



## Concord Free Public Library Director

### The Community

Concord, MA, (17,000 pop.) is a historic New England community with vibrant neighborhoods, preserved open spaces, family-owned farms, and thriving commercial centers. It has a tradition of professional and highly responsive municipal service, and active citizen engagement. The residents of Concord's antecessors played a pivotal role in the American Revolution, as well as the Underground Railroad, and today Concord residents continue to honor that historic legacy with strong democracy and community service. The Town of Concord, the Town Library Committee and the Library Corporation are seeking an outgoing and visionary leader who has strong people management and team-building skills as well as exceptional communication and collaboration abilities to serve as the next Director of the Concord Free Public Library.



Concord is located in Middlesex County, approximately 20 miles northwest of Boston.

The Town has an AAA rating, strong economy, and active citizenry that is highly supportive of the popular Concord Free Public Library as well as the Fowler Library branch in West Concord. Concord has a five-member Select Board-Town Manager form of government, with Open Town Meeting, and a proposed FY22 general fund budget of approximately \$118.26 million. Concord residents are highly engaged with their community, and deeply care about its history, character, and culture.

### Position Brief

The Concord Free Public Library Director, who is appointed by and reports to the Town Manager, oversees and monitors day-to-day library operations, including budgeting and personnel management. The library has 29.28 FTE employees. Many staff members, including senior staff, are highly experienced. The Director needs to be a strategic thinker and experienced manager of personnel who empowers staff to make decisions and bring forward innovative ideas. The Director should be both the face of the library and an ambassador for the library, highlighting its successes and clearly conveying its needs, as well as being a strong communicator, someone who enjoys engaging with the public, and a lover of literature and history. The Library is a joint resource of the Town of Concord and the Concord Free Public Library Corporation and is governed in accordance with an operating agreement between the Library Corporation and the Town of Concord with input from the Select Board and Library Committee.

The Library Director also provides collaborative, forward thinking and responsive leadership in the planning, development, implementation, maintenance, and management of the Town's library programs and services in accordance with the directives of the Town Manager and the mission and strategic priorities of the Town and provides support to the functions of the Library Corporation. The Director attends meetings of the Library Corporation Trustees, Town Library Committee, and Friends of the Library and also participates as a key member of the Town's Senior Management Team to assist the Town Manager in designing, developing, disseminating, and implementing Town-wide management plans, strategies, initiatives, values, and standards of behavior.

**Annual Salary: Range to \$140K for highly qualified, experienced candidates.** *The Town of Concord is an Equal Opportunity Employer. We value diversity and welcome candidates from all backgrounds to apply.*

# Expectations and Opportunities

## The Concord Free Public Library

The Concord Free Public Library, which was dedicated in 1873, was founded through the generosity and vision of William Munroe, a Concord native who made his fortune in dry goods and textiles and after retirement desired to use his wealth to benefit the Town. Mr. Munroe provided funds to construct the library building and masterminded the details of its construction, ownership, and operation. The institution he established – an amalgam of public and private funding and management – continues today. The library is supported by the combination of public and private funding and governed through the mutual efforts of a nonprofit Library Corporation and a municipal Library Committee. Concord’s Library Committee provides guidance on the operation of the library and oversees the expenditure of municipal funding. The Library Corporation presides over the maintenance and use of the physical assets of the Library Corporation, including its buildings, grounds, and special collections. Both Town and Library Corporation contribute to the purchase of materials for the circulating and reference collections.

The library is considered the heart of the community and is a hub of activity as well as a resource for the educational, vocational, and recreational needs of all its patrons. The Concord Free Public Library belongs to the [Minuteman Library Network](#), a consortium of 42 member libraries with 60 locations.

The successful Library Director candidate will be joining the Concord Free Public Library at an exciting time in its history. A 23,500-square-foot library addition and renovation broke ground in October 2020. This project has been in the works since 2013

when the Concord Public Library Corporation purchased the neighboring 222-year-old Heywood-Benjamin House. The project includes the addition, which will connect the Heywood-Benjamin House to the main library, along with interior renovations to both buildings. There will be a newer children’s section that is 50% larger with family bathrooms and a dedicated activity room, a teen space for study and conversation, a forum for daytime and evening programs that seats 144 people, an author-in-residence program, a café area for coffee and conversation, and a flexible makerspace with video editing and podcast studios as well as a new accessible entrance. Additionally, the appointed Library Director will have the opportunity to help lead the charge, along with the Library Committee, in developing the next long-range plan, which contains the opportunity to learn more about the community and its values.



