit is minimally staffed 24/7 with two personnel, one of whom is a Technical Rescue Technician (TRT). Off duty TRTs may be recalled to a large-scale or complex rescue incident as necessary.

20 TRTs, one Team Leader, and one Alternate Team Leader are assigned to each shift. In addition, there are 15 Swift Water Rescue Technicians (SRTs) assigned on each shift as well.

The TRTs are trained in the following rescue disciplines:

- Confined space rescue
- High angle and low angle rope rescue
- Trench rescue
- Vehicle/Machinery rescue
- Surface and swift water rescue

All Operations assigned personnel are trained to at least the Awareness level in each of the preceding rescue disciplines. The Department identified that approximately 10 to 14 personnel may be required to perform the necessary functions and roles at the scene of a technical rescue incident.

Funding for team activities, equipment, and apparatus is not segregated out in the Department's expense budget.

Rescue Unit Equipment & Inventory

Rescue 2 and Rescue 9 are equipped with a wide variety of rescue equipment to access and rescue victims in various rescue situations. In general, each unit carries equipment to safely perform the following rescue functions:

- Stabilize vehicles and equipment.
- Lift extremely heavy objects.
- Perform low angle and high angle rope rescues, including lifting victims vertically through narrow openings.
- Remove victims from Immediately dangerous to life and health (IDLH) environments.
- Deconstruct, cut, and spread damaged metal and equipment.
- Secure and remove victims from water.
- Provide BLS and ALS EMS care.
- Confine and stop small hazardous materials releases.

A review of the respective Rescue Unit inventories reveals that Rescue 9 carries significantly more equipment than Rescue 2, much of which is related to vehicle and trench stabilization and extrication. Both units are well equipped with a wide variety of rescue and rescue scene support equipment.

Technical Rescue Training and Procedures

The TRTs are trained and certified using internal department resources and instructors and external subject matter experts. The Department uses in-house certified instructors and instructors from the USAR Texas Task Force 1 for training personnel in swift water rescue and boat operations, and instructors from the Texas A&M Engineering Extension Services (TEEX®) for training and certifying technicians in the other rescue disciplines. Continuing education training and drills for the Rescue Teams are routinely conducted on Saturdays, depending on incident workload, and periodically on other days throughout the year.

ESCI noted that the Department's rescue program does not have formal policies or procedures specific to the rescue program or related specific rescue operations. NFPA 1670: *Standard on Operations and Training for Technical Search and Rescue Incidents* defines the requirements for creating and maintaining a safe and effective technical rescue program. Section 4.1.6 in the Standard states: "The AHJ (Authority Having Jurisdiction) shall establish operational procedures consistent with the identified level of operational capability to ensure that technical search and rescue operations are performed in a manner that minimizes threats to rescuers and others."

Additionally, the Standard states that an AHJ must annually perform an evaluation of the performance of the TRT training and program to ensure it is prepared to effectively and safely deploy in abnormal weather conditions and extremely hazardous or difficult conditions. According to the Department, the TRT Team Leaders and Command staff evaluate the program twice a year.

Hazardous Materials Response

KFD maintains a robust hazardous materials (Hazmat) response program, comprised of 58 Hazmat Technicians, who are also certified Hazmat Safety Officer certified. Almost all personnel are trained to the Hazmat Operations level, and nine personnel are certified Hazmat Incident Commanders.

Hazmat Equipment

The Department maintains a Hazardous Materials Unit (Hazmat 8) and trailer, which is cross-staffed by the Engine 8 and Medic 8 crews as required. The Unit is extensively equipped to perform the following functions at an uncontrolled hazardous materials release:

- Identify and secure a perimeter.
- Test and identify (or categorize) a substance and related hazards.
- Safely confine, contain, stop, or neutralize a release and substance.
- Safely decontaminate personnel and equipment and contain runoff.

HazMat 8 is equipped with Level A and B protective ensembles, communications equipment, and cooling equipment to allow for the safe entry of responders into potential IDLH environments.

EMERGENCY MANAGEMENT

The Office of Homeland Security and Emergency Management (OHSEM) is located within the Fire Department administration, and is managed by an Emergency Management Coordinator (EMC), which is a non-uniformed position reporting the Assistant Fire Chief. The EMC is responsible for coordinating all of the City's emergency management/disaster activities related to mitigation, planning, response, and recovery. The OHSEM is also responsible for managing all disaster-related grants, which at the time of this study included:

- Coronavirus Aid, Relief, and Economic Security (CARES) Act
- Emergency Management Performance Grant (EMPG)
- U.S. Fire Administration Assistance for Firefighter Grant (AFG)—Fire Prevention/Safety Education Grants
- Homeland Security Grant Program (HSGP)
- Disaster Recovery Grants (Incident specific)

The EMC is assisted by a volunteer, who is primarily responsible for reviewing and updating the City's Emergency Operations Plan for approval by the EMC. An Emergency Management Specialist position was created and is projected to be filled in late Spring 2021.

Programmatic activities performed by the OHSEM include:

- Emergency response logistical and planning support to large-scale emergency and non-emergency events.
- Maintaining the City's Emergency Operations Center (EOC).
- Delivering public disaster and life safety education.
- Documenting and managing grants.
- Liaison with local, state, military, regional, and federal emergency management organizations.
- Maintain the City's disaster resource list.
- Manage the City's outdoor and web-based warning systems.
- Facilitating disaster response education for key city employees.

At the time of this study, the City's previously earmarked funding for converting a large space in the Arts & Activities Center into an EOC facility, with adjacent office spaces for OHSEM staff will likely be diverted to address Americans with Disability Act (ADA) access deficiencies in other City-owned buildings. It is unknown if or when this funding will be restored to construct an EOC.

Identifying, obtaining, and outfitting adequate space for a City EOC should be carefully considered. All too often, agencies identify their EOC as an existing multi-purpose room that cannot realistically support long-term emergency operations support needs.

According to the EMC, the City's outdoor warning siren system has not been expanded to ensure recently developed areas in the southern city have adequate siren coverage.

Emergency Management Discussion

In February 2021, the City and region experienced a severe winter storm event (Winter Storm Uri), resulting in county, state, and federal disaster declarations. Killeen was severely impacted, especially the City's power grid and water system. Businesses and homes suffered from power failures, and broken water pipes and sprinkler systems, which resulted in low water pressure and limited water supply throughout the city. Compounding this situation was a large hotel fire in Killeen, where suppression efforts were hampered by low water pressure and damaged fire sprinkler and standpipe systems. Over 100 occupants were displaced into frigid temperatures in the middle of the night, and KFD's OHSEM staff coordinated their transport to a shelter, and coordinated with the American Red Cross to ensure they had sufficient resources and ability to later retrieve their belongings from the hotel.³⁵

Winter Storm Uri's local impact was likely felt by all city residents, and raised awareness of regional, state, and national public utility vulnerabilities that will need to be addressed in the future.³⁶ It also likely served as a "wake-up call" to many residents about the need to better prepare themselves and their families for disasters.

ESCI understands that during this event, the lack of a suitable physical EOC facility added a layer of management complexity and inefficiency. An after-action review (AAR) will soon be conducted with public agencies and responders to share lessons learned from this event, with the goal of identifying necessary mitigation, planning, and education action items.

³⁵ <https://www.kxxv.com/hometown/bell-county/authorities-on-scene-of-massive-hotel-fire-in-killeen>

³⁶ <https://www.vox.com/22308149/texas-blackout-power-outage-winter-uri-grid-ercot>

Coordination and collaboration are foundational tenants in Emergency Management. In an article analyzing disaster command and control and the role of Emergency Management, Waugh, and Streib noted:³⁷

Collaboration is an expectation in emergency management. The NFPA 1600, the international standard for emergency management programs, and the EMAP standard, which was adapted from the NFPA 1600 for public emergency management programs, define programs as "a jurisdiction-wide system that provides for management and coordination of prevention, mitigation, preparedness, response and recovery activities for all hazards. The system encompasses all organizations, agencies, departments, entities, and individuals responsible for emergency management and homeland security.

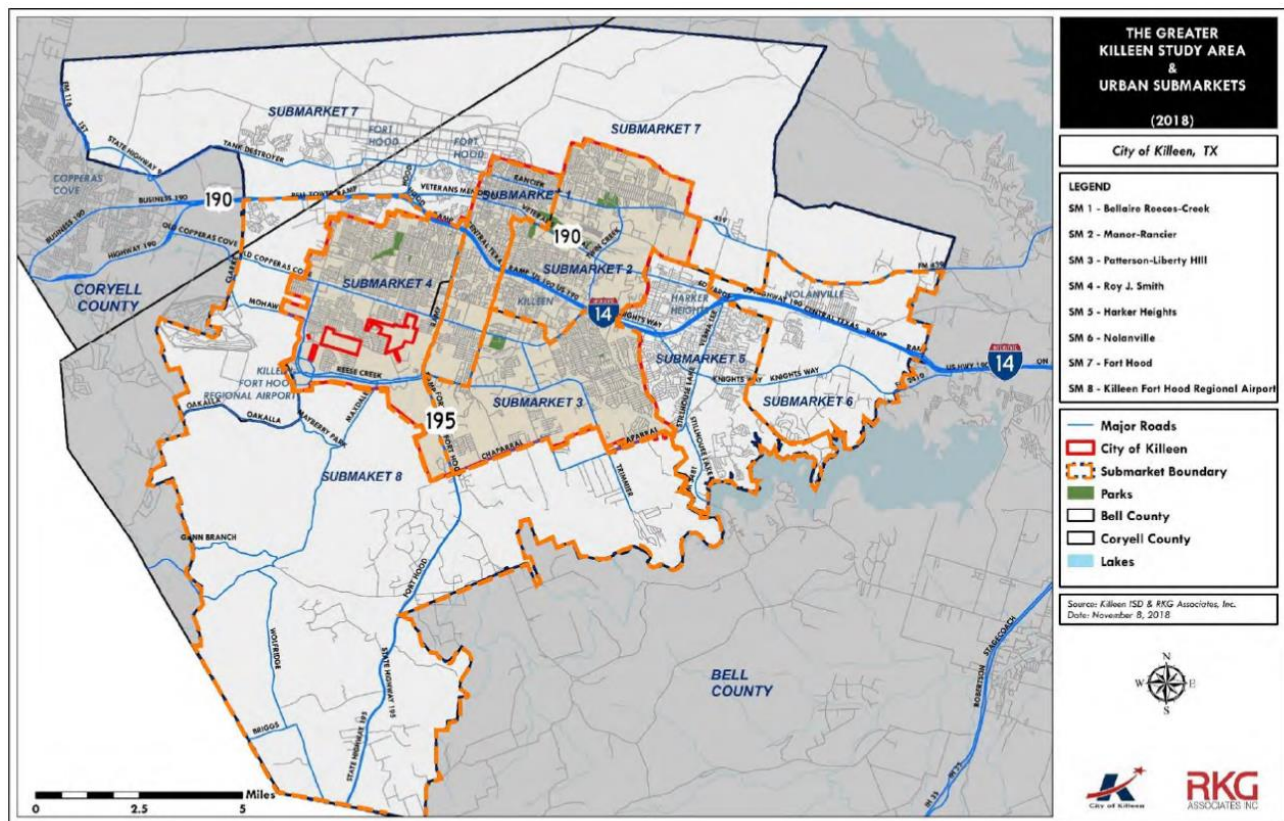
The City's EMC noted that the Killeen Independent School District has a robust Investigations and School Safety Department staffed with personnel responsible for the District's emergency planning, safety programs, and incident investigations. ESCI understands that the OHSEM occasionally coordinates with this group on EM activities. The OHSEM should continue this collaboration, up to and including the sharing of emergency planning and coordination activities.

³⁷ Collaboration and Leadership for Effective Emergency Management, Waugh and Streib, Public Administration Review, December, 2006.

POPULATION GROWTH PROJECTIONS

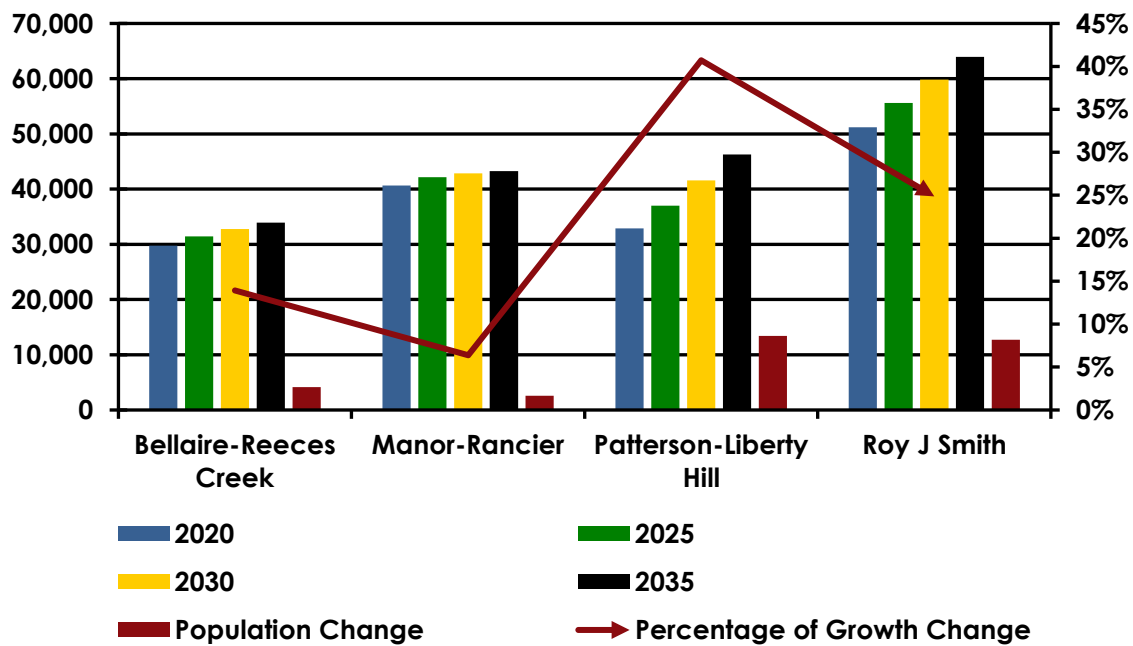
It is no secret that Texas, and the Killeen-Temple-Fort Hood Metropolitan Statistical Area (MSA), has experienced significant growth over the past decade, with the City of Killeen experiencing the most population growth compared to other communities in the MSA.³⁸ ESCI reviewed the City's 2010 Comprehensive Plan, and population projection information from an October 2019 Greater Killeen Chamber of Commerce growth study to show the City's potential population growth. This growth is broken down by urban "submarkets," based on school boundaries, to show the areas within the City with the potential for having the most growth. The following figure shows the location of the submarkets 1–4, which are in the Killeen city limits.

Figure 109: Killeen Submarket Map



The following figure shows the growth projections for each of these urban submarkets.

³⁸ Killeen Growth Study, RKG Associates Inc., October 2019.

Figure 110: Killeen Population Growth Projection by Submarket, 2020–2035

As shown in the preceding figure, the Patterson-Liberty Hill and Roy J Smith areas are predicted to have the greatest growth over the next 15 years, at 41% and 25%, respectively. Conversely, the Manor-Rancier area may experience the least growth over the same timeframe with only 6% growth. The aggregate average growth rate of these areas is approximately 21% over the 15-year timeframe, at a 1.4% annual growth rate.

The age trend of the population is another important demographic component that must be taken into consideration in emergency services planning, especially as it relates to EMS incidents. The Chamber of Commerce study projects an almost 90% increase in the population aged 75 and older between 2018 and 2035. This would almost certainly contribute to increased call demand above what may occur simply based on the increased population. However, the City's Planning and Community Development Department Director is skeptical of this projection, and feels it will be much less than a 90% increase.

Lastly, the location and characteristic of development is also a primary consideration as it relates to meeting future emergency response needs. City planning staff believe most of the future growth in the next 15 years will be primarily single-family and two-family residential development, with significant development occurring in the southern area of the City, south of Stagecoach Road, east of State Highway 195.

Significant infill and redevelopment "gentrification" of the downtown area has been identified as a City need, which culminated in the creation of the North Killeen Revitalization Program. At the time of this study, only a few small revitalization projects have been completed, and large projects that fundamentally change the character and population density in the downtown core are not projected to occur for a long time, as many small businesses and restaurants in that area have gone out of business due to the COVID-19 pandemic.

SERVICE DEMAND PROJECTIONS

The previously described population projection indicates that continued population growth and potential expansion of the city limits will likely result in increased demand for emergency services. Besides population changes and demographic shifts in median population ages, it is important to keep in mind that the need for additional resources to address a community's growth and development is not related solely to population growth. Population growth—including transient growth related to commuting workers and visitors—primarily impacts demand for EMS, while development—and the character of development—directly impacts the overall risk that the Fire Department must be prepared to effectively mitigate. However, population can be used as a proxy in projecting incident demand, and population density can also be used as a proxy in quantifying risk since higher population density typically includes high-density multifamily residential structures.

It is also important to understand that the response to various incident types may vary from year to year. This was especially true in 2020, when the COVID-19 pandemic resulted in a reduction (0.2%) in the number of EMS incidents as compared to 2019. ESCI noted that EMS incidents increased by almost 2% between 2018 and 2019, and Service calls increased by almost 77% between 2018 and 2020, while the overall number of fires (NFIRS Category 100) changed very little over the same timeframe.

Three methodologies tied to population were used to project incident demand for the next ten years. The first was simply applying the last 10-year average percentage of population growth experienced by Killeen and applying the 2019 per capita incident rate to determine future incident demand. The year 2019 was used for these projections due to the impact of COVID-19 on emergency service demand, especially EMS incidents.

The second method takes the Chamber of Commerce's predicted average Killeen submarket annual growth rate and projects it out ten years, and applies the 2019 per capita incident rate. The third method applies the Texas Demographic Center's population projection for the overall Killeen Temple Metropolitan Statistical Area and applies the current per capita incident rate. The following figure summarizes the incident calculations from the three methodologies.

Figure 111: Future Incident Projections

Methodology	Projected 2030 Population	Per Capita Incident Rate¹	Total projected 2030 Incidents
Historical 1.6% annual population increase projection	177,756	.15	26,663
1.4% Killeen Sub-market population increase projection	177,076	.15	26,561
Texas Demographic Center Killeen/ Temple MSA 1% population projection	167,533	.15	25,132

¹ Based on 2019 population and total incidents

There is a difference of 10,223 new residents and 1,531 incidents (5.7%) between the historical population increase projection and the Killeen/Temple MSA growth projection. Additionally, ESCI noted that the City's 2030 population projection was 173,431 at the time of this study, which is 4,325 fewer residents than the highest population projection. However, given the overall size of the population and per capita incident rates, the variations between the projections are very small from a service delivery impact perspective.

COMMUNITY RISK ANALYSIS

Community Risk Overview

In developing a comprehensive and accurate Master Plan, ESCI examined existing plans and information related to the City of Killeen's natural, human, and technological hazards. This assessment is critical to identifying the level of community vulnerability, resiliency, and the ability to mitigate these hazards.

Community risk is assessed based on several factors, including population and population density, population demographics, local land use and development, local geography, and natural hazards. These factors should influence the amount and type of resources required to respond and mitigate these hazards.

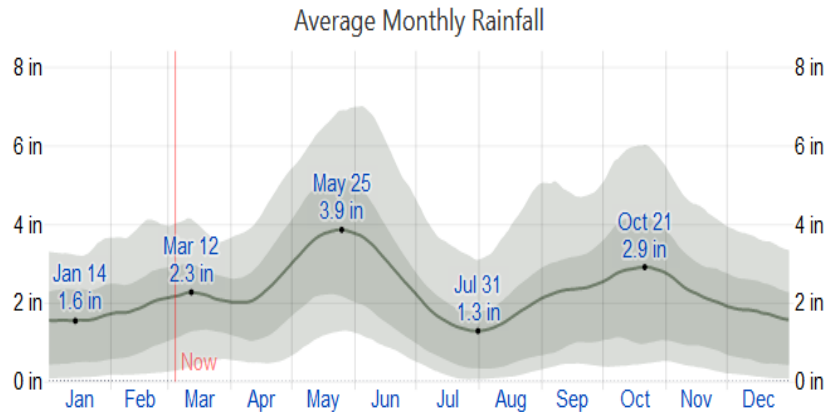
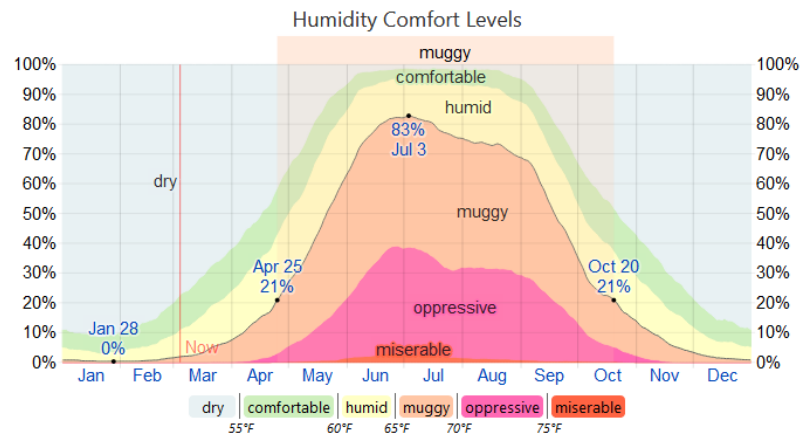
The City's population density and demographics that influence risk exposure are explained in detail earlier in this study. The physical characteristics of the area and the resultant natural hazards are risk factors that must be considered.

Land use and zoning also affect risk. Risk can be characterized as low (e.g., agricultural or low-density housing); moderate (e.g., small commercial and office); or high (e.g., large commercial, industrial, and high-density residential).

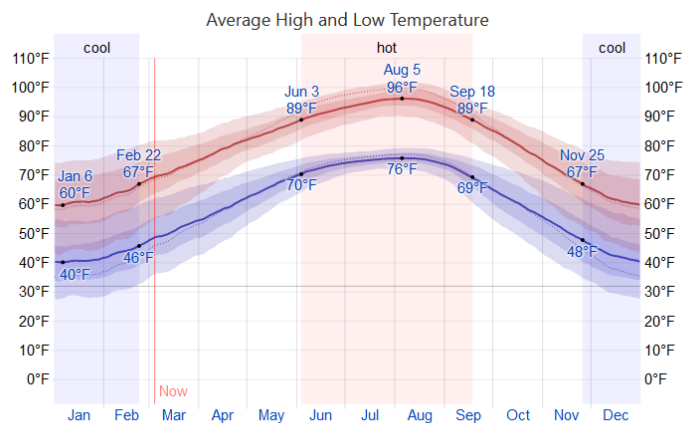
Climate

According to the 2018 Draft Central Texas Council of Governments Hazard Mitigation Action Plan (HazMAP), the County's topography ranges from rolling prairie land in the eastern county to undulating uplands with deep stream valleys, bluffs, and cliffs in the western county area where Killeen is located. The elevation ranges from 450 feet to 1,200 feet. The City is located 890 feet above sea level. The region's climate is classified as humid subtropical and has a wide range of yearly temperature and precipitation fluctuations. Winters are typically mild but may experience significant sudden swings in temperature. Summers are typically dry and hot, with daytime temperatures often exceeding 100° F. Average temperatures range from a low of 46.8° F to 83.5° F.³⁹ The following figures illustrate the fluctuations in humidity and precipitation experienced annually experienced in the region per *Weatherspark.com*.

