



CHARTING THE FUTURE

Kennebunk Free Library Strategic Plan

2019-2024



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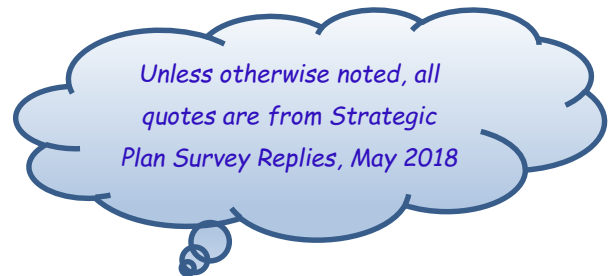
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Cover Page

Left: Friday Fun with Dry Ice, Center: Where’s Waldo scarecrow for HarvestFest, Right: Family picnic at the Road Race

OUR MISSION:

To inspire and enable our communities to discover, learn, and connect.

OUR VISION:

Kennebunk Free Library will be central to our communities, responsive to them, and deeply valued by them.

From the Director

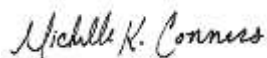
Dear Patrons,

When I became Director at the beginning of 2018, I knew I had accepted a big challenge. However, I knew this challenge would be equally rewarding. I started at KFL in 2015 as Assistant Director. Without knowing it at the time I had walked into the best work environment I had ever experienced. There were excellent relationships and communication among patrons, the Town of Kennebunk, the community, and between the Board and staff. There is just this energy you sense when you walk into the library – an atmosphere of understanding, acceptance, support, and fun. And I want to ensure that this remains unchanged.

We are a vibrant institution far separated from our stereotyped past of “shushing.” Our collection has grown far beyond books to include an array of entertainment and educational offerings - and our collection is only a fraction of our day-to-day business. We provide hundreds of programs and services each year, engage in many events outside of our brick walls, and provide meeting and study spaces.

Technology is not our competitor; it is one of our closest allies. Laughing children and excited exchanges among old friends are not things that cause us to cringe. We embrace and welcome all manner of changes and utilize them to improve the lives of our community. Our 2019-2024 Strategic Plan is the result of our desire to pursue these quickly evolving climates with efficiency and thoroughness.

Ultimately our goal is to provide the services the community needs. This Plan will guide us to chart the future. I get to set out on this endeavor with a great crew: a supportive town, Board, and community, and the best staff and volunteers. I hope you will enjoy the adventure.



Michelle K. Conners
Director



From the Board of Trustees

The KFL Board of Trustees is pleased to present this Five-Year Strategy Plan for the Kennebunk Free Library. This plan is the culmination of months of work by library trustees past and present, your library staff, members of the supported communities, and representatives of our town governments. Our goal is to provide a guide to the future ensuring the library remains central to our communities, grows, and continues to be relevant.

The library is a living, breathing space. Like any home, and particularly older homes, it requires tender loving care, otherwise known as maintenance. In addition to the day-to-day, mundane work, such as changing lightbulbs, there are larger issues we need to address in the coming years. Some of these issues have readily identifiable solutions, such as replacing roofing and modifying shelving to ensure items are easier to find and access. Other items will require creative and cooperative thinking, such as alleviating parking issues and providing improved meeting spaces.

On the following pages, you will find the strategy and goals for the upcoming five years. Like the library, this plan is a living, breathing work and will be adjusted as community needs emerge and change. The plan will address the most immediate needs and lay the groundwork for longer term goals reaching into the decades to come. Ultimately, our goal is to provide the services, spaces and information the community needs and desires. The plan will guide all of us, the Board of Trustees, the Director, the Staff, volunteers, and Friends of the Library in this endeavor.

As your Board of Trustees, we look forward to the future with enthusiasm for the adventure and we value your interest, comments, and help along the way.

