



KILLEEN POLICE DEPARTMENT

STRATEGIC PLAN 2024 - 2029





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INTRODUCTION

As we stand at the threshold of a new era in law enforcement leadership, it is with great honor and responsibility that we embark on developing a strategic plan to guide our journey forward. We have a unique opportunity to shape the future of our police department in alignment with the values, needs, and aspirations of our diverse community.

This strategic plan represents our collective vision for a safer, more inclusive, and resilient community where trust, collaboration, and innovation are the cornerstones of our approach to public safety. The plan is grounded in a thorough assessment of our current strengths, challenges, and opportunities. It sets forth a roadmap to fulfill our mission of serving and protecting every individual with integrity, fairness, and compassion.

The 2024 – 2029 Strategic Plan are guidelines to increase trust and transparency, increase public engagement, improve service quality, and increase technology to deter and decrease crime.

Through this plan, we seek to redefine the role of law enforcement in our community, shifting from a traditional model of reactive policing to a proactive, community-centered approach that emphasizes prevention, problem-solving, and accountability. By embracing innovation, technology, and evidence-based practices, we will enhance our ability to identify and address emerging threats while safeguarding individual rights and liberties.

In the following pages, you will find a comprehensive blueprint outlining our goals, objectives, and strategic initiatives to advance our mission and vision for the future and build a safer, stronger, and more just community.



POLICE CHIEF'S MESSAGE

With great pleasure and a deep sense of responsibility, I introduce the Killeen Police Department's 2024 - 2029 Strategic Plan. This document represents a pivotal moment in our journey toward building a safer, stronger, and more connected community.

As your Police Chief, I am acutely aware of law enforcement's profound impact on the lives of every individual in our city. It is a responsibility that I do not take lightly. Over the past months, I have engaged in rigorous introspection, dialogue with stakeholders, and analysis of data to develop a roadmap that reflects our shared values and aspirations. I intentionally delayed the implementation of the strategic plan to identify areas where resources are needed most.



At the heart of our strategic plan is a steadfast commitment to community policing. We recognize that effective law enforcement cannot be achieved through enforcement alone; it requires genuine partnership and collaboration with the community we serve. By working together, sharing information, and building relationships based on mutual respect and understanding, we can create a safer and more resilient community for all.

Our plan outlines clear goals and actionable strategies designed to guide our efforts over the coming years. From enhancing officer training and diversifying our workforce to implementing innovative crime prevention initiatives and fostering greater transparency and accountability, every aspect of our plan is rooted in our unwavering commitment to excellence and continuous improvement.

In closing, I want to express my deepest gratitude to the dedicated men and women of our Police Department, whose unwavering dedication and professionalism inspire me every day. Together, we have an opportunity to shape the future of law enforcement in our city and leave a lasting legacy of service and excellence.

A blue ink signature of Pedro Lopez, Jr.

Pedro Lopez, Jr., Chief of Police



MISSION, VISION, AND VALUES

MISSION STATEMENT

The mission of the Killeen Police Department is to serve and protect in a manner that preserves the public's trust. We accomplish this by tirelessly upholding the principles of justice, protecting the innocent, and holding those who violate the law accountable. The pillars of the 21st Century Policing Report serve as the foundation of our commitment to Community Policing. Together, we build trust, promote transparency, and create a safer, more inclusive community for everyone we serve.

VISION STATEMENT

To be recognized as a model law enforcement agency, setting the standard for excellence in policing. We envision a community where trust between the police and the public is unwavering, and collaboration is the cornerstone of public safety.

VALUES

Reduce Crime and the Fear of Crime

Power of Transparency

Accountability

Provide Exceptional Customer Service

Encourage Employee Involvement

Engage in Ethical Conduct

Respect Human Rights

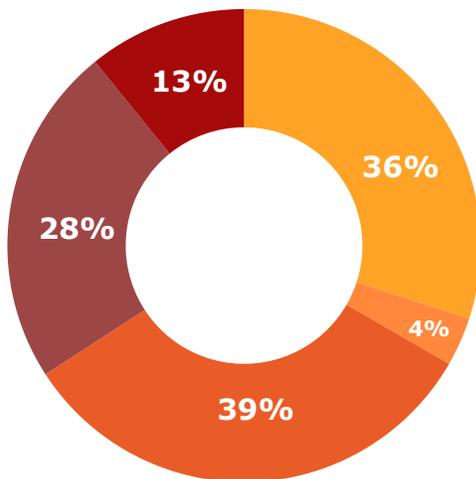
Support Wellness Initiatives



COMMUNITY OVERVIEW

Killeen is located in Central Texas, with over 160,000 residents within 53 square miles. According to the 2020 census, 9.6% of the city's residents are foreign-born. Demographics reveal that Killeen is roughly 36% white, 4% Asian, 39% African American, 28% Hispanic or Latino, and two or more races 13% of the population. Fort Cavazos, Department of Defense, Killeen Independent School District, Central Texas College, City of Killeen, Advent Health, Seton Medical Center, and Texas A&M University Central Texas are major employers.

Killeen is also home to Fort Cavazos, the Army's premier world-renowned training installation. Killeen borders the cities of Harker Heights to the east, Copperas Cove to the west, and Fort Cavazos borders the northern portion of the city.



