



Board of Library Trustees Meeting
Tuesday, June 18, 2024 at 7:00 PM
Lucia Mastrangelo Meeting Room - Watertown Free
Public Library
123 Main Street, Watertown, Massachusetts 02472

Agenda

1. Call to Order
2. Secretary's Report
 - A. Minutes of May 7, 2024 Meeting
3. Public Forum
4. Red Leaf Cafe Update
5. Financial Report
 - A. FY24 Budget
 - B. Burke Fund Report
 - C. HATCH Financials
 - D. Consideration and Action on Granting the Treasurer the Authority to Make Transfers Through the End of FY24
6. Chair's Report
7. Director's Report
 - A. General Updates
8. Old Business
 - A. Consideration and Action on Evaluation Committee's Cafe RFP Award Recommendation
9. New Business
 - A. Consideration and Action on Director's Contract Amendment
 - B. Consideration and Action on Library Director's Annual Review
10. Requests for Information and Responses
11. Date of next meeting
12. Executive Session
 - A. Executive Session Pursuant to G.L. c. 30A, Sec. 21(A)(7), to comply with, or act under the authority of, any general or special law or federal grant-in-aid requirements to approve minutes from 3 previous executive sessions:
 - A. The original purpose of entering into Executive Session on March 5, 2024 was Pursuant to G.L. c. 30A, Sec. 21(A)(3), To Discuss Strategy with Respect to Collective Bargaining with the Library Union, as an Open Meeting May Have a

Detrimental Effect on the City's Bargaining Position.

- B. The original purpose of entering into Executive Session on April 3, 2024 was Pursuant to G.L. c. 30A, Sec. 21(A)(3), To Discuss Strategy with Respect to Collective Bargaining with the Library Union, as an Open Meeting May Have a Detrimental Effect on the City's Bargaining Position.
- C. The original purpose of entering into Executive Session on June 7, 2024 was Pursuant to G.L. c. 30A, Sec. 21(A)(7), to comply with, or act under the authority of, any general or special law or federal grant-in-aid requirements to evaluate proposals received as part of the Cafe RFP process.

13. Adjournment

FY24 YEAR TO DATE BUDGET REPORT

ORG	OBJ	ACCOUNT DESCRIPTION	ORIGINAL APPROP	TRANFRS/ADJSMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	% USED
0161051	510111	FULL TIME SALARIES	1,764,122	86,854	1,850,976	1,657,289.09	0.00	193,687	89.50
0161051	510112	PART TIME SALARIES	695,745	15,800	711,545	584,349.86	0.00	127,195	82.10
0161051	510130	OVERTIME	30,000	5,900	35,900	31,901.92	0.00	3,998	88.90
0161051	510141	SHIFT DIFFERENTIAL	4,959	4,200	9,159	4,864.00	0.00	4,295	53.10
0161051	510143	LONGEVITY	29,927	-5,000	24,927	24,621.58	0.00	305	98.80
0161051	510190	CLOTHING ALLOWANCE	2,925	0	2,925	2,925.00	0.00	0	100.00
0161051	511111	PRIOR YEAR FULL TIME	0	37,422	37,422	37,421.56	0.00	0	100.00
0161051	511112	PRIOR YEAR PART TIME	0	4,403	4,403	0.00	0.00	4,403	0.00
0161051	511130	PRIOR YEAR OVERTIME	0	1,825	1,825	867.53	0.00	957	47.50
0161051	511141	PRIOR YEAR SHIFT DIFF.	0	1,875	1,875	0.00	0.00	1,875	0.00
0161051		Total 0161051 LIBRARY - PERS. SVCS.	2,527,678	153,279	2,680,957	2,344,240.54	0.00	336,716	87.40
0161052	520211	ELECTRICITY	152,334	0	152,334	78,630.67	0.00	73,703	51.60
0161052	520213	GAS	41,557	4,738	46,295	24,531.88	0.00	21,763	53.00
0161052	520240	OFFICE EQUIPMENT MAINTENANCE	19,379	283	19,662	17,791.90	1,103.70	767	96.10
0161052	520241	BUILDING MAINTENANCE	44,451	0	44,451	42,582.83	1,868.17	0	100.00
0161052	520244	COMPUTER MAINTENANCE	95,037	5,357	100,394	93,323.63	4,003.88	3,066	96.90
0161052	530327	REGIONAL LIBRARY SERVICES	88,105	0	88,105	88,105.00	0.00	0	100.00
0161052	530342	COMMUNICATIONS - POSTAGE	1,740	0	1,740	1,740.00	0.00	0	100.00
0161052	530383	PROGRAM SERVICES	9,000	0	9,000	8,185.05	651.97	163	98.20
0161052	540421	OFFICE SUPPLIES	12,000	0	12,000	10,630.93	854.80	514	95.70
0161052	540422	PRINTING & FORMS	8,000	0	8,000	8,000.00	0.00	0	100.00
0161052	540425	PROGRAM SUPPLIES	1,000	0	1,000	998.95	0.00	1	99.90
0161052	540430	BUILDING MAINTENANCE SUP.	17,860	454	18,314	18,166.42	147.77	0	100.00
0161052	550511	BOOKS	485,000	1,390	486,390	457,428.54	19,025.60	9,936	98.00
0161052	550512	BOOK PROCESSING	48,500	700	49,200	35,571.22	9,428.22	4,201	91.50
0161052	570710	IN STATE TRAVEL	500	0	500	318.75	0.00	181	63.80
0161052	570730	DUES & SUBSCRIPTIONS	1,300	0	1,300	1,300.00	0.00	0	100.00
0161052	570735	PROJECT LITERACY/TOWN	10,800	0	10,800	8,424.20	2,268.84	107	99.00
0161052	570785	COMMITTEE EXPENSES	2,600	0	2,600	2,366.00	234.00	0	100.00
0161052	570787	STAFF DEVELOPMENT	10,000	0	10,000	8,888.30	1,111.70	0	100.00
0161052		Total 0161052 LIBRARY - EXPENSES	1,049,163	12,923	1,062,086	906,984.27	40,698.65	114,403	89.20
0161058	580840	BUILDING RENOVATIONS	81,000	33,125	114,125	51,469.85	53,950.62	8,705	92.40
0161058	580870	REPLACEMENT OF EQUIPMENT	20,000	0	20,000	20,000.00	0.00	0	100.00
0161058		Total 0161058 LIBRARY - CAPITAL	101,000	33,125	134,125	71,469.85	53,950.62	8,705	93.50
Grand Total			3,677,841	199,327	3,877,168	3,322,694.66	94,649.27	459,824	88.10