The Board of Trustees, January 2019

Henry Bourgeois, President

Linda Lucas, Vice President

Anne Bertucci

Ruth Dater

Paul Dest

Carol Lambert

Rosemary Lavoie

Lori Parkinson

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Louise Sandmeyer

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Dan Stoddard

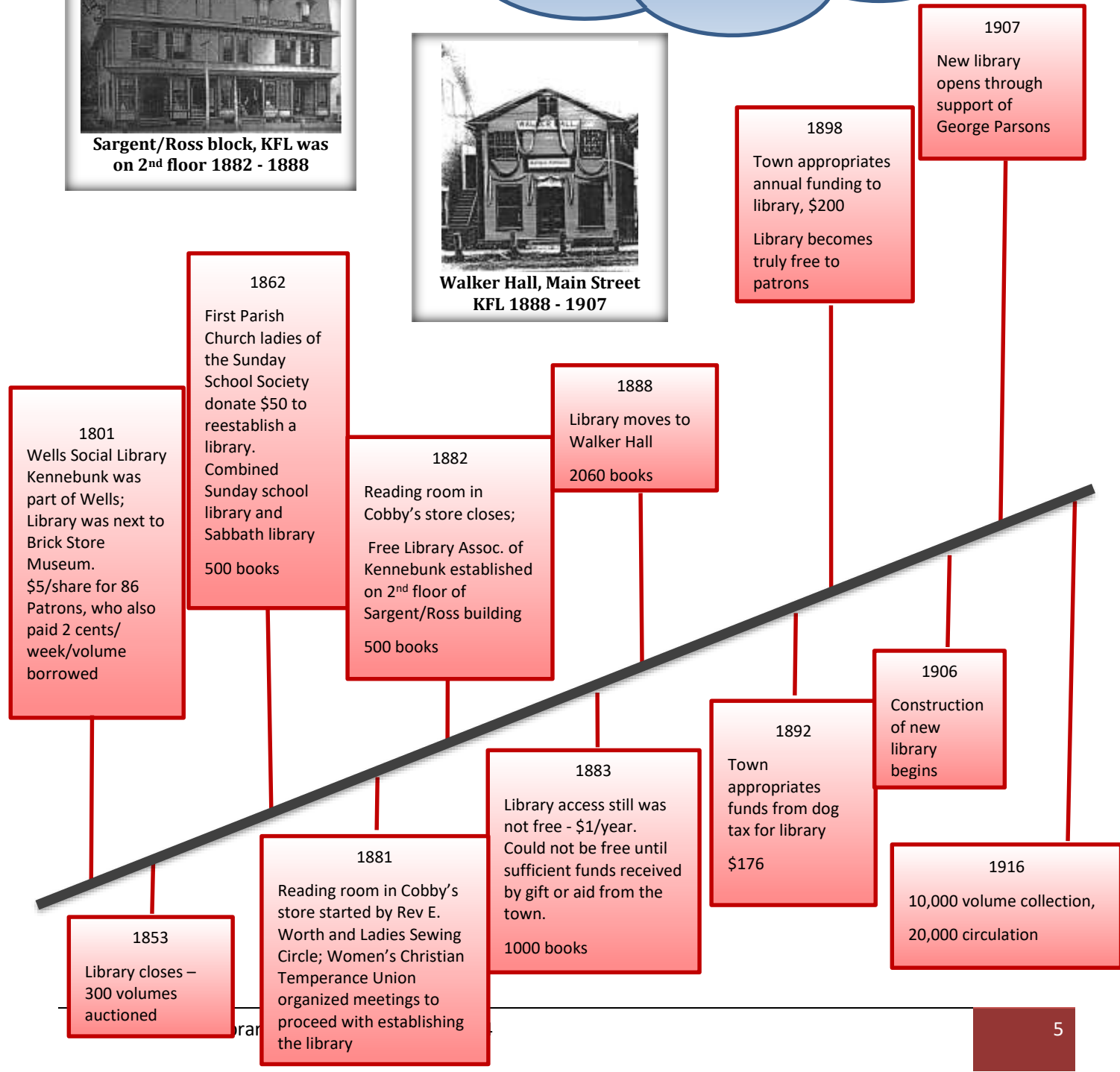
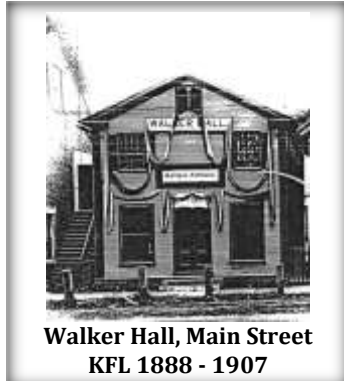
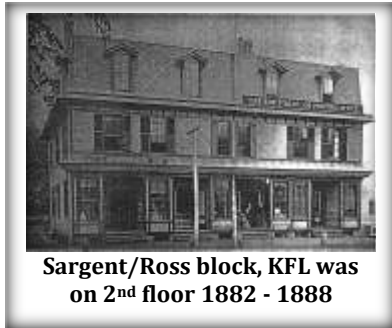
Madeline Tunison

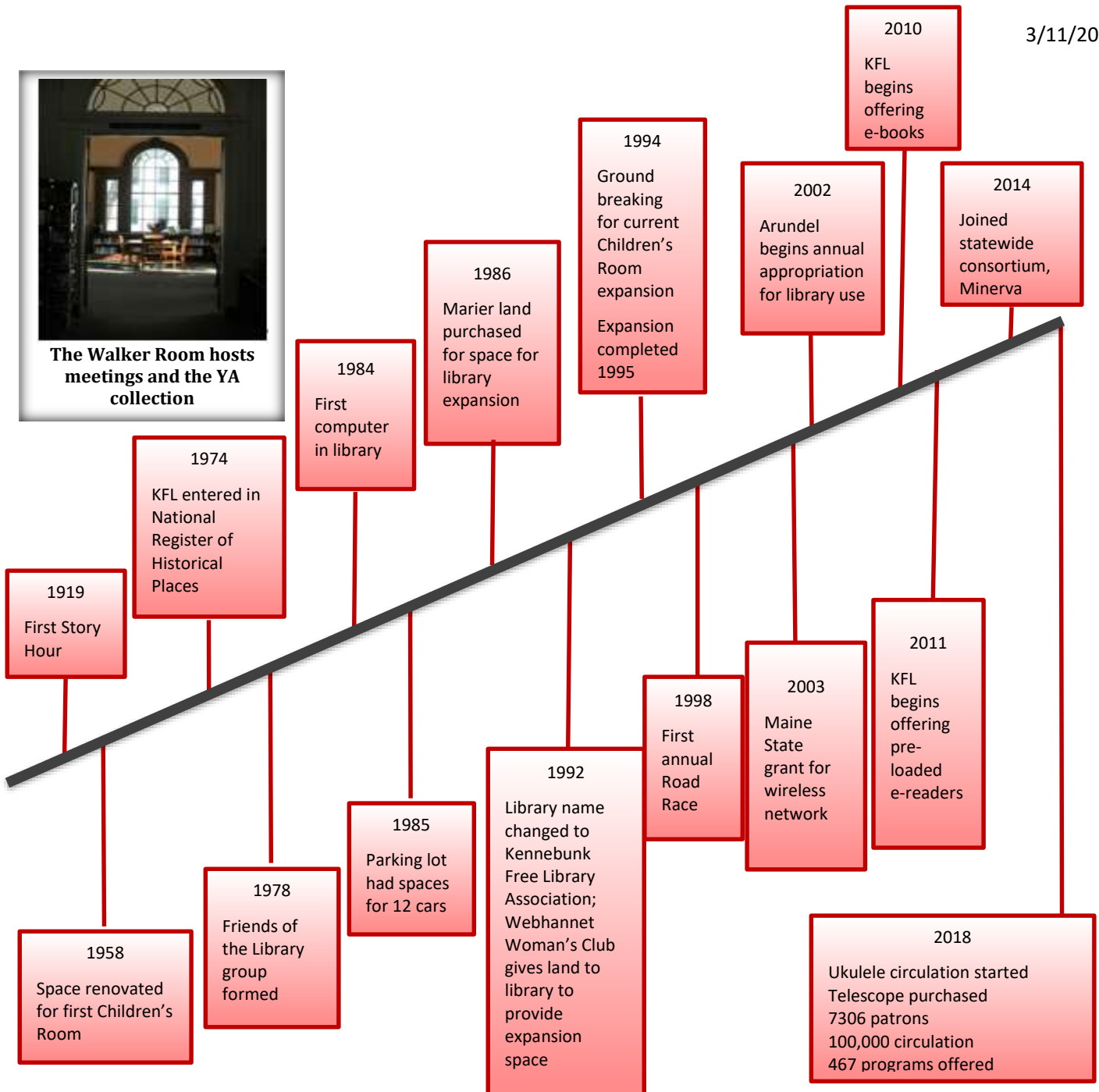
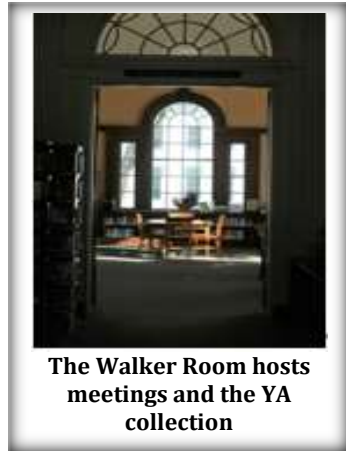


