



Great River Regional Library
1300 W. St. Germain Street
St. Cloud, MN 56301
Tel. 320.650.2500 Fax 320.650.2501

Board of Trustees Meeting – Special Session
Tuesday, October 21, 2014, 7:00 p.m.
St. Cloud Public Library Mississippi Room
Agenda

Public Open Forum—Total time: 10 minutes, each person limited to two minutes, speakers must address library related topics *not* already on the agenda, board members *will not* interact with public speaker (concerns are referred to management for follow-up), and all parties are expected to display appropriate behavior.

- 1. Call to Order**
- 2. Adoption of Agenda**
- 3. Public Open Forum**
- 4. Old Business**
 - 4.1 Executive Director Search Process
- 5. New Business**
 - 5.1 All Staff Day 2015 (Requested action – Approve)
- 6. Board Open Forum**
- 7. Next Meeting:** November 18, 2014, Personnel Committee 6:00 p.m., Full Board 7:00 p.m.
- 8. Adjournment**

Executive Director Search Process

Submitted by Sunny M. Hesse, Associate Director - HR

After gathering information from numerous sources regarding practices and processes used to conduct an Executive Director Search, the following options are available for review and consideration by the GRRL Board of Trustees.

Items for initial decision upon review of the options outlined below include:

1. Determine the type of search process
2. Identify the Selection Committee Members

Items for consideration when determining the type of search process to use:

1. Other vacant Library Administration roles throughout the state which could impact our applicant pool
 - a. MELSA has an open Director position
 - b. SELCO has an Assistant Director position vacant
2. GRRL Board of Trustee Membership - Two (2) GRRL Board members terms expire December 31, 2014
3. GRRL Administration short-staffed and competing priorities
 - a. Associate Director, Patron Services responsibilities combined with Interim Executive Director position
 - b. Patron Services Supervisor vacancy
 - c. Patron Services Supervisor Leave of Absence
 - d. HR Department facing benefit open enrollment, year-end and ACA compliance
4. New Staff in Supervisory/Regional Positions within the last 18 months
 - a. Five (5) newly hired or promoted Library Services Coordinators
 - b. Patron Services Supervisor
 - c. Patron Services Librarian
 - d. Payroll & Benefit Coordinator
 - e. Associate Director of Collection Development
 - f. Accounting Coordinator

OPTION 1

Retain an Executive Director Search Consultant

John Keister & Associates

Executive Director Full Search Services

Search process from initial client meeting to candidate offer and acceptance is generally about three and one-half (3.5) months.

- Initial Meeting – Consultant will meet with search committee and key constituencies to gain an understanding of the environment and to learn what is expected of the Executive Director.
- Strategy – Strength as a search firm lies in the personal contacts with individuals in the library field.
- Website – Consultant will design, develop and host a website specifically designed for the GRRL Executive Director search.
- Candidate Qualifying – Consultant will conduct in-depth interviews. Thorough evaluation of all viable candidates. Results will be shared with GRRL during the candidate presentation discussion.

- Candidate Presentation – Consultant will present GRRL with resumes and additional information for the most viable candidates.
- Finalist Interviews – Consultant will provide customized support during this stage of the search process – suggest interview questions, facilitate the process.
- Verifying Employment Duties / Performance Levels – Consultant will interview references and present summaries of reference investigations to selection committee.
- Pre-employment Background Investigation – assist with arrangements for pre-employment background investigation for the final candidates

All-Inclusive fee for services - \$19,500.

Guarantee: If the new Executive Director leaves the position within the first year after acceptance, consultant will, on a one-time basis, reactivate the search upon GRRL request. The library will assume all expenses directly related to a reactivated search, but consultant will expect no additional search fee.

Bradbury Associates/ Gossage Sager Associates – Karen Miller
Executive Director Full Search Services

A realistic date for the successful completion of the search process under the standard search process is three and one-half (3.5) months with the new Executive Director reporting four (4) to six (6) weeks later.

- Four (4) meetings to include:
 - an initial meeting with the Board, Search Committee, Library staff and other constituents
 - a review of the qualified candidates with the Search Committee
 - participation in the semi-finalist interviews
 - participation in the finalist interviews
- Create and post the Executive Director position announcement; create a webpage devoted to GRRL
- Network within the library community to identify potential candidates – anticipate a pool of 15-20 qualified candidates meeting GRRL’s criteria
- Intake and evaluate all candidate information; interview all candidates and create a candidate matrix
- Check three (3) references for each finalist - up to four (4) per the standard contract
- Handle all details of the search process

Services provided for a flat fee - \$24,000

Guarantee: If the new Executive Director leaves the position – either voluntarily or involuntarily – within the first year after appointment, consultant will, on a one-time basis, reactive the search upon GRRL request and screen to a minimum of three (3) well-qualified finalists

Bradbury Associates/ Gossage Sager Associates – Karen Miller
Executive Director Pool Enhancement Services

A realistic date for the successful completion of the search process under the standard search process is two and one-half (2.5) months.

- Obtain a thorough understanding of the library’s organizational culture and its needs in terms of the Executive Director position.
 - Visit with Board, Search Committee, and staff via conference call or Skype to discuss – not only GRRL’s expectations, required experience and qualification for the position – but also GRRL’s recruitment process and timeline and generally make recommendations and suggestions

- Review and finalize with the Search Committee a draft search schedule that lists the key tasks and proposed completion dates
 - Design the position announcement/advertising (to be approved by the Search Committee) and place it throughout the electronic library community
- With the Search Committee, and after the search schedule is determined, the Consultant will finalize a marketing plan to stimulate greater awareness of the opening.
 - Develop a dedicated page for the GRRL’s Executive Director position on the Consultants website with links to the Library and the community
- Consultant will carry out a regional and national networking effort to identify outstanding candidates who do not normally respond to ads or announcements
 - Source a minimum of ten (10) qualified candidates to enrich the pool
- Conduct candidates assessment - preliminary screening/interviewing – for each qualified candidate the Consultant introduces to the applicant pool
 - Provide analysis to the Search Committee in a matrix format to assist in assessing the candidates and selecting the candidates to invite for an interview

The total fee for the Executive Director pool enhancement services is a flat fee of \$12,000. This includes:

- All expenses for consultant attendance at appropriate professional conferences (ALA or elsewhere) for scheduled interviews with promising candidates
- all consultant pre-screening interview expenses, including travel
- long distance telephone charges
- all standard office expenses
- all advertising costs based on the search firm’s marketing plan

OPTION 2

Develop Search Process from previous GRRL Internal Search Process (2007)

- Review job description - Review duties of positions and an outline of present projects including timelines and a reference to staff responsible for each project
- Reassign ongoing Director responsibilities and tasks to the Deputy Director in the interim period
- HR Manager developed and presented a hiring timeline for the director position
- HR Manager proposed search process for consideration by the GRRL Board
- Board of Trustees determine the make-up of the search/selection committee
- References checks conducted on all final candidates.

Search/Selection Committee

- First Search/Selection Committee Meeting to review resumes and applications of candidates, evaluate candidates based on qualification and competency matrix
- Search Committee determined which candidates to interview and evaluated potential interview questions.
- Search/Selection Committee will perform phone interviews if necessary - Phone interviews may be held to determine whether to invite candidates to an onsite interview. GRRL has paid travel expenses for Director level candidate finalists in the past

Interview Process

- Finalists will be interviewed by the search committee
- Finalists will meet with staff throughout the region
- Finalists will informally meet with the management team over lunch

Evaluation and Recommendation

- Management team provides candidate feedback and a recommendation to the search committee
- Based on finding the candidate that matches the profile identified by the search committee, the committee will make a hiring recommendation to the GRRL Board
- GRRL Board evaluates the recommendations and decides whether to make the job offer
- HR will notify candidates who were not selected

OPTION 3:

Develop Search Process from Other Organizations or Library System Search Processes

Northwest Regional Library System

Executive Director Search Process (2012)

Roughly a one (1) year search process from the start of the first search through offer and acceptance of the Executive Director position.

- Initial search generated qualified applicants but none were a good match for the needs of the organization.
- Several months after the failed search, a second search was initiated
 - Posted open position for application. Positioning was posted on ALA and nearby state library sites
 - Received 14 qualified applicants.
- Hiring Committee used a manual from the Friends of the Library Development and Services Library – *Selecting a Library Director* – as a guide for the selection process. This manual was last revised in 1998.
- Hiring Committee conducted initial interviews via Skype
- Second round interviews were in-person with the Hiring Committee
 - Interim Director, a seasoned librarian, sat on the hiring committee

Lake Agassiz Regional Library System

Executive Director Search Process (2012)

Roughly a three and one-half (3.5) month search process

- Finalized Regional Library Director job description
- Posted position vacancy locally and nationally
- Initially reviewed five (5) applicants for consideration. Eliminated two (2) applicants.
- Conducted references for all three (3) remaining candidates
- Board decision to interview two (2) candidates based on references
- Conducted interviews, discussed applicant qualifications based on interviews and made a hiring decision
- Offered position to top candidate

SELCO

Executive Director Search Process (proposed – anticipated retirement in 2016)

- Board appoints Search Committee
- Search Committee:
 - Design RFP for employment consultant to assist Executive Director search
 - Select employment consultant (individual or firm)
 - Recommend employment consultant for hire to Board
- Board approves hire of employment consultant

- Search Committee and Employment Consultant
 - Create search process time line
 - Review and Revise job description
 - Prepare job ad
- Employment Consultant posted job advertisements; accepted and conducted initial screening applications
- Search Committee and Employment Consultant will:
 - Review applications and identify finalists
 - Determine interview agenda and role of search committee participants
 - Invite finalist and schedule interviews
- Search Committee will conduct interviews, check references, and make recommendation for Executive Director hire to the Board

Scott County

Library Director Search Process (2013)

- Advertise vacant position
- Collect and review applications
- Identify top applicants for interview and schedule interviews
 - Send link to core values index to applicants
- First Round Interview
 - Take-home interview question sent to top applicants approximately one (1) week prior to in-person interview for completion prior to in-person interview. Answer to be presented to each interview panel during in-person interview (last 10 minutes of each interview panel)
 - Two (2) in-person interview panels
 - Panel 1 – Deputy County Administrator, Library Board President, Director of Strategic Analysis and Program Support, and Director of Economic Assistance
 - Panel 2 – Six (6) library staff, Labor Relations Manager (Employee Relations Department)
- Second Round Interview
 - Take-home interview question for completion prior to in-person interview. Answer to be presented to interview panel during in-person interview.
 - One (1) in-person interview panel
 - Deputy County Administrator, one (1) County Commissioner, outgoing Library Director

Metropolitan Transit Commission (Metro Bus)

Executive Director Search Process

Mr. Paul Ringsmuth, former Waite Park City Council member, former Waite Park Civil Service board member, and retired member of the Metropolitan Transit Commission (Metro Bus) offered feedback regarding his experience with the hiring process of the Director of Metro Bus. He commented that the process used was relatively inexpensive, involved a national candidate search, and was modeled after the police chief hiring process used by the City of St. Cloud. St. Cloud Mayor Dave Kleis recommended this hiring process to the Metropolitan Transit Commission.

Arlene Wirth, HR Manager at Metro Bus shared the following information regarding the search process used to hire the Director at Metro Bus.

- Search Committee was developed which consisted of 10 members including HR Manager.
 - Wanda Overland, Vice President of Student Life and Development at SCSU, was selected to sit on Search Committee based on her relationship/experience with students and transportation. The Search Committee included representatives from targeted user groups.

- Search Committee did the following prior to beginning the search
 - Reviewed what other systems did including the process that the City of St. Cloud used for hiring the Chief of Police.
 - Determined the need for a national search. Identified posting sites such as LinkedIn, CareerBuilder, transportation publications, St. Cloud Times (not much response locally)
 - Developed advertising materials for posting
 - HR Manager met with the HR Director of the City of St. Cloud who described the process used for hiring the Chief of Police.
 - HR Manager conducted an orientation with Search Committee – who we were as an organization and what type of leadership we were looking for in the future.
- HR Manager performed the following tasks to begin the hiring search
 - Placed ads, allowed 4-6 weeks for people to respond.
 - With assistance from one (1) committee member, the HR Manager reviewed the 100+ applications. Narrowed down to 25 and reviewed again with another committee member to narrow down further.
- Search Committee conducted interviews
 - Initial interviews were performed via Skype
 - Second round interviews were face-to-face with 3 applicants
- Search Committee made decision to retain an external consultant to conduct an extensive background check on all three (3) final applicants.
- Search Committee reviewed final applicants and made a hiring determination for recommendation and approval to the Commission.

Search process from identifying the Search Committee to offer and acceptance is was roughly four (4) months.

County Search Processes

Department Head and/or Executive Level Positions

Requested feedback from staff at all six (6) counties served by GRRL regarding their search process for replacing department head and/or executive level positions. The feedback received is outlined below.