³⁹ www.Weatherbase.com

Figure 112: Killeen Annual Precipitation**Figure 113: Killeen Annual Humidity**

The percentage of time spent at various humidity comfort levels, categorized by dew point.

Figure 114: Killeen Annual Temperature

The daily average high (red line) and low (blue line) temperature, with 25th to 75th and 10th to 90th percentile bands. The thin dotted lines are the corresponding average perceived temperatures.

Much of the annual rainfall is produced by frequent thunderstorm activity, especially in the spring. These storms occasionally produce damaging flash flooding, hail, strong straight-line winds, and tornadoes. As a result, Killeen has invested significant time and effort into preparing and educating the community for violent weather events, which resulted in the formal recognition of the City as a *StormReady*® Community by the National Weather Service (NWS).

Natural Hazards

The 2018 Central Texas Council of Government HazMAP includes specific annex information for the City of Killeen. It is not the intent of this study to restate in detail all of the information contained in the County's plan; however, it is important to summarize the key hazards and risks in the plan to help create a context for this study's recommendations.

Severe Thunderstorms

As previously noted, strong thunderstorms are common in the region, and occasionally result in very severe rainfall, high winds, hail, or tornadoes. By far, this natural hazard is the most common in the region. USA.com® inventoried the following extreme weather events that have occurred within 50 miles of Killeen between 1950 and 2010:

- 1,032 Thunderstorm wind events
- 448 Floods
- 1,258 Hail Events
- 71 Tornadoes

The following natural hazards can result from severe thunderstorms.

- **Microbursts:** A strong, small-scale downdraft of wind that hits the ground and spreads out; there is no rotation as there is with a tornado.
- **Macrobusts:** Another form of straight-line winds similar to a microburst but spread out over a larger area.
- **Tornadoes:** Tornadoes are created when warm, moist air near the ground interacts with cooler air above and rapidly increasing winds that rotate. Tornadoes are extremely violent wind events that can cause catastrophic damage along their path. The strength of tornadoes is quantified in the scale shown in the following figure that corresponds with the tornado's wind speed.

Figure 115: Tornado Intensity, Enhanced Fujita Scale⁴⁰

Scale	Wind Speed	Typical Damage
EF-0	65–85 mph	Minor or no damage. Peels surface off some roofs; some damage to gutters or siding; branches broken off trees; shallow-rooted trees pushed over. Confirmed tornadoes with no reported damage.
EF-1	86–110 mph	Moderate damage. Roofs severely stripped; mobile homes overturned or badly damaged; loss of exterior doors; windows and other glass broken.
EF-2	111–135 mph	Considerable damage. Roofs torn off well-constructed houses; foundations of frame homes shifted; mobile homes completely destroyed; large trees snapped or uprooted; light-object missiles generated; cars lifted off ground.
EF-3	136–165 mph	Severe damage. Entire stories of well-constructed houses destroyed; severe damage to large buildings such as shopping malls; trains overturned; trees debarked; heavy cars lifted off the ground and thrown; structures with weak foundations are badly damaged.
EF-4	166–200 mph	Devastating damage. Well-constructed and whole frame houses completely leveled; cars and other large objects thrown, and small missiles generated.
EF-5	> 200 mph	Extreme damage. Strong-framed, well-built houses leveled off foundations are swept away; steel-reinforced concrete structures are critically damaged; vehicles thrown hundreds of yards.

Killeen experienced four tornadoes between 1955 and 2017, with the strongest recorded as EF-1, causing less than \$200,000 in damage and no injuries or fatalities. However, stronger tornadoes have struck Bell County over several decades, resulting in three fatalities, 19 injuries, and over \$22 million in property damage. Given the region's climate and tornadic history, the HazMAP identified that future tornado events in Bell County are highly likely as it lies within the far southern border region of what is known as "Tornado Alley."

⁴⁰ Wikipedia. https://en.wikipedia.org/wiki/Enhanced_Fujita_scale.

Flood

Flooding, especially flash flooding, can occur in localized areas in Killeen during heavy rain events, with stormwater runoff into various rivers, creeks, and drainages throughout the City. South Nolan Creek, Creek, Trimmier Creek, and various tributaries flow through the City. According to the HazMAP, between 1996 and 2017, Killeen experienced 12 flooding events, one of which was a flash flood that resulted in two fatalities and one injury in the city.

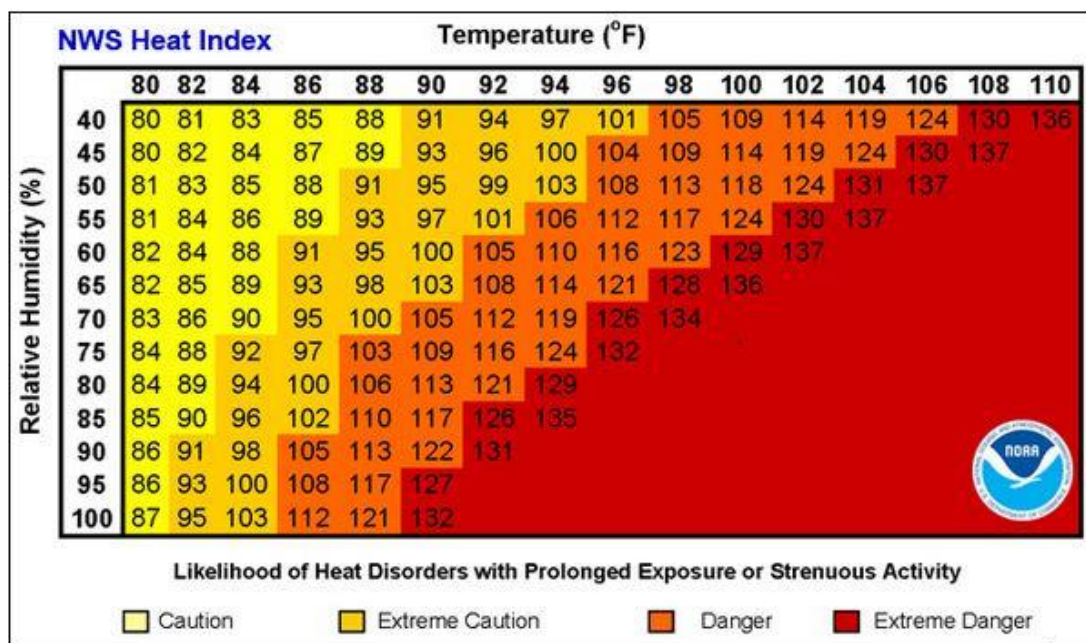
The City has an Environmental Services Division that is responsible for maintaining stormwater drainage systems and managing development in the designated flood plains in the City. The City's Flood zones have been identified and mapped by FEMA.

Extreme Heat

As noted in the climate discussion, the Central Texas region experiences extremely high temperatures in the spring and summer months, which can physiologically strain citizens, and public utilities, causing death, injury, and socioeconomic disruption.

Heat illness is primarily the result of two environmental conditions: High temperature and high humidity. The common term—often used in jest—"It's a dry heat!" has validity. Evaporation of sweat is one way the body regulates temperature. When atmospheric humidity is elevated, any sweat will not evaporate, compromising the body's ability to cool itself. A person's age, overall physical condition, and level of exertion also impact their ability to tolerate heat.

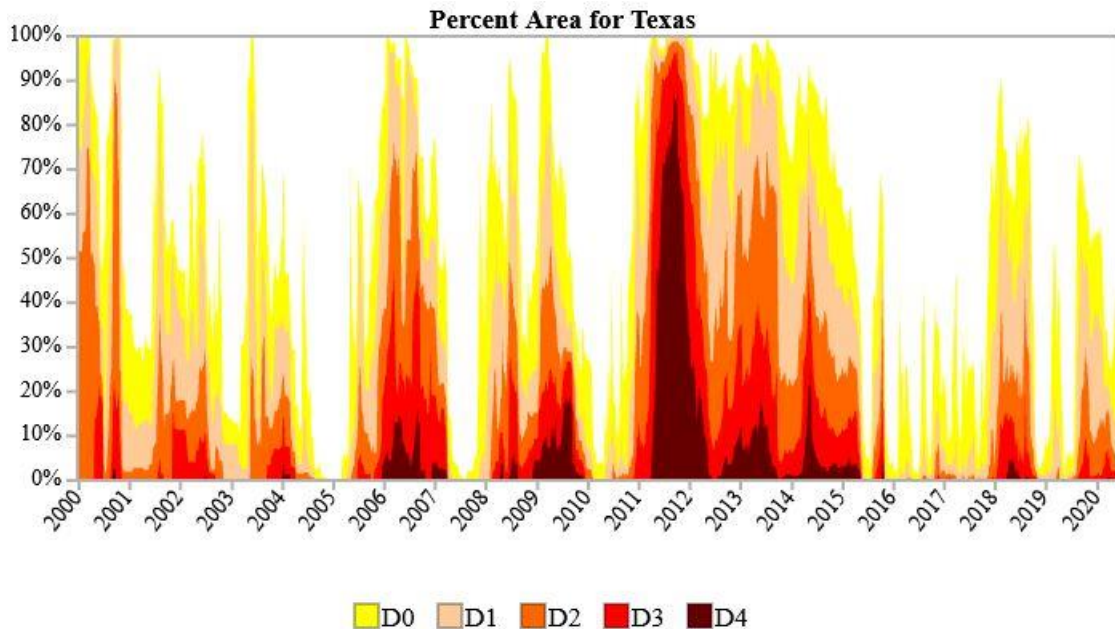
The National Weather Service created the following chart to illustrate the combined danger of high humidity and temperature.

Figure 116: Heat Index Chart

Since 1998 there have been eight recorded extreme heat events in Bell County, three of which resulted in fatalities attributed to the heat. Given the regional climate, future extreme heat events that could impact Killeen are highly likely, with a probability of at least one event per year.

Drought

Drought conditions develop when there is insufficient precipitation to maintain the water needs for domestic and agricultural uses as a result of abnormal weather conditions. Secondly, these conditions can exacerbate the risk of catastrophic wildfires. The Federal National Integrated Drought Information System (NIDIS) monitors drought conditions throughout the United States. The following figure summarizes the drought history of Texas over the past 20 years. The intensity of the droughts is graded from D0—Abnormally Dry to D4—Exceptional Drought.

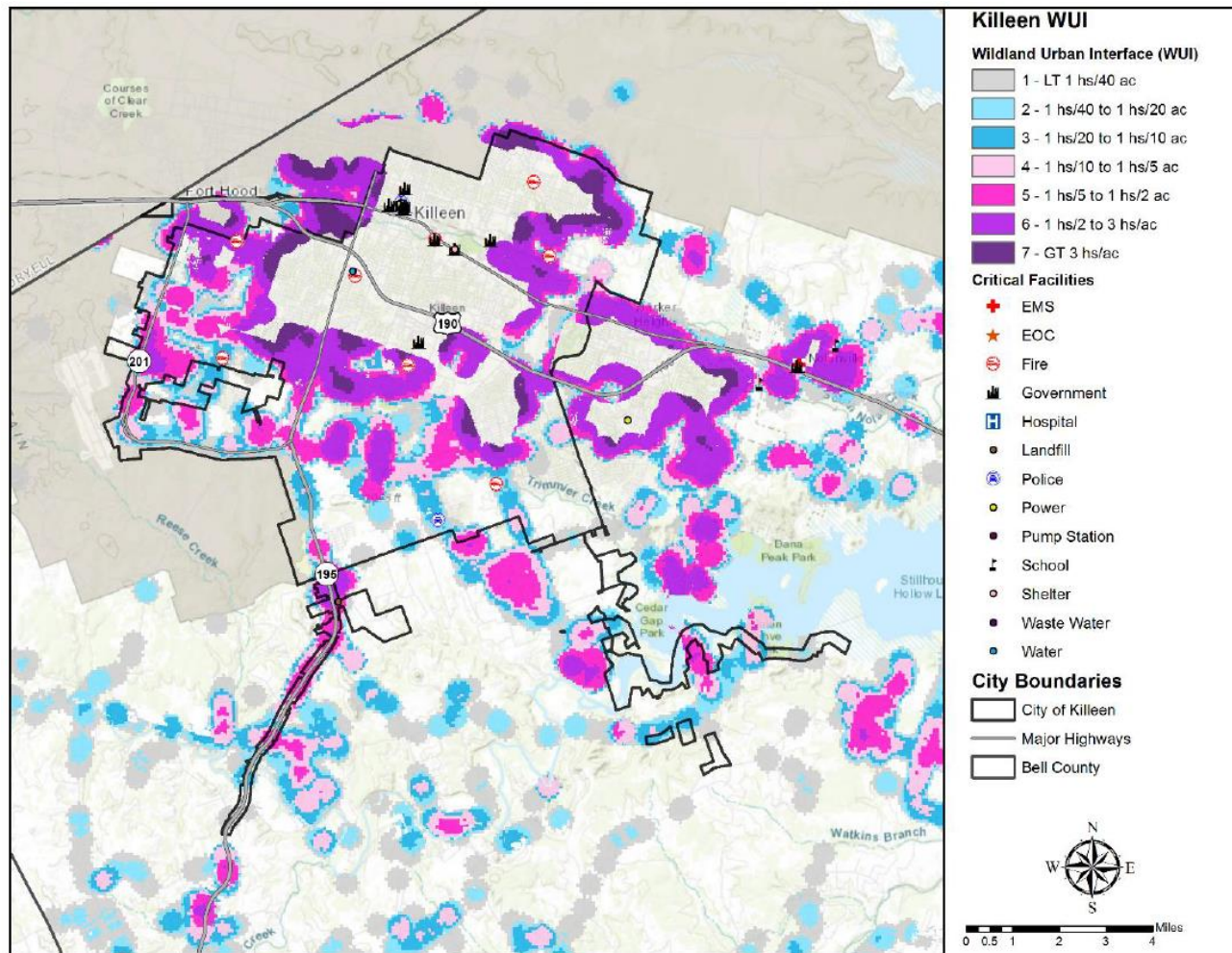
Figure 117: Texas Drought History, 2000–2020

Bell County experienced serious drought conditions through much of 2019, resulting in a disaster declaration in December 2019. Specific to Killeen, the City's recorded annual rainfall was four inches below the average annual rainfall.⁴¹

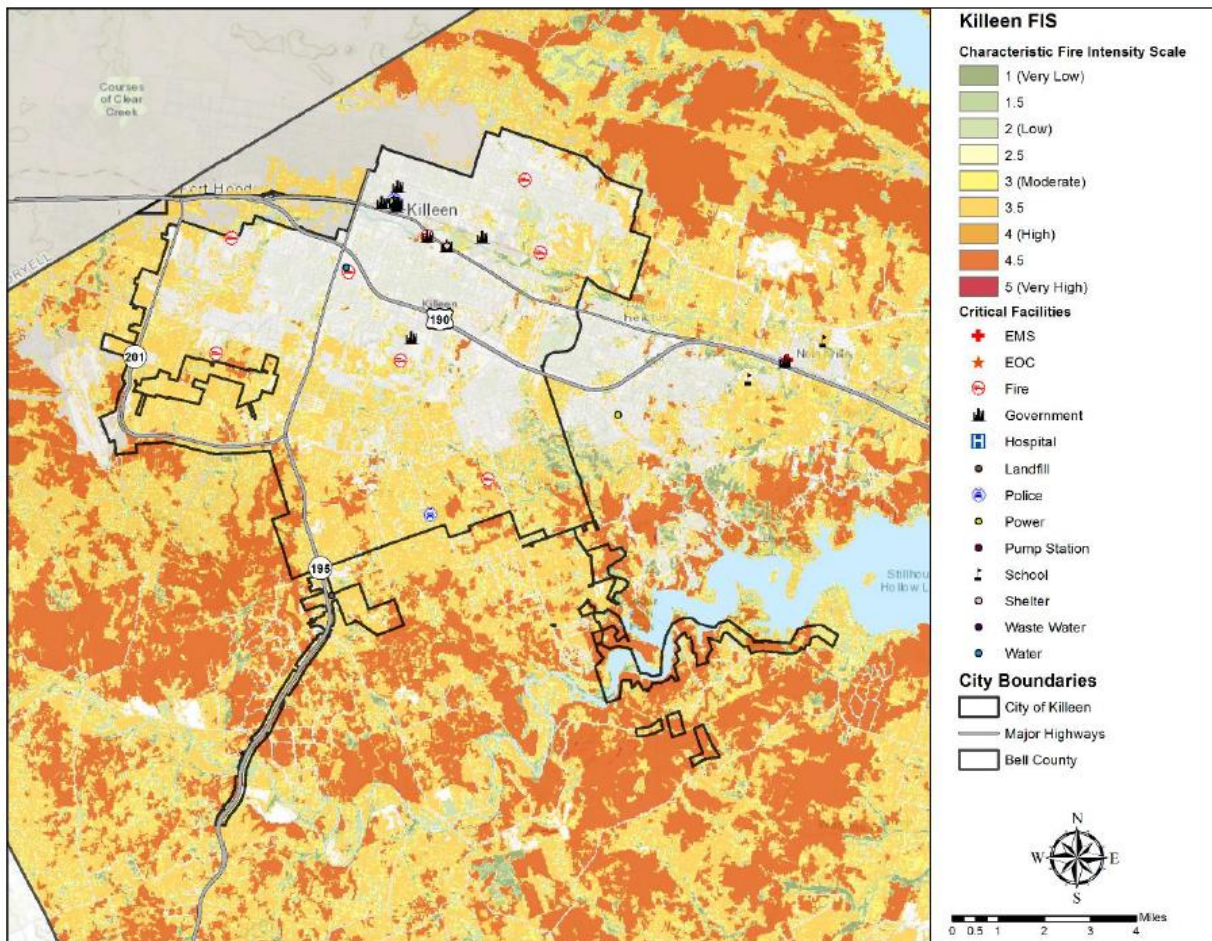
Wildfire

Increased risk of wildfire often results from drought conditions. Wildfire is defined as an uncontrolled fire spreading through wildland vegetative fuels, urban interface areas, or both, where fuels may include structures. These fires are typically caused by lightning or human carelessness. The proximity of development near wildland areas, along with landscaping with indigenous plants in the area, creates what is commonly known as the wildland-urban interface (WUI), which places these structures at significant risk from an approaching wildfire. Also, the secondary effects of smoke and ash can pose significant threats to air quality and health. The HazMAP notes that wildfires are highly likely, but minor in severity throughout the County. However, it also noted that 34% of Killeen residents live within the WUI, as shown in the following figure.

⁴¹ Bell County 1 of 17 counties governor declared as a disaster area, January 7, 2020, Killeen Daily Herald.

Figure 118: Killeen Wildland Urban Interface Areas

According to the Texas Forest Service, 947 wildfires were recorded within the Killeen city limits between 2005 and 2015, burning over 2500 acres. According to the HazMAP, given the regional climate conditions, natural fuel loads, and characteristics of the built environment, wildfires may burn with moderate to high intensity, depending on the fire's location, as shown in the following figure.

Figure 119: Fire Intensity Map, Killeen

Technological (Human-Caused) Hazards

Transportation incidents, structure fires, power outages, and hazardous materials releases are likely the most common technological risks in Killeen.

Transportation

The City's transportation corridors are critical to the City's socioeconomic vitality, stability, and safety. Changes to these systems can affect the response capability of emergency services, supply chains, and fundamental business uses.

Roads

Surface streets dominate the KFD service area. Interstate 14 and the North Central Texas Expressway bisect through the middle of the city from east to west, along with State Highway 190 just north of the interstate. State Highway 195 comes into the heart of the city from the south, terminating at the Interstate 14 interchange. Vehicle accidents and hazardous materials releases are the primary hazards on these roadways.

The balance of the Department's service area consists of a mix of relatively well-interconnected street networks and disconnected neighborhoods characterized by meandering streets and cul-de-sacs.

Railroads

A two-track Burlington Northern Santa Fe railway (BNSF) runs roughly parallel to Interstate 14 from east to west through the heart of the city. This is the only rail transportation corridor in the City. Diesel-powered locomotives haul a wide variety of goods, materials, and hazardous materials.

The primary hazards associated with BNSF trains are a collision with a vehicle that bypasses the safety crossarms and signals at controlled intersections, and derailments that could result in releases of large quantities of hazardous materials. Between 2001 and 2020, there have been 21 reported roadway/rail incidents in Bell County, resulting in five deaths and 11 injuries.⁴² However, there has only been one hazardous materials release involving a rail car during the same time period.

Airports

The City owns and operates a regional airport, Skylark Field (ILE), located approximately three miles east of downtown. The Airport's single 5,495-foot-long runway is used primarily for general aviation use, with an average of over 80 flight operations occurring each day. The FAA recorded seven minor incidents at this airport since 2000, with no injuries or fatalities.

⁴² Federal Railroad Administration, Safety Data website.

Another airport, Killeen-Fort Hood Regional Airport (GRK), is located in the far western area of the city, approximately six miles southwest of downtown. The airport's 10,000-foot-long runway is shared primarily by two commercial airlines and the military, along with some civilian general aviation use.⁴³ The airport is classified as Index E for airport rescue and firefighting (ARFF) requirements, which is the highest protection level requirement due to the large military aircraft using the airport. ESCI was unable to locate historical incident data for this airport. Under the terms of an Automatic Aid Agreement, the Fort Hood Fire Department is responsible for ARFF response to aircraft incidents on the Robert Gray Army Airfield and Killeen Commercial Airport area.