A Brief History of Kennebunk Free Library

"I went into the library today...It is so satisfactory, so appropriate and adequate in every way, it makes you want to shout. It couldn't be better, it is perfect."

- Henry Andrews to Henry Parsons, May 1907





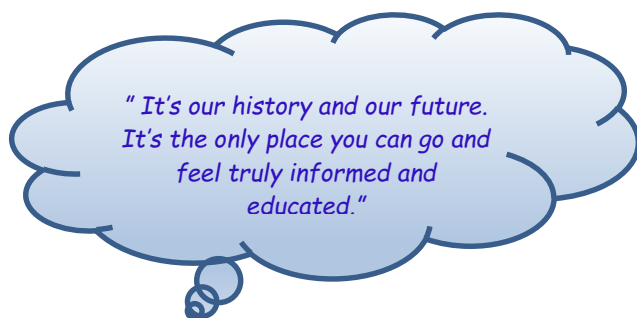
Planning overview

In 2017, the Board of Trustees of the Kennebunk Free Library (KFL) said goodbye to long-time Director Jill Lemay and welcomed Michelle Conners as the Library's new Director. This transition in leadership coincided with the final year of KFL's previous strategic plan and presented a well-timed opportunity for the Board to work with our new leader to chart KFL's course over the coming years.

The Governance and Policy Committee (G&P), chaired by Board member Linda Lucas, was charged with leading the planning process, and the eight-member committee contracted with Starboard Leadership Consulting to support the effort.

The following guidelines for KFL's planning process were established by the Board of Trustees:

- A process that will result in a plan to guide the KFL Board and staff's work-plans, finances, and volunteer and staffing strategies over the next five years.
- A commitment to consider and anticipate the future shape and needs of our community as we also examine the changing role of libraries and national data and trends.
- A plan that leads to action and to measurable results.



Sharing the passion for reading

Listening to our community

Committed to hearing from our community and our patrons, the G&P Committee and consulting team embarked on listening sessions, interviews, and surveys in advance of developing a vision for the future. This community outreach included:

- interviews with key community members
- Listening sessions with patrons, donors, and volunteers
- A discussion session with the KFL staff
- A community survey that received more than 500 responses

The community response to our outreach efforts—particularly to the survey—far exceeded our expectations. The sense of shared ownership for the Library and its future was both rewarding and encouraging.

What became clear as a result of our outreach:

- People love and value the KFL and appreciate its history
- KFL is regarded as “the center of the community” and is welcoming for all community members
- The KFL staff’s knowledge, expertise, and customer service are highly regarded
- More than just the collection, patrons deeply appreciate the programming provided
- The size, comfort, public spaces and historic qualities of the building are all valued

What do you value most at the library?

“The resources and staff are amazing!”

“That it is there! Books in your hand, free, to take out and read!”

“I love how active the library is in the community.”

“That it remains a vibrant institution in our town.”

Describing our community

As libraries like KFL look to the future, it is important to consider the community as it is now, and how it will look in the future. Forecasting is not easy, but reviewing current data and examining demographic trends help describe our community and plan for the future.

A subcommittee of volunteers from the G&P Committee gathered and reviewed data and trend analysis from the Town of Kennebunk and U.S. Census Bureau as well as other documents to create a community profile. A full report of the work is included in Appendix B. Some of the key findings are:

- Currently, 41% of Kennebunk residents are KFL Library Card holders

However, when asked, “What more could the Library do?” respondents consistently told us:

- Find a solution to the challenges of parking at the Library
- Consider expanding or reconfiguring the building to provide more community gathering spaces
- Keep expanding the programming being offered and enhance the availability of books
- Accommodate families and work schedules to offer more hours or days of operation
- Remain current with technology and serve as a resource to those who need help accessing it
- Foster or look for opportunities to collaborate with others to meet community needs

A more detailed summary of the discussion groups and survey results is included in Appendix A.



Gemstone Dig

- Flat population growth is projected over the next decade
- Expect ongoing decreases in K-12 enrollments
- More Kennebunk residents are over 65 than under, and that trend will continue
- While Kennebunk has a high median income, there is also significant income disparity



"In Stitches" weekly handicraft group

As KFL moves forward and the needs of the community evolve, we can anticipate a stable, but aging, population of patrons. KFL is committed to providing access to resources and programs that are fully accessible and relevant to *all* members of our community, regardless of age, race, or income level.

