

**STILLWATER PUBLIC LIBRARY
BOARD OF TRUSTEES MEETING
January 10, 2017**

Minutes

PRESENT: Bell, Carlsen, Lunn, Hansen, Keliher, Menikheim, Otte, Richie, Stark

ABSENT: None

STAFF: Bertalmio, Goeltl

AGENDA ITEM 1: Call to Order

Meeting called to order at 7:00 pm by Keliher, President

AGENDA ITEM 2: Adoption of Agenda

Motion to adopt agenda. MSP.

AGENDA ITEM 3: In-Person Public Commentary

None.

AGENDA ITEM 4: Consent Calendar

Stark requested that *4a. Adoption of the December 2016 Minutes* be pulled out for discussion from the consent calendar.

Motion made to adopt items b through e of Consent Calendar. MSP.

Stark requested that *Agenda Item 8-2017 Budget* from the December 2016 Minutes be revised as follows:

- Update sentence 2 to read: "The Finance Committee, under guidance from the full board, approached the gap between the adopted public support and the requested public support with the following considerations..."
- Change the last bullet in the list to: "Director affirms these budget reductions will not affect the library's 2017 outreach and partnership efforts as directed by its strategic plan."

Keliher provided an update on *Agenda Item 9-2017 Capital Budget* from the December 2016 meeting. In December, a motion was passed to provisionally approve the revised capital budget as outlined in the 2017 Capital Outlay document pending confirmation with the IT Director that IT intends to complete the security camera project in 2017. Keliher noted that the confirmation of this project for 2017 was made with IT Director on December 14, the day following the board meeting.

Motion made to adopt minutes as amended. MSP.

AGENDA ITEM 5: City Administrator Tom McCarty

City Administrator Tom McCarty addressed the Board regarding how the city can help with the director search and transition process. McCarty provided the Board with a draft RFP document for the recruitment and selection of an executive search firm. McCarty commented that the city has access to websites for posting the RFPs that may be helpful and have statewide reach.

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McCarty noted that when the city issues RFPs, the city ask vendors to submit proposals in two parts. The first component is a technical proposal with a request for background, qualifications, scope of work and schedule. The second component, submitted separately, is the cost proposal. The library could choose to follow this process or could request the information in one part. The RFP documents provided by the city are templates that can be customized by the Board. Keliher asked if McCarty or the City Attorney should review the RFP document before the Library sends out. McCarty recommended that the City Attorney review this.

Board asked about benefits for the Director's position and any tie-ins with city policy. McCarty responded that the Library's personnel policy lays out the benefit packages for staff. While this policy may reflect city policies to a large degree, the personnel policy is a policy of the Library Board. The Board and its policies set the benefits for library staff. Bertalmio noted that the health insurance provider for the Library is determined by the city as library employees are covered under the city's policy.

The Board asked McCarty if the city had promotional materials about the city, its amenities and benefits that could be used as a recruitment tool. The city does have a community profile. The Board also could consult the binder of information that was used to recruit the City Administrator.

The Board reviewed two sections of the sample RFP document with McCarty and made the following decisions:

- 2.3 Proposal Submissions: Materials will be submitted via email to the City Clerk. Questions regarding the RFP will be handled by Keliher.
- 6.10 Invoicing: Bill payments are generally issued twice a month. Invoice is needed a week before council meeting for payment.

The Board also discussed the hiring of the interim director. Library Strategies does provide an option where the interim candidate can be hired through them. The Board doesn't need to pursue this option. The Board will hire the Interim Director through a contract versus bringing the person on as an employee.

AGENDA ITEM 6: Director Search Process Update

A. Update on Interim Search

Keliher discussed the Library Strategies memorandum of agreement as included in the January Board Packet. Library Strategies will conduct a process to identify and vet an Interim Director. Candidates will be presented to the board during a special meeting on January 18th. The meeting will likely include 2-3 candidates from Library Strategies as well as 1 candidate from Washington County Library.

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The board requested that they receive candidate resumes in advances of the interviews. The Executive Committee will be drafting a list of interview questions and rating template for consistency across candidates.

B. Search Consultant RFP Document

The board reviewed the RFP for executive search services for the library director as found in the January Board Packet. The Board discussed the following sections:

- 2.3.2 Proposal Submissions: All proposals should be submitted to the City Clerk. Questions regarding proposals should be fielded by the Board President.
- 2.8 Late Proposals: Late proposals will not be accepted.
- 2.12 Confidential Info: A selection committee will not be used to select the consultant. This will be a decision of the full Board.
- 3.1 x and xi.: The search firm would present a recommendation of 8-10 resumes and background information on those individuals most qualified for the position. The consultant would then help the Board narrow the field of qualified candidates to be invited for personal interviews.
- 3.1 xiii: Add to or modify this item to include "Facilitate an opportunity for candidates to meet with key stakeholders, including library staff, Friends, Foundation and community stakeholders such as city council, city staff, etc."
- 3.3 i: Coordinate arrangements for selected top candidates to travel to Stillwater. Board discussed cost implications associated with this line.
- Section 5 - Evaluation/Selection Process: Update this section to from Selection Committee to the full Board. The full Board will review RFPs and make a decision on the firm to select.

C. Process for Selecting A Search Firm

The Board discussed the process for selecting a firm based on Section 5 of the RFP document. The final process for determining how the firm is selected will be determined at a later date.

Board discussed strategies for distributing the RFP. McCarty and city staff can help post the RFP on appropriate websites. Keliher will proactively send RFP to 6-7 for library specific search firms and approximately 15 additional nonprofit search firms. Firms are based both locally and nationally.

Keliher then outlined the proposed timetable for the selection process:

- RFP available for distribution: January 13, 2017
- Deadline for receipt of questions: January 23, 2017
- Deadline for submittal of RFP: February 8, 2017
- Short List Determination: February 14, 2017 (Short List Notification: February 15, 2017)
- Deadline for PRICE submittal (short-listed firms only): February 20, 2017
- Consultant Interviews (in person or conference call): by February 28, 2017
- Final Proposal: March 7, 2017
- Approval of Selected Consultant: March 14, 2017

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Motion made to authorize the Executive Committee to complete the RFP document, to obtain review from the City Administrator and City Attorney, and to post and distribute the RFP publicly. MSP.

AGENDA ITEM 7: Strategic Plan Update

- *Building Reconfiguration Update:* Construction is completed and well-received by public and staff.
- *3.3 Coordinate a meeting with School and Community Education Staff:* A meeting has occurred with Community Ed. A follow-up meeting with library and district staff has not yet been scheduled. Bertalmio will follow-up with district staff to schedule.
- *3.3 Investigate and develop new partnerships:* One outreach plan has been completed. The Senior Outreach Area needs to be reassigned as this was the job of the Assistant Director. Other outreach plans are being worked on.

AGENDA ITEM 8: Building Reconfiguration

The Board discussed the Building Reconfiguration project.

- Phase 1: Public Services Desk.
- Teen Room: The Teen room was not assigned to a specific phase but was instead slated between Phases 1 and 2. New workstations for the teen room are on order. There are plans to replace the shelving in the teen area with something that looks more youthful and use the original shelving upstairs in the fiction area. Library is waiting for the designer to find items to order and have been told that this project is next on their list. \$4,000 in design fees has been held for the teen room.
- Phase 2: Phase 2 is primarily a moving project that consists of moving teen shelving up to the fiction area, reorganizing the shelving of the fiction area, moving romance fiction, relocating large print, and moving periodicals to the upper level. Initial layouts from MSR have been provided, but more precise layouts may be needed. When the shelving is reoriented, carpeting may need to be replaced.
- Phase 3: Phase 3 is the creation of the Helen Lawson Reading Room in the place of the periodicals area on the lower level.
- Additional Phases: An additional phase is moving the A/V materials further into building and creating a Welcome Center with marketing and promotional materials in its place.

AGENDA ITEM 9: Ratification of 2017 Wages

The Library has a contract with its union membership that specifies 2017 wages and longevity payments. The Board also has adopted wage scales for its nonunion employees. The attached ratification of wages, requested by the City of Stillwater's Finance Department, is based on those scales.

Richie reviewed the figures and noted that there is a mistake. The figure for Hannah should read 27.38 in both columns. The increases are based on the union contract. Board also noted that Bertalmio is not listed on the document because there will be no 2017 performance review as she is retiring.

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Motion made to ratify document as corrected. MSP.

AGENDA ITEM 10: 2017 Capital Budget Release

To accommodate the new co-located desk and staff work room, the existing computer lab was sacrificed. Instruction in computer software, databases, and internet applications are still part of the library's programming efforts. City IT has proposed a mobile lab with charging station and laptop storage as a good alternative that will allow the library to do programming throughout the building. The estimated cost is \$7,860.

The mobile lab contains 7 laptop carts. The lab will be stored securely. The cart will allow the library to do both formal training and will also provide staff with opportunities to do informal trainings. Current classes that utilize computers for training include database courses, how to use social media, developing a marketing plan, and computer basics. Often these classes are done in conjunction with the regional public library system. The cart was specifically budgeted for in 2017.

Board discussed the need to reduce the capital budget for 2017 by \$15,000. The Facilities Committee will take the lead and then communicate with Finance.

Motion made to release the mobile computer lab from the 2017 capital budget in the amount of \$7,860. MSP.

AGENDA ITEM 11: What Constitutes success in outreach in board's thinking?

The staff has begun work on outreach to the community for 2017. Outreach is a pretty general term. As the staff is tackling the first targets (seniors, adult skill and job seekers, new youth groups, school district agencies), the staff would like to know in broad terms what the Board considers success in outreach to be.

Board members discussed and provided the following thoughts:

- Outreach consists of communicating about what the library has to offer.
- Outreach consists of going out into the community and bringing the library to the people.
- Outreach means getting staff outside of the library.
- Outreach also means reaching into the community and bringing the wealth of knowledge and diverse talents of community members into the building for programming and other opportunities.
- Outreach ideas and strategies have been outlined by the Board in the third part of the Strategic Plan – Community Engagement.
- Measuring outreach is project specific. For some projects, it may be the number of new library cards issued. For others, it may be attendee counts.

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Board discussed communication with staff regarding outreach efforts, reporting outcomes back to the board, and helping the staff think through outreach plans. Lunn indicated that there may be a need for a liaison between the Board and staff on outreach and indicated her willingness to serve in this role.

AGENDA ITEM 12: Director and Other Staff Reports

Board discussed the upgrade to Evanced, the meeting and program reservation software. Board discussed the zoning issue for events at the library. Menikheim will follow-up with the city on this.

AGENDA ITEM 13: Foundation Report

No report. The Foundation did not meet in December.

AGENDA ITEM 14: Board Committee Reports

- **Executive Committee:** The Executive Committee has been working on the Interim Director search. It will also look at committee structures, roles, and responsibilities in February.
- **Facilities:** As phase 1 of the building reconfiguration winds down, Facilities will look at Phase 2 and will report back soon.
- **Finance:** At the last board meeting, the Finance Committee was asked to identify funds for consultant fees. One potential line item for these funds may be cost savings in the area of insurance when the Director and Assistant Director positions are open.
- **Governance and Policy:** None.
- **Human Resources:** The class compensation study will bring new tasks for the HR committee. It might be helpful for the committee to have a task list or charge for the year.
- **Succession Planning Task Force:** As the Board works with the search firm to identify qualifications for a new Library Director, it may be helpful review the succession planning report.
- **WCL Relationship Task Force:**
 - Board would like a copy of the Civic Technologies report.
 - Ryskoski indicated his desire to start WCL/SPL contract conversations early. Carlsen, Menikheim, and Starke will try to schedule something with him in Feb/Mar.
 - McCarty is trying to set up an appointment in January with WCL as well.
- **Nominations Task Force:** Nominations will present slate of candidates at annual meeting

AGENDA ITEM 15: Public Commentary and Communications

None.

AGENDA ITEM 16: Adjournment

Adjourned at 9:09 pm.

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**STILLWATER PUBLIC LIBRARY
BOARD OF TRUSTEES
SPECIAL MEETING
January 18, 2017**

Minutes

PRESENT: Keliher, Bell, Richie, Carlsen, Lunn, Menikheim, Stark

ABSENT: Hansen, Otte

STAFF: None

AGENDA ITEM 1: Call to Order

Meeting called to order at 9:01 a.m.

AGENDA ITEM 2: Adoption of Agenda

Adoption of the agenda. MSP.

AGENDA ITEM 3: Interviewing of Interim Director Candidates

The Library Board conducted interviews with four interim director candidates, with consultant Stu Wilson from Library Strategies facilitating the interview discussions. The four candidates were:

- Washington County Library / Tina Kaple
- Marlene Moulton-Janssen
- Debbie Willms
- Melissa Brechon

AGENDA ITEM 4: Discussion of Candidates

The Board discussed the merits of all four candidates as well as the library's needs and expectations for an interim director. The Board conducted an informal straw poll, and after further deliberation, a motion was made to offer the interim director position to Melissa Brechon. MSP

The Board gave the Executive Committee guidance and authority to negotiate and finalize an agreement with Brechon, with the support of the city administrator, city attorney, and city HR manager.

AGENDA ITEM 5: Adjournment

Meeting adjourned at 12:49 p.m.

2016 Bill Resolutions

The following bills have been examined and are approved for payment.
 Mary Richie, Secretary/Treasurer, Board of Trustees

Invoice #	Invoice Date	VENDOR	ITEM	AMOUNT	FUND CODE	FUND NAME
INVOICES PAYABLE						
10317	1/3/2017	Baker and Taylor	Materials - Juv	596.95	230-4230-2400-0000	Childrens Books
10317	1/3/2017	Baker and Taylor	Materials - YA	949.9	230-4230-2406-0000	Teen Books
10317	1/3/2017	Baker and Taylor	Materials - Processing	42.14	230-4230-3404-0000	Processing Fee
10317	1/3/2017	Baker and Taylor	Materials - Juv (SPLF)	934.19	232-4232-2113-0000	SPLF - Materials
10317	1/3/2017	Baker and Taylor	Materials - Reference	187.42	230-4230-2113-0000	Reference
10317	1/3/2017	Baker and Taylor	Materials - Adult Nonfiction (SPLF)	116.83	232-4232-2113-0000	SPLF - Materials
10317	1/3/2017	Brodart Co	Materials - Adult Fiction	486.37	230-4230-2401-0000	Adult Books - Fiction
10317	1/3/2017	Brodart Co	Materials - Adult NonFiction	2370.63	230-4230-2405-0000	Adult Books - Non Fiction
10317	1/3/2017	Brodart Co	Materials - Processing	33.8	230-4230-3404-0000	Processing Fee
10317	1/3/2017	Brodart Co	Materials - Adult Fiction (Tributes)	29.68	235-4235-2101-0000	Library Donations Materials
10317	1/3/2017	Brodart Co	Materials - Adult Fiction (SPLF)	59.18	232-4232-2113-0000	SPLF - Materials
19038	12/19/2016	Capital Label Inc.	SPL Book Labels	598.44	230-4230-3404-0000	Processing Fee
16357	12/22/2016	Communication Systems Specialists	Workstation Cabeling	1720	230-4231-5200-0000	C/O & Improvements
99245	12/20/2016	Menards	Janitorial Supplies	47.71	230-4231-2102-0000	Janitorial Supplies
W16110687	12/21/2016	Office of MN IT Services	Telephone	384.01	230-4231-3101-0000	Telephone
200288	12/12/2016	Papco Inc.	Janitorial Supplies	39.16	230-4231-2102-0000	Janitorial Supplies
75453071	12/13/2016	Recorded Books Inc	Materials - Juv Audio	463.74	230-4230-2402-0000	Audio
75457471	12/21/2016	Recorded Books Inc	Materials - Juv Audio	23.17	230-4230-2402-0000	Audio
75456758	12/20/2016	Recorded Books Inc	Materials - Juv Audio	15	230-4230-2402-0000	Audio
120516	12/5/2016	Thorager Natasha	Programs - Juv (SPLF)	240	232-4232-2407-0000	SPLF - Programs
13308026	12/20/2016	Toshiba Business Solutions	Maintenance Contract	85.99	230-4230-3707-0000	Maintenance Agreements
			INVOICES SUBTOTAL	9,424.31		
CREDIT CARD						
5685835	11/17/16	Amazon.com	Materials - Adult NonFiction	47.17	230-4230-2405-0000	Adult Books - Non Fiction
51389	11/14/16	littlebits.com	Programs - Teen (MELSA)	199.95	235-4236-4099-0000	Library Donations Programs
15779941	11/11/16	Dream Host	Monthly Website Fee	21.45	230-4230-3098-0000	Technology Support
			CREDIT CARD SUBTOTAL	268.57		
MANUAL BILL PAYOUTS (Check issued between bill resolutions to comply with payment terms)						
None						
			MANUAL PAYOUT SUBTOTAL	0.00		
			GRAND TOTAL	9,692.88		

Submitted for payment

Lynne S. Bertalmio, Director

2016 Bill Resolutions

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Mary Richie, Secretary/Treasurer, Board of Trustees

Invoice #	Invoice Date	VENDOR	ITEM	AMOUNT	FUND CODE	FUND NAME
INVOICES PAYABLE						
183628	12/9/2017	Ace Hardware	Janitorial Supplies	97.93	230-4231-2102-0000	Janitorial Supplies
183984	12/20/2017	Ace Hardware	Janitorial Supplies	39.53	230-4231-2102-0000	Janitorial Supplies
184212	12/29/2017	Ace Hardware	Janitorial Supplies	39.83	230-4231-2102-0000	Janitorial Supplies
184009	12/21/2017	Ace Hardware	Janitorial Supplies	38.46	230-4231-2102-0000	Janitorial Supplies
184009	12/21/2017	Ace Hardware	Snow Thrower	799.99	230-4231-2302-0000	Other Minor Equipment - Lib Plant
1172017	1/17/2017	Baker and Taylor	Materials - Juv	384.69	230-4230-2400-0000	Childrens Books
1172017	1/17/2017	Baker and Taylor	Materials - YA	243.35	230-4230-2406-0000	Teen Books
1172017	1/17/2017	Baker and Taylor	Materials - Processing	10.78	230-4230-3404-0000	Processing Fee
1172017	1/17/2017	Baker and Taylor	Materials - Juv (SPLF)	4.79	232-4232-2113-0000	SPLF - Materials
1172017	1/17/2017	Brodart Co	Materials - Adult Fiction	59.3	230-4230-2401-0000	Adult Books - Fiction
1172017	1/17/2017	Brodart Co	Materials - Adult NonFiction	189.12	230-4230-2405-0000	Adult Books - Non Fiction
1172017	1/17/2017	Brodart Co	Materials - Processing	5.85	230-4230-3404-0000	Processing Fee
1172017	1/17/2017	Brodart Co	Materials - Adult Fiction (Tribute)	15.12	235-4235-2101-0000	Library Donations Materials
1172017	1/17/2017	Brodart Co	Materials - Adult Fiction (SPLF Tribute)	15.12	232-4232-2113-0000	SPLF - Materials
1172017	1/17/2017	Brodart Co	Materials - YA NonFiction	14.87	230-4230-2406-0000	Teen Books
1172017	1/17/2017	Friends@ Stillwater Public Lib	Friends Dec CC Tran Reimbursement	24	230-0000-3870-0100	Refunds & Reimbursements
16-179	1/5/2017	Gardner Builders	Building Reconfiguration 11/1/16-12/31/16	25571.78	230-4231-5200-0000	C/O & Improvements
16-179	1/5/2017	Gardner Builders	Building Reconfiguration 11/1/16-12/31/16	5000	227-4227-3099-0000	Other Govt Gifts - Professional Services
2455591-1182263194	12/28/2016	G & K Services	Towels & Rugs	82.54	230-4231-4099-0000	Miscellaneous Charges - Lib Plant
1172017	1/17/2017	Midwest Tape	Materials - Audio	1727.97	230-4230-2402-0000	Audio
1172017	1/17/2017	Midwest Tape	Materials - Video	801.23	230-4230-2408-0000	Film/Video
1172017	1/17/2017	Midwest Tape	Materials - Processing	143.1	230-4230-3404-0000	Processing Fee
11717	1/17/2017	Stillwater Public Library Foundation	SPLF Dec CC Reimbursement	295.18	232-0000-2000-1300	SPLF - Accounts Payable Pass Thru
010317_169.95	1/3/2017	Washington County Library	WCL Q4 2016 Lost/Overdue Processing	88	230-0000-3880-0040	Lost/Overdue Processing Fees
010317_169.95	1/3/2017	Washington County Library	WCL Q4 2016 Lost/Damaged Fees	81.95	230-0000-3880-0030	Lost/Damaged Fees
010417_211.00	1/3/2017	Washington County Library	Barcode Item Labels	211	230-4230-3404-0000	Processing Fee
010917_329.45	1/3/2017	Washington County Library	WCL Q4 Processing Supplies	329.45	230-4230-3404-0000	Processing Fee
12282016_319.71	12/28/2016	Washington County Library	Materials - Adult NonFiction	241.92	230-4230-2405-0000	Adult Books - Non Fiction
12282016_319.71	12/28/2016	Washington County Library	Materials - Adult Fiction	47.89	230-4230-2401-0000	Adult Books - Fiction
12282016_319.71	12/28/2016	Washington County Library	Materials - Video	29.9	230-4230-2408-0000	Film/Video
010917_273.27	1/9/2017	Washington County Library	WCL Q4 Postage/Stock for Overdue Notices	273.27	230-4230-3102-0000	Postage
14397655	1/3/2017	Weston Woods Studios	Materials - Juv Audio Books (Friends)	669.41	235-4235-2101-0000	
INVOICES SUBTOTAL				37,577.32		
CREDIT CARD						
None						
			CREDIT CARD SUBTOTAL	0.00		
MANUAL BILL PAYOUTS (Check issued between bill resolutions to comply with payment terms)						
None						
51-7976594-1		Xcel Energy	Energy	1761.85	230-4231-3601-0000	Natural Gas
51-7976594-1		Xcel Energy	Energy	3343.42	230-4231-3600-0000	Electricity
			MANUAL PAYOUT SUBTOTAL	5,105.27		
GRAND TOTAL				42,682.59		

Submitted for payment

Lynne S. Bertalmio, Director

2017 Bill Resolutions

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 Mary Richie, Secretary/Treasurer, Board of Trustees

Invoice #	Invoice Date	VENDOR	ITEM	AMOUNT	FUND CODE	FUND NAME
INVOICES PAYABLE						
1533595	11/4/2016	Ebsco Publishing	Materials - Professional Subscriptions	\$ 616.98	230-4230-4001-0000	Subscriptions
1533595	11/4/2016	Ebsco Publishing	Materials - Reference Periodicals	\$ 112.00	230-4230-2113-0000	Reference
1533595	11/4/2016	Ebsco Publishing	Materials - SCC Periodicals	\$ 28.50	230-4230-2499-0000	Collection Development
1533595	11/4/2016	Ebsco Publishing	Materials - Periodicals	\$ 4,162.08	230-4230-2403-0000	Periodicals
1533595	11/4/2016	Ebsco Publishing	Materials - Newspapers	\$ 1,475.62	232-4232-2113-0000	SPLF - Materials
1032016	1/3/2016	Friends of the Saint Paul Public Library	Interim Director Search	\$ 1,000.00	230-4230-3099-0000	Other Professional Services
			INVOICES SUBTOTAL	\$ 7,395.18		
CREDIT CARD						
None						
			CREDIT CARD SUBTOTAL	\$ -		
MANUAL BILL PAYOUTS (Check issued between bill resolutions to comply with payment terms)						
None						
			MANUAL PAYOUT SUBTOTAL	\$ -		
			GRAND TOTAL	\$ 7,395.18		

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Lynne S. Bertalmio, Director

TOTAL LOANS from Washington County Libraries

2016 LOANS	January	February	March	April	May	June	July	August	Sept.	October	Novem.	Decem.	TOTAL
Woodbury	66,320	65,518	72,376	67,634	64,709	79,340	80,839	79,566	67,325	67,862	63,739	58,894	834,122
Forest Lake	26,731	27,510	30,591	29,695	27,879	33,031	33,329	34,012	28,478	27,302	27,836	23,398	349,792
Park-Grove	18,815	18,256	21,099	20,786	19,969	24,114	24,996	25,102	19,380	20,079	18,833	17,296	248,725
Oakdale	10,992	11,778	12,937	12,844	11,613	13,361	13,808	13,630	12,262	12,040	11,157	9,920	146,342
Wildwood	11,262	10,771	12,141	11,823	11,406	14,172	15,258	14,034	10,973	11,286	10,574	9,576	143,276
Valley	2,217	2,225	2,676	2,588	2,119	2,813	3,037	2,967	2,191	2,119	2,018	1,968	28,938
Marine*	405	396	437	354	413	481	473	452	425	324	384	340	4,884
Hugo*	254	419	375	249	337	327	313	219	237	226	261	312	3,529
Newport*	73	34	58	29	31	55	46	48	66	45	46	65	596
Law Library	76	77	52	44	34	60	43	61	48	96	47	58	696
Downloads	22,486	21,021	23,537	20,950	19,789	21,267	21,405	20,893	19,969	20,994	19,892	21,095	253,298
SS (Mostly ILL)	781	738	868	740	782	620	674	858	733	586	638	548	8,566
Stillwater	23,274	23,618	26,482	24,626	23,786	30,152	28,854	28,251	23,672	24,216	23,285	19,676	299,892
Bayport	5,199	5,455	5,685	5,569	4,819	5,893	4,600	5,414	5,384	5,710	5,419	5,117	64,264
TOTAL Loans	188,885	187,816	209,314	197,931	187,686	225,686	227,675	225,507	191,143	192,885	184,129	168,263	2,386,920

* Library Express Service

**PG's Self-Check machine was pointing to a HC port, so their numbers have been adjusted (Sept 2360, Oct 7340 and Nov 3725 subtracted from FL & added to PG)

2015-16 % CHANGE	January	February	March	April	May	June	July	August	Sept.	October	Novem.	Decem.	TOTAL
Woodbury	-7.6%	-2.4%	-5.9%	-1.5%	-5.5%	-4.1%	-5.9%	-0.5%	-4.5%	-0.8%	-0.2%	-5.6%	-3.8%
Forest Lake	-11.6%	-2.9%	-5.5%	1.6%	1.2%	-6.9%	-9.4%	-3.7%	-3.2%	-5.0%	6.5%	-8.0%	-4.2%
Park-Grove	-5.6%	-2.2%	-6.3%	3.5%	2.6%	-12.2%	-9.3%	1.3%	-10.3%	-4.3%	-1.9%	-6.5%	-4.6%
Oakdale	-18.1%	-12.5%	-9.3%	-1.2%	-4.6%	-15.7%	-10.2%	-10.5%	-9.3%	-8.2%	-2.1%	-10.5%	-9.6%
Wildwood	-4.9%	-6.8%	4.8%	-2.2%	4.1%	2.2%	6.5%	4.8%	-2.8%	-5.2%	-5.0%	-8.0%	-0.7%
Valley	5.5%	-3.9%	-2.4%	10.1%	-2.4%	-0.4%	17.8%	5.0%	-10.0%	-14.7%	-2.8%	-2.1%	0.1%
Marine	-12.9%	-14.5%	-0.2%	-38.8%	-12.3%	26.6%	6.5%	2.0%	-3.0%	-15.0%	-17.8%	-27.5%	-10.2%
Hugo	-52.9%	15.1%	10.0%	-28.0%	33.2%	-16.8%	-10.3%	-32.4%	-29.3%	-34.1%	-25.4%	18.2%	-16.0%
Newport	135.5%	-2.9%	-6.5%	-49.1%	-18.4%	-33.7%	-37.0%	-5.9%	0.0%	-30.8%	21.1%	85.7%	-6.0%
Law Library	76.7%	11.6%	-16.1%	-52.2%	-8.1%	39.5%	-21.8%	0.0%	-22.6%	28.0%	-16.1%	-57.4%	-12.0%
Downloads	16.9%	15.6%	15.9%	15.9%	5.4%	8.8%	2.4%	-1.2%	3.3%	8.4%	2.7%	6.8%	8.3%
SS (Mostly ILL)	-6.8%	1.4%	-5.7%	-4.4%	31.6%	-13.6%	-9.3%	23.8%	-2.3%	-19.7%	-9.1%	-20.0%	-3.5%
Stillwater	-6.2%	1.4%	3.2%	1.8%	3.7%	0.2%	-3.6%	2.8%	-5.3%	-4.0%	-2.9%	-5.3%	-1.6%
Bayport	-0.2%	19.7%	1.8%	10.4%	13.4%	13.9%	-22.1%	5.4%	7.5%	2.0%	6.8%	5.7%	4.7%
TOTAL % Change	-5.8%	-0.7%	-2.1%	1.7%	-0.2%	-3.8%	-5.5%	-0.6%	-4.3%	-2.3%	0.2%	-5.6%	-2.5%

2015 LOANS	January	February	March	April**	May	June	July	August	Sept.	October	Novem.	Decem.	TOTAL
Woodbury	71,750	67,095	76,954	68,693	68,485	82,701	85,873	80,002	70,519	68,385	63,879	62,385	866,721
Forest Lake	30,253	28,338	32,361	29,237	27,544	35,465	36,788	35,309	29,430	28,753	26,141	25,435	365,054
Park-Grove	19,937	18,658	22,510	20,083	19,472	27,476	27,561	24,786	21,609	20,983	19,201	18,497	260,773
Oakdale	13,425	13,457	14,256	12,999	12,177	15,842	15,379	15,231	13,524	13,111	11,398	11,089	161,888
Wildwood**	11,843	11,561	11,582	12,093	10,953	13,863	14,331	13,394	11,284	11,900	11,132	10,414	144,350
Valley	2,102	2,315	2,742	2,350	2,170	2,824	2,578	2,827	2,435	2,483	2,076	2,010	28,912
Marine*	465	463	438	578	471	380	444	443	438	381	467	469	5,437
Hugo*	539	364	341	346	253	393	349	324	335	343	350	264	4,201
Newport*	31	35	62	57	38	83	73	51	66	65	38	35	634
Law Library	43	69	62	92	37	43	55	61	62	75	56	136	791
Downloads	19,232	18,184	20,308	18,077	18,769	19,548	20,894	21,146	19,329	19,371	19,365	19,758	233,981
SS (Mostly ILL)	838	728	920	774	594	718	743	693	750	730	702	685	8,875
Stillwater	24,820	23,282	25,671	24,190	22,942	30,090	29,927	27,493	24,999	25,224	23,971	22,285	304,894
Bayport	5,211	4,556	5,587	5,046	4,250	5,175	5,905	5,136	5,010	5,597	5,076	4,840	61,389
TOTAL Loans	200,489	189,105	213,794	194,615	188,155	234,601	240,900	226,896	199,790	197,401	183,852	178,302	2,447,900

**WW's Self-Check machines were pointing to WB's ports, so their numbers have been adjusted accordingly (7850 subtracted from WB & added to WW) 2/9/2017

Agenda Items Details

AGENDA ITEM NAME & BRIEF DESCRIPTION: Interim Director Contract	
OWNER: Executive Committee	PRESENTER: President
REQUESTED AGENDA TYPE (A, I, D): I	IS THIS A POLICY OR SIMILAR DOCUMENT FOR APPROVAL? IF YES, NOTE STATUS – 1 st READ, 2 nd READ/FINAL APPROVAL:
IF ACTION ITEM, PLEASE DESCRIBE REQUESTED ACTION:	
BACKGROUND/CONTEXT: Attached is a copy of the agreement the Executive Committee negotiated (with Board authorization) with Melissa Brechon. Thanks are due to City staff for their support in developing this contract.	
ATTACHMENTS/SUPPLEMENTARY DOCUMENTS:	
PREVIOUS ACTION ON ITEM:	
REVIEWED BY COMMITTEE?:	

Resolution/Follow-Up Notes

OUTCOME OF DISCUSSION:
NEXT STEPS:



January 26, 2017

Melissa Brechon
443 Allen Avenue
St. Paul, MN 55117

Melissa,

This letter outlines the arrangement we have discussed for the position of Interim Director for the Stillwater Public Library.

This is a temporary arrangement and may be terminated by either of us at any time with a fifteen (15) day written notice. Your work will commence on February 1, 2017, and continue for a period of approximately five (5) months.

You will be an independent contractor and not an employee of the City and will be paid at a rate of \$7,000.00 per month for the time devoted to City work. This monthly rate will be prorated based on the number of working days in the month for time off on working days or partial months. You will be responsible for any and all taxes owed on the amount you receive.

While acting as the Interim Director, you are deemed to be an Officer of the City, as set forth in Minnesota Statutes, Chapter 466, and shall be entitled to the immunities and protections available to officers in Chapter 466.

You will be provided with a City-owned and -managed computer, along with any software needed to perform your work. These City items remain the property of the City. You are permitted to use your own personal computer and basic software compatible with City computers, if you choose. All data will remain property of the city, but your own equipment will remain your property. Office furniture and equipment will be provided by the City at no cost to you.

You also must safeguard all records, documents, files and correspondence against damage or unauthorized use and must take every precaution to protect the privacy of those whose records or files you are responsible for handling and for any other City records, information, work products or materials. All records and/or materials must be kept in a confidential manner in the designated work area where access by others is limited.

The City will provide office supplies as needed. Business related out-of-pocket expenses will be reimbursed, however, expenditures of more than \$100.00 need prior City approval. The City will reimburse you for parking and travel expenses at the rate of \$0.535 per documented mile (for travel beyond getting to and from the library each day).

You must abide by all City policies and ordinances. The City will defend and indemnify you from claims brought against you arising from actions by you within the course and scope of the



services described herein. It claims against you will be governed by the Minnesota Tort Claims Act, Minnesota Statutes, Chapter 466. Nothing herein should be construed to provide insurance coverage or indemnification for claims caused by malfeasance in office, willful neglect of duty, or bad faith. This Agreement does not constitute a waiver on the limitations of liability set forth in Minnesota Statutes, Section 466.04.

This agreement will become effective on or about January 26, 2017. If you agree to these terms, please sign and date.

We look forward to your contributions the Stillwater Public Library and our community. We hope you enjoy the role and find the work appropriately challenging and rewarding. If you have any questions or concerns, please contact me at 651-324-0213.

Thank you,

Mike Keliher
President
Stillwater Public Library board of trustees

cc: Tom McCarty, city administrator; Donna Robole, HR manager

Dated: _____, 2017 _____

Stillwater Public Library

Dated: _____, 2017 _____

Agenda Items Details

AGENDA ITEM NAME & BRIEF DESCRIPTION: Director Search	
OWNER: Executive Committee	PRESENTER: President
REQUESTED AGENDA TYPE (A, I, D): A	IS THIS A POLICY OR SIMILAR DOCUMENT FOR APPROVAL? IF YES, NOTE STATUS – 1 st READ, 2 nd READ/FINAL APPROVAL:
IF ACTION ITEM, PLEASE DESCRIBE REQUESTED ACTION: At this meeting, the Board will identify a short list of firms which will be requested to provide pricing for their services and with which the Board will schedule interviews. The Board will also discuss the character of the interviews. If it's helpful as you review these proposals, use the scoring criteria outlined in our RFP document to help identify top candidates.	
BACKGROUND/CONTEXT:	
ATTACHMENTS/SUPPLEMENTARY DOCUMENTS: Proposals from eleven firms	
PREVIOUS ACTION ON ITEM:	
REVIEWED BY COMMITTEE?:	

Resolution/Follow-Up Notes

OUTCOME OF DISCUSSION:
NEXT STEPS:

From: Brad Ballinger
To: [Diane Ward](#)
Cc: [Nancy Speer](#)
Subject: Stillwater Public Library Board Executive Search Services Proposal
Date: Wednesday, February 08, 2017 1:49:12 PM
Attachments: [Stillwater Public Library Board Executive Search Proposal \(1\).pdf](#)

Hi, Diane.

Attached, please find our proposal for Executive Search Services. We look forward to the next step in the selection process. Please let us know if you have any questions.

Respectfully,

Brad Ballinger
Direct: [612-843-0130](tel:612-843-0130)
Mobile: [651-341-5027](tel:651-341-5027)
brad@cincinnatus.com

CINCINNATUS
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212 Third Ave North
Minneapolis, MN 55401
www.cincinnatus.com



BUILDING THRIVING, RESILIENT ORGANIZATIONS

A PROPOSAL TO
THE STILLWATER PUBLIC LIBRARY BOARD
FOR LIBRARY DIRECTOR EXECUTIVE SEARCH SERVICES

FEBRUARY 8, 2017

Submitted by:

Nancy Speer
Direct: 612-843-0127
Mobile: 651-323-0192
Fax: 612-331-9004
Email: nancy@cincinnati.com

Brad Ballinger
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Thank you for asking Cincinnatus to submit a proposal for executive search services to the Stillwater Public Library Board in its endeavor to hire a Library Director. We are honored to have been asked, and feel that we can offer the Library Board a tried and true process, and also handle the public phases of the search, taking the pressure off the Board.

We have structured this Technical Proposal according to the specifications outlined in the Library Board's RFP, combining some sections for clarity and continuity.

Organizational Structure

Incorporated in the State of Minnesota on December 31, 1984, Cincinnatus, in its 32nd year as a firm serving nonprofits, is composed of individuals totally committed to serving the strategic needs of organizations – particularly during periods of transition. We offer organizations an array of services, including executive search and transition support, governance best practices, strategic planning, fund development, and confidential executive counsel.

Today, the consultancy is led by three Principals who share ownership: Brad Ballinger, Trudy Ohnsorg, and Nancy Speer. We also employ an office manager/client support specialist, have one former owner in an executive consultant role, another assisting in an “of counsel” capacity, and have relationships with several strategic partners. Our Cincinnatus fact sheet (attached) lists more about our firm, our services, and our clients.

The majority of our search clients are nonprofits and association organizations that are seeking CEOs, EDs, and other senior leaders. While we assist a large number of clients with executive searches, we also have a depth of experience working with board and staff leadership to ensure a successful executive transition.

Technical Qualifications

General Qualifications

All of the consultants at Cincinnatus are seasoned professionals in the nonprofit and civic sectors. We have been in your shoes. We have all held paid and volunteer leadership positions in multiple organizations. We have chaired Search Committees. We know what it takes to conduct an effective search and to ensure a smooth transition to new leadership.

Special Qualifications

For this particular engagement with the Stillwater Public Library Board (Library Board), Cincinnatus will devote two of its Principals/Owners to the process. The Library Board can rest assured that the work will be done by us, and not handed off

to other staff. We believe in a high touch approach, and we stand behind our name. Our qualifications are in the follow section.

Staff Qualifications and Previous Experience

Nancy Speer will serve as co-consultant, and will perform approximately half of the work. A 26-year resident of the Saint Croix Valley (Nancy lives in Scandia), Nancy has served in executive roles in the nonprofit sector for more than 35 years. She was Director of External Relations at the University of Minnesota's Humphrey School, Director of Development at Breck School, Vice President of Development at Abbott Northwestern Hospital, and Senior Vice President at Planned Parenthood. She has helped organizations identify new executive leadership, strengthen their boards, and raise millions of dollars in campaigns. She has a deep understanding of board governance, having served on the executive committees of many nonprofits, including literary and media organizations: the Minnesota Center for Book Arts, the Loft Literary Center, and MinnPost. Nancy was appointed by Governor Ventura to the Metropolitan Airports Commission, where she served as served as the Commission's Vice Chair. A more complete biography for Nancy is attached to this proposal.

Nancy holds a B.A Degree from Wellesley College and an M.A.T. from Wesleyan University. She was recipient of a Bush Fellowship. Lake Forest Academy recently honored her as Woman of Distinction and member of the Hall of Fame.

While at Cincinnatus, Nancy has conducted executive searches for many organizations, including some with strong ties to governmental units; for example, Executive Director searches for Community Action Partnership Suburban Hennepin (lead consultant) and Community Action Partnership of Scott, Carver, Dakota Counties (co-consultant).

In the past few years, Nancy has also conducted successful searches for the CEO of the Head of the Lakes United Way; CEO of the YWCA of Saint Paul; Executive Director, WCA Foundation; Executive Director, of Academia Cesar Chavez; Vice President of Advancement for United Theological Seminary; and Development Director for the Saint Croix River Association. A more complete biography for Nancy is appended to this proposal.

All reference information—client organization addresses, contact names, and telephone numbers is appended to the end of this proposal.

Brad Ballinger will serve as co-consultant for this project, and will perform approximately half of the work. Brad has 25+ years experience in adult education and organizational effectiveness work, about half of which was in the nonprofit sector. He has performed organizational assessment work on behalf of the Minnesota Performance Excellence Network, twice leading evaluation teams for the Minnesota Quality Award. He has also developed succession strategies for

organizational leaders. Brad is the former board chair of Minnesota Adoption Resource Network (now called MN Adopt) and the current board chair of ArtSage. Brad holds a post-graduate certificate in Nonprofit Leadership from Capella University, a M.A. in Speech Communication from Miami University, and an undergraduate degree from Winona State University in Speech/Theatre Arts, with a teaching certification. A more complete biography for Brad is appended to this proposal.

At Cincinnatus, Brad has successfully led searches for Minnesota Continuing Legal Education, Hennepin County Bar Association, Youth Service Bureau, Three Links, and Norway House. He also served as co-consultant with Nancy Speer on the search for Academia Cesar Chavez. Brad is currently conducting a search for the Duluth Entertainment Convention Center Executive Director, which will have a high profile public phase. Cincinnatus was selected for this search because of our approach for handling the issues regarding the public dimension of a search.

Search Implementation and Understanding of Search

We believe that successful executive searches are grounded in a vision of where your organization wants to go and a clear understanding of the leadership attributes you will need in order to get there. We also believe a successful search acknowledges and reflects your organization's unique culture and leadership structure.

We find it helpful to think of strategic executive searches as proceeding through several distinct phases: Design, Announcement, Recruitment, Screening Interviews, Finalist Interviews, Decision and Reference Checks, and Offer, Negotiation, and Background Checks. If coaching for the new executive is desired, Cincinnatus is happy to provide that service under separate contract.

Our proposal is based on our estimated involvement at each phase of the search and on what we understand about your needs at this point. If the scope of the project changes as a result of further conversation between the Library Board and Cincinnatus, these changes will be reflected in a final, not-to-be-exceeded proposed project fee.

Our goal will be to move the search quickly ahead for you, to present you with three to five strong final candidates for you to interview and to assist you with final selection and hiring of the new Director.

Design

The design stage is critically important in an executive search. It combines the strategic vision of the Stillwater Public Library with the leadership qualities and competencies of your new Director. Cincinnatus will help you refine the position description, if desired, and define the search process. We will assist you in refining and verifying a list of attributes that the ideal

candidate should possess, qualities that are particularly appropriate for the culture and environment at the library.

At this point, we will also develop a work plan for the search that includes:

- A detailed timeline,
- A process for how and when the Search Committee and larger Board will be involved,
- A determination of whether and how the staff and other key constituencies will be involved.

Announcement

We will review the position description with an eye to its serving as a marketing document in order to attract the strongest possible candidates. We will draft a brief position announcement to appear in print and on websites that you have already identified as well as others we recommend. We will work with you to assemble the lists of institutions and individuals we will contact on your behalf. We will also advise you on other lists of individuals and organizations that should receive announcements. Typically, Cincinnatus handles all mechanics of these announcements.

In addition to a position announcement, Cincinnatus will also create a position profile to be used by us and by the Library Board for recruitment and marketing. This profile will include a detailed position description, information about the Library Board, Stillwater Public Library, and the community of Stillwater. The Library Board's search committee will have the opportunity to review this profile before distribution.

Recruitment

Two pools of candidates are available: those currently looking for employment opportunities and those who are not. Announcements and postings appeal to the former. The latter are identified through nominators we will identify as being useful for this particular search. We will, therefore, actively prospect within similar institutions or in other channels to identify individuals currently employed—who, when presented the opportunity, might consider the opening seriously. We will follow up with nominators and nominees to surface candidates, gauge their interest and, whenever appropriate, invite their applications.

The result will be a ranked pool of candidates based primarily on written materials, letters of interest and résumés, and nominators' comments. We will meet with you to review our rankings and determine those with whom we will conduct screening interviews.

Screening Interviews

Once the Search Committee has agreed on the candidates to be screened, Cincinnatus conducts screening interviews to narrow the field to a manageable number. We develop the interview guide (interview questions) in consultation with the Library Board's search committee. The purpose of these interviews will be to explore attributes we were not able to gauge earlier, and to gain a better sense not only of how candidates might fit the criteria set forth in the position description, but also how they might fit into the culture of the Stillwater Public Library, the Library Board, the staff, partners, supporters, and organizations that benefit from its work. We will use an interview guide we have developed jointly to ensure the screening process yields recommendations based on the most important factors.

