



SAN FRANCISCO PUBLIC LIBRARY • SAN FRANCISCO, CA

# STAKEHOLDER ENGAGEMENT REPORT

CITY LIBRARIAN  
12/7/18

**SUBMITTED BY:**

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Connecting Leaders; Affecting Change*

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**SAN FRANCISCO PUBLIC LIBRARY  
CITY LIBRARIAN  
Staff and Community Stakeholder Engagement  
TABLE OF CONTENTS**

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**I. OVERVIEW OF ENGAGEMENT PROCESS**

*SEE SLIDE PRESENTATION*

**II. COMMUNITY AND STAFF ENGAGEMENT SUMMARY**

**III. SURVEY RESULTS**

**A. SURVEY SUMMARY**

**B. WRITTEN RESPONSE HIGHLIGHTS**

**IV. KEY THEMES**

**V. UPDATED TIMELINE**

**VI. BROCHURE REVIEW AND APPROVAL**

**DRAFT BROCHURE (LIBRARY STAFF)**

# SECTION I

## **SECTION II**

**SAN FRANCISCO PUBLIC LIBRARY**  
**CITY LIBRARIAN**  
**Staff and Community Stakeholder Engagement Summary**

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*This information will be used to develop the recruitment profile and also serve as a guide for identifying and recruiting candidates.*

**1. What are the strengths and challenges of SFPL?**

**Strengths:**

- **Amazing book and media collection**
- **Branches open 7 days per week; 27 branches**
- **Great programs for toddlers/children**
- **New Facilities exists for most branches**
- **Great Exhibits reflective of all cultures/ethnicities**
- **Special programs for the underserved communities; Provides Social Services- Social Worker present to support the needs of the community**
- **Helpful and dedicated staff exude great customer service**
- **Basic Book Lending Program**
- **Computer and Printing access for community**
- **Online Catalog and reserve a book**
- **Good outreach for Seniors**
- **Access to Interpreters**
- **Safe space**
- **Accessible for people with disabilities; Library for the blind**
- **Viewed as a community beacon**
- **Strong Programming**
- **Dedicated Funding**

**Challenges/Opportunities:**

- **Branches and community rooms are too small**
- **Limited Teen Collection of books**
- **Public safety and sanitation at the Main Library**
- **Online Features on the Home Page do not work consistently**
- **Main Library restrooms**
- **Flexible schedules on weekend for longer hours**
- **City Librarian should have open door policy**
- **Don't have a unified way of worker together; Too Siloed; Divide between Branches and Main Library**
- **Need greater support to support the realignment of the department; work to people's strengths**
- **Departments are not coordinated, need to work through management to resolve**

- **Understaffed**
- **Need a Robust Training path for employees**
- **Getting labor and Administration to create solutions without feeling it's a detriment to one or another**
- **Access to information**
- **Enhanced Social Services Programs for all patrons**
- **Fee structures creates a financial barrier to patrons.**
- **Lack of Openness and Engagement with the public and transparency**
- **Concerns about Privacy Issues**

2. What background/experience must this individual possess to be successful in this position?

- **Experience working as a Branch Manager**
- **Ability to communicate and work with diverse groups within the City and with City Administration; Inclusive**
- **Forward thinking – knows the library trends**
- **Good listener**
- **Talent for efficiently navigating bureaucracy; Understanding of how city government works**
- **People oriented and sensitive to the needs of serving a diverse population**
- **Willingness to visit branches; A public face of the library; present in the community**
- **Knowledge of the institution and how it works within the community**
- **Experience working in a large urban library system**
- **Willingness and ability to collaborate with other organization and groups**
- **Willingness to involve staff in decision making – empowers them to be innovative; Able to consensus build with staff to buy into decision making**
- **Understands the financial challenges and expertise in fundraising**
- **Large city library system experience in a diverse community**
- **Library credentials**
- **Technology savvy**
- **Ability to work with the Library Commission**
- **Experience working with youth; Creating a pipeline for teen engagement**
- **Experience in assessing the personnel; redistribute resources to help the organization be more successful**
- **A proven track record to increase the use and access of the libraries; demonstrate with evidence particularly with communities of color and language access**
- **Experience partnering with unions**
- **Experience partnering with school districts**
- **Experience developing performance based expectations for staff and creating a strategic plan that is accountable to the communities it serve, i.e how are we developing the youth to compete in the technology economy**

- **Experience working with elected officials; advocate on behalf of the library to elected officials and educate them especially around the budget and to help improve access**
- **Proven track record in building efficiencies within the system.** For example; for programs that aren't working need to be eliminated and resources allocated to other needs. Find opportunities for savings.
- Experience with grant writing
- **Ability to recruit staff that reflect the culture and the community; expansive and meaningful recruitment process that is open and inclusive**
- Social service experience
- Can handle a large and loosely organized community and like it
- **Good communicator**
- Show consistency – can't be a library hopper – must have track record of stability and making change in an org
- **Fiscal management experience**
- **Accountable, transparent and visible**
- **Person of color**
- Ability to speak to many communities – including the future users
- **Abreast of the current trends of the libraries**
- **Experience working in a community with limited resources**
- **Someone who loves San Francisco**
- Someone who can sell the library to the community as a practical place for learning
- Relates to a diverse population; experience working in a diverse community
- **Experience advocating for the library while working with City Administration staff, Mayor, Council; navigate through the politics**
- Experience working in a government bureaucracy
- **People Leadership experience**
- Experience with maintaining the libraries relevancy in the community to serve the communities
- Evidenced Based; Data Driven
- Demonstrate job stability
- No ego
- Embraces Quality over Quantity
- Not committed to doing everything subpar
- Take front line opinions to build the organization up versus talking to the senior management and building an infrastructure that does not match what is really happening
- Bilingual
- Someone who is an author connects with the larger culture through books and written material

**3. What are the top 4-5 key personal and professional attributes and experience desired in candidates for this leadership position?**

- Accessible and responsive
- Accountable and responsible for follow-through on anything
- Hard working not just a figure head
- **Articulate**

- **Visionary**
- **Cultural Leader**
- **Collaborative Leadership style to partner with other disciplines**
- **Good at managing money and outreaching for funding**
- **Fiscal steward; Fiscally responsible**
- Willing to let staff be creative
- **Empathetic and compassionate Leadership style**
- **Energetic, dynamic and enthusiastic**
- **Leader**
- Passionate about library
- **Passionate about the City of San Francisco**
- Good communicator
- Hands on manager but not a micromanager to staff
- **Understanding that the libraries are more than just books**
- **Works with other departments to get things done – bold, courageous and aggressive with getting what they need for the library**
- **Influential** – recognized and trusted in the community
- **Hard worker**
- Keeps religion out the library – maintains church and state division; for example no religious fliers that influence or any distraction from your religion
- **Outgoing – open minded**
- **Quick learner within the system**
- Enhance the visibility of the library with the media
- **Comfortable in a variety of diverse communities**
- Should be a woman; they bring a different perspectives and approach to problem solving
- **Ability to develop creative ideas for growth in the library system; ie more partnership with the SFUSD to broaden the use of the library.**
- Inclusive – listens
- **Demonstrated commitment to race and equity and inclusion**
- Create a performance evaluation of the staff and the library system to ensure accountability
- **Presence at branch libraries to understand the communities**
- **Political astute, knows how to navigate in City Hall**
- Transparent communication with the community
- **People skills; strong interpersonal skills; engaging with everyone; approachable**
- **Team builder; influences appreciation of the collaborative spirit across the system**
- Honest; Integrity; Authentic
- Ability to separate their personal feelings from making sound business decisions; thick skin
- **Community Centric; collaborates with the community**
- Leads by example
- Creative



- Engage the City to bring people together that would not normally come together i.e; Seniors and Children
- Fearless
- Thoughtful
- Kind
- **Commitment to transparency;** Transparent with staff and public why discussions are made and how resources are allocated
- Able to build key relationship with staff, community, commission and various key stakeholders
- Patient
- Grass roots
- Balance City and public's needs
- Establish Trust
- Ethical
- Team Player

4. What would you like to see the new Library Director focus as a top priority in their first 12-18 months?

- **Assess the organization and get familiar with the City's internal and external stakeholders**
- **Adhere to the Strategic Plan and make recommendations for adjustments and have a robust marketing communication plan**
- **Assess the current programming and be sure to include a focus on the young people;** Enhance the alignment with the school districts to support the k-12, and other public and private community partners
- Focus on the Core of the library- Good Lending Library
- **Create a work culture of inclusion, collaboration and consensus building.**
- **Clean up distractions from the intended use of the library**
- **Programming that is friendly to the users, creating displays that is informative of what is happening inside and outside of the library.**
- Create more visible signs on how to direct people to services
- Computer use for not only members of the library but for all of the public
- Establish partners to create additional transportation to access libraries
- **Meet with frontline staff and develop an overall sense of how they do their job; don't make whimsical changes because you're the new change agent.**
- Reauthorization of set aside (Library Reservation Fund) Provides Operating Funds to Keep the (Property Tax Set Aside Dedicated for the Library)
- **Strong Partnering With SFUSD (Connected)**
- **Developing new outreach services, lending hotspots, teen space, digital space, outreach and civic engagement**
- **Understand the services of the library and assess what is working. Get ready for the next bond by establishing relationships for financial and political support**