Reexamining our mission and shaping our vision

Guided by our community outreach efforts and the landscape assessment, the Board met in a retreat format, facilitated by Starboard, to reconsider the Library's mission, give shape to a shared vision for the future, and identify a set of strategic priorities to guide our work. Central to our work was the need to reexamine and include the essential elements of KFL's mission—our purpose and our reason for being. The work done during the retreat ultimately led to the development of the following mission statement:

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

While the mission speaks to our purpose, equally important for any organization is a shared vision of where we want to go together and what success will

look like when we get there. Key themes that took shape included the following:

- KFL will not only be at the center of the community but will be *central to the community* as a resource center, a meeting place, and as a vibrant hub.
- We will be a welcoming and inclusive gathering place that will attract new readers, new residents, and community members of all ages, and our building will reflect our commitment to being the community hub, accessible to all.
- Accessibility will mean maximizing technology and joining with partners to offer programming and resources beyond the confines of our building.
- Because of the leadership of our Board and the commitment of our staff, we will continue to meet and exceed the expectations of our patrons, attract and nurture a superb staff, engage volunteers, and expand the community and philanthropic support we receive.

Consideration of these themes led to the adoption of the following vision:

Kennebunk Free Library will be central to our communities, responsive to them, and deeply valued by them.



Cabin Fever Reliever Fundraiser catered by Kitchen Chicks

Setting priorities

With an overarching goal of KFL being central to the community, we have committed ourselves to the following strategic priorities to achieve of our vision and guide our work over the next five years.

1. Providing programs, resources and services that anticipate and are responsive to community needs
2. Enhancing accessibility to our facility and resources
3. Enhancing financial sustainability
4. Actively building partnerships and foster collaboration to achieve shared goals
5. Building organizational, staff and volunteer capacity to achieve our goals and shared vision

Each of these priorities is linked to a set of organizational objectives, a work-plan, staffing and volunteer assignments, and a budget. Monitoring progress toward our objectives, ensuring we have the necessary financial resources, and supporting achievement of our priorities is the work of the Board.

The details of the work-plans, or action-plans, are in the hands of the KFL staff, and we anticipate that those plans will continue to evolve and take shape as we and they learn from both our successes and failures and as opportunities and challenges come our way. Together we can turn our vision into reality.



KFL distributed 1,000 eclipse glasses (provided through a grant) for the astronomical event on August 21, 2017

Where should investments be made? Obstacles to accessing the library? Issues to address?

"More audiobooks, better shelving - many titles are on shelves that are very low, and it's difficult to see them."

"E-books are often not available and have long periods of time before they are due back."

"Inadequate seating for speakers/programs - we have given up!"

"Lack of a fully-equipped business center."

"Parking is #1. #2 is meeting space."

Getting down to work

Having a plan does not mean all the answers are in place. Achieving our vision and responding to the needs of our community requires the Board, the staff, and our community partners work together to respond to strategic questions like these:

- While 41% of our community hold library cards, what is the best way to reach and serve the rest of our community?
- How do we maximize collaboration and partnerships to achieve shared goals?
- What opportunities exist to expand or reconfigure our building to better meet the needs and expectations of our patrons?
- Increasing accessibility and offering more programs and services will require funding and staffing—how do we meet those expectations and ensure long-term financial sustainability?

Our planning process has demonstrated that KFL is building upon a solid foundation with multiple champions and supporters who care deeply about the Library and its future.

A note about the Strategic Priorities

The order of the strategic priorities is not intended to provide an order of importance. Instead, the order is meant to serve as a narrative of our objectives and successes. In conjunction with the Director and Assistant Director, board committees were tasked with refining the details of each priority. The Board of Trustees and staff will work together to address all five priorities.

Objectives for years four and five of this plan are not fully defined. They will be defined as the community evolves and be further delineated during annual reviews and updates of the plan.



Parsons Reading Room

Strategic Priority #1

Provide high-quality programs, resources, and services that anticipate and are responsive to community needs and a growing number of library users

Objective A: Deliver high-quality programs to meet patron and community needs

- Plan and perform periodic/ongoing assessment of patron and community needs (at least quarterly)
- Utilize information from assessments to identify programs, resources and services to offer
- Identify metrics for each program identifying success, repeatability, expandability
- Compile post-program analysis based on patron and staff reviews, actual execution vs previously identified metrics determining whether to repeat, expand, modify or cease providing the program
- Review programs to ensure quality and alignment with mission and values and meet identified metrics
- ✓ *SUCCESS = Programs assessed and list of programs/resources/services & justification documented with metrics, evidence of program analysis utilization to deliver high-quality programs in Director's reports, patrons report high levels of satisfaction with the number, type and quality of programs and services offered*

Objective B: Proactively provide assistance/direction for knowledge exploration

- Provide in-library signage to highlight resources and services
- Provide on-line information to highlight resources/services
- Utilize media to promote program participation and engage the community
- Connect with community to find best channels for disseminating information
- Continue to have a presence at community events to promote the library
- ✓ *SUCCESS: signage created and maintained, online information available and kept current; 90% of programs promoted in various media; Channels identified with percent of community coverage for each*

Objective C: Secure a platform to reduce wait times for online resources

- Identify appropriate vendor for efficient, responsive online resource checkout
- Secure contract with vendor
- ✓ *SUCCESS: Platform researched, acquired and promoted*

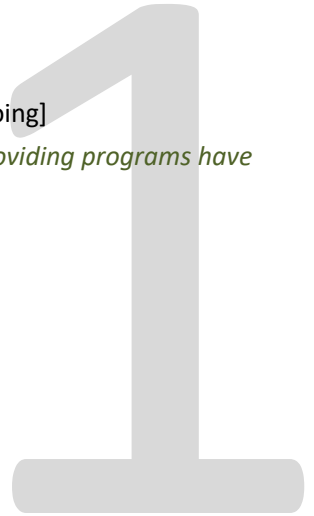
Objective D: Ensure ongoing method to capture and prioritize feedback from patrons

- Implement method to collect hardcopy feedback
- Effect online feedback mechanism
- Retain and catalog feedback
- Educate staff to record as much information as possible
- Collate and analyze feedback on a regular basis, minimally quarterly
- ✓ *SUCCESS: Procedure and tools created for recording, relaying, and responding to suggestions*