Whether these interviews are conducted in person, over the phone or via Skype or FaceTime is a function of the location of qualified candidates. In all of our contacts with potential and prospective candidates, we will apply the highest standards of professional courtesy and integrity. We want candidates to recognize that they are valued and we will make sure all of our interactions with candidates reflect favorably on the Library Board. Our screening process will also verify work history and educational achievement.

Cincinnatus will provide you with written summaries of each screening interview. We will also provide a matrix that summarizes how these candidates compare across the essential qualification and leadership attributes identified for the position. At the end of the screening process, we will meet with you and the Search Committee to select a slate of finalists to be interviewed by you.

Finalist Interviews

The Search Committee, along with staff and other key stakeholders (as appropriate) will interview a slate of well-qualified candidates. We will work with you to schedule the interviews. Cincinnatus can serve several different roles in these interviews: from facilitating the meetings, freeing all participants to listen and engage, to listening, taking notes, and sharing our perceptions at the end of the meetings. It will be your choice how you would like to work with us at this stage of the search.

We find it is best for finalist candidates to first meet the hiring body (search committee). Once that search committee has narrowed the finalist list to one or two, then it is appropriate for staff and other key stakeholders to meet the finalist(s). We will facilitate that process and design a feedback process to assist the search committee in further evaluating the finalist candidate(s).

Decision and Reference Checks

Because hiring decisions often become highly subjective, we find we can play a helpful "grounding" role by reminding Search Committee members to

review how the final candidates compare across each of the essential qualifications and leadership attributes the organization has identified as important. Most often our involvement is of greatest assistance when there are some differences of opinion at the organizational level or there is need for an outside perspective. We often do reference checks for the final candidate/candidates before a formal offer is made. We provide the Library Board with a written summary for each reference check.

Offer, Negotiation, and Background Checks

Should you choose, we can assist you in developing and presenting a compelling compensation package and in negotiating terms with the prospective ED. We will arrange for background investigations, and arrange for any testing desired or required at this stage.

Time Schedule

Although pricing is not expected for this proposal, we feel it is important for the Library Board to know that Cincinnatus has a different fee structure from most other firms that will be submitting proposals. While other firms determine their fee based on a flat rate or percentage of first year compensation for the hired executive, we price our services based solely on the work we do. Therefore, should Cincinnatus advance in the evaluation process, our pricing model will have a cost attached to each of the search phases below. We structure our fees this way in the event the client wishes to handle a certain part of the search on their own given budget constraints.

Design

2 weeks

Meet with the Search Committee to identify desired attributes, fine-tune the position description language, and formalize the recruitment plan

Announcement

1 week

Post position announcement; send announcements

Recruitment

10-12 weeks

Recruit nominators and candidates, collect resumes and letters of interest, rank candidates, meet with the Search Committee to determine candidates for screening interviews

Screening Interviews (8-10 interviews)

2 weeks

Conduct screening interviews, summarize interviews, rank candidates, and meet with the Search Committee to rank candidates and determine finalists.

Finalist Interviews (3-5 interviews)

1-2 weeks, depending on availability of candidates and committee members

Participate in finalist interviews and provide counsel during the selection process.

Decision and Reference Checks

1 week

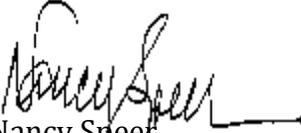
Facilitate hiring decision discussion; check references and report on reference checks

Offer, Negotiation, Background Checks

.5 weeks

Thank you, again, for your interest in working with Cincinnatus. It would be an honor to assist the Stillwater Public Library Board in this important work. Please do not hesitate to contact us if you have questions or need additional. We look forward to staying in conversation with you.

Very sincerely yours,



Nancy Speer
Cincinnatus Principal



Brad Ballinger
Cincinnatus Principal

Attachments:

Nancy's biography

Brad's biography

Executive search client contact information

Cincinnatus brochure



NANCY SPEER

Prior to joining Cincinnatus, Nancy Speer spent more than thirty years in strategic leadership positions in the non-profit and public sectors. She brings to the table a wealth of experience in organizational leadership, executive search, governance, institutional advancement, and philanthropy

Nancy has helped organizations strengthen their boards, identify new executive leadership, grow their philanthropic income, and raise millions of dollars in campaigns. Before Joining Cincinnatus, Nancy served as Senior Vice President at Planned Parenthood Minnesota, North Dakota, South Dakota. Earlier she served as Vice President for Development at Abbott Northwestern Hospital, Director of Development at Breck School, and External Relations Director at the University of Minnesota's Humphrey School. Some recent clients for whom she has managed executive searches include United Theological Seminary, Academia Cesar Chavez, Open Arms of Minnesota, Head of the Lakes United Way, YWCA of Saint Paul, WCA Foundation, and Community Action Partnership of Suburban Hennepin County(CAPSH).

Nancy currently serves on the executive committee of The Nature Conservancy of MN, ND, SD board, and she is immediate past chair of the board of **women**winning. She is also a member of the Board of Directors of MinnPost. Her recent public service has included board leadership positions at the Minnesota Center for Environmental Advocacy, Lake Forest Academy, the Loft Literary Center, and the Advocates for Human Rights. She was Vice Chair of the Metropolitan Airports Commission. She also has served on the boards of Minnesota Landmarks, the Minnesota Center for Book Arts, and the Minnesota Newspaper Foundation.

Nancy holds a B.A. degree from Wellesley College and an M.A.T. from Wesleyan University (CT). She was recipient of a Bush Leadership Fellowship. Lake Forest Academy recently honored her as Woman of Distinction and member of the Hall of Fame.

612-843-0127
nancy@cincinnatus.com



BRAD BALLINGER

An accomplished leadership consultant, facilitator, trainer, and professional speaker, Brad is passionate about making concepts real and inspiring leaders and organizations to action. He does this through creating innovative learning experiences, challenging others to maximize their strengths, and maintaining focus on real-world applications and results. Brad helps his clients pursue the right questions at the appropriate level of detail, take smart risks, and develop effective teams.

Brad's career has given him the unique experience of developing managers and other organizational leaders while working as part of Operations. He has designed high potential leadership development systems, overseen organizational effectiveness and change management initiatives, conducted training workshops, facilitated strategic planning sessions, coached senior leadership teams and individuals, and led process improvement teams. Brad has also taught at the university level.

Before joining Cincinnatus, Brad performed leadership and organizational development work with Presbyterian Homes and Services, Katun Corporation, Blue Cross and Blue Shield of Minnesota, AgriBank, and American Family insurance. He has also performed contract work for the National Rural Health Network Center and for McKesson. He began his career teaching and coaching the speech team at Illinois State University. Brad was also appointed to serve on the Minnesota Governor's committee to develop a performance evaluation process for the judicial system, and has been a four-time evaluator for the Minnesota Quality Award.

At Cincinnatus, Brad has led successful executive searches for Minnesota Continuing Legal Education, Hennepin County Bar Association, Youth Service Bureau, Three Links, and Academia Cesar Chavez. Brad has also led strategic planning work for Augustana Care, College Prep Elementary Charter School, Rice Health Foundation, and Anoka-Hennepin Education Foundation. He's currently working with the City of Minneapolis, Minneapolis Foundation, Community Partnership for Arts and Culture (Cleveland, Ohio), and Gensys Works Twin Cities.

Brad holds an MA in Speech Communication from Miami University and earned his BS in Speech and Theatre (with an education certification) from Winona State University. He is the current Board Chair for ArtSage, a 501 (c) (3) that supports teaching artists and the older adults with whom they work. He is the former Board Chair of Minnesota Adoption Resource Network, and a past President of the Twin Cities chapter of the American Society for Training and Development. In all three roles, Brad has chaired Search Committees and led Executive Director searches. He is well-networked within the nonprofit sector in Minnesota and the Upper Midwest.

Nancy Speer's Executive Search Client Contact List

Community Action Partnership of Suburban Hennepin
8800 Highway 7, Ste 401
St. Louis Park, MN 55426
Search Committee Chair, Mark Matasovsky
mark@matcominc.com

Search for a new executive director for a public-private agency to replace a trusted ED who was retiring.

Head of the Lakes United Way
424 West Superior Street, Suite 402
Duluth, MN 55802
Interim Executive Director, Ann Glumac
218-391p-4350
ann@glumac.biz

Search for a new CEO of the Duluth-Superior to lead and bring stability to the organization after a period of transition.

WCA Foundation
6500 City West Parkway
Suite 305
Eden Prairie, MN 55344
Search Committee member Gail Emerson
612-927-6414

Search for a new executive director of a charitable foundation to replace an executive director who had been in the role for decades.

YWCA of St. Paul
375 Selby Ave,
St Paul, MN 55102
Shawntera Hardy, Board Chair
(614) 571-1986
shardy01@hotmail.com

Search for a new CEO of the St. Paul YWCA to replace a CEO who was well-known in the community and who had served in his role for many years.

Academia Cesar Chavez
1801 Lacrosse AVE
St. Paul, MN 55119
Charles Keffer, Search Committee Chair
charlie@keffermail.com

Search for a new Executive Director of a charter school to replace the founding director.

St. Croix River Association
P.O. Box 655
St. Croix Falls, WI 54024
Deb Ryun, Executive Director
715 483 3300
debryun@scramail.com

Search for a person to fill the new position of Advancement Director for an organization that protects, restores and celebrates the St. Croix and supports the National Park

Brad Ballinger's Executive Search Client Contact List

Minnesota Continuing Legal Education
2550 University Avenue West, Suite 160-S
St. Paul, MN 55114
Search Committee Chair, Thaddeus Lightfoot
612-492-6532
lightfoot.thad@dorsey.com

Search for an Executive Director to succeed the founding ED who had been in the role for 40 years. The search was national in scope, and included both internal and external finalist candidates.

Hennepin County Bar Association
600 Nicollet Mall, Suite 390
Minneapolis, MN 55402
Search Committee Chair, Paul Floyd
612-399-0773
paul@wallenfiredmanfloyd.com

Search for an Executive Director to succeed an Interim ED. This search was national in scope and included finalist candidates from Minnesota and other states.

Youth Service Bureau
7876 Hudson Road, Suite #1
Woodbury, MN 55125
Search Committee Chair, Jennifer Wallen
651-261-6492
wallen_jennifer@live.com

Search for an Executive Director to succeed the previous ED (also placed by Cincinnatus). For this search, we provide some of the services and YSB handled some on their own due to limited budget. This was a regional search.

Three Links
805 Forest Avenue
Northfield, MN 55057
Search Committee Chair, Richard Falck
507-645-6636
falck@rjf-inc.com

Search for a CEO and Administrator to succeed the previous CEO/Administrator who had been in the role for over 20 years. This was a national search. Finalists included internal and external candidates.

Norway House
913 E. Franklin Avenue
Minneapolis, MN 55404
Search Committee Chair, Brian Osberg
612-616-7402
hamiltonosberg@comcast.net

Search for a newly-created Executive Director Position. Like the Youth Service Bureau search, Norway House contracted with Cincinnatus to perform certain functions of the search. Finalists consisted of internal and external candidates.

WE'VE BEEN IN YOUR SHOES... LET US HELP YOU STEP AHEAD.

At Cincinnatus, our consultants offer insights that come from decades of experience on nonprofit staffs and through consulting engagements. We know first-hand the challenges nonprofits face.

Each engagement begins by assessing an organization's situation accurately and thoroughly. Then, we customize strategies that combine proven and innovative approaches. Our strategies are always focused on achieving results that support the client's mission. At each step, we honor our client's expertise and culture, while fostering diversity and inclusion.

Every client situation is unique and may call for expertise in one or several areas. Our services encompass:

- ▲ Strategic planning
- ▲ Fund Development and Institutional Advancement
- ▲ Executive Coaching
- ▲ Executive Search
- ▲ Executive Interim Leadership
- ▲ Succession Planning
- ▲ Board Governance And Development
- ▲ Change Management
- ▲ Organizational Assessment
- ▲ Organizational Architecture

OUR PEOPLE

At Cincinnatus, we work collaboratively – with clients and among ourselves – to capitalize on strengths. Each of us has a deep commitment to seeing our client organizations thrive. Our professionals have broad backgrounds; primary areas of expertise are outlined below.

PRINCIPALS

Brad Ballinger

612-843-0130
brad@cincinnatus.com

Trudy Ohnsorg

612-843-0129
trudy@cincinnatus.com

Nancy Speer

612-843-0127
nancy@cincinnatus.com

AREAS OF FOCUS

- Organizational effectiveness
- Leadership and staff development
- Change management initiatives
- Strategic Planning, organizational alignment/functional design
- Navigation of state government programs and services
- Health policy and management
- Development/fundraising, including feasibility studies
- Executive and development searches
- Board governance and best practices

SENIOR CONSULTANT

Diane Herman

612-843-0126
diane@cincinnatus.com

- Strategic planning
- Best practices in board governance
- Market assessments

OF COUNSEL

Kent Eklund

612-843-0123
kent@cincinnatus.com

STRATEGIC PARTNERS

Ariella Tilsen

Ellen Benavides

ABOUT CININNATUS

Our firm Cincinnatus was founded in 1985 by a group of civic-minded Twin Cities business executives. Then and now, we are inspired by the story of the Roman nobleman Lucius Quinctus Cincinnatus and his commitment to public service.

In 458 B.C., the Roman Senate implored Cincinnatus to come out of retirement to lead the army against a powerful adversary outside the city's gate. In 16 days, the Roman army defeated the enemy. Cincinnatus then relinquished his authority and returned to his family and farm.

He stepped forward to serve his country when he was needed, and never lingered for power or accolades. Over many centuries, Cincinnatus has been cited as a model of leadership and public service.

CONTACT US:

Colonial Warehouse
Suite 478
212 Third Avenue North
Minneapolis, MN 55401

(612) 331-9007
info@cincinnatus.com

www.cincinnatus.com

OUR CLIENTS

Our clients range from neighborhood nonprofits to large organizations and foundations. We work throughout the Twin Cities Metropolitan Area, the State of Minnesota, and sometimes beyond. Many of our clients return for repeat engagements as their organizations grow and needs evolve – a true measure of client satisfaction.

ARTS AND CULTURAL ORGANIZATIONS

American Public Media
American Swedish Institute
Children's Theatre Company
Como Friends
Friends of the Hennepin County Library
Graywolf Press
Great River Regional Library
Historic Fort Snelling
Karen Organization of Minnesota
KFAI – Fresh Air
MacPhail Center for Music
Milkweed Editions
Mill City Summer Opera
Minnesota Center for Book Arts
Minnesota Historical Society
Minnesota Humanities Center
Minnesota Zoo
The Playwrights' Center
Public Radio International
St Anthony Falls Heritage Board
Ten Thousand Things Theatre Company
Vesterheim Norwegian-American Museum

EDUCATION ORGANIZATIONS

Augustana College
Bethel University
Loppet Foundation
Metropolitan State University
United Theological Seminary
University of Minnesota
Board of Regents
College of Veterinary Medicine
Dept of Veterinary & Biomedical Sciences
Veterinary Diagnostics Laboratory
Extension Center for Youth Development
Law School
University of St. Thomas School of Law

ENVIRONMENTAL ORGANIZATIONS

Dodge Nature Center
Eureka Recycling
Gardening Matters
Metro Blooms / Blue Thumb
Sustainable Food Trade Association
Mill City Farmers Market
Minneapolis Riverfront Partnership
Minnesota Center for Environmental Advocacy
Minnesota Food Association
Minnesota Zoo
Mississippi River Fund

FOUNDATIONS

Blue Cross Blue Shield Foundation of Minnesota
Elmer L. and Eleanor J. Andersen Foundation
Hennepin County Bar Foundation
Library Foundation of Hennepin County
McNeely Foundation
Medtronic Foundation
Minneapolis Foundation
Minnesota District Judges Foundation
Minnesota 4-H Foundation
Mississippi River Fund
Northwest Area Foundation
Rice Health Foundation
WCA Foundation

MEMBER ORGANIZATIONS

AAA Minneapolis
Aging Services of Minnesota
BOMA Greater Minneapolis
Copper Valley Electric Association
Greater St Paul BOMA
MACC CommonWealth
Midwest Society of Association Executives
MN Association of Community Mental Health Programs

Minnesota Electrical Association
Minnesota High Tech Association
Minnesota Medical Association
Minnesota Safety Council
Minnesota State Bar Association
Minnesota Women Lawyers
St Paul Area Council of Churches
Workers' Compensation Reinsurance Association

SOCIAL SERVICE ORGANIZATIONS

Amherst H. Wilder Foundation
Bolder Options
Camp Fire USA
Central Lutheran Church
Clare Housing
Community Action Partnership of Suburban Hennepin
Dakota Communities
Division of Indian Work
East Metro Women's Council
ECHO
Episcopal Community Services
Greater Metropolitan Housing Corporation
Greater Minneapolis Council of Churches
Greater Minneapolis Crisis Nursery
Immunization Action Coalition
InnerCity Tennis
Jeremiah Program
Keystone Community Services
LifeWORKS
Lutheran Social Services
MACC Alliance
Nokomis Health Seniors
Open Arms of Minnesota
Opportunity Partners
Phyllis Wheatley Community Center
Pillsbury United Communities
Project for Pride in Living
Reuben Lindh Family Services
Sabathani Community Center
The Sanctuary Community Development Corporation
St Paul Youth Services

HEALTH RELATED ORGANIZATIONS

Alzheimer's Association–MN Lakes Chapter
Bethesda Health & Housing
Catholic Eldercare
ClearWay Minnesota (formerly MPAAT)
Cokato Charitable Trust
Community-University Health Care Center
Crest View Senior Communities
Missions Inc.
myHealth for Teens & Young Adults
National Parkinson Foundation of Minnesota
Opportunity Manor, Inc.
People's Center Health Services
Planned Parenthood MN ND SD
Shalom Community Alliance
St Croix Therapy
St Gertrude's Health Center
St Mark's Lutheran Home
UCare
United Family Medicine
United Way of Greater Duluth
Urban Roots
Vision Loss Resources
Volunteer Lawyers Network
West Side Community Health Services
YWCA Duluth
Youth Service Bureau

GOVERNMENT

Great River Regional Library
Hennepin County Library
Minneapolis Riverfront Partnership
Mississippi National River and Recreation Areas
SpringBoard, Inc.

CINCINNATUS

BUILDING THRIVING, RESILIENT ORGANIZATIONS

Colonial Warehouse Suite 478
212 Third Avenue North
Minneapolis, MN 55401
(612) 331-9007
info@cincinnatus.com

www.cincinnatus.com

From: Gary Weiers
To: [Diane Ward](#)
Cc: [Lynne Young](#)
Subject: Stillwater Public Library Board-Library Director Search Proposal
Date: Tuesday, February 07, 2017 7:43:06 AM
Attachments: [2-7-17 DDA Stillwater PL Proposal.pdf](#)

Dear Ms. Ward,
Attached please find a proposal to facilitate the search process for the Library Director position.
Please let me know if any additional information is needed.

Thank you.

Gary Weiers
Management Consultant
DDA Human Resources, Inc.
A David Drown Associates Company
1327 Merrywood Court
Faribault, MN 55021
Phone: 612-920-3320 xtn 109
Cell: 507-491-0325
Fax: 612-605-2375
www.daviddrown.com

Sent via email only

February 7, 2017

Stillwater Public Library
224 Third Street North
Stillwater, MN 55082

Dear Members of the Board,

David Drown Associates (DDA) is pleased to submit a proposal to assist Stillwater Public Library with the search for your next Library Director.

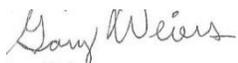
We are committed to providing the most professional service and making sure our clients receive the services they want and need. DDA is a small firm by design. We do not have a vast organizational hierarchy to support. As a result, we can provide cost effective, professional services to our clientele.

The attached proposal includes several elements that set us apart in our approach to providing this service. Highlights include:

- Knowledge: For purposes of this search, our team will include retired Northfield Library Director, Lynne Young. Ms. Young brings a wealth of library experience that will complement our executive search team and thus enhance the service to the Library Board.
- Communication: We will be on site multiple times throughout the search process and will provide weekly email updates to the Board throughout the process.
- Adherence to deadlines: When the Board adopts a deadline, DDA will meet it. The proposal includes a draft timeline based on scheduled board meetings for certain decisions. If a committee of the Board is charged with making certain decisions, the process can move more rapidly than presented in the timeline.
- Background check process: Instead of doing a comprehensive background check on a single finalist, we do a comprehensive background and reference check on all finalists interviewed by the Board.
- Video Interview: DDA uses video interviews in the screening process to get quality data that may not be apparent on resumes.
- Work Personality Index: Each semifinalist will receive a Work Personality Index and the Board will receive a full report of the results on each person.
- Intellectual Profile: Each finalist will complete an intellectual assessment measuring verbal reasoning, mathematical and logical reasoning and overall mental aptitude.
- Our approach is fresh and uniquely focused on meeting your individual needs.

Thank you for your consideration.

Sincerely,



Gary Weiers
DDA Human Resources, Inc.

Enclosure

DDA HUMAN RESOURCES, INC.



Proposal for:
Stillwater Public Library
Executive Search Services—Library Director

February 7, 2017

DDA Human Resources, Inc.

Gary Weiers, Management Consultant

5029 Upton Avenue South

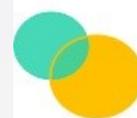
Minneapolis, MN 55410

Phone: 612-920-3320 x109

Fax: 612-605-2375

gary@daviddrown.com

www.daviddrown.com



DDA

Human Resources, Inc.

a David Drown Associates Company

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◆ Description of the Firm	◆ Past Clients
◆ Approach to the Process	◆ Assurance
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INTRODUCTION

The Stillwater Public Library carries out its mission by promoting the power of knowledge, encouraging the discovery of ideas, and instilling the joy of reading. Many thousands of people have benefited greatly from the services provided by the Library. DDA Human Resources Inc. (DDA) is pleased to submit a proposal to assist the Stillwater Public Library with its search for a new Library Director who will lead the library during this time of transition and rapid technological and social change.

DESCRIPTION OF THE FIRM

For 20 years, David Drown Associates has provided Financial Solutions, Tax Increment Financing, Economic Development, Strategic Planning, Executive Searches and other services to cities and counties throughout Minnesota. In addition, we partner with non profit organizations such as Minnesota Rural Water Association and the National Joint Powers Alliance on a host of different projects and services. DDA recently completed searches for the Cities of Isanti and St. James, as well as, Three Rivers Community Action, Inc. A list of completed searches from the past two years is included later in the proposal. We are currently in various stages of searches for the Cities of Baxter and Willmar, as well as Pope County, MN.

APPROACH TO THE PROCESS

Our approach to this search will be to focus on finding the best fit for the Stillwater Public Library. This is accomplished, first and foremost, by listening to what you are saying, understanding your goals and objectives, and building the search process off of that foundation.

After gathering background information, we comprehensively advertise the position and make sure the posting gets into the hands of prospective candidates. When the posting closes, we will complete an analysis of the candidates and gather initial information. This is done so that when the semifinalists are presented to the Board, you will be confident that these people are the best matches from the submitted applications.

Communication with the Board is a high priority. In addition to Gary Weiers being on site regularly, the Board will receive weekly email updates and Gary will always be available for questions.

SERVICE TEAM

Gary Weiers

Our team will be led by Gary Weiers. He joined DDA in 2013, after completing over 20 years of county government management experience, the last 11 years as County Administrator in Rice County. Prior to becoming Administrator, Gary served as the Social Service Department Director in Rice County, and worked as a Social Service Supervisor in Mower and Sherburne Counties. Gary started his career as a child protection social worker and also served as a school social worker. Gary received his bachelor's degree from the University of St. Thomas and has honed his skills by working his way up from an entry level social worker position to be the head of a \$50 million organization with over 350 employees. In addition to conducting executive searches, Gary has done work on sharing services, organizational analysis, strategic planning and other management related work.

Gary will be assisted by former Northfield Library Director, Lynne Young and Assistant Consultant, Liz Judd.

Lynne Young

Lynne recently retired after 28 years as the Library Director of the Northfield Public Library. As Director, she was responsible for all administrative functions of the library— personnel management, planning and budgeting, collection development, reference, technology, programming and public relations. She worked with the Library Board, Northfield City Council, Rice County Commission, the Friends of the Library and other community organizations to provide the most appropriate and effective services for the Northfield community. During her tenure as Director, the number and quality of library services increased, circulation nearly quadrupled, hours of operation were expanded, and the library launched a bookmobile to provide literacy experiences to preschool children and to reach non-English speakers and those unable to get to the library. The library became one of the best used libraries in the State of Minnesota.

Lynne will provide assistance with advertising, recruitment, screening candidates, designing the interview process and reference checking.

Liz Judd

Liz is an Assistant Consultant with DDA and provides support and assistance within our Human Resources Division. Since joining DDA in 2015, Liz has been involved in numerous executive searches and other HR projects. Some of her duties include community/organization research, creating position profiles, assembling interview materials for our clients and providing general administrative support to our Consultants.

LIBRARY DIRECTOR SEARCH TIMELINE (DRAFT)

ITEM	TASK	COMPLETION DATE
Decision by Board to proceed		March 14, 2017
Information gathering	<ul style="list-style-type: none"> ◆ Meet with the Members of the Board ◆ Gather all pertinent background information ◆ Gather salary information and review job description 	March 27, 2017
Position profile	DDA will prepare a position profile and advertisement for approval by the Board	April 5, 2017
Approve position profile	◆ Board approves profile, advertisement, job description, salary range and hiring process	April 11, 2017
Candidate recruitment	<ul style="list-style-type: none"> ◆ Post position immediately upon approval of advertisement ◆ Comprehensively advertise 	April 12– May 10, 2017
Screening of applicants	DDA will review and rank applicants based on job related criteria and select the 10-12 most qualified candidates	May 11, 2017
Initial review process	Each of the top 10-12 will complete a video interview and questionnaire pertaining to their qualifications. These candidates will also receive a Work Personality Index and verifications of education and employment will occur.	June 6, 2017
Selection of finalists	<ul style="list-style-type: none"> ◆ The Board reviews semifinalists and selects finalists for interviews ◆ DDA will notify candidates not selected as finalists 	June 13, 2017
Background check of all finalists selected for interviews	<ul style="list-style-type: none"> ◆ Includes: <ul style="list-style-type: none"> ◆ Criminal background: county, state, national ◆ Sex offender registry ◆ Social security number verification ◆ Employment and education verification ◆ Credit check 	June 28, 2017
Reference check on all finalists	DDA will conduct reference checks with current and former employers on all finalists	June 28, 2017
Intellectual profile	DDA will administer an intellectual profile measuring verbal reasoning, mathematical and logical reasoning and overall mental aptitude	June 28, 2017
Presentation of finalists	DDA will provide the Board information including: <ul style="list-style-type: none"> ◆ Summary of references ◆ Results of background checks ◆ Personality index reports ◆ Intellectual profile ◆ Resumes, etc. 	July 5, 2017
Interviews	DDA will prepare all interview materials and be present at all interviews and other functions such as a community meet and greet.	July 12 & 13, 2017
Decision	Board will select candidate for offer	July 13, 2017
Offer and agreement	DDA will negotiate agreement with selected person	July 14, 2017
Projected start date	New Library Director begins	August 14, 2017

SEARCH PROCESS DETAILS

Step 1: Information Gathering

DDA will meet with the Library Board to gather information about Library Director attributes, organizational goals, and other priorities. At the same time, the job description will be reviewed and salary will be discussed.

Step 2: Development of Profile

Based on the information received from the Board, DDA will develop a professional position profile and advertisement for consideration by the Board. A draft will be presented to the Board for consideration and approval prior to advertising.

Step 3: Advertisement and Recruitment

DDA will extensively advertise the position through the following venues including, but not limited to: Minnesota Library Association, American Library Association, League of Minnesota Cities, International City/County Management Association, Wisconsin Library Association, the Association of Minnesota Counties, and other venues requested by the Board. Lynne Young and Gary Weiers will conduct direct outreach to prospective candidates. The simple online DDA application process will be used unless the Board prefers an alternative.

Step 4: Initial Screening and Review

DDA will complete a comprehensive analysis of every application received and determine the 10-12 most qualified candidates based on job related criteria. Each of these candidates will be assigned a video interview and questionnaire to complete. In addition, each candidate will receive a work related personality index and verification of employment and education will be done. After this process is complete, Lynne and Gary select the 8-10 most qualified candidates to present to the Board. A week before the Board meeting, the Board will receive all of the application materials, questionnaires, and video interviews for each of the 8-10 candidates. At this point in the process, those not selected as finalists will be notified by DDA.

Step 5: Selection

After the finalists are selected, DDA will complete comprehensive background screenings including criminal history, civil court history, driver's license review, credit check, and other items. Along with background checking all finalists, Lynne or Gary will personally check employment references on each person.

Simultaneously, we will administer an intellectual profile that measures verbal reasoning, mathematical and logical reasoning and overall mental aptitude.

Prior to the interviews, the Board will receive a report including application materials, background check results, questionnaires, video interviews, reference information, a work personality report and an intellectual profile on each person. Gary and Lynne will prepare questions and then facilitate all interviews and other activities the Board determines appropriate. Our goal is to make the process smooth and painless so the Board can focus all its energy on finding the right person for the job.

LIST OF SEARCH CLIENTS FROM THE PAST TWO YEARS

Entity	Type of Search	Entity	Type of Search
City of St. James, MN	Administrator	Three Rivers Community Action	Executive Director
City of Isanti, MN	Finance Director	City of Motley, MN	Clerk/Treasurer
Willmar Municipal Utilities	General Manager	City of Lake City, MN	Finance Director/Treasurer
Dodge County, MN	Administrator	City of Olivia, MN	Finance Director
Rice County, MN	Administrator	City of Marshall, MN	Administrator
Pope County, MN	Coordinator	City of Fergus Falls, MN	Administrator
City of Northfield, MN	Administrator	City of Winona, MN	Manager
City of Lake City, MN	Administrator	City of Willmar, MN	Administrator
City of Montrose, MN	Clerk/Treasurer	Jackson County, MN	Coordinator
City of Pequot Lakes, MN	Administrator	Winona County, MN	Administrator
City of Little Falls, MN	Administrator	City of Winsted, MN	Administrator
Steele County, MN	Administrator	City of Northfield, MN	City Engineer/PW Director
City of Cokato, MN	Administrator	City of Cokato, MN	Clerk

In addition to the specific references listed on the following page, Stillwater Public Library is encouraged to speak with any of the entities listed above.

DDA is currently conducting searches for the Cities of Baxter and Willmar, as well as, Pope County, MN. The searches in Baxter and Willmar will be completed by early March.

ASSURANCE

If the newly hired Director leaves the organization within the first 24 months of employment, DDA will complete a duplicate search process without professional service fees. Only actual expenses will be billed to Stillwater Public Library.

REFERENCES

Greg Zylka

Mayor, City of Little Falls

Administrator Search

Phone Number: 320-360-3584

Email: gzylka@charter.net

Michelle Mahowald

HR Manager, City of Northfield

Administrator Search

Phone Number: 507-645-3012

Email: michelle.mahowald@ci.northfield.mn.us

Heather Robins

Board Chair, Three Rivers Community Action, Inc

Executive Director Search

Phone Number: 507-663-7950

Email: hrobins99@yahoo.com

Scott Rachels

Council Member, City of Fergus Falls

Administrator Search

Phone Number: 218-770-9290

Email: scott.rachels@ci.fergus-falls.mn.us

Steve Stotko

Mayor, City of Winsted

Administrator Search

Phone Number: 320-485-2366

Email: stotko@winsted.mn.us

Steve Jacob

Commissioner, Winona County

Administrator Search

Phone Number: 507-534-2554

Email: sjacob@co.winona.mn.us

Erica Zweifel

Council Member, City of Northfield

Administrator Search

Phone Number: 507-663-7131

Email: ericazweifel@gmail.com

Nina Huntington

Former Commissioner, Steele County

Administrator Search

Phone Number: 507-444-7429

Email: nina.huntington@co.steele.mn.us

"Gary Weiers has done a fantastic job for us. He communicated with us throughout the process and kept it moving forward. Gary fit in with our culture immediately and helped make this very important process fun."

-Steve Stotko

Mayor of Winsted, Minnesota

From: Judy Schmittgens
To: [Diane Ward](#)
Cc: [Heidi Voorhees](#); [Sarah McKee](#); [Laurie Harrison](#)
Subject: Proposal for Recruitment Services for the Stillwater Public Library Director
Date: Wednesday, February 01, 2017 1:00:18 PM
Attachments: [Stillwater Libary Director Proposal.final \(1\).pdf](#)
[Wausau WI HRD.sml.pdf](#)

Ms. Ward,

Attached is GovHR's Technical Proposal for the Library Director recruitment for the Stillwater Public Library. I have also included a Brochure from a previous recruitment as an example of our work product. Our understanding is that we will be asked to submit pricing at a later date, if we are selected for the shortlist to interview for the project.

Please contact Heidi Voorhees, [847-380-3243](tel:847-380-3243), or Laurie Harrison, Director of Administrative Services, [847-380-3240](tel:847-380-3240), if you have questions regarding the Proposal or need additional information.

We look forward to hearing from you and hope to have the opportunity to work with the Stillwater Library on this important recruitment. Please confirm receipt of our Proposal by replying to this email.

Thank you,

Judy Schmittgens
Compliance & Client Relations Manager



Parent Company of GovTempsUSA
630 Dundee Road, Suite 130
Northbrook, IL 60062
[Direct Line: 847-380-3185](tel:847-380-3185)
[Main Line: 847-380-3240](tel:847-380-3240)
866-803-1500 FAX
www.GovHRusa.com

STILLWATER PUBLIC LIBRARY
PROPOSAL FOR EXECUTIVE SEARCH SERVICES
LIBRARY DIRECTOR

February 8, 2017



Principal Contact Person: Heidi Voorhees
hvoorhees@govhrusa.com
847.380.3243

630 Dundee Road, Suite 130, Northbrook, IL 60062
Local: 847.380.3240 Toll Free: 855.68GovHR (855.684.6847) Fax: 866.401.3100 GovHRUSA.com

EXECUTIVE RECRUITMENT INTERIM STAFFING MANAGEMENT AND HUMAN RESOURCE CONSULTING



GovHR USA

GovTempsUSA

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February 1, 2017

Ms. Diane Ward
City Clerk
216 North Fourth Street
Stillwater, MN 55082

Dear Ms. Ward:

Thank you for the opportunity to provide you with a proposal for the Library Director recruitment and selection process for the Stillwater Public Library. GovHR USA ("GovHR") prides itself on a tailored, personal approach to executive recruitment and selection, able to adapt to your specific requirements for the position.

Organizational Structure

GovHR is a public management consulting firm serving municipal clients and other public sector entities on a national basis. Our headquarters offices are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois, and work exclusively in the public sector. GovHR offers customized executive recruitment services and completes other management studies and consulting projects for communities.

Our consultants are experienced executive recruiters who have conducted over 600 recruitments, working with cities, counties, special districts and other governmental entities of all sizes throughout the country. In addition, we have held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public sector leaders.

GovHR is led by Heidi Voorhees, President, and Joellen Earl, Chief Executive Officer. Ms. Voorhees previously spent 8 years with the nationally recognized public sector consulting firm, The PAR Group, and was President of The PAR Group from 2006 – 2009. Ms. Voorhees has conducted more than 240 recruitments in her management consulting career, with many of her clients repeat clients, attesting to the high quality of work performed for them. In addition to her 12 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, with ten years as the Village Manager for the Village of Wilmette. Ms. Earl is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Earl has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.

Technical Qualifications

Please note the following key qualifications of our firm:

- Since our establishment in 2009, our consultants have conducted hundreds of recruitments in 24 states, with an increase in business of at least 30% each year. Twenty-eight (28%) of our clients are repeat clients, the best indicator of satisfaction with our services.

630 Dundee Road, Suite 130, Northbrook, Illinois 60062
Local: 847.380.3240 Toll Free: 855.68GovHR (855.684.6847) Fax: 866.401.3100 GovHRUSA.com

EXECUTIVE RECRUITMENT • INTERIM STAFFING • MANAGEMENT AND HUMAN RESOURCE CONSULTING

- Surveys of our clients show that 94% rate their overall experience with our firm as *Outstanding*, and indicate that they plan to use our services or highly recommend us in the future.
- Our state of the art processes, including extensive use of social media for candidate outreach and skype interviews with potential finalist candidates, ensure a successful recruitment for your organization.
- Our high quality, thorough Recruitment Brochure reflects the knowledge we will have about your community and your organization, and will provide important information to potential candidates.
- We provide a two-year guarantee for our recruitments. Less than 1% of our clients have had to invoke the guarantee.
- The firm has a total of twenty-two consultants, both generalists and specialists (public safety, public works, finance, parks, etc.), who are based in Arizona, Florida, Illinois, Indiana, Michigan, and Wisconsin, as well as five reference specialists and eight support staff.

Consultant Assigned

GovHR Vice President Sarah McKee will be responsible for your recruitment and selection process. Her biography is attached to this Proposal and her contact information is:

Sarah McKee
Vice President
GovHR USA LLC
630 Dundee Road, Suite 130
Northbrook, IL 60062
Telephone: (847) 867-5151
Facsimile 866.401.3100
SMcKee@GovHRusa.com

Ms. McKee has extensive experience as a local government manager and in non-profit management. She is known for her ability to create a harmonious work environment and for inspiring people to reach beyond their own preconceived expectations to achieve more. She has conducted recruitments for a variety of positions including, City Manager/Administrator, Human Resource Director, and non-profit Executive Director in various states including Illinois, Indiana, West Virginia and Colorado. She served on the Mary Babcock Library Board in the Licking County, Ohio Library System from 2005 – 2008, where she was responsible for overseeing some of the construction activities of the new library in Johnstown, Ohio, as well as fundraising for the Library and other volunteer activities. She has also been involved in studies related to organizational structure/development and strategic planning.

A complete list of Ms. McKee's and GovHR's clients is available on our website at www.govhrusa.com

Previous Experience - References

The following references can speak to the quality of service provided by GovHR:

Morgantown (City Manager, 2016) – Sarah McKee

Marti Shamberger
Mayor, City of Morgantown
389 Spruce Street
Morgantown, WV 26505
304-296-2090
mshamberger@morgantownwv.gov

North Chicago (Director of Human Resources, 2015) – Sarah McKee

Deb Waszak
Chief of Staff
1850 Lewis Ave
North Chicago, IL 60064
847-596-8641
debwas@northbchicago.org

East Moline (City Administrator, 2016) – Sarah McKee

John Thodos
Mayor, City of East Moline
915 16th Ave
East Moline, IL 61244
309-752-1599
jthodos@eastmoline.com

Understanding of Scope of Work – Planned Approach

A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your position. GovHR clients are informed of the progress of a recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.

GovHR suggests the following approach to your recruitment, subject to your requests for modification:

Phase I – Position Assessment, Position Announcement and Brochure Development

Phase I will include the following steps:

- One-on-one interviews will be conducted with members of the Library Board, staff and the public to develop our Recruitment Brochure. This important document outlines the expectations that the Board has for its next Library Director, providing us with the information we need to target our recruitment. During this process, we will assist you with establishing the salary for the Position by conducting a salary survey of comparable communities, if requested.
- Development of a **Position Announcement**.
- Development of a detailed **Recruitment Brochure** for your review and approval.
- Agreement on a detailed **Recruitment Timetable** – a typical recruitment takes 90 days from the time you sign the contract until you are ready to appoint the finalist candidate.

Phase II – Advertising, Candidate Recruitment and Outreach

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. In addition, our website is well known in the local government industry – we typically have 5,000 visits to our website each month. Finally, we develop a database customized to your recruitment and can do an email blast to thousands of potential candidates.

Phase II will include the following steps:

- Placement of the Position Announcement in appropriate professional online publications. In addition to public sector publications and websites, outreach will include LinkedIn and other private sector resources. We can provide the Board with a list of where we intend to place the position announcement, if requested.
- The development of a database of potential candidates from across the country unique to the position and to the Stillwater Library, focusing on the leadership and management skills identified in Phase I as well as size of organization, and experience in addressing challenges and opportunities also outlined in Phase I. This database can range from several hundred to thousands of names depending on the parameters established for the outreach. Outreach will be done in person, and through e-mail and telephone contacts. GovHR consultants have extensive knowledge of the municipal government industry and will personally identify and contact potential candidates. With more than 600 collective years of municipal and consulting experience among our consultants, we often have inside knowledge about candidates.

Phase III – Candidate Evaluation and Screening

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure.

Candidates will be interviewed by skype or facetime to fully grasp their qualifications, experience and interpersonal skills. The interviews include asking specific questions about their experiences and skill sets as well as asking questions specific to the Position. We will ask follow up questions and probe specific areas. By utilizing skype or facetime we will have an assessment of their verbal skills and their level of energy for and interest in the position.

Optional: One-way video Interview where finalist candidates answer interview questions on their own time. It's convenient for them and incredibly insightful for you. A link to each candidate video can be emailed to you for your review.

- Formal and informal references and an internet/social media search of each candidate will be conducted to further verify candidates' abilities, work ethic, management and leadership skills, analytical skills, interpersonal skills, ability to interact with the media, and any areas identified for improvement.
- All résumés will be acknowledged and contacts and inquiries from candidates will be personally handled by GovHR, ensuring that the Library's process is professional and well regarded by all who participate.

Phase IV – Presentation of Recommended Candidates

Phase IV will include the following steps:

- GovHR will prepare a Recruitment Report that presents the credentials of those candidates most qualified for the position. You will advise us of the number of reports you will need for the individuals involved in this phase of the recruitment and selection process. We provide a binder which contains the candidate's cover letter and résumé. In addition, we prepare a "mini" résumé for each candidate, so that each candidate's credentials are presented in a uniform way. GovHR will provide you with a log of all candidates who applied. You may also review all the résumés, if requested.

- GovHR will meet with you on-site to review the Recruitment Report and expand upon the information provided. The report will arrive two to three days in advance of the meeting, giving you the opportunity to fully review it. In addition to the written report, we will spend 2 to 3 hours discussing the candidates by reviewing their skype interviews and providing excerpts from the references we will have conducted on the individuals.

Phase V –Interviewing Process

Phase V will include the following steps:

- After the Recruitment Report is presented, the Interviewing Process will be finalized including the discussion of any specific components you deem appropriate, such as a writing sample or oral presentation.
- GovHR will develop the first and second round interview questions for your review and comment. GovHR will provide you with interview books that include the credentials each candidate submits, a set of questions with room for interviewers to make notes, and evaluation sheets to assist interviewers in assessing the candidate's skills and abilities.
- GovHR will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. In addition to a structured interview with the Library Board and designated representatives, the schedule will incorporate a tour of the Library's facilities and interviews with senior staff, if the Library so desires.
- Once candidates for interview are selected, additional references will be contacted, along with verification of educational credentials, criminal court, credit, and motor vehicle and records checks.
- GovHR recommends a two-step interviewing process with (typically) five or six candidates interviewed in the first round. Following this round, we strongly suggest that two or three candidates are selected for second round interviews. Again, we will prepare a second round of interview questions and an evaluation sheet.
- GovHR consultants will be present for all the interviews, serving as a resource and facilitator.

Phase VI – Appointment of Candidate

- GovHR will assist you as much as you request with the salary and benefit negotiations and drafting of an employment agreement, if appropriate.
- GovHR will notify all applicants of the final appointment, providing professional background information on the successful candidate

Optional 360° Evaluation

As a service to the Stillwater Public Library, we offer the option to provide you with a proposal for a 360° performance evaluation for the appointed Director at about six months into his or her employment. This evaluation will include seeking feedback from both Elected Officials and Department Directors, along with any other constituent the Library feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, GovHR USA will prepare a proposal for this service.

Optional Assessment Center (Limited)

If desired, GovHR will design and perform an Assessment Center for an additional fee, limited to those skills and abilities identified as most important for evaluating the candidates for the Director position (e.g., writing, speaking, personal interaction and decision making). These exercises would be included for candidates selected for interview as part of the selection process.

Recruitment Time Schedule

A detailed recruitment schedule will be provided in Phase I. The recruitment and selection process typically takes 90 days from the time the contract is signed until the candidate is appointed. We can work with you on a shorter process, should you so desire.