- Sherburne – has always used an internal process for recruiting department heads. Depending on position, may use a committee of stakeholders to screen, interview and assess applicants. Often use Martin McCallister to perform an assessment. Post vacancy on relevant professional organization websites and publications. Did use an outside recruiter for the recent County Administrator search process.
- Todd – search conducted internally. Have invited neighboring County Administrator when hiring for that position many years ago. More recently, invited an area Hospital/Nursing Home Administrator when hiring the HHS Division Director this year. First round of interviews conducted by Personnel Committee which consists of the Board Chair, Vice Chair, and HR Manager. Second round was conducted by the full County Board.
- Wright – no information to offer

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Executive Search for Library Directors

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September 5, 2014

Ms. Sunny M. Hesse
Associate Director, Human Resources
Great River Regional Library
1300 W. St. Germain Street
St. Cloud, MN 56301

Dear Ms. Hesse:

We appreciate the opportunity to submit this proposal for executive search services to identify, evaluate, and recruit candidates for the position of Library Executive Director. Hiring a new Executive Director is one of the most important decisions a library board will make and we would be pleased to provide advice and assistance. In addition to conducting the search, we can facilitate the process, keep things on track, and help the library board reach consensus on the final candidates.

Experience

John Keister & Associates is a full-service, nationwide Executive Search firm founded by John and Beth Keister in 1987. Our firm has two practice areas: Public Library Directors and private sector Engineering Executives. With more than 27 years of work in executive search, diverse educational and professional backgrounds, and good listening skills, we are adept at understanding all sorts of situations and client needs. Our extensive experience enables us to identify and evaluate management and leadership traits in candidates, as well as the “soft” characteristics that indicate which candidates will be an ideal fit for a certain organization or position.

We enjoy working with libraries because they are the heart and soul of their communities. Whether serving a small town, a densely populated region, an academic or special interest institution, a library represents the interests, passions and goals of a special group of people — its patrons. Each library has its own unique needs and goals. Rather than using a “one size fits all” approach, we customize our process to fit the situation at hand. Should you decide to work with us, we’ll ask the correct questions and help you hire the Director who is right for your library and right for your community.

We are proactive in searching for and recruiting top candidates, rather than relying on passive approaches, such as job postings, to locate talented leaders. Our success is the result of networking and actively building long-term relationships with the best and brightest library leaders.

Our firm is intentionally small, allowing us to remain flexible, highly responsive and able to adapt to any situation. We don’t delegate work to other offices or outside consultants. Since we believe quality matters more than quantity, we limit the number of searches that we conduct at any one time. We offer a smart and innovative approach to recruiting that helps us tailor our searches to fit our clients and their unique situations.

Project Team

John Keister is a Principal and Co-founder of John Keister & Associates. John is the primary consultant for most of our library searches. With more than 27 years of executive search experience, John has completed

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many searches for respected global corporations and public libraries. As a library advocate, John has extensive experience as an elected public library Trustee and library Board President. John also served multiple terms on the Board of Directors of the North Suburban Library System, a library consortium of academic, public, and special libraries in suburban Chicago. He has been active on behalf of libraries at the local, state, and federal levels and has raised community awareness of library issues through print and broadcast media, town meetings, focus groups and forums. John has successfully negotiated with third parties and local governments to solve community library challenges and is well acquainted with many ongoing library concerns such as budgets, technology, personnel, and issues of community standards. He has been an invited speaker at numerous library meetings and conferences.

John holds a Bachelor of Science degree in Mechanical Engineering with post-graduate coursework in business management and administration. Prior to founding the search firm, John was an engineer. He achieved recognition for leading innovative design teams and working with customers.

Beth Keister is a Principal and Co-founder of John Keister & Associates. Beth handles many of the “behind the scenes” functions of our firm, designing and maintaining our databases and websites, conducting research for the search process, and using social media to create awareness. Previously, Beth trained the staffs of several libraries and library organizations on a variety of software packages and consulted with libraries on creating programs and reports that support daily operations.

Beth holds a Master of Science degree in Statistics and a Bachelor of Science degree in Mathematics. Prior to co-founding the search firm, Beth held technical positions with commercial and non-profit organizations, taught university level mathematics, and consulted with major educational publishers.

Sarah Keister Armstrong is a key member of our team. Through her own firm, Turks Cap Consulting, Sarah specializes in providing community needs assessments and strategic planning services to libraries. Her awareness of library trends and issues, coupled with a keen understanding of each library’s unique circumstances and demographics, helps us focus our efforts on the type of leader who will be most effective for every library search we undertake.

Sarah holds a Master of Public Policy and Administration degree and a Bachelor of Arts degree in Political Science and Sociology. Her past experience includes working in a variety of nonprofit organizations, government offices, and private industry. Sarah is a Public Library Trustee and serves on the Board of RAILS (Reaching Across Illinois Library System), one of two regional library systems in Illinois. She is an active member of the American Evaluation Association, American Library Association, and Illinois Library Association. Sarah also serves on the Leadership Lake County (IL) Task Force.

Search Process

We have the resources in place and are prepared to initiate the search upon selection by the library board. John Keister will be the primary contact representing our firm and conducting the search. Throughout the search process, we will keep in touch with you or your designated contact so that you know where we are in the process.

Though each search is unique and presents its own characteristics, we find that the search process from our initial client meeting to candidate offer and acceptance is generally about 3½ months. Since we would tailor the search to meet your needs and deadlines, it would be premature to provide a very specific

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timeline prior to our initial meeting with the search committee (please see below). We'd be happy to work out a mutually agreeable schedule with you after such a meeting takes place.

Initial Meeting

Our first step is to thoroughly understand your needs. John will meet with the search committee and key constituencies to gain an understanding of your environment and to learn what is expected of the new Library Director. This will help us understand your distinctive organizational culture, mission, and current concerns. Such knowledge will be useful when forming interview questions and evaluating candidates within the framework of your organization and setting. We will also review and discuss the current job description during this meeting, offering suggestions on revisions if we deem them helpful or necessary. In addition, we have found it is advantageous to have a current organizational chart available along with the position description. Together, the position description and organizational chart give candidates a good basic understanding of how your library functions.

Strategy

Our strength as a search firm lies in our personal contacts with individuals in the library field. In addition to attracting candidates through traditional advertising and use of a custom website designed for the search, we will carry out an extensive networking and social media effort to identify outstanding candidates who do not normally respond to ads or announcements. We have discovered that many excellent people are interested when approached by a respected recruitment firm. With this multi-pronged approach, we will ensure that we locate the best candidate(s) for your position.

Website for the Library Director Search

We will design, develop and host a website specifically designed for the Great River Regional Library Executive Director search. This comprehensive website will include information on the position, the library, and the local community.

We prefer using a website over traditional materials such as written brochures and job postings because it allows more flexibility for updates and offers easy access to information for potential candidates.

Examples include the websites for our recently completed search for the Allen County Public Library (www.johnkeister.com/allencounty) and our in-process search for the Beloit Public Library (www.johnkeister.com/beloit).

Candidate Qualifying

Once we have identified candidates, we conduct in-depth interviews. When possible, these conversations will be in person. If circumstances prevent an in-person interview, we will conduct detailed Skype and telephone interviews. Either way, we will thoroughly evaluate all viable candidates and will share the results of these interviews with you during our candidate presentation discussion.

We like to have multiple conversations with the candidates under consideration so we can thoroughly understand their personality, work ethic, and how they may fit into your particular library.

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Candidate Presentation

After the interviewing/qualifying work has been completed, we will present you with resumes and additional information for the most viable candidates. We'll also be ready to discuss each individual in some detail, and to answer any questions from the search committee. This approach allows for valuable give-and-take of information with you and/or other decision makers, and allows you to further reduce the list, if desired, to a feasible number of semi-finalists or finalists.

Finalist Interviews

We will provide customized support during this stage of the search process. If desired, we will suggest interview questions, provide advice on questions to avoid for legal reasons, and discuss tips on approaches, techniques, and potential pitfalls. We can also make suggestions from a recruiting standpoint on how to handle salary negotiations and benefits questions, deal with relocation issues, and "close" the most desired candidate. In short, we will help with whatever you need during the crucial time when key decisions must be made.

We have found it is very beneficial for John to be on-site at the library during the finalist interviews to answer questions, make suggestions, and generally facilitate the process.

Verifying Employment Duties And Performance Levels

We will interview references, by telephone, for final candidates and will present summaries of the reference investigations. We believe that phone references provide a more accurate assessment of candidates than do prepared written statements since people are often more comfortable disclosing information conversationally than in writing. Our phone reference interviews enable us to present you with more realistic impressions of the strengths and weaknesses of finalists. This method also provides an opportunity for selective probing as necessary.

Pre-Employment Background Investigation

If the library does not have a pre-employment background investigation process in place, we can assist with such arrangements for the final candidate. This investigation should include verification of credentials and should be completed by a law enforcement agency or professional firm with expertise in this field. Background investigations include examination of professional, personal, financial, and criminal records. We do not recommend the many instant background check options available on the Internet.

Fee

Our *all-inclusive fee* for search services is \$19,500. Part of this fee (\$6,500) will be payable upfront, to help us defray our search expenses and to initiate the search. A second payment of \$6,500 will be due upon your acceptance of a slate of candidates. The balance of the fee will be billable upon selection of the new Library Director, and payable within 30 days after acceptance of the offer by the new administrator.

Our professional fee includes:

- Design, development and hosting of a custom website for the Great River Regional Library Executive Director Search

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- Advertising expenses
- All consultant expenses, including travel, for on-site attendance at two library meetings
- Unlimited "virtual" access via Skype or audio calls at other meetings, as needed

Additional in-person meetings with the Great River Regional Library Search Committee and/or Board may be included, if desired, at \$750 per visit.

Not included in our fee are costs incurred by candidates who are asked to interview in-person with the library. The cost, if any, for a pre-employment background investigation by a professional firm or law enforcement agency is also not included in our fee.

Guarantee:

If the new Library Director leaves the position within the first year after acceptance, we will, on a one-time basis, reactivate the search upon your request. Such a reactivation must assume that we will be allowed to pursue our own approach to achieve the reasonable results you anticipate. The library will assume all expenses directly related to a reactivated search, but we will expect no additional search fee.

We thank you for your interest in John Keister & Associates. Please contact us if you have any questions. We look forward to working with you.

John Keister & Associates



John W. Keister
President

If these terms are acceptable, please sign this letter and return one copy to us. Thank you.

Great River Regional Library

By: _____ Title: _____ Date: _____

Our firm is committed to Equal Employment Opportunities, and will not discriminate against any candidate because of race, color, religion, national origin, age, gender, disability, veteran status, or sexual orientation.

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References

Wheaton Public Library

Wheaton, Illinois
www.wheatonlibrary.org
Ms. Jeri Ramp
Board of Trustees
Phone: 630-668-5927
jerylramp@gmail.com

Wheaton Public Library serves 55,000 residents with a 124,000 sq ft building and an operating budget of about \$3.8 million. The search was conducted due to the retirement of the former Director who served for 47 years.

Mead Public Library

Sheboygan, Wisconsin
www.meadpubliclibrary.org
Ms. Maeve Quinn
Board of Trustees
Phone: 920-457-9426
maeve.quinn@earthlink.net

Mead Public Library serves 69,000 residents with an 88,000 sq ft building and an operating budget of about \$3.2 million. The search was conducted due to the retirement of the former Director who served for 21 years.

Davenport Public Library

Davenport, Iowa
www.davenportlibrary.com
Ms. Susan Anderson
Operations Manager/HR
Phone: 563-326-7838
sanderson@davenportlibrary.com

Davenport Public Library has a 63,000 sq ft main library and two branches serving 100,000 residents with an operating budget of about \$5 million. The search was conducted due to the retirement of the former Director who served for 10 years.

Allen County Public Library

Fort Wayne, Indiana
www.acpl.lib.in.us
Mr. Martin Seifert
Board of Trustees
Phone: 260-426-0444
MSeifert@hallercolvin.com

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Allen County Public Library has a 367,000 sq ft main library and 13 branches serving 355,000 residents with an operating budget of about \$25 million. The search was conducted due to the retirement of the former Director who served for 28 years.

Joliet Public Library

Joliet, Illinois
www.jolietlibrary.org
Ms. Nancy Henricksen
Board of Trustees
Phone: 815-744-3244
nkhenricksen@jolietlibrary.org

Joliet Public Library serves about 150,000 residents with a 74,000 sq ft main building and a 36,000 sq ft branch library. Operating budget is about \$6.5 million. The search was conducted due to the retirement of the former Director who served the library for 24 years.

Bradbury Associates/Gossage Sager Associates

4545 Wornall Road, Suite 805, Kansas City, Missouri 64111

Phone/Fax: 816-531-2468

Executive Summary

Bradbury Associates/Gossage Sager Associates guarantees you a successful Executive Director search for the Great River Regional Library. With our strong, established relationships and outstanding reputations with the Library profession, we know the library leadership and can identify quality candidates for the position creating a pool of 15-20 candidates with your established qualifications and requirements and also meet your schedule.

