



Watertown Free Public Library Director

The Community

Watertown, MA, (35,329 pop.) is a thriving community that provides a suburban-like setting with urban amenities. Located just six miles from Boston, the City is a hidden gem offering many of the benefits of a smaller town with access to the economic, cultural, and educational resources of a big city. Cultural destinations like the Arsenal Center for the Arts are complemented by welcoming neighborhoods, a good school system, and international food offerings. The City, which has a very diverse population, celebrates and supports the rich and varied cultures within the community. Watertown is



a City in transition as it has been experiencing demographic and socio-economic changes in recent years. The Watertown Board of Library Trustees is seeking an outgoing and visionary leader who has superior people management and team-building skills as well as exceptional communication and collaboration abilities to serve as the next Director of the Watertown Free Public Library.

Watertown has an AAA rating, strong economy, and active residents who are very supportive of the popular Watertown Free Public Library. Watertown has a nine-member City Council-City Manager form of government and an FY22 budget of \$164.4 million. Watertown residents are highly engaged with their community, and deeply care about its character, culture, and maintaining a welcoming and inclusive atmosphere.

Position Brief

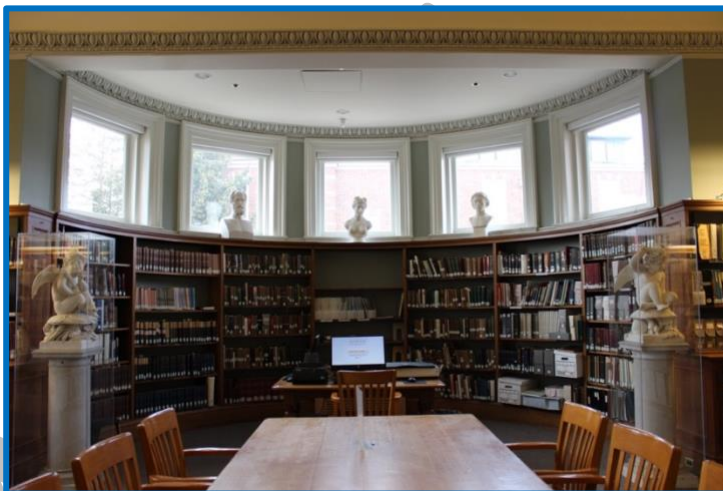
The Watertown Free Public Library Director, who reports to both the Board of Library Trustees and the City Manager, oversees and monitors day-to-day library operations, including budgeting and personnel management. The Library has 23 full-time and 12 part-time employees in addition to the Library Director. The position is available following the retirement of the successful, long-term Library Director. The next Director should expect to be both the face of the Library and an ambassador for the Library, highlighting its successes and clearly articulating its needs, as well as being a strong and open communicator and someone who enjoys engaging with the public. The Director needs to be an experienced manager of people who empowers and supports staff, creates a positive work environment, and is a skilled long-term planner and strategic thinker. The Library is a welcoming, inclusive, and accepting space and it is critical that it remain so and that the Library Director and staff continue to strive for even greater accessibility and inclusivity.

Annual Salary: \$XXX+/-, depending on qualifications. The City of Watertown is an Affirmative Action/Equal Opportunity Employer.

Expectations and Opportunities

The Watertown Free Public Library

From its earliest days, the Watertown Free Public Library has been community based. Solon Whitney was named its first librarian in 1867. Throughout his 50-year career, he publicly stated his firm belief that the Library belonged to the citizens. This remains the Library's basic belief today. During Whitney's tenure, the 1884 building was constructed. Several building renovations have occurred over the years, including in 1900, 1934, and 1956. In 2006, a major renovation and expansion was approved which doubled the square footage of the Library to its current 44,000-square-feet. This significant endeavor was funded via a grant from the Board of Library commissioners, City of Watertown funds, and the generosity and support of the community. In 2026, it will have been 20 years since the last renovation and the idea of planning for the next expansion is already under discussion.



The Library is very much the heart of the community and is typically a hub of activity as well as a resource for the educational, vocational, and recreational needs of all its patrons. The facility is two floors with dedicated children's and teen spaces, three public meeting rooms, four private study rooms, public computers, workspace, and a café. The Watertown Free Public Library is a member of the [Minuteman Library Network](#), a consortium of 42 member libraries with 60 locations.

The Watertown Free Public Library is flourishing and the next Director must ensure that it remains innovative, nimble, and at the forefront of public library services. Other public libraries should continue to look to Watertown for creative ideas and as an example of success. The next Director must have a vision of what library services should be today and in the future and be able to communicate that vision to the community and achieve buy-in from residents and officials.