## **SECTION III**

# SAN FRANCISCO PUBLIC LIBRARY---SUMMARY OF ONLINE SURVEYS

COLOR KEY RANKING ORDER: 1. YELLOW 2. PURPLE 3. GREEN

## Question #1

English (2,155)

1. Effective Communicator & Listener
2. Strategic & Analytical Thinker
3. Customer Service and Focus
4. Courageous & Visionary Leader
5. Commitment to Equity & Inclusion
6. Collaborator & Relationship Builder
7. Engaging & Inspiring
8. Politically Astute

Chinese (41)

1. Effective Communicator & Listener
2. Customer Service Focus
3. Engaging & Inspiring
4. Commitment to Equity & Inclusion
5. Courageous & Visionary Leader
6. Collaborator & Relationship Builder
7. Strategic & Analytical Thinker
8. Politically Astute

Spanish (16)

1. Effective Communicator & Listener
2. Commitment to Equity & Inclusion
3. Customer Service Focus
4. Strategic Analytical Thinker
5. Engaging & Inspiring
6. Courageous & Visionary Leader
7. Politically Astute
8. Collaborator & Relationship Builder

Russian (3)

1. Courageous & Visionary Leader
2. Collaborator & Relationship Builder

3. Commitment to Equity & Inclusion
4. Politically Astute
5. Effective Communicator & Listener
6. Engaging & Inspiring
7. Customer Service Focused
8. Strategic Analytical Thinker

Filipino (1)

1. Customer Service & Focus
2. Effective Communicator & Listener
3. Collaborator & Relationship Builder
4. Strategic Analytical Thinker
5. Courageous & Visionary Leader
6. Politically Astute
7. Commitment to Equity & Inclusion
8. Engaging & Inspiring

**COLOR KEY RANKING ORDER: 1. Yellow 2. PURPLE 3. GREEN**

#2 English (2,155)

1. Leadership in a Similar Library System (size and complexities)
2. Ensuring the Public Library is a Community-Oriented Institution
3. Budget & Financial Management
4. Public Library experience as a Director or Deputy Director
5. High Level of Knowledge & Understanding of Technology in Libraries
6. Experience working with diverse communities
7. Strong Customer Service Philosophy
8. Staff Development Commitment
9. Strategic Fund & Resource Development Experience
10. Organized Labor Experience

Chinese (41)

1. Leadership in a Similar Library System(size and complexities)
2. Strong Customer Service Philosophy
3. Ensuring the Public Library is a Community Oriented Institution
4. High Level of Knowledge & Understanding of Technology in Libraries
5. Experience working with diverse communities

6. Budget & Financial Management

7. Organized Labor
8. Strategic Fund & Resource Development Experience
9. Public Library Experience as a Director or Deputy Director
10. Staff Development Commitment

Spanish (16)

1. Leadership in a Similar Library System(size and complexities)
2. Ensuring the Public Library is a Community Oriented Institution
3. Public library Experience as a Director or Deputy Director
4. Budget & Financial Management
5. Experience working with Diverse communities
6. High Level of Knowledge & Understanding of Technology in Libraries
7. Staff Development Commitment
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Russian (3)

1. Budget & Financial Management
2. Leadership in a Similar Library System (size and complexities)
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7. Organized Labor Experience
8. Strategic Fund & Resource Development Experience
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Filipino (1)

1. Budget & Financial Management
2. Ensuring the Public Library is a Community Oriented Institution
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5. Strong Customer Service Philosophy
6. Experience working with diverse communities
7. Leadership in a Similar Library System(size and complexities)

8. Organized Labor Experience
9. High Level of Knowledge & Understanding of Technology in Libraries
10. Staff Development Commitment



Invite others to add comment

# San Francisco Public Library (SFPL) - City Librarian (English)

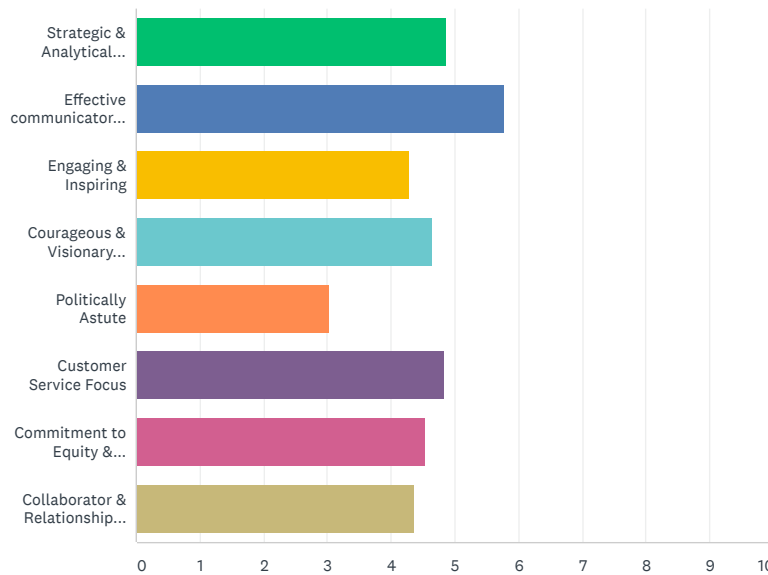
QUESTION SUMMARIES

INDIVIDUAL RESPONSES

Q1

What qualities would you like to see in the new City Librarian? Please rank the following attributes that you believe the next City Librarian should possess, in order of importance. 1 being the most important and 8 being the least.

Answered: 2,115 Skipped: 40



	1	2	3	4	5	6	7	8	TOTAL	SCORE
Strategic & Analytical Thinker	14.22% 279	15.55% 305	14.22% 279	12.33% 242	13.86% 272	10.65% 209	12.03% 236	7.14% 140	1,962	4.88
Effective communicator & Listener	20.20% 397	21.58% 424	19.24% 378	14.61% 287	10.48% 206	8.35% 164	4.02% 79	1.53% 30	1,965	5.78
Engaging & Inspiring	8.28% 162	9.81% 192	12.52% 245	14.87% 291	15.84% 310	13.85% 271	14.10% 276	10.73% 210	1,957	4.28
Courageous & Visionary Leader	15.70% 308	11.37% 223	10.55% 207	13.71% 269	11.93% 234	14.73% 289	14.32% 281	7.70% 151	1,962	4.65
Politically Astute	4.15% 82	5.06% 100	7.89% 156	7.95% 157	10.78% 213	12.40% 245	15.28% 302	36.49% 721	1,976	3.03
Customer Service Focus	18.74% 378	12.64% 255	12.39% 250	10.86% 219	11.70% 236	12.05% 243	11.40% 230	10.21% 206	2,017	4.83
Commitment to Equity & Inclusion	15.69% 314	13.24% 265	11.49% 230	10.04% 201	11.04% 221	9.35% 187	14.79% 296	14.34% 287	2,001	4.54
Collaborator & Relationship Builder	7.11% 145	12.31% 251	12.95% 264	15.74% 321	14.08% 287	16.28% 332	11.38% 232	10.15% 207	2,039	4.38

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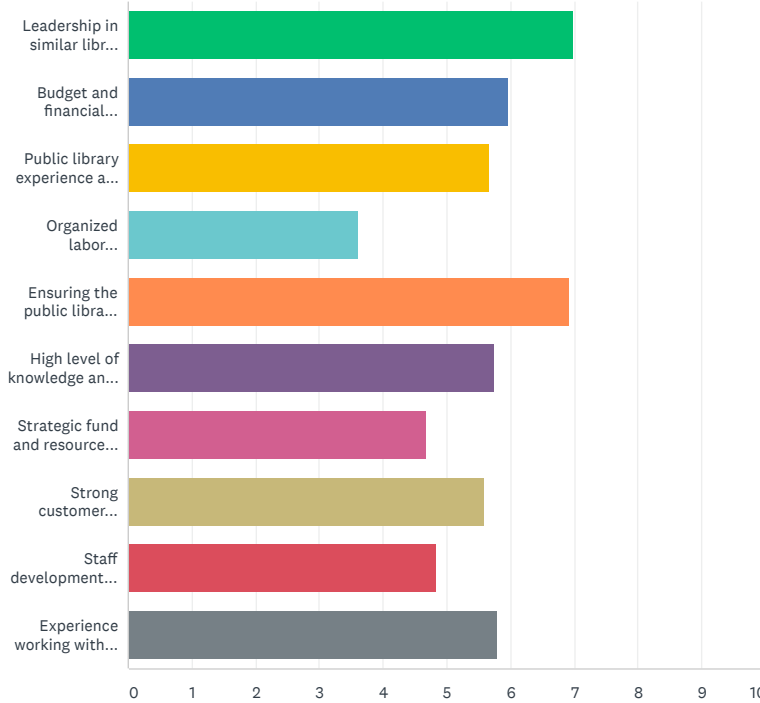
2155 responses

Q2



What types of previous experience should the new City Librarian have? Please rank the following types of experience that you believe the next City Librarian should possess in order of importance 1 being most important and 10 being least.