Our typical recruitment process includes the following milestones and deliverables:

➤ Weeks 1 - 2	On-site interviews of Library officials and staff, development and approval of recruitment brochure Deliverable: recruitment brochure
➤ Weeks 3 - 8	Placement of professional announcements; candidate identification, screening, interview and evaluation by consultant
➤ Week 9	Consultant recommendation to Library Board of qualified candidates Deliverable: recruitment report
➤ Week 10	Selection of candidate finalists by the Board; additional background and reference checks, report preparation and presentation Deliverable: interview reports including suggested questions and evaluation sheets
➤ Weeks 11-12	Interviews of selected finalist candidates; Board recommendation of final candidate; negotiation, offer, acceptance and appointment

GovHR Guarantee

It is the policy of GovHR to assist our clients until an acceptable candidate is appointed to the position. Therefore, no additional professional fee would be incurred should the Client not make a selection from the initial group of recommended candidates and request additional candidates be developed for interview consideration. Additional reimbursable expenses may be incurred should the situation require consultant travel to Stillwater beyond the planned three visits.

Upon appointment of a candidate, GovHR provides the following guarantee: should the selected and appointed candidate, at the request of the Library or the employee's own determination, leave the employ of the Library within the first 24 months of appointment, we will, if desired, conduct another search for the cost of expenses and announcements only, if requested to do so within six months of the employee's departure.

In addition, in accordance with the policy of our firm as well as established ethics in the executive search industry, we will not actively recruit the placed employees for a period of five years.

Why Choose GovHR?

We ask you to consider the following as you deliberate:

- We are a leader in the field of local government recruitment and selection with experience in more than 24 states, in communities ranging in population from 1,000 to 1,000,000. More than 28% of our clients are repeat clients showing a high level of satisfaction with our work. We encourage you to call any of our previous clients.
- We are committed to bringing a diverse pool of candidates to your recruitment process. We network extensively with state, city and county management associations, attending more than 20 state and national conferences each year. In addition, we support and attend the meetings of Women Leading Government, the International Hispanic Network, the California Network of Asian Public Administrators, and the National Forum for Black Public Administrators.
- We conduct comprehensive due diligence on candidates. Before we recommend a candidate to you, we will have interviewed them via Skype, conducted reference calls, and media and social media searches. Our knowledge of local government ensures that we can ask probing questions that will verify their expertise.
- We are your partners in this important process. You are welcome to review all the resumes we receive and we will share our honest assessment of the candidates.
- Our goal is your complete satisfaction. We are committed to working with you until you find the candidate that is the best fit for your position.

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see in our proposal, please let us know. We can most likely accommodate your request.

This proposal will remain in effect for a period of six months from the date of the proposal. We look forward to working with you on this recruitment and selection process!

Sincerely,



Heidi J. Voorhees
President
GovHR USA

Attachment: Consultant Biography

ACCEPTED BY THE STILLWATER PUBLIC LIBRARY, STILLWATER, MINNESOTA

BY: _____

TITLE: _____

CONSULTANT BIOGRAPHY

Sarah McKee **Vice President**

Sarah McKee has extensive experience as a local government manager and in non-profit management. She is known for her ability to create a harmonious work environment and for inspiring people to reach beyond their own preconceived expectations to achieve more.

Sarah has been a manager in Johnstown, OH (5,500) and Rolling Meadows, IL (25,000). While managing in Johnstown, the community saw a 20 percent growth in residential and commercial and Sarah was instrumental in establishing their first comprehensive plan as well as a downtown revitalization plan. She was also instrumental in expanding their industrial park after the park experienced maximum capacity. During the recession of 2008, she led Rolling Meadows through a workforce reduction which also included an early incentive retirement program as well as a successful re-negotiation of police and fire contracts for additional cost savings to the City. Additionally, she developed a retention and expansion program for the community's commercial and industrial businesses and attracted additional employers to their corporate centers.

Sarah also has extensive experience in Public Works Administration. Having served as a solid waste and fleet superintendent prior to being a public works director, she is known for several innovative ideas that have saved millions of dollars in local governments. While serving as the solid waste superintendent in Paducah, KY, she created the first biosolids waste composting facility in the state. In its first year of operation, the City saved approximately \$1M dollars in landfill costs through the diversion of biosolids and yard waste. She was also an instructor in the Kentucky Yard Waste Composting operator certification program and presented at various APWA and SWANA training sessions.

Through the ICMA's international program and their cooperation with USAID, Sarah was asked to assist the country of Bulgaria in developing their solid waste management program as they transitioned to the European Union. She spent over seven years developing their program and training their environmental experts as well as assisting in the development of their landfills. In addition to Bulgaria, Sarah has also Beirut, Lebanon in the development of the Economic Development plan.

Recently, Sarah expanded her experience into non-profit management. She served as the first Executive Director of the Issaquah Highlands Community Association. Issaquah Highlands is an award winning, large scale master planned, built green urban village located just east of Seattle, WA. The community association is responsible for the governance and management of over 4,000 housing units as well as commercial (including a hospital campus) and retail spaces with 1500 acres of open spaces with 22 parks, soccer fields, dog parks, sport courts and play areas. The Association is charged with maintaining all streetscape, storm water systems including its use as irrigation in streetscapes and parks, management of 9 neighborhoods and 13 supplemental neighborhoods including z-Homes (zero based energy homes).

Ms. McKee holds a Master's Degree in Public Administration with an emphasis in organizational management and a Bachelor of Science degree in Business Administration with an emphasis in Management from Murray State University, Murray, KY.

Executive Recruitment for

WAUSAU, WISCONSIN

GovHR USA is pleased to announce the recruitment and selection process for a Human Resources Director on behalf of the City of Wausau, Wisconsin. This brochure provides background information on the City and its organization, as well as the requirements and expected qualifications for the position. Candidates should apply by February 20, 2017 with cover letter, resume, and contact information for five professional references. To apply on-line visit www.govhrusa.com/current-positions/recruitment or to apply via mail send the required information to the attention of Lee Szymborski, Senior Vice President, GovHR USA, 630 Dundee Road, #130, Northbrook, IL 60062. Tel: 847-380-3240. The City of Wausau is an Equal Opportunity Employer.

Lee Szymborski, Sr. Vice President

GovHR USA
630 Dundee Road, Suite 130
Northbrook, IL 60062
TEL: 847-380-3240
FAX: 866-401-3100



HUMAN RESOURCES DIRECTOR



EXECUTIVE SUMMARY

Human Resources Director, Wausau, WI (pop. 39,160).

Progressive, mature, full-service city with a lively downtown, Wausau is 95 miles northwest of Green Bay in Marathon County. Located on the shores of the Wisconsin River, Wausau is a friendly community known for its beautiful neighborhoods, vibrant corporations, dining and shopping opportunities, and abundant year-round recreational activities.

The City is seeking a collaborative and accessible human resources professional to manage a comprehensive range of personnel services for a workforce of more than 350 full, part-time and seasonal employees. The Director manages a departmental budget of \$385,000 and two full-time professionals in delivering a full range of services including the City's classification and compensation system, employee benefits, labor relations, recruitment and selection, risk management, safety programs, training and development. The Director is appointed by and reports to the Mayor. The City is governed by a Mayor and 11 City Council members.

The City is seeking an energetic, ethical and experienced leader with strong technical and interpersonal skills. A commitment to high professional standards is required. The ideal candidate must have an inclusive managerial style, as well as clear, concise, and open communication skills. The preferred candidate will possess a passion for public service and have government HR experience; is adept at combining a hands-on management style with confident professionalism, and has an ability to work with employees, elected officials and other stakeholders. A record of problem solving, decisiveness and approachability is required.

A Bachelor's degree in human resources, business, public administration or related field is required. SPHR or SHRM-SCP credentials are a plus; a Master's degree is highly desired. Ten years of progressively responsible human resources experience, with some of that experience in the public sector, or any equivalent combination of education and experience is desired. Local government administrative or management experience, with an emphasis in HR, will also be considered. Starting salary (midpoint): \$90,000 +/- DOQ.

COMMUNITY BACKGROUND

The City of Wausau (population 39,160) is located 95 miles northwest of the City of Green Bay in Marathon County. Wausau's history and development is directly tied to the Wisconsin River, which runs through it. Early in the City's history, the river served as a means of transportation, first for Native Americans and later for the explorers who came to the area. It then became a highway to float logs down as well as a source of power to run the saw mills for the logging industry.

The town was originally known as Big Bull Falls and formed in 1845. Marathon County was formed in 1850 and Big Bull Falls name changed to Wausau. In 1872, Wausau became a City under a new charter issued by the State of Wisconsin. In 1873, the first Mayoral elections were held and August Kickbush was elected Wausau's first mayor.

The landscape in Wausau changed significantly over the years due to fires and floods in the mid to late 1800s. In 1864, the great fire of Wausau occurred, with the town being saved by a bucket brigade formed by residents from the river to the fire. In 1874, the railroad came to Wausau and lumber rafting on the river ended.



In 1885, the first City Hall was built, followed by the telephone company in 1889. In 1906, electric street cars came to Wausau and the Marathon paper mill was built in 1909. By 1920, Wisconsin had gone from first to twentieth in lumber production in the United States.

In 1954, the first television station hit the air waves in Wausau (WSAU). In 1961, Highway 51, a four lane divided highway opened. In 2002, Governor McCallum announced that Wausau was accepted in the Main Street Program. The City entered into several private-public partnerships which changed the cityscape to include four, 10-story buildings, improved the tax base and increased employment in the community.

Today, Wausau is a bustling, family-friendly city with a vital commercial and retail district. The City's geographic location provides excellent transportation access and year round sports and recreational activities. Snow skiing, fishing, boating, kayaking and other special events like the World Ice Fishing Championships and The Wisconsin Woodchucks baseball all are home to Wausau.



Wausau Events, a local non-profit organization designed to bring community events to Wausau, sponsors activities such as the Celebrate Summer Series, Gallery Night, Family Fun Series, Concerts on the Square, Marketplace, Chalkfest, Hot Air Balloon Rally, Big Bull Falls Blues Festival, Thrillville, and the Holiday Parade.

Other annual events held in Wausau are the International Canoe and Kayak Whitewater Races, Badger State Winter Games, the Wisconsin Valley Fair, Children's Festival, Gus Macker, Jaycees 4th of July Celebration, Art in the Park, Festival of Arts, Birds in Art, and Festival of Trees.

There are 14 elementary schools, two high schools, two middle schools and one early childhood center in the Wausau School District. The city also has one technical

school – Northcentral Technical College, one two-year university – University of Wisconsin-Marathon County, and seven parochial schools.

Wausau's neighborhoods provide a wide variety of housing stock. These diverse neighborhoods, combined with excellent schools and an engaged citizenry, provide the foundation for a high quality of life for Wausau's residents.

WAUSAU AT A GLANCE

Population: 39,160

Households: 18,330

Equalized Assessed Value: \$2.6 billion

Land Area: 18 square miles

Median Home Value: \$114,300

Median Household Income: \$41,757

CITY GOVERNMENT

The City of Wausau is a progressive, dynamic, full-service municipal organization. The City is governed by a Mayor who is elected at large, together with 11 Alderpersons, one from each of the 11 districts covering the City. Council meetings are held on the 2nd and 4th Tuesdays of each month. The Human Resources Director is appointed by and reports to the Mayor.

The City has more than 350 full, part-time and seasonal employees. There are 11 departments reporting to the Mayor and City Council including Police, Fire, Public Works, Assessor, Community Development, Customer Service, Human Resources, City Attorney, Parks, Airport and Transit. The City's total FY 2017 budget for all funds is approximately \$96 million.

The City's Mission Statement is:

In response to our citizens, we will provide services in the most effective and efficient manner in order to promote and enhance our living environment. Plan and encourage positive growth. Promote a positive community image by encouraging citizen involvement and civic pride.

The City's Core Values include:

- **Professionalism** – *We choose to take pride in our work, communicate effectively, project a positive image, and deliver service at the highest standards every time, in every situation.*
- **Accountability** – *We accept responsibility and take ownership for our actions.*
- **Integrity** – *We act ethically, honestly, and lead by example by having our actions reflect our word.*
- **Respect** – *We choose to treat everyone the way we would like to be treated.*

HUMAN RESOURCES DEPARTMENT

The mission of the City of Wausau's Human Resources Department is to enhance current and future organizational effectiveness by increasing employees' abilities to maximize performance. Its focus is to serve the City by facilitating collaborative change in a mission-driven culture that aims to provide services in the most effective and efficient manner. This is accomplished by administering consistent programs, policies, and practices while ensuring citywide compliance with human resource laws and regulations.

The Human Resources Department is responsible for developing and managing a comprehensive human resources program for approximately 350 full, part-time and seasonal employees that serve the City of Wausau. The Department advises the City Council, Mayor, Department Heads, supervisors, and employees on issues of compensation, labor relations, benefits, training and development, recruitment and selection, safety, and workers compensation.

The Director manages a departmental budget of \$385,000 and two full-time professionals – an HR Analyst and an HR Assistant – in delivering a full range of services including the City's classification and compensation system, employee benefits, labor relations, recruitment and selection, risk management, safety programs, training and development.

OPPORTUNITIES AND CHALLENGES

The Human Resources Director is a key member of the City's management team, so developing and maintaining relationships with the Mayor, elected officials, department heads, and all levels of employees, both union and non-

union employees alike, is paramount. Proven communication, interpersonal and human relations skills, and the ability to interact with a wide variety of people possessing various attitudes and positions are all important and desirable qualities for the next Director.

The Human Resources Department is fully capable to support the employee population in Wausau. The new Director will have the opportunity to establish a vision for the delivery of contemporary human resources services and make assignments that will utilize staff strengths and provide the best level of service for the City and its human resources stakeholders.



The new Director will be expected to establish the Human Resources Department as a strategic partner within the organization and to utilize the available resources and talent to position the department to become a recognized and valuable asset for all stakeholders in the City. The next Human Resources Director for the City of Wausau can expect to be involved in the following:

- Work closely with the current staff in the Human Resources Department to review their workload, understand their duties, and provide leadership in a fast-paced, multi-project environment that requires attention to detail and the discipline to finish projects, while simultaneously keeping an eye on the big picture.
- Certain City departments have experienced recent turnover and do not anticipate any immediate additional changes, while other parts of the workforce are aging and present a need for succession planning, as the City of Wausau is no different than many municipal organizations of its size. The next Director can expect to work with department heads in planning for their future workforce needs.

- Several years ago the City instituted a performance evaluation system for non-union personnel, a system containing a pay-for-performance element. Yet, the merit pay component had not been implemented, and oversight of the evaluation system has lagged, resulting in inconsistent administration of the system. The next Director can expect to undertake a comprehensive review of the performance evaluation and merit programs.
- The City is planning a classification and compensation review for its non-union personnel positions, and has recently requested proposals from consultants for this undertaking. The next Director will spearhead this project, with execution of the study's findings anticipated in 2018.
- City department heads should be able to rely on solid, consistent and technically-grounded advice on a variety of personnel matters, such as discipline, workplace behavior, meritorious or poor performance issues and conflict resolution. The next Director needs to be skilled at guiding the management team on appropriately dealing with a variety of circumstances not uncommon in a workforce of more than 350, with that guidance rooted in a contemporary understanding of public sector labor law, rules and standards. Likewise, the City's elected officials should feel confident that the City's personnel system is being administered in a fair, firm and equitable manner.
- The City has three labor unions – Police, Fire and Transit – with collective bargaining agreements expiring in the current and upcoming calendar year. The new Director can anticipate being involved in the negotiations of those new contracts.



DESIRED QUALIFICATIONS CRITERIA

The City of Wausau is seeking proven and innovative candidates committed to excellence in the field of human resources. Candidates will be expected to demonstrate leadership within their department as well as within their organization. The following factors of education, experience, and demeanor have been identified as necessary and/or desirable for the Human Resources Director to succeed in this position. The starting salary (midpoint) is \$90,000 +/- DOQ with excellent benefits.

Education and Experience

- A Bachelor's degree in human resources, business, public administration or related field is required. SPHR or SHRM-SCP credentials are a plus; a Master's degree is highly desired. Ten years of progressively responsible human resources experience, with some of that experience in the public sector, or any equivalent combination of education and experience is desired. Local government administrative or management experience, with an emphasis in HR, will also be considered.
- Have extensive experience in directing activities involving policy development and interpretation, labor-management relations, personnel selection and testing, position classification and compensation plan administration, records management, employee benefits, health and safety, and employee training and development.
- Exhibit a sincere willingness to adhere to the City's core values including citizen/customer service, credibility, cooperation and collaboration, and commitment and dedication.
- Have the ability to act as a coach and mentor to staff, assessing their skills and abilities and providing them with the professional development they need to effectively perform their duties.
- Have the ability to interpret and ensure compliance with applicable Federal, State and local policies, rules, laws and regulations.
- Have extensive experience in delivering written and oral presentations to employees and stakeholders at all levels of the organization, including elected officials.
- Have the ability to be an advocate for employees when appropriate and within the context of balancing the needs of the organization with the needs of an individual.

- Have a proven track record of delegating to staff and fostering an attitude of teamwork and creativity in problem solving, while ultimately being accountable for the quality and effectiveness of overall departmental performance.
- Possess the ability to strategically establish priorities while understanding when to focus on larger, big picture projects and when smaller efforts need attention.
- Have superior skills in developing trust and effective partnerships with the Mayor and City Council, Department Heads, supervisors, employees and other stakeholders.
- Have proven superior communication, interpersonal and human relations skills, and adeptness at interacting with people possessing a wide variety of attitudes and in a wide variety of situations.

Management Style/ Personal Traits

- Have complete personal and professional integrity and trustworthiness, inspiring the confidence of appointed and elected officials, subordinates, and the general public.
 - Project a genuinely friendly, approachable style that encourages collaboration and the development of effective working relationships.
 - Have proven and successful managerial skills utilizing a consensus-building, team-oriented approach to managing staff members. Have the ability to remain accountable for departmental activities without unnecessary micromanagement of staff.
 - Have the leadership skills necessary to implement change where appropriate, bringing others along in the process, ensuring that the change is accepted as much as possible.
 - Have the maturity and self-confidence to firmly and diplomatically present professional views, concerns, and implications of proposed policy actions that may be under consideration by the City Council, while also being committed to carrying out final decisions in a timely, professional, and impartial manner.
- Exhibit a style characterized by candor, directness, tactfulness, and diplomacy, with the ability to admit when mistakes were made, and when corrective action needs to be taken.
 - Demonstrate commitment to encouraging creativity, responsibility and accountability in an environment that values a collaborative approach and embraces a setting where employees feel valued.
 - Be open to making a long-term commitment to the organization.
 - Demonstrate genuine concern about the well-being of employees and involvement of staff members.
 - Demonstrate flexible, adaptable and facilitative style with the ability to function effectively in a dynamic, demanding, team-oriented, professional environment marked by extremely high expectation levels.
 - Be a technical manager who can provide accurate advice and who can review the current department and make an assessment as to which policies, procedures and practices need to be developed and/or updated to ensure that the department is in compliance with all of the applicable rules, regulations and statutes.
 - Be a forward thinking manager who has the demonstrated ability to foresee and plan for emerging trends in human resources.
 - Demonstrate commitment to the regular pursuit of professional and self-development opportunities.
 - Be “easily accessible” and approachable to all within the organization and other stakeholders. Be a good listener.
 - Demonstrate a sense of humor when appropriate and genuinely enjoy public service.



From: Cindy Ridley
To: [Diane Ward](#)
Subject: Submit to RFP Executive Search -Library Director
Date: Tuesday, February 07, 2017 9:42:47 AM
Attachments: [Stillwater Library.pdf](#)
[SearchIntakeRecruitmentTimeline.attachment.pdf](#)

Thank you in advance for your consideration of attached proposal. The first attachment is printable on 8.5X11 paper and second attachment is 8.5x14 as allowed. Please do not hesitate to call should you have any difficulties with the attachments.



Cindy Ridley, CIR • Partner
HRtechies, Inc.

4217 Princeton Ave. Suite 100 • Minneapolis, MN • 55416

Phone: 612-801-8886 • HRtechies.com





4.1a HRtechies, Inc. proposal submittal cover page

Contact: Cindy Ridley, Partner HRtechies, Inc.
Address: 4217 Princeton Ave.
Minneapolis, MN 55416
Phone: 612-801-8886
Fax: N/A
Email: cindyridley@hrtechies.com
Website: www.hrtechies.com

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	Search Implementation	ATTACHMENT A
	Understanding of Search	pg. 6
	Time Schedule	ATTACHMENT A

4.1c HRtechies, Inc. Organizational Structure

- Partners Annette Scotti, MAIR and Cindy Ridley, CIR
- Incorporated June 2008
- Sub S, Minnesota based company
- 100% Women Owned Business
- Minnesota State Vendor Number: 200786224 00
- Website www.HRtechies.com
- Duns # 003459016
- NAICS # 541611, 541612,561312,611430,561320
- Cage #64XH1
- TIN # 26-2762516

Serving clients since 2008 in Minnesota and Nationally for Minnesota based clients. NAICS codes represent services provided in areas of Search, Staffing, HR Consulting, HR technology, Assessment Tools and Employee Training.

4.1d HRtechies, Inc. Technical Qualifications

4.1d.1 HRtechies, Inc. commits to work from the following principles:

Corporate Culture And Philosophy

- Our services and approach appropriately reflect your corporate culture and meet your business and ethics strategy.

Applicable Legislation

– Recruitment and Hiring processes will meet the minimum requirements of the applicable laws both state and federal

4.1d.2 HRtechies, Inc. through its history and experience of working with clients, not only understands the Talent Acquisition process but understands organizational structure, leadership and the full Talent lifecycle.

4.1d.3 Staff for HRtechies assigned to the particular search will include:

50% Cindy Ridley, CIR, Partner, HRtechies, Inc. has over 18 years of experience as a HR consultant and recruiter. For 10 years of her career she owned and operated Human Resource Staffing, Inc. in Minnesota. Previous to this, she was a Practice Leader in HR consulting and Executive Search with RSM McGladrey. Additionally, she was an executive recruiter with Sathe & Associates Executive Search firm before joining RSM

McGladrey.

Ms. Ridley, through HR Staffing, Inc. consulted on HR projects and staffed human resources professionals into such clients as Target Corporation, United Healthcare, Memorial Blood Centers, Hamline University, Bay West, Comcast, Pearson, and Graco.

Ms. Ridley is a frequent volunteer at Opportunity Partners, training their job seeking clients in summer workshops.

40% Annette Scotti, MAIR, Partner, HRtechies, Inc. has over 20 years of experience in HR working in the capacities of HR Director, manager, leadership and development trainer, and consultant. She has consulted with executives and mid-level management at regional and national organizations in industries including financial services, engineering, banking, health care, communications services, nonprofit and education. Ms. Scotti is a frequent volunteer with HIREd, helping to prepare and train dislocated workers for reentry into the workforce.

Ms. Scotti is also frequent presenter on topics in change management, leadership, and strategic planning. She is an Associate Faculty member teaching numerous HR and business courses at Saint Mary's University of Minnesota Graduate and Professional Programs. She has been teaching since 1998. In 2010 she was awarded "Outstanding Faculty" for her teaching contributions to St. Mary's University. Currently she sits on the Adjunct Faculty Advisory Board.

Ms. Scotti holds a Master of Arts in Human Resources and Industrial Relations from the Carlson School of Business at the University of Minnesota and a Bachelor of Arts degree in Psychology from the University of Minnesota's Honors Program. She also has received formal Fundamentals of Co-Active Coaching through The Coaches Training Institute of California. Annette completed the StrengthsFinder™ certification from the Gallup organization in 2007 and has successfully trained for over 100 organizations in both the private and public sectors.

10% (as subcontractor) Randy Hunt, President, Total Rewards, LLC, Stillwater, MN
Randy is currently President and Principal Consultant with Total Rewards Group, LLC, a compensation, benefits and total rewards consulting company providing comprehensive organizational rewards analysis and design for companies in the mid-west.

Prior to starting Total Rewards Group, Randy held corporate compensation roles at the Staff, Manager, Director and VP level for companies including Deluxe Corporation, Thomson Reuters and Piper Jaffray.

Randy holds a Bachelor of Science in Business and a Masters in Industrial Relations from the Carlson School of Management, at the University of Minnesota, and the CCP, CBP, GRP, SPHR and SPHR-SCP professional designations. He is a recipient of WorldatWork's Lifetime Achievement Award, the Twin Cities Compensation Network's Lifetime Recognition Award, is past President and board member of the Twin Cities Compensation Network and currently serves on the Board of the Twin Cities Chapter of NASPP the National Association of Stock Plan Professionals.

4.1d.4 Relevant similar and related services provided in last five years have included:

Fairview Health Services • Non-profit Healthcare •

Contact: Theresa Kopiecki, Corporate Recruiter

2344 Energy Park Dr. St. Paul, MN

612-273-7621

Staff assigned: Cindy Ridley

Description: **Executive Search VP Finance**

Fairview Health Services • Non-profit •

Contact: Chris Burgers, Corporate Recruiter

2344 Energy Park Dr. St. Paul, MN

612-273-7620

Staff assigned: Cindy Ridley

Description: **Executive Search for President Fairview Foundation**

CentraCare Hospitals and Clinics • Non-profit Healthcare •

Contact: David Waage Corporate VP HR

3001 Clearwater Road, St. Cloud

320-251-2700 ext. 54034

Staff assigned: Annette Scotti and Cindy Ridley

Description: **Executive Search for Director of Patient and Employee Diversity**

ICS Healy-Ruff • Engineering •

Contact: no longer in business

Staff Assigned: Cindy Ridley and Annette Scotti

Description: **Executive Search and assessments of final candidates for CFO**

The Jefferson Center • Non-profit think-tank • Executive Director

Contact: Kyle Bozentko Executive Director, Tom Eckstein Chairman of the Board

325 Cedar St. Suite 700 St. Paul, MN

651-209-7672

Staff Assigned: Annette Scotti

Description: **Executive Search sourcing, screening and assessment of final candidates for Executive Director**

The Bakken Museum • Non-profit science museum • Exhibit Developer

Contact: Dr. David Rhees (now retired) and Juliet Burba Chief Curator

3537 Zenith Ave. S. Minneapolis, MN

612-926-3878

Staff Assigned: Annette Scotti

Description: **National Search Exhibit Developer**

MASBO • Minnesota Association of School Business Officials Nonprofit Association • since 2009

Contact: Connie Nordquist, Executive Director

1000 Westgate Dr. St Paul, MN

651-999-8424

Staff Assigned: Annette Scotti, curriculum designer/trainer with HRtechies Associate Training Staff

Description: **Design and delivery of Leadership Academy**, building block tools and skills designed for MASBO selected emerging leaders and cohort groups. Including module for **Hiring the Best and Behavioral Interviewing**.

4.1d. 5 Search Implementation: **See attached Search Intake and Recruitment Plan**

4.1d.6 HRtechies' understanding of search flows from thorough position intake sessions with stakeholders on the Board of Directors and at The Stillwater Library and others, and from the drafting of a working position profile as a marketing tool for candidates. HRtechies sources and researches towards the largest possible pool of candidates. HRtechies is a proud affiliate of Top Echelon a national network of recruiters. This membership allows us access to best practices and a network of other national recruiters. HRtechies also has subscriptions with several niche recruiting sites to place recruitment advertisements, including Linked-In. HRtechies may also recommends sourcing for this particular position by studying similar searches of museums, non-profits, government entities and including research from local Minnesota-based Council for Non-Profits and Charities Review.

HRtechies will use its behavioral based screening and interview process to vet candidates and present to the Search Committee.

Additional input can be gained during the candidate vetting process from validated assessment tools; HRtechies is an authorized reseller of the DISC® line of assessment tools intended for use in recruitment, onboarding and coaching for engagement.

HRtechies, through its relationship with Randy Hunt of Stillwater, and from its experience studying job descriptions and compensation plans, will have access to any particular issue for the location.

HRtechies, Inc., through its work with other non-profit entities (see above) has particular insight to non-profits and their boards.

HRtechies, Inc. through its HR consulting experience has its mission as being competitive and compliant by staying abreast of all employment regulations and Talent best practices for the State of MN.

4.1d.7 Time Schedule: **See attached Search Intake and Recruitment Plan**

Thank you in advance for consideration of HRtechies as a final candidate for this Search and we are prepared to submit Part B Price proposal if chosen.

Respectfully submitted,

Cindy Ridley and Annette Scotti, co-owners HRtechies, Inc.

ATTACHMENT A

Search Intake and Recruitment Timeline HRtechies, Inc.

includes 3.1 Services and Tasks, 4.1d.5 and 4.1d.7

Recruitment/Search Planning Meeting with Leaders	Candidate Attraction and Sourcing Readiness	Recruiter Interviewing	Candidate Presentations to Hiring Committee	Panel Readiness Candidate Readiness	Panel Interviews	Panel debriefs	Reference Checks and Offer Details	Target Start Date Debriefings & Onboarding
DATE 3/16/17 and 3/23/17 mtgs with Stakeholders	DATE by 3/23/17-4/13/17	DATE 3/23/17-4/13/17	DATE 4/17/17	DATE 4/17/17-4/24/17	DATE Week of 4/24/17	DATE 5/15/17	DATE 5/15/18-5/17/17	DATE 6/1/17
<ul style="list-style-type: none"> Discuss and review recruitment and search plan with Library Board to include: Job description template with Essential Functions Compensation budget HRtechies subcontractor is presented with final Position Profile; contractor deliverable: Compensation Band recommendation Relocation budget Determine acceptable timeline HRtechies to present Key Accountabilities questionnaire Decision on Panel 1 and Panel 2 participants from cross section of Library Board, City Council, Friends of Library Foundation and other stakeholders. Discuss conducting internal stakeholder interviews Review advertising and sourcing strategies Determine meeting frequency 	<ul style="list-style-type: none"> Execute advertising and sourcing plan to include HRtechies ad subscriptions, TE Network of Recruiters, Niche boards, Council for Non Profits Finalize Position Profile with a Position Profile Candidate Marketing Brochure version create recruiter phone interview documents Conduct stakeholder interviews Secure Panel 1 and Panel 2 dates 	<ul style="list-style-type: none"> Reach out to candidate leads and referrals Recruiter conducts phone and inperson local interviews using Screening Tool Recruiter identifies top candidates for hiring leader Activity updates to/with hiring leader Continue executing recruitment and search plan 	<ul style="list-style-type: none"> Presentation all candidate information and summarize the 8-10 selections Make first round interview selections Confirm interview details and format for candidates Finalize the panel prep agenda, interview guides and evaluation tools Recruiter confirms details with selected candidates Candidates selected are invited to take TriMetrixDNA™; present reports of Behaviors, Motivators and Competencies to committee along with candidate resume package 	<ul style="list-style-type: none"> HRtechies prepares Panel packet and Panel Behavioral Interview Guides aimed at Behaviors, Motivators and Competencies using Benchmarking process based on Key Accountabilities Candidate packages including benefits highlights, driving directions, consult on relo if needed 	<ul style="list-style-type: none"> Panel is prepped for the day Candidates are interviewed in the agreed upon format Recruiter leads panel debrief and candidate discussion Recruiter and hiring leader discuss next steps in the interview and selection process Complete coordination of process, interview guides and materials 	<ul style="list-style-type: none"> All final stakeholder interviews debriefs are conducted Candidate Ranking Tool used if needed Final candidate is chosen IF REQUIRED: Finalize attendance of all 2nd round interviewers All candidates moving to 2nd round are notified and given proper information and instruction Repeat the steps in the 1st round interview day as needed Recruiter and hiring leader determine next steps 	<ul style="list-style-type: none"> Reference checks are completed References are reviewed with hiring leader Discuss offer parameters and procedures Verbal offer is made Necessary conversations take place to answer any candidate questions Upon offer acceptance, start date is determined Offer information and other details are sent in writing to the candidate Candidates completes contingent offer requirements 	<ul style="list-style-type: none"> Any candidate's not already notified are contacted Debrief of the process is conducted with hiring leader All other onboarding actions and activities take place to ensure a successful new hire experience! HRtechies conducts debrief session with new hire and Board using TriMetrixDNA™ with new hire as onboarding coaching engagement tool HRtechies conducts debrief session with new hire and direct reports using TriMetrixDNA as team building tool

Diane Ward

From: John Keister <john@johnkeister.com>
Sent: Wednesday, February 01, 2017 4:42 PM
To: Diane Ward
Subject: Proposal: Library Director Executive Search
Attachments: Library Search Proposal_Keister.pdf

Hi Diane,

Attached as a pdf is our proposal for the Stillwater Public Library Director executive search. Thank you for the opportunity to submit a proposal!

John Keister

JK john keister & associates
Executive Search for libraries
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Vernon Hills, IL (Chicago)
[linkedin.com/in/johnkeister](https://www.linkedin.com/in/johnkeister)

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Twitter: @jkaLibrary

Executive Search Services — Library Director

February 1, 2017

Stillwater Public Library
224 Third Street North
Stillwater, Minnesota 55082-4806

Dear Board of Trustees:

We love libraries. We love how they act as equal opportunity providers, offering services, materials, and inspiration to their customers without regard to an individual's personal, economic, or educational status. Libraries are the community centers of the 21st century. Blending the old and new, as your library has done so effectively both in its physical space and services, helps preserve the traditional mission of the library while also preparing it to embrace the future. We love that the Stillwater Public Library is such a good example of what libraries can do and should be, committed to both the current and future needs of the people it serves.

Your library actively engages with its users by championing activities that are vital to the community. Besides housing local history archives and an art gallery, it offers a range of community meeting spaces, new technology and a full calendar of programs to cover a vast range of ages and interests. Your Friends group and Foundation are further examples of the strong connection between the library and its users. It's clear that the Stillwater Public Library community is committed to excellence.

Library leadership is always important, and especially so when libraries must keep evolving — not just to keep up with technological change and user tastes, but to *anticipate* those events and plan proactively. We appreciate the opportunity to submit this proposal for executive search services to evaluate candidates for the position of Library Director. One of our strengths as a search firm is that we customize our approach to fit the wishes of our customers. The attached document is a blueprint of how we approach a search; please feel free to call me with specific questions or changes.

Thank you for your consideration. We look forward to hearing from you!

Sincerely,



John Keister

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**Executive Search Proposal
for
Library Director
Stillwater Public Library**

Thank you for giving us the opportunity to present this proposal for the search and recruitment of the next Library Director of the Stillwater Public Library.

Hiring a new 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 evaluating and screening candidates, we can facilitate the interview process and help the Library Board reach consensus on the final candidates.

Organizational Structure

John Keister & Associates LLC is a full-service, nationwide Executive Search firm founded in 1987 by John and Beth Keister. We incorporated in Illinois as an S-corporation in 1990 and converted to an LLC in December 2016. One of the ways in which we're different from other search firms is that we engage in *two* areas of practice: Library Directors and private sector technology leaders. Our extensive and varied experience enables us to identify and evaluate management and leadership traits in candidates, assets that are critical to the successful administration and guidance of today's libraries. We get to know our candidates so that we can effectively evaluate the the "soft" characteristics that indicate which individuals will be an ideal fit for a certain organization or position. By asking the right questions and examining characteristics beyond what's on a resume, we are able to find the best match between an organization and the leader they seek.

We enjoy working with libraries because they are the heart and soul of their communities. Whether serving a small town, a densely populated region, or an academic or special interest institution, a library represents the interests, passions and goals of a special group of people — its users. Every library is unique. Should you decide to work with us, we'll help you hire the Director who is right for *your* library and *your* community.

We are proactive in searching for and recruiting top candidates, rather than relying solely 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.

Qualifications

PROJECT TEAM

John Keister has more than 30 years of executive search experience, working with respected global corporations and libraries of all sizes. When working with libraries, John draws upon his extensive experience as an elected public library Trustee and library Board President. He also served multiple terms on the Board of Directors of the North Suburban Library System, a library consortium of academic, public, school, and special libraries in suburban Chicago. John has advocated on behalf of libraries at the local, state, and federal levels, been an invited speaker at numerous library conferences, and has raised community

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awareness of library issues through town meetings, focus groups, print and broadcast media. John also provides customized coaching and training to help library boards become more efficient and effective. He currently serves on the Illinois Library Association Advocacy Committee.

John holds a Bachelor of Science degree in Mechanical Engineering with post-graduate coursework in business management and administration.

Beth Keister 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.

Sarah Keister Armstrong specializes in providing community needs assessments and strategic planning services to libraries and other organizations through her own firm, Sarah Keister Armstrong & Associates. 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 is a Public Library Trustee and served on the Board of RAILS (Reaching Across Illinois Library System). She is currently serving as a Director-at-Large of the Illinois Library Association and is an active member of the American Evaluation Association and the American Library Association. Sarah holds a Master of Public Policy and Administration degree and a Bachelor of Arts degree in Political Science and Sociology.

Experience

Our firm has completed over 300 executive level searches. In recent years, we have completed approximately 60 library director executive searches for libraries and library systems of all sizes throughout the United States. We are familiar with the library environment in Minnesota, having completed the search for the Library Director of the Great River Regional Library System in 2015. We also have extensive experience working with organizations and boards who have never hired a director before, due to the long tenure of their current director or because of other circumstances. Information and references from some of our recent searches are included at the end of this document.

Search Implementation and Understanding of Search

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, while Beth Keister and Sarah Keister Armstrong will provide project support.

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 3½ to 4 months. Since we would tailor the search to meet your needs and deadlines, we’d be happy to revise the schedule, as needed, after our initial meeting with your search committee.

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INITIAL MEETING

Our first step is to thoroughly understand your needs. John will visit the library to gain an understanding of your environment and to find out what is expected of the new Library Director. This will help us learn about 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.

WEBSITE FOR THE DIRECTOR SEARCH

For each of our library searches, we design, develop and host a website that includes information on the position, the library, and the local community. The website is a helpful tool for sharing information with potential candidates and it allows for easy updates as the search progresses. Examples include www.johnkeister.com/greatriver/ and www.johnkeister.com/chelsea/.

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 the custom website, 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.

CANDIDATE QUALIFYING

Once we have identified candidates, we will conduct in-depth interviews. When possible, these conversations will be in person. If that is not practical, we will conduct detailed video and telephone interviews. Our conversations with candidates allow us to thoroughly evaluate their personality, work ethic, and how they may fit into your particular library.

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 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. We strongly recommend that candidates meet with staff, the board, and other key stakeholders as part of the process. During this crucial time, as important decisions are made, we can provide whatever support you need, including ideas about

interview questions, advice on questions to avoid for legal reasons, and tips on interview approaches and potential pitfalls. We can also make suggestions on how to handle salary negotiations and benefits questions, deal with relocation issues, and “close” the most desired candidate. Staff input is particularly important and we can help the board use that information wisely. Many boards have never gone through the final steps of hiring a director and find that this is where our experience can be particularly helpful.

VERIFYING EMPLOYMENT DUTIES AND PERFORMANCE LEVELS

We will interview references for the final candidate, and will present summaries of the reference investigation. Our reference questions help flesh out the character of the candidate. We look for first-hand accounts on how the candidate works with staff and patrons, what they do to stay on top of library trends, and information illuminating how they’ve dealt with challenges. We are seeking leaders and a candidate’s references help us better understand how someone will perform in that role.

PRE-EMPLOYMENT BACKGROUND INVESTIGATION

If the library does not have a pre-employment background investigation process in place, we can assist with those arrangements for the final candidate. This investigation should include verification of credentials and an examination of professional, personal, financial, and criminal records. We can set up such an investigation with a professional firm should you need assistance with this piece.

Schedule

PROJECT SCHEDULE

The following schedule is flexible and may be adjusted according to the needs of the library.

<i>Month</i>	<i>Tasks</i>
Month 1	<ul style="list-style-type: none"> • Initial meeting with Board/Selection Committee to discuss needs • Meet with key staff members and other constituencies for their insights • Create and post custom search website • Advertise position through various national and local channels • Begin recruiting candidates using contacts within our library network
Month 2 – 3	<ul style="list-style-type: none"> • Conduct interviews with possible candidates • Compile documentation on most viable candidates • Present resumes and additional information on 3 to 5 of the best candidates to Board/Selection Committee • Schedule interviews with Board/Selection Committee • Advise on interview process and questions

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Month 3 - 4	<ul style="list-style-type: none">• Final candidate interviews at library• Reference checks• Presentation of offer (Board to Candidate)
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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

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 and Testimonials

Wheaton Public Library

Wheaton, IL
www.wheatonlibrary.org
Ms. Christine Fenne
President, Board of Trustees
Phone: 630-653-2442
cfenne@alphagraphics.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, 35 as Director.

I am writing to express my recommendation of John Keister & Associates...

Like [other libraries], we found ourselves looking for a new Library Director suddenly after 35 years. Fortunately, we had a policy in place that outlined the selection committee responsibilities. Our committee chair reached out to several search firms whom we interviewed.

John Keister formed an immediate connection with our committee and understood our search challenges right away. We were grateful to have his expertise and passion for libraries. John took time to tour our library, listened to our concerns and provided detailed questions for our Executive Director interviews. He truly was interested in discovering what the Board of Trustees wanted in a new Library Director and what our future library would be for the community.

The entire selection process was very organized and smooth because of his availability and commitment to finding a successful pool of candidates. I know we made the right choice in using John Keister & Associates. Although we had several excellent candidates, one floated to the top of the pile! We now have a Director that we are extremely proud to lead our staff, who is also community focussed.

It was a pleasure working with John during this challenging search.

Sincerely,
Christine Fenne, President, Wheaton Public Library Board of Trustees

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Hussey-Mayfield Memorial Public Library

Zionsville, Indiana
www.zionsvillelibrary.org
Ms. LeeAnn Biggs
President, Board of Trustees
Phone: 317-873-4241
biggsdiggs@att.net

Hussey-Mayfield Memorial Public Library is located in Zionsville, Indiana, a northwest suburb of Indianapolis. It has a 54,000 sq. ft. library serving 26,000 residents with an operating budget of about \$2.1 million.

I believe we connected from the start. Your genuine passion and love for finding the right fit for each individual library/client was apparent.

Our board reviewed proposals by you and a competing firm. Both firms were well qualified and had similar fees. It was your unique boutique approach that appealed to our board as well as your enthusiasm. We also appreciated that you had actually served on a library board. We were not just another cog in the system to your firm. It was apparent that we both truly wanted to find the ideal fit for our library's continued success and were committed to the process of finding our true north.

We are most impressed with our new Executive Director. The HMMPL board is very satisfied, our administrative staff and other staff members are much happier and our future looks bright. The atmosphere and morale in our library has made a much-needed turn around. We thank you for your tenacity and stick-to-itiveness in completing the job you started until it was not just done, but done well. It was a process that we hope we will not have to repeat for some time. But, if we ever needed to search again, we would not hesitate to call you and your firm.

The Hussey-Mayfield board of Trustees extends our deepest gratitude to you and your firm for above and beyond service to our library and community. We believe you got the sense of who we truly are and what we needed from the start. There was much to process and sift along the way and you were committed to us. We thank you for believing in our board and our staff and for championing us when needed. We have an amazing library for a community of our size but our great potential had stagnated. With your guidance, we now have an outstanding Executive Director to take us in the direction we want and need to go. Our future has been rejuvenated.

Warmest Regards and Thanks,
LeeAnn Biggs, President, HMMPL Board of Trustees

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Huntington City-Township Public Library

Huntington, Indiana
www.huntingtonpub.lib.in.us
Mr. Fred Scheiber
Board of Trustees
Phone: 260-359-9404
Fred.Scheiber@GraphicCommunications.com

Huntington City-Township Public Library serves about 22,000 residents with a 46,000 sq. ft. main building and a 2,500 sq. ft. branch library. Operating budget is about \$1.8 million. The search was conducted due to the retirement of the former Director who served the library for 30 years.

I like your enthusiasm and unique approach of involving the entire staff in the process. I have recommended you already and will continue to in the future. You helped with salary information after the new director was hired and were always readily available. In the end, I thought we found the best person suited for the position and the process worked well. The staff felt they had input in the process and now I believe feel the Board is accessible. It was a win-win for the staff and the Board. If we ever needed a new Executive Director, you would be my first phone call!

Fred Scheiber, President, Board of Trustees

Bloomington Public Library

Bloomington, Illinois
www.bloomingtonlibrary.org
Ms. Carol Koos
President, Board of Trustees
Phone: 309-830-9382
carolkoos12@gmail.com

The Bloomington Public Library provides service to 79,000 residents in a lively college town in central Illinois. It operates with a 51,000 square foot building, a busy bookmobile, and an annual budget of \$5.3 million. The search was conducted due to the retirement of the former Director.