Mission

The Watertown Free Public Library extends beyond its walls to connect people to ideas, information, education, creative opportunities, and to each other. While preserving the rich history of Watertown, the Watertown Free Public Library embraces the advancement of library service, inspires personal development, and promotes community. The library provides free recreation, entertainment, and enrichment. It welcomes and serves everyone.

The Board of Library Trustees

The Board of Library Trustees is comprised of six elected members for four-year staggered terms. The Board has various duties and responsibilities that include:

- Work with the Library Director to set library policies and provide general operating and administrative policy guidance to the Library Director relative to the provision of library services for the community.
- Appoint a Director of the Library and set the director's salary within the range set by the City Manager.
- Evaluate the performance of the Library Director.
- Assist the Library Director in developing a comprehensive financial operating plan to be recommended to the City Manager. The plan should include revenue from all sources, including grants, donations, fines, and other income. Reviews grant applications concerning library services prior to submittal.



The Watertown Library Building Committee

The Library Building Committee manages the bookstore in the Red Leaf Café, located on the first floor of the Library, to raise funds for Library programs, resources, and services. For example, it contributed \$10,000 to help fund the Library's bookmobile which is expected to hit the road later this year. The bookstore sells \$2 hardcovers, \$1 paperbacks, and children's materials for 25 cents as well as selling materials online. The Library receives about \$1,000 a month from sales.

FY2022 Action Plan Goals

- ❖ *The Library will be a welcoming and engaging physical and digital destination for all users.*
 - ❖ *The Library will provide collections and services that meet current needs and anticipate future needs.*
 - ❖ *Patron interaction with the Library will increase through varied forms of community engagement.*
 - ❖ *The Library will have an organizational culture that is innovative, participatory, and grows community leaders.*
-

Services

The Library provides a welcoming, inclusive, and accessible environment along with myriad services for its many patrons. It offers programs and events for patrons of all ages; meeting space; public computer stations; wi-fi access; reference and learning resources; and books, DVDs, museum passes, periodicals, audiobooks, and digital books. It also houses an extensive Library of Things with such non-traditional materials as a birdwatching kit, circular saw, digital conversion kit, food dehydrator, light therapy lamp, metal detector, tennis set, and snowshoes. The Library subscribes to various digital media services, enabling patrons to borrow a variety of digital materials, such as eBooks, audiobooks, music albums, movies, and documentaries. The new bookmobile will not only bring books to locations and events throughout the City, it will also provide wi-fi access, carry some nontraditional items such as scanners and 3D printers, and allow for library card signups. Library Director candidates must recognize the critical importance of both tangible and technologically based media and always look to the future regarding what will best serve patrons.

The popular Hatch Makerspace, which is housed a five-minute walk away from the Library in the Residence at Watertown Square, is a workshop space stocked with tools, materials, and expertise so community members can learn and create their own do-it-yourself projects. It is staffed with a full-time Coordinator, two part-time assistants, and talented local volunteers. Hatch receives City funding and also relies on grants and special gifts. The Library's Strategic Plan for FY23-25 includes the goal of moving Hatch to a larger and more well-suited space, preferably in a City-owned property closer to the Library.

Project Literacy is the Library's highly successful English language education program. The program currently serves nearly 600 adult students, from 63 countries of origin, who collectively speak approximately 40 different languages. It also serves a small number of people who didn't previously have the opportunity to learn to read and write in their first language and those who are working on language fluency. The program employs professionally paid ESL teachers along with trained volunteer tutors. Project Literacy is open to anyone who wants to learn to speak English with most students tending to live and/or work in Watertown or greater Watertown. The majority of funding for Project Literacy comes from the City, with the remainder funded through fundraising and grants. The Friends of Project Literacy is an active group of volunteers who fundraise throughout the year to support the program.

The Library has a rich collection of local history materials that includes more than 7,000 books by Watertown authors, historical documents, photographs, maps, and ephemera. The annual [*One Book, One Watertown*](#) community reading program is very popular and includes community programs related to the book being read.

The Library provides a tremendous diversity of programming for patrons and seeks to expand its partnerships with other departments and outside organizations to offer innovative services. The FY23-FY25 Strategic Plan looks to bring more library services off-site and into the community in hopes of making additional residents aware of the services it provides. Following the library's four-month closure to the public in early 2020 due to the COVID-19 pandemic, staff members quickly pivoted to provide increased virtual programming. The Library safely reopened to the public in July of 2020 and by December 2020, circulation numbers actually surpassed December 2019 levels. The Library has been open to the public continuously since July 2020 and remains critically important to the community and patrons throughout the region.

