



Board of Library Trustees Meeting
Thursday, September 4, 2025 at 7:00 PM
Council Chambers - Watertown City Hall
149 Main Street, Watertown, Massachusetts 02472

Agenda

Pursuant to Chapter 2 of the Acts of 2023, the meeting and public hearing will be conducted with remote opportunities for participation. Remote participation and access methods include:

Join Zoom Meeting: <https://watertown-ma.zoom.us/j/88295147558?pwd=jIN8DGeDsuU5HmnjSRMJQ7b8L58YiE.1>

Passcode: 988202

1. Call to Order
2. Secretary's Report
 - A. Minutes of July 31, 2025
3. Public Forum
4. Financial Report
 - A. FY26 Budget
 - B. Burke Fund Report
 - C. HATCH Financials
 - D. Consideration and Action on Acceptance of Donations
5. Chair's Report
6. Director's Report
 - A. General Updates
7. Old Business
 - A. Library Director Review
8. New Business
 - A. Consideration and Action on Watertown Cultural Council Grant
 - B. Consideration and Action on Committee Expense Purchases
9. Requests for Information and Responses
10. Date of next meeting
11. Adjournment

FY26 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	2,245,759	0	2,245,759	345,291.44	0.00	1,900,468	15.40
0161051	510112	PART TIME SALARIES	747,380	0	747,380	82,998.50	0.00	664,382	11.10
0161051	510130	OVERTIME	22,000	0	22,000	3,030.88	0.00	18,969	13.80
0161051	510143	LONGEVITY	26,422	0	26,422	0.00	0.00	26,422	0.00
0161051	510146	CPR STIPEND	250	0	250	0.00	0.00	250	0.00
0161051		Total 0161051 LIBRARY - PERS. SVCS.	3,041,811	0	3,041,811	431,320.82	0.00	2,610,490	14.20
0161052	520240	OFFICE EQUIPMENT MAINTENANCE	20,299	0	20,299	1,882.33	4,346.55	14,070	30.70
0161052	520241	BUILDING MAINTENANCE	10,000	0	10,000	0.00	0.00	10,000	0.00
0161052	520244	COMPUTER MAINTENANCE	67,444	0	67,444	0.00	34,225.91	33,218	50.70
0161052	530327	REGIONAL LIBRARY SERVICES	91,343	0	91,343	86,354.00	0.00	4,989	94.50
0161052	530342	COMMUNICATIONS - POSTAGE	2,100	0	2,100	0.00	0.00	2,100	0.00
0161052	530383	PROGRAM SERVICES	11,770	0	11,770	1,346.86	155.28	10,268	12.80
0161052	540421	OFFICE SUPPLIES	14,200	0	14,200	78.39	4,544.25	9,577	32.60
0161052	540422	PRINTING & FORMS	12,000	0	12,000	0.00	0.00	12,000	0.00
0161052	540425	PROGRAM SUPPLIES	1,300	0	1,300	100.59	139.44	1,060	18.50
0161052	540430	BUILDING MAINTENANCE SUP.	3,000	0	3,000	304.27	0.00	2,696	10.10
0161052	550511	BOOKS	512,500	0	512,500	84,505.77	242,725.15	185,269	63.80
0161052	550512	BOOK PROCESSING	52,500	0	52,500	2,853.43	14,468.04	35,179	33.00
0161052	570710	IN STATE TRAVEL	500	0	500	0.00	0.00	500	0.00
0161052	570720	OUT OF STATE TRAVEL	4,000	0	4,000	0.00	0.00	4,000	0.00
0161052	570730	DUES & SUBSCRIPTIONS	1,710	0	1,710	0.00	550.00	1,160	32.20
0161052	570735	PROJECT LITERACY/TOWN	11,200	0	11,200	0.00	352.11	10,848	3.10
0161052	570785	COMMITTEE EXPENSES	2,600	0	2,600	0.00	500.00	2,100	19.20
0161052	570786	CONFERENCE EXPENSES	3,050	0	3,050	0.00	0.00	3,050	0.00
0161052	570787	STAFF DEVELOPMENT	3,050	0	3,050	0.00	0.00	3,050	0.00
0161052		Total 0161052 LIBRARY - EXPENSES	824,566	0	824,566	177,425.64	302,006.73	345,134	58.10
0161058	580840	BUILDING RENOVATIONS	50,000	0	50,000	0.00	2,017.92	47,982	4.00
0161058	580870	REPLACEMENT OF EQUIPMENT	75,000	0	75,000	0.00	0.00	75,000	0.00
0161058		Total 0161058 LIBRARY - CAPITAL	125,000	0	125,000	0.00	2,017.92	122,982	1.60
		Grand Total	3,991,377	0	3,991,377	608,746.46	304,024.65	3,078,606	22.90

