

**The Killingworth Library Association
Board of Directors
March 23, 2026**

To: Lise Brule, Bini Freeman, James McDonald, Jan O’Sullivan, Mariah Miesel, Holly Perry, Chris Larson, Gwenne Celmer, Tim Emerson, Isabelle Chen, Ben Sodergren, Tammy Eustis

From: Lucinda Hogarty

Re: Agenda for Board of Directors meeting Monday, March 23, 2026, 7:00 P.M. Held by Zoom

- Consent Agenda-vote to accept
- Minutes-review previous meeting’s minutes, vote needed only if there are changes
- President’s Report
- Library Director’s Report
- Budget and Finance Report
- Fundraising Report
- Grants Report
- Building and Grounds Report
- Other Business
 - Security
 - Programs
 - Governance
 - Recognition
 - Strategic Planning
 - Friends of the Library
 - New ideas, events, etc.

If you cannot attend, please call, text or email:

- Chris Larson: chris.larson.m@gmail.com
- Lucinda Hogarty 860.450.9570, email: lhogarty@gmail.com

DATES TO REMEMBER:

Regular Governance/Management Tasks by Month

- | | |
|--|---|
| <p>July:</p> <ul style="list-style-type: none">• Annual report to the town (the request from the town can occur at different times) <p>September:</p> <ul style="list-style-type: none">• Draft annual campaign solicitation letter and arrange for printing (Technique Printers) and bulk mailing (Deep River P.O.) <p>October:</p> <ul style="list-style-type: none">• Annual appeal letter sent <p>November:</p> <ul style="list-style-type: none">• Review holiday schedule for following year• Nominate slate of officers <p>December:</p> <ul style="list-style-type: none">• Annual meeting and elections of officers and renewal of terms• Staff recognition gifts• Budget Development | <p>January:</p> <ul style="list-style-type: none">• Review bylaws• Develop budget request• Budget request submission to town <p>February:</p> <ul style="list-style-type: none">• Annual appeal reminder letters to previous donors to go out• Meet with Board of Selectmen and Finance, as needed <p>March:</p> <ul style="list-style-type: none">• Review Strategic Plan <p>April:</p> <ul style="list-style-type: none">• National Volunteers Week-recognition• National Library Week-Board to determine recognition for staff (lunch?) <p>May:</p> <ul style="list-style-type: none">• Staff performance review• Plan NAA submission <p>June:</p> <ul style="list-style-type: none">• Submit NAA proposal to town, if needed |
|--|---|

Killingworth Library Board of Directors 2025-26 Goals & Objectives

1. Provide appropriate funds (amount to be determined) for the Killingworth Library's FY 2024-25 operating budget through year-round fundraising events, grants, and other income-producing and cost-saving activities.
2. Expand fundraising initiatives and opportunities for individuals, businesses and organizations to support the Killingworth Library.
3. Expand library programming to increase cultural and educational opportunities for children, young adults and adults, boost visibility and participation through traditional and social media, promotional material, website and e-communication.
4. Conduct annual technology review, track Internet usage, and ensure Killingworth Library's multimedia capabilities are current within one–two years of the latest technology.
5. Increase non-board member involvement on KLA committees to develop board membership pipeline, spread the workload, and expand involvement in the Killingworth Library.
6. Increase the number of library cards held by community members and online library account membership.
7. Utilize new website with subscriber email capability to support direct communications with patrons on programs, fundraising activities and library news updates.
8. Develop a formalized planned giving program that makes it easy for individuals to give charitable annuities, bequests and other planned gifts to support the Killingworth Library.
9. Maintain the library building and grounds to provide an attractive, welcoming place for all.

Killingworth Library Association, Inc.

Consent Agenda

March 23, 2026

(Note: **Bold Items require action.** Please take note.)

From the Treasurer:

Reports attached

Fundraising

Annual appeal update and **reminder letter**

Governance

Review strategic plan

Recognition

National Library Week is April 19th - 25th, 2026, a time to highlight the essential role libraries, librarians, and library staff play in transforming lives and strengthening communities.

The Killingworth Library Association

Board of Directors

Meeting Minutes - Monday, Feb. 23, 2026

Zoom meeting

Directors Present: Chris Larson, Lucinda Hogarty, Jan O’Sullivan, Tim Emerson, Gwenne Celmer, Lise Brule, Isabelle Chen, Mariah Miesel, Bini Freeman, Jim McDonald

Excused: Holly Perry

The Zoom meeting was called to order at 7:05 pm.

Consent Agenda: Jan made a motion to approve; seconded by Gwenne. Passed.

Minutes of Jan., meeting: Approved as submitted.

President’s report:

Jan and Chris felt that the meeting with the Board of Selectmen about the budget went well. Ben also attended.

They should be asked to a Board of Finance meeting sometime soon.

There was conversation about the capital plan and boiler maintenance and whether we might be able to be on the town’s service contract, too. Repair and maintenance on the boiler is already \$3,800 this year. There will be discussion with the Greenaways in the spring about the solar flower idea.

Library Director Report:

Ben’s report was distributed before the meeting. We will be getting a new copier.

Budget and Finance: Jan’s reports were submitted before the meeting.

Fundraising:

Annual appeal to date has raised \$19,390.

