



2026-2030 STRATEGIC PLAN



Adopted March 24, 2026

Special Thanks

Several members of the Killeen community and KPL staff made this plan possible by providing important feedback and guidance regarding how KPL can best serve Killeen.

MISSION AND VISION WORKING SESSION

Antonio Murphy - Executive Director of Parks & Recreation, City of Killeen
Austin Cherry - Manager of Killeen Arts & Activities Center, City of Killeen
Dawn Richardson - Educator (Retired)
Ernest Wilkerson - Regent, Central Texas Community College
Glenda Barnes - Library Advocate
Kim Walker - Library Advocate
Kira Baskett - Main Street Coordinator, Downtown Revitalization, City of Killeen
SGT Kyle Moore - Killeen Police Department, Community Engagement Unit
Peter Jobin - Library Advocate
Tanida Mullen - Manager of Killeen Convention & Visitors Bureau, City of Killeen
Tiffanie McNair - Executive Director of Community Development, City of Killeen

COMMUNITY STAKEHOLDER INTERVIEWEES

Suzanne Armour - Director of Programs, Families in Crisis
Justice Gregory Johnson - Justice of the Peace Precinct 4, Place 1
Jessica Gonzalez - Councilmember, City of Killeen

COUNCIL MEMBERS AND CITY LEADERSHIP

Riakos Adams - Mayor
District #1 - Jessica Gonzalez
District #2 - Joseph Solomon
District #4 - Anthony Kendrick
At-large - Ramon Alvarez
Kent Cagle - City Manager
Jeffrey Reynolds - Assistant City Manager
Lauren Wilson - Assistant City Manager

STRATEGIC PLAN STEERING COMMITTEE

Amy Gibson - Assistant Director
Ashur'dee Martin - Library Clerk
Bryan Deleondaily - Circulation Clerk
Daisha McCants - Library Clerk
Walter Moczygemba - Reference Librarian

And with appreciation and sincere thanks to Deanna Frazee who served the Killeen community for 30 years as the Killeen Public Library Director and was a member of the Strategic Plan Steering Committee. Enjoy your retirement!

Planning Process Summary

Beginning in August 2025, Killeen Public Library (KPL) Leadership began working with Crucial Strategies Consulting (CSC) to create the framework for a strategic planning process aimed at delivering a new 5-year strategic plan for 2026-2030. This planning process included:

Research

Research efforts included a Demographic Study utilizing the US Census American Community Survey 5-year estimates across demographic, social, economic, and housing categories. KPL leadership provided a collection of zip codes that more accurately reflect the patrons KPL serves. Additional analysis and research to understand KPL usage trends over the previously reported seven (7) years (2018-2024), spatial analysis of patron physical checkout activity, and peer library performance using 10 peer libraries identified by KPL leadership were all executed by CSC.

Feedback and Engagement

A Strategic Plan Steering Committee (SPSC) was created to provide guidance, information, and context as well as to receive, review, and synthesize the various analyses and reports provided by CSC. The SPSC was an important part of the planning process and provided understanding and “behind the scenes” insight when notable findings or trends were identified by CSC.

A half-day in-person Mission and Vision working session was held and attended by various members of City of Killeen government agencies, former educators, and KPL patrons. Working in groups and through various CSC prompts, the working session produced draft versions of KPL’s updated Mission and Vision Statements which were later finalized.

KPL staff participated in a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. The resulting comments helped highlight various common threads of which the SPSC became aware and could consider. Several KPL staff members were also interviewed confidentially.

Including the community’s feedback and perspective was important in KPL’s planning process and was obtained through two (2) in-person and one (1) virtual Town Halls open to the public and mediated by CSC. Additionally, stakeholders identified by KPL leadership were also interviewed.

This plan is the result of the KPL team’s hard work and willingness to share openly, as well as the time and thoughtfulness of so many who care about KPL and have helped chart its path forward.



Tiffanie McNair
Executive Director of Community Development
City of Killeen



Garrett Mason
President
Crucial Strategies Consulting

Join Us As We Evolve

As the needs of Killeen residents change, KPL must also change to ensure we effectively meet these changing needs. Over the next 5 years and into the future, we will strive to continuously enhance our connection and service to the Killeen community through new partnerships and collaboration, increased capacity, improved communication, and strategic programming to maximize our value, performance, and impact. We invite you to join us as we **evolve**.

Our Mission

"The Killeen Public Library provides access to knowledge and services that engage and support Killeen's continuously evolving community."