FY26 Funds and Grants

Fund or Grant	7/1/2026	Available to spend balance as of 7/1/2026	Deposits YTD	Expended YTD	Current available balance	Notes
Book Funds						
Pratt (includes Pratt Stock)	157,208.40	19,578.29	414.25	9,812.27	9,766.02	80% of int on periodicals
Whitney	2,980.45	2,980.45	(6.88)	887.13	2,086.44	book purchases only
Mead	6,826.52	3,826.52	(13.93)	-	3,812.59	book purchases only
Charles	3,005.33	2,805.33	(5.81)	-	2,799.52	Armenian History books
Barry	3,904.21	3,904.21	(8.24)	-	3,895.97	book purchases only
McGuire	3,676.36	2,676.36	(9.05)	-	2,667.31	book purchases only
W. Pierce	27,209.27	7,209.27	(54.51)	-	7,154.76	book purchases only
MacDonald	10,569.81	5,569.81	(22.21)	-	5,547.60	Grief related books
O'Reilly	11,811.86	11,311.86	(22.85)	-	11,289.01	Fiction
Stone	4,212.58	4,212.58	(8.18)	-	4,204.40	book purchases only
Campbell	6,161.80	5,161.80	(11.93)	-	5,149.87	Large print books
Santoro	2,594.95	994.95	(5.02)	-	989.93	Art books only
Brown	2,935.52	1,935.52	(5.79)	-	1,929.73	Sci-fi books
Keith	4,694.12	3,694.12	(9.07)	-	3,685.05	Wat history books
Drucker	3,377.65	3,377.65	(6.54)	-	3,371.11	Humanities books
Special Gifts	89,199.68	89,199.68	(48.04)	134.42	89,017.22	Unrestricted
- Cohen Fund	7,952.90	7,952.90	-	-	7,952.90	Cookbook and Mysteries
- Makerspace Fund	-	-	-	-	-	Makerspace expenses
- Bookmobile Fund	7,527.88	7,527.88	1,000.00	-	8,527.88	Bookmobile expenses
- Gallant Fund	8,476.99	8,476.99	-	-	8,476.99	Children's dept
Other Funds & Grants						
Kaveny	42,096.67	13,725.18	(81.44)	-	13,643.74	Benefit of the library
Masters	4,683.50	1,976.50	(9.06)	-	1,967.44	Trustees discretion
B. Pierce	775.51	775.51	(2.54)	-	772.97	Trustees discretion
LIG/MEG	550,988.57	550,988.57	-	509.50	550,479.07	
Revolving Printing Account	8,012.88	8,012.88	3,363.33	2,190.09	9,186.12	
Friends of Project Literacy Fundraising	61,485.13	61,485.13	-	236.65	61,248.48	
McCall Gift Fund	42,520.90	42,520.90	-	-	42,520.90	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	
FY25 BAL FWD	196,070.02								\$ -	\$ 55,478.30	\$ 113,956.82	-
31-Jul	196,070.02			138.15	(266.12)	(1,649.85)	\$ 194,292.20	\$ -	\$ -	\$ 53,700.48	\$ 146,177.42	-
31-Aug							\$ -	\$ -	\$ -	\$ 53,700.48	\$ 146,177.42	-
30-Sep							\$ -	\$ -	\$ -	\$ 53,700.48	\$ 146,177.42	-
31-Oct							\$ -	\$ -	\$ -	\$ 53,700.48	\$ 146,177.42	-
30-Nov							\$ -	\$ -	\$ -	\$ 53,700.48	\$ 146,177.42	-
31-Dec							\$ -	\$ -	\$ -	\$ 53,700.48	\$ 146,177.42	-
31-Jan							\$ -	\$ -	\$ -	\$ 53,700.48	\$ 146,177.42	-
28-Feb							\$ -	\$ -	\$ -	\$ 53,700.48	\$ 146,177.42	-
31-Mar							\$ -	\$ -	\$ -	\$ 53,700.48	\$ 146,177.42	-
30-Apr							\$ -	\$ -	\$ -	\$ 53,700.48	\$ 146,177.42	-
31-May							\$ -	\$ -	\$ -	\$ 53,700.48	\$ 146,177.42	-
30-Jun							\$ -	\$ -	\$ -	\$ 53,700.48	\$ 146,177.42	-
FUNDS USED TO PURCHASE ADDITIONAL SHARES												

Burke			
	Allocated	Expenditures	Available
Teen Materials	\$ 3,183.00	\$ (43.96)	\$ 3,139.04
Teen Programming	\$ 3,350.00	\$ (440.42)	\$ 2,909.58
Children's Materials	\$ 1,592.00	\$ -	\$ 1,592.00
Children's Programming	\$ 10,423.00	\$ (3,706.17)	\$ 6,716.83
Adult Materials	\$ 1,592.00	\$ -	\$ 1,592.00
Adult Programming	\$ 4,840.00	\$ (991.56)	\$ 3,848.44
Museums	\$ 5,000.00	\$ (1,050.00)	\$ 3,950.00
Movie Licenses	\$ 1,850.48	\$ -	\$ 1,850.48
Total	\$ 31,830.48	\$ (6,232.11)	\$ 25,598.37

FY26 HATCH Summary

	July 1 Allocation	Adjustments (new funds added)	Encumbrances	Expenditures	Available funds
Special Gifts	\$ -	\$ -	\$ -	\$ -	\$ -
LIG/MEG	\$ -	\$ -	\$ -	\$ -	\$ -
Building Committee	\$ 854.78	\$ 4,157.50	\$ -	\$ (741.91)	\$ 4,270.37
Watertown Commuty Foundation Grant	\$ -	\$ -	\$ -	\$ -	\$ -
City Budget: Equip. Maint.	\$ 15,000.00	\$ -	\$ 2,614.50	\$ (802.78)	\$ 11,582.72
Burke	\$ -	\$ -	\$ -	\$ -	\$ -
Totals	\$ 15,854.78	\$ 4,157.50	\$ 2,614.50	\$ (1,544.69)	\$ 15,853.09



TO: Library Board of Trustees
FROM: Kim Long, Library Director
DATE: September 2025
RE: Donations

The following donations were received in August:

Local History photograph by David Russo

\$15 from Kimberly and Brandon Frank

\$50 from Marian Kowalski

Lewandos sign by John Edgar

\$175 from Not Your Average Joes for Pride (coordinated by 2025 Pride Committee)



TO: Library Trustees
FROM: Kim Long, Library Director
DATE: September 4, 2025
RE: Director's Report