FY24 Funds and Grants

Fund or Grant	7/1/2023	Available to spend balance as of 7/2/2023	Deposits YTD	Expended YTD	Current available balance	Notes
Book Funds						
Pratt (includes Pratt Stock)	143,338.46	12,310.90	5,961.62	-	12,310.90	80% of int on periodicals
Whitney	2,698.84	2,698.84	153.84	17.70	2,834.98	
Mead	6,088.42	3,088.42	312.48	-	3,400.90	
Charles	2,687.80	2,487.80	129.96	-	2,617.76	Armenian History books
Barry	3,453.73	3,453.73	184.40	-	3,638.13	
McGuire	3,182.24	2,182.24	202.26	-	2,384.50	
W. Pierce	24,232.83	4,232.83	1,218.24	-	5,451.07	
MacDonald	9,381.92	4,381.92	496.79	25.41	4,853.30	Grief related books
O'Reilly	10,564.10	10,064.10	510.71	-	10,574.81	Fiction
Stone	3,767.54	3,767.54	182.15	-	3,949.69	
Campbell	5,510.90	4,510.90	266.42	-	4,777.32	Large print books
Santoro	2,320.84	720.84	112.19	-	833.03	Art
Brown	2,619.42	1,619.42	129.35	-	1,748.77	Sci-fi books
Keith	4,198.24	3,198.24	202.96	-	3,401.20	Wat history books
Drucker	3,020.84	3,020.84	146.06	-	3,166.90	Humanities books
Special Gifts	46,255.79	46,255.79	16,183.92	11,167.49	51,272.22	Unrestricted
- Cohen Fund	8,412.00	8,412.00	-	438.20	7,973.80	Cookbook and Mysteries
- Makerspace Fund	5,029.51	5,029.51	-	3,962.59	1,066.92	Makerspace expenses
- Bookmobile Fund	10,781.86	10,781.86	50.00	2,918.30	7,913.56	Bookmobile expenses
- Gallant Fund	20,030.85	20,030.85	-	-	20,030.85	Children's dept
Other Funds & Grants						
Kaveny	37,649.78	9,278.29	1,820.10	-	11,098.39	Benefit of the library
Masters	4,188.77	1,481.77	202.49	-	1,684.26	Trustees discretion
B. Pierce	1,404.90	1,404.90	58.34	769.73	693.51	Trustees discretion
LIG/MEG	346,909.74	346,909.74	104,450.94	2,239.92	449,120.76	
Revolving Printing Account	2,663.62	2,663.62	14,435.78	15,408.32	1,691.08	
Friends of Project Literacy Fundraising	39,634.30	39,634.30	24,873.79	7,424.96	57,083.13	
McCall Gift Fund	47,998.71	47,998.71	-	1,917.46	46,081.25	For children's dept only