Our Guarantee Includes:

- Up to four meetings in St. Cloud including: (1) the initial meeting with the Board, Search Committee, Library staff, and other constituents; (2) a review of the qualified candidates with the Search Committee; (3) participation in the semi-finalist interviews; and (4) participation in the finalist interviews
- Create (based on the attributes you select) and post the Executive Director position announcement in electronic sources; create a webpage devoted to the Great River Regional Library and the region on the Bradbury Associates/Gossage Sager Associates website-[example](#)
- Network within the library community to identify potential candidates and contact them to communicate the opportunities presented by the position (A typical search strategy involves contacting 300-400 individuals for referrals and/or as leads)
- Intake and evaluate all candidate information, cover letters, resumes based on the established qualifications; interview all candidates and create a candidate matrix based on minimum and preferred qualifications
- Check three references for each finalist (up to four per our standard contract) providing these to the Library; conduct background check on the selected candidate
- Handle all details of the search process including scheduling candidates, preparing draft questions, participating in the actual interviews, and notifying candidates of their status throughout the search process
- Guarantee your selection. If your new Executive Director leaves the position—either voluntarily or non-voluntarily—within the first year after appointment, we will, on a one-time basis, reactivate the search if the client requests it, and screen to a minimum of three well-qualified finalists
- Provide these services for a flat fee of \$24,000
- Lead consultants: Karen Miller, Jobeth Bradbury, and Dan Bradbury. Associate Consultants: Tom Dillie, Joey Rodger and Susan McBeth (see bios in full proposal)
- Successful searches include but not limited to: Sonoma County Library (CA), Boulder Public Library (CO), Brown CO Public Library (IN), Vigo County Public Library (IN), Reaching Across IL Library System (RAILS), New Canaan Library (CT), Crandall Public Library (NY), Southern Tier Library System (NY), Wilton Library (CT), New Jersey State Library, Waukesha Public Library (WI), Indianapolis-Marion County Public Library, Downers Grove (IL) Public Library, Illinois Heartland Library System, City of Richmond (CA), Kent District (MI) Library, Tulsa (OK) City-County Library, McCracken County (KY) Public Library, Greenwich (CT) Library, Great Neck (NY) Library, Deschutes (OR) Public Library System; Linebaugh (TN) Public Library System, West Orange (NJ) Public Library, Chester CO (PA) Library System, Osterhout Free Library (PA), Evanston Public Library (IL), Des Moines (IA) Public Library, Rangeview (CO) Library District, See [complete listing](#)

BRADBURY ASSOCIATES/ GOSSAGE SAGER ASSOCIATES

Sunny Hesse
Associate Director of Human Resources
Great River Regional Library
1300 W. St. Germain
St. Cloud, MN 56301

Proposal: Executive Director Search

Thank you for contacting us about the possibility of Bradbury Associates/Gossage Sager Associates assisting the Great River Regional Library in its search for your new Executive Director. We are pleased to submit the attached proposal for the Board's consideration.

We think you will find us a great match for your Executive Director search. In order to help you quickly evaluate our services and the services you are seeking, I have addressed key search components below. Our full proposal outlines our services much more completely.

- **Marketing your position, the library, and the community**

We tailor each search to the specific library and its community. Our first step is to visit St. Cloud, conduct focus groups with the library staff and other key stakeholders (Friends group members, volunteers, community members, etc.), meet with the Board and Search Committee, tour the libraries, and tour the communities you serve. We recruit and build our candidate pool from scratch beginning with developing the advertisement, posting the position electronically, creating a website devoted solely to the Great River Regional Library and prospecting one-on-one for your unique position. We anticipate a pool of 15-20 qualified candidates meeting your criteria.

- **Evaluating and recommending the list of qualified candidates**

Once a candidate has officially applied for the position by sending us a cover letter and resume, we ask that he/she complete a questionnaire for us and we have a brief pre-screening phone conversation with a prescribed list of questions. In addition, if the candidate meets the qualifications, we talk with people who know the candidate to get "a sense" of him/her. When the position closes, we use Dropbox to share the cover letters, resumes, and a matrix comparing the candidates' qualifications with the Search Committee. We then meet with the Search Committee to "present the pool." At this meeting, we share our phone conversation notes and what we have been able to learn independently about the candidate. We also facilitate a process helping you to narrow your selections to 6-8 semi-finalists for the first round of interviews.

- **Reference checking and background checking**

Once a candidate has been selected as a finalist, we ask for three references: (1) someone they work with in a collegial capacity; (2) someone who reports to them; and (3) someone they report to. We have phone conversations (we do not accept letters of

reference) with each reference and prepare a written report for the Board/Search Committee prior to the final round of interviews. We also “ramp up” our street reconnaissance to check with people who are not listed as formal references. In addition, we do electronic checking viewing social media sites and information found via the Internet.

We recommend as a final step of due diligence that, when an offer is made, it is contingent on a successful background check. We contract with a third party company to complete this. It usually takes five days to complete.

- **Coordinate and assist with the interview process**

Bradbury Associates/Gossage Sager Associates becomes your staff team. We are there to facilitate the logistics of both the semifinal interviews and final interviews. We handle the scheduling of the interviews, prepare draft questions, evaluation forms, notify all candidates of where they are in the process, and—if you wish--we are happy be your media contact as needed.

- **Coordinate and assist with job offer and compensation negotiation**

We are frequently called upon to do this. Since our bid is a flat fee, there is no conflict of interest as there might be with a firm working for a percentage of compensation. Too, at the beginning of the search, we can help you establish a hiring range consistent with libraries in your region serving populations of your size.

Our proposal is intended as a starting point only. It summarizes our experience and qualifications, describes our typical services and methodology for a standard search, explains our fee structure, and includes recent references. We have outlined our full service search, but we can usually tailor our services and fees to meet the needs and budget of most libraries. The search schedule outlined is illustrative only to give you a sense of the time frame required to complete a successful search.

This proposal is the quoted fee for the outlined scope of service including advertising costs and a single background check and is valid for a period of one hundred twenty (120) days from the date of this letter.

Thank you again for the opportunity to submit the attached proposal for your consideration. Please feel free to contact us at your convenience to discuss how our firm can best serve your needs.

Sincerely,

Jobeth and Dan Bradbury (Electronic Signature■)

BRADBURY ASSOCIATES/ GOSSAGE SAGER ASSOCIATES

GREAT RIVER REGIONAL LIBRARY (MN) – EXECUTIVE DIRECTOR SEARCH PROPOSAL

FIRM BACKGROUND AND QUALIFICATIONS:

Bradbury Associates/Gossage Sager Associates (Bradbury Associates LLC dba Gossage Sager Associates) is owned and operated by Dan and Jobeth Bradbury. The firm was originally established as Gossage Regan Associates in 1983 and became Gossage Sager Associates, LLC (an Illinois corporation) when Don Sager assumed ownership of the firm in July of 2000. During the last quarter of 2006, Dan and Jobeth Bradbury assumed ownership of the firm and reorganized as a Missouri LLC. Don Sager continues in an advisory consultant capacity. Legally, the firm qualifies as a WBE (Woman-owned Business Enterprise).

Under its former name (Gossage Regan), the firm successfully completed more than 60+ executive searches for academic, special, and public libraries during its first 17 years of existence – more than any other library executive search firm. During the past ten years, the firm has successfully completed more than 100+ additional searches for libraries of all types and sizes. We are currently working with the Muskegon Area District Library (MI), Crown Point Community Library (IN), Petoskey District Library (MI), Iowa Library Services/State Library of Iowa, Metropolitan Library System (OK) and the Berkeley Public Library (CA). Please see [complete list of clients](#). In each of these engagements, we have performed a scope of work similar to that which is proposed for the Great River Regional Library.

PARTIAL LIST OF PAST CLIENTS

New Haven Free Public Library (CT)
Greenwich Library (CT)
New Canaan Library (CT)
Wilton Library (CT)
Fairfield Public Library (CT)
Crandall Public Library (NY)
Providence Public Library (RI)
Mid-Hudson Library System (NY)
Boulder Public Library (CO)
Anythink-Rangeview Library District (CO)
Sonoma County (CA) Library
Henderson (NV) Libraries
Tulsa City-County Library District (OK)
Public Library of Youngstown & Mahoning County (OH)
Des Moines Public Library (IA)
Houston Public Library (TX)
Omaha Public Library (NE)
Reaching Across IL Libraries (RAILS)
Downers Grove Public Library (IL)
Illinois Heartland Library System (IL)
Rock Island Public Library (IL)
Brown County Public Library (IN)
Indianapolis-Marion County Public Library (IN)
Vigo County Public Library (IN)
Whatcom County Library System (WA)
Walla Walla CO RFLD (WA)
Gwinnett County Public Library (GA)
Winter Park Public Library (FL)
Kent District Library (MI)
Mobile Public Library (AL)

SCOPE OF SERVICES AND METHODOLOGY:

If Bradbury Associates/Gossage Sager Associates is selected to assist you in your search for a new Executive Director, our first step is to understand your needs as thoroughly as possible. We will meet with the Search Committee to gain an understanding of the organizational setting and to learn what is expected of the selected candidate. In addition to meeting with the Search Committee, we will meet with the Library Board, staff, and, as desired, affiliate groups representing key library stakeholders, to hear their recommendations and to learn more about the library. *These meetings allow us to understand your library's distinctive organizational culture, mission, and present concerns.* Such meetings are not only valuable in framing interview questions and giving us a sense of the library and its setting, but these meetings involving key personnel in the process also serve to strengthen acceptance by staff and affiliate groups of the eventual appointee to the position. We will also conduct a self-directed tour of the library and the community. If desired, we can provide a salary/benefits survey of neighboring libraries of like-size in population served, physical space, and funding based on the national Public Library Data Service annual survey.

SEARCH SCHEDULE:

Our second step is to review our procedures with you to determine whether any changes to our initial proposal may be needed to satisfy specific requirements. We will then review and finalize with you a draft search schedule that lists the key tasks and proposed completion dates. *Our typical executive search process is a two-step process for the Search Committee to interview selected candidates and requires three to four months to complete.*

As part of our service, Bradbury Associates/Gossage Sager Associates designs the announcement/ad (to be approved by the Search Committee) and places it throughout the electronic library community.

Assuming that selection of the search firm is finalized, a contract awarded and a preliminary meeting with the Library mid-September 2014, a realistic date for the successful completion of the process under the standard search process would be January 2015 with the new Executive Director reporting four to six weeks later. However, we can generally customize the search schedule to have your new Executive Director "on board" at the appropriate time. A sample schedule illustrating the major steps conducted over the proposed time frame is attached.

MARKETING:

Once the search schedule is determined, we will, with your input, finalize a marketing plan to stimulate greater awareness of the opening. We begin each search as a blank canvas and generate a fresh list of prospective candidates. The general marketing plan will include preparation of a detailed announcement of the position, plus strategies for effectively utilizing electronic media and networking. Based on our familiarity with the profession, we will recommend the most effective placement of

advertising on websites. We will also post the announcement in appropriate electronic discussion lists and professional job lines. Currently, we place electronic announcements on 40+ sites. Many of these are free or nominal in cost. We also create a dedicated page for the position on [Bradbury Associates/Gossage Sager Associates](#) with links to the Library's website, library documents and the St. Cloud community.

RECRUITMENT STRATEGY:

More important than attracting candidates through electronic advertising, we will carry out a regional and national networking effort to identify outstanding candidates who do not normally respond to ads or announcements. Many excellent people in the library management profession ARE interested in challenging jobs when approached by a respected recruitment firm. We start with a network of

outstanding members of the library profession whom we know; and based on their suggestions and nominations, we broaden our search.

If a prospective candidate declines our invitation to apply, we will ask him/her to identify other individuals who have the required qualifications. We have found this process is important regardless of the size or type of library organization—and it is particularly important for identifying and attracting culturally diverse candidates.

Announcements in the library media start the process, but the best candidates usually must be asked. In our previous searches, we have personally contacted 300+ potential applicants for positions resulting in 15-20 qualified candidates for each position.

DIVERSIFYING THE APPLICANT POOL

Bradbury Associates/Gossage Sager Associates knows the library profession and we realize that both females and minorities are under-represented in senior management positions. Consequently, we make strenuous efforts to assure that both females and minorities are represented in our candidate pools. We place announcements in a number of culturally diverse library-related websites and/or listservs—BCALA (Black Caucus of the American Library Association) website, REFORMA, APALA (Asian Pacific American Librarians Association), CALA (Chinese American Librarians Association), etc. and actively seek leads and recruit both minorities and females. We are typically successful in producing a pool that includes both females and minorities.

