



COMMUNITY PARADIGM ASSOCIATES, LLC

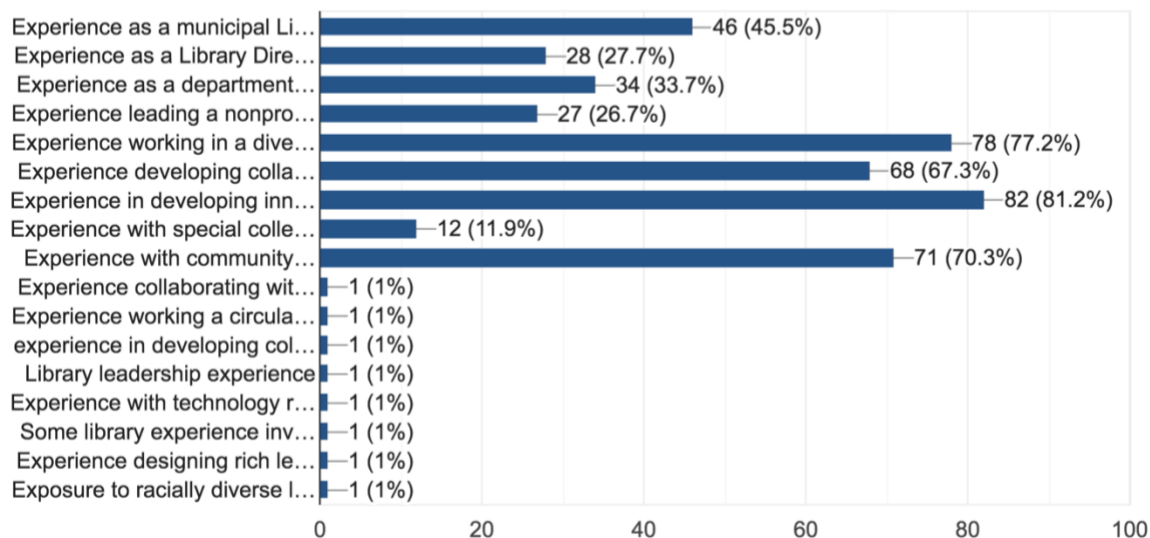
Watertown Public Library Director Search: Community Survey Results

March 2022

No. of Responses: 101

1. Please select the type of experience you believe the next Director of the Watertown Free Public Library should possess. Select up to five options.

101 responses



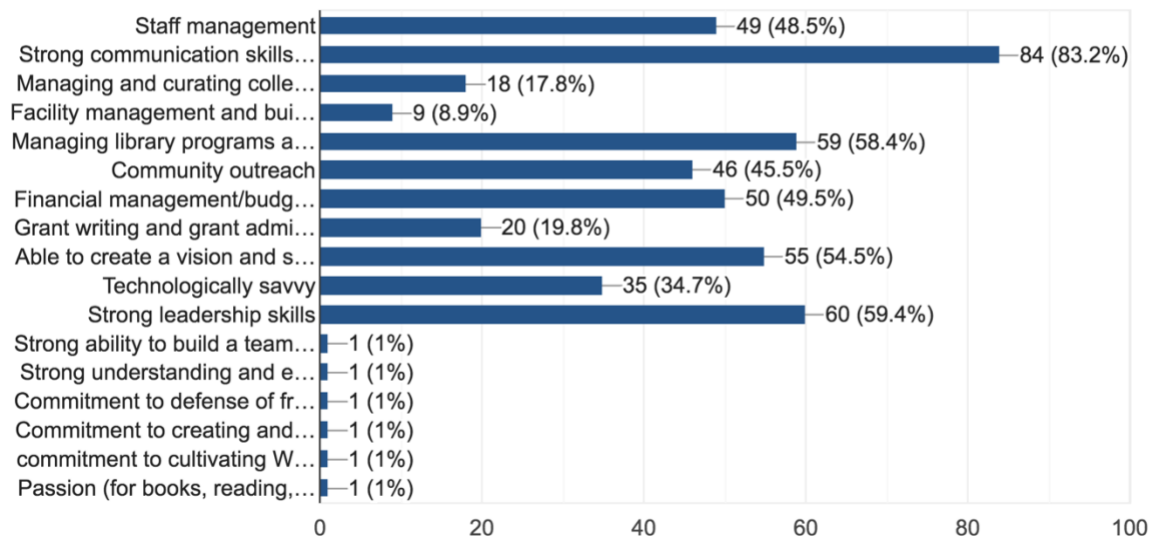
Legend for #1:

Experience as a municipal Library Director or Assistant Library Director	45.5%
Experience as a Library Director – municipal, academic, law, etc.	27.7%
Experience as a department head in a large library	33.7%
Experience leading a nonprofit or governmental organization	26.7%
Experience working in a diverse community	77.2%
Experience developing collaborative partnerships	67.3%
Experience in developing innovative programming	81.2%
Experience with special collections	11.9%
Experience with community outreach	70.3%
Exposure to racially diverse literature	1.0%
Experience working a circulation desk	1.0%
Some library experience involving staff management	1.0%
Experience collaborating with City Managers/excellent understanding of budgeting	1.0%
Experience with technology resources	1.0%
Library leadership experience	1.0%
Experience designing rich learning environments for all ages	1.0%
Experience in developing collection development teams	1.0%

2. Please select the skills you believe are most important for the next Library Director to possess.

Select up to five options.