GRIFFIN FUND REPORT

MONTH ENDING	BEG BAL	ADDED	WITHDRAWN	INTEREST / DIVIDENDS	INVESTMENT MKT VAL ADJ	VERIZON DIVIDENDS	VERIZON STOCK MKT VAL ADJ	END BAL	CASH HELD FOR INV	CASH AVAILABLE FOR SPENDING	INV
FY23 BAL FWD	169,445.12							\$ 169,445.12	\$ -	\$ 55,478.30	\$ 113,956.82
31-Jul	169,445.12			52.51	136.28		(10,060.85)	\$ 159,573.06	\$ -	\$ 55,667.09	\$ 146,177.42
31-Aug	159,573.06			185.77	(17.83)		(20,121.70)	\$ 139,619.30	\$ -	\$ 55,835.03	\$ 146,177.42
30-Sep	139,619.30			149.83	3,216.44			\$ 142,985.57	\$ -	\$ 59,201.30	\$ 146,177.42
31-Oct	142,985.57			49.53	(531.42)		8,799.20	\$ 151,302.88	\$ -	\$ 58,719.41	\$ 146,177.42
30-Nov	151,302.88			148.57	1,364.78		10,352.00	\$ 163,168.23	\$ -	\$ 60,232.76	\$ 146,177.42
31-Dec	163,168.23			119.47	1,075.14		(2,038.05)	\$ 162,324.79	\$ -	\$ 61,427.37	\$ 146,177.42
31-Jan	162,324.79			47.04	(100.43)		15,042.75	\$ 177,314.15	\$ -	\$ 61,373.98	\$ 146,177.42
28-Feb	177,314.15			2,345.02	(0.82)		(7,537.55)	\$ 172,120.80	\$ -	\$ 63,718.18	\$ 146,177.42
31-Mar	172,120.80			117.95	806.77	6,275.90		\$ 179,321.42	\$ -	\$ 70,918.80	\$ 146,177.42
30-Apr	179,321.42			71.24	(844.55)		(7,990.45)	\$ 170,557.66	\$ -	\$ 70,145.49	\$ 146,177.42
31-May	170,557.66			2,261.50	723.69		5,370.10	\$ 178,912.95	\$ -	\$ 73,130.68	\$ 146,177.42
30-Jun								\$ -	\$ -	\$ 73,130.68	\$ 146,177.42
FY24 TOTAL				31.32	668.46		(14,751.60)	\$ 189,722.84	\$ -	43,545.42	\$ 146,177.42

FUNDS USED TO PURCHASE ADDITIONAL SHARES

Burke			
	Allocated	Expenditures	Available
Teen Materials	\$ 3,112.00	\$ (3,072.21)	\$ 39.79
Teen Programming	\$ 3,275.00	\$ (3,275.66)	\$ (0.66)
Children's Materials	\$ 1,556.00	\$ (1,546.85)	\$ 9.15
Children's Programming	\$ 10,188.00	\$ (9,875.35)	\$ 312.65
Adult Materials	\$ 1,556.00	\$ (1,583.41)	\$ (27.41)
Adult Programming	\$ 4,730.00	\$ (4,730.00)	\$ -
Museums	\$ 5,000.00	\$ (4,285.00)	\$ 715.00
Movie Licenses	\$ 1,700.80	\$ (1,760.32)	\$ (59.52)
Total	\$ 31,117.80	\$ (30,128.80)	\$ 989.00

FY24 HATCH Summary

	July 1 Allocation	Adjustments (new funds added)	Encumbrances	Expenditures	Available funds
Special Gifts	\$ -	\$ -	\$ -	\$ -	\$ -
LIG/MEG	\$ -	\$ -	\$ -	\$ -	\$ -
Building Committee	\$ 27.28	\$ -	\$ -	\$ -	\$ 27.28
Watertown Commuty Foundation Grant	\$ 5,029.51	\$ -	\$ 451.71	\$ (3,962.59)	\$ 615.21
City Budget: Equip. Maint.	\$ 14,680.00	\$ -	\$ 239.32	\$ (14,440.68)	\$ (0.00)
Burke	\$ -	\$ -	\$ -	\$ -	\$ -
Totals	\$ 19,736.79	\$ -	\$ 691.03	\$ (18,403.27)	\$ 642.49



TO: Library Trustees
FROM: Kim Hewitt, Library Director
DATE: June 2024
RE: Treasurer's Authority to Make Line Item Transfers

This memo is to request authorization for the Treasurer of the Board to approve line item transfers within the operating budget through the end of Fiscal Year 2024.

Thank you for your consideration.



TO: Library Trustees
FROM: Kim Hewitt, Library Director
DATE: June 2024
RE: Director's Report

General Highlights

- Summer Reading for 2024 begins soon! Children's and Adult programs kick off on June 15 and wrap up on August 31, Teen registration begins June 14 and wraps on August 23, English Language Learners began on May 23 and ends September 6. Patrons can find out more at <https://watertownlib.org/718/Summer-Reading>
- Staff Day was held on June 11. The Library hosted a DEI training from William James College, held department and all staff meetings.
- We successfully transitioned to Assabet for our room booking and calendar, thank you to Jamie and Theresa for their work to complete this. We are still fine-tuning some of it, but over all it is a great system.
- Kirsten and Allie hosted a very successful volunteer breakfast to help them get to know each other and to recognize their contributions to the organization. Kim and Theresa were able to stop by as well.
- Hatch was closed for a week for some deep cleaning and reorganization – it was a great success!! There is still more to do, but we made excellent progress. Thank you to Theresa, Amelia, Seth, and Gabe for all of their hard work, as well as to the volunteers who stopped by to pitch in too. Amelia reports that they have received numerous compliments from Hatch regulars about the new layout and availability of certain tools, and the space is much more navigable, especially in the Hatchback.
- Carey and Kelly worked with other departments to find projects so that 8 high school seniors could complete their community service hours and graduate. They did this on short notice and everyone was very helpful and cooperative.
- We are spending down our funds and closing out the fiscal year. Matt and Natasha have been doing an excellent job of tracking orders and funds. They deserve a big thanks!
- The evaluation committee met to review proposals in response to our RFP for the Cafe space.