General Highlights

- 308 people opened new library cards at WFPL in July 2025! This is the second-highest number of monthly Library Card Signups since Covid.
 - The high-water mark was 313 new patrons in September 2023.
 - This bump coincides with the very popular “Read About Town” summer reading program, the well-attended Summer Reading Block Party, and a postcard mailing as part of the You Belong campaign, which targeted Watertown neighborhoods where we have the fewest Library users.
- Sierra is currently unreliable. Unfortunately, the recommendation is to let the issue play out as this issue has happened at other MLN libraries and resolved itself in 2-3 weeks. Access Services is the most affected as we are not able to check in books, renew cards, make cards, etc. while the system is down. Ran and Joe have devised low-tech work arounds, and there are some potential steps we can take with VPNs to circumvent the issue, but we are currently planning implementation.
- Department Heads and Specialists all supplied information and input to the Director for the completion of the 2026 ARIS report (which covers FY25).
- Jamie confirmed Gallery exhibitions for 2026 after the Trustees vote: 7 Watertown Residents were accepted, 2 non-residents, and 3 City of Watertown collaborations will continue. Since some of the selected exhibitors will not be using the glass display case in the gallery, we will be able to offer a smaller display case exhibition opportunity to many of the artists who applied and were not selected for 2026.
- Carey and Kelly worked hard to plan and create a very meaningful experience for our intern, Rebecca. It took some coordination, but she had many positive interactions with staff. She worked hard, implemented successful programs that she developed on her own and contributed in many other ways. We really enjoyed having her and were sad to see her go at summer's end.
- Jill completed an application for a Simmons Intern for the fall semester, so now we're waiting to find out if we will be a site for one of their students. Michelle L. worked so well with Aurora in the Spring, it was a big success! We are eager to have

the extra help with some small collections that need processing so that we can quickly move through some of our backlog.

- Franny and Emily have been great with the bookmobile. They have attended not only Arsenal Yards visits but also helped out for 3 weeks of summer school visits and kept me informed of any issues with the vehicle.
- Alice has been working on getting more volunteers situated over at Hatch as well as planning out programs.

City/Community Meetings and Collaboration

- We are about to lend our Harriet Hosmer materials to the Hecksher Museum for their exhibit on Emily Stebbins. We are preparing signage to occupy the space of the missing objects in the Local History room.
- Our Watertown Arts Market visit went well. We had over 200 visitors to both the bookmobile and the Hatch table where kids had a chance to splatter paint paper fans and the weather was great. Carolyn, Alice, Michelle L, Denise and Andy helped Theresa with the event with an assist from Ran who drove an extra tent over to us.
- Theresa attended bimonthly Digital Content Working Group meeting.
- Carey planned and held the first meeting of residents interested in being on the Pride 2026 Planning Committee. It went well, and recommendations were made to George Proakis for appointments.
- Carey met with Christina Lupica of Wayside Youth & Nnamdi Okaka of WPS DEIB to plan the peer mentoring program and discussed teen leadership possibilities for the fall.
- Carey met with Jillian Correia, Institute for Health and Recovery, Inc. They are in the early stages of identifying agencies and persons in town who serve teens, especially in terms of mental health and poverty as Teen hopes to create a resource that delineates options for teens and their families. There is a lot of overlap of services that is confusing for families to navigate currently.
- Kim met with George and Emily for their regular monthly meeting.

Program Highlights

- We partnered with MassDOT for a Bike Rodeo! A group of 10 kids came to ride their bikes through an obstacle course behind City Hall (Friday afternoon, CH was closed, DPW blocked off that part of Thaxter St). MassDOT offers programs about bike safety and has additional programs like poster contests or videos for older age groups with cash prizes. They're a nice partner for Children's programming.
- Emily reports that Summer Reading held steady through August in Children's. Some

years there's an August slump, but not this year. Children's has seen lots of stickers, raffle tickets, and book requests from Watertown and other local schools.

- Carey reports that Summer Teen Auction went very well! For every hour a participant read, they earned one auction "dollar." With these dollars the kids bid on a slate of prizes. Not only was the auction fun, the kids worked on their skills of strategizing and prioritizing.
- Teen Summer Reading Auction statistics
 - 71 teens registered
 - 608 books were read
 - 3,312 hours were read
- Jill reports that Summer Reading has been an absolute blast this year. They noted that adults have been enthusiastic about getting all of the location stickers and getting into the weekly raffles.
- At Kim's direction, we selected a unified theme for Summer Reading this year and focused on ways to work together to offer this program to the community. Departments noted that it's been a really fun community event and noticed that several families that were working on it together and came in for their stickers as a group which is very nice to see!
- The Craft Supply swap early in the month was a huge success!
- The ZineFest Team vetted well over 100 applications for Zinefest and is working on getting that squared away.
- The One Book committee is closing in on their final selection for 2026!

Project Literacy

- Project Literacy has had a very productive month. It's now confirmed that our classes are at Hosmer this upcoming academic year, where we are bringing back all 6 levels of classes in-person.
- Classes begin next week for the September through May offerings.
- We worked with Sierra from the ACLU, 2 immigration lawyers, and our Family Preparedness team to hold a Know Your Rights/Family Preparedness Clinic with updated information on immigration as well as Family Preparedness & immigration legal consultation on Thursday, Oct. 2 and Tuesday, Oct. 7 at the Hosmer Learning Commons. Kate Philipson is partnering with us on this.
- In addition, Kate Philipson always invites PL to the meetings and events with WPS immigrant families. It's clear that by helping each other we are doing a better job reaching our families and I'm incredibly proud of the hard work we have put in.
- Project Literacy just held their first Teacher's meeting of the academic year! They reviewed teacher responsibilities, upcoming events, trainings, and other necessary

information.

Facilities/IT

- The door to the parking lot is not functioning properly and we have been working with Public Buildings to get the automatic door fixed.
- Theresa met with Maurice and Niki to review IT's plan for rolling out new phones. The new zoom-based phone system will launch in September and we know that the PA system is unlikely to work after that. We are working on a troubleshooting plan to work around this in the short-term and to deal with it in the long-term.
- Ongoing printer issues continue. There has been an increase in printer-related issues recently, particularly affecting specific print jobs.
- Alexander worked on new monitors for staff, printers/Group Policy issue review, Yo-Yo Ma program technology rehearsal, and a phone system review.
- Jamie is collecting three detailed bids for a Wayfinding system for the Library.