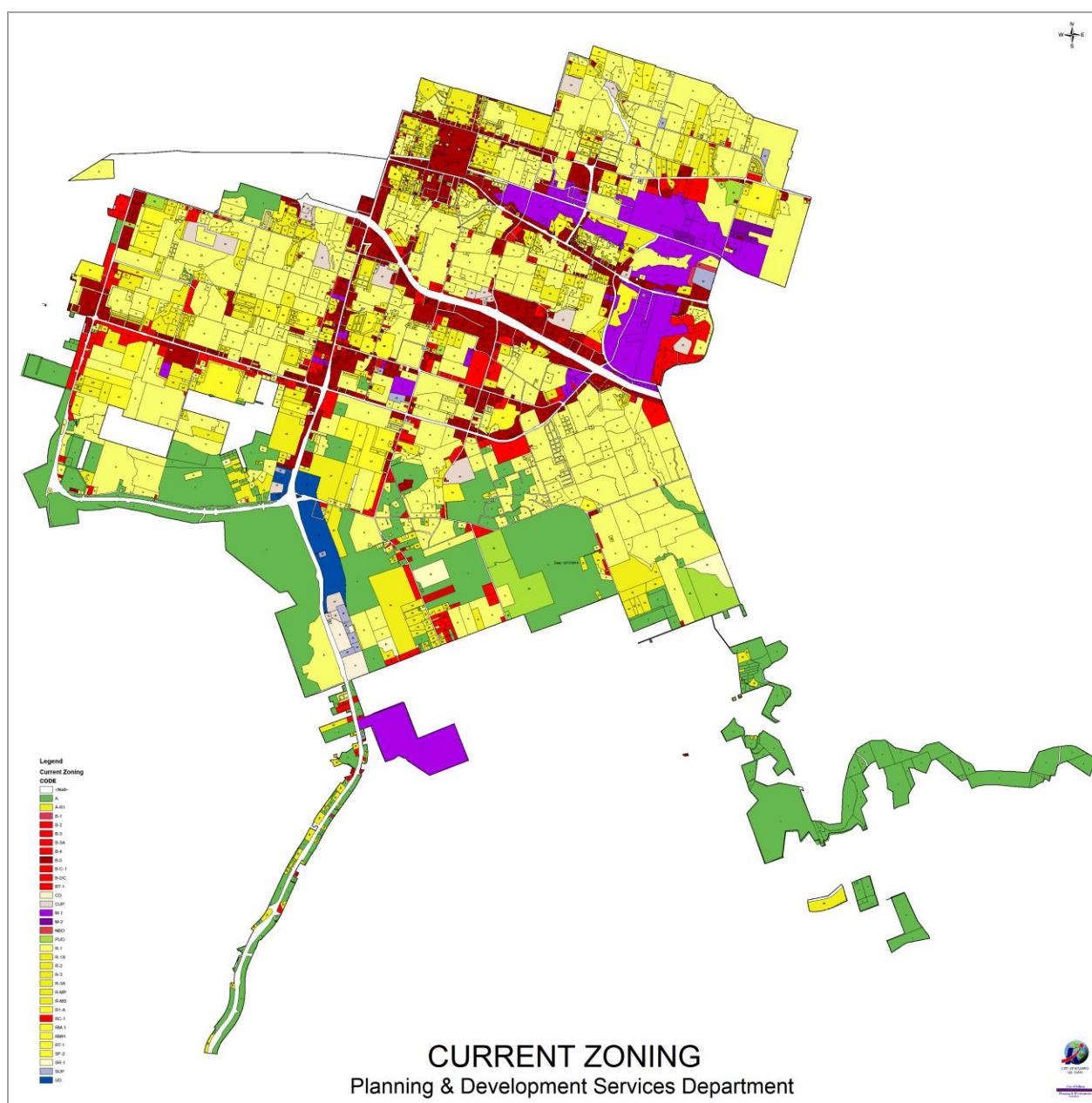
Land Use

ESCI used GIS software and zoning classifications for the City of Killeen to evaluate current and future land use; risk was applied to each classification to present a view of relative community risk. The Killeen service area is a mix of low-, moderate-, and high-risk properties.

- **Low Risk:** Areas zoned for agricultural purposes, open spaces, low-density residential, and other low-intensity uses.
- **Moderate Risk:** Areas zoned for medium-density single-family properties, small commercial and office uses, low-intensity retail sales, and equivalently sized business activities.
- **High Risk:** Higher-intensity business districts, large mixed-use areas, high-density residential, industrial, high-rise buildings, warehouses, and large mercantile centers.

The following figure illustrates the various types of land use in Killeen.

⁴³ City of Killeen website.

Figure 120: Killeen Zoning Map, 2020

Physical Assets Protected

Killeen's built environment is a blend of various types of construction and uses that present varying levels of risk for occupants and emergency responders. In a fire or other significant emergency event in high-risk structures, more emergency response resources are required to quickly and safely mitigate the situation. This section reviews Killeen's built environment and the specific target hazard building risks.

Target Hazards/Critical Infrastructure and Key Resources (CIKR)

The definition of target hazards varies among jurisdictions. For continuity, ESCI uses the FEMA definition of target hazards as “facilities in either the public or private sector that provide essential products and services to the general public, are otherwise necessary to preserve the welfare and quality of life in the community, or fulfill important public safety, emergency response, and/or disaster recovery functions.”

However, almost all communities have additional building types that are considered target hazards, such as large public assembly buildings, schools, medical and congregate care facilities, high-rise office buildings, and buildings with significant historical or cultural significance. The following figure summarizes the number of various Target Hazard structures in the City.

Assigning a risk classification to a building requires evaluation of various factors including, but not limited to, building size, use, construction type, occupancy load, built-in fire protection features, hazardous materials types and amounts, and available water supply to support required fire flow. **However, KFD does not maintain an inventory of commercial structures or target hazards, with the exception of Hazardous Materials Tier II reporting sites.**

Public Assembly Occupancies

Public assembly buildings are considered higher risk because of the large number of occupants, who also are likely unfamiliar with the building layout, including the location of emergency exits and the large open spaces that can allow rapid fire spread. Examples of these occupancy types include theatres, nightclubs, banquet halls, churches, sports arenas, and casinos.

Schools

The Killeen Independent School District has several public-school buildings located in Killeen, including four high schools, eleven middle schools, and thirty-two elementary schools. According to the District's website, the District has over 6,800 employees and 45,500 students.

There are a few private schools and daycare centers located in the City as well. The following figure illustrates the location of the school facilities.

Hospitals and Medical Care Facilities

In-patient medical care facilities present special hazards due to the relative immobility, disabilities, and vulnerabilities of the patients. As a result, these facilities are generally constructed of fire-resistive materials and have highly sophisticated and robust fire detection and suppression systems. The two major medical care facilities in Killeen are AdventHealth Medical Center and Carl Darnell Army Medical Center at Fort Hood. There are a number of tertiary and ancillary medical services facilities and physician offices located in Killeen as well.

Structural Risks

Various buildings in Killeen have unique features, uses, and hazards that increase risks for occupants and firefighters. As a result, significant incidents in these structures may require specialized response capabilities and equipment.

Hazardous Materials

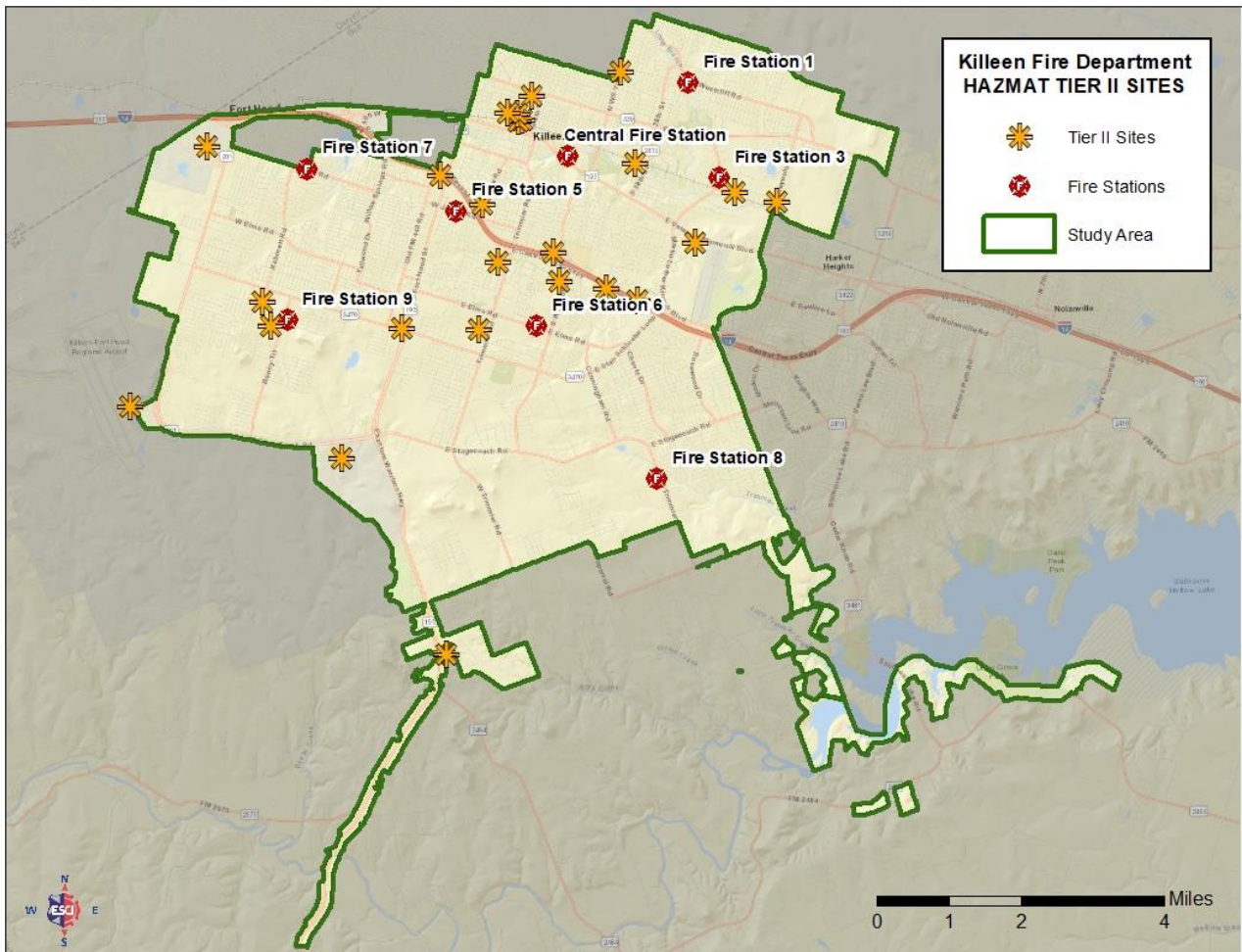
Buildings that use or store significant quantities of hazardous chemicals are special hazards for firefighters, citizens, and the environment during an uncontrolled release. Containing and controlling a chemical release requires special training, certifications, equipment, and procedures. Examples of these resources include Level A or B protective ensembles, overpack drums, plugging and diking kits, atmospheric monitors, and weather monitoring equipment.

Per the Emergency Planning and Community Right-to-Know Act of 1986 (EPCRA), commonly known as SARA Title III, any location that stores or uses during any one day in a year, an amount of a hazardous chemical equal to or greater than the following limits must disclose the type and amount of chemical to local officials, planning committees, and file information, known as Tier II reports, about each material and the on-site amount with local authorities, planning committees, and the State's Commission on Environmental Quality.

The Tier II reporting thresholds are:

- 10,000 lbs. of hazardous chemicals
- Lesser of 500 pounds or the threshold planning quantity for extremely hazardous substances

The following figure shows the general location of the Tier II sites in Killeen.

Figure 121: Hazardous Materials Tier II Reporting Sites

Risk Assessment Methodology

In early 2021, ESCI asked KFD's leadership team to identify, assess, categorize, and classify fire response risks within the City of Killeen.

The Three-Axis Heron's Formula was used to calculate risk. This model was selected because it provided a more accurate means of communicating the organizational impact of the emergent responses. The formula takes into account the probability of occurrence, the severity of consequence, and the impact to fire department resources.⁴⁴

The Three-Axis Heron's Formula includes the following formula:

$$\text{Risk} = \sqrt{\frac{(\text{PC})^2 + (\text{CI})^2 + (\text{IP})^2}{2}}$$

The risk is graphically illustrated through a three-axis model as follows:

- **P** = Probability (Y-Axis)
- **C** = Consequences (X-Axis)
- **I** = Impact (Z-Axis)

The *probability* of risk was determined by reviewing the KFD incident response records to assess the likelihood of an event. The *consequences* to the community were determined through an evaluation of the incidents' impact on lives and property. The organizational *impact* was determined through a critical tasking and analysis of the KFD personnel needed to mitigate the risk. The following figure illustrates the assessment model.

Figure 122: Risk Assessment Scoring Methodology

Score	Probability	Consequence	Impact
2	Rarely (annual or longer)	No life or property loss	< 4 personnel
4	Quarterly	Life or property impaired	4–7 personnel
6	Monthly	Life or property loss	8–11 personnel
8	Weekly	Loss > 1 life or property loss	12–17 personnel
10	Daily	Loss of > 3 lives or major building	> 17 personnel

⁴⁴ Community Risk Assessment: Standards of Cover, 6th Edition. Center for Public Safety Excellence (2016).

KFD is responsible for providing four major services that include (1) Fire Response, (2) Medical Response, (3) Rescue Response, and (4) Hazardous Materials Response. This risk assessment was applied to each of the aforementioned areas to calculate a risk category of (1) Low, (2) Moderate, (3) High, and (4) Extreme. The ranking scale was set to establish two (2) as the lowest score and ten (10) as the highest score to illustrate the risk score.

Critical Tasking Assessment

Analysis of the critical tasking serves as the foundation of the deployment section of this report to encourage a stronger correlation between risk and resources. To determine this, KFD leadership reviewed the critical tasking to establish the personnel required to mitigate the incident. This is formally known as the *effective response force* (ERF). Additionally, the *reserve capacity* (RC) of the organization is determined by quantifying the remaining personnel available to respond to a concurrent incident(s). The following figure illustrates an example of critical tasking and personnel requirements for each fire risk category, as recommended by NFPA 1710.

Figure 123: Critical Tasking & ERF for Fire-Risk Categories

Task	Low-Risk (Dumpster Fire)	Moderate- Risk (House)	High-Risk (Apartment)	Extreme Risk (High-Rise)
Command	1	1	2	2
Apparatus Operator	1	1	2	1
Handlines (2 members on each)	2	4	6	4
Support Members	2	2	3	
Victim Search & Rescue Team		2	4	4
Ground Ladders/Ventilation		2	4	
Aerial Operator (if ladder used)		(1)	(1)	
Initial Rapid Intervention Team		4	4	
Initial Medical Care Component			2	
Building Fire Pump Monitor (if equipped)				(1)
Hoseline–Floor Above Fire				2
Rapid Intervention Team				4
Accountability Officers (fire floor & floor above)				4
Evacuation management teams				4
Elevator Operations Manager				1
Incident Safety Officer				1
Interior Staging Manager				1
Member Rehabilitation				2
Vertical Ventilation Crew				4
Lobby Control				1
Transport Equipment				2
External Base Operations				1
EMS Crews with Transport				4
Total Required:	6	16 (17)	27 (28)	42 (43)

In the following figures, the Department's minimum staffing level (48) was used to determine the capability of the Department to effectively mitigate different types and sizes of emergency incidents, and the capacity to respond to concurrent incidents.

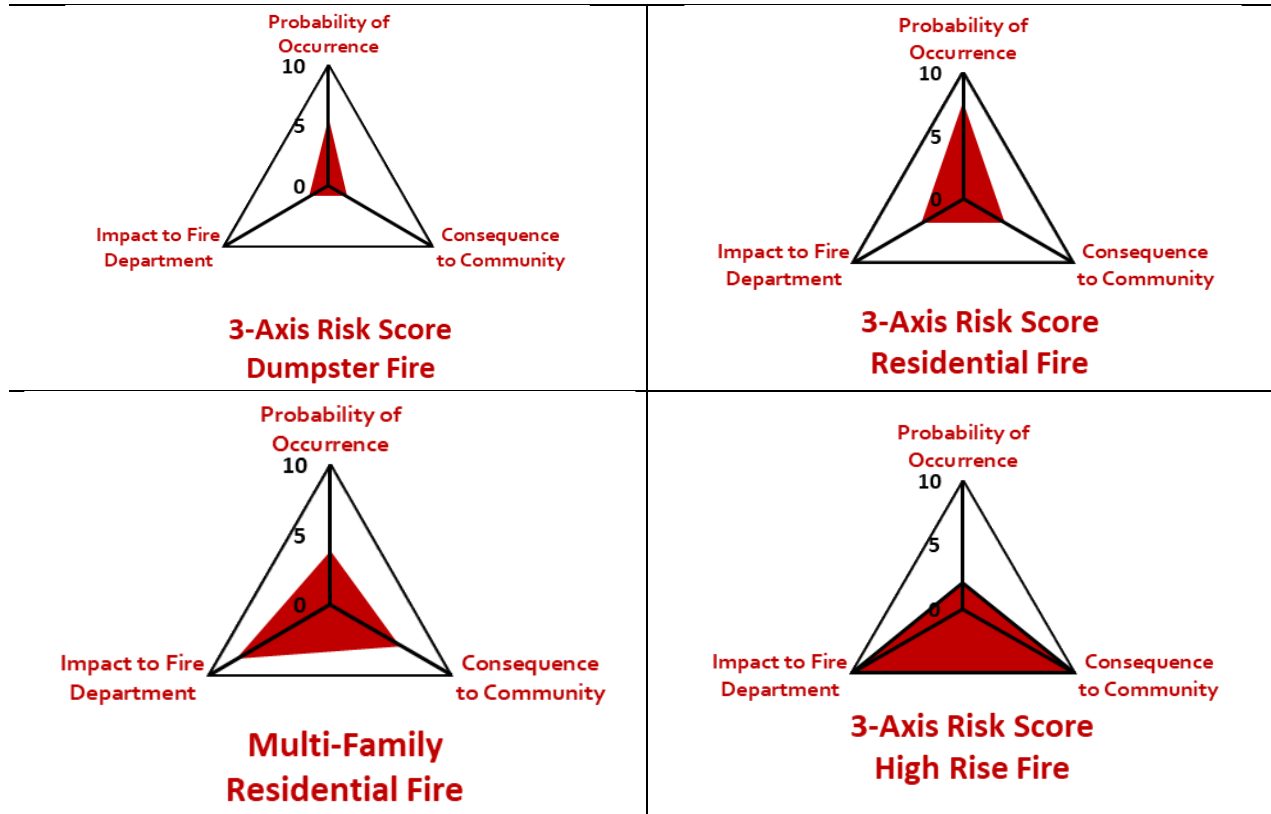
Fire Response

The KFD is responsible for mitigating a wide range of fire-related incidents that range from low-risk dumpster fires to the extreme risk associated with a marina or multi-story apartment fire. As was referenced in the preceding pages, a standardized risk assessment scoring process was applied to a sample incident in each of the risk categories. The KFD is currently staffed to handle low and moderate fire risks. High and extreme risk fires will require additional staffing or aid from neighboring jurisdictions. The following figure illustrates the risks and the organizational and community impact during fire responses.

Figure 124: Fire Incident Risk Assessment

Description	Low			Moderate			High			Extreme		
Risk Score Range	0 to 24.99			25 to 49.99			50 to 69.99			70 to 100		
Incident Type:	Dumpster Fire			House Fire			Apartment Fire			High-Rise Fire		
Risk Score	P	C	I	P	C	I	P	C	I	P	C	I
	6	2	2	8	4	4	4	6	8	2	10	10
Score Assigned	12.32			33.94			44.18			73.48		
Max/Min Staffing	3 48			3 48			3 48			3 48		
ERF Assigned:	3			15			17			26		
ERF Remaining:	45			33			31			22		

Risk Classification



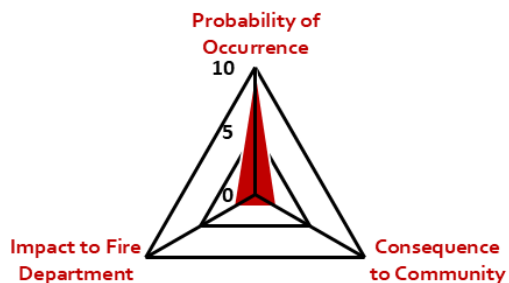
Medical Response

The KFD is a first-responder organization that plays an integral role in stabilizing, treating, and transporting prehospital medical emergencies. All operations personnel are cross-trained firefighter-paramedics. Myocardial infarction (heart attack), stroke, and major trauma patients are best served with early and aggressive pre-hospital intervention and transport. The following figure summarizes the Department's risk and capacity in responding to these types of events and more.

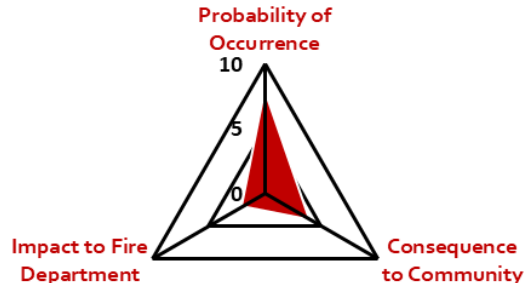
Figure 125: Medical Incident Risk Assessment

Description	Low			Moderate			High			Extreme		
Risk Score Range	0 to 24.99			25 to 49.99			50 to 69.99			70 to 100		
Incident Type:	Sick Person			Cardiac Arrest			MVC w/3 patients			MCI		
Risk Score	P	C	I	P	C	I	P	C	I	P	C	I
	10	2	2	8	4	2	8	2	2	4	2	4
Score Assigned	20.19			25.92			16.24			13.85		
Max/Min Staffing	3 / 48			3 / 48			3 / 48			3 / 48		
ERF Assigned:	5			6			8			14		
ERF Remaining:	43			42			40			34		

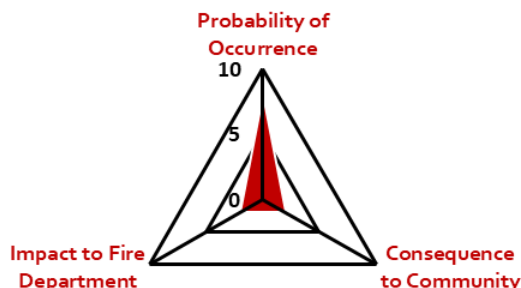
Risk Classification



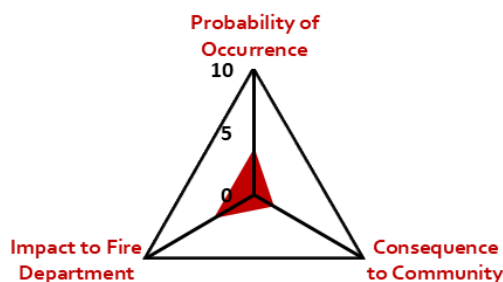
**3-Axis Risk Score
Sick Person**



**3-Axis Risk Score
Cardiac Arrest**



**3-Axis Risk Score
MVC with 3**



**3-Axis Risk Score
MCI**

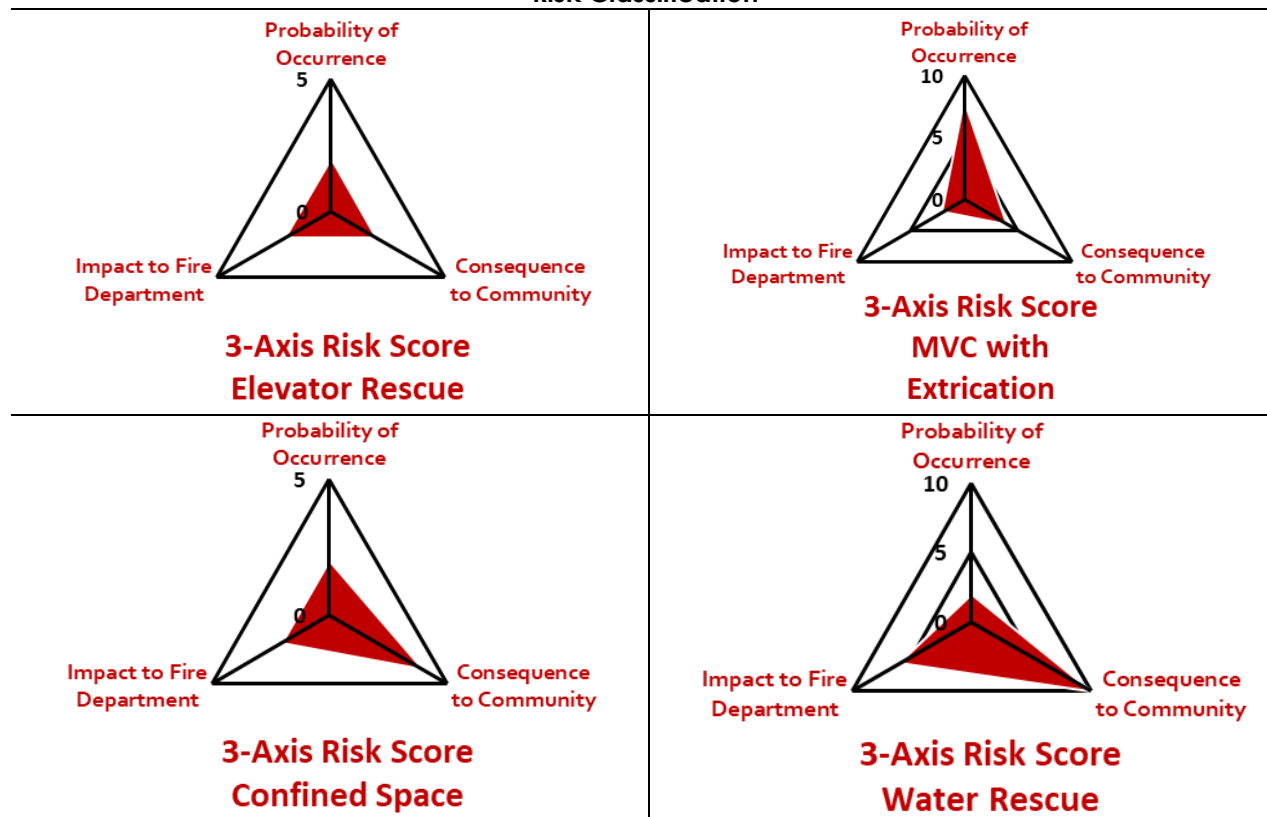
Technical Rescue Response

Unique rescue situations require a wide variety of technical and specialized skills that can sometimes exceed the training, staffing, or equipment needs of a single agency. The KFD is trained and equipped to manage low- to high-risk incidents that range from the routine elevator rescue to the more technical and resource-intensive swift water rescue. The following figure summarizes the Department's risk assessment and response capacity to rescue situations.