For each engagement, we work very closely with the Affirmative Action Officer (or equivalent), participate in discussion of the importance of the EEO compliance requirements with the Search Committee and cooperate with the Library or City's Equal Employment Opportunity/Affirmative Action Office as needed and distribute candidate intake forms for statistical reporting, if this is part of the Library's process.

COMMUNICATION:

Throughout the search—and especially during the candidate identification phase—we will send regular, complete updates on our progress to the Search Committee. We'll share candidate feedback, adjust our search strategies as needed, convey challenges and share any additional information gleaned during the process.

SCREENING BY IN-PERSON INTERVIEWING:

Based on the results of our recruiting efforts and the announcements, Bradbury Associates/Gossage Sager Associates interviews all qualified candidates as part of the initial screening process. If candidates are clustered regionally or if we can take advantage of national or major state professional conferences, we may arrange face-to-face interviews. If that's not practical, all viable candidates will be interviewed via Skype or by phone and the results of these interviews shared with the Search Committee. While this step is time consuming and is often omitted by other search firms, we consider it essential to being able to stand behind every individual we refer to you for a semi-finalist or finalist interview.

At this point, we upload all candidate documents and a qualifications comparison matrix to Dropbox for the Search Committee. We then meet with the Search Committee to present a list of recommended candidates and discuss each individual in some detail. Working with the Search Committee, a number of semi-finalists are selected and invited either in person or via Skype (we've used this method effectively with searches and it both saves money for the Library and enables you to see and hear a broader range of candidates) to St. Cloud for a preliminary round of interviews. We normally advise our clients to see as many as feasible (generally 6 to 8) so that they have a sense of the scope and diversity of candidates actively interested in their position.

CANDIDATE ASSESSMENT—SEMI-FINALIST AND FINALIST INTERVIEWS:

As noted earlier, we recommend a two-step interviewing process; the first round usually consists of the Search Committee interviewing six to eight semi-finalist candidates and then selecting three or four finalist candidates to be interviewed again by those involved in the final decision making process. The finalist interviews usually occur two or three weeks following the semi-finalist interviews.

The inclusion of two rounds of interviews represents our standard search process; however, if the Search Committee wishes to move more quickly based on the strength of the pool, the semi-finalist round of interviews may be eliminated and only a single round of finalists' interviews can be held on-site. During the endgame of preparing for, and then carrying out, the interviewing of selected candidates, we give a variety of customized support, such as suggesting interview questions that might be used, types of questions to avoid for legal or quasi-legal reasons, and hints regarding approaches, techniques and possible pitfalls. Then we are present as technical search experts during interviews, contributing to discussion of candidate strengths and weaknesses relative to the client's perceived needs and making suggestions from experience in respect to negotiating salary, benefits, and relocation expenses with the chosen finalist.

In short, we interact with you in whatever ways you find helpful during the critical time when key decisions need to be made. Selecting your new Executive Director is a crucial decision that could well affect the Great River Regional Library and the St. Cloud community for many years to come.

CHECKING REFERENCES:

Once the preliminary round of interviews is completed and the finalists selected to be interviewed by the final decision-making body, we conduct reference checks for the finalist candidates. (If no preliminary round was held, this reference step would occur prior to the interviews with the finalists). We will interview up to three references by phone for up to four finalist candidates. We believe that oral interviews with a candidate's references are far superior to written references provided by a candidate in advance. We will prepare brief reports paraphrasing reference-derived information. Nuances and "reading between the lines" gives our clients more realistic impressions of the strengths, and possible weaknesses, of finalist candidates.

Because we maintain active contacts within the profession and many of our associates are working professionals, we are often able to provide less formal assessments (street reconnaissance) of a candidate's strengths and weaknesses and any areas still in need of development. Such informal reports are often vital to the decision-making process.

BACKGROUND CHECKS

If you wish to have a pre-employment background check conducted on a finalist, we will engage an experienced investigative firm to conduct a credit check, verify academic credentials, and review driving records, and research county and federal district court records for prior or current criminal or civil cases. This will require a release by the candidate(s). Generally, background checks cost \$350-\$450 per person, depending upon the period and the number of jurisdictions to be researched. We will work with the agency and provide a written report of the research findings for the Library.

HANDLING THE DETAIL WORK:

Throughout the recruitment and selection process, Bradbury Associates/Gossage Sager Associates handles almost all of the detail work—and there is a substantial amount, considering that there are commonly 20 to 30 or more potential candidates for an attractive position. We are your staff team throughout the process. We recommend that all application materials be addressed to Bradbury Associates/Gossage Sager Associates so that consistency and comparability can be established and any omissions can be identified—we assume the responsibility to see that everything is done completely and correctly. We will acknowledge receipt of all applications and provide copies of all the documents to you at a scheduled time. As noted above, we will schedule and conduct screening interviews with all candidates who meet the basic requirements determined by the Search Committee and coordinate with Library staff to make arrangements for finalist interviews and be a part of that final process. We are also frequently asked to conduct final negotiations on behalf of the Library -- and we are pleased to do so.

We will notify candidates not selected at the appropriate time(s) during the process. We keep in touch periodically with your designated contact person so that you know where we are in the process. Also, we will submit written progress reports throughout the process and at the end of major stages in the search—after the intake closing date; after the interviewing/screening work has been accomplished and after a preliminary list of the most viable candidates is determined.

OUR GUARANTEE

Once the new Executive Director is selected and appointed, if he or she leaves the position—either voluntarily or non-voluntarily—within the first year after appointment, Bradbury Associates/Gossage Sager Associates will, on a one-time basis, reactivate the search if you request it, and will screen at least three well-qualified finalist candidates. You will assume all expenses for a reactivated search, but we will expect no additional fee. Such a reactivation of the search must assume that the search firm will be allowed to pursue its own methodology to achieve the reasonable results that you want.

ABOUT THE CONSULTANTS AND OFFICE LOCATIONS:

One of the major advantages in engaging Bradbury Associates/Gossage Sager Associates is that we bring a team of library professionals with search firm expertise to the process. If selected to assist the Great River Regional Library in its search for a new Executive Director, the following consultants would be engaged in the project. Their roles and a summary of their qualifications follow:

Karen E. Miller serves as co-project director and primary contact for the engagement, developing the search proposal, identifying qualified candidates and conducting pre-screening interviews and participating in site visits. Karen most recently worked as Associate Director at Stark County (Ohio) District Library and served as Interim Executive Director for SCDL in 2012. Karen has over 20 years of wide-ranging public library experience, from rural library directorships to branch management to administrative responsibilities in a county district library and in an urban metro library. Karen has demonstrated excellence in strategic planning, staff management and development, successful levy campaigns, event planning, fundraising, and public speaking. She is a member of the Ohio Library Council, American Library Association, and Public Library Association, as well as a member of the Plain Township Rotary, and a volunteer for the Pro Football Hall of Fame Enshrinement Festival held each year in Canton, Ohio.

Jobeth Bradbury, President/Owner, serves as co-project director and alternate contact for the engagement assisting with identifying qualified candidates and conducting pre-screening interviews and, depending on scheduling, may assist during site visits. She has worked as a search consultant for the past seven years, and was, most recently, the Library Director at the North Kansas City Public Library/High School Media Center. During her ten years at North Kansas City, she was the project co-lead in the Library's Building Project (the Library expanded from 5,000 sq. ft. to 32,000 sq. ft.) and also one of the Project Managers in facilitating the Combined Public Library/High School Media Center Project. She also worked closely with elected officials and with the business community. Prior to coming to North Kansas City, she served as Library Consultant, Northeast Kansas Library System; Adult Services Department Chair, Kansas City, KS Public Library and Associate Director, Rolling Hills Consolidated Library, where she participated in a successful tax levy campaign. In addition to her public library experience, Jobeth taught for the University of Missouri's Masters in Library Science program—courses included Collections Management, Public Libraries, and Reference.

Dan Bradbury, Managing Partner, serves as consultant for the engagement assisting with identifying qualified candidates and conducting pre-screening interviews and, depending on scheduling, may assist during site visits. Dan has worked as a search consultant for the past ten years and previously has over 30 years of successful experience as a library director, including nineteen years as Director of the Kansas City (MO) Public Library District. During his tenure in Kansas City he reorganized/rebuilt the branch system, established two public/private partnerships for the creation of new facilities and initiated a successful capital campaign and construction projects for a new Central Library. Prior to coming to Kansas City, he served as Director of the Janesville (WI) Public Library and the Rolling Hills Consolidated Library (a two county system) in St. Joseph, Missouri; he also served as Associate Director for Branch and Extension Services at the Waco-McLennan County Library in Waco, Texas. He received a Distinguished Graduate Award from Emporia's School of Library and Information Management in 1985; *Library Journal* named him as Librarian of the Year for 1991; the University of Missouri-Kansas City granted an Alumni Achievement Award to him in 2001; and the Greater Kansas City Council on Philanthropy named him Non-Profit Executive of the Year in 2003.

ASSOCIATE CONSULTANTS:

One or more of the following consultants (depending on the final schedule and availability) will be utilized to help support specific tasks during the project or utilize their special skills:

Joey Rodger serves as senior consultant assisting with identifying qualified candidates and conducting pre-screening interviews and, depending on scheduling, may assist during site visits. She has more than 30 years of library experience—the most recent 18 of which were as the head of national public library organizations. Until 2004, she was President and CEO of the Urban Libraries Council, a professional association whose members include 150 major urban libraries in the United States and Canada, the corporations which serve them, and affiliated organizations; and from 1986-1992 she was Executive Director of the Public Library Association, a division of the American Library Association and responsible for developing useful services and meaningful participation for its 10,000 members including national conferences, publications, research projects, and tools for evaluating library services. Since 2004 she has been serving as a consultant to library and non-profit organizations. Previous experiences have included serving as a bookmobile librarian for outreach services to preschoolers in rural Maryland, a jail librarian, and urban public school teacher. She has also been a Regents Lecturer at University of California, Berkeley, a Research Associate with King Research, and has a prestigious list of publications and presentations. She has been a Member of the Board of Trustees of the Institute for Learning Innovation (Annapolis, MD) since 2003.

Thomas Dillie serves as co-project director and alternate contact for the project, developing the search proposal, identifying qualified candidates and conducting pre-screening interviews and participating in site visits. Tom is currently Director of the Minerva Public Library (Ohio). Tom's earlier experience as a book store employee in Urbana, IL led to the completion of a Master's in Library Science at the University of Illinois at Urbana-Champaign. His first professional library position was as Adult Services Librarian, Wadsworth Public Library in Ohio. He was subsequently hired as a

branch manager for the Greene County Public Library, Xenia, Ohio and became Assistant Director in 2006. Tom joined the Minerva Public Library in 2008 as Director. Tom is a member of the SEO (Serving Every Ohioan) Library Consortium Advisory Committee. He brings a variety of experience in both single-building and multi-branch libraries in both rural and urban settings.

Susan McBeth serves as an associate consultant assisting with identifying qualified candidates and conducting pre-screening interviews and, depending on scheduling, may assist during site visits. Susan has been the Library Director for eight years at the Nevada Public Library, Nevada, and Missouri. Prior to that appointment, Susan had twelve years of progressively responsible experience as Executive Director of a large non-profit organization, The National Conference of Christians and Jews—currently known as The National Conference for Community and Justice. Susan has demonstrated excellence in executive board development, staff management and development, seminar design, grant writing, fund development, event planning, and public speaking. She has twenty years of experience in training and development in human relations. Susan is a member of the Missouri Public Library Directors and served as President of the statewide organization in 2004. She is also a member of P.E.O. and Rotary serving as Rotary secretary.

OFFICE LOCATIONS AND CONTACT DETAILS:

Bradbury Associates/Gossage Sager Associates has consultants and offices in the following cities:

Bradbury Associates/Gossage Sager Associates
4545 Wornall Road, Suite 805
Kansas City, MO 64111 816-531-2468

Bradbury Associates/Gossage Sager Associates
1730 Hinman, Suite 4E
Evanston, IL 60201 847-475-5740

Bradbury Associates/Gossage Sager Associates
3513 E. Harvard Blvd.
Canton, OH 44709

FEE PROPOSAL AND OPTIONAL BILLABLE EXPENSES:

Bradbury Associates/Gossage Sager Associates' total fee for executive search services (including all consultant expenses) in traveling to St. Cloud and any travel to interview prospective candidates is a flat fee of \$24,000. A retainer of \$6,000, which helps defray our up-front expenses, will be paid to us upon approval of the agreement. This will be subtracted from the invoice at the end of the search. This amount will be invoiced upon completion of the search, payable within 30 days of the selected candidate's acceptance of the client's offer.