Content Demographics

- White
- Asian
- African American
- Hispanic or Latino
- Two or more races



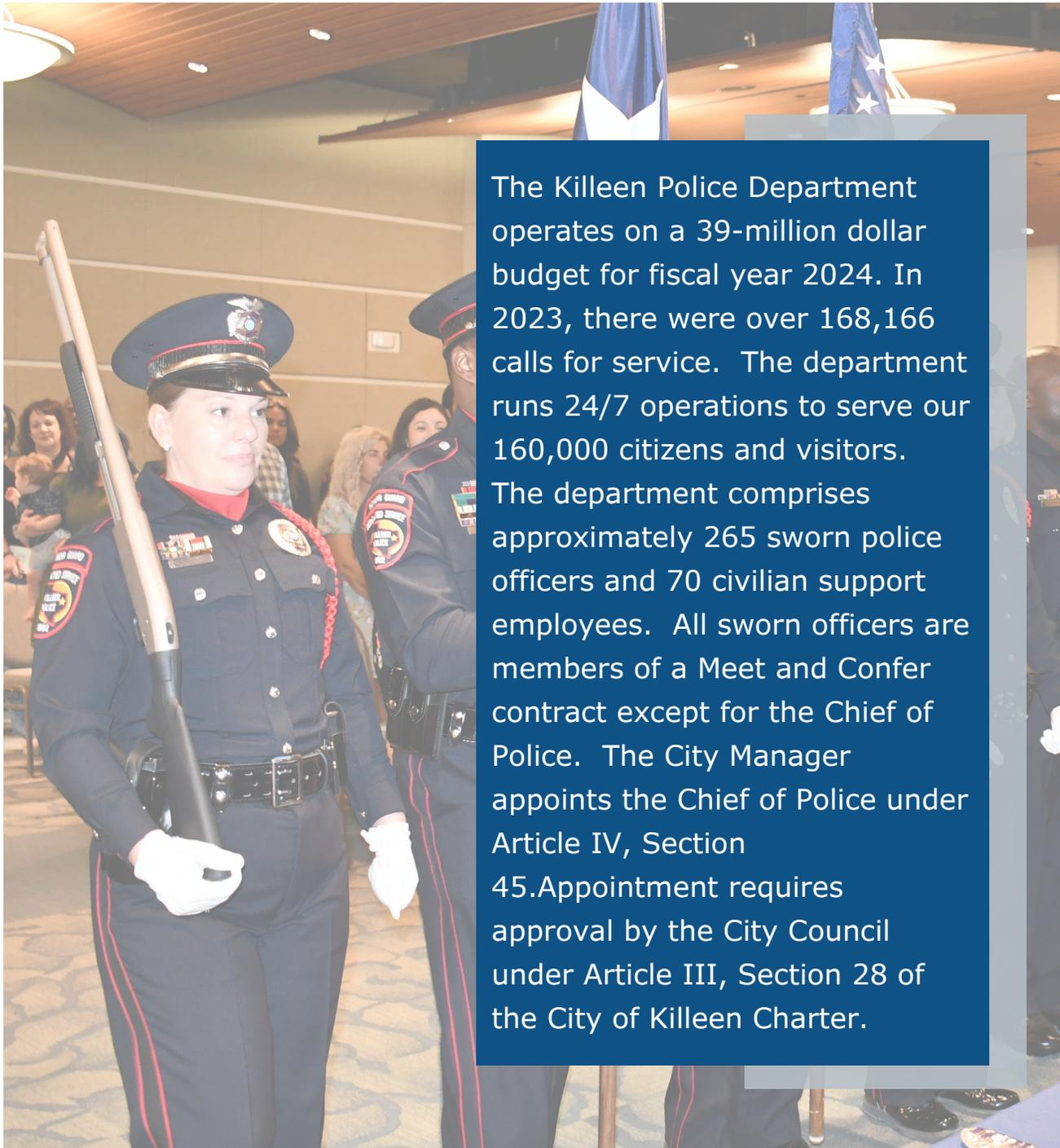
ANTICIPATED WORKLOAD AND POPULATION TRENDS

- In the 2022 City of Killeen Comprehensive Plan, Crime/Public Safety was identified as the number one obstacle.
- Projections for the City of Killeen range from 185,000 to 203,000 in the Year 2040, which reflects an annual average growth rate of 1.1% and 1.4%, respectively.
- The City of Killeen lists its 'Crime Index' as 111 (above average). Values above 100 indicate an above-average risk of crime occurring.
- Citizen-generated and Officer-initiated calls for service are projected to continue increasing as the population and businesses increase.
- The city's revitalization efforts will impact the department's workload and policing strategies over the next few years. The revitalization includes new mixed-use commercial, retail, and residential developments in all three areas with expected population growth.





DEPARTMENT OVERVIEW



The Killeen Police Department operates on a 39-million dollar budget for fiscal year 2024. In 2023, there were over 168,166 calls for service. The department runs 24/7 operations to serve our 160,000 citizens and visitors. The department comprises approximately 265 sworn police officers and 70 civilian support employees. All sworn officers are members of a Meet and Confer contract except for the Chief of Police. The City Manager appoints the Chief of Police under Article IV, Section 45. Appointment requires approval by the City Council under Article III, Section 28 of the City of Killeen Charter.



KILLEEN POLICE DEPARTMENT



CHIEF OF POLICE
Pedro Lopez

Internal Affairs
M.Sousounis
Lieutenant

Special Projects Coordinator
O. Miramontez

Legal Services
T. Gravelyn

INVESTIGATIONS BUREAU
A. Gearhart
Assistant Chief

OPERATIONS BUREAU
J. Donohue
Assistant Chief

Special Investigation Division
R. Rush III
Commander

Criminal Investigation Division
A. Lourence
Commander

Support Services Division
A. McDaniel
Commander

Patrol Division
R. Supak
Commander

G. Anderson
Lieutenant

Organized Crime

Property Crime

VCAT

C. Reyes
Lieutenant

General Investigations

Victim Services

Robbery & Homicide

Special Victims

Sex Offender Compliance

Training Operations
T. Smith
Lieutenant

Training Administrator

Police Range

Recruiter

Quartermaster

Support Operations
J. Delacruz
Lieutenant

CEU

Youth Outreach

Crime Prevention

Evidence Processing Unit
J. Rower

Records Manager
Y. Lewis

RMS Manager

Facility Manager

Intelligence Unit
T. Kitchens

Compliance Coordinator

Day Watch (A)
S. DeJournett
Lieutenant

Night Watch (A)
R. Bradley
Lieutenant

Day Watch (B)
J. Corbitt
Lieutenant

Night Watch (B)
L. Griffin
Lieutenant

Patrol Support
F. Plowick
Lieutenant

Traffic

Jail & Communications

Warrants



ORGANIZATIONAL OVERVIEW

The department is organized into two bureaus, four divisions, and the office of the Chief of Police.