Personnel

- We are having some trouble with temp coverage- last minute cancellations, double bookings, etc. The Department Head team is working on culling and then expanding the pool.
- We interviewed candidates for the Part-time Reference position and made an offer this week- which was accepted- and we look forward to announcing that person's start.
- Kathleen Brennan had her last day at WFPL on August 20. We'll miss Kathleen but wish her luck as she advances her career.
- Carolyn Graber had her last day on August 21. We are proud of Carolyn for being inspired by her time here to pursue a greater career in library science. Even up to her last days, she was stepping up to go above and beyond!

category	1	2	3	4	5	6	7	8	9
	4	4	4	4	4	4	4	4	4
	4	4	4	4	4	4	3	4	4
	4	4	4	4	4	4	4	4	4
	4	4	4	4	4	4	4	4	4
	4	4	4	4	4	4	4	4	4
	4	4	4	4	4	4	4	4	4
Average	4	4	4	4	4	4	3.833333	4	4

Categories:

1. Planning – Long and Short Term
2. Fiscal Management
3. Facilities Management
4. Programs and Collection Development
5. Personnel Management and Development
6. Board Relations
7. Community Relations
8. Management Style
9. Action Plan and Goals

Question 1 Planning – Long and Short Term

I was impressed with Director Long's leadership on strategic planning this year. She led a thorough and engaging planning process, seeking community input through multilingual surveys, focus groups and discussions with library staff and trustees. She successfully partnered with the city's community engagement officer on the focus groups and involved library outreach staff in the process. She worked with department heads to review the feedback, set goals and draft a strategic framework. She then sought input from the trustees on the draft framework and finalized the five-year plan.

A frequent theme that will be highlighted throughout this evaluation of Director Long's performance for this year will be inclusivity, from micro-level library work to macro, city-wide connections.

Director Long has established herself as a Director who puts her aspirations into practice. This is evidenced by her collaboration with the community, library staff, focus groups, and a multi-lingual survey to help guide the FY25 Action Plan and FY26 strategic planning process. She has demonstrated an ability to meet the needs of individual patrons (i.e., direct patron work, comfort and accessibility), building level issues (i.e., beginning the process of redesign considerations for the library lobby and HATCH Makerspace expansion), community-wide collaborations (i.e., providing library internship opportunities and joint efforts between WFPL and WPS to connect youth to library services), and city-management-level collaborations (i.e., with City Council, School Committee, and other municipal employees).

Kim demonstrated strong leadership in both short- and long-term planning this year by launching the FY25 Action Plan while simultaneously overseeing the FY26 Strategic Planning process. Her inclusive approach—through multilingual surveys, more than ten focus groups, and staff collaboration—produced a framework centered on “Welcome, Engage, Represent, Empower,” aligning library priorities with community needs. She effectively balanced immediate objectives, such as translation tools and cross-training, with forward-looking initiatives like potential Hatch Makerspace expansion, accessibility improvements, and lobby redesign. Kim also showed agility in responding to external challenges, ensuring the library remained proactive and relevant. Overall, her ability to unify diverse input into a clear vision while keeping implementation realistic reflects excellent strategic leadership.

Successfully executed an overhaul on the strategic plan process and worked with staff in achieving an excellent strategic plan that included by short and long term objectives.

Kim Long has excelled in short and long-term strategic planning. This can best be shown by her commitment to both the FY25 and 26 Action Plan, as well as the Strategic Planning Process. Director Long skillfully worked toward and accomplished many of the FY25 action plan items, as discussed further in #9. At the same time, Director Long also oversaw the development, implementation, and review of the comprehensive FY26 Strategic Planning process. A survey was thoughtfully and carefully developed to gain input from the community at large, administered in multiple languages, and received over 1,000 responses to assist in the FY26 Strategic Planning process. Kim was instrumental throughout the process and took great pride in ensuring diverse points of view were received and considered. She then oversaw the review of the data and applied the information received to help set strategic direction.

In addition to gathering large amounts of data from the community, Director Long involved Department Heads in formulating the new strategic framework for the library, further establishing her commitment to engaging staff and incorporating feedback. Through this process, she was able to facilitate the creation of core goals which represent the staff and patrons of the library, while building a sense of collaboration and ownership with staff/Department Heads.

Director Long also expertly manages the short-term problems with a keen eye on long term goals. She has managed multiple facilities issues, making sure the short-term impact to staff and patrons is minimized, while ensuring that the long-term issue is addressed and planned for (ex: AC/heating issues). She also has been incredibly aware of new factors that have impacted patrons and staff, such as changes to immigration law and federal funding. Her proactive and measured approaches to these changes have served to protect patrons and empower and support staff members.

Director Long has proven to be an effective leader, guiding the Library's FY25 Action Plan and spearheading the strategic planning for FY26. What makes her approach so successful is her emphasis on inclusion and community. She ensured that the library's goals were shaped by those who use it, evident in the extensive, multilingual surveys and numerous focus groups she organized. This collaborative approach brought everyone to the table, staff, patrons, and city officials alike, and helped distill the library's core goals into a clear, community-responsive framework in The Library's strategic plan. Director Long's inclusive leadership style and talent for building consensus are truly impressive. She doesn't just create a vision from the top down; she thoughtfully incorporates feedback to develop actionable objectives. This is clear in her work on everything from accessibility upgrades and cross-departmental training to long-term projects like the potential expansion of the Hatch Makerspace. Director Long consistently balances big-picture planning with concrete, achievable outcomes, all while managing competing priorities and keeping staff aligned and energized.

Question 2 Fiscal Management

Kim continues to demonstrate exceptional fiscal management by preparing a timely, balanced budget and exercising sound judgment in allocating funds across operating, grant, and special accounts. She has been proactive in securing external support, with successful grants from the Watertown Community Foundation and Marshall Home Fund, while also embedding equity by moving critical services—such as internships and accessibility accommodations—into the operating budget for sustainability. Her collaboration with the city's finance team and grant specialists reflects her foresight and alignment with broader municipal goals. Even when external funding was unexpectedly revoked, Kim adapted quickly to protect core services. Overall, she is a prudent steward of taxpayer dollars who maximizes resources to benefit both patrons and staff.