Second mailing to previous donors who have not yet contributed to go out soon.

Take opportunities to engage out-of-town patrons in both volunteering as “Friends/helpers” and donating.

Wrap and Yap: Next year have a wrapping table at local craft fair(s), in addition to an event at library with Santa.

Friends of the Library

Mariah and Ben met with a representative from the state organization Friends of CT Libraries. The discussion focused on the approach of creating a separate non-profit 501(c)(3) organization, which does not align with our interest. So, Mariah suggests trying to do advance planning for events that can both raise funds and engage possible volunteers.

Grants:

Ideas for potential CFMC funding to be solicited from staff for April 2 deadline.

Governance:

We need new board members. Please think of possible candidates.

Meeting adjourned at 7:50 pm. pm.

Respectfully submitted,

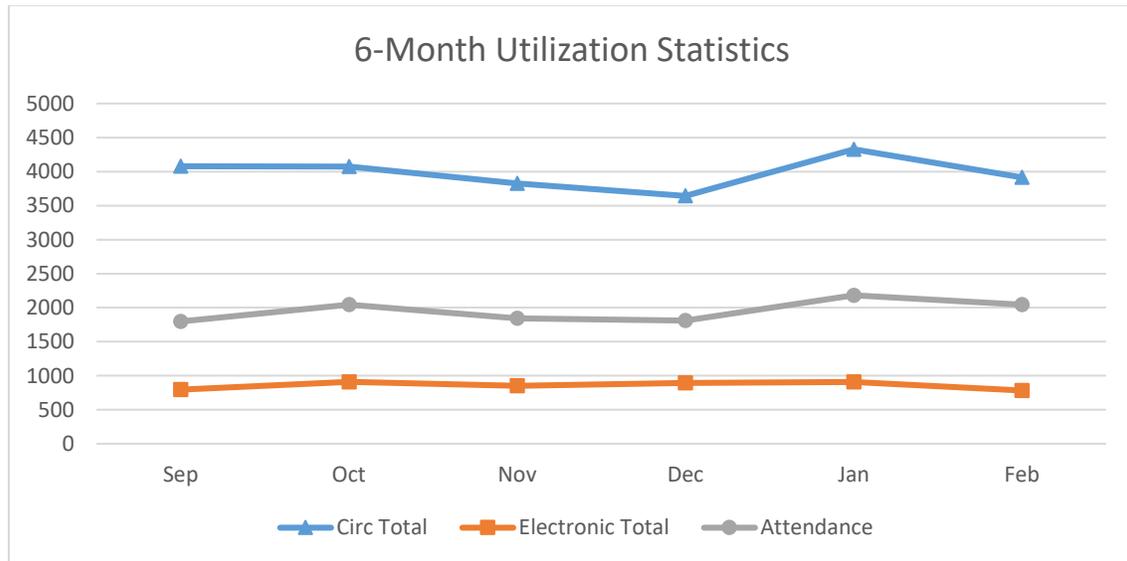
Lucinda Hogarty

Killingworth Library

March Library Director's Report

February Utilization Statistics:

Type	Service	Sep	Oct	Nov	Dec	Jan	Feb
Patron Stat	In-House Attendance	1,798	2,044	1,841	1,812	2,182	2,045
	PC Use	45	42	47	51	48	47
Circulation	Adult books	1,280	1,122	1,116	1,037	1,303	1,158
	Juvenile/Tween books	1,292	1,335	1,261	1,019	1,241	1,265
	YA books	58	46	29	26	38	35
	DVDs	234	261	271	326	396	302
	Audio CD Books	79	68	54	56	68	64
	Magazines	18	18	13	10	24	17
	Other (puzzles, passes, etc)	61	74	67	56	108	92
	Loaned to Other Libraries	260	240	161	218	240	196
Electronic	E-Checkouts Hoopla	343	356	381	342	309	327
	E-Checkouts Libby	304	306	279	316	385	279
	E-Checkouts Magazines	151	247	192	236	215	177
	BookFlix (Juv)	0	1	1	N/A	N/A	N/A
		Sep	Oct	Nov	Dec	Jan	Feb
	Circ Total	4080	4074	3825	3642	4327	3912
	Electronic Total	798	910	853	894	909	783
	Attendance	1,798	2,044	1,841	1,812	2,182	2,045



Top 3 Facebook Posts for February:

- Take Your Child to the Library Day & Valentine Bouquets for Adults with Special Needs, inc. photos (2/8): 864 people reached, 10 likes, 4 shares
- Cardboard Kingdom photos (2/5): 720 people reached, 12 likes, 1 comment, 3 shares
- Closed for the Monday blizzard (2/22): 609 people reached, 7 likes, 3 shares

February Program Attendance:

Program	Date	Attendance	Age Group
Homeschool Book Clubs (3 age groups)	-	3	Children
Build a Cardboard Kingdom	2/3	10	Children
Create a Vision Board	2/4	5	Adults/YA
Adult Movie Night: The Shining	2/4	3	Adults
Music w/ Margie	2/6, 13, 20, 27	38	Children
Take Your Child to the Library Day	2/7	20	Children
Valentines Bouquets for Special Needs	2/7	4	Adults/YA
Tales for Tots	2/10, 17, 24	44	Children
Tuesday Book Discussion	2/10	7	Adults
Make a Heart-Felt Gift	2/10	12	Children
Pajama Storytime	2/10	6	Children
The Day the Crayons Quit Play	2/11	10	Children
CT and the Road to Victory at Yorktown	2/11	30	Adults
Minecraft Club	2/12, 26	15	Children
Drive-In Movie Nite	2/12	4	Children
Writers Writing	2/13, 27	20	Adults
YouthAstroNet	2/14, 21, 28	29	Tweens
Surprise Saturday	2/14, 28	34	Children
Math Mania	2/17	6	Children
LEGO STEM Club	2/17	12	Children
Chinese New Year	2/19	6	Children
Mystery Book Club	2/19	7	Adults
Punk Taco Adventures: Author Talk	2/21	4	Family
Polar Bears & How They Live in the Arctic	2/21	14	Children
American Girl Doll Club	2/24	7	Children
	Total:	367	

E-Rate: Our E-Rate Form 471 for discounted Internet service has been filed for this year.

Tree Program: Throughout the spring, we will be promoting tree planting in town, as a lead-in to our “Plant a Seed, Read” summer reading theme. We’ve purchased 50 redbud saplings from the Arbor Day Foundation, which patrons can sign up to take for free. We’re also collecting donations to purchase more saplings; for \$80, we can get a pack of 50. Patrons who sponsor a purchase can pick the tree variety. We plan to share this initiative with other libraries to try and maximize the number of trees we can plant.

Tag Sale: The KWO’s Town-Wide Tag Sale is on Saturday, May 9th. We’ve signed up to be on their map, and we’ll hold our sale in the meeting room and on the lawn, depending on weather. The library has some things we can sell, but Board members are also welcomed to donate items that are no longer needed.

Passport to CT Libraries: We are participating again in the Passport to CT Libraries program, which is a statewide initiative that invites participants to visit as many libraries as possible. We will be offering stamps and free library pens at the desk to passport holders.

Killingworth Library Assoc., Inc. CASH REPORT

February 28, 2026

WEBSTER CHECKING ACCOUNT

Beginning Balance \$3,857.55

	<u>Current Month</u>	<u>Prior Months</u>	<u>Total to Date</u>
REVENUES			
Book Sales	261.75	2,199.25	2,461.00
Fund Raising			
Annual Fund	795.00	18,595.00	19,390.00
In House Sales Items			0.00
Amazon Smile/iGive/PayPalGiving			0.00
Miscellaneous		56.00	56.00
Gifts Received	155.00	1,955.50	2,110.50
Grant Income			0.00
Miscellaneous Income	39.48	98.38	137.86
Town Contribution		285,000.00	285,000.00
User Fees	194.25	1,295.50	1,489.75
TOTAL RECEIPTS	\$1,445.48	\$309,199.63	\$310,645.11

DISBURSEMENTS			
Books	3,239.40	18,836.32	22,075.72
Computers	25.00	1,644.80	1,669.80
Consortium Expenses		9,164.00	9,164.00
Copier Lease	121.63	1,453.05	1,574.68
Dues & Professional Dev.		755.00	755.00
Fundraising Expenses		1,734.24	1,734.24
Goodwill/Public Relations		1,286.17	1,286.17
Earmarked Expenses		703.62	703.62
Insurance			
Health	2,535.16	17,060.14	19,595.30
Liability/WC/D&O		(49.00)	(49.00)
Library of Things		177.09	177.09
Maintenance	3,794.96	7,317.99	11,112.95
Museum Passes		1,040.00	1,040.00
Office (supplies, equipment, fees)	409.95	3,616.98	4,026.93
Payroll Expenses	18,053.55	136,654.72	154,708.27
Programs - Adult	150.00	1,432.85	1,582.85
Programs - Children	290.09	2,746.24	3,036.33
Seed Library			0.00
Subscriptions		2,572.72	2,572.72
Unemployment Compensation		731.24	731.24
Utilities			
Electric	643.18	5,560.73	6,203.91
Oil	1,652.17	3,387.30	5,039.47
Telephone	77.60	898.59	976.19
To Petty Cash			
TOTAL DISBURSEMENTS	\$30,992.69	\$218,724.79	\$249,717.48

Transfer from Endowment			
Transfer from/to Money Market	30,000.00		
Transfer from/to Encumbered Savings			
Ending Checking Balance	\$4,310.34		

WEBSTER BUSINESS MONEY MARKET		Beginning Balance	\$123,102.91
Deposits	0.00		
Withdrawals	30,000.00		
Interest Income	222.21		
Bank Charges			
		Ending Balance	\$93,325.12

ENCUMBERED SAVINGS (WEBSTER)

NEIGHBORHOOD ASSISTANCE FUNDS

Deposits	0.00	Beginning Balance	\$3,727.49
Withdrawals	0.00	Ending Balance	\$3,727.49

ENCUMBERED FUNDS

Deposits	144.13	Beginning Balance	\$48,619.57
Withdrawals	0.00	Ending Balance	\$48,763.70

BUILDING FUND

Deposits	0.00	Beginning Balance	\$10,065.23
Withdrawals	0.00	Ending Balance	\$10,065.23

Interest Income	130.32	Total Ending E.S. Balance	\$62,686.74
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Killingworth Library Assoc., Inc. CASH REPORT