OFFICE OF THE CHIEF OF POLICE

The Chief of Police Office comprises the Public Affairs, Legal, and Internal Affairs Unit. The Chief of Police Office processes and coordinates all functions within the department and consists of a wide range of tasks necessary for the successful operation of the department.

PUBLIC AFFAIRS UNIT

Manages communications with the public, media relations, and community outreach efforts. The unit acts as a liaison between the agency and the community, as well as between the agency and the media. Their primary goal is to build positive relationships, promote transparency, and disseminate accurate information about the agency's activities and initiatives.

The Internal Affairs Unit is responsible for investigating allegations of misconduct, violations of policies or procedures, and other forms of wrongdoing involving agency personnel. The primary goal of the Internal Affairs Unit is to ensure accountability, maintain public trust, and uphold the agency's integrity.

INTERNAL AFFAIRS UNIT

LEGAL UNIT

The Legal Unit provides legal advice, guidance, and representation to the agency, its personnel, and leadership. The primary goal of the Legal Unit is to ensure that the agency operates within the bounds of the law, complies with legal requirements, and effectively addresses legal issues that arise during agency operations.

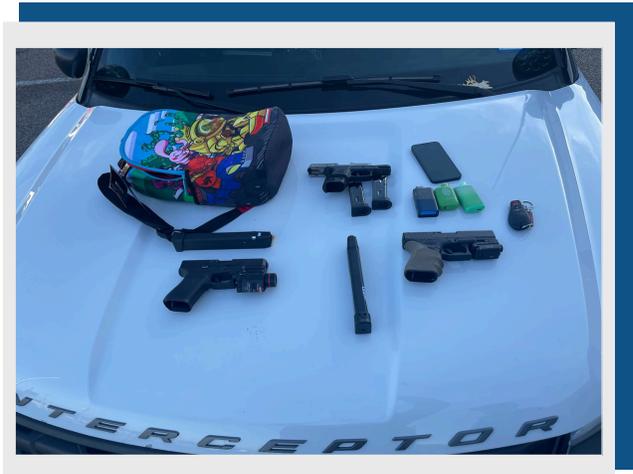


INVESTIGATIONS BUREAU

The Investigations Bureau is commanded by an Assistant Chief who oversees the operations and personnel within the Investigations Bureau, ensuring that investigations are conducted effectively, efficiently, and in accordance with relevant laws and procedures. The Investigation Bureau consists of the following divisions:

SPECIAL INVESTIGATIONS

The Special Investigation Division is supervised by a Commander who is responsible for conducting investigations into serious crimes such as organized crime, drug trafficking, human trafficking, corruption, financial crimes, cybercrimes, terrorism, and other offenses that require specialized expertise.



CRIMINAL INVESTIGATIONS

The Criminal Investigations Division (CID) is supervised by a Commander and handles a wide range of criminal cases within a law enforcement agency. Its primary focus is investigating crimes after they have been reported or discovered.



ORGANIZED CRIME UNIT

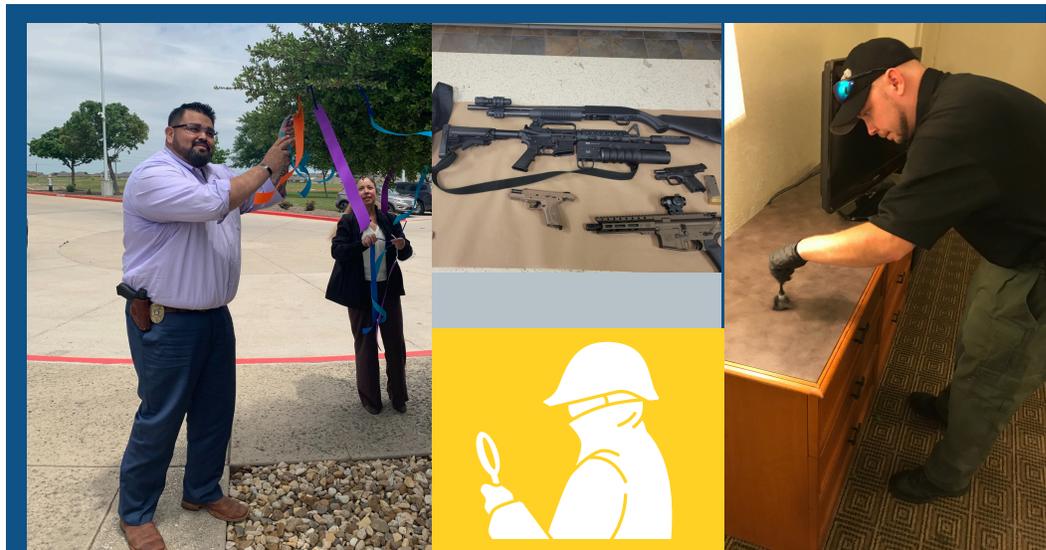
The responsibilities of an Organized Crime Unit involve identifying, investigating, and disrupting criminal organizations and activities that operate in a structured and systematic manner. They complete the tasks by gathering intelligence, conducting covert and overt investigations, seizing assets obtained by criminal means, and working with the prosecutor's office at the state and federal levels.

PROPERTY CRIMES UNIT

The Property Crime Unit is responsible for investigating crimes against property, which include offenses such as theft, burglary, vandalism, fraud, and property damage. They complete the tasks by investigating property crimes, processing evidence, identifying suspects, and working with the prosecutor's office at the state and federal levels.

VIOLENT CRIME APPREHENSION TEAM

The Violent Criminal Apprehension Team (VCAT) is a specialized law enforcement unit tasked with identifying, locating, and apprehending violent offenders who pose a significant threat to public safety. They complete their tasks by locating and apprehending fugitives, targeting repeat offenders, gathering intelligence, and assisting other units within KPD.