Director Long is a strong fiscal manager and kept library expenditures within the appropriated budget for FY25, updating the trustees throughout the year. Her proposed FY26 library budget was approved by the trustees and the city council. She successfully advocated for increasing two library positions from part-time to full-time. She also secured needed funds from the City for HVAC unit repairs and replacement.

Director Long is organized, intentional, and thorough in her management of the library's budget. She is consistently mindful of the timing of grant opportunities, when to utilize funds from the set budget, and is aware of when and how to secure Building Committee funds, Special Grants or State Aid.

Her process of procuring and allocating funds is rooted in accessibility and inclusivity; she is able to connect how all money spent directly impacts individual patron experience. She is skilled at ensuring long-term financial security, while also spending funds to reach potential patrons and those who may not always see how they can benefit from traditional library services. Her approach fosters a sense of libraries being a place where everyone belongs extends to people who may not come into the physical space of the library, but are active users of programming offered throughout the community.

She continues to secure grant funding through the Watertown Community Foundation and the Marshall Home Fund, has advocated for previously grant-funded services to maintain sustainability, and ensures that CART and ASL services are available and an expected component of library users' experiences.

Director Long considers how each financial decision will positively impact the greatest number of patrons, though some programs may seem to target historically underrepresented groups. She mindfully spends money in ways that benefit everyone.

Budget planning executed well. Requested for additional budget for new roles /staff, which is great long-range planning for the library.

Director Long provides full monthly budgets and expenditures to the board. She has actively engaged with the city to ensure the library has adequate funding, and encourages grant applications. Kim has very successfully managed allocated finances while leveraging outside resources, such as grants, to ensure that internal budgets are not overextended.

Director Long submitted and oversaw the submission of multiple successful grant applications as well as advocating for previously grant-funded services to be added into the library's operating budget to ensure the library does not become dependent on grant funding.

Director Long consistently exhibits prudent and effective financial management for the Library. Her discernment in allocating funds. Whether from the operating budget, grants, the Building Committee, or special gifts and state aid, she ensures optimal resource utilization. She prioritizes procuring essential resources for patron benefit and staff efficiency while meticulously maintaining funding levels and upholding fiscal prudence. As a steward of taxpayer money, Director Long is committed to wise expenditure. She also facilitates transparent communication with the Treasurer and effectively addresses board inquiries regarding the budget. She worked with the city to attain access to the city's credit card to help make it easier to purchase items at the library and lessen the amount of time we need to reimburse.

Furthermore, Director Long actively empowers her staff in securing external funding through well-targeted grant applications. She strategically leverages outside resources to expand the Library's reach and services including citizenship resources, inclusive programming, and arts initiatives without overextending internal budgets. Her collaborative efforts with the city's finance team and grant specialists further exemplify her fiscal responsibility and long-term planning. She has successfully transitioned previously grant-funded services, such as paid student internships, into the Library's operating budget, ensuring their sustainability. Moreover, with federal funding of libraries up in the air, Director Long has advocated for Library funding and worked with state officials like Representative Steve Owens to try to find creative ways to get funding when there were due to cuts in federal funding.

Question 3 Facilities Management

Director Long is constantly providing improvements to library facilities, responds immediately to utility and equipment repairs, and ensures that funds are secured in order to address the safety and comfort of the building (temperature, light, sound). She meets the needs of staff and patrons who may be in the library for many hours in a day so that everyone has a physically clean and organized space.

Director Long adeptly responded to urgent building needs and initiated both long and short term improvements, such as initiating plans for the redesign of the lobby and installing new window shading. Alongside her Access Services team, she responded to major flood damage in the Circulation area, improving the design and layout of the space by adding a wall to separate the circulation desk from the offices behind it. She also oversaw the completion of the new ARPA-funded study room on the second floor and reconfigured a first floor storage area into a wellness room for staff use.

Kim has shown foresight and creativity in addressing the library's facilities needs. She effectively managed urgent challenges, such as restoring the circulation area after flooding, while also leveraging the opportunity to improve functionality through thoughtful redesign. Her leadership on major projects—including HVAC planning, lobby redesign, and sustainability upgrades like window films and shades—demonstrates proactive stewardship of the library's physical environment. In addition, she prioritized staff well-being by creating a new wellness room, reflecting her commitment to both operational excellence and workplace culture. Overall, Kim consistently anticipates needs, balances priorities, and advances projects that enhance the library experience for patrons and staff alike.

Although it has been a challenging year on the facility with flooding, HVAC not working, and elevators breaking down, ADA door openers not working, etc. the library closures have been kept to a minimum due to swift reorg in spaces and quick execution of alternate options.

Director Long is extremely skilled at ensuring the maintenance of the library facilities, which has been quite tricky this year. There have been multiple immediate issues that have required funds and action, which Director Long has managed without issue.

Director Long navigated a large flood in the circulation area, displacing multiple staff. Not only did Director Long ensure that the area was mitigated quickly and without disruption to patrons, she ensured that mindful updates were made to the circulation desk and area that will serve the library in the future (ex: creating of a wall with an eye toward future lobby reconfiguration).

Director Long also dealt with elevator issues and A/C and heating issues, minimizing disruption to staff and patrons while managing complex timelines and long-term plans.

Director Long has proven that she is incredibly adept at solving very impactful short-term facilities issues while maintaining a realistic long-term plan to best serve the library.

Director Long demonstrates proactive and effective management of the Library's physical environment, anticipating and addressing critical infrastructure needs. This includes initiating significant improvements such as the lobby redesign and crucial HVAC upgrades, often in close coordination with city departments and architects. Her oversight extended to the successful restoration of the circulation area after major flooding, where she strategically leveraged the downtime to implement operational enhancements like creating a wall between the circulation desk and back office, preparing the space for future lobby reconfigurations. Furthermore, her advocacy for increased budget lines to address HVAC repairs highlights her commitment to maintaining a comfortable and sustainable building until full unit replacements are feasible.