Our Vision

"To be a dynamic library that empowers growth, sparks engagement, and elevates community life."

Our Values

Our values guide the work of every member of KPL staff as we serve the community and provide important resources each day:

Welcoming

We create warm, safe spaces where people belong, feel comfortable asking for help, and want to stay, connect, and return.

Respect

We treat every person with dignity, fairness, and care, ensuring everyone feels seen, valued, and safe, both within our team and in the community we serve.

Access

We provide free and open access to information, resources, and learning while protecting intellectual freedom, privacy, and impartiality.

Integrity

We act with honesty, transparency, and accountability, stewarding public resources responsibly and making decisions guided by our mission and values.

Service

We serve with kindness, professionalism, and responsiveness by listening first, helping fully, and adapting to meet the real needs of our community.



Our Priorities

Priority 1: Communication and Public Awareness

During the planning process, it quickly became apparent that KPL required additional focus and directed efforts around both internal communication procedures and ensuring the community is aware of all the resources and ongoing activities at KPL. Chief among these findings is the need for KPL to establish and manage its own website and social media presence. An online presence separate from the City of Killeen's would allow for more dynamic and timely control of KPL's messages and visibility to the community. Internally, KPL requires more standardization of communication efforts to support staff awareness and more effective internal collaboration.

Priority 2: Community Engagement and Collaboration

One of the most effective methods for staying relevant and being a valuable part of the community and social fabric is partnering with other organizations to remain visible and better serve the public. Through increased collaborative efforts, the resources provided by KPL would become more widely known. Additionally, collaborating with other organizations, such as other city departments, non-profits, and businesses, helps to maximize both KPL's use of public funds and impact delivered to Killeen.

Priority 3: Programming and Community Needs

Providing free programming is one of the heartbeats of any public library. These programs can be anything from technology classes, book clubs, knitting classes, storytime, etc., and make libraries not only a resource for lifelong learning, but also an important vehicle for social gathering and connecting. Through strategic needs-based programming and constantly developing and delivering new, innovative programs, KPL would be more widely utilized by a larger segment of the community. This effort includes starting to collect program feedback and continually adapting programs to best fit the needs of the community.

Priority 4: Service Capacity and Spaces

A main tenet of public libraries is to be the "third place," with the first two places being home and work, for members of the community. Given the current limitations in facilities and funding, KPL must be innovative in how to best use the currently available space to meet the needs and preferences of the community. This requires exploration in ensuring spaces are not only warm and inviting, but are cultivated to maximize KPL's performance, value, and impact. Additionally, KPL staff require continual development and training to ensure they have the skills to maximize their effectiveness and efficiency for both KPL and patrons.

Priority 1: Communication and Public Awareness

KPL will provide clear, consistent, and accessible communication ensuring residents always know what the library offers, how to access services, and what value the library brings to the community. This includes improving the visibility of programs, services, digital resources, and operational updates across all locations. By strengthening how we share information, we remove barriers to access and ensure every resident can fully benefit from what the library provides.

- 1.1** - Create and deploy a new standalone and user-friendly KPL website by the end of 2026.
- 1.2** - Utilize patron emails with an opt-in/opt-out option for notification of events and programs by the end of 2026.
- 1.3** - Cultivate an up-to-date standalone KPL social media presence by July 1, 2026.
- 1.4** - Review and implement both internal and external communication standards and systems to support a consistently well-informed KPL staff and community regarding all things KPL and KPL partner-related by July 1, 2027.
- 1.5** - Create a monthly (or quarterly) KPL newsletter that is distributed across all information and marketing channels by the end of 2026.
- 1.6** - Increase the 2024 circulation per capita figure (1.10) by 20% annually to 2.74 by 2030 to better align with overall Texas public library performance.
- 1.7** - Increase to and maintain at least 45% of non-expired cards having at least one (1) circulation event per moving 12 month average by the end of 2028.



Priority 2: Community Engagement and Collaboration

KPL will create and expand partnerships with schools, community organizations, city departments, businesses, and Fort Hood to increase impact and reach residents where they are. Collaboration will help extend services, bring programs into new spaces, bring new resources into the library, and respond to the various needs of community groups. Through intentional relationship-building, the library will solidify itself as a connector, resource hub, and trusted partner throughout the region.