101 responses

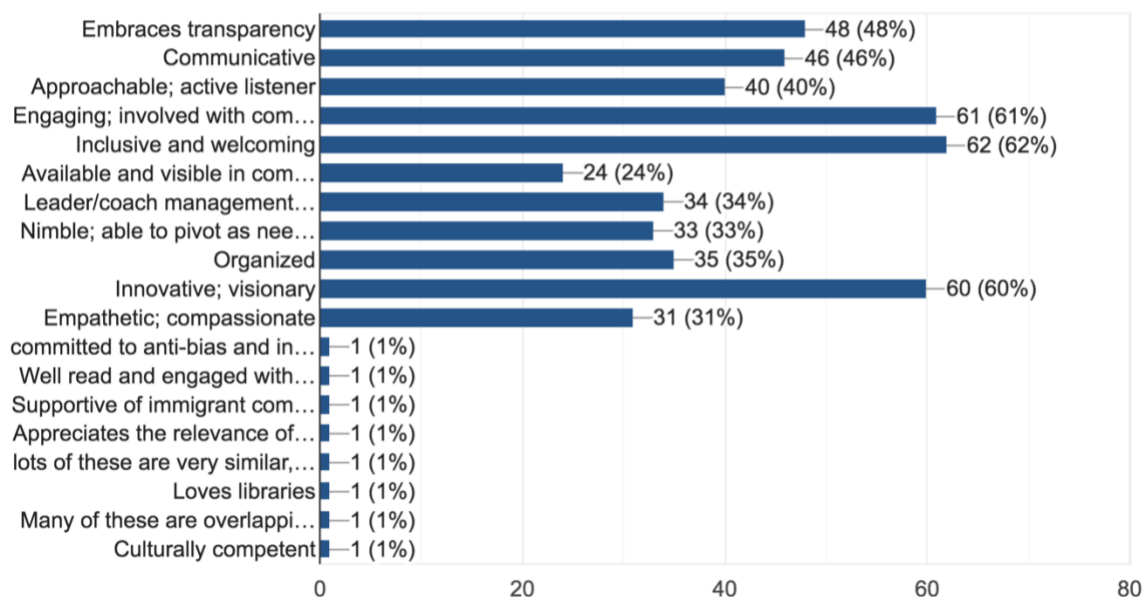


Legend for #2:

Staff management	48.5%
Strong communication skills with staff and with community	83.2%
Managing and curating collections	17.8%
Facility and management and building construction/renovation	8.9%
Managing library programs and services	58.4%
Community outreach	45.5%
Financial management/budgeting	49.5%
Grant writing and grant administration	19.8%
Able to create a vision and secure buy-in	54.5%
Technologically savvy	34.7%
Strong leadership skills	59.4%
Commitment to defense of freedom and protection of material	1.0%
Strong understanding and execution of data governance and the privacy issues of public data	1.0%
Passion (for books, reading, helping kids)	1.0%
Commitment to creating and maintaining equitable, inclusive, anti-racist library spaces and programs	1.0%
Commitment to cultivating WFPL as an anchor institution	1.0%
Strong ability to build a team that can all have leadership in their areas of expertise.	1.0%

3. Please select the characteristics you believe are most important to have in the next Library Director. Select up to five options.

100 responses



Legend for #3:

Embraces transparency	48%
Communicative	46%
Approachable; active listener	40%
Engaging; involved with community	61%
Inclusive and welcoming	62%
Available and visible in community	24%
Leader/coach management style	34%
Nimble; able to pivot as needed	33%
Organized	35%
Innovative; visionary	60%
Empathetic; compassionate	31%
Committed to anti-bias and in support of a diverse staff and patron population	1%
Well-read and engaged with contemporary adult literature	1%
Supportive of immigrant communities and people	1%
Appreciates the relevance of disconnected audio content as an effective time and location method of consuming content	1%
Lots of these are very similar (approachable, empathetic)	1%
Loves libraries	1%
Many of these are overlapping qualities (effective leadership)	1%
Culturally competent	1%

4. What challenges and opportunities do you expect the Watertown Free Public Library to experience over the next five years?

74 responses

- How to stay innovative, technology changes and the library needs resources and a tech savvy person to keep up, how to meet the needs of a diverse community
- I expect there to be issues securing adequate funding for library services and programs, and potentially coordinated external efforts to limit, reduce, or remove community access to library materials. The nationwide increase in banning books and punishing academic and public libraries for carrying certain books/types of books is extremely concerning to me. As a proud Watertown community member and avid reader, I strongly hope the next director takes steps to protect (and promote) equitable community access to the broadest array of library materials as possible.
- Expansion of the physical space, meeting the needs of a growing diverse population
- Technology: eBooks, audio books, other digital content yet to come.
- Adapting to new technology/staying technologically current and engaged with adolescent audiences
- Libraries are probably the most visible public space in most communities and I hope the next director can continue to make WFPL a place that attracts and welcomes members of the community and demonstrates how vital public libraries are.
- Changes in the patron composition, potential pressure or backlash about diverse library offerings, continued demand for community services, support for children's learning and family programming in light of the pandemic
- I think that technology will become more important and actual physical books less so - although I still love books!
- More shifting towards digital resources, stuff turnover/management, building issues (always)
- Post-COVID transition
- Libraries need to remain a free and open source of information!
- There is a need for expansion and growth and also a need to reach and serve our diverse community.
- I expect Watertown is going to continue to grow as more biotech moves in and more housing is built, which will put more of a strain on the resources of the library. I hope that the town continues to direct resources to the library despite this growth in other areas.
- I have to guess that the population of Watertown will get younger and more educated, with all the biotech and new condos and apartments in the areas, so programs will probably have to cater to that population in addition to others.
- Possible taper of community support if social distancing continues
- Space & building renovation / enlargement. Inclusion and outreach to least served with low and high tech. Continued innovation in what a library is, can do, should do.
- We need someone who is willing to embrace new technology and new ideas.
- In addition to children's service and connection with the public schools, there is a growing need for adult services and connection with the city's arts community and institutions, from the Armenian Library to religious centers to the Mossessian Center for the Arts and its programming.
- Growing community involvement/engagement
- Changes in technology; expanding library services
- I think everyone will experience post-pandemic challenges. What is the role of the library post-pandemic? Will everything go "back to normal" or will the community expect a new normal? What will the role of the library be during the construction of the new high school?
- Maintaining staff morale after a very difficult time with COVID-19. They will need to be able to work collaboratively with their leadership team and embrace the team as a whole.
- Continue outreach into the community with the book mobile and other innovative services
- Lack of ESL meeting rooms.
- Growing social interactions for all communities' members as we come out of an isolated time.
- balancing the budget, keeping up with technology, promoting the value of traditional library services
- Not sure-?budget issues

