



## City Manager City of Killeen, Texas

### The Community

Killeen, Texas, is ideally situated along US Highway 190 in Bell County. It is the principal city of the Killeen–Temple–Fort Hood Metropolitan Area and approximately 70 miles from Austin. The City is adjacent to Fort Hood, the largest armored military installation in the nation, and the City's economy and way of life are closely tied to the military. This vibrant, family-oriented community is home to over 140,000 residents who enjoy quality neighborhoods, a thriving economy, a full range of educational opportunities, and easy access to big city amenities.

The City of Killeen was founded on May 15, 1882, when the Santa Fe Railroad extended its line westward through Central Texas. Named for Frank P. Killeen, a railroad employee, the town became a major shipping point for agricultural products, particularly cotton. In 1942, Killeen became home to military post Camp Hood, which quintupled the City's population in its first few years. In 1950, the camp was declared a permanent post and became Fort Hood.

Killeen enjoys a favorable economic environment which is primarily military- and service-oriented. Covering over 340 square miles, Fort Hood is the largest single location employer in the state with over 40,000 soldiers and more than 5,000 civilians. Fort Hood's total economic impact is estimated at \$35.4 billion statewide. With tremendous growth in retail trade and dining facilities in the late 1990's, Killeen spread its trade area to cover a 100-mile stretch of Central Texas. State Highway 190 has recently been designated as I-14, effective Fall 2016, as a result of the hard work of the Gulf Coast Strategic Highway Coalition. This designation, referred to as Forts to Ports, opens up numerous economic development opportunities for our community.

While Killeen has successfully maintained its small town atmosphere, it also offers many of the services of a metropolitan city. Residents enjoy a high quality of life and abundant shopping and dining options, as well as a variety of leisure activities. The City has a shopping center with a large mall anchored by major department stores and numerous retail shopping centers. It also has dozens of chain and local restaurants featuring cuisines from all over the world. There are plenty of entertainment and recreational options, including bowling alleys, a stadium, movie theaters, community theater, hike and bike trails, golf course, water park, and much more. For water sports enthusiasts, Belton and Stillhouse Hollow Lakes are just a short drive away. Killeen also has over 135 service clubs, associations, and organizations within the community.

The City takes pride in its historic downtown, where visitors can experience some of the original developments built in the late 1800's when the railroad first arrived to town. The Downtown Historic District, encompassing nine blocks, and the City Hall building, formally Killeen High School, have both received listings in the National Register of Historic Places. In addition to its original structures, downtown Killeen features an array of mid-century developments highlighting the second boom in the City's history when Fort Hood was established in 1950, an event that expanded the architectural diversity of downtown to include buildings with innovative structural designs and dramatic features. It will be the first National Register District in the state that is heavily influenced by mid-century architecture. In just a few historic blocks, one can experience both periods of growth in the City's history and enjoy the unique and authentic environment of downtown Killeen.





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### The Community, continued

The Killeen Independent School District provides quality education to students grades Pre-K through 12 and is the largest school district between Dallas and Austin, with an enrollment of over 43,000. KISD is the area's second largest employer with over 6,400 teachers and support personnel who serve over 50 district campuses. Students attend classes at 32 elementary schools, 11 middle schools, four high schools and an early college high school, two alternative schools, the KISD Career Center, and several specialized campuses.

For those seeking higher education, there are multiple options in Killeen and the surrounding area. Central Texas College offers associate degrees and certificate programs in various fields. Texas A&M University-Central Texas in Killeen serves over 2,500 students and offers upper-level undergraduate and graduate courses. Within a one-hour drive of Killeen, there are several major four-year universities including the University of Texas at Austin, Baylor University in Waco, Southwestern University in Georgetown, and the University of Mary Hardin-Baylor in Belton.

The City is served by Scott & White Health Clinics and has one hospital, Metroplex Hospital and Pavilion. This multi-campus facility offers a full range of medical services, with 245 beds and nine clinics, including an urgent care clinic. The facility offers referral service to specialists in the regional hospital located 25 miles away in Temple. The military community is served by the 128-bed Carl R. Darnall Army Medical Center and satellite clinics.