Figure 126: Technical Rescue Incident Risk Assessment

Description	Low			Moderate			High			Extreme		
Risk Score Range	0 to 24.99			25 to 49.99			50 to 69.99			70 to 100		
Incident Type:	Elevator			MVC w/extrication			Confined Space Rescue			Swift Water		
Risk Score	P	C	I	P	C	I	P	C	I	P	C	I
	2	2	2	8	4	2	2	4	2	2	10	6
Score Assigned	4.89			25.92			8.48			45.51		
Max/Min Staffing	3 / 48			3 / 48			3 / 48			3 / 48		
ERF Assigned:	5			8			17			21		
ERF Remaining:	43			40			31			27		

Risk Classification

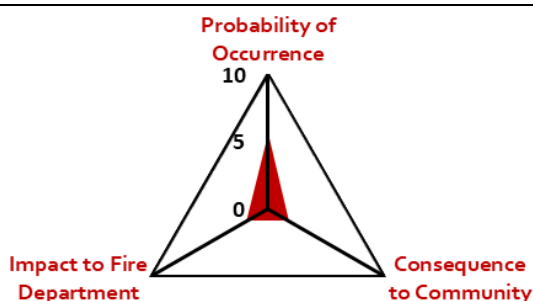
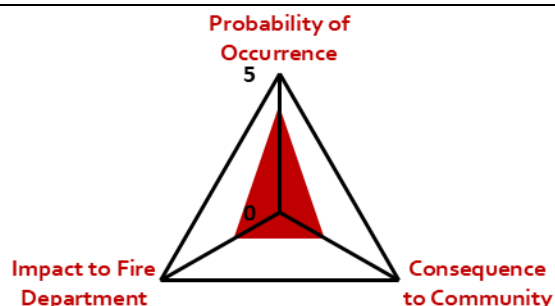
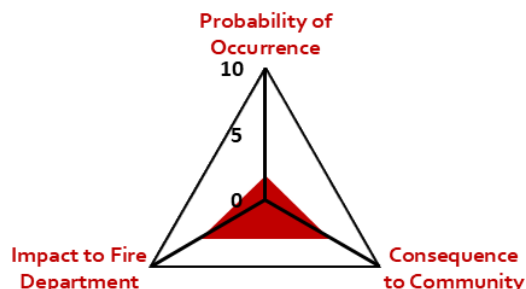
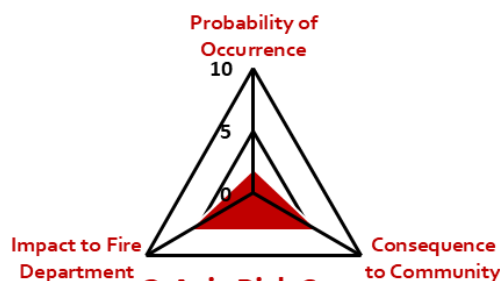


Hazardous Materials Response

Hazardous materials incidents can range in severity from simple low-risk petrochemical spills from a vehicle to large-scale releases of toxic chemicals from a semi-trailer or rail car. The larger the spill, or the toxicity of the released chemical, the more resources will likely be required to safely isolate the area and control the release. In some cases, special technical resources and equipment may be required to control and stop the leak and decontaminate the area and equipment. The KFD is trained to handle a wide range of hazmat incidents, from low-risk fuel spills to large container transportation releases of extremely hazardous substances. Almost all personnel are HazMat Operations level certified, and 58 personnel are Technician level and HazMat Safety Officer certified. The following figure illustrates the risk matrix.

Figure 127: Hazardous Materials Incident Risk Assessment

Description	Low			Moderate			High			Extreme		
Risk Score Range	0 to 24.99			25 to 49.99			50 to 69.99			70 to 100		
Incident Type:	Fuel Spill			Natural Gas Leak			Semi-Truck Leak			Rail Car Leak		
Risk Score	P	C	I	P	C	I	P	C	I	P	C	I
	6	2	2	4	2	2	2	6	6	2	6	6
Score Assigned	12.32			8.48			28.14			28.14		
Max/Min Staffing	3 48			3 48			3 48			3 48		
ERF Assigned:	3			12			20			20		
ERF Remaining:	45			36			28			28		

Risk Classification**3-Axis Risk Score
Fuel Spill****3-Axis Risk Score****3-Axis Risk Score
Tanker Truck Spill****3-Axis Risk Score
Rail Tank Car
Release****Summary of Risk Analysis**

Similar to many like-sized fire departments studied by ESCI, the KFD deploys resources on a daily basis for low-to-mid risk incident types, which are the most likely incident types to be encountered. Financial constraints and competing governmental priorities often prevent fire departments from staffing to a level that adequately addresses national standards. However, this does not mean that the Department is not able to safely or adequately respond to higher-risk incidents. Rather, it means that initial actions taken may be limited until additional resources arrive from outside mutual/automatic aid departments to assist.

Community Risk Plan

The purpose of this community risk assessment is to provide an overview of the nature of community risk in the KFD service area. The next step would be for the Department to address this assessment by developing a detailed Community Risk Assessment Plan that includes the following components:

- Identification of risks
- Categorization of risks (Low, Moderate, High)
- Development of strategies and tactics to mitigate risks
- Determination of the appropriate level of fire department resources (apparatus and personnel)
- Monitoring, evaluation, and modification of the Community Risk Plan

REVIEW OF RESPONSE STANDARDS & TARGETS

Structure Fire Dynamics

Most structure fires grow and behave in a predictable fashion unless influenced by unusual fuel loads, ignition sources, or other environmental influences (high winds, for example). According to the National Fire Protection Association (NFPA), there are four stages and resulting effects of a building fire:

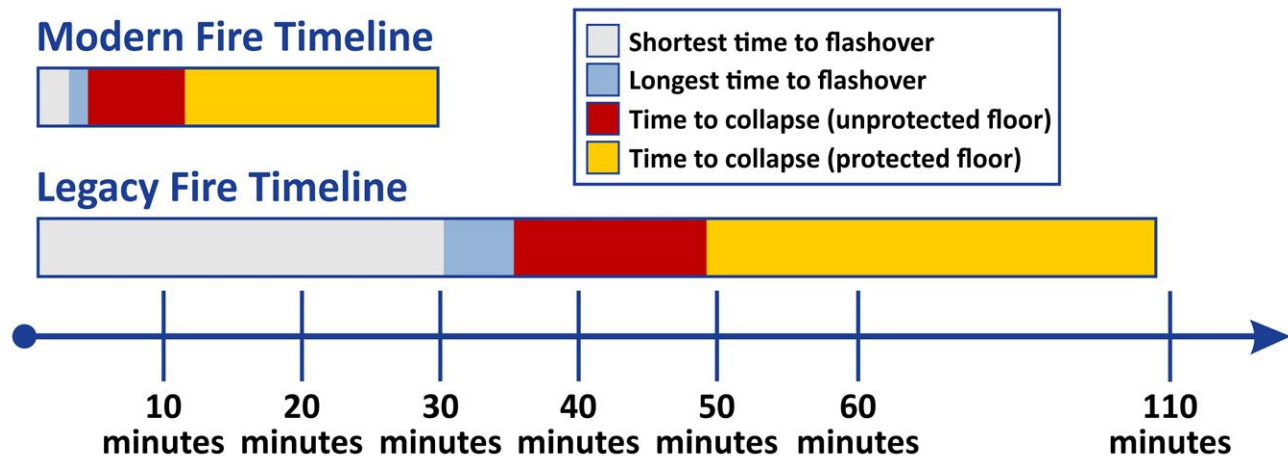
1. **Ignition Phase:** Fuel, oxygen, and heat combine in a chemical reaction, creating an open flame.
2. **Growth Phase:** Additional fuel ignites. Convection and radiation of heat ignite more combustible materials. The size of the fire increases exponentially. Hot gases collect at the ceiling, transferring heat to the rest of the combustibles in the space. At some point, all of the remaining combustible materials may ignite simultaneously in what is commonly called "flashover."
3. **Fully Developed Phase:** Fire is consuming most, if not all, of the combustible materials in the space, and rapidly consumes the available oxygen.
4. **Decay Phase:** The fire has consumed the available fuels, temperature decreases, and fire lessens in intensity.

Flashover usually occurs about five to eight minutes from the appearance of flame in buildings with typical modern furnishings and other fuel loads, and immediately creates a non-survivable environment. Therefore, stopping a fire's progression to flashover is critical in controlling a structure fire and allowing occupants to escape or affect the rescue.

The following figure illustrates the sequence of events during the growth of a structure fire over time, juxtaposed against the fire department response time components.

Figure 128: Illustration of Fire Growth & Fire Department Response Time Components

Today's building and fire codes are meant to eliminate ignition sources, limit fire spread, and ensure occupants safely evacuate if a fire does occur. However, other modern construction techniques may erode these safety factors, including but not limited to energy efficiency requirements (which allow heat from a fire to build more quickly), modern furniture constructed with synthetic materials comprised of hydrocarbons, and lightweight building materials that will fail quickly under direct flame impingement. The following figure illustrates the impact these new factors have on how fast fire spreads and the degradation of building components.

Figure 129: Fire Growth-Modern vs. Legacy Buildings

Source: Underwriters Laboratories

Previous National Institute of Standards and Technology (NIST) research determined that building occupants had approximately 17 minutes to escape before being overcome by heat and smoke. More recent research has lowered this survival time window to as short as three minutes, highlighting the importance of early detection, notification, rapid application of water through built-in suppression systems (fire sprinklers), and rapid response by the fire department.⁴⁵

Structure Fire Operational Requirements

As previously noted, the timeframe to effectively respond to and quickly control a fire in today's built environment is even more imperative. This means today's fire department must have the capability and capacity to quickly respond, deploy, and decisively act to save lives and property, and do so in a manner that minimizes responder risk.

The Occupational Safety and Health Administration (OSHA) and the State of Texas have specific requirements for entry operations into the immediately dangerous to life and health (IDLH) environment commonly found in a building fire or other dangerous confined space operations.

⁴⁵ National Institute of Standards and Technology, *Performance of Home Smoke Alarms, Analysis of the Response of Several Available Technologies in Residential Fire Settings*, Bukowski, Richard, et al.

Commonly referred to as the “two-in/two-out rule,” these regulations require that two entrants are required if performing operations in an IDLH environment, and at least two properly trained and equipped standby personnel must be standing by outside the IDLH environment, ready to affect a rescue of the entrants if they become incapacitated. However, Texas Administrative Code Title 37, Part 13, Chapter 435.17 specific to firefighting operations allows immediate entry with two rescuers, without a standby rescue team, in an “imminent life-threatening situation” where entry could prevent loss of life or serious injury to the occupants.

NFPA 1710: *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments* establishes standards for safe and effective deployment of resources at various types of emergency incidents. Specific to a single-family 2,000-square-foot dwelling fire, the Standard identifies that an initial full alarm assignment should consist of 16 personnel.

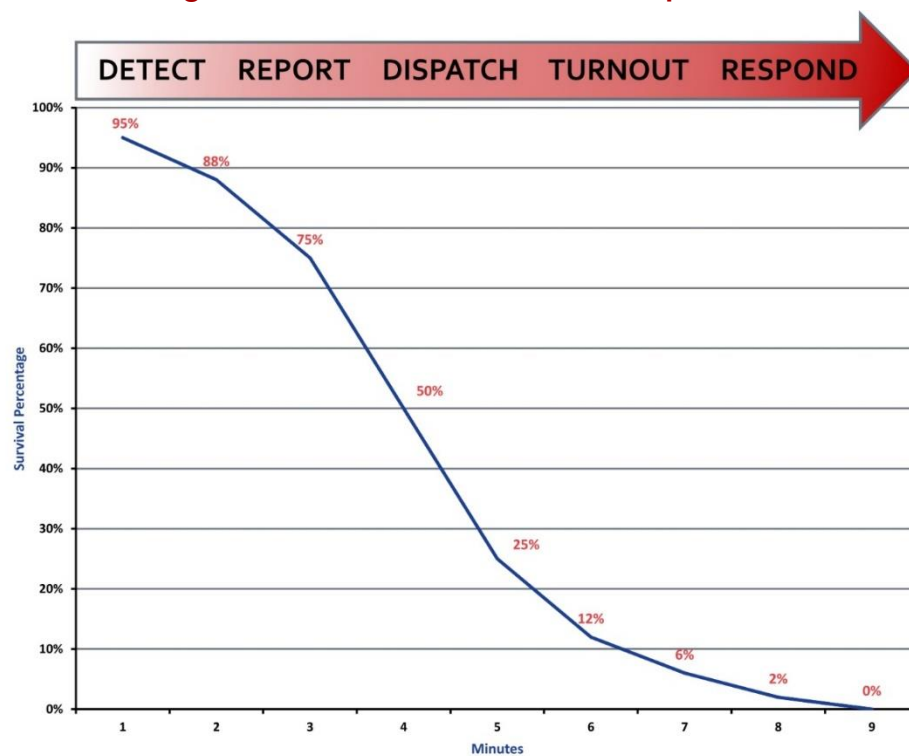
Delivering enough personnel to the scene to accomplish the various tasks required to mitigate an emergency is essential, and many of these tasks must be completed quickly. However, it should be noted that not all fireground tasks need to be completed simultaneously.

Emergency Medical Operational Requirements

Responding rapidly to initiate definitive medical care is critical to a patient's survival, especially in cardiac arrest and major trauma situations. Brain cells are extremely sensitive to lack of oxygen and will begin to die very shortly after the loss of circulation, and may result in irreversible brain damage in as little as six to nine minutes. Cardiac arrest survival chances fall by 7 to 10% for every minute between collapse and defibrillation. The importance of quick response and the application of resuscitation efforts in cardiac arrest cannot be overstated. The American Heart Association (AHA) establishes cardiopulmonary resuscitation guidelines and procedures for cardiac arrest victims, including the use of semi-automatic defibrillators.

The sequence of events that lead to definitive pre-hospital resuscitation is illustrated in the following figure.

Figure 130: Cardiac Arrest Event Sequence



The above figure shows the precipitous decline in the chance for survival, especially after four and one-half minutes, when there may be only a 50% chance of survival even if spontaneous circulation is restored. Note, the sequence and timing noted above, and the fire progression illustration shown in Figure 128: Illustration of Fire Growth & Fire Department Response Time Components are very similar.

Effective Response Force Analysis

ESCI reviewed KFD's daily staffing level and compared it to national consensus standards related to providing enough personnel and resources to quickly mitigate emergency incidents—specifically, structure fires and critical EMS situations.

Typically, structure fires are the most common labor-intensive incidents confronted by a fire department. As shown previously, national criteria recommend at least 15–16 personnel should arrive at the scene of a fire in a single-family residence to ensure safe and effective operations. Even more, personnel may be required as dictated by the size of the building, incident complexity, and/or identified special hazards.

The fire service assesses the relative risk of properties and occurrences based on several factors. Properties with a high risk for fire often require greater numbers of personnel and apparatus to mitigate the fire emergency effectively. Staffing and deployment decisions should be made with consideration of the level of risk involved. The level of risk categories used by CFAI are as follows:

- **Low Risk:** Areas and properties used for agricultural purposes, open space, low-density residential, and other low-intensity uses.
- **Moderate Risk:** Areas and properties used for medium density single-family residences, small commercial and office uses, low-intensity retail sales, and equivalently sized business activities.
- **High Risk:** Higher density business districts and structures, mixed-use areas, high-density residential, industrial, warehousing, and large mercantile structures.
- **Maximum Risk:** A structure or area where an incident could or does result in many severe injuries requiring hospitalization and/or fatalities. Significant damage—temporary or permanent—that impacts essential services or the environment. May result in substantial financial loss, general displacement for an extended duration.

Effective Response Force Discussion

KFD currently deploys two engines, one truck company, one rescue unit, one medic unit, a Battalion Chief, and an EMS Captain on the initial response to a moderate-risk single-family residential structure fire, with an ERF of 15 personnel. This is theoretically one personnel resource short of what is required to perform all of the necessary initial fireground tasks in a timely manner.

This observation is made to simply note that the initial resources dispatched may be slightly under what may be needed to aggressively mitigate a significant incident in its early stage.

RECOMMENDATIONS & STRATEGIES

This Master Plan culminates in a series of recommendations based on the observations and analysis previously discussed. Addressing these recommendations should be approached pragmatically. As such, ESCI grouped them into recommended time frames to address.

Facilitating the adoption and implementation of many of these recommendations will take significant commitment, time, and resources (including finances). The suggested timeframes are intended to introduce a realistic “blueprint” for implementation. However, environmental conditions and circumstances may provide challenges or opportunities to address a recommendation(s) outside of the timeframes identified here.

ESCI has grouped the recommendations into three implementation timeline categories: Short-Term (6 months–1 year), Mid-Term (1–3 years), and Long-Term (3–5 years).

Lastly, these recommendations are just that—recommendations. They are ESCI’s best effort in providing guidance in addressing issues and deficiencies identified during the study period. City leaders and citizens hold the ultimate authority in embracing, revising, or discounting the following guidance.

Short-Term Strategies

Recommendation 1-A: Create a KFD Strategic Plan, spanning a three-to-five-year period as a follow-up to this Master Plan.

This Master Plan should be considered an initial step in charting a future course for the Department in addressing future challenges. However, many of the issues and recommendations in this study will take a “team effort” to address. Identifying the mission, vision, values, initiatives, goals, and objectives of the Department will be critical to ensuring everyone is pulling in the same direction in accomplishing future goals.

Estimated Cost: \$17,000 based on the typical cost for ESCI Strategic Plan development and facilitation. The cost could be less if internal City or local resources are used.

Recommendation 1-B: Deliver performance evaluation training to officers.

ESCI recommends that supervisors receive training on not only using the new performance management software system, but also how to fairly, equitably, and consistently judge and document employee performance.

Recommendation 1-C: Create Driver/Engineer positions.

Unlike many fire departments studied by ESCI, KFD does not have formal fire apparatus Driver/Engineer positions. Given the critical role of these positions on the fireground, ESCI recommends that the position be formally acknowledged by establishing a specific job description, salary levels, and create an appointment/promotional process for filling these positions. This may also help reduce employee attrition, as it would expand the potential for upward career mobility within the Department.

Recommendation 1-D: Add another engine to structure fire initial assignments.

Currently, to ensure that a first alarm assignment to moderate risk residential structure fires is consistent with NFPA recommendations, an additional engine company or medic unit should be initially assigned to structure fire assignments to ensure a minimum of 16 personnel are deployed.

Recommendation 1-E: Review and revise EMS response modes.

Responding lights and sirens to most EMS incidents should be reviewed, and response modes clearly defined. The EMD program used by Bell County Communications Center 911 is designed to identify the acuity of a patient's condition and categorize the incident response mode accordingly. The Department should work with the Center to ensure they dispatch calls consistent with EMD protocols, and dispatched units should respond in a manner consistent with these protocols.

Recommendation 1-F: Identify a short-term suitable storage, vehicle, and equipment repair site and move out of the Support Services Building.

The current Support Services building is unsuitable **and may be unsafe** for continued use as a repair and equipment storage facility. It appears to be structurally compromised, and does not have the necessary space for storage of department supplies or the repair and maintenance of Department equipment and apparatus. The City should identify a suitable existing vacant facility in the City that can be rented or leased, and relocate the Support Services operation. Further, the City should identify a long-term capital facilities plan for a sustained Support Services operation.

Recommendation 1-G: Require use of the station point capture vehicle exhaust systems, and install these systems in all stations and support facilities that maintain apparatus.

During the site visit, ESCI noted that none of the vehicle exhaust systems were connected to parked apparatus, and in some stations, the hoses were either tied in a knot or tied and pulled out of the way by rope. This practice is contrary to Department Policy 500: *Cancer Prevention Risk Reduction*.

The prevalence of cancer in firefighters is well documented, as are the health hazards of the chemicals present in diesel exhaust. Station officers and battalion chiefs should regularly check to ensure these systems are connected to apparatus while inside the stations, especially those where exercise equipment is located in the apparatus bays.

The Department should also seek funding, including federal grants, to install these systems inside the remaining fire stations.

Recommendation 1-H: Improve station workplace safety.

The site visit revealed some workplace safety concerns that were noted in more than one or more stations. ESCI recommends the Department perform the following:

- Install fragmentation containment devices for the filling of oxygen bottles.
- Install no smoking/no combustibles warning signs near oxygen filling locations.
- Ensure oxygen cascade system storage capacity is consistent with 6.3.1.1 storage limits as defined in NFPA 55: *Compressed Gases and Cryogenic Fluids Code*.
- Create a SOG on the filling of portable medical oxygen bottles, and train personnel on proper and safe bottle inspection and filling procedures.
- Install portable or fixed eyewash stations in each fire station.
- Store flammable chemicals and fuels in approved flammable liquids storage cabinets.
- Properly store gasoline in approved safety cans that are in good condition.
- Discontinue the use of extension cords in place of permanent wiring.
- Store turnout gear in protective bags or lockers to reduce UV exposure, degradation, and cross-contamination.
- Create a SOG(s) that address station safety and maintenance requirements, including mandating periodic safety inspections, consistent with the Texas Department of Insurance (TDI) and the Occupational Safety & Health Administration (OSHA) regulations.
- Enlist the help of the TDI Occupational Safety and Health Consultation Program (OSHCON) to survey each station to help identify and resolve workplace safety and health issues.

Recommendation 1-I: Secure personnel records.

All records containing confidential employee information, including birthdates and social security information, should be securely archived under lock and key. Records reportedly stored in an unsecured closet at the Support Services Building should be transferred to a secured storage location, or if no longer required, destroyed.

Recommendation 1-J: Establish maximum consecutive hours worked policy.

As noted in the staffing section of this report, employees can theoretically be scheduled to work overtime shifts or trade shifts that result in inordinately long consecutive work periods (96 hours or more). The Department should establish a maximum consecutive hour worked policy that mandates at least a 12-hour rest period after a certain number of consecutive hours worked (72 hours, for example), unless it is an emergency or deployment situation.