We were very happy with Keister & Associates. I was very surprised at how quickly you came up with 4 finalists. Having worked with a national firm 10 years ago I was expecting the same huge cattle call of candidates that the search committee would have to sort through. When you presented 4 finalists in 3 months time I realized that you had done the weeding process and consequently handled the search process much more efficiently than the previous search firm we used. What pleased me the most was your customized search process. I felt that the candidates were all good matches for the community and

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the library. The customized search process condensed the search process considerably because the board did not have to engage in the weeding out process but only the selection process.

I would recommend your firm and in fact already have. I felt that you delivered the services that you stated that you would and in the way that you stated they would be delivered. I felt that your customized search process was very effect both in use of time and in identifying the best candidates.

Thank you for your hard work. It was a pleasure working with you.

Beloit Public Library

Beloit, Wisconsin
www.beloitlibrary.org
Mr. John Watrous
President, Board of Trustees
Phone: 608-363-9179
watrousj@gmail.com

Beloit Public Library serves 48,000 residents with a 55,000 sq. ft. building and an operating budget of \$2.2 million. We were asked to conduct the search for a Director after failed attempts by another library executive search firm.

Our first contacts with you were extremely positive and confirmed for the board that you were a good fit for us. You showed enthusiasm for our library and our community, and you made it clear to us that you were eager to work with us on this search.

We were looking for a bold and creative leader more than a competent manager. You understood this and designed a search process that identified leadership and networking skills. There were doubtless a lot of things that you did on the back end that we never saw, but what we did see pleased us. For example, the website that you created to advertise the Director position was very professional. There were important instances when you gave us excellent advice.

Everyone I've spoken to (including board members, library staff, members of the Friends and Foundation, and people in city government) agrees that the three finalists we did bring to the library were by far the most impressive group we could remember from a Director search. The candidate we hired has been wonderful, and we are extremely pleased to have him at our library. Nick is providing us with the kind of creative leadership and community outreach that we wanted all along in our new Director.

John Watrous, President, Board of Trustees

johnkeister & associates LLC

EXECUTIVE SEARCH FOR LIBRARY DIRECTORS

374 E. Marseilles Street
Vernon Hills, IL 60061

Phone: (847) 955-0541
john@johnkeister.com
www.johnkeister.com
Twitter: @jkaLibrary

Geauga County Public Library

Chardon, Ohio

<http://geaugalibrary.net/newsite/>

Mr. Raymond Rundelli

President, Board of Trustees

Phone: 216-622-8854

rrundelli@gmail.com

Geauga County Public Library serves 90,000 residents through four full-service locations, two satellite locations, a bookmobile, and administrative center, totaling more than 74,000 square feet. The library has an operating budget of \$8.3 million. The search was conducted due to the retirement of the former Director.

When our system's director announced her intention to retire after 25 years as director, the Board quickly decided that the best course was to engage a professional search firm to assist us in finding a new director. Our multiple facility system was on sound financial footing, it was well-regarded both state-wide and nationally, its facilities were in good condition, and staff morale was high.

We knew we had an outstanding directorship opportunity to offer to someone but we wanted not only someone well-qualified, but someone that would "fit" with the personality of our system and community and the vision our Board had for the system's future. We also believed that finding the right person would be much more likely if we had the right search firm to assist us. There were lots of choices, from big national firms specializing in library director searches to small but locally well-connected firms.

After carefully considering proposals from a number of candidates, the Board chose to work with John Keister & Associates. It was clear from its proposal that John and his associates had the necessary experience and that they had given our particular situation considerable thought.

I can wholeheartedly recommend John Keister & Associates to any library board in need of assistance in the selection of a director or other upper-level management. He took the time to understand our particular needs, he listened carefully to what we had to say about how the search process should work and what we wanted in a director candidate, his thoroughness allowed him to quickly gain our trust and in the end his efforts put us exactly where we wanted to be -- in a room with multiple, well-qualified candidates from which we could choose the one that best "fit" the directorship opportunity we had to offer.

Raymond Rundelli, President, Board of Trustees

johnkeister & associates LLC

EXECUTIVE SEARCH FOR LIBRARY DIRECTORS

374 E. Marseilles Street
Vernon Hills, IL 60061

Phone: (847) 955-0541
john@johnkeister.com
www.johnkeister.com
Twitter: @jkaLibrary

Warren-Newport Public Library District

Gurnee, Illinois
www.wnpl.info
Ms. Jo Beckwith
Board of Trustees
Phone: 847-814-1346
jobeckwith@sbcglobal.net

Warren-Newport Public Library District serves more than 66,000 residents with a 58,000 sq. ft. building, a bookmobile, and an operating budget of about \$7 million. The search was conducted due to the retirement of the former Director.

In our unique situation, I would not have wanted to select anyone that did not acknowledge *full-on* that we would have a problem attracting candidates. You said that and also insisted that any candidate be told the full story so that we would not be ambushing anyone by keeping our situation a secret. This was not only practical, but also an issue of integrity, in my view.

Your style is informal and laid back. You use humor to make a point. The processes you use, though, are not laid back. They are organized, well-thought out, and professional. You tried to get us to articulate the characteristics that we wanted rather than telling us the typical list.

You back up your process with a lot of experience both as a trustee and a search consultant. Your knowledge of Illinois libraries and directors is quite impressive. And so is your love of libraries. What a great bonus! Thanks for helping WNPL find the next great Illinois library director.

With gratitude,
Jo Beckwith, Trustee

EXHIBIT "A"
PROPOSAL FORM

**STILLWATER PUBLIC LIBRARY BOARD REQUEST FOR PROPOSALS FOR LIBRARY
DIRECTOR EXECUTIVE SEARCH SERVICES**

I hereby certify that I am authorized to make this offer on behalf of the named company and to bind said company to all conditions of this proposal. By submitting this proposal, I hereby represent that the firm identified below has thoroughly examined the Request for Proposals, is familiar with the Scope of Services, and is fully qualified to perform the services described to achieve the Library Board's objectives in a professional manner.

Name of Firm KOYA LEADERSHIP PARTNERS

Address 20 N WACKER SUITE 622

City/State/Zip CHICAGO, IL 60640

Signature 

Name (Print) MARISSA MARTIN

Title VICE PRESIDENT, EXECUTIVE SEARCH

Telephone Number 312-788-2750

Fax Number _____

E-Mail Address mmartin@koyapartners.com

EXECUTIVE
SEARCH
PROPOSAL



Stillwater Public Library
Library Director

Prepared by:

Marissa Martin, Vice President, Executive Search

Contact:

mmartin@koyapartners.com
312.788.2754

Koya Leadership Partners is a national executive search firm dedicated to placing exceptionally talented leadership at nonprofit organizations and educational institutions.

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February 08, 2017

Mike Keliher
President
Stillwater Public Library, Board of Trustees

Dear Mike,

It is our pleasure to be considered as a potential partner on your upcoming search for the Library Director at Stillwater Public Library. We are delighted to be a potential partner in your efforts.

Founded in 2004, Koya Leadership Partners is a national retained search firm that focuses exclusively on the education and nonprofit sectors. A key differentiator of Koya is that each member of our firm has a genuine passion for, and commitment to, mission-oriented work and to partnering with the nonprofit and education communities to find the best leaders who can help transform their organizations. This firm-wide commitment impacts our approach to our work and results in trusting and lasting partnerships with our clients.

At Koya, one of our core values is diversity. We believe the nonprofit sector will be most effective when it has leadership that reflects the communities it serves. This belief continually drives us to expand our network. We are proud that of our placed candidates over 60% are women and one-third are leaders of color. As with each search, we commit to build and present to you a diverse pool of candidates.

If we were to partner together, Marissa Martin would lead our search. Alison Ranney would be a strategic advisor and key partner to our search team.

Marissa Martin has over 10 years of executive recruitment experience at Koya and DHR International. Her background also includes a chapter with a prominent social service organization in Chicago focusing on low-income, first generation African-Americans and Latinos. She has led leadership searches within literacy and education organizations, the social service sector as well as global organizations.

Alison Ranney leads the Chicago Office of Koya Leadership Partners and specializes in leading senior level searches for nonprofit organizations including health and social services, foundations and other nonprofit clients. Prior to joining Koya, Alison established and led the Midwest nonprofit practice at Russell Reynolds Associates.

We are confident that our depth and our national reach would enable us to do this search well for you, having completed numerous public/private partnership searches as well as searches in the literacy and education spaces. In our proposal, we have included lists of searches we have completed for relevant searches. These should give a sense of the breadth and depth of our networks that we would leverage on behalf of the Stillwater Library Foundation

We are familiar with the dynamics of working with Search Committees and enjoy that aspect of our work. We have learned from experience that a strong Committee Chair and a dedication to process, with an understanding that the process can be tailored to fit the specific needs of the client and search as needed, allow us to best partner together. We have included a search process and timeline in the following materials with the understanding that we would work with the Committee to design the optimal process for the distinct needs of this search.

As evident from our previous work, we become deeply vested in our clients and their missions. Our former clients and the leaders we have placed can speak to our work and how our team partners closely with our clients and candidates. You will find a sample list of our references towards the end of the proposal.

Finally, we feel it is important to note that our work brings us immense professional and personal satisfaction. Our professional work recruiting exceptional leaders to our nonprofit institutions dovetails with our deep personal interest in civic leadership and helping others. Marissa's personal experience with her hometown public library and the Chicago Public Library makes her particularly interested in, and passionate about, this opportunity.

It is clear that this is a critical search for the Stillwater Public Library and its future. We would be delighted to partner with you and your team on these important endeavors.

All the best,



Marissa Martin
Vice President, Executive Search

OUR FIRM

Koya Leadership Partners is a national executive search firm dedicated to placing exceptionally talented leadership at nonprofit organizations and educational institutions. No mission can be fulfilled without the dedication and skills of the people who serve it.

At Koya, we believe that the right person in the right place can change the world.

Koya works with a select group of national and regional nonprofit and education clients across the country to fill their most critical and challenging leadership roles and to develop and implement transformational human capital strategies. Using an effective and efficient research and outreach methodology, we deliver exceptional candidates who offer the right combination of skills and culture fit for our clients.

OUR VALUES

We believe that talent is the key lever for achieving social change. Demographics show that the nonprofit sector is facing a massive leadership deficit. Attracting and developing new, talented leaders is the only way to ensure that the sector stays strong and continues to innovate.

We also believe in the following core values:

Impact

We are committed to delivering measurable impact in the form of top-notch human capital for our clients' needs today, tomorrow and long into the future.

Diversity and Inclusion

At Koya, we believe deeply that the nonprofit sector will be most effective with a diverse workforce. This belief continually drives us to expand our networks and build diverse pools of candidates.

Respect

Everything we do stems from the respect we have for our clients, our candidates and the work they do to make our world a better place.

Innovation

We constantly and proactively employ cutting-edge techniques to expand our network of talented leaders and we seek to employ innovative strategies for each new engagement.

OUR CREDENTIALS

Geographical Reach

Koya's geographical reach is broad. We have conducted searches across the country and around the world. Our network of candidates and connectors - the people who lead us to top-notch candidates - reflects this breadth, as does our team of experts working in locations across the country.

Sector and Function Expertise

We partner with a broad range of nonprofit clients on senior level searches, often recruiting CEOs, Presidents and Executive Directors. We also have deep expertise in a variety of functional C-Suite areas including operations, development, finance, marketing/communications and HR, among others.

Our team's professional history is rooted in the nonprofit and education worlds and directly informs our searches with a fresh approach. When we go to market, we pride ourselves in understanding the work from the ground up.

Network

Koya's national network reflects more than a decade in executive search, and includes proven and emerging leaders and connectors in the nonprofit, education and for-profit sectors.

Research Capacity

We have a dedicated research and outreach team that begins each new engagement with a fresh approach, ensuring that we go beyond the "usual suspects" to identify and reach out to exceptional candidates. Our research team also employs cutting-edge technology and social media platforms to build awareness for new opportunities and continually grow our network and candidate base.

Working with Koya Leadership Partners Means . . .

Tapping into our organizational expertise to help define the specific qualifications and personality characteristics required for success in any role.

Partnering with a firm that understands that culture and personality fit is just as important as skill-set fit.

Leveraging our robust database of current and potential candidates as well as our vast network of connectors who will help spread the word about the search and identify potential candidates from both the nonprofit and private sectors.

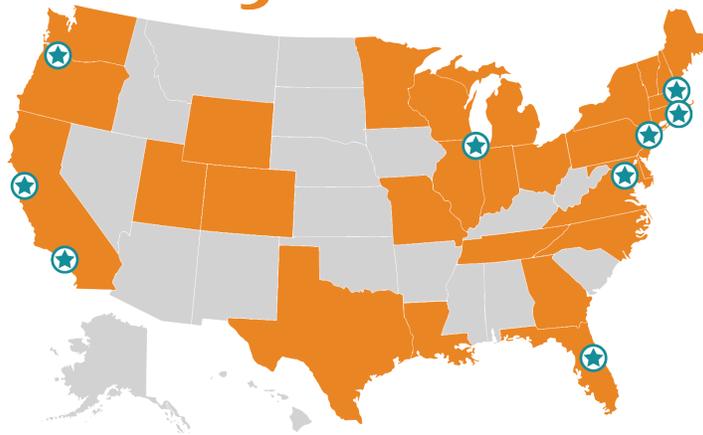
Partnering with a firm that is committed to diversity in the nonprofit sector and in the executive search process.

KOYA AT A GLANCE

FUNCTIONAL EXPERTISE

President, CEO & Executive Director · Development · Marketing & Communications
Finance · Operations & Program Leadership · Human Resources

— NATIONAL PLACEMENTS COAST TO COAST IN —
32 STATES (and counting...)



 **9 KOYA OFFICES NATIONWIDE**



SECTOR EXPERTISE

Advocacy · Cultural Institutions · Foundations/Philanthropy · Higher Education
Independent Schools · Youth Development & Education Reform · Environment
International · Health & Social Services · Women & Girls · Membership Organizations

OF OUR PLACED CANDIDATES



66% ARE WOMEN

32% ARE PEOPLE OF COLOR



OUR TEAM APPROACH

Koya's team members bring years of combined experience in executive recruiting, human resources, and nonprofit and corporate strategy. Each search team consists of a leader who serves as the main client contact and provides guidance, updates and insight into the candidate pool and the search process; and search consultants who collaborate closely with our internal research staff to design and execute a customized research and outreach strategy for the initial development of the candidate pool, and manage all the day-to-day aspects of the search. All team members are accessible to our clients and work closely together on all elements of the search.

MEET YOUR TEAM FOR STILLWATER PUBLIC LIBRARY

MARISSA MARTIN

Vice President, Executive Search

With more than 10 years experience in the executive search industry, Marissa has successfully completed executive and senior level leadership positions across functions and industries. At Koya Leadership Partners, Marissa leads a portfolio of executive level searches specializing in development and external relations.

Prior to joining Koya, Marissa served as Vice President, Global Research for DHR International, a top five retained search firm. She was responsible for overall coordination and management of DHR International global search execution. She was also a key leader in the development of the education and nonprofit practice with DHR. Deeply committed to client service, Marissa was awarded the Chairman's Award for Excellence multiple times and was instrumental in the global expansion of the organization in Asia, Europe and South America.

Marissa's commitment to the nonprofit field began with when she worked at Christopher House, a nationally recognized social service organization in Chicago that supports low-income families.

An active community member and leader, Marissa serves on the Board for the Instituto del Progreso Latino and the Planning Committee with P.E.A.K (Partnership for the Education and Advancement of Kids). She also volunteers regularly with a number of Chicago nonprofits and local food pantries.

Marissa earned her Bachelor of Arts degree from Marquette University.



ALISON P. RANNEY

Managing Director & Chicago Office Head

Alison Ranney specializes in leading CEO, President, Executive Director and other senior level executive searches for nonprofit organizations and educational institutions across the country. She leads the Chicago Office of Koya Leadership Partners.

Alison leads CEO and other searches for a broad range of nonprofit clients, including foundations, cultural institutions, other nonprofits, colleges and universities. She has successfully led searches for clients at the CEO, President, Executive Director, Dean, COO, CFO, and VP levels as well as members of their Boards of Directors.

Representative nonprofit clients include the John D. & Catherine T. MacArthur Foundation, the Barack Obama Foundation, the Art Institute of Chicago, the United Way and the Red Cross. Alison also has deep expertise in Higher Education having led searches for the University of Chicago, the University of Michigan, Stanford University, Northwestern University and the University of Pennsylvania, among others.

Prior to joining Koya, Alison was with Russell Reynolds Associates, the global executive search firm. At Russell Reynolds, she led the development of the Nonprofit practice in the Midwest and received the firm's inaugural award for Excellence in Client Service.

Alison began her career at Skadden, Arps, where she was a corporate attorney with a focus on mergers and acquisitions. She also served as Vice President at the real estate development firm responsible for Prairie Crossing, the award-winning conservation community, and as an executive with AT&T Wireless where she specialized in joint ventures.

With a strong commitment to civic involvement, Alison serves on the Boards of Public Radio International (PRI), World Business Chicago, the Goodman Theatre and Forefront (formerly the Donors Forum). Alison served on the Board of Directors of WBEZ/Chicago Public Media for 12 years and during that time, chaired the CEO Search Committee for the highly successful current CEO. Alison was on the Founding Board of City Year Chicago and served on the Board of Ryerson Woods Conservation Area. With her alma maters, she served on the Visiting Committee of the University of Chicago Law School and the Alumni Council of Philips Andover Academy.

Alison is a member of the Economic Club of Chicago and The Chicago Network and was selected as an Emerging Leader by the Chicago Council on Global Affairs.

Alison received her B.A., magna cum laude and Phi Beta Kappa, in Urban Studies from Brown University. She earned her M.B.A. from the University of Chicago Booth School of Business and her J.D. from the University of Chicago Law School.



SEARCH METHODOLOGY

We work with our clients to develop a process that serves them well. We draw on our experience with other searches and our knowledge of each client's unique culture and circumstances to craft an orderly, timely and credible search process. While each search is unique and we customize our approach, our search process typically includes four key phases:

1. Kickoff & Stakeholder Meetings

March & April

Our work together begins with setting the context for the search and planning in detail all phases of the process. We agree to a timeline and confirm the deliverables that the Search Committee can expect. We begin with a holistic, analytical needs assessment that includes a deep investigation of the organization's unique culture. We spend time with the Committee to develop a nuanced understanding of the organizational culture and of the intangible qualifications required for success in the role. We use our findings from these discussions to craft or revise the Position Profile, which serves as the primary marketing document for the search, articulates the key competencies and is used to communicate search priorities. The qualities and characteristics outlined in the Position Profile serve as the guidepost during all remaining steps in the search.

2. Candidate Development

April & May

Once we have a final Position Profile, we begin our work in the market. Our research and outreach efforts leverage each organization's key contacts as well as our own network of clients, leaders we have placed and experts in the field. Our research team also conducts fresh research to identify top-tier potential candidates in relevant fields and positions who are not actively seeking a new position but might be enticed to join the organization. Koya can also advertise the position in key publications should the Search Committee deem it necessary.

We conduct intensive in-person or videoconference interviews with the candidates that we identify as having high potential. We evaluate the candidates against the key qualities and characteristics identified at the outset of the engagement and assess cultural fit and other qualities. We update the Committee regularly on the developing pool, seeking feedback and providing information as needed. Finally, we may also assist with the communication with the organization's constituencies about the progress of the search, as needed.

3. Interviews & Referencing

May &/or June

Our team briefs the Search Committee on the candidate pool and provides comprehensive candidate materials that include biographical information as well as individual strengths, areas of consideration for each candidate and desired compensation ranges. We work with the Search Committee to decide which candidates will be invited to interview. As desired, we can also orchestrate the interview, including candidate scheduling and travel logistics. Once finalist candidates are identified, we check formal references and provide a written reference report.

4. Offer & Negotiations

May &/or June

When we reach the offer stage, the Committee will have all of the specific information required to craft a compelling offer that reflects the chosen candidate's motivators and needs. We can extend the offer on the Search Committee's behalf and negotiate as an advocate, or we can provide any required guidance to assist in making the offer. Finally, we work with the Committee to develop a strategy for announcing the appointment and help orchestrate a successful transition into the role.

Koya's support doesn't end when a candidate accepts an offer. We continue to check in with the placed candidate regularly throughout the first key months on the job to help ensure a successful transition and identify any issues that may arise.

SECTOR EXPERTISE

Koya has conducted hundreds of searches for a wide range of education and nonprofit clients across the country. We customize our approach to adapt to the specific needs of each client. We pride ourselves on our commitment to finding the best candidates, working in collaboration with each institution to ensure that our search is in alignment with the culture and leadership needs.



REPRESENTATIVE PLACEMENTS



CARLA KNOROWSKI
Chief Executive Officer
Abraham Lincoln Presidential Library Foundation

A Koya Managing Director partnered with the Abraham Lincoln Presidential Library Foundation to recruit its Chief Executive Officer. The search with the Library resulted in the placement of Carla Knorowski.

Knorowski joined the Library with over 30 years experience in the nonprofit sector, serving in leadership roles in educational and cultural institutions. Knorowski was the Vice President for Institutional Advancement, and Executive Director of the Northeastern Illinois University Foundation. She also served in various leadership positions at the University of Illinois at Chicago, including Associate Chancellor for Alumni Relations. Knorowski has worked with the Chicago Humanities Festival as well as the Museum of Science and Industry.

Knorowski is an alumna of Harvard University’s Institutes for Higher Education program. She holds a Ph.D. in Public Policy and Political Science from the University of Illinois at Chicago, where she also received her bachelors and masters degrees in Communication.



VAUGHN BRYANT
Executive Director
Chicago Literacy Alliance

Koya partnered with Chicago Literacy Alliance to identify and recruit its next Executive Director. Our work with the organization resulted in the placement of Vaughn Bryant.

Bryant joined Chicago Literacy Alliance after spending four years as the Chief Program Officer for the Chicago Park District, where he was responsible for its largest department, Community Recreation, which focused on the Park District’s core mission of providing high-quality leisure services to Chicago residents and visitors.

Prior to Chicago Park District, Bryant served as the Deputy Officer at Chicago Public Schools (CPS), where he worked on the Violence Prevention Initiative. Before that, he served as a Manager in Player Development for the National Football League, worked as a licensed marriage and family therapist, and was a former fourth-round draft choice of the Detroit Lions.

Bryant received a Master’s degree from Northwestern University and his undergraduate degree from Stanford University.



KATHLEEN SCHMIDLKOFER
CEO & President
University of Minnesota Foundation

Koya's Managing Partner, Alison Ranney, partnered with the University of Minnesota Foundation to identify and recruit its next CEO & President. Kathy Schmidlkofer, a talented professional with more than two decades of demonstrated leadership in both the private and nonprofit sectors, was placed in this leadership role.

Schmidlkofer joined the foundation from GREATER MSP, where she was one of the founding leaders and most recently served as the Executive Vice President. Previously, Schmidlkofer had served as a loaned executive for the Itasca Project, a CEO-led civic organization where the focus was the job growth initiative in the Twin Cities region.

Earlier, she had a robust career in the private sector with General Mills. Over 25-year years at the company, she held a variety of increasingly responsible finance roles and successfully led the integration of Pillsbury Canada after its acquisition in 2001.

A certified public accountant, Schmidlkofer received her Bachelor of Arts degree in business from the University of Wisconsin-Madison. She earned her Master's in Business Administration from the University of Minnesota's Carlson School of Management.



DARCY EVON
Chief Development Officer
Chicago Public Library Foundation

Koya Leadership partnered with the Chicago Public Library Foundation to find its next Chief Development Officer. Our work with the Library resulted in the placement of Darcy Evon.

Evon joined the Library from the University of Illinois at Chicago where she served as the Executive Director of Corporate and Foundation Relations. In this role, Evon built a highly collaborative, entrepreneurial office that significantly increased revenues from \$26M in 2012 to \$61M in 2015 fiscal year. She also successfully completed UIC's \$650M Brilliant Futures Campaign in March 2012.

Prior to UIC, she served as the Executive Director, Corporate Relations and Interprofessional Business Development at the Illinois Institute of Technology. Before that, she was the President, CEO and Publisher of I-Street Media, Inc.

Evon received her bachelor's degree in Anthropology and master's degree in Biological & Forensic Anthropology from University of Michigan, Ann Arbor.

RELEVANT SEARCHES

We have conducted hundreds of searches for a wide range of nonprofit clients. The following is a select group of relevant searches.

SELECTED SEARCHES	
Academy for Urban School Leadership Chicago, IL	Vice President of Development
Achievement First New Haven, CT	Vice President of External Relations; and Assistant Superintendent
African Leadership Academy San Francisco, CA	Vice President of Development; and Executive Director
Archdiocese of Chicago Chicago, IL	Chief Development Officer
Beginning With Children New York, NY	Director of Development
Boys and Girls Clubs of Chicago Chicago, IL	President and CEO
Brentwood School Los Angeles, CA	Director of Finance
Bridge Boston Charter School Boston, MA	Executive Director
Broad Academy Los Angeles, CA	Recruitment Director; and Associate Director of Broad Academy Support Services
Buck Institute for Education Novato, CA	Executive Director; Systemic Partnership Coach; and Director of Finance and Administration
BUILD Redwood City, CA	President Manager, Development Databases; and Manager of Individual Giving
Cal Alumni Association Berkeley, CA	Chief Development Officer
California State University Channel Islands Camarillo, CA	Provost

<p>Camino Nuevo Charter Academy Los Angeles, CA</p>	<p>Director of Development</p>
<p>Chicago Literacy Alliance Chicago, IL</p>	<p>Executive Director</p>
<p>Chicago Public Library Foundation Chicago, IL</p>	<p>Chief Development Officer</p>
<p>Children’s Literacy Initiative Philadelphia, PA</p>	<p>Executive Director</p>
<p>Citizen Schools Boston, MA</p>	<p>Development Director, North Carolina; Development Director, Texas; Chief of Talent Acquisition; Executive Director of Public Policy & Communications; Executive Director, California; and Director of Individual Giving</p>
<p>City on a Hill Charter Public Schools Roxbury, MA</p>	<p>Executive Director</p>
<p>Cornerstone Literacy New York, NY</p>	<p>Director of Strategic Partnerships</p>
<p>Council for Adult and Experiential Learning (CAEL) Chicago, IL</p>	<p>Associate Vice President, Higher Education</p>
<p>Dartmouth College Hanover, NH</p>	<p>Deputy Director, Dartmouth Center for Service</p>
<p>DC Prep Washington, DC</p>	<p>Director of Talent Recruitment</p>
<p>EdFund/West Contra Costa County Public Education Fund Richmond, CA</p>	<p>Executive Director</p>
<p>Ewing Marion Kauffman Foundation Kansas City, MO</p>	<p>Executive Director</p>
<p>Ewing Marion Kauffman School Kansas City, MO</p>	<p>Instructional Coach; Learning Support Specialist, Special Education; Principal Fellowship; Social Worker; School Operations Fellowship; Founding Teachers; Talent Recruiter; and Director of Curriculum & Instruction</p>

Families for Excellent Schools Boston, MA	Founding Massachusetts State Director
GreatSchools San Francisco, CA	Vice President, GreatKids Program; Vice President of Partner Relationships; and Vice President, Partnership Development
Green Dot Public Schools Los Angeles, CA	Director of Human Resources
IDEA Public Schools Weslaco, TX	Chief Development Officer
KIPP Austin Public Schools Austin, TX	Chief Financial Officer; Head of Schools; Director of Finance; and Director of Food Services
Knowledge is Power Program (KIPP) Jacksonville, FL	Executive Director
Knowledge is Power Program (KIPP) San Antonio, TX	Director of Human Resources; Chief of Operations and Finance; and Chief Academic Officer
KIPP New Orleans New Orleans, LA	Chief Operating Officer
The Latin School of Chicago Chicago, IL	Head of School
Lead Public Schools Nashville, TN	Chief Academic Officer
Level Playing Field Institute San Francisco, CA	Executive Director; Chief Development Officer; Site Director; and Curriculum and Instruction Director
LINK Unlimited Scholars Chicago, IL	President
Maker Education Initiative San Francisco, CA	Executive Director
Marlborough School Los Angeles, CA	Director of Finance and Operations; and Director of Development
Martin Luther King Jr. Charter School Springfield, MA	Instructional Leader

Marquette University Milwaukee, WI	Managing Director, Regional Development
Mastery Charter Schools Philadelphia, PA	Development Director
Merit School of Music Chicago, IL	President and Executive Director
National Center on Time and Learning Boston, MA	Director of School Transformation; Chief Operating Officer; and State Director
National Heritage Academies Grand Rapids, MI	Senior Director of Curriculum and Instruction; and Vice President, Information and Analytics
New City Public Schools Long Beach, CA	Executive Director
New Schools for New Orleans New Orleans, LA	Director of Development
New Visions for Public Schools New York, NY	Vice President, Talent Development
Oberlin College and Conservatory Oberlin, OH	Career Center Director; and Director of Entrepreneurship
Para Los Niños Los Angeles, CA	Chief Executive Officer
Partnership for LA Schools Los Angeles, CA	Director of Marketing and Development
Partners in School Innovation San Francisco, CA	Director of Development & External Relations
Peace First Boston, MA	Executive Director, NY; Executive Director, LA; Executive Director, MA; Director of Development; Senior Program Director Chief Operating Officer; and Vice President of Programs
Prospect Hill Academy Cambridge, MA	Human Capital Director
Resources for Indispensable Schools & Educators (RISE) Chicago, IL	Executive Director

Right to Play New York, NY	Chief Development Officer; and Director of Development
River Valley Charter School Newburyport, MA	School Director
Room to Read San Francisco, CA	Chief Development Officer; Chief Talent Officer; Chief of International Operations; and Development Director, Asia Pacific
Sage Hill School Newport Coast, CA	Chief Financial Officer
SEED Foundation Washington, DC	Chief Schools Officer; and Director of New Program Design
SEED School of Washington, DC Washington, DC	Head of School
See Forever Foundation/Maya Angelou Public Charter Schools Washington, DC	Chief of Schools
The Buckley School Sherman Oaks, CA	Chief Development Officer; Director of Finance and Administration; Director of Development; and Associate Director of Development
The Hill Center Durham, NC	Executive Director
University of California, Berkeley Berkeley, CA	Associate Program Director
University of Chicago Chicago, IL	Executive Director, Doctoroff Business Leadership Program
University of Minnesota Minneapolis, MN	President & Chief Executive Officer, University of Minnesota Foundation
University of Puget Sound Tacoma, WA	Director, Library
University of San Diego San Diego, CA	Vice President of Human Resources; Executive Director, Facilities Management; Executive Director, Auxiliary Services; and Dean of Professional and Continuing Education

* Please note that some of these searches were conducted by members of our Koya team at previous firms.

FEE STRUCTURE

Our fee, based on the first year's compensation, is one-third of the total cash compensation, including base salary, projected bonus and signing bonus. The client pays an estimate of this fee as a retainer, billed over the first three months of the search. Depending on the search and our understanding of the market compensation for a role, we may work with you to set a minimum retainer.

Koya charges an administrative fee of 10% of the retainer to cover expenses related to running a Search Committee process.

Consistent with search practices, any direct, out-of-pocket expenses such as candidate and consultant travel, lodging, video-conferencing and employment screening will be billed on a monthly basis as incurred.

SEARCH GUARANTEE

If, within six months of the start date, the hired candidate resigns or is terminated for reasons directly related to his or her performance or to a breach of any company policy, Koya will perform a replacement search for that position with no additional retainer fees other than the administrative charge outlined above.

Why Choose Koya?

OUR EXPERTISE: Partnering with Koya means tapping into the expertise we have developed as a result of successfully placing hundreds of nonprofit leaders.

OUR NETWORK: Extensive experience in executive search paired with deep research expertise has allowed Koya to establish and continually develop a network of highly qualified candidates and connectors.

OUR RESULTS: We are proud of our 99 percent client satisfaction rate and the fact that more than half of our clients have come back to us for additional searches.

OUR VALUES: We are deeply motivated by our clients' missions and a desire to strengthen the nonprofit sector by placing exceptional leaders in transformational organizations.

CONTACT

Marissa Martin
312.788.2754
mmartin@koyapartners.com

From: Sue Hall
To: [Diane Ward](#)
Subject: Response to RFP for an Executive Search
Date: Monday, February 06, 2017 3:17:15 PM
Attachments: [image001.png](#)
[Signed Stillwater Proposal.pdf](#)

Hi Diane,

I'm submitting a proposal in response to the RFP for a firm to conduct the search for a new Library Director. I've attached the signed Exhibit A - Proposal Page to the document as a final page. Please contact me if you have any questions.

In reading your timeline, I should note that, should we be fortunate enough to be interviewed, I will be out of the country from February 25-March 3. I could participate in a phone interview, however.

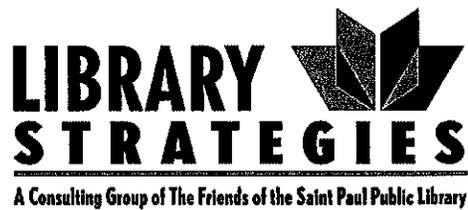
Thank you so much for the opportunity to respond to your RFP.

Sue Hall
Director
Library Strategies



Like us on [Facebook](#)

RFP: Executive Search Services – Library Director



This proposal is submitted by: Library Strategies

Contact Person: Sue Hall, Library Strategies Director

Business Address: 1080 Montreal Avenue, Saint Paul MN 55116

Business Phone: 651-287-0060

Business Fax: 651-222-1988

Email Address: sue@thefriends.org

Website Address: www.librarystrategiesconsulting.org

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ORGANIZATIONAL STRUCTURE

Library Strategies is a unique consulting group of the nonprofit organization, The Friends of the Saint Paul Public Library, which serves as the foundation for the Saint Paul Public Library. Library Strategies was created in 2006 and we have served clients in 33 states and Eastern Europe.

Library Strategies has a core staff of six - and over a dozen other consultants who are leaders in the national library community, and other outstanding professionals, who offer a wide range of practical skills and decades of successful experience in a variety of areas.

We offer a comprehensive and unique set of services designed specifically to advance and grow libraries. These services include:

- Executive Searches
- Friends and Foundation Development
- Strategic Planning, featuring our unique Rapid Results Planning® model
- Capital Campaign Feasibility Studies & Capital Campaign Counsel
- Library Advocacy Planning & Training
- Program Development & Training
- Space & Staff Planning
- Board & Staff Leadership Training

Library Strategies provides services to libraries and library organizations and is the only consulting group in the country based in a library organization.

TECHNICAL QUALIFICATIONS

General Qualifications

Library Strategies was created because of The Friends of the Saint Paul Public Library's national reputation as one of the most successful library organizations in the country. Over the decade of our service to the library world, we have offered support to a breadth of organizations from small, rural libraries in Kansas to the American Library Association.

We have created and coordinated large programs such as Once Upon A Reader and Club Book (the Stillwater Public Library has participated in both of these projects). Library Strategies is also in its fifth year of coordinating a multi-state capacity-building program for small libraries funded by the Bremer Trust. All of this is to say that our library experience is both broad and deep.

In terms of library leadership, our experience working with libraries across the country has taught us that hiring the right library director is an absolutely critical process. Today's

library directors are a new breed – they need to understand the daily functions of the library but they also need to be the face and voice of the library in the community. They need to be partners in private fundraising and advocates for public funding. They need to have their finger on the pulse of their community while keeping their eyes on future trends in the library world.

Through our work with library directors, we have developed both an understanding of what truly makes a good director and a strong instinct for what makes a solid match between a library director and the unique community.

Special Qualifications

Library Strategies has had the pleasure of working with the Stillwater Public Library, its Board and staff - and the Library Foundation - on a number of projects over the last several years. These projects included Board development, strategic planning and Foundation development planning. Most recently, Library Strategies conducted the successful search for an Interim Library Director.

In short, Library Strategies has developed a deep understanding of the Library and, in the course of our work, a sense of the community - and what new library leadership will have to be to best serve Stillwater.

Finally, because of our connections to the library community in Minnesota, and nationally, we have built a network of individuals that we can use to identify and recruit qualified, exciting candidates for the Stillwater Library Director's position.

Staff Qualifications

Sue Hall, Library Strategies Director, would coordinate the executive search. She was the lead consultant in the Interim Director search for Stillwater Public Library. Hall would bring to this search process her knowledge of Minnesota libraries, the Stillwater community and her broad connections with library leaders across the country.

Stu Wilson would assist Hall in the Stillwater search. He has been the lead consultant working with Stillwater in past projects and is well acquainted with the Library, its Board and its staff.

Hall would be the liaison to the Library Board, or a Search/Executive Committee, and would design and coordinate all of the steps in the search process. Wilson would participate in approximately twenty percent of the process. He would be engaged in drafting the position description, participating in the first round of phone interviews and vetting candidates and participating in other activities as needed and appropriate. There will be no sub-contractors on this project.

Previous Experience

Sue Hall has been the principal consultant on executive search processes for Library Strategies. These searches have included the following organizations.

SELCO, regional library system in southeast Minnesota. Hall is currently coordinating a national search to replace the current Executive Director who has been in the position for over 25 years.

SELCO
2600 19TH Street, NW
Rochester, MN 55901
Contact: Judy Schotzko, Board Chair: judyschotzko@charter.net

Bayport Public Library, Sue Hall led the regional executive search for the Bayport Public Library.

Bayport Public Library
582 4th Street North
Bayport, MN 55003
Contact: James Eberhardt: jkeber@q.com

Tulsa Library Trust, Sue Hall led the search for the Executive Director for the Library's foundation.

Tulsa Library Trust
400 Civic Center Drive
Tulsa, OK 74103
Contact: Katherine Coyle, Board member & Executive Search Committee:
kcoyle@cwlaw.com

Muscogee County Library Foundation, Sue Hall and Peter Pearson facilitated a Foundation development planning process that led to the creation of a new staff position. Sue Hall conducted the search for the Executive Director of the Foundation.

Chattahoochee Valley Libraries
300 Macon Road
Columbus, GA 31906
Contact: Alan Harkness, Library Director: aharkness@cvlga.org

Search Implementation

Approach to the Search Process

There are a number of critical considerations that we believe a successful search process is based on.

1. A solid search process is usually a partnership between a Search Committee (or an Executive Committee of the Board) and the consultant(s) coordinating the search. The Search Committee knows the organization, its culture and the community – and the consultant knows the process and best practices for finding the best candidates.
2. The steps in the process should be laid out as soon as the search begins, with benchmarks and deliverables agreed upon to insure that the process is efficient and productive.
3. An executive search process is a major investment of resources (time and money) but, even more significantly, it represents an investment in the future of the organization. It is essential that the right candidate be found, as “do-overs” are costly on many fronts.
4. A search process can be stressful, particularly when the outgoing executive has been a part of the organization for a long time. At the outset, it is essential to listen to all stakeholders and develop the profile of a strong successor who fits with the organization and its culture.
5. Communication is critical. Staff and Board should be kept up to date as the process unfolds. This minimizes anxiety and builds trust in the process.
6. Confidentiality is an important element of any search process. Library Strategies acknowledges and respects that the decision to apply for a position is often a sensitive one in terms of a potential candidate’s current work status.

Finally, while conducting an executive search is not a complicated process, it is essentially about people – it requires the skills, insight and the intuitions of the Committee and the consultant to ensure that the outcome of the process will be the hiring of a strong executive director.

The Search Process

The Executive Search Process

Library Strategies is proposing a process that incorporates the tasks listed in the RFP. In order to see the process as a whole, rather than individual tasks, we are aggregating the tasks into the following four phases.

- **Phase 1: Search Process Preparation**
- **Phase 2: Marketing and Recruiting Candidates**
- **Phase 3: Vetting Candidates**
- **Phase 4: Facilitating the Hiring Process**

Phase 1: Search Process Preparation

This phase is absolutely critical to implementing a successful search process. It is where the Search Committee (or Executive Committee) and the consultant develop a solid understanding of what the Stillwater Public Library is looking for in a new Executive Director. Steps in this phase include the following tasks – but may also include other activities that may be identified once the process begins.

1. Meet with the Committee to share information and expectations. Develop a work plan with benchmarks and deliverables.
2. Conduct meetings with the Board and staff to determine the experience, skills and attributes sought in a new Executive Director.
3. In partnership with the Committee, draft both a brief position description (for advertising purposes) and a more detailed position description.
4. Establish a salary range and benefits package.
5. Identify state, regional and national outlets for advertising/posting the position.
6. Create collateral for advertising and recruiting candidates. Collateral will include (at a minimum):
 - Basic content: Description and brief history of the Library and role of the Executive Director
 - Search process timeline
 - Position description

7. Determine the best use of the Library's website. (Note: In the referenced executive search for an Executive Director for SELCO, the Search Committee and Library Strategies created a recruiting video highlighting the library system, the Rochester community and other points of interest that would provide a broader and more engaging perspective on the position and the community than a brochure. This would be offered as an optional service. To view the video, go to www.selco.info and click on the Executive Search tab.)
8. Identify potential candidates to be recruited through personal channels (Committee, Board members, Library staff, Library Strategies, etc.).
9. Based on the criteria established in the position description, create a Management Questionnaire. The questionnaire would be given to candidates who were chosen for semi-final interviews.

Deliverables for this phase include (at a minimum):

- Process work plan
- Brief position description (for advertising)
- Full position description
- Recruiting collateral
- Management Questionnaire

Phase 2: Marketing and Recruiting Candidates

In this phase, Library Strategies consultants will implement the marketing and recruiting strategies identified in Phase 1.

1. By using Library Strategies' network, and other networks identified by the Committee, our consultants will identify and personally approach potential qualified candidates, share the position description and encourage qualified candidates to apply for the position.
2. Post the brief (advertising) position description with all outlets. This would include (at a minimum) these websites: Washington County, CRPLSA (Council of Regional Public Library System Administrators in MN, American Library Association, Public Library Association, Library Journal. It could also include Minnesota Council of Nonprofits (depending on identified qualifications). These advertisements will indicate that interested candidates should request the full description of the position from Library Strategies. Advertise the position for three to four weeks.

Deliverables for Phase 2 include:

- Advertisements
- Website postings
- Summary of marketing activities to the Committee

Phase 3: Vetting Candidates

All interested candidates will be invited to submit a resume and a cover letter.

1. Our consultants will review all resumes as they are received and rank them according to the viability of candidates.
2. Library Strategies will complete a second review once the application process has been closed.
3. Consultants will send appropriate rejection notifications to unqualified candidates.
4. Consultants will review the most qualified candidates and present a brief summary of these candidates to the Search Committee. This allows the Committee to provide any information they might have on the pool of candidates before they are invited to participate in phone interviews.
5. Our consultants will present a draft of interview questions for phone interviews to the Search Committee for their review.
6. Once the initial pool of candidates has been approved by the Committee, the lead consultant will conduct first-round phone interviews with a pool of 8-10 candidates. We believe that this initial screening saves time for the Committee and produces a pool of truly qualified candidates to be interviewed in person.
7. Candidates chosen to be invited to in-person interviews will be required to complete the Management Questionnaire.
8. Library Strategies will recommend 4-5 candidates to be interviewed by the Committee, or the full Board (this will be determined at the outset of the process). Our consultant will present candidates' cover letters, resumes and a brief summary of the phone interviews with each of the candidates.

Deliverables for Phase 3 include:

- Summary of candidates who will participate in first-round phone interviews
- Interview questions for phone interviews
- Slate of recommended candidates for interviews with Committee/full Board

Phase 4: Facilitating the Selection and Hiring Process

Organizations can approach final decision-making differently. Some organizations give the full responsibility to a search committee to interview final candidates and recommend the chosen individual to the full Board for approval. Others ask for the search committee to present two (or more) final candidates for the full Board to interview. Library Strategies will facilitate the selection process with either option.

Steps in the final phase of the project include:

1. Library Strategies will draft questions for the semi-final and final round of interviews with the Committee/full Board.
2. Our consultant will facilitate the semi-final interviews and the process of selecting final candidates. We have found that asking the finalists to do a presentation as part of their final interview is an excellent way to assess their communications skills and presentation style.
3. Library Strategies will work with the Committee to identify an opportunity for Library staff and other stakeholders to meet the final candidates. Our consultants will facilitate the “meet and greet” sessions.
4. Our consultant will conduct phone interviews with final candidates’ references and conduct background checks and present the results of these interviews to the Board.
5. Library Strategies will work with the Board to negotiate salary and benefits and can draft an offer of employment to the successful candidate.
6. Our consultant will notify all candidates who were final candidates of the outcome of the search process.

Deliverables for Phase 4 include:

- Interview questions for semi-final and final round of interviews
- Summary of candidate references and background check

Final Thoughts on the Process

The steps proposed are a suggested framework for the search process only. It has been our experience that the process is enriched by a collaborative effort of the Search/Executive Committee and the consultants.