January 31, 2026

WEBSTER CHECKING ACCOUNT

Beginning Balance

\$6,981.41

	<u>Current Month</u>	<u>Prior Months</u>	<u>Total to Date</u>
REVENUES			
Book Sales	182.75	2,016.50	2,199.25
Fund Raising			
Annual Fund	9,705.00	8,890.00	18,595.00
In House Sales Items			0.00
Amazon Smile/iGive/PayPalGiving			0.00
Miscellaneous		56.00	56.00
Gifts Received	857.00	1,098.50	1,955.50
Grant Income			0.00
Miscellaneous Income	10.48	87.90	98.38
Town Contribution	142,500.00	142,500.00	285,000.00
User Fees	226.50	1,069.00	1,295.50
TOTAL RECEIPTS	\$153,481.73	\$155,717.90	\$309,199.63
DISBURSEMENTS			
Books	1,786.55	17,049.77	18,836.32
Computers	863.98	780.82	1,644.80
Consortium Expenses		9,164.00	9,164.00
Copier Lease	186.44	1,266.61	1,453.05
Dues & Professional Dev.		755.00	755.00
Fundraising Expenses	1,687.43	46.81	1,734.24
Goodwill/Public Relations		1,286.17	1,286.17
Earmarked Expenses		703.62	703.62
Insurance			
Health	2,535.16	14,524.98	17,060.14
Liability/WC/D&O		(49.00)	(49.00)
Library of Things		177.09	177.09
Maintenance	2,306.01	5,011.98	7,317.99
Museum Passes	65.00	975.00	1,040.00
Office (supplies, equipment, fees)	716.85	2,900.13	3,616.98
Payroll Expenses	20,712.35	115,942.37	136,654.72
Programs - Adult	303.97	1,128.88	1,432.85
Programs - Children	930.91	1,815.33	2,746.24
Seed Library			0.00
Subscriptions	412.00	2,160.72	2,572.72
Unemployment Compensation	147.29	583.95	731.24
Utilities			
Electric	585.59	4,975.14	5,560.73
Oil	788.46	2,598.84	3,387.30
Telephone	77.60	820.99	898.59
To Petty Cash			
TOTAL DISBURSEMENTS	\$34,105.59	\$184,619.20	\$218,724.79
Transfer from Endowment			
Transfer from/to Money Market	(122,500.00)		
Transfer from/to Encumbered Savings			
Ending Checking Balance	\$3,857.55		

WEBSTER BUSINESS MONEY MARKET		Beginning Balance	\$387.51
Deposits	142,500.00		
Withdrawals	20,000.00		
Interest Income	215.40		
Bank Charges			
		Ending Balance	\$123,102.91

ENCUMBERED SAVINGS (WEBSTER)

NEIGHBORHOOD ASSISTANCE FUNDS

Deposits	0.00	Beginning Balance	\$3,727.49
Withdrawals	0.00	Ending Balance	\$3,727.49

ENCUMBERED FUNDS

Deposits	156.49	Beginning Balance	\$48,463.08
Withdrawals	0.00	Ending Balance	\$48,619.57

BUILDING FUND

Deposits	0.00	Beginning Balance	\$10,065.23
Withdrawals	0.00	Ending Balance	\$10,065.23

Interest Income	144.13	Total Ending E.S. Balance	\$62,556.42
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KILLINGWORTH LIBRARY ASSOCIATION, INC.
Endowment Report for Morgan Stanley Smith Barney
For the Period ending February 28, 2026

ACCOUNT SUMMARY

Bond Account

	Begin. Value	Account Activity	Ending Value
Cash and Money Fund	\$2,442.10	\$2,492.03	\$4,934.13
Certificates of Deposit	\$0.00	\$0.00	\$0.00
Taxable Bonds	\$481,879.14	\$1,857.71	\$483,736.85
Mutual Bond Funds	\$0.00	\$0.00	\$0.00
	\$484,321.24		\$488,670.98

Stock Account

	Begin. Value	Account Activity	Ending Value
Cash and Money Fund	\$3,400.52	\$60.01	\$3,460.53
Equities	\$474,045.27	\$11,169.69	\$485,214.96
EFTs (Exchange-Traded Funds)	\$140,420.63	\$1,064.12	\$141,484.75
Mutual Funds	\$61,948.16	\$1,494.52	\$63,442.68
	\$679,814.58		\$693,602.92

TOTAL ENDOWMENT \$1,182,273.90

INCOME SUMMARY - Interest and Dividends

Bond Account:	\$2,668.78
Stock Account:	\$711.89
<u>TOTAL INCOME THIS PERIOD:</u>	\$3,380.67
TOTAL INCOME PRIOR MONTHS:	\$20,123.19
<u>TOTAL INCOME THIS FISCAL YEAR:</u>	<u>\$23,503.86</u>
<i>75% of Income To Date:</i>	\$17,627.90



