



STRATEGIC PLAN

2025-2029



From KFL Leadership

We are excited to present the 2025-2029 Strategic Plan for Kennebunk Free Library (KFL), a framework that will guide our initiatives and shape our path forward over the next five years.

The purpose of this Strategic Plan is to articulate a clear and actionable path for achieving our mission and advancing our vision. In a rapidly changing environment, this plan will ensure that we remain focused, resilient, and poised to seize opportunities while addressing the challenges we face. Our mission—to inspire and enable our communities to discover, learn, and connect—serves as the foundation upon which this plan is built.

The development of this plan has been a rigorous and inclusive process. We would like to thank the hundreds of community members who completed our survey as well as those who participated in our focus groups, including students from Kennebunk High School, and those who provided their input in one-on-one interviews. This collaborative effort reflects our collective commitment to excellence and our shared responsibility for the future of KFL's communities.

Within this report, you will find our mission, updated vision, and our values, which are new to our Plan, as well as five strategic priorities. These elements are designed to drive our activities, align our resources, and ensure accountability. Our strategic priorities are rooted in a deep understanding of our current landscape and are aimed at fostering growth, innovation, and impact.

We encourage you to engage with this report and provide feedback. Your insights and support are invaluable as we move forward with our strategic priorities. Together, we can achieve our goals and continue to advance the mission of KFL. We look forward to working together to realize our vision and to celebrating our successes along the way.

Thank you for your ongoing dedication and support.

Michelle K. Connors

Michelle K. Connors,
Executive Director

Vicki F. Lyons

Vicki Lyons,
Board President



Linda DeFelice, Laura Lancaster, Beth Crowe, Vicki Lyons, Kate Ostell,
Laura Dauphinais, Jim Perry, & Judy Pitchforth. Not pictured:
Greg Braun & Linda Miller Cleary



Mission

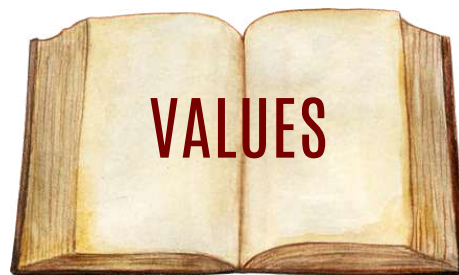
Kennebunk Free Library inspires and enables our communities to discover, learn, and connect.

Vision

Kennebunk Free Library will continue to be a vital community hub, expanding its offerings, extending its reach, nurturing its human resources, and ensuring open access for generations to come.

FUN

We infuse a spirit of fun into our offerings and actively foster a sense of play. We believe discovering, learning, and connecting are joyful pursuits.



VALUES

INNOVATION

We are creative and resourceful in our work.

INTEGRITY

We are honest, ethical, and trustworthy, and we rely on fact-based decisions.

RESPECT

We honor every person's inherent dignity, welcome diverse people and points of view, listen, make space for differences, and support collaborative efforts to maximize our collective impact.

SERVICE

We go above and beyond to create a welcoming environment for our patrons, providing reliable information and resources with efficiency, kindness, and care.

Strategic Priorities

We have identified five Strategic Priorities. Each of these priorities has:



Indicators of Success (how we measure progress)



Strategic Objectives (what we want to accomplish)



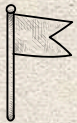
Action Steps (how we will accomplish the objectives).

STRONG PARTNERSHIPS AND RELATIONSHIPS

Increase outreach to engage community members of all ages



- Achieve 100% volunteer satisfaction
- Increase recognition of KFL as a positive, essential part of the community by 25%
- Increase outreach activities by 50%
- Recruit Trustees and Friends who are reflective of the community at-large



- Ensure KFL's resources, collections, and services are known to most in our service area
- Ensure KFL has strong partnerships with residents, schools, municipalities, businesses, and other nonprofit organizations



- Create and execute a marketing plan
- Define, identify, and increase outreach needs, activities, and potential partners
- Evaluate the role of the Public Relations and Events committee and adjust the by-laws as needed



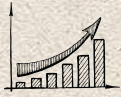
"I value the place [KFL] holds in the center of Kennebunk for seekers of knowledge of all ages."

"I have complete confidence that the library will continue to be the forward thinking community treasure that it has grown to be."

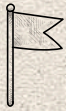


ORGANIZATIONAL STABILITY

KFL is funded at a level that reflects the needs of its communities



- Secure library expansion funding
- Increase operational support from funding sources by 6% year over year



- Initiate expansion capital campaign
- Increase operational support
- Retain donors through excellent stewardship



- Establish a major giving program
- Expand the monthly giving program
- Establish a planned giving program



"[The staff] are friendly, knowledgeable, helpful, and professional. They make the library the incredible resource that it is; without a good staff like the one currently at the library, all the technology, investments in infrastructure, etc. mean nothing."