Beyond large-scale projects, Director Long has shown a keen responsiveness to staff and patron feedback regarding the physical space, exemplified by the installation of window film and shades to improve comfort and energy efficiency. Her innovative approach to staff well-being is also evident in the thoughtful conversion of a storage area into a dedicated wellness room, providing a much-needed private space for staff, including new mothers, to take calls or breaks.

Overall, as a life long Watertown resident I can say I think this is the best the library has looked internally and the new signage has made the library easier to navigate,

Question 4 Programs and Collection Development

Kim has strengthened both the library's collection and its programming by combining data-driven analysis with a commitment to equity and inclusion. Her comprehensive review of SCATs, call numbers, and loan rules improved the usefulness of collection metadata, enabling smarter purchasing decisions and better allocation of resources. She advanced the "You Belong" campaign by ensuring library policies reflect equitable service, while also empowering staff to develop new programs—most notably the library's first Spanish Language Book Club. Her leadership on the Outreach Team fostered partnerships that expand the library's reach and responsiveness to community needs. Overall, Kim has ensured that both collections and programs remain current, innovative, and reflective of Watertown's diverse community.

Director Long is very strong in Collection Development. This year she continued to improve the library's collection development processes from both a data and policy perspective. She is committed to diversity in collections and programming—updating policies where needed and encouraging staff to offer programming that appeals to our diverse community.

The You Belong campaign is an ever-evolving program that is continually refined to ensure that all patrons have a sense of community whether they are in the physical library space or engaging with outreach efforts and the Bookmobile in town. Under Director Long's leadership, this program is well-known and respected throughout the Watertown community and beyond.

Director Long remains committed to removing barriers that interfere with the library's ability to reach as many people as possible. For example, providing opportunities for non-librarian staff to develop programs that reach diverse community groups in Watertown. This diversity enriches the library experience for all and helps the library to continue to achieve excellence in its commitment to all of the services the library offers.

Director Long also maintains strong connections to other community leaders, such as those from Watertown Public Schools, the Senior Center, City Council and City management. The effort she puts into collaboration and partnership with these leaders benefits the community at large.

The collection has been excellent, thought provoking, and inclusive of all. I don't think I need to say more in this section.

The Watertown library has always presented a strong array of diverse programs, which has continued under Director Long's management. She has continued to shepherd the You Belong campaign, to ensure all patrons feel welcome at the library and to encourage outreach to underrepresented populations in Watertown. Director Long has also encouraged all staff to take on programs, resulting in the first Spanish Language Book Club. Additionally, Director Long is extremely active in the community and has created partnership opportunities with many individuals and organizations.

Additionally, Director Long has ensured that the Collection remains diverse and representative of our community. She has also overseen a major review of the SCATs and call numbers, to provide better inventory control.

Director Long has significantly enhanced the Library's programs and collection development through a strategic and inclusive approach. The collections provide are on a wide range of topics and give a variety of viewpoints. Beyond collection management, Director Long actively fosters a vibrant programming environment. She champions staff development, empowering non-librarian level staff to take on new programming roles, as exemplified by the successful launch of the WFPL's first Spanish Language Book Club. This initiative directly reflects her dedication to serving the community and recognizing staff talents. As an active participant in the Outreach Team, she consistently provides strategic vision and fosters a positive, proactive attitude while transparently addressing any limitations with both the team and community partners, forging strong relationships that expand the Library's reach.

Question 5 Personnel Management and Development

Director Long is a thoughtful, empathetic and attentive leader. She has hired several new staff members and is committed to diversity in hiring. Director Long motivates her staff to take on new challenges and always highlights staff achievements in her reports to the trustees. She has planned two staff days this year and encourages staff to attend professional trainings and conferences.

Along with the budget, the director identifies gaps in roles and fills them quickly. Additionally, some reorganization in library reporting structure also helped make the library operation.

The director sets a great example in attending conferences, as well as encouraging staff in attending them as well.

The director fought hard to protect personnel privacy from patrons in the case of the children's library summer reading incident. She is a true leader and took the bullying, emails, and calls with grace, providing staff the stability that they needed in these trying times. I couldn't have been more proud of our director.

Director Long negotiated a successful union contract for this year and maintains committed to excellent customer service, cultural awareness and sensitivity, a sense of positive regard and high morale among staff.

Planning of staff days allow Director Long to regularly assess group cohesiveness and job satisfaction. She actively seeks feedback for what staff need to feel supported by her and by one another so that they can continue providing excellent services to all patrons. Some of these adjustments have included cross-training programs, refinement of job descriptions as positions became available, hired an Access Services Supervisor, expanded Hatch hours, and advocated for part-time wage increases so that WFPL can remain competitive with local public libraries.

Kim has demonstrated exceptional leadership in personnel management by fostering a supportive, equitable, and growth-oriented workplace. She successfully negotiated a union contract that addressed part-time compensation and staffing equity, while also resolving longstanding issues such as Sunday pay disparities. Her commitment to professional development was evident in organizing Staff Days, launching cross-training initiatives, and encouraging staff at all levels to expand their skills. She also recruited and supported new Access Services leadership, strengthening the library's organizational structure. Overall, Kim's approach balances fairness, accountability, and inspiration, ensuring staff feel valued and empowered to deliver excellent service to the community.

Director Long has worked to retain talent at the Watertown Library by ensuring competitive salaries and benefits and facilitating a supportive work environment. Kim has also advocated strongly and convincingly with the city to add necessary positions. She has been very successful in ensuring that the library receives proper staffing and additional positions. Kim advocated for, was granted, and brought on a new Access Services Supervisor and Assistant Supervisor of Access Services.