Killingworth Library Association

Strategic Plan

2022-2027

Endorsed by the Killingworth Library Association Board of Directors

Adopted January 24, 2022

Reviewed Summer 2023

Reviewed March 2025

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Mission Statement.....	6
Vision Statement	6
Values Statement	6
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Goal 1) Improve library users’ experience, making the library more attractive, welcoming, safe, and receptive to community needs.....	7
Objective: Provide users with individualized guidance to their needs and interests	8
Objective: Utilize a communications/public relations approach keeping the community informed using various modalities and media, conveying key messaging about the library’s mission, offerings, and potential.	8
Goal 2) Expand library’s collection and its role in the community’s education across all age groups	8
Objective: Select, acquire, curate, maintain, and provide free materials in all formats to meet the disparate needs and interests of the community.	8
Objective: Collaborate with schools, senior, and civic groups.....	8
Objective: Explore and utilize new and emerging means to determine the needs and expectations of Killingworth 8	
Goal 3) Monitor and embrace new developments in technology to involve, educate, support, and entertain the community.....	8
Objective: Create a technology plan to periodically ensure updates and allow for appropriate budget allocation ...	8
Goal 4) Assure financial strength and sustainability and increase active support for library	9
Objective: Maintain responsible accounting, budgeting, and forecasting procedures.	9
Objective: Strengthen Board of Directors	9
Objective: Optimize partnerships with regional, state, and national library organizations and other libraries to share best practices and share resources when practical.	9
Objective: Define, recruit, and engage an active Friends of the Library group, to serve as a community voice in library committees, as a pipeline to board membership, and to build bridges to the community.....	9
Objective: Evaluate, support, and modify, as needed, volunteer roles within library to ensure appropriate, sufficient, and efficient coverage. Develop a volunteer manual, replacing standalone checklists. Evaluate whether	

volunteers can be “certified” as replacement for paid circulation desk staff (addressing the need for two paid staff in the building, which drives up cost).....	9
Goal 5) Track and/or develop possible expansion opportunities recognizing the need for community meeting space while recognizing the library’s role as a community center and recognizing that the building is owned by the town. ...	9
Objective: Explore expansion of library’s scope of services, including offering expanded physical space for meetings, tutoring, and programs.....	9
Goal 6) Recruit, develop, retain, utilize, and support professional staff, fostering a culture of customer service and teamwork	9
Objective: Identify library staffing requirements based on utilization data and community needs and recruit and hire based on these specific needs	9
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Strategic Plan Committee Members

- Lucinda Hogarty
- Jan O’Sullivan
- Nancy McCormick
- Kelly Leach
- Wallace Jones
- Joan Gay
- Alison Karam
- Laurie Prichard
- Bini Freeman
- Christy Coppola

Killingworth Library Association Board of Directors

(as of October 26, 2021)

- Lise Brule
- Christie Coppola
- Beth Fair
- Bini Freeman
- Rob Flaherty, Jr.
- Tina Garmaise
- Lucinda Hogarty, President
- Dave Meixell, Recording Secretary
- Nancy McCormick, Corresponding Secretary
- Jim McDonald
- Keith Nairn, Vice President
- Roger Nemergut
- Jan O’Sullivan, Treasurer
- Dick Otto

Killingworth Library Staff

- Laurie Prichard, Director
- Tammy Eustis, Assistant Director
- Brigid Loughlin, Technical Services / Circulation
- Ben Sodergren, SCSU Student Temp (Library Science Major) – Circulation and program support

Introduction

The history of the Killingworth Library (see below) demonstrates a strong commitment by volunteers to ensure that the residents have access to this vital community resource. The library serves as meeting place in a town that has no community center and few gathering spots, as well as performing the historical roles of providing information, reading materials, and children’s and adult programs. The Board of Directors recognizes that in times of change, demographic shifts, and technological advances, it is crucial to look ahead, try to anticipate challenges and build a resilient organization. The process of analyzing trends and identifying threats and opportunities was formalized in a strategic planning approach begun in the Spring of 2019. The resulting Killingworth Library Strategic Plan, 2022-2027 presents the findings and conclusions drawn from this process.

History of the Killingworth Library

- At a meeting in January 1964, a group of about 20 residents voted to start an adult library in a space in the Killingworth Elementary School loaned by the Board of Education. It was to be an organization separate from the school library, with its own by-laws, policies, and fund-raising projects. Volunteers built shelves and processed about 1,000 books donated by neighboring libraries and town residents.
- In September 1965, the library moved into two upstairs rooms and hallway of the newly purchased Town office building. The collection at that time contained about 2,600 books.

- In January 1968 the library was incorporated as a private corporation offering free library service to the town. It is a non-profit organization, with a 501(c)3 tax status. On that basis it was formally recognized by the Town of Killingworth and the state of Connecticut.
- In September 1972 the growing Library moved to the building at the Killingworth traffic circle that had at one time housed the Killingworth Fire Department and had been the Central District School previous to that.
- As the Library continued to grow, more volunteers were trained, and a part-time librarian was hired. In the 1980s, due to the growth of the library and the dangerous location on the busy circle, a building committee was formed which investigated possibilities of relocating to larger, safer quarters.
- In 1992, the town decided to buy the vacant, former CBT bank building on Rte. 81. The Killingworth Library Assn. contributed \$35,000 towards the purchase.
- Over several months, the Building Committee members visited many libraries around the state that had recently been built or had new additions, to gather information. Nine architectural firms submitted tentative plans of their ideas for the addition to the former bank. Tunney Associates of Killingworth was finally chosen for presenting the most reasonable and appropriate ideas.
- Volunteers solicited pledges from Killingworth residents who recognized the need for this facility. The Library Board applied for and received a grant of \$350,000 from the State, and the Town of Killingworth voted to contribute \$200,000.
- The doors to the new library opened December 1, 1995, and the formal dedication of the Killingworth Library took place April 14, 1996, almost exactly 32 years after the Library originally opened.
- To this day, town volunteers keep costs down by providing countless hours of hands-on work in fundraising, finance, program planning, computer maintenance, security, grounds upkeep, and interior building maintenance.