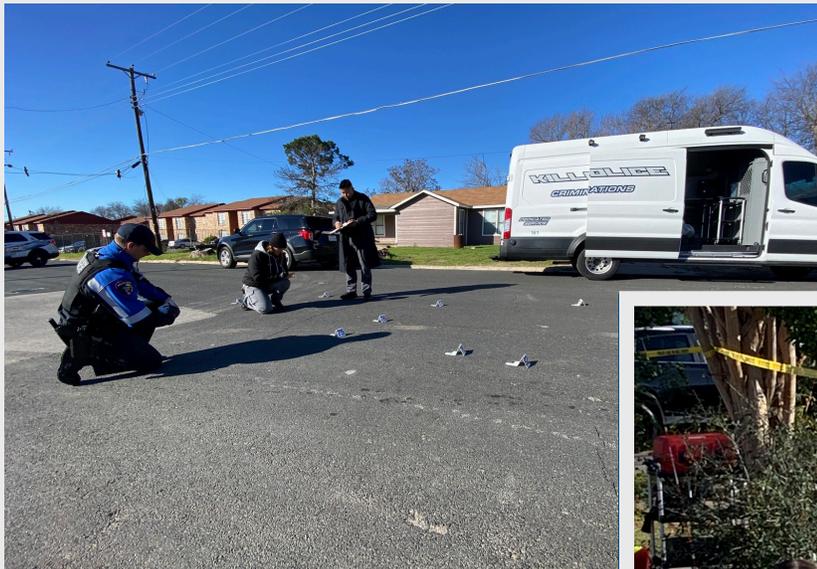
CRIMINAL INVESTIGATIONS

GENERAL INVESTIGATIONS

The General Investigations Unit (GIU) is responsible for conducting a wide range of criminal investigations that do not fall under the purview of specialized units like homicide, narcotics, or fraud. Instead, the GIU handles cases that may encompass various types of criminal activity, ranging from non-fatal assaults to complex financial crimes.

ROBBERY-HOMICIDE UNIT

The Robbery Homicide Unit (RHU) is a specialized unit that focuses primarily on investigating cases involving robbery, homicide, and related violent crimes. They complete their tasks by investigating homicides and robberies, processing evidence, identifying suspects, and working with the prosecutor's office at the state and federal levels.





SPECIAL VICTIMS UNIT

The Special Victims Unit (SVU) focuses on investigating crimes involving victims who are particularly vulnerable or require special attention due to the nature of the offense. The primary focus of the SVU is typically on crimes such as sexual assault, domestic violence, child abuse, elder abuse, and human trafficking. They complete their tasks by investigating specific cases, processing evidence, identifying suspects, and working with the prosecutor's office at the state and federal levels.

VICTIMS SERVICES UNIT

The Victim Services Unit (VSU) provides support, assistance, and resources to victims of crime. The primary goal of the VSU is to ensure that victims receive comprehensive and compassionate services to help them cope with the aftermath of crime and navigate the criminal justice system.

SEX OFFENDER COMPLIANCE

The Sex Offender Compliance Unit is responsible for monitoring and enforcing laws and regulations designed to ensure that individuals convicted of sex offenses comply with legal requirements, including registration, community notification, and other restrictions imposed as part of their sentence or supervision.





OPERATIONS BUREAU

The Operations Bureau is commanded by an Assistant Chief who plays a crucial role in ensuring that the law enforcement agency operates effectively to maintain public safety and respond to community needs. The Operations Bureau consists of the following divisions:

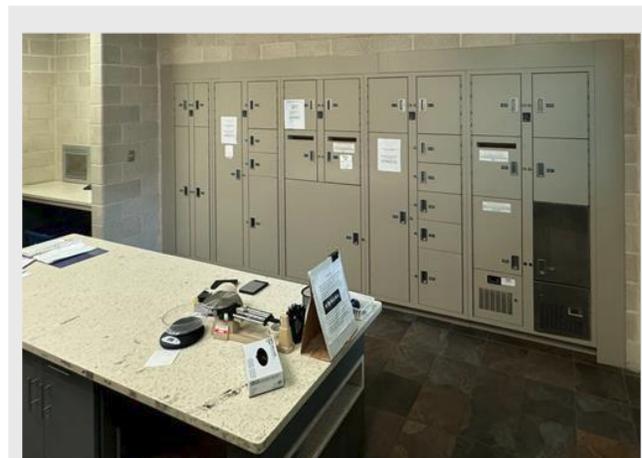


PATROL DIVISION

The Uniform Patrol Division is the department's primary and most visible staff resource. They are assigned throughout the city to increase visibility, enforce the laws, and foster positive relationships with our citizens. The Patrol Division oversees four patrol shifts (days and nights): Traffic Enforcement, Canine Unit, Jail Personnel, and Communications Unit.

SUPPORT SERVICES DIVISION

The Support Services Division within a law enforcement agency typically encompasses a broad range of administrative and logistical functions that support the agency's overall operations. The SSD Commander and two Lieutenants are responsible for the following units:





PATROL

The Patrol Division is divided into Day Patrol, Night Patrol, and Traffic Enforcement. The Patrol Division responds to calls for service, including, but not limited to, domestic violence, robbery, identity theft, and mental illness calls. The Patrol Division is responsible for suppressing and preventing crime, apprehending criminal offenders, recovering stolen property, maintaining the peace, and enforcing traffic rules and city ordinances.

TRAFFIC UNIT

The Traffic Division oversees and manages any traffic or parking matters that may arise and need to be resolved within the community. Officers assigned to this unit are responsible for investigating car crashes, especially those involving serious bodily injury or death.

CANINE

Canine units play a crucial role in law enforcement and security operations due to the unique abilities of dogs to detect hidden items, track suspects, and provide additional security support in various situations. Handlers in these units undergo extensive training to work effectively with their canine partners, building a strong bond and understanding of each other's cues and behaviors.