PROFESSIONAL, ENGAGED STAFF

Attract, develop, and retain highly skilled, passionate staff



- Achieve 100% staff satisfaction
- Retain 80% of staff after five years



- Maintain a well-supported, highly motivated staff
- Foster staff to be service-oriented, skilled, and knowledgeable



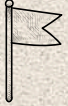
- Expand staff space
- Identify and fund staff coverage needs
- Identify and fund professional development and training needs
- Evaluate and adjust the staff and wage compensation package

EXPANSION

KFL's space is reconfigured and plans for expansion completed to accommodate the future needs of its users



- Break ground on library expansion
- Achieve sustainability-related certification to ensure KFL is environmentally sound, socially equitable, and economically feasible



- Increase enjoyment and utilization of space for library users, staff, and volunteers
- Leverage library spaces as often as possible to be environmentally sustainable



- Document and communicate actions taken based on survey input
- Draft an expansion roadmap
- Investigate and assess facility plans against the Sustainable Libraries Initiative Certification Program

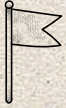


COMMUNITY SUCCESS

Expand the library's resources, collections, and services to meet the community's evolving needs



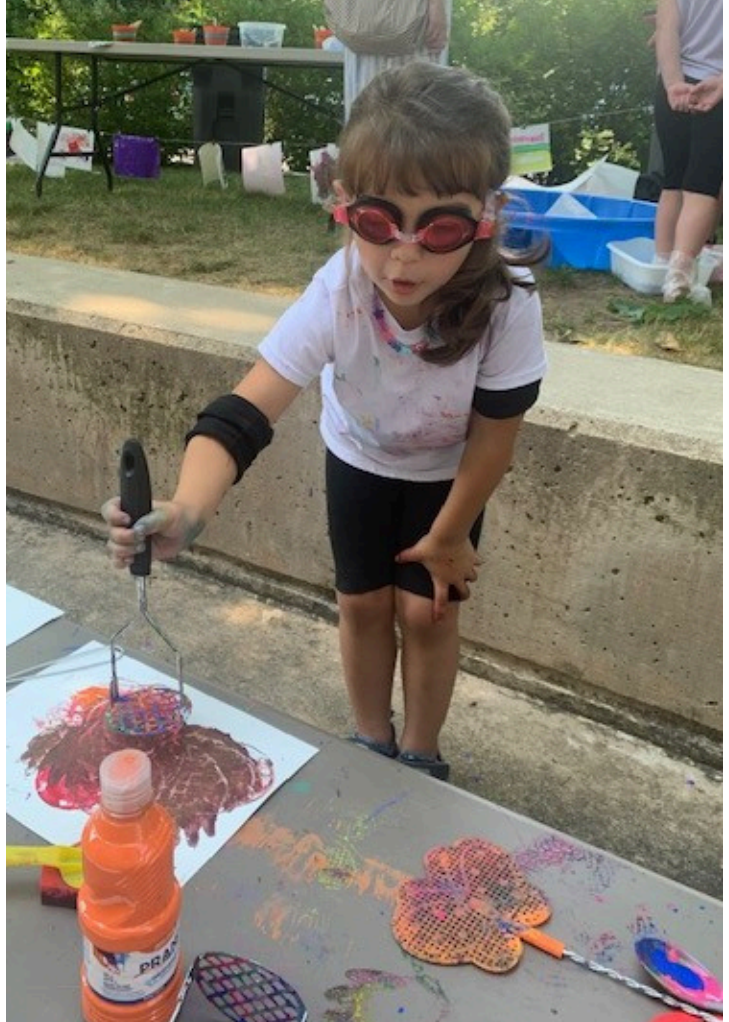
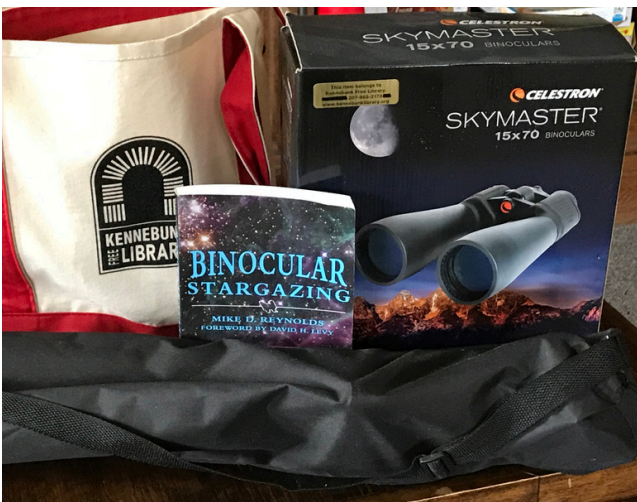
- Grow the collection of needed library materials by 25%
- Grow the use of the library by 25%



- Continue to use data that guides budget decisions
- Provide library patrons with a wide variety of resources, collections, and services that meet their needs and inspire and enable them to discover, learn, and connect



- Evaluate circulation trends
- Use program feedback to measure and improve program effectiveness
- Evaluate technology needs and plan for future needs
- Define and evaluate the needs of “non-traditional” library resources, services, and collections



Acknowledgements

We would like to extend our sincere gratitude to the individuals who played a vital role in the development of our strategic plan. Your dedication, insight, and collaborative spirit have been invaluable throughout this process.

Resources

KFL History, Community Profile, Community Survey Results, and the ALA Core Values of Librarianship can all be found at www.kennebunklibrary.org.



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