Additionally, Director Long has prioritized professional development to encourage team reflection and alignment. Additionally, she negotiated the union contract that ensured the library is competitive with neighboring communities. The negotiations required a firm but compassionate understanding of the needs of both the library and the union staff, which she balanced expertly.

Additionally, Director Long has swiftly recruited, interviewed, and hired excellent replacements for open positions. Under her direction, the library has continued to be recognized as an excellent workplace, drawing huge amounts of applications for open positions.

Director Long demonstrates strong and thoughtful personnel management, prioritizing both staff well-being and institutional effectiveness. She has successfully led the recruitment of key leadership positions, including the new Access Services Supervisor and Assistant Supervisor, ensuring vital departmental oversight. Her commitment to a well-supported team is further evidenced by her organization of Staff Day events, fostering professional development, team reflection, and strategic alignment. She also launched a cross-training initiative, increasing staff flexibility and ensuring consistent service delivery.

Furthermore, Director Long has shown skill in governance and communication, effectively leading the review and revision of critical library policies such as child safety and study room use, and guiding the completion of a comprehensive Language Access Plan. She has also successfully negotiated union contracts, addressing critical issues like part-time compensation and staffing equity to ensure competitive employment practices and boost staff morale, including rectifying Sunday compensation issues and updating job descriptions as needed.

Question 6 Board Relations

The director's report is detailed with all the staff and director updates. The director communicated well with the Board of Trustees.

Director Long is attentive to individual board members' concerns and she seeks board approval and advice on policy and budget matters. She attends all board meetings and keeps the board well informed with thorough monthly updates. She has sought board approval of several policy updates this year.

Director Long is incredibly organized, thorough, responsive and transparent in her communication with the Board, both during trustee meetings and outside of these times. She attends all meetings and provides wonderful Director Reports that highlight long and short-term plans, budget updates, facility management, programs, collections, staffing updates, community relations, long-term plans and goals.

She keeps Trustees informed of issues or concerns between meetings and is always accessible should we need to meet or communicate with her.

Kim has built a strong, collaborative relationship with the Board by being consistently accessible, respectful, and responsive to Trustee input. She effectively incorporates feedback into policy revisions, as demonstrated by the successful adoption of the Child Safety and Study Room policies with unanimous approval. Her clear communication in Executive Sessions about contractual obligations shows transparency and a commitment to balancing staff needs with Board expectations. Kim also keeps Trustees well-informed on training opportunities, community issues, and emerging challenges. Overall, she fosters a productive partnership that ensures Board decisions are supported and implemented with diligence.

Director Long makes herself available at any time for trustees. She is always early to meetings, presents an extensive directors report each month, and is willing to answer any and all questions posed by the trustees. She is also available any time a trustee needs to discuss or better understand an issue, often providing invaluable insight.

Director Long is also very open to feedback and suggestion, often requesting feedback from the trustees and incorporating suggestions. When there are disagreements on issues, Director Long facilitates discussion and ensures that members have a full understand of the issues. All discussions remain cordial and are resolved in a manner that is satisfactory to all trustees, which is a huge credit to Director Long's presence.

Trustees are updated on critical issues in a timely manner and Director Long always keeps trustees informed of training and advocacy opportunities.

Director Long maintains a collaborative and transparent relationship with the Library Board of Trustees. She consistently makes herself available to answer questions and receive feedback, demonstrating a deep respect for their diverse perspectives and experiences. This open communication ensures that the Board and Library administration are aligned in their goals. Her strong governance skills are evident in her ability to facilitate discussions, incorporate Trustee input. Furthermore, Director Long diligently keeps Trustees informed of potential contractual obligations in executive sessions, proactively apprising them of key community issues related to the Library and advocating for opportunities for their ongoing training and advocacy.

Question 7 Community Relations

Director Long is constantly and consistently interacting with the Watertown community. She attends numerous events and meetings and is always acting with the community-at-large in mind. Her cooperation with numerous other branches, groups, and departments is impressive. Kim was recently featured on the Little Local Conversations podcast, highlighting the library. Under her leadership, the library operates social media accounts, newsletters, and extensive community outreach programs to ensure that the community is up to date with all library programs and news.

Director Long has also recently expertly handled some difficult situations that have caused press inquiries and articles. She has ensured that appropriate information is provided, but has also made sure not to bait or engage through the press. She deftly referred requests for comment to appropriate documents and departments, protecting the library from unnecessary exposure. Her commitment to maintaining library policy during this time was exemplary.

Director Long goes to great efforts to inform the community about library programs and resources, with particular attention to reaching underserved and multilingual patrons. She has forged strong partnerships with civic and community leaders and is very present in the community representing the library. Her own outreach efforts and her encouragement of staff outreach strengthen the library and increase its value to the community.

Our community outreach via email, mail, and print continues to be well reached. The bookmobile role has really expanded in its reach on so many local locations and events.

Following our most recent meeting, the amount of support we received from the community has been so positive. This is thanks to the director for staying the course on our commitment to our library vision, and keeping information open rather than being pressured to be censored.

Director Long has done an outstanding job strengthening community partnerships that enhance both Watertown residents' and non-residents' experiences with the library. She participates in groups that increase supports for underserved populations and immigrants and fosters the strengths of our community's diversity.

Strategic planning surveys were offered in 6 languages and made available on a variety of mediums.

Director Long represents WFPL at groups such as the Watertown Anti-Bias Coalition, elementary Diversity & Belonging Councils, PRIDE event, and city council meetings. She also makes efforts to make the library and its services visible, such as her Little Local Conversations podcast interview, news segments, and supporting social media presence organized by staff. She is present and engaging in many community meetings during her off-work hours to ensure WFPL's importance and relevance in the community. This helps keep her connected to and informed of how non-library events and activities can impact and benefit the library.