PATROL DIVISION

MUNICIPAL JAIL

KPD Jail personnel are responsible for processing new inmates into the jail facility. Their duties include collecting personal information and fingerprints from inmates, completing booking paperwork and entering data into the jail's computer system, conducting searches for contraband and confiscating personal belongings, and communicating with law enforcement agencies regarding inmate arrivals and releases.

COMMUNICATIONS OFFICE

KPD Communications Specialists are a crucial link between the public, law enforcement officers, and other emergency responders. Their primary responsibilities revolve around managing incoming and outgoing communications, coordinating emergency responses, and supporting field personnel.

WARRANTS CLERK

The KPD Warrant Clerk plays a critical role in managing the process of warrants within the department. Primary duties include handling warrant-related paperwork, coordinating with law enforcement officers, court personnel, and other agencies, and ensuring that warrants are processed accurately and efficiently.

MUNICIPAL JAIL

COMMUNICATIONS



TRAINING OPERATIONS UNIT

The Training Operations is responsible for planning, coordinating, and executing training programs and activities for law enforcement personnel. The Training Lieutenant supervises the following units:

1. **Police Academy:** Police Academy personnel provide comprehensive training to individuals aspiring to become law enforcement officers. These training programs are designed to prepare recruits for the challenges and responsibilities of police work.
2. **Recruiter:** The KPD Recruiter is responsible for attracting, selecting, and preparing qualified individuals to serve as law enforcement officers.
3. **Quartermaster:** The duties of a law enforcement quartermaster involve managing the procurement, distribution, and inventory control of equipment, supplies, and uniforms.

COMMUNITY OUTREACH

The Community Outreach Unit fosters positive relationships between law enforcement agencies and the communities they serve. This unit typically engages in various activities and initiatives to build trust, improve communication, and enhance collaboration between law enforcement officers and community members. The Community Outreach Lieutenant supervises the following units:

1. **Community Engagement Unit:** The Community Engagement Unit facilitates positive interactions and partnerships between law enforcement agencies and the communities they serve. This unit builds trust, fosters collaboration, and improves communication between law enforcement officers and community members.
2. **Youth Outreach:** The Youth Outreach Unit is tasked with engaging and building positive relationships with young people in the community. This unit focuses on addressing the needs and concerns of youth, providing them with support, guidance, and positive opportunities, and fostering trust and cooperation between law enforcement officers and young community members. The unit is responsible for the KPD Police Explorers Program.
3. **Crime Prevention Unit:** The Crime Prevention Unit educates the public on reducing their chance of becoming crime victims. This unit is responsible for the Citizens Police Academy.



SUPPORT OPERATIONS UNIT

The Support Operations Unit in a law enforcement agency is responsible for providing essential support services and logistical assistance to enable the effective functioning of the entire organization. This unit handles various administrative, logistical, and technical tasks to support law enforcement operations and ensure the agency's overall efficiency. Several civilian managers manage the Support Operations Unit.

1. **Records Unit:** The Records Unit is responsible for the management and maintenance of all traffic-related reports, police incident reports, arrest information, citations, and any court-related documents or records to be used by the public.
2. **Records Management:** Records management in law enforcement involves organizing, maintaining, and retrieving various records generated during law enforcement activities. These records are crucial for documenting incidents, investigations, arrests, and other law enforcement activities and supporting administrative functions and legal requirements.
3. **Facility Manager:** The Facility Manager in a law enforcement agency oversees the maintenance, security, and operational efficiency of the agency's facilities, including police stations, municipal jail, and other related buildings.