- Adapting to new technology, engaging diverse and growing community
- Balancing the library costs in content between what is temporal (news, journals, etc.) and popular fiction from what is perhaps more the non-fiction educational and applied knowledge topics such as history, science, philosophy, cooking, etc.
- Na
- Balancing books vs other media
- Diversifying community, more pandemic/endemic issues
- Keeping up with changes: technological and other. (ex. What would I have done during COVID without e-books! or without books left for me in bags outside the library!)
- Challenges will always be budgetary related. COVID protocols and enforcement is an ever-changing hurdle. Opportunities is always more active community engagement, a more diverse library programing, and technology updates to make the library more accessible for those who are not able to physically come in. Adaptive and accessible collections, programs, etc. are key to a library's growth.
- New technologies vs traditional collections/shelves. Diverse community. Funding competition.
- Ensuring the collection of materials reflects the diversity of Watertown.
- A growing lag between technological advancement in library science and an aging population in need of assistance with library programs and access.
- Continued creativity is needed as people seek knowledge through the library that appears in different forms that libraries have traditionally offered. WFPL is already doing great on this through Library of Things, HATCH, programs, tech classes, etc., but more will be needed.
- an opportunity for our library become a center for civic discourse and engagement and offer more programs about democracy and how our government works to encourage residents to participate
- Maintaining the high standards already set will be a challenge; helping the kids who have lost learning due to COVID will be the greatest new task, I think, and will require all the "innovative and visionary" talents of the new director.
- Influx of new patrons because of new housing.
- More demand for electronic resources such as audio books. Expand foreign language programs - with so many diverse languages in Watertown, there should be more robust programs for community members to partner together to have conversations and become fluent in each other's language.
- Need more physical space. Morale of staff needs uplift.
- New technology challenges
- Managing access during pandemic; political pressure
- Cultural shift in what people expect a library to be and offer
- Maintaining the quality of the library. It depends largely on consistent staff who are helpful and welcoming and that the community can get to know.
- Technological innovation challenges
- Re-envisioning the library's role in the community post-pandemic
- I would like to see planning and focus for retirements/staffing, funding as a general concern, meeting the growing needs of families in the community, and bigger, more visionary ideas.
- Plan for another COVID attack, advancement of tech
- Increasing diversification of community. More new technologies. I know that library expansion/renovation is on the table - if this is pursued, it's certainly an additional challenge/opportunity.
- Establishing the library as an important community center
- Continued community engagement; continue to prioritize diversity, equity, inclusion; grow resources for the incredible children's room/; retain amazing library staff
- Keeping up to date with books. Funding.
- Figuring out how to continue to be a leader among small municipal libraries - WFPL is well-funded with a great collection and building, and the challenge is making great use of those resources. Pushing for Hatch to get its own dedicated space (w plumbing and ventilation). External challenges potentially from changing markets for digital materials.

- The library has been well managed but is ready for new vision and direction. I presume getting staff onboard and getting buy-in for innovations and new leadership will be the biggest challenge, and getting to know the Watertown community - that is both a challenge and an opportunity!
- Our library is amazing. I just want it to continue to be a leader among libraries. The challenge is to keep it as great as it is! I'd love if the library could connect with new businesses entering the community.
- Continual fast changes
- Need for expansion to match City growth.
- Growth, parking issues and access
- There is an opportunity to sustain the high level of varied community programs that make the Library a key focal point and asset of our town. The challenge will be to keep abreast of current town interests/ concerns to address these (i.e., increasing diversity, climate change).
- The challenges of continued growth in the Library's Membership.
- As the population of Watertown changes--younger people, diverse families, and new sci/tech workers--I foresee the library needing to adapt to these changes. I foresee changes in the hours of operation, changes in the collections (beefing up access to sci/tech resources), challenges to how the footprint/layout of the physical space will be used. None of us could have predicted the pandemic and I consider the library a shining example of adaptability. From the very beginning, the library became a resource, a refuge, and an example of weathering the social upheaval. I am confident that the library will adapt again, serving as a leader in how to consume information content both physically and virtually. I see opportunities within the Minuteman network---sharing resources beyond book/media loans. Are there opportunities for this kind of resource sharing? I expect the new Director to pursue or at least investigate such opportunities. I am also hopeful that the community outreach continues with calls to volunteer on special projects/endeavors that the Library engages in. I am somewhat involved in transcribing projects that are nationwide---that is, handwritten letters/documents are transcribed into digital format via FromThePage website that Mt Auburn Cemetery is involved with.
- The rate at which the city is changing and evolving. The library has a great opportunity to bring new and old residents together through their programming.
- I'm not sure, actually! (as an educator, I really should know... but I don't or can't think at the moment)
- Continuing to engage with the community, grow collections and programming while following constantly changing COVID precautions.
- I hope that the fresh approaches and thinking that the library has taken on will continue, even without the pressing needs that lead to so much innovation earlier in the pandemic. I hope the library will grow in interesting new directions under their leadership.
- Become a "hub of inquiry, knowledge, and practice" that draws upon the rich array of individual + institutional resources that surround us, including colleges and universities, think tanks, professional associations, and more — in service to robust and resilient civic and environmental stewardship. That's an expansive view of "civic education and engagement" that could serve as a national model.
- Cultural and racial staff diversity
- How to create meaningful content and how to ensure access to that content for all age groups, identities, and populations, with an intentional eye towards underserved people and groups in our community.
- Upgrading the physical plant to deal with climate change. In 2006, the renovations were state-of-the-art. Today the challenge is to become Net Zero energy efficient. That flat roof can support solar panels. In addition, a green roof - with living plants, like succulents - will improve storm water management.
- With the influx of bio/tech companies in Watertown, expect diverse and highly intellectual residents who would want technology friendly library systems. Invest now in technical infrastructure, hire younger, dynamic and vibrant staff, promote library as a communal entity, organize local events to encourage residents to join and participate. Without that, it will be just another library.