Recommendation 1-K: Continue with plans to add Medic 22.

As shown in the Unit Hour Utilization (UHU) analysis, Medic 2's incident workload is well above the threshold for what is sustainable long-term. The Department's plans to add an additional response resource to respond from the Central Station in the north city area is prudent and should help reduce the overall medic unit workload for Medic 2 and perhaps Medic 5 as well. ESCI used GIS tools to identify the historical number of incidents that were in the planned new Medic 22 response area in an attempt to quantify the potential impact on Medic 2's current incident workload. However, it must be noted that this assumes that the medic units are in service and respond to all of these incidents in each respective response territory. As shown in the concurrent incident analysis previously in the report, KFD has a high number of concurrent incidents, and the incident density in these response areas increases the likelihood the assigned medic unit may not be available to respond to their primary response area.

Recommendation 1-L: Establish local response performance criteria in accordance with NFPA 1710: *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments* to effectively and efficiently meet the current and future needs of the community.

Critical response performance goals specific for the KFD have not been developed. While NFPA 1710 is a valuable source for recommendations, organizations should develop specific performance criteria based on local factors. Engaging and understanding the community's and elected officials' expectations, along with community risk, should be driving factors in this development process. Furthermore, the KFD should review quarterly—but report annually—to the community and elected official's their actual performance for the preceding year as compared to the goals developed, describe the causal factors for failure to achieve any goals or objectives not met, the likely consequences of continued failure to meet those goals it is not currently meeting, and identify steps planned to address the gaps, if any.

Mid-Term Strategies

Recommendation 2-A: Seek Ground Emergency Medical Transport (GEMT) subsidy funding.

The City should explore participating in the federal government's GEMT reimbursement subsidy funding program related to the pre-hospital care and transport of Medicaid patients. Other fire department EMS systems studied by ESCI have received significant and sustained subsidies from this program. ESCI also recommends that the City work with the contracted billing collection company to determine if they have the expertise and solid track record in helping authorized ambulance providers in determining the cost of providing ambulance services, appropriate billing rates, and required documentation that is consistent with current Texas Health and Human Services Commission (HHSC) and the Centers for Medicare and Medicaid Services (CMS) rules.

Recommendation 2-B: Create and implement a commercial occupancy life safety inspection program and a pre-incident planning program, and add personnel to the Fire Prevention Division.

The Department should ensure that all commercial occupancies, including multi-family apartment buildings, are inspected on a regular basis to identify and correct serious fire and life safety code violations. In addition, operations personnel should periodically visit target hazard locations to conduct pre-incident planning.

Many fire departments across the country use operations fire crews to perform cursory inspections of businesses, with the primary focus on becoming familiar with the building's construction, layout, and any special hazards contained within. Key pre-plan information, such as fire alarm panel, sprinkler, and standpipe locations, along with important site hazard information, can be entered into the Department's RMS for quick retrieval if needed during an emergency event. Consider training and deploying fire companies to conduct these inspections, as it can have the additional benefit of allowing personnel to become familiar with the building uses, layouts, and any inherent hazards related to business operations. KFD is well-positioned to implement a similar program, as all of the operations fire captains are already certified fire inspectors.

Given the preceding information, and the possibility of implementation of a citywide multi-family residential building inspection program, ESCI recommends that two Fire Inspectors be added to the Fire Prevention Division, who would be primarily assigned to performing initial and follow-up fire inspections, including supporting follow-up fire inspection referrals of businesses and apartment complexes inspected by fire companies. The following figure summarizes the estimated annual cost (in FY21 dollars) to add these positions.

Figure 131: Estimated Annual Cost of adding 2 Fire Inspectors (FY 21)

Expense	Cost
2 Fire Inspectors	\$177,872
Onboarding cost of 2 replacement FROs	\$15,000
Total:	\$192,872

Recommendation 2-C: Bolster the Department's Public Education Program.

Currently, the Department's public education program focuses on fire prevention-related topics, such as fire safety, fire extinguisher use, calling 911, and smoke/carbon monoxide alarm installation and use. While these topics are important and comprise the foundation of many public education/safety programs for fire departments studied by ESCI, the majority of KFD's emergency responses are EMS-related, and many of which are trauma-related.

Recommendation 2-D: Incorporate Assessment Center components in promotional testing.

Contemporary fire department promotional processes incorporate varied performance-related realistic work situation exercises—also known as an Assessment Center—which are designed to observe a candidate's leadership skills and abilities under standardized testing conditions. Currently, the KFD promotional process is extremely limited, and does not comprehensively or realistically assess a candidate's ability and suitability to be a supervisor.

The Department should work with the City's Human Resources Department to design and incorporate Assessment Center exercises and scenarios into all uniformed promotional processes. ESCI assumes these changes would need to be reviewed and approved by the Killeen Civil Service Commission.

Recommendation 2-E: Require Emergency Vehicle Technician (EVT) certifications for City mechanics who maintain fire apparatus and ambulances.

Today's fire and EMS apparatus contain complex drivetrain, pumping, and electrical systems that require specialized training to be able to repair and maintain them to reliably perform in emergency conditions. The EVT Certification Commission (EVTCC) is a nonprofit organization that offers training, testing, and certifications for mechanics who work on emergency apparatus, including fire engines/aerials, ambulances, ARFF apparatus, and law enforcement vehicles. The Commission has three certification levels for each type of fire and ambulance apparatus, Level I, II, and Master Level III.

EVTCC tests are offered twice a year in various sites across the country, including Texas. A review of the 2021 testing schedule showed that the test is being offered in 10 Texas locations.

Recommendation 2-F: Upgrade the Training Captain to a Chief Officer rank.

As previously noted, the current Training Captain has significant programmatic administrative responsibilities related to the operation and supervision of the Fire Academy and delivery of Department continuing education training. These responsibilities are well beyond what ESCI typically sees in an administrative Captain level job description, and are more aligned with administrative chief officer-level duties. The Department should review the current job duties performed in support of these significant programs, revise the job description, and upgrade this position to a chief officer rank.

Recommendation 2-G: Establish specific policies and procedures for the various technical rescue disciplines.

Per NFPA 1670: *Standard on Operations and Training for Technical Search and Rescue Incidents*, personnel trained and deployed to technical rescue incidents should perform their duties consistent with adopted department standard operating guidelines for technical rescue situations. ESCI recommends that the Department form a committee comprised of Rescue 2 and 9 personnel and Department administrative chief officers to establish basic deployment and operational guidelines for each of the key rescue disciplines, including but not limited to confined space entry/rescue, high and low angle rope rescue, trench rescue, and surface/swift water rescue. These SOGs should be periodically reviewed and modified as necessary to incorporate new procedures, equipment, or changes in industry standards.

Recommendation 2-H: Survey the security risk at the fire stations and increase station/facility security.

The stations appear to have limited physical security measures, comprised mostly of keypad or combination door locks. None of the stations visited had locked or secure parking areas, and can be easily accessed by the public. The Department should engage the Killeen Police Department in conducting the physical security risks on each station property, identify appropriate mitigation measures, and implement improvements, which may include adding locked fencing, removing visual obstructions that hinder surveillance and observation of station grounds, and installation of monitored security systems.

Facility security also appears to be a major issue at the current Support Services Building, as staff have reported numerous break-ins and theft of equipment and supplies. However, ESCI does not recommend adding security measures at this building, as the use of this facility should be discontinued as soon as possible. Lastly, facility security and alarm monitoring features should be considered in design and construction in future new fire facilities.

Recommendation 2-I: Leverage Social Media Platforms and improve the KFD web pages.

The Department should expand the use of social media tools, such as Twitter®, Instagram®, and LinkedIn® to broaden public reach and engagement. Additionally, the use of Twitter® could result in more timely public engagement, instruction, and conversation during high-visibility incidents. Lastly, the city webpage allocated to the KFD should be revamped. Currently, it focuses on fire inspections and permit fees, and contains little to no life safety education information, links, or in-depth information about the Department.

Recommendation 2-J: Evaluate employee turnover.

The 10% turnover in fire personnel should be concerning to the Department and the City. The Department spends a significant amount of money in onboarding and training new firefighters, as well as having to cover vacancies for several months as new firefighters are trained, including covering for employees who must complete the month's long paramedic training program. If this attrition trend continues, the Department should work with the Human Resources Department to conduct an introspective evaluation of the reasons why employees are leaving the organization for reasons other than retirement. A holistic evaluation of recruitment, testing, training, department culture and leadership, and compensation may reveal key issues that compel employees to seek work elsewhere.

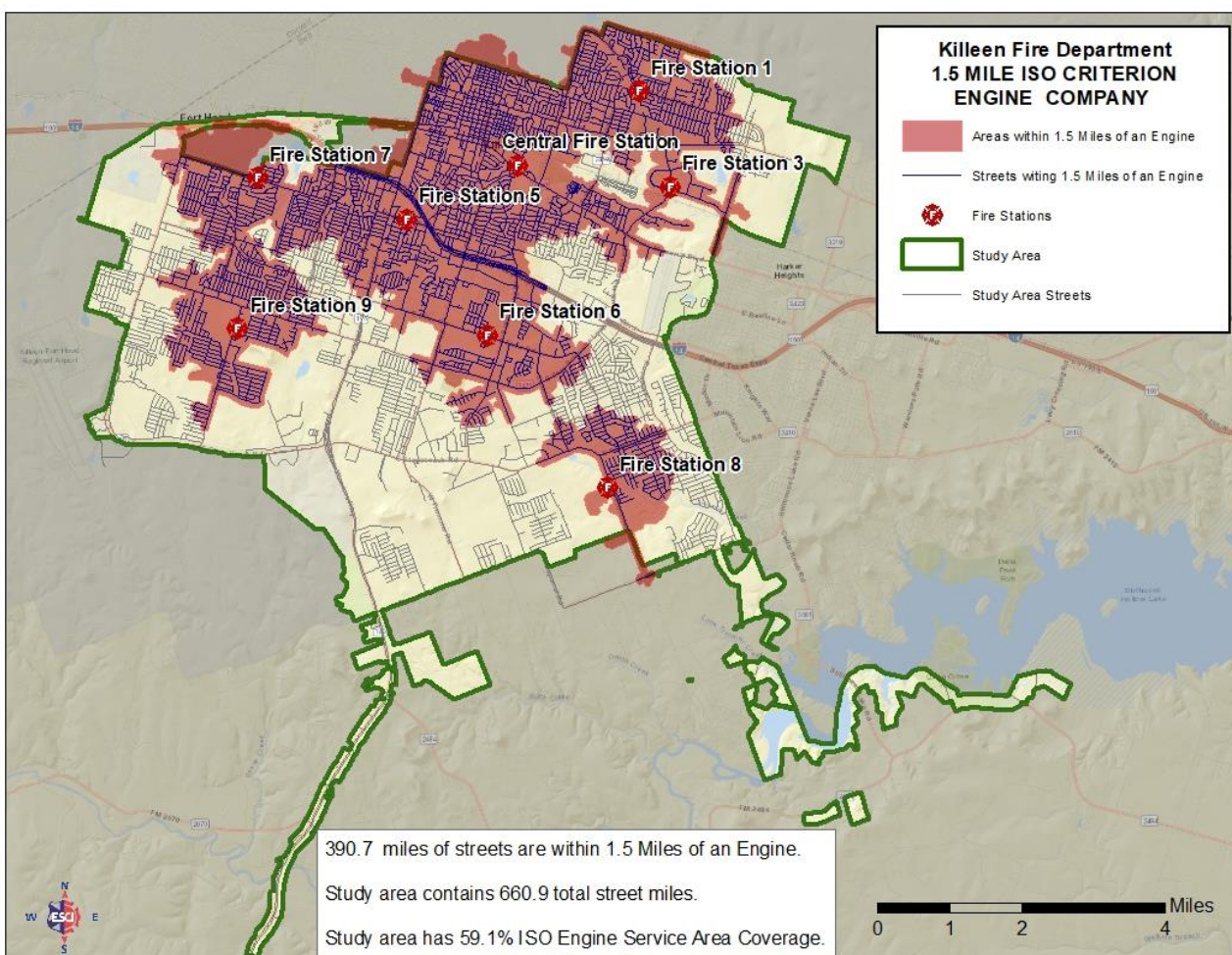
Recommendation 2-K: Create a targeted Anti-Arson Prevention program.

The amount of effort and time spent investigating suspicious fires by KFD Fire Investigators should be proactively addressed. KFD was unable to provide data on arson trends or specific common characteristics of suspected/convicted arsonists and fire-setters. The Department should more closely document and analyze the demographics and characteristics of suspected arsonists and fire-setters to determine common traits and trends, and routinely publish this data. Any trends identified could be addressed using a multi-agency cooperative investigative approach with the Killeen Police Department and the Fort Hood Military Police as appropriate. This effort should also analyze if the city has juvenile fire-setting and playing with fire problem, which is common in many communities, with most firesetters (79%) being less than 11 years old.⁴⁶ If so, the Department should consider establishing a formal juvenile fire-setter education and intervention program.

Long-Term Strategies**Recommendation 3-A: Build and staff a new fire station in the south-central Killeen city area.**

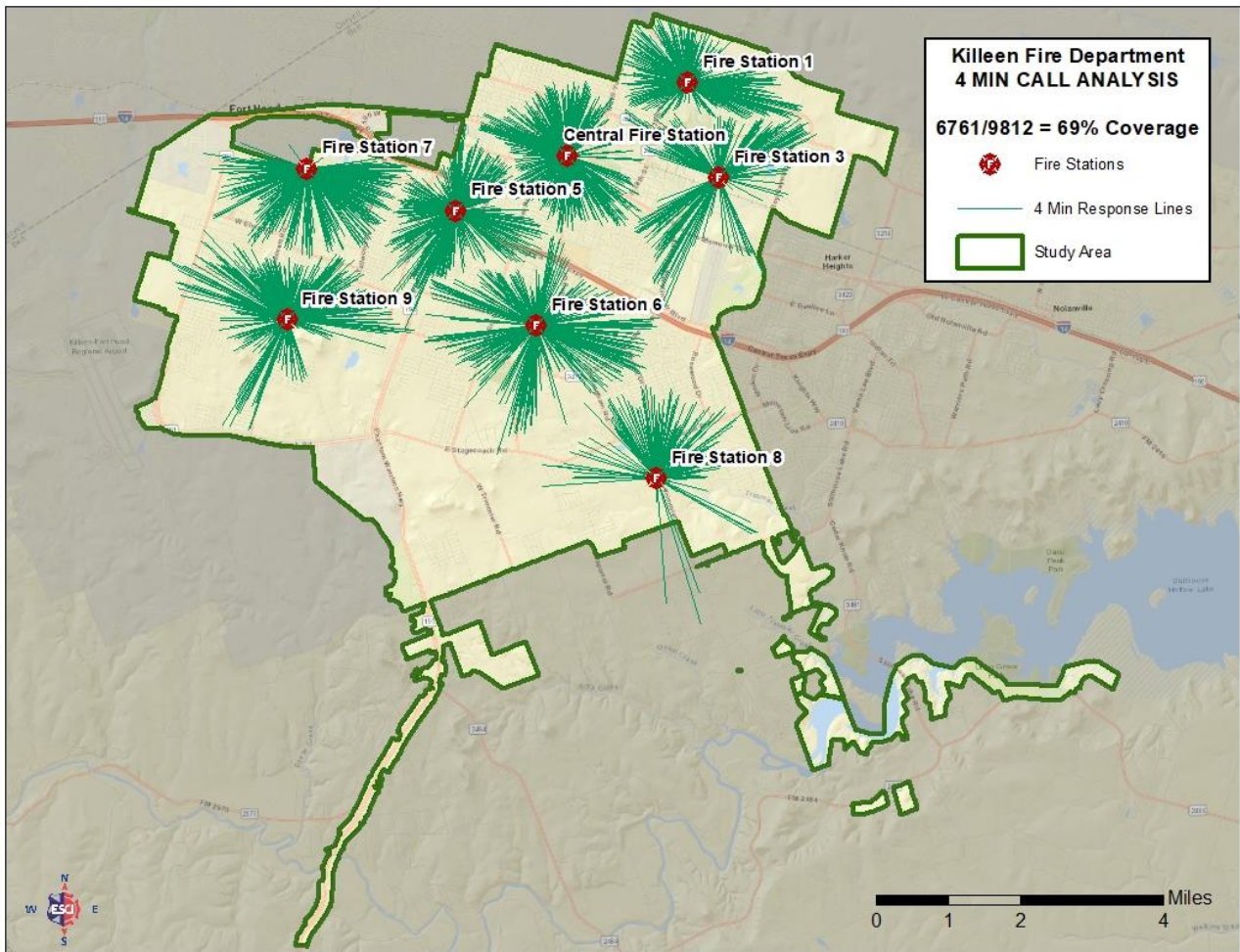
Per the City's Planning and Community Development Department and various growth planning documents, the City of Killeen is slated to grow significantly, especially to the south, just east of State Highway 195. Even without this growth, the analysis performed in this study identified a fire/EMS response coverage gap in this general area, as shown in the following two figures. The first map shows the theoretical 1.5-mile travel distances from each existing fire station. This distance roughly equates to a 4-minute travel time as well.

⁴⁶ Playing with Fire: Structure Fires: Supporting Tables, NFPA Research, May, 2021.

Figure 132: KFD Station Distribution, ISO 1.5-Mile Engine Company Criteria

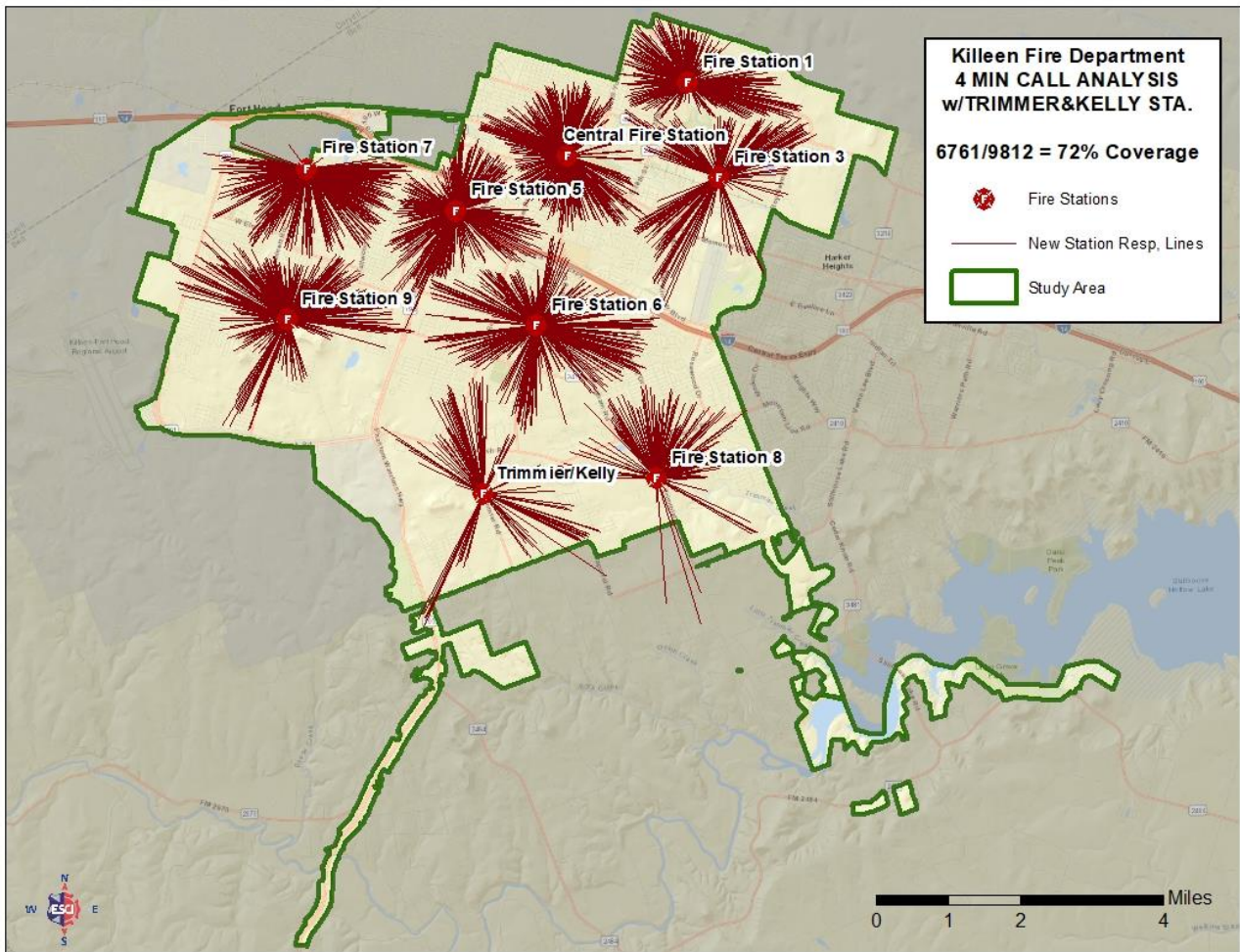
The travel response time gap is clearly evident in the preceding map. In the following map, ESCI plotted the incident locations from July 1, 2020, through December 31, 2020, that were within the four-minute travel time from each of the existing stations. Again, the coverage gap to the southwest is obvious.

**Figure 133: Historical Incident Location Analysis from Existing Stations
(4-minute Response Time)**



Of the 9,812 incidents plotted, 6,671 (69%) were within the four-minute response time coverage from the current station locations. Next, ESCI used GIS modeling to identify a theoretically ideal location (Trimmier Road and Kelly Lane) for a new fire station. The following figure shows the theoretical station coverage during the same time period that occurred in that general area within four-minutes of this location.

**Figure 134: Historical Incident Location Analysis With New Station Location
(4-minute Response Time)**



As shown in the preceding map, overall response coverage increased only by 3%. However, much of the area in this location has yet to be developed or has a fully developed road network, so the coverage area indicated by the number of incidents is somewhat misleading.

The City should begin planning now to build and staff a fire station in this general area, especially as residential, commercial, and institutional development occurs in the future. ESCI cost projections for building, equipping, and staffing a new fire station are contained in the next section of this study.

Recommendation 3-B: Increase outdoor siren coverage in the south areas of the City.

According to the City's Emergency Management Coordinator, ongoing and future development in the southwest area of the city will require the installation of additional outdoor warning sirens to ensure adequate alerting coverage. Given the potential for severe weather, including tornadoes, as identified in the Community Risk Section of this study, ensuring that the City has the ability to alert citizens of impending danger when they may be outdoors is a vital safety responsibility. Outdoor siren alerting has been demonstrated to be an effective notification tool, especially in suburban and rural areas. For example, a large tornado outbreak struck Marshall County, Alabama, in April 2011. The County had recently installed a network of outdoor warning sirens that ended up being in the path of these tornadoes, one of which was a strong EF4 tornado. According to the County's Director of Emergency Management, while there were five fatalities and some injuries, it was estimated that the fatality and injury totals would have been much higher without the warning provided by the newly installed siren system.⁴⁷

The City should expand the outdoor auditory warning coverage as future development and expansion of the city limits occurs.

Recommendation 3-C: Explore the feasibility of implementing a Community Paramedic Program.