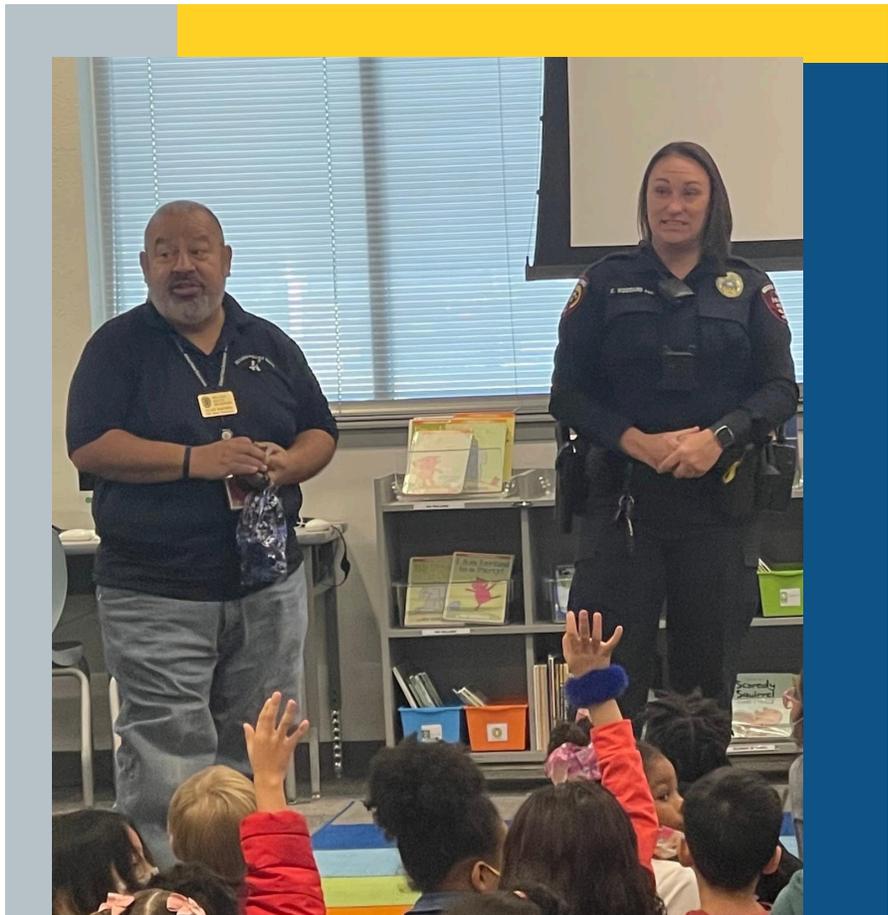




SUPPORT OPERATIONS UNIT

SUPPORT SERVICES DIVISION

4. **Intelligence Unit:** The Intelligence Unit within a law enforcement agency is tasked with gathering, analyzing, and disseminating intelligence information to support the agency's mission of preventing and investigating criminal activity.
5. **Compliance Coordinator:** The Compliance Coordinator Unit within a law enforcement agency ensures the agency operates according to all applicable laws, regulations, policies, and standards.
6. **Evidence Processing Unit:** The Evidence Processing Unit within a law enforcement agency is responsible for the proper handling, storage, analysis, and documentation of physical evidence collected during investigations. Their primary goal is to ensure that evidence is processed accurately, securely, and in accordance with established protocols and legal requirements.





2023 KPD MANPOWER ALLOCATION REPORT

In December 2023, the Killeen Police Department (KPD) enlisted the expertise of Dr. Everette B. Penn, a Criminologist from the University of Houston – Clear Lake, to undertake a Manpower Allocation Report for the Patrol Division. Dr. Penn utilized qualitative methods endorsed by the International Association Chiefs of Police (IACP), including random interviews with Killeen police officers, participation in ride-alongs, and consultations with senior leadership.





KPD MANPOWER

As of April 2024, KPD has an authorized strength of two hundred sixty-five (265) classified police officer positions. Two hundred eighteen (218) positions are allocated to the officer rank. Within the officer ranks one hundred thirty-seven (137) positions are allocated to the patrol division. The remainder of the force is distributed among the Special Investigations Division, Criminal Investigations Division, and Support Services Division, with the latter accounting for seventy-three (73) officer positions. There are currently eight (8) vacant officer positions.

Below are the current staffing authorizations for the Killeen Police Department.

2024 Police Department Current Staffing Allocations				
Position	Authorized	Actual	Vacancies	Total
Officers	218	211	7	211
Sergeants	30	30	0	30
Lieutenants	10	10	0	10
Commanders	4	4	0	4
Assistant Chiefs	2	2	0	2
Chief of Police	1	1	0	1
Total	265	258	7	265



STAFFING STUDY CONCLUSIONS

Dr. Penn's report provides a detailed analysis of the Killeen Police Department's staffing situation, utilizing the International Association of Chiefs of Police (IACP) Staffing Model and the "Rule of 60" for police staffing. Here's a breakdown of the findings and recommendations:

1. IACP Staffing Model Analysis:

The IACP Staffing Model is a comprehensive framework for evaluating police department staffing needs based on population size, crime rates, and service demands. Based on this model, the KPD Patrol Division is understaffed, with the optimal officer count recommended for patrol duties being one hundred ninety-two (192) officers. Currently, the division consists of only 137 officers.

2. Comparison with Similar Cities:

While specific patrol officer numbers aren't detailed, the report suggests that KPD's overall officer count aligns reasonably with cities of similar size in Texas.

<u>City</u>	<u>Population</u>	<u>State Ranking</u>	<u># of Officers</u>
Killeen	163,598	19th	244
Denton	156,643	20th	199
Mesquite	148,055	21st	327
Amarillo	202,169	17th	363
Brownsville	192,232	18th	226

3. Rule of 60 Analysis:

The "Rule of 60" posits that patrol officers should constitute 60% of the police force. Based on this theory, KPD should ideally allocate one hundred forty-six (146) officers specifically for patrol operations. With an authorized strength of two hundred sixty-five (265) officers, this allocation would be approximately one hundred fifty-nine. However, the current patrol roster of one hundred thirty-seven (137) officers falls below this target.



STAFFING STUDY CONCLUSIONS

The report advises enhancing the overall effectiveness and efficiency of the Killeen Police Department's service to the community. One recommendation entails intensifying recruitment endeavors to fill vacancies and achieve the authorized strength of two hundred sixty-five (265) officers. With a fully authorized force, complying with the Rule of 60 would necessitate having approximately one hundred fifty-nine (159) officers designated for patrol duties, a figure closely aligned with the calculated optimal number of one hundred ninety-two (192) provided by the IACP Staffing Model.

In essence, the report proposes that augmenting the number of patrol officers within the Killeen Police Department would be advantageous in better addressing the community's needs, as corroborated by both the IACP Staffing Model and the "Rule of 60."



⁵Dr. Penn Staffing 2023 Staffing Study



FIVE KEY GOALS

The Killeen Police Department Strategic Plan will serve as a living document to guide the department for the next five years in its quest to improve police services for the citizens of Killeen. The document serves as a planning tool and will be regularly updated as the City of Killeen's landscape and population continue on their upward trajectory. The five goals are in line with the Killeen 2022 Comprehensive Plan.

The Strategic Plan encompasses five goals, which will be evaluated annually to ensure the department meets its goals. The Strategic Plan goals are:

- **Community Engagement and External Communication:** Community engagement and external communication are critical to effective law enforcement practices. It builds trust, fosters positive relationships, and enhances collaboration between law enforcement agencies and their communities.
- **Promote a Safe and Secure Community:** Promoting a safe and secure community requires a multifaceted approach that involves collaboration between law enforcement agencies, government entities, community organizations, and residents.
- **Infrastructure:** Building infrastructure in law enforcement involves establishing and maintaining the physical and technological assets necessary for effective policing and public safety. We will accomplish it by strategically focusing on facilities, equipment, vehicles, and training to serve the citizens of Killeen better.
- **Employee Well-Being:** Ensuring the well-being of law enforcement employees is crucial for maintaining the agency's effectiveness, morale, and overall health. We will accomplish this goal by engaging in practices that promote a healthy workplace environment.
- **Technology:** Technology plays a crucial role in modern law enforcement, enabling agencies to enhance their capabilities, improve efficiency, and respond effectively to evolving challenges.