Understanding of the Search

The Stillwater Library is a very special library. It has grown and become a *unique* library and event center under the long-term leadership of Lynne Bertalmio. This makes finding the right new leadership really critical. We believe that Library Strategies' former partnerships with the Library and the Board provides deep and broad knowledge that will be extremely valuable in conducting the search for a new Library Director and we would welcome the opportunity to facilitate this search process.

TIME SCHEDULE FOR THE SEARCH PROCESS

A typical executive search process generally takes between three to four months and it is essential for the Committee and the consultants to agree on the timeline at the outset of the process.

PHASE	TASKS	TIMELINE
1 PREPARATION	<ul style="list-style-type: none"> • Meet with Committee, establish timeline, key dates • Create position description, salary range, Management Questionnaire • Create recruiting/advertising collateral 	Month 1
2 MARKETING & RECRUITMENT	<ul style="list-style-type: none"> • Advertise position • Recruit known candidates 	Month 2
3 VETTING CANDIDATES	<ul style="list-style-type: none"> • Review resumes • Conduct phone interviews • Recommend slate of semi-finalists 	Month 3
4 SELECTION & HIRING	<ul style="list-style-type: none"> • Interviews with semi-finalists • Final interviews • "Meet & Greet" with stakeholders • Final selection, offer & hiring 	Month 4

EXHIBIT "A"

PROPOSAL FORM

STILLWATER PUBLIC LIBRARY BOARD REQUEST FOR PROPOSALS FOR LIBRARY DIRECTOR EXECUTIVE SEARCH SERVICES

I hereby certify that I am authorized to make this offer on behalf of the named company and to bind said company to all conditions of this proposal. By submitting this proposal, I hereby represent that the firm identified below has thoroughly examined the Request for Proposals, is familiar with the Scope of Services, and is fully qualified to perform the services described to achieve the Library Board's objectives in a professional manner.

Name of Firm LIBRARY STRATEGIES

Address 1080 Montreal Avenue

City/State/Zip ST. PAUL, MN 55116

Signature Sue Hall

Name (Print) SUE HALL

Title LIBRARY STRATEGIES Director

Telephone Number 651 - 287-0060

Fax Number 651 - 222-1988

E-Mail Address Sue@TheFriends.org



Our Search Methodology, Strategies, and Fees

January 23, 2016

Stillwater Public Library

Ms. Diane Ward

City Clerk

216 North Fourth Street

Stillwater, Minnesota 55082-4806

Dear Diane,

Thank you for the opportunity to present our resources at Scion Executive Search for the Stillwater Public Library Board of Trustees' consideration! We stand confident in our ability to deliver exceptional results if selected to lead recruitment on behalf of your organization!

Please find detailed information included within this proposal regarding our mission-driven approach, methodology, services, and professional fees. As a leading specialist of nonprofit talent searches, *executive recruitment is a great strength* for our award winning firm!

This proposal includes the following sections:

- (1) Our Core Values / Background Statement
- (2) Our Mission
- (3) Our Methodology; a 10-Step Process
- (4) Our Approach with Decision Makers
- (5) Our Executive Candidate Networks
- (6) Our Executive Search Team Leads
- (7) Professional Search Fees
- (8) Our Guarantee
- (9) Our Culturally Diverse Recruitment Strategy
- (10) Client References
- (11) Thank You
- (12) Identifying / Contact Information

Thank you again for your time and your interest in partnering with Scion Executive Search! It would be our great pleasure to recruit on behalf of the Stillwater Public Library; provide our firm with the green light and my team and we stand ready to take care of all the details from here!

Thank you,

A handwritten signature in black ink that reads "Elissa Dumiak".

Elissa Dumiak

Executive Recruiter



(1) Our Core Values / Background Statement:

Scion Executive Search is a retained executive search firm established to satisfy the talent needs of foundations, nonprofit organizations, and educational institutions across the nation. Our firm is deeply rooted in the nonprofit sector and we implement our exclusive processes and proven search strategies to identify exceptional leadership on your organization's behalf.

Scion Executive Search has led hundreds of successful, national, nonprofit executive searches. Our executive candidates are true agents for change, and we are experts at matching their talents, motivations, and passions to the mission of your organization!

The initiation of each executive search is an opportunity for organizational advancement, growth, and reflection. It is our ambition to assist your organization and ease the hiring process throughout a leadership transition.

As proven experts in nonprofit recruitment, we understand the importance of hiring experienced candidates who are exceptional leaders. In addition to being inspired by your mission, it is critical the individual selected as your incoming Director also possesses experience and personal interests which are specifically aligned to the unique culture of your organization!



(2) Our Mission:

We are dedicated to providing our clients with the most highly qualified talent available! In addition to demonstrable success, we ensure identified leadership superiority remains in sync with Bible League International individual organizational values, culture, and mission.

Our firm and individual conduct is guided by the following **core values**:

- **Confidentiality** - We are committed to protecting our valued clients and executive candidates. Successful searches require a prudent approach to retaining competitive talent in a confidential and effective manner.
- **Quality** – We are committed to excellence. We strive to deliver value to our executive search clients. We believe that success stems from our dedication and commitment to refinement.
- **Integrity** – We do the right thing. We listen to our clients, we communicate honestly, and we deliver on our commitments.
- **Passion** – We are passionate about connecting nonprofit executive leadership with nonprofit organizations. We take pride in each executive search we undergo.
- **Character** - We believe in relationships and just not transactions. We deliver on the promises and commitments that we make.
- **Humanity** - Our interactions with our clients and with each other are conducted ethically and with empathy.
- **Partnership** – Teamwork is paramount in our relationships with clients, alliances, and with each other. We are all connected.
- **Innovation** – As members of the Scion Executive Search team, we are committed to challenging ourselves constantly to deliver increasing value to our clients.



(3) Our Methodology, a 10-Step Process:

Our search approach will be tailored to successfully meet your organization’s recruitment goals. The following details describe the 10-step methodology utilized in our executive recruitment process:

Step 1. Detailed Analysis. We truly discover what your requirements are. We investigate the position, your mission, the aptitude requirements, position responsibilities, and your organizational structure and environment. In order to accomplish this, we request to meet with your search committee and/or any available hiring directors related to the open position. All acquired information properly equips our executive recruiters to make the best match for your organization.

During the analysis, we will:

- Conduct a detailed review to ascertain your organization’s specific needs, strategic plans, and unique culture.
- Create a job description to ensure that the posted job search advertisements successfully attract qualified candidates.

Step 2. Recruitment. We tap into our exclusive network of executives. Scion Executive Search perpetually networks with our nonprofit leadership executives throughout our national and global networks. For all executive searches, we conduct research to identify qualified potential candidates, utilize our robust database of talented executives, strategically place advertisements, and recruit to identify leadership candidates that complement your organization’s culture. We will then provide you with material about the entire pool of candidates.

Our recruiting includes a concerted effort to engage a diverse cross-section of well qualified candidates. As many of the candidates we identify are passive, we always protect confidentiality to retain the highest integrity throughout the search.

Step 3. Networking. We connect with the movers and shakers on a confidential level. Scion Executive Search employs proven networking techniques to engage and retain exceptional candidates. During this phase, Scion Executive Search collaborates with you as a partner to identify target niche industries, key nonprofit leaders, boards, associations, and professional organizations to discreetly contact and network within.



Throughout this process, we compile candidate portfolios consisting of background and profile information, executive resumes, and additional information on certifications when requested. Your organization's name will only be used when appropriate, and when approved by your leadership. Conversely, potential candidate information is also held confidential. In our experience we are judicious and confidentially approach candidates until a true interest in the position is established.

Step 4. Comprehensive Screening. All candidates are rigorously interviewed in phases and methodically matched with each of the specified requirements for each executive search we lead. Our exhaustive process allows us to distinctly identify each prospective candidate's profile and portfolio including their goals, motivations, career aspirations, and overall accomplishments in relation to their prospective effectiveness in this executive position.

Final candidates are also screened in Step Nine (below). Step Nine includes the verification of professional references, as well as criminal, educational, financial, media, and civil litigation checks.

Step 5. Evaluation. The goal of screening in preliminary interviews is to make initial judgments that can be tested in further interviews, interactions, and reference checking. We seek an ideal alliance between candidate's past experience, interests, and prowess, to the likely challenges and responsibilities of the new role. We base our evaluations on the job description and search objectives established by the board members and key stakeholder's objectives.

Step 6. Candidate Presentations. Upon completion of our Analysis, Recruitment, Networking, Screening, and Evaluation stages, we provide detailed profiles of the most qualified semi-final candidates. *Scion Candidate Profiles* offer factual insight into the candidates' specific backgrounds, and include: (1) current salary level, (2) salary expectations, (3) employment highlights, (4) candidate's specific availability to begin a new position, and (5) facts evidencing the employment match.

Step 7. Client Interviews. All of the administrative details for the executive search are included in our service. This includes finalizing a process with the board for interviews, coordinating candidate participation, scheduling appointments, meetings, and offering any advice or preparation on travel arrangements. At all times our staff remains available to you and your organization as a resource; ensuring a smooth hiring process and successful transition.

Step 8. Final Candidate Selection. We offer the final candidate pool to your search committee. Our Executive Recruiters will assist in debriefing your board (following the in-person organizational interviews) and are available to identify additional candidates, if necessary. We offer additional highlights of the candidates' personality, goals, commitment and devotion to your organization's mission, career potential, staying power, growth aspects, compensation goals, track record, geography, and any other information pertaining to your successful placement.

Step 9. References and Qualifications. After the candidate interviews with your executive staff members and Board, additional in-depth reference checking is conducted for candidates of prospective final interest. While completing this portion of our search process, we actively engage candidates and meticulously verify references to ensure candidate quality and consistency.



Step 10. Final Offer. Once your organization selects a candidate for hire, we assist in extending a tactful final offer. In turn, we also notify all candidates who applied for consideration and were not selected.

To aid in the final hiring process, Scion Executive Search consults with you on all salary negotiations. Though every search is inherently customized, our experts will consult you in making the best salary offer while remaining within your budget.

(4) Our Approach with Decision Makers:

As experts in nonprofit executive searches, we assist your decision makers in uniting resources, and offer clear expectations of the decision makers' responsibilities while engaging us. In the end, we can all gain valuable insight through our communicative approach and true partnership. The approach we utilize is strategic and consultative in nature. All of the aspects of the executive search are executed on behalf of your organization and it is our pleasure to be your strategic leader, scheduling partner, salary expert, and compensation negotiator as required for success.



(5) Our Executive Candidate Networks:



NONPROFIT & FOUNDATION EXECUTIVES

National Nonprofit, C-Level Executives Recruited for Nonprofit Clients



CORPORATE EXECUTIVES W/NONPROFIT INTERESTS

Corporate Executive (Cross-Over) Candidates

Local + Statewide + National Talent Networks across a Variety of Verticals

Many with board membership expertise and nonprofit passion



HIGH TECH + STARTUP EXECUTIVES W/NONPROFIT INTERESTS

National C-Level, High-tech and Startup (Cross-Over) Talent across a Variety of Verticals

Many with board membership expertise and nonprofit passion



(6) Our Executive Search Team Leads:

Isaac Woodrow Schild, Esq., *Managing Partner.*

Isaac Woodrow Schild, Esq. is a founding member of Scion Staffing, Inc., and holds a Juris Doctor (J. D.) from Golden Gate Law in San Francisco and a B.S. in Economics from the University of Oregon. He studied international law in association with George Mason Law at the University of the Netherlands Antilles, and is a prior legal Intern for the House of Representatives, Government Reform Committee.



Isaac is an established executive search expert in the nonprofit and public sectors. As an active keynote speaker, local nonprofit board member, and organizational development consultant, he is a zealous nonprofit professional committed to bettering our communities and inspiring socially-conscious business practices.

Isaac's work and expertise has been featured by Seedco, in the report When Good Work Makes Good Sense: Social Purpose Business Case Studies, featured by CBS News on the segment "Where Is the Job Growth Happening," interviewed for several Harvard University case studies, and has served as an expert on multiple panels and events such as: Ask The Experts - Golden Gate University, Ask HR - San Francisco State, Association of Fundraising Professionals - Fundraising Day, Young Nonprofit Professionals Network Annual Party Speaker, Bay Area Progressive Job Fair, Your Best Job Search. EVER, and Getting the Job You Want in the Nonprofit Sector.

Over the past twenty years Isaac has successfully led over five hundred searches for a variety of national nonprofit organizations and foundations. He also had the pleasure of recruiting over 125 emergency counseling workforce members for Safe Horizon (in association with Professionals for Nonprofits) that counseled and represented hundreds of families of the victims of 9/11.

Prior to Isaac's leadership role at Scion Executive Search, he served as President of First Source Staffing, (part of the nonprofit organization Fifth Avenue Committee in NYC), and as the Director of Business Development at Professionals for Non Profits, Inc. in New York, NY.

Isaac is also the Founder and Co-Executive Director of the prestigious volunteer nonprofit art and youth organization the Frozen Film Festival.



Braden Busch, Managing Partner

Braden Busch is a consultative nonprofit strategist and executive search lead recruiting primarily for nonprofit leadership roles throughout California and the United States. His search strategies and networks are vast and include domestic and international nonprofit candidates. He focuses on recruitment for Executive Directors, Nonprofit CEO/COO/CFOs, Development Directors, and Nonprofit Operational Leadership. Over the past 13 years, Mr. Busch has led hundreds of searches for nonprofit organizations, foundations, higher education, the Fortune 500, and the technology industry. Braden is a passionate leader of executive search teams offering proven expertise in organizational development, nonprofit executive recruitment strategy, and offers creative modern networking approaches for his clients.

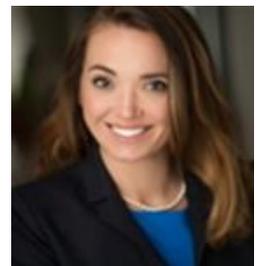


Prior to joining Scion Executive Search as Managing Partner in 2006, Braden led searches for Corestaff, AppleOne, and Waterpik Technologies in northern Colorado and he also ran a successful division of a corporate housing corporation in Florida; developing a portfolio of relocation suites for Fortune 500 executives. While developing this portfolio, Braden spearheaded a government procurement initiative, which landed the largest deal in the company's history. Executing and servicing this multi-million dollar contract, Braden achieved an impressive 99% customer service rating from the United States Government.

Braden holds a Bachelor of Arts in Anthropology from the University of Oregon. Braden serves on the board as a trustee of Fund for Elders' Independence, a foundation to support the Center for Elders' Independence in the East Bay. He's an Associate Member of the Association of Fundraising Professionals and also volunteers for and supports several Bay Area nonprofits including: Full Circle Fund, Alameda Food Bank, Project Open Hand, Shanti, Upwardly Global, Amazon Watch, and San Francisco Frozen Film Festival.

Elissa Dumiak, Executive Recruiter

Elissa Dumiak is a specialist in leading talent searches in the national nonprofit sector. Working from Scion Executive Search's Portland metro area office, Elissa leads competitive searches for a variety of prestigious nonprofit organizations, foundations, and educational institutions.



Elissa employs skills obtained throughout her career to establish client partnerships and provide well aligned talent solutions which meet and exceed the needs of the clients Scion Executive Search serves. Before she became involved with executive search, Elissa was a Real Estate Broker in North Carolina and South Carolina; managing regional office, medical, and retail REIT assets. Elissa studied at the University of Charlotte and received a Bachelor of Science in Marketing and PR.

Elissa is a proud supporter of community development. In addition to serving as a Board Member for the Jeep Rogers YMCA (where she has received accolades for her fundraising contributions), Elissa is a member of the Business Committee for the Camas School District, a certified yoga teacher who maintains strong ties to the Lotus Seed (a Portland, OR nonprofit teacher training organization), and an active member of the Portland Junior League.



(7) Our Professional Search Fees; Retained Service Information:

Our firm's professional fee for the search and placement of the incoming Director is offered at a rate of 30% (thirty percent) of the executive's annual salary with a *six-month placement guarantee* or at a rate of 35% (thirty-five percent) of the executive's annual salary with a *twelve-month placement guarantee*. Total compensation is defined as the base salary and any paid or deferred compensation that is paid in the first year of employment. We estimate a minimum salary for the search, and upon completion of our work, if the actual compensation is higher or lower than this estimate, we will adjust our fee on the final invoice to reflect the actual hiring amount.

Our firm's fee will be billed in three installments of one-thirds. The first (1) will be billed upon successful execution of this agreement, the second (2) will be billed 30 days later, and the third (3) will be billed on the executive's start date.

Scion Executive Search fees are all inclusive. The only additional fees involved are approved by your organization for our additional available services such as background checks (including criminal, educational, financial, and civil litigation checks). No additional fee is charged for advertising, research, photocopy/document reproduction, communication, mail, or technology. Approved fees for requested criminal, educational, financial, and civil litigation checks, and/or consultant travel to on-site meetings will be billed back to your organization as the charge is incurred.

In some instances, it may be appropriate for your organization to reimburse for candidate travel expenses. We will ask you to approve this travel expense before moving forward with any such arrangements. Expenses incurred by potential candidates selected to travel for interviewing include, but are not limited to: airfare, lodging, meals, and ground transportation. Approved expenses will be forwarded for your reimbursement directly to the candidate. *This is optional.*

Either party has the right to cancel this assignment at any time, with 15 days written notice before this agreement is terminated. Should your entity for any reason decide to cancel this engagement, your obligation under this agreement is for all accrued fees up to and including the final termination date; please note, to date, *no search* with Scion Executive Search has ever been terminated.

(8) Our Guarantee:

We stand behind our work with a concrete service guarantee and a full commitment to excellence and search confidentiality. Our valued clients are always serviced and represented in a consistently high, personal, ethical, professional, and effective manner. We consciously recruit talent and provide guarantees because we are confident in the extraordinary quality of our searches, and the talented candidates we select to represent.

If a candidate placed by our firm leaves your employment within the aforementioned search guarantee timeframe, we will repeat the search one time for *no additional cost*. The replacement search must be initiated within the calendar-day guarantee timeline from the original hire date in order to be valid. This guarantee does not apply to; a variance in responsibility or significant variance in position authority from that of which was represented at the time of hire, layoffs related to budgetary constraints, unanticipated circumstances including health issues, and acts of God.



(9) Our Culturally Diverse Recruitment Strategy - Declaration and Diversity Statement:

We, Scion Executive Search, affirm without reservation, the principles of equal opportunity in employment, and will not in any way discriminate for any unlawful reasons, including race, religion, gender, national origin, sexual orientation, or disability. Moreover, throughout our executive recruitment we retain a diverse range of executive candidates from your local community. Because our ongoing and continual recruitment is at the grass roots level, we are well-positioned to seek out and represent cultural diversity in our executive candidates.

SCION

EXECUTIVE

(10) Recent Scion Executive Search Clients:

	 <p>CALIFORNIA ACADEMY OF SCIENCES</p>	<p>GORDON AND BETTY MOORE FOUNDATION</p>
 <p>HoltInternational CHILDREN'S SERVICES</p>	 <p>Carnegie Foundation for the Advancement of Teaching</p>	 <p>PARTNERS ACHIEVING COMMUNITY TRANSFORMATION Honoring Our Heritage, Building Our Future</p>
 <p>SILICON VALLEY community foundation®</p>	 <p>ROBERT F. KENNEDY CENTER FOR JUSTICE & HUMAN RIGHTS</p>	<p>NATIVE ARTS & CULTURES FOUNDATION</p>
 <p>MARCLEd FOUNDATION</p>	 <p>Room to Read®</p>	 <p>Global Fund for Women</p>
	<p>CLCS COMMUNITY LEARNING CENTER SCHOOLS, INC</p>	 <p>HISPANIC SCHOLARSHIP FUND</p>
	 <p>FSA San Francisco</p>	 <p>EDF ENVIRONMENTAL DEFENSE FUND™ Finding the ways that work</p>

If you are interested in retaining our firm and would like to connect with our clients, please let us know. We have many references to offer from our national executive search efforts! Out of respect for the time of our clients, reference verifications are reserved exclusively for new clients who wish to retain our firm.



(11) Thank You:

Thank you for your interest in Scion Executive Search! Please let me know if you have any questions about our firm; we truly look forward to the prospect of creating a partnership with the Stillwater Public Library!

Thank you,

A handwritten signature in black ink that reads "Elissa Dumiak".

Elissa Dumiak
Executive Recruiter

(12) Identifying/Contact Information

Search firm:	Scion Executive Search , a division of Scion Staffing, Inc.
Contact:	Elissa Dumiak
Telephone number:	(888) 487-8850 x108
Email:	elissa@scionstaffing.com
Website:	www.scionexecutivesearch.com

From: Rose Spano Iannelli
To: [Diane Ward](#)
Subject: Proposal - Executive Search Services Stillwater Public Library
Date: Tuesday, January 31, 2017 11:44:05 AM
Attachments: [Proposal Stillwater Public Library 2.2017.pdf](#)
Importance: High

Dear Ms. Ward:

Thank you for inviting our firm to propose executive search solutions for the Library Director of The Stillwater Public Library. Our mission at Spano Pratt Executive Search is to enhance the quality of communities through the recruitment and placement of strong leaders. In reviewing information about the community of Stillwater, MN and its library, we believe this project is in alignment with our expertise, mission and values.

Selecting Spano Pratt Executive Search as your recruitment partner is a good business decision because we have continually demonstrated success providing executive search services to nonprofit organizations with nationwide search capabilities. We have an excellent track record as successful recruitment consultants; we have impeccable references, are committed to success with every project and provide personal attention to every search. In addition our consultants are active board directors with firsthand knowledge of governance and the role of trustees.

We are confident that our team and service offering will effectively satisfy your needs in terms of identifying, assessing, and securing the best talent. Our team's proven Executive Search solutions, Human Resource functional knowledge, and outstanding national research capabilities enable us to serve as an effective recruitment partner.

In summary, I have reviewed your scope of services requested and believe our team is uniquely qualified to successfully complete the search and am providing the following proposal in alignment with the request. Thank you for this opportunity to present our information and I hope we will be invited to advance to the next level of your process. Please call me at 414-283-9533 to discuss next steps or any questions regarding our services.

Regards,

Rose Spano Iannelli, SPHR
Spano Pratt Executive Search

-Rose Spano Iannelli, SPHR

Spano Pratt Executive Search

ph - 414.283.9533

mobile – 414.839.5083

"Don't get a job, Get a Passion"

www.spanopratt.com

<http://www.linkedin.com/company/spano-pratt>

<https://www.facebook.com/SpanoPrattExecutiveSearch>

Proposal for Executive Search Services

Part A – Technical Proposal

Library Director



Submitted by Spano Pratt Executive Search

February 1, 2017

Diane Ward
City clerk
dward@ci.stillwater.mn.us
651-430-8800
216 North Fourth Street
Stillwater, MN 55082

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Regards,

Rose Spano Iannelli, SPHR
Spano Pratt Executive Search

Contact Information and Authorized Representative

Proposer's Name: Spano Pratt Executive Search
Contact: Rose Spano Iannelli, SPHR
Address: 625 North Broadway, Suite 200, Milwaukee, WI 53202
Email: rspano@spanopratt.com
Phone: 414-283-9533
Fax: 414-291-8957
Website: www.spanopratt.com

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Section C - About the Firm

Spano Pratt Executive Search is a privately held executive search firm founded in the year 2000 by Rose Spano Iannelli and Jamie Pratt, two seasoned and highly regarded recruiters. Together they bring a combined 40 years of executive search and recruitment experience to every project. There is always one partner leading every search project and both partners are SPHR certified by the Society of Human Resource professionals. The firm has a corporate headquarters in Milwaukee, WI.

Services: Spano Pratt Executive Search provides services to nonprofit entities consisting of consultation and recruitment related to talent acquisition and leadership transition. We are experts in recruiting key executive talent and working with trustees, boards and transition committees.

The firm takes a project management and solution based approach to all of its searches. Each project operates on a time line including structured communication and status updates. A team of experts will be assigned to your search, including a principle consultant, a research consultant and an executive search associate.

Location: Spano Pratt Executive Search has one primary location which is headquartered in Milwaukee, Wisconsin. This location will be the base to support this search project and the project will be led by Rose Spano Iannelli, one of the partners and founders of the firm.

Markets Served: Spano Pratt Executive search has national search capabilities. The organization has been recognized nationally as one of the top 50 search firms serving the nonprofit sector. Statistically clients served have been in the Midwest and East regions of the United States. However, we have national access to candidates and as a result candidates placed have been from around the nation.

Number of years the firm has been in existence: Spano Pratt Executive Search is a registered partnership in existence since the year 2000. The firm has been listed as the top 25 executive search firms in the Milwaukee Business Journal for ten years in a row.

Size and scope: The organizational structure has been designed to focus on in depth relationships and quality deliverables and not quantity. The firm uses a boutique business model and engages in approximately six executive search assignments at any given time and approximately 25 per year, ensuring that clients will always have the full attention of a consultant. This business model also allows us the flexibility and ability to provide world class services to small and mid -size nonprofit organizations, vitally important to the local communities served.

Our Mission

Our mission at Spano Pratt Executive Search is to enhance the quality of communities through the recruitment and placement of strong leaders.

Accolades

In January of 2017 the firm was named as one of the top 50 executive search firms in the country serving the nonprofit sector. The firm has successfully completed many high profile search projects working with governance boards seeking new leadership and with a wide range of clients within the sector. "We're excited to be included in this prestigious group of search firms and also about the future as we continue our high impact work in assisting our clients with the important job of deciding who leads," said Jamie Pratt, one of the founding partners of the firm. Spano Pratt Executive Search is the only firm based in Wisconsin to have been nominated and selected. You can view the full report on the news page of the www.spanopratt.com website.

Reputation

We are best known for representing opportunities with a focus on purposeful employment. The mission at Spano Pratt Executive Search is to enhance the quality of communities through the recruitment and placement of strong leaders. The firm has long had the mantra - "don't get a job get a passion". The firm has developed a stellar reputation and a long list of satisfied clientele. For over a decade, the executive search consultants at Spano Pratt Executive Search have been uncovering leadership talent serving the nonprofit sector.

Section D.1 - General Qualifications

While all of our searches are mission critical, when it comes to the nonprofit sector we know that passion for the mission combined with the right skill is the key to a successful placement. Our track record in the recruitment of nonprofit executives speaks for itself. With over seventeen years of subject matter expertise in nonprofit industries, we have established a solid reputation of success. We hit the ground running from day one of execution of your search engagement.

Spano Pratt Executive Search has developed a proven method of working with search committees and boards in order to identify the “mission critical skills” and build consensus on this important first step. Our entire team is dedicated to the mission that our nonprofit placements result in the strong leadership necessary to serve and enhance the communities where we work and live.

Our team members identify those important transferrable skills and move our candidates successfully through the process of a transition.

Quick Facts about Spano Pratt Executive Search

- Nearly 20 years of proven and demonstrated success delivering executive search services.
- Top 50 executive search firm nationally delivering in the not for profit sector.
- A partner of the firm leads every search assignment supported by a team.
- Both partners are certified by the Society of Human Resource Professionals and have over 20 years' experience.
- The search project is driven by a tested process containing clear timeline with milestones and agreed upon goals.
- Both partners are certified by BoardSource in governance and have led hundreds of successful search projects.
- Candidates are presented using a comprehensive 4 part candidate report.
- Over seventeen years of expertise working with search / transition committees and trustees.
- Proprietary database of over 30,000 candidates.
- Customized research designed to identify candidates meeting the targeted profile.
- Experts in utilization of social media for raising visibility of your opportunity.

State/ Government/ Stillwater, Minnesota

As a professional organization located in the Midwest, our team has strong familiarity with the dynamic and culture of the region. Our firm has worked with organizations regulated by the State and Federal government and whose revenue is diversified including; philanthropy, tax dollars and earned revenue.

We understand that the search for the Library Director is national and therefore the trustees will value expertise in national candidate identification as well as the ability to navigate communication with local constituents. It has been our experience that not being directly from the employer community can sometimes be advantageous; allowing us to approach an organization with a spirit of discovery greatly enhancing our ability to objectively evaluate the organization and any local applicants. We also understand the importance of consistency in process and good relationship with the City of Stillwater Council, your constituents and volunteers play in our role as facilitators of your successful search project.

Section D.2 - Special Qualifications

Spano Pratt Executive Search is unique in 5 distinctive areas:

Search Committee Process

We have developed a proven method of managing the process and working with search committees and governance boards in order to identify the “mission critical skills” and build consensus on this important step of hiring the right candidate. We understand that one fundamental difference lies in the fact that nonprofit search committees are often volunteering their time and talent to an organization for which they care deeply. Another important differentiator in working with community or public organizations is the unique dynamic relationship which exists between the leadership team and its board and the overall community.

Cultural Match

We have designed a process of evaluating the organizational culture and circumstances driving change. During the discovery phase of the project we assist in defining not only the skills but also attributes necessary to be a successful leader of your organization and thrive within the culture.

Nonprofit Search

We have proven success in placing key executive leaders within a wide variety of organizations. We have developed our knowledge and success in the nonprofit fields and are confident our services would provide an excellent partnership with you in placing your Director. Our specialty includes not only working with trustees but also high awareness around the pursuits of candidates and executives seeking purposeful employment.

High Personal Touch

Our clients will tell you they value our signature trademark is a high personal touch. We spend a good deal of time learning about your organization and gathering crucial data about the knowledge, skills and attributes you are looking for in viable candidates, and why these are necessary and how it will be applied to the overall organizational goals. This first hand interaction with the leadership team also serves to relieve some of the angst present in transition; particularly with long tenured leaders.

Our Business Strategy

Since beginning the firm seventeen years ago, we have focused our energy on the strategy of building deep relationships with our clients. This has resulted in successfully cultivating quality search assignments versus a large quantity of clients. This business model offers many benefits to our clients including having our full attention in every search.

Section D.3 - Staff Qualifications

Meet the Team - Spano Pratt Executive Search takes a project management and solution based approach to all of its searches. We evaluate the project and form a team of experts assigned to your search, including a principle consultant, a research and search associate. If awarded this assignment you can expect the following individuals will be working on your project.



Rose Spano Iannelli, SPHR

Rose is a co-founder and partner of Spano Pratt Executive Search and is involved in all aspects of projects within the organization. She co-leads the nonprofit practice and also leads the corporate practice of the firm. She has both successfully executed national searches for Fortune 100 organizations as well as completed search assignments for Presidents and Executive Directors with nonprofit entities. She works diligently to understand the “corporate culture” and formula for the ideal candidate. Functional expertise includes human resources, marketing, communications, fund raising, and finance.

Rose has been an invited speaker on career transition at Marquette University, UW Milwaukee, The Public Relations Society of America, the Association for Fund Raising Professionals, as well as conducted career workshops for the Association Forum in Chicago, IL. She has also led workshops on the value of board governance within the nonprofit sector. Rose is a respected member of the executive search and human resource community and holds a SPHR professional human resource certification as well as a bachelor degree in administration. Rose serves on the board of directors for the Columbia College of Nursing, Shorewood Community Foundation, and for TEMPO Milwaukee, which is a professional woman’s organization.

In addition to the twenty years as an executive recruitment consultant, Rose spent ten years in senior level management roles prior to forming Spano Pratt Executive Search and six years leading a talent acquisition organization. As a Spano Pratt managing partner and search consultant, Rose also oversees the firm’s daily operations, marketing, social media and branding efforts. She contributes regularly as a speaker on career transitions and the art of hiring for the right cultural fit as well as the complexities of how to attract and engage four distinct generations in today’s workforce. Rose resides in the north shore of Milwaukee and holds a Bachelor Degree in Business from Cardinal Stritch University. She has attended numerous conferences and workshops, is a vigorous study of trends in talent acquisition and is a lifelong learner. In 2015 Rose was chosen to receive the Milwaukee Business Journal Woman of Influence Award.



Jamie Pratt, SPHR

Jamie is a co-founder and partner of Spano Pratt Executive Search and has cultivated and overseen the nonprofit search practice of Spano Pratt for the past seventeen years. She has a strong subject matter expertise in working with search committees and developing search strategies, particularly in the nonprofit sector. She is skilled at driving searches to a successful fruition and mentoring executive level candidates. Critical to the pre-employment and employment negotiation process, Jamie brings over 25 years as a human resource professional and holds a SPHR, a professional human resource certification, as well as a business degree in public administration.

Jamie is an expert at recruiting key executive talent in the nonprofit sector and has spoken on numerous occasions to organizations such as the Association for Fund Raising Professionals, Partnership for Philanthropic Planning and the Jesuit Advancement Administrators organization. Topics range from navigating the nonprofit career path to employee engagement.

Prior to founding Spano Pratt Executive Search, Jamie spent ten years in senior level management and in a Vice President role for a \$50M talent acquisition firm. Jamie is a member of Rotary International, SHRM, MMHRMA, Association of Fundraising Professionals, a board of directors' member for Professional Dimensions, BoardSource member, and serves as President Elect of the board of the Mukwonago Education Foundation. Jamie resides in Waukesha County and is originally from Wisconsin. She holds a Bachelor Degree in Public Administration from University of Wisconsin, Stevens Point and has completed graduate level studies at UW Milwaukee.

In addition to spending time with her family, Jamie enjoys physical fitness, cooking and international travel. Recent conferences attended include International Executive Search Conference, BoardSource, Association of Fund Raising Professionals and Society of Human Resources Management. In 2015 Jamie was chosen to receive the Milwaukee Business Journal Woman of Influence Award. She is also a member of the "40 under 40" alumni group of the Milwaukee Business Journal.

**Kim Stankowski**

Kim brings over fourteen years of experience as a human resources professional, and will act as the search project's research and search associate. Kim is skilled at utilizing not only the Spano Pratt proprietary database, but also social media tools such as LinkedIn. She has an intuitive as well as analytical approach toward identifying viable candidates using the search strategy and assessment tools. Kim also brings a natural curiosity and relaxed interview style that serves to build trust while cultivating potential candidates.

Kim has been trained in the area of human resources and has consulted with numerous organizations on their talent needs, which include human resource planning, recruitment and the selection process, EEOC, and salary and benefit administration. Not only has Kim served in leadership roles such as a former Director of Human Resources, but she has also supported the law and compliance functions in organizations such as Northwestern Mutual Life and various law firms.

Kim supports the executive search projects not only as a research and candidate development specialist but also in providing background references and other critical data points in the selection process.

Kim has been formally trained by the Association of Executive Search Consultants (AESC). She is skilled at utilizing assessment tools and generating progress reports relevant to tracking project milestones. She is active in the community, resides in Ozaukee County and is originally from the Wisconsin area. Kim holds a Bachelor Degree from Cardinal Stritch University. Kim enjoys being active in her children's school and spending time at Wisconsin lakes.

Alison Carp

Alison serves as a research subject matter expertise when needed. She is based in the Boston area and has supported numerous Spano Pratt Executive Search projects. She brings with her expertise and in depth executive search experience. Alison has led search assignments as a research associate for a combined ten years with Ken Clark International, and Egon Zehnder International. Alison has strong candidate development and networking skills, and is skilled in background checks and referencing of candidates. She is a graduate of Skidmore College in New York and began her association with Spano Pratt ten years ago.

Subject Matter Experts

In addition to the core team, the firm has an extensive network of subject matter experts that when needed may participate in your project if requested or needed such as executive coaching services and onboarding expertise.

Section D.4 - Previous Experience

Spano Pratt Executive Search was recently recognized and listed as one of the top 50 search firms nationally providing executive search services to the nonprofit sector. Over the past seventeen years, we have completed executive search assignments working with numerous search committees in a variety of sectors including education, healthcare, social services, etc.. A sample is listed below.

Employer/Client	Position
Sharp Literacy	President and CEO
Portland, Maine Water District	General Manager
College Possible	Executive Director
Milwaukee Bar Association	Executive Director
Girl Scouts of NorthEast Kansas	President
New England Water Works Association	Executive Director
Lake Valley Camp	Executive Director
Milwaukee Brewers Community Foundation	Executive Director
American Society for Quality	Membership Director
Educare / Buffett Early Childhood Foundation	Executive Director
Next Door Foundation	Executive Director
Aids Resource Center	Vice President and CFO
United Way of Racine, WI County	Executive Director
Jewish Museum	Executive Director
Greater Green Bay, WI Community Foundation	Executive Director
TEMPO Milwaukee	President and CEO
Riveredge Nature Center	Executive Director
Lad Lake	President and CEO
Marcus Center for the Performing Arts (2)	Vice President of Finance and Administration, Program Director
Vince Lombardi Cancer Foundation	Executive Director
Greater Milwaukee Foundation (2)	Vice President of Communications Vice President Development
Goodwill Industries of SE Wisconsin (3)	Vice President of Human Resources, Vice President Information Technologies, Vice President General Counsel
Girl Scouts Wisconsin Southeast (2)	President and CEO, Vice President Development
Aurora Healthcare Foundation	President and CEO
Children's Hospital of Wisconsin (3)	Vice President Marketing and Communications, Director of Communications Director of Information Technology

Section D.5 - Outline of the Recruitment Solution Process

The Spano Pratt approach towards this search project and work is systematic and is detailed in this proposal. The approach is collaborative and begins with a clear understanding of the expectations of the board as well as the future goals and vision that the board has in mind for the new Library Director. Our process includes a series of meetings that focus on where you stand as an organization, clarification of mission, building consensus around the ideal candidate profile, and current successes and challenges. We also review and train when necessary on the interview and selection methodology. Also critical is the sharing of where the organization is headed; the long term strategic vision and goals and what challenges are on the immediate horizon. The Spano Pratt Executive Search solution is successful because we work to understand the kind of leadership that is needed and if there is a gap between your present and desired future and most importantly what will success look like for the new leader.

At the beginning of the process and during phase one, we begin to meet and know key members of the board and internal team because operating in a spirit of inclusion will help to ease the transition of leadership and often will provide critical information relevant to their perspective of the position and culture. It is during this phase that we work together with the team to profile the ideal candidate by using our proprietary survey approach, which ranks the “mission critical skills” and provides a snapshot of the culture so that all decision makers are clear and are on the same page before we begin.

Cultural Assessment of Work Environment

The members of the leadership team meet individually with the search consultant partner in order to share their thoughts and words regarding the organization’s culture, vision, strengths, opportunities, and current environment. The teams are assured that conversations are confidential. The outcome is intended to provide assistance in the search process and a more complete picture of the current culture and their perspective of the necessary skills for the new hire. The result of this process is a white paper snapshot of the organization’s culture including the words most frequently used to describe the organization as well as what the organization tends to value.

Our assessment tools provide a detailed snapshot of the culture and required skills as understood by all members of the search committee. We recognize that the right cultural fit is as important to our candidates and clients, if not more important than skills. Recognizing the need to identify and match a candidate to the employer’s culture and community is one of the key skills that set us apart from other search firms.

Competency Ranking Process and (optional) Transition Survey

Based on the existing job description, the members of the Search Committee will be asked to rank the most prominent ten skills identified as necessary competencies for the hire. To efficiently identify qualified candidates, they are asked to rank the skills in order of importance to determine which they think are most critical to the search. The outcome is a quantifiable tabulation of the skills we will measure and assess throughout the process.

Based on the culture of the organization, the trustees may choose to survey the full board as well as committee or community leadership about the transition in order to increase engagement. We utilize the survey and guidelines from BoardSource on CEO transitions and developed a customized survey which is delivered electronically to an unlimited number of your constituents. The outcome of the survey

provides a data point and can reveal diverse opinions surrounding the transition. There is no additional fee to incorporate the survey and results into the process.

During phases two and three, the project is external in nature and includes the research to identify appropriate and viable prospects. We then begin connecting with those individuals to determine who shall be presented as candidates in the slate of potential hires. During phase four we are well underway with formal interviews involving the hiring manager and have a good sense of finalists. Phase five is the final step where we are securing the selected individual through negotiations and transition discussions are underway.

Communication

Good communication is the foundation for a successful transition. Communication preferences by the committee chair are established during Phase One of the search project. This discussion will establish expectations and ensure that expectations are met. Historically, the preference is a weekly update typically by email to the search committee chairperson. However as the project advances, certain updates or progress reports are better served with scheduled conference calls. Phase One and Phases Four and Five require in person scheduled meetings. Video conferences for search committee members unable to appear in person are sometimes offered as an alternative.

Compensation Data and Expert Research for Candidate Development

Compensation data relevant to the search process is provided in “real time” to the search committee members and included in the candidate reports. In addition, we have access to the most recent compensation data available.

Every search assignment has a dedicated Spano Pratt research associate whose work is guided by our customized research strategy. We are proud of our research process, in depth knowledge of the candidates, our portfolio of quality clients, our diverse candidate pool, and the high touch that goes into every search. Our research capabilities allow us access to public and proprietary data which includes information about target institutions and profiles of individuals that we wish to include as prospective candidates.

Special Resources

In order to better assist and facilitate the Library Board in the most recent best practice related to Library Directors including compensation, we would anticipate following guidelines put forth by the American Library Association. The profession as a whole presents as a highly collaborative field and we would anticipate cooperation within the national library community in networking the opportunity.

Diversity and EEOC

Spano Pratt Executive Search operates in a spirit of inclusion and does not discriminate in the acceptance or referral of candidates on the basis of race, color, religion, sex, age, national origin, marital status, disability, or other protected characteristics. Spano Pratt Executive Search is committed to providing a diverse slate of candidates in every search. Diversity as described in race, gender and age is achieved 100% of the time. We are proud to hold a solid track record of successful placements within underrepresented groups.

Scorecards, Evaluation of Candidates and Candidate Reports

- Candidates are rated against the skill competencies previously agreed to and a slate of candidates is developed of those individuals who meet the baseline criteria established.
- Candidate Reports: Spano Pratt Executive Search will present an executive summary profile in a four-part report which includes an overview of the candidate, a written narrative of work experience and outcomes, a resume, a writing sample, and any applicable supporting documentation. Spano Pratt Executive Search profiles are designed to be a defensible document showcasing the candidate's demonstrated success in similar roles, education, strengths and areas for professional development.
- Interview questions: To ensure consistency and remove bias, interview questions are strategically selected for the candidate interview process.
- Score Card: A "score card" is prepared and presented to the search committee / trustees in order to score the mission critical competencies identified in the discovery portion of the project.

Assessment Tools

Industrial and psychological evaluations may be a part of the process in assessing finalists when the institution has developed a benchmark standard of measurement. Spano Pratt Executive Search has worked with a variety of on-line and in-person evaluations and assessment models and can guide and suggest options to a Search Committee if so desired. We are happy to facilitate the preferred assessment tools or industrial psychologist referrals shared by the search committee.

Each external assessment tool available has its advantages and is especially chosen based on the goal and budget of the organization. These tools can be helpful as employers may benefit from learning any potential for future development of the selected candidate. Assessment fees can vary greatly and are passed through to our client at cost. Our goal is to select the tool that best serves the needs and budget of our client. Examples of good candidate assessment tools we have used include:

- Strengthfinders
- Hogan
- Caliper
- DISC
- Private industrial psychologist.

Process for Verifying Candidate Credentials

- Original employment references via personal contact are conducted for previous and current employer as well as with subordinates and peers.
- Verification of education or other credentials either through on line process as referred by the accredited institution or directly with registrar's office.
- On-line and internet research, published work, and other discovery.
- Third party background verification by an investigation company and any other procedures or background checks either mandated by law or consistent with the employer's hiring practice.

Negotiations and Closing

- Negotiations are considered to begin at the moment it is determined we have a viable candidate.
- Negotiations often are inclusive of non-monetary items.
- Spano Pratt Executive Search develops a relationship with viable candidates that identify drivers and motivational factors that are important decision making factors to the candidate and critical in negotiations. This personal information is crucial in working with the employer to design the terms and conditions of an offer which will be acceptable and desirable to the candidate.
- Employment change can be a complex and highly emotionally charged decision. It is important that candidates believe that the future employer is presenting an opportunity that will move them forward in their career and aspirations. For this reason, Spano Pratt Executive Search is often a key negotiator in the offer process –
 - Spano Pratt Executive Search will initiate the conversation of terms and compensation early in the process with each candidate and work diligently throughout the process to align the opportunity with the candidate's career progression.
 - We are able to provide initial information on compensation history, key motivators for candidates, and a process for moving the negotiation and candidate forward in the process.

The Job Offer

- We provide assistance in preparation of the job offer, employment contract when applicable (along with legal), and candidate consultation on acceptance.
- We assure an orderly transition through effective communication with client and candidate.
- Spano Pratt Executive Search has developed a detailed document entitled "Total Rewards Worksheet" that outlines the candidate's existing employment terms. We believe this is a critical tool in working with the client to create a competitive offer.