- **Expenses included within our fee:** (1) All transportation, including lodging and meals, for the assigned consultant(s) to travel to St. Cloud for meetings with the Library staff and others (up to four trips for assigned consultants, depending on scheduling and availability); (2) all expenses for consultant attendance at appropriate professional conferences (ALA or elsewhere) for scheduled interviews with promising candidates; (3) all consultant pre-screening interview expenses, including travel; (4) phone/videoconferencing charges; (5) all standard office expenses (clerical support, local telephone, supplies, etc.); (6) advertising costs based upon our marketing plan which provides excellent exposure to the library community; and (7) a single background check (\$350-\$450) on the chosen candidate.
- **Optional billable expenses—Additional Consultant Services:** In some prior executive searches, Bradbury Associates/Gossage Sager Associates have been called upon to facilitate staff or community forums for candidates, conduct surveys or focus groups, coordinate informal meetings between candidates and Search Committee members, participate in conducting tours, etc. Any and all such services are available, but to the extent that they are outside the normal scope of services as outlined in the proposal and/or cannot be accomplished within a scheduled overnight stay, such additional time is billable at a rate of \$1000 per day per consultant inclusive of travel expenses.
- **Adjustments/Discounts:** The proposed fee covers the outlined scope of services and deliverables contained in this proposal. If you do not wish to have Bradbury Associates/Gossage Sager Associates' participation in either the semi-final or finalist interviews, or if you decide not to conduct a semi-final round of interviews, then the final fee will be reduced by \$1,000 per interview round. We would, however, recommend that you include the full scope of services outlined, as this has proven to produce the most satisfactory results in previous engagements. Other modifications to the scope of services are possible and negotiable with fee adjustments being made accordingly.
- **Candidate expenses:** It shall be the client's responsibility to reimburse candidates they have selected for an interview(s) in St. Cloud for their travel expenses. Candidate expenses will vary considerably depending on point of origin, length of stay and the amount of lead time allowed for booking airfare—a reasonable estimate might be \$600-\$1,000 per candidate inclusive of airfare, meals, hotel expenses, and rental car.

ADDITIONAL INFORMATION

Bradbury Associates/Gossage Sager Associates is devoted exclusively to executive searches in the library field and utilizes library professionals with strong backgrounds in library administration and human resources. Five consultants are regularly engaged in the executive search work of the firm and special consultants are utilized to respond to the requirements of a specific engagement.

In all engagements, Bradbury Associates/Gossage Sager Associates works exclusively for the client library/system, never on behalf of a candidate. No known conflicts of interest exist with respect to the firm, management, agents of the firm, or other persons relative to the services to be provided. If any such actual, apparent, or potential conflicts arise, they will be immediately disclosed.

Bradbury Associates/Gossage Sager Associates carries Recruiters Professional Liability insurance, Business Liability (including Hired/Non-Owned Auto Liability) and Workers Compensation coverage sufficient to satisfy most municipal and state vendor requirements for executive search services.

We believe, by our site visits, learning about the community and the institution, and working closely with the key stakeholders, we bring value to the search process and have achieved a very high success rate. Our consultants remain active in the American Library Association and the Public Library Association and routinely work with ALA, PLA, and ACRL (American College and Research Libraries) leadership. Because our firm is known and respected—as are our consultants—our library colleagues respond and return our calls and emails when we start prospecting on behalf of a client. We have a specialized knowledge of libraries and an entrée to library leaders that generalist firms simply cannot provide.

FORM OF FINAL AGREEMENT:

Typically when we receive word that an engagement has been awarded, we allow our proposal to stand as the basis of our agreement, and then amend any of the details that need to be changed with the simple agreement addendum (see Attachment III). In addition to specifying any changes in scope or approach a client may desire, our professional liability insurance carrier requires us to include paragraphs 4, 5, and 6 in any agreements or contracts we execute—and paragraph 7 should give ample assurance to the client that the Library is in the driver's seat. (As a point of information, paragraphs 4-7 have never been invoked on any prior engagement.) Our client's satisfaction is our bottom line—and we are willing to stake our reputation and our fee on ensuring that level of satisfaction.

CONCLUSION:

We look forward to the possibility of working with the Great River Regional Library to help you find your next Executive Director. If you have questions or need clarification on any aspect of the proposal, please let us know.

BRADBURY ASSOCIATES/GOSSAGE SAGER ASSOCIATES

Daniel J. Bradbury (Electronic Signature■)
Managing Partner

Jobeth Bradbury (Electronic Signature■)
Owner

We hereby accept the foregoing proposal (pages 2 – 12).

By _____ Title _____

Date _____

The final schedule and specific details of this engagement may be modified by an addendum to this agreement.

ATTACHMENT I:

EXECUTIVE DIRECTOR SEARCH TIMELINE – GREAT RIVER REGIONAL LIBRARY (MN)

Please see below our estimated timeline for your Executive Director search process. If we are selected to help you find your next Executive Director, we will establish a firm search schedule during our first meeting with the Search Committee. It is our intent to conduct the search within an appropriate timeframe to allow us to find high-quality candidates for you. Our standard search takes approximately 120 days once we begin the process.

The following timeline represents an illustrative search schedule based on approving the contract in September 2014. The actual target dates will be determined and approved by the Great River Regional Library Search Committee.

Activity	Target Date:
Consultants make first visit to St. Cloud; meet with Board/Search Committee and staff; tour the library and the community; establish definitive work schedule and marketing plan	Sept 18 & 19 2014
Advertisement is approved by Search Committee	Oct 4 2014
Post ads, actively recruit candidate pool	Oct 5 –Nov 30 2014
Applications Close	Nov 30 2014
All candidate documents sent to Search Committee	Dec 2 2014
All pre-screening interviews (by consultants) completed	Dec 7 2014
Meet with Search Committee and present the pool of candidates; select 6-8 semifinalists	Dec 9 2014
Semi-final Interviews on Site or via Skype w/search committee	Dec 18 & 19 2014
Reference Reports to Board	Jan 3 2015
Final Interviews on Site	Jan 8 & 9 2015
Negotiations Completed	Jan 16 2015
New Executive Director Start Date	TBD

ATTACHMENT II:

CURRENT REFERENCES

<p>New Haven Free Public Library (2014) 133 Elm Street New Haven, CT 06510 Dave Greco, Trustee/Search Committee Chair arteinc@comcast.net Martha Brogan, City Library Director marthabrogan@sbcglobal.net</p>	<p>Bibliomation, Inc. (2014) 32 Crest Road Middlebury, CT 06762 Lynn White, Board Member/Search Chair lwhite@biblio.org Peter Ciparelli, Board Member/Search Committee pciparelli@biblio.org</p>
<p>Romeo (MI) District Library (2014) 6821 Van Dyke Ave. Romeo, MI 48095 Elizabeth Miller, Search Committee/Board Chair emmiller71@yahoo.com John McNaughton, Incoming Director john.mcnaughton@gmail.com Linda Sickles, Interim Director lsickles48@comcast.net</p>	<p>Ohio Township (IN) Public Library (2014) 4111 Lakeshore Dr. Newburgh, IN 47629 Blake Larson, Search Committee Chair WBLarson@ptsb-in.com Trista Smith, Incoming Director tristan13@gmail.com Colette McNeely, Administrative Assistant cmcneely@ohio.lib.in.us</p>
<p>Sonoma County (CA) Library (2014) 211 E. Street Santa Rosa, CA Tim May, Commissioner/Search Committee Chair mityam@sonic.net Patrick Preston, Human Resources ppreston@sonoma.lib.ca.us Brett Lear, Incoming Director brettwadelear@gmail.com</p>	<p>Decatur (IL) Public Library (2014) 130 N. Franklin St. Decatur, IL 62523 Teena Zindel-McWilliams, Board Chair & Search Committee Chair stb87@comcast.net Rick Meyer, City Librarian rmeye01s@gmail.com</p>
<p>Boulder (CO) Public Library (2014) 1001 Arapahoe Ave. Boulder, CO 80302 Jane Brautigam, City Manager brautigamj@bouldercolorado.gov David Farnan, Library & Arts Director farnandavid@hotmail.com</p>	<p>Providence (RI) Public Library (2013) 150 Empire Street Providence, RI 02903 Rob Taylor, President & Search Committee Chair rkt@PSH.com Jack Martin, CEO hillias@gmail.com</p>
<p>Walla Walla County (WA) RLD (2013) 37 Jade Avenue Walla Walla, WA 99362 Andrea Berglin, Search Committee Chair/Trustee arberglin@mindspring.com Aletha Bonebrake, Interim Director during Search aletha@wrrurallibrary.com</p>	<p>Mid-Hudson Library System (2013) 103 Market St. Poughkeepsie, NY 12601 Peter Hoffman, Board Chair/Search Chair Hoffmanpr1@aol.com Tom Sloan, System Director tsloan@midhudson.org</p>
<p>Southern Tier (NY) Library System (2013) 9424 Scott Road Painted Post, NY 14870 Maija DeRoche, Search Committee Chair jderoche@stny.rr.com Brian Hildreth, Executive Director hildrethb@stls.org; 607-962-3141</p>	<p>The Whatcom County (WA) Library System (2013) 5205 Northwest Drive Bellingham, WA 98226 Deb Lambert, Search Committee Chair Moonsprite53@gmail.com; 360-815-5770 Christine Perkins, Incoming Executive Director C2perkins@hotmail.com; 360-594-2142</p>

<p>Crandall (NY) Public Library (2013) 251 Glen Street Glens Falls, NY 12801 Sandy Berman, Search Committee Chair Sandy722@nycap.rr.com Kathy Naftaly, Library Director naftaly@crandalllibrary.org</p>	<p>Gwinnett CO (GA) Public Library System (2013) 1001 Lawrenceville Highway Duluth, GA 30046 Dick Goodman, President & Search Committee Chair-dickgoodman@me.com Charles Pace, Executive Director Charlespace835@gmail.com</p>
<p>New Canaan (CT) Library (2013) 151 Main Street New Canaan, CT 06840 Lydee Conway Hummel, Search Chair Lyds540@aol.com ; 203-219-3797 Christine Yordan, Board President Thyme1140@aol.com; 203-972-3713 Lisa Oldham, Incoming Director Lisa.oldham1@gmail.com</p>	<p>Rye (NY) Free Reading Room (2013) 1601 Boston Post Road Rye, NY 10580 Fran Rodilosso, Search Chair & Board President frodilosso@gmail.com; 914-450-7399 Chris Shoemaker, Incoming Director cinf0master@gmail.com; 347-880-1200</p>
<p>The Winter Park (FL) Public Library (2013) 460 E. New England Avenue Winter Park, FL 32789 Bruce Douglas, Search Committee Chair HarvardDevCo@aol.com Shawn Shaffer, Library Director sshaffer@wppl.org; 312-213-8535</p>	<p>Vigo County (IN) Public Library (2012) 1 Library Square Terre Haute, IN 47807 Hank Metzger, Search Committee Chair hank@hankmetzgerlandscape.com; 812-235-3243 Kristi Howe, New Library Director Kristi.howe@gmail.com; 630-569-5569</p>
<p>The Mobile (AL) Public Library (2013) 700 Government St. Mobile, AL 36602 Helene Hassell, Board Chair helenehassell@aol.com; 251-605-6624 R. Scott Kinney, Director skinneywy@gmail.com; 307-631-3671</p>	<p>The Rock Island (IL) Public Library (2012) 401 19th Street Rock Island, IL Cindy Lukasik, Search Committee Chair ceagle47@aol.com; 563-505-7733 Angela Campbell, New Library Director Acampbell.librarian@gmail.com; 563-940-7844</p>
<p>Waukesha (WI) Public Library (2012) 321 Wisconsin Ave. Waukesha, WI 53186 Paul Kasproicz, Board President pkazbo@gmail.com; 262-524-0300 Cynthia Deatrck, HR Committee Chair cmderd@gmail.com, 262-574-1404</p>	<p>Reaching Across IL Libraries System (2012) 125 Tower Drive Burr Ridge, IL 60527 Alan Davidson, Search Committee Chair dsharil@aol.com Dee Brennan, Executive Director dee.brennan@railslibraries.info; 630-734-5146</p>
<p>East Baton Rouge (LA) Parish Library (2012) Stanford O. Bardwell, Board of Control Member/Search Committee Chair; sobjr@cox.net Mary Stein, Interim Co-Director, mstein@ebrpl.com; 225-939-3643 Spencer Watts Director, swatts@mplonline.org; 225-231-3700</p>	<p>City of University Park (TX) Public Library (2012) Bob Livingston, City Manager; blivingsto@uptexas.org;214-987-5300 Luanne Hanford, Human Resources Director; lhanford@uptexas.org; 214-987-5305 Sharon Martin, Director; skm4992@hotmail.com</p>
<p>Public Library of Youngstown & Mahoning CO (OH) (2012) 305 Wick Ave. Youngstown, OH 44503 David Ritchie, Board Chair and Search Committee dritchie@zoominternet.net Heidi Daniel, Director heidi.m.daniel@gmail.com</p>	<p>Stark County (OH) District Library (2012) 715 Market Ave. North Canton, OH 44702 Steve Pittman, Search Committee Chair Steve.Pittman@brunercox.com; 330-497-2000 Tena Wilson, Director Tenawilson1@yahoo.com; 330-354-8013</p>