FIVE KEY GOALS

As you read through the document, some goals require funding or other resources. Others will be paid out of the existing operating budget for the current fiscal year or be part of a capital improvement project. The legend listed below will determine the forecast funding source.

FUNDING SOURCE LEGEND

CIP	Capital Improvement Project
NA	Not Applicable
OB	Operating Budget
OR	Other Resources
GF	Grant Funded
UF	Unfunded

GOALS, OBJECTIVES, ACTIONS & OUTCOME MEASURES

The responses to the five key goals are provided in the following matrix. The department has identified fifty-six objectives to address issues within the department and community. The matrix also identifies:

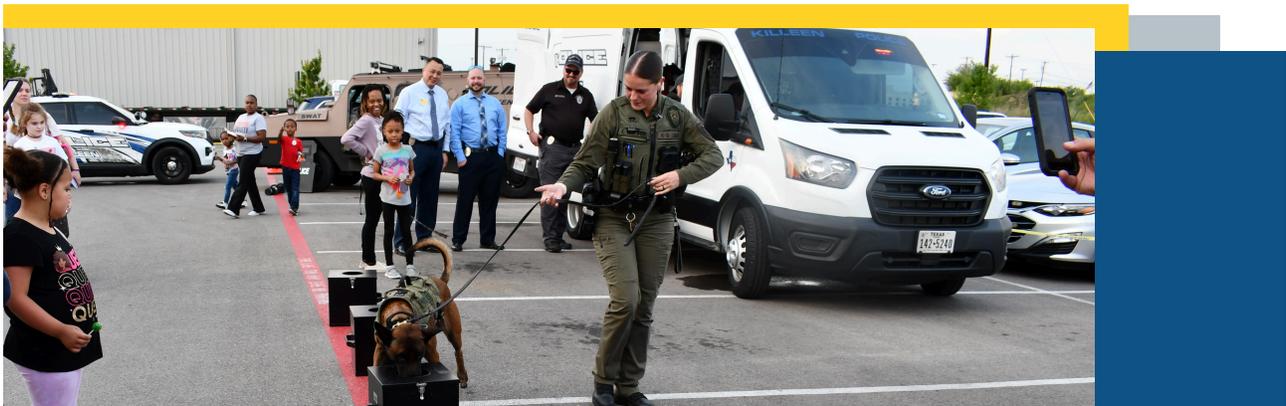
- Goal.
- Objective.
- The responsible person or people tasked with performing the Action.
- Funding Source
- A timeline for implementing each Objective:
 - o Ongoing: Actions that are continuous or are already being carried out.
 - o Short: Actions which should be undertaken in 1 – 2 years.
 - o Medium: Actions which should be undertaken within 3-5 years.
 - o Long: Actions that will take over 5 years to be initiated or completed.



GOAL 1: COMMUNITY ENGAGEMENT & EXTERNAL COMMUNICATION

Goal 1: Community Engagement and External Communication

Objective	Responsibility	Funding	Timeline
Reinvigorate community engagement programs.	Chief of Police	OB	Ongoing
Create a Chiefs Advisory Board.	Chief of Police, Public Affairs, Crime Prevention Coordinator, Community Engagement Unit	OB	Short
Support Central Texas Chiefs Association, Texas Police Chief Association, and the Bell County Police Agencies.	Chief of Police	NA	Ongoing
Strengthen media relationships.	Chief of Police/ Public Affairs	NA	Short
Build better relationships with the business community.	Chief of Police/ Public Affairs	NA	Ongoing





GOAL 1: COMMUNITY ENGAGEMENT & EXTERNAL COMMUNICATION

Goal 1: Community Engagement and External Communication			
Objective	Responsibility	Funding	Timeline
Enhance communication between the police department and residents by expanding community policing programs and increasing outreach by forming stronger partnerships with its residents.	Chief of Police	UF	Ongoing
Include community residents in the hiring process by allowing them to become part of the department hiring board for police applicants.	Chief of Police	NA	Ongoing
Engage and educate the business community about the benefits of the Real Time Crime Center and increase voluntary enrollment.	Chief of Police	OB	Ongoing
Increase visual police presence Downtown and encourage patrols that positively engage the community.	Assistant Chief Operations Bureau & Support Services Division	UF	Medium
Provide location and programs for people experiencing homelessness to have access to social service personnel with experience addressing homeless issues.	Assistant Chief Operations Bureau & Support Services Division	UF	Long
Identify individuals and organizations specializing in PTSD and homelessness and partner with them to create and execute an intentional long-term strategy to reduce homelessness.	Assistant Chief Operations Bureau & Patrol Division	UF	Long
Increase communication with residents and media through consistent use of social media.	Chief of Police	NA	Ongoing
Use the department website to report up-to-date crime statistics.	Chief of Police	NA	Ongoing



GOAL 2: PROMOTE A SAFE & SECURE COMMUNITY

Goal 2: Promote a Safe & Secure Community			
Objective	Responsibility	Funding	Timeline
Reduce traffic-related crashes investigated by the department by 5%.	Assistant Chief, Operations Bureau & Patrol Division	OB	Ongoing
Increase impaired driving arrests.	Assistant Chief, Operations Bureau & Patrol Division	OB	Ongoing
Reduce speeding in school zones by conducting weekly traffic enforcement operations in school zones.	Assistant Chief, Operations Bureau & Patrol Division	OB	Ongoing
Develop a crime reduction plan to address hot spots using the DDACTS report for the previous 28 days.	Assistant Chief, Investigations Bureau, Patrol Division, Criminal Investigation Division & Special Investigation Division	OB	Ongoing
Develop a Case Screening process to increase the solvability of reported crimes and clearance rates.	Assistant Chief, Investigations Bureau, Criminal Investigation Division & Special Investigation Division	UF	Medium
Deter and address panhandling on the roadway.	Assistant Chief Operations Bureau, Patrol Division & Community Engagement Unit	OB	Short