Given the community demographics and anecdotal information gathered during ESCI's site visit, the Department, along with local healthcare and social services providers, should enter into a collaborative planning process to identify the need and construct of a Mobile Integrated Healthcare-Community Paramedic program for the Killeen Community. As an initial part of this effort, the KFD should consider adding data fields to their EMS RMS that can be used to track and report out key patient demographics, such as poverty, homelessness, substance abuse, and mental health issues. This information can help quantify the need for an MIH-CP program, the type of resources needed, and help place focus on what types of medical and social issues need to be addressed.

⁴⁷ Tornado Sirens Proved Beneficial in Rural Communities, FEMA, Tools for Practitioners, February 11, 2021.

Recommendation 3-D: Explore ways to increase diversity in the KFD.

The Department should work with the City's Human Resources Department and the local colleges to assess current recruitment strategies to attract and test minority and female applicants. The Department should explore ways to increase interest and applications from minority groups, including minority targeted community outreach.

FINANCIAL BASIS FOR COST PROJECTIONS

To estimate the future costs of adding response resources and facilities as outlined in Recommendation 3-A, it is first necessary to understand current year (Fiscal Year 2021) estimated costs for various decision unit components such as firefighter salary/benefits, onboarding costs, apparatus and equipment costs, and fire station construction and operating costs. Depending upon when these components may be added to the system, the FY 21 costs can be escalated based upon known or anticipated increases due to such influences as projected inflation for each component, City Council authorized pay increases, rising benefit costs, or some combination of factors.

Most revenues and recurring expenditures, as well as minor non-recurring expenditures, comprising the total funding and cost of operating the fire department are found in the City of Killeen General Fund. However, major capital facility construction projects and most large equipment expenditures are accounted for in City Capital Improvement Funds (included here are Funds 347 and 349) which include bond proceeds and related revenues. Some apparatus purchases have also been made from the City Internal Service Fund for Fleet Services. The City operates on an October 1 to September 30 fiscal year and uses a modified accrual basis with a financial resources focus for fund accounting, as identified previously.

Policy decisions regarding the adoption of any enhancements designed to improve service level are generally evaluated based upon projected initial and recurring cost versus the benefit provided. To understand the future costs of any enhancement, it is important to evaluate improvements in terms of "decision units." A decision unit in the case of this Master Plan can be considered a career-staffed ambulance, engine or ladder company, shift battalion chief, or an operating fire station with various staffed units. These decision units are comprised of components such as personnel with various associated initial and recurring costs, capital apparatus and facility acquisition, and recurring capital operating costs.

The following discussion uses actual or estimated KFD FY 21 costs, to the extent they are available, as a basis for costing of various decision unit components whose costs can then be escalated to that point in time when they may be added to the system. In other words, if the City determines that it needs to add an engine company to its operation in three years, the following FY 21 personnel, capital, and operating costs will serve as a basis for the addition of that unit were it to be added in FY 21. The escalation factors for the various components of that decision unit, as estimated from various sources, will then be applied to show the future cost at the point in time the department wishes to add that unit.

Fiscal Year 2021 Personnel Costs

Salary and benefit information for uniformed (operational) positions discussed in the following section was provided by the department for FY 21. The next figure provides the average annualized salary, benefits, and the total compensation costs for various decision unit positions, including Fire Rescue Officer (which includes both Firefighter/EMT and Firefighter/Paramedic certified personnel), Captain, and Battalion Chief. It is anticipated that additional, career-staffed suppression apparatus (engines, rescues, ladder trucks, and ambulances) would require some combination of the Captain and Fire Rescue Officer (Firefighter/Paramedic and Firefighter/EMT) positions.

The Department does not have a formal Driver/Engineer position, and the modeling assumes that someone with the required knowledge, skills, and abilities in the Fire-Rescue Officer classification would fulfill that role at the average annual compensation shown below. Most Fire Rescue Officers are certified as paramedics, and all positions in this classification have been averaged to develop the typical cost of this position in the following figure.

Figure 135: Annual Salary/Estimated Benefits Various KFD Uniformed Positions, FY 21

Position	Average Annual Salary	Average Benefits	Avg. Total Compensation
Fire Rescue Officer	\$ 55,730	\$ 16,123	\$ 71,853
Fire Captain	\$ 81,254	\$ 23,507	\$ 104,761
Battalion Chief	\$ 92,372	\$ 26,723	\$ 119,095

While it might be more appropriate to utilize entry-level compensation figures for additional Fire-Rescue Officer positions added on various units, using the average for the position will give a better “worst-case” cost scenario so that recommended improvements do not end up costing more than originally projected. Since there is no formal, promoted driver/engineer position, it is assumed that anyone assigned to that role would be a more experienced, higher-paid, Fire Rescue Officer.

When adding positions, it is also important to include first-year on-boarding costs along with the recurring cost of each new position. These costs generally vary from department to department but typically include such items as background checks/polygraphs, physicals based upon the NFPA 1582 firefighter standard, recruit school costs, uniforms, SCBA facepieces, Personal Protective Equipment or Turnout Gear and may include radio/technology packages or other items. For purposes of this study, an estimated on-boarding cost of \$7,500 was used for FY 21. After the initial year, these costs would not continue with the added position, and the only recurring costs associated would be the total annual compensation. However, it is also understood that the department's annual operating costs over time would increase due to added PPE replacement, training, and other associated employee costs.

A further factor must be considered when evaluating the potential cost of adding positions. As with any other City employee, firefighters receive time off for various reasons such as vacation, sick, and funeral leave among others. The Killeen Fire Department has determined minimum staffing requirements for various response units based upon risk and response protocols to emergency incidents. These minimum daily staffing needs require that when any firefighter is on leave, and daily staffing drops below the minimum, his or her position must be covered by another firefighter. This leave coverage required to maintain minimum daily staffing is termed the “relief factor.” Based upon historical leave accruals and actual usage, the KFD relief factor goal is approximately 1.28.

The current shift staffing schedule of 24 hours on duty followed by 48 hours off duty means that for every minimum daily riding position on an apparatus, three FTEs are required before considering any leave time (1 FTE x 3 shifts). The relief factor of 1.28 applied to each riding position means that 3.84 FTEs are required to maintain that position and meet minimum staffing requirements. For the purposes of the projections provided for the addition of units, partial FTEs are used to indicate the additional cost of covering leave time. This additional cost could either be accounted for with increased overtime or, as with the hiring of additional FTE as the level of need dictates. In other words, if one 24/48 position is added to the system, 3.84 FTEs are added; one for each shift and 0.84 FTE to cover the relief factor.

Fiscal Year 2021 Capital Apparatus/Equipment Costs

The next figure identifies FY 21 apparatus costs based upon the current KFD specifications for each apparatus class. Also included is the estimated cost to equip each type of vehicle. This table illustrates the first-year capital costs only and does not consider annual or recurring operating costs such as fuel, oil, and routine maintenance costs (parts and labor). To build the most accurate cost of adding each type of apparatus, these recurring costs would need to be considered for future years. The department has developed a comprehensive annual apparatus replacement program whose costs are based upon life expectancy and usage for each vehicle class. This is an industry-standard practice and should incorporate an annual inflation factor. The KFD program includes ambulance re-chassis as part of its EMS apparatus program. The analysis here only considers the full cost of a new ambulance since this would be an added unit rather than a replacement.

Figure 136: Apparatus and Equipment Costs, FY 21

Class	Apparatus	Equipment	Total
Aerial Platform ¹	1,440,059	192,244	1,632,303
Pumper ¹	656,705	182,593	839,298
Brush Truck ²	185,000	20,000	205,000
Medium Duty Rescue ¹	682,738	294,719	977,457
Ambulance ³	225,415	100,000	325,415
SUV ⁴	42,377	10,000	52,377

¹Based upon Siddons-Martin Emergency Group July 2020 apparatus quote

²Based KFD apparatus replacement plan; equipment estimated

³Based upon average cost of four FY 16 ambulances with 4% annual inflation; equipment cost estimated

⁴Based upon average cost of five FY 19 SUVs with 4% annual inflation; equipment estimated

Fiscal Year 2021 Facility Capital/Operating Costs

The last category of costs considered as part of any potential future service level upgrade are those costs associated with fire station construction including both initial construction and annual operating costs. Land costs will vary considerably depending upon many factors, such as market condition, developer proffers, environmental, and other factors. Therefore, land costs are generally not included in the estimated costs of any notional new fire stations.

The last fire station constructed by the City was KFD Fire Station 9 completed in FY 17 whose costs are shown in the following figure. Fire Station design and costing was likely completed in FY 15. The City has two replacement fire stations identified (Stations 4 and 5) as unfunded projects in its CIP⁴⁸ under its capital facilities element. Although funding for these new stations has not yet been identified, estimated costs of \$5.1 million each include design, construction and FF&E costs. The forecast assumes that future fire stations will generally be built using the same design and costs will, therefore, be based upon the Station 9 floor plan with the pricing differential being due to inflation of materials and labor costs.

Figure 137: KFD Fire Station 9 Construction Costs

Category	Cost
Land	Varies
A&E Fees	\$646,251
Construction	\$4,641,401
FF&E	\$193,622
Total	\$5,481,274

Using Construction Analytics inflation factors for non-residential construction as found in Zarenski (2021), the cost to design and build Station 9 in FY 21 and excluding land costs, would be approximately \$6.3 million, as shown in the next figure.⁴⁹ These assumptions provide a very solid basis for projecting the cost of future fire station decision units using a standard station design.

⁴⁸ City of Killeen Capital Improvement Program Fiscal Year 2021–2025.

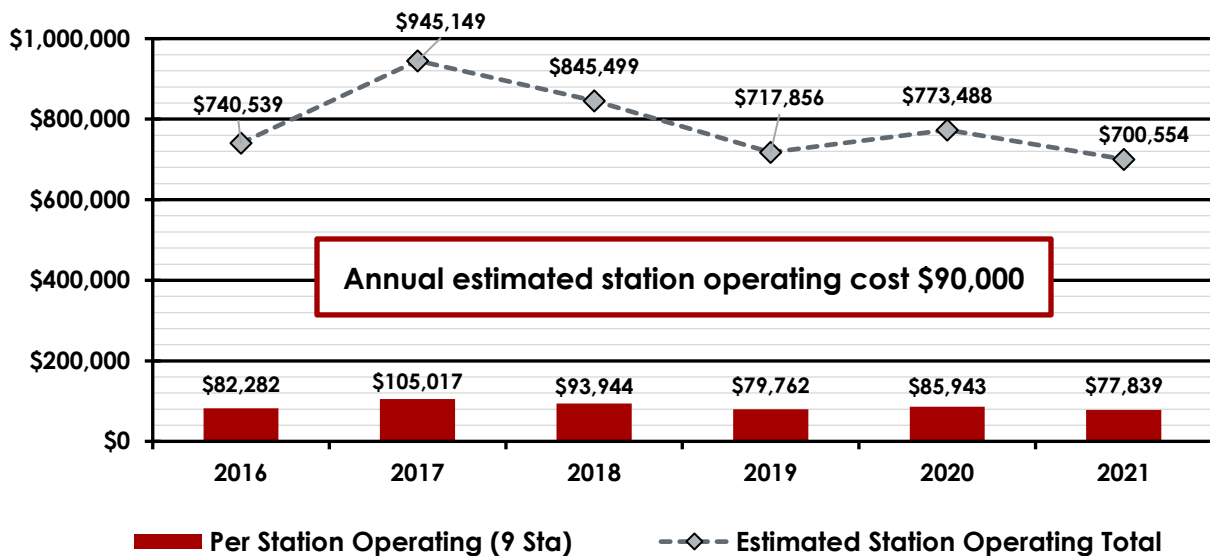
⁴⁹ <https://edzarenski.com/2021/01/26/2021-construction-inflation-e1/>.

Figure 138: Estimated Fire Station Construction Costs, FY 21

Category	Cost
Land	Varies
A&E Fees	\$749,367
Construction	\$5,381,983
FF&E	\$203,889
Total	\$6,335,239
Station Operating	\$90,000

After construction costs are considered, there is an annual operating cost for a new facility that will be comprised of multiple components. Many jurisdictions provide and charge facilities maintenance, utilities, and related operating costs for various fire department and other facilities on a square footage basis as an interfund charge. Fire departments will also budget for some routine station operating costs, such as various O&M needs. Typical operating costs generally budgeted for by departments include printing/copying, telephone and internet, laundry and janitorial, office supplies, minor equipment, books and subscriptions, and other operating supplies. Costs either paid directly or to other internal service departments may include utilities, routine maintenance and janitorial, grounds maintenance, refuse, and pest control services, among others.

Various typical facility-related operating costs for the Killeen Fire Department, as mentioned in the preceding paragraph, have been grouped and are shown in the following figure both in aggregate and on a per station basis (assuming uniform costs distributed across nine fire stations). Between FY 16 and FY 20, total estimated station operating costs, while fluctuating, have averaged approximately \$890,000 annually. Based upon a uniform distribution across nine fire stations, this gives an annual fire station operating cost estimated at approximately \$90,000. For projection purposes, an average annual operating cost of \$90,000 for FY 21 has been used.

Figure 139: Estimated Fire Station Operating Costs, FY 16–21

Fiscal Year 21 Decision Unit Staffing Costs

To provide for relief staffing (sick/vacation and other overtime coverage), the KFD should plan and budget for 3.84 personnel to cover each required seat on an apparatus that is staffed 24/7 using three shifts. In other words, the department will apply a relief factor of 1.28 to each new FTE added. This is shown in the single resource table in the following figure (the uppermost table), which also shows the total number of personnel needed by rank and compensation for an ALS engine, rescue or ladder company, and an ALS ambulance (staffed with at least one paramedic-certified Fire-Rescue Officer).

An engine or rescue unit is staffed by the KFD with a minimum of three firefighters (could be four in some cases) on each of three shifts; two Fire Rescue Officers, at least one of whom is certified as a paramedic, and a company officer (Captain). A ladder or aerial truck should be staffed with four firefighters per shift, so total staffing would include 3.84 additional Fire Rescue Officers versus an engine or rescue. However, it is understood that the KFD currently has a minimum staffing requirement of three per shift on its ladder companies. In that case, the 3-person staffing table can be used to estimate costs.

Each 24-hour seat or riding position requires 3.84 budgeted FTE to ensure minimum daily staffing (one FTE for each of three shifts plus an additional 0.84 FTE as a relief factor). The FY 21 cost per rank needed for one FTE is shown along with the total cost for all personnel required in each rank for all three shifts and relief coverage to maintain the minimum staffing.

Figure 140: Estimated Decision Unit Staffing Costs, FY 21

Single Resource			
Position	FTEs	Unit Cost	Total Cost ¹
Fire Rescue Officer	3.84	\$ 71,853	\$ 275,915
Fire Captain	3.84	\$ 104,761	\$ 402,282
Battalion Chief	3.00	\$ 119,095	\$ 357,286

¹Total cost and FTE count provides for assumed relief factor of 1.28

3-Person ALS Engine/Rescue Company			
Position	FTEs	Unit Cost	Total Cost ¹
Fire Rescue Officer	7.68	\$ 71,853	\$ 551,829
Fire Captain	3.84	\$ 104,761	\$ 402,282
Crew Total	11.52		\$ 954,111

¹Total cost and FTE count provides for assumed relief factor of 1.28

4-Person ALS Engine/Ladder Company			
Position	FTEs	Unit Cost	Total Cost ¹
Fire Rescue Officer	11.52	\$ 71,853	\$ 827,744
Fire Captain	3.84	\$ 104,761	\$ 402,282
Crew Total	15.36		\$ 1,230,026

¹Total cost and FTE count provides for assumed relief factor of 1.28

ALS Ambulance Company			
Position	FTEs	Unit Cost	Total Cost ¹
Fire Rescue Officer	7.68	\$ 71,853	\$ 551,829
Crew Total	7.68		\$ 551,829

¹Total cost and FTE count provides for assumed relief factor of 1.28

Decision Unit Cost Projection

Using the estimated FY 21 decision unit staffing costs provided as a starting point, and making various assumptions about cost increases over time, decision unit costs are projected through FY 26 in the following figure. Personnel salary and benefit costs have been projected to increase annually at 3.35 percent (based upon historical trends) and 3.95%; respectively. Since benefits have historically averaged 22.4% of total compensation, FTE costs are projected to increase at an aggregate of 3.5% annually. Annual operating costs have been projected to increase by 1.3 percent annually based upon an eight-year average for the Southern Region CPI-U prior to the onset of the Covid-19 pandemic, as reported by the U.S. Bureau of Labor Statistics.⁵⁰ It is anticipated that this rate of inflation will continue once the nation recovers from the pandemic and the economy returns to pre-pandemic conditions.

Historical apparatus and equipment costs have been observed by ESCI to increase at approximately 4% annually. According to Zarenski (2019), non-residential construction costs are estimated to have increased at 4–5% over the past five years and are expected to continue increasing at that rate.⁵¹ Construction costs can be as high as three times the Consumer Price Index and are heavily dependent upon labor and material costs as well as construction demand and backlog. Import tariffs on building materials such as steel and other commodities may have an increasing impact as well.

Figure 141: Projected Decision Unit Costs, FY 21 through FY 26

Decision Unit	Personnel Recurring Costs ¹					
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Fire Res Officer	\$ 275,915	\$ 285,527	\$ 295,474	\$ 305,768	\$ 316,421	\$ 327,444
3-Pers ALS Comp	\$ 954,111	\$ 987,351	\$1,021,749	\$1,057,345	\$1,094,181	\$1,132,300
4-Pers ALS Comp	\$1,230,026	\$1,272,878	\$1,317,223	\$1,363,113	\$1,410,602	\$1,459,745
ALS Ambulance	\$ 551,829	\$ 571,054	\$ 590,949	\$ 611,536	\$ 632,841	\$ 654,889
Captain	\$ 402,282	\$ 416,297	\$ 430,800	\$ 445,808	\$ 461,339	\$ 477,412
Battalion Chief	\$ 357,286	\$ 369,733	\$ 382,614	\$ 395,944	\$ 409,738	\$ 424,013

⁵⁰ <https://www.bls.gov/charts/consumer-price-index/consumer-price-index-by-category.htm>.

⁵¹ Zarenski, Ed (2019); Construction Cost Inflation-Commentary 2019, in Construction Analytics Economics Behind the Headlines; see <https://edzarenski.com/2018/02/15/inflation-in-construction-2019-what-should-you-carry/>.

Decision Unit	Personnel On-Boarding Costs ²					
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Fire Res Officer	\$ 28,800	\$ 29,174	\$ 29,554	\$ 29,938	\$ 30,327	\$ 30,721
3-Pers ALS Comp	\$ 86,400	\$ 87,523	\$ 88,661	\$ 89,814	\$ 90,981	\$ 92,164
4-Pers ALS Comp	\$ 115,200	\$ 116,698	\$ 118,215	\$ 119,751	\$ 121,308	\$ 122,885
ALS Ambulance	\$ 57,600	\$ 58,349	\$ 59,107	\$ 59,876	\$ 60,654	\$ 61,443
Captain	\$ 28,800	\$ 29,174	\$ 29,554	\$ 29,938	\$ 30,327	\$ 30,721
Battalion Chief	\$ 22,500	\$ 22,793	\$ 23,089	\$ 23,389	\$ 23,693	\$ 24,001

Decision Unit	Capital Apparatus (Equipped) Cost ³					
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Engine	\$ 839,298	\$ 872,870	\$ 907,785	\$ 944,096	\$ 981,860	\$1,021,134
Ambulance	\$ 325,415	\$ 338,432	\$ 351,969	\$ 366,048	\$ 380,690	\$ 395,918
Aerial (Platform)	\$1,632,303	\$1,697,595	\$1,765,499	\$1,836,119	\$1,909,564	\$1,985,946
Rescue	\$ 977,457	\$1,016,555	\$1,057,217	\$1,099,506	\$1,143,486	\$1,189,226
Brush Truck	\$ 205,000	\$ 213,200	\$ 221,728	\$ 230,597	\$ 239,821	\$ 249,414
Command Unit	\$ 52,377	\$ 54,472	\$ 56,650	\$ 58,916	\$ 61,273	\$ 63,724

Decision Unit	Capital Facility (Initial and Recurring) Cost ^{2, 4}					
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Construction	\$6,335,239	\$6,620,325	\$6,918,239	\$7,229,560	\$7,554,890	\$7,894,860
Operating	\$ 90,000	\$ 91,170	\$ 92,355	\$ 93,556	\$ 94,772	\$ 96,004

¹Cost increase based on projected annual total comp increase of 3.5%; includes sufficient FTEs to cover 1.28 relief factor

²Cost increase based on pre-COVID19 8-year historical Southern Region CPI-U average of 1.3% as of December 2019

³Cost increase based upon industry average annual increase of 4%

⁴Cost increase based upon historical non-residential construction cost increase over last four years of 4-5%

The first table in the figure shows total annual staff costs, including relief factor, for single resources (for example one shift Fire Rescue Officer which requires 3.84 FTE in FY 21 costs \$275,915), 3-person ALS engine/rescue and 4-person ALS engine or ladder companies, as well as ALS ambulances as projected from FY 21 through FY 26.

The second table shows what the one-time on-boarding costs would be to hire the number of firefighters needed to fully staff each unit or individual position in any given year over the period. For example, if 11.52 FTE were added in FY 21 to staff a 3-person ALS engine company, it would cost \$954,111 in personnel costs plus \$86,400 in on-boarding costs for a total of \$1,040,511 the first year. Personnel costs would then increase at 3.5% annually so that the personnel costs for the same 11.52 firefighters on that engine company would be \$1,132,300 by FY 26. If a 4-person ladder company were to be added, the personnel costs would need to be escalated by 3.84 additional FTE whenever it was planned. The four-person company would have three Fire Rescue Officers, at least one of whom was paramedic-certified, and one company officer (Captain) assigned per shift.

The last two tables in the figure show the capital costs; the third table shows the equipped apparatus cost throughout the projection period, while the last table shows the facility construction and operating costs through FY 26. Using the projected costs, a standardized station, excluding estimated land costs, would cost approximately \$6.34 million to construct in FY 21 with an annual operating cost of \$90,000. That same station, if constructed in FY 26, would cost approximately \$7.9 million and have an operating cost of \$96,000. Purchasing an equipped engine in FY 21 would cost \$839,298, while that same engine in FY 26 would cost \$1,021,134.

The projected figures for various decision unit components can be used as an approximate guide to determine the cost of implementing various potential enhancements as recommended in the study at whatever point over the next five years the City finds appropriate and is able to fund them.

CONCLUSION

ESCI began this study in early 2021 by reviewing significant amounts of information submitted by the Department, including previous years of incident data, demographic data, local hazard mitigation studies, Department capital assets and maintenance programs, finance data, and population and economic growth projections. This was followed up with several phone interviews and a site visit to gather additional information about the community and Department. This research affirmed ESCI's belief that significant community and economic growth is likely to continue, which will undoubtedly increase the demand for public safety services, especially in the delivery of EMS.

During this study, the COVID-19 Pandemic struck the nation, essentially bringing the nation's economic, educational, and societal infrastructure to a grinding halt. While the long-term economic and societal impacts have yet to be fully identified and understood, they will most certainly affect fire department operations across the country, and KFD and the City of Killeen will likely experience negative impacts as well, and it is anticipated that these impacts may delay robust development in some areas in the City.

ESCI hopes that our analysis and recommendations will assist the City and Fire Department in successfully navigating any unanticipated negative impacts, and that the implementation of our recommendations will ensure the continued provision of high-quality and efficient fire department services well into the future.