Objective E: Develop technology partnerships to meet the needs of the community

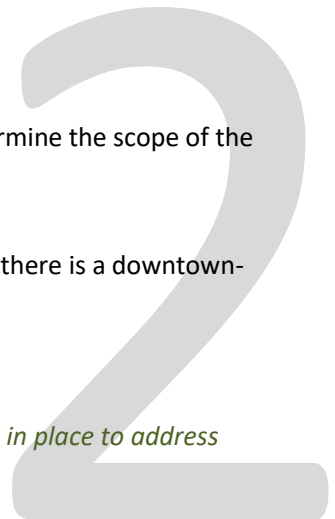
- Explore partnerships previously identified by KFL and pursue new ones
- Look into local school and college programs that involve community service
- Team with local groups to provide additional help
- Contact selected local schools and colleges and pursue partnerships
- Evaluate the strongest needs based on observations by staff and patron assistance [ongoing]
- ✓ *SUCCESS: Technology needs evaluated on an annual basis; Local schools and colleges providing programs have been identified and reviewed for viability*



Bike Maine Yoga

Strategic Priority #2

Enhance Accessibility to our Facility and Resources



Objective A: Solve parking needs

- Identify current parking usage – who is parking in the lot and when
- Assess current and future parking needs – spaces needed and days/times of needs. Determine the scope of the problem and issues.
- Examine how other libraries have solved limited parking issues.
- Examine if this is also an issue for other institutions/businesses in town and determine if there is a downtown-wide solution.
- Identify feasible solutions
- Create roadmap for implementing solution(s)
- ✓ *SUCCESS: Scope of parking and space problems/issues identified and documented; plans in place to address them*

Objective B: Solve Space needs

- Examine existing space needs by age group, by collection, by programs, and by type of space needed
- Determine if we are optimizing our current spaces and if there could be better utilization of spaces.
- Contact other libraries and determine what needs they have identified and how they have resolved space issues/needs
- Form an ad-hoc committee to look at space issues, which could also include possible expansion of the building and the capital campaign to achieve it
- Identify feasible solutions for space needs and roadmap for implementing solution(s)
- ✓ *SUCCESS: Space needs defined, committee formed and working, solutions documented; feasible space solutions identified and documented; plans in place to address*

Objective C: Implement a more accessible, friendlier online identity for users, staff and board members by working alongside the website host to create a new user friendly, responsive website

- ✓ *SUCCESS: New more informative, user-friendly and visually appealing website up and running*

Objective D: Reduce the wait time patrons experience for materials

- Using the high demand holds function in Minerva, purchase additional copies of popular titles using a ratio that will ensure an item is delivered to a patron within 6 weeks
- When placing holds for patrons, make sure to explain the process and the ratio used and the estimated wait time. Create signage and information online for patrons who wish to reserve items themselves.
- Create a method and documented procedure for ensuring that multiple copies purchased are weeded out of the collection in a timely fashion once popularity has declined resulting in documented procedure
- ✓ *SUCCESS: Quicker access to popular titles by the end of 2019.*

Objective E: Make it easier for patrons to navigate the physical library (previous item addresses online access)

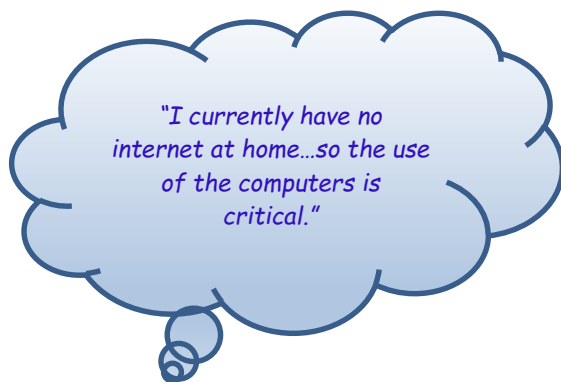
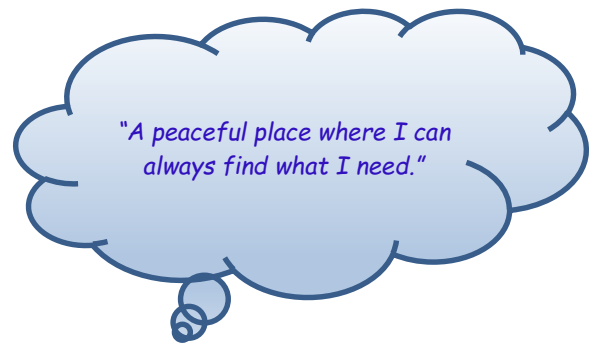
- Establish a small group of staff to assess current signage gaps and to speak with patrons about signage needs.
- Create new signage with the space we have available.
- ✓ *SUCCESS: By the end of 2019, signs around the library make navigation easier and eliminate the need to wait in a line to ask a directional question.*

Objective F: If determined to be appropriate, acquire Self-Checkout machines to reduce wait times for patrons and to give staff “off-desk” work time.

- Research products and costs and how the purchase will factor into the budget
- ✓ *SUCCESS: KFL has an improved checkout system, which may incorporate a self-checkout machine for adult and youth services or may involve other modifications as determined by the research done*



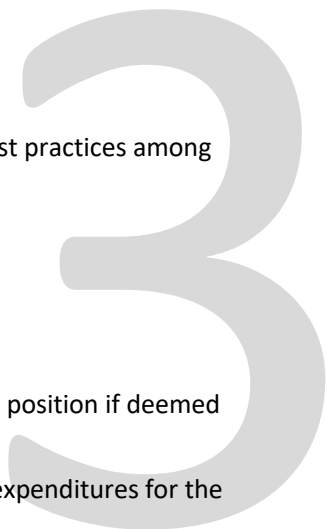
A steam valve burst in our Children's Room in 2016