5. The most important thing a new Library Director should know about Watertown and/or the Watertown Free Public Library is:

71 responses

- The library has an impressive list of programs and offerings and the community needs that to continue. They have been very innovative through the pandemic.
- The Watertown Library of Things is just as essential to the WFPL's collection as the books. The Library of Things is an incredible community resource and should be maintained and expanded.
- The WFPL is the gem of the city. It serves not only Watertown residents, but patron from many other communities as well. Watertown is a city that is expanding and demographically changing rapidly, which enriches our entire community. The new director should be aware of the tremendous role that the library plays in our community as it serves a wide range of people and connects us all.
- Strong public programs are very important to the library's mission.
- The Watertown Free Public Library is utilized for more than just books and provides valuable classes, meeting/study rooms, and other items to check out. Watertown is community oriented and it is extremely important that the Library remain accessible to all Watertown residents.
- It will be a tall order to make it better than it already is!
- That the WFPL is incredible and its staff are phenomenal. I think it is important for the incoming director to recognize, highlight, and support (and maybe even expand) existing programming and infrastructure. I think the WFPL communications, creative and innovative and responsive programming, and active support for diverse perspectives and literature are exceptional, for example.
- The library is a wonderful resource for our community.
- It's a dynamic community despite its relatively small population size: WFPL has up to this point been very community- and service-centered and would like to see that continue but maybe with a softer approach toward staff that work incredibly hard.
- Know the community
- Our library has been a welcoming place for all people-and been up front and visible about it-and adapted programming with this value in mind. We need that to continue.
- The WPL rules
- The library is the best part of living in Watertown! The staff is amazing as well as the programs. Watertown is more diverse than us apparent at the library and the library needs to reach that diversity.
- The Watertown Free Public Library is a wonderful resource, with great collections, hours & services, and interesting programming. I hope a new director continues the community focus of the library.
- As a mother of a young child, the children's programming is extremely important!
- The WFPL must serve and engage our entire community.
- The library is more than just a building. It's a collection of people, both staff and patron alike, and that's what needs to be tended too.
- its progressive demographic and the absence of booksellers (compared to all surrounding communities)
- N/A
- It needs to keep the welcoming aspects it currently has but continue to grow in services to support our diverse community
- That is truly a used library and it's multifunctional. I work in a town where I tell people that Watertown is what libraries SHOULD be.
- It is an institution and has a tremendous impact on the community.
- Small but very diverse community
- We are supportive of immigrants and ESL programs
- Diverse book offerings are vital, One Book One Watertown is very important, community outreach is important, movie nights/yoga/ESL/computer classes plus strong children/teen programs are vital

- We are a community with many points of view, not just one ideology!
- The community is rapidly expanding and diversifying
- The library is well loved by many families!
- The library serves an important and unique service for many people who have the lowest financial resources and/or discretionary income.
- Na
- Cherish the history
- Our library brings the community together.
- There is a diverse range of people and economic statuses. A library that reaches across all of those barriers and can be wholly inclusive is something that a new Library Director should recognize and encourage.
- Many people will not have easy access to programming if they don't first have skills.
- The library is one of the most precious, beloved, and valuable resources in Watertown. The staff are highly creative and very good at their jobs. Your job is to encourage, support, and enable their creativity and amazing work.
- we have a terrific library with amazing staff and many wonderful programs ... a great foundation to build upon!
- A majority of the town's residents will support new, visionary projects; a minority will complain ad nauseum, but you have to believe in your programs despite criticism.
- We love our community and want it to retain its small-town atmosphere.
- It is a community welcoming to immigrants from all countries, and it should remain that way. Keep programs such as preparation for the Naturalization civics test and ESL classes in place.
- It is the center of town, the heartbeat of Watertown. Many people come here for many reasons.
- Access for all people and groups in Watertown
- This is a tightly-knit community with many points of view
- WFPL is the best library in MA!
- The library is beloved by many in Watertown. The new director should appreciate that many care about it and will want to be sure it remains a welcoming place.
- Very community driven with a big children's section
- Watertown is an amazing and diverse community, with many families and young children. I believe that there will be a continued uptick in families in the area, once all the schools are finished renovating.
- Experience within the WFPL would be welcomed
- How innovative the current Director has been and how residents value this. It needs to continue.
- We love our library! Our children's room is a home-away-from-home and the pandemic has been incredibly hard on the exceptional staff who work there. They have worked tirelessly to continue to offer us access to the resources our families need as front-line workers.
- It is a town which includes visually and hearing impair people. Library is used by residents and non.
- WFPL is amazing - don't mess it up.
- It is TRULY a community library and it is not just about books, its integral to bringing people together, supporting its diverse community, and always reaching out to that community to understand its needs and wants. A new director should be open and eager for this community role that library plays
- Watertown is a changing community both in population and in businesses. And we are very proud of our library. It's my second favorite part of Watertown (after my Buy Nothing group).
- The Library is one of the outstanding facilities in the town and we want that to continue
- Serves as a community center
- While we all love the library, Watertown has an uneven record on diversity.
- Our library is a community center serving all ages and backgrounds. We pride ourselves on our accessibility and great programming.
- Currently I go to Cambridge Libraries because they are closer than the Watertown library, which is harder for me to access due to location and lack of easy parking.

- It is a very important institution in our town for many different reasons and we depend more on our library and its outreach / services / lovely interior spaces than may be apparent to prospective candidates.
- The huge Diversity among the Library's Membership and the potential of continued growth.
- That the population is changing and that this is time of great renewal of this community resource.
- Watertown is at a pivotal moment of change.
- How much of a joy it is to be there because SO MUCH is offered!!
- It is an important part of the Watertown Community and needs to remain inclusive for all users.
- My favorite things about the library are the availability of ebooks and the children's programming!
- At a time of disruption and change, the WFPL is an anchor in the finest sense: human, social, intellectual, and spiritual. The future beckons!
- Exposure to all types of literature that exposes people to different cultures and voices from Children's Department to Teens and including Adults
- WFPL has been an incredible resource for families with kids. The staff go above and beyond and are SUPER response and flexible. Whether it's calling as I drive over with my toddler in the car, to ask that they pop a book I requested in the curbside pick-up, or providing insight into what books for my first grader will support me in having conversations about challenging topics, they have been invaluable over the pandemic especially. I hope they will be well supported in doing the great work they do now.
- The WFPL is the best in Metro West! It is a hub for Watertown's social life, used by more people in the community than any other public building.
- Library does not have a good community outreach.