- 2.1** - Develop at least 10 new (different from previous year) initiatives with community partners that support programming, outreach, and/or resource-sharing annually starting in 2027.
- 2.2** - Co-host a minimum of 6 collaborative events annually with community partners starting in 2026.
- 2.3** - Deliver a minimum of 5 library services or programs outside library facilities (i.e. schools, parks, community centers, non-profits, Fort Hood, other area libraries, etc.) per month starting in June 2027.
- 2.4** - Increase the 2024 registered users per capita figure (0.32) by 10% annually to a 12 month moving average of 0.52 by 2030.
- 2.5** - Build an effective collaborative and information-sharing relationship with neighboring libraries by September 2026.
- 2.6** - Connect with area universities and determine the feasibility of utilizing social worker students by January 1, 2027.



Priority 3: Programming and Community Needs

KPL will design and deliver programs that respond to the interests, needs, and opportunities within our community for children, teens, adults, seniors, homeschool families, ESL learners, workforce users, and digital beginners. By improving scheduling, promotion, and program evaluation, we will increase attendance and ensure offerings are accessible, relevant, and meaningful. The intent is that every resident will find a program that supports their goals, learning, and/or sense of belonging.

- 3.1** - Through strategic programming and more effective marketing and communication efforts, increase the 2024 program attendance per capita figure (0.11) by 15% annually to 0.22 by 2030 to better align with overall Texas public library performance.
- 3.2** - Pilot at least 5 new program series focused on emerging needs (e.g., ESL, workforce readiness, tech skills, seniors, homeschoolers, literacy, identifying misinformation, etc.) annually starting in 2026.
- 3.3** - Begin collecting patron program satisfaction scores in 2027 and maintain a 90% satisfaction score annually.
- 3.4** - Implement an annual or semi-annual patron survey by the end of 2027 to capture patron and community needs and allow KPL to serve emerging community needs.
- 3.5** - By the end of 2026, explore and determine the feasibility of providing future computer classes.



Priority 4: Service Capacity and Spaces

KPL will strengthen the foundation of our library, including our people, systems, and physical spaces, to ensure consistent, high-quality service for all residents. This includes aligning staffing and training with community demand, while updating and reconfiguring our current buildings to create more welcoming, flexible, and functional public spaces. By improving meeting room access, adding study and collaboration areas, and optimizing space without major capital expenditures, we ensure the library is designed for diverse uses by everyone in the community.

- 4.1** - Increase the 2024 visitors per capita figure (1.14) by 9% annually to 1.75 by 2030 to better align with overall Texas public library performance.
- 4.2** - Reconfigure existing spaces to add 2 new functional areas (i.e. study rooms, meeting rooms, flexible seating, collaboration zones, etc.) with minimal capital expenditure by 2027 and continue to explore additional new spaces.
- 4.3** - Create and implement a staff training and development program by September 1, 2028 to improve overall service and consistency.
- 4.4** - Implement an updated library volunteer program by January 1, 2028 to maximize staff capacity.
- 4.5** - Working with Killeen Public Schools, explore the creation of a Teen Advisory Committee or Teen Advocate Program to more effectively engage and address the needs of Killeen teens by January 1, 2028.
- 4.6** - Continuously explore various low-cost approaches to improve the overall physical presentation of KPL locations to ensure a warm and welcoming environment.
- 4.7** - Explore the renovation of the Main Library or moving the Main Library to southwest Killeen.
- 4.8** - Continue exploring the creation of a children's library and immersion center.



Killeen Public Library Funding

While not a formal priority, KPL acknowledges the need for increased investment to meet community expectations. The library's capacity has not grown in relation to Killeen's population growth. Sustainable funding will support materials, staffing, programming, technology, and facilities that reflect the size and needs of the Killeen community. This includes leveraging and maximizing any fundraising activities by the Friends of the Library and proactively seeking any additional sources of available funding. Additional funding avenues may include identifying grants, exploring the creation of a Killeen Public Library Foundation, and investigating innovative methods of revenue creation. As a public institution, the library will responsibly and transparently advocate for the resources required to continuously improve our performance and deliver value and impact for all Killeen residents.

Thank you for allowing us to serve you!