Planning Process/Background

The Board of Directors formed an ad hoc strategic planning committee in March 2019. The process of strategic planning began with an analysis of other libraries' plans and investigation of their approaches. For the rest of that pre-pandemic year, that committee undertook a series of activities to analyze demographic and utilization data and solicit input through a community survey, using Survey Monkey paper questionnaires (260 responses). Members of the committee and staff visited other libraries, researched other libraries' strategic plans, and consulted with neighboring libraries' staffs, as well as town and civic organizations, business representatives, and school officials.

We held facilitated focus groups to address strengths, weaknesses, opportunities, and threats, using the "SWOT" approach, in the fall of 2019. Separate sessions were conducted for the board, staff, and volunteers. Results were compiled. A Survey Monkey survey, which garnered 262 responses, was done in the fall of 2019.

Comparisons were studied between Killingworth and similar wealth communities (AENGLC index- Adjusted Equalized Net Grand List per Capita), the similar neighboring libraries of Deep River, Haddam, Durham, and Westbrook, and the state median. We used the FY 2019 data, the most recent data not skewed by the pandemic shutdown.

Key points of interest from state library data analyzed:

- Killingworth receives significantly less municipal support (74% compared to the statewide median of 93%) and is therefore more dependent on fundraising by the Board of Directors than benchmark libraries to meet its operating budget. Fundraising has become much more difficult over the past several years.

- We rely much more heavily on circulation desk volunteers, enabling us to be open to serve the public for longer hours, as well as volunteers providing invaluable accounting, computer, and maintenance services, which are often line items in other libraries' operating budgets.
- Our overall circulation/ hour and visits /hour were lower than benchmarks of state median and similar wealth communities, which affect staff needs per hour.

Analysis of census data detailed how Killingworth demographics have been drastically changing.

- There are now significantly fewer children in Killingworth, while the proportion of older adults is increasing.
- Some estimates project a 59% decline in the under 15-year-old population between 2000 and 2025, while there is a 16% increase in 15- to 19-year-olds, increases in 20- to 24-year-olds, and large increases in the over 55 populations. The community survey and focus groups also demonstrated that there is both a need and a clearly expressed demand for youth services.

Early in the planning process we agreed that we were engaged in a continuous quality improvement process as much as a future planning process. We committed to taking actionable steps for correction or improvement as we proceed. Common concerns and issues that emerged from both the survey and the SWOT sessions were immediately analyzed and led to improvements within two to three months of the input. (See Appendix 2.) These included improvements in the children's room, changes in library hours, offering afternoon programming, and adding programs for teens and tweens.

This admirable momentum was stopped in its tracks in March 2020 with the Covid-19 shutdowns. In the intervening time, great progress has been made to reestablish services for Killingworth patrons in creative and innovative ways. Although the strategic planning process was also interrupted, the Board determined that the concepts and concerns elicited prior to the pandemic were still valid and therefore decided to move forward with the creation of this strategic plan. It is hoped that this will serve as a blueprint for library administration and will provide guidance and direction to the Board of Directors, funders, including the town, and patrons and donors of the library over the next several years.

Plan Implementation and Progress Updates

The Board plans to examine progress annually at the May meeting, timed to coincide with the start of the new fiscal year on July 1. At that time, updates on progress can be made, and reprioritization of goals, if needed, can be carried out. In this Plan, some objectives are followed by "Action Steps" identified for near term implementation. Action steps for other objectives will be developed over the term of the Plan, within the annual review process.

Mission, Vision, and Values Statements

Mission Statement

To provide all community members with a welcoming place to: champion the love of reading and lifelong learning to stimulate curiosity; nurture creativity; offer reliable information resources; and provide programs, services, and technology that engage, enrich, and inspire Killingworth residents of all ages.

Vision Statement

The Killingworth Library Association will be a recognized source of knowledge and information and a place to gather and discuss, will encourage reading, and will partner with the town, schools, and other organizations. We will facilitate life-long learning, offering a full spectrum of services, materials, and programming.

Values Statement

The Killingworth Library Association – its Board of Directors, staff, and volunteers – is committed to the following values. We value the library as a public forum: it is a community facility for open communication of ideas and

information; its collection, displays, programs, and services reflect an array of opinions and viewpoints. We commit to building, retaining, and sustaining a diverse, inclusive, and equitable organization, and to fully supporting staff, volunteers, and library users. We are committed to a future that embraces all individual differences, and as a community resource we strive to meet the needs of all patrons regardless of age, cultural background, ethnicity, race, national origin, disability, family status, religion, sex, gender identity, sexual orientation, socioeconomic status, and veteran status.