6. Is there any other information you believe we should know in our search for a new Library Director?

42 responses

- How they have led tangible, actionable initiatives? How do they assess the needs of the community to make sure there is something for everyone? What ideas would they have for the library?
- Hiring a director who will ensure equitable access to a diverse collection of materials is, to this Watertown community member, the most important qualification to consider.
- Nope! Best of luck in your search! Excited to hear who is ultimately chosen!
- There's a balance to be struck between staff and community needs, especially after/during COVID.
- Our library and how the staff have adapted programs and services during Covid has been amazing—one of the bright spots for us during the last 2 years has been being able to access books so readily—in the parking lot, online etc. Thank you!
- I think that selecting an innovative, engaged individual should be a goal. Someone who is invested in community and has ideas for programming and solutions for remote options.
- Someone on the younger side who wants to be here for a long time would be nice.
- In relation to "banned books" as a recurrent national issue, the library must be proactive about freedom of speech and intellectual freedom rather than politicized or simply "patron pleasing." It needs to be an educational leader.
- N/A
- I love our children's room. But I'm from Brightwaters, NY- I wish our Library had a bit more whimsy- please check out their children's room!
- How can we collaborate with nearby communities & their libraries
- Women make better leaders.
- Must be able to support and involve the staff.
- Please base your decisions on the candidate's qualifications, not demographics!

- I love the idea of a borrowing library of tools and other things people might need once in a while but not often enough to purchase the thing-eg power tools, hot spot etc.
- There is a distinct difference between business and public services/governance. It is not uncommon to see libraries become the vehicle for the transfer of public wealth to for-profit on-line services that do not respect the privacy of customers (not library patron) and serve the privileged rather than the common good of the general public.
- Na
- Buy the right kind of coffee for excellent espresso
- More outdoor children's programs
- Someone who has had a diverse library career is key. Someone's resume who reflects all library staff positions as well as strong leadership and strong decision making. Someone who is confident in financial matters and is active in defending budget decisions and grants applications.
- I would really like to see someone who is trained in multifaceted aspects of culture creation and can increase and encourage access, someone committed to the advancement of good race relations and inclusion of all types in the community.
- Someone who can build new relationships with staff and maintain them so employees are happy working at WFPL.
- As much as I value experience, technology is rapidly changing and the new director MUST be not just aware, but comfortable, with new technology, social media, and other electronic-based platforms. For this reason, Watertown could really benefit from a director who has experienced a variety of technology from the point they were in grade/high school and up through their early working years, and therefore is extremely comfortable with new technology, software, and social media platforms.
- I hope the new director appreciates the importance of maintaining the historical records of the town. And continues the atmosphere of welcoming all kinds of events and presentations.
- While the WFPL is a great, beloved resource, it could be better. It needs significant improvement in customer service, better collections overall (with higher quality of books; books not in poor condition). I also believe the programming could be more exciting, innovative and better communicated.
- Library needs to consider needs of residents with all kinds of disabilities. Programmatic as well as physical access is crucial.
- The new director may be a person who already works for the library. It may be best and most efficient to hire from within.
- I honestly believe it is really important for the candidate to have previous experience as the library director of a public library. Watertown is a big, dynamic, and growing library and will be demanding on so many fronts. Directors know what that feels like and come prepared. It can be overwhelming for someone coming from managing a department, or a library in an academic setting. A Directorship demands strong management skills, a curiosity about and openness to community relationships, political savvy, and a strong and confident sense of self and mission. That's not your average person, but you'll find one in almost any public library directorship out there.
- I expect a lot of innovation comes from our current library staff...so we want a Library Director who will keep them here and encourage their innovation.
- Heavily used facility
- The new library director should be welcoming to staff and patrons.
- Quality children's books and programming and an inviting learning space are critical.
- Please continue to support Deaf people in both the culture of the library, employment opportunities and in the physical space of the library.
- NONE
- Simmons University has so many talented students and faculty and it is the next town over! I am curious to know if it is necessary to hire someone with only public library experience OR would we benefit from interviewing special librarians (corporate, law, academic) as well?
- Would love to see sometime really innovative and energetic!

- Not at this time.
- Please view the new Library Director as a maestro of knowledge curation, cultivation, and co-creation. Thank you!
- Cultural /Racial Awareness is important in 2022
- The new Library Director should be open to reviving the Friends of the Library.
- Hire a non-white immigrant and you'll notice the difference.



Caitlin Browne

[\[REDACTED\]@gmail.com](#) | [REDACTED]

March 13, 2022

Dear Watertown Free Public Library Director Search Committee,

I am pleased to submit my application for the role of Library Director. I have 15 years of experience working in public libraries, all of them being here at the Watertown Free Public Library. If you are familiar with the WFPL, then you are familiar with my work in some way. I believe my professional experience makes me uniquely prepared to bring this library into its next phase which I envision to be a time of creativity, depth, connection, and action for the people.

As Assistant Director for the past ten years I have experience in operations including budgeting, facilities management, project management, personnel management, reporting, planning, and development. I was highly involved, and often the primary executor, in all aspects of operations and my contributions were necessary to the success of the library. I am confident that I have the skills to maintain the more “mechanical” aspects of running a library.

What truly excites me about this opportunity, though, is what I can offer to meet the strategic goals for the next three years. I was project lead for the FY23-25 strategic plan. I did the research, developed the surveys, built the committee, led the meetings, sought the feedback, and wrote the final plan. I am not only informed, but deeply knowledgeable on what we want to accomplish and I’m committed to making it happen. Whether it be finding a permanent place for Hatch, building a new floor on the library, or working to build a more diverse staff, I’m ready to do it. One of my favorite parts of the work I do as an administrator is connecting the dots so that the creative ideas we have can be executed in an organized way.