Killeen's median household income is \$47,591 and the median home value is \$135,592. The City has an ad valorem tax rate of \$0.7498 per \$100 of assessed valuation.

### Governance and Organization

Killeen operates under a Council-Manager form of government. The Mayor is the City's chief elected officer and presides over the City's seven-member City Council, which sets all policies. The Mayor and all Council members serve two year, staggered terms with a three-consecutive-term limit. The Mayor and at-large Council members are elected in even-numbered years, while the four district Council members are elected in odd-numbered years.

With over 1,300 employees, the City is one of the largest employers in the Killeen area. In addition to police and fire forces, the City owns and operates its own emergency medical services, water, sewer, and garbage utilities, as well as two airports, an 18-hole golf course, a public library system with two locations, an arts and activities center, and numerous parks and recreation facilities, including a public swimming pool and a family aquatics center. The City's FY2016 General Fund expenditure budget is \$84.9 million.

The City of Killeen has received numerous accolades. Recent awards and ongoing recognitions include Tree City USA, KaBOOM! Playful City USA, Keep America Beautiful Presidential Circle Award, Keep Texas Beautiful Gold Star Affiliate Award, Distinguished Budget Presentation Award, and Certificate for Achievement for Excellence in Financial Reporting. In 2015 the City's fire suppression rating was upgraded to ISO Class 1, which only two-tenths of one percent of communities in the country have achieved.

### Leadership and Innovation

**Financial and Organizational Sustainability.** An immediate priority for the new City Manager will be instituting more business-like plans, policies, and guidelines to put the City of Killeen on the path to financial and organizational sustainability. The development and implementation of a strategic operating plan that incorporates a sound philosophy of government and highly responsible operating principles is essential to that end. The incoming City Manager will be tasked with setting a new tone for the organization, preparing the City of Killeen for cultural transformation, and re-instilling public confidence in local government.



### City Mission

Dedicated Service,  
Every Day,  
For Everyone.



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## Leadership and Innovation, continued

**Customer Service.** The next Killeen City Manager will be expected to take a talented City workforce to the next performance level by creating a culture of excellence, employing best practices, and promoting continuous improvement at every level of the organization. Ensuring that the needs of residents are met with the highest degree of professionalism and outstanding customer service will be critical. More than anything else, the new City Manager must achieve the City of Killeen’s organizational mission, which is “Dedicated Service, Every Day, For Everyone.”

**Image and Competitiveness.** Too few people outside the Killeen-Fort Hood-Temple Metro Area are familiar enough with Killeen to appreciate its size, unique characteristics, and overall appeal. The new City Manager will be tasked with rebranding the City, aggressively promoting a new image, and improving Killeen’s competitiveness throughout the region and state..

**Community and Economic Development.** The incoming City Manager will be tasked with utilizing a wide range of community and economic development tools to revitalize mature neighborhoods, promote higher-end residential developments, improve the appearance of commercial corridors, expedite the development of upscale retail, expedite downtown redevelopment, and make the community safer. Expanding the revenue base and generating high-paying jobs for Killeen residents via community alliances and mutually beneficial public-private partnerships must be an ongoing priority for the new City Manager.

**Special Relationship with Fort Hood and Military Community.** The importance of Fort Hood to Killeen cannot be overstated. It is imperative that the new City Manager honor and strengthen the special relationship that exists between the “Post” and the City. Equally important will be understanding, respecting, supporting, and serving the extended military community, active and retired, that either reside in Killeen or frequent it.

## Ideal Candidate

The next Killeen City Manager should be a strong, visionary, and collaborative leader with an entrepreneurial spirit who is not afraid to challenge the status quo or take risks to advance the City’s interest. The ideal candidate will have a proven ability to successfully manage highly complex full-service cities and will thrive in an increasingly diverse, multi-cultural, and unique military community such as Killeen.