The Relocation and Transition

- The search committee chair should determine who will stay in continuous contact with the new hire prior to the start date.
- We assist in: timing of the communication, the creation of the announcement made to internal and external constituents, Itinerary for first week and assistance in the preparation of an orientation schedule.

Post Hire Support

- Spano Pratt Executive Search provides support materials to the selected candidate such as helpful resources including books, articles and on-going support to assist in a smooth transition.
- Spano Pratt Executive Search remains in communication with both the Client and the selected candidate throughout the following year to offer any assistance and continue to ensure all parties are satisfied.
- Spano Pratt Executive Search offers an optional onboarding provided by professional coach skilled in the strategic first 90 day planning.

Section D.6 - Situation and Project Understanding

The Board of trustees of the City of Stillwater Public Library is currently seeking proposals from qualified executive search firms to provide executive search services for the position of Stillwater Public Library Director. The long-time director who served for 42 years has announced her retirement. As a result, the organization will appoint an Interim Executive Director and will engage executive search serves to conduct a national search for a replacement.

The position of Library Director is the Chief Administrative Officer of the Library and directs the operations to accomplish the goals and objectives set by the Library Board. The Library Director is responsible for carrying out the directives of the Library Board and for the hiring and managing of the Library staff which currently consists of 14.5 full-time equivalents (approximately 30 individuals).

About Stillwater Public Library

Stillwater Public Library is an independent municipal library that operates as an associate of the Washington County Library system within the state of Minnesota. The Library Board, consisting of nine (9) members, is responsible for all Library actions, determining community needs, establishing priorities and policies, and presenting an annual budget to the Stillwater City Council.

Stillwater's library was established in 1897 and the building located on 3rd Street was constructed in 1902 with funds provided by the Andrew Carnegie Foundation. The library was renovated this decade and the existing expansion was completed in 2005. The building still serves as the town's library but is also available for meetings, special events and weddings. Conference rooms can accommodate up to 12 and the Margaret Rivers Meeting Room can host up to 120 banquet style or 150 classroom style. The outdoor terrace provides fantastic views of the town and the St. Croix River Valley and is ideal for outdoor receptions and meals for up to 300.

Vision

Honoring the past and embracing the future, the Stillwater Public Library provides a forum for the development of a literate, informed citizenry in its dynamic community.

Mission

The mission of the Stillwater Public Library is to promote the power of knowledge, encourage the discovery of ideas, and instill the joy of reading.

Values

- Focus on the user
- Respect and consideration for all users
- Responsiveness to community needs
- User privacy and confidentiality
- An informed citizenry

Service excellence

Excellence in collections, programs, and services
Prompt, objective, and knowledgeable responses in the delivery of services
Innovation, imagination, and creativity

Access

Equal and open access to collections and programs
Access to basic library services at no charge to Stillwater residents and MELSA affiliates

Intellectual freedom

Our community's diversity, intellectual freedom, and the representation of differing viewpoints
The responsibility of parents/guardians to make choices for their children

Community strength

The public good and our position as an essential component of a strong community
Collaboration and partnerships to advance our mission

Stewardship

The responsible stewardship of all resources – public funds, private donations, staff, volunteers, and supporting organizations

About Stillwater, MN

Considered the 1848 birthplace of Minnesota, Stillwater sits just 30 minutes northeast of Saint Paul and on the bluffs of the St. Croix River, across from Wisconsin. It is a tourist destination described as a beautiful, historic, river town featuring antiques, art galleries, wineries, historic B&Bs and fantastic restaurants. It is charming and historical town that celebrates its rich history. The population was 18,225 at the 2010 census.

Scope of executive search services requested

The executive search firm selected is directly responsible for and shall provide all personnel, materials, supplies, and work product to conduct the executive search for replacement of the Library Director. It is anticipated that the work effort will involve a national search for qualified candidates.

The Stillwater Public Library Board requests the following services, which shall be provided in accordance with the industry best standards and professional ethics. The list is intended to provide a list of minimum tasks and services anticipated as being necessary to complete a successful recruitment.

Assist and facilitate the Library Board in the development of a position and recruitment profile concerning the specific qualifications, nature of the duties and responsibilities for the position that reflects both current and long range expectations and issues to be addressed by the new Library Director. Work to include guidance on developing the compensation package for the position. (NOTE: The board may appoint its executive committee or another task force to work with the Consultant to select the Library Director and recommend the same to the Library Board for approval.)

Prepare a recruitment brochure for the position for distribution and publication.

Prepare a management questionnaire to be included in the candidate application in order to evaluate the skill set and knowledge of the applicant on leadership, management and current which will be used in the screening and evaluation process.

Conduct a professional search and recruitment effort utilizing local, regional, and national networks to seek qualified candidates.

Place announcements in the appropriate professional publications, on the Internet, and other appropriate media to provide maximum exposure for the position.

Receive and process all applications from the recruitment and announcement efforts.

Screen all applications received in comparison to the approved recruitment and position profile.

Interview prospective qualified candidates and make background inquiries and reference checks to verify educational achievement and work experience.

Present resumes and background information on those individuals considered to be most qualified for the position (approximately 8-10 to be considered for a personal interview).

Facilitate and assist the Library Board in narrowing the field of qualified candidates to be invited for personal interviews (approximately 5 candidates).

Complete additional background inquiries of the top qualified candidates.

Facilitate the preparation of the questions to be used and assist the Library Board during the interview process.

Facilitate an opportunity for each candidate to meet with/present to library staff and other key stakeholders (such as city council, Stillwater Public Library Foundation, Friends of SPL, and others in the community) using feedback from these meetings to help inform the board's selection

Assist and facilitate the deliberations resulting in the selection of a candidate to whom a job offer will be extended.

Assist in conveying and negotiating the final terms and conditions for a contract offer to be considered by the Library Board for approval.

Notify all applicants of the final appointment.

Optional Tasks and Supplemental Services

Design and conduct a process for assessing the candidates writing, speaking, personal interaction, and decision making skills and abilities during the interview process. A full assessment center is not anticipated under this optional task.

The Community Impact of a Library

As described by the American Library Association, and has reported below by the Minnesota Public Libraries' report on Return on Investment, the role of the community library cannot be understated. Therefore, this is a high impact and high visibility leadership role.

Reference from Minnesota Public Libraries' Return on Investment* : Libraries have value to neighborhoods. People prefer to live near a public library if they have a choice, and often perceive library access as part of an enhanced quality of life, although it is rarely a direct factor in home purchase decision making.

The library facility as a gathering place has value - This includes the phenomenon known as the "living room" experience, meeting and conference room's available, all-inclusive, safe and friendly environment, and a unique forum for social networking, book clubs and reading groups.

Public Library Stakeholders - stakeholders, inside and outside the library represent library users with children or grandchildren; employees from the community at large, who check out materials for use at their workplace, as well as job seekers; library users who contact public library reference libraries for information; and technology users with a need for Internet access.

* Title	Minnesota Public Libraries' Return on Investment
Publication Type	Report
Year of Publication	2011
Authors	Bureau of Business and Economic Research (BBER), Labovitz School of Business and Economics (LSBE), University of Minnesota Duluth
Date Published	12/2011
Institution	Bureau of Business and Economic Research, Labovitz School of Business and Economics, University of Minnesota Duluth
City	Duluth, MN
URL	http://melsa.org/melsa/assets/File/Library_final.pdf

Public libraries provide valuable meeting spaces - The role of the library as a community gathering place was stressed repeatedly at focus group sessions. Whether discussing concerts, classes, and other events, book clubs and other social groups, or simply a forum where people could come and sit, talk, and read, quite a few people expressed their appreciation that libraries stand alone in many communities as a gathering place. Although many towns also have community centers and parks, Wisconsin winters render such options unavailable a significant amount of the time. Many interviewees place a great deal of importance on the value of a comfortable public library facility where they can gather, especially as opportunities for social interaction have decreased in the wake of more people seeking out services online. Reference: *The Economic Contribution of Wisconsin Public Libraries to the Economy of Wisconsin*

Section D.6 - Timeline *

Timelines are agreed upon based on the scope of the project; and the availability of the search committee schedules. The following timeline is an example of an average length for each step of the process.

Phase One - Discovery <ul style="list-style-type: none"> • Meet with search committee, team members and complete cultural assessment, establish expectations on communication and affirm timeline • Executive Director transition survey (optional) • Rank competencies and create profile of the ideal candidate • Build consensus with Search Committee • Agree on search strategy and methodology • Determine job scope, create job profile with key success indicators, create promotional materials and accompanying assessment and screening tools • Discuss and agree on interview structure and preferred process 	Weeks 1 - 2
Phase Two- Candidate Development <ul style="list-style-type: none"> • Prepare and publish community announcements • Execute candidate target research and development • Outreach to identified targets and professional community engagement • Receive and review candidate credentials • Spano Pratt initial phone interviews and screening 	Weeks 2 -8
Phase Three - The Screening Process <ul style="list-style-type: none"> • Spano Pratt in person or video interviews • Begin to identify top candidates • Creation of customized four part candidate reports • Background work on top candidates 	Weeks 8-10
Phase Four - Candidate Presentations <ul style="list-style-type: none"> • Candidate reports are presented to Search Committee • Formal interviews / logistics are scheduled • Formal interviews with search committee begin and are facilitated by Spano Pratt consultant • Discuss candidate rating feedback against profile • Committee selects top finalists to advance • Debrief candidates 	Weeks 10-12
Phase Five-Finalist and Offer Acceptance <ul style="list-style-type: none"> • Second round of interviews are facilitated by Spano Pratt consultant • Industrial Psychological testing, if desired • Offer/acceptance to selected candidate / candidate gives notice to employer • Release of candidates not selected • Announcement and transition 	Weeks 12-16

* Our goal is to accommodate the needs of the organization. Library Director candidates who are currently employed are sometimes bound by employment agreements in their current role requiring for example a 30-60 day resignation notice. Or in certain instances an agreed upon end date in an employment agreement with a library may be tied to a fiscal or calendar year. These important factors are to be considered in determining the date for the selected candidate to assume duties.

From: Sunny Larsen
To: [Diane Ward](#)
Cc: [Sharon Klumpp](#); [Chuck Anderson](#)
Subject: RE: Proposal to Provide Executive Search Services
Date: Wednesday, February 08, 2017 4:01:12 PM
Attachments: [2017-02-08 Stillwater MN Exec Search Lib Dir REVISED FINAL.pdf](#)

Dear Ms. Ward:

On behalf of Ms. Sharon Klumpp, Mr. Chuck Anderson and Springsted | Waters, I am pleased to submit our Revised Proposal to Provide Executive Search Services for the Stillwater Public Library Board of Trustees' next Library Director.

If the attached file fails to open, please notify me immediately and I will gladly provide the file in a different format.

Please reply to this e-mail to confirm receipt of our proposal.

Thank you for this opportunity. We look forward to hearing from you soon.

Sincerely,

Sunny Larsen
Proposal Coordinator

Springsted | Waters
380 Jackson Street, Suite 300
St. Paul, MN 55101-2887

651-223-3020
651-268-5020 Fax
slarsen@springsted.com

Visit us on the web at www.springsted.com

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Proposal

Stillwater Public Library Board

Proposal to Provide Executive Search Services

February 8, 2017

Springsted | Waters
380 Jackson Street, Suite 300
Saint Paul, Minnesota 55101-2887
www.waters-company.com

Sharon Klumpp, Senior Vice President
sklumpp@springsted.com
651-223-3053

Chuck Anderson, Senior Vice President
canderson@springsted.com
817-965-3911

EXHIBIT "A"
PROPOSAL FORM

**STILLWATER PUBLIC LIBRARY BOARD REQUEST FOR PROPOSALS FOR LIBRARY
DIRECTOR EXECUTIVE SEARCH SERVICES**

I hereby certify that I am authorized to make this offer on behalf of the named company and to bind said company to all conditions of this proposal. By submitting this proposal, I hereby represent that the firm identified below has thoroughly examined the Request for Proposals, is familiar with the Scope of Services, and is fully qualified to perform the services described to achieve the Library Board's objectives in a professional manner.

Name of Firm Springsted | Waters

Address 380 Jackson Street, Suite 300

City/State/Zip St. Paul, MN 55101

Signature 

Name (Print) Sharon Klumpp

Title Senior Vice President

Telephone Number 651-223-3053

Fax Number 651-268-5053

E-Mail Address sklumpp@springsted.com

PROPOSAL FORM

**STILLWATER PUBLIC LIBRARY BOARD REQUEST FOR PROPOSALS FOR
LIBRARY DIRECTOR EXECUTIVE SEARCH SERVICES**

Total Cost of Activities as described in Project Understanding portion of proposal (response to Section 3.0 Scope of Services). All costs related to travel, supplies, etc., are to be included.

Total Price Not-To-Exceed Cost for Executive Search for
Replacement for Library
Director:

\$ 19,500 professional services

Alternate price proposals for Additional Services:

Total Price Not-To-Exceed Cost for Candidates' Special

\$ 1,540 (220/hr) NOTE: Our standard services include a process to assess candidate writing, speaking, Assessment Process: personal interactions and decision making skills and abilities. Quote reflects services beyond the standard package.

Total Price Not-To-Exceed Cost for Personnel Leadership
"Type" Testing for Final Interview
Candidates:

\$ 500

List other costs (If Applicable):

Description <u>Travel</u>	\$ <u>600</u>
Description <u>Advertising</u>	\$ <u>1,250</u>
Description <u>Background Reports</u>	\$ <u>500</u>
Description _____	\$ _____

TOTAL PROPOSED COST FOR THIS PROJECT:

\$ 21,850 does not include alternate services

Payment is expected to be process as follows: 25% upfront, 25% after interviews are held and 50% after the project is completed.

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Springsted | Waters
380 Jackson Street, Suite 300
St. Paul, MN 55101
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Fax: 651-223-3002
www.springsted.com

LETTER OF TRANSMITTAL

February 8, 2017

Mr. Mike Keliher
Library Board President
Stillwater Public Library Board of Trustees
224 Third Street North
Stillwater, MN 55082-4806

Re: **Request for Proposal to Provide Executive Search Services**

Dear Stillwater Public Library Board of Trustees,

We appreciate the opportunity to submit our proposal for executive recruitment services for the Stillwater Public Library Board of Trustees' ("Library Board") next Library Director. Our extensive experience in providing executive recruitment services to cities, counties and other public sector organizations nationwide will be beneficial for this recruitment and allow us to find the ideal candidate for the Library. In addition, we have recently completed two library searches—an Executive Director search for MELSA and the Library System Director search for the Atlanta Fulton Public Libraries.

We know that you have options for using other recruitment firms. However, we believe that our approach sets us apart from our competitors in the following unique ways:

- Management/Leadership Style Assessment Analysis completed by the candidates to determine if a candidate's management style matches the approved management/leadership style profile for the ideal candidate;
- Video candidate interviews through a proprietary system will be made available to the Library Board and key stakeholders as designated to assist in the selection process; and
- Utilization of a proprietary online application system exclusively licensed to Springsted | Waters to facilitate talent management. The system has been designed by S|W to customize applicant flow and tracking. It allows ease of communication with applicants and the ability to conduct database inquiries for candidates based on characteristics important to the Library Board such as geographic location and specific experience, expertise and qualifications.



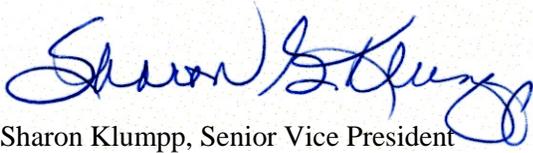
The proposal document will provide you the details about our approach, expertise, client references and pricing for this executive recruitment. If you have any questions, please contact either one of us for additional information:

Co-Project Leader Information

Sharon Klumpp, Senior Vice President
651-223-3053
sklumpp@springsted.com

Chuck Anderson, Senior Vice President
817-965-3911
canderson@springsted.com

Respectfully submitted,



Sharon Klumpp, Senior Vice President
Consultant



Chuck Anderson, Senior Vice President
Consultant

sml

Stillwater Public Library Board
Proposal to Provide
Executive Search Services

c. Organizational Structure

The Executive Search Division of Waters Consulting merged with Springsted Incorporated in May 2014, establishing one of the largest public sector executive recruitment and human capital consulting firms in the United States. Springsted | Waters is a WBE. Three employee-owners lead the group of firms and their 70-member staff. Our corporate office is located in Saint Paul, Minnesota, with regional offices located in Dallas, Texas; Milwaukee, Wisconsin; Des Moines, Iowa; Kansas City, Missouri; Richmond, Virginia; Chicago, Illinois and Denver, Colorado.

d. Technical Qualifications

1. General Qualifications

Springsted | Waters (S|W) has a team of seven recruitment consultants available to meet your executive recruitment needs. Each consultant assigned to this recruitment has experience working with libraries and the many different disciplines that comprise the Stillwater Public Library organization. Our consultants bring an experienced, participatory and energetic perspective to each engagement; our unique approach and personal touch are reflected in our internal standard to provide outstanding services that exceed the Library Board's expectations. Since 2012 our combined consultant team has conducted 416 executive recruitments.

The S|W Recruitment Project Team will partner with the Library Board and designated staff as your technical advisor to ensure that the recruitment process for your next Library Director is conducted in a thorough and professional manner. Our objective is to generate high-quality candidates and assist you with the screening and evaluation of these candidates.

We have structured the S|W Recruitment Project Team to draw upon S|W's and Springsted's 50-plus years of service to the public sector and to leverage S|W's experience and capacity to focus nationwide to find the most qualified candidates.

2. Special Qualifications

There are many reasons S|W has distinguished itself from its peers in public sector executive recruitment.

- **We are experienced and passionate about what we do.** Springsted | Waters executive recruitment consultants are highly experienced and passionate about local government since all have spent a significant part of their professional careers in senior leadership positions for cities and counties. S|W has recruited and placed 416-level positions within cities, counties and public and non-profit organizations since 2012.
- **We are focused on exceeding your expectations.** We believe in local government and want to assist you and your organization in building a great team. We want your organization to hire us again based on the success we achieve after the first time we work together.

- **We believe that “ethical business practices” are a catalyst for success.** These practices include operating with transparency, responsiveness and sensitivity to the culture of your organization while pursuing an unrelenting commitment to high quality and professional services.
- **We believe in diversity.** Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. We take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. We are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Hispanic Network and are on their National Corporate Advisory Council. Springsted Incorporated, our parent company, is a WBE.
- **We conduct a timely and high quality recruitment that is within budget.** Our executive services include a not-to-exceed professional fee and a not-to-exceed estimate for all project-related expenses such as advertising, preparation of a recruitment brochure, background, reference and academic verification checks, and travel expenses for typically three on-site visits. We work with you to establish a timeline, respond to your organization’s needs and anticipate unexpected circumstances that may develop during the course of a recruitment. Attention to the project timeline allows us to expedite the recruitment, but not at the expense of finding high quality candidates for your organization.
- **We utilize the latest technologies that uniquely sets us apart.** Technology plays an important role in the Springsted | Waters search process. From our proprietary video interview system and our Management / Leadership Style Assessment Analysis to our proprietary on-line application system, we efficiently manage candidate information and provide the hiring entity with unique information about the candidate’s leadership / management style and ability to respond extemporaneously to video questions.
- **We offer a “Triple Guarantee” that commits our company to your organization’s success.**
 1. *We remain focused to assist with your executive recruitment until you make an appointment.*
 2. *We guarantee your executive recruitment for 24 months against termination or resignation for any reason – or we come back to fill the position for no additional professional fee.*
 3. *We will not directly solicit any candidates selected under this contract for another position while the candidate is employed with your organization.*

3. Staff Qualifications

Mr. Rollie Waters, Executive Vice President

Direct Phone: (214) 466-2424

Email: rwaters@springsted.com

Recruitment Co-Project Team Leader

Ms. Sharon Klumpp, Senior Vice President

Direct Phone: (651) 223-3053

Email: sklumpp@springsted.com

Recruitment Co-Project Team Leader

Mr. Chuck Anderson, Senior Vice President

Direct Phone: (817) 965-3911

Email: canderson@springsted.com

Ms. Jada Kent, Project Manager

Direct Phone: (214) 466-2429

Email: jkent@springsted.com

Ms. Jenelle Stapleton, Project Coordinator

Direct Phone: (214) 466-2445

Email: jstapleton@springsted.com

Ms. Sara Haselbauer, HR Analyst

Direct Phone: (651) 223-3006

Email: shaselbauer@springsted.com

Rollie Waters

Executive Vice President

Rollie Waters is an Executive Vice President with Springsted | Waters. Since 1976, Rollie has been a management consultant to private and public sector clients. He has consulted with national and international clients in the area of HR Management system design and strategic management. He has given various lectures and seminars for organizations in the areas of compensation as it relates to performance management. He is viewed on a national level as one of the foremost authorities in succession planning and performance management system design for the public sector. He has spoken before such organizations as the International City/County Managers Association, American Management Association, The Alliance for innovation, Southern Methodist University, the University of Maryland, National Forum of Black Public Administrators, California Institute of Technology, the Texas Municipal League (TML), the International Personnel Management Association (IPMA-HR), several international companies in Great Britain, and various other U.S. public and private sector agencies and organizations.

Rollie has been actively involved in the development of competency-based knowledge selection and development tools over the past twenty years. He has been instrumental in ensuring the proprietary profiles that he has designed attract the right candidates that fit the organization's needs. In addition, Rollie's extensive knowledge of performance management solidifies matching the management style most compatible with the organization's success. His research on succession planning has led him and his team to be able to help shape the future of organizations through their executive recruitment activities.

Rollie has been widely published in national journals and magazines focusing on human resource challenges. His publications include a research article in the Public Personnel Management Journal titled "The Impact of Behavioral Traits on Performance Appraisal." Prior to founding S|W, Rollie held an executive position with Dun & Bradstreet Co., Inc., and a management position with Owens Corning Fiberglass.

Areas of Expertise

- Executive Recruitment
- Web-Based Compensation Support
- Management Development
- Competency-based Systems and Development Systems
- Organizational Strategy
- Mentoring Programs
- Performance Management
- Succession Planning

Professional Accomplishments and Education

Rollie is a member of Mensa, a Strategic Partner with the International City/County Managers Association, International Management Consultants and Alliance for Innovation, a member of the National Corporation Advisory Council of the National Forum for Black Public Administrators, and numerous other professional groups. He has also appeared in several professional directories such as Who's Who in the World, Who's Who in Finance and History, and many others. Rollie has an extensive background in the behavioral sciences and strategic planning. He received his MBA at Pepperdine University and his Bachelor of Science degree in Psychology from the University of South Carolina. In addition, he is a Certified Management Consultant (CMC); CMC is a certification mark awarded by the Institute of Management Consultants USA and represents evidence of the highest standards in consulting and adherence to the ethical canons of the profession.

Sharon G. Klumpp

Senior Vice President and Consultant

Sharon Klumpp is a Senior Vice President and Consultant with Springsted | Waters. Sharon has extensive experience specializing in organizational and departmental studies, human resource management, and executive search for public agencies. She also assists governing bodies and senior-level managers in the development, execution and evaluation of strategic plans.

Sharon has extensive experience in serving government. She has served as Executive Director of the Metropolitan Council, a seven-county regional planning agency for the Minneapolis-Saint Paul metropolitan area, and as Associate Executive Director for the League of Minnesota Cities. Her experience also includes serving as City Administrator in Oakdale, Minnesota and as Assistant City Manager in both St. Louis Park, Minnesota and Saginaw, Michigan. Her private sector experience includes serving as the chief administrative officer for the Minneapolis office of a major global engineering and design firm.

Sharon also served as an adjunct instructor at Walden University, where she taught public administration and organizational change in the University's School of Management. She served two terms on the Ramsey County Charter Commission and was chair for two years.

Professional Accomplishments and Education

Education

University of Kansas, Lawrence, Kansas
Masters of Public Administration
Miami University, Oxford, Ohio
Bachelor of Arts in Political Science

Affiliations

International City/County Management Association
International Public Management Association for
Human Resources

Charles (Chuck) Anderson

Senior Vice President and Consultant

Charles (Chuck) S. Anderson is a Senior Vice President and Consultant with Springsted | Waters. Prior to joining S|W, Chuck worked for local governments and non-profit organizations, including City Manager for Dallas, Texas; Executive Director for the Dallas Area Rapid Transit (DART); and Executive Director for the Michigan Education Association.

Chuck also served as Director for Local Government Reform for the International City/County Association (ICMA), managing a U.S. government contract for the planning and delivery of technical assistance to local governments in Central and Eastern Europe. His last assignment in this role with ICMA was to recruit and supervise a team of technical consultants to assist in re-building local governments in Bosnia following agreement on the Dayton Accords.

During his service with the Michigan Education Association, Chuck also served as Senior Consultant for Urban Planning and Management for Michigan State University's Institute for Public Policy and Social Research.

Areas of Expertise

- Executive Recruitment
- Leadership/Management Development
- Organizational Design
- Organizational Development

Professional Accomplishments and Education

Chuck received a Bachelor of Arts degree in political science and human resources management and a Masters of Public Administration degree from the University of Kansas. He received the prestigious L.P. Cookingham Award for Development of Young Professionals from the International City/County Management Association (ICMA) and the Minority and Women Advancement Award from the American Public Transit Association (APTA). He was also recognized as Public Administrator of the Year by the American Society of Public Administration (ASPA) and Outstanding Management Innovator (Honorable Mention) by ICMA. Chuck was recognized in 2007 with the Lifetime Achievement Award from his Public Administration Alumni Association at the University of Kansas.

Jada Kent

Project Manager

Jada Kent is a Project Manager with Springsted | Waters. Jada is responsible for managing the recruitment process by organizing and coordinating administrative support for each project. She is also responsible for backing up the lead consultant throughout the entire scope of a recruitment, to include communication with the client and vetting of candidates.

Areas of Expertise

- Human Resources Management (HRM)
- Public Policy Analysis
- Public Administrative Best Practice
- Comparative Studies

Professional Accomplishments and Education

Jada received a bachelor's degree in United States History, with a minor in Political Science from the University of North Texas. While at UNT, she was the recipient of multiple oral litigation awards and even competed nationally in the Texas Undergraduate Moot Court Association. Jada has also completed a Master's in Public Administration from the University of Texas – at Dallas. As a Public Affairs Specialist in both the Army (active duty) and the Air National Guard, respectively, Ms. Kent presented the Air Force story to a global audience as a journalist for the 136th Airlift Wing's Public Affairs Staff.

Jada is in the process of acquiring her certification with Society for Human Resource Management (SHRM-CP).

Jenelle Stapleton

Project Coordinator

Jenelle Stapleton is a Project Coordinator with Springsted | Waters. She is responsible for supporting the lead consultants throughout the entire scope of the recruiting process, as well as providing administrative support to the Executive Vice President, Rollie Waters.

In this role, Jenelle coordinates communications with candidates, the processes resumes and distributes candidate questionnaires. She is also responsible for providing support to candidates regarding technical and logistic issues. She assists the consultants in scheduling the semifinalist interviews, submitting profiles for background checks and education verification, as well as notifying the finalists of project status. Her responsibilities extend to editing presentations, advertisement placements and general office administration.

Professional Accomplishments and Education

Jenelle is a very task oriented professional with over 13 years of experience in Office Administration – at least 6 of those years have been spent in executive level support and two have been spent in Human Resources Administration. She also has over eight years of experience in sales and marketing including over seven years overseeing employees. The majority of this experience began in branch banking as a Financial Sales Supervisor where, in addition to managing day to day branch operations, she also took on the role in coordinating the branch’s business development. She went on to Merchant Services as the Client Relations Executive where she also filled the role of the Commissions Analyst with the Human Resource Department. This dual-position entailed managing client escalations, analyzing and adjusting pricing structures, contract negotiation, monitoring non-compete agreements and the paying and reversal of commissions. Prior to joining Springsted | Waters, Ms. Stapleton was involved in Real Estate Investment as the Operations Manager. In this position, she managed the renovation and budgets of over 200 single family homes and provided administrative support once the properties were tenant occupied.

Jenelle has her Associates of Applied Sciences in Financial Operations and an Associates in Business Administration. She is currently pursuing her bachelor’s degree in HR Management at Texas Women’s University. Her major outside interest involves volunteering with Dogs on Deployment (“DoD”), a non-profit dedicated to helping military members keep their pets while overseas. DoD arranges pet fosters and thus alleviates the need for pet relinquishment from military members due to the hardships of deployment.

Sara Haselbauer, J.D.

HR Analyst

Sara Haselbauer is a Human Resources Analyst with Springsted | Waters. Sara started as an Administrative Assistant to Springsted's Project Management team in 2007. In August 2009, Sara left Springsted to attend law school before returning in November 2014 as an independent contractor.

Sara rejoined S|W in January 2015 as a Human Resources Analyst with the Organizational Management and Human Resources Team, providing support and assistance for executive search and organizational management projects. Her duties include conducting research and working with clients and candidates throughout all phases of a project and/or executive search and recruitment.

Education

University of North Dakota School of Law, Grand Forks, North Dakota
Juris Doctor
Certificate in Indian Law

University of St. Thomas, St. Paul, Minnesota
Bachelor of Arts in Sociology and Art History

4. Previous Experience

Metropolitan Library Service Agency

Mr. Gayle Degler, *Carver County Commissioner*
763-381-1879
gdegler@co.carver.mn.us

Project: Selection of Executive Director

Lead Consultant: Sharon Klumpp

City of Mankato, Minnesota

Ms. Krista Amos, *HR Director*
507-387-8691
kamos@mankatomn.gov

Project: Selection of Deputy City Manager

Lead Consultant: Sharon Klumpp

Atlanta Fulton Public Library System, Georgia

Ms. Stephanie Moody, *former Chair, Board of Trustees*
770-664-4663
moodyviews@bellsouth.net

Project: Director of Library System

Lead Consultant: Chuck Anderson

City of Moorhead, Minnesota

Ms. Jill Wenger, *HR Director*
218-299-5366
jill.wenger@cityofmoorhead.com

Project: Selection of City Manager

Lead Consultant: Sharon Klumpp

Dakota County, Minnesota

Ms. Nancy Hohbach, *Employee Relations Director*
651-438-4424
nancy.hohbach@co.dakota.mn.us

Project: Selection of County Manager

Lead Consultant: Sharon Klumpp

Scott County, Iowa

Ms. Mary Thee, *Assistant County Administrator*
563-326-8740
Mary.Thee@scottcountyiowa.com

Project: Selection of County Administrator

Lead Consultant: Sharon Klumpp

5. Search Implementation

Task I: Recruitment Brochure Development and Advertising

The development of a comprehensive recruitment brochure that includes a profile of the ideal candidate is an important first step in the recruitment process. This profile includes the required academic training, professional experience, leadership, management and personal characteristics related to the success of the candidate in the position of Library Director. The recruitment brochure will also have a profile that captures the essence of the Library Board as a highly-attractive venue for the successful candidate to live and work.

To prepare the recruitment brochure, the Recruitment Co-Project Team Leaders will come on site to meet with the Library Board and designated staff to discuss the required background, professional experience and management and leadership characteristics for your Library Director position. We meet individually (or collectively depending upon your preference) with the Library Board and key stakeholders to broaden our understanding of the position's leadership and management requirements, current issues, strategic priorities and to identify expectations for the Library Director. [See example of a recruitment brochure in Appendix I.]

Information obtained from these meetings, coupled with our review of the job description and other Library Board documents, is used to prepare a position and candidate profile. The completed profiles will be approved by the Library Board before recruitment begins. The position and candidate profiles will be central to our recruitment strategy and outreach to candidates.

The Recruitment Project Team will also work with the Library Board of Stillwater Public Library Board to develop an advertising and marketing strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a talented and diverse pool of candidates. Our Team will place ads in appropriate professional publications, websites and local print media, if required. Additionally, S|W has a highly-accessed website that has a special location attracting many potential candidates to upload their resumes. The aggressive advertising and marketing campaign for top talent will include national, state, regional and local elements as determined during our initial meetings with the Library Board’s representatives. Our customized mailing list, selected from our extensive database and contacts collected at appropriate public sector conferences, will be utilized to further promote the position.

Advertisements for the Library Director position could be placed with:
Metro Libraries
American Library Association
LibraryJournal.com
Minnesota Library Association and other regional state library associations
Minitex Listserv

Project Milestone	Deliverables	Estimated Duration
Position profile and recruitment brochure development.	<ul style="list-style-type: none"> Onsite interview with the Library Board. S W will receive information regarding the Library Board’s budgets, organizational charts, images, logos, etc. Develop draft documents (Recruitment Brochure, Advertisement, Marketing Letter and Timeline). 	2 Weeks
Approve brochure, commence advertising and distribute marketing letter.	<ul style="list-style-type: none"> Brochure sent to the Library Board for final approval. Commence advertising and distribution of recruitment brochure. 	2 Weeks

Task II: Execution of Recruitment Strategy and Identification of Quality Candidates

Utilizing the information developed in Task I, S|W will identify and reach out to individuals who will be outstanding candidates for the position of Library Director. Often, well-qualified candidates are not actively seeking new employment and will not necessarily respond to an advertisement. However, if a potential candidate is presented with the opportunity directly and in the proper manner, he or she may apply. We take pride in our ability to locate highly qualified candidates across the nation based on the professional contacts and relationships we have developed and maintained over many years.

These efforts will be supplemented by the creation of an appropriate database utilizing our extensive, interactive applicant database for the Library Director position. This will provide the S|W Team with the ability to customize applicant flow and tracking, communication with applicants and conduct database inquiries for candidates based on characteristics important to the Library Board such as geographic location, particular experience, expertise and credentials.

During this part of the process the Recruitment Project Team will work with the Library Board and designated staff to reach consensus on the leadership and management style for the ideal candidate. Our research will determine the key competencies, work values and leadership/management style for the position and match the candidates to each attribute.

Each candidate submitting a resume is sent a timely acknowledgement by our Team, including an approximate schedule for the recruitment. Throughout the recruitment process, communications are maintained with each candidate regarding information about the recruitment progress and their status in the process. We take pride in the many complimentary comments made by candidates regarding the level of communication and the professional manner in which they are treated during our recruitments.

Project Milestone	Deliverables	Estimated Duration
Execution of recruitment strategy and candidate outreach.	<ul style="list-style-type: none"> • Online data collection and profile development. • Development of interactive searchable applicant database for recruitment of the Library Director. • S W performs direct outreach to prospective candidates identified in the recruitment strategy. • Utilization of extensive applicant database to identify applications and review applicant pool for competencies/demographics. 	2 Weeks

Task III: Screening of Applicants and Recommendation of Semi-Finalists

In Task III the Recruitment Project Team, under the direction of Sharon Klumpp and Chuck Anderson, will screen the candidates against the criteria within the position and candidate profiles and develop a list of semi-finalists for recommendation to the Library Board.

The most promising applicants will receive a candidate essay questionnaire to complete that will provide additional information about the candidates’ background and experience. We will then narrow the list to a group of 8-10 semifinalists for your review and to select finalists.

Another unique aspect of our recruitment process is our use of online recorded interviews for the screening process. Responses are timed and questions are not provided in advance. This tool allows our Team to develop a more comprehensive understanding of the candidate’s ability to think “on their feet” as well as their personal and professional demeanor. This virtual interview can be scored by individual selection team members as well as the consulting team for later review and comparison.

Our Team will provide an online link for the Library Board and others designated, who have input into the hiring decision, allowing them to review and rate the recorded responses. This provides the organization with additional candidate assessments that can be customized to fit the unique needs of your Library Board.

Throughout the process, you will have access to our Master Applicant List (MAL), which will provide pertinent data for each applicant.

Project Milestone	Deliverables	Estimated Duration
Applicant screening and recommendation of semi-finalists.	<ul style="list-style-type: none"> • S W compares applications to the approved candidate profile developed in our searchable applicant database. • S W develops customized candidate questionnaire & due diligence questionnaire to provide to 	2 Weeks

	<p>applicants who most closely meet the candidate profile.</p> <ul style="list-style-type: none"> • Top 10-15 candidates identified as semi-finalists. • Semi-Final Report is prepared, including the brochure, master applicant list, cover letter, resume and completed questionnaire of candidates to be considered. • S W and the Library Board review and rate video interviews. • S W sends links to Library Board to review the aggregate responses and ratings. • Semi-finalists complete candidate management style assessment, responses are reviewed, and interview questions are developed. • Recruitment Co-Project Team Leaders meet Library Board to review recommended semi-finalists. Library Board select finalists for on-site interviews. 	
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Task IV: Conducting Background Checks, Reference Checks and Academic Verifications

When the Library Board approve of a group of finalists for on-site interviews, S|W will begin the process of conducting reference checks, background checks, and academic verifications. A Confidential Reference Report is prepared for each finalist to complete our understanding of his/her management and leadership characteristics and professional work performance.

For the background checks, S|W will develop information on the candidates in the following areas:

- Consumer Credit
- City/County Criminal
- City/County Civil Litigation
- Judgment/Tax Lien
- Motor Vehicle
- Bankruptcy
- State District Superior Court Criminal
- State District Superior Court Civil Litigation
- Federal District Criminal
- Federal District Civil Litigation

To ensure that our quality standards are maintained, we require a minimum of ten business days between the time that you select the finalists for on-site interviews and when we submit the candidate documentation for your final interview process.

Project Milestone	Deliverables	Estimated Duration
Finalists complete supplemental work products.	<ul style="list-style-type: none"> • Finalists complete narrative of their two most significant professional achievements and a critical problem analysis. 	1 Week
Design final process with Library Board for on-site interviews with finalists.	<ul style="list-style-type: none"> • S W confirms interviews with candidates. • Travel logistics are scheduled for the candidates. 	1 – 2 Days
Background checks, reference checks and academic verification.	<ul style="list-style-type: none"> • S W completes background checks, reference checks and academic verifications for finalists. 	2 Weeks

Task V: Final Interview Process

Upon completion of Task IV, we will work with you to develop the final interview process. We will provide documentation on each of the finalists which will provide the highlights of their professional experience and leadership/management profile (Gap Analysis) as well as a summary of the results of the reference checks, background checks and academic verifications. In addition, the Final Report will include guidelines for interviewing the candidates, suggested interview questions and a candidate assessment process for your interview panel(s).

The Recruitment Co-Project Team Leader will be available during the final interview process to answer questions about the candidates and, if requested, assist with the final evaluation of the candidates. In addition, if the Library Board requests the service, we will assist you with the development of a compensation package and related employment considerations and assist with the negotiation of an employment agreement.

Project Milestone	Deliverables	Estimated Duration
Final Report prepared and delivered to Library Board.	<ul style="list-style-type: none"> Final Report is prepared, including brochure, interview schedule, cover letter, resume, candidate questionnaire, two examples of candidates' most significant professional achievements, suggested interview questions, candidate assessment form and management style probing questions. 	1 Day
On-site interviews with finalists.	<ul style="list-style-type: none"> Interviews are scheduled. Recruitment Co-Project Team Leaders attend client interviews and are available to participate during deliberations of candidates. 	1 – 2 Days
Offer made / accepted.	<ul style="list-style-type: none"> If requested, S W participates in candidate employment agreement negotiations. S W notifies candidates of decision. S W confirms final process close out items with the Stillwater Public Library Board. 	1 – 2 Days

Strategy for Recruitment of Diverse Candidates

Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity, and cross-cultural respect. We have established strong and credible networks with minority and female leaders nationwide. In addition, we are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Hispanic Network and are on their National Corporate Advisory Council. We participate in their membership events on a regular basis.

To that end, we take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. In this recruitment, we will use our established networks to make direct and personal contacts with prospective minority and female candidates and encourage them to consider the Stillwater Public Library Board's Library Director position. Because of our performance record in presenting a diverse applicant pool, these prospective candidates know they will be fairly considered in the process.

Springsted | Waters, is committed to ensuring equitable participation in our business and employment opportunities without regard to race, color, religion, gender, national origin, age, disability, veteran status, marital status or sexual orientation. As a leader in the executive recruitment industry, we take positive actions to prevent and to remedy any discriminatory effects of business and employment practices.

S|W is a Women's Business Enterprise.

Triple Guarantee

Our Triple Guarantee is defined as: (1) A commitment to remain with the recruitment assignment until you have made an appointment for the fees and tasks quoted in this proposal. If you are unable to make a selection from the initial group of finalists, S|W will work to identify a supplemental group until you find a candidate to hire. (2) Your executive recruitment is guaranteed for 24 months against termination or resignation for any reason. The replacement recruitment will be repeated with no additional professional fee, but only for project-related expenses. Candidates appointed from within your organization do not qualify for this guarantee. This guarantee is subject to further limitations and restrictions of your state laws. (3) S|W will not directly solicit any candidates selected under this contract for any other position while the candidate is employed with your organization.

6. Understanding of the Search

The City of Stillwater Public Library Board is looking for a timely, well-managed and thorough search process to recruit and identify highly qualified candidates for its Library Director position.

S|W will work with the Library Board and others designated to understand the desired qualities and professional capabilities that are most important to you in your selection of a new Library Director. This information helps us represent the City of Stillwater Public Library organization and the Library Director position to well-regarded candidates, emphasizing the opportunities for leadership and professional growth and presenting Stillwater as a vibrant and thriving community in which to live.

There is significant competition for experienced library directors today. We work with you to develop a recruitment strategy that includes advertising and personalized, customer outreach. A successful recruitment often depends upon the ability to reach out to successful library professionals who are not necessarily seeking new employment to inform them of and encourage them to apply for the position. These efforts are critical to ensuring that the Library Board receives a qualified candidate pool.

S|W manages and tracks applicant information and provides regular communications updating the applicants on the status of the project. Our communications are always professional and respectful.

We take pride in our ability to provide the Library Board with complete information about the candidates, expanding beyond their resumes to understand their experience, the leadership and management style they will bring to your community and their motivation for seeking this position. We assist you in structuring the interview process; we are present throughout the interviews and available to facilitate your deliberations and negotiations with the top candidate.

7. Time Schedule

Below is an estimated Timeline for the executive recruitment process. You will be asked during the first on-site meeting to review and approve a Timeline for the recruitment project. It is our intent to conduct the recruitment expeditiously, but not at the expense of finding high-quality candidates for you.

STILLWATER PUBLIC LIBRARY BOARD EXECUTIVE RECRUITMENT PRELIMINARY TIMELINE		
The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of March 15. Actual target dates will be developed in consultation with and approved by the Library Board.		
Project Milestone	Deliverables	Target Date
Profile development, advertising and candidate outreach.	<ul style="list-style-type: none"> S W completes on-site interviews to develop candidate profile and recruitment brochure; the Library Board approves ad placement schedule and timeline. S W sends draft recruitment brochure to the Library Board. The Library Board returns draft recruitment brochure (with edits) to S W. S W commences executive recruitment advertising and marketing. Online data collection and profile development. 	March 16 – April 28
Applicant screening and assessment and recommendation of semi-finalists.	<ul style="list-style-type: none"> S W commences formal review of applications and sends most promising applicants a Candidate Questionnaire to provide additional information about background and experience. Candidates complete recorded interview online. S W completes formal review of applications and sends selected resumes and questionnaire responses to the Library Board for review. Also candidates' recorded interviews are presented. Semi-finalists complete candidate management style assessment and responses are reviewed and interview questions are developed. S W meets with the Library Board and recommends semi-finalists; the Library Board selects finalists for on-site interviews. 	May 1 – 17
Comprehensive background check, academic verifications, and reference checks completed for finalists.	<ul style="list-style-type: none"> S W completes reference checks/background checks/ academic verification on finalists. 	May 31
On-site Interviews with finalists.	<ul style="list-style-type: none"> S W sends documentation for finalists to the Library Board. The Library Board conducts on-site interviews with finalists. 	Week of June 5
Employment offer made / accepted.	<ul style="list-style-type: none"> The Library Board extends employment offer to selected candidate. 	Week of June 12

APPENDIX I
Sample Brochure

*The
Metropolitan
Library
Service
Agency
(MELSA)
Seeks a
Regional
Library
System...*



Executive Director

OUR COMMUNITY

With a population of nearly 3 million people, the Minneapolis-Saint Paul metropolitan area, frequently referred to as the Twin Cities, is a growing community well-known for its unparalleled quality of life. A strong diversified economy coupled with an excellent education system and a high quality of life attract people to the region and keep them here.

The region's economy is anchored by 16 of Minnesota's 17 Fortune 500 headquarters: United Health Group, Target, Best Buy, Cenex Harvest States (CHS), 3M, US Bancorp, General Mills, Land O'Lakes, Xcel Energy, Ameriprise Financial, CH Robinson Worldwide, Mosaic, Thrivent Financial, Ecolab, and St. Jude Medical. Large private companies include Cargill, Carlson, Renewal by Andersen, and Holiday Stations Stores. The area has the second largest economy in the Midwest behind only Chicago.

