

- Pursues opportunities to promote lifelong learning through the library, including outreach/services to those in the community who are not yet library users. Seeks to remove barriers of literacy, language and access so that all are able to enjoy and benefit from what the library has to offer.
- Shows integrity, accountability, active involvement and enthusiasm in building strong working relationships, both internally and externally.
- Provides day-to-day leadership with a vision for positioning the library well for the long term. Substance over show.
- Understands that the numbers/counts in library stats don't tell the whole story of how the library is actually changing lives.
- Helps to make the library a favorite workplace, learning place and community space!
- Thank you for doing soliciting employee feedback for this. I think more employees would provide input if there were an anonymous option because some have experienced retaliation or are concerned about it and may not want to respond directly.
- Supportive of staff professional development, growth, and education.
- Background: In recent years several permanent staff have completed their masters in library and information science while working at the library but none of them have received tuition reimbursement, as has happened for employees in other City departments. Some have requested this and been denied. Only recently, when the benefit was capped at \$2000 did some library employees receive it for the working scholars program. There have also been problems with eligible employees receiving bilingual pay, per-diems, conference travel costs, lodging, mileage reimbursement, and other benefits.
- Encourages and enables all employees to seek promotional and out of class assignments for professional growth.
- Background: Most employees who have worked out of class in the library recently did not have to go through an application process that was competitive or available to others who might have been interested. It would be ideal if such opportunities were equally available to all employees, to help eliminate perceptions of bias and favoritism.
- Equitability among supervisors in choosing their teams.
- Background: When hiring pages, librarians, library assistants, and other employees, not all supervisors have been able to provide input equally or ultimately choose who will be part of their team.
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- Possesses an MLIS
- Willingness to learn about the organization and understand current practices and procedures before implementing changes
- A desire to retain valuable and experienced staff
- Experience with the day to day operations of a public library
- Willingness to work to bring up staffing to a functional level
- Manages in a respectful and professional manner
- Comfortable working with a diverse staff
- Comfortable working with a diverse community and understanding the needs and wants of that community
- An advocate for public libraries who understands the important role they play in the community
- please add Read Santa Clara Adult and Family Literacy program, to clarify what RSC is for potential applicants?
- Lead by example. Have a professional and ethical management style that supports Equity, Diversity and Inclusion both among library staff, and in how we serve patrons.
- Take the library beyond the walls. Prioritize and encourage community outreach to the underserved. Besides serving regular library users, strive to reduce barriers to access for those with limited literacy skills, and other challenges.
- Be professional and thoughtful in oral and written communication, with a transparent decision-making process.
- Actively foster a collaborative and consensus-building approach on issues, so staff feel their feedback is valued and they have buy-in when significant decisions impacting services are made.

- It would be helpful to stress the equity-based approach and the need for community outreach in the brochure. The City Librarian will be taking charge in the final phase of the pandemic. It is a good time to explore how the library can enhance services to those sections of our community who have been severely impacted by the pandemic.
- Totally lacking in any kind of prejudice whatsoever, whether it's about race, gender, age, religion, body-type, etc.
- Can focus on the person speaking to her (or him) without getting easily distracted
- Understands – and is not afraid to acknowledge – the limits of her (or his) authority, especially regarding city rules and regulations, MOUs and job descriptions.
- Follows the city's hiring and firing procedures to the letter, without letting her (or his) own prejudices have any part in the process.
- Understands and appreciates the value of a diverse working environment, not only regarding race, age and gender, but also the value of having staff with different strengths and personality types
- Is willing to learn the procedures and practices that are in place before rushing to make any changes
- Keeps politics out the workplace
- If an employee ever challenges a decision, an order, or a disciplinary action because it violates an employee's job description, MOU, or legal rights, the city librarian should accept any decision made by HR without any hint of retaliation toward any employee
- Didn't know if we got the Start library status in 2019. It is not in the list.
- <https://www.libraryjournal.com/?detailStory=ljx191230StarsByNumbers#400K900K>
- Santa Clara County Library has been 4-star for a while. We had it many years ago but not the recent ten years.

POTENTIAL QUESTIONS AND TOPICS FROM BOARD OF LIBRARY TRUSTEES

- Have you worked closely with a library board and/or a foundation in a recent library position?
 - How would you work with a board or library commission to achieve your goals?
- Describe your approach to estimating needs for capital or library services improvements, up to and including facility planning
 - What is your experience with proposing planning for major facilities and upgrades?
- Have you dealt directly with providing library services to a diverse community?
 - What has worked, what has not?

- Name three basic experiences or attributes that lead them to believe they are ready to lead a library system like Santa Clara
- What criteria do you use to measure the success of a library system in a community?
 - What have they done with data to evaluate performance?
- What qualities do you look for when hiring key library staff, beyond technical proficiency?
- Have you made continuing education of staff a priority? Please quantify.
- How do you keep up with modern library trends in both materials and programming?
- What is your collection philosophy?
- How do you manage hiring and mentoring new hires for staff level librarians and other staff?
 - What is your experience with such a hiring problem?
- Given staffing gaps how would you address staff development. What would manage the gaps?
- How would you manage training and development?
- What services could be provided in a shut down?
- What is experience with strategic planning? Give examples.
- Our City library is in Silicon Valley but operations are traditional. How can we be a gold star library like in the 90s?
- Library capacity – how do we plan for growth?
- Maintain leadership role in the County?
- What is the candidates management style?
 - How do you manage organizational/outside change?
- How does director balance needs for budget and programming between main libraries and branch libraries?
- How does the candidate show interest and support for history and genealogy?