



FY 2018 ANNUAL REPORT

DS-19-030

March 19, 2019

FY 2018 ANNUAL REPORT



PRESENTED BY

CITY MANAGER RONALD L. OLSON

CITY OF KILLEEN

DEDICATED SERVICE - EVERY DAY, FOR EVERYONE!

FY 2018 ANNUAL REPORT



Message from City Manager Ronald L. Olson

Creating stability in an unstable environment is a significant challenge. In city government, it is a multi-layered challenge that must be addressed in the short- and long-term.

Short-term stability is achieved primarily through a balanced budget. The Fiscal Year 2018 Budget was developed and adopted with expenditures planned to fit within available revenue. While not all requests could be afforded, allocations were made to ensure accomplishment of departmental primary missions. This report details those accomplishments and the achievements made possible by the hard work of City staff.

Long-term stabilization is a more difficult endeavor. It starts with fully understanding the pressures and issues that are causing instability. I have identified a number of those factors and have worked with City Council to begin creating solutions.

Diagnosing the root causes of financial stress took some time, but we have now pinpointed several strategic issues. Per capita revenue has been declining over the last decade in large part because of the disproportionate impact of veterans exemptions. The City has consequently been maintaining levels of service by deferring needs like street and building maintenance. It has also been undercompensating employees and underfunding their retirement. While none of these will cause failure today, each becomes more costly when deferred and ultimately leads to catastrophic consequences. We have made some progress with street maintenance and employee compensation, but there is much more work ahead.

Policy is a major contributor to creating a stable environment. A policy creates structure and direction that can withstand changes in conditions and leadership. Through the diligent work of City Council and staff, we have successfully implemented a number of policies including financial, governance, capital improvement and economic development. These provide clarity and focus toward defined expectations.

Because of the City Council's leadership and the staff's tireless work, the City of Killeen made significant progress in 2018 to build a stronger path into 2019 and beyond.



PUBLIC WORKS



PUBLIC SAFETY



RECREATION



COMMUNITY & ECONOMIC DEVELOPMENT



SUPPORT SERVICES

CITY MANAGER'S MESSAGE



Creating stability in an unstable environment is a significant challenge. In city government, it is a multi-layered challenge that must be addressed in the short- and long-term.

Short-term stability is achieved primarily through a balanced budget. The Fiscal Year 2018 Budget was developed and adopted with expenditures planned to fit within available revenue. While not all requests could be afforded, allocations were made to ensure accomplishment of departmental primary missions. This report details those accomplishments and the achievements made possible by the hard work of City staff.

Long-term stabilization is a more difficult endeavor. It starts with fully understanding the pressures and issues that are causing instability. I have identified a number of those factors and have worked with City Council to begin creating solutions.

Diagnosing the root causes of financial stress took some time, but we have now pinpointed several strategic issues. Per capita revenue has been declining over the last decade in large part because of the disproportionate impact of veterans exemptions. The City has consequently been maintaining levels of service by deferring needs like street and building maintenance. It has also been undercompensating employees and underfunding their retirement. While none of these will cause failure today, each becomes more costly when deferred and ultimately leads to catastrophic consequences. We have made some progress with street maintenance and employee compensation, but there is much more work ahead.

Policy is a major contributor to creating a stable environment. A policy creates structure and direction that can withstand changes in conditions and leadership. Through the diligent work of City Council and staff, we have successfully implemented a number of policies including financial, governance, capital improvement and economic development. These provide clarity and focus toward defined expectations.

Because of the City Council's leadership and the staff's tireless work, the City of Killeen made significant progress in 2018 to build a stronger path into 2019 and beyond.

RONALD L. OLSON

PUBLIC WORKS



ENGINEERING

- Completed South Nolan Creek Stabilization project
- Began construction of Rosewood Drive Extension and Heritage Oaks Hike & Bike Trail Segments 3 and 4 projects

ENVIRONMENTAL

- Completed final year of established MS4 permit deliverables to protect water sources
- Maintained 8,684 acres of public right-of-way

SOLID WASTE

- Serviced 50,111 residential customers
- Collected and disposed of 105,000 tons of refuse

STREETS

- Instituted Pavement Marking Program and striped 5 linear miles of street
- Applied reclaimer treatment to 11.39 lane miles of street to improve driving surface

WATER & SEWER

- Completed Septic Tank Elimination Program (STEP) Phase X
- Completed Waterline Rehab Phase 2 and Phase 1 of SCADA upgrade