Recommended changes in April 2023

Killingworth Library Association: Mission, Vision, and Values Statements

Mission Statement

To provide all community members with a welcoming and free place to: champion the love of reading and lifelong learning to stimulate curiosity; nurture creativity; offer reliable information resources; and provide programs, services, and technology that engage, enrich, and inspire Killingworth residents of all ages.

Vision Statement

The Killingworth Library Association will be recognized as the source of knowledge and accurate information for the community. It will be a place to gather and discuss all topics, and, will encourage reading for all, and will partner with the town, schools, and other organizations. We will facilitate life-long learning, offering a full spectrum of services, materials, and programming.

Values Statement

The Killingworth Library Association – its Board of Directors, staff, and volunteers – is committed to the following values. We value the library as a public forum: it is a community facility for open communication of ideas and information; its collection, displays, programs, and services reflect an array of opinions and viewpoints. We commit to building, retaining, and sustaining a diverse, inclusive, sustainable and equitable organization, and to fully supporting staff, volunteers, and library users within our policy guidelines. We are committed to a future that embraces all individual differences, and as a community resource, we strive to meet the needs of all patrons regardless of age, cultural background, ethnicity, race, national origin, disability, family status, religion, sex, gender identity, sexual orientation, socioeconomic status, and veteran status.

GOALS

Goal 1) Improve library users' experience, making the library more attractive, welcoming, safe, and receptive to community needs

Objective: Enhance physical environment

Action steps: Improve exterior lighting and the safety of the parking lot and implement a new parking lot lighting plan and paving project. Address crumbling retaining wall in library garden and explore ways of utilizing garden for programs.

Objective: Evaluate and adjust interior spaces to maximize patrons' comfort and best meet competing needs for work, quiet, study, or tutoring

Action Steps: Identify ways of making the conference room more flexible/adaptable. Develop plan for shelving units and space currently used for audio books and DVDs, both "dying" formats, potentially in conjunction with plan for relocating adult PC users out of the tween area. Identify ways of remediating noise issues in the library's main room. Develop plan for office formally used by Middletown Adult Education.

Objective: Monitor utilization to ensure that service hours match community needs.

Action Step: Adjust hours to best meet community's needs and utilization patterns.

Objective: Provide users with individualized guidance to their needs and interests

Action steps: Implement program/process that allows patrons to reserve staff time for individual and small group guidance.

Objective: Utilize a communications/public relations approach keeping the community informed using various modalities and media, conveying key messaging about the library's mission, offerings, and potential.

Action steps: Continue to monitor metrics on messaging and adjust according to needs.

Goal 2) Expand library's collection and its role in the community's education across all age groups

Objective: Select, acquire, curate, maintain, and provide free materials in all formats to meet the disparate needs and interests of the community.

Action Steps: Continue to expand electronic offerings for all age groups while monitoring utilization. Identify library resources that are declining in utilization and develop transition plan. Continue expansion and increased diversity of tween resources while weeding obsolete materials. Continue to improve diversity of juvenile collection while weeding obsolete materials and addressing collection gaps. Develop a coding or other STEM/STEAM programs based on patron interest.

Objective: Collaborate with schools, senior, and civic groups

Action steps: Develop programs corresponding to expressed demands and interests. Collaborate with other community groups to co-sponsor and publicize programs of general and educational interest. Continue to offer "gallery" style exhibitions for student artists. Continue to offer display case to feature community organizations' activities.

Objective: Explore and utilize new and emerging means to determine the needs and expectations of Killingworth

Action steps: Analyze modes of reaching out into community. Collaborate with other town organizations to facilitate information flow.

Goal 3) Monitor and embrace new developments in technology to involve, educate, support, and entertain the community

Objective: Create a technology plan to periodically ensure updates and allow for appropriate budget allocation

Action Steps: Consult with Bibliomation Technology support about equipment refresh standards in use by the consortium and/or member libraries of similar size. Update disaster recovery plan to include data backups and protection of data contained in paper assets. OTHER: Identify who has access to library via combination only versus combination and keys.

Goal 4) Assure financial strength and sustainability and increase active support for library

Objective: Maintain responsible accounting, budgeting, and forecasting procedures.

Action Steps: Develop and promote planned giving. Maintain rainy day fund. Enhance investment strategies. Support seeking of grant funding. Because staff expense is the single largest budget item: Examine ways of making staffing and coverage more flexible, to cover fluctuations in seasonal activity variations, in conjunction with Goal 6.

Objective: Strengthen Board of Directors

Action Steps: Recruit members of community who have time, interest, energy, and talents to contribute to the library's mission and serve as ambassadors for the library's mission.

Objective: Optimize partnerships with regional, state, and national library organizations and other libraries to share best practices and share resources when practical.

Action Steps: Increase utilization of services and products available through the CT State Library's Division of Library Development.

Objective: Define, recruit, and engage an active Friends of the Library group, to serve as a community voice in library committees, as a pipeline to board membership, and to build bridges to the community

Action Steps:

Objective: Evaluate, support, and modify, as needed, volunteer roles within library to ensure appropriate, sufficient, and efficient coverage. Develop a volunteer manual, replacing standalone checklists. Evaluate whether volunteers can be "certified" as replacement for paid circulation desk staff (addressing the need for two paid staff in the building, which drives up cost).