<p>The Wilton (CT) Library (2012) 137 Old Ridgefield Road Wilton, CT 06897 Judy Higby, President-Board of Trustees judyhigby@mac.com; 203-246-7057 Kathy Welling; kathwell@aol.com; 203-856-5439</p>	<p>Downers Grove (IL) Public Library (2011) 1050 Curtiss St. Downers Grove, IL 60515 Kathleen DiCola, Board/Search Chair kmdicola@gmail.com 630-510-1300 Rick Ashton, Director, libdirector@downersgrovelibrary.org</p>
<p>The Indianapolis Public Library (2011) 2450 North Meridian Street Indianapolis, IN Tom Shevlot, President-Board of Trustees tomshevlot@yahoo.com Jackie Nytes, Chief Executive Officer jnytes@indypl.org; 317-275-4001</p>	<p>Illinois Heartland Library System (2011) 607 S. Greenbriar Rd. Carterville, IL 62918 Karen Bounds, Board Chair kbounds@centraliahs.org Leslie Bednar, Executive Director lesliebednar@sbcglobal.net</p>
<p>Richmond (CA) Public Library (2011) 325 Civic Center Plaza Richmond, CA 94804 Bill Lindsay, City Manager bill_lindsay@ci.richmond.ca.us Leslie Knight, Assistant City Manager leslie_knight@ci.richmond.ca.us</p>	<p>University City (MO) Public Library (2011) 6701 Delmar Blvd. University City, MO 63130 Susan Glassman, Board/Search Chair Susan.glassman@urbanstrategiesinc.org David Stokes, Board President David.stokes@showmeinstitute.org</p>
<p>Tulsa (OK) City-County Library System (2010) 400 Civic Center Tulsa, OK 74103 La Verne Ford Wimberly, Board President JaLaFW@sbcglobal.net Charles Meyers, Personnel Committee Chair ChasMyersTulas@cox.net</p>	<p>Des Moines Public Library (2010) 1000 Grand Des Moines, IA 50309 Susan Voss, Board President/Search Chair Susan.voss@iid.iowa.gov Jule Thorsen, Board Member jule.thorsen@simpson.edu Greg Heid, Director; 515-283-4288 ggheid@dmpl.org</p>
<p>Kent District Library (MI) (2010) 814 West River Center Drive NE Comstock Park, MI 49321 Charles Myers, Board President Charles.myers8@gmail.com Shirley Bruursema, Search Chair libsabsarg@aol.com</p>	<p>Lancaster (PA) Public Library (2009) 125 North Duke Street Lancaster, PA 17602 John McGrann, Board President 717-397-5264/john@pastone.com Jim Daugherty, V-P/Search Chair 717-291-2594/jdougherty@fultonbank.com</p>

ATTACHMENT III:**SAMPLE ADDENDUM AGREEMENT BETWEEN BRADBURY ASSOCIATES/GOSSAGE SAGER ASSOCIATES AND GREAT RIVER REGIONAL LIBRARY (MN)**

By signed proposal dated _____, 2014 and acceptance by the Great River Regional Library (hereinafter called Library) has entered into an agreement with Bradbury Associates/Gossage Sager Associates (hereinafter called Consultant) to perform an executive search for a new Executive Director. That agreement is hereby amended to contain the following provisions, which shall, to the extent they are inconsistent with the terms of the _____, 2014 proposal, supersede the prior provisions:

1. All work performed under this contract shall be performed by or under the direct supervision and control of Karen Miller and Jobeth Bradbury as project co-directors.
2. The search schedule as outlined in the original proposal dated _____, 2014 will be superseded by a final schedule to be developed after the _____ 2014 meeting with the Library and mutually agreed to by both the Library and the Consultant.
3. (Add other relevant elements you wish to specify or change and adjust numbers accordingly.)
4. Regardless of which party hereto retains responsibility for conducting criminal and financial background checks on prospective candidates under the agreement, the Library and Consultant will defend and indemnify each other from all claims, lawsuits, administrative actions, and other causes of action arising from the negligence or misconduct of a party hereto in conducting such background checks and/or from the misuse of information obtained from such background checks by either party, its officers, directors, agents, servants, or employees.
5. The Library and Consultant each agree and warrant to each other that (1) any such background checks will be conducted solely for the purposes of evaluating prospective candidates' suitability for employment; (2) before a background check is conducted, the prospective candidate will be provided with and sign a clear and conspicuous written disclosure informing him/her that a criminal and/or financial report may be obtained for employment purposes; and (3) information obtained as a result of such background checks will not be used in a manner that violates any state or federal employment laws or regulations.
6. If a dispute arises between the parties relating to this Agreement, the parties agree to participate in good faith negotiations to resolve the dispute for a period of up to thirty (30) days. If the dispute is not settled during such period, the parties agree that the matter shall be settled by non-binding arbitration held in accordance with the commercial rules of the American Arbitration Association, by a panel of three (3) arbitrators. The parties shall each choose an arbitrator who will then agree on a neutral arbitrator.
7. The Library may terminate this contract at any time with 30 days of advance notice. If the Library terminates the contract as a result of being dissatisfied with the quality or amount of services provided by the Consultant, the Consultant will rely on the collective good judgment of the Library to determine what represents a fair and appropriate level of refund/rebate/discount for the work performed under the agreement.

WHEREFORE, the parties have set their hand this ____ day of _____ 2014.

BRADBURY ASSOCIATES/GOSSAGE SAGER
ASSOCIATES

GREAT RIVER REGIONAL LIBRARY

By _____

by _____

BRADBURY ASSOCIATES/ GOSSAGE SAGER ASSOCIATES

October 2, 2014

Sunny Hesse
Associate Director of Human Resources
Great River Regional Library
1300 W. St. Germain
St. Cloud, MN 56301

Proposal: Executive Director-Great River Regional Library-Pool Enhancement

Thank you for your interest in Bradbury Associates/Gossage Sager Associates and your invitation to submit a proposal to assist Great River Regional Library in its search for a new Executive Director. We recommend that you take a look at our “pool enhancement” services - enlarging and enriching the pool of candidates for the position. This is our alternate proposal for enhancing the candidate pool. This document summarizes our overall experience and qualifications, describes our services and methodology to be used in this search, outlines our fee, and includes recent references. Please let us know if you have any questions or would like additional information.

Sincerely,

Jobeth and Dan Bradbury
(■ Blackened box indicates electronic signature)

BRADBURY ASSOCIATES/ GOSSAGE SAGER ASSOCIATES

EXECUTIVE DIRECTOR POOL ENHANCEMENT PROPOSAL

FIRM BACKGROUND AND QUALIFICATIONS:

Bradbury Associates/Gossage Sager Associates (Bradbury Associates LLC dba Gossage Sager Associates) is owned and operated by Dan and Jobeth Bradbury. The firm was originally established as Gossage Regan Associates in 1983 and became Gossage Sager Associates, LLC (an Illinois corporation) when Don Sager assumed ownership of the firm in July of 2000. During the last quarter of 2006, Dan and Jobeth Bradbury assumed ownership of the firm and reorganized as a Missouri LLC. Don Sager continues in an advisory consultant capacity. Legally, the firm qualifies as a WBE (Woman-owned Business Enterprise).

Under its former name (Gossage Regan), the firm successfully completed more than 60+ executive searches for academic, special, and public libraries during its first 17 years of existence – more than any other library executive search firm. During the past ten years, the firm has successfully completed more than 100+ additional searches for libraries of all types and sizes. We are currently working with the We are currently working with the Muskegon Area District Library (MI), Crown Point Community Library (IN), Petoskey District Library (MI), and the Metropolitan Library System (OK). Please see [complete list of clients](#). In each of these engagements, we have performed a scope of work similar to that which is proposed for the Great River Regional Library.

PARTIAL LIST OF PAST CLIENTS

Northeast KS Library System
Berkeley Public Library (CA)
Las Vegas-Clark County Library District (NV)
Pierce County Library System (WA)
Ohio Township Public Library (OH)
Brown County Public Library (IN)
Indianapolis-Marion County Public Library (IN)
Vigo County Public Library (IN)
New Haven Free Public Library (CT)
Greenwich Library (CT)
New Canaan Library (CT)
Wilton Library (CT)
Fairfield Public Library (CT)
Crandall Public Library (NY)
Providence Public Library (RI)
Mid-Hudson Library System (NY)
Boulder Public Library (CO)
Anythink-Rangeview Library District (CO)
Sonoma County Library (CA)
Henderson Libraries (NV)
Tulsa City-County Library District (OK)
Public Library of Youngstown & Mahoning County (OH)
Des Moines Public Library (IA)
Houston Public Library (TX)
Omaha Public Library (NE)
Reaching Across IL Libraries (RAILS)
Downers Grove Public Library (IL)
Illinois Heartland Library System (IL)
Rock Island Public Library (IL)
Whatcom County Library System (WA)
Walla Walla CO RFLD (WA)
Gwinnett County Public Library (GA)
Winter Park Public Library (FL)

SCOPE OF SERVICES AND METHODOLOGY:

The scope of services and methodology outlined in this proposal are a departure from our standard approach and is in response to our understanding of your specific situation and the services you have suggested might be of help. If Bradbury Associates/Gossage Sager Associates is selected to assist the Great River Regional Library in its search for a new Executive Director, our first step will be to thoroughly understand the library's organizational culture and its needs in terms of this specific position. We will want to visit with you and staff via conference call or Skype to discuss—not only your expectations, required experience and qualifications for the position—but also your recruitment process and timeline and generally make recommendations and suggestions and be available to respond to questions based on our experience with similar searches.

SEARCH SCHEDULE:

Our second step is to review our procedures with you to determine whether any changes to our initial proposal may be needed to satisfy specific requirements. We will then review and finalize with the Search Committee a draft search schedule that lists the key tasks and proposed completion dates. As part of our service, Bradbury Associates/Gossage Sager Associates designs the announcement/ad (to be approved by the Search Committee) and places it throughout the electronic library community.

Assuming that selection of the search firm is finalized, a contract awarded and the meeting (via Skype/phone) with the Search Committee can be held November 2014, a realistic date for the successful completion of the process under the standard search process would be February 2015 with the new Executive Director's reporting date to be determined. Our work would end with the presentation of the pool of candidates on January 20, 2015.

MARKETING:

Once the search schedule is determined, we will, with Search Committee input, finalize a marketing plan to stimulate greater awareness of the opening. As we mentioned above, the general marketing plan will include preparation of an advertisement and/or announcement of the position, plus strategies for effectively utilizing electronic media and networking. Based on our familiarity with the profession, we will recommend the most effective placement of advertising in electronic journals. We will also post the announcement in appropriate electronic discussion lists and professional job lines. Currently, we place electronic announcements on 55+ sites. Many of these are free or nominal in cost. Furthermore, we will create a dedicated page for the position on the [Bradbury Associates/Gossage Sager Associates](#) website with links to the Library and the community.

RECRUITMENT STRATEGY:

More important than attracting candidates through electronic advertising, we will carry out a regional and national networking effort to identify outstanding candidates who do not normally respond to ads or announcements. Many excellent people in the library management profession ARE interested in challenging jobs when approached by a respected recruitment firm. We start with a network of

DIVERSIFYING THE APPLICANT POOL

Bradbury Associates/Gossage Sager Associates knows the library profession and we realize that both females and minorities are under-represented in senior management positions. Consequently, we make strenuous efforts to assure that both females and minorities are represented in our candidate pools. We place announcements in a number of culturally diverse library-related websites and/or listservs—BCALA (Black Caucus of the American Library Association) website, REFORMA, APALA (Asian Pacific American Librarians Association), CALA (Chinese American Librarians Association), etc. and actively seek leads and recruit both minorities and females. We are typically successful in producing a pool that includes both females and minorities.

For each engagement, we work very closely with the Affirmative Action Officer (or equivalent), participate in discussion of the importance of the EEO compliance requirements with the /Search Committee and cooperate with your Equal Employment Opportunity/Affirmative Action Office as needed and distribute candidate intake forms for statistical reporting if this is part of the Library's process.

outstanding members of the library profession whom we know; and based on their suggestions and nominations, we broaden our search.

If a prospective candidate declines our invitation to apply, we will ask him/her to identify other individuals who have the required qualifications. We have found this process is important regardless of the size of the institution—and particularly important for identifying and attracting culturally diverse candidates.

Announcements in the library media start the process, but the best candidates usually must be asked. Through this approach, Bradbury Associates/Gossage Sager Associates will source a minimum of ten (10) qualified candidates to enrich the pool.