City/Community Meetings and Collaboration

- Kim and some of the Trustees attended the Watertown Square Planning Meeting that took place on June 13.
- At the Diversity Night at the Middle School Kelly and Carey connected and re-connected with school staff and local agencies. They reported that our work with the middle school population is noticed and appreciated. The school superintendent was familiar with our programs and was excited about the

summer ELL conversation program offering.

- Carey met with Zia Soares, Middle School GSA advisor, to discuss plans for collaborating next year; met with Karen McCormack, Perkins School, to select a World of Work intern and to finalize details for library participation at the Perkins Pride event; met with Aisie Tietze, Perkins School, Coordinator of community outreach to discuss how to make library visits by Perkins students as welcoming as possible; and met with Christina Lupica, Wayside Youth, to plan a parents of teens communication program.
- We now have a team of 3 Beaverbrook volunteers, Alice, Amanda, and Antonio. Two of them come for an hour every Friday with a Beaverbrook staff member. They are helping us keep the NEW book section in shape, filling displays, and helping to collect books patrons have left on the shelves.
- Trustees and Kim attended the City Council's budget hearing for the library.
- Kim attended the Friends of Project Literacy Board meeting on May 14.
- The City held a Communication Tendencies training for City Department Heads, which Kim attended.
- Kim attended the City's Department Head meeting and met with George and Emily afterwards for our regular meeting.

Program Highlights

- Porchfest was a success and the Dewey Decibels were a big hit! Thank you to Jamie, Joe, Carolyn, and Mike for playing!
- The Bookmobile had 14 visits in May and began weekly visits to Filipello Park. Two visits (DPW Touch-a-Truck and Family Cooperative Family Fun Day) had lots of out-of-town attendees and provided a good opportunity to discuss the Minuteman Library Network.
- The Bookmobile was at the City's Pride event on June 2 with Kirsten, Kim, and Theresa.
- Cuniff Grade 1 visited the Children's Room! We signed students up for library cards, helped them check out materials, talked to them about summer reading, and had a great time. There are 3 sections of Grade 1 at Cuniff, for a total of 43 students.

Project Literacy

- End-of-Year Picnic went very well. The new location worked very well and 100 people were in attendance. Mamak was a big help in keeping the picnic running smoothly, thank you!
- Janet and Carey have teamed up to provide conversation groups for our ELL teen population over this summer. The ELL conversation group begins on June 24.
- Janet has been conducting 1:1 meetings with teachers to plan for next year. She reports that they are providing excellent feedback on resources, calendar issues, student retention and how to make the students more successful in the class and community.
- We are offering several summer classes this year, with many starting the 3rd week of June.

- Jacky and Erin worked on ‘Diversity Night’ at the Watertown Middle School. They had a great crowd of people, and they were able to reach out to a number of Watertown parents.
- Janet is currently identifying classroom space for the next year of classes. We are also hoping to transition some of our online intermediate classes back to in-person classes in the next year as in-person tends to be best for learners.

Facilities/IT

- Many lights were replaced throughout the building.
- The bookmobile had a repair to the awning and a repair to the lift
- We have had ongoing problems with the AV in the WSBR and had technicians out on June 11 to fix some of it. We have a backup set up to offer in the meantime.
- Suburban Glass just visited on June 11 and thinks they fixed the slow leak in the rear entry vestibule. We will need to see how it goes the next time there is rain.
- The drain outside of the Children’s Room had work done to prevent flooding during heavy rain.
- We have a new leak in the skylight over the stairs that a vendor will be coming to look at soon.

Personnel

- Michelle Lavelle started as a part-time Reference Librarian on June 10.
- We will be posting for new temporary employees shortly, and are working on the Assistant Supervisor of Access Services and the part-time Cataloger job descriptions to post soon as well.
- Carey, Kim, and Theresa met with applicants for a paid summer internship funded by the Watertown Community Foundation and made two offers.
- Kathleen Brennan is on maternity leave for the next several months.

Action Plan

- Working with Jamie, Inés, Claudia, Matt, and Allie to finalize our Language Access Plan
- Continuing to discuss plans for more space for the library (results of these conversations can be seen in our mention in the Watertown Square Plans)
- Theresa recently completed an orientation document for new staff and asked several staff members to review it and provide feedback.



TO: Library Trustees
FROM: Kim Hewitt, Library Director
DATE: June 2024
RE: Director's Contract Amendment

This memo is to request approval of the following amendment to the Director's contract:

"The employee shall be entitled to receive compensation according to the City's **classification and compensation plan as well as** step increases and/or base wage cost of living adjustments which are applicable to non-union Department Heads, subject to approval by the City Manager and further subject to appropriation by the City Council as proposed by the City Manager **in his annual budget submission.**"

This will allow the Director to move onto the new classification and compensation schedule as recommended by the City Manager. The removal of the last phrase is to account for the possibility that these recommendations are at times made outside of the annual budget submission (as was the case with the classification and compensation study).

Thank you for your consideration.

Combined Library Director Evaluation

The Watertown Free Public Library will conduct a formal, written evaluation of the Library Director's performance at the end of each fiscal year. The evaluation will take into account the self-evaluation the Library Director will submit to the Board at least a month in advance of the scheduled evaluation. The self-evaluation will include proposed goals for the next fiscal year. The goals will be mutually agreed upon and finalized by the Trustees and the Director during the evaluation process.