Answered: 2,107 Skipped: 48



	1	2	3	4	5	6	7	8	9	10	Totals
Leadership in similar library system (size/and complexities)	31.49% 614	13.69% 267	9.13% 178	7.79% 152	6.82% 133	6.31% 123	5.74% 112	6.21% 121	6.10% 119	6.72% 131	
Budget and financial management	5.82% 112	15.06% 290	11.73% 226	12.20% 235	13.50% 260	11.37% 219	9.76% 188	9.29% 179	6.91% 133	4.36% 84	
Public library experience as a director or deputy director	11.30% 220	12.33% 240	12.12% 236	9.19% 179	8.06% 157	7.91% 154	7.96% 155	9.81% 191	10.37% 202	10.94% 213	
Organized labor experience	1.80% 35	3.13% 61	4.31% 84	7.86% 153	7.19% 140	8.01% 156	10.48% 204	13.41% 261	15.87% 309	27.94% 544	
Ensuring the public library is a community oriented institution	20.09% 395	14.19% 279	15.16% 298	10.63% 209	10.94% 215	8.80% 173	6.87% 135	6.56% 129	4.78% 94	1.98% 39	
High level of knowledge and understanding of technology in libraries	8.12% 159	10.98% 215	12.00% 235	12.36% 242	10.01% 196	12.46% 244	9.45% 185	9.70% 190	8.58% 168	6.33% 124	
Strategic fund and resource development experience	3.02% 59	5.74% 112	8.00% 156	8.97% 175	9.99% 195	12.15% 237	15.89% 310	13.22% 258	12.56% 245	10.46% 204	
Strong customer	10.29% 204	8.83% 175	10.29% 204	10.99% 218	10.74% 213	10.59% 210	9.68% 192	12.00% 238	8.77% 174	7.82% 155	Totals



service philosophy										
Staff development commitment	1.71% 34	5.28% 105	8.00% 159	11.73% 233	13.84% 275	13.09% 260	13.99% 278	10.92% 217	14.70% 292	6.74% 134
Experience working with diverse communities	11.40% 232	14.40% 293	12.24% 249	9.48% 193	8.94% 182	7.52% 153	7.86% 160	6.73% 137	7.71% 157	13.71% 279

Q3



What would you like to see the City Librarian focus on as his/her top priority during the first year?

Answered: 1,780 Skipped: 375

The homeless problem at the main library.

11/19/2018 1:26 AM

Keeping disruptive homeless presences to a minimum.

11/19/2018 1:06 AM

Diversity and Inclusion: especially those with disabilities and those that don't feel like they 'fit in'. Let's bring the community together to make everyone feel welcome, and help others learn how to be more inclusive.

11/19/2018 12:43 AM

NEeds to be a woman

11/19/2018 12:14 AM

Q4



If you could change one thing about San Francisco PublicLibrary what would it be?

Answered: 1,736 Skipped: 419

Not enough shelf space at the main library

11/19/2018 1:26 AM

Make it a spot where people want to go. Right now it feels like I 'have' to go - I want to WANT to be there.

11/19/2018 12:43 AM

Female leadership

11/19/2018 12:14 AM

increase community oriented events in libraries

11/18/2018 11:37 PM

Q5



Are there any other qualities or previous experiences that you would like to add that wasn't included in the selections above?

Answered: 1,370 Skipped: 785

Better communication about donations - I just brought a ton of books to Goodwill as I don't know what the library wants. Also why don't we do some fundraising happy hours or more 'guest speaker' events? Would be nice to have more literary events to go to in a city that is the subject and birth of so many great books.

11/19/2018 12:43 AM

Woman

11/19/2018 12:14 AM

not at this time

11/18/2018 11:37 PM

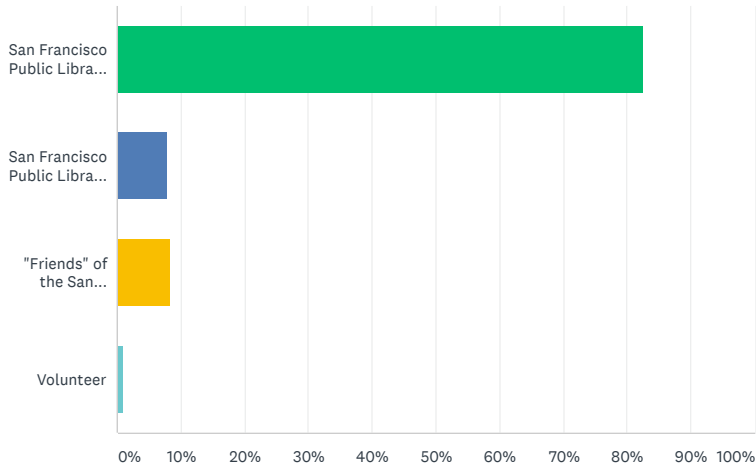
Someone who is not afraid to think outside the box.

11/18/2018 10:55 PM

Q6

Please choose one of the options below that best describes your relationship with San Francisco Public Library:

Answered: 2,155 Skipped: 0



ANSWER CHOICES

RESPONSES

San Francisco Public Library Patron	82.60%	1,780
San Francisco Public Library Employee	7.94%	171
"Friends" of the San Francisco Public LibraryMember	8.35%	180
Volunteer	1.11%	24
<b>TOTAL</b>		<b>2,155</b>

Comments (50)



Invite others to add comment

# San Francisco Public Library (SFPL) - City Librarian (Chinese)

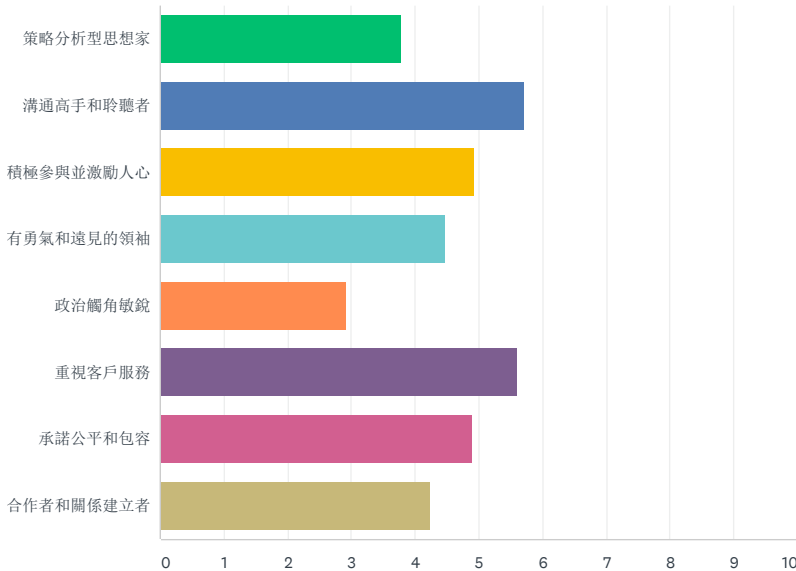
QUESTION SUMMARIES

INDIVIDUAL RESPONSES

Q1

1.閣下希望新任市立圖書管理員擁有什麼特質?請根據重要性排列出閣下認為新任市立圖書管理員應具備的以下屬性。1代表最重要 8 代表最不重要

Answered: 40 Skipped: 1



	1	2	3	4	5	6	7	8	TOTAL	SCORE
策略分析型思想家	11.76% 4	11.76% 4	2.94% 1	5.88% 2	11.76% 4	8.82% 3	35.29% 12	11.76% 4	34	3.79
溝通高手和聆聽者	10.53% 4	31.58% 12	18.42% 7	13.16% 5	15.79% 6	5.26% 2	5.26% 2	0.00% 0	38	5.71
積極參與並激勵人心	5.56% 2	16.67% 6	22.22% 8	16.67% 6	13.89% 5	13.89% 5	8.33% 3	2.78% 1	36	4.94
有勇氣和遠見的領袖	7.89% 3	15.79% 6	2.63% 1	18.42% 7	15.79% 6	26.32% 10	10.53% 4	2.63% 1	38	4.47