Finances

The Watertown Free Public Library has a proposed FY23 budget of \$3.48 million and an FY22 budget of \$3.43 million. The FY23 budget request includes a request for an additional children's room librarian. The City of Watertown's current budget expenditure forecast has the Library's budget increasing to \$3.6 million in FY24 and nearly \$3.7 million in FY25. In FY22, approximately \$2.3 million is spent on salaries, \$443,000 on library materials, \$92,000 on computer maintenance, \$76,500 on regional library services, and \$101,000 on capital expenses. The Director, along with the Board of Trustees, develops the annual operating budget and presents it to the City Manager. The Library Director must be able to clearly communicate the Library's vision and convey its operating needs to secure City support.

Staffing

The library has 23 full-time and 12 part-time positions. Staff positions include Assistant Director, Supervisor of Access Services, Supervisor of Adult Services, Supervisor of Children's Services, Supervisor of Teen Services, Supervisor of Project Literacy, Local History Librarian, Children's Services Librarians, Adult Services Librarians, Teen Services Librarian, Community Outreach Librarian, Programming Librarian, Hatch Coordinator and Hatch Assistants, and Circulation Assistants. Facilities management, including custodial staff supervision, is handled by the City's Department of Public Buildings.

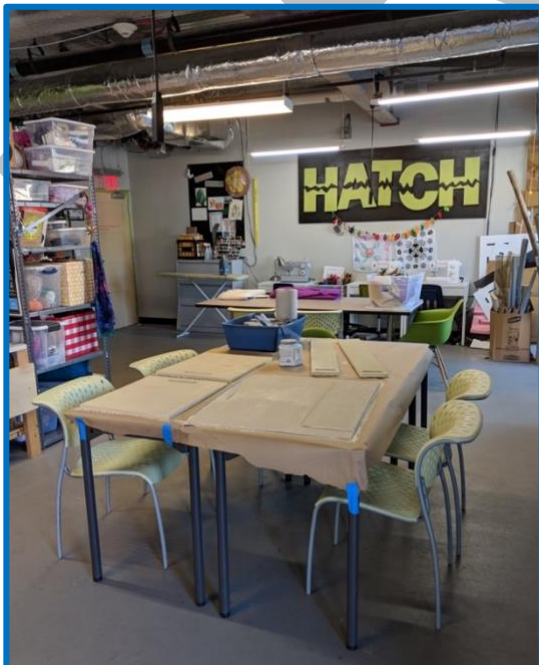


The Watertown Free Public Library staff members are experienced, creative, and enthusiastic. Staff members are proactive and seek to partner with other groups, offer diverse programs, and provide learning and recreational opportunities for different ages, abilities, and interests. The Library is working to not only maintain but to increase its collaborations and partnerships with various groups and organizations, such as the School Department, City departments, nonprofits, businesses, and cultural institutions. The Director is expected to be involved with state, regional, network, and professional library organizations to remain cognizant of new regulations, best practices, trends, and innovations.

The next Library Director should be an inspiring, collaborative, and experienced leader and manager of people. The Director should be a skilled delegator, allowing staff members to feel empowered and supported. The Library Director will be expected to inspire staff to continue to provide patrons with the best services possible, to collaborate with other departments and organizations, and to reach out beyond the library's walls to further engage with residents and area communities. Watertown residents are passionate about the library, resulting in strong support as well as highly engaged and energetic volunteers.

FY23-FY25 Strategic Plan Priorities

- Center the Library experience
 - Create conditions in which all library interactions are friendly, courteous, and compassionate.
 - Provide a comfortable and welcoming space for all people to use and enjoy without unnecessary assistance.
 - Provide a variety of modes to use and interact with the Library that accommodates the varied needs of patrons.
- Engage in reciprocal communication
 - Communicate about the library in ways that people understand.
 - Create opportunities for people to express their library needs.
 - Build collaborative relationships with local organizations to deepen our service to the community.
- Expand audience
 - Bring library services off-site and into the community.
 - Build staff, collections, programs, and services that reflect, understand, and respect the unique people in Watertown.
 - Reimagine policies, procedures, and service models to focus on welcoming people into the Library.
- Remain flexible
 - Adjust COVID-related policies and procedures based on recommendations from the scientific and medical communities along with state and local government policies.
 - Build creative systems to evaluate library services that facilitate thoughtful and compassionate change.
 - Prioritize solutions that are mobile, adaptable, and customizable.
- Plan for growth
 - Create a library expansion plan that considers community needs, budget, staffing, and physical space.
 - Find a suitable permanent home for Hatch Makerspace in a library- or Town-owned property.
 - Make decisions that are environmentally responsible, sustainable, and that consider the impact climate change will have on the library in the next 20 years and beyond.