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APPENDIX B: EXAMPLE JOB DESCRIPTION—TRAINING CHIEF

CITY OF KILLEEN POSITION DESCRIPTION

Training Division Chief

DEPARTMENT: Fire

DIVISION: Training

SUPERVISOR'S TITLE: Fire Deputy Chief

FLSA STATUS: Non-Exempt

GRADE:

EVALUATION NUMBER:

WORKERS COMP CODE:

GENERAL PURPOSE

To perform a variety of administrative, supervisory and technical work in the supervision and administration of the Fire Department Training Division and the Fire Academy Program.

SUPERVISION EXERCISED

Employee supervises Instructors, Fire Academy students, assigned Division personnel, Captains, and Fire Rescue Officers.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Develops, maintains, and administers training standards, procedures, and training manuals for the department and the Fire Academy.
- Directs the training of career members of the department and Fire Academy students; makes recommendations to the Fire Chief regarding training programs.
- Evaluates all training policies and procedures and delivery of, including but not limited to: Fire suppression structural/wildland, EMS, Hazmat, and all-risk training.
- Ensures consistent training delivery across the three operational shifts.
- Supervises and performs the continuing evaluation of supervised personnel, including but not limited to, preparation and/or review of the formal performance evaluations of subordinates, correction of work deficiencies, and recommendations of formal disciplinary actions to the Fire Chief.
- Implements and assures continued compliance with the training requirements as outlined by the Department's Medical Director.
- Responsible for the development, review, and maintenance of the comprehensive records as related to training and certification tracking of all department personnel.
- Represents the Department and acts as liaison with outside agencies for training.

- Conducts strategic planning, goal setting, and objective establishment for the Training Division; also responsible for budget planning, development justifications, as well as tracking and reporting for the Training Division.
- Responsible for purchasing and reporting purchases of all materials, equipment and supplies for department training and operation of the Fire Academy or otherwise as directed by the Deputy Chief or the Fire Chief.
- Initiates and develops special projects as applicable, appropriate, or as directed in the area of training, for the improvement and development of training; exercises project management discipline on the projects initiated.
- Defines/recommends, administers, and evaluates certification standards and testing for all department personnel consistent with department training programs.
- Prepare and presents a master training program and schedule, and ensures training schedules and calendars are accurate and up to date.
- Develops, maintains, schedules, and monitors new personnel training orientations and academies for all Department personnel.
- Selects and evaluates instructors.
- Perform the duties of subordinate personnel and instructors as necessary.

ADDITIONAL DUTIES AND RESPONSIBILITIES

- Attend conferences and meetings to maintain proficiency and ensure contemporary training methods and techniques.
- Interact with the public, educational administrators, and other City departments and officials as it relates to Division activities and capital facility needs.
- Direct assigned emergency scene operations under the Incident Command System.
- Perform other duties as assigned.

REQUIRED MINIMUM QUALIFICATIONS

- High school diploma or equivalent.
- Five years (5) years required in Captain's grade.
- Fire Instructor III certification (or ability to achieve certification within one year of appointment).
- Texas Department of State Health Services EMT-B Coordinator (or ability to obtain appointment within XXX amount of time)
- Pass the Battalion Chief (or Deputy) Exam (*or specific Training Chief Assessment Center*).

- Must possess a valid Class B or higher Texas State driver's license without record of suspension or revocation in any state.
- Must not have any felony convictions or disqualifying criminal histories.
- Must be able to read and write the English language.
- Must meet the Civil Service Requirements of the City of Killeen, including basic structural firefighter certification.
- Must be able to pass a medical exam.

KNOWLEDGE, SKILLS, AND ABILITIES:

- Working knowledge of driver safety.
- Working knowledge of first aid.
- Ability to learn the operation of fire suppression and other emergency equipment.
- Ability to learn to apply standard firefighting, emergency aid, hazardous materials, and fire preventive techniques.
- Ability to competently instruct students in a classroom and drill ground environment.
- Ability to perform strenuous or peak physical effort during emergency or training, training activities in adverse weather conditions.
- Ability to act effectively in emergency and stressful situations.
- Ability to follow verbal and written instructions.
- Ability to communicate effectively orally and in writing.
- Ability to establish effective and positive working relationships with employees, other agencies, and the public.
- Ability to maintain regular and punctual attendance.

SPECIAL REQUIREMENTS

Employee must have a valid Texas Driver's License and Firefighter Certification.

TOOLS AND EQUIPMENT USED

EMS equipment, fire apparatus, fire pumps, hoses, and other standard firefighting equipment, safety equipment, ladders, radio, pager, computer, audio-visual devices, phone.

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the essential duties of this job, the employee is frequently required to stand, walk, use hands to finger, handle, or operate objects, tools, or controls; reach with hands and arms. The employee is occasionally required to sit, climb or balance, stoop, kneel; crouch or crawl, talk and hear; and taste or smell.

The employee may occasionally lift and/or move up to 50 pounds and occasionally lift and/or move up to 100 pounds. Specific vision abilities required by this job include close vision, distance vision, peripheral vision, depth perception and the ability to adjust focus.

WORK ENVIRONMENT

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee regularly works inside in an office environment, and occasionally in outside weather conditions. The employee occasionally works near moving mechanical parts and in high, precarious places and is occasionally exposed to wet and/or humid conditions, fumes or airborne particles, toxic or caustic chemicals, risk of electrical shock, and vibration.

Possibility of severe injury or loss of life when fighting fires.

The noise level in the work environment is usually moderate, except during certain firefighting or EMT activities when noise levels may be loud.

SELECTION GUIDELINES

Job-related tests.

The duties listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.



Killeen Fire Department

Killeen, Texas

MASTER PLAN

Bill Boyd
Project Manager



Emergency Services Consulting International

Scope of Work:

ESCI was retained by KFD to conduct a Long-Term Master Plan and make recommendations and implementation strategies.

- **Review of KFD Background information**
 - Local census & demographic data
 - Community Growth Management & Hazard Mitigation Plans
 - Budgets
 - SOG's
 - Facilities & Apparatus
 - RMS Data and EMS incident records
 - GIS Data
 - Site Visit



Administrative & Management Observations

- **Significant changes in senior leadership present opportunities for collaborative strategic planning.**
- **Community engagement through social media channels is lacking.**
- **With the exception of a current strategic plan, the Department planning processes and methods are contemporary.**



Personnel Management Observations

- **Performance Evaluations are not consistently applied.**
- **The Officer promotional process is not contemporary.**
- **The Department has experienced a 10% turnover in personnel over the past three years.**
- **There are no driver-engineer promotional positions.**
- **Diversity within the Department does not reflect the diversity within the Killeen community.**



Capital Facilities/Equipment Observations

- Average age of the fire stations is 26 years.
- The Support Services building may be structurally compromised, along with other *significant safety issues*.
- Station tours revealed common issues, including:
 - Lack of space to store reserve and support apparatus
 - No vehicle exhaust systems in apparatus bays
 - Improper storage of turnout gear
 - Lack of readily available station safety equipment
 - Incompatible use of space (exercise areas in apparatus bays)
- Fleet maintenance is hindered by lack of space and equipment.
- Fleet replacement planning is appropriate and contemporary.



Training Program Observations

- **Significant resources and attention is given to operating the Fire Academy.**
- **The duties performed by the Training Captain are more in line with Chief officer duties.**
- **Documentation and recording of training is inefficient.**
- **Training grounds and live fire props are too small and incompatible with surrounding environments.**



Life Safety Services Observations

- **There is no routine commercial building inspection program.**
- **Fire Inspector/Investigators are primarily focused on arson investigations due to the number of suspicious fires.**
- **Due to Civil Service rules, succession planning for the Fire Marshal position is problematic.**
- **Life Safety Public Education programs are limited.**



Rescue & Haz Mat Program Observations

- **The Department has a robust and well equipped technical rescue and hazardous materials response capability.**
- **Rescue standard operational procedures need to be created and maintained.**



Emergency Management Program Observations

- **A civilian Emergency Manager is responsible for coordinating the City's EM programs, and an additional EM full-time position is being added as well.**
- **An adequately sized and configured EOC facility is needed.**
- **Winter Storm Uri identified EOC facility shortcomings that need to be addressed.**



Key Short-Term Master Plan Recommendations

- **Create a KFD Strategic Plan, spanning a three-to-five-year period as a follow-up to this Master Plan.**
- **Create Driver/Engineer positions.**
- **Review and revise EMS response modes.**
- **Identify a short-term suitable storage, vehicle, and equipment repair site and move out of the Support Services Building.**
- **Continue with plans to add Medic 22.**



Key Mid-Term Master Plan Recommendations

- **Seek Ground Emergency Medical Transport (GEMT) Subsidy Funding.**
- **Create and implement a commercial occupancy life safety inspection program and a pre-incident planning program, and add personnel to the Fire Prevention Division.**
- **Upgrade the Training Captain to a Chief Officer rank.**
- **Evaluate employee turnover.**

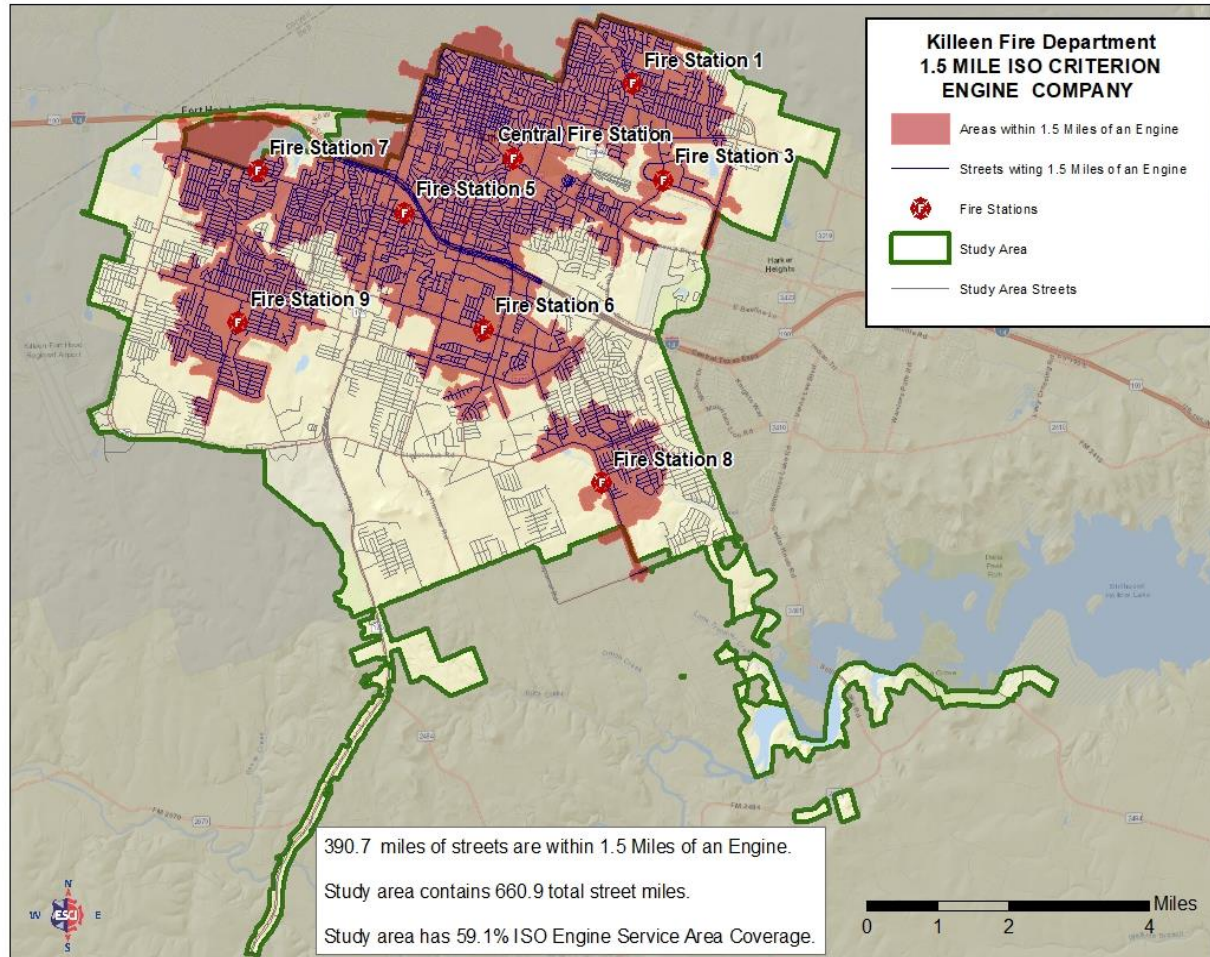


Key Long-Term Master Plan Recommendations

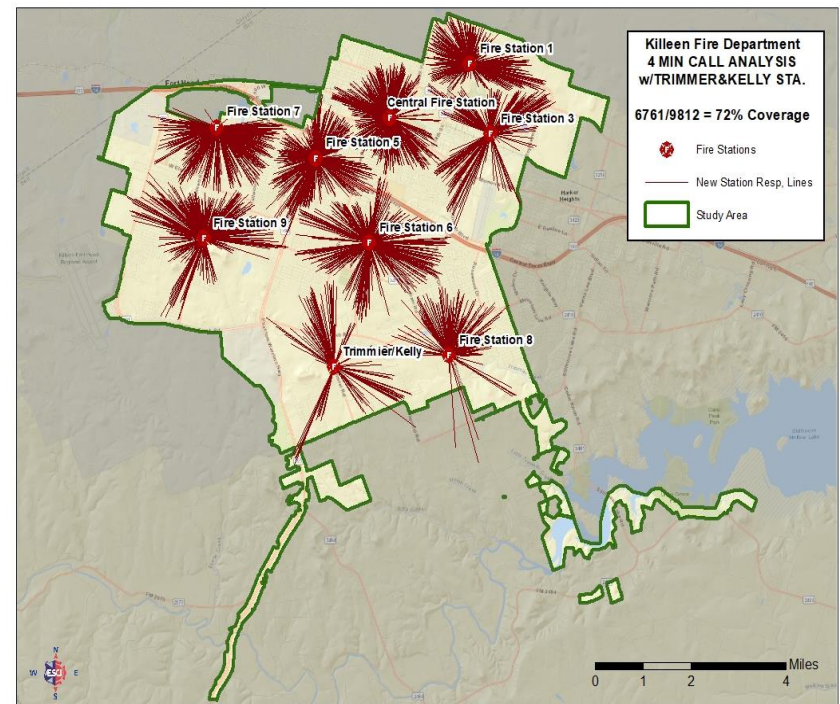
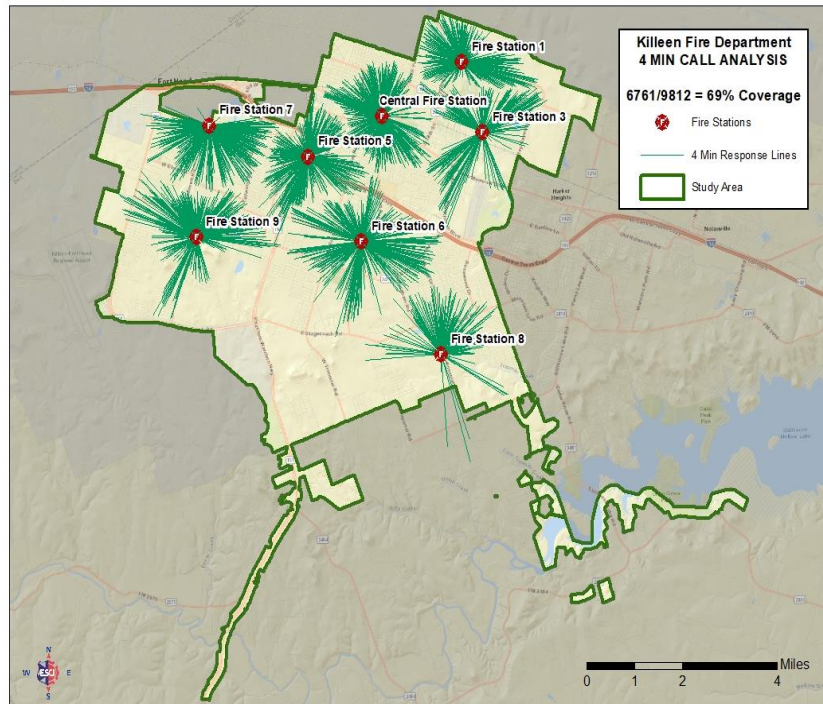
- **Explore the feasibility of implementing a Community Paramedic Program.**
- **Build and staff a new fire station in the south-central Killeen city area.**



1.5 Mile ISO Travel Distance Calculations



New Station Coverage Analysis



New Station Construction/Operating Estimate Summary

Cost Component	2021	2022
Construction	\$6.3 million	\$7.9 million
Engine Apparatus	\$839 thousand	\$1 million
Ambulance	\$325 thousand	\$396 thousand
Onboarding costs (4-person crew)	\$115 thousand	\$123 thousand
4-person crew operating costs	\$1.23 million	\$1.46 million
Station operating costs	\$90 thousand	\$96 thousand
Total First Year Cost Estimate	\$8.9 million	\$10.98 million



QUESTIONS?



City of Killeen

Legislation Details

File #: DS-21-122 **Version:** 1 **Name:** Discuss Charter Amendments
Type: Discussion Items **Status:** Discussion Items
File created: 9/1/2021 **In control:** City Council Workshop
On agenda: 9/21/2021 **Final action:**
Title: Discuss Charter Amendments
Sponsors: City Council, City Attorney Department
Indexes:
Code sections:
Attachments: [Presentation](#)

Date	Ver.	Action By	Action	Result
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ARTICLE III. – THE COUNCIL

□ **NUMBER, SELECTION, TERM MAYOR AND THE COUNCIL**

- Section 22. The members of the City Council of the City of Killeen shall be composed of a mayor and seven councilmembers. Four (4) of the councilmembers shall represent "single member districts," such districts being numbered and designated 1, 2, 3, and 4, and defined in this charter or by ordinance hereafter passed. The mayor and three (3) of the councilmembers shall represent the city at large. Such council shall be elected in the following manner:
- At an election held on a uniform election date in even-numbered years, a mayor and three councilmembers shall be elected by a plurality vote of the city at large for a term of two (2) years. At an election held on a uniform election date in odd-numbered years, there shall be elected one councilmember from each of the single member districts 1, 2, 3, and 4, by a plurality vote of the registered voters residing within each district, to serve a term of two (2) years. All elections are to be held in a manner provided in Article IX of this charter and in accordance with state law.
- The members of the City Council shall serve not more than three (3) terms in succession, in whole or in part, whether appointed (to fill an unexpired portion of a term) or elected, and until their successors shall have been elected and qualified and they shall be ineligible to succeed themselves or another councilmember for an additional successive term; except if any member of the City Council holding office desires to run for a different office than that which the member holds, at the next election, the member must resign and vacate their present office at least forty (40) days prior to such election and his resignation shall be effective on the date of such resignation. For the purposes of this provision there shall be only two offices: the office of the mayor and the office of the councilmember. (Amend. of 5-3-97; Amend. of 5-7-05; Amend. of 5-11-13)

ARTICLE III. – THE COUNCIL

□ ***QUALIFICATIONS***

- Section 23. Candidates for mayor and councilmember shall meet the qualifications for elective office as established in the Texas Elections Code. In addition to the foregoing, candidates for the four district councilmembers herein above provided shall be bona fide residents of the district from which they seek election. A member of the council ceasing to possess any of the qualifications specified in this section or any other section of this charter, failing to attend three (3) consecutive regular meetings of the council without being excused by the council, or convicted of a felony while in office shall immediately forfeit his office. (Amend. of 5-4-91; Amend. of 5-11-13)



COMPENSATION OF MEMBERS

- Section 24. The compensation for the councilmembers shall not exceed \$100.00 per month and compensation for the mayor shall not exceed \$200.00 per month. Said compensation shall be fixed by the city council. (Amend. of 5-5-01; Amend. of 5-11-13)

ARTICLE III. – THE COUNCIL

□ ***PRESIDING OFFICER: MAYOR***

□ Section 25. The mayor shall preside at the meetings of the council and shall be recognized as head of the City of Killeen government for all ceremonial purposes, and by the governor for purposes of military Law; but he shall have no regular administrative duties. The mayor shall only be entitled to vote upon matters considered by the council in the event there is a tie vote resulting from absence of a member or members or failure or refusal of a member to vote. However the mayor shall have no veto power. The council shall elect a mayor protem from their number, who shall act as mayor during the absence or disability of the mayor, and, if a vacancy should occur, shall become mayor until the next regular election.

ARTICLE III. – THE COUNCIL

□ **VACANCIES**

□ Section 26. A vacancy in the council of the City of Killeen, except the office of Mayor, shall be filled by a majority vote of the remaining members of the council, by the selecting of a person possessing all the qualifications prescribed by Section 23 of this Article, and who shall be a bona fide resident of the district in which the vacancy occurs; unless the vacancy in office is that of a councilmember at large, in which case the person selected to fill the vacancy shall be a bona fide resident of the City of Killeen without regard to the district in which he resides. However, if the vacancy occurs within 90 days before a regular municipal election, the vacancy is not required to be filled. Where more than one vacancy shall develop at any one time, then a special election shall be called on the first authorized uniform election date prescribed by the Election Code that allows sufficient time to comply with the other requirements of law, and that occurs on or after the 30th day after the date the ordinance calling the election is adopted, and any vacancy shall be filled in the same manner as herein provided for general election. If the Mayor protem succeeds to the office of Mayor under the provisions of Section 25 of this Article, then his office of councilmember shall be considered vacant within the meaning of this Section. (Amend. of 5-4-91; Amend. of 5-7-05; Amend. of 5-11-13)

ARTICLE III. – THE COUNCIL

□ ***POWERS***

□ Section 27. All powers of the City of Killeen and the determination of all matters of policy shall be vested in the City council. Except where in conflict with and otherwise expressly provided by this charter the city council shall have all powers authorized to be exercised by the city council by Chapter 4 of Title 28, Vernon's Annotated Civil Statutes, and acts amendatory thereof and supplementary thereto, now or hereafter enacted. Without limitation of the foregoing and among the other powers that may be exercised by the council, the following are hereby enumerated for greater certainty:

- (1) Appoint and remove the city manager.
- (2) Establish other administrative departments and distribute the work of divisions.
- (3) Adopt the budget of the city.
- (4) Authorize the issuance of bonds by a bond ordinance.
- (5) Inquire into the conduct of any office, department or agency of the city and make investigations as to municipal affairs.

ARTICLE III. – THE COUNCIL

□ ***POWERS (cont'd)***

- (6) Provide for a planning commission, a zoning commission and a zoning board of adjustment, and appoint the members of all such commissions and boards, and as well the members of the hospital board, if a hospital is established. The planning [and] zoning commissions may be combined. Such boards and commissions shall have all powers and duties now and hereafter conferred and created by this charter, by city ordinance or by law.
- (7) Adopt plats.
- (8) Adopt and modify the official map of the city.
- (9) Adopt, modify and carry out plans proposed by the planning commission for the clearance of slum districts and rehabilitation of blighted areas.
- (10) Adopt, modify and carry out plans proposed by the planning commission for the replanning, improvement, and redevelopment of neighborhoods and for the replanning, reconstruction or redevelopment of any area or district which may have been destroyed in whole or in part by disaster.