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41 responses

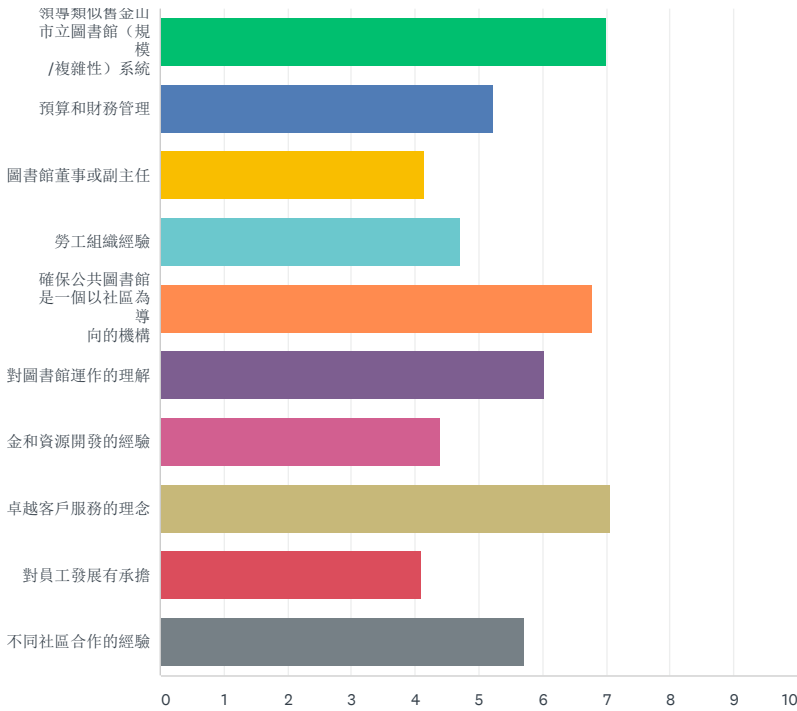


治觸角敏銳	5	2	1	1	3	2	4	20	38	2.92
重視客戶服務	27.78% 10	11.11% 4	25.00% 9	8.33% 3	2.78% 1	16.67% 6	0.00% 0	8.33% 3	36	5.61
承諾公平和包容	21.05% 8	2.63% 1	13.16% 5	21.05% 8	15.79% 6	7.89% 3	13.16% 5	5.26% 2	38	4.89
合作者和關係建立者	10.53% 4	7.89% 3	13.16% 5	10.53% 4	18.42% 7	10.53% 4	18.42% 7	10.53% 4	38	4.24

Q2

新任市立圖書管理員應具備何種經驗?請根據重要性排列出閣下認為新任市立圖書管理員應具備的經驗。1代表最重要 10代表最不重要

Answered: 39 Skipped: 2



	1	2	3	4	5	6	7	8	9	10	TOTAL
領導類似舊金山市立圖書館(規模/複雜性)系統	29.41% 10	17.65% 6	5.88% 2	2.94% 1	17.65% 6	0.00% 0	8.82% 3	2.94% 1	14.71% 5	0.00% 0	34
預算和財務管理	1	2	3	4	5	6	7	8	9	10	TOTAL



系統											
預算和財務管理	2.94% 1	20.59% 7	2.94% 1	5.88% 2	14.71% 5	8.82% 3	11.76% 4	11.76% 4	8.82% 3	11.76% 4	34
作為公共圖書館董事或副主任	6.06% 2	3.03% 1	12.12% 4	3.03% 1	3.03% 1	12.12% 4	12.12% 4	12.12% 4	9.09% 3	27.27% 9	33
勞工組織經驗	2.94% 1	2.94% 1	8.82% 3	17.65% 6	14.71% 5	5.88% 2	8.82% 3	8.82% 3	11.76% 4	17.65% 6	34
確保公共圖書館是一個以社區為導向的機構	11.43% 4	20.00% 7	20.00% 7	11.43% 4	11.43% 4	2.86% 1	5.71% 2	5.71% 2	8.57% 3	2.86% 1	35
高水平知識和對圖書館運作的理解	8.57% 3	5.71% 2	20.00% 7	14.29% 5	8.57% 3	17.14% 6	2.86% 1	11.43% 4	11.43% 4	0.00% 0	35
戰略性基金和資源開發的經驗	2.86% 1	2.86% 1	2.86% 1	11.43% 4	14.29% 5	14.29% 5	11.43% 4	11.43% 4	17.14% 6	11.43% 4	35
卓越客戶服務的理念	31.58% 12	18.42% 7	10.53% 4	0.00% 0	0.00% 0	13.16% 5	10.53% 4	7.89% 3	2.63% 1	5.26% 2	38
對員工發展有承擔	0.00% 0	8.33% 3	5.56% 2	5.56% 2	2.78% 1	11.11% 4	19.44% 7	22.22% 8	11.11% 4	13.89% 5	36
不同社區合作的經驗	7.89% 3	2.63% 1	10.53% 4	23.68% 9	13.16% 5	15.79% 6	5.26% 2	7.89% 3	2.63% 1	10.53% 4	38

Q3



閣下期望新任舊金山市立圖書管理員於第一年任內重點放在他/她那項首要任務上?

Answered: 24 Skipped: 17

排放归位书籍，编序

11/18/2018 4:40 PM

知道各種書的特色

11/18/2018 10:56 AM

公共图书馆首先应是为社区服务，以社区为导向。所以图书馆管理除了有相关图书馆管理和运作的知识和经验，还要学会与社区服务管理等经验。比如孩子课后活动课程，学前班孩子读和听故事课堂，高中生图书馆义工等等



treating people kind and well

11/18/2018 2:13 AM

Q4



如閣下可以改變一件有關舊金山市立圖書館的事, 那將會是什麼?

Answered: 25 Skipped: 16

双语管理员推荐新书好书, service better

11/18/2018 4:40 PM

图书馆打印系统有些麻烦。最好有比较方便快速的打印。

11/18/2018 2:27 AM

have more copies of books so other people can read it instead.

11/18/2018 2:13 AM

更多小學初中高中大學學生學習的資訊, 更多多種語言版本的教科書。

11/17/2018 4:47 AM

Q5



閣下是否還有其他特質或經驗希望加入, 而以上選項並未有包含?

Answered: 17 Skipped: 24

有爱心, 尽职尽责

11/18/2018 4:40 PM

可以做child care, 用中文讲中文故事。我对中国历史比较熟悉。

11/18/2018 2:27 AM

piano( a little bit) reading stories to a kid art ( a little bit)

11/18/2018 2:13 AM

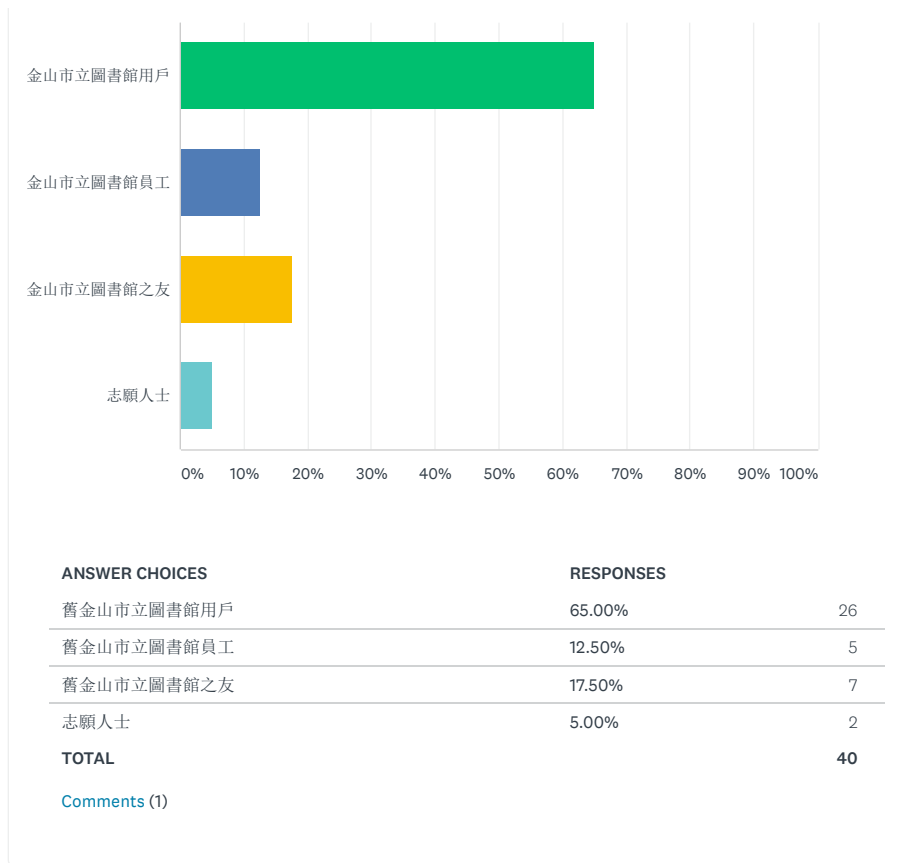
NA

11/17/2018 4:47 AM

Q6



請選擇以下最能描述閣下與舊金山市立圖書館關係的選項:



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# San Francisco Public Library (SFPL) - City Librarian (Spanish)

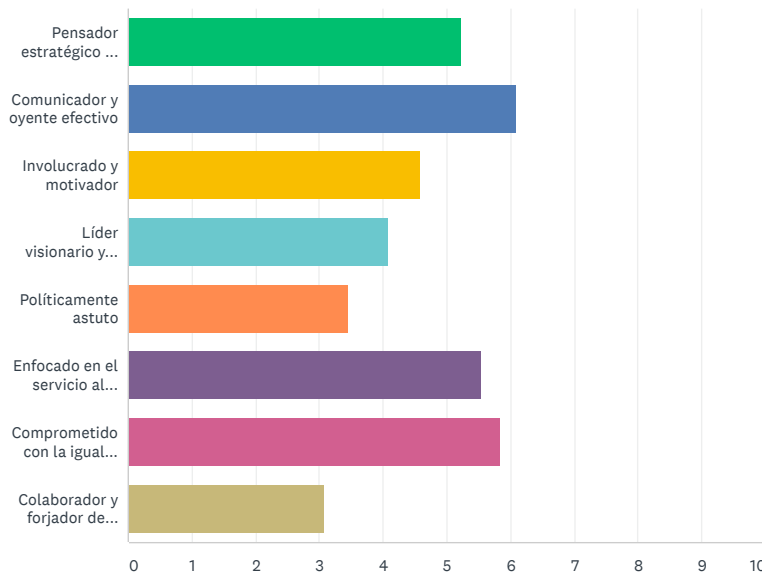
QUESTION SUMMARIES

INDIVIDUAL RESPONSES

Q1

¿Qué cualidades le gustaría que el nuevo bibliotecario de la ciudad tenga? Clasifique los siguientes atributos que usted cree que el próximo bibliotecario de la ciudad debe tener, en orden de importancia, siendo 1 el más importante y 8 el menos importante.

Answered: 16 Skipped: 0



	1	2	3	4	5	6	7	8	TOTAL	SCORE
Pensador estratégico y analítico	23.08% 3	7.69% 1	15.38% 2	15.38% 2	15.38% 2	7.69% 1	15.38% 2	0.00% 0	13	5.23
Comunicador y oyente efectivo	16.67% 2	41.67% 5	8.33% 1	25.00% 3	0.00% 0	0.00% 0	0.00% 0	8.33% 1	12	6.08
Involucrado y motivador	0.00% 0	8.33% 1	16.67% 2	33.33% 4	25.00% 3	8.33% 1	0.00% 0	8.33% 1	12	4.58
Líder visionario y valeroso	8.33% 1	8.33% 1	0.00% 0	16.67% 2	33.33% 4	0.00% 0	33.33% 4	0.00% 0	12	4.08
Políticamente astuto	7.69% 1	7.69% 1	15.38% 2	7.69% 1	0.00% 0	15.38% 2	7.69% 1	38.46% 5	13	3.46
Enfocado en el servicio al cliente	30.77% 4	7.69% 1	15.38% 2	7.69% 1	7.69% 1	30.77% 4	0.00% 0	0.00% 0	13	5.54
Comprometido con la igualdad y la inclusión	25.00% 3	25.00% 3	25.00% 3	0.00% 0	0.00% 0	8.33% 1	16.67% 2	0.00% 0	12	5.83
Colaborador y forjador de...	6.67%	6.67%	0.00%	0.00%	26.67%	13.33%	13.33%	33.33%		

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16 responses

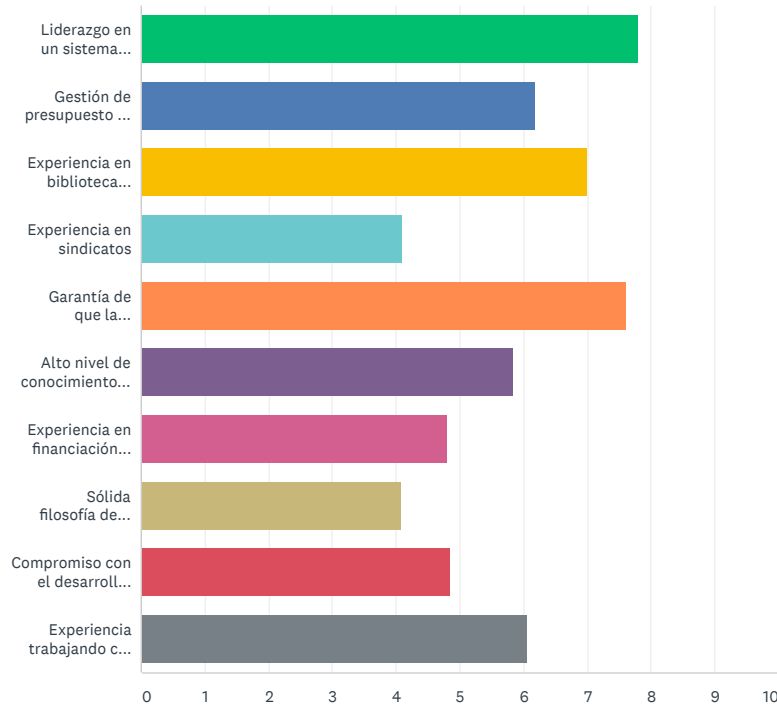




Q2

¿Qué experiencia debe tener el nuevo bibliotecario de la ciudad? Clasifique los siguientes tipos de experiencia que usted cree que el próximo bibliotecario de la ciudad debe tener, en orden de importancia, siendo 1 el más importante y 10 el menos importante.

Answered: 16 Skipped: 0



	1	2	3	4	5	6	7	8	9	10
Liderazgo en un sistema bibliotecario similar (tamaño y complejidad)	40.00% 4	20.00% 2	10.00% 1	0.00% 0	0.00% 0	20.00% 2	0.00% 0	0.00% 0	10.00% 1	0.00% 0
Gestión de presupuesto y finanzas	0.00% 0	20.00% 2	10.00% 1	20.00% 2	20.00% 2	0.00% 0	10.00% 1	20.00% 2	0.00% 0	0.00% 0
Experiencia en biblioteca pública como director o vicedirector	0.00% 0	33.33% 4	25.00% 3	8.33% 1	8.33% 1	0.00% 0	16.67% 2	8.33% 1	0.00% 0	0.00% 0
Experiencia en sindicatos	0.00% 0	0.00% 0	9.09% 1	27.27% 3	9.09% 1	0.00% 0	0.00% 0	18.18% 2	0.00% 0	36.36% 4
Garantía de que la biblioteca pública sea una institución orientada a la comunidad	38.46% 5	15.38% 2	0.00% 0	15.38% 2	0.00% 0	15.38% 2	7.69% 1	7.69% 1	0.00% 0	0.00% 0
Alto nivel de conocimiento y entendimiento de la tecnología en las bibliotecas	8.33% 1	8.33% 1	8.33% 1	8.33% 1	25.00% 3	25.00% 3	0.00% 0	0.00% 0	8.33% 1	8.33% 1
Experiencia en financiación	0.00% 0	9.09% 1	9.09% 1	0.00% 0	9.09% 1	9.09% 1	45.45% 5	9.09% 1	9.09% 1	0.00% 0



Sólida filosofía de servicio al cliente	0.00% 0	0.00% 0	8.33% 1	8.33% 1	0.00% 0	16.67% 2	16.67% 2	33.33% 4	16.67% 2	0.00% 0
Compromiso con el desarrollo del personal	15.38% 2	7.69% 1	0.00% 0	7.69% 1	7.69% 1	7.69% 1	7.69% 1	7.69% 1	30.77% 4	7.69% 1
Experiencia trabajando con diversas comunidades	28.57% 4	0.00% 0	28.57% 4	0.00% 0	7.14% 1	0.00% 0	0.00% 0	0.00% 0	14.29% 2	21.43% 3

Q3



¿En qué le gustaría que el bibliotecario de la ciudad se enfoque como prioridad máxima durante el primer año?

Answered: 15 Skipped: 1

desarrollo de programas para diversas poblaciones (adultos mayores, niños...), en áreas como oportunidades y ofertas de la ciudad de estudio, empleo, capacitación e idiomas. No solo en main library. Difundir y hacer accesible la información.

11/17/2018 6:48 AM

Las varias comunidades en San Francisco.