Planning Process: Peer Analysis

| 2024 Performance and Resources - KPL Compared to Peer Group | | | | |
|---|---|---------------------|---------------------|------------|
| | Killeen | *Peer Group Average | Difference from Avg | |
| Circulation (Circ) | Total Circ Per Capita | 1.1 | 3.7 | -2.6 |
| | Children's Circ Per Capita - Physical Formats | 0.2 | 1.5 | -1.3 |
| | Circ Per Capita - E-materials | 0.7 | 1.0 | -0.3 |
| | Circ Per Capital - Physical Formats (Excludes Children's) | 0.2 | 1.1 | -0.8 |
| | Circ Per Paid Staff | 6,290 | 15,414 | -9,123.6 |
| | Circ Per Hour | 32.7 | 106.1 | -73.4 |
| | Circ Per Visit | 1.0 | 1.9 | -0.9 |
| Collection | Total Collection-Items Per Capita | 1.0 | 2.8 | -1.8 |
| | Total Physical Items | 151,642 | 183,467 | -31,825.2 |
| | Physical items Per Capita | 0.9 | 1.3 | -0.3 |
| | *Total E-Materials | 15,324 | 200,598 | -185,274.0 |
| | E-Materials Per Capita | 0.1 | 1.6 | -1.5 |
| Rev | Total Operating Revenue Per Capita | \$12.07 | \$23.67 | -\$11.60 |
| Expenditures (Materials) | Collection Materials Expenditures Per Capita | \$1.44 | \$2.55 | -\$1.11 |
| | Percentage of Expenditures for Collection Materials | 11.9% | 11.3% | 0.6% |
| | Total Operating Expenditures Per Capita | \$12.07 | \$23.21 | -\$11.14 |
| | Physical Material Expenditure Per Circulation | \$2.04 | \$2.44 | -\$0.40 |
| | E-Material Expenditure Per Circulation | \$0.84 | \$1.37 | -\$0.53 |
| | Physical Material Expenditures Per Capita | \$0.86 | \$1.37 | -\$0.51 |
| | E-Materials Expenditures Per Capita | \$0.58 | \$1.03 | -\$0.46 |
| | Percentage of Operating Expenditures for Other Operating | 14.2% | 17.7% | -3.5% |
| Patrons and Usage | Service Area Population | 159,643 | 148,341 | 11,302.3 |
| | Total Square Footage Per Capita | 0.2 | 0.4 | -0.3 |
| | Reference Transactions Per Capita | 0.1 | 0.1 | -0.1 |
| | Library Visits | 181,606 | 278,008 | -96,402.3 |
| | Visits Per Capita | 1.1 | 1.9 | -0.7 |
| | Registered Users | 51,795 | 57,654 | -5,858.8 |
| | Registered Users Per Capita | 0.32 | 0.38 | -0.05 |
| | Net Interlibrary Loans | 446 | -550 | 995.6 |
| | Uses of Public Internet Computers Per Year | 23,400 | 29,520 | -6,120.4 |
| | Public Internet Computer Uses Per Computer | 1,170 | 647 | 523.1 |
| Public Internet Computer Uses Per Computer Per 10k Capita | 73.3 | 45.4 | 27.9 | |
| Uses of Public Internet Computers Per Year Per Capita | 0.15 | 0.19 | -0.04 | |
| Programming | Attendance Per Program - Birth to 5 Years | 15.6 | 36.4 | -20.8 |
| | Attendance Per Program - 6 to 11 Years | 25.8 | 51.0 | -25.2 |
| | Attendance Per Program - Young Adults | 12.8 | 17.0 | -4.2 |
| | Attendance Per Program - Adults | 6.9 | 12.5 | -5.6 |
| | Attendance Per Program - General Interest | 1,800.0 | 276.3 | 1,523.7 |
| | Overall Attendance per Program - All Programs | 24.6 | 32.5 | -7.9 |
| | Program attendance Per Capita | 0.1 | 0.2 | -0.1 |
| Staffing | Percentage of Operating Expenditures for Staffing | 74.0% | 71.1% | 2.9% |
| | Staff Expenditures Per Capita | \$8.93 | \$16.47 | -\$7.54 |
| | **Population Per Total Paid Staff | 5,702 | 4,298 | 1,403.4 |
| | Library Visit Per Paid Staff | 6,486 | 7,617 | -1,130.8 |

*KPL figures are included in the Peer Group Average

^Per State Library reporting guidelines, the part of E-materials expenses under Killeen's IT department was not included.

**A positive difference from the Peer Group Average could be considered positive or negative depending on context.

Please note that differences due to rounding may exist in the table.