New Shelving in the Children's Room in 2018

Strategic Priority #3

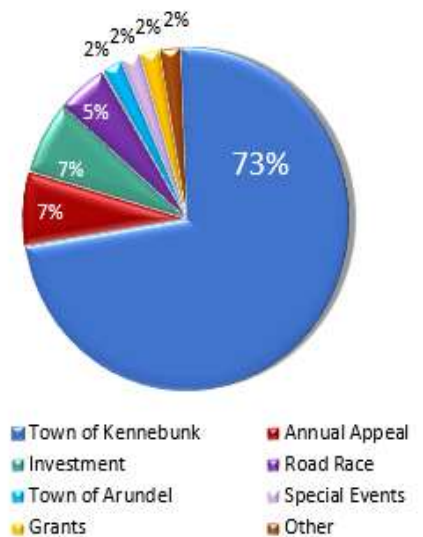
Enhance Financial Sustainability



Objective A: Establish and implement a five-year financial sustainability plan

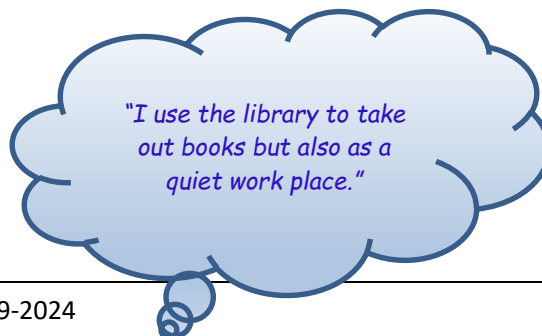
- Establish five-year financial goals for operation and capital budgets
- Evaluate KFL’s revenue-generating approaches and expenditure patterns, compare to best practices among similar-sized libraries in the region
- Examine current and historic funders
- Engage appropriate staff and/or others to achieve the funding goal
- Determine possible fundraising by feasibility study or other method
- Research increasing Arundel’s contribution, annual donors, targeted large donors
- Determine if a development director is needed; submit a proposal for the addition of the position if deemed appropriate with job description and budgetary impact.
- On or before August 1, KFL committees will provide the Finance Committee anticipated expenditures for the next fiscal year.
- No later than September 1, the Executive Director will develop projected baseline operating and capital budgets for each of the next five years
- After review and approval by the Finance Committee, budgets will be forwarded to the Board of Trustees for review and approval.
- ✓ *SUCCESS: By 2024, KFL’s undesignated, unrestricted net assets will increase to two months’ worth of annual operating expenses and the combined donor-designated and Board-designated endowments will increase to two million dollars. Each year, the diversity of KFL’s revenue sources will increase.*

KFL 2020 Budget



Objective B: Increase municipal and community support for KFL

- Increase Arundel resident participation in KFL activities
- Meet with leaders in Arundel to prepare a multi-year plan to increase municipal support for KFL
- Increase visibility of Board of Trustee members with Town of Kennebunk officials
- ✓ *SUCCESS: Municipalities are more engaged, annual KFL operating and capital needs are accurately identified in a timely manner ensured, increased endowment, realistic expansion plan, ongoing community engagement*



Strategic Priority #4

Actively build partnerships and foster collaboration to achieve shared goals

Objective: Collaborate with current and potential partners that have a close connection to our mission and the services we provide in order to achieve shared goals

- Identify individual, corporate, civic, non-profit, and media partnerships using criteria identified by staff and Board
- Identify partnerships in terms of programming, communications, and shared space
- Strategically choose partners to meet our strategic priorities and objectives and to be mutually beneficial
- Communicate with selected partners to explore shared goals and communication procedures
- Identify best practices in other libraries
- Assess initial outreach efforts
- Identify viable partnerships
- Research and create recommendations for next steps
- Identify shared projects to implement
- Identify budgetary and staffing considerations
- Evaluate existing partnerships
- Maintain or trim the list
- Identify possible new partnership opportunities
- Engage in previously identified outreach and communication

✓ *SUCCESS: Viable list of partnerships, procedures well established, ongoing partnerships functioning well: Projects identified, Next steps clarified, cost/staffing implications clarified: KFL can identify partnerships and articulate their impact. Partners can identify shared learning and/or resources; Partners articulate a sense of community and a sense that they are using resources effectively; Partners can identify program impact and cost savings; Ongoing partnership agreements achieved*



Author Bruce Coffin presentation through a partnership with Mainely Murders Bookstore of Kennebunk. Photo by Bruce Coffin.

Strategic Priority #5

Build Organizational, Staff and Volunteer Capacity to Achieve our Goals and Shared Vision

Objective A: Assess on an annual basis the staffing structure and job descriptions in order to ensure consistency and appropriate allocation of work.

- Work with staff members to evaluate job descriptions
- During evaluations, identify professional development needs and associated cost
- ✓ *SUCCESS: Written job descriptions that reflect current responsibilities.*

Objective B: Improve KFL's ability to compete with similar-size libraries for hiring and retaining employees

- Create career advancement plans for each staff position in general, and for each specific staff member, resulting in general career advancement pathways and specific plans for each staff member, incorporating financial and staffing needs to align with the strategic goals of KFL
- As part of performance appraisal, evaluate implementation of specific staff career advancement plans
- Evaluate wages for all positions to make our positions competitive with similar libraries
- Implement a schedule for new wages
- ✓ *SUCCESS: KFL recruits and retains highly qualified staff*



Library Assistant Krissy has her work cut out for her with the morning book drop

Objective C: Create a targeted method for volunteer recruitment for the Board of Trustees, Friends, and library volunteers

- Implement a yearly evaluation of the library's needs and Board skills through a skills matrix
- Promote, recruit, and celebrate volunteers (Friends, ongoing, per project, per event, per skill/program)
- ✓ *SUCCESS: Volunteer needs are met*

Objective D: Create succession plans for all positions that ensure smooth transitions during absences and departures.