Kim has elevated the library's community presence through active engagement with civic, cultural, and advocacy groups while ensuring clear, timely communication about library programs. Her leadership in translating surveys into six languages and collaborating with native speakers reflects a deep commitment to inclusivity and outreach to immigrant and multilingual populations. She has also strengthened the library's public visibility through media appearances, including podcasts and a WBZ-TV segment. In addition, Kim's diplomacy in addressing serious patron concerns demonstrates her professionalism and dedication to maintaining trust. Overall, she serves as a strong ambassador for the library, forging connections that enhance its role as a community hub.

Director Long demonstrates an impressive commitment to civic partnership and community engagement, consistently connecting the Library with the broader Watertown community. Her proactive involvement in city council meetings, regular check-ins with city leaders, and collaborations with various city departments, such as those related to HVAC planning and budget alignment, highlight her dedication to integrated municipal efforts. Beyond her direct civic involvement, Director Long serves as a strong public ambassador for the Library through diverse media engagement, including podcasts and news features, which effectively amplify the Library's visibility and value. She handles serious incidents, patron concerns, and feedback with diplomacy, adhering to and clearly explaining policy while upholding professional values. While consistently ensuring staff can participate in community meetings to gain valuable insights, there is an opportunity for Director Long to be even more proactive in meeting directly with concerned community members during controversial matters to ensure all voices feel fully heard.

Question 8 Management Style

Kim models professionalism and integrity, setting a strong example for staff while fostering a collegial and collaborative workplace culture. She consistently seeks input from colleagues, openly credits their contributions, and empowers staff to take ownership of initiatives. Her leadership during a year of strategic growth highlighted her ability to balance vision with practical execution, ensuring progress without losing staff cohesion. By handling differences constructively and maintaining open communication, she has reinforced trust and respect throughout the organization. Overall, Kim's management style inspires confidence and cultivates a culture of shared purpose.

Director Long is an excellent manager. She is supportive of her staff, seeks their input and gives individuals credit for their contributions. She involved staff members in this year's strategic planning process, delegating key components of the process to department heads and outreach staff.

Director Long leverages the skill and expertise of staff and other city employees to enhance the employment experience and patron usage of WFPL. She is collaborative, open, creative, and encouraging of staff to develop programs and share ideas that would benefit the library. She is direct, supportive, and creates a safe and fun environment to work and be in.

The director accepts personal responsibility for decisions.

The director's report to the Board of Trustees always gives credits to many of her staff. I did not notice any particular incidences where there are conflicts with staff. Turnover of staff also seem relatively typical. Her high principles and professional conduct, in particular from the most recent book incident, has set herself as a strong leader to her staff. I would expect more people wanting to work at WFPL in the near future ;)

Director's Long's management style is enviable. She is fanatical about crediting library staff with their accomplishments and contributions. During her director's reports to trustees she ensures that each accomplishment is attributed not only to herself or the library, but to the staff member(s) who worked on it.

She is always open to input, from trustees or staff, and has a great rapport with the library staff. Director Long has been able to maintain the difficult line between being a strong leader yet being completely open to input, constructive criticism, and assistance.

Director Long's management style is characterized by exceptional leadership, a visionary mindset, and a results-driven approach. She has adeptly guided the Watertown Free Public Library through a period of significant strategic growth and operational refinement, effectively managing diverse areas such as policy development, strategic planning, staffing, budget negotiations, and civic collaboration. A cornerstone of her leadership is her commitment to empowering her team; she consistently shares credit for initiatives and actively elevates the contributions of her colleagues, fostering a collaborative culture rooted in trust and shared purpose.

Question 9 Action Plan and Goals

Director Long is incredibly detail-oriented, focused and efficient when it comes to developing and presenting an action plan. A mid-year report helps trustees keep abreast of changes or new ideas, which is very helpful for our understanding of the evolution of the final report. This also helps foster collaboration and allows for opportunities to share ideas and feedback.

Director Long submits timely action plans and updates to the trustees. She keeps them informed of progress through her monthly director's reports.

Action plan and goals were presented on time and most of them were fully implemented. Kudos.

Director Long is the first to ensure that the Action Plan is drafted and finalized in a timely fashion. She provides updates on the plan, and has achieved many of the Action Plan Items, such as the Language Access Plan, signage in the library, Teen Advisory Board, etc.

Kim has been highly effective in developing and executing the library's action plan, ensuring both timely completion and meaningful progress on key goals. This year she delivered major initiatives, including the Language Access Plan, a new Strategic Plan, and the launch of a Teen Advisory Board. She also advanced long-term priorities such as the Wayfinding Plan and ongoing exploration of library expansion and Hatch's future. Throughout, Kim kept Trustees informed and aligned, addressing challenges transparently while sustaining momentum. Her ability to balance near-term deliverables with future vision demonstrates excellent follow-through and accountability.

Director Long has made significant strides in advancing the Library's action plan and strategic goals. Under her leadership, the Library successfully completed its Language Access Plan, enhancing accessibility for the community. She also initiated work on a comprehensive Wayfinding Plan with Sunshine Signs, aiming to improve navigation within the building. A major achievement was the completion of a new Strategic Plan, setting a clear vision for the Library's future. Furthermore, she championed the creation of a Teen Advisory Board, fostering youth engagement, and continued crucial discussions regarding potential library expansion opportunities, including the strategic placement of the Hatch Makerspace.



TO: Library Trustees

FROM: Kim Hewitt, Library Director

DATE: September 2025

RE: Watertown Cultural Council Grant Intention

This memo is to request approval to apply for a Watertown Cultural Council to help fund Pride 2026. WCC will be opening up its grant rounds in September with applications to be completed at the beginning of October. We would like to apply for a \$1,000 grant. This grant aligns with their mission to fund public programs that promote "excellence, accessibility, diversity, and learning in the arts, humanities, and sciences for all members of the Watertown community" [from their website] .



TO: Library Trustees
FROM: Kim Hewitt, Library Director
DATE: September 2025
RE: Committee Expenses Use

This memo is to request use of Committee Expenses to purchase supplies for the hygiene station. We are requesting \$1,000 of the \$2,100 dollars available. Thank you for your consideration.