## The Library Committee

The Library Committee is comprised of seven members appointed by the Select Board in accordance with Section 2 of the Town Charter. Members are appointed for staggered three-year terms. Committee members have various duties and responsibilities that include:

- Provide policy guidance to the Library Director relative to the provision of library services for the community. Make recommendations concerning the hours of operation for the libraries and concerning general operations.
- Provide recommendations to the Town Manager concerning the general operation of the libraries, consistent with applicable law and regulations. Review ongoing operations regularly and suggest improvements in operations to more efficiently utilize resources or improve service to patrons.
- Assist the Library Director in developing a comprehensive financial operating plan to be recommended to the Town 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 Library Corporation

The Concord Free Public Library Corporation is a Massachusetts charitable corporation created by the Massachusetts Legislature in 1873 for the purpose of forming and maintaining a public library in Concord, which it undertakes to do in collaboration with the Town and its Library Committee. The Library of the Town of Concord was transferred to the Corporation in 1873 pursuant to the vote of Town Meeting so long as the Corporation allows the residents of the Town free use of the Library and the Town provides funding for staff. The Library Corporation is overseen by a Board of Trustees that is responsible for overseeing and maintaining the buildings (129 Main Street and the Fowler Library branch in West Concord), grounds, and other property of the Library owned by the Corporation. Typically, the Corporation provides approximately \$650,000 annually for maintenance of the buildings, grounds, and special holdings as well as for book purchases and student scholarships in music and art. The Corporation also manages the endowed funds and holds and maintains the William Munroe Special Collections which abundantly document the Colonial, Revolutionary, and literary history of Concord and shed light on the full range of Concord individuals, events, institutions, and organizations. It includes valuable manuscripts, archival records, books, photographs, artwork, maps, and more. The Special Collections attracts historians, archivists, and others from across the globe to conduct research, study, and appreciate the incredible pieces. The Corporation also raises private funds as necessary for the maintenance, expansion, and renovation of library buildings. The Corporation is currently in the midst of a capital campaign with a goal of raising \$12.2 million to fund the expansion. To date \$11.4 million has been raised from over 1,100 donors and \$1.2 million voted by the Town.

## Friends of the Concord Free Public Library

The Friends of the Concord Free Public Library is a nonprofit, charitable organization that supports the library and promotes its vital role in the community. Chartered in 1970, the Friends' Board is comprised of 15 volunteers, who are elected annually by its members. With more than 1,250 engaged members and volunteers, the Friends make it possible for the library to supplement its activities with additional materials, performances and programs, and additional education for one of the Library's most vital resources – its librarians and staff.

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### *FY2022 Strategic Goals*

- ❖ *The Library will serve as the community's intellectual discovery center.*
  - ❖ *The Library will promote/market library services.*
  - ❖ *The Library will rethink and reallocate library spaces.*
  - ❖ *The Library will focus on Youth/Teen Services.*
  - ❖ *The Library will embrace new technologies to improve service delivery.*
  - ❖ *The Library will re-evaluate collections strategy.*
  - ❖ *The Library will promote professional development and leadership development for all staff.*
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## Services

The library provides a welcoming and inclusive environment along with myriad services for its patrons. It offers public computer stations; reference and learning resources; programs and events for patrons of all ages; meeting space; museum passes, books, periodicals, DVDs, audiobooks, and digital books; streaming services; and a seed lending library. It also houses an extensive Library of Things with such non-traditional materials as Amazon Fire TV Stick, GoPro camera, microscope, cordless flatbed scanner, and thermal leak detector. 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. Library Director candidates must recognize the critical importance of both tangible and technologically based media.

The library provides a tremendous diversity of programming for patrons and seeks to partner with other departments and outside organizations to offer innovative services. Following the library's closure to the public due to the COVID-19 pandemic, staff members were quick to offer virtual programs and curbside pickup as a way to provide a sense of normalcy and some much-needed (online) social interaction.