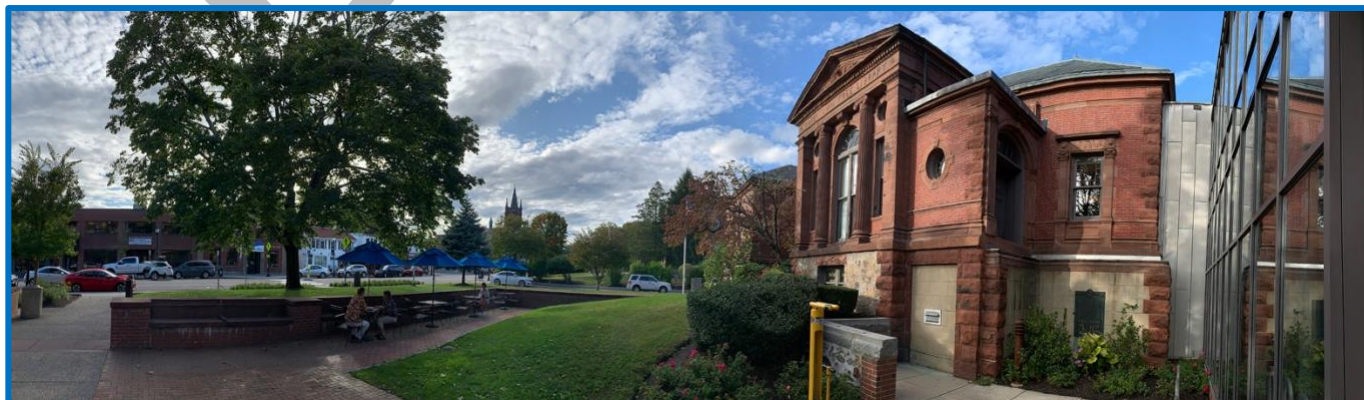


Important Links

- [City of Watertown](#)
- [Watertown Free Public Library](#)
- [Hatch Makerspace](#)
- [Project Literacy](#)
- [Library History](#)
- [Board of Library Trustees](#)
- [The Library Building Committee](#)
- [Red Leaf Café](#)
- [Library FY22 Budget](#)
- [Watertown FY23 Proposed Budget](#)
- [Reports and Plans](#)
- [Library Policies](#)
- [Watertown 2019 Annual Report](#)

The Ideal Candidate

- Requires Master of Library Science degree from an A.L.A. accredited graduate school, and a Certificate of Professional Librarianship issued by the MBLC.
- Successful track record as a Director, Assistant Director, or department manager in a library.
- Strong interpersonal and communication skills.
- Strong operations and budgetary management skills.
- Extensive knowledge of professional library principles, practices, and services.
- Promotes a welcoming, accessible, and inclusive environment that celebrates Watertown's diversity and its rich and varied cultures.
- Superior people management and team-building skills; responsive and motivational leader.
- Provides visionary leadership that aligns with the Library's mission.
- Strong strategic planning abilities.
- Works well with a variety of constituencies, including staff, volunteers, officials, patrons, and the public.
- Values and nurtures the uniqueness of the Watertown Free Public Library.
- Comfortable being the "face of the Library."
- Enjoys interacting with patrons, donors, and community members.
- Ensures that collections reflect the diverse interests of the community.
- Advocates for the library's resources.
- Seeks ways to make the library a destination for the greater Watertown community.
- Promotes diversity, education, inclusion, and belonging through the daily operations and staffing of the Library as well as its collections and programming.
- Has 21st century library experience; views the Library as a community center with diverse programming and outreach.
- Experienced and knowledgeable in handling diverse types of revenue sources, including grants and special funds.
- Exhibits a warm and open personality.
- Is flexible, innovative, and able to pivot as needed.
- Identifies trends – past, present, and future; employs data-driven decision making.
- Strives to interpret community interests and needs.
- Demonstrated success in creating a positive team environment.
- Proficient in developing/maintaining up-to-date policies, practices, and procedures.





WATERTOWN

FREE PUBLIC LIBRARY

How To Apply

Cover letter and résumé must be submitted by **March XX**, 2022, 3:00 p.m. EST, via email, in a single PDF, to:

Apply@communityparadigm.com

Subject: Watertown Library Director

Questions regarding the position should be directed to:

Bernard Lynch, Principal
Community Paradigm Associates
Blynch@communityparadigm.com
978-621-6733

The City of Watertown, Mass., is an Affirmative Action/Equal Opportunity Employer.