11/17/2018 4:52 AM

Que ayude a los niños a elegir los libros adecuados para ellos

11/17/2018 3:36 AM

Conocimiento de su comunidad y actualizado en los eventos

11/16/2018 10:33 PM

Q4



Si usted pudiera cambiar una sola cosa de la Biblioteca Pública de San Francisco, ¿qué sería?

Answered: 14 Skipped: 2

Buscar equiparar la oferta en eventos, talleres... en las sedes diferentes a main library o hacer más visible la oferta de las otras bibliotecas.

11/17/2018 6:48 AM

Más mejor seguridad.

11/17/2018 4:52 AM

Estar más tiempo abierto

11/17/2018 3:36 AM

la variedad de sus libros extranjeros

11/16/2018 10:33 PM



Q5

¿Hay alguna otra cualidad o experiencia que le gustaría agregar y que no hayamos incluido en las opciones anteriores?

Answered: 11 Skipped: 5

Background relacionado con bibliotecología.

11/17/2018 6:48 AM

Un leader que puede servir el público y que colaborar bien con el equipo de bibliotecarios.

11/17/2018 4:52 AM

no

11/16/2018 10:33 PM

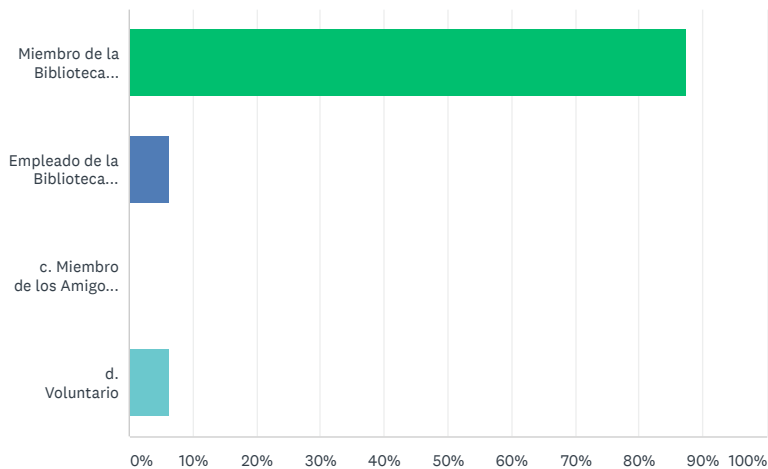
Me gusta mucho poder ir a la biblioteca publica.

11/16/2018 3:52 PM

Q6

6. Seleccione una de las opciones siguientes que describa mejor su relación con la Biblioteca Pública de San Francisco:

Answered: 16 Skipped: 0



ANSWER CHOICES	RESPONSES
Miembro de la Biblioteca Pública de San Francisco	87.50% 14
Empleado de la Biblioteca Pública de San Francisco	6.25% 1
c. Miembro de los Amigos de la Biblioteca Pública de San Francisco	0.00% 0
d. Voluntario	6.25% 1
<b>ANSWER CHOICES</b>	<b>RESPONSES 16</b>



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# San Francisco Public Library (SFPL) - City Librarian (Russian)

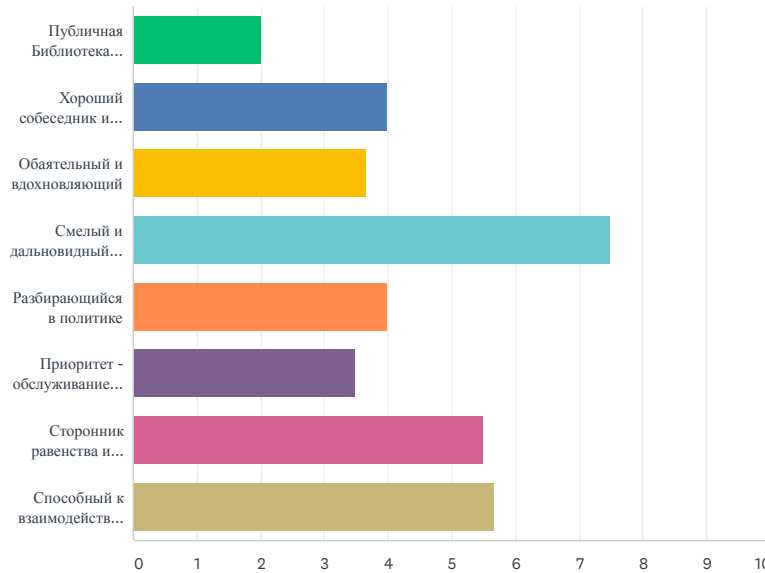
QUESTION SUMMARIES

INDIVIDUAL RESPONSES

Q1

Какие качества Вы хотели бы видеть у нового Библиотекаря города? Пожалуйста, определите в порядке приоритетности те качества, которыми, по Вашему мнению, должен обладать будущий Библиотекарь. Качество под № 1 является самым важным, № 8 – наименее важным.

Answered: 3 Skipped: 0



	1	2	3	4	5	6	7	8	TOTAL	SCORE
Публичная Библиотека Сан-Франциско	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 1	0.00% 0	50.00% 1	2	2.00
Хороший собеседник и слушатель	0.00% 0	0.00% 0	33.33% 1	0.00% 0	33.33% 1	0.00% 0	33.33% 1	0.00% 0	3	4.00
Обаятельный и вдохновляющий	0.00% 0	0.00% 0	0.00% 0	66.67% 2	0.00% 0	0.00% 0	0.00% 0	33.33% 1	3	3.67
Смелый и дальновидный лидер	50.00% 1	50.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	2	7.50
Разбирающийся в политике	0.00% 0	0.00% 0	33.33% 1	0.00% 0	33.33% 1	0.00% 0	33.33% 1	0.00% 0	3	4.00
Приоритет - обслуживание клиентов	0.00% 0	0.00% 0	50.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 1	2	3.50
Сторонник равенства и всеобщего единства	50.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 1	0.00% 0	0.00% 0	2	5.50

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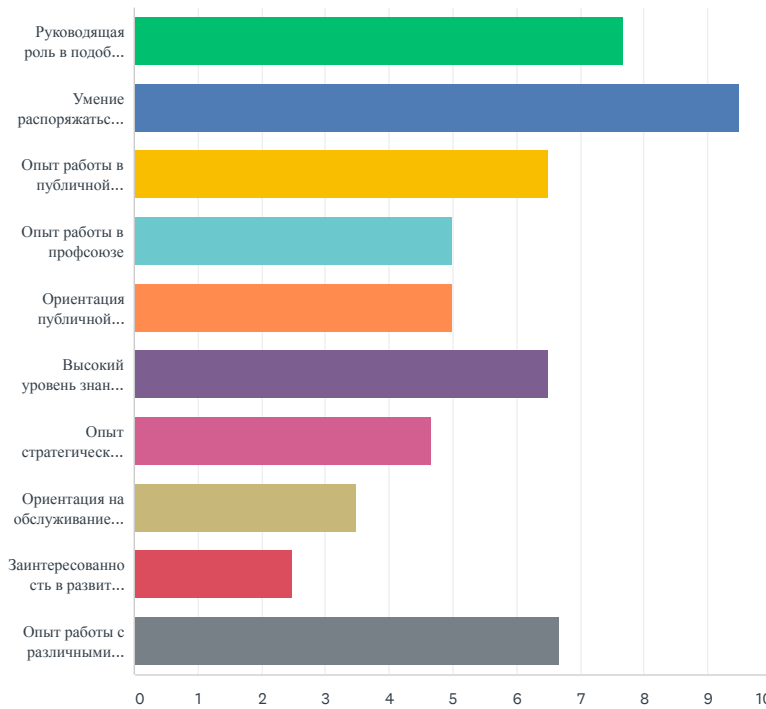
3 responses



Q2

Каким предыдущим опытом должен обладать Городской Библиотекарь? Пожалуйста, определите в порядке приоритетности следующие навыки и опыт, которыми, по Вашему мнению, должен обладать Библиотекарь Города. Навык под № 1 является самым важным, № 10 – наименее важным.

Answered: 3 Skipped: 0



	1	2	3	4	5	6	7	8	9	10
Руководящая роль в подобной библиотечной системе (объем и сложность работы)	0.00% 0	33.33% 1	0.00% 0	66.67% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Умение распоряжаться бюджетом и финансами	50.00% 1	50.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Опыт работы в публичной библиотеке в качестве директора или заместителя директора	0.00% 0	0.00% 0	50.00% 1	0.00% 0	0.00% 0	50.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Опыт работы в профсоюзе	0.00% 0	50.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 1
Ориентация публичной библиотеки на городское сообщество	0.00% 0	0.00% 0	50.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 1	0.00% 0
Высокий уровень знаний и понимание технологий, применяемых в библиотеках	50.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 1	0.00% 0	0.00% 0



развития ресурсов										
Ориентация на обслуживание клиентов	0.00%	0.00%	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	0	0	0	0	1	0	0	0	0	0
Заинтересованность в развитии персонала	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	0.00%
	0	0	0	0	0	0	0	1	1	0
Опыт работы с различными сообществами	33.33%	0.00%	0.00%	0.00%	33.33%	0.00%	33.33%	0.00%	0.00%	0.00%
	1	0	0	0	1	0	1	0	0	0

Q3

На чем, по Вашему мнению, Библиотекарь города должен сосредоточить свое основное внимание в течение первого года работы?