The Purposes of the Performance Evaluation:

- To provide the Director with a clear understanding of the Board's expectations.
- To ensure that the Director and the Board understand how well the expectations are being met.
- To serve as a formal vehicle of communication between the Board and Director.
- To demonstrate sound management practices and accountability to City officials and the community.

Definition of Ratings:

- 4. Outstanding
- 3. Effective
- 2. Needs Improvement
- 1. Unacceptable/Needs Substantial Improvement
- N. No Opportunity to Observe

Evaluation:

Please rate the Director's performance in the following areas using the scale given above. Please also provide comments at the end of each section specifying areas of particular strength or weakness.

1. Strategic Planning – Long and Short Term

- Establishes strategic goals for the operation and programming of the library, articulating the library's role in serving the people of the Watertown Community and the wider community of patrons.
 - Oversees a strategic planning process with input from Trustees and the public.
 - Looks ahead, staying abreast of community changes and new ideas and best practices in the library world.
- Implements short and long-term objectives on an ongoing basis and reports significant changes and accomplishments to Trustees.

Rating: 3.5

Comments:

- Director Hewitt wasted no time immersing herself in the Watertown community upon assuming her new role. She actively participated in numerous community meetings focused on the upcoming redevelopment of Watertown Square, gaining valuable insights into the planned changes. Additionally, she has been diligently building relationships with key city officials. We can expect her to leverage her growing

knowledge of Watertown and the established connections to develop a comprehensive long-term plan for the future of the Watertown Library.

- Director Hewitt has done a great job thinking about the future of the library and gathering information. She is staying on top of what's happening in the greater library world and in the town by attending meetings and reading news and listening to her department heads and observing patrons.
- Director Hewitt has completely hit the ground running since she started as the Director of WFPL. She is forward thinking, while focusing on the needs of library staff, patrons, and the community now. She is engaged in numerous planning activities that have both a direct and indirect impact on the library. She is organized and has solid achievable goals and knows who to enlist to make changes.
- Ms. Hewitt has been director for less than a year and has not led a strategic planning process yet. She is forward-thinking and keeps trustees informed of any changes to existing plans. Ms. Hewitt has vision and drive. I am confident she will lead the library forward in reaching short and long-term goals.
- Director Hewitt is still new to the role at Watertown and has not had a chance to update the long- and short-term strategic goals established by the previous director. She is wise to focus on short term needs and observe the patrons, staff, and administration and have as much dialogue as possible in preparation for the next strategic planning meeting.
- Director Hewitt has a strong understanding of how current decisions effect the future of the library and greater community. She is taking the time to observe how the library and community functions to better understand what is needed in the future. She seems to makes all decisions with an eye toward the future and I feel very comfortable knowing that she has a strong vision for the library within the Watertown community. For example, I was impressed with the director's attendance at the Watertown Squire planning meetings to represent the interests of the library and gain a strong grasp on how the community changes could impact the library. This type of involvement, and eye toward the future, is a huge benefit to the library and community at large.

2. Fiscal Management

- Develops annual budget in a timely fashion for review by Trustees, the City Manager, and the City Council.
- Administers budget to ensure cost efficiency and controls expenditures to stay within appropriation levels.
- Allocates funds appropriately and effectively and maintains reserves for unanticipated contingencies.
 - Prepares monthly summaries of library budget and expenditures.
 - Explores and proposes to the Board new potential sources of funding for programs and services. • Ensures that all reporting and legal requirements of the library are met in a timely manner. • **Rating: 3.7**
- **Comments:**
 - Director Hewitt has demonstrated strong fiscal management by consistently aligning the library budget with historical spending trends. She proactively communicates any necessary budgetary adjustments to the board, ensuring transparency and collaboration.
 - Director Hewitt has met all the goals in a timely manor. The You belong campaign and t-shirt give away were a very impactful way to use building committee funds. She is also great at supporting grant discovery and applications to bring more great programing.

- Trustees are always kept informed of budget changes and summaries of financial business of the library. Director Hewitt has efficiently, seamlessly, and transparently managed the budget considering the point in the fiscal year that she assumed the role of Director. Director Hewitt closely monitors and updates cash flow and budgeting, is responsible with funds and openly discusses with the Board how and why funds are used.
- Ms. Hewitt has administered this year's budget well. She has worked diligently with the library staff, the trustees and city administration to submit the proposed FY25 library budget. Ms. Hewitt submitted a proposed budget that maintains level services and made a strong case for new budget requests. I was impressed with Ms. Hewitt's skill and persistence in advocating to city administration.
- Director Hewitt made a convincing case to the Trustees for additional roles at the library. Unfortunately, she was only able to convince the City manager on some of the budget increase requests. She has been transparent with us in her budget sources and allocations. She has been detailed in identifying potential areas for budget improvement, such as the ARPA Fund use and also regarding collections on rent at the Café.
- Director Hewitt put together a thoughtfully prepared budget in a timely manner. She explained any changes to the board and answered all questions. Her decisions always take into account the cost to the budget. She ensures a balance between spending to provide services and facilities, while staying within the means of the budget.