ARTICLE III. – THE COUNCIL

□ ***POWERS (cont'd)***

- (11) Regulate, license and fix the charges or fares made by any person owning, operating or controlling any vehicle of any character used for the carrying of passengers for hire or the transportation of freight for hire on the public streets and alleys of the city.
- (12) Provide for the establishment and designation of fire limits and to prescribe the kind and character of buildings or structures or improvements to be erected therein, and to provide for the erection of fireproof buildings within certain limits, and to provide for the condemnation of dangerous structures or buildings or dilapidated buildings or buildings calculated to increase the fire hazard, and the manner of their removal or destruction.
- (13) Provide for creation of the following departments: Finance, Police, Fire, and Public Works, and such other departments as may be established by the council as hereinafter provided. The council may create, change, and abolish offices, departments and agencies other than those established by this charter.

ARTICLE III. – THE COUNCIL

□ ***APPOINTMENT AND REMOVAL OF CITY MANAGER***

- Section 28. The Council shall appoint a City Manager who shall have the powers and perform the duties in this charter provided. No councilmember shall receive such appointment during the term for which he shall have been elected, nor within one year after he leaves office.
- The salary of the City Manager shall be fixed by the City Council, and he shall hold office at its will; but if removed at any time after six months from his appointment, he may demand written charges and a public hearing thereon before the City Council prior to the date on which his final removal shall take effect, but during such hearing the Council may suspend him from office. The action of the Council in suspending or removing the City Manager shall be final, it being the intention of this charter to vest all authority and fix all responsibility for such suspension or removal in the City Council. During the absence or disability of the City Manager, the Council shall designate some properly qualified person to perform the duties of the office; except in case of his temporary absence or disability. (Amend. of 5-11-13)

ARTICLE III. – THE COUNCIL

□ ***COUNCIL NOT TO INTERFERE IN APPOINTMENTS OR REMOVALS***

□ Section 29. Neither the council nor any of its members shall direct the appointment of any person to, or his removal from office, by the city manager or by any of his subordinates; provided, however, that the appointment of assistant city managers, department heads and the city secretary shall be subject to the approval of the council. Except for the purpose of inquiry the council and its members shall deal with the administrative service solely through the city manager and neither the council nor any member thereof shall give orders to any subordinates of the city manager, either publicly or privately. (Amend. of 5-11-13)

□ ***RIGHTS OF THE CITY MANAGER AND OTHER OFFICERS IN COUNCIL***

□ Section 30. The City manager, and such other officers of the city as may be designated by vote of the council, shall be entitled to seats in the council, but shall have no vote therein. The city manager shall have the right to take part in the discussion of all matters coming before the council, and other officers shall be entitled to take part in all discussions of the council relating to their respective offices, departments or agencies.

ARTICLE III. – THE COUNCIL

□ ***CITY SECRETARY***

- Section 31. There shall be a city secretary who shall be the city clerk. He shall give notices of council meetings, shall keep the journal of its proceedings, shall authenticate by his signature and record in full in a book kept and indexed for the purpose all ordinances and resolutions, and shall perform such other duties assigned to him, and those elsewhere provided for in this Charter, by city ordinance or in state law. (Amend. of 5-11-13)

ARTICLE III. – THE COUNCIL

□ ***MUNICIPAL JUDGE***

- Section 32. There shall be a Municipal Court of Record for Killeen. The City Council shall appoint a magistrate as a presiding judge for the court, and associates judges, as deemed necessary for the benefit and conduct of the court. Each judge shall be a competent and duly-licensed attorney. The initial appointments of the presiding judge and associate judges shall be by resolution of the City Council at their first regular meeting in June, following the May 3, 1997 election and their initial terms shall be staggered, not to exceed 4 years, as may be decided by the City Council. Thereafter, all judges shall serve terms of 4 years and may serve successive terms, but may be removed by the city council at any time for incompetency, misconduct, malfeasance, or disability. Judges shall receive such salary as may be fixed by the council.
- When the municipal judge and the associate judge(s) are absent at the same time, the Mayor shall appoint a temporary municipal judge. All costs and fines imposed by the Municipal Court, or by any court in cases appealed from judgments of the Municipal Court, shall be paid into the City treasury for the use and benefit of the city. (Amend. of 5-3-97; Amend. of 5-7-05)

ARTICLE III. – THE COUNCIL

□ ***LEGAL DEPARTMENT***

□ Section 33. There shall be Legal Department, the head of which shall be the City Attorney. The City Attorney shall be a competent and duly-licensed attorney and shall represent the city in all litigation. He shall be the legal advisor of and attorney and counsel for the city and all offices and departments thereof. There shall be such deputy or assistant city attorneys as may be authorized by the council and appointed by the City Attorney, who shall be authorized to act for and on behalf of the City Attorney. (Amend. of 5-11-13)

ARTICLE III. – THE COUNCIL

□ ***INDUCTION INTO OFFICE: MEETINGS***

□ Section 34. On the next regular meeting following each regular municipal election held under this Charter, or any special election for the purpose of filling vacancies in the council, or as soon thereafter as practicable, the council shall meet at the usual time and place for holding meetings, and the newly elected members shall qualify and assume the duties of office. Thereafter, the council shall meet regularly at such times as may be prescribed by its rules but not less frequently than twice each month. All meetings shall be open to the public, in accordance with the Texas Government Code; special meetings shall be called by the city clerk upon request of the mayor, or a majority of the members of the council. (Amend. of 1-15-94)

ARTICLE III. – THE COUNCIL

14

□ ***COUNCIL TO BE JUDGE OF QUALIFICATIONS OF ITS MEMBERS***

- Section 35. Deleted from the Charter. (Amend. of 5-11-13)

□

RULES OF PROCEDURE: JOURNAL

- Section 36. The council shall determine its own rules and order of business. It shall keep an indexed journal of its proceedings and the journal shall be open to the public inspection.

ARTICLE III. – THE COUNCIL

15

□ ***ORDINANCES***

□ Section 37. In addition to such acts of the council as are required by statute or by this charter to be by ordinance, every act of the council establishing a fine or other penalty or providing for the expenditure of funds or for the contracting of indebtedness shall be by ordinance. The enacting clause of the ordinances shall be "BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF KILLEEN."

ARTICLE III. – THE COUNCIL

□ ***PROCEDURE FOR PASSAGE OF ORDINANCES***

□ Section 38. Every ordinance shall be introduced in written or printed form and, upon passage, shall take effect at the time indicated therein; provided that any ordinance imposing a penalty, fine or forfeiture for a violation of its provisions shall become effective not less than ten days from the date of its passage; subject to the provisions of Article X of this charter. The city clerk shall give notice of the passage of every ordinance imposing a penalty, fine or forfeiture for a violation of the provisions thereof, by causing the caption or title, including the penalty, of any such ordinance to be published in accordance with state law. He shall note on every ordinance, the caption of which is hereby required to be published, and on the record thereof, the fact that same has been published as required by the charter, and the date of such publication, which shall be prima facie evidence of the legal publication and promulgation of such ordinance; provided that the provisions of this correction, amendment, revision and codification of the ordinances of the city for publication in book or pamphlet form. Except as otherwise provided by Article XI of this charter, it shall not be necessary to the validity of any ordinance that it shall be read more than one time or considered at more than one session of the City Council. Every ordinance shall be authenticated by the signature of the mayor and city clerk and shall be systematically recorded and indexed in an ordinance book in a manner approved by the council. It shall only be necessary to record the caption or title of ordinances in the minutes or journal of council meetings. The city council shall have power to cause the ordinances of the city to be corrected, amended, revised, codified and printed in code form as often as the council deems advisable, and such printed code, when adopted by the council, shall be in full force and effect without the necessity of publishing the same or any part thereof in a newspaper. Such printed code shall be admitted in evidence in all courts and places without further proof. (Amend. of 5-11-13)

ARTICLE III. – THE COUNCIL

17

□ ***INVESTIGATION BY COUNCIL***

□ Section 39. The council shall have power to inquire into the conduct of any office, department, agency, or officer of the city and to make investigations as to municipal affairs, and for that purpose may subpoena witnesses, administer oaths, and compel the production of books, papers and other evidence. Failure to obey such subpoena or to produce books, papers or other evidence as ordered under the provisions of this section shall constitute a misdemeanor and shall be punishable by fine not to exceed the maximum amount allowed by law. (Amend. of 5-11-13)

ARTICLE III. – THE COUNCIL

□ **AUDITORS**

- Section 40. Prior to the end of each fiscal year the council shall designate qualified Certified Public Accountants who, as of the end of the fiscal year, shall make an independent audit of accounts and other evidences of financial transactions of the city government and shall submit their report to the council. Such accountant shall have no personal interest, direct or indirect, in the fiscal affairs of the city government. They shall not maintain any accounts or record of the city business, but, within specifications approved by the council, shall post-audit the books and documents kept by the department of finance and any separate or subordinate accounts kept by any other office, department or agency of the city government.
- The city council may appoint a city auditor. The city auditor shall carry out the internal audit functions, shall perform such other duties as the city council shall assign to him and shall be a Certified Public Accountant. (Amend. of 5-11-13)

ARTICLE III. – THE COUNCIL

□ ***PUBLIC LIBRARY***

□ Section 41. The City Council shall have the authority to establish and maintain a free public library within the City and to cooperate with any person, firm, association or corporation under such terms as the City Council may prescribe for the establishment or maintenance of such public library. For the budget purposes, the library shall be considered as a division of the City and the appropriations therefor shall comply with all the budgetary requirements as outlined in this charter and as may be prescribed from time to time by the City Council. (Amend. of 5-11-13)

□ ***HOUSING AUTHORITY***

□ Section 42. The City Council may create a housing authority of such number and terms of members as the Council may determine and may delegate to the housing authority such powers relating to the planning, construction, reconstruction, alteration, repair, maintenance or operation of housing projects and housing accommodations as the Council may determine.

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DISABLED EMPLOYEES' PENSIONS AND INSURANCE

- Section 43. Deleted from the Charter. (Amend. of 5-11-13)

ARTICLE IV. – THE CITY MANAGER

□ ***QUALIFICATIONS***

□ Section 44. The city manager shall be chosen by the city council solely on the basis of his executive and administrative qualifications with special reference to his actual experience in, or his knowledge of, accepted practice in respect to the duties of his office as hereinafter set forth. At the time of his appointment, he need not be a resident of the city or state, but during his tenure of office he shall reside within the city.

ARTICLE IV. – THE CITY MANAGER

□ ***POWERS AND DUTIES***

- Section 45. The city manager shall be the chief executive officer and the head of the administrative branch of the city government. He shall be responsible to the council for the proper administration of all affairs of the city and to that end he shall have power and shall be required to:
 - (1) Appoint and, when necessary for the good of the service, remove all officers and employees of the city except as otherwise provided by this charter and except as he may authorize the head of a department to appoint and remove subordinates in such department.
 - (2) Prepare the budget annually and submit it to the council and be responsible for its administration after adoption.
 - (3) Prepare and submit to the council at the end of the fiscal year a complete report on the finances and administrative activities of the city for the preceding year.
 - (4) Keep the council advised of the financial condition and future needs of the city and make such recommendations as may seem to him desirable.
 - (5) Perform such other duties as may be prescribed by this charter or required of him by the council, not inconsistent with this charter.

ARTICLE IV. – THE CITY MANAGER

□ ***ABSENCE OF CITY MANAGER***

- Section 46. To perform his duties during his temporary absence or disability, the manager may designate by letter filed with the city clerk a qualified administrative officer of the city.

□ ***DIRECTORS OF DEPARTMENTS***

- Section 47. At the head of each administrative department there shall be a director, who shall be an officer of the city and shall have supervision and control of the department subject to the city manager.
- Two or more departments may be headed by the same individual, the manager or assistant city manager may head one or more departments, and directors of departments may also serve as chiefs of divisions. (Amend. of 5-11-13)

ARTICLE IV. – THE CITY MANAGER

□ ***DEPARTMENTAL DIVISIONS***

□ Section 48. The work of each administrative department may be distributed among such divisions thereof as may be established by ordinance upon the recommendation of the manager. Pending the passage of an ordinance or ordinances distributing the work of departments under the supervision and control of the manager among specific divisions thereof, the manager may establish temporary divisions.



City of Killeen

Legislation Details

File #: DS-21-123 **Version:** 1 **Name:** Discuss Speed Humps
Type: Discussion Items **Status:** Discussion Items
File created: 6/24/2021 **In control:** City Council Workshop
On agenda: 9/21/2021 **Final action:**
Title: Discuss Speed Humps In Residential Neighborhoods
Sponsors: Public Works Department
Indexes:
Code sections:
Attachments: [Presentation](#)

Date	Ver.	Action By	Action	Result
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SPEED HUMPS DISCUSSION

DS-21-123

September 21, 2021

Background

2

- On June 2, 2021, a former Councilmember requested that staff look into the effectiveness of speed humps and, the impact they would have on emergency vehicle response times, possible maintenance impacts and other factors as compared to speed bumps. Also, to determine their overall effectiveness in helping to regulate traffic speeds through residential neighborhoods.

What is a Speed Bump?

3

Speed Bumps are an aggressive traffic calming option that are generally used in places where pedestrians and cars share space closely such as a parking lot.

Here are some facts about speed bumps:

- Made of asphalt, rubber, or concrete.
- Generally slow traffic down to 2-10 mph, giving both people and cars time to react safely to each other.
- Typically, 2-4 inches high, with a width of 6-24 inches.
- Height to travel-distance ratio creates an abrupt bounce, which can shake both occupants and cargo.
- Placed at intervals to maintain speed reduction.
- Each speed bump can delay emergency vehicles by 20-30 seconds.



What is a Speed Hump?

4

Speed humps are a less aggressive traffic calming option that are recommended for roads with speed limits under 30 mph, such as near playgrounds and school zones.

Here are some facts about speed humps:

- Made of rubber or asphalt; not as harsh on vehicles.
- Generally slow traffic down to 15-20 mph, depending on the length of the speed hump.
- Typically, 3 to 3 ½ inches high, with a ramp length of 3-6 feet.
- Height to travel-distance ratio creates gentle rocking sensation when passed over at the approved speed limit.
- Placed in a series through a corridor to maintain speed reduction.
- Each speed hump can delay emergency vehicles by approximately 10 seconds.



Summary of Findings

5

While neither carry a high maintenance costs, both carry significant price tags. Speed bumps made of asphalt run \$4,500 - \$7,000 per bump, requires heavy duty equipment for installation, and will have to be destroyed if road repairs are needed. Speed humps made of rubber costs \$2,000 - \$4,000 per hump, are easily installed, and can be removed and stored if needed. Although speed humps and bumps have been proven to reduce speed, the negatives typically outweigh the benefits.

As the previous slides have shown, speed bumps/humps are expensive to install and reduce emergency response times; there are other negative factors that municipalities are facing:

- Increased noise levels
- Increased wear, tear, and damage to residential and commercial vehicles
- Increased air pollution
- Potential drainage issues
- Inability to use street sweepers and weather vehicles, such as snowplows
- Expensive to remove

Additionally, some have observed that rather than change driving behaviors, they encourage other dangerous driving behaviors, such as going “off road” to avoid the humps.

Summary of Findings Cont.

There are many factors to consider for a municipality before deciding on traffic-calming measures. Most municipalities have strict guidelines and ordinances that must be followed by both the City and residents prior to installation of speed bumps and/or humps.

For example, in 2008, a community in Hillsborough County, Florida faced a situation in which the roads in the Carrollwood community had become unsafe for pedestrians, cyclists and other drivers because of the high speeds of certain drivers. In response, the county invested \$2 million on hundreds of speed humps, cushions and other devices. Within a short period of time, complaints poured in from residents, tourist and emergency responders. The result: Hillsborough County had to spend at least an additional \$200,000 to remove about one-third of the newly installed speed humps.

Due to controversies such as the one above many municipalities have strict guidelines in place such as New Braunfels, TX. There must be a petition signed by a certain number of citizens and the costs is split between the community and the City. Additionally, the community would have to pay to have them removed if so desired.

Alternatives

7



Speed Display Signs: \$3,000

- Speed display signs are designed to slow cars down to assist in making streets safer for everyone who uses them.
- They operate on the feedback loop theory that when people are presented with information about their performance, they tend to notice and improve.
- Popular on local streets, private communities, work zones, and school zones.
- Can be used alone or in conjunction with other traffic calming devices such as speed humps.
- Signs are easy to program, usually remotely.
- Comes in a variety of sizes and styles.

Speed Tracker: \$1,600

- Gathers detailed traffic statistics in real-time.
- Remote access to data via SafeSpace Cloud with robust reporting abilities.
- Highly accurate traffic data, giving the ability to verify or refute speed complaints and confirming the need for further enforcement or intervention.
- Easily attaches to any pole or stand and can be relocated to any location.
- Internal doppler radar which is FCC approved.

Alternatives Cont.

8



Speed Cushions: \$2,900 - \$3,300 (three pieces)

- Series of small speed humps installed across the width of the road.
- Designed to be wide enough to slow vehicles while narrow enough for emergency vehicles to straddle.
- High visibility with highway tape embedded.
- Typically, 3" high and 3.5' long (comes in a 3-piece set)
- Custom made to ensure complete coverage across road.
- Quick and easy to install
- Excellent durability with the ability to be relocated, stored, and reused.



Speed Tables: Approx. \$10,000 each

- Flat-topped speed humps.
- Designed with room for the entire wheelbase of a passenger car to rest on top.
- Allows cars to maintain higher speeds, slowing cars to around 20-25 mph.
- Typically, 3" high and 14' or 21' long.
- Custom made of interlocking units that simply snap together.
- Quick and easy to install
- Excellent durability with the ability to be relocated, stored, and reused.

Direction

9

Staff is looking for direction from City Council on how they would like us to proceed.



City of Killeen

Legislation Details

File #: DS-21-124 **Version:** 1 **Name:** Discuss Closed Captioning
Type: Discussion Items **Status:** Discussion Items
File created: 6/24/2021 **In control:** City Council Workshop
On agenda: 9/21/2021 **Final action:**
Title: Discuss Closed Captioning
Sponsors: Communications
Indexes:
Code sections:
Attachments: [Presentation](#)

Date	Ver.	Action By	Action	Result
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COMMUNICATION INTERPRETER SERVICES

DS-21-124

September 21, 2021

Background

2

- On June 8, 2021, City Council made a motion of direction for staff to move forward with a discussion on closed captioning
- The Americans with Disabilities Act (ADA), requires appropriate steps to ensure that communication with applicants, participants, members of the public, and companions with disabilities, are as effective as communications with others
 - City complies by offering resources *upon request*, posting meeting agendas with detailed descriptions to allow the public to follow along, and minutes from each meeting relaying the discussion and vote details
 - City's recent ADA Compliance Agreement requires processes to be written with identified resources to provide services when requested

Reasonable Accommodations

3

- Update information on agenda with more inclusive language and to better inform the public of their right to reasonable accommodations
- Potential Auxiliary Aids and Services
 - ▣ ENCO enCaption (Live and Closed Captioning Automated Service)
 - ▣ Swagit (Human/Live Captioning Service)
 - ▣ Sign of the Times (Sign Language Services- Waco)
 - ▣ MasterWord (Sign Language Services- Houston)
 - ▣ Radio/headphones are currently available for those who are hard of hearing at in-person meetings
- Research on comparable cities showed that live/closed captioning and sign language interpreters are provided only upon request

Closed Captioning Options

4

- ❑ ENCO Automated Live/Closed Captioning:
 - ▣ Initial Capital Equipment: \$79,775 (PEG Fund)
 - ▣ Reoccurring Maintenance: \$6,000 annually (General Fund)
 - ▣ Closed captioning would be provided for all City Council Meetings
- ❑ Swagit CC/Human Captioner:
 - ▣ Initial Capital Equipment: \$25,940 (PEG Fund)
 - ▣ Reoccurring Fees: \$5,004.00/annually per 100 hours of captioning; (\$417/month + annual maintenance) (General Fund)
 - ▣ Closed captioning would be provided only upon request

Sign Language Interpreter Options

5

- A Sign of the Times (Waco)
 - ▣ In person and virtual options
 - ▣ Estimated Costs (General Fund): \$300 for a 3-hour meeting
 - \$65/hour on weekdays before 7pm
 - \$97.50 for each additional hour after 7PM or on weekends
 - \$65 admin. fee
- MasterWord (Houston)
 - ▣ In person and virtual options
 - ▣ Estimated Costs (General Fund): \$400 for a 3-hour meeting
 - \$100/hour (This is After-hours pricing)
 - \$50 - \$100 admin. fee

Recommendation

6

- ❑ Purchase ENCO enCaption Live/Closed Captioning Service to provide closed captioning at City Council Meetings for a one time cost of \$79,775 and a recurring cost of \$6,000 annually
- ❑ Secure services with both Sign of the Times and MasterWord (as a backup) for in-person or virtual ASL interpreters when accommodations are requested



City of Killeen

Legislation Details

File #: DS-21-125 **Version:** 1 **Name:** Discuss Roadway Impact Fees
Type: Discussion Items **Status:** Discussion Items
File created: 9/1/2021 **In control:** City Council Workshop
On agenda: 9/21/2021 **Final action:**
Title: Discuss Roadway Impact Fees
Sponsors: City Manager Department
Indexes:
Code sections:
Attachments: [Presentation](#)

Date	Ver.	Action By	Action	Result
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ROADWAY IMPACT FEES

DS-21-125

September 21, 2021

Background

2

- On July 20, City Council directed staff to move forward with a discussion on Roadway Impact Fees
- In 2019, a Roadway Impact Fee Study was completed
 - ▣ Based on 2015 Transportation Capital Improvement Program
- Roadway impact fees may require an updated study
 - ▣ Projects are often identified through public input
 - ▣ Service areas will need to be verified
 - ▣ Wide street approach in 2015 not compatible with Comprehensive Plan
 - ▣ Capital Improvement Advisory Committee indicated desire to provide input on projects

Updated Study

3

- Current Service Area A/North Killeen
 - ▣ Majority of funding is for corridor studies and overpass projects
 - ▣ Overpass projects are dependent on KTMPO funding
 - Not currently in KTMPO funding forecasts
 - ▣ Corridor studies provide information but no actual improvements
 - ▣ North Killeen will see very little benefit from impact fees
 - \$0 fee could be adopted for North Killeen
- New study could include only projects in alignment with Comprehensive Plan approach to growth

Roadway Impact Fees

4

- ❑ Eligible uses
 - ▣ Projects identified in the impact fee study, that are first identified in a transportation plan
 - ▣ Additional capacity, including bike and pedestrian facilities
 - ▣ Planning or engineering studies
- ❑ Ineligible expenses
 - ▣ Projects not included in the study
 - ▣ Maintenance or rehabilitation
 - ▣ Turn-lanes, deceleration lanes, or traffic signals for development projects (unless specifically included in impact fee study)

Traffic Impact Analysis Alternative

5

- ❑ Developer studies impacts of a particular development
 - ▣ Provides improvements when traffic conditions reach undesirable level due to increased traffic
- ❑ Improvements can include turn lanes, deceleration lanes, and participation in traffic signals
- ❑ Improvements happen when impact occurs
 - ▣ Built and designed by developer
- ❑ Incremental approach to improvements

Alternatives

6

- ❑ Do not proceed forward with roadway impact fees
- ❑ Proceed forward with roadway impact fees
 - ▣ Hire a consultant to update the 2019 study
 - ▣ Do not update the 2019 study
- ❑ Consider a traffic impact analysis ordinance

Recommendation

7

- Direct staff to prepare a traffic impact analysis ordinance for consideration