14.5

MILLION GALLONS PER DAY OF
WATER CONSUMED

MUNICIPAL COURT



MUNICIPAL COURT

- Adjudicated 23,675 court cases
- Filed and processed 17,692 complaints and citations
- Hosted Municipal Court Week to increase community awareness, education and outreach
- Teen Court defendants performed 5,664 hours of community service
- Partnered with Killeen ISD to recruit student volunteer attorneys for Teen Court Program
- Two deputy court clerks reached certified Level I and Level II Court Clerk
- Court staff attended 126 hours of education offered through the Texas Municipal Court Education Center
- Donated 7,387 pounds of produce harvested from the Community Garden to local agencies
- The City Marshal completed the Master Peace Officer course and is now certified
- The City Marshal and Deputy City Marshal completed specialized court security training ahead of 2019 state deadline
- 27,616 court payments processed
- No complaints filed with the Commission on Judicial Conduct

1,736

WARRANTS CLEARED



FIRE SERVICES

- Responded to 11,802 calls for service
- Began update and maintenance of all outdoor warning sirens
- Continued certification of all fire rescue officers as Texas State Certified Driver/Pump Operator and provided Fire Officer I and II training for company officers
- Reached 7,254 people through fire education
- 48 cadets passed the Fire Academy

FIRE MARSHAL

- Inspected 1,118 businesses and reviewed 285 building plans for fire safety compliance
- Conducted 106 fire investigations and 26 arson investigations
- Began relocation of offices to Killeen Arts & Activities Center

EMERGENCY MEDICAL SERVICES

- Responded to 19,925 calls for service
- Received the American Heart Association Lifeline EMS Gold Award for providing the highest quality of care and emergency treatment to cardiac arrest patients for a second year
- 17 cadets passed the EMT Basic Course



POLICE DEPARTMENT

- Responded to 161,213 calls for service
- Criminal Investigation Division cleared more than 60% of 3,400 cases received
- Engaged the Department of Justice Office of Justice Programs Diagnostic Center to diagnose causes of violent crime and to make strategy recommendations
- Reintroduced Bicycle Program to the community
- 7 Probationary Police Officers completed the Basic Training Academy and passed the state licensing exam; 20th consecutive class to achieve a 100% pass rate
- Began grant process for rifle resistant body armor, body worn cameras and bullet resistant vests
- 65 graduates from Citizens Police Academy
- Killeen Citizens on Patrol (KCOP) volunteered 1,276 hours

ANIMAL SERVICES

- Increased live release rate from 85% to 90%
- Cooperated with internal audit of Animal Services and began implementing recommendations for equipment and outreach
- Increased number of adoption events and partnerships with rescue organizations to facilitate permanent placement

85

CAR SEATS PROVIDED AND
INSTALLED FOR CHILD SAFETY

50%

REDUCTION IN VIOLENT CRIME
RATE IN 2018



COMMUNITY DEVELOPMENT

- Managed \$1.27 million in federal CDBG and HOME program expenditures
- Created master plan for Bob Gilmore Center renovations
- Funded Stewart Neighborhood sidewalk replacement

ARTS & ACTIVITIES

- Installed new security equipment
- Procured new sound, lighting and staging equipment
- Developed partnerships to host entertainment

CIVIC & CONFERENCE

- Updated catering, signage and sponsorship policies
- Facilitated Korean Pagoda construction
- Developed new bid packet, marketing video and visitor's book

BUILDINGS

- Managed repair of Lions Park Senior Center
- Coordinated fire station roof replacements
- Replaced vacuum equipment to improve floor care

LIBRARIES

- Expanded children's programming at both locations
- Launched Maker Day program to inspire creativity and learning
- Maintained State Library Accreditation



PARKS & RECREATION

- Renovated and rededicated the historic Blackburn Log House
- Constructed and opened Lions Club Park Special Needs Playground
- Hosted HOT Premiere Baseball Tournament; awarded TAAF State men's and women's basketball tournaments
- Created boys basketball and youth Futsal leagues
- Hosted annual recreation events and athletic leagues
- Completed renovation of the Family Aquatic Center

GOLF

- Hosted more than 36,000 rounds of golf
- Upgraded rental cart fleet
- Supported 32 tournaments including 2 state championships

SENIOR CENTERS

- Served over 8,000 lunches to seniors
- Hosted more than 50,000 visitors at events and programs including dances, games and fairs

VOLUNTEER SERVICES

- Supported Killeen Volunteers, Inc. in hosting annual community events including the Christmas Parade, Celebrate Killeen Festival and Make a Difference Day
- Hosted 300 students at the 22nd Annual Youth Conference