3. Facilities Management

- Is responsible for the proper upkeep and utilization of the Library's physical plant.
- Monitors Library facilities and recommends repairs, improvements, and additions to Trustees and appropriate City authorities.
- Prioritizes library facilities projects and makes funding recommendations to the City Manager.
- **Rating: 4**

• Comments:

- Director Hewitt has risen to the challenge of managing an aging building in the demanding Boston climate. She collaborates effectively with various city departments to address any emerging facility issues. Additionally, she has fostered collaboration with staff and the Library Trustees to explore ways to improve the lobby and overall building space.
- The library is always having facility issues and Director Hewitt is great at dealing with them and advocating to the right departments in town to get them addressed. She also has good recommendations for improvements and knows what to prioritize.
- Director Hewitt keeps a close watch on the physical space of the building, ensuring that it runs efficiently and comfortably for all who enter. Her advocacy for funding to provide free menstrual products city-wide and at the library is one example of her effort to make the library a space for everyone, regardless of financial status and/or ability to pay money to access services. Library signage, accessibility, and safety are a top priority for her. She is constantly thinking about and discussing how the physical space of the library can serve as a proxy for a welcoming environment. She aims to relay that to people in as many creative ways as possible.
- Ms. Hewitt is attentive to the upkeep of the building and keeps the trustees informed of any issues that arise. She has made recommendations to the trustees and the

city on future improvements to the lobby. She is working to ensure that our ARPA-funded study room is completed in a timely fashion and within budget.

- Together with Assistant Director Maturevich, Director Hewitt has helped in getting our facility running smoothly. I am thankful of this. Her immediate connections with the Building Committee tells me that she has the long vision to start planning for any potential expansion and is ready for fundraising.
- Director Hewitt is considering many different options to improve library facilities in the long term, while spending money and grants efficiently to make meaningful changes that will greatly benefit patrons in the short term. She has her finger on the pulse of what is happening city-wide and is a strong advocate for the library and any necessary maintenance or fixes. I do feel like a few of the longer-term projects are getting lost in the fray of keeping up with current maintenance and issues (ex: looking into better structing the lobby, the new study room), but since the director is still getting ramped up, it makes sense that the more immediate issues be addressed first.

4. Programs and Collection Development

- Implements collection development policies and recommends updates to Trustees when necessary.
 - Assures that the collection is current and reflects community needs and interests.
 - Coordinates purchases to reflect community demand for various formats based on circulation statistics and patron feedback.
- Encourages creativity in programming for every age level and welcomes recommendations from the public.
 - Keeps records of community participation and response to past and present programs.
- **Rating: 4**
- **Comments:**
 - The Watertown Library boasts a rich and diverse collection of books and materials that reflect the vibrant cultural tapestry of Watertown. Notably, their selection of Celeste Ng's "Our Missing Hearts" sparked a series of well-attended events, further demonstrating the library's commitment to fostering community engagement.
 - Great job. Highlights are the You Belong Campaign and Hosting the wonderful Library Legislative Day. Director Hewitt also developed a great team dynamic within administration.
 - The You Belong Campaign has been a tremendous success and is one example of Director Hewitt's creativity to actively communicate to patrons and staff that the WFPL is for everyone. Director Hewitt has been supportive of and open to suggestions from staff regarding programming and values their autonomy in making decisions regarding collections and activities. Director Hewitt has initiated connections with community stakeholders to collaborate on ideas for how to expand the library's reach to all members of the community. The Library Legislative Day was a great example of how Director Hewitt brought people who may not have ordinalry connected, but because of their roles within library systems, had an opportunity to meet one another and learn about how libraries function in our community.
 - Ms. Hewitt has exciting plans for collection development. She noted a lack of cataloguers at WFPL and suggested increasing efficiency by adding positions in access services to focus on purchasing, collection development and ensuring that the collection reflects the diversity of Watertown. She encourages staff to pursue innovative programming. Space week and the One Book One Watertown slate of events were highlights of the year.

- Director Hewitt is working to change how staff uses their time so that they can focus on their jobs and provide better programs and collections by adding a dedicated cataloger.
- I think the programming has been top notch. It does seem like collection development and purchasing need attention, but the director has been working to obtain additional staff to enable more attention on collection review and purchasing. She has a strong vision for how to move forward in this respect, and has clearly communicated the plans to trustees. I appreciate the time she put in advocating for these positions to the Town Manager during the budget process and now her plan can move forward!