Answered: 2 Skipped: 1

На составе имеющихся ресурсов

11/16/2018 1:31 AM

Внимание к клиентам, акцент на развитие филиала

11/16/2018 12:54 AM

Q4

Если бы Вы могли изменить что-то одно в работе Публичной Библиотеки Сан-Франциско, что бы это было?

Answered: 3 Skipped: 0

Больше книг на иностранных языках, в частности на русском, улучшить их подбор

11/16/2018 5:39 AM

Как пользователь считаю, что СФ библиотека достойна похвалы

11/16/2018 1:31 AM

Чаще организовывать распродажи книг и поиск возможностей увеличить объем литературы в филиале

11/16/2018 12:54 AM



Q5



Желаєте ли Вы добавить другие качества или навыки, которые не были включены в вышеизложенные варианты?

Answered: 3 Skipped: 0

Высокий интеллект и начитанность

11/16/2018 5:39 AM

Должны быть включен уровень кругозора человека . Знание не менее двух языков. Желательно гуманитарное образование.

11/16/2018 1:31 AM

Нет

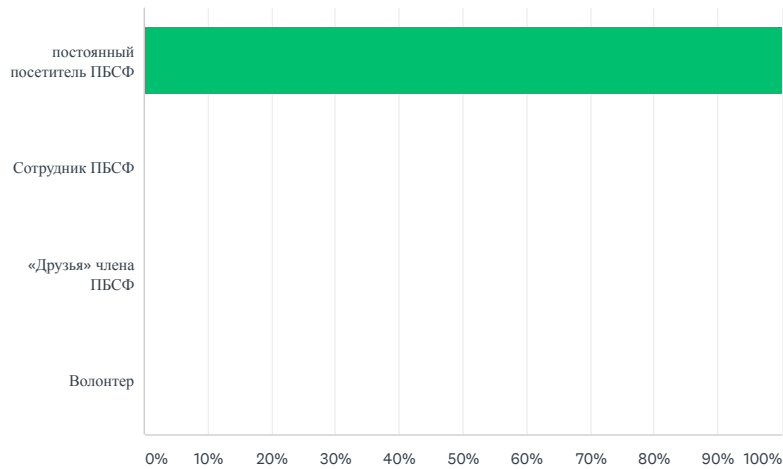
11/16/2018 12:54 AM

Q6



Выберите один из вариантов ниже, который наилучшим образом описывает Ваши отношения с Публичной Библиотекой Сан-Франциско (ПБСФ):

Answered: 3 Skipped: 0



ANSWER CHOICES	RESPONSES	
постоянный посетитель ПБСФ	100.00%	3
Сотрудник ПБСФ	0.00%	0
«Друзья» члена ПБСФ	0.00%	0
Волонтер	0.00%	0



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# San Francisco Public Library (SFPL) - City Librarian (Filipino)

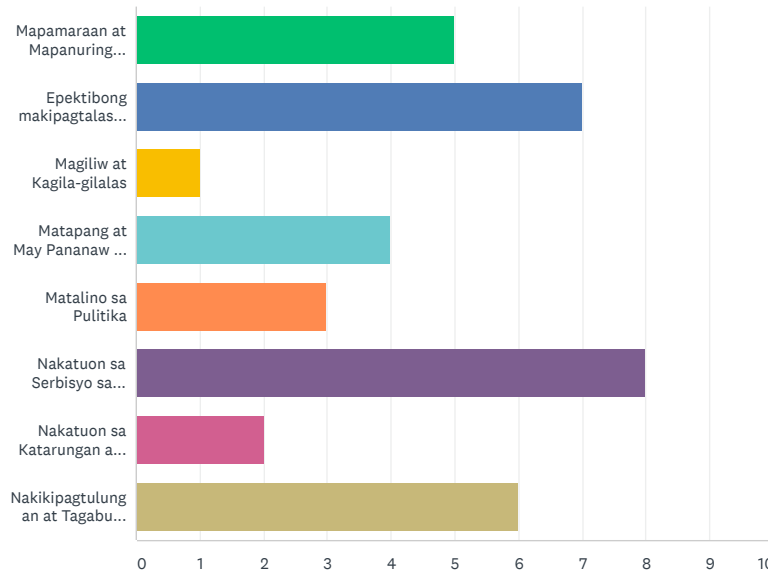
QUESTION SUMMARIES

INDIVIDUAL RESPONSES

Q1

Ano-ano ang katangian na nais ninyong makita sa bagong Librarian ng Lungsod? Mangyaring iranggo ang mga sumusunod na katangian na pinaniniwalaan ninyong dapat taglayin ng susunod na Librarian ng Lungsod, sa pagkakasunud-sunod na ayon sa kahalagahan. 1 ang pinakamahalaga at 8 ang pinakamababa.

Answered: 1 Skipped: 0



	1	2	3	4	5	6	7	8	TOTAL
Mapamaraan at Mapanuring Mag-iisip	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1
Epektibong makipagtalastasan at Tagapakinig	0.00% 0	100.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1
Magiliw at Kagila-gilalas	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	1
Matapang at May Pananaw na Pinuno	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	0.00% 0	0.00% 0	1
Matalino sa Pulitika	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	0.00% 0	1
Nakatuon sa Serbisyo sa Customer	100.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1
Nakatuon sa Katarungan at Pagtanggap	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1

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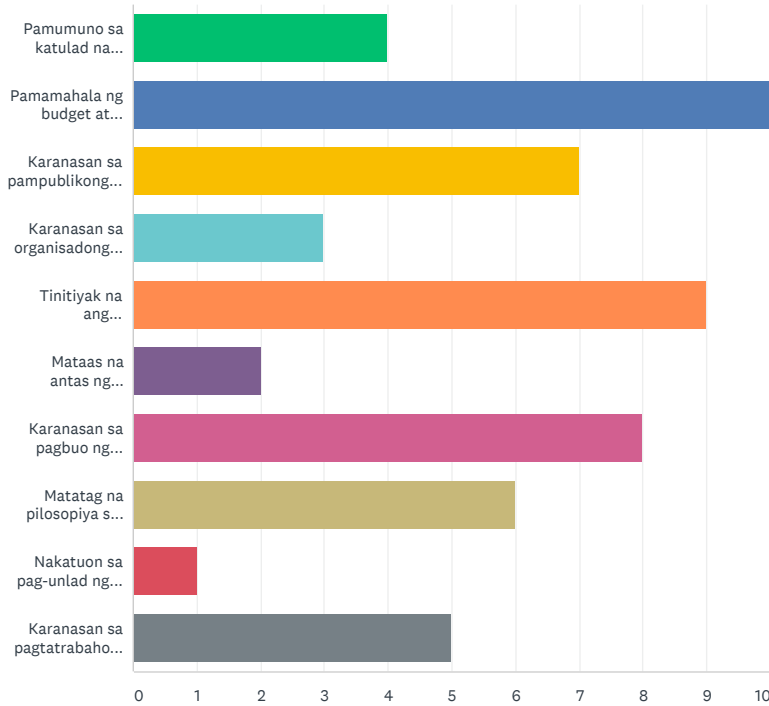




Q2

Anong dating karanasan ang dapat mayroon ang bagong Librarian ng Lungsod? Mangyaring iranggo ang mga sumusunod na uri ng karanasan na pinaniniwalaan ninyong dapat taglayin ng susunod na Librarian ng Lungsod sa pagkakasunud-sunod na ayon sa kahalagahan. 1 ang pinakamahalaga at 10 ang pinakamababa.

Answered: 1 Skipped: 0



	1	2	3	4	5	6	7	8	9
Pamumuno sa katulad na sistema ng aklatan (laki at mga pagkakumplikado)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	0.00% 0
Pamamahala ng budget at pananalapi	100.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Karanasan sa pampublikong aklatan bilang isang direktor o katulong na direktor	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Karanasan sa organisadong paggawa	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0
Tinitiyak na ang pampublikong aklatan ay isang institusyon na nakabatay sa komunidad	0.00% 0	100.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Mataas na antas ng kaalaman at pagkaunawa sa teknolohiya sa mga aklatan	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1
Karanasan sa	1 0.00%	2 0.00%	3 100.00%	4 0.00%	5 0.00%	6 0.00%	7 0.00%	8 0.00%	9 0.00%



mapagkukunan									
Matatag na pilosopiya sa paglilingkod sa customer	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%
	0	0	0	0	1	0	0	0	0
Nakatuon sa pag-unlad ng kawani	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	0	0	0	0	0	0	0	0	0
Karanasan sa pagtatrabaho sa iba't ibang komunidad	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%
	0	0	0	0	0	1	0	0	0

Q3



Ano ang gusto ninyong makita na pinagtutuunan ng Librarian ng Lungsod bilang kaniyang pangunahing prayoridad sa kaniyang unang taon?