Planning Process: Peer Analysis (cont'd)

To better understand KPL's level of usage, performance, and available resources, a public libraries peer analysis was undertaken. Upon CSC's request, KPL leadership identified 10 peer libraries to serve as the basis of the peer analysis. These libraries included:

| | |
|------------------------------|------------------------------|
| Abilene Public Library | Pasadena Public Library |
| Denton Public Library | Temple Public Library |
| Lewisville Public Library | Tyler Public Library |
| McKinney Public Library | Waco-McLennan Public Library |
| New Braunfels Public Library | Wichita Falls Public Library |

Data used in the Peer Analysis (as shown in the table on pg 10) was normalized or rates were used to allow for more effective comparison (i.e. per capita, per staff, etc.) across 44 measures. When determining the Peer Group Average, KPL's figures and performance were included to ensure the most conservative disparities possible. Additionally, the 11 libraries (KPL plus the 10 peers) were ranked 1 to 11 across each of the 44 measures. Some notable findings are provided below:

- KPL serves the 4th LARGEST official Service Area Population but has the LOWEST Total E-Materials and 2nd LOWEST E-Materials Per Capita. KPL's figures in both these areas are significantly below the group average.
- KPL's Total Collection Items Per Capita of 1.0 is well below the group average of 2.8. KPL's Total Collection Items (currently about 167k) would need to grow by about 280k (for a total of 447k items) to reflect the group average.
- KPL has the LOWEST Total Operating Revenue Per Capita (\$11.60 less than the group average and \$5.93 lower than Wichita Falls, the next lowest peer).
- KPL serves the 4th LARGEST official Service Area Population but has the FEWEST Total Square Footage Per Capita with which to serve their patrons.
- KPL reports the LOWEST Staff Expenditures Per Capita, but with the 5th HIGHEST Percentage of Operating Expenditures for Staffing. Along with the LOWEST Total Operating Revenue Per Capita (\$11.60 less than the group average), this suggests KPL is severely lagging in both Total Operating Revenue Per Capita and Staff Expenditures.

In general, KPL had the worst overall average ranking (11th) and was significantly underresourced compared to the 10 peer libraries. KPL beat the average in only 8 of the 44 (18%) measures and ranked 10th or 11th in 18 of the 44 (41%) measures.

Planning Process: Usage & Performance Analysis

In addition to the Peer Analysis, a Usage and Performance Analysis reviewing KPL activity and resources from 2018–2024 and compared with the average performance for all Texas public libraries with a legal service area population of 100k–200k* was completed. Selected findings are below:

- For the years 2018 to 2024, KPL’s Total Operating Revenue Per Capita trailed Texas library peers by an average of -\$9.81. While KPL’s 2024 figure is the highest for KPL over this time period, 2024 also reflects the largest revenue gap between KPL and its peers at -\$10.68. **This represents a \$1.7 million revenue shortfall for KPL relative to its Texas library peers.** Additionally concerning, this gap has increased by just over 19% since 2021 (see below).

| | | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | Average |
|------------------------------------|----------------|---------|---------|---------|---------|---------|----------|----------|---------|
| Total Operating Revenue Per Capita | KPL | \$10.14 | \$9.92 | \$9.01 | \$10.61 | \$10.66 | \$10.88 | \$12.07 | \$10.47 |
| | 100k-200k LSA | \$19.25 | \$19.52 | \$18.79 | \$19.56 | \$20.38 | \$21.55 | \$22.75 | \$20.27 |
| | KPL Difference | -\$9.11 | -\$9.60 | -\$9.78 | -\$8.95 | -\$9.72 | -\$10.67 | -\$10.68 | -\$9.81 |

- KPL spent \$7.60 less (approximately \$1.2 million) on Total Staff Expenditures Per Capita than the average of all 100k–200k LSA Texas libraries in 2024 (see below); the largest disparity for the period studied. **This suggests KPL is either understaffed or staff are underpaid relative to the comparison group.**