The City seeks a fiscally responsible municipal manager with a lean orientation whose highly advanced finance and budget skills will ensure the City of Killeen always meets its fiduciary responsibilities. The new City Manager will ensure that true cost-benefit analysis is always a component of the decision-making process and the annual budget is as much a creative performance guide as it is a sound financial plan. The next City Manager will expertly guide the City Council in cost management strategies, financial policy alternatives, creative public financing strategies, and public-private financing strategies.

The selected candidate will be a good listener and exceptional communicator with the ability to skillfully guide the City Council through the decision-making process. The City Council seeks someone who will communicate with it directly and frankly, positively as well as respectfully. Gaining an understanding of the City Council’s preferred method of receiving information and fully informing its members on emerging issues in a timely fashion will be important. To be truly successful, the next Killeen City Manager must create a close, positive, trusting and highly productive relationship with the City Council.



Vision for 2030  
The success center  
of Central Texas.



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### Ideal Candidate, continued

The successful candidate will be politically savvy, while remaining politically neutral, and exercise tact and diplomacy in all interactions. If the City of Killeen is to realize its full potential as a Council-Manager government, the next City Manager must be a skilled governance coach who ensures both elected and appointed officials stay within the functional lanes assigned to them by the City Charter. The City Manager should be as supportive and responsive to individual Council Members as possible, but never at the expense of the City Council as a body.

The next Killeen City Manager will be highly responsive to citizen needs and dedicated to exceptional customer service. The ideal candidate will have the ability to unite the organization with a shared sense of purpose, promote teamwork, fully articulate expectations, delegate responsibility with clarity, and create a culture of accountability and transparency. The successful candidate will be a mature, disciplined, thoughtful, highly ethical, and inclusive manager with a charismatic personality and exceptional interpersonal skills. Ideally, the next Killeen City Manager will be outgoing, personable, media savvy, and an excellent public speaker.

The new City Manager should have the skills, ability, and experience to aggressively promote business development and job creation. The chosen candidate will build a close working relationship with the business community, ensuring both City policies and personnel are "business friendly" without compromising quality or safety. The City Council seeks a tough negotiator and mediator who can build consensus and forge strategic alliances with a host of organizations and institutions.

### Education and Experience

A bachelor's degree in public administration, business administration, or a related field is required. A master's degree is preferred. Ten or more years of progressively responsible local government experience, including five years as a City/County Manager or Assistant City/County Manager, is required.

### Compensation and Benefits

The City of Killeen offers a competitive starting salary, depending on qualifications and experience. The City participates in the Texas Municipal Retirement System (TMRS) at a 7% employee deposit rate with a municipal matching ratio of 2:1. A comprehensive benefits package is also provided.

### Process for Consideration

To be considered for this position, an expression of interest should be submitted to:

**Mike Tanner, Senior Vice President**  
Strategic Government Resources  
[MikeTanner@GovernmentResource.com](mailto:MikeTanner@GovernmentResource.com)  
361-813-3707

Please insert "Killeen City Manager" in the subject line.  
Kindly use PDF format, if possible.

This position is open until filled, with first review at four weeks.  
To view the status of this position, please visit:  
[bit.ly/SGRCurrentSearches](http://bit.ly/SGRCurrentSearches)

The City of Killeen is on Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check.



## Resources

**City of Killeen**  
[killeentexas.gov](http://killeentexas.gov)

**City of Killeen on Facebook**  
[facebook.com/KilleenTexas](https://facebook.com/KilleenTexas)

**City of Killeen on Twitter**  
[twitter.com/CityofKilleen](https://twitter.com/CityofKilleen)

**City of Killeen on YouTube**  
[youtube.com/user/CityOfKilleenTX](https://youtube.com/user/CityOfKilleenTX)

**Greater Killeen Chamber of Commerce**  
[killeenchamber.com](http://killeenchamber.com)

**Killeen Convention & Visitor's Bureau**  
[visitkilleen.com](http://visitkilleen.com)

**Killeen Civic & Conference Center**  
[killeenciviccenter.com](http://killeenciviccenter.com)

**Bell County**  
[bellcountytexas.com](http://bellcountytexas.com)

**Killeen Independent School District**  
[killeenisd.org](http://killeenisd.org)