

TABLE 7.1, Implementation Strategy for Near Term Action Priorities

Item	ACTION	Priority			Action Type	NEXT STEPS	Implementation & Coordination Roles														Funding Sources								
		1	2	3			CITY OF KILLEEN	GKCC	HOTDA	Fort Hood	K C&VB	TAMU-CT	CT College	KISD	Bell County	BCAD	BC WCID #1	CT COG	K-T MPO	BRA	HCTD	TIRZ #2	Private/ Other	City Budget	CIP Budget	TIRZ #2	Other Govts	Grants	Private/Other
1	Expanded water treatment capacity	x			Capital Investment	<ul style="list-style-type: none"> <li>Continue evaluation of options and discussions with other entities.</li> <li>Initiate planning and design.</li> <li>Refine financing strategy.</li> </ul>	Public Works, Engineering																U.S. Army Corps of Engineers	✓	✓			✓	
2	Regional park projects	x			Capital Investment	<ul style="list-style-type: none"> <li>Refine conceptual plans.</li> <li>Pursue grant funding and other partnerships (including land acquisition for in-kind match).</li> <li>Complete detailed Phase 1 project designs.</li> <li>Prepare for construction.</li> </ul>	Community Services															Property owners	✓	✓			✓	✓	
3	Downtown redevelopment entity	x			Program / Initiative	<ul style="list-style-type: none"> <li>Continue to explore options for structure of new entity.</li> <li>Determine initial budget needs and external funding options (beyond City budget support).</li> <li>Determine staffing and support needs.</li> <li>Prioritize initial projects and duties for entity to lead.</li> <li>Utilize TIRZ funds for redevelopment opportunities.</li> </ul>	City Manager, Planning & Development Services	•			•										•	Downtown merchants, property owners, banks	✓	✓	✓		✓	✓	
4	Annexation planning	x			Ongoing Study / Planning	<ul style="list-style-type: none"> <li>Identify priority annexation areas and rationale.</li> <li>Identify “exempt” areas eligible for near-term action.</li> <li>Identify areas subject to three-year annexation plan.</li> <li>Determine areas appropriate for non-annexation agreements.</li> <li>Assess service needs and fiscal outlook by area.</li> </ul>	Planning & Development Services, Public Works, Engineering, Police, Fire, Finance				•		•	•					•			Property owners, other service providers	✓						
5	University Village concept	x			Program / Initiative	<ul style="list-style-type: none"> <li>Sketch out preliminary concept.</li> <li>Explore possibilities with property owners, TAMU-CT, development interests.</li> <li>Consider RFQ process for lead developer to implement concept.</li> </ul>	Planning & Development Services	•			•	•										Property owners, economic development prospects	✓	✓			✓	✓	
6	Transportation Master Plan	x			Ongoing Study / Planning	<ul style="list-style-type: none"> <li>Identify priority items to be addressed through Master Plan.</li> <li>Identify particular Thoroughfare Plan issues requiring modeling and focused study.</li> <li>Fast-track a school area safety planning element to facilitate applications to the Safe Routes to Schools (SR2S) grant program.</li> </ul>	City Manager, Transportation Department, Planning & Development Services, Public Works				•		•	•	•	•			•		•	•	TxDOT, major traffic generators	✓	✓	✓	✓	✓	✓