Action Steps:

Goal 5) Track and/or develop possible expansion opportunities recognizing the need for community meeting space while recognizing the library's role as a community center and recognizing that the building is owned by the town.

Objective: Explore expansion of library's scope of services, including offering expanded physical space for meetings, tutoring, and programs.

Action Steps: Explore expansion opportunities, both interior and exterior user spaces. Work with town in development of a multi-year capital improvement plan, advocating for expansion of the library building, exploring use of American Recovery Plan Act (ARPA) funds. This act established Fiscal Recovery Funds, which are intended to provide support to state and local governments in responding to the impact of COVID-19. Under this Act, Killingworth will receive approximately \$1.8 million.

Goal 6) Recruit, develop, retain, utilize, and support professional staff, fostering a culture of customer service and teamwork

Objective: Identify library staffing requirements based on utilization data and community needs and recruit and hire based on these specific needs

Action steps: Transform the paid staffing model, moving from a specialist to a generalist approach, resulting in a team with cross functional strengths and flexibility, focusing on alignment of staffing with workload/patron need. Revisit the 40 hr/week FT model and examine options for 35 hr and 30 hr work week, using prorated benefits from the 40 hr base. Continue use of internship program in conjunction with SCSU, tailoring to meet needs of library, patrons, and student. Review and update employee manual to ensure alignment with strategic plan. Consult with Bibliomation or nearby

libraries re possibility of a “temp staff pool” to address temporary staffing needs while being mindful of differences between association, municipality, and unionized operating models.

Objective: Implement annual performance assessment and offer staff development opportunities.

Action steps: Identify low-cost or free staff development opportunities and relevant roundtable memberships.

Evaluate move to merit-based increase versus across-the-board fixed percentage or a hybrid inflation/merit increase.

Identify alternative incentives if faced with salary caps.

Objective: Encourage staff members to innovate and initiate new practices or programs

Action steps:

Board of Directors Approval

The strategic plan was approved by the Killingworth Library Association Board of Directors on Jan. 24, 2022.

Appendices

Appendix 1: Strategic Planning Analysis

Data in the following areas were collected and analyzed as part of the strategic planning process:

Circulation statistics, door count, space usage, hours of operation, technology usage, census data, demographic trends, community surveys, and focus groups for board, staff, and volunteers using the strengths, weakness, opportunities, and threats (SWOT) approach.

Appendix 2: Continuous Quality Improvements

(The following is excerpted from a press release to the community in January 2020.)

Change is welcome at the Killingworth Library, which is striving to meet the needs of the community. A community survey was distributed in November 2019 asking Killingworth Library users to give us their opinions about library services. Over 260 people responded with thoughtful, constructive suggestions. The survey was done as part of a wide-ranging strategic planning process begun last April by the KLA Board of Directors. This stage of the process followed in-depth discussions with staff, volunteers and board members using a technique to identify strengths, weaknesses, opportunities, and threats (SWOT). Further community input obtained through key informant interviews and focus groups will lead to the development of a strategic plan to guide in the growth and development of the library.

Immediate Concerns Tackled

1. One message came across loud and clear - the Killingworth Library needed to adjust its hours to better serve the needs of the community. As of Jan. 3, 2020, this issue was tackled. The library is now open until at least 6 pm every weekday and continues to have extended evening hours on Tuesdays and Thursdays. We also open one hour earlier on Mon., Wed., and Fri. (Update: hours were again adjusted during Covid-19.)
 - Mon., Wed., Fri. 9:00 am - 6:00 pm
 - Tues. and Thurs. 10:00 am - 8:00 pm
 - Saturday 9:00 am - 2:00 pm
2. Patrons also mentioned that they would like us to offer more daytime programming. We have jumped right in with a series of periodic Sunday afternoon programs beginning on Feb. 2, 2020. Details on this afternoon series on the fight for women's right to vote, during this centennial celebration year, are on our website, www.killingworthlibrary.org.
3. Many patrons noted that more programming is needed to draw in tweens and teens. In addition to our ongoing **Readers and Eaters** series we are launching a tween **Anime** film series. Anime is a popular style of Japanese comic book and cartoon animation. The series starts Friday, Feb. 7, from 4:30 to 6 pm, with pizza and beverages provided. Also new is our **Dungeons and Dragons** program, on the second and fourth Fridays of each month from 4 tr- 6 pm, as well as an introduction to the new Board game, **Wingspan**, which has a multigenerational appeal.
4. Survey respondents also suggested improvements to access to print and electronic downloadable materials. These improvements were already in the works, and we've modified our website to clarify how patron can browse and access these collections. Our new membership to Bibliomation has improved the access and timeliness to interlibrary loan immensely for print materials. We also now have Libby/Overdrive, [Bookflix](#), and Hoopla for electronic material access. One immediate challenge is to get the word out, so that our patrons know how to use these new resources. Fortunately, in addition to our library staff, our young tech experts from the Haddam-Killingworth Leos club (junior Lions Club affiliated members) are stepping up to help, with the first Tech Time session set for Jan. 27, 3:30 to 4:30 pm.
5. We also noted that patrons find the library to be a little too noisy. While acknowledging and celebrating that we are a friendly community gathering spot and have never been a "shush" library, this issue can be annoying. We are trying to be more sensitive to this issue as well as looking into noise-baffling options and possible longer-term solutions.