AVIATION



KILLEEN-FORT HOOD REGIONAL

- Replaced common use passenger processing systems and flight information display systems
- Negotiated Inter-Governmental Service Agreement with Fort Hood for annual runway and taxiway maintenance
- Expanded ground security service business in Texas and Oklahoma generating \$35,000 in revenue
- Completed annual FAA certification inspection with perfect rating
- Completed annual TSA security inspection with no discrepancies
- Executed lease with CSI Aviation to provide charter and medical flight services

4.6%

INCREASE IN ENPLANEMENTS
OVER FY 17

ROBERT GRAY ARMY AIRFIELD

- Designed, managed and completed DEAAG-funded Army Radar Approach Control Facility Project; project won state and national excellence awards
- Designed and managing construction of DEAAG-funded RGAAP security project

SKYLARK FIELD

- Repaired 95,000 square feet of taxiway pavement
- Utilized in-house maintenance for repairs and significant cost savings
- Completed design for new eight unit box hangar facility

PLANNING & DEVELOPMENT



PLANNING & DEVELOPMENT

- Processed 27 zoning cases, 56 plats and 7 Future Land Use Map amendments
- Supported Planning & Zoning Commission
- Began update of Comprehensive Plan

BUILDING INSPECTIONS

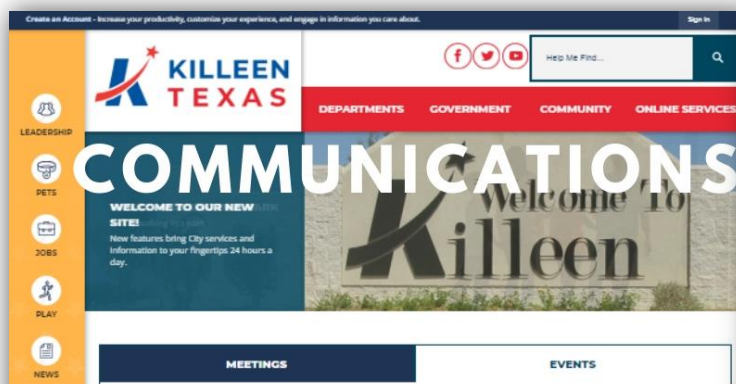
- Inspected 22,467 buildings to assure building code compliance
- Issued 604 new single-family home permits and 26 new commercial building permits
- Issued 9,038 construction, garage sale, sign and other permits
- Achieved permit processing average of 3 working days new single- and two-family homes
- Second year of licensing credit access businesses and permitting network nodes

\$97.3

MILLION CONSTRUCTION
VALUE OF NEW HOMES

CODE ENFORCEMENT

- Canvassed every property in Killeen for code compliance
- 11,498 code violations were abated
- Worked with Police Department to improve Cantabrian neighborhood through code violation identification and abatement



COMMUNICATIONS

- Redesigned and launched primary website
- Grew Facebook audience by 12%
- Created and hosted About Town community outreach events
- Issued 188 news releases
- Broadcast 61 City Council meetings

12%

INCREASE IN FACEBOOK FOLLOWERS

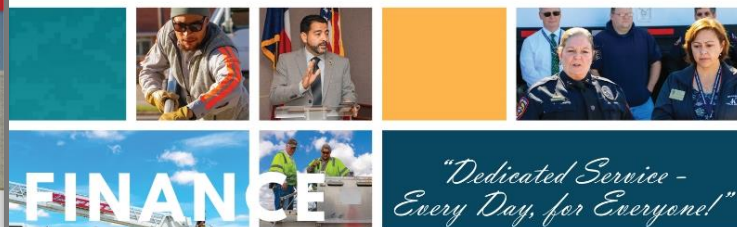
LEGISLATIVE

- Drafted Federal Legislative Principles
- Organized federal legislative trip and meetings
- Managed state legislative items during Interim
- Created state legislative materials for 86th Session

PRINTING

- Processed 967 workorders; 3.8 million pieces
- Relocated Print Shop to owned space
- Replaced two-color printing press

City of Killeen Annual Budget & Plan of Municipal Services



FINANCE

- Earned the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for FY17
- Earned the Government Finance Officers Association Distinguished Budget Presentation Award for FY18 Budget
- Drafted Financial Governance Policies
- Transitioned Liens Division into Accounting Division
- Revised chart of accounts revenue section to increase transparency and ease of reporting

29

CONSECUTIVE YEARS EARNING GFOA FINANCE AWARDS

FLEET

- Processed 5,084 service orders
- Reduced tire purchase and service costs by 7% equaling a \$41,000 cost savings

PURCHASING

- Processed 4,963 purchase orders
- Began transition to centralized purchasing; moved first four departments