CANDIDATE ASSESSMENT—PRELIMINARY SCREENING/INTERVIEWING:

For each qualified candidate we introduce to the pool, we will have held a conversation providing the basics about the position, the Library, the organizational climate, and the challenges and opportunities inherent in the position. We will also have gained sufficient information about the candidates to provide a comparative analysis of education, specific experience, background and qualifications—particularly those qualities that the Library has previously identified as being key. This analysis would be provided to the Search Committee in a matrix format to assist you in assessing the candidates and selecting the candidates to invite for an interview. When we do the candidate intake for all candidates, we do this analysis for all qualified candidates in the pool.

REFERENCE CHECKING/INFORMAL REFERENCES (Optional service):

In our normal scope of services, we typically conduct reference checks for finalist candidates once the preliminary round of interviews is completed and the finalists selected. If the Library elects to engage our firm for this optional service, we would interview up to three references by phone for up to four finalist candidates. We believe that oral interviews with a candidate's references are far superior to written references provided by a candidate in advance. We will prepare brief reports paraphrasing reference-derived information. Nuances and "reading between the lines" gives our clients more realistic impressions of the strengths, and possible weaknesses, of finalist candidates.

Because we maintain active contacts within the profession and many of our associates are working professionals, we are able to provide informal assessments ("street reconnaissance") regarding a candidate's performance in a particular setting, how he or she was perceived by colleagues, and how others perceive a candidate's strengths and any areas that still may be growth areas. Such informal reports are often valuable to the decision making process and help to validate the reports received through formal channels.

BACKGROUND CHECKS (Optional service):

If you wish to have a pre-employment background check conducted on the semi-finalists or a finalist, we will engage an experienced investigative firm to verify academic credentials, review driving records, and research county and federal district court records for prior or current criminal or civil cases. This step requires a release by the candidate(s) and the check typically costs \$350-\$450 per person, depending upon the period and the number of jurisdictions to be researched. We will work with the agency and provide either a written report or a verbal report of the research findings for the Library.

ABOUT THE CONSULTANTS AND OFFICE LOCATIONS:

One of the major advantages in engaging Bradbury Associates/Gossage Sager Associates is that we bring library professionalism, combined with search firm competencies and expertise, to the process. If our firm is selected to assist the Great River Regional Library in its search for a new Executive Director, the following consultants would be engaged in the project. Their roles and a summary of their qualifications follow:

Karen E. Miller serves as co-project director and primary contact for the engagement, developing the search proposal, identifying qualified candidates and conducting pre-screening interviews and participating in site visits. Karen most recently worked as Associate Director at Stark County (Ohio) District Library and served as Interim Executive Director for SCDL in 2012. Karen has over 20 years of wide-ranging public library experience, from rural library directorships to branch management to administrative responsibilities in a county district library and in an urban metro library. Karen has demonstrated excellence in strategic planning, staff management and development, successful levy campaigns, event planning, fundraising, and public speaking. She is a member of the Ohio Library Council, American Library Association, and Public Library Association, as well as a member of the

Plain Township Rotary, and a volunteer for the Pro Football Hall of Fame Enshrinement Festival held each year in Canton, Ohio.

Jobeth Bradbury serves as co-project director and primary contact for the engagement. Bradbury has worked as a search consultant for the past six years, and was, most recently, the Library Director at the North Kansas City Public Library/High School Media Center. During her ten years at North Kansas City, she has been the project lead in the Library's Building Project (the Library expanded from 5,000 sq. ft. to 32,000 sq. ft.) and also one of the Project Managers in facilitating the Combined Library Project. She worked closely with elected officials and with the business community. Prior to coming to North Kansas City, she served as Library Consultant, Northeast Kansas Library System; Adult Services Department Chair, Kansas City, KS Public Library and Associate Director, Rolling Hills Consolidated Library where she participated in a successful tax levy campaign. In addition to her public library experience, Jobeth taught for the University of Missouri's Masters in Library Science program—courses included Collections Management, Public Libraries, and Reference.

Dan Bradbury serves as co-project director and alternate contact for the engagement. Bradbury has worked as a search consultant for the past ten years and previously has over 30 years of successful experience as a library director, including nineteen years as Director of the Kansas City (MO) Public Library District. During his tenure in Kansas City he reorganized/rebuilt the branch system, established two public/private partnerships for the creation of new facilities and initiated a successful capital campaign and construction projects for a new Central Library. Prior to coming to Kansas City, he served as Director of the Janesville (WI) Public Library and the Rolling Hills Consolidated Library (a two county system) in St. Joseph, Missouri; he also served as Associate Director for Branch and Extension Services at the Waco-McLennan County Library in Waco, Texas. He received a Distinguished Graduate Award from Emporia's School of Library and Information Management in 1985; *Library Journal* named him as Librarian of the Year for 1991; the University of Missouri-Kansas City granted an Alumni Achievement Award to him in 2001; and the Greater Kansas City Council on Philanthropy named him Non-Profit Executive of the Year in 2003.

ASSOCIATE CONSULTANTS:

One or more of the following consultants (depending on the final schedule and availability) will be utilized to help support specific tasks during the project or utilize their special skills:

Joey Rodger serves as an associate consultant assisting with identifying qualified candidates and conducting pre-screening interviews and, depending on scheduling, may assist during site visits. She has more than 30 years of library experience—the most recent 18 of which were as the head of national public library organizations. Until 2004, she was President and CEO of the Urban Libraries Council, a professional association whose members include 150 major urban libraries in the United States and Canada, the corporations which serve them, and affiliated organizations; and from 1986-1992 she was Executive Director of the Public Library Association, a division of the American Library Association and responsible for developing useful services and meaningful participation for its 10,000 members including national conferences, publications, research projects, and tools for evaluating

library services. Since 2004 she has been serving as a consultant to library and non-profit organizations. Previous experiences have included serving as a bookmobile librarian for outreach services to preschoolers in rural Maryland, a jail librarian, and urban public school teacher. She has also been a Regents Lecturer at University of California, Berkeley, a Research Associate with King Research, and has a prestigious list of publications and presentations. She has been a Member of the Board of Trustees of the Institute for Learning Innovation (Annapolis, MD) since 2003.

Susan McBeth serves as an associate consultant assisting with identifying qualified candidates and conducting pre-screening interviews and, depending on scheduling, may assist during site visits. Susan has been the Library Director for eight years at the Nevada Public Library, Nevada, Missouri. Prior to that appointment, Susan had twelve years of progressively responsible experience as Executive Director of a large non-profit organization, The National Conference of Christians and Jews—currently known as The National Conference for Community and Justice. Susan has demonstrated excellence in executive board development, staff management and development, seminar design, grant writing, fund development, event planning, and public speaking. She has twenty years of experience in training and development in human relations. Susan is a member of the Missouri Public Library Directors and served as President of the statewide organization in 2004. She is also a member of P.E.O. and Rotary serving as Rotary secretary.

OFFICE LOCATIONS AND CONTACT DETAILS:

Bradbury Associates/Gossage Sager Associates has consultants and offices in the following cities:

Bradbury Associates/Gossage Sager Associates
4545 Wornall Road, Suite 805
Kansas City, MO 64111 816-531-2468

Bradbury Associates/Gossage Sager Associates
1730 Hinman, Suite 4E
Evanston, IL 60201 847-475-5740

Bradbury Associates/Gossage Sager Associates
3513 E. Harvard Blvd.
Canton, OH 44709

FEE PROPOSAL AND OPTIONAL BILLABLE EXPENSES:

Bradbury Associates/Gossage Sager Associates' total fee for the Executive Director pool enhancement service (including all consultant expenses) is a flat fee of \$12,000. The Library is billed after assembling and presenting the pool to the Search Committee payable within 30 days.

- **Expenses included within our fee:** (1) all expenses for consultant attendance at appropriate professional conferences (ALA or elsewhere) for scheduled interviews with promising

candidates; (2) all consultant pre-screening interview expenses, including travel; (3) long distance telephone charges; (4) all standard office expenses (clerical support, local telephone, supplies, etc.); and (5) all advertising costs based on the search firm's marketing plan.

- **Optional billable expense—Reference Checks:** If you wish to engage Bradbury Associate/Gossage Sager Associates to conduct reference checks, the cost will be \$360/candidate. We will assume this expense and adjust our final invoice accordingly.
- **Optional billable expense—Background Checks:** If you do not wish to be separately invoiced for pre-employment background checks, Bradbury Associates/Gossage Sager Associates will assume this expense and adjust our final invoice accordingly. This will typically run \$350-\$450 per candidate per background check.
- **Optional billable expenses—Additional Consultant Services:** In some prior executive searches, Bradbury Associates/Gossage Sager Associates have been called upon to facilitate staff or community forums for candidates, conduct surveys or focus groups, coordinate informal meetings between candidates and Search Committee, participate in conducting tours, etc. Any and all such services are available, but to the extent that they are outside the normal scope of services as outlined in the proposal and/or cannot be accomplished within a scheduled overnight stay, such additional time is billable at a rate of \$1000 per day per consultant inclusive of travel expenses.
- **Candidate expenses:** It shall be the client's responsibility to reimburse candidates they have selected for an interview(s) in St. Cloud for their travel expenses. Candidate expenses will vary considerably depending on point of origin, length of stay and the amount of lead time allowed for booking airfare—a reasonable estimate might be \$600-\$1,000 per candidate inclusive of airfare, meals, and a hotel for one overnight stay.

ADDITIONAL INFORMATION

Bradbury Associates/Gossage Sager Associates is devoted exclusively to executive searches in the library field and utilizes library professionals with strong backgrounds in library administration and human resources. Five consultants are regularly engaged in the executive search work of the firm and special consultants are utilized to respond to the requirements of a specific engagement.

In all engagements, Bradbury Associates/Gossage Sager Associates works exclusively for the client library, never on behalf of a candidate. No known conflicts of interest exist with respect to the firm, management, agents of the firm, or other persons relative to the services to be provided. If any such actual, apparent, or potential conflicts arise, they will be immediately disclosed.

We believe, by our site visits, learning about the community and the institution, and working closely with the key stakeholders, we bring value to the search process and have achieved a very high success rate. Our consultants remain active in the American Library Association and the Public Library Association and routinely work with ALA, PLA, and ACRL (American College and Research Libraries) leadership. Because our firm is known and respected—as are our consultants—our library colleagues respond and return our calls and emails when we start prospecting on behalf of a client. We have a specialized knowledge of libraries and an entrée to library leaders that generalist firms simply cannot provide.

FORM OF FINAL AGREEMENT:

Typically when we receive word that an engagement has been awarded, we allow our proposal to stand as the basis of our agreement, and then amend any of the details that need to be changed with the simple agreement addendum (see Attachment II). In addition to specifying any changes in scope or approach a client may desire, our professional liability insurance carrier requires us to include

paragraphs 4, 5, and 6 in any agreements or contracts we execute—and paragraph 7 should give ample assurance to the client that you are in the driver's seat. (As a point of information, paragraphs 4-7 have never been invoked on any prior engagement.)

Our client's satisfaction is our bottom line—and we are willing to stake our reputation and our fee on ensuring that level of satisfaction.

CONCLUSION:

We look forward to the possibility of working with the Great River Regional Library to help you search for your new Executive Director. If you have questions or need clarification on any aspect of the proposal, please let us know.

BRADBURY ASSOCIATES/GOSSAGE SAGER ASSOCIATES

Daniel J. Bradbury (■ Blackened box indicates electronic signature)
Managing Partner

Jobeth Bradbury (■ Blackened box indicates electronic signature)
Owner

We hereby accept the foregoing memorandum of understanding (pages 2 – 10).

By_____ Title_____

Date_____

ATTACHMENT I:

EXECUTIVE DIRECTOR SEARCH TIMELINE – POOL ENHANCEMENT PROPOSAL GREAT RIVER REGIONAL LIBRARY (MN)

Please see below our estimated timeline for your Executive Director search process. If we are selected to help you find your next Executive Director, we will establish a firm search schedule during our first meeting with the Search Committee. It is our intent to conduct the search within an appropriate timeframe to allow us to find high-quality candidates for you. Our standard search takes approximately 120 days once we begin the process.

The following timeline represents an illustrative search schedule based on approving the contract in October/November 2014. The actual target dates will be determined and approved by the Great River Regional Library Search Committee.