## Finances

The Town of Concord has a proposed Library budget of \$2.33 million for FY22 for staff and operating services funded by the Town's municipal budget. The FY22 operating budget is approximately 0.1% less than the FY21 budget due to changes in personnel and vacant positions. It includes increases in personnel and non-personnel expenditures totaling \$169,766 related to the completion of the expansion project. The additional funding includes \$112,276 in personnel expenses for a Senior Library Assistant, increase in the Special Collections Assistant's hours, and two additional part-time Library Assistants. Also included is \$57,490 for utilities and contract cleaning services. Two positions that had been requested, a Staff Librarian for the expanded children's room, teen room, and new makerspace and Technical Services Assistant were not included. The Director, along with the Library Committee, develops, manages, and monitors the annual operating budget. The next Library Director must have the ability to clearly communicate the Library's vision and convey the excitement and need for capital campaigns to ensure that the Library continues to be a relevant and vital institution.

### *Organizational Values*

- *Innovation – We will embrace and encourage new ideas and inventive solutions.*
- *Professionalism – We will exemplify high standards of expertise and collaborate effectively.*
- *Service – We will ensure that our patrons enjoy a positive experience that meets or exceeds their expectations.*
- *Integrity – We will act honestly and responsibly in a manner that promotes respect.*
- *Communication – We will facilitate information sharing with transparency and accuracy.*
- *Teamwork – We will trust, rely upon, and support one another in fulfilling our mission.*

## Staffing

The library has the equivalence of 29.28 full-time positions. Staff positions include assistant library director, librarians, circulation supervisor and staff, reference librarians, curator of special collections, technical services and communications professionals, supervisor of children's department, children's librarians, library assistants, volunteers, and administrative staff. The majority of staff members are unionized. The contracts for [supervisors](#) and [non-supervisory](#) employees can be viewed online.

Concord Free Public Library staff members are experienced, creative, and enthusiastic. Staff members are proactive and seek to collaborate with other groups, offer diverse programs, and provide learning and recreational opportunities for different ages, abilities, and interests. The Director is expected to support their ongoing efforts. Collaborations with cultural institutions, colleges and universities, private and public primary and secondary schools, and other organizations must continue to be initiated and advanced. Professional development is important and staff members should be supported in their desire to attend workshops and conferences provided by state, regional, network, and professional library organizations. The Library Director is expected to be involved with state, regional, network, and professional library organizations to remain informed of new regulations, best practices, trends, and innovations.

The next Library Director should be an inspiring, entrepreneurial, and collaborative leader and manager of people, who supports staff and eschews micromanagement. The Director should serve as a mentor and coach, striving to assist staff members in vetting, organizing, and professionally presenting aspirational ideas, and then allowing staff to move forward with implementation. 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 well beyond the library's walls to further engage with residents and area communities. Concord residents are passionate about the library, resulting in strong support as well as engaged and energetic volunteers.



## Mission

The Concord Free Public Library's mission is to inspire lifelong learning and to actively promote personal enrichment by connecting community members to information, ideas, culture, unique historical resources, and each other in a tradition of innovation and excellence.

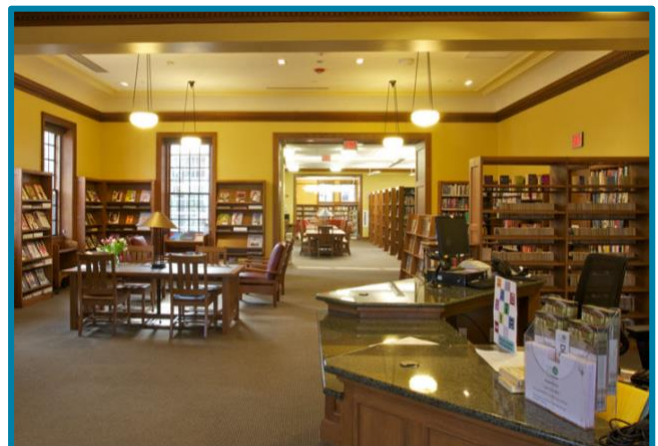
## 2020 Accomplishments

Included among the library's many accomplishments in 2020 were:

- Hosted 442 virtual programs with 4,769 attendees during FY20, which aided in reaching new audiences.
- Broke ground on the library building expansion project in October.
- Inventoried the library's 200+ piece art collection, which the Library Corporation had professionally photographed for documentation and exhibition purposes.
- Launched a curbside pickup service and fulfilled 12,256 reservations during 2020.
- Launched staff-curated resource lists and online tutorials for digital resources during the pandemic.
- Offered café tables and chairs at both locations so patrons could gather safely, utilize the library's Wi/Fi service, and enjoy outdoors activities such as StoryWalks.
- The summer learning program had record participation with 553 readers reading 2,430 books and completing 2,047 activities, all virtually.
- Reopened for in-person browsing after modifying the building to incorporate safety protocols during COVID-19.
- The Special Collections Department launched two initiatives: *Chronicling COVID-19* where residents could contribute a piece of writing or other creative expression about their experiences during the pandemic and *Concord Stories from Special Collections*, which highlights the collections through stories about Concord's people and places.

## Important Links

- [Town of Concord](#)
- [Concord Free Public Library](#)
- [Fowler Branch](#)
- [Library History](#)
- [Concord Library Committee](#)
- [Concord Free Public Library Corporation](#)
- [Friends of the Concord Free Public Library](#)
- [Special Collections](#)
- [Concord FY22 Proposed Budget](#)
- [Annual Reports](#)
- [Library Committee Administrative Code](#)
- [Library Policies](#)
- [Concord 2020 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.
- Has a proven track record as a manager in a library with superlative recommendations.
- Must have exceptional interpersonal and communication skills along with collective bargaining and strong budgetary management experience.
- Must have extensive knowledge of professional library principles, practices, and services.
- Must have strong people management and team-building skills.
- Is a supportive, responsive, and motivational leader for staff.
- Is more than an operational manager – is someone who provides vision that aligns with the library’s mission.
- Must be skilled in strategic planning as well as financial planning and management.
- Has the ability to work with a variety of constituencies, including three library groups, staff, volunteers, the public, and town officials; is comfortable interacting with and supporting multiple stakeholders.
- Values and nurtures the uniqueness of the Concord Free Public Library; respects, appreciates, and fosters the Library’s structural organization.
- Is comfortable being the “face of the Library.”
- Respects and appreciates the private/public partnership between the Town and the Library Corporation.
- Has an entrepreneurial and innovative mindset.
- Is comfortable interacting with patrons, authors and speakers, donors, and directors of other cultural institutions; is good at networking, mingling, and public speaking.
- Has intellectual curiosity and interest in initiating and collaborating on cultural and intellectual initiatives in Concord.
- Is a community leader and builder.
- Has an appreciation for the Town’s rich legacy of authors and intellectuals; ensures that the collections reflect the diverse and specialized interests of the community.
- Is an advocate for the library’s rich resources; seeks ways to make the library a destination.
- Promotes diversity, education, inclusion, and belonging through the stewardship of library operations as well as the collections and programming.
- Has 21<sup>st</sup> century library experience – libraries as community centers with robust and diverse programming and outreach (makerspaces, innovation labs, on-site classrooms, career programming, etc.)
- Has experience and knowledge in handling diverse types of revenue sources.
- Exhibits a warm and open personality; is flexible and innovative.
- Has the ability to identify trends – past, present, and future; keeps apprised of national trends in library science.
- Must have the ability to interpret community interests and needs.
- Has the ability and desire to build a positive team environment; is able to manage, mentor, and motivate staff.
- Is proficient in developing policies, practices, and procedures.
- Must value the strengths that exist in the library staff and be a skilled delegator.



*Where Ideas Develop*

## How To Apply

Cover letter and résumé must be submitted by August 12, 2021, 3:00 p.m. EST, via email, in a single PDF, to:

**[Apply@communityparadigm.com](mailto:Apply@communityparadigm.com)**

**Subject: Concord Library Director**

Questions regarding the position should be directed to:

Bernard Lynch, Principal  
Community Paradigm Associates  
[Blynch@communityparadigm.com](mailto:Blynch@communityparadigm.com)  
978-621-6733

*Appointment of the final candidate will be contingent upon the results of pre-placement conditions including criminal, motor vehicle, and credit record checks, a physical exam, and a drug screening. Cost for these pre-placement requirements will be borne by the Town.*

*The Town of Concord, Mass., is an Equal Opportunity Employer. We value diversity and welcome candidates from all backgrounds to apply.*