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7	Development ordinance amendments (Phase 1)	x			Regulation	<ul style="list-style-type: none"> <li>Prepare draft provisions and boundary for new Downtown zoning district.</li> <li>Adjust zoning districts/provisions to incorporate Suburban and Rural character principles for fringe areas.</li> </ul>	Planning & Development Services, City Attorney	●															●	Property owners, development community	✓					
8	Reduced water loss from water system	x			Capital Investment	<ul style="list-style-type: none"> <li>Establish updated strategy and priority projects through Water Master Plan update.</li> <li>Incorporate projects into CIP.</li> </ul>	Public Works, Engineering																	Utility customers	✓	✓			✓	
9	Reduced water inflow and infiltration into wastewater system	x			Capital Investment	<ul style="list-style-type: none"> <li>Establish updated strategy and priority projects through Wastewater Master Plan update.</li> <li>Incorporate projects into CIP.</li> </ul>	Public Works, Engineering																Utility customers	✓	✓			✓		
10	Fiscal Impact Analysis model		x		Ongoing Study / Planning	<ul style="list-style-type: none"> <li>Complete initial training for model use and maintenance.</li> <li>Apply model to test scenarios.</li> <li>Use model during annexation planning.</li> <li>Evaluate initial model use with Economic Stewardship.</li> </ul>	Planning & Development Services, Finance	●					●		●	●									✓					
11	Pedestrian / bicycle safety and circulation improvements		x		Capital Investment	<ul style="list-style-type: none"> <li>Prioritize critical locations for safety upgrades.</li> <li>Coordinate with planned street and utility improvements.</li> <li>Coordinate with other entities for state highways, county roads, etc. (and with Fort Hood where applicable).</li> <li>Seek community input through small area plan projects.</li> <li>Explore external funding and partnership possibilities.</li> </ul>	Public Works, Engineering			●	●	●	●	●				●					●	TxDOT	✓	✓	✓		✓	✓
12	Development ordinance amendments (Phase 2)		x		Regulation	<ul style="list-style-type: none"> <li>Incorporate broader lot size spectrum into zoning.</li> <li>Review compatibility standards near (and among) residential uses.</li> <li>Enhance traffic calming design standards in subdivision regulations.</li> <li>Build flexibility and incentive provisions into ordinances.</li> </ul>	Planning & Development Services, Public Works, Engineering, City Attorney																●	Property owners, development community	✓					

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13	Parks Master Plan update		X		Ongoing Study / Planning	<ul style="list-style-type: none"> <li>Identify priority items to be addressed through update (including necessary planning to support parkland dedication and fees, if adopted by City).</li> <li>Identify elements and content that must be provided to ensure acceptance by and grant eligibility through Texas Parks &amp; Wildlife Department.</li> </ul>	Community Services																●											✓						
14	Small-area plans			X	Program / Initiative	<ul style="list-style-type: none"> <li>Identify and prioritize neighborhoods, districts and corridors for such plans.</li> <li>Identify potential partners that might co-sponsor and assist with particular area plans.</li> <li>Assign necessary staff to focus on special area planning, plus inter-departmental roles.</li> <li>Prepare project plans and outreach strategy.</li> </ul>	Planning & Development Services	●		●			●	●	●									●							✓		✓						✓	
15	Impact fee exploration			X	Ongoing Study / Planning	<ul style="list-style-type: none"> <li>Explore impact fee programs – and initial study and adoption processes – in other TX cities.</li> <li>Set early outreach strategy to development and building community.</li> </ul>	Public Works, Engineering, Planning & Development Services, Finance, City Attorney	●								●		●													✓									
16	2010 Census evaluation			X	Ongoing Study / Planning	<ul style="list-style-type: none"> <li>Establish strategy and assign staff to complete systematic evaluation of Census 2010 results (preliminary and detailed).</li> <li>Coordinate review with other local and regional entities engaged in similar evaluation.</li> <li>Determine any immediate implications for ongoing City planning and programs.</li> </ul>	Planning & Development Services, Community Development	●		●																					✓									

BCAD Bell County Appraisal District  
 BC WCID #1 Bell County Water Control & Improvement District #1  
 BRA Brazos River Authority  
 CIP Capital Improvements Program  
 CT COG Central Texas Council of Governments

CT College Central Texas College  
 GKCC Greater Killeen Chamber of Commerce  
 HCTD Hill Country Transit District  
 HOTDA Heart of Texas Defense Alliance  
 K C&VB Killeen Convention & Visitors Bureau

KISD Killeen Independent School District  
 K-T MPO Killeen-Temple Metro. Planning Organization  
 TAMU-CT Texas A&M University - Central Texas  
 TIRZ #2 Tax Reinvestment Zone #2  
 TxDOT Texas Department of Transportation