



KILLEEN PUBLIC LIBRARY
STRATEGIC PLAN 2026-2030

DS-26-018

February 17, 2026

Background

- 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 will be the first strategic plan for KPL.

Strategic Plan Steering Committee

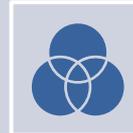
- A Strategic Plan Steering Committee (SPSC) comprised of library staff, was created to provide guidance, information, and context as well as to receive and review the various reports provided by CSC.
- The SPSC was an important part of the planning process and provided understanding and “behind the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

Engagement

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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.



KPL staff participated in a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis.



Two (2) in-person and one (1) virtual Town Halls open to the public and mediated by CSC.



Stakeholders identified by community leadership were also interviewed.

Mission and Vision

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Mission

“The Killeen Public Library provides access to knowledge and services that engage and support Killeen’s continuously evolving community.”

Vision

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

Peer Analysis

- To better understand KPL's level of usage, performance, and available resources, a public libraries peer analysis was performed.

Peer Library List	
Abilene Public Library	Pasadena Public Library
Denton Public Library	Temple Public Library
Lewisville Public Library	Tyler Public Library
McKinney Public Library	Waco-McClennan Public Library
New Braunfels Public Library	Wichita Falls Public Library

Peer Analysis: Key Findings

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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 total collection items Per Capita of 1.0 is well below the group average of 2.8.

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).

Peer Analysis: Key Findings Cont.

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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.

Peer Analysis: Summary

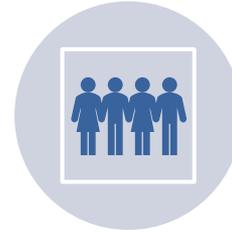
- KPL had the worst overall average ranking (11th) and was significantly under-resourced compared to the 10 peer libraries.
- KPL beat the average in only 8 of the 44 (18%) measures and ranked 10th or 11th in 18 of the 44 (41%) measures.

KPL Strategic Plan Priorities

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Communication and
Public Awareness



Community
Engagement and
Collaboration



Programming and
Community Needs



Service Capacity
and Spaces

P1: Communication and Public Awareness

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KPL will provide clear, consistent, and accessible communication so residents always know what the library offers, how to access services, and what value the library brings to the community.



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.

P2: Community Engagement and Collaboration

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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.



Through increased collaborative efforts, the resources provided by KPL would become more widely known.

P3: Programming and Community Needs

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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.



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.

P4: Service Capacity and Spaces

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KPL will strengthen the foundation of our library, including our people, systems, and physical spaces, to ensure consistent, high-quality service for all residents.

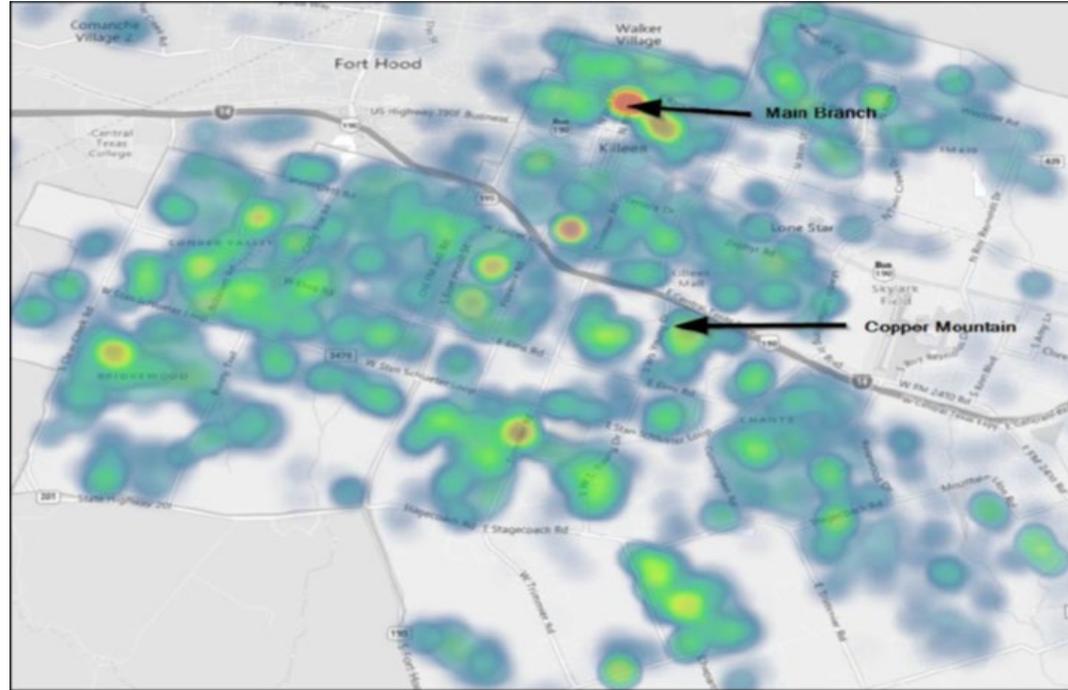


This requires exploring opportunities for the development of a new library facility or expansion of current branches to maximize KPL's performance, value, and impact.

Spatial Analysis

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The analysis shows that a large amount of physical circulation activity originates from patrons in the west-southwest area of Killeen.



Killeen Public Library Funding

- There is a need for increased investment to meet the current and future community needs and expectations.
- Sustainable funding will support materials, staffing, programming, technology, and facilities that reflect the size the Killeen community.

Conclusion

- Staff is seeking feedback from Killeen City Council on the Killeen Public Library Strategic Plan 2026-2030 draft for inclusion in the final draft and consideration for adoption at a future meeting.