The Minneapolis-Saint Paul metropolitan area is widely recognized for its vibrant arts community, providing a rich abundance of theatre, dance, and music. The Guthrie Theatre, Orchestra Hall, and the Ordway Theater are popular venues for the performing arts such as the Minnesota Orchestra and St. Paul Chamber Orchestra. The metropolitan area also has over 60 museums, including the Science Museum of Minnesota and the Minnesota Children's Museum which feature interactive learning programs for the entire family.

For those who enjoy spectator sports the Twin Cities is one of twelve American metropolitan areas to have teams in four major league sports - MLB, NFL, NBA and NHL. Major League teams include the Twins, Vikings, Wild, Timberwolves, Lynx, and United FC (Soccer). Its world class sport venues attract national events such as baseball's 2014 All-Star Game and the 2018 Super Bowl which will be played in the new U.S. Bank Stadium.

Metropolitan residents take pride in the area's natural resources, from the Mississippi River and its numerous lakes to the regional park system and 340 miles of interconnected trails. Regardless of the season recreational opportunities abound from cycling, hiking, and water sports to cross country skiing and ice hockey.

OUR LIBRARIES



From small libraries near small town parks and express libraries in ice hockey rinks to impressive buildings in the metropolitan downtowns, public libraries stand at the center of community and learning within the Twin Cities. Libraries are educational institutions which deliver service in bricks-and-mortar libraries, in the community, and online.

Metro public libraries are places for meetings, events, cultural programs, readings, classes, exhibits, and places to find local and global literature, films, music, reference collections, research assistance and study

rooms. Metro public libraries offer all residents free access to e-learning, e-government and e-commerce by providing internet access, technology classes and one-on-one assistance.

MELSA libraries value innovation and were a beta site for 3M's Cloud Library Consortia Lending Program. The 100 metro public library branches have over 2 million registered library cardholders and are vibrant community centers with more than 14 million visits and 35 million items in circulation annually. MELSA libraries are active agents for community engagement and learning throughout a lifetime.



OUR SCHOOLS



Minnesota public and private schools provide quality education and each school offers a unique learning experience. The Twin Cities is home to many fine liberal arts colleges and universities such as Macalester, St. Thomas, St. Catherine, Augsburg, and Hamline as well as the University of Minnesota in addition to a host of professional schools.

Many high schools in the area have been awarded national gold and silver medals and routinely show up in national top high school rankings.

OUR ORGANIZATION

MELSA (Metropolitan Library Service Agency) is an alliance of 100 public libraries in the seven-county Minneapolis-Saint Paul metropolitan area, working together to bring the best library services and programs to users. MELSA is a regional library system that promotes cooperation among its eight member library systems, which include systems operated by Anoka, Carver, Dakota, Hennepin, Scott and Washington Counties; suburban Ramsey County; and the City of Saint Paul. Through system collaboration, member libraries capitalize on economies of scale providing greater effectiveness, improved quality and access to more resources.



MELSA coordinates metro public library participation at a variety of community events. Events include the Minnesota State Fair, the Twin Cities Book Festival, and others throughout the year. MELSA also develops, coordinates and promotes a number of successful metro-wide programs, leveraging the reach of 100 library branches across the seven-county Twin Cities area. These programs include Bookawocky, the metro-wide summer reading program, the acclaimed author series Club Book, Teen Lit Con, and hundreds of public technology classes in music, computer skills and social media.

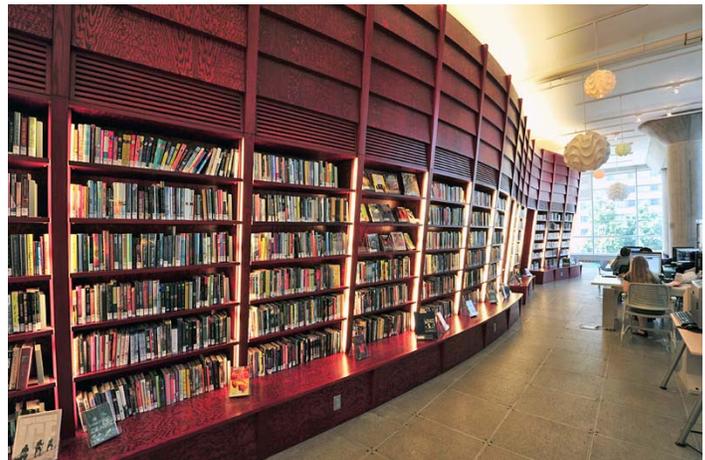
MELSA was created in 1969 through a joint powers agreement of its member agencies. In addition to exercising the statutory powers and duties of city and county library boards, MELSA may hire staff, enter

into contracts, and apply for, accept and disburse grants, loans, and gifts of money, property, or assistance that extend or improve library services in the metropolitan area.



The agency is governed by an eight-member Board of Trustees appointed by their member agencies to a three-year term. The trustees elect a president, vice president, and secretary/treasurer to serve a one-year term. The Board of Trustees is assisted by the MELSA Advisory Board, comprised of the directors of each library system.

The MELSA Board of Trustees is responsible for hiring an Executive Director who serves as its chief administrative officer. The Executive Director serves at the pleasure of the MELSA Board of Trustees. MELSA has a 2015 annual budget of \$7 million, which includes monies from Minnesota's Arts and Cultural Heritage Fund, Regional Library Basic System Support and Regional Library Telecommunications Aid through the Minnesota Department of Education.



POSITION PROFILE

Major responsibilities of the position include but are not limited to:

- Implement the MELSA strategic plan and policies adopted by the Board of Trustees; develop and implement annual work plan consistent with the strategic plan.
- Manage MELSA staff; direct and perform the hiring, training, supervision, evaluation, discipline, and termination of employees and ensure the accountability of all employees.
- Administer and oversee agency operations; prepare reports for the MELSA Boards and for state and federal agencies; provide for program evaluation and ensure that all agency contractual obligations are being fulfilled.
- Communicate effectively and develop relationships with elected officials and member libraries working on development and support of library laws and funding.
- Provide strategic leadership, current information, advice, and counsel to the MELSA boards and board committees in the creation of policies, programs, and strategic directions for the agency.
- Manage and oversee the finances of the agency; develop and administer the budget; allocate and manage resources for greater program effectiveness and efficiency; and provide regular financial reports to the Board of Trustees.
- Represent MELSA's interest at conferences, advisory groups, the State Library, the Council of Regional Public Library System Administrators (CRPLSA), and in discussion with policy makers and other appropriate metro, state and federal agencies.

DESIRED PROFESSIONAL CAPABILITIES

- Values collaboration; demonstrates a record of working within and across organizations to help people with different perspectives reach common ground.
- Builds effective relationships; is visible as a spokesperson for libraries.
- Articulates an inspiring vision about the importance of public libraries and aligns MELSA's strategic direction with this focus.
- Brings an understanding of how libraries are changing with the times; has the foresight to encourage new ideas and be open to new library technologies and innovation.
- Intellectually curious and committed to lifelong learning.
- Demonstrates outstanding communication and listening skills; understands the concerns of others.
- Clearly and concisely explains complex issues and key concepts to a wide spectrum of stakeholders.
- Advocates effectively; has the ability to influence others and bridge differences.
- Regarded as an expert in library services, particularly in areas of collaboration and working with consortia.
- A focused administrator who sticks to the big picture without getting mired in details.
- Supports the use of technology to improve organizational efficiency and effectiveness.
- Motivates and encourages staff development; someone who brings out the best in staff and helps them grow professionally.
- Possesses a high level of integrity; is honest, thoughtful and reasonable.
- Diplomatic, skilled in negotiating and achieving compromise.
- Calm and steady under pressure.



HIGH PRIORITY ISSUES

- **Leading and managing change.** The rapid pace of technological advancements has ushered libraries into a changing operating environment and has created new user expectations. It is an exciting yet challenging time for public libraries. The MELSA Executive Director will be instrumental in building relationships and leading and managing change among metropolitan libraries.
- **Building consensus.** Achieving buy-in from all eight systems on regional projects, initiatives, and purchases is critical to advancing MELSA's collective agenda while taking into account that each system's individual needs and priorities may vary. The Executive Director must be adept in negotiating among competing interests and opinions, and building consensus.
- **Funding.** MELSA plays an important role in working within the Council of Regional Public Library System Administrators (CRPLSA) as they coordinate and improve public library services within the regions and across the state (mission) and use their combined talent to provide leadership in identifying where public libraries will be in the future (vision). This includes identifying resources to support library service goals and securing funding through the state funding formula.
- **Working collaboratively.** MELSA is on a solid footing and has been able to achieve much in bringing its member systems together through collaborative programs. The MELSA Executive Director plays a critical role in interacting with library policy makers within the agency and in other organizations, including the Council of Regional Public Library System Administrators (CRPLSA), State Library Services, MINITEX, an information and resource sharing program of the Minnesota Office of Higher Education and the University of Minnesota Libraries, and the Minnesota Legislature.
- **Balancing advocacy with operations.** The Executive Director conveys a passion for libraries and advocates on behalf of the importance of public libraries. Promoting an understanding of the role and benefits of public libraries provides a critical context for the operational support MELSA provides to its member libraries.



EDUCATION AND EXPERIENCE

Master's degree in Library Science (MLS) from a library education program accredited by the American Library Association and at least seven years of public library administrative experience required. Experience working with regional public library systems preferred. Knowledge of the Minnesota public regional library system is a plus.

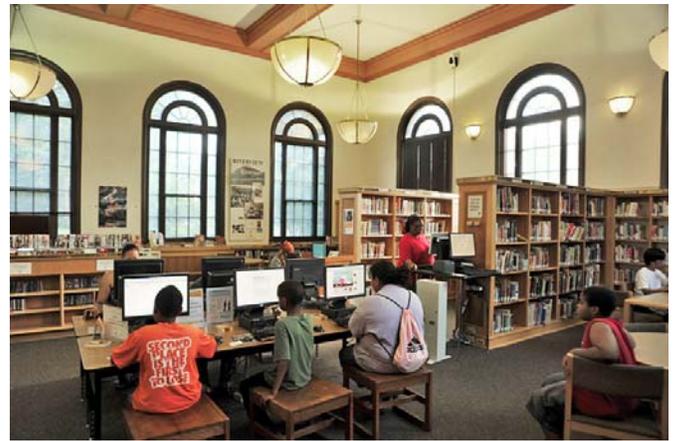


COMPENSATION AND BENEFITS

Salary range is \$85,836 - \$134,119 depending on qualifications. Comprehensive benefits package available. Relocation negotiable.

APPLICATION AND SELECTION PROCESS

Qualified candidates please submit your cover letter and resume online by visiting our website at <https://waters-company.recruitmenthome.com/>. This position is open until filled; however, interested applicants are strongly encouraged to apply no later than **July 31, 2015**. Following this date, applications will be screened against criteria outlined in this brochure. On-site interviews will be offered to those candidates named as finalists, with reference checks, background records checks, including credit history, and academic and employment verifications conducted after receiving candidates' permission. For more information please contact Sharon Klumpp at sklumpp@waters-company.com or by calling 651.223.3053 (office) or 651.270.6856 (mobile).



From: James Miller
To: [Diane Ward](#)
Cc: "[Karolyn Prince Mercer <kpm@cybermesa.com> \(kpm@cybermesa.com\)](#)"
Subject: Stillwater Public Library Director recruitment proposal
Date: Monday, February 06, 2017 1:08:28 PM
Attachments: [Stillwater Public Library - Library Director Recruitment Proposal February 8, 2017.pdf](#)

Good afternoon, Ms. Ward.

On behalf of the Mercer Group, Inc. I am pleased to submit the accompanying proposal to assist the Stillwater Public Library Board of Trustees in its recruitment for a new Library Director.

Please let me know if there is any additional information that would be helpful in the evaluation of this proposal.

Thank you for your consideration.



Jim Miller
Senior Vice President
2119 Lake Augusta Drive
Mendota Heights, MN 55120
612-581-9972
Jf_miller@outlook.com

Stillwater Public Library

Proposal for Executive Search Services for Library Director

February 8, 2017

Jim Miller
Senior Vice President
The Mercer Group, Inc.
2119 Lake Augusta Drive
Mendota Heights, MN 55120
612-581-9972
E-mail: jf_miller@outlook.com
Website: www.mercergroupinc.com



The Mercer Group, Inc.

Consultants To Management



The Mercer Group, Inc.

Consultants To Management

*2119 Lake Augusta Drive
Mendota Heights, MN 55120
612-581-9972
E-mail: jf_miller@outlook.com*

February 8, 2017

VIA E-MAIL: dward@ci.stillwater.mn.us

Ms. Diane Ward
City Clerk
City of Stillwater
216 North Fourth Street
Stillwater, Minnesota 55082

Dear Ms. Ward:

On behalf of the Mercer Group, Inc., I am pleased to submit this proposal to assist the Stillwater Public Library Board of Trustees in recruiting nationally for exceptionally well-qualified candidates for the position of Library Director. This proposal presents the Mercer Group's standard approach for this type of recruitment. We would be very willing to adapt our standard process or modified approach to meet your needs.

The Mercer Group, Inc. is the largest and most experienced nationwide public sector search firm and has extensive experience in conducting city manager and administrator searches throughout the United States. We also have conducted numerous recruitment for other local government professional positions including for several library directors.

The mission of The Mercer Group, Inc. is to make our clients proud that they engaged us to provide management consulting services for them. If selected to conduct the search, we would have no difficulty beginning the project immediately and expediting our work to ensure a smooth and successful process.

If the Mercer Group, Inc. is selected, I will be the lead consultant overseeing this search and will be assisted by President James L. Mercer. Mr. Mercer possesses extensive national public sector executive recruiting experience. I served as City Manager in Minnetonka and as Executive Director of the League of Minnesota Cities.

PINPOINTING WORKABLE SOLUTIONS FROM OUR OFFICES NATIONWIDE

www.mercergroupinc.com

Ms. Diane Ward
City of Stillwater, MN
Page Two
February 8, 2017

Since joining the Mercer Group, Inc. over a year ago, I have worked with Mr. Mercer on recruitments for the City Administrator and Finance Commissioner positions in Poughkeepsie, NY; the Executive Director of the California League of Cities and the Executive Director of the Rhode Island League of Cities and Towns. I have been the lead consultant on recruitments for the Executive Director of the Dakota Communications Center and the Local Government Information Systems (LOGIS) Public Safety Applications Manager positions. I am currently conducting a recruitment for City Manager in West St. Paul, Minnesota.

This combination of Mr. Mercer's national experience and knowledge of potential national candidates for this position along with my extensive Minnesota based knowledge and experience will bring the Library Board the best possible assistance in this critical recruitment. (Please see www.mercergroupinc.com for information about our firm and about current searches that we are conducting.)

Thank you for the opportunity to respond to this important assignment. This proposal is valid for ninety (90) days from receipt by the Library Board. I look forward to personally discussing this proposal with you. Please contact me if you have any questions.

Sincerely yours,

THE MERCER GROUP, INC.

James F. Miller
Senior Vice President
jf_miller@outlook.com
612-581-9972

Enclosure



The Mercer Group, Inc.

Consultants To Management

Stillwater Public Library

Proposal for Executive Search Services Library Director

February 8, 2017

THE MERCER GROUP, INC.
jf_miller@outlook.com
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612-581-9972

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I. INTRODUCTION, BACKGROUND AND OBJECTIVES

This section presents our understanding of the Library Board's likely requirements for this search, as well as the objectives and scope of the project, based on previous similar searches the firm has conducted. As noted in the transmittal letter, we are very open to modifying this proposal to meet the Library Board's specific needs if different from the approach presented herein.

A. Introduction and Background

We would expect that:

- The Library Board is seeking "turn-key" executive search services and support in connection with the recruitment of a Library Director.
- Services normally required include: position analysis and preparation of a position profile; a comprehensive national recruitment for the position; inviting potential candidates to apply; reviewing and screening applications; conducting interviews, reference checks and background checks of selected candidates; recommending a list of final candidates; coordinating final interviews; negotiating; and following up.

B. Objectives

The objectives that we will meet in order to help find the best qualified candidates for the position are as follows:

- Conduct an assessment to identify desired qualifications for the new Library Director.
- Reconcile any differences in points of view with regard to desired qualifications for the position.
- Develop a comprehensive position profile.
- Encourage top level people (including through outreach to women and persons of color) to apply who may otherwise be reluctant to respond to an advertisement.
- Comply with appropriate personnel regulations and state laws (e.g., Data Practices, Open Meeting, EEO, Affirmative Action and ADA).
- Independently and objectively assess the qualifications and suitability of candidates for the position.
- Recommend a pool of finalist candidates to the Library Board. (For the balance of this proposal, it is assumed that the Mercer Group, Inc. will be working directly with the Library Board as the appointing authority. We understand the Library Board may also wish to create a sub-committee or a committee of Library Board members and others to review applications and possibly conduct preliminary interviews.)
- Coordinate finalist candidate interviews with the Library Board.

- Supply all qualified applicants with an information packet of relevant information.
- Respond to all candidate inquiries and produce all correspondence throughout the search as requested.
- Keep the Library Board closely involved in key decisions and informed of our progress.
- Assist the Library Board in reaching a final decision.
- Assist in negotiating a compensation package with the successful candidate.
- Assist the Library Board in establishing criteria for evaluating the new Library Director's performance.
- Follow-up with the Library Board and the new Library Director during the first year to determine if adjustments are necessary.

II. OUR WORK PLAN, SCHEDULE AND EQUAL OPPORTUNITY STATEMENT

This section presents our normal work plan and schedule that we recommend for this search project.

A. Work Plan

1. Position Analysis

We will have extensive consultation with the Library Board and any others it selects to determine the vision/mission, goals and objectives, needs and issues and requirements of the job, and to obtain information about the environment within which the position functions. During this process, we will conduct individual interviews with the Library Board, key staff, and others of your choice such as community leaders to identify expectations, perceptions, and concerns regarding the position. This is a critical component of the recruitment process because finding the best candidates involves more than identifying those applicants with the most experience or education; it requires identifying those who best meet the specific needs of the Library Board and who possess the management style best suited to be an effective contributor to the Library's leadership team.

Based on those meetings, we will prepare a draft position profile and review it with the Library Board to arrive at a general agreement regarding the specifications for the position. The final position profile will include information about the community, major issues to be faced, the position, and the selection criteria established. Again, it is critical that the profile accurately convey the Library Board's needs and expectations and not merely be boilerplate or a promotion document.

2. Recruitment Process

As a first step, we will first review our database to determine those candidates whom we may already know and/or already have on file who may meet the Library Board's specifications.

Although this process is valuable, we will also rely heavily on our own contacts and experience. In other words, through "networking", we will conduct a nation-wide professional search for the best qualified candidates and invite them to apply for the position.

We will provide the Library Board with advertising options with varying degrees of cost and their associated benefits. Based on our discussions with the Library Board, we will place ads in professional journals, online at appropriate websites, and in various minority and women's publications to encourage applicants to apply.

3. Resume Review

We will review and analyze each applicant's background and experience against the position description criteria. We will acknowledge all resumes received and keep candidates informed of their status.

4. Candidate Screening

Criteria for the preliminary screening will be contained in the approved "Recruitment Profile". They may include such items as education, technical knowledge, experience, accomplishments, management style, personal traits, etc. Screening of candidates against those criteria will be based on data contained in the resumes and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the Recruitment Profile.

We will be responsible for screening the applications received. By careful analysis of resumes and other available information, we will identify the applicants with the strongest apparent qualifications consistent with the desired qualifications and characteristics identified earlier.

Based on the preceding steps, we will compile a list of 8 – 12 semi-finalists for the Library Director position. We will conduct preliminary interviews with each of these candidates to further assess their fit for the Library. We will then prepare a written summary on each covering, but not be limited to: 1) present position, 2) total years' experience, 3) salary requirements, 4) education, 5) previous positions held, 6) notable projects, 7) management style, 8) skills and abilities, 9) interests, and 10) professional goals.

This information will be presented to the Library Board in a detailed written format. Based on discussions with the Library Board, the goal is to identify a group of 5-7 finalists. The Library Board will make the final decision on which and how many candidates will be interviewed.

We will then request that all finalists provide us in writing with substantial information about their accomplishments and their management style and philosophy. This information will be verified and, at the Library Board's option, may be further tested by having them complete management and leadership style inventories. We also strongly recommend finalists be interviewed by an industrial psychologist. We have worked with the Martin-McAllister firm in Minneapolis with very good results and would recommend their services.

5. Background Investigations

As part of our process in evaluating top candidates, we make detailed and extensive reference checks. In conducting these, it is our practice to speak directly to individuals who are now or have previously been in a position to evaluate the candidate's job performance.

We ask each candidate to provide us with at least six references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate. For example, we have talked to as many as 23 references concerning a single finalist candidate.

These references and evaluations are combined to provide frank and objective appraisals of the top candidates. We also identify past employment difficulties, if any, including reasonable due diligence on any legal action filed against current or former employers.

As part of our evaluation process, we verify undergraduate and graduate college degrees. We arrange for credit checks, criminal checks, and, as mentioned, as an additional option can arrange for psychological (or similar) testing of the candidates that may be desired.

6. Interview Process

We will provide the Library Board with our recommendations relative to timing, sequencing, location, setting, format, and conduct of interviews with the finalists. We will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites, appropriate role for spouses, receptions, etc. We will work with the Library Board or it's designee to arrange schedules for top candidate interviews with the Library Board and will coordinate the process.

7. Negotiation and Follow-up

We will also assist in the negotiation process relative to salary, benefits and other conditions of employment. We feel that we can be especially helpful because we have proposed a fixed fee rather than one based on a percentage of salary. If an agreement cannot be reached, we will work with the Library Board to select an alternate candidate.

We will properly handle any and all media relations as requested. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of the Library Board and that any public statement should come directly from the person(s) designated by the Library Board. We will maintain confidentiality of candidate information, to the degree possible, under Minnesota law.

Finally, we will notify all unsuccessful candidates who were not recommended for interview when the final decision is reached. We suggest, however, that it is more proper for the Library Board President to notify all unsuccessful interviewed candidates of the final result.

Once the new Library Director has been on board for 30 days or so, if desired, we will conduct a session with the Library Board and new Library Director to establish mutual performance criteria and goals for the position. We will follow-up periodically during the first year in order to make any adjustments that may be necessary.

We will keep the Library Board closely informed and involved in decisions concerning the search process at all times. We will send bi-weekly e-mail updates and a formal progress report at the mid-point of the search. These reports will discuss progress on the recruitment and specific steps to be taken to meet the Library Board's deadlines and an include itemization of expenses incurred to date and expected to be incurred during each succeeding project step.

B. Schedule

Our search process normally takes about 90 to 120 days from date of approval of the Position Profile by the client. The more time we have, within reason, of course, the more effectively we can conduct thorough evaluation and background checks on finalist candidates.

RECRUITMENT PROCESS	
Library Board Approval	March 14, 2017
Kickoff meeting and interviews with Library Board and others to be interviewed	March 15 – 17, 2017
Draft Recruitment Brochure to Library Board for Review and Approval	March 24, 2017
Color Recruitment Brochure to Library Board for Review and Approval	April 5, 2017
Access Data Base, Place Ads and Kick Off Search Process	April 6, 2017
Send Recruitment Brochure/Invitation Letter	April 6 – April 7, 2017
Follow-up Telephone Calls and Receipt of Applications	April 10 – May 12, 2017
Cutoff Date for Receipt of Applications	May 12, 2017
Meet with Library Board to Review Short List of 8 – 12 semi-finalist candidates	May 25, 2017
Conduct Reference and Background Checks	May 25 – June 8, 2017
Send Comprehensive Report on Top Candidates to the Library Board	June 9, 2017
Library Board Interviews Top Candidates	June 19 – 20, 2017
Library Board Makes Selection	June 20, 2017
Negotiate Agreement	June 20 – 22, 2017
Close of Search Process	June 22, 2017
Selected Candidate On-Board	30/60 days later

This schedule could be condensed or expanded somewhat, depending on the Library Board’s needs.

C. Equal Employment Opportunity Statement

It is the policy of The Mercer Group, Inc., to assure equal opportunity based on ability and fitness for all employees or applicants considered for our client organizations regardless of race, color, religion, sex, age, marital or veteran's status, national origin, or the presence of any sensory, mental or physical disability. Such policy shall apply, but not be limited to, hiring, placement, job classification, transfer or promotion, demotion, recruitment, advertising or solicitation for employment, rates of pay or other forms of compensation, selection for training, career development, layoff or termination.

This policy shall be disseminated to clients, subcontractors, suppliers and prospective applicants. The intent of this policy will apply to internal operations, recruitment and consulting activities conducted by our firm.

III. FIRM QUALIFICATIONS AND STAFFING

This section presents our qualifications to conduct projects of this type and describes the staff to be assigned to the search.

A. Firm Qualifications

The Mercer Group, Inc. is an independent management consulting firm incorporated in the State of Georgia and operating nation-wide. The firm was founded by James L. Mercer, a long-term public management consultant.

The Mercer Group, Inc. provides exceptionally high quality management consulting services to state and local governments, transit authorities, health care providers, utilities, special districts, and private sector clients. Specialty practice areas include: executive recruitment, organization and operations analysis, productivity improvement, strategic planning, management systems, compensation/classification/policy studies, privatization, budget evaluation services, government consolidation and organization development, training, and general management consulting. Our key consultants have conducted successful searches for hundreds of public sector organizations nationally and can offer numerous references as testimony of our work. (Please see www.mercergroupinc.com for more information about our firm and about current searches that we are conducting.)

B. Resumes of Our Key Staff

1. James Miller, Senior Vice President - Minnesota Office

Mr. Miller retired in July, 2015, after 22 years as the Executive Director of the League of Minnesota Cities. The League represents over 850 cities providing training for elected and appointed officials, legislative representation, research, insurance, and investment pooling among other services. It has over 100 employees, with a \$20 million operating budget and combined assets of about \$1 billion in its insurance and investment programs.

Previously, Mr. Miller was City Manager of Minnetonka, Minnesota, for thirteen years. He has forty-five years of local government experience and has worked in seven cities in five states, including: Eau Claire, Brown Deer, and Janesville, Wisconsin; Phoenix, Arizona; Monroeville, Pennsylvania; and Des Moines, Iowa.

During his tenure with the League, he helped it evolve into one of the preeminent state municipal associations in the country. With a particular emphasis on effective governance, the League's systemic program of effective governance practices was included as a case study in the recent book Transformational Governance published by the American Society of Association Executives. Upon his retirement, the League Board of Directors renamed its annual leadership award, given at its annual conference to an outstanding local government practitioner, to the James F. Miller Leadership Award.

He has served on numerous Boards of Directors including the National League of Cities and as chair of its Risk Information Sharing Consortium, a membership association of state league sponsored risk sharing pools in 34 states and two Canadian provinces. He is also a Past President of the League of Minnesota Cities. In 1991, Governor Carlson appointed him to the Minnesota Advisory Commission on Intergovernmental Relations.

He holds a BA degree (University of Wisconsin - Eau Claire) two MPA degrees (University of Pittsburgh and Nova Southeastern University) and a DPA degree (Nova Southeastern University) and was awarded a Bush fellowship to attend the Program for Senior Executives in State and Local Government at Harvard University. He has served as adjunct and assistant professor at Hamline University where he taught graduate courses in public administration and leadership and management. He held a similar position at Drake University in Des Moines, Iowa.

In 1995 he was awarded the Lloyd Short Award for Outstanding Contributions to the Field of Public Administration presented by the Minnesota Chapter of the American Society for Public Administration. Hamline University is now creating an endowed scholarship for graduate students interested in a career in local government in his name. Mr. Miller has extensive experience in all aspects of local government.

2. James L. Mercer, President/CEO - Atlanta and Santa Fe Offices

Mr. Mercer holds a Master of Business Administration degree from the University of Nevada, Reno, and a Bachelor of Science degree in Industrial Management from the same institution. He has also received a Certificate in Municipal Administration from the University of North Carolina at Chapel Hill and is a graduate of the Executive Development Program at Cornell University. Mr. Mercer is a Certified Management Consultant (CMC) and has more than 30 years of experience in executive search and management consulting. He has authored or co-authored five books and has written more than 250 articles on various management topics. His experience covers the following functional areas: executive search, organization and operations analysis, management systems, productivity improvement, seminars/training, goal setting, strategic planning, privatization, government, consolidation, and general consulting.

Prior to founding The Mercer Group, Inc., Mr. Mercer held positions as President of Mercer, Slavin & Nevins, Inc.; Regional Vice President of Wolfe & Associates, Inc.; as Partner and Vice President of Korn/Ferry International; General Manager of Battelle Southern Operations; National Program Director for Public Technology, Inc.; and Assistant City Manager of Raleigh, North Carolina. He has also been President of James Mercer & Associates, Inc., and has served as Director of Government Consulting Services for Coopers & Lybrand in the Southeast and Southwest United States, as well as Director of the Industrial Extension Division for Georgia Tech.

Time Commitments

Our firm and the principals listed have the quality time to devote to this search so as to meet the Library Board's needs.

IV. THE MERCER GROUP, INC. GUARANTEES

The **ten (10) guarantees** of our search work are explained below:

- 1. Client Organization:** The client is defined as the entire entity, including all departments, divisions, sections and groups. This assures that all of our guarantees apply to the entire client organization.
- 2. Two-Year Off Limits:** We will not recruit candidates from a client organization for two years after completion of a search assignment without the full agreement of the client.
- 3. Placement Off Limits Forever:** We will never recruit a candidate whom we have placed in a client organization as long as he/she is employed by that organization without the full agreement of the client.
- 4. Continue the Search:** If, for any reason, the client does not feel comfortable selecting a candidate from our original recommended group of candidates, we will continue the search until the client can make a selection. The only caveat is that we may need to charge additional out-of-pocket expenses only for this additional work.
- 5. Replacement of Successful Candidate:** If the candidate we place with the client leaves the client organization for any reason during the 24 month period following the date of placement with the client, we will replace the candidate for the out-of-pocket expenses only that it costs us to make the new placement.
- 6. Parallel Candidate Presentation:** We will not present a candidate simultaneously to more than one client. This permits our firm to represent one client organization without any conflicts of interest.
- 7. Client Conflicts:** If asked, we will disclose to our clients the names of the organizations which are "Off Limits" that logically would be target organizations on the new search assignment. We do not anticipate any such conflicts for this recruitment.
- 8. Deceptive/Misleading Search Techniques:** We commit to our clients and to our prospective candidates that we will not use any search techniques which may be considered as deceptive or misleading.
- 9. Resume Floating:** We will not float resumes to organizations in the hopes that we can collect a fee if that individual is hired.
- 10. Not Represent Individuals:** We assure our clients and individuals who may become candidates that we will not collect a fee from candidates whom we may recommend for a position.

APPENDIX A: PREVIOUS AND CURRENT SEARCHES

Examples of our relevant executive search experience follow:

Library recruitments:

Charleston County Public Library, South Carolina - Executive Director – 2010

Calcasieu Parish Library System, Louisiana - Library Director – 2002

Pleasanton, California - Library Director – 2002

Ramsey County Public Library, Minnesota - Director (Limited Scope Search) – 2000

Pleasanton, California - Library Services Manager - 1999

Spartanburg County Public Library, South Carolina - County Librarian – 1999

Redwood City, California - Library Director - 1997

Recent Minnesota recruitments:

City of West St. Paul – City Manager – (currently being conducted)

Local Government Information Systems – Public Safety Applications Manager – 2016

Dakota Communications Center – Executive Director – 2016

League of Minnesota Cities – Executive Director – 2015

League of California Cities – Executive Director

Other recruitments:

League of Rhode Island Cities and Towns – Executive Director – 2016

City of Poughkeepsie, NY – City Administrator – 2016

City of Scottsdale, AZ – City Manager – 2016

City of Las Cruces, NM – City Manager – 2016

City of Bowie, MD – City Manager – 2016

City of Largo, FL – City Manager – 2016

City of Portsmouth, VA – City Manager – 2015

City of Lebanon, NH – City Manager – 2015

Oxford, NC – City Manager – 2015

City of Joplin, MO – City Manager – 2014

City of Des Moines, IA – City Manager – 2014

City of Augusta GA – City Administrator – 2014

APPENDIX B: REFERENCES

You may contact any of the following clients and placements for references on the executive search work of Mr. Mercer:

Mr. Fagan Stackhouse, Human Resources Director
Charleston County
4045 Bridge View Rd
North Charleston, SC 28405
843-958-4700
fstackhouse@charlestoncounty.org
(Library Director search)

Mr. Dave Osberg, Administrator
City of Eagan
3830 Pilot Knob Rd
Eagan, MN 55122
651-675-5007
dosberg@cityofeagan.com
(League of Minnesota Cities Executive Director search)

Honorable Mike Bodker, Mayor
City of Johns Creek
12000 Findley Road, Ste 400
Johns Creek, Ga 30097
678-512-3313
Mike.bodker@johnscreekga.gov

Mr. Brian Dalke, City Manager
City of Goodyear; population 65,275
190 Litchfield Road
Goodyear, AZ 85338
623-882-7051
Brian.dalke@goodyearaz.gov

Ms. Wynette Reed, Deputy City Manager
City of Goodyear
190 Litchfield Road
Goodyear, AZ 85338
623-882-7058
Wynette.reed@goodyearaz.gov

Mr. Ed Zuercher, City Manager
City of Phoenix
200 W Washington Street, 12th Floor
Phoenix, AZ 85003
602-262-6941
Ed.zuercher@phoenix.gov

Mr. Steve Miller, Member of the Board of Supervisors
Pinal County
31 N Pinal Street
Florence, AZ 85132
520-509-3555
Steve.Miller@pinalcountyz.gov

Mr. Tom Beehan, Retired Mayor
City of Oak Ridge
21 East Tennessee Avenue
Oak Ridge, TN 37830
865-964-5804
Tom.beehan@gmail.com

Ms. Kristy Stallings, Deputy City Manager
City of Overland Park
8500 Santa Fe Drive
Overland Park, KS 66212
913-895-6152
Kristy.stallings@opkansas.org

The Honorable Randy Casale, Mayor
City of Beacon
1 Municipal Plaza
Beacon, NY 12508
845-838-5011
mayor@cityofbeacon.org

Ms. Elizabeth S. Rathburn, Assistant to the Chief of Police
Hanover Police Department
46 Lyme Road
Hanover, NH 03755
603-640-3327
Elizabeth.rathburn@hanovernh.org

Mr. Mark Watson, City Manager
City of Oak Ridge
200 W Tulane Avenue
Oak Ridge, TN 37830
865-425-3550
mwatson@oakridgetn.gov

Honorable Marilyn Hatley, Mayor
City of North Myrtle Beach
1018 Second Avenue South
North Myrtle Beach, SC 29582
843-280-5526
mayorhatley@n-myrtle-beach.sc.us

Mr. Robert Farrar, Assistant City Manager
City of Bangor
73 Harlow Street
Bangor, ME 04401
207-992-4202
Robert.farrar@bangormaine.gov

Mr. Glenford Shibley, Council President
City of Coventry
1670 Flat River Road
Coventry, RI 08216
401-525-6705
Glen7@cox.net

Ms. Suzanne Ludlow, City Manager
City of Takoma Park
7500 Maple Drive
Takoma Park, MD 20732
301-891-7229
SuzanneL@takomaparkmd.gov

You may contact any of the following clients and placements for references on the executive search work of Mr. Miller:

Mr. Ryan Schroeder, Interim City Manager
City of West St. Paul
1616 Humboldt Ave.
West St. Paul, MN 55118
651-552-4100
rschroeder@wspmn.gov
(West St. Paul City Manager search)

Mr. Justin Miller, City Administrator
City of Lakeville
20195 Holyoke Ave.
Lakeville, MN 55044
952-985-4401
jmiller@lakevillemn.gov
(Dakota Communications Center Executive Director search)

Mr. George Tourville, Mayor
City of Inver Grove Heights
8415 Cooper Way
Inver Grove Heights, MN 55076
651-450-2507
gtourville@invergroveheights.org
(Dakota Communications Center Executive Director search)

Mr. Mike Garris, Executive Director

Local Government Information Systems (LOGIS)

5750 Duluth St.

Golden Valley, MN 55422

763-543-2630

mgarris@logis.org

(Public Safety Applications Manager search)

Ms. Val Sommerville

Former Dutchess County, NY Budget Director

Poughkeepsie, NY Commissioner of Finance Search Team Leader

845-797-5412

vsommerville@dutchessny.gov

(City of Poughkeepsie City Administrator and Finance Commissioner searches)

Ms. Anne Saylor

Chief of Staff

Mayor's Office Poughkeepsie, NY

845-468-3638

asaylor@gmail.com

(City of Poughkeepsie City Administrator and Finance Commissioner searches)

Agenda Items Details

AGENDA ITEM NAME & BRIEF DESCRIPTION: Strategic Plan Update	
OWNER: Director	PRESENTER: Director
REQUESTED AGENDA TYPE (A, I, D): I	IS THIS A POLICY OR SIMILAR DOCUMENT FOR APPROVAL? IF YES, NOTE STATUS – 1 st READ, 2 nd READ/FINAL APPROVAL:
IF ACTION ITEM, PLEASE DESCRIBE REQUESTED ACTION:	
BACKGROUND/CONTEXT: The new staffing plan is now in place. Staff members are refining their outreach plans and making contacts with target groups. Design of the teen room is being considered with MSR.	
ATTACHMENTS/SUPPLEMENTARY DOCUMENTS:	
PREVIOUS ACTION ON ITEM:	
REVIEWED BY COMMITTEE?:	

Resolution/Follow-Up Notes

OUTCOME OF DISCUSSION:
NEXT STEPS:

STILLWATER PUBLIC LIBRARY – IMPLEMENTATION PLAN DRAFT – BY DATE agenda item 5

green = completed, orange = in progress, red= delayed

- 2014 -

GOAL/STRAT.	TACTIC	RESPONSIBILITIES	TIMEFRAME	PROGRESS
2.2.2	Allocate resources in the budget to fund staff training and professional development	Director, Board	Accomplished in 2015 budget	Increase of \$2,000 in professional development funds in 2015 budget; additional \$2,000 in 2016 budget request
1.3.1	Allocate funding to hire consultant	Board	October, 2014	Additional funds may be needed to fund building study
1.3.7	Finalize plan with architect to provide shade on the terrace	Director	By November 1, 2014	Construction completed
2.3.1	Present and promote the strategic plan and directions to the staff.	Board members, Board chair and Director	Accomplished	
2.3.2	Present and promote the strategic plan and directions to Foundation and Friends.	Board members, Board chair and Director	Accomplished	
2.3.3	Present and promote the strategic plan and directions to City Council.	Board members, Board chair and Director	Accomplished	
2.3.4	Meet with the Foundation leadership to discuss possible financial support for the strategic plan	Director, Library Board, Foundation leadership	January 2016	SPLF has funded Sunday hours September 2015- May 2016 and Sept – Dec 2016; Foundation has agreed to pay for half of 2017 Sundays
2.3.9	Investigate City goals and determine how the Library can support the goals	Doug Menikheim and Lynne Bertalmio	December 2015	The City Administrator thinks that the library could best help with communication of City goals, initiatives, and opportunities; He will discuss this further with us as the City's planning advances
3.2.1	Redesign the website and launch it	Carolyn Blocher	Accomplished	New website available for public

3.2.2	Promote the new website	Carolyn Blocher	Accomplished	Website has received kudos; staff still have some bugs to work out
3.2.3	Install new signs and messaging in the Library (and perhaps do PR in the community to emphasize the tech services currently available. Conduct staff training on promoting available tech services to patrons	Aurora Jacobsen	Accomplished; training continues	Signs have been installed; new lanyards help public separate volunteers from staff; iPads are being loaded with software to allow staff to start roving
1.2.1	Run ILS reports on collection use and analysis for potential downsizing	Management team	First week February	Reports are supporting creation of new Collection Development Policy and collection plan
1.2.6	Review current operations of the St. Croix Collection, including collections, staffing, use, and budget for future purchases	Management team	By March, 2014	Carolyn Blocher reported to the Board at March 2015 meeting
2.3.5	Ensure that all City Council members receive periodic communications about the Library, Friends and Foundation	Director	October 15, 2015 and ongoing	Administrator and Council will receive updates on plan progress
2.3.7	Plan a Library "Leadership" Summit of Library Board, Foundation Board, Friends Board, City Council – with specific goals and outcomes for the Summit	Board and Board Chair	To be scheduled	Keliher, Richie, and Menikheim will schedule a summit for early in 2017
2.3.11	Request and pursue both Director and Library Board participation in the Washington County Library planning efforts	Director/Board member	Director is on Stakeholders Task Force	WCL Strategic Plan has been adopted; facilities plan has been drafted and approved by the Board of Commissioners

- 2015 -

GOAL/STRAT.	TACTIC	RESPONSIBILITIES	TIMEFRAME	PROGRESS
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2.3.6	Schedule regular topical, formal presentations (not budget or regular updates) to the Council at least annually	Board Chair/Director	Beginning January 2016	When the building study is completed and the library has made decisions on the issues raised, the advantages of some building changes should be presented to the Council
3.2.4	Review current Library PR marketing efforts for effectiveness and efficiency	Director, Foundation and possibly outside consultant, volunteers with PR expertise	By January, 2015	PR/PI needs inventory completed
3.1.1	Develop teen services goals and objectives in relationship to the Library strategic plan	Youth Services Staff	January-April, 2015	Youth Services Supervisor reported at April 2015 Board meeting; information for 2016 budget request has been generated
1.1.1	Select new service model	Director and Aurora Jacobsen, with Board review and approval	By March 1, 2015	Board voted April 2015 to have model tested by building study
1.1.1	Develop a plan for implementation of the new service model	Director, Carolyn Blocher, Aurora Jacobsen, Jody Vasilakes	By August 1, 2016	A plan for staffing, facilities, equipment needed in the new model
1.2.2	Complete plan to downsize the hard copy collection by 10% over 3 years, and appropriately increase virtual collections	Director	By February 1, 2015	Plan is to reduce by 4% in 2014 (achieved), 3% in 2015, and 3 percent in 2016
1.3.2	Issue a letter for a facilities study consultant	Director	By February 1, 2015	Completed
1.3.8	Complete project to provide shade on terrace	Director	Before May 1, 2015	Completed
1.4.2	Plan for Sunday hours during school year 2015-16 with implementation plan	Director and Carolyn Blocher	By February 1, 2015	Schedule completed for September 2015 – May 2016; Funds raised; change communicated
2.2.4	Designate a staff champion for creating a tech savvy environment with the Library for both patrons and staff, and complete a plan for instituting the environment over 2 years	Carolyn Blocher and Aurora Jacobsen	By January 1, 2016	Tech competencies developed; staff assessments done; continuous technology training plan in place

2.3.10	Actively engage and support at least one broader City goal through Library services	Director	By March 1, 2016	When appropriate in the City's schedule, we will develop a plan to aid the City in communications
1.4.1	Study and review patron and visitation patterns and preferences.	Management team and staff	January – April, 2015	Usage is heaviest in the morning and on the lower level; have established some costs of a kiosk for item pick up outside library hours
1.2.3	Weed the hard copy collection according to the model	Management – using contractors or staff	March-December, 2015	Weeding continues
3.2.5	Create and implement a PR and marketing plan to increase awareness in the community	Management team	March - December, 2015	An online newsletter – sympathetic to the website – has been created; Staff is finalizing key messages; A mailed newsletter will be distributed twice in 2016
1.3.3	Hire a facilities consultant	Director and Board	By April, 2015	Done
2.2.3	Assess current staff levels and standard competencies in technology	Management team	By October 15, 2015 Follow up on annual basis	Established for current staffing model; Was part of individual personnel evaluations
1.2.4	Establish future selection goals and strategies	Management team	November 2015	A new Collection Development Policy has been adopted; a collection management plan and materials buying plan was completed but did not receive funding for 2016
1.3.4	Facilities consultant presents findings and report to Management Team and Board	Director, Board	March 2016	Done
1.3.5	Budget to implement facilities recommendations	Director, Board	June, 2016	These items are included in the 2016 budget and in the proposed 2017 budgets
1.4.4	Address budget and staffing implementation changes resulting from possible additional hours	Director and Management team, Board	June 2016	On hold
1.2.5	Review collections budget annually to meet collections model and goals	Director and Management team	January - June of every year	Collection budgets are included in the graphic annual report
1.2.7	In the facilities use study, explore options for the St. Croix Collection	Consultant and Director	February 2016	On hold