Two of my long-held core values are service and compassion and I lead with them at the front. Library work requires a commitment to center people and by people I mean patrons, staff, Trustees, and anyone who might want to make use of the library. In my experience, this commitment is one of the most challenging parts of leadership because it requires a willingness to listen, be uncomfortable, and reverse course, but it is a necessary part of leading a healthy organization. I have never been one to shy away from a difficult task.

I look forward to hearing from you about this opportunity. I am confident I am the right person for this job and hope I have the opportunity to further discuss my ideas and vision with you. Thank you for your consideration.

Sincerely,

Caitlin Browne

Caitlin Browne

[@gmail.com](#) |

Professional Experience

Watertown Free Public Library, 2007-Present

Assistant Director, 2012-Present

- Created Hatch Makerspace bringing it from a volunteer run pilot to an integrated library department with 3 paid employees, city funded budget, and regular hours of operation.
- Advocated for the prioritization of and managed accessibility projects such as installing the highly praised hearing loop system in the Watertown Savings Bank Room and secured \$28,700 in grant funding for ADA improvements which included front patio expansion for wheelchair access and installing automatic door openers on interior doors.
- Worked on city-wide covid resiliency team with community partners to provide services to covid-impacted organizations including providing hotspots to Watertown Housing Authority property and building an online Watertown focused covid resource guide.
- Maintained pristine and safe library facility by supervising custodians, managing building projects, implementing covid protocols, and creating Employee Safety Guide.
- Improved staff training and development by writing specific orientation documentation, building an online staff information guide, creating mechanisms for varied internal communication, developing contracted and in-house skill-building programs with a focus on Equity, Diversity, and Inclusion.
- Created engaging written documentation using data and human interest to inform stakeholders about library operations and plans including two strategic plans, quarterly and annual reports, grants, service summaries, and more.
- Managed budgets and built internal tracking systems to ensure efficient and effective use of tax dollars most notably with personnel and Hatch funds.
- Recruited, hired, and currently lead exceptional outreach team to reach underserved and new library users through social and digital media platforms, programing, and relationship building.
- Initiated the development of the popular new zine collection.

Supervisor of Children's Services 2010-2012

- Lead high performing team of professional librarians and pages to provide highest level of service to children from birth to grade 5.
- Awarded \$7,500 grant for STEM programming for children.
- Planned and implemented library-wide family mini-golf fundraiser.

Caitlin Browne

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Children's Librarian 2008-2010

- Created popular read to a dog program that continued until the pandemic.
- Developed popular "Library Science" programming series for children in K-5.
- Managed the department solo for extended period of time during supervisor's parental leave and colleague's extended absence.

Circulation Assistant, 2007-2008

- Provided excellent customer service to library patrons.

Teaching Assistant, Acton Public Schools 2004-2007

- Assisted autistic children in special education and inclusion classrooms.

Education

Simmons University, Masters of Library and Information Science

Providence College, Bachelor of Arts in English Literature

Amanda Hirst
350 Pleasant St. #343
Watertown, MA 02472

Dear Hiring Committee:

Please accept my cover letter and resume for the position of Library Director. With over 15 years of professional and managerial experience, I have been able to pair my passion for public library services with a breadth of professional and technical skills that match many of the desired qualifications for this position including:

- 6+ years of progressively responsible managerial experience. Fully versed in management practices that develop goodwill and respect of the diverse teams I have supervised.
- Thorough knowledge of library operations and services. This includes all facets of daily library operations from facilities maintenance, budget management, collections, and annual program and service planning.
- Regularly exceeding patron expectations. I work to support and empower staff through mentoring, coaching, and timely feedback. Have developed customer focused staff training initiatives and presented outcomes at the Washington State Library Association Annual Conference.
- Maintaining an outward focus. I recognize the critical importance of developing positive relationships with local government agencies, library boards, friend's groups and community stakeholders. Extensive experience developing community partnerships with schools, business associations, historical societies, and local government departments.

The majority of my work history is with the King County Library System in Washington State which is one of the most recognized library systems in the country. In my most recent position, I managed a team of 12 librarians and oversaw the development and implementation of programs, services, outreach, and community engagement at four locations within the City of Bellevue. A regular focus was to align KCLS' strategic initiatives with community needs. For context, Bellevue is the fifth largest city in Washington State with a population of 145,000 and is a major tech hub. Demographically, Bellevue is culturally diverse with 50% of its population identifying as a non-white race or ethnicity and 43% speaking a language other than English at home. The four libraries in this region represent some of the most dynamic and busiest locations in all of KCLS and included a Makerspace and mall location.

As a recent transplant from the west coast to Watertown, I have had the opportunity to learn about the library from a patron's perspective. I have been impressed with the library's collections and program offerings and recently checked out a copy of *Braiding Sweetgrass* to read as part of Watertown's One Book Initiative.

I am looking forward to learning more about the Watertown Free Public Library and future opportunities. I hope you feel that I am a match for Library Director position as much as I do. Please do not hesitate to contact me at your earliest convenience.

Sincerely,

Amanda Hirst

[REDACTED] [gmail.com](#)

[REDACTED]

Amanda Hirst

(she / her)

gmail.com

, Watertown, MA 02472

OBJECTIVE: Senior manager seeking to join a dynamic forward-thinking organization. Brings extensive library experience, leadership, and workforce management skills to role.

CORE COMPETENCIES:

Professional & Technical Knowledge	Building Effective Teams
Vision & Strategic Thinking	Communicates Effectively
Valuing Diversity	Coaching & Counseling
Ethics, Values, & Judgement	Managerial Courage
Customer Focus	Accountability

SUMMARY OF EXPERIENCE

Librarian Services Manager Alder Region and Lakeview Region - King County Library System

November 2019 - October 2021

Provided managerial supervision and support to ensure the delivery of effective and efficient library services across multiple library branches consistent with KCLS standards, policies, and service directives while being responsive to local community needs and interests. Managed librarians and oversaw the provision of services in the library, in the community, and online. Built and maintained strong relationships with community stakeholders, Friends of the Library, and community groups.