5. Personnel Management and Development

- Formulates and implements a comprehensive personnel plan that effectively utilizes library staff to deliver its programs and services.
 - Oversees staff orientation, training, and development.
 - Delegates authority and efficiently organizes the work of personnel.
- Supports and inspires staff to do their best work by providing necessary resources, encouragement, and appreciation.
 - Encourages and assists staff seeking professional training and development.
 - Emphasizes equal opportunity employment and affirmative action hiring practices.
- **Rating: 4**
- **Comments:**
 - Director Hewitt made a strong first impression by taking the initiative to meet individually with all library staff members. This fostered a sense of connection and trust from the outset. She has further empowered her team by encouraging them to explore new initiatives. Notably, she provided steady leadership during the challenging negotiations with the Library Staff Union, which ultimately resulted in a positive outcome
 - Director Hewitt really excels in this area. She is an organized, professional and supportive leader. She has taken time to get to know each employee. She is great at looking at the whole organizational structure and various teams and figuring out what is needed to make things run more smoothly. She is aware of the challenges of being a new director and working to give staff agency and power when it comes to looking at and changing procedures. Has Biannual staff day.
 - From my perspective as a Trustee, I see Director Hewitt consistently prioritizing staff's needs, safety, and appreciation. She is realistic in what staff capabilities and limitations are, not only as staff members, but as people. She is aware of the long-term effects of the COVID pandemic on staff and demonstrates how she centers their work, regardless of tenure or position. Director Hewitt scheduled 1:1 meetings with staff members upon starting her position, encourages feedback and sharing of concerns, held a staff day and frequently discusses with the Board of Trustees how to ensure that staff know they are valued. Director Hewitt's goal of making library jobs as accessible to as many people as possible, she seriously considers and weighs the professional experience, life experience, education, and customer service skills of potential employees. She sees these characteristics as all equally important. The working relationship between Director Hewitt and Assistant Director Maturevich appears to me as a Trustee to be one of mutual respect, appreciation, and shared commitment to WFPL and how they can work together to keep it being the outstanding library it is.

- Ms. Hewitt excels in this area. She has taken the time to get to know the staff and assess strengths and weaknesses of the organization. Ms. Hewitt has organized two internal staff training days this year and encouraged staff attendance at outside conferences and training events. She always highlights individual staff members and departments in her updates to the trustees, giving credit to staff for their work. She successfully negotiated with library union reps on the new union contract.
- Director Hewitt is personable and good with reading people. She has encouraged and promoted librarians that go above and beyond their duty during our meetings, and always introduces new staff to the Trustees in a timely manner.
- Director Hewitt has been excellent at reviewing the needs of the library and translating that into an updated personnel plan. She has advocated for what she believes is best for the library while wholly supporting the current staff. I feel very confident with the director's management style and the way she approaches staffing with empathy and precision. I was extremely impressed that she met with all staff when she was hired. It truly feels like she is working with the staff to create the best environment possible, instead of dictating policy from the top.

6. Board Relations

- Attends all Board of Trustees meetings, creates agendas, and provides a report on current working of library and issues of note.
 - Supports and implements board decisions in a timely manner.
 - Seeks and accepts ideas and suggestions from the Board, including constructive criticism.
 - Informs the Board of proposed changes in personnel policies and revisions to the library's organizational chart.
- **Rating: 4**
- **Comments:**
 - Director Hewitt fostered strong relationships with the Library Trustees by meeting with them individually when she first started. She demonstrates exceptional communication skills, providing both clear verbal updates at meetings and detailed written reports each month. These reports encompass all aspects of the library's operations, including budget updates, special events, staffing developments, and city relations.
 - Director Hewitt meets all the goals. She is very responsive to Trustees and has been a pleasure to work with.
 - Director Hewitt impressed us all from our first reading of her resume, cover letter, and interview. She has demonstrated that she is beyond capable of running one of the state's best libraries and has developed excellent working relationships with Board members. She is professional, compassionate, and fiercely committed to excellence in her work and the important role that libraries have in our communities, especially given the current political and social climate. I have seen Director Hewitt be self-reflective, open to honest dialogue and feedback, and collaboration during board meetings. I have experienced her as being open-minded with a high standard of equity and justice in her work and in her relation to board members.
 - Ms. Hewitt is attentive to board concerns. She seeks board approval and advice when needed. She attends all board meetings and keeps the board informed through very thorough monthly updates.
 - I appreciate Director Hewitt's clear communication style. She is confident in her approach and decisions but is also appreciative of feedback. She presents her

thought process clearly and this helps us support her new agendas and approaches when a vote is needed.

- Director Hewitt has a very friendly but professional relationship with the trustees. I feel that she is extremely available to the trustees and seems to appreciate the trustee's opinions and suggestions. She presents her extensive director's report at every trustee meeting which provides a plethora of information for trustees. She is transparent with the board, and advocates for what she believes, but is always open to suggestions and questions. She is also in contact between meetings with relevant information.

7. Community Relations

- Provides staffing to ensure proactive and timely communications about library programs and resources.
 - Reviews and utilizes best technologies for communications
 - Ensures that the library refers all public requests to the appropriate staff for response.
- Ensures library outreach to and advocacy with community groups, elected officials, Watertown Schools, and relevant foundations and professional organizations.
- **Rating: 4**
- **Comments:**
 - Director Hewitt has demonstrated a strong commitment to community engagement. She actively participates in a variety of community events, both hosted at the library and throughout Watertown. Her leadership extends beyond the library walls, as she recently led a well-received community walk and talk event. Additionally, she has provided valuable support to staff when dealing with challenging members of the public.
 - It is clear that Director Hewitt has taken this very seriously and spends so much time getting to know the community. She just led a walk last week for Live well Watertown and she attends many community events and fundraisers. She oversees one of the best communications teams with great social media and marketing. While she is often busy behind the scenes she is a very forward facing Director who you can catch giving away t-shirts in the lobby or even filling in at HATCH maker space.
 - Director Hewitt would be the first person to say that her work is only as good as those she works with, likely including staff and patrons in that reflection. She is certainly a leader who recognizes the importance of staff and the community in the library having an important role in the city. She has been actively involved in meetings with the City Manager, elected officials, schools, and other community organizations to further the library's mission. Director Hewitt has shown in a short time to be a stabilizing presence in the library, both within the building and in the community at large. I have no doubt that she will continue to lay a solid foundation of respect, commitment, and excellence for WFPL and all who work in and enjoy the library.
 - Ms. Hewitt has focused considerable time and energy on connecting with patrons and community organizations. She attends many community events and city meetings and encourages library staff to do so as well. She goes to great lengths to welcome the community into the library through efforts like the 'You Belong' campaign and the recent legislative breakfast. She has worked with staff to schedule regular and frequent bookmobile stops. I am impressed by her outreach efforts!
 - Director Hewitt has done a lot of outreach efforts to the community, and successfully collaborated with the Waltham Director in hosting a State legislative event. The bookmobile has become a more known entity of the library thanks to the new