- Maintain an ongoing schedule and documentation of daily responsibilities, resulting in each position having a schedule a substitute or new hire/volunteer can follow to know what needs to be done when
- Create how-to sheets for tasks performed by each position, covering both long and short term duties, resulting in a "manual" for each position. Note that not all tasks need how-to sheets
- Create a general transition plan for positions resulting in a document listing what needs to be done to smoothly transition each position
- ✓ *SUCCESS: Staff understands and implements protocols to ensure smooth transitions*

Objective E: Establish a standing committee charged with attending to annual giving, planned giving and such other major funding opportunities as the committee identifies

- Establish a standing committee to focus on major funding
- Articulate goals for the committee and begin work
- ✓ *SUCCESS: The committee is established; its function and goals are articulated; and work of the committee has begun*

Objective F: Thoroughly examine and update the Board by-laws to reflect strategic goals and mission of the organization.

- ✓ *SUCCESS: By-laws align with and enhance the strategic plan are in evidence*

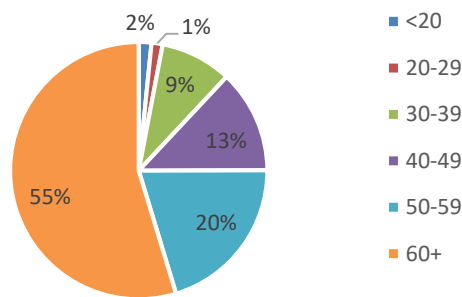


Maine Illustrators Gallery

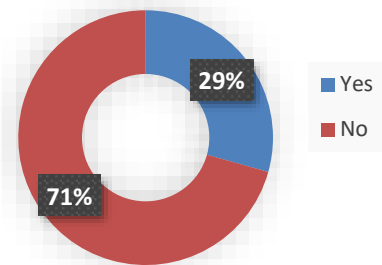
Appendix A: Community survey results

Our community survey, conducted in the spring of 2018, gathered just over 500 replies. We sent the survey through the Town of Kennebunk’s email and text notifications, in our e-newsletter, on our Website, on Facebook, in the Chamber of Commerce e-newsletter and sent information through press releases to local publications. We also included a slip of paper in every checkout providing instructions for completing a survey. In addition, signs inside the library and next to all of our public computer monitors provided information and print copies were also available in person.

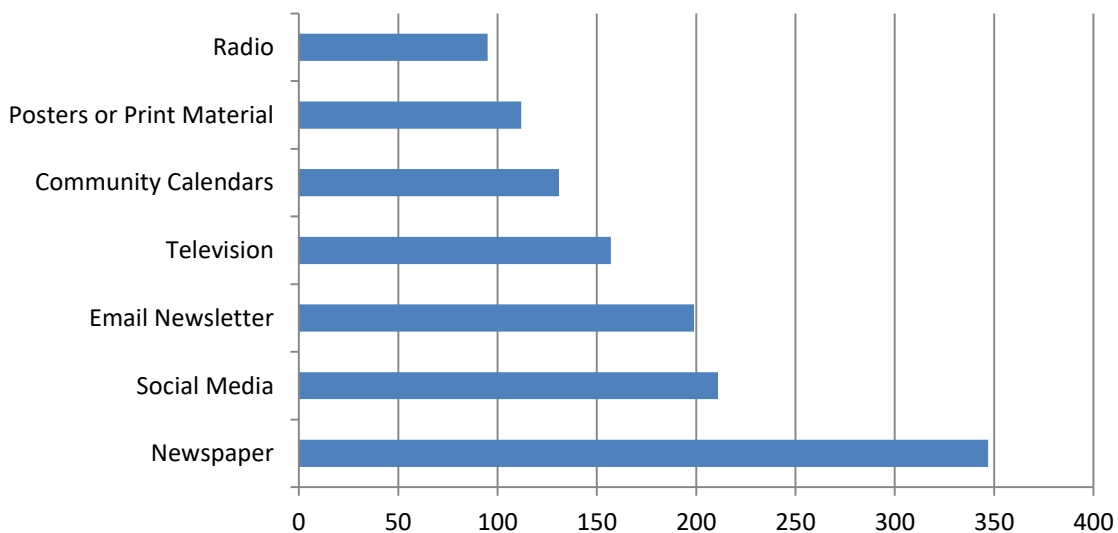
#1 Please let us know which age range best describes you:



#2. Do you have children who currently use the library facility and/or resources



#3. Where do you go on a regular/daily basis to find out what's happening in the community. Check all that apply.



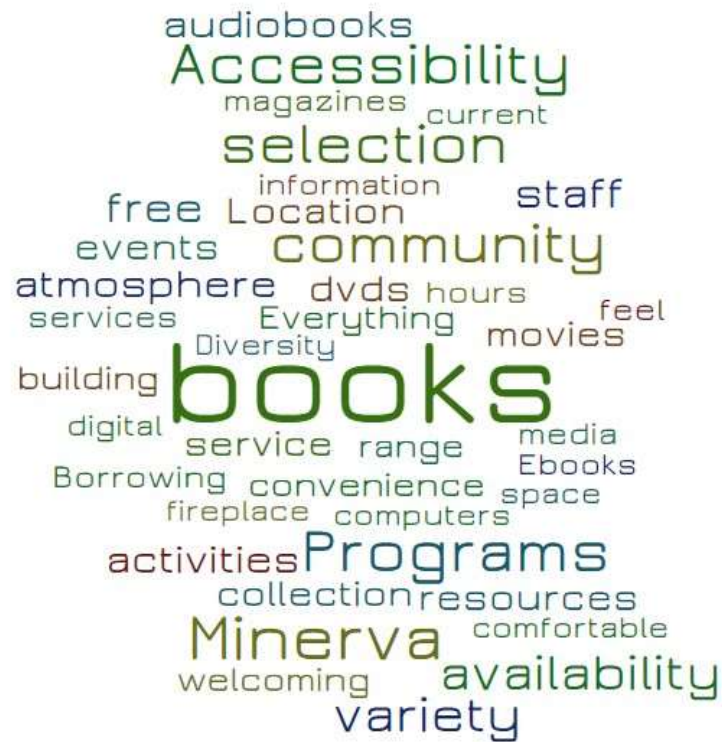
#4. If the Library were able to invest resources in one or more of the following, where would you like to see those investments made? Choose 1, 2, or 3 items. (467 replies)