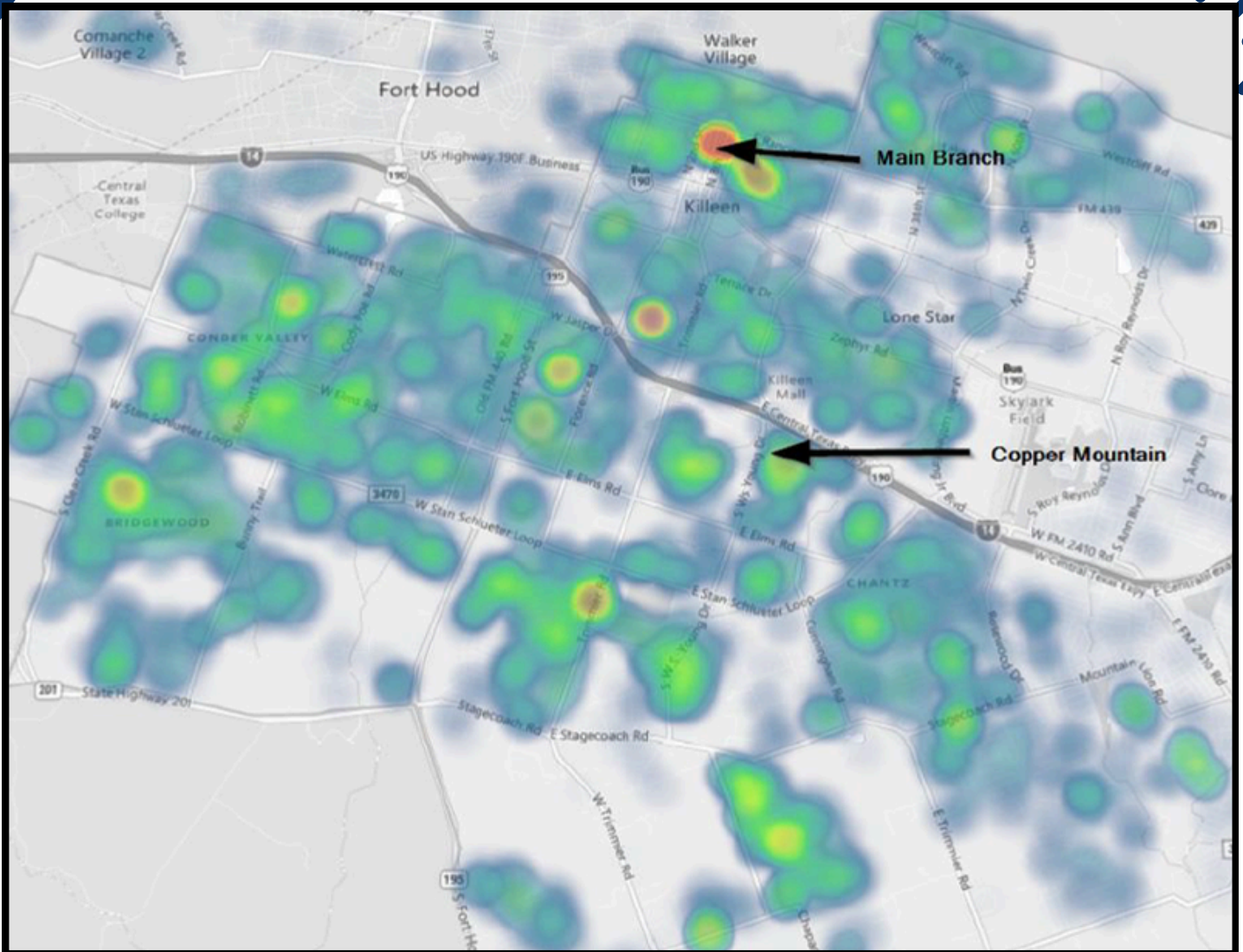
| | | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | Average |
|-------------------------------------|----------------|---------|---------|---------|---------|---------|---------|---------|---------|
| Total Staff Expenditures Per Capita | KPL | \$6.83 | \$6.60 | \$7.21 | \$7.47 | \$8.18 | \$8.15 | \$8.93 | \$7.62 |
| | 100k-200k LSA | \$13.46 | \$13.80 | \$13.54 | \$13.70 | \$14.25 | \$15.12 | \$16.53 | \$14.35 |
| | KPL Difference | -\$6.63 | -\$7.20 | -\$6.33 | -\$6.22 | -\$6.07 | -\$6.97 | -\$7.60 | -\$6.73 |

- Growth of KPL’s E-books Per Capita has not kept pace with the average of all 100k–200k LSA Texas libraries over the period studied.
- KPL spent an annual average of \$1.20 per capita less (about \$192k) on Total Collection Materials Expenditures Per Capita than the average of all 100k–200k LSA Texas libraries from 2018–2024.
- While realizing an increase of nearly 16,000 from 2023 to 2024, KPL’s number of Registered Library Users in 2024 (51,795) is about 45% lower than the 7-year high of 93,354 in 2019.
- KPL’s Total Programs increased by 152% while Total Program Attendance Per Program declined 44% from 2018 to 2024. However, KPL’s Total Attendance Per Program has increased about 84% from 2022 to 2024 (see below).

| | | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | Average |
|--------------------------------------|----------------|------|-------|------|------|-------|-------|-------|---------|
| Total Program Attendance Per Program | KPL | 44.0 | 23.9 | 25.3 | 44.0 | 13.4 | 12.9 | 24.6 | 26.8 |
| | 100k-200k LSA | 35.2 | 34.9 | 33.5 | 30.6 | 32.7 | 35.3 | 38.6 | 34.4 |
| | KPL Difference | 8.8 | -11.0 | -8.3 | 13.4 | -19.4 | -22.4 | -13.9 | -7.6 |

*After identifying a calculation error in the 100k–200k legal service area calculations on a resource made available by the Texas State Library and Archives Commission, the above reflects the CSC corrected calculations.

Planning Process: Spatial Analysis



Given the population of Killeen, nearly 160k in 2024, KPL wanted to better understand the general activity of KPL patrons and how effective the two (2) current KPL locations were at serving the community. Additionally, the analysis sought to inform whether another library location might provide more accessibility to patrons. The above heat map provides the number of circulation events for KPL patrons with at least one physical circulation event in the previous 365 days of the data pull (November 18, 2025) given the general geographic area of patron addresses. The analysis was limited to only physical circulation activity due to issues with e-material activity. Also, any in-person library use, such as attending a library program or event, reading in the library without checking out any materials, etc., are not reflected in the data since these activities do not require the validation and use of a library card.

Overall, the analysis shows that a large amount of physical circulation activity originates from patrons in the west-southwest area of Killeen, which is also the greatest distance from the Main Library and Copper Mountain Branch (CMB). These initial findings support the need for further exploration and to determine the feasibility of a KPL location in the west-southwest area of the city.

Planning Process: SWOT

STRENGTHS

1) Staff, Customer Service, and Patron Relationships

This is the clearest and most dominant strength. Staff repeatedly cited customer service, staff accessibility, supportive colleagues, and strong relationships with regular patrons. The library's human capital, how staff interact with patrons and each other, is perceived as a consistent and differentiating asset.

2) Programming (Especially Children, Teen, and Family)

Programming, particularly children's and CMB programming, Storytimes, events, and crafts, was mentioned frequently. Staff see programming as engaging and central to keeping community interest and foot traffic.

3) Collections (Books, E-Books, Genealogy)

The physical and digital collections remain a strong point, with repeated references to books, adult fiction, e-books, and especially genealogy. Genealogy stands out as a niche strength that gives the library a unique identity for certain patrons.

4) Free and Affordable Resources / Services

Free resources, affordable printing, and low-cost or free access were cited often, though typically more briefly. These offerings reinforce the library's role as an accessible institution and safety net for the community.

5) Community Space and Safe Haven

Staff referenced the library as a social hub and safe place, including for unhoused patrons.

WEAKNESSES

1) Communication (Internal, External, and Cross-Branch)

Communication failures dominate the weaknesses list. Staff cited poor internal communication, inconsistent messaging between branches, unclear policies, weak marketing, inaccurate public information, and lack of leadership visibility. This is the most pervasive issue across the organization.

2) Leadership, Management, and Staff Support

Closely following communication are concerns about leadership effectiveness: mistrust, favoritism, lack of autonomy, insufficient training, poor delegation, burnout, low morale, and limited advancement opportunities. Staff feel underutilized and undersupported despite feeling they are the organization's strongest asset.

3) Marketing, Outreach, and Public Awareness

Marketing and outreach weaknesses were repeatedly cited, specifically regarding low public awareness, inconsistent social media presence, limited outreach, and poor visibility at community events. Staff feel the library does not have the ability to effectively tell its story and share information with the public due to marketing constraints.

Planning Process: SWOT (cont'd)

WEAKNESSES (cont'd)

4) Space, Facilities, and Aesthetics

Lack of study rooms, inefficient use of space, aging facilities, poor aesthetics, custodial issues, and insufficient meeting areas were mentioned concerns.

5) Systems, Processes, and Operational Friction

Issues with payment systems tied to patron information, slow cataloging, lack of administrative services (faxing, scanning, notary), and inconsistent processes create friction for staff and patrons.