Activity	Target Date:
Consultants have initial conversation with Search Committee/Board; establish definitive work schedule and marketing plan	November 2014
Advertisement is finalized by consultants and approved by Search Committee	November 15, 2014
Post ads, actively recruit candidate pool	Nov.15- Jan. 11 2015
Applications Close	January 11 2015
All candidate documents uploaded to Dropbox and invites sent to Search Committee to view the files	January 12 2015
All pre-screening interviews (by consultants) completed	January 17 2015
Meet with Search Committee via Skype and present the pool of candidates; select 6-8 semifinalists. <u>Consultants' work ends here.</u>	January 20 2015

ATTACHMENT II:**CURRENT REFERENCES**

<p>New Haven Free Public Library (2014) 133 Elm Street New Haven, CT 06510 Dave Greco, Trustee/Search Committee Chair arteinc@comcast.net Martha Brogan, City Library Director marthabrogan@sbcglobal.net</p>	<p>Bibliomation, Inc. (2014) 32 Crest Road Middlebury, CT 06762 Lynn White, Board Member/Search Chair lwhite@biblio.org Peter Ciparelli, Board Member/Search Committee pciparelli@biblio.org</p>
<p>Romeo (MI) District Library (2014) 6821 Van Dyke Ave. Romeo, MI 48095 Elizabeth Miller, Search Committee/Board Chair emmiller71@yahoo.com John McNaughton, Incoming Director john.mcnaughton@gmail.com Linda Sickles, Interim Director lsickles48@comcast.net</p>	<p>Ohio Township (IN) Public Library (2014) 4111 Lakeshore Dr. Newburgh, IN 47629 Blake Larson, Search Committee Chair WBLarson@ptsb-in.com Trista Smith, Incoming Director tristan13@gmail.com Colette McNeely, Administrative Assistant cmcneely@ohio.lib.in.us</p>
<p>Sonoma County (CA) Library (2014) 211 E. Street Santa Rosa, CA Tim May, Commissioner/Search Committee Chair mityam@sonic.net Patrick Preston, Human Resources ppreston@sonoma.lib.ca.us Brett Lear, Incoming Director brettwadelear@gmail.com</p>	<p>Decatur (IL) Public Library (2014) 130 N. Franklin St. Decatur, IL 62523 Teena Zindel-McWilliams, Board Chair & Search Committee Chair stb87@comcast.net Rick Meyer, City Librarian rmeye01s@gmail.com</p>
<p>Boulder (CO) Public Library (2014) 1001 Arapahoe Ave. Boulder, CO 80302 Jane Brautigam, City Manager brautigamj@bouldercolorado.gov David Farnan, Library & Arts Director farnandavid@hotmail.com</p>	<p>Providence (RI) Public Library (2013) 150 Empire Street Providence, RI 02903 Rob Taylor, President & Search Committee Chair rkt@PSH.com Jack Martin, CEO hillias@gmail.com</p>
<p>Walla Walla County (WA) RLD (2013) 37 Jade Avenue Walla Walla, WA 99362 Andrea Berglin, Search Committee Chair/Trustee arberglin@mindspring.com Aletha Bonebrake, Interim Director during Search aletha@wwrurallibrary.com</p>	<p>Mid-Hudson Library System (2013) 103 Market St. Poughkeepsie, NY 12601 Peter Hoffman, Board Chair/Search Chair Hoffmanpr1@aol.com Tom Sloan, System Director tsloan@midhudson.org</p>

<p>Southern Tier (NY) Library System (2013) 9424 Scott Road Painted Post, NY 14870 Maija DeRoche, Search Committee Chair ideroche@stny.rr.com Brian Hildreth, Executive Director hildrethb@stls.org; 607-962-3141</p>	<p>The Whatcom County (WA) Library System (2013) 5205 Northwest Drive Bellingham, WA 98226 Deb Lambert, Search Committee Chair Moonsprite53@gmail.com; 360-815-5770 Christine Perkins, Incoming Executive Director C2perkins@hotmail.com; 360-594-2142</p>
<p>Crandall (NY) Public Library (2013) 251 Glen Street Glens Falls, NY 12801 Sandy Berman, Search Committee Chair Sandy722@nycap.rr.com Kathy Naftaly, Library Director naftaly@crandalllibrary.org</p>	<p>Gwinnett CO (GA) Public Library System (2013) 1001 Lawrenceville Highway Duluth, GA 30046 Dick Goodman, President & Search Committee Chair-dickgoodman@me.com Charles Pace, Executive Director Charlespace835@gmail.com</p>
<p>New Canaan (CT) Library (2013) 151 Main Street New Canaan, CT 06840 Lydee Conway Hummel, Search Chair Lyds540@aol.com ; 203-219-3797 Christine Yordan, Board President Thyme1140@aol.com; 203-972-3713 Lisa Oldham, Incoming Director Lisa.oldham1@gmail.com</p>	<p>Rye (NY) Free Reading Room (2013) 1601 Boston Post Road Rye, NY 10580 Fran Rodilosso, Search Chair & Board President frodilosso@gmail.com; 914-450-7399 Chris Shoemaker, Incoming Director cinf0master@gmail.com; 347-880-1200</p>
<p>The Winter Park (FL) Public Library (2013) 460 E. New England Avenue Winter Park, FL 32789 Bruce Douglas, Search Committee Chair HarvardDevCo@aol.com Shawn Shaffer, Library Director sshaffer@wppl.org; 312-213-8535</p>	<p>Vigo County (IN) Public Library (2012) 1 Library Square Terre Haute, IN 47807 Hank Metzger, Search Committee Chair hank@hankmetzgerlandscape.com; 812-235-3243 Kristi Howe, New Library Director Kristi.howe@gmail.com; 630-569-5569</p>
<p>The Mobile (AL) Public Library (2013) 700 Government St. Mobile, AL 36602 Helene Hassell, Board Chair helenehassell@aol.com; 251-605-6624 R. Scott Kinney, Director skinneywy@gmail.com; 307-631-3671</p>	<p>The Rock Island (IL) Public Library (2012) 401 19th Street Rock Island, IL Cindy Lukasik, Search Committee Chair ceagle47@aol.com; 563-505-7733 Angela Campbell, New Library Director Acampbell.librarian@gmail.com; 563-940-7844</p>
<p>Waukesha (WI) Public Library (2012) 321 Wisconsin Ave. Waukesha, WI 53186 Paul Kasprovicz, Board President pkazbo@gmail.com; 262-524-0300 Cynthia Deatrck, HR Committee Chair cmderd@gmail.com, 262-574-1404</p>	<p>Reaching Across IL Libraries System (2012) 125 Tower Drive Burr Ridge, IL 60527 Alan Davidson, Search Committee Chair dsharil@aol.com Dee Brennan, Executive Director dee.brennan@railslibraries.info; 630-734-5146</p>
<p>East Baton Rouge (LA) Parish Library (2012) Stanford O. Bardwell, Board of Control Member/Search Committee Chair; sobjr@cox.net Mary Stein, Interim Co-Director, mstein@ebrpl.com; 225-939-3643 Spencer Watts Director, swatts@mplonline.org; 225-231-3700</p>	<p>City of University Park (TX) Public Library (2012) Bob Livingston, City Manager; blivingsto@uptexas.org;214-987-5300 Luanne Hanford, Human Resources Director; lhanford@uptexas.org; 214-987-5305 Sharon Martin, Director; skm4992@hotmail.com</p>

<p>Public Library of Youngstown & Mahoning CO (OH) (2012) 305 Wick Ave. Youngstown, OH 44503 David Ritchie, Board Chair and Search Committee dritchie@zoominternet.net Heidi Daniel, Director heidi.m.daniel@gmail.com</p>	<p>Stark County (OH) District Library (2012) 715 Market Ave. North Canton, OH 44702 Steve Pittman, Search Committee Chair Steve.Pittman@brunercox.com; 330-497-2000 Tena Wilson, Director Tenawilson1@yahoo.com; 330-354-8013</p>
<p>The Wilton (CT) Library (2012) 137 Old Ridgefield Road Wilton, CT 06897 Judy Higby, President-Board of Trustees judyhigby@mac.com; 203-246-7057 Kathy Welling; kathwell@aol.com; 203-856-5439</p>	<p>Downers Grove (IL) Public Library (2011) 1050 Curtiss St. Downers Grove, IL 60515 Kathleen DiCola, Board/Search Chair kmdicola@gmail.com 630-510-1300 Rick Ashton, Director, libdirector@downersgrovelibrary.org</p>
<p>The Indianapolis Public Library (2011) 2450 North Meridian Street Indianapolis, IN Tom Shevlot, President-Board of Trustees tomshevlot@yahoo.com Jackie Nytes, Chief Executive Officer jnytes@indypl.org; 317-275-4001</p>	<p>Illinois Heartland Library System (2011) 607 S. Greenbriar Rd. Carterville, IL 62918 Karen Bounds, Board Chair kbounds@centraliahs.org Leslie Bednar, Executive Director lesliebednar@sbcglobal.net</p>
<p>Richmond (CA) Public Library (2011) 325 Civic Center Plaza Richmond, CA 94804 Bill Lindsay, City Manager bill_lindsay@ci.richmond.ca.us Leslie Knight, Assistant City Manager leslie_knight@ci.richmond.ca.us</p>	<p>University City (MO) Public Library (2011) 6701 Delmar Blvd. University City, MO 63130 Susan Glassman, Board/Search Chair Susan.glassman@urbanstrategiesinc.org David Stokes, Board President David.stokes@showmeinstitute.org</p>
<p>Tulsa (OK) City-County Library System (2010) 400 Civic Center Tulsa, OK 74103 La Verne Ford Wimberly, Board President JaLaFW@sbcglobal.net Charles Meyers, Personnel Committee Chair ChasMyersTulas@cox.net</p>	<p>Des Moines Public Library (2010) 1000 Grand Des Moines, IA 50309 Susan Voss, Board President/Search Chair Susan.voss@iid.iowa.gov Jule Thorsen, Board Member jule.thorsen@simpson.edu Greg Heid, Director; 515-283-4288 ggheid@dmpl.org</p>
<p>Kent District Library (MI) (2010) 814 West River Center Drive NE Comstock Park, MI 49321 Charles Myers, Board President Charles.myers8@gmail.com Shirley Bruursema, Search Chair libsabsarg@aol.com</p>	<p>Lancaster (PA) Public Library (2009) 125 North Duke Street Lancaster, PA 17602 John McGrann, Board President 717-397-5264/john@pastone.com Jim Daugherty, V-P/Search Chair 717-291-2594/jdougherty@fultonbank.com</p>

ATTACHMENT III:

SAMPLE ADDENDUM AGREEMENT BETWEEN BRADBURY ASSOCIATES/GOSSAGE SAGER ASSOCIATES AND GREAT RIVER REGIONAL LIBRARY

By signed proposal dated _____, 2014 and acceptance by the Great River Regional Library (hereinafter called Library) has entered into an agreement with Bradbury Associates/Gossage Sager Associates (hereinafter called Consultant) to perform an executive search for a new Executive Director. That agreement is hereby amended to contain the following provisions, which shall, to the extent they are inconsistent with the terms of the _____, 2014 proposal, supersede the prior provisions:

1. All work performed under this contract shall be performed by or under the direct supervision and control of Dan Bradbury, Karen Miller, and Jobeth Bradbury as project co-directors.
2. The search schedule as outlined in the original proposal dated _____, 2014 will be superseded by a final schedule to be developed after the _____ 2014 meeting with the Library and mutually agreed to by both the Library and the Consultant.
3. (Add other relevant elements you wish to specify or change and adjust numbers accordingly.)
4. Regardless of which party hereto retains responsibility for conducting criminal and financial background checks on prospective candidates under the agreement, the Library and Consultant will defend and indemnify each other from all claims, lawsuits, administrative actions, and other causes of action arising from the negligence or misconduct of a party hereto in conducting such background checks and/or from the misuse of information obtained from such background checks by either party, its officers, directors, agents, servants, or employees.
5. The Library and Consultant each agree and warrant to each other that (1) any such background checks will be conducted solely for the purposes of evaluating prospective candidates' suitability for employment; (2) before a background check is conducted, the prospective candidate will be provided with and sign a clear and conspicuous written disclosure informing him/her that a criminal and/or financial report may be obtained for employment purposes; and (3) information obtained as a result of such background checks will not be used in a manner that violates any state or federal employment laws or regulations.
6. If a dispute arises between the parties relating to this Agreement, the parties agree to participate in good faith negotiations to resolve the dispute for a period of up to thirty (30) days. If the dispute is not settled during such period, the parties agree that the matter shall be settled by non-binding arbitration held in accordance with the commercial rules of the American Arbitration Association, by a panel of three (3) arbitrators. The parties shall each choose an arbitrator who will then agree on a neutral arbitrator.
7. The Library may terminate this contract at any time with 30 days of advance notice. If the Library terminates the contract as a result of being dissatisfied with the quality or amount of services provided by the Consultant, the Consultant will rely on the collective good judgment of the Library to determine what represents a fair and appropriate level of refund/rebate/discount for the work performed under the agreement.

WHEREFORE, the parties have set their hand this ____ day of _____ 2014.

BRADBURY ASSOCIATES/GOSSAGE SAGER ASSOCIATES

GREAT RIVER REGIONAL LIBRARY

By _____

by _____



Request for Library Closure

2015 All Staff Day

GRRL offers an All Staff Day annually. This event is our only opportunity to get all GRRL staff together under one roof. It is typically used to offer various training to staff.

The 2015 All Staff Day will focus on communication and team building. **We are requesting to be closed to the public on Monday, April 27, 2015**, to provide this very important and informative in-service day for all GRRL staff.