outreach efforts. The library now has their own band that participated in the inaugural porch fest right at the library.

- The outreach done by the library under Director Hewitt has been impressive. From the bookmobile, to the many many community events that Director Hewitt attends on her own time, she has become an integral part of Watertown. I was also bummed to miss the birding walk that she led. She is also spearheading the You Belong campaign specifically to reach out to less represented populations in the community. I love that she has extended the You Belong campaign to be an overarching theme.

8. Management Style

- Director's high principles and professional conduct set an example for staff.
- Maintains rapport and productive relationships with department heads and staff.
- Handles differences openly, candidly, and constructively.
- Maintains collegial atmosphere in which an open exchange of idea is easy.
- Seeks input from others.
- Accepts personal responsibility for decisions.
- Gives credit to staff for their input and contributions.

• Rating: 4

• Comments:

- Director Hewitt exemplifies a practical, honest, and firm yet flexible leadership style. She fosters open communication by welcoming challenging conversations and actively considers diverse perspectives when tackling obstacles.
- Director Hewitt is an approachable manager who seeks input and supports staff. She is not afraid of dealing with conflict and encourages people to "not always say yes" to her. She is often calling attention to staff to give them credit for their contributions like when her librarians win awards!
- As evidenced by observations of her interactions with staff and her updates during every Trustees Board meeting, Director Hewitt makes a point of highlighting the best qualities of her staff. She celebrates their achievements, contributions to WFPL and library services on a larger scale, their creativity, and how they collaborate with one another to create new and innovative programming and activities for the library. She does all this while addressing issues directly and supportively. While she seeks input from staff and values their perspectives, Director Hewitt exercises her authority to make final decisions on matters affecting library operations and policies. She constantly seeks feedback and input from staff and the Board and does not make decisions in isolation. She strikes a wonderful balance of being a leader who sets a tone of high expectations of herself and staff, while also operating from a place of collaboration and comradarie.
- Ms. Hewitt's excels in all of these areas. She is a strong manager. Very supportive of her staff. She seeks their input in decision-making and gives credit to staff for their contributions. She is collegial and does not shy away from difficult conversations.
- Director Hewitt did an excellent job with the union contract negotiation. She has hired more diverse staff, particularly the circulation staff where some even came from nonconventional backgrounds.
- As mentioned above, I am constantly impressed by Director Hewitt's management style. She leads with empathy, yet remains firm on pivotal issues. She is able to work collaboratively with staff rather than dictating policy. She goes out of her way to credit employees for their contributions and accomplishments. Again, I admire

that she met with each staff member to get to know everyone and establish relationships.

9. Action Plan and Goals

- Completes action plan in October for the following fiscal year.
 - Begins implementation of action plan on July 1.
 - Submits a mid-year report in December.
 - Notifies Trustees of problems that may arise with any goal.
 - Submits a final report on goals in the eleventh month of the fiscal year.
- **Rating: 3.3**

• **Comments:**

- Since taking the helm in September of last year, Director Hewitt has wasted no time in immersing herself in the Watertown Library. She has conducted a thorough assessment of the library's strengths and challenges. In collaboration with the Library Trustees and the City, she has secured ARPA funds to create an additional study room and has initiated discussions regarding a potential redesign of the library lobby. We can anticipate Director Hewitt to unveil a comprehensive long-term vision for the library in her second year.
- Director Hewitt has gone above and beyond. She developed the orientation guide and has been having ongoing discussions with community leaders about the long term goals for expanding the library. Hosting climate related programs and working on other projects like possible internship for teens and building out another study space. She has been keeping the trustees updated in her monthly letter and at meetings.
- Director Hewitt has achieved the relevant above requirements (this is due to timing of when she accepted the position of Director). As evidenced by her monthly director's reports, she is organized, punctual, thorough, and meets deadlines. There has been no concern that she has delayed completion of any of these tasks and this upcoming fiscal year will give her the opportunity to really demonstrate what a full year under her tenure will look like. I look forward to the next phase of her work. Director Hewitt creates an exciting, celebratory, creative, collaborative, and respectful environment and I have been so fortunate to get to work with her so far.
- An action plan was completed last fall for FY25. The director and library staff have been working diligently toward this year's goals and trustees have been updated throughout the year about progress.
- I have no doubt she will have action plans for the new fiscal year and work to meet all the goals.
- Haven't heard much about the action plan, but it sounds like things are being accomplished