Answered: 1 Skipped: 0

Any liit pagpilian ng Tagalog na documentary at Independent shorts. Sana bigyan din ng pansin gaya ng ibang wika

11/16/2018 5:04 AM

Q4



Kung mababago ninyo ang isang bagay tungkol sa SFPL ano ito?

Answered: 1 Skipped: 0

Madagdagan ang mga DVD na Tagalog lalo na sa Main

11/16/2018 5:04 AM



Q5



Mayroon bang anumang iba pang katangian o dating karanasan na nais ninyong idagdag na hindi naisama sa mga pagpipilian sa itaas?

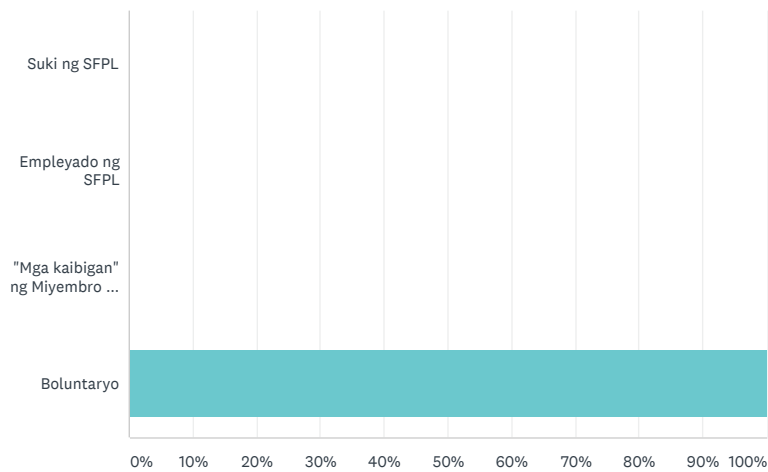
Answered: 0 Skipped: 1

Q6



6. Mangyaring piliin ang isa sa mga opsiyon sa ibaba na pinakamahasag na naglalarawan ng inyong kaugnayan sa SFPL:

Answered: 1 Skipped: 0



ANSWER CHOICES	RESPONSES
Suki ng SFPL	0.00% 0
Empleyado ng SFPL	0.00% 0
"Mga kaibigan" ng Miyembro ng SFPL	0.00% 0
Boluntaryo	100.00% 1

# SAN FRANCISCO PUBLIC LIBRARY SURVEY RESPONSES

## THEMES FROM WRITTEN RESPONSES TO Q 3, 4, & 5

### Q3: What would you like to see the City Librarian focus on as his/her top priority during the first year?

**1. Safety.** The safety at the library for both the patrons and the staff was a large concern from most of the survey takers. People suffering from homelessness often use the library as a refuge during the day. Drug use is also seen not only outside of the library, but also has been witnessed inside the library. Many respondents feel that the presence of people not specifically there to use library services have deterred patrons, specifically teens and children from visiting the library. Many believe that a new city librarian should focus on training/empowering the staff on techniques to promote safety in the libraries. Having a strategy that addresses safety and security

**2. Community Engagement.** Moore outreach to communities to share the services the library offers. The library can be a gathering space for the community. Development programs that interact with the schools to engage and encourage younger patrons to take advantage of the library services. Collaborating with community programs designed to perform community outreach. Diversifying the collection to include books in different languages, not just textbooks on learning the different languages. Expanding programs to be inclusive of all types of patrons especially underserved communities. Ensuring that reading program budgets stay intact. Decentralized programming that is responsive to community needs.

**3. Upgrade Technology.** Technology was mentioned by survey takers as an important priority for the City Librarian. Many would like to see the book collection expanded including electronic offerings such as e-books and audiobooks. Broadening the music selection. The library be used as a way to bridge the technology divide in poor communities.

**4. Customer Service.** Making sure the staff is well trained on how to provide great customer service, which includes showing interest in the patrons and being available to answer questions. Seeking avenues for greater patron and staff feedback.

**5. Logistics.** Extending library hours. Staying abreast with the library financials.

**Q4: If you could change one thing about the San Francisco Public Library, what would it be?**

**1. Cleanliness.** The people suffering from homelessness was still a large response. Many survey takers asked for cleaner bathrooms and cleaning the exterior of the library. This has deterred people from visiting the library.

**2. Political Neutrality.** Some survey takers felt that some library exhibits have were offensive and did not allow for a political impartial environment.

**3. Staff development.** Promotion from within for the staff and ensuring that the staff feel supported.

**Q5: Are there any other qualities or previous experiences that you would like to add that wasn't included in the selections above?**

**1. Leadership.** Lead and guide an enhanced library system-wide customer experience. Engaging with stakeholders to continue serving the community at a high quality.

**2. Community Knowledge.** Finding a librarian that is familiar with San Francisco politics and the communities was a high priority. More multi-lingual librarian was also mentioned as a priority.

## **SECTION IV**

## Key Themes

*As part of our community engagement process, we identified several key recurring themes that are highlighted below.*

**The San Francisco Public Library (SFPL) is a strong library system with an outstanding reputation. The common themes heard that support this are:**

- Known for innovation
- Great programming
- Outstanding facilities
- Experienced staff
- Well-resourced system
- Supported by community

**Although SFPL's is well regarded, the library system has room for improvement. Themes we heard around areas of improvement include:**

- Enhance safety and security
- Improve communication externally and internally
- More community engagement
- Need to eliminate work silos
- Strengthen teen programs
- More staff development and customer service training

**The key attributes desired in the next City Librarian include:**

- Passion for public library service; empathetic, open and engaging
- Experienced urban public library executive
- Visionary leader
- Politically astute
- Strong fiscal management skills
- Great Ambassador; Strong people skills; Humble and approachable; Visible and accessible
- Great Communicator
- Collaborative and consensus oriented

**Some of the top priority themes that emerged for the next City Librarian include:**

- Conduct system-wide library assessment
- Address safety, security and sanitary Issues
- Creating a more effective and accountable work culture
- Enhance communications and community engagement
- Strengthen public-private partnerships, especially with School District
- Continue leadership role in providing non-traditional services in the library & in the community

## **SECTION V**



**SAN FRANCISCO PUBLIC LIBRARY  
CITY LIBRARIAN  
EXECUTIVE SEARCH TIMELINE**

	<b>Proposed Tasks</b>	<b>Proposed Timeline</b>	<b>Tentative Dates</b>
<b>1</b>	Initial meeting with Library Commission, Chief Operating Officer, and Mayor or her designee.	Week 1	September 27 with SFPL Internal Search Team & <b>October 18, 2018</b> with the SFPL Library Commissioners
<b>2</b>	Launch the community stakeholder engagement process; facilitate public & library staff meetings; and conduct community-wide survey. Interview other key stakeholders as identified by the city.	Weeks 1-3	Proposed dates for Community Stakeholder Engagement Meetings, <b>November 7-10, 2018</b>
<b>3</b>	Development and approval of recruitment profile, work plan and detailed time schedule.	Weeks 2-4	Library Commission meeting for <b>December 13, 2018</b> to approve profile and review results of stakeholder engagements
<b>4</b>	Placement of national advertisements in major professional publications and general circulation newspapers as needed.	Weeks 3-4	Week of December 17, 2018
<b>5</b>	Candidate recruitment (national recruitment 7 weeks) including ALA winter conference. A search update will be provided at the mid-point of the recruitment period.	Weeks 4-11	January 7 – March 1, 2019
<b>6</b>	Candidate evaluations by search consultants.	Weeks 9-12	March 4 – March 15, 2019
<b>7</b>	Presentation of Recruitment Report to include top (6-10) candidates for Library Commission consideration and selection of semifinalists.	Week 13	<b>Week of March 18, 2019</b>

**SAN FRANCISCO PUBLIC LIBRARY  
CITY LIBRARIAN  
EXECUTIVE SEARCH TIMELINE**

<b>8</b>	Semifinal candidates participate in interview/selection process. Final Candidates selected.	Weeks 14-15	Week of April 1, 2019
<b>9</b>	Finalist interviews with the Mayor or her designee.	Weeks 15-16	Week of April 8, 2019

*Adjustments May Be Made to This Timeline as Needed*

DRAFT