OPPORTUNITIES

1) Community Engagement, Partnerships, and Collaboration

The strongest opportunity theme centers on partnerships with schools, businesses, Killeen Parks, downtown organizations, Fort Hood, etc. Staff see collaboration as the fastest way to increase relevance and reach.

2) Expanded and More Strategic Programming

There is strong interest in expanding programming for adults, young adults, seniors, ESL learners, homeschoolers, and technology novices. Staff clearly view programming as the primary growth lever.

3) Grants, Fundraising, and Friends of the Library

Reviving Friends of the Library, pursuing grants, hosting book sales, and fundraising were frequently cited as ways that should be explored or further leveraged to stabilize funding and expand services.

4) Better Use of Space and Facilities

Staff see immediate opportunities in reconfiguring existing space or exploring renovations to include study kiosks, meeting rooms, children's areas, etc. before pursuing the building of another location. Some staff feel that maximizing KPL's current locations makes more sense than building a new location.

5) Marketing, Social Media, and Visibility

Leveraging social media, improving storytelling, and having a more intentional presence at community events are seen as important, high-impact opportunities.

THREATS

1) Book Bans and Censorship Pressure

Book bans overwhelmingly dominate the threats category. Staff view censorship as a direct threat to collections, professional values, morale, and public trust.

2) Funding Instability and Rising Costs

Federal and city funding cuts, combined with rising costs and low revenue, pose a serious threat to sustainability and staffing. Concern exists over how the library can stay relevant without the necessary funding for innovative and more convenient resources and services.

Planning Process: SWOT (cont'd)

THREATS (cont'd)

3) Perception, Relevance, and Competition

Competition from other libraries, ever-expanding online services, AI, and search engines, combined with weak marketing, especially when coupled with funding issues and a lack of innovation, create the risk that the library is perceived as less relevant.

4) Facility Location, Downtown Conditions, and Safety Perceptions

Downtown decline, homelessness near the Main Library, lack of foot traffic, public transit limitations, and safety concerns threaten the perception of the Main Library and level of physical usage.

5) Communication Failures and Reputation Risk

Poor communication with the public, weak media relationships, negative word of mouth, and limited city advocacy threaten the library's reputation and political capital.

Strategic Summary

The library's greatest perceived strengths of staff and programming are being actively constrained by its greatest weaknesses in communication, marketing, and leadership systems while the external threats of book bans, funding cuts, and lack of perceived relevance increase the urgency to act.

Implications and Considerations Moving Forward

Fix Communication First to Unlock Everything Else

Communication shows up as a weakness and a threat, and its absence likely magnifies nearly every other problem. A unified internal and external communication framework is foundational and required. This includes standardization and effective recordkeeping of library policies and procedures.

Protect and Invest in Staff as the Primary Strategic Asset

Staff are the top strength, yet morale, trust, and autonomy are among the top weaknesses. Leadership development, training, empowerment, and visible support are critical strategies and processes that depend on intentional and effective execution.

Strategically Scale What Already Works: Programming and Collaboration for Growth

Strategic expansion into appropriate and in-demand adult, teen, ESL, and tech programming is necessary to drive usage and increase perceived relevance. More effective collaboration and partnerships for programming and events offer the clearest path to increased usage and relevance.

Use Partnerships to Offset Funding and Capacity Limits

Collaboration is the strongest opportunity and the most realistic response to funding threats. Working with area schools, parks, downtown businesses, and the military base help create relevance, maximize the use of available funding, and provide vehicles for growing the library's user base.

Planning Process: SWOT (cont'd)

Reclaim the Narrative in a Politicized Environment

Book bans and perception threats require proactive storytelling, community advocacy, and alignment with civic priorities. Marketing, as it is currently executed, is no longer a viable approach. Additionally, the library must become more effective at collecting high-quality data beyond simple circulation numbers to objectively demonstrate the library as a fundamental community resource. This effort will likely require enhanced utilization of current systems and the creation of standard operating procedures for program attendance, patron feedback, and various other library uses.



Planning Process: Town Halls

An important part of the planning process was ensuring public input for how KPL might ideally serve Killeen and provide the best value and impact to each community member and military family. A total of three (3) town halls were held (two (2) in-person and one (1) virtually) and moderated by CSC. Ensuring KPL is aware of the community's needs and wants, and identifying its role in helping address them, is an important aspect of strategic collaboration and the effective use of public resources. Town hall questions covered the following areas:

Programs

Areas of Interest

Spaces

Services

Military & Military Families



Come Rediscover Killeen Public Library!