Notable Accomplishments

- Led local librarian team during Covid pandemic. Ensured team was responsive to both technical and adaptive challenges in presentation of programs and services.
- Managed grant funding to Bellevue Library Makerspace. Most recent award was \$25,000 to develop STEAM focused programming for all ages.
- Conducted collection audit and weeding of region's libraries. In-depth experience evaluating reference materials and non-fiction resources.
- Liaised successfully with Library Friends and Association members.

Information Services Manager East Region - King County Library System

October 2013 – November 2019

Provided direct supervision to Public Services Assistant (PSA) staff to ensure daily delivery of library and informational services. Coordinated with Operations Manager and Library Services Manager to ensure daily library operations and information service provision resulted in a customer service experience that regularly exceeded expectations. Supervised, mentored, and supported staff across the region to provide informational and readers' advisory services to the public. Provided professional assistance to patrons. Performed a variety of administrative tasks. Participated on the Region's Management Team.

Notable Accomplishments

- Conscientious supervisor. Accessible to all staff and responsive to their ideas and concerns. Encourages teamwork.
- Extensive knowledge of library branch operations and staffing through years of experience working at libraries small and large.

- Supported regional initiatives “YECS! Year of Excellent Customer Service” and “YETI: Year of Epic Teamwork Initiative!”. Presented outcomes at Washington Library Association Conference.
- Designed and implemented the region’s landing page on the intranet. Worked across departments and work groups to create and maintain an informative region specific tool.
- Prioritizes job related skills development of self and team.

Librarian I – Teen Services Redmond Regional Library - King County Library System December 2005 – October 2013

Performed a variety of professional library services to meet the educational, recreational and information needs of the community. Promoted library services to the community through education and outreach to schools. Developed original programming aimed at a teen audience. Knowledgeable of reader’s advisory techniques and resources; able to recommend materials to patrons of all ages. Adept at current technology.

Notable Accomplishments

- Honored with a ‘Praise and Thanks’ Award for work associated with the community-wide reading program *One Book, One Redmond, One Summer*.
- Successfully developed and maintained relationships with assigned school librarians. Invited to give book talks and database presentations to students.
- Volunteer Liaison – recruit, train, and supervise library volunteers. In 2009, I supervised over 90 volunteers who donated 1900 hours to the Redmond Library.
- Invited to present Library Online Resources to the Pacific Northwest Association of Independent School Librarian’s annual conference at The Overlake School.
- Community Service Award Recipient in 2011 for service to Redmond Community
- YALSA 2010 Best Books for Young Adults Committee: Administrative Assistant

Librarian I Desert Broom Branch – Phoenix Public Library

February 2005 – November 2005

Performed professional library work by applying the full scope of library knowledge and techniques in the performance of duties.

Notable Accomplishments

- Extremely familiar with both print and online resources and their appropriate utilization for patrons of all ages.
- Recruited and supervised the work of 45 teen volunteers for service during summer reading program.
- Planned and performed story time for children ages birth to 23 months.
- Performed collection development and maintenance for Teen and Adult Fiction in print and recorded works. Selected feature films and music for the branch collection.
- Selected to act as Database Minder. Position serves as a liaison with database supplier and is considered the expert in database utilization.
- Participated on both Teen and Juvenile Services Committees.

Adult Services Librarian North Valley Regional - Maricopa County Library District

February 2004 – January 2005

Assisted patrons with reference and reader's advisory services. Instructed library users on the use of electronic resources, internet and software applications. Created informational handouts and displays for library users. Coordinated and implemented programming activities.

Notable Accomplishments

- Worked with Adult team to create an "Opening Day" collection for North Valley Regional Library including reference, periodicals, standing orders, continuations, fiction, non-fiction and media items. Consulted review sources in order to strengthen existing collection.
- Organized and presented original programming at the branch as well as partnered with professionals in other fields for programs.
- Successfully partnered with local business to fund library programs.

SUMMARY OF EDUCATION

San Jose State University Post-Master's Certificate in Library and Information Science, Leadership & Management Focus

Completed: August, 2019

Completed 14 credit hours of Library and Information Science course work focusing on Leadership and Management. Relevant courses include: Leadership, Political Advocacy, Change Management, Design Thinking, and Project Management.

The University of Washington Master of Library and Information Science

Graduated: June, 2003

Completed 67 credit hours of Library and Information Science course work covering all aspects of librarianship. Main areas of interest include reference, instruction, and outreach services in a public library setting.

Notable Accomplishments

- Surveyed the attitudes of Seattle Public Librarians on intellectual freedom as it pertains to patrons viewing pornography on the internet. The research report, "Intellectual Freedom in Belief and in Practice" was accepted as a feature article by the journal *Public Libraries* and published in the Nov/Dec 2003 issue.
- President of the Association of Library and Information Science Students. April 2002 - March 2003

The University of Cincinnati Bachelor of Arts in Anthropology Graduated:

June, 1999

The Ohio State University University College September 1992 - June 1995

Maria Palacio

Stoneham, MA 02180

@gmail.com

Dear Talent Recruitment Team,

As an innovative, dynamic, and collaborative leader with over a decade of award winning senior management expertise in public libraries, I feel that my qualifications and expertise are well suited to your advertised position of Library Director. My professional values and exceptional work ethic can ensure effective leadership and implementation of the Watertown Free Public Library's mission to extend "beyond its walls to connect people to ideas, information, education, creative opportunities, and to each other."

I would love to lead a library that "embraces the advancement of library service, inspires personal development, and promotes community." That is the role of libraries- to welcome and serve the people. As the Director of the Watertown Free Public Library, I would put forth all of my effort and collaborate with the existing team to oversee the direction of the library, it's services, staff, programs and facilities.

My background includes awards such as Gulfshore Business Magazine's 40 under 40 for exceptional work within the library profession and community, a National LYRASIS NextGen Librarian tech innovation award, in addition to regional, national, and international awards related to outreach work throughout my career.

The most rewarding achievements within all of my roles over the years is, in my experience, that the teams I lead reacted positively to my direction as I involved them in the process. At the same time, I value my work as a team player and collaborator. I believe my strengths as an inspirational leader, instructor, motivational speaker, and a diplomatic change agent who provides forward movement would work well in the Library Director position.