3.2.6	Train staff in the delivery of the new PR and marketing plan	Management team	June – December, 2015	Staff assignments and organization have been made. Staff is examining tools and key messages.
2.1.1	Create a staffing plan based on the directions of the new service model	Director and management team	April 2016 to June 2016	Staff is working on parameters for off-desk time, partnership framework, staff accountability
2.1.3	Examine and revise staff job descriptions, and classifications. Conduct job evaluation and market studies to ensure consistency across job classes and pay equity. Create transition plan.	Management Team (possibly with outside HR support)	May – October 2016 March 2017	The staff has completed job questionnaires; Flaherty Hood have selected benchmark positions and completed the market study; preliminary reports are due in October December January.
2.2.1	Explore HR support options and make recommendations to the Board	Director, Board HR Committee	By June, 2015	HR Director started work in April 2016
2.2.2	Allocate resources in the budget to fund staff training and professional development	Director, Board	By June of each year in 2014, 2015, and 2016	In budget
2.3.8	Increase interaction with other City dept. heads	Director and Management team	By June 2015	Director is participating in steering committee for class/comp study
2.2.5	Complete a succession plan for the Director and other leaders	Board leadership	December 2016	Vicki DeFord has presented findings of her study; key staff are drafting transition plans that are due in November or December
2.3 .12	Create a task force to examine the relationship to Washington County Library and discuss current and future collaborations	Director sets task force. Include Board members.	February 2016	Task Force is established; Members have MELSA Plan of Association, WCL contract, other associate library contracts; WCL has expressed desire to continue current contract through 2017; Committee has met with Keith Ryskoski
1.4.5	Create a PR plan to tell the public about the changed hours	Management team	August, 2015	Sundays hours have been advertised by the library and the Foundation
1.4.6	Communicate new open hours to the public	Management team	August, 2015- December, 2015	Sundays hours have been advertised by the library and the Foundation; the communications will continue for the rest of the year

3.3.1	Review existing community partnerships	Management team	By October, 2015	With a framework suggested by the Minnesota Council on Nonprofits that helps to distinguish outreach from partnerships, the Management Team has completed an inventory of current partnerships
3.3.2	Create methods to evaluate present and future library partnerships	Management team	February 2016	Staff is revising – and simplifying – methodology developed by Cornell University for approving new partnerships, evaluating partnerships, and determining if partnerships have been successful in reaching outreach goals
2.1.2	Present staffing directions to the Board	Director	By May/June 2016	Some staffing changes have been incorporated in the 2017 budget request; Additional changes may be dependent on the class/comp study

- 2016 –

1.3	Reconfigure space and facilities	Director and lead staff	2016 and 2017	Desk work began October 2016; Construction should be complete in early December
2.2	Revisit, review, implement elements of tech savvy environment plan	Management team	July 2016	Report to Board in August 2016
1.4.3	Create recommended change plan for additional open hours (other than Sunday) in 2017	Director and Management team, Board review and approval	May 2016	On hold
3.3	Library will develop a plan for new partnerships that support the strategic plan	Director and Management team, Board review and approval	September 2016	Staff is maintaining existing partnerships; exploring new partnerships, developing a process for proposing partnerships, and creating partnership agreements; we have three areas of focus for 2017: seniors, disadvantaged youth, and community library skills

3.3	Expand awareness of library services and events through active partnerships with local and online media	Management Staff	2016	Thanks to Spike Carlsen, the library corner appears regularly in the Gazette; we are partnering with the City of Stillwater on a printed/mailed newsletter
3.3	Investigate and develop new partnerships with support organizations and community groups.	Management team	2016-2017	Library will develop new, meaningful partnerships with 2-4 new organizations; we began work with Our Community Kitchen; Adult Basic education; Valley Outreach; and Community Ed
3.3	Coordinate a meeting with School and Community Education staff to determine possible future partnerships.	Director	November 2016	Library and School District partner on 2 new projects (1 each year); Youth Services staff have begun working with Lily Lake School on book tasting; Director has met with Community Ed Director, meeting of library and district staff being planned for 2017
1.1	Implement the new service model in 2-3 phases, to start in 2016	Management team	2016	Implementation of plan to extent possible in 2016, post co-location
1.2	Review collections budget annually to meet collections model and goals	Director and Management team	January - June of every year	Review and report to the Board
3.1	Make presentations about library services to community organizations representing targeted underserved populations	Library Director and Management Team	January - November, 2016	A minimum of 3 community presentations; in 2016, we have presented information about library services to Valley Outreach and Adult Basic Education; the library joined the discussion hosted by the St. Croix Valley Resource Center on building community; schedule is under development for meetings with senior housing staff; Sunrise Rotary was addressed in December 2016
3.1	Partner with community organizations to provide staff training on serving seniors, persons with disabilities, physical challenges and/or underserved and diverse populations	Library Director and Management Team	Library All Staff meeting on services to seniors starting March 2017	Staff participated in dementia-friendly service provision; Trainings schedule for seniors services under development with MAAA and U of M resources, first session scheduled for March 2017

3.1	Identify underserved and diverse populations through demographic analysis and create prioritized, targeted efforts to reach out to these audiences.	Library Director and Management Team	By September, 2016	WCL has purchased Civic Technologies product to provide analytics about users and nonusers; as these reports are based on check outs solely, do we want to pursue?
1.1	Regularly monitor the implementation of the new service model	Director and Board	July and January, starting in October 2016	A review by the Board and lead staff. Presentation to the Board by Mgmt. team.
1.3	Budget to implement facilities recommendations	Director, Board	June 2016 and June 2017	Facilities changes incorporated into annual budget(s)
2.1	Continue to develop a staffing plan based on the directions of the new service model	Director and management team	By June 2016	A plan for restructuring staffing, based on the service model
2.1	Examine and revise staff job descriptions, and classifications. Conduct job evaluation and market studies to ensure consistency across job classes and pay equity. Create transition plan.	Management Team (possibly with outside HR support)	June, 2015 to June, 2016	Class/comp study has made its initial report
2.1	Prepare the 2017 budgets to address the new staffing plan	Director, Board	June, 2016	Budgets incorporating funds to support needed changes in staffing patterns
2.2	Allocate resources in the budget to fund staff training and professional development	Director, Board	By June of each year in 2014 2015, and 2016	Increase of \$2,000 in professional development funds each year for 3 years (\$6,000 annually by year 3)
1.2	Explore possibilities for potential new partnerships for St. Croix Collection	Director and Assistant Director	April 2016	On hold

-2017-

1.3	Reconfigure space and facilities	Director and lead staff	2016 and 2017	New co-located desk is complete; next phases and schedule to be determined.
2.2	Implement additional elements of tech savvy environment plan	Management team	2016 and 2017	Enhancement of tech environment of the Library for both patrons and staff
3.3	Investigate and develop new partnerships with support organizations and community groups.	Management team	2016-2017	Library will develop new, meaningful partnerships with 2-4 new organizations (school, government, social service agencies, arts organizations, etc.)
3.3	Coordinate a meeting with School and Community Education staff to determine possible future partnerships.	Director	2016-2017	Retreat being planned for January 2017 between public library and district staff
2.1	Begin first phase of implementing the staffing plan (projected 3 year process)	Management team	January 1, 2017	Significant change in staffing patterns and use. Direction for future changes.
1.2	Review collections budget annually to meet collections model and goals	Director and Management team	January - June of every year	Review and report to the Board
2.2	Develop and determine future staffing needs addressing the changing nature of work and evolving service model, to be used to direct future hiring and professional development activities	Management team	2017 and then annual review thereafter	Written report or guidelines to be used to direct future HR directions. Review by the Board by October, 2017.

Agenda Items Details

AGENDA ITEM NAME & BRIEF DESCRIPTION: Revised 2017 Holidays	
OWNER: Director	PRESENTER: Director
REQUESTED AGENDA TYPE (A, I, D): A	IS THIS A POLICY OR SIMILAR DOCUMENT FOR APPROVAL? IF YES, NOTE STATUS – 1 st READ, 2 nd READ/FINAL APPROVAL:
IF ACTION ITEM, PLEASE DESCRIBE REQUESTED ACTION: Adopt revised 2017 holidays	
BACKGROUND/CONTEXT: When 2017 holidays were adopted in October 2016, we were not certain whether or not we would be open on Sundays in 2017. Now that the decision has been made on Sundays, the holiday schedule may be revised.	
ATTACHMENTS/SUPPLEMENTARY DOCUMENTS:	
PREVIOUS ACTION ON ITEM:	
REVIEWED BY COMMITTEE?:	

Resolution/Follow-Up Notes

OUTCOME OF DISCUSSION:
NEXT STEPS:

Revised 2017 Holidays

The dates that were adopted in October are on black. The suggested revision is in red.

New Year's Day Observed	Monday, January 2, 2017
Martin Luther King Jr. Day	Monday, January 16, 2017
Presidents' Day	Monday, February 20, 2017
Easter	Sunday, April 16, 2017
Memorial Day	Monday, May 29, 2017
Independence Day	Tuesday, July 4, 2017
Labor Day	Monday, September 4, 2017
Veterans' Day Observed	Friday, November 10, 2017
Thanksgiving Day	Thursday, November 23, 2017
Day After Thanksgiving	Friday, November 24, 2017
Christmas Eve	Saturday, December 23, 2017 Sunday, December 24, 2017
Christmas Day	Monday, December 25, 2017
New Year's Eve Day	Saturday, December 30 Sunday, December 31, 2017
New Year's Day	Monday, January 1, 2018

Agenda Items Details

AGENDA ITEM NAME & BRIEF DESCRIPTION: Meeting Room Policy Revision	
OWNER: Policy and Governance	PRESENTER: Maureen Bell
REQUESTED AGENDA TYPE (A, I, D): D	IS THIS A POLICY OR SIMILAR DOCUMENT FOR APPROVAL? Yes IF YES, NOTE STATUS – 1 st READ, 2 nd READ/FINAL APPROVAL: First Read
IF ACTION ITEM, PLEASE DESCRIBE REQUESTED ACTION:	
BACKGROUND/CONTEXT: Our current meeting room fee policy includes a booking fee for groups reserving the meeting room. The fee is \$5. It was originally instituted to encourage groups to reserve rooms for all of their meetings during the allowed four-month period. There is currently enough demand for meeting room space that groups book as much as they can at once without regard to the fee. The current policy also requires staff members to bill groups for any fees not collected before and during the meeting. Therefore, billing may cost us more than we realize in booking fees. We propose removing the fee and adjusting other room fees.	
ATTACHMENTS/SUPPLEMENTARY DOCUMENTS:	
PREVIOUS ACTION ON ITEM:	
REVIEWED BY COMMITTEE?:	

Resolution/Follow-Up Notes

OUTCOME OF DISCUSSION:
NEXT STEPS:

TYPES OF MEETINGS & FEE SCHEDULE

The Stillwater Public Library is foremost a public library. The library encourages public use of the library's facilities within the policies established by the Board of Trustees.

Meeting rooms are available for groups to come together to learn and exchange information and ideas. The library makes meeting rooms available to the public regardless of the beliefs or affiliation of the individuals or groups requesting their use. The fees that are charged are used to cover the costs of providing the facilities and to support the operations of the library.

Meeting Rooms

The Stillwater Public Library facilities available for meeting rental include Margaret Rivers Room A and/or B, ~~and the Conference Room and the Serving Kitchen~~. Meeting rooms are intended for groups of three or more and are not intended for individual use, study or one-on-one discussions.

~~*Booking Fee*~~

~~A \$5 non-refundable booking fee is charged to all groups when making reservations to hold the meeting dates and times.~~

Types of Meetings & Rates

Meeting room rentals are available free of charge during library hours to non-profit organizations, government agencies and community groups. If a question arises on a group's non-profit status, the Library may request a copy of the group's 501c3 form. The meeting must not charge a fee for entrance and should not involve sales or donations. Examples of meetings without a room fee:

- Governmental or Non-Profit Agency Meetings
- Public Information Sessions
- Debates/Political Rallies
- Club Meetings

For profit organizations are charged a room fee ranging from \$30-\$60/hr. These fees are also charged to non-profit organizations if there is an entrance cost or if a meeting involves sales or donations. Examples of meetings with a room fee:

- Classes/Private Lessons/Tutoring
- Depositions
- Sales Pitches
- Fundraising Events

Room Set Up

Each meeting space has a standard arrangement for seating. If a custom room configuration is requested, a \$25 set up fee is applied.

Fee Schedule

ROOM	BOOKING FEE	ROOM RATES			SET UP FEES
		Non-profit Organizations, Government & Informal Community Groups		For Profit Organizations and Private Groups	
		Library Open	Library Closed	All Times	
Conference Room	\$5 (non-refundable)	\$0/hour	\$25/hour Change to \$30/hr	\$30/hour	Standard Set Up – Board/Rectangle (Min Cap 3, Max Cap 12): \$0
Margaret Rivers A		\$0/hour	\$25/hour Change to \$30/hr	\$30/hour	Standard Set Up – Board/Rectangle (Min Cap 3; Max Cap 20): \$0 Custom Set Up: \$25/hr with 1 hr. minimum
Margaret Rivers B		\$0/hour	\$25/hour Change to \$30/hr	\$30/hour	Standard Set Up – Theatre Style (Min Cap 3, Max Cap 60): \$0 Custom Set Up: \$25/hr with 1 hr. minimum
Margaret Rivers A&B		\$0/hour	\$35/hour Change to \$60/hr	\$60/hour	Standard Set Up – Theatre Style (Min Cap 3, Max Cap 120): \$0 Custom Set Up: \$25/hr with 1 hr. minimum
Serving Kitchen		\$35/hour	\$35/hour	\$35/hour	N/A

Library Hours: Monday – Thursday: 10 am – 8 pm; Friday & Saturday: 10 am – 5 pm; **Sundays During School Year: 1 pm – 5 pm; See website for closures.**

Library Closed Rate Exemption

The Library Closed rate does not apply to meetings of the City of Stillwater, Stillwater Public Library Foundation, or Friends of the Stillwater Public Library.

No-Show Fee

A \$40.00 no-show fee will be charged unless a cancellation has been verified the business day prior to the reserved date. Any outstanding no-show fees must be paid before a new reservation is made.

Adoption/Revision Dates:

REVISED & ADOPTED SEPTEMBER 9, 2015; PROPOSED REVISION FEBRUARY 1, 2017

Agenda Items Details

AGENDA ITEM NAME & BRIEF DESCRIPTION:	
2017 Committee Structure	
OWNER: President	PRESENTER: President
REQUESTED AGENDA TYPE (A, I, D): D	IS THIS A POLICY OR SIMILAR DOCUMENT FOR APPROVAL? IF YES, NOTE STATUS – 1 st READ, 2 nd READ/FINAL APPROVAL:
IF ACTION ITEM, PLEASE DESCRIBE REQUESTED ACTION:	
BACKGROUND/CONTEXT: The following document outlines the committee roster for 2017, established by the board chair after soliciting input from each trustee. The document also outlines responsibilities for each committee, updated to reflect recent trends in the way the board operates and in what the board needs. This discussion item is intended to give the board a chance to consider and provide further input on the committee charges. Notes: 1) The WCL relationship task force and succession planning task force will remain unchanged but are not mentioned in this document. 2) You'll notice there's no governance committee included here. The board chair will discuss his reasoning during the board meeting, but in short, this committee charge seemed redundant and unnecessary. The work delegated to the governance committee should be the work of other existing committees and/or the full board.	
ATTACHMENTS/SUPPLEMENTARY DOCUMENTS:	
PREVIOUS ACTION ON ITEM:	
REVIEWED BY COMMITTEE?:	

Resolution/Follow-Up Notes

OUTCOME OF DISCUSSION:
NEXT STEPS:

2017 board committees

Feb. 9, 2017

The board's committees serve as a conduit between the board and the director and staff. Information and guidance flow both ways through the committees: Each committee informs and makes recommendations to the full board based on the committee's "leg work" between meetings, and each committee can help the director/staff interpret and act upon the board's direction.

The committees can ensure the will of the board is faithfully executed, but no committee – not even the executive committee – operates in place of the full board (except in cases where the board expressly grants specific authority).

Committee roster:

- Executive: Keliher, Bell, Richie
- Finance: Richie, Stark
- Human resources: Bell, Hansen, Menikheim
- Facilities: Carlsen, Menikheim, Otte
- Communication and outreach: Keliher, Lunn, Otte

Committee responsibilities:

Executive

Consists of board president, vice president and treasurer/secretary. Responsibilities include board leadership and operation, ensuring the library's body of policies adequately address the organization's needs, delivering in-person evaluation of library director, and negotiating union contract.

Finance

Includes treasurer/secretary. Responsibilities include providing recommendations on budget allocations and expenditures; establishing a standard set of monthly, quarterly and/or annual reports to be prepared for the board by library staff; oversight of policies affecting board finance and budgeting; and reviewing annual budget requests in advance of review by the board.

Human resources

Responsibilities include oversight of policies affecting library staff and the board's relationship with the director (noting that union contract negotiations fall to the executive committee); reviewing annual staff performance evaluation process; with the guidance of the director, ensuring the library's staffing model remains appropriate and effective; and with the guidance of the director and city's HR manager, ensuring the library's personnel policies and procedures are adequate and effective.

Facilities

Responsibilities include oversight of policies affecting the library building, grounds and equipment and their use; policies and procedures related to facilities including meetings and events; anticipating

and forecasting capital/facilities needs; and review of the annual capital budget request in advance of review by the board.

Communication and outreach

Responsibilities include providing guidance to the director and staff with regard to implementing the board's plans for communication and community outreach; with the assistance of the director/staff, developing marketing/communication plans for the library; and serving as the library board's communication support team.

Director's Report

Current Issues: A number of libraries are now moving to digital cards, basically a number that patrons use to access digital offerings. One may register for these cards online and have same day access. Some libraries are using an app for this. I don't know if this has the same cachet for those parents who come here the day after their child is born to get him or her the first library card! * Library Journal tracks library referenda. In 2016, they tracked 184 library elections. Of these, forty-seven were for construction projects. 68 percent of those measures passed. Another 121 elections were for operating expenses. 86 percent of these passed.

Goals and Objectives: With the installation of the new computer workstations, Phase I Part A is complete. Staff members are meeting with a designer from MSR to select items for the teen library. Once the teen library is complete, an opening may be planned for the new desk and the newly refurbished teen library. As donor, Rod Lawson should be invited. If he is unable to attend, it would be great to send him pictures of the new teen area. Service to teens has been an area of concern to Rid for some time. He was one of the group of residents who helped open the first teen center in Stillwater.

Community and Professional Relationships: Our first training session on service to seniors has been moved to March due to a conflict for the presenter. The senior outreach plan that is distributed in this packet had been delegated to a library associate for maintenance until targets are reassigned by the interim or continuing director.

Staff and Personnel: The City Council received a further package of recommendation from Flaherty and Hood on the classification and compensation plan that they have developed. It contains a pay plan that is somewhat different in nature than the style of our current pay scales. The City may not adopt a pay plan for the library or the water department. The Board must decide whether or not to adopt this plan. However, the City Council does adopt point values for all the classifications that are included in the pay equity study. The City Council has asked Tom McCarty to contact F&H to determine whether or not they will be able to perform an audit for library positions within 45 days to verify point values of the library classifications. Action on aspects of this plan – including the appeal process - will be delayed for the library until this verification process is complete. Once it has been completed and point values are adopted the Board of Trustees may move forward with decision-making about any possible implementation. Both Tom McCarty and Donna Robole stated that they would be happy to meet with the Board to plan any implementation strategies and provide support to Melissa Brechon for her role in moving this effort forward.

Business and Finance: The holiday engagement activity has resulted in people looking at the terrace and event spaces. Design of the tent tie-downs is moving forward. We have created a list of four construction companies who will be asked to provide estimates. This project will be below the threshold that requires bidding.

Technology: MELSA has purchased the newest version of Evanced, the room booking software that it provides to member libraries. Our staff received training on its use. Although this new version seems to offer some improvements for listing programming, it is more cumbersome for booking meetings. Fortunately, Keri's criticism of some of the features is causing second looks and some attempts to modify the software. Not many libraries have as complex a meeting business as we do, but more libraries are thinking about enhanced meeting rooms as a service to the community, witness WCL's recently announced plans for their new libraries in Cottage Grove and Mahtomedi.

Stillwater Public Library

Outreach Plan - Seniors

Are we ready?

Library will develop a plan for new partnerships that support the strategic plan. Staff is maintaining existing partnerships; exploring new partnerships, developing a process for proposing partnerships, and creating partnership agreements; we have three areas of focus for 2017: seniors, disadvantaged youth, and community library skills

What are we already doing?

Doorstep delivery

Senior Surf

Large print collection

Volunteer opportunities

Text magnifier

Do we know our community?

Older Adults: Who are they?

America's older adults are diverse, differing by age, education, life experience, sexual orientation, health, geographic location, and income. Active older adults typically live in their own homes or retirement communities, are involved in community activities, and manage their own transportation.

One of the fastest-growing groups of active older adults today are the baby boomers, the approximately 78 million Americans born from 1946 to 1964. Frail elders are typically the oldest adults and often include persons living in residential facilities and those with various disabling conditions. *

Stillwater has 1698 senior females and 1201 senior males registered as of the end of 2016, 14% of our registered borrowers.

Here are the US Census Bureau ACS Demographic and Housing Estimates 2015 for zipcode 55082:

Total population	35,630	+/-448	35,630	(X)
60 to 64 years	2,322	+/-241	6.5%	+/-0.7
65 to 74 years	3,090	+/-242	8.7%	+/-0.7
75 to 84 years	1,901	+/-263	5.3%	+/-0.7
85 years and over	966	+/-337	2.7%	+/-1.0
Median age (years)	43.9	+/-0.8	(X)	(X)

18 years and over	27,400	+/-471	76.9%	+/-1.0
21 years and over	26,249	+/-512	73.7%	+/-1.2
62 years and over	7,219	+/-480	20.3%	+/-1.3
65 years and over	5,957	+/-415	16.7%	+/-1.2
65 years and over	5,957	+/-415	5,957	(X)

Who should the library involve?

Form Senior Advisory Committee to network and build relationships that will ultimately garner you valuable community support as well as desired partnerships and collaborations.

Establish an advisory group with elders and service providers.

Invite people to informal focus groups where you can pick their brains for good ideas.

Conduct simple surveys with both library regulars and non-users.

Sponsor community forums on hot topics with elders.

Invite key seniors to review plans and offer suggestions.

Staff projects with older adult volunteers.

What type of programs should the library create?

Use community demographics which may be used as guidance for community needs;

Consult advisory group for input from various perspectives

Seek community input into what type of programs the community wants.

Affirm these suggestions by distributing a brief survey asking older library consumers what type of programs they would like to have. The library should also ask individuals who do not frequent the library to complete the survey

Combine the demographic information, advisory suggestions and the consumer input should give the library adequate rationale for the types of programs the community desires and needs.

Who would be partners/collaborators?

At this point, the library will need to determine if it can develop a specific program with just library resources or if it would be pertinent to seek a partnership or collaboration.

If the library determines that it would be better to partner or collaborate, keep in mind that library programs and services for older adults should not replicate those of other agencies, but can complement and support them.

Advisory members may also be valuable in determining available community resources.

Where do we get started?

Metropolitan Area Agency on Aging
Dawn Simonson, Executive Director
2365 N McKnight Road, Suite 3
North St. Paul, Minnesota 55109

Main: (651) 641-8612
Fax: (651) 641-8618

FamilyMeans Caregiver Support and Aging Services: (651) 439-4840 Senior Centers

Lakeview Hospital General Phone Line (651) 439-5330.

U of M Extension
Washington County
14949 62nd St N
Stillwater MN 55082-6132
(651) 430-6800 (phone)
(651) 430-6811 (fax)
mnext-washington@umn.edu

Stillwater ACT on Alzheimer's Action Community Team Contact
Beth Wiggins
bwiggins@familymeans.org

Stillwater Senior Center
Community Thread
2300 Orleans Street West
Stillwater, MN 55082
Phone: (651) 439-7434

Trinity Lutheran Church Senior Events/Celebrating Seniors
Contact: Zanny Johnson, 439-7400, ext. 130.

Canvas Health Senior Service Coordination
Stillwater Office
375 Orleans St E, Stillwater, MN, 55082-5830
2 Miles
(651) 777-5222
info@hsicare.org

Silver Sobriety Recovery Program for Seniors
5630 Memorial Ave N, Stillwater, MN, 55082-1087
(651) 439-8804
info@silversobriety.org

ESR, Inc. Waiver Transportation
Stillwater Program/Administration
1754 Washington Ave S, Stillwater, MN, 55082-7561
(651) 351-0190
mail@esrworks.org

Ann Bodlovick Apartments
Independent Living Community for Older Adults
2400 Orleans St W, Stillwater, MN, 55082-7554
(651) 430-2975
annbodlovick@sheltercorp.com

Dominium Subsidized Housing for Older Adults
Rivertown Commons
212 2nd St N, Stillwater, MN, 55082-5005
(651) 439-9535
rivertowncom@dominiuminc.com

Golden Living Greeley
313 Greeley St S, Stillwater, MN 55082
(651) 439-5775

Golden Living Linden
105 Linden St W, Stillwater, MN 55082
(651) 439-5004

Elderly Waiver (EW)
14949 62nd St N, Stillwater, MN, 55082-6132
(651) 430-6484

How do we approach an organization?

Seek organizations that have a mission that complements the library's mission and vision.

Find a partner that is able to provide a resource that the library is unable to provide.

Meet and greet face to face to determine whether it is a good fit for all parties involved.

Define what the purpose of the collaboration/partnership is, what will each organization gain as a result and how will the consumer benefit.

Determine if partnership/collaboration will be on-going or as needed.

Establish written roles and responsibilities.

Develop timelines/duration for program, initiative or service.

Evaluate the collaboration/partnership.

Collaborate...

Use groups, such as Meals on Wheels and home health agencies, to place information in people's homes. Don't forget about book mobile and lobby service visits.

Develop and maintain mailing lists (including emails) for reaching agencies and organizations that serve older adults. Include faith-based organizations, aging services, and residential programs, at a minimum.

Partner...

Celebrate and plan activities for Older Americans Month, which typically takes place in May, with local organizations.

Promote...

Place our flyers and brochures in display racks at your library, with partner agencies, and in key businesses frequented by the adults we want to reach.

How will we assess our progress?

We are determining the best evaluation methods.

*ALA Office for Literacy and Outreach Services

**CITY OF STILLWATER
LIBRARY BOARD
YOUTH SERVICES OUTREACH REPORT**

PREPARED BY: Angela Petrie,
Youth Services Supervisor

MEETING DATE: February 14, 2017

TITLE: 2017 Youth Services Outreach Plan (DRAFT)

OBJECTIVE: To provide the Library Board with the First Quarter plan for Youth Services Outreach, as requested by the Library Director.

BACKGROUND: The Youth Services Department has historically provided exceptional in-house programming (see attached schedule) for youth of all ages with regular early literacy enriched storytime programs developed using *“Every Child Ready to Read”* guidelines to include emphasis on the five literacy practices of *read, write, sing, play, and talk*. These engaging programs are presented to children in the community including those enrolled at the District’s Head Start, ECFE, and elementary schools in/out of the district but still within the city limits.

Each spring, Youth Services Librarians offer off site programs to the area elementary and junior high schools to promote the library’s summer reading programming.

In 2016, the following schools were visited in May:

Stonebridge
Salem
Rutherford – 3rd grade
Rutherford – 4th grade
New Heights – 2/3 grades
Lily Lake
St. Croix Prep
St Croix Catholic
Oak Park
SJHS – 7th graders

2017 - 1ST QUARTER GOALS:

- Offer early literacy programming to area elementary schools in February to promote, “I Love to Read” Month
- Host and heavily promote the National “Take Your Child to the Library Day” on February 11 (YYS Petrie is MN Representative) – offerings include a STEM program (reptile zoo) and fun family activity stations manned by members of the Teen Advisory Board.
- Further develop relationship with ECFE to include 3-4 ECFE sponsored craft activities at the library, parent educator attendance at regular preschool storytime sessions as a parent/caregiver resource to discuss milestones and school readiness. Petrie is discussing the possibility of presenting a library storytime to their non-English speaking class. Petrie will arrange for library to be present at ECFE Open House in August.

- Maintain the newly developed “Second Saturday” family programming to reach families who are unable to attend weekday programs.
- Initiate discussion with Family Means and other area experts about offering informational adult skills programming to older teens to help prepare them for adulthood.
- Offer monthly storytime sessions on/off site for Anoka County Community Action Program (Stillwater Head Start) children. December 2016, YSS Petrie attended a family event promoting library services. Programming information will be more regularly distributed to the lead teacher.
- Regular attendance at toddler storytime sessions by Anoka County Community Action Program Outreach Coordinator to answer questions about milestones and distribute information about the ECFE programs offered to Stillwater families.
- YSS Petrie will meet with Community Education Program Director to discuss partnership opportunities.
- Staff will make connections and distribute posters and handouts promoting library youth programming to area businesses.
- Youth programming posters will regularly be sent to the Digital Backpack contact for posting on the district’s website.
- Staff will gather information about the area daycares, preschools, shelters, district and alternative schools to aid in the development of a needs based plan for future outreach.
- Youth Services staff are meeting weekly to determine an approach that takes full advantage of available resources.

SPL Youth Services Perennial Programming and Events - all subject to change				
January	February	March	April	May
Toddler Storytime	Toddler Storytime		Toddler Storytime	Toddler Storytime
Preschool Storytime	Preschool Storytime	Preschool Storytime	Preschool Storytime	Preschool Storytime
Stealth Family Program (coloring Club)	Stealth Family Program (coloring Club)	Stealth Family Program (coloring Club)	Stealth Family Program (coloring Club)	Stealth Family Program (coloring Club)
	Pajama Storytime			
Second Saturday Family Program	Second Saturday Family Program	Second Saturday Family Program	Second Saturday Family Program	Second Saturday Family Program
	StoryTAILS	StoryTAILS	StoryTAILS	StoryTAILS
LEGACY PROGRAMMING	LEGACY PROGRAMMING	LEGACY PROGRAMMING	LEGACY PROGRAMMING	LEGACY PROGRAMMING
	"Take Your Child to the Library Day" - A national celebration	Teen Tech Week		Librarian visits to schools to promote summer reading programming
		Spring Break Art		
Special Dates/Th				
	"I Love to Read" outreach	Suess Birthday		
Head Start outreach storytime	Head Start outreach storytime	Head Start outreach storytime	Head Start outreach storytime	Head Start outreach storytime

June	July	August	September	October
			Toddler Storytime	Toddler Storytime
Family Storytime (SRP)	Family Storytime (SRP)	Family Storytime (SRP)	Preschool Storytime	Preschool Storytime
Stealth Family Program (coloring Club)	Stealth Family Program (coloring Club)	Stealth Family Program (coloring Club)	Stealth Family Program (coloring Club)	Stealth Family Program (coloring Club)
Pajama Storytime				Pajama Storytime
Second Saturday Family Program	Second Saturday Family Program	Second Saturday Family Program	Second Saturday Family Program	Second Saturday Family Program
StoryTAILS	StoryTAILS	StoryTAILS	StoryTAILS	StoryTAILS
LEGACY PROGRAMMING	LEGACY PROGRAMMING	LEGACY PROGRAMMING	LEGACY PROGRAMMING	LEGACY PROGRAMMING
SUMMER READING				Teen Read Month
MELSA performer	MELSA performer			
emes that have had targeted programming or displays				
				Teen Read Month
			Head Start outreach storytime	Head Start outreach storytime

November	December	notes
		weekly Tuesdays
Preschool Storytime (exc wk of Tday)	Preschool Storytime (1st two weeks)	weekly Wednesdays
Stealth Family Program (coloring Club)	Stealth Family Program (coloring Club)	weekly Wednesdays
		Thursday evenings
Second Saturday Family Program	Second Saturday Family Program	Second Saturday at 10:30 +/- 1:00
StoryTAILS	StoryTAILS	varies, Mondays and some Saturdays
LEGACY PROGRAMMING	LEGACY PROGRAMMING	Arts and Cultural Heritage programming, dates vary widely
Picture Book Month: http://picturebookmonth.com	BOOK DRIVE FOR Community Thread and Head Start families	
Head Start outreach storytime	Head Start outreach storytime	Second Thursday at 11:30

Stillwater Public Library 2017 Calendar

<p>January 9: Friends Meeting, 6:30 pm 10: SPL Board Meeting, 7:00 pm 25: SPLF Board Meeting, 7:30 am</p> <ul style="list-style-type: none"> • Begin Development of 5-Year Capital Forecast (2018-2022) • Board passes ratification of wages prepared by Director 	<p>February 13: Friends Meeting, 6:30 pm 14: SPL Board Meeting, 7:00 pm 22: SPLF Board Meeting, 7:30 am</p>	<p>March 13: Friends Meeting, 6:30 pm 14: SPL Board Meeting, 7:00 pm 22: SPLF Board Meeting, 7:30 am</p> <ul style="list-style-type: none"> • Presentation at Stillwater Township's annual meeting • Grant proposals to Foundation
<p>April 1: Annual Report to State Due 9-15: National Library Week 10: Friends Meeting, 6:30 pm 11: SPL Board Meeting, 7:00 pm 12-15: Spring Used Book Sale 26: SPLF Annual Bd Meeting & Gratitude Breakfast, 7:30 am</p> <ul style="list-style-type: none"> • Big Read/Valley Reads w/ArtReach • Usual month for Club Book (MELSA) 	<p>May 8: Friends Meeting, 6:30 pm 9: SPL Board Meeting, 7:00 pm 24: SPLF Board Meeting, 7:30 am</p> <ul style="list-style-type: none"> • Begin budget request preparation 	<p>June 12: Friends Meeting, 6:30 pm 13: SPL Board Meeting, 7:00 pm 28: SPLF Board Meeting, 7:30 am</p> <ul style="list-style-type: none"> • Preliminary board budget discussion
<p>July 4: Light A Spark, 7:00 pm 11: SPL Board Meeting, 7:00 pm 26: SPLF Board Meeting, 7:30 am</p> <ul style="list-style-type: none"> • Board adopts budget request 	<p>August 8: SPL Board Meeting, 7:00 pm 23: SPLF Board Meeting, 7:30 am</p> <ul style="list-style-type: none"> • City Council budget hearing • Grant proposals to Foundation 	<p>September 11: Friends Meeting, 6:30 pm 12: SPL Board Meeting, 7:00 pm 22: Destination Library, Evening 27: SPLF Board Meeting, 7:30 am</p> <ul style="list-style-type: none"> • Levy adopted • Assist Foundation with Huelsmann grant application if requested, application due
<p>October 9: Friends Meeting, 6:30 pm 10: SPL Board Meeting, 7:00 pm 25: SPLF Board Meeting, 7:30 am</p> <ul style="list-style-type: none"> • Examine ending dates for Board Members, place on Board agenda • Usual month for Club Book (MELSA) • Adopt Holidays for succeeding year 	<p>November 10-11: Style Speaks Volumes, 11:00 am, Reve Bistro 13: Friends Meeting, 6:30 pm 14: SPL Board Meeting, 7:00 pm 22: SPLF Board Meeting, 7:30 am</p> <ul style="list-style-type: none"> • Union signifies desire to negotiate if communication has not been received earlier • Grant proposals to Foundation 	<p>December 12: SPL Board Meeting, 7:00 pm 27: SPLF Board Meeting, 7:30 am 31: SPL Board Terms End 31: WCL/SPL Contract Ends</p> <ul style="list-style-type: none"> • Succeeding year budget adopted by Council • Set staff meeting schedule for succeeding year • Negotiate new union contract before December 31 if needed • Staff personnel evaluations

BOARD MEETING FOLLOW-UP					
ID	Board Meeting	Task	Description	Responsible	Status
14	9/8/2015	Terrace Tie-Downs	Follow-up with Anne Young about the possible installation of tent tie-downs on the Terrace.	Bertalmio	11/28/16: In Progress Board decided to proceed with tie-downs on Terrace. SPLF confirmed that a donor is willing to fund project.
30	12/9/2015	Prioritize Facility Repairs/Work	Facilities should catalog a list of repairs needed and prioritize the work, including the leak in Bertalmio's office and the ceiling cracks throughout the building. List should be provided to board by the Spring of 2016.	Facilities Committee	11/28/16: In Progress The Facilities Committee should assess the state of the facility to prepare for the 2017-2022 Capital Plan.
50	3/8/2016	Building Reconfiguration	Develop a staffing model plan in preparation for co-location change.	Bertalmio	11/28/16: In Progress A prototype desk schedule has been developed. Cross-training has occurred. Senior staff have received outreach assignments of areas that they will lead. Area leaders are developing training schedules for staff for selected areas. First training opportunity is dementia training. Staff is participating with Adult Basis Education staff on a grant proposal.
52	3/8/2016	Partnerships & Outreach	Provide board with a plan for what would be realistic for the library to do in outreach over the next year.	Bertalmio	11/28/16: In progress Management Team is working on training needs, staffing pattern, and outreach goals.
53	3/8/2016	Board Goals	Discuss 2016 Board Goals.	Keliher	10/31/16: In Progress Process will begin with a review of bylaws and other existing "job descriptions" for trustees.
55	4/12/2016	Partnerships & Outreach	Review recent demographic data from school district (and other sources if available) to help identify underserved and diverse populations of the Stillwater area.	Bertalmio Otte	12/10/16: In Progress WCL has purchased Civic Technologies software that can be mounted on the ILS system to report on demographics for outreach and marketing. WCL is scheduled to receive reports early in 2017. Reports for Stillwater will follow. Board would like an update on when they could receive a copy of this report.
57	4/12/2016	Long-Term Financial Planning	Meet individually with members of the city council to help educate them about the library.	Bell Carlsen Hansen Keliher	11/28/16: In Progress This does not seem to be the Council's preferred method of receiving library information.
61	5/10/2016	Building Name Rights Task Force	After naming rights plan is received from staff, convene a small task force of Board, staff members and an SPLF board member to review plan and determine donor approach.		11/28/16: In Progress Staff will meet with Wells Fargo to offer an alternative opportunity for naming.
64	5/10/2016	Teen Area	Furnishing costs for the teen room is TBD. Further discussion needs to occur with YS, TAB to review ideas and develop a more specific plan for the teen areas before costs can be determined.	Bertalmio	11/28/16: In Progress Design work will begin after the co-location work is complete.

70	8/9/2016	Supplemental Funds	The Finance Committee will work on a process for how to manage any new endowment-type gifts received by the library and will bring proposed process to the Governance Committee.	Finance	
73	8/9/2016	City Council Relations	Board requested that Bertalmio and Keliher put together an action plan for building city council relationships and educating council members. The board asked Bertalmio and Keliher to consider including the following components: Director attending council meetings if there is library business before the council, Director being part of the City team that plans agenda, Director building relationships with council members.	Bertalmio Keliher	11/28/16: In Progress Director will attend Council meetings when library actions are on the agenda.
76	8/9/2016	WCL Relations	Board asked Bertalmio to help drive relationship-building with WCL and reach out to WCL regarding a meeting with Bertalmio/McCarty.	Bertalmio	11/28/16: In Progress A meeting with Washington County administrators, the WCL Director, and the Stillwater Administrator and Library Director was held on September 15, 2016. The County is willing to meet with Stillwater representatives, but the WCL Director voiced concerns about unwieldy structures and a complicated facility.
77	9/13/2016	Events	Board asked Bertalmio and Keliher to meet with Young to discuss the mitigation suggestions received in a 9/8/16 letter from the neighbors regarding events at the library.	Bertalmio Keliher	11/28/16: In Progress Board voted to approve changes to event policy at 10/11/16 meeting. The library is also looking to address other concerns presented by the neighbors and is pursuing the possibility of increasing the yellow curb painting on 4th Street to extend the no parking area, updating signage in the alley, increased staffing during event loading/unloading, and moving tent delivery away from the former Mulberry St.
80	9/13/2016	City Council Relations	Ask McCarty to formally place library on agenda on a quarterly or monthly basis. Library Director and a Board Member will attend meeting and provide brief update.	Bertalmio	11/28/16: In Progress The Council was not united in how they wish to receive communications..
83	10/11/2016	Building Reconfiguration	Board requested that ongoing photo updates appear on website about project.	Bertalmio	10/31/16: In progress To date, photos of construction are unclear. When there is more on which to focus, photos will be displayed.
85	10/11/2016	Technology Plan	In the Annual Report to the State, it stated that the technology plan was updated in 1999. Bertalmio explained that a majority of the library's technology is coordinated with Washington County Library. Board requested more information on the SPL and WCL technology plans to assess if updates are needed to the SPL plan.	Bertalmio	10/31/2016: In Progress The 1999 Technology Plan was not a policy but a plan done in conjunction in with WCL to apply for an e-rate discount (a telecommunications discount) that is no longer applicable. The plan assessed fiber, wireless, hardware, software needs for the libraries.
88	11/9/2016	2017 Capital Budget	Facilities Committee to review budget and provide recommendations for reducing the 2017 Capital Budget at the December board meeting.	Bertalmio Carlsen Menikheim Otte	12/16/16: Completed Capital Budget provided for review at Dec board meeting. Budget was provisionally approved following Bertalmio's confirmation with IT that security camera project would be completed in 2017. Bertalmio confirmed with Rose Holman, IT, that the security camera project is for 2017.
89	11/9/2016	Board Office Nominations	Nominating Committee form and meet in preparation for the election of officers on the board for a two-year term beginning in 2017.	Hansen Richie	12/13/16: In Progress Keliher appointed Nominations Committee. Committee asked for nominations from board.

90	12/21/2016	Hiring of Interim Director	Connect with Library Strategies regarding beginning the interim director search. Obtain quote for interim search, discuss role of WCL, and next steps in the process.	Keliher	
91	12/21/2016	Hiring of Interim Director	Connect with Keith Ryskoski to determine WCL's ability and willingness to provide candidates for the interim director search process	Keliher	
92	12/21/2016	Hiring of Interim Director	Connect with Tom McCarty and Donna Robole to determine the role that city HR could provide in the search process	Menikheim	
93	12/21/2016	Hiring of Interim Director	Compile the key responsibilities of an interim director. Assess percentage of time spent on different areas of work	Bell Keliher	
94	12/21/2016	Hiring of Interim Director	Inform Magnuson and McCarty of Board's steps in the interim director search	Keliher	
95	12/21/2016	Hiring of Interim Director	Review Library finances and identify sources of funds for interim and permanent director searches	Finance Committee	1/10/17: Finance Committee reported that one source of funds may be cost savings in the area of insurance when the Director and Assistant Director positions are open.
96	1/10/2017	Hiring of Search Firm	Complete the RFP document, to obtain review from the City Administrator and City Attorney, and to post and distribute the RFP publicly.	Executive Committee	
97	1/10/2017	Building Reconfiguration - Teen Room	MSR needs to provide suggestions for items for teen room. Items need to be ordered.		
98	1/10/2017	Building Reconfiguration - Phase 2	Plans and timelines for phase 2 need to be determined.	Facilities Committee	
99	1/10/2017	Building Reconfiguration - Phase 3	Plans and timelines for phase 3 need to be determined.	Facilities Committee	
100	1/10/2017	Event Zoning	Follow-up with city regarding events zoning for Library.	Menikheim	
101	1/10/2017	Class Compensation Study	Review class compensation information as available and determine next steps.	HR Committee	
102	1/10/2017	2017 Board Committees	Review board committees, structure, roles and assignments.	Executive Committee	

TICKLER ITEMS

ID	Board Meeting	Task	Description	Responsible	Status
TICKLER	9/8/2015	Pavers - Neighbor Communication	Inform neighbors about paver replacement and potential timing and disruption.		TICKLER: The City of Stillwater lists this project in its capital project budget for 2017.No known date for paver replacement; Communicate to neighbors when date is known.
TICKLER	10/9/2018	Board Officers Nominating Committee	In October/November 2018, Board should appoint a nominating committee for officers on the Board for a two-year term beginning in 2019.	Board	TICKLER

Friends of the Stillwater Public Library met on January 9.
We have a new Secretary...Tracy Salvati.

Currently, our membership total is 107. We count memberships rather than members.

Beginning February 1, 2017, fees for membership will increase. Bags will be \$15.

Early plans for our Spring Booksale are under way. Collection dates will be Saturday, April 1 and Saturday, April 8.

We presented the Stillwater Public Library with a check for \$1200 for books on CD.

Next meeting will be February 13, 2017.