UTILITY COLLECTIONS

- Implemented smart phone meter reading to GPS locate meters for increased accuracy and efficiency
- Instituted automated payment plans via phone for customer convenience
- Read 52,932 utility meters and collected 533,522 utility payments



HUMAN RESOURCES

- Provided organizational support in recruiting, hiring, training, evaluating and disciplining workforce
- Processed 12,579 employment applications
- Honored 147 employees for 1,440 years of work at the Dedicated Service Awards
- Expanded curriculum for the employee leadership academy and graduated 23 future leaders
- Launched online training platform and won Customer Education Partner Award
- Transitioned workforce onto new health insurance plan with reduced cost to the organization
- Expanded employee wellness program to include more programs to improve physical, nutritional, emotional and financial wellness
- Integrated automated timekeeping system for all departments

1,267

CITY OF KILLEEN
EMPLOYEES

RISK MANAGEMENT

- Incorporated Risk Management Division into HR Department
- Hosted 43 safety and risk management courses for staff
- Realized a 35% reduction in workers compensation claims and a 17% reduction in liability claims over FY17



INFORMATION TECHNOLOGY

- Deployed new virus protection software on all staff systems
- Closed 5,221 workorders
- Deployed new electronic data storage backup system
- Consolidated two file servers and managed file migration and security improvements
- Supported system upgrades to improve departmental performance and efficiency
- Deployed new mobile systems to Water & Sewer
- Supported launch of electronic timekeeping system
- Upgraded staff Internet access at various locations
- Achieved 99% network reliability
- Upgraded the call volume capacity on phone payment systems

3,240

PIECES OF TECHNOLOGY
EQUIPMENT MANAGED

GEOGRAPHIC INFORMATION SYSTEMS

- Developed process to realign Solid Waste collection routes and achieve cost savings through fuel and capacity efficiencies
- Assisted in collection, assembly, analysis and distribution of Nolan Creek flood data to prevent future flooding
- Updated 2020 Census Bureau database to facilitate complete count



CITY ATTORNEY

- Reviewed 48 ordinances and 121 resolutions for consideration by City Council
- Drafted and finalized Governing Standards & Expectations for City Council adoption
- Processed 3,168 open records requests
- Drafted Street Maintenance Ordinance to establish street maintenance fee
- Revised Truck Parking Ordinance to limit nuisance near residential areas
- Revised weapons and fireworks ordinances
- Reviewed and revised ordinance adopting 2018 International Building Codes and 2017 National Electrical Code

100%

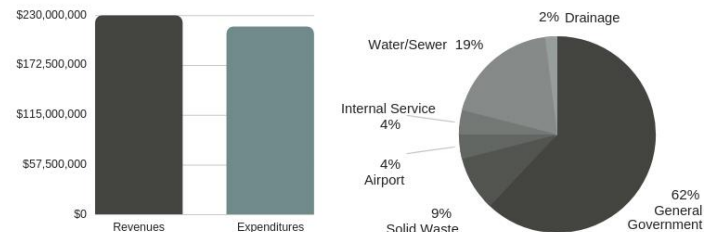
MUNICIPAL COURT
CONVICTION RATE

CITY SECRETARY

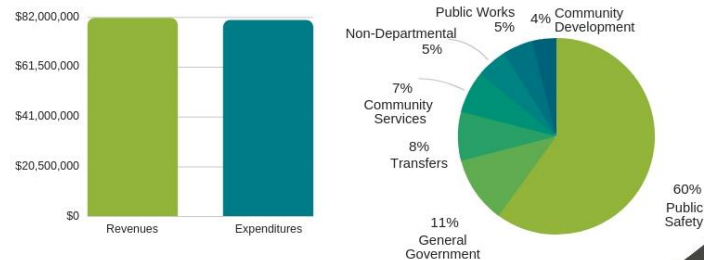
- Managed 2018 municipal election of mayor and three at large council members
- Issued 321 assembly, solicitor, taxi cab and other permits
- Managed City's records management program
- Relocated permanent record retention storage

BUDGET IN BRIEF

ALL FUNDS SUMMARY



GENERAL FUND SUMMARY



The City's annual FY 2018 Budget ended September 30, 2018. Expenditures were made within allocations resulting in an average fund balance in major operating funds of 27%.

The General Fund, which funds public safety, quality of life and general government functions, ended the year with an estimated 27% fund balance. By policy, the amount exceeding 22%, about \$2 million, will be transferred into the Capital Project Fund.