GOAL 2: PROMOTE A SAFE & SECURE COMMUNITY



Goal 2: Promote a Safe & Secure Community			
Objective	Responsibility	Funding	Timeline
Produce monthly crime reports.	Chief of Police	OB	Ongoing
Seek national best practices for crime reduction strategies.	Chief of Police	NA	Ongoing
Reduce violent crime in the community by 5% in 2024.	Assistant Chief, Investigation Bureau & Criminal Investigation Division	OB	Ongoing
Expand the use of the NIBIN program to catalog shell casings.	Chief of Police	GF	Ongoing

GOAL 3: IMPROVE INFRASTRUCTURE



Goal 3: Improve Infrastructure			
Objective	Responsibility	Funding	Timeline
Build a new downtown police headquarters.	Chief of Police	CIP	Ongoing
Enhance building security as needed at all department locations.	Assistant Chief, Operations Bureau	OB	Ongoing
Seek funding for a mobile command post.	Chief of Police	CIP	Long



GOAL 3: IMPROVE INFRASTRUCTURE

Goal 3: Improve Infrastructure			
Objective	Responsibility	Funding	Timeline
Seek funding for a new Bearcat for the Tactical Operations Unit.	Chief of Police	CIP	Long
Establish a Real Time Crime Center and develop policies to enhance the technological capacity fo the investment.	Chief of Police	UF	Short
Seek funding to replace the current body-worn camera system with a cloud-based system.	Chief of Police	UF	Medium
Prepare and present a #Vision Zero ordinance to the City Council advocating for safe streets and a goal of zero fatalities on city roads and streets.	Chief of Police	CIP	Long
Upgrade the current training classroom on the east side of the grounds and build a new one at the academy.	Assistant Chief, Operations Bureau	CIP	Long
Install overhead covering for an outdoor range to protect from the elements.	Assistant Chief, Operations Bureau	CIP	Long
Install a men's and women's restroom with showers for cadets.	Assistant Chief, Operations Bureau	CIP	Long
Continue to replace the fleet on a 5 to 8-year plan with City Fleet Operations.	Chief of Police/Fleet Operations	CIP	Long



GOAL 4: EMPLOYEE WELL BEING

Goal 4: Employee Well Being			
Objective	Responsibility	Funding	Timeline
Support employee wellness initiatives.	Chief of Police	OB	Ongoing
Ensure all supervisors receive ICS training required by their position or rank by the end of FY 2025.	Chief of Police	OB	Short
Provide a rotation schedule to specialized units to prepare employees for future assignments.	Criminal Investigations Division, Special Investigation Division, Patrol Division & Support Services Division	NA	Short
Enhance communication between the rank and file by conducting an annual Employee Satisfaction Survey.	Chief of Police	NA	Ongoing
Evaluate staff responsibilities and the usage of staff overtime.	Assistant Chief, Operations Bureau & Assistant Chief, Investigation Bureau	NA	Ongoing
Fill and retain essential vacancies.	Assistant Chief, Operations Bureau & Assistant Chief, Investigation Bureau	OB	Ongoing
Create a Critical Incident Review Committee to conduct a timely analysis of critical incidents and formulate appropriate policies and recommendations.	Assistant Chief, Operations Bureau & Assistant Chief, Investigation Bureau	NA	Ongoing
Revise the Field Training (FTO) program for officers, jailers, and communications specialists.	Support Services Division	OB	Short



EMPLOYEE WELL BEING

Goal 4: Employee Well Being

Objective	Responsibility	Funding	Timeline
Ensure all police department supervisors complete the LEEDA Supervisory training course.	Support Services Division	OB	Medium
Establish an Employee Representative Council to address employees' concerns and ideas.	Chief of Police	NA	Ongoing
Update all divisional standard operating procedures.	Criminal Investigation Division, Special Investigation Division, Patrol Division & Special Support Division	OB	Medium
Incorporate a Lateral Officer Program to increase recruiting efforts.	Support Services Division	OB	Medium
Increase Field Training Officer Pay to \$125 per paycheck to recruit and retain qualified field training officers.	Assistant Chief, Operations Bureau	NF	Medium
To recruit and retain qualified employees, seek funding to increase civilian support staff pay.	Chief of Police	NF	Medium





GOAL 5: TECHNOLOGY

Goal 5: Technology			
Objective	Responsibility	Funding	Timeline
Acquire software to assist in crime analysis.	Support Services Division	NF	Medium
Fully implement Benchmark Analytics to track FTO records electronically	Support Services Division	OB	Short
Acquire a body-worn camera system with cloud-based capabilities.	Chief of Police	NF	Medium
Improve the Report Management System	Chief of Police	OB	Medium
Purchase handheld/LIDAR equipment instead of placing radar systems in new patrol vehicles.	Patrol Division	NF	Medium
Replace 30 handheld radios per FY.	Support Services Division	OB	Ongoing
Digitize/automate training requests.	Support Services Division	UF	Ongoing





THE ROAD AHEAD

This plan represents our commitment to excellence, service dedication, and unwavering resolve to uphold justice. Each element of this plan has been meticulously designed to optimize our resources, empower our officers, and foster a culture of accountability and integrity.

Together, we will overcome challenges, seize opportunities, and uphold the highest standards of professionalism and excellence. Our work is not merely a duty but a calling to safeguard all individuals' rights and liberties, ensure justice for the oppressed and uphold the Rule of law.

In pursuing our goals, let us never lose sight of the humanity at the heart of our profession. Let compassion, empathy, and understanding be our guiding principles as we build bridges, break down barriers, and forge stronger bonds with those we serve.

Thank you for your dedication, passion, and unwavering commitment to excellence. Together, we will continue to make a difference—one community, one partnership, and one life at a time.





CONTACT INFO



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