My expertise and ability to adapt to rapid change while fostering enthusiasm, would enable me to make immediate contributions to the Watertown Free Public Library and surrounding community. I would love the opportunity to speak with you further about how my qualifications would be of benefit to your esteemed library.

Sincerely,



Maria Palacio, MSLIS (She/Her)

Maria T. Palacio

Stoneham, MA 02180

<https://www.linkedin.com/in/mariatpalacio/>

Professional Profile

I am an award winning, multilingual, Assistant Director currently overseeing operations at two greater Boston libraries. My previous experience includes overseeing thirteen public libraries in southwest Florida ranging in size from 3,500 - 40,000 square feet. I have two decades of expertise and a passion to lead organizations to success; renowned as an inclusive and inspirational leader, I facilitate and support teams to enable them to fulfill their potential and meet deadline driven goals and initiatives.

Possessing a desire to improve processes, I am focused on facilitating professional development, problem solving, and collaboration to implement solutions that create valuable and actionable insights. I am a champion for forward movement and for improving the lives of those around me.

Competencies

Two decades of expertise in public libraries management, community engagement, media relations, and strategic planning

Enthusiastic facilitator of professional development, team building, and continuing education
Dynamic leader in the development of library programming, collections, services, and assessment
Systems and operations change agent in collaboration with staff and stakeholders acquiring buy-in

Proven track record of service excellence and innovation

Reliably able to cultivate and foster relationships and trust with the board, team members, and community

Transparent communication, accurate budgeting data projection, overlap analysis, and trends assessment

Education

Master of Science: Library and Information Studies, Administration and Leadership
2009 Florida State University, Tallahassee, FL

Bachelor of Arts: English Literature, Journalism
1998 Montclair State University, Upper Montclair, NJ

Career Summary

Assistant Director, Outreach, 2020-Present Chelmsford Public Library | Chelmsford, MA

Key Achievements

Serve as Assistant Director for Outreach which includes overseeing marketing of library programs and services. Provide advance management level support to Chelmsford Public Library and MacKay Branch Library. Participate actively in decision making and operations as a member of the Library Administration Team. Direct outreach efforts of the library, participate in community events and partnerships such as the Land Acknowledgement; working group with the Town's Diversity, Equity and Inclusion Committee. Oversee Readers Advisory & Programs and Marketing. Collaborate with Technology and Facilities Manager on capital improvement and safety projects. Fill in as needed

in Borrower Services, Children's and Adult Reference service desks.

Senior Supervisor, District Manager 2017-2020 Lee County Library System | Fort Myers, FL

Key Achievements

Provided advanced management level support to thirteen libraries; three regional libraries - Cape Coral, Lakes and Northwest Regional, three community libraries-North Fort Myers (recently reconstructed) and Pine Island Public Library, and Captiva Memorial Library. Interim manager of seven additional libraries.

Provided leadership for multiple large scale programs and projects, facilities and employees of various classification levels. Responsibilities included assisting with the development and tracking of the BOCC approved LCLS budget, strategic planning, policy review, and working with key stakeholders in various county departments. Recruited, interviewed, trained, supervised, coached and evaluated staff. Hired and promoted twenty plus employees during a three year period. Established and maintained community contacts in an effort to promote library services and resources.

Principal Librarian 2013-2017 Lee County Library System, Northwest Regional Library | Cape Coral, Florida

Key Achievements

Managed a 40,000 square-foot library situated between a large middle school and high school. Led adult programming and exhibit team to plan and put on high interest, national and local exhibits in the dedicated space. Supported the expansion of family centered programs and teen engagement which resulted in a considerable increase in attendance and improved teen conduct. Encouraged innovation in makerspace and STEM/STEAM programming for children and teens. Worked with neighboring schools and parents to ensure a positive environment within the library for students visiting Northwest. Served diverse groups of residents and students living in northern Cape Coral. Participated in the Strategic Planning Committee and other system-wide committees as assigned. Spokesperson for the library on English and Spanish language media.

Senior Librarian, Outreach Services Manager 2010-2013 Lee County Library System, South County Regional Library | Estero, FL

Key Achievements

Manager of system-wide outreach services, including the bookmobile, literacy, and multicultural programs, Books-by-Mail, Senior Outreach and Jail Services. Arranged for and oversaw visits to 26 biweekly stops in the community. Performed collection development and supervised maintenance for all Bookmobile collections. Arranged for Bookmobile participation in county-wide events such as the Edison Junior Parade and the Big Backpack Giveaway every year. Led English Cafe sessions, hired and trained volunteers and oversaw all aspects of this unique conversational English language learning program for Lee County residents. Provided support services to homebound patrons as well as arranged for curation and purchase of materials sent to local detention facilities.

Selected Awards & Honors

Gulfshore Business Magazine 40-Under-40, 2014

Represented the Library at Lee County Board of County Commissioners Resolution in observance of National Hispanic Heritage Month, September 17, 2013

Lyrasis Next Generation Librarian Tech Award, 2011

Recipient of Lee County Board of County Commissioners Resolution for invitation to represent Lee County and the United States at 4th Annual Conference on Public Libraries and Multicultural Societies in Madrid, Barcelona and Valencia, March 15, 2011

US Embassy Madrid, Comunidad de Madrid, Goethe-Institut Madrid, Certificate for presenting at multi-city Library Conference, "*Biblioteca pública y sociedad multicultural: familia y mujer en la biblioteca*," March 23, 2011

Professional Memberships & Service

Lee County Government One Organization Transition Team 2019-2020

American Library Association, 2004 - Present

My Autism Connection, Board Member

WGPU, Public Media Advisory, Board Member

WGPU, Diversity Advisory/Content Co-chair

SWFL Reading Festival 2018-2019, Chair, An Evening with the Authors

SWFL Reading Festival 2016-2017, Programming Coordinator,

SWFL Reading Festival 2005-2014, Co-Chair, Latino Focus Committee,

Sunshine State Library Leadership Institute 2013-2014, Mentor

Sunshine State Library Leadership Institute, 2006-2007, Mentee