Answer Options	%	Number
Informal community gathering space (which might include a café or coffee shop)	43.0%	201
More copies of new and “hot” books and/or paperback best-seller section	33.6%	157
Flexible space that could be used to show films, present programs, offer demonstrations (cooking, sign language, etc.)	31.9%	149
A book-mobile or other means of increasing outreach to those who have difficulty accessing the library	23.1%	108
Increase the hours and days the library is open	22.3%	104
Upgrades to technology	21.4%	100
Other	18.6%	87
Increased meeting space for use by the community	15.8%	74
Improved accessibility to the building for those with physical disabilities	15.8%	74
Resources and support for job seekers	12.0%	56
Collaborative work-space and resources for start-up businesses and those who now work from home	11.6%	54

#5. What, if anything, stands in your way or presents an obstacle to accessing the Library’s programs and services on a more frequent basis? Check all that apply. (354 replies)

Answer Options	%	Number
Lack of adequate parking	45.2%	160
Other	30.2%	107
Books or resources I would like to access are not always available	29.4%	104
It is easier to purchase reading materials or access resources using my computer, tablet, e-reader, or phone	28.8%	102
Not open on days or during hours that fit my schedule	24.0%	85
Lack of programming that is of interest to me	19.8%	70
Worry about being fined for late return of books/materials	8.8%	31
Technology is not current or what I need	4.2%	15
Difficulty accessing the building (doors, stairs, restroom locations, etc.)	3.4%	12
Lack of transportation to get to the library and/or return home	2.8%	10

#6. What is it that you value most about the Kennebunk Free Library today? (477 replies)



#7. Are there problems or issues you think the Library needs to address? If so, what? (291 replies)

Top replies were*:

- Parking
- Hours
- Space
- E-book and E-audiobook access

*The majority of the answers were "N/A", "No", and "None"

#8. Please offer any other comments or suggestions here.

Answers here often duplicated answers to prior questions and brought up several one-offs that were quick things we could fix on the spot; for example, changing the location of barcodes on our materials or information we could keep pocketed away for purchasing decisions.

Appendix B: Community profile

KFL Service Area

The Kennebunk Free Library serves the towns of Kennebunk and Arundel. KFL also has reciprocal agreements with Kennebunkport and Wells, both of which have their own community libraries. Residents of Kennebunkport and Wells are eligible for KFL library cards at no cost and residents of Kennebunk are eligible for free cards at the libraries in those two communities (Atkins report).

Population

Kennebunk represents 39% of the population of the four communities and 75% of actual users of the library. Arundel represents 14% of the population and 8% of users. Kennebunkport represents 12% of the population and 10% of users. Wells is 35% of the population with 5% of users. Out-of-town paid memberships make up the final 2% of library users (U.S. Census Bureau, 2017 and KFL circulation statistics).

Approximately 41% of Kennebunk residents are KFL card holders as are 12% of Arundel residents, 17% of Kennebunkport residents, and 3% of Wells residents (U.S. Census Bureau, 2017 and KFL circulation statistics).

According to the most recent census, the Kennebunk population was 11,111 in 2014. Projections for growth from state agencies and the Southern Maine Regional Planning Commission are in a range between 1% and 1.7% (Committee on Aging (COA)).

Age

Age data retrieved March 6, 2018 from Maine.gov report the following for Maine in 2015: under 18; 3%; 19-64, 61.5%; and 65+; 19.2%.

Kennebunk residents are slightly older than the general Maine population (U.S. Census Bureau, 2017).

The Economic Development Director for the Town of Kennebunk reported that the number of adults aged 65 or older in Kennebunk is now 31% and rising, nearly twice the national median. The town has a significant population deficit in the 20-40 age range versus the County and the State. This segment of the population has declined significantly over time.

Education

Approximately 97% of Kennebunk residents have a high school degree and approximately 52% have a bachelor's degree or higher (U.S. Census Bureau, 2017). The Economic Development Director reported that Kennebunk has a higher proportion of citizens with a bachelor's degree than the State, County, and country.

Ethnicity

Kennebunk residents are slightly more likely to be white than the overall Maine population, with 96.5% identifying as white (U.S. Census Bureau, 2017). Demographics data for the four communities are substantially similar. In all four communities, about 95% of the population speaks English.

Income

Median household income for Kennebunk is above that of York county, surrounding communities, and the State. Kennebunk has significantly higher than national and state median household income during the “earning years” but for the population 65 and over, Kennebunk’s median falls sharply to a level more or less in line with the national median (U.S. Census Bureau, American Community Survey Table DP03).

Kennebunk residents had an average salary of \$79,914 in 2010, though it should be noted that this mean is affected by very high incomes for 15-20% of the population. There is a substantial gap between rich and poor. About 12.2% of the population lives on less than \$24,999 per year (SMRPC, 2012).

K-5, Middle School and High School Enrollments and Projections

Kennebunk, Kennebunkport, and Arundel are all part of RSU-21, the local school district. There are multiple elementary and middle schools but the sole high school for the district is in Kennebunk.

Enrollment Trends and Projections for RSU 21-District-wide (RSU):

- For Grades K-5, enrollment of 1,124 in 2014-2015 is projected to decrease to 959 in 2024-2025.
- For grades 6-8, enrollment of 639 in 2014-2015 is projected to decrease to 526 in 2024-2025.
- For grades 9-12, enrollment of 846 in 2014-2015 is projected to decrease to 800 in 2014-2015. (Maine Regional School Unit 21. [May 2016]. 2016 Master Facilities Plan).

High School Demographics

The majority of KHS graduates continue their education after high school, with 69% of the Class of 2017 attending four-year colleges and 13% matriculating at two-year colleges. Seventeen percent engaged in a gap year program or entered the workforce, while 1% entered the military. (Maine Regional School Unit 21. [May 2016]. 2016 Master Facilities Plan).

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Southern Maine Regional Planning Commission (2011 data).

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