COMMUNITY & ECONOMIC DEVELOPMENT

SUPPORT SERVICES

PUBLIC WORKS

PUBLIC WORKS

- Completed South Nolan Creek Stabilization project
- Began construction of Rosewood Drive Extension and Heritage Oaks Hike & Bike Trail Segments 3 and 4
- Completed final year of established MS4 permit deliverables to protect water sources
- Maintained 8,684 acres of public right-of-way
- Solid Waste serviced 50,111 residential customers and collected and disposed of 105,000 tons of refuse
- Instituted Pavement Marking Program and striped 5 linear miles of street
- Applied reclaimer treatment to 11.39 lane miles of street to improve driving surface
- Completed Septic Tank Elimination Program (STEP) Phase X
- Provided an average 14.5 million gallons per day of treated water

PUBLIC SAFETY

MUNICIPAL COURT

- Adjudicated 23,675 court cases
- Filed and processed 17,692 complaints and citations
- Cleared 1,736 warrants
- Hosted Municipal Court Week to increase community awareness, education and outreach
- Teen Court defendants performed 5,664 hours of community service
- Donated 7,387 pounds of produce harvested from the Community Garden to local agencies

FIRE DEPARTMENT

- Responded to 11,802 calls for fire service and 19,925 calls for emergency medical service
- Began update and maintenance of all outdoor warning sirens
- Reached 7,254 people through fire education
- Inspected 1,118 businesses and reviewed 285 building plans for fire safety compliance
- Conducted 106 fire investigations and 26 arson investigations
- Received the American Heart Association Lifeline EMS Gold Award for providing the highest quality of care and emergency treatment to cardiac arrest patients for a second year

POLICE DEPARTMENT

- Achieved 50% reduction in violent crime rate for calendar year 2018
- Engaged the Department of Justice Office of Justice Programs Diagnostic Center to diagnose causes of violent crime and to make strategy recommendations
- Responded to 161,213 calls for service
- Criminal Investigation Division cleared more than 60% of 3,400 cases received
- Reintroduced Bicycle Program to the community
- 65 graduates from Citizens Police Academy
- Killeen Animal Shelter Increased live release rate from 85% to 90%
- Cooperated with internal audit of Animal Services and began implementing recommendations for equipment and outreach

ms and flight information display systems
Army Radar Approach Control Facility Project;
nded Robert Gray Army Airfield security project
with Fort Hood for annual runway and taxiway
at Skylark Field

and Use Map amendments
compliance
new commercial building permits
ner permits
liance; 11,498 code violations were abated
nd permitting network nodes

ATION

program expenditures
r renovations
Activities Center and procured new sound, lighting

au bid packet, marketing video and visitor's book
ocations
inspire creativity and learning

are feet

Log House at Killeen Community Center
eeds Playground

es
r
ds of golf and supported 32 tournaments
il community events including the Christmas Parade,
ay

ite KilleenTexas.gov

utreach events

inized federal legislative trip and meetings
taling 3.8 million pieces

ciation Certificate of Achievement for Excellence in
Presentation Award for 29th consecutive year

ncrease transparency and ease of reporting

ng to GPS locate meters for increased efficiency
22 utility payments

hiring, training, evaluating and disciplining workforce

rk at the Dedicated Service Awards

all departments

es for staff

ation claims and a 17% reduction in liability claims over

GY

ent and closed 5,221 workorders
staff systems

tmmental performance and efficiency
payment systems

ction routes for fuel and capacity efficiencies
y of Nolan Creek flood data to prevent future flooding
illitate complete count

Expectations for City Council adoption
or consideration by City Council
blish street maintenance fee
nce near residential areas
trials

report at KilleenTexas.gov

Message from City Manager

Creating stability in an unstable environment is a significant layered challenge that must be addressed in the short- and long-

Short-term stability is achieved primarily through a balanced budget developed and adopted with expenditures planned to fit within what could be afforded, allocations were made to ensure accomplishments. This report details those accomplishments and the achievements of the staff.

Long-term stabilization is a more difficult endeavor. It starts with addressing the issues that are causing instability. I have identified a number of issues that the Council to begin creating solutions.

Diagnosing the root causes of financial stress took some time, strategic issues. Per capita revenue has been declining over the last several years due to the disproportionate impact of veterans exemptions. The City has service by deferring needs like street and building maintenance, employees and underfunding their retirement. While none of these are more costly when deferred and ultimately leads to catastrophic failure, progress with street maintenance and employee compensation is needed.

Policy is a major contributor to creating a stable environment. The City can withstand changes in conditions and leadership. Through the years we have successfully implemented a number of policies including those related to economic development. These provide clarity and focus to the staff and the community.

Because of the City Council's leadership and the staff's tireless efforts, progress in 2018 to build a stronger path into 2019 and beyond is evident.

View the Reports

12

KilleenTexas.gov

March Utility Bills

